2019 Compensation Surveys – Asia Pacific

When it comes to rewarding your talent, you need the right data and software

With accurate, high-quality, globally consistent compensation, HR policies and benefits design practices data, combined with consulting expertise and intuitive technology, we can help you:

- **Make effective** decisions with current, reliable data that covers all employees and industries for organisations of all sizes, in 130 markets across the world.

- **Enhance** strategies with practical, actionable advice and in-depth market insights from our experienced consultants.

- **See the full picture** with our range of compensation, benefits and workforce reports and publications.

- **Address unique challenges** with custom compensation and benefits surveys designed to meet your organisation's goals and objectives.

- **Gain access** to individual or group job matching support, events with the latest HR and rewards insights, plus dedicated local, regional or global account management.

Our powerful, integrated products and solutions take the complexity out of pay and benefits planning so you can attract, retain and engage key talent to grow your business.

	Standard	Custom	Premium*
View, download and print presentation-ready reports	✓	✓	✓
Export data in a **variety of formats** in one click	✓	✓	✓
Customise currencies, data elements and percentiles	✓	✓	✓
Design your u**nique 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-ratio, 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.

Willis Towers Watson IIIʹIʹIII

Flexible reporting and customisable analytics delivered online

Our surveys capture*:

HR Policies and Practices	Compensation	Benefits Design Practices

HR Policies and Practices

Additional information on typical local HR practices:

- Attraction, retention and termination, and lengths of service
- Company car
- Education and training, working hours, business travel and relocation
- Employer and employee costs, including social security contributions
- Guaranteed payments, cash allowances and perquisites

Compensation

- Employee pay, location and geographic responsibility
- Base pay, guaranteed bonus, allowances, actual and variable pay, long-term incentives**, total annual and total direct compensation
- Practice, prevalence, design and valuation for all long-term plan types underpinned by a global long-term incentive valuation methodology**
- Organisation size, number of employees, geographic scope, location, board membership** and reporting level

Benefits Design Practices

Comprehensive coverage of benefits information, including retirement, healthcare, death and disability, and wellness to support benefits specialists with plan benchmarking and design:

- Paid time off, meal benefits, flexible benefits
- Healthcare: medical, dental and vision
- Retirement: DB, DC or hybrid schemes
- Risk benefits plans: death, accident, disability, critical illness
- Wellness: medical check-ups, employee assistance plans

*May vary by region, country or survey.
**Executive surveys only.

HR Policies and Practices

Training/professional development policy

Policy for training/professional development or continuing education	
Type of policy	Formally established
	Discretionary (on a case by case basis)
	Combination of both

Coverage of costs

No of organisations responding: 234	
All costs covered, including payment for missed working time	
All costs covered, excluding payment for missed working time	
No costs covered and no payment for missed working time	

Contribution to development/education activities

No of organisations responding: 263	
% contributing	
Contribution covers	MBA/University Education

General Industry Compensation Survey Report

AHR000 HR Generalist/Consultant Generalist/Multidiscipline

Pay Data	Your data	25th	% (25th)	Median	% (Median)	75th	% (75th)
Base Salary	688,840	649,173	6%	689,004	0%	774,456	-11%
Total Fixed Cash Allowances (excluding Car)	42,000	-	-	48,000	-13%	-	-
Total Guaranteed Compensation	730,840	649,173	13%	692,050	6%	780,840	-6%
Target Total Variable Pay	103,326	54,224	91%	79,896	29%	136,070	-24%
Target Total Variable Pay % of Base	15.0%	8.0%	88%	12.0%	25%	18.0%	-17%
Target Total Compensation	834,166	697,048	20%	781,450	7%	863,175	-3%
Actual Total Variable Pay	18,137	18,000	1%	84,225	-78%	117,486	-85%
Actual Total Variable Pay % of Base	2.6%	3.0%	-11%	12.5%	-79%	16.1%	-84%
Actual Total Compensation	748,977	696,096	8%	794,520	-6%	890,394	-16%

Valued Benefits	Your data	25th	% (25th)	Median	% (Median)	75th	% (75th)
Car Benefits - Car Purchase Cost	-	-	-	328,000	-	-	-
Car Benefits - Car Allowance	42,000	-	-	-	-	-	-
Car Benefits - Monthly Leasing Cost	-	-	-	6,688	-	-	-

Benefits Design Practices

Occupational Health Programmes

How are occupational health programmes provided?

	% of responses
Number of responses: 268	
Organisation general practitioner on call	3%
Internal department	12%
Outsourced department with onsite doctor or nurse	12%
Outsourced service on an as needed basis	73%

Most employers tend to outsource the provision of OH benefits.

Number of occupational health employees who are onsite in the internal department

	Doctor	Nurse	Administrator	Other (Dentist, Chiropodist, etc.)
Number of responses	10	21	16	8
10th percentile	1	1	1	-
25th percentile	1	1	1	1
Median	1	1	1	2
75th percentile	2	3	2	2
90th percentile	3	3	3	-
Average	2	2	2	2

Data displayed for illustrative purposes only.

Address your organisation's most challenging pay questions, such as:

- How does my organisation's pay strategy measure up to my competitors?
- How do we improve the attraction and retention of our top talent?
- How should we reward our employees with hot skills?

We also suggest:

- **Artificial Intelligence and Digital Talent Survey**
- **Executive Compensation Survey**
- **DataPlus – Job Pricing, Custom Surveys and Compensation Consulting**
- **Research and Publication Reports**

We make it easy to get compensation right

Our market-leading software brings together interactive compensation data, job levelling and compensation analytics and design, so you can create a pay-for-performance culture that attracts and rewards the best employees and improves engagement and retention.

Explore the Willis Towers Watson difference. willistowerswatson.com/compensationsoftware

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.

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