

2017 Reports on Compensation, Benefits and Workforce Analytics – Asia Pacific

Reliable market data to help transform your HR programs

Willis Towers Watson Data Services is a leading provider of compensation and benefit practice information to organisations worldwide. In Asia Pacific, our reports help HR professionals to manage their HR programs effectively.

User benefits

- Develop cost-effective salary and benefit packages
- Stay up-to-date with the latest HR developments
- Design strategies to maximise workforce effectiveness
- Ensure compliance with local laws and customs

Asia Pacific Reports	Compensation	Benefits, Employment Terms	Economy, HR Ad hoc Issues	Workforce Analytics
Compensation Reports*	✓			
Cross-Industry Salary Index Reports* <i>(New)</i>	✓			
Cross-Country Salary Index Report	✓			
Geographic Salary Differentials Report	✓			
Starting Salaries Report	✓			
Performance Pay & Sales Incentive <i>(New)</i>	✓			
Salary Budget Planning Report	✓			
Company Benefits and Practices Report		✓		
Company Car Benefits Report*		✓		
Benefits Profile		✓		
Employment Terms and Conditions Report		✓		
Benefits Profile, Employment Terms Reports*		✓		
Workforce Analytics Reports *		✓	✓	✓
HR Trends Report	✓		✓	

*Regional and country reports available.

2017 Compensation Reports – By Country

Report features

- Latest pay data for over 300 positions.
- Management to support staff of all levels for 40+ disciplines.
- Over 35 benefits and HR policies.
- 13 country reports are available: Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand and Vietnam.

Coverage

Pay components

Base salary, fixed and variable bonus, allowances, and total compensation.

Job functions

General management, administrative services, corporate services and legal, marketing and sales, customer service, finance and accounting, IT, HR, engineering, manufacturing and operations, health and safety, supply chain and logistics, and graduate management trainee.

Benefits, HR policies and practices

- Compensation positioning
- Graduate starting salaries
- Fixed and variable payment
- Car benefits programs
- Transportation, mobile phone
- Education and training
- Working hours
- Travel and relocation policies
- Attraction and retention
- Service awards
- Supplementary retirement plan
- Healthcare benefits
- Employee wellness
- Insurance plans
- Paid time off
- Meal benefits
- Flexible benefits

Also available: Asia Pacific compensation reports — by function

- General Management, IT, Finance and Accounting
- Human Resources and Administration
- Sales, Marketing and Customer Services
- Manufacturing, Logistics, Engineering and Research

2017 General Industry Compensation Report Sample Country									
Compensation Analysis									
Job Code: 99999 (P) (S) (M) (L)									
Sample Title: Senior Accountant									
Function: Accounting									
Description: Performs accounting duties and controls, fiscal controls, preparing financial reports and supporting the organization's assets. Reporting accounting and financial records and reports including general ledger, financial statements, budgets and management reports.									
Discipline: General Accounting									
Perform general accounting duties, including the preparation, maintenance and reconciliation of ledger accounts and financial statements, such as income, assets, liabilities and equity statements and related supporting schedules.									
Prepare, review, analyze and report accounting transactions and ensure the integrity of accounting records for compliance, accuracy and compliance with accounting, auditing and statutory requirements.									
Perform financial support including budgeting, forecasting and analyzing financial data from budget.									
Analyze and prepare statutory accounts and financial statements and reports.									
Conduct or assist in the development of accounting systems.									
Career Level: Professionals (C-Level) (P)									
Requires insight, experience and judgment.									
Some complex problems, often a new perspective using existing solutions.									
Requires responsibility, creative, resourceful.									
Aids as a resource for colleagues with less experience.									
Represents the level at which career may continue for many years or even until retirement.									
Employee Categories Eligible for Short-Term Incentive									
Business Unit and Country	2016	2015	2014	2013	2012	2011	2010	2009	2008
Performance-Based Bonus	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fixed Bonus (Guaranteed)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Variable Bonus (Performance-Based)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Long-Term Incentive Plan	0%	0%	0%	0%	0%	0%	0%	0%	0%
Performance-Based Bonus Plan									
Organization's Performance-Based Bonus Plan is For:									
Business Unit and Country	2016	2015	2014	2013	2012	2011	2010	2009	2008
Performance-Based Bonus	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fixed Bonus (Guaranteed)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Variable Bonus (Performance-Based)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Long-Term Incentive Plan	0%	0%	0%	0%	0%	0%	0%	0%	0%
Average Actual Bonus as a Percent of Base Salary									
Business Unit and Country	2016	2015	2014	2013	2012	2011	2010	2009	2008
Performance-Based Bonus	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fixed Bonus (Guaranteed)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Variable Bonus (Performance-Based)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Long-Term Incentive Plan	0%	0%	0%	0%	0%	0%	0%	0%	0%
Performance-Based Bonus	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fixed Bonus (Guaranteed)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Variable Bonus (Performance-Based)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Long-Term Incentive Plan	0%	0%	0%	0%	0%	0%	0%	0%	0%

