The World’s Most Trusted Executive Compensation Data
With more than 400 executive compensation consultants worldwide, Willis Towers Watson is the world’s largest executive pay advisor. Our clients benefit from the breadth of our business and technical expertise, the depth of our industry insights and experience, and the strength of our consulting relationships. We can help you interpret the data to draw meaningful and actionable insights.

In individual markets, our results meetings, blog and newsletters offer additional insights into the annual survey results, highlighting market trends in executive compensation and corporate governance.

**Our advisory services in executive compensation include**

- Compensation philosophy and strategy development
- Competitive pay analysis and benchmarking, including market trends and emerging issues
- Incentive plan design, including metric selection, goal setting and calibration
- Equity plan solutions and valuation services, including share plan approval
- Executive retirement benefit and deferred compensation plan design
- Disclosure support (e.g., proxy statement, CD&A preparation, pay-for-performance analyses, shareholder say-on-pay engagement strategies)
- Board compensation practices
- Employment, severance and change-in-control arrangements
- Executive total rewards statements
- Executive job leveling, talent management and succession planning
- Mergers, acquisitions and transaction-related support and much more
The World’s Most Trusted Executive Compensation Data

Compensation is clearly not the only tool to attract, retain and motivate executive talent, but it’s an important — and increasingly visible — part of executive talent management.

Properly designed executive pay programs help define and reinforce an organization’s business objectives and culture. Decisions about how company leaders are compensated offer shareholders and other stakeholders a window on corporate governance and the workings of the boardroom.

Sound and defensible decisions about executive pay require transparent, decision-quality data that boards and shareholders can trust. For compensation committees and executive compensation professionals the world over, Willis Towers Watson’s Executive Compensation Data is the only logical choice.

The Willis Towers Watson difference

Scale
30+ countries, 135,000 executives from over 3,000 survey participants, supplemented with disclosed data in select markets
Corporate and business unit jobs up to five to six levels below the CEO

Quality
Board-quality data from a reputable source — screened by data and executive compensation professionals and validated against disclosures
Transparent, globally consistent methodology that yields scope-differentiated results by benchmark job

Technology
Access, customize and analyze data via our new online data delivery software, which offers advanced analytics embedded in our broader Willis Towers Watson HR Software

Flexibility
Range of purchasing options, including access to global data and “borderless” data cuts

Expertise
Supported by industry-leading expertise from the world’s largest and most respected consultancy in the field of executive compensation, with over 400 consultants in 35 countries
Unparalleled breadth and depth of data

Companies that participate in Willis Towers Watson’s executive compensation surveys gain access to the most robust and up-to-date compensation benchmarking data available.

Executive Compensation Surveys

Our executive compensation surveys offer unrivaled peer group, job and country coverage, yielding results on more benchmark jobs and in more countries than any other source.

Countries
- Argentina
- Australia
- Belgium
- Brazil
- Canada
- China
- Denmark
- France
- Germany
- Gulf region
- Hong Kong
- India
- Indonesia
- Ireland
- Italy
- Japan
- Korea
- Malaysia
- Mexico
- Netherlands
- Philippines
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Turkey
- United Kingdom
- United States

Compensation Data Elements
Participants can access detailed data on all elements of executive compensation including:
- Base salary
- Fixed cash allowances
- Annual bonus – actual, target, maximum, deferred
- Actual and target total compensation
- Long-term incentive fair values
- Actual and target total direct compensation

Benchmarks

Our surveys cover 140+ cross-industry benchmarks and up to 850+ industry specific benchmarks for energy and natural resources, financial services, high tech, media, pharmaceutical and health sciences and retail in select geographies. Our benchmark nomenclature is constantly updated to reflect the latest market evolutions (e.g., emerging jobs).

- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer
- Segment Head
- Division Head
- Region Head
- General/Country Manager
- Chief Data Officer
- Chief Privacy Officer
- Chief Risk Officer
- Top Brand/Category Management Executive
- Top E-Commerce Business Executive
- Top Digital Strategy Executive
- Top Diversity Executive
- Top Sustainability Executive
Board-quality data from a trusted methodology

Boards and management can rely on Willis Towers Watson’s executive compensation data to make closely scrutinized decisions about executive pay. While data quality is often taken for granted, ours is never questioned by shareholders, activists, executives and the press.

Willis Towers Watson survey participants benefit from an easy-to-communicate, globally consistent methodology that allows participants to access market data for each benchmark job differentiated by key scope factors such as revenue and reporting level.

