



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 20,000 employees, based in over 40 countries, ensures integrated, worldwide solutions. Our consultants work with clients to develop solutions that address global and country-specific challenges and opportunities. Mercer is experienced in assisting both major and growing, mid-size companies.



# MERCER

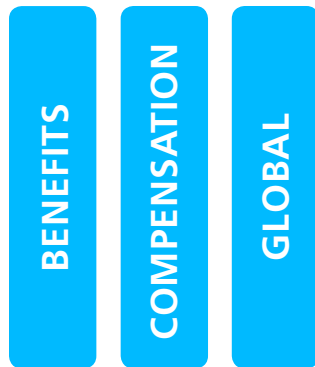
[imercer.com](http://imercer.com)

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# About this eReference Guide



This reference illustrates the variety of ways Mercer can add value to your organization's HR function. As you peruse this reference, please note these elements:



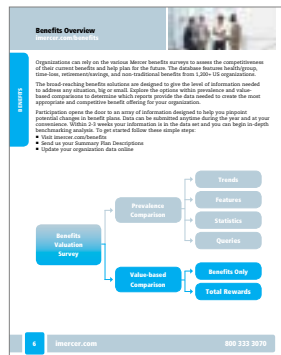
## Section tabs

Major sections are flagged with colored tabs. The sections (Benefits, Compensation, and Global) were named as you might organize them within your HR function.



## Feature

Look for this icon to learn about product-related case studies, client/consultant insights, and highlighted product details.



## Section Overview

Preceding the detailed pages, overviews briefly describe the core offering, outline key issues, and define the Mercer value.



## Mercer web address

Each page contains a specific url for accessing detailed information.



**Talent Shortage and Workforce Engagement** According to World Economic Forum findings, a significant talent challenge is looming for US, Canada, and UK due to demographic shifts caused by aging populations. The Mercer 2011 US What's Working™ survey reported 32% of those surveyed are not comfortable in their current work situation and are seriously considering leaving their organizations. That's up from 23% reported in 2006.

**Talent status** We are entering a period of unparalleled workforce change. With human capital replacing financial capital as the driving force of economic prosperity, skilled and specialized talent risks outpace supply. Economies and organizations will struggle to remain competitive as they realize the unprecedented challenges to attract and retain qualified talent.

The most recognized talent gap is the retirement of baby boomers. Their retirement will have significant implications for managing workforce quantity, quality, and costs. Not only does this exodus create universal talent shortages, it triggers demands for geriatric doctors, healthcare researchers, physical therapists, and social workers. As baby boomers' retirement progresses, developed countries acknowledge inadequate talent pipelines.

Since the talent shortage is one of numbers and diversity, the gap widens when taking into account the raging demand for a highly-skilled, well-educated, and/or mobile-focused workforce. Within this decade, burgeoning global opportunities for this talent pool will be intense. Consider the following for the US market:

- 7,000+ baby boomers retire daily
- 4 areas of need are skilled trades, sales, technicians, and nurses
- 25 million workers need to be added by 2030 to sustain economic growth
- 60% of manufacturers believe skilled labor shortage is key concern

Organizations will compete for and invest in top talent. Through integrated workforce training and re-training mechanisms, they will begin feeding their internal talent streams. Retention is at the heart of this initiative, and it applies as much to the top-management level as it does to the factory floor.

## Situation

Review pay structure for healthcare staff  
Prepare retirees for fixed income future  
Compare existing mobility program  
Design consistent global pay philosophy  
Identify benefits retention options

## Solution

US Integrated Healthcare Networks & ePRISM®  
US Guide to Social Security  
Global Mobility Policy Benchmarking  
TRS membership with International Position Evaluation  
US Benefit Prevalence & Worldwide Benefits and Employment Guides



**Engagement status** Measures taken during the recession created unusual workloads that resulted in high career stress and low workforce engagement. The fallout produced skeptical workers who are less enthusiastic to take on additional projects and responsibility. Now firms are beginning to recover economically while employees attempt to recover emotionally.

When employees are engaged, they are committed to a keener sense of ownership which drives positive results. The benefits of employee engagement affect safety records and impact health and well-being. Organizations with highly engaged employees realize the following advantages:

- 85% higher client satisfaction
- 70% stronger productivity level
- 70% better retention
- 25% lower absenteeism

Rebuilding a highly motivated workforce has an immediate and direct impact on growth and profitability. When available, use every reward stimulus; and while cash compensation is obvious, there are additional ways to foster employee engagement.

- Differentiate reward types
- Adjust job responsibilities
- Develop noncash options (career planning, training, work/life)
- Elevate high-performer visibility
- Consider mobility opportunities

## Situation

Restructure workforce strategy  
Improve compensation range for key areas  
Market price with multiple data sources  
Create mobility options in emerging markets  
Compare multi-country pay

## Solution

Mercer consultant insight & ePRISM®  
US Mercer Benchmark Database  
Mercer WIN®  
COMPAS & Expat 101  
TRS & Mercer MarketPricer

# Benefits Overview

[imercer.com/benefits](http://imercer.com/benefits) 

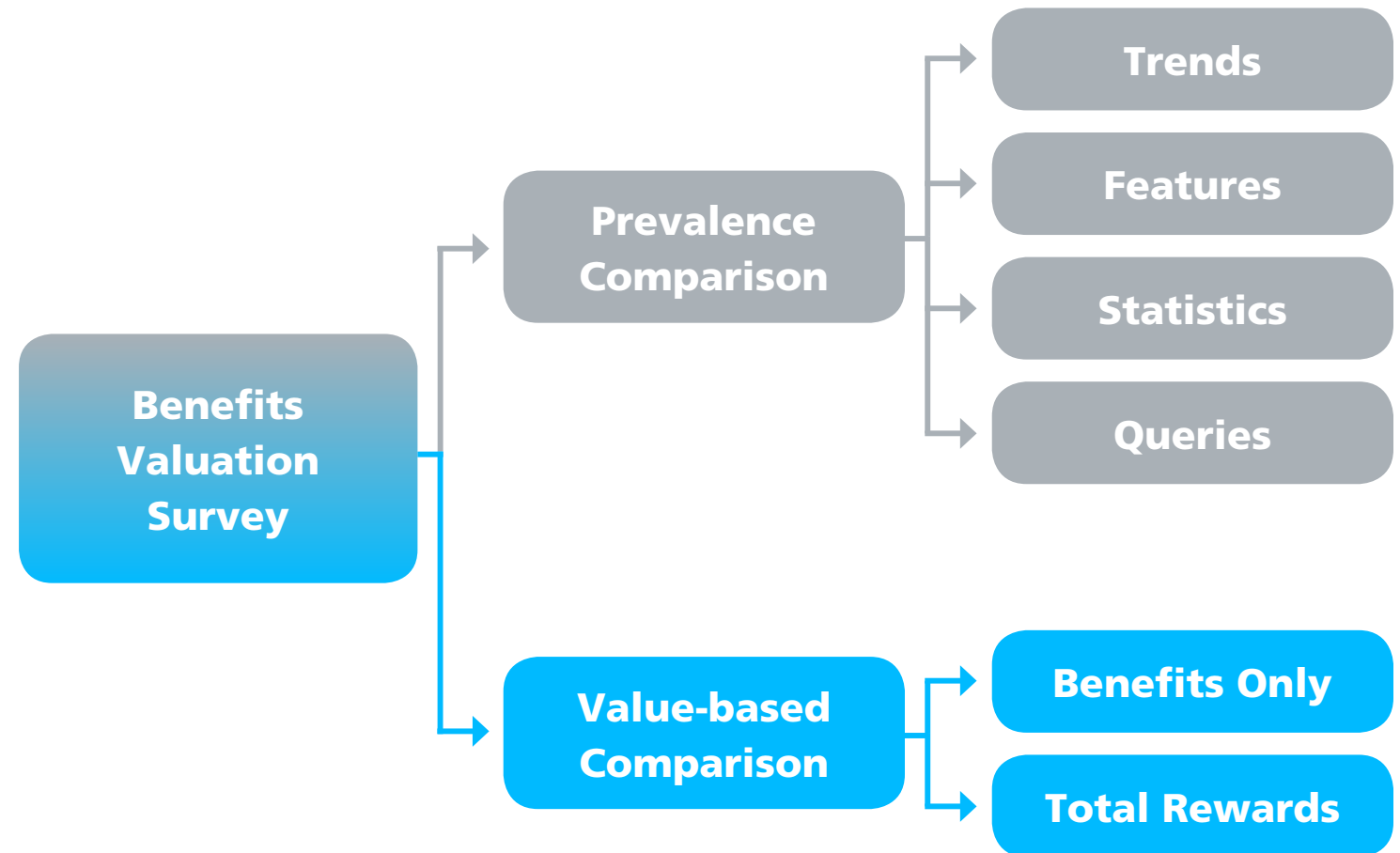


Organizations can rely on the various Mercer benefits surveys to assess the competitiveness of their current benefits and help plan for the future. The database features health/group, time-loss, retirement/savings, and non-traditional benefits from 1,200+ US organizations.


