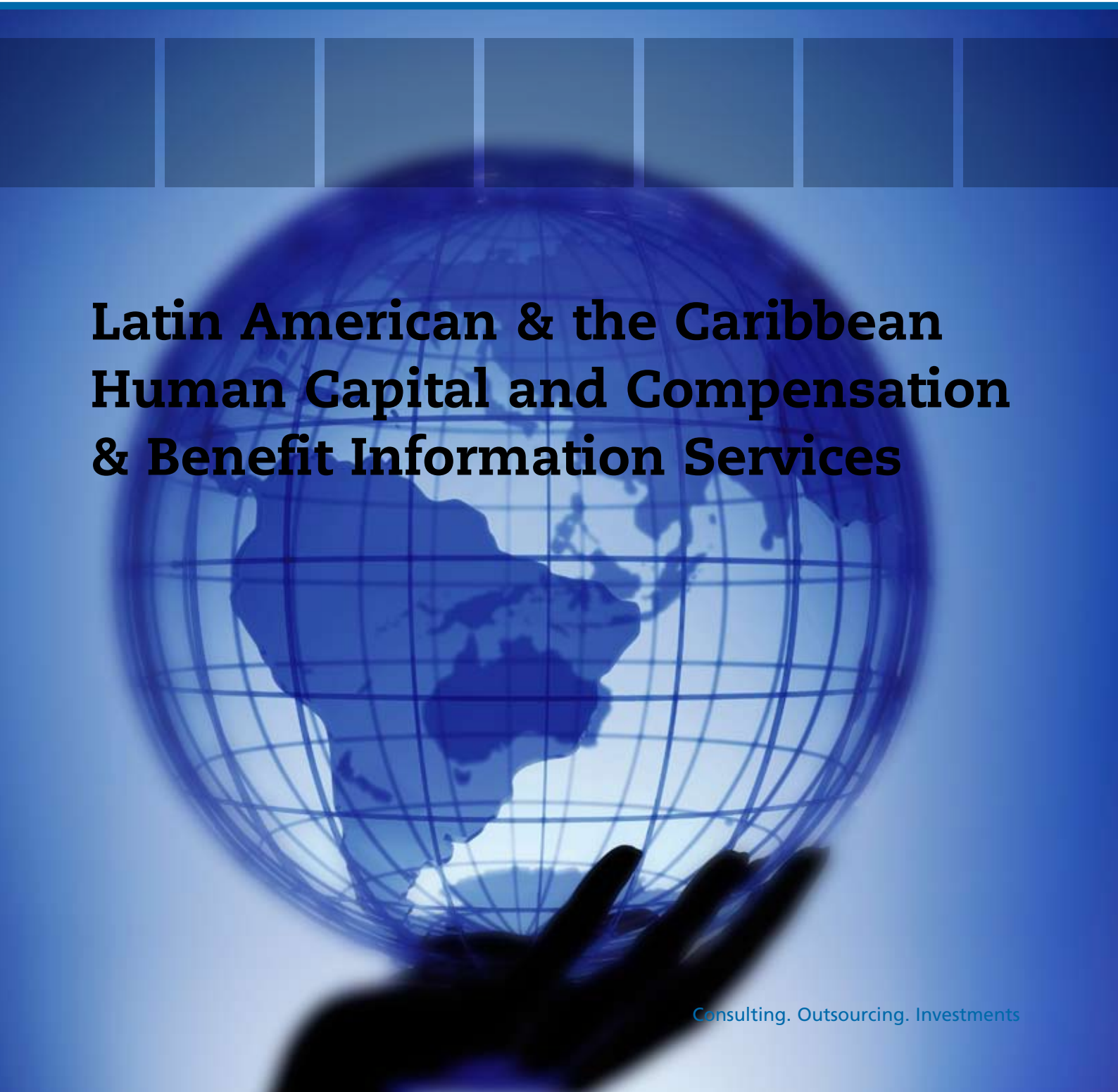


MERCER



**Latin American & the Caribbean
Human Capital and Compensation
& Benefit Information Services**

Consulting. Outsourcing. Investments



About Mercer

Understanding the competitive landscape around the world for pay, benefits and other key human resource metrics is critical. When you have HR responsibilities on an international scale, complicated issues can become even more complex. Leading human resource professionals get this information from Mercer because they have come to trust us as the authoritative source of competitive human resource information available.

Mercer helps clients understand, develop, implement, and quantify the effectiveness of their human resource programs and policies. Our goal is to help employers create measurable business results through their people.

We work with clients to address a broad array of their most important human resource issues, both domestically and globally. We have specialist expertise in all areas of human resource consulting, including compensation, employee benefits, communication, and human capital strategy. We also offer investment consulting and program administration.

Counting with more than 18,000 employees serving more than 25,000 clients in over 40 countries, we have the local knowledge and worldwide presence to develop and implement global human resource solutions.

Every year, Mercer conducts thousands of surveys related to compensation, benefits, policies, practices, business issues, mobility, besides customized studies and surveys, such as job descriptions, job pricing, short and long-term incentives, organizational climate and engagement, among others.

In Latin America, hundreds of compensation surveys are conducted per year, collecting data from over 3,000 companies on 600 positions for over a million incumbents. So, if Latin America is your region of interest, learn more about how Mercer can help you to initiate or consolidate your company's operations in Latin America.

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Products and Services

The highest quality HR data

Every year Mercer conducts more than 75 compensation and benefit surveys in 20 Latin American and Caribbean countries. We collect data from over 2,100 companies on 600 positions, for over one million incumbents. Our surveys focus on a core group of 200 benchmark positions, to which are added industry-specific positions in sectors such as financial services, fast-moving consumer goods, pharmaceutical, high-tech and telecommunications.

This enormous database can be at your fingertips, to help you monitor HR trends and to understand compensation approaches that work for progressive employers across the region. We aim to help HR departments to maintain strategic and competitive policies, that further their organizations' business objectives.