2017 Cross Industry Salary Index Reports – Asia Pacific *New!*

With intensifying competition for talent in the digital age, companies need to win talent beyond their own industry. This new report demonstrates how salary differs across six industries. You will be able to answer questions like:

- ✓ What are the pay differentials for HR roles across different sectors?
- ✓ How does pay compare for an IT professional in High Tech versus Financial Services?
- ✓ How do pay components compare between Insurance and Banking?

Report features

Data is presented by function as well as by employee level. The report features salary indexes among six industries:

- General Industry
- Banking
- High Tech
- Insurance
- Pharmaceutical and Health Sciences
- Retail and Consumer Products

Functions covered

All functions, administration, finance, IT, HR, sales, marketing and supply chain.

Employee levels covered

Executive, middle manager, supervisory/professional, support, and manual workers.

Pay components

Base Salary, Guaranteed Compensation, Variable Pay, and Total Compensation.

Sample Function

Base Salary							Total Guaranteed Compensation						
Category	GI	HT	IN	BK	RT	PH	Category	GI	HT	IN	BK	RT	PH
Executive	1.00	0.91	1.14	1.51	0.95	1.57	Executive	1.00	0.92	1.12	1.51	0.96	1.53
Middle Manager and Senior Professional	1.00	0.96	0.96	1.29	1.12	1.36	Middle Manager and Senior Professional	1.00	0.96	0.97	1.29	1.10	1.34
Supervisory and Professional	1.00	1.08	0.92	1.14	0.97	1.29	Supervisory and Professional	1.00	1.08	0.94	1.14	0.96	1.26
Technical	1.00	0.95	1.00	1.12	0.94	1.22	Technical	1.00	0.96	0.95	1.09	0.97	1.12
Production and Manual Labor	1.00	0.96	-	-	1.19	1.11	Production and Manual Labor	1.00	1.01	-	-	1.10	0.96

Actual Total Variable Pay							Actual Total Compensation						
Category	GI	HT	IN	BK	RT	PH	Category	GI	HT	IN	BK	RT	PH
Executive	1.00	0.98	1.19	2.10	0.81	0.75	Executive	1.00	0.97	1.23	1.67	0.94	1.18
Middle Manager and Senior Professional	1.00	1.09	1.20	1.96	0.89	1.25	Middle Manager and Senior Professional	1.00	1.00	0.99	1.36	0.96	1.26
Supervisory and Professional	1.00	0.94	1.14	1.62	0.70	0.98	Supervisory and Professional	1.00	1.00	0.97	1.20	0.90	1.14
Technical	1.00	0.99	1.15	1.71	0.71	0.80	Technical	1.00	0.94	0.95	1.14	0.83	1.03
Production and Manual Labor	1.00	0.90	-	-	0.90	1.00	Production and Manual Labor	1.00	1.01	-	-	1.08	0.97

General Industry (GI), High Tech (HT) Insurance (IN) Banking (BK) Retail and consumer products (RT) Pharmaceutical and health science (PH)
Financial services is provided for Australia, India and Japan instead of insurance and banking

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2017 Company Benefits and Practices Report – Asia Pacific

Report features

- Latest benefit and HR policies for 13 countries in a single report.
- Benchmark your benefit programs against the prevalent market practices.
- Countries covered: Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand and Vietnam.

