

Maintain a competitive edge

Understand and address issues shaping the compensation landscape



Rising talent mobility



Aggressive competition for high-performing talent



Attraction and retention risks for key talent



CEO pay ratio disclosure requirements



Fair Labor Standards Act



Pay equity



Compensation Surveys - U.S.

Participation is open.

Start your data submission today, and empower your organization to make smart compensation decisions.

Our approach

Fair, competitive pay influences whether employees join or leave an organization. Ensure your organization's compensation plans appeal to high-value talent to drive business results.

By participating in our compensation surveys and purchasing the results, you'll gain access to the decision-quality data you need for designing a viable – and competitive – compensation program.

Why participate?

Access to our data will help you:

- Design competitive compensation programs to attract, retain, motivate and engage your workforce.
- Develop and administer pay structures that align with your organization's goals.
- Determine the value of critical-skill and unique jobs to boost your organization's competitive advantage.
- Reward employees effectively to improve performance and productivity.

Our compensation surveys offer:

Proven methodology

- Straightforward leveling methodology for matching incumbents
- Easy-to-understand definitions
- Universal job coding across Willis Towers Watson surveys globally

Intuitive web technology

- Fast and easy access to the data
- Capabilities to export data to Excel
- Easy-to-understand data representations
- Customized reports specific to your business needs

Rigorous quality

- Individualized sessions with each participant to review data, including position matches for your company
- Experienced data consultants
- The most advanced error-checking technology available

Long-term incentive (LTI) expertise

- Detailed total direct compensation data for each position
- Multiple valuation methodologies to choose from
- Market data accessible by position or salary range
- Trends in plan design and administration practices

The world's most trusted Executive Compensation Data – in North America and beyond

Boards and shareholders rely on transparent, decision-quality data about executive pay that they can trust to help them make sound, defensible decisions. For compensation committees and executive compensation professionals the world over, Willis Towers Watson's Executive Compensation Data is the preferred choice.

Our executive compensation surveys offer unrivaled peer group, job and country coverage, yielding results on more benchmark jobs in more countries than any other source. Our surveys cover more than 140 cross-industry benchmarks and up to 850 industry-specific benchmarks in select geographies. Also, Willis Towers Watson's executive compensation consultants can help with data analyses, including total spend, projected pay analysis, pay-for-performance alignment and detailed analysis from disclosures.

Organizations that participate in Willis Towers Watson's executive compensation surveys gain access to the most robust, up-to-date compensation benchmarking data available. Our global databases use a consistent methodology, along with standardized data elements, functions and formats worldwide.

Don't wait! Participation is easy



1. **Access** the **Participation Center** tab at **wtwdataservices.com** to download survey submission material.



2. **Complete** the data submission workbook.



3. **Submit** your data and **order** the individual reports or a reports package (best value).

General Industry Compensation Survey - U.S.



More data at your fingertips – from the leading provider of global compensation and benefits data

Spanning across all industries and employee levels, our general industry compensation survey reports are now available in one single source that combines our Compensation Data Bank (CDB) and Compensation Survey Reports (CSR) to better serve all your data needs.

One product line, two surveys, more data

Imagine unlimited access to the most robust, comprehensive and up-to-date benchmarking data for all your company positions. Supported by powerful analytical software, dedicated data specialists, and deep insights and extensive industry experience from compensation advisory services, Willis Towers Watson's new compensation data offering sets the standard for market-leading benchmarking across all employee levels.

With unparalleled peer group coverage, our new compensation surveys are the most comprehensive in the country. Combining the largest employee compensation database with the most extensive database on company LTI policies and practices, we make the design and ongoing administration of compensation programs more manageable and efficient.

At a glance

- 1,500+** participants
- 45+** functions common to all industries
- 170+** executive benchmarks (in the executive survey)
- 420+** disciplines (in the middle management, professional and support survey)

Use our **General Industry Compensation Survey Reports** to:

- Gain insight from the most trusted source of compensation data – combining size, depth and quality of output into one compelling offering.
- Access our published and advanced reports using our proprietary online software.
- Create customized, meaningful analyses, along with presentation-ready reports, to support your compensation planning objectives.

The result is simple: better reporting

Our enhanced offering provides more data and more flexible reporting options tailored to your specific requirements than ever before.