Participation is key

Survey participants can enjoy

- Reliable, comprehensive compensation data
- Relevant data elements: base salary, annual incentives, total cash compensation, total remuneration and salary ranges for benchmark positions
- User-friendly and versatile report formats
- Exclusive participant access to Mercer's custom web-based market pricing tool
- Experienced staff to assist you in every step of the way
- Substantial savings on survey results

It's as EASY as . . .

Contact one of our consultants at the most convenient office for you (check Local Contacts listed on page 24).

Full range of information services

Surveys Around the World

- Mercer conducts more than 650 compensation and benefits surveys worldwide. Gathered from local, regional, and corporate-sponsored sources, our information is the highest quality and the most comprehensive available. Use our online catalog at www.imercer.com to find surveys and reports based on geography, job function, or industry.

Global and Expatriate Data

- Information from around the world to help you manage global pay programs for worldwide operations or design competitive expatriate salary and benefit programs.

Compensation Data

- Design competitive pay programs with our comprehensive compensation reports.

Online services

- Query our database and create custom survey reports
- Request and download free questionnaires
- Online ordering
- Preview survey results
- Searchable online catalog

Confidentiality

All information collected will be treated under the high international standards of ethics and confidentiality regularly practiced by Mercer Human Resource Consulting. Thus, we guarantee that the statistical data will be presented in such a manner as to prevent recognition of individual company information.

Compensation consulting

Compensation and performance: tailored solutions that align total compensation to the business strategy and link professionals' rewards to the company's performance:

- Total compensation strategy
- Executive compensation, including short and long-term incentives plans design
- Performance management aligned to compensation programs
- Compensation to sales force
- Position description and evaluation and salary structure definition

Products and Services

Position pricings

Mercer will price any individual position, for which robust data is available, generally within two working days. This service is particularly useful for companies setting up in a country or with a small representative office. Often position prices are used as a basis for job offers.

Custom Surveys

Mercer serves as a third party administrator of compensation surveys for a large number of individual clients and client groups/associations. In this role, we bring extensive expertise, a wide range of options for methodologies and approaches, state-of-the-art technology, and the assurance of participant confidentiality.

Strategies for human capital

Solutions to optimize investments and implement talent management systems and practices in order to build competitive and sustainable advantage through people:

- HR integrated management (3P Approach - position, performance and people)
- HR strategy and talent management
- Competency analysis and modeling
- Performance management, 360 degree evaluation (Multi-Source Feedback) and coaching
- Career modeling and succession planning
- Potential assessment
- Organizational climate and engagement management
- Development and revision of practices and policies for expatriates
- Culture assessment

HR function effectiveness

Solutions that link company and workforce strategies to HR products and services:

- Transformation of HR function in order to increase its contribution to business (HR Operations Scanner)
- Definition and revision of HR policies and organizational structure

- Consulting in mergers, acquisitions, joint ventures, initial public offer, alienation, business start and transformation

Mobility Consulting

Whether your organization is creating an international assignments policy for the first time, or as is often the case reviewing it to adapt to new structures, regional integration or new business dynamics, Mercer can help.

Mercer's unique policy audit and development process starts by fully clarifying the role of expatriation and then identifies corresponding practices to achieve strategic objectives.

“What should we pay our executives when transferred from one country to another?”

Mercer's compensation services support our clients in designing competitive, equitable and cost-effective expatriate packages, helping you answer the above question.

Mercer PayMonitor®

Mercer PayMonitor® is a leading edge analytical tool, providing you with instant online access to the highest quality, most comprehensive market data available, from a trusted source. Use the powerful analytical features of Mercer PayMonitor® to effectively evaluate your organisation's competitive position and analyse a wealth of market data.

Mercer PayMonitor® allows you to:

- instantly access Mercer's survey databases from around the world,
- price benchmark and hybrid positions using markets and statistics that you select,
- retrieve predefined or create customised market statistics for your positions globally,
- export and/or print all results you create - including the entire published report, and
- utilise regression functionality in selected surveys.

Access Mercer PayMonitor® survey databases for more than 65 countries around the world.

Visit imercer.com/paymonitor for more information, including an online demonstration.

For information on prices and countries where products are available, please call or send an e-mail to one of the “Local Contacts” listed on page 24.

Total Remuneration Surveys - TRS

Giving Employers a Competitive Edge

Mercer's comprehensive annual Total Remuneration Surveys (TRS) collect information on both compensation and benefits for over 700 positions.

Our TRS has a core set of over 200 standard jobs in the world and over 500 jobs in the region. In addition, the surveys have industry-specific jobs according to their market. This gives you the ability to compare pay and benefits levels both locally and regionally.

The Survey results enable you to:

- Evaluate the competitive position of each of your jobs and all total remuneration components
- Gain an understanding of key remuneration issues in each country
- Make meaningful comparisons of remuneration practices between countries
- Identify areas for improvement
- Plan compensation and/or benefits adjustments for the future
- Analyze information according to your individual country-specific or multi-country needs and conduct "what-if" analysis using Mercer's analytic software

In Latin America and the Caribbean, Mercer's TRS comprises 20 countries

Argentina	Costa Rica	Honduras	Peru
Bolivia	Dominican Republic	Mexico	Puerto Rico
Brazil	Ecuador	Nicaragua	Trinidad & Tobago
Chile	El Salvador	Panama	Uruguay
Colombia	Guatemala	Paraguay	Venezuela

Survey Positions

- Administration
- Engineering
- Finance
- General Management
- Human Resources
- Information Technology
- Logistics and Purchasing
- Manufacturing
- Marketing
- R&D
- Sales

Position Evaluation

Mercer's TRS is built on the foundation of our proprietary job evaluation methodology, International Position Evaluation (IPE). Mercer's IPE uses 4 basic factors to evaluate a benchmark position:

- The impact that the position has on the organization
- Responsibility for communication, both internal and external to the company
- Requirement for innovation, to develop new and improved procedures, services or products, and
- Knowledge, academic or gained from experience, needed to accomplish objectives and create value.

