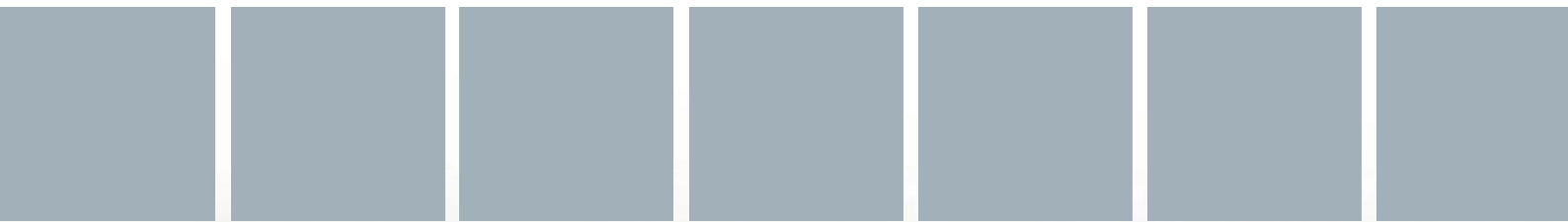


MERCER

2011 EMEA Information Product Solutions Reference Guide



Consulting. Outsourcing. Investments.



Partnering with you today to ensure your organisation is prepared for tomorrow

Information Product Solutions (IPS) is a global business that brings together Mercer's worldwide human resource information capabilities. We provide the resources needed for our clients and our consultants to improve their strategic decision-making capabilities around the human capital assets of an organisation.

By providing best-in-class information, unsurpassed global reach, dedicated support services and innovative solutions, we help clients optimise business performance by addressing human capital issues on a local, regional and global basis in the areas of broad-based rewards, executive remuneration, HR effectiveness, performance measurement and workforce strategies. Building on past innovation efforts and taking advantage of new research to identify current global client needs and priorities, we focus our global cross-practice activities toward serving as the authoritative source on human capital information and analytics for clients.



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With the recent addition of ORC Worldwide, Mercer is now the pre-eminent provider of international compensation and global mobility consulting services worldwide. With Mercer and ORC's combined suite of product/service offerings and domain knowledge, we can help your organisation understand all available options and recommend comprehensive solutions for your global information needs.

With an economic environment that gets more dynamic every year, conducting business in multiple countries is complicated. But growing demand for goods or services could mean expanding operations into additional countries. There are myriad questions:

- Is it the right time to send expatriate staff?
- Would we hire locally?
- Should we consider one or more “sourcing” options?
- What are the economic developments and salary trends in that country?
- How do the statutory benefits compare?

To help plan and manage pay, benefits and human capital strategies for your employees around the world, Mercer is your trusted source of current, accurate information. The wide range of topics includes legal/regulatory and tax requirements, typical and competitive compensation and benefits practices, labour costs and availability, cultural influences on HR, and market data.

How is Mercer unique?

- We conduct over 600 surveys for the most globally complete information available.
- Our strong international database of accurate, high-quality market data covers the full reward package, including all forms of cash compensation, long-term incentives and benefits.
- Our web-based Global HRMonitor® provides 24/7 access to information to monitor and evaluate employees on a regional or worldwide basis.
- Our dedicated global resource centre and local representatives composed of multicultural professionals with backgrounds in international business are available to help you.



If you answer YES to any question ...

1. Do you have HR responsibilities covering multiple countries?
2. Do you need to attract and retain talent globally?
3. Do you need to understand the changing global labour markets?
4. Do you need to identify cost-saving opportunities in global and regional talent recruiting?
5. Do you need to know changes in benefits law and regulations?

... then a Mercer Select Global Insights subscription is a YES for you!

- Save 25% off the list price for each report
- **Premium Complete** subscription is the complete suite of 30+ global reports
- **Premium Customised** subscription lets you pick 15 global reports
- Online premium tools, including video content and podcasts
- Trusted information to ensure your HR decisions are based on the best information available

Choose either the **premium complete** or **premium customised** subscription for exclusive access to a wealth of data, content, analytics, insights and news covering a wide range of global benefits, compensation, HR and other business topics.



The **European Monitor Packages (EMP)** offer a range of features and benefits including:

- Access to the most up-to-date information on global and European trends
- Compensation and benefits data that will help your organisation stay competitive in the market
- Free seats at prestigious Mercer events where you can network with peers and meet industry experts
- Preferential pricing on high-value publications

The EMP comes in three packages – silver, gold and platinum – which all offer flexible features at a cost-effective price.

EMP Silver includes:

- One seat at any Mercer Information Product Solutions event
- One publication of your choice from a selected list of publications (full details available on our website)
- 5% privilege discount on all publications offered by Mercer Information Product Solutions
- Price: € 1,500*

EMP Gold includes:

- Two seats at any Mercer Information Product Solutions event
- Two publications of your choice from a selected list of publications (full details available on our website)
- 10% privilege discount on all publications offered by Mercer Information Product Solutions
- Three global market pricings (total cash) or balance sheet calculations
- Price: € 5,000*

EMP Platinum includes:

- Two seats at any Mercer Information Product Solutions event
- Two further seats at 50% off the price at any Mercer Information Product Solutions event
- Three publications of your choice from a selected list of publications (full details available on our website)
- 15% privilege discount on all publications offered by Mercer Information Product Solutions
- Five global market pricings (total cash) or balance sheet calculations
- Price: € 7,000*

*Terms and conditions apply. For full details, contact client services or visit www.imercer.com/ips-emp



Consider these questions ...

1. Do you have an easy-to-use tool to compare compensation and benefits across geographies?
2. Can you evaluate the competitive position of each total remuneration element?
3. Is your pay strategy consistent enough to ensure external competitiveness and maintain internal equity?
4. Do you instantly generate customised comparisons of your organisation against the market?

... find the right answers

Mercer Total Remuneration Survey (TRS) provides consistent, high-quality market data, including all forms of cash compensation, long-term incentives and benefits. TRS is built on a common, global survey platform that delivers worldwide consistency for jobs, data, methodology and technology. The survey covers an average of 400 benchmark positions from the executive to administrative level in more than 100 countries across multiple regions.

TRS gives you valuable local, regional and global market data. With tremendous flexibility and the functionality to allow multiple users access to the same survey, TRS is an economical time-saver. HR professionals at the world's leading organisations use TRS to keep their organisations competitive in the global marketplace.





What do you receive?

Online access – TRS delivered online through Mercer WIN™. This single-point access to Mercer’s unparalleled survey data and analytics represents one of the most comprehensive and intuitive platforms available.

Survey overview – review salary practices, compensation mixes, employment trends and human resource economic indicators

Benefits summary – information on benefit practices and typical provisions including retirement, profit-sharing, long-term incentives and perquisites, for example, company cars and club memberships

Actual market data – detailed market analysis of individual positions within job families

Market regression – regression statistics and graphs for each of the major components of total remuneration

Custom analysis – generate custom statistics tailored to your needs based on peer groups, revenue size and total employees

Evaluate total reward package

Total Remuneration Surveys consist of five components that offer a complete view of total remuneration data.

Comp #1	Annual base salary (Monthly base salary times the number of months guaranteed)
Comp #2	Total annual non-variable remuneration (COMP1 plus other guaranteed or legally required cash payments)
Comp #3	Total annual cash remuneration (COMP2 plus short-term incentives)
Comp #4	Total annual cash and long-term incentives (COMP3 plus value of long-term incentive programmes)
Comp #5	Total remuneration (COMP4 plus values of most prevalent benefits and perquisites)



The **TRS membership** programme ensures you have complete and easy access to Mercer's total remuneration data and services around the world. A membership provides value through the global coordination of services, consistency of methodologies and jobs, and opportunities to network with peer organisations.

