

MERCER



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2008 US catalog




**Compensation solutions –
the authoritative source**



Consulting. Outsourcing. Investments.

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 17,000 employees, based in more than 40 countries, ensures integrated, worldwide solutions. Our consultants work with clients to develop solutions that address global and country-specific challenges and opportunities. Mercer is experienced in assisting both major and growing, mid-size companies.

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Mercer, the authoritative source

Human capital professionals around the globe rely on Mercer to help them acquire information, analyze it, and convert it to human capital intelligence. This catalog presents an overview of Mercer compensation data, services, and software solutions. We strive to deliver the best information to help you attract and retain key talent while still watching the bottom line. To learn more, **visit imercer.com** or contact your local Mercer consulting office.

Benefits

- Features and values from 1,500+ US organizations
- Social Security and Medicare resources



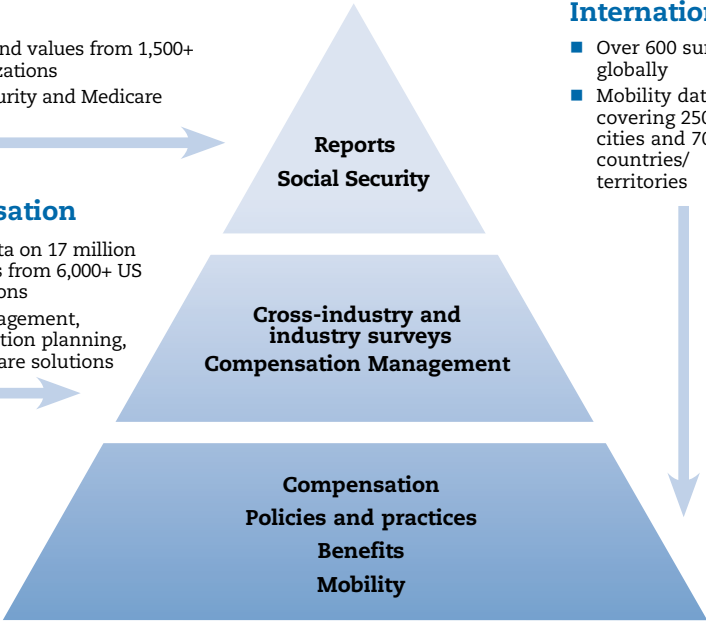
Compensation

- Market data on 17 million employees from 6,000+ US organizations
- Data management, compensation planning, and software solutions



International

- Over 600 surveys globally
- Mobility data covering 250 cities and 70+ countries/territories



Mercer Information Product Solutions

Globally consistent position codes, better job matches

Organizations that manage compensation across multiple locations and borders require a consistent benchmarking framework. The Mercer Universal Position Coding System® (MUPCS®) reflects how organizations structure work around job families and career levels.

With Mercer PayMonitor®, users may combine positions across families that reside in similar career streams. The MUPCS codes convey a wealth of information about the job and improve the accuracy of job matching.

Human Resource Manager

1 2 0 . 0 0 0 . 2 2 1

Family

Sub-Family

Career Stream

Level
Job/Activity

110	Corporate Affairs
120	Human Resources
210	Finance

000	General
220	Recruitment
228	Compensation

210	Management – Senior Management/Director
220	Management – Manager
230	Management – Team Leader/Supervisor (Professional)
240	Management – Team Leader/Supervisor (Para-professional)

Compensation survey overview

In the US, Mercer conducts nearly 100 compensation surveys covering critical functions, industries, organizations, and geographies. The US database includes more than 5,000 positions and 17 million employees.

Real world issues

Human resource departments are challenged to do more with less. To develop their compensation strategies, HR professionals need the right organizations, the right positions, and the right data elements.

How Mercer is unique

- Data backed by consulting experience with real-world client issues
- Mercer PayMonitor® permits unlimited custom analysis
- Unmatched data in these industries: contact center, energy, financial services, healthcare, insurance, pharmacy, retail, telecommunications
- Long-term incentive data is available in many of our survey reports
- Consistent global data in 70+ countries
- Year-over-year analysis for most Mercer-owned surveys

Custom surveys

Need leading-edge compensation survey information for your organization or association? That's a Mercer specialty. Jointly we determine the best terms for each relationship. Options range from conducting a unique survey on behalf of the client to leveraging an existing Mercer survey. Here's a brief summary of each type of relationship.

Client-sponsored surveys

Gain the greatest level of client control for surveyed positions, data elements, reporting, timing, and participants. Mercer acts as the independent third-party survey administrator and processes all data, ensuring participant confidentiality.

