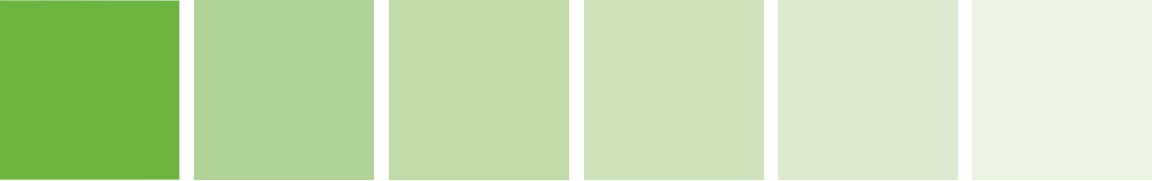


MERCER

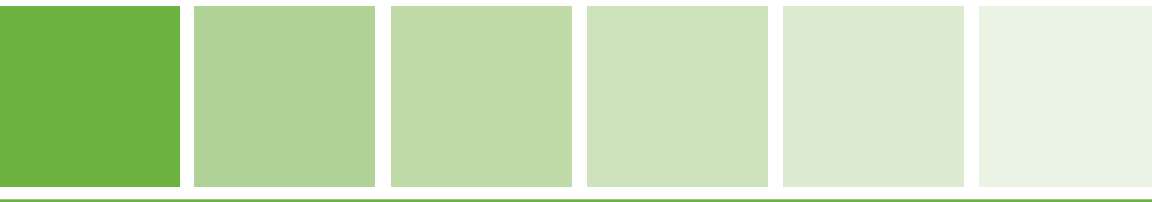
2011 Global Catalog



Unmatched suite of
next-generation compensation,
benefits, and global mobility
solutions



Consulting. Outsourcing. Investments.



Knowledge is power. Having the most current, accurate HR information in your hands will give you the power to invest your human capital wisely around the world.

With the recent addition of ORC Worldwide, Mercer is now the preeminent 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 organization understand all available options and recommend comprehensive solutions to 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, labor costs and availability, cultural influences on HR, as well as market data.

How Mercer is unique

- Conducts over 600 surveys for the most globally complete information available
- 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
- Web-based Global HRMonitor® provides 24/7 access to information to monitor and evaluate employees on a regional or worldwide basis
- Dedicated global resource center and local representatives composed of multi-cultural professionals with backgrounds in international business available to help you

*This catalog provides product overviews.
For detailed information and online ordering,
please visit imercer.com.*

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Total Remuneration Surveys

imercer.com/trs

Consider these questions . . .

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

. . . find the right answers

Mercer Total Remuneration Surveys (TRS) provide 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 surveys cover 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 organizations use TRS to keep their organizations competitive in the global marketplace.



Total Remuneration Surveys

imercer.com/trs

What do you receive?

Online access – TRS surveys delivered online through Mercer WIN®, accessible anywhere, anytime – makes market pricing a snap

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, i.e., 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

TRS – promotes concise decisions

Consistency – apply the same methodology to 400 general industry jobs, use one consistent data source locally, regionally, and globally

Coverage – access benchmark positions in 100+ countries to get all-industry and industry-specific results

Reliability – rely on consistent participation for solid representation of multi-national and local companies

Versatility – analyze your data needs and create what-if situations to measure competitiveness

Client Insight

“Mercer Total Remuneration Surveys are a reliable source of data that help us track wage movements and measure our market competitiveness. With the year-over-year trends report, it also helps us budget and prepare for merit-based increases.”

Total Remuneration Survey Membership

imercer.com/membership

Evaluate the 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 programs)
Comp 5	Total remuneration (COMP4 plus values of most prevalent benefits and perquisites)

Total Remuneration Membership Option

The TRS membership program 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 organizations.

Membership benefits

Customized pricing – multi-country membership savings

Dedicated client relationship manager – one point of contact to coordinate your services

Personalized services – implementation, project management, communication, and training

Feature Case Study

A transportation and logistics organization with 400,000 employees wrestles with understanding market value and typical compensation policies in the 120+ countries where they have employees. They need consistent compensation and benefits survey data globally. With TRS, they are able to provide competitive market rates to the global HR centers where they operate, and their compensation staff speaks the same survey language.