Membership benefits:

- Customised pricing – multi-country membership savings
- Dedicated client relationship manager – one point of contact to coordinate your services
- Personalised services – implementation, project management, communication and training

TRS is available in over 100 countries, including:

Algeria	China-Tianjin	Italy	Rwanda
Angola	China-Wuhan	Ivory Coast	Saudi Arabia
Argentina	China-Wuxi	Japan	Senegal
Armenia	China-Xi'an	Kazakhstan	Serbia
Australia	China-Xiamen-	Kenya	Singapore
Austria	Fuzhou	Kuwait	Slovakia
Azerbaijan	Colombia	Latvia	Slovenia
Bahrain	Costa Rica	Lithuania	South Africa
Bangladesh	Croatia	Macedonia	Spain
Belarus	Czech Republic	Malawi	Sri Lanka
Belgium	Democratic Republic	Malaysia	Sweden
Bolivia	of Congo	Mexico	Switzerland
Bosnia and	Denmark	Moldova	Taiwan
Herzegovina	Dominican Republic	Morocco	Tanzania
Botswana	Ecuador	Mozambique	Thailand
Brazil	Egypt	Netherlands	Tunisia
Bulgaria	El Salvador	New Zealand	Turkey
Cameroon	Estonia	Nicaragua	Ukraine
Canada	Finland	Nigeria	United Arab
Chile	France	Norway	Emirates
China-Beijing	Gabon	Oman	UAE
China-Changzhou	Germany	Pakistan	Uganda
China-Chengdu-	Georgia	Panama	United Kingdom
Chongqing	Greece	Paraguay	United States
China-Dalian	Guatemala	Peru	Uruguay
China-Guangdong	Guinea Conakry	Philippines	Uzbekistan
China-Hangzhou	Honduras	Poland	Venezuela
China-Nanjing	Hong Kong	Portugal	Vietnam
China-Qingdao	Hungary	Puerto Rico	Zambia
China-Shanghai	India	Qatar	Zimbabwe
China-Shenyang-	Indonesia	Republic of Congo	
Changchun	Ireland	Romania	
China-Suzhou	Israel	Russia	



Mercer Executive Remuneration Guides (MERG) cover all aspects of total remuneration for:

- Forty benchmark top executive roles
- The board and next three reporting levels
- Leading companies in over 20 European countries (over 450 companies in 2008)
- European regional industry-specific guides for consumer goods, energy and financial services companies
- European regional executive remuneration databases:
 - **Eastern European MERG:** Czech Republic, Hungary and Poland
 - **Middle East MERG (Gulf Cooperation Council):** Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates
 - **Pan-Baltic MERG:** Estonia, Latvia and Lithuania
 - **Western European MERG**

The guides are participant-only surveys, delivered in hard copy and on PayMonitor®, and can be customised to provide regional data:

- By industry: including all data, yet excluding financial services, consumer goods, durable, energy, finance/banking, high-tech, insurance, non-durable, retail/wholesale and services
- By size: revenue, employee numbers, assets and PC score
- By scope of the role: on board, geographic responsibility, level in organisation, remuneration and PC score
- By specific peer groups of named companies from the database (minimum 10 companies)

The guides provide you with consistent and accurate market data covering the full rewards package, including all forms of cash remuneration, long-term incentives and benefits. These surveys also include analyses of global, regional and country-specific trends in executive remuneration practices to facilitate decision making.

MERG participants receive on a regular basis Mercer intellectual capital pieces on the latest executive remuneration practices and trends in Europe and globally.



The **Africa and Middle East Compensation and Benefits Forum (AMECBF)** is a unique forum created specifically for organisations and individuals managing compensation, benefits and expatriate packages within the region.

Joining the **AMECBF membership programme** enables you to become part of a network of organisations with access to information and services offered by Mercer.

The membership programme offers a range of service options and benefits, including:

- Flexible membership packages to suit your organisation's specific requirements
- Two market pricings in available AMECBF countries for any company having PayMonitor® access to at least three reports within the Africa and Middle East region
- Free attendance at AMECBF conferences

Any company that participates in and purchases at least three compensation and benefits surveys in the Middle East or Africa region automatically joins the AMECBF membership programme.





Mercer Life Science Compensation Survey provides key market information to attract and retain top industry talent.

This survey covers a broad selection of hundreds of benchmark positions ranging from biotechnology, pharmaceutical, research, sales, marketing, production and administration. Our deep industry databases across EMEA contain a broad range of life science organisations from sectors such as Pharmaceutical, Contract Research Organisation and Medical Devices companies.

Life science job families surveyed:

- Clinical Research
- Contract & Bid Management
- Health Economics
- Key Accounts
- Market Access/Reimbursement
- Medical
- Pharmacovigilance
- Product/Brand Management
- Project Management
- Regulatory Affairs
- Research & Development
- Validation
- Field Sales:
 - Animal Health
 - Biologics
 - Cardiovascular
 - Consumer Health/OTC
 - Diversified
 - Ethical
 - Generics
 - HIV
 - Medical Devices
 - Oncology
 - Vaccines

What do you receive?

- Survey overview – a general review of typical salary compensation mix, employment trends and other economic indicators related to human resource management decisions
- Actual market data – detailed market analysis of individual positions within job families, helping you determine which positions and families are paid a premium in the market and which are paid below overall market levels
- Market regression – regression statistics and graphs by Mercer position class (IPE job level) and functional area (for example, finance, human resources) for each of the major components of total remuneration
- Delivery via **Mercer WIN™** guarantees a rich online experience allowing the repeated slicing and manipulation of the survey databases
- Publication scheduled Q4 2011

This survey is only available to companies that participate.



The Mercer Executive Remuneration Guides: **Pan-European Financial Services (PEFS)** survey provides the market data and analytical tools to support remuneration programmes for leading financial services organisations in Europe. The PEFS survey covers all aspects of total direct remuneration for 70 benchmark top executive positions at the executive board and the next two reporting levels. This guide provides consistent and accurate market data and covers the full reward package, including all forms of cash compensation, long-term incentives and an overview of benefit practices.

Positions and functions surveyed

Mercer's survey includes over 70 positions at the executive board level and the next two reporting levels of management. The analysis includes comparisons between board and non-board positions at the same level for the following functions:

Compensation Elements

- Asset Management
- Consumer Banking
- Corporate Banking
- Corporate Executives
- Finance and Risk
- Human Resources
- Information Technology
- Investment Banking
- Legal and Compliance
- Property and Casualty Insurance
- Reinsurance
- Wealth Management

What do you receive?

- A hard copy of the complete results, showing lower quartile, median, upper quartile and average for each element of total direct remuneration for each executive role, and an overview of key benefits

The report will include:

- A full analysis of short- and long-term incentive scheme design, including levels of award made in the previous year and identification of key changes in the last 12 months
- Commentary on the differences across Europe on issues such as share ownership guidelines, and other corporate governance issues
- Information on benefit schemes including pension, private medical insurance and company cars
- A comprehensive executive summary of the market with commentary on current emerging practices and trends from Mercer's specialist Executive Remuneration consultants
- Access to the Mercer Pan-European Financial Services Executive Remuneration database online through Mercer PayMonitor®, narrowing the scope to particular industry segments, peer group, geographic locations, or size of business relevant to your analysis (e.g., banking or insurance companies only)



Energy Industry

Mercer is a leading human resources consultancy with over 30 years of experience in providing high quality reward data across the energy value chain. In addition Mercer works with energy organisations to support their international assignee programmes through a range of rich data, tools and consulting support.

Mercer's EMEA Energy offering consists of:

UK Exploration & Production Survey – Published twice a year, this respected survey provides benchmarks across the full range of technical and functional job families. A separate report on contractor's rates of pay across a range of Exploration & Production job functions is published twice a year.

Nordics Exploration & Production Survey – This annual survey focuses on local staff in both Norway and Denmark and provides comprehensive information on pay and benefits across 13 job functions including Geoscience (Geologists, Geophysists, Petrophysists) and Engineering (Petroleum/Reservoir, Drilling/Operations, Project, etc).

UK Oilfield Engineering & Contracting – This survey provides comparative information on pay and benefits for executives, management, professionals and para-professionals in 31 different technical, commercial and support functions amongst the engineering, contracting and services companies in the UK oil industry. This survey is published twice a year with data reflecting both the Aberdeen Basin and UK as a whole. A separate report on contractor's rates of pay across a range of oilfield job functions is published twice a year.

UK Power Generation – The UK Power Generation survey is the premier source of information on competitive pay for power generation businesses in gas, coal, oil, nuclear, and hydro electricity generation plants in the United Kingdom. This survey also includes a renewable energy module.

Global Energy Trading Survey – The survey was designed in partnership with six survey sponsors (BP, Shell, RWE Trading, EDF Trading, E.ON and Gazprom), providing a comprehensive study of compensation packages specifically focused on energy trading. Compensation is reported across multiple locations (UK, USA, Eurozone, Canada, Singapore) and commodities for energy traders, portfolio and risk management professionals as well as trading operations staff with analysis on short-term incentive/bonus pay and practices from companies with both capped and uncapped bonus plans.

Mercer EMEA Energy Forum

This forum provides an excellent networking and learning opportunity for HR professionals across the energy value chain. This one day event, held in London attracts delegates from UK, Europe and beyond to explore topical issues around reward, mobility and talent for the energy industry.



The Mercer global development survey provides information to help attract and retain key talent in the non-for-profit sector.

The survey focuses on key headquarter and international roles specifically in the non-for-profit sector, including international non-governmental organisations (INGOs).

The benchmarked roles are grouped into two modules: headquarter and international. The headquarter module focuses on executive and support roles that are based in an organisation's headquarters. The international module concentrates on expatriate roles in overseas offices and the headquarters roles which govern the international programmes.