Coverage

- Compensation positioning
- Starting salaries for graduates
- Fixed and variable payment
- Car benefit program
- Transportation, mobile phone
- Employee education and training
- Working hours
- Travel and relocation policies
- Attraction and retention
- Service awards
- Supplementary retirement plan
- Health care benefits
- Employee wellness
- Insurance plans
- Paid time off
- Meal benefits
- Flexible benefits

The image shows three overlapping screenshots from the 2017 Company Benefits and Practices Report. The top screenshot is titled 'Variable Pay' and shows a table for 'Short-Term Incentive/Variable Pay Plan Eligibility' with columns for 'Eligible Employees', 'Eligible Countries', and 'Eligible Regions'. The middle screenshot is titled 'Health Care' and shows a table for 'Health Care Coverage' with columns for 'Country', 'Health Insurance', 'Medical Insurance', and 'Dental Insurance'. The bottom screenshot is titled 'Performance-Based Bonus Plan' and shows a table for 'Performance-Based Bonus Plan' with columns for 'Country', 'Bonus Plan', 'Bonus Amount', and 'Bonus Frequency'.

2017 Benefits Profile – Asia Pacific

Report features

- A comprehensive guide to mandatory and supplementary employee benefit practices across Asia Pacific.
- 17 countries are covered: Australia, Bangladesh, China, Hong Kong/Macau, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Philippines, Singapore, Sri Lanka, Taiwan, Thailand and Vietnam.

The image shows a screenshot of the 2017 Benefits Profile report for Hong Kong. It is titled 'Supplementary Programs' and shows a table for 'Supplementary Programs' with columns for 'Program', 'Description', and 'Eligibility'. The table lists various programs such as 'Medical Insurance', 'Dental Insurance', 'Life Insurance', 'Disability Insurance', 'Retirement Insurance', 'Paid Time Off', 'Meal Allowance', 'Transportation Allowance', 'Mobile Phone Allowance', 'Education Allowance', 'Training Allowance', 'Relocation Allowance', 'Service Award', 'Flexible Benefits', and 'Employee Wellness'.

Coverage

Overview

- Benefits environment
- Key data
- Key changes in recent years

Social security/Mandatory benefits

- Retirement benefits
- Death and disability benefits
- Workers' compensation benefits
- Healthcare benefits
- Other social security benefits

Supplementary company benefits program

- Retirement benefits
- Death and disability benefits
- Health and wellness benefits
- Paid time off
- Other benefits

Financial summary

- Accounting and reporting
- Tax aspects

2017 Employment Terms and Conditions Report – Asia Pacific

Report features

- Employment law resource for organisations to ensure compliance with local laws and customs.
- 19 countries/locations are covered: Australia, Bangladesh, Cambodia, China, Hong Kong, India, Indonesia, Japan, Korea, Laos, Malaysia, Myanmar, New Zealand, Philippines, Singapore, Sri Lanka, Taiwan, Thailand and Vietnam.

Coverage per country

Start of employment

- Contract of employment
- Non-compete and other clauses
- Trial period
- Employment of foreigners

Active employment

- Pay and working hours
- Holidays and leave
- Equal opportunities
- Health and safety
- Training
- Social security

Industrial relations

- Framework for employee participation
- Collective bargaining
- Industrial action

Termination of employment

- Types of termination
- Notice period
- Termination indemnity
- Severance payment

Also available: Benefits Profile and Employment Terms – By Country

This report combines information from the Benefits Profile and the Employment Terms and Conditions Report into a "by country" report. 16 country/location reports are available.

2017 Starting Salaries Report – Asia Pacific

Report features

- Determine appropriate and competitive salaries to attract talent in the graduate labour market.
- Covering 13 countries/locations: Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand and Vietnam.