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

Participation opens the door to an array of information designed to help you pinpoint potential changes in benefit plans. Data can be submitted anytime during the year and at your convenience. Within 2-3 weeks your information is in the data set and you can begin in-depth benchmarking analysis. To get started follow these simple steps:

- Visit [imercer.com/benefits](http://imercer.com/benefits)
- Send us your Summary Plan Descriptions
- Update your organization data online



# Benefits Prevalence

[imercer.com/benefitsreports](http://imercer.com/benefitsreports) 



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

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



## Feature Case Study

A company moved to a new area and planned to hire local talent. Interested in the regions competitive benefit offering, the Summary of Plan Statistics Plus was able to help create a competitive benefit package for the new location. The custom peer group report provided information for all benefits highlighting the highest, lowest, most frequent as well as mean, and 25th, 50th, 75th, and 90th percentiles.

## Each report provides information on these benefits plans:

### Health and Group

Medical  
Dental  
Life insurance  
Flexible spending accounts  
Post-retirement medical funds

### Time Loss


Vacation  
Holiday  
Personal leave  
PTO banks  
Sick leave  
Short-/long-term disability

### Retirement/Savings

Defined benefit  
Defined contribution  
Stock purchase

Report	Pricing	Description
Benefit Prevalence Report	\$ 2,250 one market plus one peer group \$ 250 per additional peer group	Plan features at a glance compared to the peer group
Summary of Plan Statistics	\$ 2,250	Lowest, highest, mean, and most prevalent for quantifiable plan features of all traditional plans
Summary of Plan Statistics Plus	\$ 3,500	Lowest, highest, mean, and most prevalent plus 25th, 50th, 75th and 90th percentiles for quantifiable plan features of all traditional plans
Summary of Plan Features	Full SPF: \$2,250 for up to 15 peers Partial SPF: \$800 for up to 15 peers	Compares details of benefits plan features for multiple organizations

# Benefits Value-Based Comparison

[imercer.com/benefitsreports](http://imercer.com/benefitsreports) 



The report features allow clients to view quantitative and qualitative benefit values against a peer group. Several reports are available in industry or custom versions with the option to define peer groups. Access to these reports allows clients to:

- Compare the benefit package to competitors
- Estimate amount of pre-tax pay employee would need to replace the employer-provided benefit
- Target potential plan changes

## Each report provides information on these benefits plans:

### Health and Group

Medical  
Dental  
Life insurance  
Flexible spending accounts  
Post-retirement medical funds

### Time Loss

Vacation  
Holiday  
Personal leave  
PTO banks  
Sick leave  
Short-/long-term disability

### Retirement/Savings

Defined benefit  
Defined contribution  
Stock purchase

Report	Pricing	Description
<b>NEW</b> – Benefits Plan Valuation Comparison	\$ 4,500 Industry \$ 5,500 Custom	Peer group (industry or custom) values include 1st, 2nd, and 3rd quartile plan provision data
Market Comparison	\$ 2,250 Industry \$ 3,500 Custom	Client values compared to market median by plan type for the workforce and for 11 benchmark employees by ranges
<b>NEW</b> – Benefits Valuation Comparison	\$10,000	Positions plan benefits within ranges and provides descriptions of plan provisions for peer group (industry or custom) via quartiles



## Feature Case Study

An HR Director had a leadership meeting and needed competitive market data to support decision making regarding their benefits package. The Benefit Plan Valuation Comparison met his needs by providing a report of the median, 1st quartile, and 3rd quartile plan designs for all benefits. With charts and graphs for each benefit and an executive summary, this report measured how the company benefits performed against the market median. The report was delivered within two business days allowing the HR Director sufficient time to develop and support the company benefit designs for the leadership team.

# Benefits Valuation Analysis

[imercer.com/bva](http://imercer.com/bva) 



## Each report provides information on these benefits plans:

Quickly and cost effectively, the Benefits Valuation Analysis values benefit plans starting at a high level comparison against a composite workforce and then moves to precise comparisons of 11 benchmark profiles. In addition, it gives the option to value more than one health and welfare plan and analyze three-tier medical plans (facility, in-network, out-of-network) for hospitals/healthcare systems. This critical information identifies specific features that may require change.

The Benefits Valuation Analysis compares benefits to the market by:

- Values – calculates pre-tax pay required to replace employer-provided benefits
- Rankings – positions values to comparison group
- Index – measures ratio of values to comparison group median
- Employee Profiles – shows competitive position affected by employee demographics
- Quartile values – displays comparison values by quartile (25th, 50th, 75th percentile)

### Health and Group

Medical  
Dental  
Life insurance  
Flexible spending accounts  
Post-retirement  
medical funds

### Time Loss

Vacation  
Holiday  
Personal leave  
PTO banks  
Sick leave  
Short-/long-term disability

### Retirement/Savings

Defined benefit  
Defined contribution  
Stock purchase



## Feature Case Study

A client wanted to display market replacement dollar values for each benefit plan along with the index that measured the ratios of values to the median. Using the Benefits Valuation Analysis, he discovered the average dollar value of the life insurance plan was \$200 with an index of 100, while the defined benefit plan was \$6,800 and 100. It became clear that while the index was the same for both, the defined benefit plan was more valuable.



Mercer BenefitsMonitor is an online application providing access to up-to-date benefit plan provisions of participants in the Mercer annual benefits survey. The data and reporting tools help gather the necessary information to define specific plan changes and implement benefits strategies. The benefits survey data is continuously updated allowing Mercer BenefitsMonitor clients to access the latest information and generate multiple customized reports.

The Basic Subscription provides access to the reporting and querying of the plan feature data. This allows for comparison of various plan provisions and prevalence. The Mercer BenefitsMonitor Premium Subscription extends the Basic Subscription by also providing access to benefit programs based on the actuarial value to the employee.

Both subscription options can create a custom peer group which more closely meets client needs. In a custom peer group, selections can be made by industry, location, size, fortune ranking, or by name. Clients then compare benefit programs against this custom selection of companies by running reports using the custom peer group.