Mercer's 2011 **Global Development Remuneration Survey** is an essential resource for all HR managers in the non-for-profit sector who want to increase the cost-effectiveness of their attraction, retention, engagement and pay strategies in 2011.

Mercer's Global Development Remuneration Survey covers:

Compensation Elements

- Annual Base Salary
- Actual Variable Pay/Bonus
- Annual Guaranteed Allowance
- Housing Allowance (amounts)
- Transportation
- Meal/Food Allowance
- Pension
- Medical Insurance
- Annual Leave

Benefits & Assignment Policies

Benefits

- Pension
- Medical Insurance
- Leave

Assignment Policies

- Cost of Living
- Housing
- Education
- Taxes
- Relocation/Shipping
- Hardship
- End of Assignment



The Mercer **Workforce Intelligence Network™ (Mercer WIN)** is single-point access to Mercer's unparalleled survey data and analytics, representing one of the most comprehensive and intuitive platforms available.

Instead of sifting through reams of information stored in dozens of locations and formats to make key decisions, you can access data and tools from a single location. Using sophisticated yet easy-to-deploy tools, you are able to explore, interpret and formulate insights on important human capital decisions and investments.

Mercer WIN not only makes information easily accessible, but also readily converts data into specific charts, graphs and reports. In an upcoming release, Mercer WIN will consolidate Mercer data and analytics, plus intelligence from other sources, and integrate them into one comprehensive and highly intuitive platform.

COMPENSATION



You will appreciate the flexibility in arranging, plotting and exporting data by industry, country or other criteria. You can easily retrieve and synthesise vast amounts of data into usable packets of information relating to compensation and share HR results in real time over the network to improve decision making.



Mercer's **Workforce Metrics** benchmark information services can quickly bring your HR decision making into sharper focus and help you identify gaps in your workforce needs. Closing those gaps will help your company invest in people more wisely – and will enhance your reputation as a reliable source of advice on human capital issues.

Workforce metrics can cover a wide array of quantitative and qualitative measures of human capital, including not only external data such as labour market and industry data but also internal data such as:

- Workforce data (demographics, compensation, benefits, recruitment, staffing, mobility, job history)
- Complementary workforce data (training, skills, education, succession planning)
- Perceptual data (surveys, interviews)

Workforce metrics benchmark information can simply make the invisible, visible. Getting a firmer grip on your company's workforce metrics can quickly improve your hiring decisions, help you allocate scarce budget resources optimally, and avoid hidden pitfalls.





Mercer is introducing the new interactive, online **Global Compensation Planning Report (GCPR)**, allowing you to make timely, fully informed decisions about compensation budgets. Instead of quarterly updates, GCPR Online continuously refreshes the hard-to-find data you require to make quality decisions. This report, which covers 89 countries, is the most widely used source of information on economic and salary trends.

GCPR Online is available whenever and wherever for online or offline planning. With 15 years of economic and salary change data, you can observe and analyse short- and long-term trends.

The one-year subscription to GCPR Online provides more content, more often:

- Immediate country-specific pay increase forecast and economic data
- Interactive charting with up to 15 years of pay data by job family with any economic data (that is, inflation)
- The ability to download information to Excel® and manipulate/integrate it with your data
- Videos on current compensation topics
- PDF versions of the July and October reports in 2011

■ Schedule

GCPR Online	Ongoing
Reports available	July/October

■ Pricing

GCPR Online	€ 1,850
July/October reports	€ 735

■ Countries

89

■ Data/Analysis

- Salary increase trends
- Economic indicators and trends
 - GDP growth
 - Inflation
 - Unemployment rates
- Regional overviews
- Short-term incentives



Mercer's **Global Pay Summary** is a quick reference for current, reliable pay information from around the world. This popular summation is ideal for busy HR professionals who must be current on global salary trends. You can depend on Global Pay Summary when you want fast, up-to-date information without the need to reference weighty databases.

The 11 position families range from entry level to upper management and include easy-to-read information for 50 benchmark positions.

<p>■ Schedule Report available January</p> <p>■ Pricing</p> <table> <tr> <td>Americas</td> <td>€ 420</td> </tr> <tr> <td>Asia Pacific</td> <td>€ 420</td> </tr> <tr> <td>Eastern Europe/Middle East</td> <td>€ 420</td> </tr> <tr> <td>Western Europe</td> <td>€ 420</td> </tr> <tr> <td>All volumes/Best value</td> <td>€ 1,390</td> </tr> </table> <p>■ Countries 67</p>	Americas	€ 420	Asia Pacific	€ 420	Eastern Europe/Middle East	€ 420	Western Europe	€ 420	All volumes/Best value	€ 1,390	<p>■ Position families</p> <table> <tr> <td>Administration</td> <td>Information technology</td> </tr> <tr> <td>Corporate affairs</td> <td>Operations</td> </tr> <tr> <td>Engineering</td> <td>Research and development</td> </tr> <tr> <td>Finance</td> <td>Sales and marketing</td> </tr> <tr> <td>General management</td> <td>Supply and logistics</td> </tr> <tr> <td>Human resources</td> <td></td> </tr> </table> <p>■ Data/Analysis</p> <ul style="list-style-type: none"> At-a-glance data by position Annual base pay/total cash by country Regional position comparison 	Administration	Information technology	Corporate affairs	Operations	Engineering	Research and development	Finance	Sales and marketing	General management	Supply and logistics	Human resources	
Americas	€ 420																						
Asia Pacific	€ 420																						
Eastern Europe/Middle East	€ 420																						
Western Europe	€ 420																						
All volumes/Best value	€ 1,390																						
Administration	Information technology																						
Corporate affairs	Operations																						
Engineering	Research and development																						
Finance	Sales and marketing																						
General management	Supply and logistics																						
Human resources																							



Compensation Handbook
imercer.com/comphandbook

COMPENSATION

For their compensation strategy to be successful, companies must consider many factors, including prioritising talent and differentiating employee performance and rewards. Mercer's newest publication, our 2010 **Compensation Handbook**, is a basic reference guide that covers:

- Compensation components and pay structures
- Incentivising and rewarding employees
- Types of incentives, allowances and equity plans
- Compensation planning, budgeting and benchmarking

This handbook – an excellent one-volume primer for both employers and employees – presents the major elements of compensation clearly and simply.

Middle East Engineering & Construction Compensation and Benefits Survey

imercer.com/gcc-engineering-construction



The **Middle East Engineering & Construction Compensation and Benefits Survey** is a unique survey which provides engineering and construction organisations with detailed information on current compensation and benefits packages in the GCC region.

What you can expect from the survey

- Industry-specific compensation and benefits market data targeting positions in the engineering and construction sector, from entry level to top management
- Capabilities to display salary data by employee nationality
- Detailed coverage of all components of the compensation package, including basic salaries, allowances, bonus and incentive programmes, benefits and perquisites practices
- Policies and practices information
- Benchmark job matching based on the Mercer Universal Position Coding System
- Reports delivered through PayMonitor®, a web-based tool that enables you to customise data

Engineering Salaries Worldwide

imercer.com/engineeringjobs



Mercer's 2011 report, **Engineering Salaries Worldwide**, is a valuable guide for companies that need key reference information for business planning. It offers valuable insights on current engineering pay information, identifies cost opportunities, spots risks and identifies major industry trends. This report includes expanded coverage in Asia and provides city-by-city coverage for China.

This report provides you valuable information on:

- Key pay trends in engineering jobs
- How engineering jobs are paid in comparison with other jobs in the market
- Pay patterns of benchmark engineering jobs and comparisons with market regression
- Comparison of incentives for engineering employees in 75 markets
- Salary movements of engineering jobs over the previous year



International Geographic Salary Differentials features core information for HR professionals looking to compare salary levels around the world, move expatriates to new locations, and gather detailed information about different countries in terms of gross and net compensation, tax, and social security rates.

View salary differentials in easy-to-read tables on a country-by-country basis to help gauge the cost advantage of one country over another.

<p>■ Schedule Report available</p> <p>■ Pricing Report</p> <p>■ Countries</p>	<p>January</p> <p>€ 700</p> <p>66</p>	<p>■ Position families</p> <p>Labourer – general and skilled Management – lower and upper middle Professional – junior and senior</p> <p>■ Data/Analysis</p> <p>Country-by-country salary differentials Identify cost-saving opportunities in talent recruiting Compare salary levels for six position levels Get real value of salaries in different countries</p>
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Pay Differentials within China
imercer.com/chinadifferentials

COMPENSATION

China boasts of having 18 of the world's 100 largest cities by population. However, HR managers and other decision makers outside China have had very little reliable city-specific pay data to use when deciding exactly where to invest in human capital within China. China's positive economic growth, despite recent global financial troubles, still attracts foreign investments. This makes the task even more challenging, because of the unpredictability of the Chinese markets.