Mercer Select Global Insights

imercer.com/selectinsights

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 labor markets?
4. Do you need to identify cost-saving opportunities in global and regional talent recruiting?
5. Do you need to know changes in the benefits law and regulations?

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

- Save 25% from the list price for each report
- **Premium Complete** subscription is the complete suite of 30+ global reports
- **Premium Customized** 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 customized** 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.

Global subscription – two choices

Premium Complete	All 30+ unique reports USD \$24,000
Premium Customized	Pick 15 reports USD \$10,000
Coverage	90+ countries

Key Reports

Global benefits

- International Car Policies – Three regions
- Worldwide Benefit and Employment Guidelines – Five regions

Global compensation

- Global Compensation Planning Report
- Global Pay Summaries – Four regions
- International Geographic Salary Differentials
- Total Employment Costs around the World

Global HR policies and practices

- Global HR Factbook
- NEW – Global Workforce Metrics Trends

Global mobility

- Global Mobility Handbook – Two volumes
- Global Mobility Metrics: Focus on Retaining Key Talent

International Car Policies

imercer.com/carpolicies

A company car is an important benefit for attracting and retaining top talent. International Car Policies is a valuable reference guide helping you define new strategies and manage your car policy in the most effective way and allowing you to:

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

Based on responses from thousands of employers around the world, the Mercer International Car Policies provides information on:

- 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

Price

Americas	USD \$540
Asia-Pacific	USD \$540
Europe, Middle East and Africa	USD \$540
All volumes	USD \$1,290 Best Value

Publication

February

Coverage

75 countries

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

Price

Americas	USD \$1,275
Asia-Pacific	USD \$1,690
Central & Eastern Europe	USD \$1,690
Western Europe	USD \$1,690
Middle East & Africa	USD \$1,275
Per country	USD \$350
All volumes	USD \$6,800 Best Value

WBEG Online USD \$9,900 *one-year access of entire set online and comparators*

Publication Report: July
WBEG Online: Ongoing

Coverage 62 countries

Global Compensation Planning Report

imercer.com/gcpr

Mercer introduces 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 hard-to-find data you require to make quality decisions. Covering 89 countries, this 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 analyze 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 (i.e., inflation)
- Download to Excel® and manipulate/integrate with your data
- Videos on current compensation topics
- PDF versions of the July and October reports in 2011

GCPR Data

- Pay increase trends
- Economic indicators (GDP growth, inflation & unemployment rates)
- Regional overviews
- Short-term incentives

Price

July/October reports

USD \$990

GCPR Online annual subscription

USD \$2,500

Publication

Reports: July/October

GCPR Online: Ongoing

Coverage

89 countries

Feature Case Study

A global chemical manufacturer with a presence in over 150 countries needed to identify critical talent management approaches. This required current/accurate data to facilitate effective decision making. Mercer's GCPR helped successfully integrate the appropriate data into their operational fabric. They seamlessly explored market opportunities and earmarked crucial employee levels that impacted performance.

Global Pay Summary

imercer.com/gps

Mercer's Global Pay Summary is the quick reference for current, reliable pay information from around the world. The 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, informed 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.

Position families

- Administration
- Corporate affairs
- Engineering
- Finance
- General management
- Human resources
- Information technology
- Operations
- Research and development
- Sales and marketing
- Supply and logistics

Price

Americas	USD \$560
Asia-Pacific	USD \$560
Eastern Europe/Middle East	USD \$560
Western Europe	USD \$560
All volumes	USD \$1,870 Best Value

Publication	January
Coverage	67 countries

Consultant Insight

"An effective, efficient, engaged workforce is your single greatest competitive advantage when trying to meet the enormous challenges posed by today's economic circumstances."

~ M. Michele Burns – Mercer, New York

International Geographic Salary Differentials

imercer.com/intlgeo

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.