These factors are fine-tuned to take account of revenue and headcount, number and type of business units, and organizational complexities, including cross-border responsibilities.

Total Remuneration Surveys - TRS

TRS Results Delivery

The TRS results are delivered via the Internet. Mercer's Interactive software PayMonitor provides the capability to:

- Generate custom statistics based on a company's individual country needs (e.g., selecting a custom group of participating companies, using companies within a custom size category by revenue or employment size)
- Compare your data to the market and obtain a percent and monetary deviation from the market for each job
- Print the results and export the statistics

TRS Results Content

Executive Summary

A general review of the typical salary practices and compensation mix, employee turnover, employment trends, and information on a variety of economic indicators related to human resources management decisions are provided in the Executive Summary.

Benefits

Information on benefit practices and typical provisions (as applicable) is provided. This includes a review of bonus plans, company car provisions, group insurance and retirement plans.

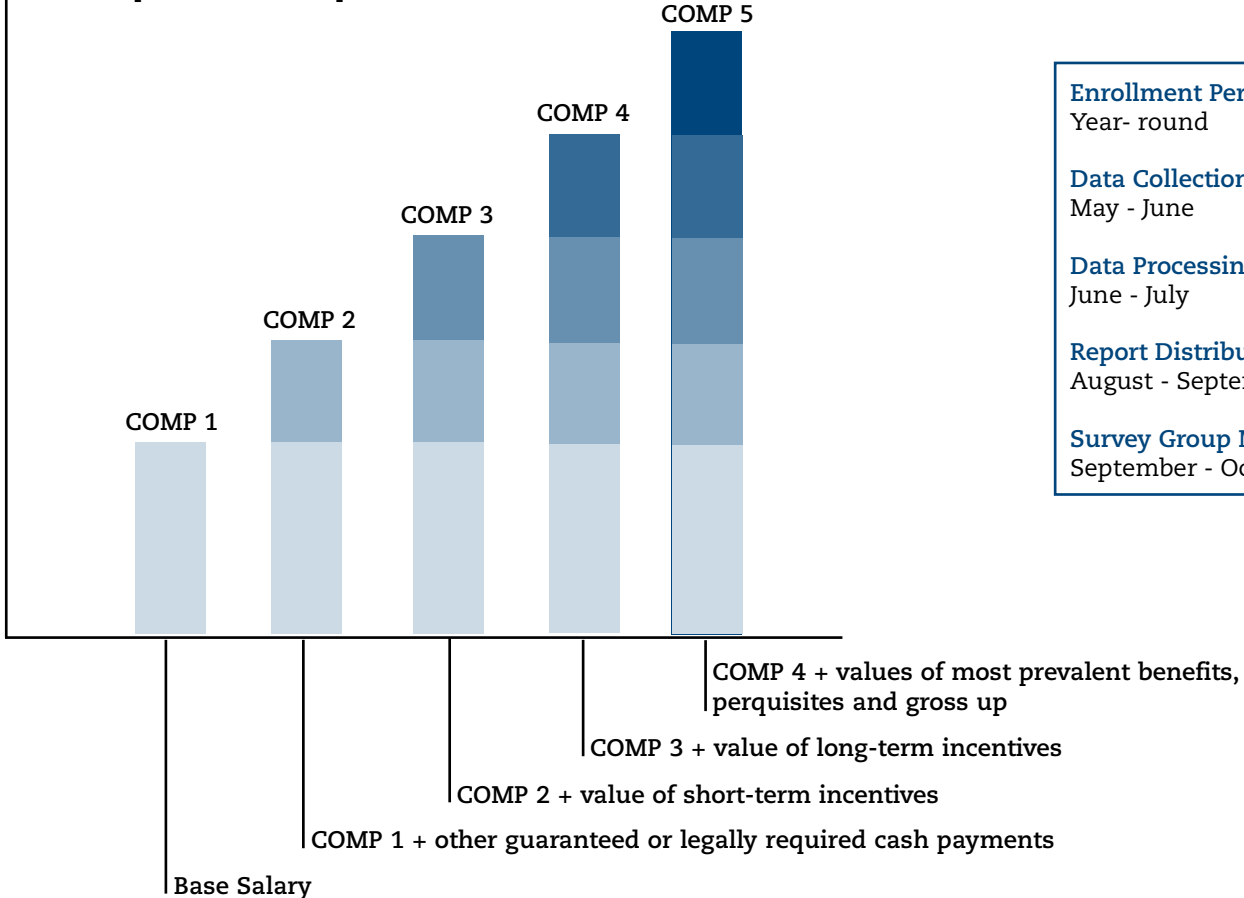
Market Regression

Regression statistics and graphs by position class and by functional area (e.g., finance, HR) for each of the major components of total remuneration (e.g., Comp1, Comp2, . . . Comp5) are available.

Position-Based Market Statistics

The statistics and graphs by position class and by functional area (e.g., finance, HR) for each of the major components of total remuneration (e.g., transportation allowance, car allowance, retirement).

Total Compensation Concepts



*Please contact your local Mercer consultant to verify regional availability.