To meet the demand for more detailed, current pay information within China, our 2010 **Pay Differentials within China** report gives thorough geographic salary differential data for 12 key locations.

Pay Differentials within India

imercer.com/indiadifferentials



India is the second largest and one of the fastest growing economies in Asia. Along with China, India is currently leading the economic recovery.

Salaries vary significantly across the Indian market. Growth rates differ in each city according to population shifts, as well as the popularity each centre holds for work outsourced from multinational companies. To establish operations and outsource work, employers need to be aware of Indian pay differentials to budget their human capital resources effectively.

Mercer's 2011 **Pay Differentials within India** analyses current pay trends in India's seven major employment centres. Industry-specific salary analyses cover key positions in the high-tech, consumer, finance/banking, insurance, non-durable goods and services sectors. The report also provides an analysis based on employee levels, as well as several key jobs in each market.

Pocket Remuneration Guide for CIS Countries

imercer.com/remguide



The Commonwealth of Independent States (CIS), comprising former Soviet Republics, is emerging from the global recession at a moderate pace, a bit more quickly than initially expected. As these economies revive, managers are focusing more intently on human capital and how best to manage it and invest in it.

Employers face major challenges as they try to balance making a profit, gaining a competitive edge in the market and retaining key talent. Optimising these competing interests requires reliable and current compensation data.

Mercer's 2011 **Pocket Remuneration Guide for CIS Countries** provides reliable, robust compensation data across functions and career levels. This report provides compensation information on executives, managers, professionals and para-professionals by capital city and function.

Sales Salaries around the World

imercer.com/payforsales



Mercer's **Sales Salaries around the World** report is designed to help managers and HR specialists understand sales and marketing functions, identify their human resource dynamics, understand differences in pay for sales professionals in key markets, and identify areas for improvement in their attraction and retention processes.

Covering 59 markets (China is split into two), this report provides pay information for sales jobs within most industry sectors, allowing you to:

- Compare salaries globally differentials for sales positions at lower-, middle- and upper-management levels
- Compare salaries globally for positions such as a head of sales
- Identify cost-saving opportunities in regional and global talent recruiting
- Provide prevalence information on sales incentives and commissions

Our 2011 report will help ensure that you budget the "human capital" portion of your sales and marketing budget effectively. Order your copy now so you have current, actionable information when you need it.



Salary Structures around the World

imercer.com/salarystructures

Mercer's 2011 **Salary Structures around the World** report provides you with a quick reference to current trends in salary structure and its components for key job families and career levels. This report's timely data can help you evaluate and redesign your salary structures across the globe.

Covering 76 countries across three regions – the Americas, Asia Pacific, and Europe and the Middle East – this report will equip you with information to:

- Understand typical salary structures in emerging markets, designed to motivate and retain employees
- Increase profit margins by effectively managing labour costs
- Identify cost-saving opportunities in regional and global talent recruiting
- Access concise information on pay differences in developed and emerging markets

Our 2011 report will help you design effective salary packages for your employees that optimise compensation, short- and long-term incentive pay, and other salary components.



In many markets, employers adjust their mix of base pay and incentive pay to motivate their workers to perform at higher levels. As they increase the percentage of pay to be earned as short-term incentives, more and more of our clients and subscribers have been asking for reliable benchmark information on short-term incentives. Mercer's **Short-Term Incentives around the World** report provides current, insightful information on key short-term incentives across 70 key markets in 61 countries (we present separate data for 10 Chinese markets – up from only two Chinese markets last year).

The report identifies key issues and trends on short-term incentives, provides country-specific incentive practice information based on survey statistics, and helps you make "apples to apples" cross-country comparisons. Building on our long-standing tradition of continuous improvement for our global reports, the 2011 edition:

- Relies on our Universal Position Coding System to give you an in-depth analysis of short-term incentive changes across countries
- Includes annual and short-term incentive practices (target and actual paid) for each
- Summarises three-year incentive trends across regions
- Presents incentive information for key job families across markets

Our 2011 report can help you determine whether your short-term incentive programmes are providing the competitive edge you need to attract and retain the right employees. You can avoid both the danger of overpaying and the risk of underpaying these important incentives.

Total Employment Costs around the World

imercer.com/employmentcosts



Growing competition and workforce mobility have increased the demand for information on total employment costs. Salaries, bonuses and cash-based incentive compensation are easy to compute. But total employment costs – employers' real costs – need to be addressed for employers struggling to set remuneration strategies that attract and retain the right employees.

Total Employment Costs around the World provides an easy-to-read analysis of total costs and employee value in major markets. Comparisons by country include total remuneration for mandatory employer contributions (social security, pension and medical) and typical employer-sponsored benefits (retirement and savings, health, death, disability, car, and other benefits). This report will help manage costs and optimise human capital investments.

■ **Schedule**

Report available

March

■ **Pricing**

Report

€ 700

■ **Countries**

66

■ **Data/Analysis**

Cost differences for selected positions

Identify cost-saving opportunities in talent recruiting

Insights on critical total employment cost issues and challenges.

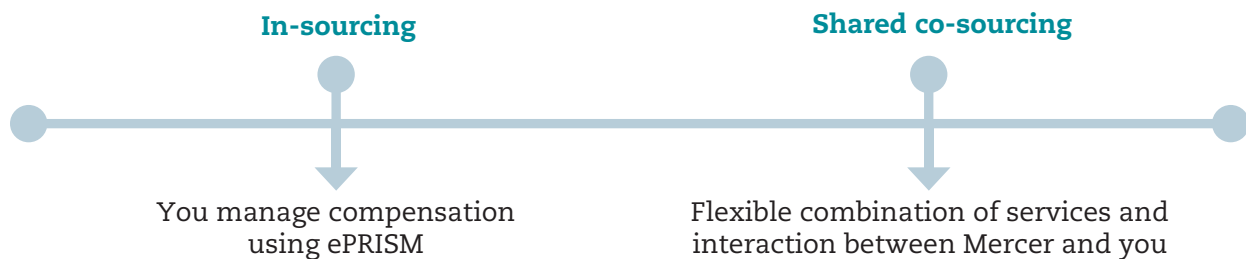
Review key information for business planning





Forging a partnership

Mercer can work with you to define the scope and nature of the relationship that will help you meet your business goals. We offer a continuum of services and solutions permitting you to choose the level of involvement and support appropriate for your organisation.



A compensation management partnership with Mercer can provide any or all of these advantages, depending upon the nature of your engagement:

- Eliminate or reduce staff time spent on transactional activities
- Realise efficiencies related to staffing costs, technology acquisition and market data
- Shift resources to other higher value/strategic areas of compensation management
- Mitigate the need to hire staff only during peak periods or for special projects
- Increase efficiency/effectiveness of compensation services delivery
- Implement global compensation programme consistency, governance and reporting
- Access Mercer Human Capital experts in a spectrum of specialty niches

Compensation Management Co-sourcing

Mercer provides this solution to help organisations create a more robust and efficient compensation function. We share responsibility with you for compensation management transactions, analysis, strategic design and technology. A co-sourcing partnership with Mercer permits you to leverage our specialised consulting capabilities, global footprint, robust market data and technology. Learn more at mercer.com/compensationcosourcing.



Jobs are basic but crucial building blocks for all organisational structures and people programmes. Well-designed jobs clearly express the value they are expected to deliver and can help to realise an organisation's value-creation potential. Without these crucial building blocks, negative results could include unnecessarily high turnover, flagging employee engagement and unplanned costs.

Mercer's International Position Evaluation (IPE) tool is a robust, user-friendly job evaluation process that can form the foundation of today's integrated HR systems including:

- Rewards
- Organisation design
- Talent development
- Career planning
- Performance management
- Mobility

IPE: A modern approach to job evaluation

IPE evaluates each job by measuring the value it creates and ranking them within the context of your organisation's unique operations. These evaluation profiles provide essential data and insight for your organisational design and HR programmes. Emphasising a job's relative contribution to overall results, rather than inputs, provides a stronger correlation with market values. Mercer achieves this by including IPE's unique value-chain analysis to produce a more transparent and robust assessment of a job's value to the organisation.

Put IPE to work for your worldwide organisation

IPE is supported by a web-based analysis tool and evaluation database (eIPE), multilingual supporting documentation, and consultants who are available across the globe so that users in centralised or decentralised HR environments always have help on hand. Join hundreds of the world's top organisations that are experiencing the benefits of IPE.

Mercer's IPE methodology delivers value to your key people; for details, visit imercer.com/ipe.

