Beyond Data

Navigating the new normal for pay and work in Asia Pacific

23 September 2020

Willis Towers Watson

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Today's presenters

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Navigating the new normal for pay and work in Asia Pacific

The latest market trends and what the future holds for pay and workforce plans

Edward Hsu

Willis Towers Watson

Overview

1 Market outlook

The COVID-19 pandemic has had a huge and lasting impact on the global economy. Economic and salary indicators suggest cautious optimism in Asia Pacific for the year ahead.
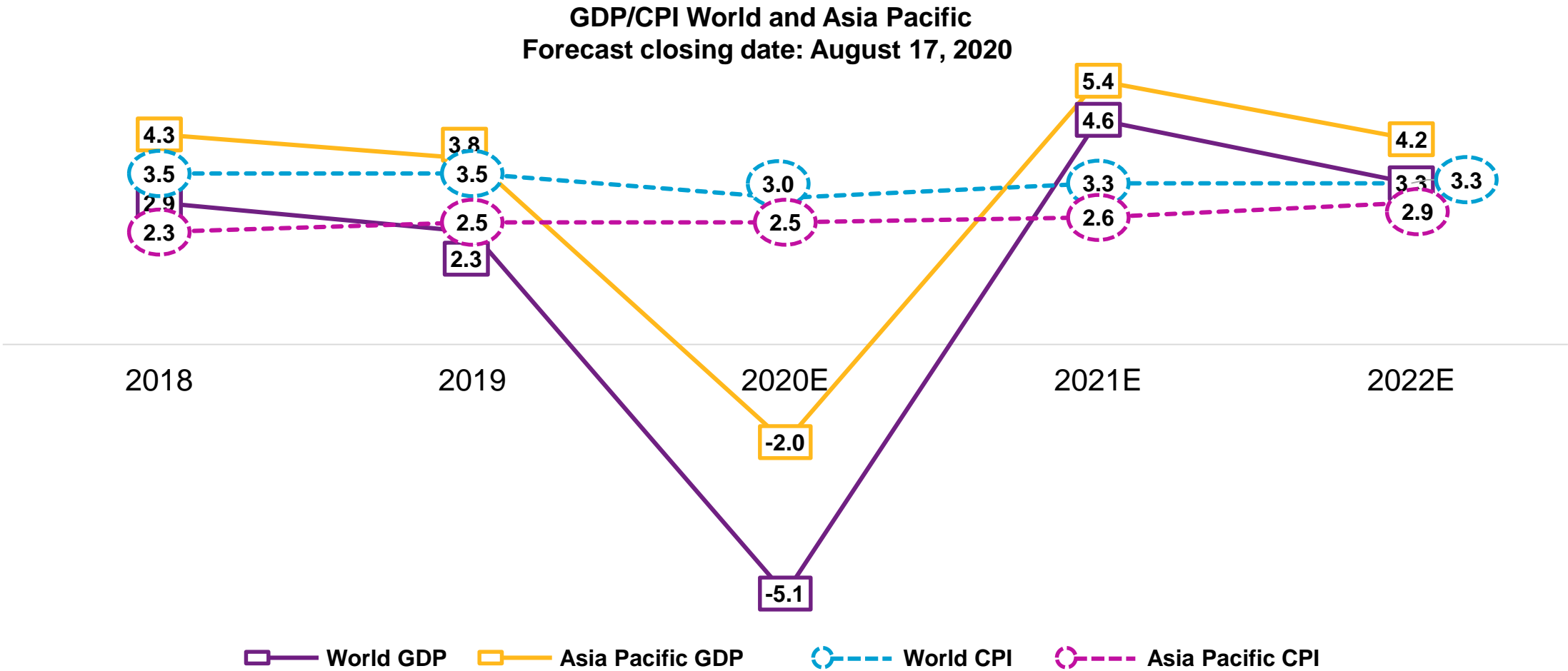
2 Navigate the new normal for pay

Employers took swift action on pay and hiring at the peak of the crisis. Actions are now being taken to restore stability through pay recovery, key talent segmentation and adjusted incentive payouts.

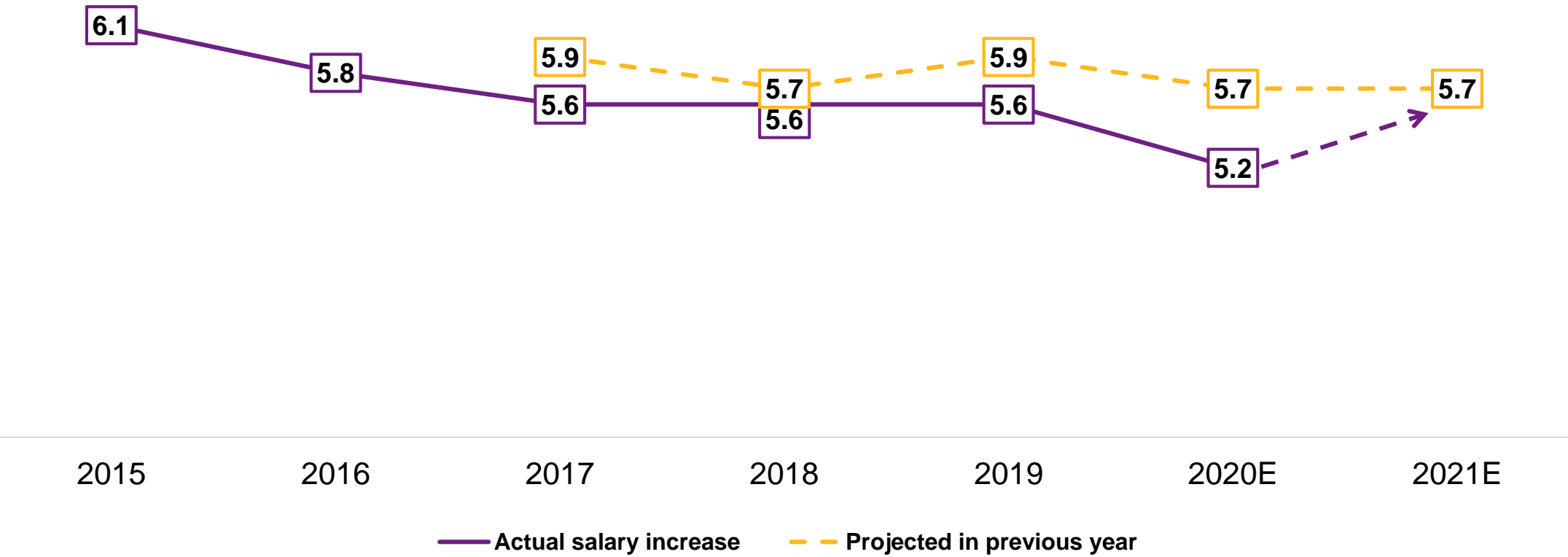**3** Navigate the new normal for the workforce

As Asia Pacific rebounds from the crisis, there is an opportunity to rethink workforce effectiveness. Many organisations are optimising their workforce to find new ways of working.

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The COVID-19 pandemic has had a lasting major impact on the global economy, but GDP is expected to rebound in 2021 across Asia Pacific and worldwide

GDP/CPI World and Asia Pacific
Forecast closing date: August 17, 2020

	2018	2019	2020E	2021E	2022E
Asia Pacific GDP	4.3	3.8	-2.0	5.4	4.2
World CPI	3.5	3.5	3.0	3.3	3.3
World GDP	2.9 / 2.3	2.5 / 2.3	-5.1	4.6	3.3
Asia Pacific CPI	2.3	2.5	2.5	2.6	2.9

Legend: ☐ World GDP ☐ Asia Pacific GDP ⬭ World CPI ⬭ Asia Pacific CPI

Source: EIU Global Outlook – September 2020

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Pay rise projections for 2021 in Asia Pacific are anticipated to bounce back closer to pre-COVID-19 levels, at an average of 5.7% next year

Chart showing Actual salary increase vs Projected in previous year from 2015 to 2021E.