Coverage

- Starting salaries are presented by six education levels:
 - High school/secondary school
 - Business/technical training
 - Bachelor's, master's and doctorate degree
- Starting salaries are presented by 11 key functions.

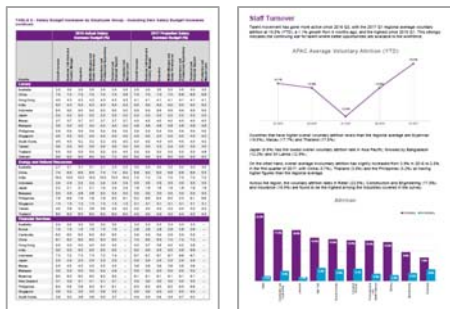
2017 Geographic Salary Differentials Report – Asia Pacific

Report features

- Expand your organisation by understanding local geographic pay differences.
- Develop pay packages for relocation.
- Covering 10 countries/locations: China, India, Indonesia, Japan, Korea, Malaysia, Philippines, Taiwan, Thailand and Vietnam.

Coverage

- Salary differentials among key cities/regions domestically relative to capital city as well as to national average.
- Data breakdown by six employee categories.



2017 Salary Budget Planning Survey Report

This report presents actual salary increase of current year and budgeted increase for the subsequent year.

- Actual and projected salary increase by employee group and by industry.
- Merit Increases.
- Supplementary analysis (variable payment, staff turnover, attrition, recruitment and business outlook).

2017 HR Trends Report

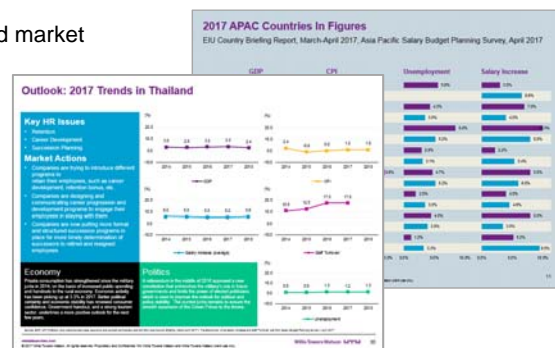
This report provides the latest economic statistics, HR issues and market actions to HR challenges for 16 markets in Asia Pacific.

Regional analysis:

- Economic and business outlook
- GDP, inflation, salary increase and unemployment
- Staff turnover and recruitment trends

Country analysis for 16 markets*:

- Key HR Issues and market actions
- Economic and political summary
- 5-year trends on GDP, CPI, salary increases, staff turnover and unemployment statistics



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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Order Form

