Explore the benefits of survey participation

2019 Compensation Surveys - U.S.

Visit us at wtwdataservices.com
Maximize your investment in survey data

Follow these guidelines throughout the job-matching and data submission process to effectively prepare your data for a successful survey submission.

1. **Review all definitions**, descriptions and changes before matching your jobs.

2. **Submit data for all incumbents** who can be matched to the survey.

3. **Review survey methodology** to ensure a consistent alignment of jobs.

4. **Complete ALL required fields.** The more data we receive, the more robust the results.

5. **Review your data before submitting** to ensure overall compliance with general submission guidelines.

**Do report:**
- Individual lines of data
- All possible jobs
- Internal job grades and titles
- All required fields/elements

**Do NOT report:**
- Personal data, personal ID numbers, employee names or initials
- Average data
- Contract and temporary staff not paid on the same terms as permanent, full-time staff

**Apply the 80% rule:**
If you determine that 80% or more of the job content is similar, the match may be considered a quality match.

<table>
<thead>
<tr>
<th>2019 survey name</th>
<th>Survey opens</th>
<th>Due date*</th>
<th>Results available</th>
</tr>
</thead>
<tbody>
<tr>
<td>General industry executive</td>
<td>Mid-January</td>
<td>Late April</td>
<td>Early August</td>
</tr>
<tr>
<td>General industry middle management, professional and support</td>
<td>Late January</td>
<td>Late April</td>
<td>Late August</td>
</tr>
<tr>
<td>Energy services executive</td>
<td>Late January</td>
<td>Early May</td>
<td>Late August</td>
</tr>
<tr>
<td>Energy services middle management, professional and support</td>
<td>Early February</td>
<td>Early May</td>
<td>Mid-September</td>
</tr>
<tr>
<td>Energy marketing and trading</td>
<td>Mid-February</td>
<td>Mid-May</td>
<td>Early October</td>
</tr>
<tr>
<td>Financial services executive</td>
<td>Late January</td>
<td>Mid-May</td>
<td>Late August</td>
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<tr>
<td>Financial services middle management, professional and support</td>
<td>Early February</td>
<td>Mid-May</td>
<td>Mid-September</td>
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<tr>
<td>Fintech</td>
<td>Mid-March</td>
<td>Late May</td>
<td>Late October</td>
</tr>
<tr>
<td>High tech executive</td>
<td>Late January</td>
<td>Early May</td>
<td>Late August</td>
</tr>
<tr>
<td>High tech middle management, professional and support</td>
<td>Early February</td>
<td>Early May</td>
<td>Early September</td>
</tr>
<tr>
<td>Media executive</td>
<td>Late February</td>
<td>Mid-May</td>
<td>Mid-September</td>
</tr>
<tr>
<td>Media middle management, professional and support</td>
<td>Early March</td>
<td>Mid-May</td>
<td>Late September</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>Late April</td>
<td>Mid-June</td>
<td>Late September</td>
</tr>
<tr>
<td>Pharmaceutical and health sciences executive</td>
<td>Late February</td>
<td>Mid-May</td>
<td>Late September</td>
</tr>
<tr>
<td>Pharmaceutical and health sciences middle management, professional and support</td>
<td>Late February</td>
<td>Mid-May</td>
<td>Early October</td>
</tr>
<tr>
<td>Retail executive</td>
<td>Mid-February</td>
<td>Mid-May</td>
<td>Mid-September</td>
</tr>
<tr>
<td>Retail middle management, professional and support</td>
<td>Late February</td>
<td>Mid-May</td>
<td>Late September</td>
</tr>
<tr>
<td>Long-term incentives, policies and practices</td>
<td>Late February</td>
<td>Mid-May</td>
<td>Early October</td>
</tr>
<tr>
<td>Annual incentive plan design</td>
<td>Mid-January</td>
<td>Early March</td>
<td>Early July</td>
</tr>
<tr>
<td>Artificial intelligence and digital talent</td>
<td>Early April</td>
<td>Mid-June</td>
<td>Late October</td>
</tr>
<tr>
<td>Sales compensation and design</td>
<td>Mid-March</td>
<td>Late May</td>
<td>Late September</td>
</tr>
<tr>
<td>General industry salary budget</td>
<td>Late April</td>
<td>Early June</td>
<td>Mid-September</td>
</tr>
<tr>
<td>General industry compensation policies and practices</td>
<td>Late April</td>
<td>Early June</td>
<td>Early October</td>
</tr>
<tr>
<td>Global general industry long-term incentives</td>
<td>Early March</td>
<td>Mid-June</td>
<td>Late October</td>
</tr>
<tr>
<td>Global pharmaceutical and health sciences long-term incentives</td>
<td>Early March</td>
<td>Mid-June</td>
<td>Early November</td>
</tr>
</tbody>
</table>