Choose from our new menu of reporting options

Total Direct Compensation (TDC) Includes LTI values by job and salary range		Total Annual Compensation (TAC) Does NOT include LTI values	
Advanced (custom peer groups) + Published Online Access		Published Online Access	
Advanced includes Published Online Access, and all participant organizations receive post-report publication data (1,500+ total expected by year-end); also includes ability to customize survey results, <i>create peer groups</i> , combine jobs and <i>view data against the market</i> .		Published Online Access includes access to standard set of Excel and PDF reports, which includes all organizations that participated by publication deadline (600+ organizations anticipated in 2018); also includes ability to age, change currency and download data.	
Advanced access with full set of jobs Executive <i>and/or</i> middle management, professional and support Advanced Plus offering allows participants to blend disclosed (proxy) data of select S&P 1500 companies with survey data (included with Advanced for executive only)	Published full report with full set of jobs Executive <i>and/or</i> middle management, professional and support	Published full report with full set of jobs Executive <i>and/or</i> middle management, professional and support	Published job-function/job-level report Report based on a job level or job function For middle management, professional and support Job-function reports Accounting and finance Engineering, design and technical specialty Human resources Information technology Sales, marketing and communications Job-level reports Supervisory and middle management Professional (administrative and sales) Professional (technical and operations) Technical support and production Office and business support
Results available only to participants		Results available to participants and nonparticipants	

At a glance

Industry-specific compensation surveys

Visit wtwdataservices.com to access a full list of 2017 survey participants and a listing of the 2018 executive benchmarks, functions and disciplines.



Energy Services Executive Compensation Survey - U.S.

- **130+ organizations** participated in the 2017 survey, providing data on **more than 4,300 incumbents**.
- 185+ executive benchmark positions in 53 functions, including functions unique to the energy services industry as well as those common to all industries.



Energy Marketing and Trading Compensation Survey - U.S.

- **55+ organizations** participated in the 2017 survey, providing data on **more than 6,000 incumbents**.
- 20 executive benchmark positions and 54 middle management and professional disciplines unique to energy marketing and trading in 11 functions.

Energy Services Middle Management, Professional and Support Compensation Survey - U.S.

- **150+ organizations** participated in the 2017 survey, providing data on **more than 243,000 incumbents**.
- 60 functions and 550+ disciplines, including those unique to the energy services industry as well as those common to all industries.



Financial Services Executive Compensation Survey - U.S.

- **200+ organizations** participated in the 2017 survey, providing data on **more than 7,100 incumbents**.
- 180+ executive benchmark positions in 28 functions, including functions unique to the financial services industry as well as those common to all industries.

Financial Services Middle Management, Professional and Support Compensation Survey - U.S.

- **220+ organizations** participated in the 2017 survey, providing data on **nearly 500,000 incumbents**.
- 100 functions and 700+ disciplines, including those unique to the financial services industry as well as those common to all industries.



High Tech Executive Compensation Survey - U.S.

- **135+ organizations** participated in the 2017 survey, providing data on **more than 15,500 incumbents**.
- 190+ executive benchmark positions in 43 functions, including functions unique to the high-tech industry as well as those common to all industries.

High Tech Middle Management, Professional and Support Compensation Survey - U.S.

- **155+ organizations** participated in the 2017 survey, providing data on **more than 1,000,000 incumbents**.
- 50 functions and 574 disciplines, including those unique to the high-tech industry as well as those common to all industries.



Media Executive Compensation Survey - U.S.

- **80+ organizations** participated in the 2017 survey, providing data on **more than 3,500 incumbents**.
- 145+ executive benchmark positions in 43 functions, including functions unique to the media industry as well as those common to all industries.

Media Middle Management, Professional and Support Compensation Survey - U.S.

- **75+ organizations** participated in the 2017 survey, providing data on **more than 390,000 incumbents**.
- 51 functions and 451 disciplines, including those unique to the media industry as well as those common to all industries.



Pharmaceutical and Health Sciences Executive Compensation Survey - U.S.

- **85+ organizations** participated in the 2017 survey, providing data on **more than 4,500 incumbents**.
- 185+ executive benchmark positions in 38 functions, including functions unique to the pharmaceutical and health sciences industries as well as those common to all industries.

Pharmaceutical and Health Sciences Middle Management, Professional and Support Compensation Survey - U.S.

- **75+ organizations** participated in the 2017 survey, providing data on **more than 237,000 incumbents**.
- 45 functions and 450+ disciplines, including those unique to the pharmaceutical and health sciences industries as well as those common to all industries.