Features	Basic Subscription	Premium Subscription
Plan descriptions	✓	✓
Plan statistics	✓	✓
Market trends	✓	✓
Queries	✓	✓
Values	✓	✓
12-month online subscription	\$ 3,750	\$ 8,000
First custom peer group request	<b>FREE</b>	\$ 4,000
Subsequent custom peer groups	\$ 750	\$ 2,000
Renewal rate	\$ 2,000	\$3,750 no custom peer group \$4,750 with custom peer group

# Total Rewards Benchmarking

[imercer.com/trbenchmark](http://imercer.com/trbenchmark)

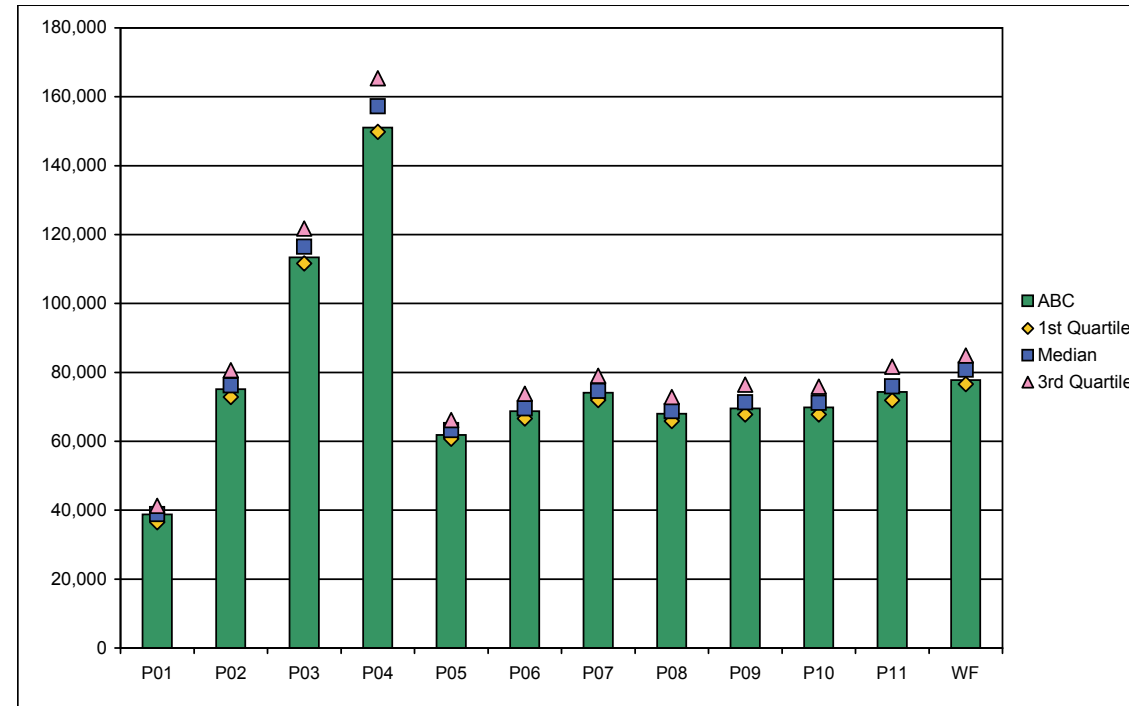


The Total Remuneration Index takes the Benefits Valuation Analysis a step further to value compensation and benefits programs. Adding career programs to this analysis leads to the evaluation of Total Rewards.

Total Remuneration Index includes:

- Benefits Valuation Analysis plus the compensation component
- Valuation of your jobs including benefits and compared to the peers you define
- Actual jobs, rather than valuing and comparing representative employee benchmarks

## Employee Profile Comparisons / Total Remuneration



(Values displayed in \$000's)	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	Workforce Profile
<b>Your Values</b>	\$38.8	\$75.1	\$113.4	\$151.1	\$61.8	\$68.7	\$74.1	\$68.0	\$69.6	\$69.9	\$74.3	\$77.8
<b>Your Rank</b>	10	11	12	14	13	11	11	11	11	11	12	12
<b>Your Index</b>	100	99	97	96	98	99	99	99	98	98	98	96
<b>First Quartile</b>	\$36.5	\$72.9	\$111.6	\$149.8	\$60.7	\$66.6	\$72.0	\$65.9	\$67.8	\$67.8	\$71.9	\$76.6
<b>Median</b>	\$38.8	\$76.2	\$116.4	\$157.2	\$63.3	\$69.5	\$74.6	\$68.8	\$71.3	\$71.2	\$75.9	\$80.8
<b>Third Quartile</b>	\$41.2	\$80.6	\$121.8	\$165.4	\$66.1	\$73.8	\$79.0	\$72.8	\$76.4	\$75.9	\$81.6	\$84.9

# Social Security and Medicare Overview

[imercer.com/socialsecurity](http://imercer.com/socialsecurity) 



The huge baby boom generation is retiring and people are living longer so informed retirement planning is crucial. The top three reasons people need to understand Social Security and Medicare are:

1. Social Security is the largest source of income in retirement.
2. Social Security provides important survivors and disability insurance protection.
3. Medicare is the primary health insurance in retirement.

On January 1, 2011, many Social Security and Medicare changes took effect and are included in Mercer's updated, easy-to-understand publications. Included are health care reform, tax law changes, cost and benefit amounts for 2011, many real-life examples, plus much more.

Published for over 35 years, these best-selling resources provide simplified information about Social Security and Medicare. When you request the publications, you will help your employees, customers, and clients make more informed retirement-planning decisions.

- Employers give to employees nearing retirement and retirees
- Insurance and financial companies use in marketing campaigns and at seminars to emphasize the need for their products and services
- Hospitals and health facilities provide patients and their community with information on Medicare choices and benefits

## How Mercer is unique

- Single resource – trusted Social Security and Medicare information from multiple sources
- End-user readability – non-technical resource, easy to understand
- Expertise – Mercer extensive knowledge
- Examples – real-life situations with relevant answers



## Feature Product

Social Security and Medicare News is an online quarterly newsletter designed to keep subscribers up-to-date on the latest changes. FREE with the purchase of either booklet on page 13, \$38 value.

# Social Security and Medicare Products

[imercer.com/guide](http://imercer.com/guide)  [imercer.com/medicare](http://imercer.com/medicare) 



The popular **Guide to Social Security**, completely updated for the new year, is an easy-to-understand resource that helps employers, employees, and others learn more about their Social Security benefits. This one-of-a-kind 64-page resource will add value to your relocating salespeople.

## Guide to Social Security

### ■ Schedule

Product available November

### ■ Pricing

View online with quantity discounts

### ■ Topics covered

Retirement benefits  
Disability benefits  
Survivor benefits  
Taxation of Social Security  
Easy-reference benefit tables  
Updated practical examples  
Social Security statement Q&A

The **Medicare booklet** is a 32-page resource that will help answer questions about this increasingly complex program. Promote your organization and increase the value of your communication and marketing efforts by being the first to provide this updated resource.

## Medicare Booklet

### ■ Schedule

Product available December

### ■ Pricing

View online with quantity discounts

### ■ Topics covered

Medicare benefits  
Original Medicare Plan  
■ Parts A and B  
■ Preventative services  
■ Outpatient services  
■ Secondary payer  
■ What is not covered  
Medigap  
Medicare Advantage, Part C  
Medicare Prescription Drug Plan, Part D  
Helpful contacts



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

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



Mercer WIN not only makes information easily accessible, but also readily converts data into specific charts, graphs, and reports.

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

## Mercer WIN®

Department	Admin	Finance	HR	IT	R&D	Sales & Marketing
United States	10	5	5	10	5	10

# Mercer Benchmark Database

[imercer.com/mbd](http://imercer.com/mbd) 



## Mercer Benchmark Database - All Modules

The Mercer Benchmark Database is the premier general industry database for evaluating and creating competitive compensation offerings. Consisting of 13 different modules and blending positions across 1,000 benchmarks, this is the best resource for aligning pay levels based on market demand, base pay, incentives, and other compensation elements.

### NEW in 2011!

- Enhanced IT module
- Expanded Sales, Marketing, and Communications module with 50+ sales positions
- Improved audit workbooks make it even easier to ensure your data is 100% accurate

### Mercer/Gartner Collaboration

Mercer enhanced the Information Technology module through collaboration with Gartner, the nation's preeminent IT authority, to create a world-class IT benchmark compensation survey. Position descriptions were updated, and over 70 new positions were added to the IT module.



### Product Feature

#### Mercer Benchmark Database MarketPulse and MBDspan

As a participant in the Mercer Benchmark Database you will receive MarketPulse, a report that highlights early findings and trends in the 2011 data. You can preview changes in pay since the 2010 survey and see which jobs experienced the most change. Additionally, you will receive MBDspan, an executive summary containing key findings and insights from the 2011 survey.

#### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

#### ■ Pricing

Single primary user. Add users \$1000/ea.

Participant	\$ 6,775
includes manufacturing	\$ 7,300
Nonparticipant	\$ 20,325
includes manufacturing	\$ 21,900

#### ■ Organizations

Participants	2,800+
Observations	1.6 million+
Positions	1,170+

#### ■ Position families

- Administration
- Communications
- Corporate affairs
- Customer service/call center
- Engineering
- Finance
- Human resources
- Information technology
- Knowledge management
- Marketing
- Quality
- Research and development
- Sales
- Supply and logistics
- Top management

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## E-commerce

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	540+
Observations	3,700+
Positions	41

### ■ Position families

- E-commerce marketing
- E-commerce sales
- Internet/web architect
- Web design
- Web developer
- Web development
- Web master
- Web security

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Executive

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,275
Nonparticipant	\$ 3,825

### ■ Organizations

Participants	2,250+
Observations	44,000+
Positions	204

### ■ Position families

- Administration
- Communications
- Corporate affairs
- Engineering
- Finance
- Human resources
- Information technology

- Manufacturing
- Marketing
- Quality
- Real estate
- Research and development
- Sales supply and logistics
- Top management

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Finance, Accounting, and Legal

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	2,200+
Observations	123,000+
Positions	135

### ■ Position families

- Accounting
- Accounts payable/receivable
- Audit
- Budget
- Cost accounting
- Financial analysis
- Investment
- Information technology audit
- Legal
- Risk management
- Tax
- Treasury

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Human Resources

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	2100+
Observations	72,000+
Positions	133

### ■ Position families

- Compensation and benefits
- Employee assistance programs
- Employee relations
- Human resources information systems
- Human resources administration
- Labor relations
- Payroll
- Recruitment
- Training and development

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Information Technology (in collaboration with Gartner)

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,150
Nonparticipant	\$ 3,450

### ■ Organizations

Participants	1,900+
Observations	286,000+
Positions	350

### ■ Position families

Applications development	Information technology audit
Business systems analysis	Middleware
Cloud computing	Network administration and operations
Computer operations	Project management (technical)
Data entry	Social networking
Data warehousing	Software development
Database development and administration	Systems administration
Electronic data interchange	Systems security
Enterprise resources planning	Telecommunications
Help desk	

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Logistics and Supply Chain

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	1,500+
Observations	112,000+
Positions	68

### ■ Position families

Capacity planning	Scheduling
Contract management	Shipping and receiving
Dispatch and distribution	Supply chain management
Import/export	Transportation/fleet
Inventory planning and control	Warehousing
Logistics	
Materials management and handling	
Production and inventory management	
Purchasing	
Quality control	

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Manufacturing

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 850
Nonparticipant	\$ 2,550

### ■ Organizations

Participants	265+
Observations	98,000+
Positions	181

### ■ Position families

Assembly	Process engineer
CAD designers/drafters	Production planning
Chemical engineer	Quality assurance/control
Electrical engineer	Tools and die
Facilities engineer	Welding
Machine operators	
Maintenance mechanics	
Mechanical engineer	
Packaging engineer	
Plant management	

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Metropolitan Benchmark

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 450
Nonparticipant	\$ 1,350

### ■ Organizations

Participants	2,450+
Observations	1.2 million+
Positions	384

### ■ Position families

Administration	Information technology
Banking	Insurance
Communications	Legal
Customer service/call center	Manufacturing
Engineering	Marketing
Finance	Sales
Human resources	Supply and logistics

### ■ Regions

- North Central
- Northeast
- South Central
- Southeast
- West Coast

# Mercer Benchmark Database Modules

[imercer.com/mbd](http://imercer.com/mbd) 



## Sales, Marketing, and Communications

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,175
Nonparticipant	\$ 3,525

### ■ Organizations

Participants	1,650+
Observations	31,000+
Positions	118

### ■ Position families

Account management  
Advertising and promotion  
Brand management  
Business development  
Communications  
Desktop publishing  
Editing/writing  
Graphic design  
Market research  
Marketing analysis

Philanthropy  
Product/brand management  
Public relations  
Sales  
Sales administration  
Sales analysis  
Telesales

# NEW - Mercer/Gartner IT Workforce Practices Survey

[imercer.com/itp](http://imercer.com/itp) 



## NEW in 2011!

This survey, formerly conducted by Gartner, is a premier source for workforce practices data for IT functions. This year Mercer and Gartner have collaborated to bring you a simplified version of the survey giving you insight into:

- Hot IT jobs
- Salary and promotion budget
- Turnover rates
- Training budgets

CIO and HR leaders are able to attract and retain the best IT talent with the critical information contained in the first annual Mercer/Gartner IT Workforce Practices Survey.



## Feature Insight

Perhaps in no other profession is the effect of globalization as strong as it is for IT leaders. The language of IT transcends political boundaries. The market for really good IT leaders is huge and the need to know what competitive compensation is has grown stronger than ever.

**John Kost - Group Vice President, Gartner**

## Mercer/Gartner IT Workforce Practices Survey

### ■ Schedule

Questionnaire sent	April
Data effective	N/A
Report available	August

### ■ Pricing

Participant	\$ 495
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Must participate to purchase.  
Results delivered in PDF format.

### ■ Data collected

Administrative services  
Recruitment and retention practices  
Salary budgets  
Training budgets and policies

### ■ Data analyzed by

Annual dollar volume  
Industry  
Information technology FTEs



For more than 50 years Strategic Industry Reward Solutions (SIRS) has helped organizations determine competitive pay levels by aligning market demand with base pay, incentives, and additional compensation elements. SIRS benchmarks include cross-industry jobs present in most organizations as well as industry-specific jobs to capture highly specialized work.

### Industries

- Airlines and transportation
- Consumer products
- High technology
  - Aerospace and defense
  - Research and development
  - Electronics
  - Systems
  - Energy (includes clean energy)
  - Technical services
  - Manufacturing
- Life sciences
  - Agricultural
  - Contract healthcare services
  - Animal health
  - Medical devices
  - Biotechnology
  - Pharmaceutical

Mercer SIRS Suite of Surveys shares an underlying structure of benchmarks, job families, and job levels. Each SIRS benchmark summarizes the responsibilities of a particular job across all levels. This approach enables HR to gather feedback on work descriptions from line managers without the influence of specific job levels or titles. The result is greater accuracy and stronger management support for survey efforts.

<b>Job Family</b> <b>Fiscal</b>		<b>Family Code</b> <b>01</b>	
<b>Subfamily</b> <b>Accounting</b>		<b>Subfamily Code</b> <b>01.05</b>	
<b>Subfamily Description</b>	Performs traditional general accounting functions such as accounts receivable, accounts payable, and general ledger.		
<b>Subfamily</b> <b>Accounting - General</b>		<b>Non super.</b> <b>A100</b>	<b>Supervisory</b> <b>S009</b>
		<b>Industries using</b> <b>All Industries</b>	
		<b>Levels Used</b> <b>1-4</b>	<b>Levels Used</b> <b>1-4</b>
<b>Benchmark Description</b>	Maintains or oversees the control of accounts and records in such areas as disbursements, expenses, tax payments, and income. Compiles and analyzes financial information to record transactions, prepare reports, and review and verify accuracy. Prepares balance sheet and profit-and-loss statements, and other accounting schedules and reports. May design, modify, install, and/or maintain account systems to ensure an adequate recognition of financial transactions. Responsible for the adherence to and communication of accounting and auditing policies and procedures.		

# SIRS® Benchmark Survey

[imercer.com/sirsbenchmark](http://imercer.com/sirsbenchmark) 



By delivering market pricing data for jobs from entry-level to first-level executive, the underlying SIRS benchmarks provide a job structure to help organizations design clear career paths, develop succession plans, and analyze efficiencies.