Association surveys

Stimulate membership and/or generate revenue by offering data specific to your association members or industry. Release survey results overview to gain attention for your association or host events to discuss the data.

Special data analysis

Request special data analysis specific to your organization's needs from existing Mercer surveys. Mercer also can query participants in a given survey on a particular issue, practice, or demographic.

Survey endorsement

Associations can endorse an existing Mercer survey. Endorsements gain exposure for associations, providing opportunities to stimulate membership and/or revenue.

Partnerships that meet client needs

Mercer can help individual organizations and associations acquire the data they need to meet their human capital goals. Please call **800 333 3070** to speak to a Mercer relationship manager.

Mercer PayMonitor®

Quickly access market data using template reports, generate custom reports, or print the full report from the PayMonitor PDF. Most Mercer compensation surveys provide additional analysis by location and industry. Location analysis is aggregated by the Metropolitan Statistical Area (MSA). Industry analysis is aggregated into selected industry groups. In addition, analysis specific to the functional area or industry type is provided in each survey.

All Participants Analysis

Base Pay is the essential driver of market pricing, while Total Cash Compensation represents prevalence of bonus amounts in the market.

Statistics

Displays data sample size and arranges by percentiles to quickly view the market's low, medium, and high payers.

Pay Range

Ranges represent the market's formal low, mid, and high pay structure limits.

2007 Human Resources

120,000,221 Human Resource Manager
 Admin. top management: planning, development, implementation and evaluation activities; responsible for managing several human resources functions such as employment, labor relations, compensation, training, equal employment, affirmative action, records, safety and health, benefits and employee services. May manage human resources function for a business unit or line of business. Research reports to a Human Resources Director or Top Human Resource Management Executive.

Degree of Match: Low: 4% Equal: 52% High: 44%

(Compensation Data Displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Pay Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
All Participants Analysis	439	3,174	45.1	75.1	90.0	92.6	105.1	124.2	Minimum	465	68.5	72.4
Base Pay - Incentive Weighted	439	3,174	45.0	75.9	87.9	89.6	101.0	115.4	Midpoint	465	90.8	94.2
Base Pay - Organization Weighted	439	3,174	45.0	75.9	87.9	89.6	101.0	115.4	Maximum	465	112.2	115.9
Total Cash Compensation	439	3,174	67.5	78.5	96.1	102.4	119.0	144.1	Commin	465	99.8%	98.1%

Short-term Incentive Eligibility Analysis

Base Pay - Incentive Eligible	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Pay Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
Base Pay - Incentive Eligible	434	2,508	47.0	76.5	92.2	95.0	107.9	126.3	Actual as Percent of Pay (Mean)	429	15.2%	81%
Base Pay - Not Incentive Eligible	5	67	42.0	68.8	78.5	80.4	89.0	95.0	Threshold Percent (Mean)	125	6.8%	6.5%
Short-term Incentive - Receiving	429	1,982	3.3	7.8	12.6	13.0	13.0	13.0	Target Percent (Mean)	287	14.4%	14.1%
Total Cash Compensation - Receiving	429	1,982	75.2	89.5	95.0	95.0	106.6	126.3	Maximum Percent (Mean)	247	24.1%	23.6%
Total Cash Compensation - Not Receiving	210	2,047	6.1	8.1	12.6	13.0	13.0	13.0				

Long-term Incentives

Percent Eligible	Percent Eligible for:	Percent
Of These LTI Eligible, Percent Eligible for:		31%
Incentive Stock Options	15%	54%
Nonqualified Stock Options	48%	100%
Phantom Shares: Apprec Only	0%	Part Shares/PSOs
Phantom Shares: Full Value	0%	Long-term Cash
Restricted Stock/RSUs	37%	

Of Those Reporting LTI Grants, Percent Receiving:

Incentive Stock Options	9%	54%	4%
Nonqualified Stock Options	25%	Part Units	1%
Phantom Shares: Apprec Only	0%	Part Shares/PSOs	7%
Phantom Shares: Full Value	0%	Long-term Cash	5%
Restricted Stock/RSUs	39%		

Short-term and Long-term Incentives

With a shift to rewarding for performance, variable pay is an increasingly critical part of the pay package.

Custom analysis in 3 steps

Step 1: Select the positions for analysis. In this step, view position descriptions, highlight the positions the organization submitted for the survey, or create "blended/hybrid" jobs.