Actual salary increase: 2015: 6.1, 2016: 5.8, 2017: 5.6, 2018: 5.6, 2019: 5.6, 2020E: 5.2

Projected in previous year: 2017: 5.9, 2018: 5.7, 2019: 5.9, 2020E: 5.7, 2021E: 5.7

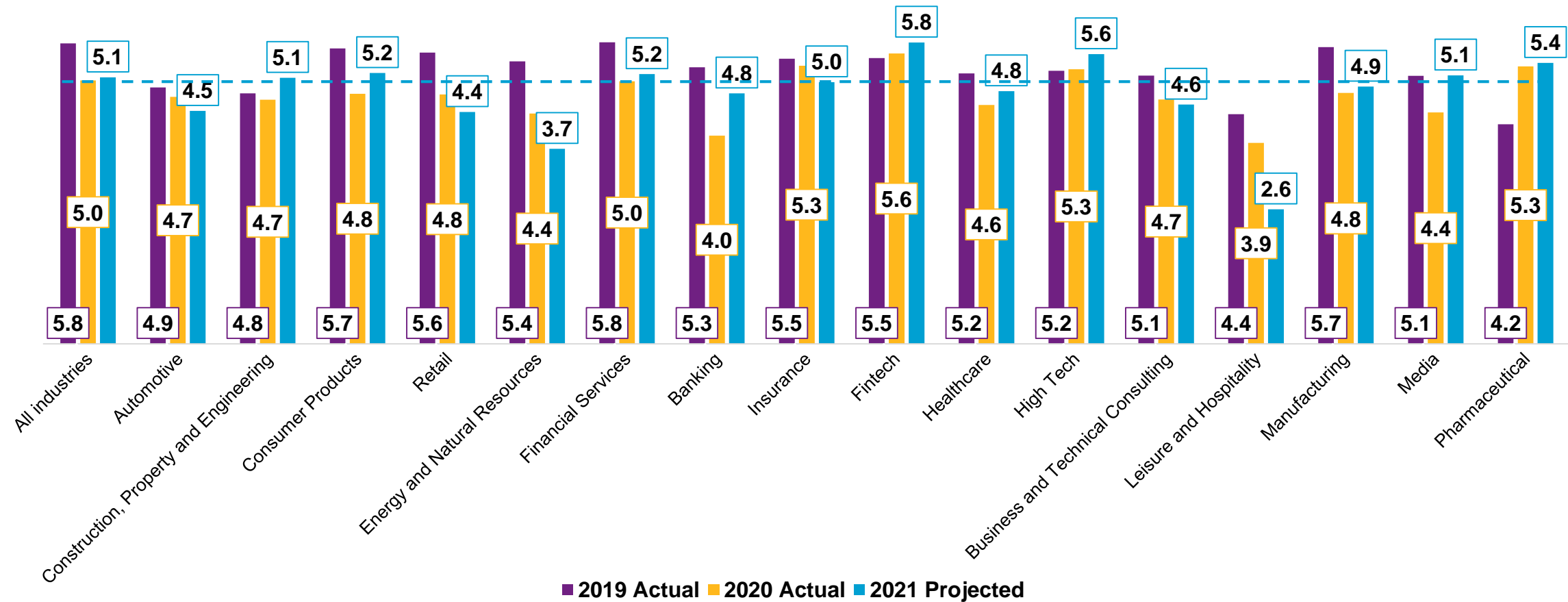Legend: ▬▬ **Actual salary increase** ┄┄ **Projected in previous year**

Source: Willis Towers Watson Salary Planning Report 2015-2020 Q3 – Asia Pacific Average of 20 markets*. Includes salary freeze (0% adjustment)
*Average % of Australia, Bangladesh, Cambodia, China, Hong Kong, India, Indonesia, Japan, Macau, Myanmar, Malaysia, New Zealand, Pakistan, Philippines, Singapore, Sri Lanka, South Korea, Taiwan, Thailand, Vietnam

Projected salary budgets for 2021 are above 8% in emerging markets such as Bangladesh, India, Indonesia, Myanmar, Pakistan, Sri Lanka and Vietnam

Legend: ■ 2019 Actual ■ 2020 Actual ■ 2021 Projected

Country	2019 Actual	2020 Actual	2021 Projected
Australia	3.0	3.0	3.0
Bangladesh	7.8	8.5	8.9
Brunei	3.5	4.9	5.5
Cambodia	6.0	7.0	7.0
China	6.0	6.0	6.0
Hong Kong	4.0	3.9	4.0
India	9.9	9.8	10.0
Indonesia	8.0	7.5	7.9
Japan	2.4	2.4	2.5
Macau	4.0	4.0	4.0
Malaysia	5.0	5.0	5.0
Myanmar	7.8	7.0	8.8
New Zealand	3.0	3.0	3.0
Pakistan	9.5	9.8	9.0
Philippines	6.0	6.0	6.0
Singapore	4.0	4.0	4.0
South Korea	4.5	4.4	4.5
Sri Lanka	6.3	7.7	8.0
Taiwan	4.0	3.7	3.7
Thailand	5.0	5.0	5.0
Vietnam	9.0	8.5	8.9
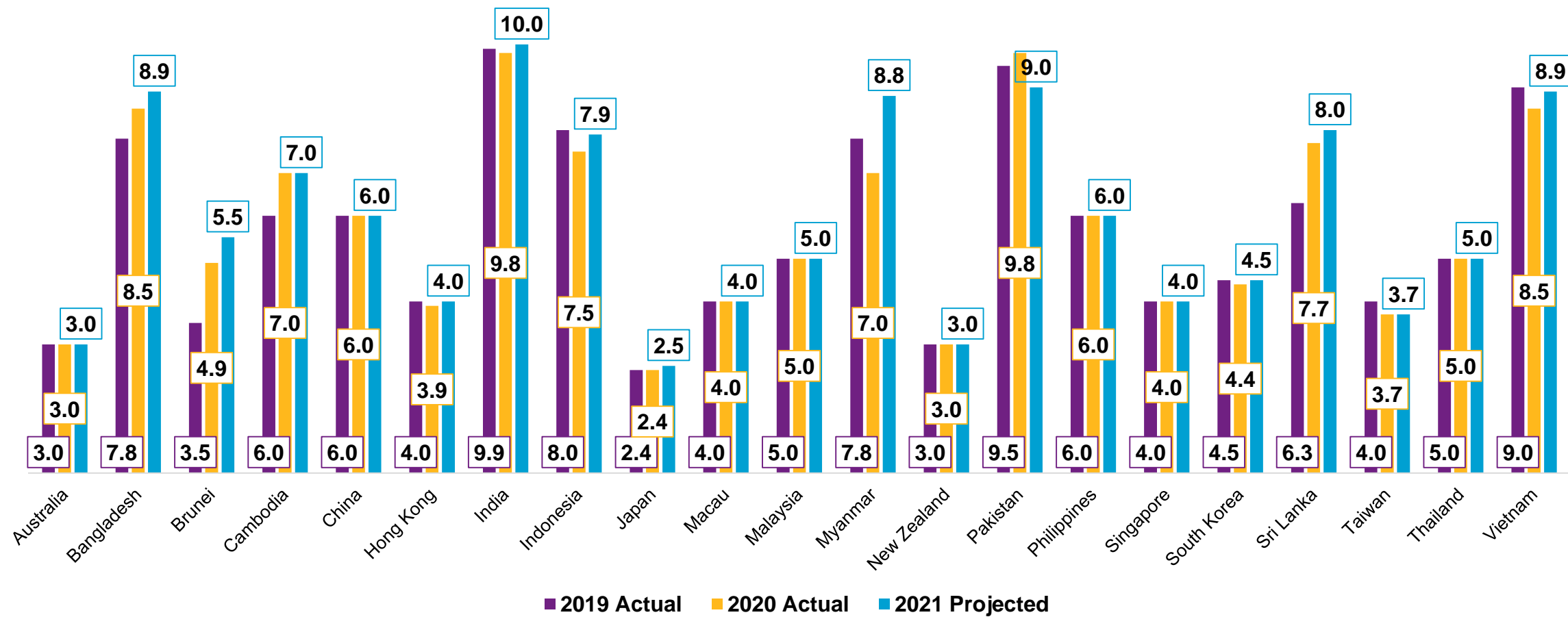
Source: Willis Towers Watson 2020 Q1 - Q3 Salary Budget Planning Survey – Asia Pacific
Overall median salary increase excluding zeros

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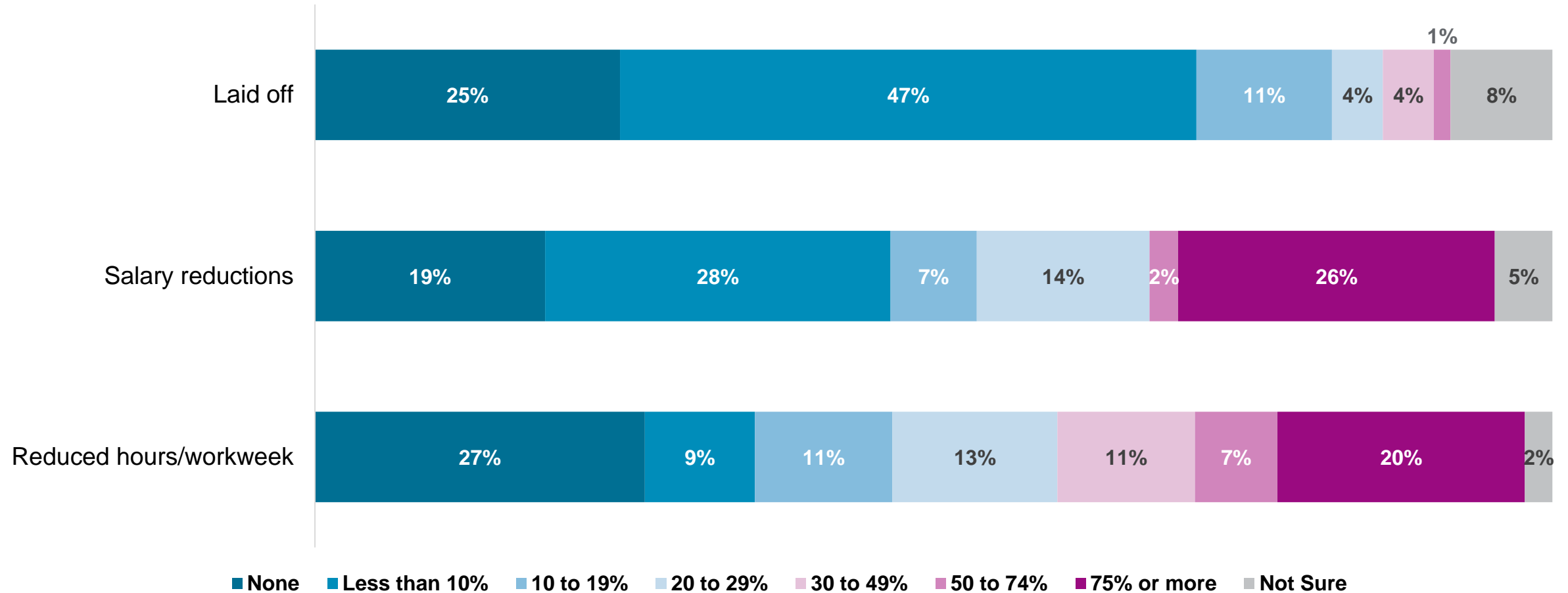# Fintech, High Tech, Pharmaceutical companies across Asia Pacific are planning to increase their salary budgets to 5.4% or above in 2021