## SIRS Benchmark Survey

### ■ Schedule

Enrollment open	February
Questionnaire sent	March
Data effective	April 1
Report available	July

### ■ Pricing

Participant only	
Standard	\$ 5,200
Premium	\$ 9,200

### ■ Organizations

Participants	560+
Observations	1.6 million+
Positions	1,400+

### ■ Benchmark families – cross industry

Administrative services	Legal and regulatory
Communications	Library sciences
Contracts	Marketing
Environmental, health and safety	Material and distribution
Facilities	Procurement
Fiscal	Sales
Human resources	Security
Information technology	Strategy and planning

### ■ Benchmark families – industry specific

Airline operations	Engineering and sciences support
Airport operations	Quality
Flight	Manufacturing
Engineering and sciences	



## Feature Case Study

A manager requested a 10% increase for one of her financial analysts in order to match a local competitor's job offer. Although the company tracked with the 50th percentile in their industry, the SIRS Benchmark Report revealed the local area pay for an analyst was 7-10% higher. With this data and help from a SIRS consultant, the manager recommended a salary range increase for the position.



## Sales Medical Device module

Focusing on sales and marketing benchmark jobs in the medical device industry, benchmarks, levels, and modifiers are used as the standard of comparison. The compensation data is reported by primary product line, secondary product line, sales quota, and sales volume.

## Sales Medical Device module

### ■ Schedule

Enrollment open	February
Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Participant only	
Standard	\$ 1,000*

\*An addition to your standard or premium SIRS Benchmark purchase

### ■ Organizations

Participants	37
Observations	14,100
Positions	10

### ■ Benchmark families

Clinical education  
Engineering - field  
Inside sales  
Sales - medical devices  
Sales - national accounts  
Technician - field training



## NEW – Sales Policies and Practices module

The benchmark-specific information includes components used in sales incentive plan designs, pay practices for performance at various quota attainment levels, and policies on eligibility for benefits such as company cars.

Organization-wide information includes sales program administration policies, compensation philosophy, and practices for transferring and relocating salespeople.

## NEW – Sales Policies and Practices module

### ■ Schedule

Enrollment open	February
Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Participant only	
Standard	\$ 1,000*


\*An addition to your standard or premium SIRS Benchmark purchase

### ■ Data analyzed

Benchmark-specific  
Sales incentive plan designs  
Pay for performance  
Eligibility for benefits

Organization-wide  
Sales program administration policies  
Compensation philosophy  
Transfer and relocation policies

# SIRS® Executive Survey

[imercer.com/sirsexecutive](http://imercer.com/sirsexecutive) 



The Mercer US SIRS Executive Compensation Survey provides data for executive positions across all major functions with a focus on engineering, program management, and research and development jobs in Life Sciences, Airline, Consumer Products, and High Technology.

## SIRS Executive Survey

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Participant only	
Standard	\$ 3,100
Add regression analysis	\$ 1,000

### ■ Organizations

Participants	131
Observations	5,685
Positions	127

### ■ Benchmark families

Communications	Legal and regulatory
Contracts	Manufacturing
Engineering and sciences	Marketing
Engineering and sciences support	Material and distribution
Fiscal	Procurement
Human resources	Product support
Information technology	Quality
	Sales
	Strategy and planning

# International SIRS® Survey

[imercer.com/internationalsirs](http://imercer.com/internationalsirs) 



Collects total compensation for Life Sciences companies in Europe, Canada, and Latin America. The survey provides salary data that is consistent across business units and countries enabling them to make valid comparisons across markets and regions.

## International SIRS Survey

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Participant only

1 Country	\$ 1,350
2-5 Countries	\$ 2,025
6-9 Countries	\$ 2,975
10+ Countries	\$ 4,050

### ■ Organizations

Participants	54
Observations	53,792
Positions	450

### ■ Industries

Agricultural sciences  
Animal health  
Biotechnology  
Contract healthcare services  
Medical devices  
Pharmaceutical

# Contact Center

[imercer.com/contact](http://imercer.com/contact) 



The Contact Center Survey is a valuable resource for contact center managers and HR professionals challenged with developing competitive compensation plans. You receive key compensation and incentive data for an array of functional positions – including inbound with selling, collections and customer service – as well as staff positions like trainers, schedulers, and management.

Contact Center Survey covers an extensive policy section providing you insight on:

- Turnover
- Shift and Language Differentials
- Variable pay for Sales & Non-sales Positions
- Telecommuting

The Contact Center Survey will enable you to benchmark your organization against the competition and improve costs and efficiency.

## Contact Center Survey

### ■ Schedule

Questionnaire sent	February
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,100
Nonparticipant	\$ 3,300

### ■ Organizations

Participants	200+
Observations	370,000+
Positions	104

### ■ Position families

- Collections
- Customer service
- Customer service with selling
- Full account management
- Inbound with selling
- Inbound/outbound with selling
- Inbound - order entry
- Internet
- Outbound with selling
- Retention
- Staff
- Technical support



## Feature Insight

The focus for contact centers in 2011 is on CRM. With a multitude of data available and the increased use of social media, customer expectations are higher than ever. Consistency across communication channels will become more important as consumers continue to utilize multiple media resources to achieve a desired outcome.

# Compensation Planning

[imercer.com/cps](http://imercer.com/cps) 



The Compensation Planning Survey delivers useful information regarding current and projected data on pay increases, structure adjustments, variable pay programs, and nontraditional pay programs. This survey is regularly quoted by media sources and should be a valuable tool for 2012 planning. Data in this report is analyzed regionally by industry group for five employee levels, giving you insight into:

- Actual 2011 and projected 2012 pay increases and structure adjustments
- Use of lump sum payments in lieu of pay increases
- Short-term and long-term incentive practices
- Prevalence of nontraditional pay and attraction and retention practices

As a participant in this survey you will receive FREE online results in Mercer's reporting tool and an invitation to provide updated figures later in the year.



## Feature Insight

It looks like salary raises are back, and for good reason. The risk of losing key employees is top of mind as the economy recovers and certain labor markets improve. And while non-monetary awards such as career development and training are effective in retaining employees, employers realize that top-performing employees are loath to go another year without an increase in pay. Investments in both cash and non-cash solutions will have a significant impact on avoiding post-recessionary flight.

**Catherine Hartmann - Principal, Mercer**

## Compensation Planning Survey

### ■ Schedule

Questionnaire sent	March
Data effective	N/A
Report available	July

### ■ Pricing

Participant	<b>FREE</b>
Nonparticipant	\$ 700

### ■ Organizations

Participants	1,000+
Observations	12 million
Positions	N/A

### ■ Position families

Executive  
Management  
Office/clerical/technician  
Professional sales/non-sales  
Trades/production/service

# US Executive Remuneration Suite

[imercer.com/executivesuite](http://imercer.com/executivesuite)



The 2011 US Executive Remuneration Suite combines executive positions from all Mercer compensation surveys to meet the need for reliable executive compensation data. The database is comprised of four modules based on organization structure:

- **Fortune 500®** – members of the Fortune 500, plus publicly traded organizations of similar size
- **Public Midsize and Small** – publicly traded organizations not meeting the size criteria for inclusion in the Fortune 500 module
- **Privately Held** – includes organizations classified as joint ventures
- **Not-for-Profit** – includes organizations classified as state-owned enterprise

The 2011 US Executive Remuneration Suite offers flexibility to meet your organization's needs with these features:

- Participate in one survey
- Submit data any time
- Purchase the entire database or one module
- Pay one price for three releases

*Organizations who submit executive positions to any 2011 US compensation survey may qualify to purchase the 2011 US Global Remuneration Suite at the participant price.*

## US Executive Remuneration Suite

### Schedule

Data effective	Summer March 1	Fall June 1	Winter September 1
Report available	July	October	January

### Pricing

Single primary user. Add users \$150/ea per module or \$500/ea for the entire suite.