Retail/Wholesale Executive Compensation Survey - U.S.

- **110+ organizations** participated in the 2017 survey, providing data on **nearly 5,000 incumbents**.
- 170+ executive benchmark positions in 51 functions, including functions unique to the retail/wholesale industry as well as those common to all industries.

Retail/Wholesale Middle Management, Professional and Support Compensation Survey - U.S.

- **100+ organizations** participated in the 2017 survey, providing data on **more than 929,000 incumbents**.
- 53 functions and 490+ disciplines, including those unique to the retail/wholesale industry as well as those common to all industries.

Mark your calendar

	Survey open	Due date*	Results available
General industry executive	Mid-February	Early May	Late July
General industry middle management, professional and support	Late February	Early May	Late August
Energy services executive	Early February	Early May	Late August
Energy services middle management, professional and support	Early February	Early May	Early September
Energy marketing and trading (executive and middle management, professional and support)	February	Mid-May	Late September
Financial services executive	Early February	Early May	Late August
Financial services middle management, professional and support	Early February	Early May	Mid-September
High tech executive	Late January	Late April	Late August
High tech middle management, professional and support	Early February	Late April	Early September
Media executive	Late February	Mid-May	Mid-September
Media middle management, professional and support	Early March	Mid-May	Late September
Pharmaceutical and health sciences executive	Mid-February	Mid-May	Mid-September
Pharmaceutical and health sciences middle management, professional and support	Late February	Mid-May	Late September
Retail/wholesale executive	Mid-February	Mid-May	Mid-September
Retail/wholesale middle management, professional and support	Late February	Mid-May	Late September
Long-term incentives, policies and practices			Early October
Global general industry long-term incentives	Early March	Mid-June	Late October

*Data are accepted throughout the year. In order for us to provide timely results, the above due dates are strongly encouraged.



Need industry-specific data?

Participate in our industry-specific surveys and benefit from a deeper dive into jobs and functions tailored to your industry requirements.

Contact us at wtwusdata@willistowerswatson.com for more information.

Our methodology

Our survey methodology builds on our collective experience in serving clients for more than 60 years. Our approach provides a consistent process for mapping jobs to external market data and integrates executive benchmarks, functions/disciplines and career levels.

Our consistent survey methodology reflects our extensive knowledge and experience in job leveling and job architecture, as well as our understanding of how cross-industry and industry-specific jobs are structured and evolve as industries change. This ensures accurate and meaningful comparisons of data across all countries and regions of the globe.

Executive jobs: a benchmark approach

Our approach to executive jobs integrates executive benchmark descriptions with critical measures, such as revenue, full-time equivalent (FTE) employees and geographic scope. Benchmark job matching at the executive and senior management levels allows you to differentiate between corporate and business unit responsibilities.

Sample executive benchmark: top compensation and benefits executive

- This position has primary responsibility for designing, developing and implementing the organization's benefit and compensation programs (e.g., executive compensation, salary, hourly, sales incentives).
- At the corporate level, this position emphasizes design/development; at the noncorporate level, the emphasis is on administration unless the organization is highly decentralized.

Middle management, professional and support jobs: a two-step leveling approach

Our methodology for nonexecutive jobs uses functions (job families) and disciplines (areas of specialization) combined with career levels to replace traditional survey benchmark jobs. You match your jobs to the functions and disciplines, and then assign the career bands/levels that represent the type and level of competency within the function/discipline.

Your job match

Step 1: Function/Discipline

Step 2: Career bands/levels

The combinations of disciplines and career bands/levels are easily identified in the labor market and enhance your ability to:

- Create linkages among the market, how people are paid and how their careers advance in an organization
- Improve the matching process for diverse and unique jobs
- Capture more data per discipline and career level
- Consistently view market data across functions, geographic areas and lines of business

Example

Step 1: Match your organization's jobs to functions and disciplines

Functions	Accounting	Human resources	IT development
Disciplines	<ul style="list-style-type: none">▪ Accounts payable▪ General accounting▪ Payroll	<ul style="list-style-type: none">▪ Benefits▪ Compensation▪ Recruitment	<ul style="list-style-type: none">▪ Application development▪ Business systems analysis▪ IT architecture (systems design)

Have questions? We're here to help!