Chart data (2019 Actual / 2020 Actual / 2021 Projected):

Industry	2019 Actual	2020 Actual	2021 Projected
All industries	5.8	5.0	5.1
Automotive	4.9	4.7	4.5
Construction, Property and Engineering	4.8	4.7	5.1
Consumer Products	5.7	4.8	5.2
Retail	5.6	4.8	4.4
Energy and Natural Resources	5.4	4.4	3.7
Financial Services	5.8	5.0	5.2
Banking	5.3	4.0	4.8
Insurance	5.5	5.3	5.0
Fintech	5.5	5.6	5.8
Healthcare	5.2	4.6	4.8
High Tech	5.2	5.3	5.6
Business and Technical Consulting	5.1	4.7	4.6
Leisure and Hospitality	4.4	3.9	2.6
Manufacturing	5.7	4.8	4.9
Media	5.1	4.4	5.1
Pharmaceutical	4.2	5.3	5.4

Legend: ■ 2019 Actual ■ 2020 Actual ■ 2021 Projected

Source: Willis Towers Watson 2020 Q1 & Q3 Salary Budget Planning Survey
Overall median salary increase excluding zeros, * Average % of Australia, Bangladesh, Cambodia, China, Hong Kong, India, Indonesia, Japan, Macau, Myanmar, Malaysia, New Zealand, Pakistan, Philippines, Singapore, Sri Lanka, South Korea, Taiwan, Thailand and Vietnam

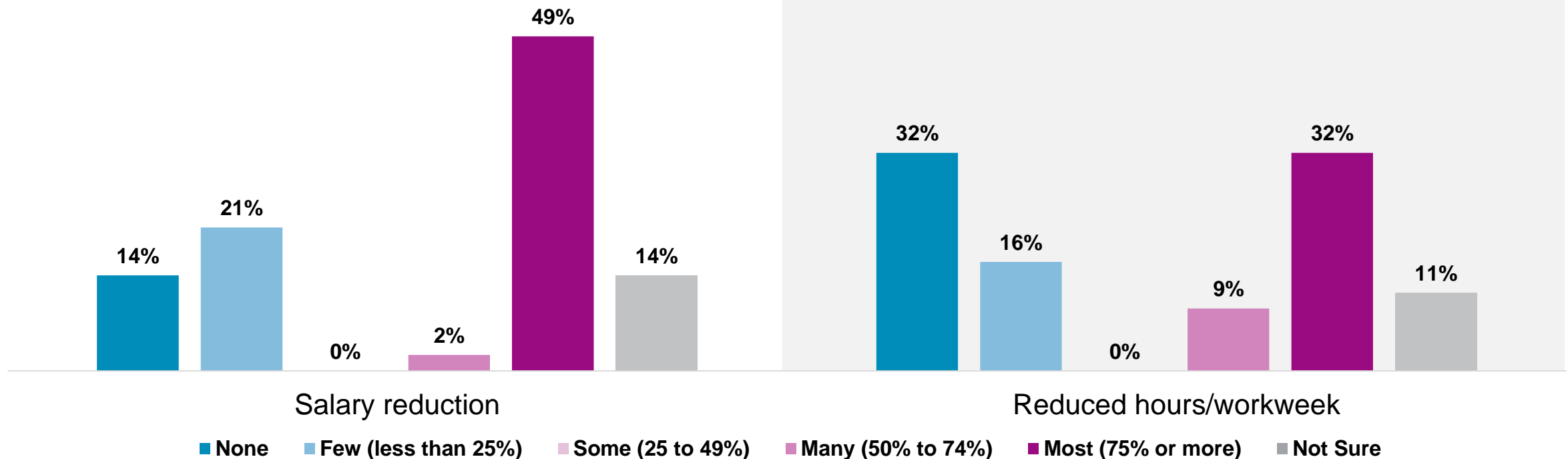| Date	2020/1/1	2020/2/1	2020/3/1	2020/4/1	2020/5/1	2020/6/1	2020/7/1
WTI Crude Oil (USD)	76.7	66.2	30.2	22.9	34.3	37.3	37.3
Price Change	-15.2%	-13.7%	-54.4%	-24.0%	49.6%	8.7%	0.1%

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Despite widespread unemployment headlines, more employees faced salary reductions and reduced workweeks than layoffs due to the pandemic and subsequent economic effects

	None	Less than 10%	10 to 19%	20 to 29%	30 to 49%	50 to 74%	75% or more	Not Sure
Laid off	25%	47%	11%	4%	4%	1%		8%
Salary reductions	19%	28%	7%	14%	2%		26%	5%
Reduced hours/workweek	27%	9%	11%	13%	11%	7%	20%	2%

Note: Based on respondents taking, planning or considering actions.
Source: 2020 Actions to Restore Stability Survey

The typical employer believes most employees who have taken a pay reduction will return to pre-COVID-19 levels by the first quarter of 2021

Percentage of workers who have taken a pay reduction or are working reduced hours expect to return to pre-COVID-19 levels of pay or hours worked by Q1 2021

Salary reduction: None 14%, Few (less than 25%) 21%, Some (25 to 49%) 0%, Many (50% to 74%) 2%, Most (75% or more) 49%, Not Sure 14%

Reduced hours/workweek: None 32%, Few (less than 25%) 16%, Some (25 to 49%) 0%, Many (50% to 74%) 9%, Most (75% or more) 32%, Not Sure 11%

■ None ■ Few (less than 25%) ■ Some (25 to 49%) ■ Many (50% to 74%) ■ Most (75% or more) ■ Not Sure

Note: Based on respondents taking, planning or considering actions.
Source: 2020 Actions to Restore Stability Survey

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40% of employers have identified key employee groups for targeted reward actions

Targeted reward actions

| Increased pay | Special allowances | Spot bonuses | Recognition awards | Other incentives |

Employee segments

Critical skill employees — **63%**

Employees who have been **top performers** prior to the crisis — **51%**

Employees who are considered **high-potentials** prior to the crisis — **51%**

Individuals who are part of a specific function in the organisation that is being targeted for special consideration — **51%**

Individuals who are part of a specific job level in the organisation that is being targeted for special consideration — **48%**

Source: 2020 Actions to Restore Stability Survey

Organisations are most likely to use base pay increases and guaranteed payment of regular bonus to retain their employees

Percentage of organisations using the following financial awards for different employee categories

	All employees	Senior leadership	Employees with critical skills
Increases in base pay	44%	37%	46%
Guaranteed payment of regular bonus	30%	26%	25%
Division specific incentives	20%	15%	23%
Cash retention bonuses	17%	28%	25%
Stock options	7%	9%	8%
Performance vested full shares/share units	4%	13%	8%
Time-vested full shares/share units	2%	17%	8%
Other type(s) of financial awards	4%	7%	8%
Don't know	4%	6%	8%

Note: 'Not applicable' excluded. Percentage indicates 'yes'. Based on respondents who select Executives and/or Critical skill employees as criteria to determine which employee segments receive rewards or incentives.
Source: 2020 Actions to Restore Stability Survey

Projected STI funding for the current fiscal year is much lower than the most recently completed fiscal year

70% of organisations expect to have lower projected funding than the most recently completed fiscal year

30% expect to have 100% or more funding for the current fiscal year

Funding for most recently completed fiscal year	**70%**
Projected funding for current fiscal year	**56%**

Source: 2020 Actions to Restore Stability Survey

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Both voluntary and involuntary attrition rates increased in Indonesia, Japan, Singapore, South Korea and Taiwan

Attrition rate in past 12 months (%)

	AUS	CHN	HKG	IND	IDN	JPN	MYS	NZL	PHL	SGP	SKR	TWN	THA	VNM
2020Q1	12.3	14.3	16.2	13.1	9.3	7.8	11.9	11.4	12.8	11.2	8.3	11.2	10.7	15.5
2020Q3	12.1	11.2	13.2	12.8	11.9	9.9	12.1	11.1	12.0	12.0	9.9	11.6	11.9	14.6