#### All executive positions from 2011 US surveys AND modules below

Participant	\$ 5,250
Nonparticipant	\$ 15,750

#### Fortune 500®

Participant	\$ 2,875
Nonparticipant	\$ 8,625

#### Privately Held

Participant	\$ 2,875
Nonparticipant	\$ 8,625

### Organizations

Participants	2,700+
Observations	58,000+
Positions	400+

#### Public Midsize and Small

Participant	\$ 2,875
Nonparticipant	\$ 8,625

#### Not-for-Profit

Participant	\$ 2,875
Nonparticipant	\$ 8,625

Fortune 500® is a registered trademark of Time, Inc.

# Long-term Incentive and Equity

[imercer.com/lti](http://imercer.com/lti) 



The Long-term Incentive and Equity report combines data from all Mercer US compensation survey participants to provide a comprehensive resource with four different valuation methodologies – Black-Sholes, Binomial, Net Present Value, and Accounting Cost. This report will assist you in creating competitive long-term incentive awards for executives and employees ultimately leading to improved retention.

## Long-term Incentive and Equity Report

### ■ Schedule

Questionnaire sent	March
Report available	December

### ■ Pricing\*

Single primary user. Add users \$150/ea.

Participant	\$ 1,850
Nonparticipant	\$ 5,550

\*Discounted pricing available for both LTI and STI

### ■ Organizations

Participants	3,900+
Industries	52+
Salary levels	19
Observations	3.6 million+

# Short-term Incentive

[imercer.com/sti](http://imercer.com/sti) 



The Short-Term Incentive report compiles data from all Mercer US compensation survey participants to provide the information needed to establish short-term incentive awards that are competitive.

## Short-term Incentive Report

### ■ Schedule

Questionnaire sent	March
Report available	December

### ■ Pricing\*

Single primary user. Add users \$150/ea.

Participant	\$ 1,850
Nonparticipant	\$ 5,550

\*Discounted pricing available for both LTI and STI

### ■ Organizations

Participants	4,300+
Industries	52+
Salary levels	19
Observations	4.5 million+

# Retail Compensation and Benefits

[imercer.com/retail](http://imercer.com/retail)



Conducted with the National Retail Federation, the Mercer 2011 US Retail Compensation and Benefits Survey provides compensation data, extensive HR and industry practices information, and benefit plan features for all merchandise categories including specialty retailers. With nearly 400 locations reported across the country, the data allows you to gain visibility of your competitors and view compensation trends that are specific to the retail industry.

With combined questionnaires, participating in Retail and Apparel or Supermarket can be done with ease and accuracy. Participant purchasers of both the survey and modules will receive a 50% discount on the module results.

## Retail Compensation and Benefits Survey

### Schedule

Questionnaire sent    March  
Data effective        April 1  
Report available    September

### Organizations

Participants            190+  
Observations        1.5 million+  
Positions                169



National Retail Federation  
PARTNER

### Pricing

	Retail	Retail+ Apparel	Retail+ Supermarket
Participant	\$ 1,100	\$ 1,790	\$ 1,700
Nonparticipant (NRF member)	\$ 2,200	\$ 6,340	\$ 5,800
Nonparticipant (NRF non member)	\$ 3,300	\$ 7,440	\$ 6,900

### Position families

Central administration  
Distribution  
Finance and accounting  
Human resources  
Loss prevention  
Marketing and sales promotion  
Merchandising  
Store/field operations  
Systems and data processing



### Feature Insight

Retail data is collected from various industry markets: Specialty, Big Box, Department Store, Discount, Grocery, Drug, Convenience, Outlet, Restaurant, Apparel, Auto Parts, Sporting Goods, and Supermarkets.

# Retail Compensation and Benefits

[imercer.com/retail](http://imercer.com/retail) 



## Apparel Manufacturing module

Designed for organizations producing and selling part or all of their merchandise, the apparel module provides insight for specific compensation packages offered in the industry.

## Apparel Manufacturing module

### ■ Schedule

Questionnaire sent     March  
Data effective         April 1  
Report available     September

### ■ Pricing

Single primary user.  
Add users \$150/ea.

Participant             \$ 1,380  
Nonparticipant        \$ 4,140

### ■ Organizations

Participants             62  
Observations           2,746  
Positions                 52

### ■ Position families

Design  
Executive  
Merchandising  
Sales and marketing  
Sourcing  
Technical design

# Retail Compensation and Benefits

[imercer.com/retail](http://imercer.com/retail) 



## NEW – Supermarket module

Launched three years ago as a custom project for the Supermarket Resource Group, the supermarket module expanded and is now offered to supermarkets nationwide.

## NEW – Supermarket module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	September

### ■ Pricing

Single primary user.  
Add users \$150/ea.

Participant	\$ 1,200
Nonparticipant	\$ 3,600

### ■ Organizations

Participants	16
Observations	336,619
Positions	125

### ■ Position families

- Deli/bakery
- Floral
- Frozen food/dairy
- General merchandise
- Grocery
- Health and beauty
- Market/meat
- Pharmacist
- Produce
- Seafood
- Specialty foods/wine
- Warehouse/distribution

# Mercer Total Compensation Survey for the Energy Sector (MTCS)

[imercer.com/mtcs](http://imercer.com/mtcs)



The Mercer Total Compensation Survey for the Energy Sector (MTCS) is a premier source of compensation and benefits data for organizations involved in the energy industry including drilling, exploration and production, pipeline/transmission, alternative energy, services and equipment, and utilities.

The 2011 data includes 49 new positions, 11 new specializations, and the addition of alternative energy jobs. Organizations use the detailed compensation and benefit data to create a competitive offering which tracks with the industry challenges in terms of continued talent shortage, decrease in activity in the Gulf of Mexico, and the economic downturn.

## MTCS Survey - all modules

### Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### Pricing

Per module  
Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### MTCS modules

- Benefits
- Cross-segment
- Downstream and Oilfield Services
- Field and Hourly
- General Benchmark
- Policy
- Upstream and Midstream
- Utilities



## Feature Case Study

A North American client needed a comprehensive data source for reviewing all jobs at a fair price. The client was pleased to learn that she had access to 500+ jobs and could select which position groups to purchase based on the individual modules. The client was able to get data on the jobs and access their specific peer industry groups online.

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Reports benchmarking of traditional employee benefits that measures your competitive position and assists in making informed decisions regarding benefit packages.

## Benefits module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	175
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### ■ Data analyzed

- Health/group
- Times loss
- Retirement/savings
- Work life benefits

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Provides jobs in upstream, midstream, downstream, and utilities environments.

## Cross-segment module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	295
Observations	37,250
Positions	160

### ■ Position families

- Engineers
- Health/safety/environmental
- Joint ventures representatives
- Technical/technologist

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Includes refinery managers and executives, product plus category managers, field service supervisors, and technical/non-technical sales.

## Downstream and Oilfield Services module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	115
Observations	13,410
Positions	58

### ■ Position families

- Executive
- Managerial
- Professional
- Technical/non-technical sales

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Focuses on non-managerial positions in non-corporate and office environments such as oil fields, plants, refineries, terminals, or along pipelines. Jobs include maintenance/trades positions, plant operators, field operators, equipment operators, and laboratory and chemical technicians.

## Field and Hourly module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	180
Observations	26,130
Positions	33

### ■ Position families

Non-managerial

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Highlights industry benchmarks in administration, procurement/purchasing, shared services functions, and corporate executive roles.

## General Benchmark module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	280
Observations	26,160
Positions	215

### ■ Position families

- Accounting
- Administration
- Executives
- Finance
- Human resources
- Information technology
- Procurement/purchasing

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Details corporate policy report, including compensation practices, long-term incentives, staffing practices, and training and development.

## Policy module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	48
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### ■ Position families

- Bonus/short-term incentives
- Combination plans
- Individual incentives
- Group/team incentives
- Profit sharing
- Gain sharing
- Special lump sum awards

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Targets exploration, production, and transportation of oil and gas materials prior to the refining process; jobs in this module include landmen, production/revenue accountants, and exploration and production executives and managers.