Step 2: Select the market using Predefined (nonparticipants) or Premium Queries (participants only). This feature permits selection of a specific revenue cut of the data or analysis based on industry, geography, and many other factors. Regression analysis is also an option for many surveys.

Step 3: Run the report once selections are made. Print or export the results for use in spreadsheets or other databases. Also includes a report that summarizes the market selections.

imercer.com/paymonitor
 Learn about the power of PayMonitor with our online demo

General positions

Competitive pay is crucial for positions offered in any industry – sometimes called “functional” positions. Talent in these fields can be recruited by a broad range of organizations, not just those in one industry. Mercer Benchmark Database is the cornerstone of Mercer’s functional data.

Mercer Benchmark Database

imercer.com/mbd

The Mercer Benchmark Database is available through Mercer PayMonitor® as a single, cross-functional system or by these individual modules:

- E-commerce
- Executive
- Finance, Accounting, and Legal
- Human Resources
- Information Technology
- Logistics and Supply Chain
- Manufacturing
- Marketing and Communications
- Metropolitan Benchmark (five regions)

Organizations	2,700+
Positions	1,000+
Incumbents	1.5 million+
Pricing	

	Mercer* PayMonitor Participant	Mercer* PayMonitor Nonparticipant	
12 modules, excluding Manufacturing	\$ 6,250	\$18,750	
All modules, including Manufacturing	\$ 6,750	\$20,250	← Best value - all modules
Individual modules	\$415 - \$1,160	\$1,245 - \$3,480	

*Single primary user. Add users \$150/ea per survey/module; \$1,000/ea for entire database.

Custom cuts in PayMonitor

Participants may generate reports with data from their peers. For \$600, request a custom database by organization name. Mercer screens each request to ensure confidentiality.

E-commerce

Published since 1999, this module covers positions in system security, web development, website management, and customer service. It focuses on pay for managers and professionals who work in business-to-consumer and business-to-business online sales and service.

Participants	450+
Positions	32
Data/Analysis	
Incumbents	3,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	IT Marketing Sales
Location	Metropolitan area Regional National
Industry	53 industries
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 745
Nonparticipant	\$ 2,235

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/mbd

Participant lists, complete position lists/descriptions, sample report pages, and online ordering



Mercer Benchmark Database

Executive

This module of the Mercer Benchmark Database analyzes the primary elements of executive compensation by major industry groupings and organization size.

Participants	2,000+
Positions	200
Data/Analysis	
Incumbents	35,000+
Size	Revenue/sales Assets Operating expenses/budget Gross premiums Net revenue (healthcare organizations) Total employment
Position families	Administration Communications Contact center Corporate affairs Engineering Finance Human resources IT Manufacturing Marketing Quality Legal Real estate R&D Sales Supply/logistics
Industry	53 industries
Regression	Estimate pay levels based on organization size
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation
Schedule/Pricing	
Questionnaire sent	January
Data effective	March
Report available	July
	Mercer* PayMonitor
Participant	\$ 1,160
Nonparticipant	\$ 3,480

*Single primary user. Add users for \$150/ea per module/survey.

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

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Finance, Accounting, and Legal

This module provides competitive information for positions in the finance, accounting, and legal areas. Conducted for more than 25 years, it is one of Mercer's most popular and well-respected surveys.

Participants	1,950+
Positions	114
Data/Analysis	
Incumbents	100,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	Corporate affairs Finance IT Legal
Location	Metropolitan area Regional National
Industry	53 industries
Regression	Estimate pay levels based on organization size
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 745
Nonparticipant	\$ 2,235

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

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Human Resources

Conducted since 1978, this module covers all position levels within human capital management, including compensation, benefits, employee relations, occupational health and safety, training, and labor relations.

Participants	1,850+
Positions	131
Data/Analysis	
Incumbents	70,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	Administration Human resources Quality
Location	Metropolitan area Regional National
Industry	53 industries
Regression	Estimate pay levels based on organization size
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 690
Nonparticipant	\$ 2,070

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/mbd

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Information Technology

Conducted for more than 40 years, Information Technology is the “best in class.” A solid database of organizations and positions keeps pace with a function that never rests. This report provides the information to help attract and retain quality technical talent.

Participants	1,700+
Positions	290
Data/Analysis	
Incumbents	300,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	Administration Engineering IT Knowledge management
Location	Metropolitan area Regional National
Industry	53 industries
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 1,065
Nonparticipant	\$ 3,195

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/mbd

Participant lists, complete position lists/descriptions, sample report pages, and online ordering

Logistics and Supply Chain

With a history of 25+ years, this module covers capacity planning, distribution, production, purchasing, inventory, warehousing, quality control, scheduling, and transportation within distribution, manufacturing, wholesale, retail, and utilities industries.