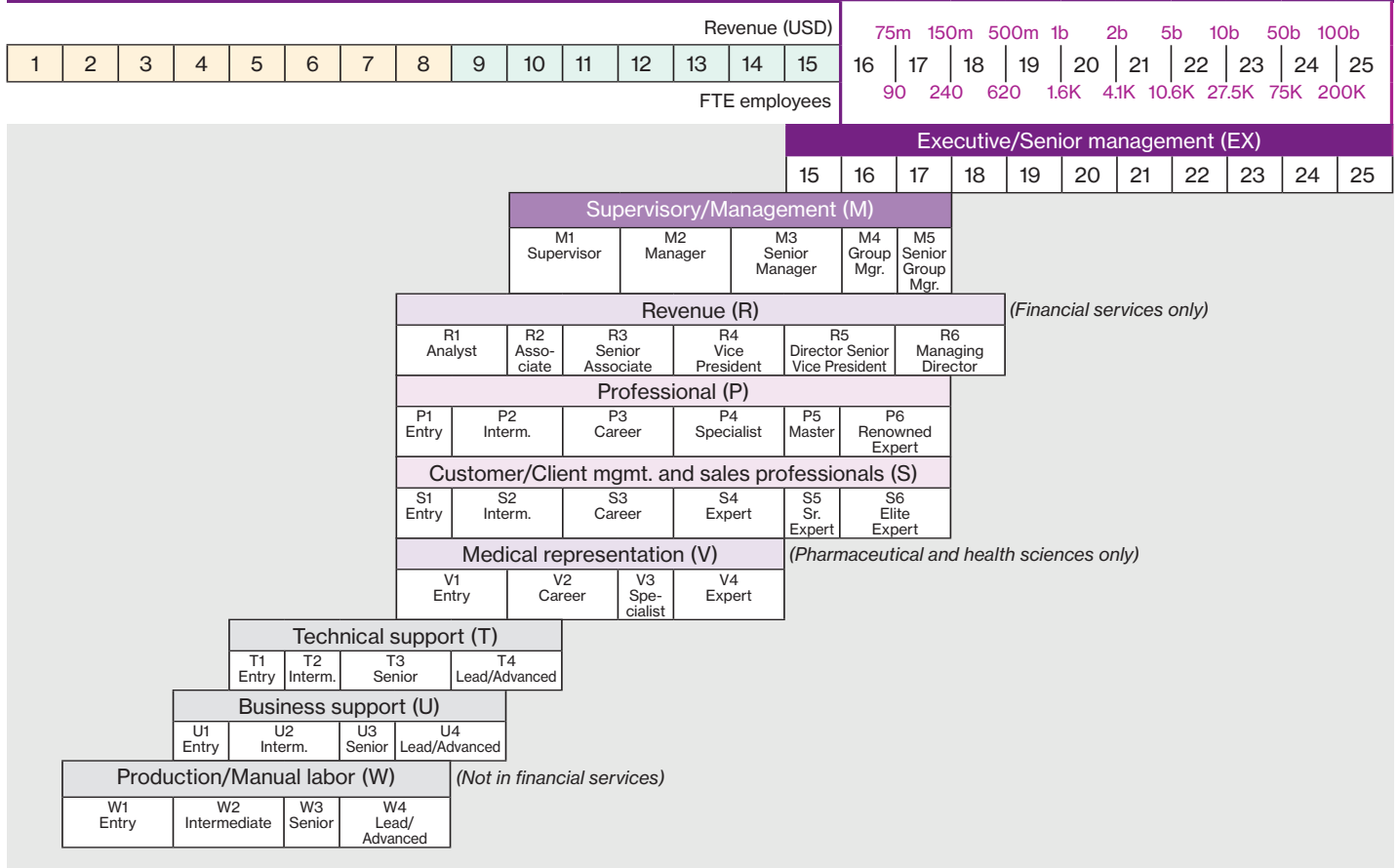
Join our survey participation and job-matching webinars for the U.S. executive compensation surveys and middle management, professional and support compensation surveys. For more information or to register, contact our Client Care team at +1 800 645 5771, email us at wtwusdata@willistowerswatson.com or view our Upcoming Events page at wtwdataservices.com. Recordings of the webinars will be available after the event.

In North America, nonexecutive job hierarchies or internal structures are aligned with survey career levels and matched to functions and disciplines. Within the six nonexecutive career bands, there are four to six career levels that span six to 10 global grades.*

The following General Alignment Map provides an overview of how career bands, career levels and global grades are aligned.