*Data are accepted throughout the year (excluding general industry salary budget and general industry compensation policies and practices). In order for us to provide timely results, the above due dates are strongly encouraged.
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Why participate in our compensation surveys?

Simply put: to stay ahead of the game. 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.

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.

Our diverse portfolio of compensation planning offerings is designed to fit varying budgets and needs, providing both participants and nonparticipants with a range of options for accessing survey data and reports.

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

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 report.
Legend of terms:

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>Participants range from small to large companies; our surveys are designed to meet your needs no matter what your size.</td>
</tr>
<tr>
<td>Industries</td>
<td>Surveys are industry-specific as well as general industry. Industry-specific surveys cover the following industries: energy services, energy marketing and trading, financial services, fintech, high tech, media, oil and gas, pharmaceutical and health sciences, and retail.</td>
</tr>
<tr>
<td>Executive jobs</td>
<td>General industry and industry-specific surveys use a benchmark methodology and include more than 170 cross-industry benchmark jobs and up to 250 industry-specific benchmark jobs.</td>
</tr>
<tr>
<td>Nonexecutive jobs</td>
<td>Middle management, professional and support levels and disciplines bundled by industry include as many as 100 functions and more than 1,000 disciplines.</td>
</tr>
<tr>
<td>Long-term incentive (LTI) values</td>
<td>Survey reports present LTI eligibility and values by job and pay level, and offer multiple LTI valuation methodologies.</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Survey reports are available to participants and nonparticipants.</td>
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<tr>
<td>Output options</td>
<td>Custom (unlimited peer groups including publicly disclosed data) and Standard reports are available. Custom reports are presented with all Standard report features and additional customization capabilities.</td>
</tr>
</tbody>
</table>

Covering all employee levels and industry-specific roles, our survey data are segmented by these elements:

<table>
<thead>
<tr>
<th>Geographic area</th>
<th>Energy Services</th>
<th>Energy Marketing and Trading</th>
<th>Financial Services</th>
<th>Fintech</th>
<th>High Tech</th>
<th>Media</th>
<th>Oil and Gas</th>
<th>Pharmaceutical and Health Sciences</th>
<th>Retail</th>
<th>Artificial Intelligence and Digital Talent</th>
<th>Sales Compensation and Design</th>
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<tbody>
<tr>
<td>Industry</td>
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<tr>
<td>Organization unit (corporate/ noncorporate)</td>
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<tr>
<td>Organization unit and revenue</td>
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<td>Revenue</td>
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<tr>
<td>Highest paid</td>
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<tr>
<td>Additional industry-specific segmentation*</td>
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</tbody>
</table>

*See individual product page for industry-specific segmentation

Compensation elements are reported on:

- Base salary
- Actual and target bonus
- Total annual compensation
- Long-term incentive expected values
- Total direct compensation
How will the survey results help you?

Effective leaders are key to your organization's future success and growth. To attract and keep the best, use the results from this report to ensure that their pay is on point.

2018 survey results snapshot

- 1,500+ participating organizations
- 60,000+ incumbents reported
- 170+ executive benchmark positions
- 40+ functions

Reporting options

Survey results are available in two reporting options:

**Total Direct Compensation**
- Results are available only to participants.
- Gain all the benefits from the total direct compensation option, which includes LTI values by job and salary range for all your executives.

