



The World's Most Trusted
Executive Compensation Data

A man in a grey suit and striped tie is walking towards the camera in a modern, brightly lit hallway with a stone floor and large columns. The background is a blurred interior space.

Insights from an expert in executive compensation

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

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

Our advisory services in executive compensation include

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






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

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

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

The Willis Towers Watson difference

				
Scale	Quality	Technology	Flexibility	Expertise
<p>30+ countries, 120,000+ executives from over 4,500 survey participants, supplemented with disclosed data in select markets</p> <p>Corporate and business unit jobs up to five to six levels below the CEO</p>	<p>Board-quality data from a reputable source – screened by data and executive compensation professionals and validated against disclosures</p> <p>Transparent, globally consistent methodology that yields scope-differentiated results by benchmark job</p>	<p>Get access to cutting edge compensation data, job leveling and compensation analytics and design, so you can create a future-oriented, pay-for-performance culture that attracts, rewards, retains and engages the best employees.</p>	<p>Range of purchasing options, including access to global data and “borderless” data cuts</p>	<p>Supported by industry-leading expertise from the world's largest and most respected consultancy in the field of executive compensation, with over 400 consultants in 35 countries</p>

Unparalleled breadth and depth of data

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

Executive Compensation Surveys

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

Countries

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

Compensation Data Elements

Participants can access detailed data on all elements of executive compensation including:

- Base salary
- Fixed cash allowances
- Annual bonus – actual, target, maximum, deferred
- Actual and target total annual compensation
- Long-term incentive fair values
- Actual and target total direct compensation

Benchmarks

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

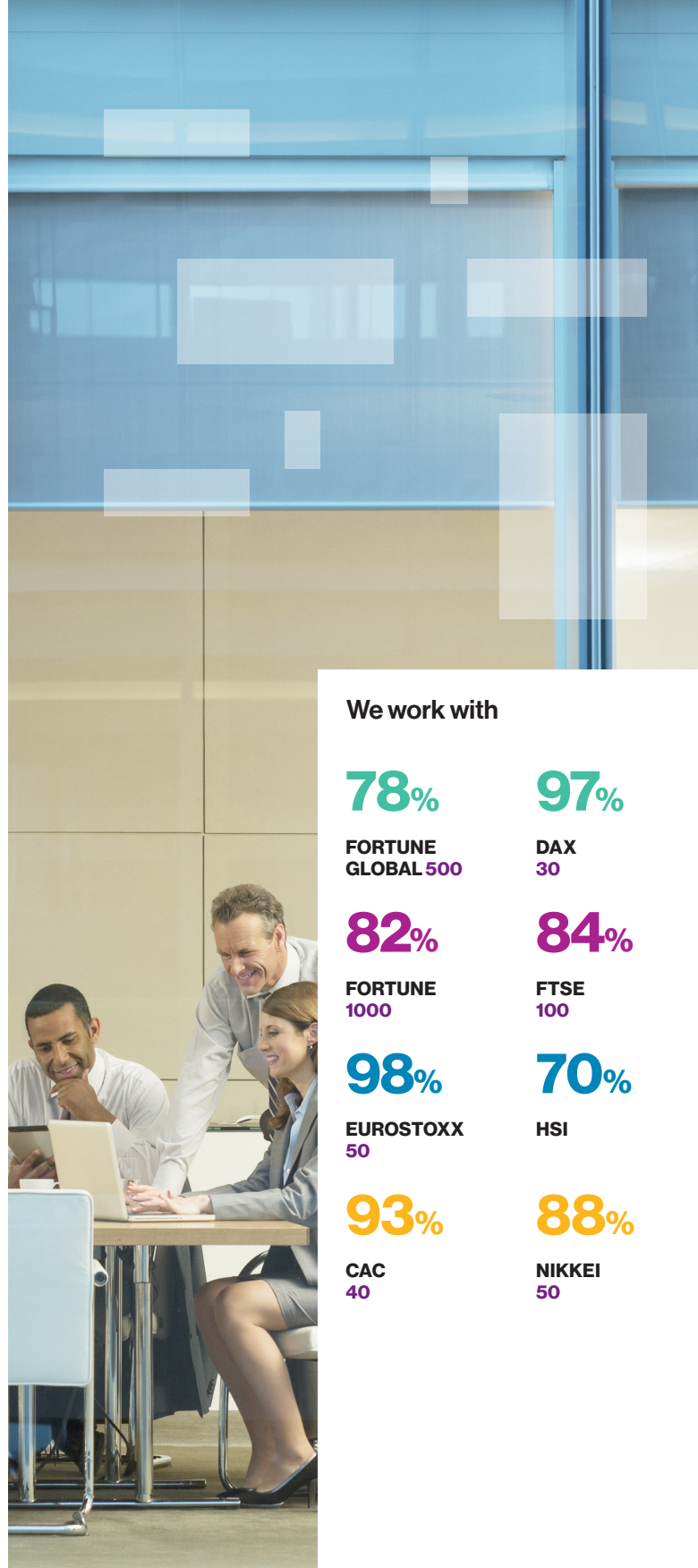
- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer
- Segment Head
- Division Head
- Region Head
- General/Country Manager
- Chief Data Officer
- Chief Privacy Officer
- Chief Risk Officer
- Top Brand/Category Management Executive
- Top E-Commerce Business Executive
- Top Digital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

