

COUNTRY PAY GUIDE 2013 – ALL INDUSTRIES

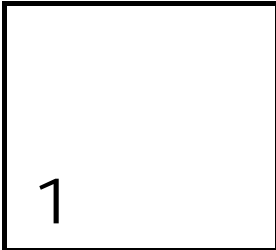
REPORT FOR SMALL AND MEDIUM ENTERPRISES (SMEs)



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Sample Report Format



Overview

1.1. About the Survey

Mercer is pleased to present the *2013 Country Pay Guide*. As shown in the table below, this year 200 organizations submitted data for the survey.

2013 Country Pay Guide Profile

Number of Participating Organizations Submitting Data to the Survey	200
Number of Incumbents Represented in the Survey Results	100,000
Data Effective Date	1 st April, 2013

1.2. If You Have Questions

If you have questions regarding the survey or the report, call us or e-mail us at:

+44 20 7178 5599 Alyson Callin alyson.callin@mercerc.com

1.3. Survey Usage

The market data presented in this report is sourced from local companies as well as local subsidiaries of multinational organizations. Through our analysis of trends, we are aware that pay levels tend generally to correlate to organization size, and thus advise all companies using this Guide to refer to the Participant Profile (section 1.5) in the Overview of the report. If the profile of your organization is similar in terms of size, when comparing annual sales revenue and/or number of employees to the sample median, the salaries in this report will prove to be a useful reference. As this report covers data for small through to larger organizations, if the profile of your company is broadly different than the standard profile, we recommend you make use of the full inter quartile range, i.e. 25th to 75th percentile, when using the salary information in Section 3. If, for example, the profile of your organization is below the sample median, you may find it more relevant to refer to a value between the 25th percentile and median, likewise if it is above, you may find it useful to refer to a value between median and 75th percentile.

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Participant List

2.1. Alphabetical List

	Organization Name	Group Name
1.	Company A	GROUP A
2.	Company B	GROUP B
3.	Company C	GROUP C
4.	Company D	GROUP D
5.	Company E	GROUP E
6.	Company F	GROUP F
7.	Company G	GROUP G
8.	Company H	GROUP H
9.	Company I	GROUP I
10.	Company J	GROUP J

Sample Report Format

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Benchmark Position Reports

3.1. Benchmark Position Report – by Title

Results tables are included for each of the following roles:

Job Title	Page Number
Accountant	
Accounting Manager	
Accounts Clerk	
Administrative Assistant	
Billing/Invoicing Officer	
Brand/Product Manager	
Business Development Analyst	
Business Development Manager	
Buyer	
Cleaner or Office Helper	
Customer Service Manager	
Environment Health & Safety Manager	
Facilities Manager	
Finance Analyst	
Finance Assistant	
Finance Manager	
Forklift Operator	
Head of Finance	
Head of Finance & Accounting	
Head of Human Resources	
Head of Information Technology	
Head of Legal	
Head of Marketing	
Head of Organization	
Head of Sales	

Job Title	Page Number
Head of Sales & Marketing	
Help Desk	
Human Resources Generalist	
Human Resources Manager	
IT Business Analyst	
IT Manager	
Legal Counsel	
Maintenance Manager	
Market Research Manager	
Marketing Analyst	
Marketing Assistant	
Marketing Manager	
Office Administration Manager	
Office Administration Professional	
Payroll Analyst	
Plant Manager	
Production Manager	
Production Planner	
Public Relations Manager	
Purchasing Manager	
Quality Assurance Manager	
Receptionist	
Regulatory Affairs Manager	
Research & Development Manager	
Sales Administration Clerk	
Sales Manager	
Sales Planning Analyst	
Sales Representative	
Secretary	
Secretary to the Head of Organization	
Technician - Skilled	
Warehouse Clerk	
Warehouse Manager	

Sample Report Format

Position Title: Accountant
Position Code: 210.316.350
Job Family: Finance

Number of Organizations: 40
Number of Observations: 60
Years of Experience: Up to 1.5

Common Responsibilities: Perform a variety of accounting activities in accordance with accounting principles and standards to control the organization's financial resources and ensure that it complies with all relevant regulations, laws, and reporting requirements.

Compensation data in Euro	Actual Data of Recipients Only				Receiving Item		
	25 th Percentile	Average	Median	75 th Percentile	No. of Orgs	No. of Obs	% Obs
ANNUAL BASE SALARY	40,000	50,000	44,000	54,000	40	60	100
Total Guaranteed Allowances	--	2,500	--	--	3	3	5
ANNUAL GUARANTEED CASH	40,000	51,000	44,000	55,000	40	60	100
Variable Bonus/Sales Incentives – Target Amount	8,000	16,000	10,000	20,000	35	54	90
ANNUAL TOTAL CASH (TARGET)	47,800	69,000	56,200	78,000	37	57	95
Variable Bonus/Sales Incentives/Other Bonuses – Actual Amount	7,000	15,000	12,000	18,000	30	45	75
ANNUAL TOTAL CASH (ACTUAL)	46,000	65,000	55,000	76,000	40	60	100

Position Title: Accounts Clerk
Position Code: 210.316.420
Job Family: Finance

Number of Organizations: 32
Number of Observations: 48
Years of Experience: Up to 1.5

Common Responsibilities: Follow established procedures and guidelines to perform clerical accounting procedures accurately and on time.