## Upstream and Midstream module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	135
Observations	2,930
Positions	55

### ■ Position families

Executive  
Managerial  
Professional

# Mercer Total Compensation Survey for the Energy Sector

[imercer.com/mtcs](http://imercer.com/mtcs) 



Contains data spotlighting utilities executives, rate analysts, and service dispatchers.

## Utilities module

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 895
Nonparticipant	\$ 2,685

### ■ Organizations

Participants	66
Observations	2,830
Positions	53

### ■ Position families

Executive  
Transmission/distribution

# Telecommunications and Broadcast Networks

[imercer.com/tcom](http://imercer.com/tcom) 



The Telecommunications and Broadcast Networks Survey is the industry standard for compensation data and benchmarking. With major US telecommunication companies participating in the survey, you'll find reliable information for jobs in a variety of businesses including transmission, wireless, cable, satellite, and equipment. Additionally, there are broadcast positions focused on various levels for operations, editors, programming, and producers.

## Telecommunications and Broadcast Networks Survey

### ■ Schedule

Questionnaire sent	February
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 2,100
Nonparticipant	\$ 6,300

### ■ Organizations

Participants	30+
Observations	200,000+
Positions	231

### ■ Position families

- Broadcast networks
- Engineering
- Executive
- Operations and network support
- Sales
- Staff
- Wireless

# Geographic Salary Differentials

[imercer.com/geo](http://imercer.com/geo) 



## Geographic Salary Differential Tool

The Geographic Salary Differentials (GEO) tool provides an analysis of pay differentials for over 200 US cities and enables you to analyze salary differences, consistently handle employee relocations, and determine staffing costs based on location. The data contained in GEO is the highest-quality salary differential information available as it is based on actual market data collected annually in Mercer's compensation surveys and does not rely on data interpolation.

### ■ Pricing

First-time purchaser	\$ 750
Renewal (for 2010 purchasers)	\$ 500

# Financial Services Survey Suite

[imercer.com/fss](http://imercer.com/fss) 



The Financial Services Survey Suite contains salary data and information for a plethora of positions in the financial services industry. With seven different modules, you are certain to find exactly the information your organization needs to create competitive compensation packages.

## NEW in 2011!

The Investment module is back. This survey, conducted since 1992, contains a comprehensive summary of compensation practices and pay data for mutual fund companies.

## Financial Services Survey Suite - all modules

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing Per module

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ FSS modules

- Commercial lending and business banking
- Consumer finance
- Financial operations
- Insurance
- Investment
- Retail banking
- Trust and private banking

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



The Commercial Lending & Business Banking Compensation Survey gathers and presents data on commercial lending and business banking positions covering a broad range of functions.

## Commercial Lending and Business Banking

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	58
Observations	33,000+
Positions	124

### ■ Position families

- Business banking
- Commercial real estate
- Credit
- Foreign exchange
- Leasing
- Loan support
- Merchant services
- Middle market commercial loan
- Small business administration

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



Mercer's Consumer Finance Compensation Survey gathers and presents data on consumer finance positions covering a broad range of functions.

## Consumer Finance

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	54+
Observations	58,000+
Positions	133

### ■ Position families

- Auto lending
- Collections
- Consumer lending
- Credit card
- Education lending
- Merchant card services
- Operations
- Processing
- Residential mortgage and home equity lending
- Risk - credit
- Risk - market
- Servicing
- Telesales
- Underwriting

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



The Financial Operations Survey gathers and presents data on financial operations positions covering a broad range of functions.

## Financial Operations

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	48+
Observations	48,000+
Positions	59

### ■ Position families

- Foreign exchange
- General operations
- Investment operations
- Operational risk and compliance
- Project implementation/management

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



This survey covers nonexempt to executive level positions found in the insurance industry. Lines of business include Life and Property & Casualty. Includes base, short-term incentive (actual and target) and long-term incentive data for all positions.

## Insurance

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	72+
Observations	79,000+
Positions	111

### ■ Position families

Compliance	Property/casualty
Executive	executive
Investment portfolio management	Property/casualty loss prevention and control
Life actuarial	Property/casualty risk management
Life claims	Property/casualty sales
Life executive	Property/casualty underwriting
Life risk management	Support
Life sales	
Life underwriting	
Property/casualty actuarial	
Property/casualty claims	

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



This survey, conducted since 1992, is conducted among mutual fund companies to provide a comprehensive summary of compensation practices and pay data for 15 job families.

## Investment

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	27+
Observations	12,000+
Positions	120

### ■ Position families

Broker administration	Retirement
Business systems support	Sales and marketing
Client services (institutional)	Trading
Compliance	Wholesale
Fund accounting	
Human resources	
Investment research and management	
Legal	
Marketing	
Operations	
Promotion/advertising	

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



The Retail Banking Compensation Survey gathers and presents data on retail banking positions covering a broad range of functions.

## Retail Banking

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	60+
Observations	275,000+
Positions	84

### ■ Position families

- Affluent/premier customers
- ATM/debit card
- Branch executive
- Branch managers
- Branch support
- Business banking
- Community development
- Emerging markets
- Fraud
- In-store banking
- Personal finance advisement
- Sales
- Service
- Tellers

# Financial Services Survey Suite Modules

[imercer.com/fss](http://imercer.com/fss) 



The Trust and Private Banking Compensation Survey gathers and presents data on trust and private banking positions covering a broad range of functions.

## Trust and Private Banking

### ■ Schedule

Questionnaire sent	January
Data effective	March 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 975
Nonparticipant	\$ 2,925

### ■ Organizations

Participants	37+
Observations	9,000+
Positions	106

### ■ Position families

- Personal trusts and estates
- Private banking business development
- Private banking relationship management
- Retirement plan services
- Trust asset administration
- Trust business development
- Trust investment
- Trust operations
- Trust tax
- Wealth management

# Integrated Health Networks Suite

[imercer.com/ihn](http://imercer.com/ihn) 



The Integrated Health Networks Survey Suite (IHN) is a leading source of compensation data and information for a broad spectrum of healthcare organizations. Many providers rely on IHN to support the development and execution of their compensation strategies across all levels of the organization. The IHN Survey Suite is composed of seven different modules so you are certain to get the data that specifically meets the needs of your organization.

Participants in the Integrated Health Networks Survey Suite include members of the following:

- Association of American Medical Colleges (AAMC)
- Child Health Corporation of America (CHCA)
- BlueCross BlueShield Association (BCBS)
- Healthcare Compensation Professionals Organization (HCPO)

## **NEW in 2011!**

**Module 7: For-Profit Healthcare Executives and Management** – designed specifically for top executives and select upper management within for-profit distributed healthcare provider systems.

## Integrated Health Networks Suite – all modules

### ■ **Schedule**

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ **Pricing**

Prices vary by module

### ■ **IHN modules**

- Module 1: Health Plan Executives
- Module 2: Health Plan Operations
- Module 3: Health Plan Sales and Marketing
- Module 4A: Healthcare Provider Systems  
Executives and Management
- Module 4B: Healthcare Provider Facility  
Executives and Management
- Module 4C: Combo Healthcare Provider  
Executives and Management
- Module 5: Healthcare Provider  
Individual Contributors
- Module 6: Assisted Living/Long-Term Care Operations
- Module 7: NEW! For-Profit Healthcare Executives  
and Management

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 1 – top executives within a health insurance/managed care organization.

## Module 1 – Health Plan Executives

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	75+
Observations	2,300+
Positions	83

### ■ Position families

- Claims/member service
- Corporate support
- Finance
- Human resources
- Information systems
- Legal/compliance
- Provider network
- Sales and marketing
- Senior governing executives

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 2 – supervisory, professional, and non-exempt type positions within a health insurance/managed care organization.

## Module 2 – Health Plan Operations

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	100+
Observations	130,000+
Positions	209

### ■ Position families

- Actuarial services
- Case management
- Claims processing
- Employee assistance program services
- Group underwriting
- Health data analysis
- Member/provider services
- Pharmacy services
- Provider relations

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 3 – middle management, supervisory, and professional sales and marketing positions within a health insurance/managed care organization.