■ **Data/Analysis**

- Ensure pay is aligned with market values
- Gauge the effectiveness of organisational structures and job-person fit
- Align individual goals with organisational objectives
- Create effective employee development and succession planning programmes
- Define career paths using actual job requirements and communicate career opportunities
- Better manage employee mobility and international assignments
- Ensure smooth M&A integration of structures, rewards and talent programmes
- Multilingual user-friendly interface across geographies
- eIPE is preloaded with over 2,500 benchmark jobs and evaluations

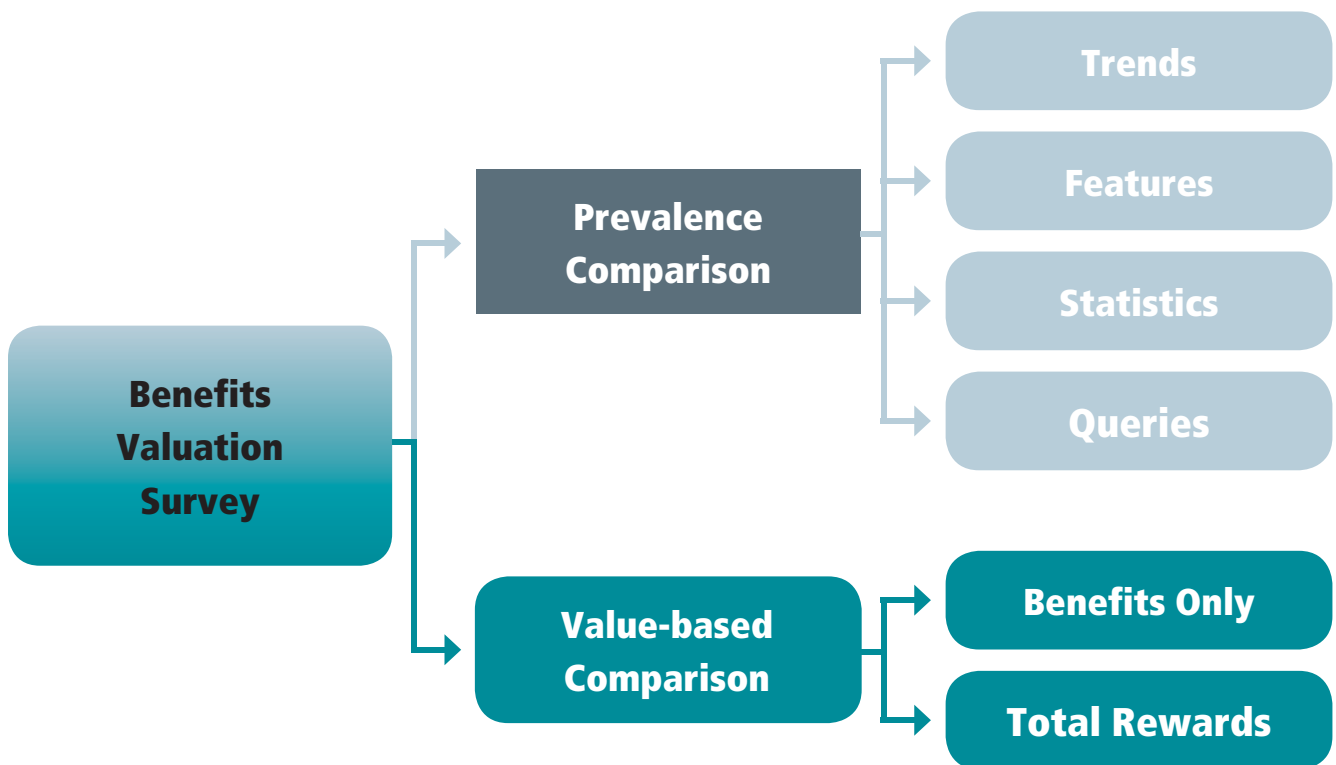


Organisations can rely on the various Mercer benefits surveys to assess the competitiveness of their current benefits and help plan for the future. The database features health/group, time-loss, retirement/savings and non-traditional benefits from 1,200+ US organisations.

The broad-reaching benefits solutions are designed to give the level of information needed to address any situation, big or small. Explore the options within prevalence and value-based comparisons to determine which reports provide the data needed to create the most appropriate and competitive benefit offering for your organisation.

Participation opens the door to an array of information designed to help you pinpoint potential changes in benefit plans. Data can be submitted anytime during the year and at your convenience. Within two to three weeks, your information is in the data set and you can begin in-depth benchmarking analysis. To get started, follow these simple steps:

- Visit imercer.com/benefits
- Send us your Summary Plan Descriptions
- Update your organisation data online





These reports containing qualitative comparisons and quantifiable statistics for plan features can help identify cost savings or retention risks due to substandard policies. Key plan features are compared to those of multiple peers, customisable by size and industry, providing the opportunity to:

- Understand current practices and anticipate market trends
- Identify appropriate benefits packages
- Target potential plan changes and opportunities for cost savings
- Gauge the overall attractiveness of benefits to employees

Each report includes information about the benefits that are typical for a given market. Note that not all benefits may be relevant for your particular market.

Health and Group

Medical
Disability
Life insurance
Flexible spending accounts
Accident

Time Loss

Short-/long-term disability

Company Cars

Models, lease values, allowances

Retirement/Savings

Defined benefit and defined contribution
Stock purchase plans





Benefits Relative Value Analysis reports help companies make fact-based decisions with the help of an objective quantifiable comparison of all their benefit plans (health and group, time loss, retirement and savings, company cars) – and their total remuneration package – versus other employers. These reports help you identify whether your benefits are rich enough to attract top talent or, conversely, too rich and therefore negatively affecting your bottom line. Every day, human resource and benefits professionals are challenged by competing organisational needs:

- Employees demand the best they can get
- The market demands competitiveness
- Business survival demands affordability

Make informed HR decisions that balance these needs using quality, comprehensive benefits information from Mercer. Combined with top-notch consulting advice and diagnostic tools that convert this information into intelligence, this data enables HR professionals to score in the “genius” category and become a strategic partner.

Each report includes:

- An executive summary of your company’s market positioning compared to your peer group
- Covered profiles
- A valuation methodology
- Graphical and tabular output of values by:
 - Benefit category and workforce profile versus peer group
 - Total benefits values for all profiles versus peer group

Bespoke surveys on benefits/allowances

Mercer can conduct bespoke surveys on behalf of your company to see how your company's benefits plans compare in the market. The surveys can be tailored specifically to your needs. Please contact Mercer to discuss your requirements in more detail.

Car policy benchmarking

Which kind of jobs receive which kind of cars in which countries? Are allowances offered as an alternative? Is private fuel paid? For many employees, cars are the single most expensive and valuable benefit they receive from their employer. There is also an intangible status conferred with a company car. Employers cannot afford to get it wrong.



A company car is an important benefit for attracting and retaining top talent. **International Car Policies** is a valuable reference guide that can help you define new strategies and manage your car policy in the most effective way, making it easy to:

- Highlight differences in car policy practices across key markets
- Identify cost-saving measures
- Compare your car policy with others in the market

Based on responses from thousands of employers around the world, the Mercer International Policies guide provides information on allocation policies, cash alternatives to cars and associated tax regulations.

<p>■ Schedule Report available February</p> <p>■ Pricing Americas € 400 Asia Pacific € 400 Europe, Middle East and Africa € 400 All volumes/Best value € 960</p> <p>■ Countries 75</p>	<p>■ Data/Analysis Allocation policies Cash alternatives to cars Tax regulations Prevalence of company car policies Eligibility by level of employee Typical make/model car by employee level Car replacement policy Car value by purchase price Prevalence of supplemental benefits</p>
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Worldwide Benefit and Employment Guidelines

imercer.com/wbeg



Keeping track of constant changes in laws and regulations in every country is time-consuming and expensive, but you can be confident using this top-selling, trusted resource. **Worldwide Benefit and Employment Guidelines (WBEG)** contains the most comprehensive and reliable information on employment conditions, statutory employee benefits and typical employer benefit practices.

With extensive analysis and narrative reports, WBEG offers unparalleled quality and is the ultimate reference for worldwide benefits and employment information. WBEG is available in five easy-to-use volumes for the major economic regions of the world.

WBEG Online

NEW – WBEG Online – access for one year to the entire set of WBEG reports, monthly updates, regular content updates, and download data by country

WBEG subscription – access your WBEG report and its comparators online to instantly compare specific categories of benefits between countries

Employment Conditions Comparator – compare specific employment provisions and contract features between countries

Statutory Benefits Comparator – evaluate country-specific statutory benefits and contributions

■ Schedule

WBEG Online Ongoing
Report available July

■ Pricing

WBEG Online	€ 7,730
Americas	€ 945
Asia Pacific	€ 1,260
Eastern Europe	€ 945
Middle East and Africa	€ 1,260
Western Europe	€ 260
All volumes/Best value	\$ 5,040

■ Countries

62

■ Data/Analysis

Country overview
Statutory benefits
Typical benefits practices
Employment conditions



Compensation Administration Services (COMPAS) provides ongoing, custom-tailored outsourcing support for expatriate compensation programmes.