The report presents salary differentials in easy-to-read tables on a country-by-country basis and allows you to:

- Highlight overall salary differences
- Identify cost-saving opportunities in talent recruiting
- Compare salary differentials for six position levels
- Get real value of salaries in different countries

Price	USD \$940
Publication	January
Coverage	66 countries

Salary Structures around the World

imercer.com/salarystructures

Salary Structures around the World is a quick reference to current trends in salary structure and components for key job families and career levels. This report is a good starting point for employers wanting to update their salary structures across the globe. Across three regions – Americas, Asia Pacific, and Europe – this report will help you:

- Understand typical salary structures designed to motivate and retain employees
- Optimize profit margins by effectively managing labor costs
- Access current information on payout differences

Price	USD \$940
Publication	May
Coverage	76 countries

Short-Term Incentives around the World

imercer.com/stiworld

Over the last few years, there has been an increase in demand for information on short-term incentive trends around the world.

Mercer has the first comprehensive study on international short-term incentive trends across 70 key markets around the world. Company survey statistics are aggregated to the country level to consolidate incentive practice information. Then, cross-country comparisons are prepared. Annual (target and actual paid) and short-term incentive practices are given for each country and aggregated to show the incentive practice in each region.

Price	USD \$940
Publication	February
Coverage	61 countries

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 – employer’s 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 optimize human capital investments.

Price	USD \$940
Publication	March
Coverage	66 countries

Compensation Management Services

imercer.com/compensationcosourcing

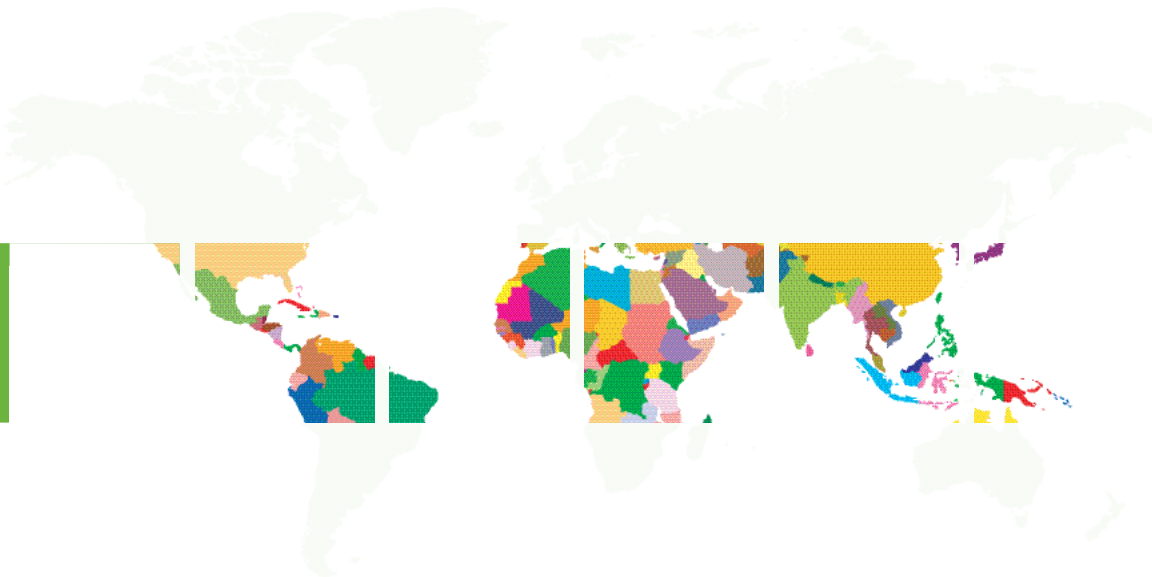
Compensation management services is a partnership between the human resource and compensation function in an organization and Mercer. Both share the responsibility of technology, transactions, analysis, and strategic design. Mercer offers:

Unmatched scope of resources – world's largest compensation capability with consultants, analysts, and technology specialists in 40 countries

Leading-edge technology – capitalize on industry-leading compensation management technology tools, including ePRISM® and eIPE Unlimited

Global data resources – the most comprehensive compensation, benefits, total remuneration, and expatriate information for 90+ countries

Flexibility – Mercer works to identify the precise combination of services and level of interaction you need to ensure optimal service



ePRISM® MAX

imercer.com/eprism

ePRISM is a comprehensive, web-based compensation management and analysis solution that enables you to evaluate your data and implement programs with confidence knowing they are aligned to your business objectives. With ePRISM you can do the following:

- Make immediate, well-informed decisions about compensation using the market-pricing tool
- Streamline your salary plan costing process by using powerful analytic capabilities
- Design and develop pay structures online, model cost impact, and easily maintain
- Produce customized reports instantly

ePRISM® PRO

imercer.com/eprism

ePRISM PRO enables you to access the power of ePRISM MAX without the investment of a fully-configurable solution. ePRISM PRO reduces costs and increases efficiency by streamlining compensation processes – you can save up to 75% of the time you now spend on survey participation and market pricing. Turn data into powerful insights with extensive analytics to evaluate data, plan strategies, and execute compensation programs. ePRISM PRO delivers a compensation-specific solution in a timely and cost-effective package.

NEW in 2011! - Information Analytics

Survey participants have additional needs that require customized analysis. Mercer has created a suite of solutions to meet those needs.

Match Gap Analysis: Vendor Critical Job Analysis – understand your survey data matches based on the most commonly used survey jobs

Survey Library Analysis – have your survey library analyzed to determine how effectively purchased survey data is being used and the state of that data in ePRISM

End-of-Year Analysis – an analysis of year-over-year market data changes highlighting significant insights

Feature Case Study

ePRISM PRO is the cornerstone of a solution that transformed an electronic retailer's compensation function into a strategic business partner rather than reactive administrator.

International Position Evaluation

imercer.com/ipe

Jobs are basic but crucial building blocks for all organizational structures and people programs. Well-designed jobs clearly express the value they are expected to deliver and can help to realize an organization'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
- Organization 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 organization's unique operations. These evaluation profiles provide essential data and insight for your organizational design and HR programs. Emphasizing 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 organization.

Put IPE to work for your worldwide organization

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 users in centralized or decentralized HR environments always have help on hand. Join hundreds of the world's top organizations that are experiencing the benefits of IPE. Mercer's IPE methodology delivers value to your key people, for details visit imercer.com/ipe.

IPE Data

- Ensure pay is aligned with market values
- Gauge the effectiveness of organizational structures and job-person fit
- Align individual goals with organizational objectives
- Create effective employee development and succession planning
- Better manage employee mobility and international assignments
- Ensure smooth M&A integration of structures, rewards, and talent
- eIPE is preloaded with over 2,500 benchmark jobs and evaluations

eIPE Unlimited

imercer.com/eipe

This online tool is used for job leveling with IPE data. eIPE enables users to compare positions within job families and across different business units and countries in four simple steps.

Cost-of-Living

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

imercer.com/col

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 weighting of goods and services the same for all locations, this compares prices of similar brands from similar retail outlets in the home city and host city. Indices may be “reversible.”

Report includes:

- City-to-city index comparison
- Expatriate accommodation costs
- International school costs
- Business travel expenses
- Actual price lists
- List of stores surveyed
- Home country housing norms
- Home country/international spendable income

Price	USD \$745 per city
Publication	May/November
Coverage	300+ locations

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

Cost-of-Living

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

imercer.com/col

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 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, 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.

Price	Service Relationships (Single-Base Country or Multinational)
Publication	Ongoing (minimum four times/year)
Coverage	160 home locations; 380 assignment (host) locations

Single-Base Country Service USD \$1,430*

Appropriate for transferring employees of only one nationality; purchase data from a single home country to any assignment location

Multinational Pay Systems Service USD \$2,600*

Order data from any home country to any assignment location

**Plus additional fee for each home/host combination*

Options Available with Service Relationships

International Compensation Tables

Request international compensation tables to determine cost-of-living allowances, foreign housing costs, home-country housing norms, and hypothetical taxes

Most locations USD \$745 (annual subscription with quarterly updates)