Step 2: Assign career bands/levels

General alignment of global grades to career levels



Sample job match: your benefits professional

Survey job code: AHR060-P3

Step 1: Match to a function and a discipline	Step 2: Assign a career band and a career level
Function: AHR Human Resources, Discipline: AHR060 Benefits	Career Band: Professional, Career Level: P3 Career
<ul style="list-style-type: none"> Develops, implements and administers cost-effective benefit programs, such as pension plans and life, health and disability insurance 	<ul style="list-style-type: none"> Has in-depth knowledge in own discipline and basic knowledge of related disciplines Solves complex problems; takes a new perspective on existing solutions Works independently; receives minimal guidance Acts as a resource for colleagues with less experience May represent the level at which career may stabilize for many years or even until retirement

*In regions outside North America, global grades are used to measure the relative internal values of all jobs in an organization and align them to quantifiable differences in market pay. Global grades are not collected in North America. References to global grades in survey materials are presented for the benefit of global participants and Global Grading System clients.

Long-Term Incentives, Policies and Practices Report - U.S.

Participation in any of these compensation surveys ensures your eligibility to purchase the Long-Term Incentives, Policies and Practices Report - U.S. The report is available only to participants.

The Long-Term Incentives, Policies and Practices Report - U.S. is jointly developed by the compensation consultants at Willis Towers Watson and the compensation survey experts at Willis Towers Watson Data Services. With detailed insights into the latest LTI practices and trends, you can design or update plans for employees that incent desired behaviors and drive company performance.

General Industry Long-Term Incentives Policies and Practices Survey Report - U.S. Willis Towers Watson

LTI Plan Design

Restricted Stock/Stock Units (continued)

NUMBER OF EMPLOYEES ELIGIBLE FOR GRANTS

	25th	Median	75th	Average	# of Responses
Total Sample	150	385	1,600	3,357	533
INDUSTRY SECTOR					
Energy Services	90	278	836	624	62
Financial Services	158	400	2,350	1,949	90
High Tech	422	1,053	5,632	14,129	62
Manufacturing	167	368	2,137	3,270	226
Media/Entertainment	200	400	1,555	2,580	19
Pharmaceutical/Biotechnology	824	3,400	14,845	8,304	29
Retail/Wholesale Trade	118	260	734	1,137	42
Services	150	500	1,650	7,443	103
Health Care	193	400	4,536	2,189	10
REVENUE SIZE					
Under \$500 Million	33	200	592	481	14
\$500 Million - \$1 Billion	26	101	374	200	
\$1 Billion - \$3 Billion	98	172			

General Industry Long-Term Incentives Policies and Practices Survey Report - U.S. Willis Towers Watson

Grant Process

Award Timing and Values (continued)

FREQUENCY OF COMPETITIVE MARKET DATA REVIEW

	% of Responses				# of Responses
	Annually	Biennially	Periodically	Do Not Review External Market Data	
Total Sample	69.9%	4.4%	22.5%	3.2%	856
INDUSTRY SECTOR					
Energy Services	79.1%	3.3%	17.6%	0.0%	91
Financial Services	69.9%	3.1%	22.7%	4.3%	163
High Tech	70.6%	4.7%	20.0%	4.7%	85
Manufacturing	69.5%	5.4%	22.9%	2.3%	354
Media/Entertainment	74.2%	0.0%	19.4%	6.5%	45
Pharmaceutical/Biotechnology	73.3%	4.4%	22.2%	0.0%	71
Retail/Wholesale Trade	62.0%	2.8%	29.6%	5.6%	164
Services	67.7%	5.5%	22.0%	4.9%	13
Health Care	84.6%	0.0%	15.4%	0.0%	
REVENUE SIZE					
Under \$500 Million	69.9%	4.4%	22.5%	3.2%	856

At a glance

Incentive elements included:

- LTI award values by salary band, industry classification and organization size measured by revenue
- LTI plan prevalence
- LTI plan design by award type: stock options, restricted stock/stock units, performance plan awards and stock appreciation rights
- Changes in most recent grants and future directions
- Stock ownership
- The grant process: determination of LTI grant values, award timing and individual participation/awards

Data are reported by:

- Salary band
- Industry
- Organization size measured by revenue

General Industry Long-Term Incentives Policies and Practices Survey Report - U.S. Willis Towers Watson

LTI Grants

The following LTI grant values represent the LTI dollar value award opportunity. Specifically, the values represent the annualized present value of LTI award guidelines (the typical annual award for an employee at this salary level) at grant date. In the case of equity awards, the values reflect each organization's ASC 718 (formerly FAS123[R]) values. Equity awards include stock options, restricted stock/stock units, performance shares and stock appreciation rights (SARs). Long-term cash performance plans are valued at target.