**Total Annual Compensation**
- Results are available to both participants and nonparticipants.
- Acquire robust pay data minus the long-term incentive values.

For a more detailed explanation of the flexible reporting options offered, visit page 14.

Did you know?

A significantly higher portion of a CEO's total direct compensation package at a for-profit organization is derived from long-term incentives compared with that of other executives.

According to the 2018 General Industry Executive Compensation Survey Report - U.S.

Also consider:

Willis Towers Watson offers an exclusive Global Executive Data Member program. Submit data for all of your executive jobs 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 interpret survey results.

Contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com for more details on our global executive survey offerings and global executive data membership program and discounts.
General Industry Middle Management, Professional and Support Compensation Survey - U.S.

How will the survey results help you?
Tap into data that cover nearly all positions in your organization, and draw and retain the talent you need to meet business demands.

2018 survey results snapshot
- 1,600+ participating organizations
- More than 3.7 million incumbents reported
- 420 disciplines
- 45 functions

Reporting options
- Results are available in both Total Direct Compensation and Total Annual Compensation.
- We offer the flexibility of purchasing the complete results or individual reports by job level and job function.

Job-level reports
- Office and business support
- Professional (administrative and sales)
- Professional (technical and operations)
- Supervisory and middle management
- Technical support and production

Job-function reports
- Accounting and finance
- Engineering, design and technical specialty
- Human resources
- Information technology
- Sales, marketing and communications

Consider this:
The West Coast region continues to have the highest geographical differential for both base salary (104.8%) and total annual compensation (103.3%) when compared with the national average.

According to the 2018 General Industry Middle Management, Professional and Support Compensation Survey Report - U.S.
Industry-specific compensation surveys
At a glance

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.

2018 survey results snapshot

**Energy Services Executive**
- 120+ participating organizations
- 4,100+ incumbents reported
- 185+ executive benchmark positions in 53 functions, including functions unique to the energy services industry as well as those common to all industries

**Energy Services Middle Management, Professional and Support**
- 140+ participating organizations
- 233,000+ incumbents reported
- 59 functions and 550+ disciplines, including those unique to the energy services industry as well as those common to all industries
- Data segmented by nuclear/nonnuclear, in addition to the data segments presented on page 3

**Energy Marketing and Trading**
- 47 participating organizations
- Close to 5,000 incumbents reported
- 20 executive benchmark positions and 54 middle management and professional disciplines unique to energy marketing and trading in 11 functions
- Data segmented by type of commodity, and gross trading and marketing revenues, in addition to the data segments presented on page 3

**Financial Services Executive**
- 230+ participating organizations
- 8,500+ incumbents reported
- 180+ executive benchmark positions in 29 functions, including functions unique to the financial services industry as well as those common to all industries
- Data segmented by assets, in addition to the data segments presented on page 3

**Financial Services Middle Management, Professional and Support**
- 270+ participating organizations
- 560,000+ incumbents reported
- 99 functions and up to 700 disciplines, including those unique to the financial services industry as well as those common to all industries
- Data segmented by assets, in addition to the data segments presented on page 3

**Sub-industries**: asset-based finance, asset management, corporate banking, insurance, private banking/wealth management retail banking, securities operations, transaction services

**Fintech**
- 60 participating organizations
- 14,000+ incumbents reported
- 120+ executive benchmark positions in 34 functions
- 360+ middle management and professional disciplines in 61 functions

**High Tech Executive**
- 130+ participating organizations
- 13,500+ incumbents reported
- 190+ executive benchmark positions in 42 functions, including functions unique to the high-tech industry as well as those common to all industries

**High Tech Middle Management, Professional and Support**
- 170+ participating organizations
- More than 1 million incumbents reported
- 49 functions and 570+ disciplines, including those unique to the high-tech industry as well as those common to all industries

**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.
### Media Executive
- 75+ participating organizations
- 3,100+ incumbents reported
- 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
- 70+ participating organizations
- 448,000+ incumbents reported
- 50 functions and 450+ disciplines, including those unique to the media industry as well as those common to all industries

Data segmented by primary medium, in addition to the data segments presented on page 3