Board-quality data from a trusted methodology

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

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

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



We work with

78%

**FORTUNE
GLOBAL 500**

97%

**DAX
30**

82%

**FORTUNE
1000**

84%

**FTSE
100**

98%

**EUROSTOXX
50**

70%

HSI

93%

**CAC
40**

88%

**NIKKEI
50**

Flexible purchasing options

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



Country Survey Reports

Standard or Custom online access to market data for a complete set of executive benchmarks in a specific country.

Long-Term Incentives Report Policies and Practices Report (U.S. only)

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.

Annual Incentive Design Reports (U.S. only)

Offers in-depth coverage of annual incentive plan design practices as well as current and historical payout and performance data.

Individual Jobs

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

Custom Borderless Report*

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

Europe Borderless Report

Presented by job with data blended across twelve European countries (Belgium, Denmark, Finland, France, Ireland, Italy, Germany, Netherlands, Spain, Sweden, Switzerland and the UK). Available through Standard online access.

Global Long-Term Incentives Report

Fair values by revenue and salary range for all LTI recipients in approximately 60 countries and select LTI policies and practices.

Executive Global Package*

For large multinational organizations with significant executive presence around the world. Includes:

- Custom online access to 30+ country executive compensation survey reports.
- Complimentary copies of the Custom + Europe Borderless Report and the Global Long-Term Incentives Report.

Executive Customized Package*

For multinational organizations with an executive presence in select countries outside their home country. Includes:

- Custom online access to your home country executive compensation survey report.
- Custom report based on your unique list of jobs for countries outside your home country.

*For Global Executive Data Members only.

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

Executive Compensation Survey Report

Position: CFO/Top Financial Officer

	#Orgs	#Incs	Average	10th	25th	50th	75th	90th
Base Salary	183	500	302,738	140,000	167,109	228,373	365,317	572,548
Base Salary Increase %	145	380	3	0	0	2	3	7
Target Bonus/Annual Incentive % of Base Salary	168	460	53%	20%	30%	45%	65%	100%
Target Bonus/Annual Incentive Amount	168	460	191,552	34,568	55,084	94,642	225,000	482,355
Maximum Bonus/Annual Incentive % of Base Salary	155	441	102%	40%	60%	87%	127%	188%
Actual Bonus/Annual Incentive Amount	169	443	236,063	28,476	60,000	106,327	262,973	648,222
Actual Bonus/Annual Incentive % of Base Salary	169	443	62%	18%	28%	49%	80%	115%
Actual Bonus/Annual Incentive % Deferred	169	443	15%	0%	0%	0%	33%	50%
Actual Bonus/Annual Incentive % of Target	157	419	110%	52%	83%	104%	138%	164%
Target Total Annual Compensation	171	475	475,805	178,172	224,000	317,571	561,000	1,047,658
Actual Total Annual Compensation	183	500	514,240	173,023	220,125	322,876	583,460	1,149,607
Long-Term Incentive	141	374	348,658	33,500	54,725	129,300	415,960	847,850
Long-Term Incentive % of Base Salary	141	374	83%	20%	30%	59%	107%	180%

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

Unlock your data with Willis Towers Watson Compensation Software

From job evaluation to survey submission, and everything in between, Willis Towers Watson brings a powerful combination of market leading data, enterprise strength technology and industry expertise to your pay programs giving you everything you need to get compensation right for your organization.

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

	Standard	Custom	Premium*
View, download and print presentaiton-ready reports	✓	✓	✓
Export data in variety of formats in one click	✓	✓	✓
Customize currencies, data elements and percentiles	✓	✓	✓
Design your unique group of peer companies by name or company characteristics i.e industry sector/ geographic location		✓	✓
Combine jobs to mirror your internal job classifications		✓	✓
Show your company's competitive position relative to all companies, or unique peer group of companies		✓	✓
Apply a best match algorithm of your data to the closest market equivalent		✓	✓
Auto-refresh of matches from new survey year data			✓
Develop and manage your salary structures and consider cost implications, bring to minimum, compa-ration, etc.			✓
Bring-to-target and Merit Matrix analytics enable modelling of key compensation actions			✓
Speed up salary survey participation			✓
Ability to market price jobs using data from multiple vendors			✓

*For more information on our Premium offering and associated fees, please contact us.

Total Compensation Management starts here



For more information

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

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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 recognised worldwide as a premier source of current data for compensation planning.

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About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries and markets. We design and deliver solutions that manage risk, optimise 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.