Participants	1,350+
Positions	64
Data/Analysis	
Incumbents	100,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	Quality Supply/logistics
Location	Metropolitan area Regional National
Industry	53 industries
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 690
Nonparticipant	\$ 2,070

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/mbd

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Manufacturing

Reporting information on key positions within the manufacturing industry, this survey offers a foundation for pay programs to help employers realize the critical balance between paying enough to attract and retain key staff and preserving the bottom line.

Participants	440+
Positions	216
Data/Analysis	
Incumbents	85,000+
Size	Revenue/sales Total employment
Position families	Administration Engineering Executive Manufacturing Project engineering Quality/safety Research/development
Location	Metropolitan area Regional National
Industry	18 industries
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer [®] PayMonitor
Participant	\$ 760
Nonparticipant	\$ 2,280

*Single primary user. Add users for \$150/ea per module/survey.

Note: Special pricing available with purchase of Mercer Benchmark Database. See page 5.

imercer.com/mfg

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Marketing and Communications

This module focuses on compensation information relating to the communications and marketing functions in the areas of editing/writing, graphic design, media relations, philanthropy, product/brand management, market research, and sales.

Participants	1,150+
Positions	60
Data/Analysis	
Incumbents	20,000+
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Net revenue (healthcare organizations) Total employment
Position families	Communications Marketing Sales
Location	Metropolitan area Regional National
Industry	53 industries
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

	Mercer* PayMonitor
Participant	\$ 1,055
Nonparticipant	\$ 3,165

*Single primary user. Add users for \$150/ea per module/survey.

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

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Metropolitan Benchmark

For organizations to be competitive at the local level, whether operating in multiple locations or in a single area, they need current and accurate compensation information on a metropolitan area basis. This module is the one source for local area, regional, and national pay information.

Participants	2,400+	
Positions	367	
Data/Analysis		
Incumbents	1.2 million+	
Position families	Administration Banking Communications Corporate affairs Customer service /call center Engineering Finance Healthcare	Human resources IT Insurance Manufacturing Marketing Quality Repair/maintenance Sales Supply/logistics
Location	200 metropolitan areas for five regions Regional National	
Incentives	STI eligibility/amounts	

Schedule/Pricing

Questionnaire sent	January
Data effective	March
Report available	July

Participant	<small>Mercer*</small> PayMonitor \$ 415
Nonparticipant	\$ 1,245

Pricing per region (North Central, Northeast, South Central, Southeast, West Coast)

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/mbd

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Global Premium Executive Remuneration Suite

Identifying reliable data sources with the expertise to advise organizations in this highly visible area can be challenging. Mercer is pleased to introduce a new survey suite to address that need. This comprehensive database combines executive positions from all Mercer US compensation surveys. Submit data any time. Pay one price for the initial results and receive two updates.

Participants	3,500+
Positions	400+
Data/Analysis	
Incumbents	65,000+
Size	Revenue/sales Assets Gross premiums Operating expense/budget Net revenue (healthcare only) Total employment
Location	National
Regression	Base salary Target/actual total cash compensation Target/actual total direct compensation
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation using three methods (Black-Scholes, Binomial, Net Present Value)

Schedule/Pricing

	Summer	Fall	Winter
Data effective	March	June	September
Report available	July	October	January

Mercer*
PayMonitor
Participant
Nonparticipant PDF only

All US executive data	\$ 5,000	\$15,000	← Best value - all modules
Single module matching type of ownership:			
Fortune 500®	\$ 2,750	\$ 8,250	
Public mid to small	\$ 2,750	\$ 8,250	
Privately held	\$ 2,750	\$ 8,250	
Not-for-profit	\$ 2,750	\$ 8,250	

*Single primary user. Add users for \$150/ea per module/survey; \$500/ea for entire suite.

imercer.com/executivesuite
 Position list, data submission tools,
 and online ordering

Long-term Incentive and Equity

Mercer will release an enhanced long-term incentive and equity report in 2008. Encompassing data from all Mercer US compensation survey participants, this report provides a one-stop resource for this information.