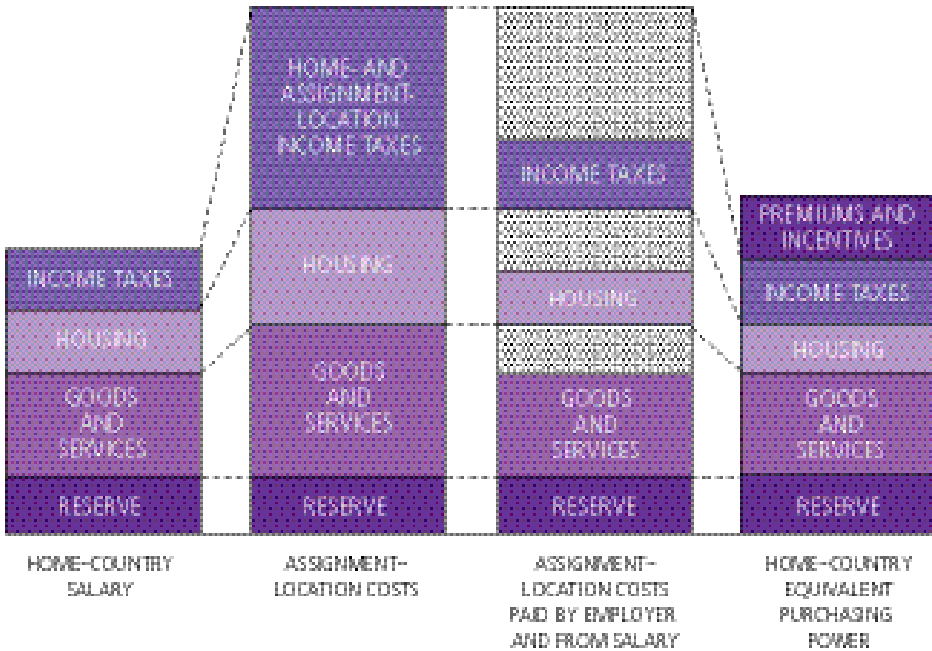
One-time table USD \$450

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

Balance Sheets

imercer.com/balance

The Balance Sheet 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. These worksheets show an individual expatriate compensation package in terms of base salary, differentials, taxes, premiums, and allowances.



Price
Coverage

Call for information
300+ locations

Net-to-Net Compensation Analysis

imercer.com/net-to-net

Net-to-net compensation analyses allow organizations to integrate expatriates into assignment-location compensation programs. This is used for permanent or indefinite transfers, locally hired foreigners, and long-term expatriates.

Price
Coverage

USD \$745 per comparison with service relationship
USD \$935 per comparison without service relationship
300+ locations

Personal Tax Reports

imercer.com/pt

Personal Tax Reports are authoritative guides on tax requirements and social charges in nearly 83 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. It summarizes 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®.

Price	USD \$620 per country
Publication	Annually
Coverage	83 countries

Housing

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 neighborhoods

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 customized formats with optional factors.

Price	USD \$220 per location
Publication	Every six months
Coverage	330+ locations

Real-Time RentCheckSM

imercer.com/rent

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, establish final housing budgets, lease re-negotiations, and more

Price	USD \$520 per report
Coverage	Contact Mercer for a complete list of available locations

Mercer ORC Business Travel Allowance

imercer.com/bta

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

Price	USD \$210 per city USD \$3,430 all reports USD \$1,250 regional reports only
Coverage	334 locations

Location Hardship Ratings

Mercer/ORC – The Benefit of Two Approaches

Employees are often assigned to locations that pose difficult living conditions. Recognizing 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 recognize 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

imercer.com/qol

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.

QOL Data

- City-to-city index comparison
- Online quality-of-living calculator
- Quality-of-living index and access to detailed breakdown of the categories
- Quality-of-living allowance grid translates quality-of-living index into recommended
- Hardship premium payments

Price	USD \$425 per city
Publication	November
Coverage	330+ locations

Consultant Insight

“Mercer Quality-of-Living enables clients to have neutral and objective information to make city-to-city comparisons.”