Voluntary Attrition

Involuntary Attrition

	AUS	CHN	HKG	IND	IDN	JPN	MYS	NZL	PHL	SGP	SKR	TWN	THA	VNM
2020Q1	4.0	4.8	3.5	5.1	3.1	3.0	3.4	5.4	9.9	4.0	2.5	1.8	4.1	6.9
2020Q3	4.6	5.6	4.0	4.6	6.8	4.0	5.9	5.0	6.2	5.0	3.1	3.3	3.9	3.6
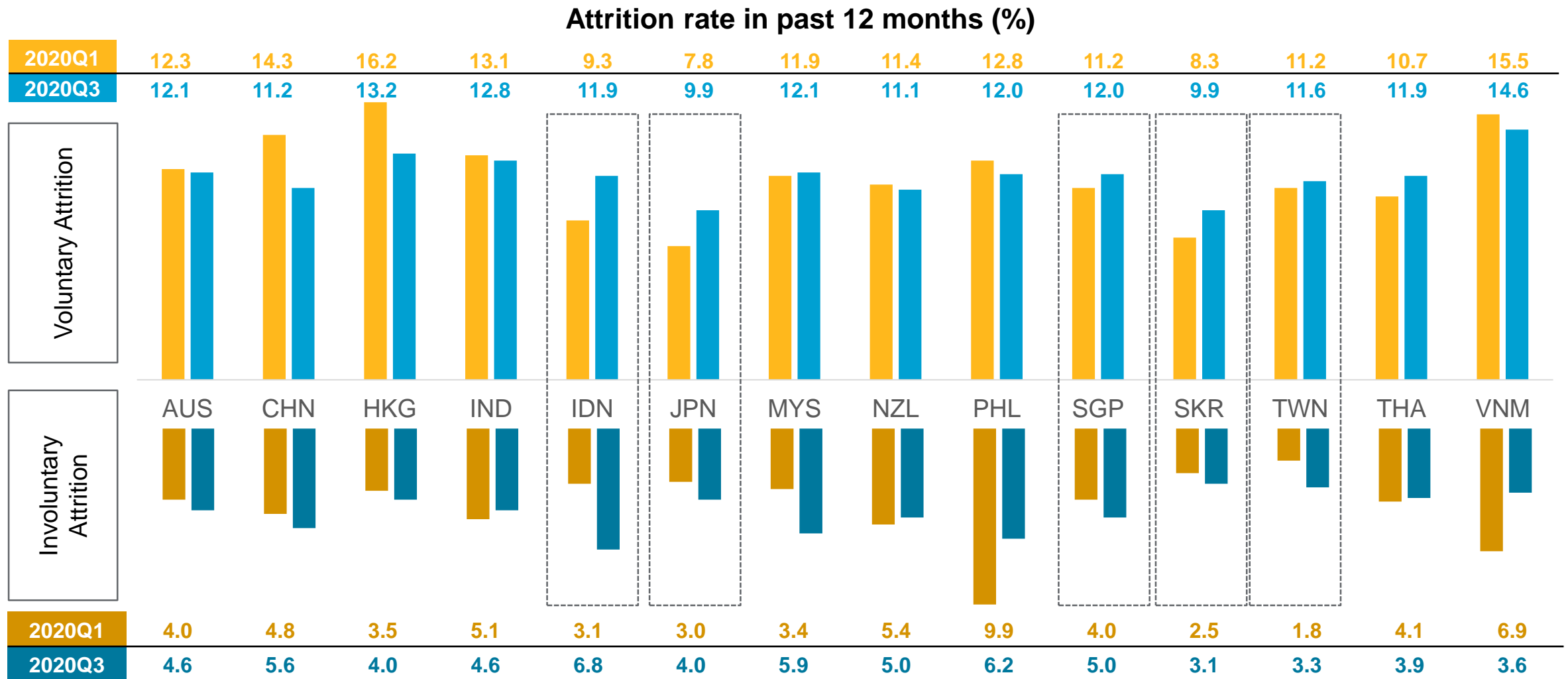
Source: Willis Towers Watson 2020 Q1 Q3 Salary Budget Planning Survey

17% of companies are planning to reduce headcount, a 9% increase from Q1 2020 forecast

Headcount plans for the next 12 months

	2020 Q1	2020 Q3
Add	24%	11%
Maintain	68%	72%
Reduce	8%	17%

■ Add ■ Maintain ■ Reduce
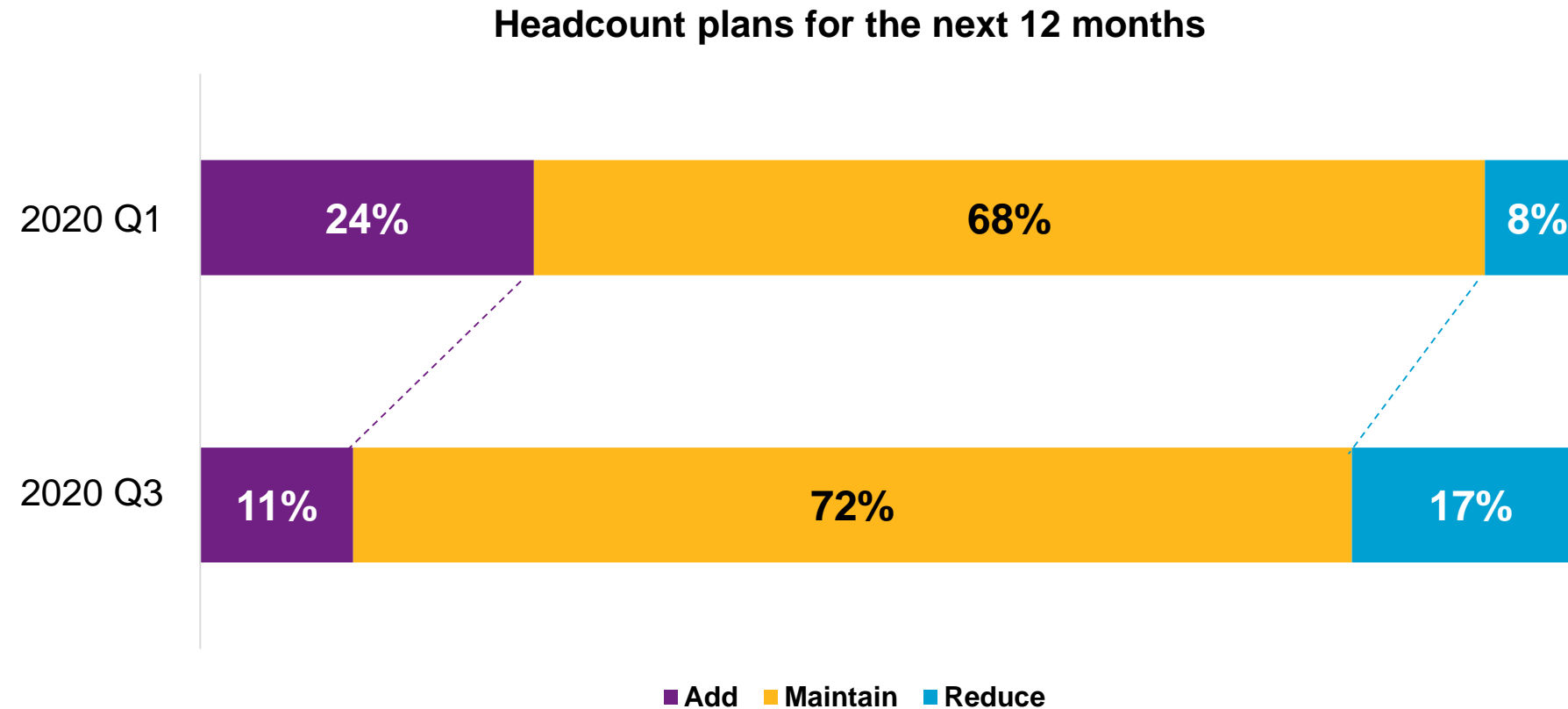
Source: Willis Towers Watson 2020 Q1 Q3 Salary Budget Planning Survey
* Average % of Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam

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Key takeaways

Market outlook

- **Salary projections for 2021 are expected to bounce back** to almost pre-COVID-19 levels in most markets, in line with global and Asia Pacific GDP trends
- Salary increases are expected to be **above 8%** in emerging markets such as **Bangladesh, India, Indonesia, Myanmar, Pakistan, Sri Lanka and Vietnam**
- Salary forecasts are **above 5.4%** for **Fintech, High Tech, Pharmaceutical** sectors in Asia Pacific

Navigate the new normal for pay

- Organisations have started to restore stability with actions and considerations to **incentivise key talent groups** with **increased pay, special allowances, spot bonuses** and **recognition awards**

Navigate the new normal for the workforce

- **Voluntary and involuntary attrition increased** in **Indonesia, Japan, Singapore, South Korea and Taiwan**
- **17%** of organisations are planning to **reduce headcount** in the next 12 months

Navigating the new normal for pay and work in Asia Pacific

Leading through the crisis to deliver a high-performance employee experience (HPEX)

Hamish Deery

Willis Towers Watson

An evidence-based model for employee experience

Employee Experience (EX)