2017 Reports on Compensation, Benefits and Workforce Analytics - Asia Pacific

Report Title (All prices quoted are in US dollars)	CompSource
2017 Compensation Report - By Country (Available: now)	Fee (USD)
2017 General Industry Compensation Report - Australia	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - China	<input type="checkbox"/> 2,700
2017 General Industry Compensation Report - Hong Kong	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - India	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Indonesia	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Japan	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Malaysia	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Philippines	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Singapore	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - South Korea	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Taiwan	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Thailand	<input type="checkbox"/> 2,300
2017 General Industry Compensation Report - Vietnam	<input type="checkbox"/> 2,300
2017 Compensation Report (By Job Function) - Asia Pacific (Available: now)	Fee (USD)
General Industry General Management, IT, Finance and Accounting Compensation Report - Asia Pacific	<input type="checkbox"/> 3,900
General Industry Human Resources and Administration Compensation Report - Asia Pacific	<input type="checkbox"/> 3,900
General Industry Sales, Marketing and Customer Services Compensation Report - Asia Pacific	<input type="checkbox"/> 3,900
General Industry Manufacturing, Logistics, Engineering and Research Compensation Report - Asia Pacific	<input type="checkbox"/> 3,900
The Complete Collection of Asia Pacific Compensation Reports (All of the above four reports)	<input type="checkbox"/> 13,700
2017 Company Benefits and Practices Report - Asia Pacific (Available: now)	Fee (USD)
Company Benefits and Practices Report - Asia Pacific	<input type="checkbox"/> 2,500
2017 Company Car Benefits Survey Report (Available: now)	Fee (USD)
Asia Pacific Report (all 13 country reports)	<input type="checkbox"/> 3,750
By Country Report (Select below)	
<input type="checkbox"/> Australia <input type="checkbox"/> India <input type="checkbox"/> Malaysia <input type="checkbox"/> South Korea <input type="checkbox"/> Vietnam	2,000 per country
<input type="checkbox"/> China <input type="checkbox"/> Indonesia <input type="checkbox"/> Philippines <input type="checkbox"/> Taiwan	
<input type="checkbox"/> Hong Kong <input type="checkbox"/> Japan <input type="checkbox"/> Singapore <input type="checkbox"/> Thailand	
2017 Benefits and Employment Terms Reports in Asia Pacific (Available: now)	Fee (USD)
Benefits Profile - Asia Pacific	<input type="checkbox"/> 2,400
Employment Terms and Conditions Report - Asia Pacific (including Indochina)	<input type="checkbox"/> 2,400
Benefits Profile and Employment Terms and Conditions Report - Asia Pacific (both of the above two reports)	<input type="checkbox"/> 4,300
Employment Terms and Conditions Report - Indochina	<input type="checkbox"/> 1,300
2017 Benefits Profile and Employment Terms Report - By Country (Available: now)	Fee (USD)
By Country Report (select below)	
<input type="checkbox"/> Australia <input type="checkbox"/> Hong Kong <input type="checkbox"/> Japan <input type="checkbox"/> Philippines <input type="checkbox"/> Sri Lanka <input type="checkbox"/> Vietnam	790 per country
<input type="checkbox"/> Bangladesh <input type="checkbox"/> India <input type="checkbox"/> Malaysia <input type="checkbox"/> Singapore <input type="checkbox"/> Taiwan	
<input type="checkbox"/> China <input type="checkbox"/> Indonesia <input type="checkbox"/> New Zealand <input type="checkbox"/> South Korea <input type="checkbox"/> Thailand	
2017 Geographic Salary Differentials Report (Available: now)	Fee (USD)
Global (All regions)	<input type="checkbox"/> 1,500
<input type="checkbox"/> Asia Pacific <input type="checkbox"/> EMEA <input type="checkbox"/> Latin America <input type="checkbox"/> North America	750 per region
2017 Starting Salaries Report (Available: now)	Fee (USD)
Global (All regions)	<input type="checkbox"/> 1,500
<input type="checkbox"/> Asia Pacific <input type="checkbox"/> EMEA <input type="checkbox"/> Latin America <input type="checkbox"/> North America	750 per region

Order Form – 2017 Reports on Compensation, Benefits and Workforce Analytics – Asia Pacific

Report Title (All prices quoted are in US dollars)		
2017 Cross-Industry Salary Index Reports New! (Available: July)		Fee (USD)
<input type="checkbox"/> Asia Pacific (All 12 country reports)		2,000
By Country (Select below)		
<input type="checkbox"/> Australia	<input type="checkbox"/> India	<input type="checkbox"/> Malaysia
<input type="checkbox"/> China	<input type="checkbox"/> Indonesia	<input type="checkbox"/> Philippines
<input type="checkbox"/> Hong Kong	<input type="checkbox"/> Japan	<input type="checkbox"/> Singapore
<input type="checkbox"/> South Korea	<input type="checkbox"/> Taiwan	<input type="checkbox"/> Thailand
		500 per country
2017 Workforce Analytics Reports (Available now)		Fee (USD)
<input type="checkbox"/> Asia Pacific Summary Report		1,500
By Country (Select below)		
<input type="checkbox"/> Australia	<input type="checkbox"/> India	<input type="checkbox"/> Malaysia
<input type="checkbox"/> China	<input type="checkbox"/> Indonesia	<input type="checkbox"/> Philippines
<input type="checkbox"/> Hong Kong	<input type="checkbox"/> Japan	<input type="checkbox"/> Singapore
<input type="checkbox"/> South Korea	<input type="checkbox"/> Taiwan	<input type="checkbox"/> Thailand
<input type="checkbox"/> Vietnam		
		500 per country
Industry Top-up Report (Please select industry)*		300
<input type="checkbox"/> Financial Services	<input type="checkbox"/> Banking	<input type="checkbox"/> Insurance
<input type="checkbox"/> Retail and Consumer Products	<input type="checkbox"/> High Tech and media	<input type="checkbox"/> Pharmaceutical
		(per industry per country)
<input type="checkbox"/> Custom Report (please contact us for detail)		2,000
2017 Performance Pay and Sales Incentive Reports New! (Available: July)		Fee (USD)
<input type="checkbox"/> Global (All regions)		1,750
<input type="checkbox"/> Asia Pacific	<input type="checkbox"/> Latin America	750 per region
<input type="checkbox"/> EMEA		1,300
Other Reports – PDF format (Available: now)		Fee (USD)
<input type="checkbox"/> 2017 Salary Budget Planning Survey Report – Asia Pacific		550
<input type="checkbox"/> 2017 HR Trends Report – Asia Pacific		900