~ Slagin Parakatil – Mercer, Geneva

Location Hardship Ratings

2. Location Evaluation Reports

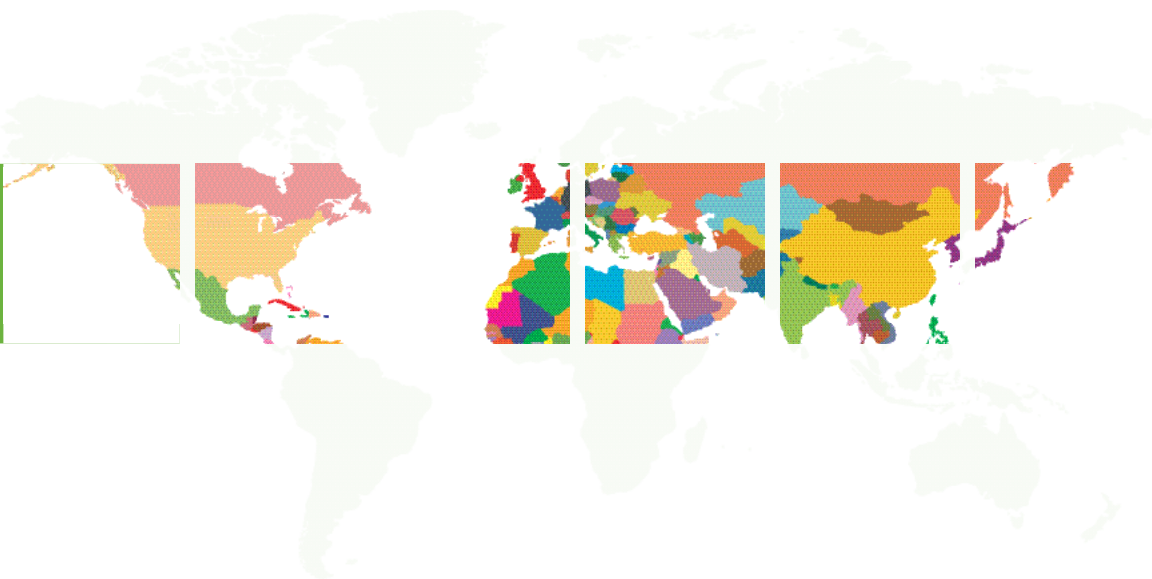
[imercer.com/ler](https://www.mercer.com/ler)

Prepared in partnership with 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.

LER Data

- 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

Price	USD \$220 per city USD \$15,600 all locations
Publication	Annually
Coverage	130+ locations



International Assignment Cost Projections

imercer.com/iacp

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, customized 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 options, i.e., 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

Price USD \$750 per report with service relationship
 USD \$875 per report without service relationship

Short-Term Assignment Per Diems

imercer.com/shortterm

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.

Price USD \$260 per location
Coverage 300+ locations

Policy Benchmarking

imercer.com/policybenchmarking

1. Can you prove that your strategy for rewarding and managing expatriates is working?
2. Are your policies fair compared to what your competitors are doing?
3. Can you document what you need to get support from other decision makers?

Benchmark your mobility program using the world's largest database of multinational expatriate policies and practices. Using the 2011 Worldwide Survey of International Assignment Policies and Practices, Mercer performs a comprehensive program assessment using a range of precise policy benchmarking tools and deliverables. Mercer has the comprehensive data and specialized knowledge to help present the plan and get the buy-in necessary to strengthen these programs.

1. 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
- USD \$19,000 / USD \$17,500*

2. 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
- USD \$9,000 / USD \$7,500*

3. Long-term Global Mobility Package Cost Benchmarking

- 13 key expatriate package elements
- Cost impact of policy choices
- Defined rankings & Mercer grades
- USD \$2,500

4. Global Mobility Program Supplementary Custom Analysis

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

5. 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
- USD \$6,000 / USD \$5,000*

**Reflects discount for survey participants.*

Publication June
Coverage Global

MercerPassport®

imercer.com/mercerpassport

The MercerPassport suite of web-based services 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:

- World's premier country destination guides
- Start Guides outline procedures and requirements for visiting or relocating to up-and-coming locations
- Quality-of-living information covering 420+ locations
- Work Permit portal provides advice and sourcing work permits for accompanying spouses or partners
- CostAdvisor 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	USD \$490 per country
Price Start Guide	USD \$360 per country
Publication	Annually
Coverage	107 countries



Compensation Administration Services (COMPAS)

imercer.com/compas

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

COMPAS is a customizable 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:

- Eases administrative burden
- Provides access to a dedicated consultant for ongoing assistance
- Prevents costly mistakes by inexperienced staff
- Improves 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 program 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 3-12 months in length

Net-to-Net Compensation Analyses: Analyze income taxes, social security contributions, housing costs and cost of living between locations to adjust for difference in host location

Custom Housing Reports: Housing data in specialized formats or nonstandard locations

Custom Relocation Allowance: An amount based on actual cost of 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

Feature Case Study

A major energy trading company is increasing employees overseas. They realize it is time to move from negotiated deals to a consistent policy, but don't have in-house expertise and can't justify a full-time hire. With Mercer's COMPAS program, the client receives ongoing expertise, a consistent policy, and a cost-effective solution.