Compensation data in Euro	Actual Data of Recipients Only				Receiving Item		
	25 th Percentile	Average	Median	75 th Percentile	No. of Orgs	No. of Obs	% Obs
ANNUAL BASE SALARY	32,000	40,000	35,200	43,200	32	48	100
Total Guaranteed Allowances	--	--	--	--	2	2	5
ANNUAL GUARANTEED CASH	32,000	40,800	35,200	44,000	32	48	100
Variable Bonus/Sales Incentives – Target Amount	6,400	12,800	8,000	16,000	28	40	83
ANNUAL TOTAL CASH (TARGET)	38,240	55,200	44,960	62,400	30	45	94
Variable Bonus/Sales Incentives/Other Bonuses – Actual Amount	5,600	12,000	9,600	14,400	24	36	75
ANNUAL TOTAL CASH (ACTUAL)	36,800	52,000	44,000	60,800	32	48	100

Position Title: Secretary to the Head of Organization
Position Code: 220.108.330
Job Family: Administration

Number of Organizations: 52
Number of Observations: 78
Years of Experience: 4 to 7

Common Responsibilities: Provide high level secretarial and administrative support for the Head of Organization. Requires discretion, confidentiality, and detailed knowledge of the organization's operations, procedures, and people.

Compensation data in Euro	Actual Data of Recipients Only				Receiving Item		
	25 th Percentile	Average	Median	75 th Percentile	No. of Orgs	No. of Obs	% Obs
ANNUAL BASE SALARY	48000	60,000	52,800	64,800	52	78	100
Total Guaranteed Allowances	--	3,000	3,600	--	4	4	5
ANNUAL GUARANTEED CASH	48,000	61,200	52,800	66,000	52	78	100
Variable Bonus/Sales Incentives – Target Amount	9,600	19,200	12,000	24,000	40	60	77
ANNUAL TOTAL CASH (TARGET)	57,360	82,800	67,440	93,600	45	72	92
Variable Bonus/Sales Incentives/Other Bonuses – Actual Amount	8,400	18,000	14,400	21,600	39	54	69
ANNUAL TOTAL CASH (ACTUAL)	55,200	78,000	66,000	91,200	52	78	100

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Policy and Practice Reports

4.1. Organization Remuneration Policy

Note that actual market data may vary from the survey results throughout the year depending on mandatory collective agreements and the dates of their implementation used by organizations.

What do organizations target as market pay levels for base salary?

	25 th Percentile	Median	60 th Percentile	75 th Percentile	Other	No. of Responses
Head of Organization	1%	70%	5%	12%	12%	100
Executives	1%	80%	2%	9%	8%	110
Management	1%	80%	3%	8%	8%	120
Professional Sales	1%	85%	1%	5%	8%	110
Professional Non-Sales	1%	85%	2%	4%	8%	100
Para-Professional – "White Collar"	1%	90%	1%	5%	3%	90
Para-Professional – "Blue Collar"	5%	75%	0%	2%	18%	80

e.g., of the 110 responses for Executives, 80% of organizations indicated median as the target market pay level.

Do organizations use job evaluation systems for determining salaries?

Yes	70%
No	30%

Based on responses from 100 organizations

How do organizations pay the length of service allowance?

	Percentage of Organizations
Percentage as per Statutory Requirements	85%
Higher than Statutory	15%

Based on responses from 100 organizations

Survey Methodology and Definitions

5.1. Standards

5.1.1. Data Confidentiality Standards

Mercer uses a number of market data masking rules in this report and Mercer WIN[®] to guarantee client data confidentiality and to ensure the reported market data is as meaningful and useful as possible.

5.1.1.1. Summary of Market Data Masking Approaches

1. A minimum number of incumbents, organizations and distinct organizations are required to present remuneration statistics. If the minimums are not met, market data is suppressed (“masked”) to protect confidentiality.
 - 1.1. Incumbents represent the number of distinct employees (i.e.: observations) that are used to present mean, median and percentile remuneration statistics.
 - 1.2. Organization is defined as any entity or operating unit (e.g., divisions, subsidiaries, headquarters) providing unique incumbent remuneration data to the survey.
 - 1.3. A distinct organization is defined as either a standalone organization or a parent organization with multiple entities (i.e.: divisions and/or subsidiaries). Multiple entities may provide survey data and be part of the same distinct organization which is counted only once.
2. We gauge whether or not an organization “dominates” the analysis, i.e.: if an organization’s incumbents represent a disproportionate share of the sample. We test for and report on two tiers of dominance.
 - 2.1. Tier 1 organization dominance alert – at this level we alert the data user that a certain threshold of organization dominance has occurred and recommend that the user take this into account and/or also consider switching to organization weighted statistics.
 - 2.2. Tier 2 organization dominance masking – at this level we mask (suppress) all statistics except mean and median.

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