*Workforce Analytic Industry report is applicable when ordering with standard country report or Asia Pacific Summary Report

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Company name:	Company website:
Tel: (General)	(Direct):
Email:	
Mailing address:	
Signature:	

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By participating in Willis Towers Watson's surveys, you will be deemed to have agreed to the following participation terms on behalf of your company and you represent that you have authority to submit data. As a participant, your company's name will be included on survey participant lists. Survey participants must submit data on a timely basis and provide an accurate and complete data submission, including completion of all sections of the participant materials (e.g., HR Policies & Practices ("HRP") sections, Benefits Design Practices ("BDP") sections, individual employee compensation data and long-term incentive information). Benefits and HRP data submitted may be used in current and future BDP and HRP surveys. Data may be submitted directly via the Willis Towers Watson portal hosted in the USA where such data will be stored. If your company's data submission is late or does not meet the requirements for a particular survey, Willis Towers Watson may, at its discretion, limit/deny access to such survey results. For select surveys, participants must submit executive data to purchase executive products, middle management, professional and support data to purchase non-executive products and industry-specific functions/disciplines/positions to purchase associated industry-specific survey products.

Confidentiality and Use of Data. Participant data submitted to the surveys will be held in confidence. Willis Towers Watson takes reasonable security precautions, including the same precautions Willis Towers Watson takes to protect its own confidential information, to prevent unauthorized access. Participant data will be used by Willis Towers Watson for purposes of creating aggregated compensation survey results and/or anonymized benefits survey results which are presented in a manner that protects individual company confidentiality. Willis Towers Watson reserves the right to use participant data in multiple surveys, where relevant, which may be available to participants and non-participants. Participant data and survey results may be used by Willis Towers Watson for training, quality assurance, research and development, general promotional activities such as trends analysis and consulting services (e.g., market/job pricings) that are provided to survey participants and other selected clients of Willis Towers Watson.

Data Protection. Willis Towers Watson may pass participant data, which may include individually identifiable information, within our global network of offices and affiliates (including the Willis Towers Watson Global Resource Center) and to subcontractors and providers of IT outsourcing who will be subject to appropriate data protection standards. The Global Resource Center is located in Manila, The Philippines, and will be used to analyze such data in connection with the surveys. The Manila corporate entity is a wholly owned subsidiary in the Willis Towers Watson group, and Willis Towers Watson's operations in Manila are certified to the ISO27001 standard covering information security, including data confidentiality, integrity and availability; and are also certified to the ISO9001 standard covering quality management practices. Irrespective of where Willis Towers Watson receives or stores such data, Willis Towers Watson confirms that, acting as data processor, Willis Towers Watson will take appropriate technical, physical and organizational/administrative measures to protect such data against accidental or unlawful destruction or accidental loss or unauthorized alteration, disclosure or access. Willis Towers Watson will use such data only for the purposes described above unless a participant instructs Willis Towers Watson otherwise. Participant and Willis Towers Watson shall each comply with applicable data privacy legislation and regulations.

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 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.