Values for long-term incentive data typically have the greatest dispersion of all compensation elements. The following summary displays a broad range of summary statistics, including 10th and 90th percentiles and averages. However, for purposes of analyzing the value of long-term incentives it is recommended that the median (50th percentile) represents the optimal "market rate." The average reflects valid but extreme values in data that are widely dispersed. The 10th and 90th percentiles provide a check on whether every value in the sample falls within a reasonable range.

DOLLAR VALUE OF 2016 LTI AWARDS

Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
TOTAL SAMPLE							
CEO	\$1,275.1	\$2,364.0	\$4,249.8	\$7,000.0	\$10,088.2	\$5,200.4	491
CFO	\$335.0	\$629.7	\$1,096.7	\$1,797.5	\$3,000.7	\$1,464.0	483
\$901 - \$1,000	\$916.4	\$1,615.9	\$3,010.0	\$4,563.9	\$5,620.5	\$3,550.3	40



Benchmark your organization's global LTI investment with the most current information on LTI grant levels and international policies and practices. Participate in our **Global General Industry Long-Term Incentives Survey**.

Results include key modifications to global LTI program design at leading multinationals and LTI grant values in approximately 60 countries. For more information, visit wtwdataservices.com, or contact our Client Care team at +1 800 645 5771.

Willis Towers Watson's exclusive Global Executive Data Member program

Submit data for all of your executive jobs around the world in a single global data submission workbook. Benefit from exclusive global purchasing options, a **25% discount** on select reports and a dedicated survey team – comprised of a data specialist and an Executive Compensation consultant – to help you submit data and understand the survey results.

Contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com for more details on our newly enhanced global executive survey offerings and global executive data membership program and discounts.

Online data delivery

Advanced features

- Receive all the features of the Published version.
- Create peer groups by company name or characteristic (e.g., industry, size or performance measure).
- Customize report formats and content (e.g., select preferred percentiles and currencies, and tailor report content, titles and labels).
- Combine career levels and disciplines.
- View and compare your data to the market.
- Access new data as they are submitted to the database throughout the year (for select surveys).
- Combine publicly disclosed data and survey data in customized peer groups (available for the General Industry Executive Compensation Survey Report - U.S.).

Published features

- View, download and print reports.
- Age data.
- Export data in a variety of formats.

For further exploration

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.

For further assistance, please contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com.

General Industry MMPS Compensation Survey – U.S. Report Summary
Breakout Table

Willis Towers Watson

Function : AHR – Human Resources
Level : M2 – Manager (M2)

Total Sample

				Base Salary					Actual Performance Bonus % of Base Salary					Actual Total Cash Compensation				
Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	90th	Avg	10th	25th	Median	75th	90th
433	6015	110.7	89.6	99.2	110.2	122.3	132.2	14	10	13	17	123.8	95.7	107.1	122.3	138.9	153.5	

Discipline

				Base Salary					Actual Performance Bonus % of Base Salary					Actual Total Cash Compensation					
Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	90th	Avg	10th	25th	Median	75th	90th	
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	275	2768	110.2	86.3	9														
AHR010 Compensation and Benefits Generalist/Multidiscipline	20	54	118.6	94.8	10														
AHR020 Compensation Generalist/Multidiscipline	101	166	119.8	97.2	10														
AHR030 Compensation – Executive Compensation	23	27	133.5	115.0	11														
AHR050 Compensation – Sales Compensation	11	17	115.0	95.2	10														
AHR060 Benefits	127	235	115.1	91.2	10														
AHR070 Pension Plan Administration	11	13	111.9	81.6	8														
AHR080 International/Expatriate	28	51	128.0	99.2	11														
AHR090 Employee/Labor Relations Generalist/Multidiscipline	18	94	114.7	87.0	9														
AHR095 Employee Relations	43	128	113.6	93.9	10														
AHR100 Labor Relations	22	87	130.6	95.5	11														
AHR110 Diversity/Equal Employment Opportunity Generalist/Multidiscipline	19	39	119.6	89.7	10														
AHR114 Diversity	5	8	128.2	---	11														
AHR120 Organization Development	39	93	117.5	97.7	10														
AHR122 Workforce Analytics	20	40	111.2	92.5	9														