Participants	1,400+		
Data/Analysis			
Incumbents	100,000+		
Reporting	Prevalence of LTI plan types LTI values by salary level/employee category Prevalence data on term lengths/vesting Custom online modeling capability Three valuation methodologies – Black-Scholes, Binomial, Net Present Value		
Schedule/Pricing			
Data effective	March	Report available	December
	Mercer PayMonitor* Participant	Mercer PayMonitor* Nonparticipant	
Both LTI & STI	\$ 1,750	\$ 5,250	
	\$ 2,625	\$ 7,875	

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/lti
Survey data analyzed, and online ordering

Short-term Incentive

Mercer will release an enhanced short-term incentive report in 2008. Encompassing data from all Mercer US compensation survey participants, this report will provide vital information for establishing competitive short-term incentive awards.

Participants	3,500+		
Data/Analysis			
Incumbents	950,000+		
Size	Revenue/sales Operating expenses/budget Gross premiums Assets Net revenue (healthcare organizations) Total employment		
Industry	53 industries		
Reporting	STI as percent of base pay Threshold/target/maximum percent		
Schedule/Pricing			
Data effective	March	Report available	December
	Mercer PayMonitor* Participant	Mercer PayMonitor* Nonparticipant	
Both STI & LTI	\$ 1,750	\$ 5,250	
	\$ 2,625	\$ 7,875	

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/sti
Participant lists, sample report pages,
and online ordering

Contact Center

This survey covers positions found in a call center setting – one of the most important functional areas of today’s service-focused environment. A steering committee helps make this survey a vital resource for staying ahead of the competition.

Participants	250+	
Contact centers	2,200+	
Positions	101	
Data/Analysis		
Incumbents	370,000+	
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Total employment Contact center headcount	
Position families	Collections Customer service Customer service with selling Full account management Inbound with selling Inbound/outbound with selling	Inbound with order entry Internet Outbound with selling Retention Staff Technical support
Location	Metropolitan area Regional National	
Industry	52 industries	
Incentives	STI eligibility/amounts LTI eligibility/prevalence	

Schedule/Pricing

Questionnaire sent	February
Data effective	March
Report available	August

	Mercer* PayMonitor
Participant	\$ 1,040
Nonparticipant	\$ 3,120

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/contact
 Participant lists, complete position lists/descriptions,
 sample report pages, and online ordering

Policies and Practices

This online survey is a single-source reference for information on compensation practices, work environment, and training and development. With special emphasis on benefit and incentive plans, this unique survey provides a comprehensive view of HR policies and practices in a real-time database.

Participants	550+
Data/Analysis	
Reported	Compensation practices Pay premiums for hot skills Incentive pay/variable compensation Sales incentive plans Long-term incentive Employee benefits Executive benefit perquisites Work environment Training and development
Size	Assets Operating expenses/budget Gross premiums Revenue/sales Total employment
Industry	58 industries
Operations	Global or domestic
Parent type	Canadian/US/foreign
Ownership	Corporate/for-profit/not-for-profit
Pricing	Online
Participant	\$350 one-year subscription
Participant	\$175 renewal (following one-year subscription)

imercer.com/plc
Participant lists, sample report pages,
and online ordering



Compensation Planning

This comprehensive survey, covering more than 10 percent of the civilian workforce, reports on a variety of emerging practices including actual 2008 and projected 2009 pay increases and structure adjustments.

Participants 1,000+

Data/Analysis

Incumbents 11.9 million
 Reported Pay increase budgets
 Structure adjustments
 Promotional increase budgets
 Short-term incentives
 Lump sum payments
 Emerging practices
 Location Regional

Schedule/Pricing

Questionnaire sent	April	Report available	July
		Update available	November
	Mercer PayMonitor		PDF only
Participant	Free	Nonparticipant	\$ 650

imercer.com/cps
 Participant lists, sample report pages,
 and online ordering

Geographic Salary Differentials

The Geographic Salary Differentials (GEO) survey is an easy-to-use, web-based application for determining labor costs. It provides high-quality salary differential information based on actual market data from Mercer's compensation database, not data interpolation. GEO permits users to:

- Analyze geographic salary differentials for over 200 US cities
- Compare data at the city or national level
- Compare cities to one another and to the national median
- Compare differentials at varying salary levels – up to \$90,000
- View actual and projected salary increase percentages by location

Data/Analysis

Salary levels Range from \$20,000 – \$90,000
 Location City/state

Pricing

Initial purchase	\$ 675	Renewal	\$ 500
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imercer.com/geo
 List of cities, sample report pages,
 and online ordering



Industry positions

Covering a range of key markets, these surveys help organizations determine competitive pay for niche or specialty positions specific to their industries. Mercer industry compensation surveys report on the right jobs from the right organizations, offering a competitive edge when vying for top talent. Our data is unmatched for the following industries.