2010 TRS Price Guidelines for Latin American & Caribbean

Country	Report Available	Prices converted to US\$
Argentina	August 30	\$ 4,250
Bolivia	September 15	\$ 2,000
Brazil	August 30	\$ 7,800*
Chile	August 30	\$ 3,800
Colombia	August 30	\$ 3,500
Costa Rica	September 15	\$ 2,400
Dominican Republic	September 15	\$ 1,750
Ecuador	August 30	\$ 2,800
El Salvador	September 15	\$ 2,200
Guatemala	September 15	\$ 2,200
Honduras	September 15	\$ 1,800
Mexico	August 30	\$ 3,850
Nicaragua	September 15	\$ 1,800
Panama	September 15	\$ 2,400
Paraguay	September 15	\$ 2,200
Peru	August 30	\$ 3,500
Puerto Rico	September 15	\$ 1,750
Trinidad & Tobago	September 15	\$ 1,750
Uruguay	September 15	\$ 2,200
Venezuela	August 30	\$ 6,000
LARO Survey	October 15	\$ 2,250

* Mandatory Service Tax will be added to survey fees (currently 5%)

Notes:

- (1) You may request the benchmark jobs, data collection questionnaires and list of participant companies, for any of the surveys listed above.
- (2) In addition to the Mercer-sponsored surveys listed above, clients in various industries sponsor club surveys. Please call for information.
- (3) Non-participant prices are either 100% of the above Guidelines or with a written commitment to participate in the next survey cycle, you can purchase reports at participant prices.
- (4) All prices are quoted in US\$. If products are purchased locally, applicable sales taxes will be added to the price. Prices may vary due to changes in currency exchange rates.
- (5) Prices subject to change without notice.

Financial Services Industry 2010

Banking Industry, Insurance Industry and Consumer Finance Services

Clear, accurate, and complete information on compensation and benefits.

Good reasons why your company should acquire Mercer Financial Services Industry Surveys

Quantitative and Qualitative Compensation Analysis

Comp 1	Base Salary
Comp 2	Comp 1 + Commissions
Comp 3	Comp 2 + Variable Cash Compensation
Comp 4	Comp 3 + Long-Term Incentives
Comp 5	Comp 4 + Benefits + Tax Efficiency

Reliability and Impartiality

Reliable data gathered by independent consulting, ensuring total process impartiality.

Representative Sample

Participating companies constitute a significant market sample, ensuring an excellent degree of comparison to selected panels.

Methodology

Comparison by job match. It presents the salaries effectively paid, without weighing company and/or position variables.

Resource Optimization

Effective managerial tool for salary and benefits administration, driving Human Resources personnel to more strategic activities.

Custom Service

- Company data are gathered in person, during a visit of a Mercer specialized consultant.
- Use of a modern electronic system for data collection.

Pricing:

- Banks: R\$ 18.375,00/ARS 20.000
- Insurance: R\$ 7.350,00/ARS 5.000
- Consumer: R\$ 8.925,00/ARS 9.000
- R\$ 840,00/ARS 500 by additional Defined Market

Surveys available in Argentina and Brazil - will soon be available in other countries. For further information, please contact Roberto Rosseto, tel.: (55-11) 3048-4406, e-mail roberto.rosseto@mercer.com. or Martin Lopez, tel.: (54-11) 4000-0910, e-mail martin.lopez@mercer.com.

Club Surveys

Mercer can develop salary surveys focused on a specific group, with its own methodology, job list and results presentation. This approach has the objective of making the best use of resources for a representative group of companies.

Latin American Regional Offices - LARO

LARO survey enables you to measure precisely the competitiveness of your compensation package for key regional staff.

Regional offices, often located in South Florida, must compete to attract and motivate high-caliber, bilingual, and bicultural staff. Regional responsibilities commonly require a heavy travel schedule, at the expense of family commitments. Professional staff must also have the skills to operate effectively with minimal home-base support.

For these reasons, standard US compensation packages are often inadequate to attract and retain employees with these vital talents. This survey is designed to fill this gap and give you the relevant data you need to measure precisely the competitiveness of your compensation package for key regional staff. Database reports will give you a valuable tool to design packages that will attract and retain the talent you need.

Our study includes:

Salary Information by position

The US-LARO database provides information on over 60 executive, managerial and professional jobs, representing these functions:

- General Management
- Customer Service
- Information Technology
- Finance
- Supply and Logistics
- Commercial
- Human Resources
- Marketing
- Legal Affairs
- Sales

Remuneration is calculated for each position on an individual basis and analyzed using the compensation components.

Qualitative analysis of Benefits

We present a detailed description of the types of benefits given by the market to these positions, such as health benefits, life insurance, education, company cars, saving plans, among others.

Access to PayMonitor

How do we ensure the highest quality data?

- Mercer consultants work with participating companies when collecting and analyzing data. Each company receives personalized assistance in the job matching process.
- Rigorous methods are used to analyze the submitted data to ensure high quality surveys.

Pricing

US\$ 2,250

2-year subscription: 10% discount

3-year subscription: 15% discount

Enrollment

July 15th, 2010

Data collection

July

Effective date of all data

June 30th, 2010

Report delivery through Mercer PayMonitor

September 30th, 2010

Latin American & Caribbean Information Technology & Telecommunications Industry Survey (LACITT)

This is the moment to start planning your compensation strategy; for this reason, knowing the trends and behaviour of the market is becoming a must!

Our survey includes:

Salary Information by position

For the analysis of competitiveness we combine the job matching per position with our international position evaluation methodology (IPE 3.1), in order to assure that the comparative criteria is aligned with your company structure.

Remuneration is calculated for each position on an individual basis and analyzed using the following compensation components:

Comp 1	Base Salary
Comp 2	Other Non-Variable Cash Compensation
Comp 3	Variable Cash Compensation
Comp 4	Long-Term Incentives
Comp 5	Benefits and Perquisites

LACITT's survey methodology includes three key elements that are designed to allow straightforward and efficient matching of survey benchmark jobs to roles in your company.