Worldwide Survey of International Assignment Policies and Practices

imercer.com/iapp

Having a clear idea of how a mobility program compares to those of other organizations 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 program. 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 analyzes how they impact short- and long-term retention. Expatriate package elements and processes are correlated against short- and long-term retention.

Price	USD \$940
Publication	July

Expatriate Compensation Forums and Roundtables

imercer.com/gmevents

Mercer Roundtables are ideal for organizations with a significant expatriate workforce and a commitment to international business. Members share best practices, analyze new ideas, discuss current issues, and exchange information in an open and confidential setting. The focus is on total international compensation and management of a global workforce and the effects of current economic, social, and political forces.

There are regional and industry roundtables and forums, as well as an annual joint meeting of members from all regions. Regional and industry groups meet twice a year and maintain contact through a dedicated member website. For details visit imercer.com/gmevents.

Expatriate Management Training Seminars

imercer.com/gmevents

Mercer's expatriate compensation and management seminars offer hands-on, consultant training. The seminars are designed as a two-day course of introduction and application – an optional one-day course is available.

Principles of the Balance Sheet Approach to Expatriate Compensation is a one-day, in-depth explanation of the balance sheet methodology created for HR or compensation professionals with less than three years experience in expatriate compensation or program management.

- Understand balance sheet approach
- Create and handle ongoing balance sheet administration
- Learn answers to expatriate questions
- Gain skills and knowledge to administer expatriate compensation

Advanced Data Applications, Compensation Approaches, and Policy Development is a one-day seminar on pay packages and key policy, building on the skills learned in the principles seminar.

- Understand advanced compensation approaches
- Address expatriate needs in appropriate and competitive fashion
- Refine skills to communicate assignment policies more effectively
- Gain insight into comprehensive/competitive international assignment policies

Price	USD \$850 for one-day seminar USD \$1,500 for two back-to-back seminars
Schedule	View dates and locations online

Asia Pacific HR Atlas

imercer.com/hratlas

Using Mercer's unmatched databases, the Asia Pacific HR Atlas is packed with essential information on HR issues and trends for this region.

The report provides a wealth of information for 25 benchmark positions. In addition to tracking major economic indicators, this report includes comprehensive data on the crucial issues for managing a growing mobile talent pool.

Price	USD \$980
Publication	April
Coverage	18 markets (two within China)

Global HR Factbook

imercer.com/globalhrfactbook

The Global HR Factbook will help you develop an improved HR strategy aligned with international trends and issues. This annual resource offers you practical advice on a whole range of human capital concerns, topics, and trends, allowing you to successfully manage your global workforce.

The report provides vital HR and economic indicators that allow managers to:

- Acquire key reference information for business planning
- Gain insights into macroeconomic trends, socioeconomic, and HR related facts
- Assess global HR, compensation, and expatriation trends

Price	USD \$980
Publication	June
Coverage	63 countries

About Mercer

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 optimize human capital. The firm also provides customized 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 19,000 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.

Providing high-quality human resource information is an integral part of our business. Around the world, Mercer conducts more than 600 compensation, benefit, total remuneration, and employee mobility surveys. Our software solutions help organizations align compensation and benefit programs with strategic business objectives.

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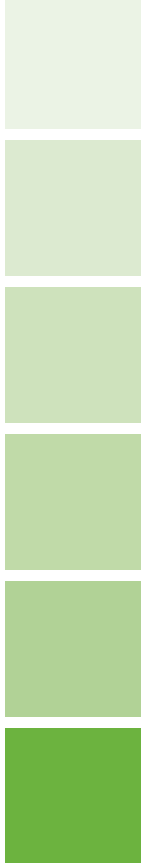
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