Apparel – page 25

This survey provides pay and benefits information for positions found in today's apparel and footwear manufacturing industry. Job families range from design to sales and marketing.

Energy – page 23

The Mercer Total Compensation Survey for the Energy Sector is a premier source of data for organizations involved in any aspect of the energy industry. Seven modules allow Mercer to cover the breadth of energy segments while you purchase only the data you want.

Financial/Insurance – page 21

Through the years, the Financial Services Suite has grown from several separate surveys to seven modules in a suite that covers various industry subsets, including insurance.

Healthcare – page 22

The Integrated Health Networks Suite (IHN) is the national compensation data industry leader. Healthcare systems, hospitals, health plans, and non-hospital specialty care providers rely on IHN modules for information to support the development and execution of an organization's total compensation strategy at all employee levels.

Manufacturing – page 12

This survey contains the latest data to help your manufacturing company attract and retain peak performers while still watching the bottom line.

Pharmacy – page 24

This twice-a-year survey is uniquely designed to help organizations overcome the localized challenges of today's pharmacy industry.

Retail – page 25

In today's competitive retail market, organizations must attract and retain a variety of talent. The Retail Compensation and Benefits Survey is conducted in partnership with the National Retail Federation. It represents the entire spectrum of industry and specialty retailers.

Telecommunications – page 26

In an industry shaped by both new technology and constant mergers and acquisitions, telecommunications leaders must stay abreast of the latest industry-specific compensation trends.

Financial Services Suite

Consisting of seven modules and guided by Mercer industry experts, this suite of surveys provides salary information on financial services positions covering a broad range of functions.

Analysis (all modules)

Assets
 Location
 Total employment
 Long-term incentive valuation

Schedule (all modules)

Questionnaire sent March
 Data effective March
 Report available August

Commercial Lending and Business Banking

Participants 55+
 Positions 122
 Incumbents 31,000+

Consumer Finance

Participants 50+
 Positions 150
 Incumbents 76,000+

Financial Operations

Participants 40+
 Positions 62
 Incumbents 41,000+

Insurance

Participants 50+
 Positions 111
 Incumbents 42,000+

Investment

Participants 25+
 Positions 120
 Incumbents 12,000+

Retail Banking

Participants 60+
 Positions 91
 Incumbents 269,000+

Trust and Private Banking

Participants 40+
 Positions 106
 Incumbents 13,000+

Pricing

Participant \$ 870 per module
 Nonparticipant \$ 2,610 per module

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/fss

Participant lists, complete position lists/descriptions,
 sample report pages, and online ordering

Integrated Health Networks Suite

Today's healthcare industry is being revolutionized by vertical and horizontal integration. This shifting paradigm creates a unique challenge for HR professionals who must identify and implement practices that are responsive to emerging market trends. IHN modules are designed to address this challenge by identifying competitive and effective compensation practices.

Analysis (all modules)

Gross premiums
(modules 1, 2, and 3)
Gross/net revenue
(modules 4a, 4b, 4c, 5, and 6)
Location
Total employment
Long-term incentive valuation

Schedule (all modules)

Questionnaire sent March
Data effective March
Report available August

Module 1 – Health Plan Executives

Participants 80+
Positions 81
Incumbents 2,500+

Mercer*
PayMonitor
Participant \$ 730
Nonparticipant \$ 2,190

Module 2 – Health Plan Operations

Participants 130+
Positions 171
Incumbents 120,000+

Mercer*
PayMonitor
Participant \$ 730
Nonparticipant \$ 2,190

Module 3 – Health Plan Sales and Marketing

Participants 80+
Positions 60
Incumbents 14,500

Mercer*
PayMonitor
Participant \$ 625
Nonparticipant \$ 1,875

Module 4A – Healthcare Provider System Executives and Management

Participants 160+
Positions 133
Incumbents 3,000+

Mercer*
PayMonitor
Participant \$ 675
Nonparticipant \$ 2,025

Module 4B – Healthcare Provider Facility Executives and Management

Participants 820+
Positions 132
Incumbents 11,500+

Mercer*
PayMonitor
Participant \$ 675
Nonparticipant \$ 2,025

Module 4C – Combo Healthcare Provider Executives and Management

Mercer*
PayMonitor
Participant \$ 1,250
Nonparticipant \$ 3,750

Module 5 – Healthcare Provider Individual Contributors

Participants 740+
Positions 206
Incumbents 620,000+

Mercer*
PayMonitor
Participant \$ 625
Nonparticipant \$ 1,875

Module 6 – Non-Hospital Healthcare Provider Management and Operations

Participants 100+
Positions 64
Incumbents 8,000+

Mercer*
PayMonitor
Participant \$ 650
Nonparticipant \$ 1,950

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/ihn

Participant lists, complete position lists/descriptions, sample report pages, and online ordering