Pricing

Country	Standard LACITT prices	2-Year Subscription	3-Year Subscription
Argentina	4.250	3.613	3.400
Bolivia	2.000	1.700	1.600
Brazil*	7.800	6.630	6.240
Chile	3.800	3.230	3.040
Colombia	3.500	2.975	2.800
Costa Rica	2.400	2.040	1.920
Dominican Republic	1.750	1.488	1.400
Ecuador	2.800	2.380	2.240
El Salvador	2.200	1.870	1.760
Guatemala	2.200	1.870	1.760
Honduras	1.800	1.530	1.440
México	3.850	3.273	3.080
Nicaragua	1.800	1.530	1.440
Panamá	2.400	2.040	1.920
Paraguay	2.200	1.870	1.760
Perú	3.500	2.975	2.800
Puerto Rico	1.750	1.488	1.400
Trinidad	1.750	1.488	1.400
Uruguay	2.200	1.870	1.760
Venezuela	6.000	5.100	4.800

* Plus local taxes 5.263%

Access to the general market database

For Free! Enjoy the advantages to access Mercer Latin America database (more than 1500 companies).

Access to PayMonitor

Optional: Qualitative Benefit Report for the Industry

We present a detailed description of the types of benefits given by the Information Technology and Telecommunications market.

Scope of Services

- A dedicated client relationship manager to act as a primary point of contact.
- One central invoice for all countries in June of each year.
- Access to the entire database of Mercer TRS for participating companies through Mercer PayMonitor.
- One complimentary peer cut per country for which you purchase a report and one IT per cut (with a minimum of 10 companies).
- Preparation of a preliminary regional job matching spreadsheet and, with purchase of a minimum of 6 country reports, a half-day meeting to discuss and modify local data, prior to process and delivery of final reports. (Travel expenses at cost if meeting not held in a Mercer office).
- One copy of Mercer's Global Compensation Planning Report.

Enrollment

March, 2010 through May 31, 2010

Data collection

April through May

Effective date of all data

May 31, 2010 (consistent with Mercer TRS)

Report delivery through Mercer PayMonitor

August 30

September 15 (Bolivia, Caribbean, Central America, Paraguay and Uruguay)

Country Compensation Overview Reports

The need for clear, concise and current salary information is fundamental to the successful operation of your business. Already widely used by hundreds of major multinational organisations, Mercer's Country Compensation Overview Reports provide a quick, at a glance summary of compensation data, allowing salary levels to be assessed rapidly and precisely. Mercer's Country Compensation Overview Reports provide a condensed compensation overview for 200 core jobs in over 50 countries, including Argentina, Brazil, Chile, Colombia, Mexico, and Venezuela.

The Reports feature clear, easy-to-use graphs and tabular presentations showing the three levels of compensation analysis detailed below.

- Comp 1 – Total 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.

For more detailed compensation information, including the valuation of benefits and long-term incentives on a broader range of jobs, contact your local Mercer consultant for details of Mercer's Total Remuneration Surveys.

Available Countries:

- Argentina
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Puerto Rico
- United States
- Uruguay
- Venezuela

Pricing:

TRS Participants	\$ 2,150
Non-participants price - per country	\$ 3,900

Customized Compensation Surveys

To Satisfy the Specific Needs of Your Company

Mercer places at your disposal its international know-how, broad experience and successful track-record in Human Resources consulting, to develop compensation surveys in accordance with the specific needs of your company.

Mercer invests heavily in Information Technology every year and can count on a specialized team of professionals, fully dedicated to creating and perfecting the systems utilized in the projects undertaken. This technology is used to streamline data collection, tabulation and processing of the information, and presentation of results.

Mercer can advise your company on various fronts

- Determining survey objectives
- Defining and validating job structures
- Defining the approach to the survey (Total Remuneration or Cash Compensation)
- Selecting a comparative panel of companies
- Defining the methodology to be applied
- Defining the statistical criteria for treatment of the salary data and tabulation of the information obtained
- Selection of the models of printed and electronic reports which will be used
- Assistance in the analysis and interpretation of results
- Developing an action plan

Confidentiality

All information collected will be treated under the high international standards of ethics and confidentiality regularly practiced by Mercer. Thus, we guarantee that the statistical data will be presented in such a manner as to prevent recognition of individual company information.

Presentation of Results

Mercer offers its clients two options for the presentation of survey results: printed reports and electronic systems.

Printed Reports – Containing methodology, definitions, results and analyses which can be customized according to the needs of each client.

Electronic Systems – We develop a variety of electronic systems which generate simulations and analyses, aiming at advising Human Resources areas on the effective management of their compensation plans. These systems allow the user to:

- Generate simulations with different selected panels
- Group jobs in various forms and to issue reports
- Alter the form of remuneration composition, according to specific analysis needs

Timeline and Pricing

Dependent on the scope of the survey, number of participants, jobs and countries.

For information on prices and countries where products are available, please call or send an e-mail to one of the “Local Contacts” listed on page 24.

Market Value Pricing - Local Job Pricing

This consulting service takes advantage of Mercer's wide local database of remuneration information. Job pricing services are available for both local and expatriate positions. For local position reports, components of the Annual Compensation Package or Annual Total Remuneration are provided from Mercer's Total Remuneration Surveys.

International Position Evaluation™ System - IPE™

Mercer's International Position Evaluation™ System (IPE™) is designed to objectively evaluate the relative ranking of positions. It is a simple, consistent yet highly accurate measure of relative job sizing that has universal application in today's fast changing environment.

The IPE™ system can be used to compare positions within or across job families and in different organizations in various countries. Through IPE evaluations and Mercer's compensation surveys, key positions can be compared and market priced across all regions of the world.

Recent enhancements to IPE are based on the latest developments related to organization structuring and the perception of relative job size. The supporting eIPE software is a simple and consistent yet highly accurate online tool allowing clients to compare positions within job families and across different business units and countries.

The Bulletin

Salary perspectives and economic indicators

Under the current economic environment, it is important to be updated about topics that might have impact on the compensation strategy.

- Do you identify your company's competitiveness within your industry?
- Are you aware about the latest principal economic indicators variations?