General Industry MMPS Compensation Survey – U.S. Report Summary
Breakout Table

Willis Towers Watson

Function : AHR – Human Resources
Level : M2 – Manager (M2)

Region

				Base Salary					Actual Performance Bonus % of Base Salary					Actual Total Cash Compensation				
Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	90th	Avg	10th	25th	Median	75th	90th
Northeast	180	1113	112.7	87.8	100.6	112.7	125.2	135.2	13	9	12	16	125.3	95.0	107.5	123.7	143.0	155.5
Southeast	215	1396	106.9	80.8	93.8	107.1	118.9	131.2	14	9	13	17	119.8	87.5	103.6	118.1	137.5	151.8
North Central	238	1883	107.0	85.3	94.7	104.5	118.5	130.8	14	10	13	17	120.1	89.0	103.1	118.3	135.1	153.5
South Central	186	1049	109.7	86.0	96.3	108.4	122.5	133.4	14	9	12	16	122.3	94.4	104.8	118.5	137.9	154.8
West Coast	143	574	114.3	87.6	96.9	113.8	126.7	143.7	12	9	11	16	126.4	92.3	107.4	127.7	140.7	161.4

All values Effective Comparisons

General Industry Executive Compensation Survey – U.S. Report Position Summary Table

Position : AFA000-EX – CFO/Top Financial Officer

Establishes, implements, and maintains the financial plans and policies of the organization, including fiscal controls, preparation and interpretation of financial reports, and safeguarding of the organization's assets | Develops and maintains overall accounting policies and controls | Establishes and maintains good corporate relations with the investment and banking communities | Assists in long-range planning and advises management on financial affairs | May manage one or more significant staff functions, but primary focus is the management of the organization's finances

Corporate/Noncorporate : Corporate

	Orgs	Incs	Average	10th	25th	Median	75th	90th
Base Salary	370	370	605,669	375,300	463,750	565,750	700,000	847,775
Annual Base Salary Midpoint	159	159	557,814	351,800	447,881	533,700	668,900	790,000
Actual Bonus/Annual Incentive Amount	352	352	614,983	140,060	265,648	463,351	766,049	1,204,278
Actual Bonus/Annual Incentive % of Base Salary	352	352	92	34	57	85	116	151
Target Bonus/Annual Incentive Amount	352	352	557,681	225,000	333,750	473,988	675,000	902,102
Target Bonus/Annual Incentive % of Base Salary	338	338	86	56	70	80	100	117
Actual Bonus/Annual Incentive as % Target	338	338	104	48	77	100	128	162
Maximum Bonus/Annual Incentive % of Base Salary	244	244	168	114	140	160	200	228
Actual Total Cash Compensation	370	370	1,190,733	544,600	717,305	1,002,924	1,460,138	1,990,767
Target Total Cash Compensation	356	356	1,152,702	602,065	791,938	1,037,500	1,350,000	1,759,500
Long-Term Incentive	334	334	1,734,754	450,000	820,300	1,354,000	2,319,050	3,529,800
Long-Term Incentive % of Base Salary	334	334	262	107	160	231	334	438
Actual Total Direct Compensation	363	363	2,791,907	848,233	1,505,400	2,245,832	3,599,500	5,283,994
Target Total Direct Compensation	349	349	2,753,678	899,250	1,540,400	2,286,000	3,628,300	5,252,300
Number of Incumbents Supervised	190	190	1,080	52	132	306	944	2,346
Reporting Level	367	367	2	2	2	2	2	2
Incumbent Global Grade	355	355	19	18	18	19	21	22
Incumbent Revenue Responsibility (Millions)	370	370	13,969.5	1,004.3	2,002.2	4,508.3	12,277.0	36,343.8

Bonus/Annual Incentive Eligible	Bonus/Annual Incentive Receiver	Long-Term Incentive Eligible	Long-Term Incentive Receiver
1% No	5% No	6% No	8% No
99% Yes	95% Yes	94% Yes	92% Yes

Geographic Scope	Board/Executive Committee Membership
17% Single	50% None
4% Multi-Country	2% Board member (parent or main board)
2% Regional	48% Executive committee member or elected officer (parent)
76% Global	1% Board member (subsidiary)
	0% Executive committee member (subsidiary)

Data displayed for illustrative purposes. Report formats and pay elements may vary by survey.

