



Find the right reward data for your organization

Give your company a competitive edge, clarify opportunities and illuminate pathways.

Let our detailed **compensation, HR policy and benefit design practices** data, consulting expertise and intuitive technology help you:

- **Make effective decisions** with current, reliable data that cover all employees and industries for organizations of all sizes, in more than 120 countries around the world.
- **Tailor your data** in multiple ways – by employee level, region, peer group and more – with our flexible, intuitive software.
- **Enhance strategies** with practical, actionable advice and in-depth market insights from our experienced consultants.
- **Optimize costs** via our global data purchase program that centralizes survey participation, report publishing and invoicing so you can design – and deliver – competitive global compensation programs with ease and efficiency.
- **Address unique challenges** with custom compensation and benefit surveys designed to meet your organization's goals and objectives.

Our powerful, integrated products and solutions take the complexity out of pay and benefit planning so you can attract, retain and engage key talent to grow your business.

We work with:

-  68% FORTUNE 500
-  70% FORTUNE 1000
-  70% HSI
-  82% FTSE 100
-  87% DAX 30

Database characteristics

-  120+ countries around the world covering all industries
-  30,000+ organizations participate in our surveys
-  45,000 jobs across all employee levels

Events

-  **Join our events** and webcasts to access the latest thinking in HR alongside data, trends and insights for your country/sector, and network with your peers. For more information, visit <https://events.towerswatson.com>

Flexible reporting and customizizable analytics delivered online

HR Policies and Practices

Training/professional development policy

Policy for training/professional development or continuing education

Type of policy	Formally established
	Discretionary (on a case by case basis)
	Combination of both

Coverage of costs

No of organizations responding: 234

All costs covered, including payment for missed working time

All costs covered, excluding payment for missed working time

No costs covered and no payment for missed working time

Contribution to development/education activities

No of organizations responding: 263

% contributing

Contribution covers MBA/University Education

General Industry Compensation Survey Report

AHR000 HR Generalist/Consultant Generalist/Multidiscipline

Pay Data	Your data	25th (25th)	% (25th)	Median (Median)	% (Median)	75th (75th)	% (75th)
Base Salary	688,840	649,173	6%	689,004	0%	774,456	-11%
Total Fixed Cash Allowances (excluding Car)	42,000	-	-	48,000	-13%	-	-
Total Guaranteed Compensation	730,840	649,173	13%	692,050	6%	780,840	-6%
Target Total Variable Pay	103,326	54,224	91%	79,896	29%	136,070	-24%
Target Total Variable Pay % of Base	15.0%	8.0%	88%	12.0%	25%	18.0%	-17%
Target Total Compensation	834,166	697,048	20%	781,450	7%	863,175	-3%
Actual Total Variable Pay	18,137	18,000	1%	84,225	-78%	117,486	-85%
Actual Total Variable Pay % of Base	2.6%	3.0%	-11%	12.5%	-79%	16.1%	-84%
Actual Total Compensation	748,977	696,096	8%	794,520	-6%	890,394	-16%

Valued Benefits	Your data	25th (25th)	% (25th)	Median (Median)	% (Median)	75th (75th)	% (75th)
Car Benefits - Car Purchase Cost	-	-	-	328,000	-	-	-
Car Benefits - Car Allowance	42,000	-	-	-	-	-	-
Car Benefits - Monthly Leasing Cost	-	-	-	6,688	-	-	-

Benefits Design Practices

Occupational Health Programs

How are occupational health programs provided?

Number of responses: 268

Organization general practitioner on call	3%
Internal department	12%
Outsourced department with onsite doctor or nurse	12%
Outsourced service on an as needed basis	73%

Most employers tend to outsource the provision of OH benefits.

Number of occupational health employees who are onsite in the internal department

	Doctor	Nurse	Administrator	Other (Dentist, Chiropracist, etc.)
Number of responses	10	21	16	8
10th percentile	1	1	1	1
25th percentile	1	1	1	1
Median	1	1	1	2
75th percentile	2	3	2	2
90th percentile	3	3	3	2
Average	2	2	2	2

Data displayed are for illustrative purposes only.

We can help you address your organization's most challenging reward questions, such as:

- Am I getting compensation right, measuring up to my competitors?
- In this era of digitalization and the deconstruction of work, how can we secure the highly specialized IT skills needed for future business success?
- Where can I find data to assess labor costs within my region and across the globe?
- What steps do I need to take to design and execute an effective executive pay program that reflects business objectives and culture?
- What are the latest trends in salary movements?
- How do I establish or maintain a globally competitive company car program?

Willis Towers Watson Compensation Software

Smart, intuitive and designed to help you create and manage effective pay structures that place total compensation within the context of performance, market benchmarks and systemwide equity. To learn more, visit willistowerswatson.com/hrsoftware.



Visit wtwdataservices.com for more information.

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Willis Towers Watson Data Services

Willis Towers Watson Data Services is a leading provider of compensation, benefit and employment practice information to the global employer community. Our databases are recognized worldwide as a premier source of current data for compensation planning.

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About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.