COMPAS is a customisable co-sourcing option that extends the value of Mercer international compensation data through expert handling of tasks related to expatriate assignment management and compensation. Advantages of COMPAS include:

- Easing the administrative burden
- Providing access to a dedicated consultant for ongoing assistance
- Preventing costly mistakes by inexperienced staff
- Improving expatriate communications with easy-to-understand worksheets

The COMPAS process is started by determining which type of assignment is needed and then matching appropriate policies and pay approaches. Choose from a range of international compensation data and expatriate consulting services to create a programme that can include:

Balance Sheets:

Individual worksheets showing an individual expatriate compensation package in terms of base salary, family size, differentials, premiums/allowances and taxes

Short-Term Assignment Per Diems:

Daily costs for assignments typically three to 12 months long

Net-to-Net Compensation Analyses:

Analyse income taxes, social security contributions, housing costs and cost of living between locations to adjust for differences in host location

Custom Housing Reports:

Housing data in specialised formats or non-standard locations

Custom Relocation Allowance:

An amount based on the actual cost of a defined market basket of goods typically purchased during relocation

Additional administrative assistance may be requested, such as preparing and updating compensation schedules and communication materials that can include employee-specific assignment letters, developing and/or interpreting expatriate policy, and coordinating expatriate data and documentation.

Price is based on chosen services.



Mercer/ORC – The Benefit of Two Approaches

Finding the best way to address the cost-of-living issue is a challenge when managing a modern global workforce that originates in, and is assigned to, a diverse array of locations. To help find the optimal solution, Mercer offers two distinct approaches and several index types.

1. Mercer Multinational Cost-of-Living

The Mercer **Cost-of-Living** surveys are based on more than 200 goods and services; our biannual surveys are conducted simultaneously by professional researchers in each of the 316 locations we cover. Carefully chosen vendors reflect only those outlets where your expatriates can buy goods and services of international quality. Mercer’s precise cost-of-living information allows companies to assess fair and competitive cost-of-living allowances.

The multinational cost-of-living approach develops indices and differentials based on a blended spending pattern among a variety of expatriate types, nationalities and assignment patterns. With the weighting of goods and services the same for all locations, this approach compares prices of similar brands from similar retail outlets in the home city and host city. Indices may be "reversible".

<ul style="list-style-type: none"> ■ Schedule Report available May/November ■ Pricing Per city € 575 ■ Countries 154 countries; 316 locations ■ Goods and services 200+ 	<ul style="list-style-type: none"> ■ Data/Analysis City-to-city index comparison Home country/international spendable income Home country housing norms Expatriate accommodation costs International education costs Business travel expenses Actual price lists List of stores surveyed
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Custom surveys – contact us for details on non-standard location surveys.



2. Mercer ORC Home/Host Cost-of-Living

The Mercer ORC Home/Host Cost-of-Living approach develops cost-of-living indices and differentials that are based on the unique spending patterns in a base (usually home or headquarters) country. By using different weights for each home country, it ensures that expatriates can retain their expenditure pattern in the host location. This approach compares prices in the home country from a local-national perspective to prices in the host city from an expatriate perspective. Indices are not “reversible”.

Two ongoing service relationships are available. Both include online access to up-to-date information; Home Country Data and Tax Profiles; limited telephone consulting, with an international consultant (or team) assigned to your company; a user guide for applying the data; and quarterly publications on expatriate living, international HR administration and expatriate tax issues.

<p>■ Schedule Report available</p> <p style="text-align: right;">Ongoing (minimum four times/year)</p>	<p>■ Countries 160 home locations; 380 assignment (host) locations</p>
<p>■ Pricing – Service Relationships</p> <p>Single-Base Country Service € 1,100* Appropriate for transferring employees of only one nationality; purchase data from a single home country to any assignment location</p> <p>Multinational Pay Systems Service € 2,000* Order data from any home country to any assignment location *Plus additional fee for each home/host combination</p> <p>■ Options Available With Service Relationships</p> <p>International Compensation Tables Request international compensation tables to determine cost-of-living allowances, foreign housing costs, home-country housing norms and hypothetical taxes</p> <p>Most locations € 580 (annual subscription with quarterly updates) One-time table € 355</p>	

Custom surveys – contact us for details on non-standard location surveys.

Balance Sheets

imercer.com/balance



The **Balance Sheet** approach retains the expatriate in the home-country salary structure and provides allowances to enable the assignee to maintain a standard of living similar to that enjoyed at home. The customised balance worksheets show all components of an individual expatriate compensation package – base salary, differentials, taxes, premiums and allowances.

■ Pricing

Call for information

■ Coverage

300+ locations

Net-to-Net Compensation Analysis

imercer.com/net-to-net



Net-to-net compensation analyses allow organisations to integrate expatriates into assignment-location compensation programmes.

This is used for permanent or indefinite transfers, locally hired foreigners and long-term expatriates.

■ Pricing

Current Service Relationship € 575 per comparison
Non-service Relationship € 800 per comparison

■ Coverage

300+ locations



The Mercer ORC Business Travel Allowance reports provide data to determine daily allowances for international business travelers in 334 destinations and four key regions: Africa-Middle East, Americas, Asia Pacific and Europe. The reports contain information on actual hotel and meal rates plus miscellaneous expenses at three budget levels: high, medium and low.

The reports help:

- Facilitate fair and efficient business travel costs
- Provide reasonable expenditure caps
- Estimate budgets more accurately
- Control costs

■ Pricing

Per city	€ 160
Regional report	€ 960
All cities	€ 2,640

■ Coverage

334 locations



Short-Term Assignment Per Diems

imercer.com/sta



Short-Term Assignment reports provide a daily living allowance for employees on short-term international assignments. For each assignment, modifications are made according to the length of stay, the number of expatriates in the location, and any requirements specific to the company's pay philosophy.

■ Pricing

Per city

€ 200
(most locations)

■ Coverage

334 locations

Housing Data

imercer.com/housingdata



Housing decisions are emotional and costly. Determining how to compensate and provide for comfortable, safe accommodations for expatriates and their families can be a complicated process. The Mercer **housing** reports for assignment locations provide rental costs by:

- Type of housing (house/apartment, furnished/unfurnished and number of bedrooms)
- Price category of expatriate-preferred neighbourhoods

Housing data may be purchased on an as-needed basis by clients that do not receive cost-of-living data. The data can also be supplied in customised formats with optional factors.

■ Schedule

Release date

Every six months

■ Coverage

338 locations

■ Pricing

Per location

€ 180



The Mercer **Personal Tax Reports** are authoritative guides on tax requirements and social charges in 90 countries worldwide. The reports outline, in simple-to-read terms, how the tax system is built and the implications for both local executives and expatriates. These reports summarise individual liability for tax and social charges.

The reports include comprehensive tax tables that show the effective tax burden on a wide range of salaries for single persons, married couples and married couples with more than two children.

Personal Tax Reports are available online through Mercer Global HRMonitor®.

Schedule Release date	Annual	Coverage	90 countries
Pricing Per location	€ 475		





Real-Time RentCheckSM helps manage assignment housing budgets and reduces time spent validating data, checking property availability and negotiating with assignees. After taxes, housing costs represent the biggest expense for any international assignment. Having current data is critical for managing housing budgets when local rental markets experience rapid price fluctuations.

Fast Facts

- On-demand housing information provided within 48 hours
- Snapshot of market conditions and availability (up to 10 rental quotes)
- Choose location, cost category, property type and number of bedrooms
- Entire housing process assistance: pre-assignment housing searches, establishing final housing budgets, lease re-negotiations and more

■ Pricing

Per report

€ 400

■ Coverage

132 locations

■ Data/Analysis

Currently open properties, neighbourhood, monthly rental costs and property size (if available)

Readily available properties ratings in the selected area (low to high)

Active comparison of trends, reflecting local market pricing (up, down or stable)

Additional fees and specific host country information



Mercer/ORC – The Benefit of Two Approaches

Employees are often assigned to locations that pose difficult living conditions. Recognising and compensating expatriates for these conditions is key in terms of marketplace competitiveness and avoiding assignee dissatisfaction, which may come at a greater price.

To encourage mobility, reliable information is needed to help calculate fair, consistent expatriate allowances. Mercer offers two approaches: **Quality-of-Living Reports (QOL)** and **Location Evaluation Reports (LER)** that both provide valuable information and hardship premium recommendations.

Which Approach Fits Your Needs?

QOL recommends a point-to-point assignment premium in order to recognise differences in home and host conditions. LER assesses living conditions against generally accepted standards, providing a single premium recommendation for all assignees.

1. Quality-of-Living Reports

Quality-of-Living Reports help determine competitive hardship allowances based on quality-of-living differences between the assignee's home location and the assignment location for transfers to over 330 locations worldwide. The quality-of-living index calculator provides a final quality-of-living index and recommended allowance, as well as a detailed breakdown of all the elements taken into account.