### Oil and Gas
- 26 executive benchmark positions in 17 functions, including functions unique to the oil and gas industry as well as those common to all industries
- 300 middle management, professional and support disciplines in 43 functions, including functions unique to the oil and gas industry as well as those common to all industries

NEW for 2019

### Pharmaceutical and Health Sciences Executive
- 100+ participating organizations
- 4,900+ incumbents reported
- 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
- 100+ participating organizations
- 306,000+ incumbents reported
- 46 functions and 450+ disciplines, including those unique to the pharmaceutical and health sciences industries as well as those common to all industries

Data segmented by scope of responsibility, in addition to the data segments presented on page 3

### Retail Executive
- 110+ participating organizations
- 4,600+ incumbents reported
- 170+ executive benchmark positions in 49 functions, including functions unique to the retail industry as well as those common to all industries

### Retail Middle Management, Professional and Support
- 100+ participating organizations
- 969,000+ incumbents reported
- 51 functions and 490+ disciplines, including those unique to the retail industry as well as those common to all industries

Data segmented by retail segment, in addition to the data segments presented on page 3

See page 3 for data elements and segmentation reported.

Visit wtwdataservices.com for a complete list of functions, executive benchmarks and disciplines surveyed and a list of our 2018 survey participants.

Save the date! Don’t miss important survey submission deadline dates listed on inside cover.
Long-Term Incentives, Policies and Practices Report - U.S.

Long-term incentive plans and awards are an integral component of your organization's executive compensation packages.

How will the survey results help you?

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.

As a participant in any of our general industry and industry-specific compensation surveys that collect long-term incentive data, you are also eligible to purchase the Long-Term Incentives, Policies and Practices Report - U.S. The report is available only to participants.

Annual Incentive Plan Design Survey - U.S.

As part of your organization's broad compensation and benefit strategy planning, it is essential to consider the breadth of your annual incentive offering as a means to increase performance within your workforce.

How will the survey results help you?

- Align pay strategies with company objectives and priorities.
- Understand historic and current payout levels at all levels of participating organizations.
- Compare your organization's design practices with those of your peers, including:
  - Eligibility of various organizational levels
  - Plan funding
  - Performance metric prevalence and weighting at corporate, segment, division and individual levels
  - Plan features (circuit breaker, multiplier, discretion, overrides, impact of individual performance)
Artificial Intelligence and Digital Talent Compensation Survey - U.S.

It’s time to embrace digitalization
As artificial intelligence (AI), blockchain and automation continue to evolve, today’s realities are blurring lines between the physical, digital and biological worlds. Companies are “going digital” – deconstructing and dispersing work across a global virtual workplace. This is creating an immense competition among companies as they seek to acquire the needed skills and recruit the best digital talent to actualize their business objectives.

The Artificial Intelligence and Digital Talent Compensation Survey - U.S. takes a novel, holistic approach to understanding the unique challenges posed by the digital workforce, from sourcing and compensating skills to updating talent management strategies.

How will the survey results help you?
- Adapt your HR strategy to attract, retain and engage talent that is in high demand.
- Capitalize on the emergence of AI and the rise of contingent work.
- Understand the digital skills you need for your business and how employees with those skills should be compensated.

2018 survey results snapshot
- 980+ participating organizations
- 227,000+ incumbents reported
- 10 executive benchmark positions
- 45 disciplines
- 10 functions

Sales Compensation and Design Survey - U.S.
Our Sales Compensation and Design Survey - U.S. focuses exclusively on jobs that are directly involved in the sales function. This survey is ideal for organizations searching for data on the “hunter,” the “farmer” and hybrid roles – roles tasked with pursuing business opportunities, closing sales and technical sales support as well as those positions responsible for maintaining client relationships.

How will the survey results help you?
Survey results offer:
- Robust data on pay levels, including commissions and target-based quota bonuses for key benchmark sales positions
- Insightful information on sales incentive design practices and trends, including performance measures and payout mechanisms
- Simplified job structure and incentive data reporting requirements
- Enhanced reporting that further supports the specific requirements of sales compensation managers

Interested in learning more?
Please contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com for participation and survey results details.
General Industry Salary Budget Survey - U.S.