Leadership

PURPOSE · WORK

Employee Value Proposition

Connection

Contribution

PEOPLE · TOTAL REWARDS

Culture
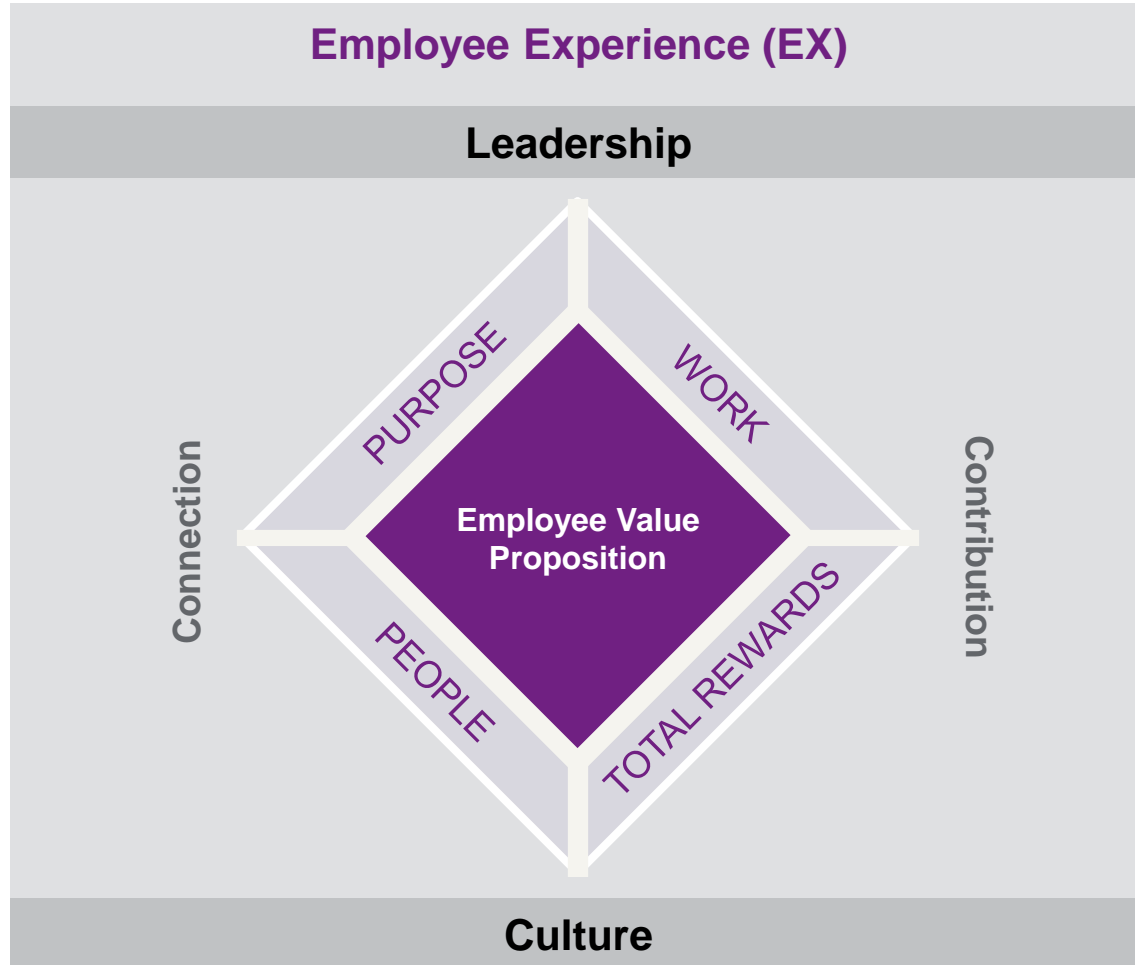
EX is the sum of all the touchpoints and moments that matter between employees and their employer.

It sits at the heart of delivering superior customer experience and outstanding business performance.

| | Return on Assets | Return on Equity | 1-Year change in Gross Profit Margin | 3-Year Revenue Growth | 3-Year Change in Gross Profit Margin |

- Poor Employee Experience
- Average Employee Experience
- Great Employee Experience
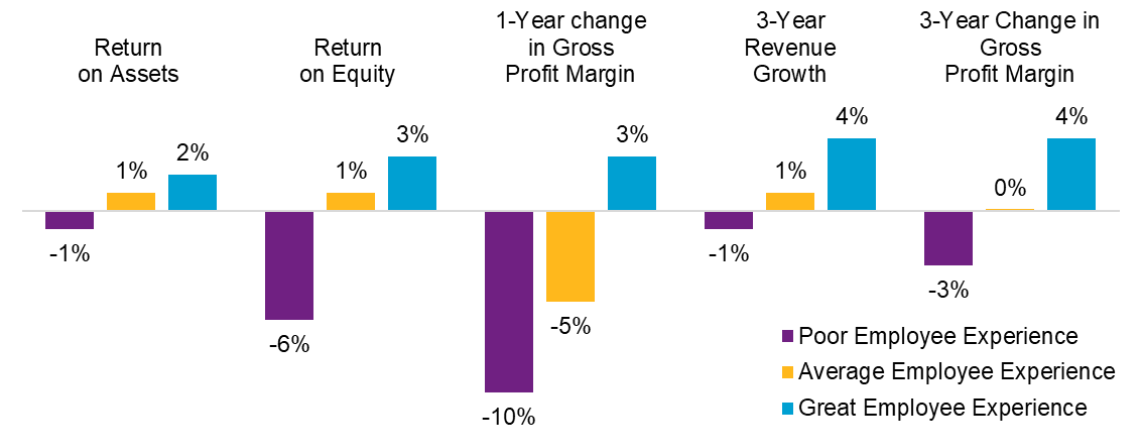
"Companies with more effective employee experience outperform their peers for top-line growth, bottom-line profitability and return to shareholders"

Source: 'Identifying the factors that make high-performance employee experience (HPEX)', Willis Towers Watson, 2019

What a high-performance employee experience (HPEX) sounds like through the pandemic

EXCELLENCE

INSPIRATION
"I am inspired by what our company stands for and my role in shaping our future"

DRIVE
"I'm ready and able to work in new ways to transform our business"

GROWTH
"I know how to grow my career and stay focused on achieving my ambition and potential"

TRUST
"I trust our leaders to use good judgment while living our values and protecting our wellbeing"

EMPHASIS

INCLUSION
"I feel a deep sense of connection to achieving our mission"

VOICE
"I can openly communicate my views and contribute to solving our business challenges"

CAPABILITY
"I am learning the skills I need to adapt and be resilient during this time"

COLLABORATION
"As colleagues, we have strong regard for each other and our shared experiences

ESSENTIALS

UNDERSTANDING
"I understand how my job contributes to our current business priorities"

ORGANISATION
"I know where to find the information, tools, and resources I need to get the job done"

FAIR PAY
"I have access to the resources and benefits needed to manage my wellbeing"

SUPPORT
My manager understands my current needs for support, and I know where to seek answers when I have concerns"

Purpose **Work** **Reward** **People**

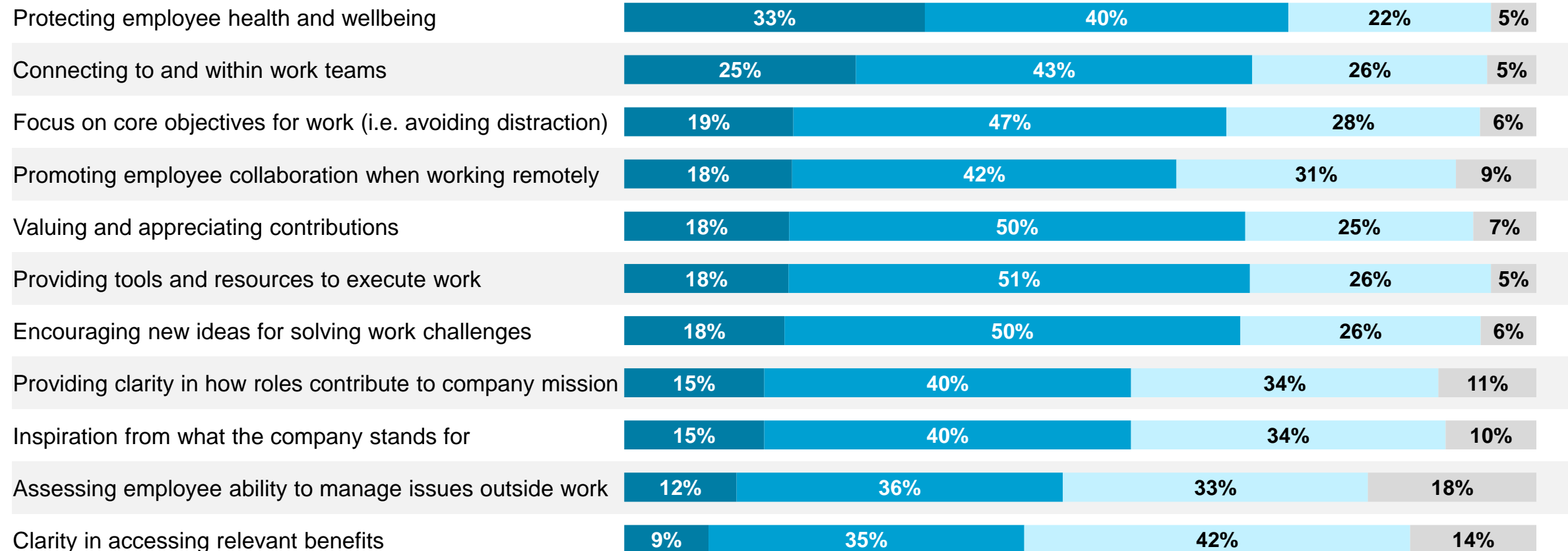# Respondents take different views on the impact on employees of changes made since the pandemic began

What impact do you think the changes your organisation has implemented since the COVID-19 pandemic started have had in the following areas?