Schedule Report available	November	Coverage	330+ locations
Pricing Per location	€ 325	Data/Analysis City-to-city index comparison	
Positions 39 factors in 10 categories		Online quality-of-living calculator	
		Quality-of-living index and access to a detailed breakdown of the categories	
		Quality-of-living allowance grid translates quality-of-living index into recommended hardship premium payments	



2. Location Evaluation Reports

Prepared in partnership with the Control Risks Group, these reports assess over 130 locations worldwide on 14 factors that make up daily life for expatriates and their families. LER provides a recommendation that is independent of a home location. Explanations for each rating and factor are provided. The recommendation assists in maintaining an equitable approach to location-based compensation adjustments, as the premium can be applied across an entire expatriate population regardless of home location.

■ Pricing

Per location € 170

All locations € 12,000

■ Positions

14 factors

■ Coverage

130+ locations

■ Data/Analysis

Detailed description of local conditions based on 14 factors that affect daily life

Mercer's unique methodology allows enhanced ratings for locations with extreme conditions

Ratings for 14 factors, producing an overall evaluation score for location

Guidelines for applying hardship recommendation to compensation structure



International assignments are a significant part of the total cost of the global business strategy. As a strategic partner, having an accurate estimate is vital for HR when providing a budget to management. Using actual costs or Mercer standard assumptions, customised individual cost projections can be prepared for a variety of assignment types, locations and lengths. Determining the estimated cost of expatriation can help:

- Decide whether an assignment is financially viable
- Evaluate less expensive alternatives, that is short-term assignments or local hiring
- Eliminate unexpected expenses

Cost projection components

- All compensation-related elements
- Relocation costs (either company-specific data or Mercer standard assumptions)
- Estimated worldwide tax and social security liability

■ **Pricing**

Current Service Relationship
Non-service Relationship

Price on request per report
€ 675

Global Mobility Policy Benchmarking

imercer.com/policybenchmarking



Benchmark your programme using the world's largest database of multinational expatriate assignment policies and practices in the Americas, Asia Pacific, Europe and the Middle East. Using the 2010 **Worldwide Survey of International Assignment Policies and Practices**, Mercer performs a comprehensive programme assessment using a range of precise policy benchmarking tools and deliverables. Mercer has the comprehensive data and specialised knowledge to help present the plan and get the buy-in necessary to strengthen these programmes.

■ **Schedule**

Release date

June

■ **Coverage**

Global

■ **Long-term Global Mobility Policy Benchmarking – Comprehensive**

- Comprehensive benchmarking of your global mobility policy
- 100+ key expatriate package elements
- Management summary with Mercer ratings above, at or below market for all policy elements, with strategic observations and recommendations
- Price on request

■ **Long-term Global Mobility Policy Benchmarking – Diagnostic Overview**

- Comprehensive review of market practices for all global mobility policy elements
- 100+ key expatriate package elements
- Management summary with Mercer-defined best practices
- Price on request

■ **Long-term Global Mobility Package Cost Benchmarking**

- 13 key expatriate package elements
- Cost impact of policy choices
- Defined rankings and Mercer grades
- Price on request

■ **Global Mobility Programme Supplementary Custom Analysis**

- Potential topics include programme design and administration, staffing ratios and metrics, cost comparisons for package elements for specific locations and package types, and industry-specific and issues
- Dependent on scope

■ **Short-Term Global Mobility Policy Benchmarking**

- 30+ key expatriate package elements
- Comprehensive benchmarking of your policy for all elements
- Management summary with Mercer observations and recommendations
- Price on request



Mercer Global HRMonitor® is our premier single-source, web-based application designed to support you in all aspects of managing your expatriate employees worldwide.

With instant access to data, reports and calculators, you will have the most sophisticated and easy-to-use global mobility database on the market. The online calculators let users customise data and expedite delivery of quality information to meet the needs of HR programmes, administrators and employees.

Mercer global mobility calculators include:

- Cost-of-Living Index
- Cost-of-Living Allowance
- Exchange Rates and Inflation Calculator
- Employment Conditions and Statutory Benefits Comparators
- Expatriate Accommodation Costs
- Expatriate Compensation
- Hypothetical Tax Calculator
- International Spendable Income
- Quality-of-Living Index
- Short-Term Assignment Allowance
- Spendable Income, Home Housing Norm and Savings

Learn more and view a demo at imercer.com/ghrm

<ul style="list-style-type: none"> ■ Pricing Based on reports purchased 	<ul style="list-style-type: none"> ■ Data/Analysis
<ul style="list-style-type: none"> ■ Countries Global 	<ul style="list-style-type: none"> Make home country balance sheet calculations Address expatriate cost-of-living differences Compensate employees on short-term assignments Set the quality-of-living/hardship allowances Assess expatriate tax issues Identify global statutory benefit and employment conditions Compare local pay and benefits packages Review key economic indicators Learn about host countries



Mercer's **ExpatMonitor®** is an enhanced expatriate compensation calculation management tool. This tool allows users to perform expatriate compensation calculations in compliance with their organisation's Global Mobility policy. In addition, users can review/update calculations, perform what-if scenarios, and issue reports. All information related to international assignees can be collected and stored in a single web platform.

Main features:

- Automates expatriate compensation calculations and facilitates updates
- Issues reports on various cost elements for a selected population of assignees
- Collects expatriate compensation elements in one place

Key benefits:

- Simple and user-friendly, yet powerful and sophisticated
- A usable off-the-shelf tool which is flexible and highly configurable
- Provides direct access to Mercer mobility data
- Able to evolve with your needs and benefits from regular updates
- Cost-effective
- Developed in partnership with our clients by in-depth experts in global and local compensation management



The **MercerPassport®** suite of web-based services ("MercerPassport") is a valuable source of reference information that will help expatriates learn what it's really like to live in another country. It provides the whole family with a clear understanding of how to appreciate and adapt to life in a new location, as well as essential, practical guidance about moving abroad and acclimating to a new home.

MercerPassport includes:

- The world's premier country destination guides
- Start Guides which outline procedures and requirements for visiting or relocating to up-and-coming locations
- Quality-of-living information covering 420+ locations
- A Work Permit portal providing advice and sourcing work permits for accompanying spouses or partners
- A Cost Advisor which compares the price of everyday items to help expatriates keep a tighter control on personal finances
- News and exclusive articles by experts who discuss candidly the challenges of international expatriate life and how family members may be affected

■ Price	€ 375 per country
■ Price Start Guide	€ 275 per country
■ Publication	Annually
■ Countries	107 countries

Now you are able to purchase MercerPassport country guides in discounted regional packages for **Western Europe, Central & Eastern Europe, Africa and the Middle East**. Fully revised and expanded each year, these guides offer essential, up-to-date information to support employees and their families when relocating and settling into key locations. These guides provide valuable information to both employees and HR professionals on expatriate relocation and business travel, including information about visas, work or residence permit requirements, accommodation, transport and much more.



Transferring employees abroad for short-term, long-term or permanent assignments is more challenging than ever before. Aligning your company's expatriation practices with the best practices in the marketplace is critical to your programme's success. Mercer's **International Assignments Survey** is a well-established source of information on expatriate management and addresses all the key issues that affect international assignments. Based on survey data from major multinational firms, this report presents the latest international assignment practices and policy developments. Comparisons with past survey data will also help you identify important trends.

Key topics for 2011 include:

- Return on investment (ROI) for international assignments
- Outsourcing
- Commuters
- Support for assignees and family members before, during and after assignment

Get the latest data on:

- Alternative compensation approaches to address regional transfers
- Expatriate allowances and benefits, including mobility premiums, cost-of-living adjustments and hardship allowances
- Housing support for long-term transfers and localised assignees
- Per diem allowances and benefits for short-term assignments

We present the data and trends sorted by geographic region and by industry sector so you can benchmark your international assignment policies closely against your peers. This survey report can help you fine-tune your expatriation tactics to optimise your investment in workers assigned outside their home country.



Having a clear idea of how a mobility programme compares to those of other organisations is an invaluable resource in helping determine competitive positioning on policies and practices.

Fast Facts

- This is the largest survey participant base in the industry – gathering data from nearly 1,000 global companies, including the top 10 Fortune 500 companies
- Participants receive a FREE regional question-by-question analysis report and executive summary; other companies only provide summary data
- Full or Custom reports are available by industry, by comparator group and by expatriate population size
- Participants from the previous survey can review their historic data and update as needed

This survey is only available to companies that participate.



Global Mobility Metrics: Focus on Retaining Key Talent

imercer.com/mobilitymetrics



Linking mobility decisions to business results: Mercer's **Global Mobility Metrics: Focus on Retaining Key Talent** survey can quickly bring your mobility decision making into focus and help identify gaps in your international assignment programme. Closing those gaps will help your company invest in people more wisely and will enhance your reputation as a reliable source of advice on mobility issues.