Mercer Total Compensation Survey for the Energy Sector

In 2008, the Mercer Total Compensation Survey for the Energy Sector (MTCS) replaces the Mercer Energy Compensation Survey. MTCS provides the most comprehensive perspective on reward trends in the US energy sector.

Positions

500+
 Industry segments
 Drilling
 Exploration/production
 Pipeline/midstream
 Downstream
 Services/equipment
 Upgrading
 Utility

Modules

General benchmark
 Cross-segment
 Benefits
 Downstream/oilfield services
 Field/hourly
 Upstream/midstream
 Utilities

Schedule/Pricing

Questionnaire sent February
 Data effective April
 Report available August-September

	Mercer* PayMonitor 1 or 2 modules	Mercer* PayMonitor 3 or more modules	
Participant	\$ 800*	\$ 400/module	← Special Introductory Value
Nonparticipant	\$ 2,400*	\$ 2,400/module	

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/energy
 Participant lists, complete position lists/descriptions,
 sample report pages, and online ordering

Pharmacy

Conducted twice a year, this survey covers base pay and short-term incentives for all levels of pharmacists, technicians, and interns. It includes detailed analysis by industry specialization, location, and script volume, as well as an extensive HR policies and practices section. Endorsed by the nation's top retail pharmacies and leading media sources.

Participants	170+									
Positions	23									
Data/Analysis										
Incumbents	240,000+									
Size	FTEs Number of pharmacies Revenue Script volume									
Position families	Intern Management Pharmacist Service associate Technician									
Location	Zip code Metropolitan area State Regional National									
Incentives	STI eligibility/amounts									
Schedule/Pricing										
Questionnaire sent	December/June									
Data effective	January/July									
Report available	April/October									
	<table border="0" style="margin: auto;"> <tr> <td></td> <td style="text-align: center;">Mercer*</td> <td style="text-align: center;">Mercer*</td> </tr> <tr> <td></td> <td style="text-align: center;">PayMonitor</td> <td style="text-align: center;">PayMonitor</td> </tr> <tr> <td></td> <td style="text-align: center;">Participant</td> <td style="text-align: center;">Nonparticipant</td> </tr> </table>		Mercer*	Mercer*		PayMonitor	PayMonitor		Participant	Nonparticipant
	Mercer*	Mercer*								
	PayMonitor	PayMonitor								
	Participant	Nonparticipant								
Single-state operations	\$ 835 \$ 2,505									
Multiple-state/ specialty operations	\$ 1,665 \$ 4,995									

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/pharm

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Retail Compensation and Benefits

Conducted in partnership with the National Retail Federation (NRF), this survey provides benefits prevalence data along with compensation and extensive HR and industry practices for all major market categories.

Participants	170+	Positions	166
Data/Analysis			
Incumbents	1.8 million		
Size	Organization revenue Number of stores Store revenues Store square footage		
Location	Metropolitan area Non-metropolitan area Regional/national		
Merchandise categories	24		
Market categories	7		
Benefits	Prevalence and HR and industry practices		
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation		
Schedule			
Questionnaire sent	March		
Data effective	April		
Report available	August		
	Mercer* PayMonitor Participant	Mercer PayMonitor* Nonparticipant (NRF member)	Mercer PayMonitor* Nonparticipant (NRF nonmember)
Pricing	\$ 975	\$ 1,950	\$ 2,925
*Single primary user. Add users for \$150/ea per module/survey.			
imercer.com/retail Participant lists, complete position lists/descriptions, sample report pages, and online ordering			

Apparel Compensation and Benefits

Data are collected through the Retail Compensation and Benefits Survey. Participants in both surveys receive a 50 percent savings on the purchase of Apparel Survey results.