The answer to these and many other questions are found in The Bulletin!

Investment

USD \$485 plus Tax

Price is shown in estimated US\$. It will be converted to local currency on day of invoice.

Mercer College - Training on Human Capital Strategic Management

Training our clients is a Mercer priority.

With our trainings, you will become aware of the concepts that really make the difference when Human Capital management is the issue, giving you access to several opportunities within your profession.

Objectives of the Compensation Management Course:

- Understand the importance of counting on a suitable alignment between the human capital management and the company's business plan.
- Understand the human capital management impact on the human resources attraction, retention, motivation and engagement necessary to achieve the organizational goals.
- Understand the basic concepts, as well as the basic functioning of the necessary tools to achieve the alignment in the organization

Our Approach

- The program will count on theoretical presentations, as well as group and individual exercises, helping with the internalization of applicable management concepts and tools.
- It is specifically designed for a reduced group of participants, aiming at generating a personalized contact between the instructor and each participant, which will contribute to achievement of the proposed training goals.
- The training is designed so that the participant acquires a wide range of knowledge and tools fundamental for the human resources strategic management in an organization.
- The training is designed in a modular way – the participant interested in only some specific topics has the flexibility of joining the modules in an independent way.

Main Topics

- Human Capital Strategy
- General Concepts on Total Rewards
- Job Description, Evaluation and Classification Methodology
- Market Salary Surveys, their interpretation and analysis
- Salary Structure Building, based on Position Evaluations and Salary Surveys
- Variable Compensation: Short and Long-Term Incentives
- Benefits in General, with emphasis on Health and Retirement
- International Assignments Management
- Performance Management
- Climate and Engagement Management

Variable Compensation - A Portrait of the Short and Long-Term Incentives Practices

A Portrait of the Short and Long-Term Incentives Practices

Consider these questions:

- How do companies structure their programs in order to align remuneration with the business strategy?
- What kind of mix between short and long-term incentives are companies using nowadays?
- How has the world economic crisis affected the current programs?

In a dynamic landscape of constant organizational changes, companies need effective variable compensation plans to maximize their results.

The Variable Compensation report aims to help companies in the analyses of current and future incentive programs, contributing to the strategic decision making.

It provides qualitative and quantitative information on the variable compensation practices in the market, based on companies from several market segments, such as: Consumer Goods, Automakers, Auto Parts, Telecommunications, Chemical, Construction, Pharmaceutical, Mining and Milling, Computer and Electronic Products, Services, among others.

The report presents conceptual definitions, data, analyses and comments on all hierarchic levels:

- Presidents
- Directors
- Sr Managers
- Managers
- Supervisors
- Professionals
- Operationals

It also includes the plans' real and target values, and tabulations considering the size, segment and origin of the capital.

For information on prices and countries where this product is available, please call or send an e-mail to one of the "Local Contacts" listed on page 24.

Compensation and Benefits Survey for Interns

Consider these questions:

- What is the main reason for hiring an intern?
- Does your company have a formal performance evaluation program for interns?
- What does your company offer to attract and retain them?

With the recent law changes related to internship, it is necessary to monitor the administration practices of allowances and benefits for interns.

The Compensation and Benefits Survey for Interns reports, developed by Mercer based on a survey conducted in the 2nd quarter of 2009 in Brazil and Argentina, present the results in graphs and tables that will help you to analyze the compensation and benefits practices used by the participating companies.

Brazil has conducted a new edition of the survey and results will be available in May.

Investment

Participants: US\$ 480

Non-Participants: US\$ 850

For further information, please contact:

Brazil

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Regional Benefits Practices Survey

Professionals acknowledge that the benefits offered by organizations represent a significant differentiator between compensation packages. Furthermore, companies know that the benefits offered are an important instrument for the attraction and retention of high quality talent.

The Regional Benefits Practices Survey is a reliable tool which permits a detailed analysis of the principal benefits granted and the trends identified. This allows companies to make a comparison of their own benefits policies with those of the market.

Surveyed Benefits

The report will be presented in four chapters:

Health Care Plans and Life Insurance

- Medical
- Dental
- Vision
- Pharmaceutical
- Medical Check-up
- Life Insurance-Accidents

Retirement

- Defined Contribution
- Defined Benefit
- Mixed Approach

Car Plan

- Assigned Car
- Car Financing
- Bonus in lieu of the Car
- Mileage/Kilometer reimbursement
- Driver and Bodyguard

Miscellaneous

- Restaurant Voucher
- Cafeteria
- Food Coupons
- Loan
- Club Membership
- Stock Purchase
- Mobile Phones
- Parking
- Education Assistance
- Day-Care Center
- Product Discount
- Flexible Benefits
- Work Life Balance
- Wellness Program
- Benefits Trends

Countries Surveyed and Prices (2009 edition)

Country	TRS Participant	TRS Non-Participant
Argentina	US\$ 1,800	US\$ 3,600
Brazil	US\$ 2,300	US\$ 4,600
Chile	US\$ 1,800	US\$ 3,600
Colombia	US\$ 1,800	US\$ 3,600
Ecuador	US\$ 1,800	US\$ 3,600
Mexico	US\$ 2,100	US\$ 4,200
Peru	US\$ 1,800	US\$ 3,600
Venezuela	US\$ 1,800	US\$ 3,600

Items Analyzed

The survey studies the benefit plans offered by companies and their characteristics such as:

- Description of the plan
- Types of plan
- Coverage
- Eligibility
- and more

Timetable

Survey conducted every two years. 2009 edition available now.

Presentation of Results

An electronic pdf report which includes graphs and tables illustrating the main market practices and trends, for each analyzed benefit.

Note: each chapter can be purchased separately.

Policies and Practices for the Provision of Car Benefit

The provision of an automobile benefit is a very common practice for companies in the Brazilian and Mexico's market. The perception of the value of this benefit has grown among executives.