2018 survey report pricing

	Total Direct Compensation (TDC)		Total Annual Compensation (TAC)			
	Participant only		Participant	Nonparticipant	Participant	Nonparticipant
	Advanced access to all jobs	Published all jobs	Published all jobs		Published job level/job function	
General industry survey reports						
General Industry Reports Package - U.S.+	\$10,900	\$7,900	\$5,200	\$11,200		
General Industry Executive Compensation Survey Report - U.S.	\$8,200	\$4,900	\$2,300	\$4,600		
General Industry Middle Management, Professional and Support Compensation Survey Report - U.S.	\$6,300	\$4,700	\$4,200	\$9,500		
Long-Term Incentives, Policies and Practices Report - U.S.		\$3,200				
Global General Industry Long-Term Incentives Survey Report		\$7,200				
General Industry Supervisory and Middle Management Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Professional (Administrative and Sales) Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Professional (Technical and Operations) Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Office and Business Support Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Technical Support and Production Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Accounting and Finance Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Engineering, Design and Technical Specialty Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Human Resources Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Information Technology Compensation Survey Report - U.S.					\$1,090	\$2,180
General Industry Sales, Marketing and Communications Compensation Survey Report - U.S.					\$1,090	\$2,180

Total Direct Compensation (TDC) – Available only to participants and includes long-term incentive (LTI) values by job and salary range.

Total Annual Compensation (TAC) – Available to participants and nonparticipants and does not include LTI values.

Industry-specific survey reports	Total Direct Compensation (TDC)	
	Participant only	
	Advanced	Published
Energy Services Reports Package - U.S. ⁺	\$10,900*	\$7,900
Energy Services Executive Compensation Survey Report - U.S.	\$8,200*	\$5,400
Energy Services Middle Management, Professional and Support Compensation Survey Report - U.S.	\$6,300*	\$4,700
Energy Marketing and Trading Compensation Survey Report - U.S.		\$3,500
Financial Services Reports Package - U.S. ⁺	\$10,900*	
Parent company with less than \$2 billion in assets		\$4,600
Parent company with more than \$2 billion in assets		\$5,600
Financial Services Executive Compensation Survey Report - U.S.	\$8,200*	
Parent company with less than \$2 billion in assets		\$3,900
Parent company with more than \$2 billion in assets		\$4,900
Financial Services Middle Management, Professional and Support Compensation Survey Report - U.S.	\$6,300*	
Parent company with less than \$2 billion in assets		\$2,500
Parent company with more than \$2 billion in assets		\$3,600
High Tech Reports Package - U.S. ⁺	\$10,900*	\$7,900*
High Tech Reports Package - U.S.+ (not including the general industry survey results)	\$6,300	\$4,900
High Tech Executive Compensation Survey Report - U.S.	\$4,900	\$3,700
High Tech Middle Management, Professional and Support Compensation Survey Report - U.S.	\$4,100	\$3,000
Media Reports Package - U.S. ⁺	\$10,900*	\$7,900
Media Executive Compensation Survey Report - U.S.	\$7,900*	
Parent company with annual revenues less than \$500 million		\$2,500
Parent company with annual revenues of \$500 million to \$1 billion		\$4,300
Parent company with annual revenues greater than \$1 billion		\$6,100
Media Middle Management, Professional and Support Compensation Survey Report - U.S.	\$5,800*	\$3,500
Pharmaceutical and Health Sciences Reports Package - U.S. ⁺	\$10,900*	\$7,900
Pharmaceutical and Health Sciences Executive Compensation Survey Report - U.S.	\$8,200*	\$5,600
Pharmaceutical and Health Sciences Middle Management, Professional and Support Compensation Survey Report - U.S.	\$6,300*	\$3,500
Retail/Wholesale Reports Package - U.S. ⁺	\$10,900*	\$6,900
Retail/Wholesale Executive Compensation Survey Report - U.S.	\$8,200*	\$4,900
Retail/Wholesale Middle Management, Professional and Support Compensation Survey Report - U.S.	\$6,300*	\$3,900

+Includes both the executive compensation and the middle management, professional and support compensation survey reports for that industry

*Includes general industry survey results

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