Area	Positive impact	No impact	Small negative impact	Moderate negative impact	Large negative impact	Not sure
Employee experience	39%	15%	25%	8%	3%	10%
Employee wellbeing	35%	25%	22%	8%	3%	8%
Organisational culture	31%	29%	21%	7%		11%
Employee engagement	23%	26%	31%	7%		11%
Employee productivity	17%	26%	33%	11%	2%	11%

■ Positive impact   ■ No impact   ■ Small negative impact
■ Moderate negative impact   ■ Large negative impact   ■ Not sure

Note: Numbers for percentages below 2% not shown.
Source: 2020 Actions to Restore Stability Survey

Senior leaders are focused on protecting employee health and wellbeing

To what extent are leaders focused on the following key aspects of the employee experience right now?

Aspect	5 - To a great extent	4	3	1 - Not at all/2
Protecting employee health and wellbeing	33%	40%	22%	5%
Connecting to and within work teams	25%	43%	26%	5%
Focus on core objectives for work (i.e. avoiding distraction)	19%	47%	28%	6%
Promoting employee collaboration when working remotely	18%	42%	31%	9%
Valuing and appreciating contributions	18%	50%	25%	7%
Providing tools and resources to execute work	18%	51%	26%	5%
Encouraging new ideas for solving work challenges	18%	50%	26%	6%
Providing clarity in how roles contribute to company mission	15%	40%	34%	11%
Inspiration from what the company stands for	15%	40%	34%	10%
Assessing employee ability to manage issues outside work	12%	36%	33%	18%
Clarity in accessing relevant benefits	9%	35%	42%	14%

■ **5 - To a great extent**   ■ **4**   ■ **3**   ■ **1 - Not at all/2**

Source: 2020 Actions to Restore Stability Survey

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Employee views across pandemic period show deep concern and real impacts on experience

Majority of employees across March to July were reporting…

Anxiety or worry	Distractions from work	Financial concerns
89% report at least some anxiety from the coronavirus, with **52%** indicating a moderate or high degree of anxiety	**67%** report at least some work distraction due to the coronavirus, with **23%** indicating a moderate or high degree of distraction	**70%** report at least some new financial concerns due to the coronavirus, with **37%** indicating a moderate or high degree of worry

Coping challenges persist PLUS employees lack confidence in safely working from office locations…

38%	58%	30%	33%	73%	47%
Agree fully that colleagues are able to cope well with the stress they are feeling	Agree fully that they are able to find ways to manage challenges outside of work	Are not at all worried about risks to personal health and safety from commuting to work	Agree fully that work locations are clean and working there is not a health risk	Prefer to continue to work at home and not return to office locations	Agree fully that they know how to apply company benefits to coronavirus care

Source: Willis Towers Watson Employee Opinion Norm Database

"Leading through crisis"

Grounded in research on leadership in high-performance organisations and those that excel at leading change

Research

Leadership in HPEX companies

+

Change masters

Areas of focus

Ensuring wellbeing

e.g. "*I have confidence in senior leadership to protect employee health and wellbeing*"

Envisioning the future

e.g. "*Senior leadership is inspiring us around a purpose beyond business results*"

Marketplace focus

e.g. "*I trust senior leadership to respond effectively to business challenges from the coronavirus*"

Speed and agility "Drive"

e.g. "*This organisation is doing a good job quickly implementing our best ideas*"

Supporting performance

e.g. "S*enior leadership is encouraging us to share best practices for improvement across the organisation*"

Trust

e.g. "*Senior leadership communicates openly and honestly to employees*"

As organisations look to the future, there are new challenges and areas for businesses and leaders to explore

Restoring stability

Adapt and thrive

- Making it **safe to return to work**

- Recommitting to **culture fostering** and **workplace inclusion**

- Re-imagining and adjusting to **new ways of working,** including flexible and remote, work-re-design

- Reviewing **definition** of leader and manager success

- **Accelerating business performance**

- Rewriting rules for **EX** and **EVP**

- Changes to **work** and **Total Rewards programs**

- **Lead, manage** and **maintain productivity** and **performance**

- **Assessing learnings from the crisis**

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Navigating the new normal for pay and work in Asia Pacific

Reopen and Reimagine: Digital and Pay

Kar Ning Ho

Willis Towers Watson

Organisations are carefully looking at Total Rewards for the longer term

Core benefits

To date **limited focus** on these benefits and therefore **trade-offs** to be analysed

Understand local landscape - it can be **hard to take away benefits**

Car allowances may be perceived as **additional compensation**

Health and safety

Key focus for clients is anticipating a return to the office

COVID-19 testing – looking at the local landscape

Second pandemic – especially enhancing supplemental medical benefits and limits where government is not paying

Employees

Understand the perspectives of and **engage** employees in the decision making

Embrace **technology** in the virtual working environment

Virtual communication experiences

Increase **manager training**

Wellbeing / Perks

Primary focus on all aspects of **employee wellbeing**

Mental health services and stress/resilience management has high focus

Look at **alternative to office-centric perks**

Review **on-site benefits** – credit for concierge services, house cleaning, laundry

New normal

Consider the **timing of new normal** – pre-vaccine or post-vaccine?

There will be separate **decisions** and **actions** that take into account the medium-term and the longer-term **employee needs**

Global employers expect to have three times as many remote full-time workers as they had before the pandemic

What is the approximate percentage of workers in each category at your organisation last year, currently and what do you expect after the COVID-19 pandemic passes?

	Last year	Currently	Post-COVID-19
Full-time employees working remotely/from home	7%	53%	22%
Full-time employees working in-person or on site	82%	37%	67%

■ **Full-time employees working in-person or on site**   ■ **Full-time employees working remotely/from home**
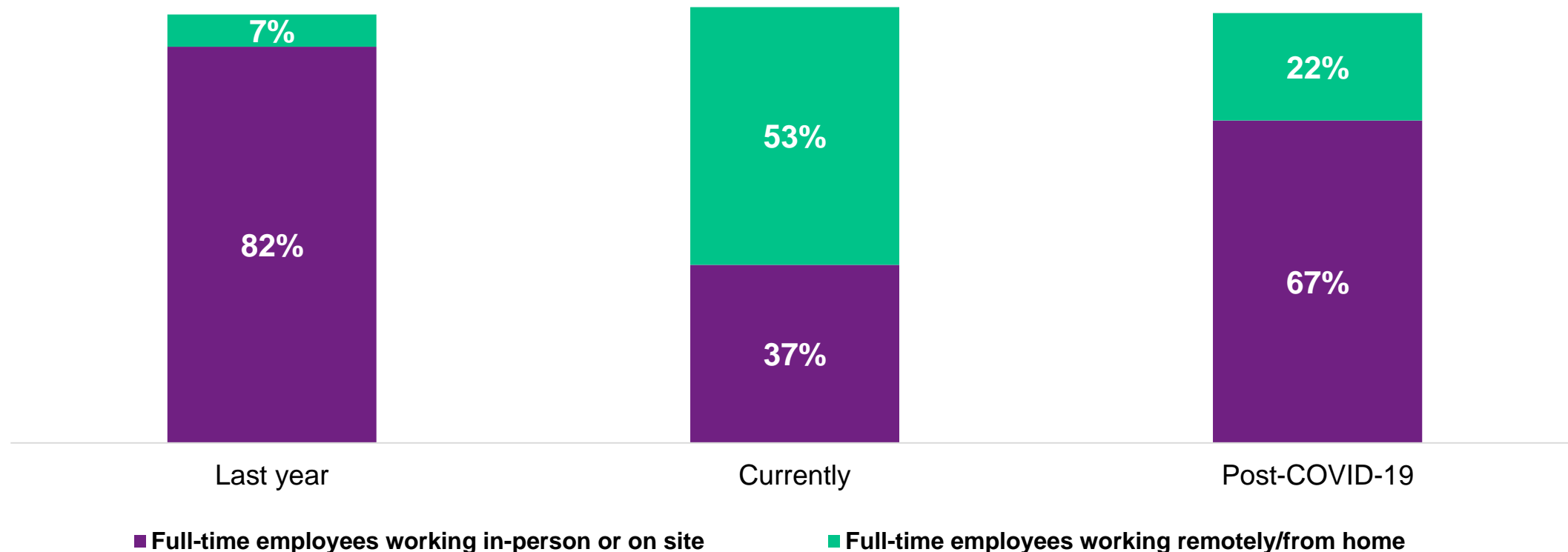
Source: 2020 Returning to the Workplace Survey. 681 employers participated, representing 7.1M employees.