Mercer conducts a special survey on this benefit with the objective of identifying the various criteria and forms of provision of automobiles to the different hierarchical levels of companies.

Legal Implications

The principal laws and legal implications applicable to this benefit are presented.

Items Analyzed

- Characteristics of the automobile (make, year, model, value, accessories)
- Form of provision (designated, leasing, financing, allocation of funds)
- Eligibility
- Frequency of exchange
- Purchase option for the executive (with or without a discount)
- Payment and/or reimbursement of expenses (fuel, maintenance, insurance, taxes)
- Armored car
- General information about the International Car Report
- Form of taxation

Pricing Options

Price is shown in estimated US\$. It will be converted to local currency on day of invoice.

Brazil's Participants US\$ 1500/Non-participants US\$ 2200
Service tax ("ISS") will be added to the amount above, currently 5%

Mexico's Participants US\$ 895/Non-participants US\$ 1240

Severance Survey

Formal Policies for the Severance of employees

The objective of this survey is to provide a general overview of the market practices related to policies for the severance of employees.

Items Analyzed

- Eligibility for the Program

- Form of Payment

- Criteria for Payment

- Value of the Incentives

- Maintenance and Provision of the Benefits

For information on prices and countries where this product is available, please call or send an e-mail to one of the “Local Contacts” listed on page 24.

Practices and Indicators of the Labor Force Success in Latin America

What are the criterion used to measure workforce contribution for implementing human capital and business strategies?

What is the indicator most used by the market?

The basis for the transformation of labor force and its orientation to the execution of human capital strategy is the HR management system and the quality of its execution.

In order to trace a panorama and to develop solutions that may assist the organizations with questions related to the management of HR and human capital strategy, Mercer has developed the Survey of Practices and Indicators of Labor Force Success in Latin America.

The Practices and Indicators of Labor Force Success highlight what is important for the organization as they constitute an authentic strategic guidance for managers in relation to human capital strategy

Ensure business success through your people!

Pricing

Participants	\$ 300
Non-participants	\$ 600

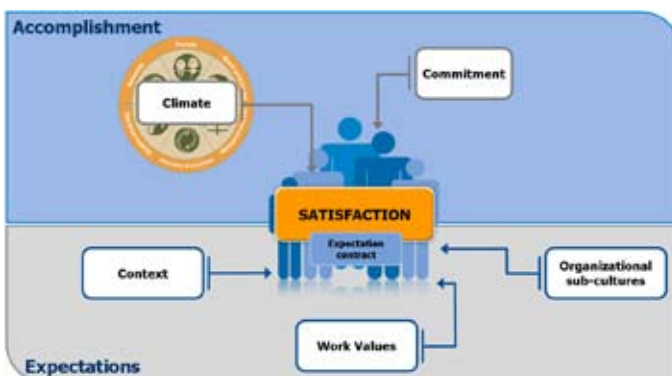
Organizational Climate and Engagement Management

How do we Analyze Organizational Climate and Engagement?

We do so starting from an implicit agreement established between the organization and each one of its members. General satisfaction at work is an indicator of how well this agreement is working, and the outcome generally depends on the balance between expectations and accomplishment.

Accomplishment is a combination of what employees perceive they get out of the organization (Climate), and in turn what they are giving back to the organization (Engagement). Usually, the higher the level of accomplishment, the higher is the level of general satisfaction.

On the other hand, general job satisfaction also depends on expectations. The higher expectations are, the lower the general level of job satisfaction will be. There are several different factors that generate expectations in employees. They include the context of the job, work values (individual preferences when choosing a job), organizational sub-cultures (different groups within an organization, such as the field of work, years of service, job level, etc.)



How do we assist manage organizational climate and engagement?

By helping organizations to identify the current relationship between accomplishment and expectations, and designing action plans aimed at reducing the gap between them. Action plan design takes account of strategic business priorities, climate drivers and organizational engagement.

Moreover, we help implement climate and organizational engagement management systems, applying a quantitative and qualitative methodology to evaluate and monitor the impact of action plans when implemented.

Pricing:

Dependent on the scope of the survey. (For information on prices and countries where products are available, please call or send an e-mail to one of the "Local Contacts" listed on page 24.)

What does Mercer offer you as a partner on Organizational Climate Management?

- Our survey methodology, endorsed by many companies which subsequently verified measurable improvement in their engagement indicators
- A survey process that is agile, dependable and confidential
- An exclusive Internet tool to decentralize the results of the survey through online access
 - Personalized access
 - Significant increase in involvement of various management levels in the analysis, communication and comparison of results
- Specialized consultancy to develop integrated steps, from data collection to the design, monitoring and evaluation of action plans:
 - Planning and communication
 - Definition of the right tool and logistics for its application
 - Analysis and presentation of results
 - Identification of the principal drivers of climate and engagement
 - Training the HR team to manage organizational climate and engagement management on an ongoing basis
 - Development of the leadership required for the efficient implementation of action plans
 - Follow up, monitoring and evaluation of the impact of action plans after their implementation
- Action plans to guide the setting of Human Resource goals that generate value both for employees and for the company

Talk with us about the needs of your company, and let us share with you the experiences of clients who have achieved meaningful results by successfully managing their Organizational Climate and Organizational Engagement.

Multi-Source Feedback

Why rate an individual's performance on selected competencies?

Mercer has partnered with many organizations to design, develop and deliver their 360 degree feedback initiatives. Our experience encompasses public and private sectors, small and large organizations, multi-national and domestic organisations.

Supporting our experience is our research into targeted performance feedback, resulting in a uniquely robust offering designed to maximise the impact of the 360 degree feedback initiative.

Our approach focuses the needs of individuals, providing them with the resources to compare their performance in different situations, as well as our method focuses the organizational needs, resulting in a streamlined offering with minimal administrative burden.