How will the survey results help you?
This report provides aggregated data on increase percentages for actual salary budgets for the past and current year, along with projected increases for next year — figures most sought after by HR and compensation professionals for effective compensation planning.

2018 survey results snapshot
The 2018 survey collected data from 817 organizations.

Data are segmented by:
- Geographic area
- Organization size
- Industry classification
- Profit status

Employee groups covered:
- Executive
- Management (excluding executives)
- Exempt, nonmanagement

Statistics reported on:
- Merit and total increases reported as a percentage of total base salaries granted, budgeted and projected
- Salary range midpoint increases granted, budgeted and projected
- The percentage of incumbents who receive variable pay elements (short-term incentives/bonuses and low-cost recognition/spot awards programs) in each applicable employee group
- The percentage of total base salaries budgeted for short-term incentives/bonuses
- Targeted Total Rewards mix, including the target percentage of each element
- Salary increases expressed both as a percentage of incumbents receiving and the average salary increase, at each of the four performance ratings
- Starting salaries for recent graduates

Results are FREE to participants (a $600 savings off the nonparticipant price). Plus as a bonus, participants will receive complimentary preliminary results in early August.

Visit wtwdataservices.com for a list of 2018 survey participants.

Participation is easy. Simply download survey submission materials by accessing the Participation Center tab at wtwdataservices.com and submit your data online using the link.

Save the date! Don’t miss important survey submission deadline dates listed on inside cover.


How will the survey results help you?
Do your policies stack up to those of your peers? Key findings will help ensure your organization’s pay policies and practices are competitive.

2018 survey results snapshot
The 2018 survey collected data from 488 companies.

Policies and practices reported on:
- Labor market definition by employee group
- Short-term incentive pay programs
- Sales incentives and policies affecting sales personnel
- Shift and holiday pay differentials
- Severance pay policies
- Exempt overtime policies

Data are broken down by:
- Geographic area
- Organization size
- Industry classification
- Profit status
- Staffing
- Tuition assistance
- Recruitment and retention
- Work/life policies
- Deferred compensation plans for executives
- Company car benefits
- Regional differentials
Global General Industry Long-Term Incentives Survey

How will the survey results help you?

Multinational organizations face a growing challenge in managing and deploying top talent worldwide. Having the right incentives to drive performance is a key part of the equation. Compare your organization’s LTI investment with the latest information and insights.

2018 survey results snapshot

The Global General Industry Long-Term Incentives Survey Report is a premier source for information on global long-term incentives. The survey report covers international LTI policies, practices and fair values* of major multinational companies, including:

- Home country incumbents to enhance grant value tables by including all incumbents receiving LTI
- Hard-to-find expected LTI grant date fair values in approximately 60 countries based on accounting value methodology, including breaks by U.S.- and EMEA-only companies as well as a revenue break by U.S. companies
- Market trends, including key issues identified by participants
- Prevalence of different types of LTI plans
- Eligibility and participation policies, plus participation statistics by lowest salary for those receiving grants

*Fair value is the per share value of the award at grant as calculated under local country Generally Accepted Accounting Principles.

CHALLENGING ISSUES AND EXPECTED CHANGES

- Market data review of award sizes: 72% of organizations
- Created new grant guideline structure: 33% of organizations
- Move to differentiate awards by country: 30% of organizations
- Award Sizes/Global Grant Guidelines

International Modifications

Modifications - Last 12-18 Months

Thirty-three percent of the organizations have made plan design modifications within the last 12-18 months to reflect tax and legal issues outside the home country. Of those making modifications, 28% have modified the form of award agreement.

- Thirty-three percent of the organizations have made plan design modifications within the last 12-18 months to reflect tax and legal issues outside the home country. Of those making modifications, 28% have modified the form of award agreement.