There are many approaches to flexibility and no one size fits all

Flex Time

Flexible start and stop times
- Ad hoc basis (meet a repair person, sick child, etc.)
- Ongoing basis with or without core work hours

Shift flexibility
- Predictability in upcoming shift schedule
- Ability to influence upcoming shift schedule

Compressed work week (e.g., 4/10, 9/80)
- Seasonally
- Ongoing basis

Flex Place

Telework
- Ad hoc basis (meet a repair person, sick child, etc.)
- Regular monthly basis (at least one day per month but not full-time)
- Regular weekly basis (at least one day per week but not full-time)
- Full-time (every regularly scheduled work day)

Hotelling
- Select employee groups
- All employees

Flex Role

Part-time schedules
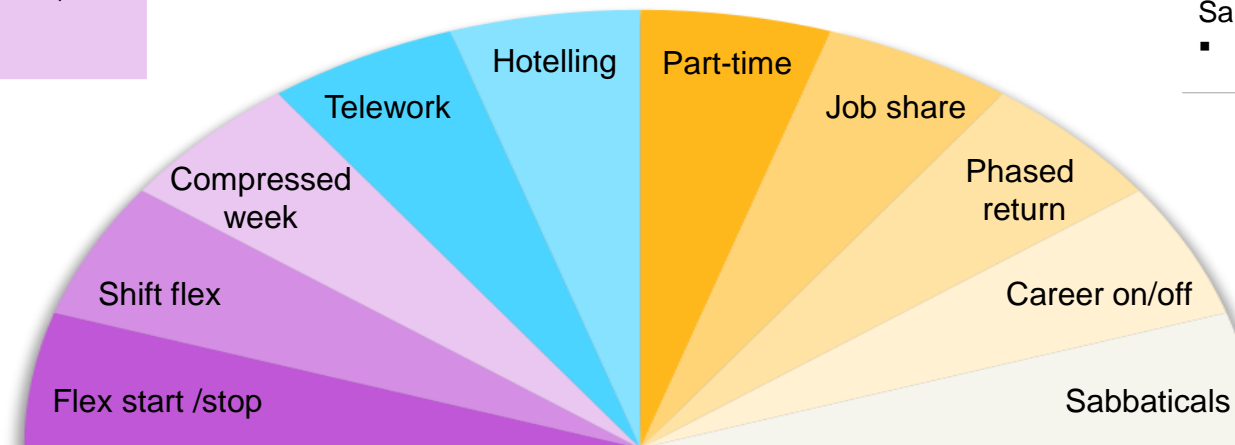- With or without benefits
- Seasonally or ongoing

Job share

Phased return from leave
- Medical
- Parental

Career on/off ramps

Sabbaticals
- Paid or unpaid

Hotelling · Part-time · Telework · Job share · Compressed week · Phased return · Shift flex · Career on/off · Flex start /stop · Sabbaticals

Spectrum of workplace flexibility
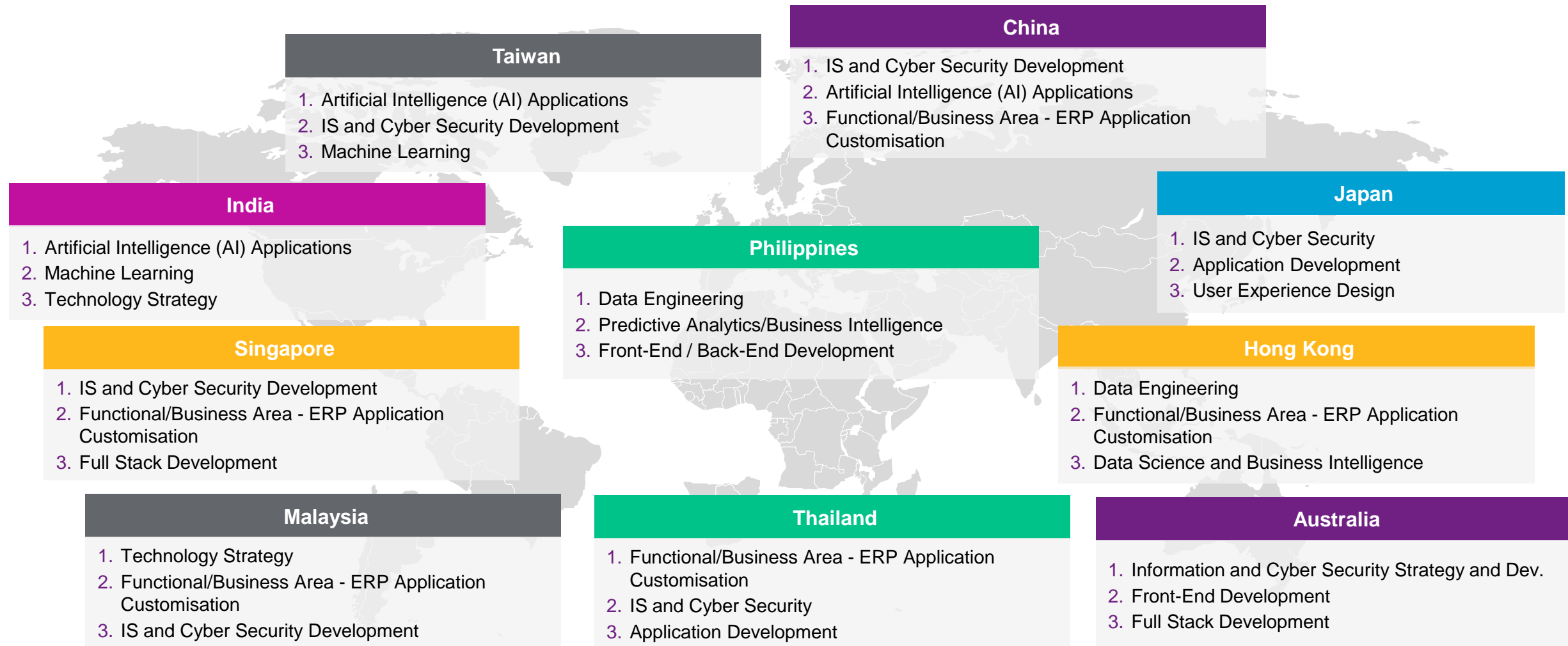
Understand the market for digital talent

Five must-knows to not fall behind

1 **Welcome to the all-industry playing field.** There is a global scarcity for digital talent: meet your new competitors

91% of employers across all regions and industries struggle with attracting digital talent

2 **Get ready to reskill and upskill** as the use of automation is expected to double in the next three years

75% of employers indicate to use automation in the next 3 years

3 It's all about making sure you have the right people with **the right skills** at the right time at the right place

50% of employers indicate the main challenge in attracting digital talent is that the required specialist skills are too hard to find

4 Empower your employees **to take ownership of their career experience** and show them how to grow

47% of employers indicate that offering interesting, challenging and varied work is critical to retain digital talent

5 **Differentiation is the new normal.** Understand your workforce, what they value and what makes an impact

62% of employers differentiate reward programs for digital talent, with a trend from discretionary actions to formal policies

Source: 2020 Artificial Intelligence and Digital Talent Compensation Survey – Digital Transformation Practices Report
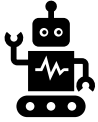
What's hot and what's not may differ per country

Or should we say, what's hot and what's hotter?

Taiwan
1. Artificial Intelligence (AI) Applications
2. IS and Cyber Security Development
3. Machine Learning

China
1. IS and Cyber Security Development
2. Artificial Intelligence (AI) Applications
3. Functional/Business Area - ERP Application Customisation

India
1. Artificial Intelligence (AI) Applications
2. Machine Learning
3. Technology Strategy

Philippines
1. Data Engineering
2. Predictive Analytics/Business Intelligence
3. Front-End / Back-End Development

Japan
1. IS and Cyber Security
2. Application Development
3. User Experience Design

Singapore
1. IS and Cyber Security Development
2. Functional/Business Area - ERP Application Customisation
3. Full Stack Development

Hong Kong
1. Data Engineering
2. Functional/Business Area - ERP Application Customisation
3. Data Science and Business Intelligence

Malaysia
1. Technology Strategy
2. Functional/Business Area - ERP Application Customisation
3. IS and Cyber Security Development

Thailand
1. Functional/Business Area - ERP Application Customisation
2. IS and Cyber Security
3. Application Development

Australia
1. Information and Cyber Security Strategy and Dev.
2. Front-End Development
3. Full Stack Development

Source: Willis Towers Watson 2020 High Tech Compensation Survey – Asia Pacific (Comparison at Target Total Annual Compensation P50 - Career Professional level)

Which digital roles demand the highest pay premium in Asia Pacific?

	Role	Premium
	1. Artificial Intelligence (AI) Applications	35%
	2. Machine Learning	20%
	3. IS and Cyber Security Development	13%
	4. Data Sciences and Business Intelligence	11%
	4. Data Engineering	11%

Top three countries with the highest pay premium* for in-demand digital roles

Country	Premium
India	26%
China	21%
Philippines	19%

*Note: Average pay premium across ten selected key digital roles compared against general market pay level for the same career level.
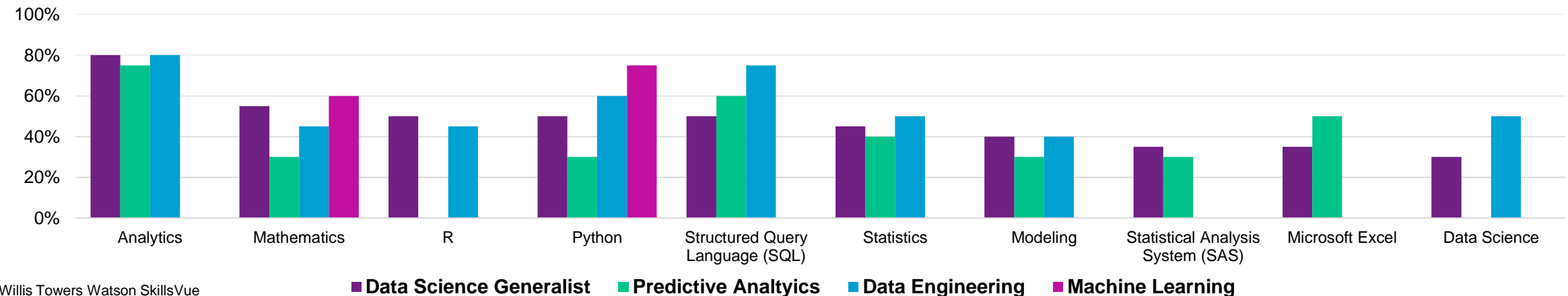Source: Willis Towers Watson 2020 General Industry and High Tech Compensation Survey – Asia Pacific (Comparison at Target Total Annual Compensation P50 - Career Professional level)

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Skills become a make or break component in attracting and retaining digital talent

Understanding the prevalence in the market and impact on pay is critical

TensorFlow

Python
Python ?