Participants	52	Positions	50
Data/Analysis			
Incumbents	2,900+		
Schedule/Pricing			
Questionnaire sent	March		
Data effective	April		
Report available	September		
	Mercer PayMonitor* Apparel & Retail Participant	Mercer PayMonitor* Apparel Participant	Mercer PayMonitor* Nonparticipant
Participant	\$ 600	\$ 1,200	\$ 3,600
*Single primary user. Add users for \$150/ea per module/survey.			
imercer.com/apparel Participant lists, complete position lists/descriptions, sample report pages, and online ordering			

Telecommunications

Since 1981, this survey has served as the industry standard, providing data for nearly all major telecommunications companies in the US. The continued industry convergence makes it crucial that one survey contain jobs in the transmission, wireless, cable, satellite, and equipment businesses.

Participants	80+
Positions	172
Data/Analysis	
Incumbents	150,000+
Size	Revenue/sales Total employment
Position families	Engineering Executive Operations/network support Sales Staff Wireless
Location	Metropolitan area Regional National
Incentives	STI eligibility/amounts LTI eligibility/prevalence/valuation
Schedule/Pricing	
Questionnaire sent	February
Data effective	March
Report available	August
Participant	<small>Mercer*</small> <small>PayMonitor</small> \$ 2,160
Nonparticipant	\$ 6,480

*Single primary user. Add users for \$150/ea per module/survey.

imercer.com/tcom

Participant lists, complete position lists/descriptions,
sample report pages, and online ordering

Mercer global data provides information on 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. Developed by global Mercer professionals, this information represents local knowledge and worldwide presence.

Total Remuneration Surveys are the cornerstone of Mercer international data. Covering 250 benchmark positions in more than 90 countries, the surveys report all forms of cash compensation, long-term incentives, and benefits. Visit [imercer.com/trs](https://www.mercer.com/trs) for details.

Real world issues

Decentralization, governmental, and resource issues confront multinational HR departments. They must understand evolving worldwide regulations and economic requirements. Diverse geographic approaches create a lack of global management and control. Mandates to create efficient global compensation strategies remain constant.

Mercer value

Mercer global presence and capabilities can help organizations manage international compensation programs and monitor and evaluate compensation practices for local and expatriate employees in a centralized and organized way. Around the world, Mercer conducts more than 600 surveys.

How Mercer is unique

- Robust, international database of consistent, accurate, and high-quality market data covering the full reward package, including all forms of cash compensation, long-term incentives, and benefits
- Web-based Global HRMonitor® provides access to information needed to manage expatriate employees on a worldwide or regional basis
- Mercer has a dedicated global resource center and local country representatives comprised of multi-cultural professionals with backgrounds in international business

[imercer.com/global](https://www.imercer.com/global)

Detailed information on international surveys, reports, and publications

Compensation management solutions

Mercer has global, flexible, compensation-specific solutions that combine powerful analytics and consulting support to help organizations improve compensation function performance and maximize compensation investments. Visit [imercer.com/software](https://www.mercer.com/software) for details.

Real world issues

Today's organizations grapple with ever-changing requirements of the compensation function. Compensation teams are under pressure to reduce costs, maintain a competitive market position, and have the right programs to retain their best employees plus attract the right new talent. Organizations want to free up time for compensation staff to focus on activities that provide the highest strategic relevance to the business.

Mercer value

We empower organizations to streamline their global compensation and performance management processes, saving valuable time and resources.

How Mercer is unique

- Scope of consulting resources – World's largest compensation capability including consultants, analysts, and technology specialists
- Leading-edge technology – Software developed by compensation experts including ePRISM® and eIPE Unlimited
- Global data resources – Consistent compensation, benefits, total remuneration, and expatriate information for 70 countries
- Flexibility – Elastic combination of services and levels of interaction with our clients





Compensation management co-sourcing

mercer.com/compensationcosourcing

Organizations want to free up time for compensation staff to focus on activities that provide the highest strategic relevance to the business. Mercer compensation management co-sourcing services are available in four tiers. This modular approach lets organizations determine level and areas of Mercer involvement – from strictly advising on compensation issues and initiatives to actually delivering the services.

ePRISM®

imercer.com/eprism

This on-demand, comprehensive salary management and budgeting tool is designed to ensure that compensation programs are aligned with business strategy. Combining compensation-specific tools with powerful analytics, ePRISM permits organizations to evaluate data, plan strategies, and execute compensation programs with confidence.

eIPE Unlimited

imercer.com/eipe

Ensure internal equity across job families by using a job-leveling tool designed for international companies. This tool uses the Mercer International Position Evaluation System (eIPE), a global point factor rating approach used by Mercer professionals around the world. eIPE unlimited allows users to access information online to overcome the ambiguities that arise when comparing by job titles alone. Compare positions within job families and across business units and countries in four simple steps.

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