- The most common modifications that have been made in the last 12-18 months are:
  - Market data review of award sizes: 72% of organizations
  - Created new grant guideline structure: 33% of organizations
  - Move to differentiate awards by country: 30% of organizations
  - Award Sizes/Global Grant Guidelines

Global Pharmaceutical and Health Sciences Long-Term Incentives Survey Report

A subset of the Global General Industry Long-Term Incentives Survey database, the report provides detailed information about international LTI policies and practices and global grant values of major multinational pharmaceutical and health sciences companies.

Custom Long-Term Incentive Analysis

Participants can also purchase a custom analysis, which will include results based on their peer organizations.

Visit wtwdataservices.com for a list of our 2018 survey participants.

Participation is easy. Simply follow the steps on page 2 to submit your data.

Save the date! Don’t miss important survey submission deadline dates listed on inside cover.

Grant Values by Country

Asia Pacific Region (continued)

AUSTRALIA

<table>
<thead>
<tr>
<th>LTI Award Value - % of Base Salary</th>
<th>75th</th>
<th>25th</th>
<th>Median</th>
<th>75th</th>
<th>25th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Range (AUD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Greater Than 460</td>
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</tr>
<tr>
<td>412 - 460</td>
<td>68</td>
<td>36</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>384 - 412</td>
<td>103</td>
<td>67</td>
<td>81</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>320 - 384</td>
<td>47</td>
<td>55</td>
<td>61</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>266 - 320</td>
<td>36</td>
<td>35</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>224 - 266</td>
<td>20</td>
<td>17</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>192 - 224</td>
<td>12</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>160 - 192</td>
<td>10</td>
<td>7</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>128 - 160</td>
<td>7</td>
<td>5</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>102 - 128</td>
<td>5</td>
<td>3</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>77 - 102</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Less Than 77</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Responses

2019 Compensation Surveys - U.S. 11
Our methodology

Our survey methodology builds on our collective experience in serving clients for more than 70 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

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

<table>
<thead>
<tr>
<th>Functions</th>
<th>Accounting</th>
<th>Human resources</th>
<th>IT development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disciplines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td></td>
<td>Benefits</td>
<td>Application development</td>
</tr>
<tr>
<td>General accounting</td>
<td></td>
<td>Compensation</td>
<td>Business systems analysis</td>
</tr>
<tr>
<td>Payroll</td>
<td></td>
<td>Recruitment</td>
<td>IT architecture (systems design)</td>
</tr>
</tbody>
</table>
In North America, nonexecutive job hierarchies or internal structures are aligned with survey career levels and matched to functions and disciplines. Within the 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**

<table>
<thead>
<tr>
<th>Revenue (USD)</th>
<th>75m</th>
<th>150m</th>
<th>500m</th>
<th>1b</th>
<th>2b</th>
<th>5b</th>
<th>10b</th>
<th>50b</th>
<th>100b</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE employees</td>
<td>90</td>
<td>240</td>
<td>620</td>
<td>1.6K</td>
<td>4.1K</td>
<td>10.6K</td>
<td>27.5K</td>
<td>75K</td>
<td>200K</td>
</tr>
</tbody>
</table>

**Step 1: Match to a function and a discipline**

**Function:** AHR Human Resources, **Discipline:** AHR060 Benefits

- Develops, implements and administers cost-effective benefit programs, such as pension plans and life, health and disability insurance

**Step 2: Assign a career band and a career level**

**Career Band:** Professional, **Career Level:** P3 Career

- 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.*
Flexible reporting options

Compensation data delivered online

Our compensation data are available in two reporting options. Both offer online access to the type of data that fits your organization’s unique needs and budget.

Reporting option 1: Total Direct Compensation
- This option is available only to participants.
- Gain all the benefits from the total direct compensation option, which includes LTI values by job and salary range for all your executives.
- Data submissions to this survey are accepted throughout the year.

Reporting option 2: Total Annual Compensation
- This option is available to both participants and nonparticipants.
- Acquire robust pay data minus the long-term incentive values.