So, what is 360 degree feedback?

It is the systematic collection and feedback of data on an individual or groups gathered from a number of sources. This process is based on three steps: 1) a number of different people rating an individual's performance on selected competencies via a questionnaire, 2) the comparison of all responses and 3) the report (feedback to the individual). These rater's include the individual's peers, subordinates and managers, and may include people from outside the organization, such as customers, clients or suppliers. The feedback recipient is also expected to evaluate his or her own performance.

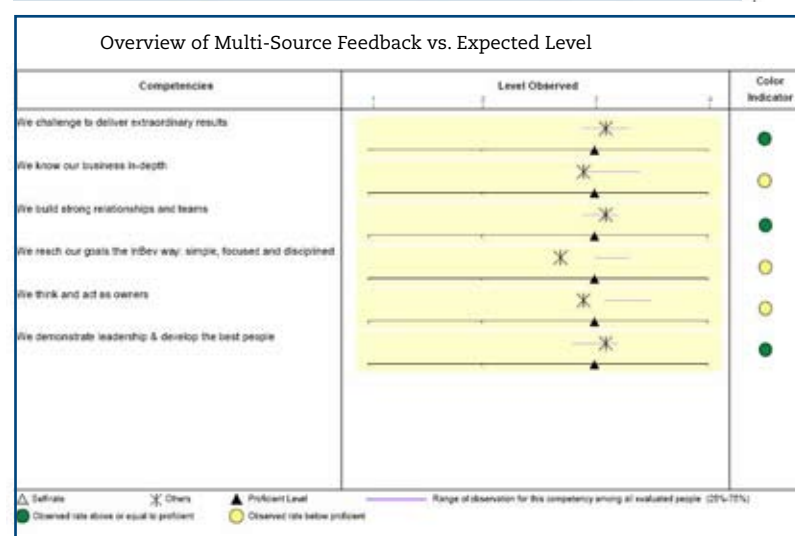
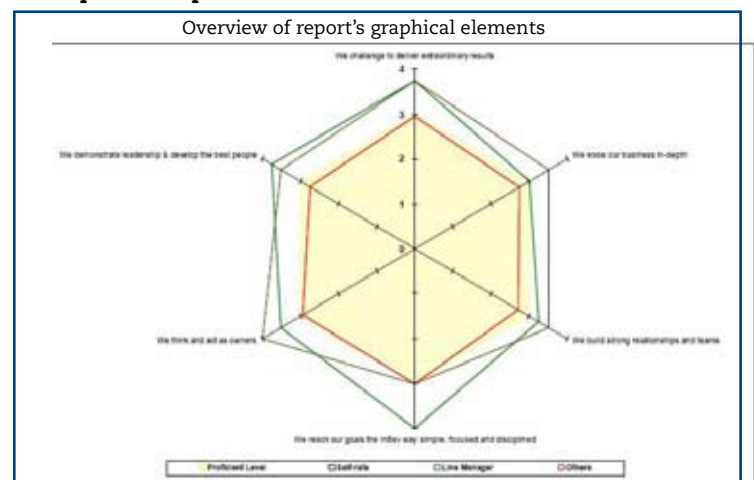
Why do organizations implement a 360 degree feedback process?

- Low employee performance
- Poor manager/employee relationships
- Minimal or poor development initiatives
- Culture change/reinforcement needed
- High turnover
- Low or misdirected motivations

What are the benefits from conducting this kind of survey?

- Incentivates the process of communication between superiors and employees
- Establishes individual and corporate development goals, focusing on competencies
- Allocates training resources in a structured and focused way
- Provides leaders with the opportunity to demonstrate their competencies and being rewarded by the organization
- Cultural evolution
- Sustainable growth for both company and individual
- Integration tools between people management processes – hiring, career, succession, development, compensation, etc
- Alignment of individual competencies to organizational strategies

Samples of reports:



Pricing:

Dependent on the scope of the survey.
For information on prices and countries where products are available, please call or send an e-mail to one of the "Local Contacts" listed on page 24.

National Cost-of-Living Studies

When relocating employees from one city or country to another, it is very important to have reliable cost-of-living information to determine appropriate compensation packages. The objective is to ensure that assignment is fair and consistent so that the compensation packages encourage mobility.

Besides the International Cost of Living, Mercer has developed national studies aiming local assignments, providing information on food, transportation, clothing, entertainment, education, housing and healthcare, among others.

Chile - 6 cities surveyed

Pricing:

COL index: US\$ 650

COL complete report: US\$ 1,260

Accommodation table: US\$ 450

Education table: US\$ 300

For further information on this survey, please, contact Fernanda Herrera, e-mail fernanda.herrera@mercer.com.

Mexico - 42 cities surveyed

Pricing:

US\$ 400 per city / US\$ 2,350 per 42 cities

For further information on this survey, please, contact Sandra Huertas, e-mail sandra.huertas@mercer.com or Veronica Perez, e-mail veronica.perez@mercer.com.

Domestic Transfer Practices - Mexico

This report analyses how companies' leaders address administrative issues on personnel transfers within the Mexican Republic.

On this study, you can find answers to specific questions such as:

- What issues should I consider when transferring personnel within the Mexican Republic?
- What are the usual benefits granted by level in an assignment?
- How benefits vary depending on the duration of assignment?
- How do companies apply the cost of living index?

The results of this survey will allow you to know the practices that some companies in Mexico City follow to make their national transfers successful and to keep the competitiveness of their package. It will help as a reference to develop, modify and/or adapt policies and compensation practices for national transfers.

It includes relevant issues on national assignments like compensation practices, housing, allowances, and localisation within some others.

Investment

USD \$940 plus Tax

For more information, contact Sandra Huertas at +52 (55) 5999-1951 or at sandra.huertas@mercer.com and Verónica Pérez at +(52) 5999-1917 veronica.perez@mercer.com.

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