

Why are the right reward data important?

Data Services capabilities

The right data can 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 Willis Towers Watson Compensation 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:



Database characteristics:



Flexible reporting and customizable analytics delivered online

HR Policies and Practices	General Industry Compensation Survey Report	Benefits Design 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	AHR000 HR Generalist/Consultant Generalist/Multidiscipline <table border="1"> <thead> <tr> <th>Pay Data</th> <th>Your data</th> <th>25th</th> <th>(25th)</th> <th>%</th> <th>Median</th> <th>(Median)</th> <th>%</th> <th>75th</th> <th>(75th)</th> </tr> </thead> <tbody> <tr> <td>Base Salary</td> <td>688,840</td> <td>649,173</td> <td>6%</td> <td>689,004</td> <td>0%</td> <td>774,456</td> <td>-11%</td> <td></td> <td></td> </tr> <tr> <td>Total Fixed Cash Allowances (excluding Car)</td> <td>42,000</td> <td>-</td> <td>-</td> <td>48,000</td> <td>-13%</td> <td>-</td> <td>-</td> <td></td> <td></td> </tr> <tr> <td>Total Guaranteed Compensation</td> <td>730,840</td> <td>649,173</td> <td>13%</td> <td>692,050</td> <td>6%</td> <td>780,840</td> <td>-6%</td> <td></td> <td></td> </tr> <tr> <td>Target Total Variable Pay</td> <td>103,326</td> <td>54,224</td> <td>91%</td> <td>79,896</td> <td>29%</td> <td>136,070</td> <td>-24%</td> <td></td> <td></td> </tr> <tr> <td>Target Total Variable Pay % of Base</td> <td>15.0%</td> <td>8.0%</td> <td>88%</td> <td>12.0%</td> <td>25%</td> <td>18.0%</td> <td>-17%</td> <td></td> <td></td> </tr> <tr> <td>Target Total Compensation</td> <td>834,166</td> <td>697,048</td> <td>20%</td> <td>781,450</td> <td>7%</td> <td>863,175</td> <td>-3%</td> <td></td> <td></td> </tr> <tr> <td>Actual Total Variable Pay</td> <td>18,137</td> <td>18,000</td> <td>1%</td> <td>84,225</td> <td>-78%</td> <td>117,486</td> <td>-85%</td> <td></td> <td></td> </tr> <tr> <td>Actual Total Variable Pay % of Base</td> <td>2.6%</td> <td>3.0%</td> <td>-11%</td> <td>12.5%</td> <td>-79%</td> <td>16.1%</td> <td>-84%</td> <td></td> <td></td> </tr> <tr> <td>Actual Total Compensation</td> <td>748,977</td> <td>696,096</td> <td>8%</td> <td>794,520</td> <td>-6%</td> <td>890,394</td> <td>-16%</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Valued Benefits</th> <th>Your data</th> <th>25th</th> <th>(25th)</th> <th>%</th> <th>Median</th> <th>(Median)</th> <th>%</th> <th>75th</th> <th>(75th)</th> </tr> </thead> <tbody> <tr> <td>Car Benefits - Car Purchase Cost</td> <td>-</td> <td>-</td> <td>-</td> <td>328,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Car Benefits - Car Allowance</td> <td>42,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Car Benefits - Monthly Leasing Cost</td> <td>-</td> <td>-</td> <td>-</td> <td>6,688</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Pay Data	Your data	25th	(25th)	%	Median	(Median)	%	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)	%	Median	(Median)	%	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? % of responses 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.
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Data displayed are for illustrative purposes only.

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

- How does my organization's pay strategy measure up to those of my competitors?
- Where can I find data to assess labor costs across countries?
- We're relocating employees. What steps do I need to take to rationalize salary differentials?
- What are the latest trends in salary movements?
- How do I establish or maintain a globally competitive company car program?
- I need to design an executive pay program that reflects business objectives and culture. Where do I start?
- How does pay differ by education level?



Visit wtwdataservices.com for more information.

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 towerswatson.com/hrsoftware.