These options can be purchased in either a Custom or a Standard output format:

<table>
<thead>
<tr>
<th>Output features</th>
<th>Custom</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>View, download and print reports</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Age data</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Export data in a variety of formats</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Create peer groups by company name or characteristic (e.g., industry, size or performance measure)</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Customize report formats and content (e.g., select preferred percentiles and currencies, and tailor report content, titles and labels)</td>
<td>●</td>
<td>○</td>
</tr>
<tr>
<td>Combine career levels and disciplines</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>View and compare your data with the market</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Access new data as they are submitted to the database throughout the year (for select surveys)</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Sort by additional criteria such as number of full-time equivalent employees, revenue size and other industry-specific breakouts</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Add percentiles of your choice</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Combine publicly disclosed data and survey submitted data in customized peer groups (available for the General Industry Executive Compensation Survey Report - U.S.)</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
Compensation management is about striking the right balance. Willis Towers Watson Compensation Software helps companies design, build and manage an effective compensation structure that places total compensation within the context of performance, market benchmarks and systemwide equity.

Imagine empowering managers to respond nimbly to the productivity and aspirations of employees while effortlessly complying with the philosophy, guidelines and budget of your compensation system.

That’s the Willis Towers Watson difference.

**Key features**

- **Compensation data:** Gain perspective on compensation strategies and decisions with interactive access to comprehensive data from Willis Towers Watson.
- **Compensation management:** Create a pay-for-performance culture that rewards the best employees and improves their engagement and retention.
- **Job leveling:** Determine the value of jobs across your organization to achieve a balanced compensation structure and establish a foundation for effective talent management.
- **Compensation reporting and analytics:** Visualize compensation data from multiple dimensions to identify opportunities in the organization and in the labor market.
- **Total Rewards statements:** Demonstrate to candidates and employees the true market value of compensation packages in an intuitive digital statement.
# 2019 survey report pricing

<table>
<thead>
<tr>
<th>General industry survey reports</th>
<th>Total Direct Compensation (TDC)</th>
<th>Total Annual Compensation (TAC)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Custom</td>
<td>Standard</td>
</tr>
<tr>
<td>General Industry Reports Package - U.S.†</td>
<td>$11,300</td>
<td>$8,300</td>
</tr>
<tr>
<td>General Industry Executive Compensation Survey Report - U.S.</td>
<td>$8,500</td>
<td>$5,100</td>
</tr>
<tr>
<td>General Industry Middle Management, Professional and Support Compensation Survey Report - U.S.</td>
<td>$6,500</td>
<td>$4,900</td>
</tr>
<tr>
<td>General Industry Supervisory and Middle Management Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Professional (Administrative and Sales) Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Professional (Technical and Operations) Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Office and Business Support Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Technical Support and Production Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Accounting and Finance Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Engineering, Design and Technical Specialty Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Human Resources Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Information Technology Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Industry Sales, Marketing and Communications Compensation Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artificial Intelligence and Digital Talent Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Energy Services Reports Package - U.S.† | $11,300* | $8,300 |
| Energy Services Executive Compensation Survey Report - U.S. | $8,500* | $5,600 |
| Energy Services Middle Management, Professional and Support Compensation Survey Report - U.S. | $6,500* | $4,900 |
| Financial Services Reports Package - U.S.† | $11,300* | |
| Parent company with less than $2 billion in assets | | $4,800 |
| Parent company with more than $2 billion in assets | | $5,800 |
| Financial Services Executive Compensation Survey Report - U.S. | $8,500* | |
| Parent company with less than $2 billion in assets | | $4,100 |
| Parent company with more than $2 billion in assets | | $5,100 |