The report discusses the relevance of demographics on benchmark data and analyses how they impact short- and long-term retention. Expatriate package elements and processes are correlated against short- and long-term retention.

■ Schedule

Release date

July

■ Pricing

Per location

€ 900





Expatriate Management Forum

This annual event gives HR professionals from many of the world's leading international companies an opportunity to discuss and learn about the latest trends and developments in expatriate management policies. The event consists of one and a half days of presentations from our leading experts who share their ideas and views on best practices in international assignments.

Africa and the Middle East Compensation and Benefits Conference

This annual meeting of the forum consists of presentations from leading experts, who share their knowledge, experiences and views on the main challenges related to the economic, business and HR landscapes in the region. The programme includes high-level plenary sessions on major issues and the latest trends presented by experts and journalists, as well as roundtables where practical solutions are discussed.

EMEA Compensation & Benefits Conference

The annual conference is a combination of plenary sessions, case studies and discussions, while also offering participants plenty of networking opportunities. Leading experts will explore some of the challenges faced by HR professionals in the planning of compensation and expatriate management strategies: the key to attracting and retaining staff, cost control, responding to employee needs and offering the correct benefits package, while continually striving to achieve results and remain competitive in the global market.

For further information on Mercer's EMEA conferences, please visit www.imercer.com/events

Expatriate Management Training and Roundtables

imercer.com/gmevents



Expatriate Management Training Courses

Mercer has been advising multinational companies on employee mobility issues for more than 20 years. Building on this knowledge and experience, we have specifically designed these Expatriate Management Training Courses to assist HR professionals who have responsibilities in managing expatriates.

Two levels of expatriate management training courses are available. Introductory provides an overview of the key concepts of international assignment management. Advanced builds on the fundamentals covered in the introductory course and offers further in-depth knowledge into the key trends and challenges facing the field of international assignment management.

Various dates and locations available.

Roundtables

Mercer holds Global Mobility roundtables quarterly throughout the year, designed to provide UK-based HR professionals who manage expatriates an opportunity to network with their peers and learn about the latest trends and practices.

This half-day roundtable covers topics such as expatriate policy case studies, expatriate allowances and premiums, and expatriate pension issues. Throughout the day, practical examples and case studies are discussed, alongside interactive workshop sessions.

The roundtables are complimentary and by invitation only.



Mercer's regional expatriate workforce networks allow participants to share information and innovative approaches to managing international compensation and a global workforce. Mercer consultants facilitate the meetings, plan agendas and provide expertise, including relevant outside speakers who offer comprehensive knowledge in areas beyond international compensation.

EMEA forums include:

European Expatriate Policy Forum

The European Expatriate Policy Forum (EPPF) is a network of senior mobility professionals that meets twice a year in a major European city to share best practices, exchange ideas and discuss topical issues in an informal and confidential environment. Members are from all over Europe and represent most industry sectors.

Occasional member-driven surveys on various topics provide practical benchmarks for each practitioner's own work, as do exchanges of information during informal roundtable discussions and informal exchanges of member companies' literature and written plans and policies. A website exclusively for members ensures the group remains informed and in close contact between meetings.

UK Expatriate Forum

The UK Expatriate Forum is a members-only forum for human resource practitioners responsible for international policy development in a wide variety of major international industries and services with principal or regional headquarters in the UK.

The forum takes place three times a year, allowing the group to compare and contrast worldwide policies, practices and trends in expatriate management. Guest speakers and Mercer experts highlight and exchange views on current issues. Discussions are practical, results-oriented and completely confidential.

UAE Human Resource Forum

The UAE Human Resource Forum provides a confidential and informal environment in which local and international companies with significant Middle Eastern operations can discuss current issues on the whole spectrum of HR. Members of the forum meet at least three times a year in the UAE to compare and review policies and practices, as well as trends and developments in the broad field of HR management in the region.

Webcasts

imercer.com/webcasts



EMEA EVENTS

Providing thought leadership to optimise your organisation's global workforce.

Join Mercer's Global Mobility specialists for a series of complimentary webcasts designed to help you optimise your company's global workforce while maintaining its competitive advantage. The webcasts will help you stay informed on topics and trends that directly affect expatriates and global mobility programme management.

For further information on upcoming webcasts and details of how to register, please visit imercer.com/webcasts





Economic interdependence and globalisation make it essential for HR managers to keep abreast of international trends and key issues affecting their global business. Consequently, it is vital that companies have easy access to current information. Essential data includes the economic and business environment, along with labour-related facts and figures that affect how employers recruit, retain and develop talent. This knowledge helps employers stay competitive and leverage human capital effectively in this ever-changing economic environment.

Mercer's **Global HR Factbook** 2011 is an invaluable reference source for multinational companies dealing with human capital issues. It is especially helpful as a one-volume information guide for HR managers who lack ready access to specialised HR experts.

This report provides a range of data on the economic and business environment, human capital concerns, topics and trends. It also presents statistics to help companies grasp the differences and similarities in HR topics at the local, regional and global levels, then adjust their HR strategies accordingly.

Covering 63 countries within four major regions, this report can help HR professionals to:

- Compare labour market flexibility in the different markets examined
- Analyse country-specific economic environments
- Assess taxation and social security rates
- Understand current and future HR trends and issues around the world

Designed to help employers handle HR challenges, this report offers unique facts and handy HR information all in one volume.

■ Price	€ 730
■ Publication	June
■ Coverage	63 countries



The resurgence of Asia as a powerhouse of trade, investment and outsourcing has made it a strategic market that few companies can afford to ignore. Regardless of your company's industry, presence in Asia is today imperative from both the resource and talent management perspectives. Established markets within Asia have made it imperative for executives around the world to understand the region better.

Are you already doing business in Asia Pacific? Or are you entering this essential market soon? Then the 2011 edition of our **HR Atlas Asia Pacific** report is your quick reference for a wealth of information on HR issues and trends in the Asia Pacific region.

In addition to tracking major economic indicators, this report offers comprehensive information on the crucial issues in managing a growing mobile talent pool.

HR Atlas Asia Pacific gives you the following valuable information in one volume:

- Key indicators of economic conditions in 18 markets (two within China)
- Annual base salary and annual total cash information for 25 benchmark positions, with figures in both USD and local currencies
- Country-specific snapshots of the benefits employers offer
- International mobility information
- Current, specific data on cost of living, quality of living, expatriate housing and education
- Typical costs for hotel stays, hotel meals and per diem travel cost in major cities to help you benchmark your short-term business travel costs

Our 2011 report presents current, reliable HR information across a range of key markets that will help you set a strategic direction for doing business in the Asia Pacific region.

■ Price	€ 730
■ Publication	April
■ Coverage	18 markets (two within China)



HR policy makers need to keep abreast of growing economies to expand their operations and take advantage of the myriad opportunities these markets offer. Starting 10 years ago, the focus turned to the "BRIC" nations of Brazil, Russia, India and China; more recently the focus has broadened to embrace not only those countries but also Indonesia, Mexico and Turkey. This group of accelerating economies is now often referred to as the "Emerging Seven" or "E7" nations.

Understanding the key predictors of growth and challenges for these seven nations will help HR managers stay competitive and leverage their companies' human capital effectively in a volatile economic environment. Mercer's new report **HR Environment in the E7 Countries** offers a detailed outlook on the compensation and benefit trends in these countries. This report provides insights into the strengths, weaknesses, opportunities and threats for the E7 compared to the G7 countries of Canada, France, Germany, Italy, Japan, the United Kingdom and the United States.

Why should you care? Because experts predict that the combined wealth of the E7 will overtake that of the G7 soon – estimates vary from 2020 to 2032. If your multinational company is not active in the E7 already, it should be.

This report helps HR professionals to:

- Analyse country-specific economic environments in the E7 countries
- Compare compensation costs and economic prospects between the E7 and G7 countries
- Compare benefit practices among the E7 countries

This report contains essential, difficult-to-find information on the business landscape of the E7 nations that can help you make informed tactical decisions aligned with your global workforce strategy.

■ Price	€ 730
■ Publication	March

Mercer is a leading global provider of consulting, outsourcing and investment services, with more than 25,000 clients worldwide. Mercer consultants help clients design and manage health, retirement and other benefits and optimise human capital. The firm also provides customised administration, technology and total benefit outsourcing solutions. Mercer's investment services include global leadership in investment consulting and multi-manager investment management. Mercer's global network of more than 20,000 employees, based in over 40 countries, ensures integrated, worldwide solutions. Our consultants work with clients to develop solutions that address global and country-specific challenges and opportunities. Mercer is experienced in assisting both major and growing, mid-size companies.



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