As long-term incentives (LTI) are a prominent component of total direct compensation at the executive level, our robust LTI valuation methodology allows for consistent comparison of LTI award levels across companies and geographies.
Flexible purchasing options

Whether participating in a single country, region or globally, Willis Towers Watson survey participants can submit data on all of their executives in a single submission – and purchase survey results on demand, at any time through a broad range of purchasing options.

Country Survey Reports
Published or Advanced online access to market data for a complete set of executive benchmarks in a specific country.

Individual Jobs
Excel data extracts for individual jobs based on published survey report data (ad hoc or to supplement other purchasing options).

Global data

Premium*
For large multinational organizations with significant executive presence around the world.
- Includes Advanced online access to 30+ country executive compensation survey reports.
- Includes complimentary copies of the Custom and Europe Borderless Report and the International Long-Term Incentive Report.

Custom*
For multinational organizations with an executive presence in select countries outside their home country.
- Includes Advanced online access to your home country executive compensation survey report.
- Includes a custom report based on your unique list of jobs for countries outside your home country using published survey report data.

Borderless/multi-country reports

Custom Borderless Report*
Presented by job with data blended across 30+ countries, based on your unique peer group of organizations.

Europe Borderless Report
Presented by job with data blended across ten European countries (Belgium, France, Ireland, Italy, Germany, Netherlands, Spain, Sweden, Switzerland and the UK). Available through Published online access.

International Long-Term Incentive Report
International LTI policies, practices and fair values by revenue and salary range outside the home country of major multinational organizations across approximately 60 countries.

*For Global Executive Data Members only.

We value the effort put into each data submission. Participants who submit data globally automatically benefit from a 25% discount on select reports and a dedicated survey team – comprising both a data specialist and an executive compensation consultant – to support them in submitting data and understanding the survey results.

Our data services software is only one of six modules in the integrated Willis Towers Watson HR Software portfolio.
Not only does Willis Towers Watson's new compensation software enable clients to access market data on a total sample basis, it also makes it possible to compare their data with the market, access market data for alternative peer groups, supplement survey data with disclosed data (in select markets) and “age” market statistics to ensure a current picture. Results can be exported for reporting purposes with a single click.

In addition to our surveys’ advanced online features, our executive compensation consultants can help you with additional analyses, including total spend, projected pay analysis, pay-for-performance alignment and detailed analysis from disclosures.

### Executive Compensation Survey Report

**Position:** AIC000-EX – Chief Information Officer  
**Companies:** 47 | **Incumbents:** 68

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<th>Mean</th>
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<tr>
<td><strong>PAY DATA</strong></td>
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<tr>
<td>Annual Base Salary</td>
<td>220,247</td>
<td>160,075</td>
<td>208,500</td>
<td>259,375</td>
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<tr>
<td>Target Bonus/STI %</td>
<td>41</td>
<td>25</td>
<td>40</td>
<td>51</td>
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<tr>
<td>Maximum Bonus/STI % of Base</td>
<td>80</td>
<td>50</td>
<td>70</td>
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<tr>
<td>Actual Bonus/STI % of Base</td>
<td>45</td>
<td>22</td>
<td>42</td>
<td>56</td>
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<td>Total LTI Expected Value</td>
<td>149,495</td>
<td>55,322</td>
<td>108,029</td>
<td>169,659</td>
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<tr>
<td>Total LTI Expected Value % of Base</td>
<td>60</td>
<td>31</td>
<td>44</td>
<td>67</td>
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| **ORGANIZATION DATA**    |       |         |        |         |
| Corporate/Unit Revenue (millions) | 7,593 | 1,907  | 5,061 | 11,968 |
| Corporate/Unit Operating Profit (millions) | 1,304 | 227   | 612  | 1,195  |
| Corporate/Unit Number of Employees | 55,233 | 6,189  | 20,019 | 58,960 |
| Market Capitalization     | 17,568 | 3,907  | 10,374 | 18,931 |

Data displayed are for illustrative purposes only. Report formats and pay elements may vary by survey and country to reflect unique local practices.
For more information

To learn more about Willis Towers Watson's executive compensation data, contact your local Willis Towers Watson executive compensation consultant or the Willis Towers Watson Data Services contact for your region.

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<th>Regional contact information</th>
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**Willis Towers Watson Data Services**

Willis Towers Watson Data Services is a leading provider of compensation, benefits and employment practices 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 39,000 employees in more than 120 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.