C++
What's the relationship between C and C++?

Java
What's the difference between Java and JavaScript?

Ruby
What's Ruby ?

Data Engineering

Role-based pay

Skill premiums

Ruby   +10%

Terradata   + 5%

Hadoop   +5%

25th   50th   75th

25th   50th   75th
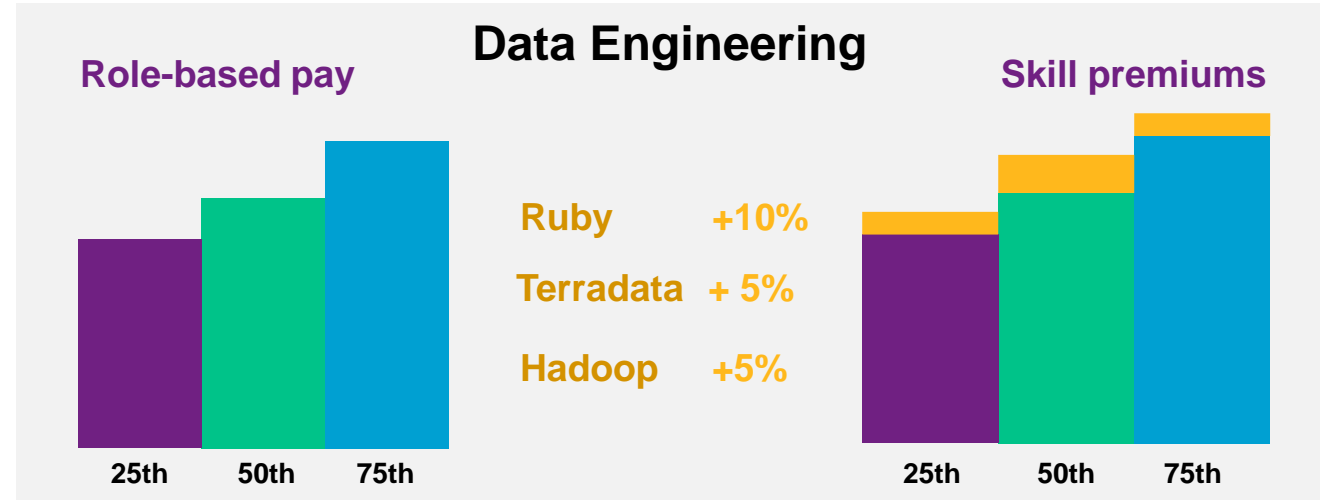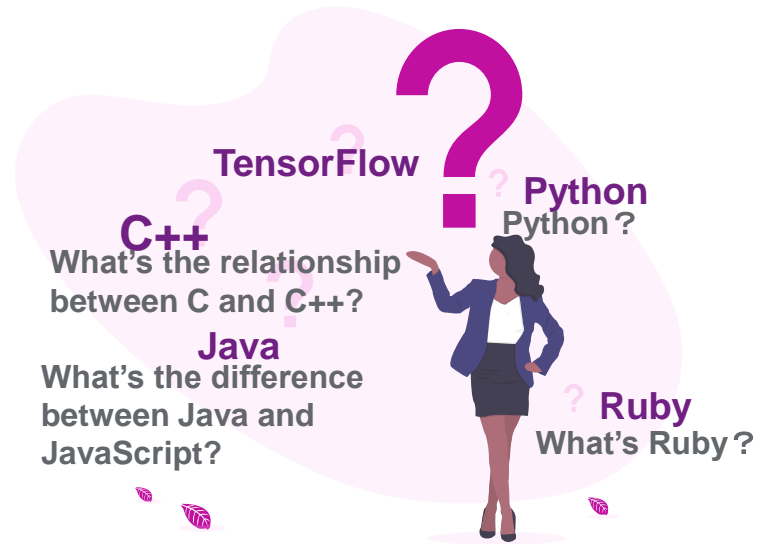
What are the most prevalent skills for the roles in your organisation?

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■ **Data Science Generalist**   ■ **Predictive Analytics**   ■ **Data Engineering**   ■ **Machine Learning**

Start today: Identify digital talent and critical skills

Understand market competitive pay levels

Skill-based reward trends

- **Skills-based employee pay**
- **All-industry competitive playing field**
- **Track, measure, certify, and reward skills**
- **Premium on "hot", emerging, or business critical skills**

Digital talent

Artificial Intelligence
- Artificial Intelligence (AI) Applications
- Computer Vision
- Machine Learning
- Natural Language Processing

Big Data
- Database Administration
- Data Science and BI Generalist
- Data Engineering
- Predictive Analytics/Business Intelligence

Blockchain and Cloud
- Blockchain Cloud Platform Validation
- Blockchain Development
- Blockchain Solutions
- Cloud Computing Architecture*
- Cloud Computing Engineering*
- Drone Operations*

Cyber Security
- Information and Security Strategy
- IS and Cyber Security
- IS and Cyber Security Development
- Product Development - Data Security*

Design and Creative
- Creative Design / Industrial Design*
- Digital Content Management / Production
- Digital Creative Writing
- Digital Experience Development
- Digital Graphic / Visual Design
- Digital Multimedia Production
- Software Localization / Translation
- Technical Writing
- User Experience Design
- User Interface Design

Digital Marketing
- Digital Marketing Generalist/Multidiscipline
- Internet Search Optimization
- Market Research/Intelligence
- Online Community Management
- Social Media Marketing
- Website Traffic Analysis

Program Management
- Agile/Scrum Master Project Management
- Information Technology Project Management
- Online/Digital Content Project Management
- Technology/Digital Product Owner

Web, Mobile and App Development
- Algorithm Engineering*
- Application Development
- Back-end Development
- Development Operations (DevOps)
- E-Commerce Architecture
- Enterprise Resource Planning
- Front-end Development
- Full Stack Development
- Internet of Things
- Internet/Web Application Development
- IT Architecture (Systems Design)
- IT Help Desk Support
- Mobile Applications*
- Mobile Architecture
- Network Architecture Design
- Prototypes and Trials*
- Search Engine Development
- Search Engine Optimization (SEO)
- Software Quality Assurance and Testing
- Product Development - Systems Architecture*
- Website Administration
- Web Architecture

Shifting to a skill-based approach

Matching talent to jobs	**Matching skills to tasks**
Career ladders based on fixed jobs	**Reskilling pathways based on tasks**
Headcount and jobs	**Skills and skills pools**
Episodic training	**Perpetual reskilling**
Benchmarking comp by jobs	**Benchmarking comp by skills**
"Know it all" mindset	**"Learn it all" mindset**
Employee qualifications	**Work readiness**

Skill premiums

Application Development

Compensation Analysis | Role Overview

Total available career levels: 11

Please Select a Career Level

P1 P2 P3 P4 P5 P6
M1 M2 M3 M4 M5

Suggested Skills — Discard changes
Software Development | Agile | Java
Structured Query Language (SQL) | Testing | Ruby
Android

Suggested Skills

P2 - Intermediate

	Annual Base Salary		Projected Annual Base Salary	
25th percentile	USD 73,589	>	USD 77,130	4.8%
50th percentile	USD 83,241	>	USD 98,678	18.5%
75th percentile	USD 94,817	>	USD 105,002	10.7%

Skill prevalence

Top 20 Prevalent Skills

	Skill	%		Skill	%
1	Software Development	64%	11	Databases	24%
2	Agile	58%	12	Scrum	23%
3	Java	51%	13	Amazon Web Services (AWS)	23%
4	Structured Query Language (SQL)	44%	14	Unit Testing	23%
5	Testing	42%	15	Extensible Markup Language (XML)	22%
6	Programming	37%	16	Application Programming Interface (API)	20%
7	JavaScript	35%	17	AngularJS	20%
8	Hypertext Markup Language (HTML)	31%	18	Procedures	20%
9	RESTful API	28%	19	.NET Framework	19%
10	Git	24%	20	Analytics	19%

Embrace our digital offering

Our digital eco-system provides data for a range of important mission critical / digital talent and skills

Digital strategy

Position-based pay			Skill-based pay	Digital market practice
Artificial Intelligence and Digital Talent Survey	Fintech Compensation Survey	High Tech and Media Compensation Surveys	SkillsVue	Digital Transformation Practices

Premium

Seamlessly link to compensation surveys	Visible market pricing	Online salary structure design	Pay band design	Salary cost simulation

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Questions?

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