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 continued

<table>
<thead>
<tr>
<th>Survey Report</th>
<th>Custom</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services Middle Management, Professional and Support Compensation</td>
<td>$6,500*</td>
<td>$2,800</td>
</tr>
<tr>
<td>Parent company with less than $2 billion in assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parent company with more than $2 billion in assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fintech Compensation Survey Report - U.S.</td>
<td>$5,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>High Tech Reports Package - U.S.</td>
<td>$11,300*</td>
<td>$8,300*</td>
</tr>
<tr>
<td>High Tech Reports Package - U.S. + (not including the general industry</td>
<td>$6,500*</td>
<td>$5,000</td>
</tr>
<tr>
<td>surveys results)</td>
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<td></td>
</tr>
<tr>
<td>High Tech Executive Compensation Survey Report - U.S.</td>
<td>$5,200</td>
<td>$3,900</td>
</tr>
<tr>
<td>High Tech Middle Management, Professional and Support Compensation Survey</td>
<td>$4,300</td>
<td>$3,100</td>
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<tr>
<td>Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Reports Package - U.S.</td>
<td>$11,300*</td>
<td>$8,300</td>
</tr>
<tr>
<td>Media Executive Compensation Survey Report - U.S.</td>
<td>$8,200*</td>
<td></td>
</tr>
<tr>
<td>Parent company with annual revenues less than $500 million</td>
<td></td>
<td>$2,600</td>
</tr>
<tr>
<td>Parent company with annual revenues of $500 million to $1 billion</td>
<td></td>
<td>$4,500</td>
</tr>
<tr>
<td>Parent company with annual revenues greater than $1 billion</td>
<td></td>
<td>$6,400</td>
</tr>
<tr>
<td>Media Middle Management, Professional and Support Compensation Survey Report</td>
<td>$6,000*</td>
<td>$3,700</td>
</tr>
<tr>
<td>Oil and Gas Compensation Survey Report - U.S.</td>
<td>$5,200</td>
<td></td>
</tr>
<tr>
<td>Parent company with less than $1 billion in revenues</td>
<td></td>
<td>$2,800</td>
</tr>
<tr>
<td>Parent company with more than $1 billion in revenues</td>
<td></td>
<td>$3,800</td>
</tr>
<tr>
<td>Pharmaceutical and Health Sciences Reports Package - U.S.</td>
<td>$11,300*</td>
<td>$8,300</td>
</tr>
<tr>
<td>Pharmaceutical and Health Sciences Executive Compensation Survey Report -</td>
<td>$8,500*</td>
<td>$5,800</td>
</tr>
<tr>
<td>U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmaceutical and Health Sciences Middle Management, Professional and</td>
<td>$6,500*</td>
<td>$3,700</td>
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<tr>
<td>Support Compensation Survey Report - U.S.</td>
<td></td>
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</tr>
<tr>
<td>Retail Reports Package - U.S. +</td>
<td>$11,300*</td>
<td>$7,300</td>
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<tr>
<td>Retail Executive Compensation Survey Report - U.S.</td>
<td>$8,500*</td>
<td>$5,000</td>
</tr>
<tr>
<td>Retail Middle Management, Professional and Support Compensation Survey</td>
<td>$6,500*</td>
<td>$4,000</td>
</tr>
<tr>
<td>Report - U.S.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

*Includes general industry survey results.

### Survey reports

<table>
<thead>
<tr>
<th>Survey Report</th>
<th>Participant only</th>
<th>Nonparticipant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Incentives, Policies and Practices Report - U.S.</td>
<td>$3,300</td>
<td></td>
</tr>
<tr>
<td>Annual Incentive Plan Design Survey Report - U.S.</td>
<td>$1,800</td>
<td>$3,500</td>
</tr>
<tr>
<td>Long-Term Incentives, Policies and Practices Report - U.S. and Annual</td>
<td>$4,000</td>
<td></td>
</tr>
<tr>
<td>Incentive Plan Design Survey Report - U.S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Compensation and Design Survey Report - U.S. (TAC)</td>
<td>$4,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>General Industry Salary Budget Survey Report - U.S.</td>
<td>FREE</td>
<td>$600</td>
</tr>
<tr>
<td>Global General Industry Long-Term Incentives Survey Report</td>
<td>$7,500</td>
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</tr>
<tr>
<td>Global Pharmaceutical and Health Sciences Long-Term Incentives Survey Report</td>
<td>$7,500</td>
<td></td>
</tr>
<tr>
<td>Global General Industry Long-Term Incentives Survey Report and Global</td>
<td>$11,000</td>
<td></td>
</tr>
<tr>
<td>Pharmaceutical and Health Sciences Long-Term Incentives Survey Report</td>
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<td></td>
</tr>
</tbody>
</table>

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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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wtwusdata@willistowerswatson.com
wtwdataservices.com

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 over 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.