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Willis Towers Watson Data Services

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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.



willistowerswatson.com/social-media

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Willis Towers Watson

Our consistent approach facilitates analyses across countries and regions

	Benefits Profiles	Company Car Benefits Survey Reports	Employment Terms and Conditions Reports	Global 50 Remuneration Planning Report	Global Geographic Salary Differentials Report	Global Starting Salaries Report	Salary Budget Planning Reports		Benefits Profiles	Company Car Benefits Survey Reports	Employment Terms and Conditions Reports	Global 50 Remuneration Planning Report	Global Geographic Salary Differentials Report	Global Starting Salaries Report	Salary Budget Planning Reports
Single Country Report		✓						Single Country Report		✓					
Multi-Country Report	✓	✓	✓	✓	✓	✓	✓	Multi-Country Report	✓	✓	✓	✓	✓	✓	✓
Albania								Lebanon							
Algeria								Libya							
Angola								Lithuania							
Argentina								Luxembourg							
Armenia								Macao							
Australia								Macedonia							
Austria								Malawi							
Azerbaijan								Malaysia							
Bahamas								Mali							
Bahrain								Malta							
Bangladesh								Mauritius							
Barbados								Mexico							
Belarus								Moldova							
Belgium								Monaco							
Bolivia								Montenegro							
Bosnia-Herzegovina								Morocco							
Botswana								Mozambique							
Brazil								Myanmar							
Brunei								Netherlands							
Bulgaria								New Zealand							
Cambodia								Nicaragua							
Canada								Nigeria							
Chile								Norway							
China								Oman							
Colombia								Pakistan							
Congo (DRC)								Panama							
Costa Rica								Paraguay							
Croatia								Peru							
Curacao								Philippines							
Cyprus								Poland							
Czechia								Portugal							
Denmark								Puerto Rico							
Dominican Republic								Qatar							
Ecuador								Romania							
Egypt								Russia							
El Salvador								Saudi Arabia							
Estonia								Senegal							
Finland								Serbia							
France								Singapore							
Georgia								Slovakia							
Germany								Slovenia							
Ghana								South Africa							
Gibraltar								Spain							
Greece								Sri Lanka							
Guatemala								Swaziland							
Honduras								Sweden							
Hong Kong								Switzerland							
Hungary								Taiwan							
India								Tanzania							
Indonesia								Thailand							
Iran								Trinidad and Tobago							
Iraq								Tunisia							
Ireland								Turkey							
Israel								Turkmenistan							
Italy								Uganda							
Ivory Coast								Ukraine							
Jamaica								United Arab Emirates							
Japan								United Kingdom							
Jordan								United States							
Kazakhstan								Uruguay							
Kenya								Uzbekistan							
Korea								Venezuela							
Kuwait								Vietnam							
Kyrgyzstan								Zambia							
Laos								Zimbabwe							
Latvia															

Pulse and bespoke custom surveys are also available upon request.

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Reports cover more than 120 countries globally and all industry sectors

	Energy and Natural Resources Compensation Survey Report	Executive Compensation Data	Financial Services Compensation Survey Report	General Industry Compensation Survey Report	High Tech Compensation Survey Report	Media Compensation Survey Report	Pharmaceutical and Health Sciences Compensation Survey Report	Private Equity Compensation Survey Report	Retail Compensation Survey Report
Single Country Report	✓	✓	✓	✓	✓	✓	✓	✓	✓
Albania									
Algeria	•								
Angola ¹									
Argentina									
Armenia									
Australia									
Austria									
Azerbaijan									
Bahrain ²									
Bangladesh									
Belarus									
Belgium ³									
Bosnia-Herzegovina									
Botswana ¹									
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Bulgaria									
Cambodia									
Canada ³									
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Colombia									
Congo (DRC) ¹									
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Denmark ³									
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Italy									
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Japan									
Jordan									
Kazakhstan									
Kenya									
Kuwait ²									
Latvia									
Lebanon									
Lesotho ¹									
Libya									
Lithuania									
Single Country Report	✓	✓	✓	✓	✓	✓	✓	✓	✓
Luxembourg ³									
Macao									
Macedonia									
Malawi ¹									
Malaysia									
Mauritius ¹									
Mexico									
Moldova									
Montenegro									
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Mozambique ¹									
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Norway ³									
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South Africa									
South Korea									
Spain									
Sri Lanka									
Swaziland ¹									
Sweden ³									
Switzerland									
Taiwan									
Tanzania ¹									
Thailand									
Tunisia									
Turkey									
Uganda ¹									
Ukraine									
United Arab Emirates ²									
United Kingdom									
United States ³									
Uruguay									
Uzbekistan									
Venezuela									
Vietnam									
Zambia ¹									
Zimbabwe ¹									

Results will be published assuming sufficient participation. ¹ Willis Towers Watson-PECS General Industry Survey for Africa. ² Combined GCC Executive Compensation Data report. ³ Combined Benelux, Nordics and North American Private Equity Compensation Survey Report.

Please contact us for more information on additional country surveys not listed here.

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