## Module 3 – Health Plan Sales and Marketing

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 800
Nonparticipant	\$ 2,400

### ■ Organizations

Participants	75+
Observations	16,000+
Positions	67

### ■ Position families

- Account management
- Inside sales/telemarketing
- Marketing research
- Marketing/sales communications
- Product development
- Sales - commercial health services
- Sales - individual health policies

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 4A – top executives and select middle management within healthcare provider systems.

## Module 4A – Healthcare Provider Systems Executives and Management

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 750
Nonparticipant	\$ 2,250

### ■ Organizations

Participants	135+
Observations	3,000+
Positions	133

### ■ Position families

- Academic medical schools
- Financial
- Health information/patient relations
- Human resources
- Information systems
- Legal/compliance
- Medical/nursing executives
- Product/service line executives



IHN Module 4B – top executives and middle management within single facilities providing direct patient care.

## Module 4B – Healthcare Provider Facility Executives and Management

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 750
Nonparticipant	\$ 2,250

### ■ Organizations

Participants	800+
Observations	12,000+
Positions	142

### ■ Position families

- Academic medical schools
- Financial
- Health information/patient relations
- Human resources
- Information systems
- Legal/compliance
- Medical/nursing executives
- Product/service line executives

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 4C – a combination of modules 4A and 4B results.

## Module 4C – Combo Healthcare Provider Executives and Management

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,400
Nonparticipant	\$ 4,200

### ■ Organizations

Participants	930+
Observations	15,000+
Positions	160

### ■ Position families

- Academic medical schools
- Financial
- Health information/patient relations
- Human resources
- Information systems
- Legal/compliance
- Medical/nursing executives
- Product/service line executives

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



IHN Module 5 – individual contributor positions and select supervisors.

## Module 5 – Healthcare Provider Individual Contributors

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 750
Nonparticipant	\$ 2,250

### ■ Organizations

Participants	1,000+
Observations	800,000+
Positions	199

### ■ Position families

- Administration/patient relations
- Cardiology/neurology/respiratory
- Emergency medical transport
- Facilities/support services
- Finance/insurance/reimbursement
- Information technology
- Patient care
- Pharmacy
- Physician office/outpatient clinic
- Radiology
- Rehabilitation
- Skilled nursing/extended care

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



This module covers middle management, supervisory, professional, and nonexempt type positions within an assisted living, long-term care, home health, or hospice organization.

## Module 6 - Assisted Living/Long-Term Care Operations

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 750
Nonparticipant	\$ 2,250

### ■ Organizations

Participants	115+
Observations	50,000+
Positions	68

### ■ Position families

- Assisted living
- Dining/food services
- Environmental services
- Financial
- Home health/hospice
- Human resources
- Long-term care/nursing homes
- Nursing/resident services
- Marketing/sales
- Rehabilitation services

# Integrated Health Networks Suite Modules

[imercer.com/ihn](http://imercer.com/ihn) 



NEW in 2011! This module is designed specifically for top executives and select upper management within for-profit distributed healthcare provider systems.

## NEW - Module 7 - For-Profit Healthcare Executives and Management

### ■ Schedule

Questionnaire sent	March
Data effective	April 1
Report available	August

### ■ Pricing

Single primary user. Add users \$150/ea.

Participant	\$ 1,000
Nonparticipant	\$ 3,000

### ■ Position families

- Corporate
- Group/regional
- Multi-facility/market(s)
- Site/facility



The semi-annual Pharmacy Compensation Survey is a comprehensive source of base pay and short-term incentive data for all levels of pharmacists, technicians, and interns. It contains detailed analyses by:

- Industry specialization
- Location
- Script volume

Included is an extensive HR policies and practices section. The survey is endorsed by a steering committee of the top retail pharmacies and leading professional media sources.

## Pharmacy Survey

### ■ Schedule

Questionnaire sent	January / June
Data effective	January 1 / July 1
Report available	April / October

### ■ Pricing

Single primary user. Add users \$150/ea.

### Participant

Single state operations	\$ 975
Multi-state/specialty operations	\$ 1,850

### Nonparticipant

Single state operations	\$ 2,775
Multi-state/specialty operations	\$ 5,550

### ■ Organizations

Participants	90+
Observations	275,000+
Positions	23

### ■ Position families

- Intern
- Management
- Pharmacist
- Pharmacy benefit manager
- Pharmacy benefit management\*
- Service associate
- Technician

\*Spring edition only



## Feature Insight

The aging population is creating a need for more pharmacists, but during the recession many retail pharmacies were forced to cut store hours or close stores. As a result, the demand for Pharmacy Technicians is increasing as companies look for ways to save money while meeting consumer needs.

# Compensation Management Overview



## Forging a partnership

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

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

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

## In-sourcing

You manage compensation using ePRISM

## Shared co-sourcing

Flexible combination of services and interaction between Mercer and you

## Compensation Management Co-sourcing

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



### ePRISM MAX

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

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.



### 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.



**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. Your Match Gap Analysis may report:

- Common/critical survey jobs for your purchased surveys
- Your job matches to the commonly used survey jobs
- Title matching of your jobs to the most commonly used survey jobs

**Pricing**

US Mercer surveys	\$ 1,250
US Non-Mercer surveys	\$ 1,750

**Survey Library Analysis** – ePRISM clients can have their survey library analyzed to determine how effectively purchased survey data is being used and the state of that data in ePRISM. Survey Library Analysis can include, but is not limited to:

- Thorough review of Survey Job Table – duplicate jobs, outdated survey data, number of scopes in use per survey, percent of survey jobs matched by source, and other analysis
- Recommendations for changes to survey database based on the analysis of the Survey Job Table
- Modifications and clean-up to Survey Job Table based on analysis

**Pricing** \$ 750

**End-of-Year Analysis** – An analysis of year-over-year market data changes highlighting significant insights. A sample analysis might include:

- Comparison of pre-refresh market data to post-refresh market data including observations about changes or swings in the data
- Analysis on years of survey data and the number of matches to non-refreshed data
- Analysis on surveys and sources including Survey Library Analysis report

**Pricing** \$ 1,000

# Global Overview

[imercer.com/global](http://imercer.com/global) 



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?

## 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



## Feature Product

Mercer provides seamless delivery of human capital solutions across geographies. Learn more about Mercer **international consulting** on [mercer.com](http://mercer.com).



## 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

## Mercer Select Global Insights subscription

### ■ Schedule

Reports available Ongoing

### ■ Pricing

Premium complete \$ 24,000  
Premium customized \$ 10,000

### ■ Countries

90+

### ■ Data/Analysis – 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



## Product Feature

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.



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 makes it easy to:

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

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

## International Car Policies Report

### ■ Schedule

Report available February

### ■ Pricing

Americas	\$ 540
Asia-Pacific	\$ 540
Europe, Middle East, and Africa	\$ 540
<b>All volumes / Best value</b>	<b>\$ 1,290</b>

■ Countries 75

### ■ Data/Analysis

- Allocation policies
- Cash alternatives to cars
- Tax regulations
- Prevalence of company car policies
- Eligibility by level of employee
- Typical make/model car by employee level
- Car replacement policy
- Car value by purchase price
- Prevalence of supplemental benefits

# Worldwide Benefit and Employment Guidelines

[imercer.com/wbeg](http://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

## Worldwide Benefit and Employment Guidelines

### Schedule

WBEG Online Report available Ongoing July

### Pricing

WBEG Online	\$ 9,900
Americas	\$ 1,275
Asia-Pacific	\$ 1,690
Eastern Europe	\$ 1,690
Middle East and Africa	\$ 1,275
Western Europe	\$ 1,690
<b>All volumes / Best value</b>	<b>\$ 6,800</b>

**Countries** 62

### Data/Analysis

Country overview  
Statutory benefits  
Typical benefits practices  
Employment conditions



## Feature Case Study

An IT services firm bought a global company and became a worldwide conglomerate. As a result, they needed to understand existing benefit programs in over 65 countries. WBEG helped inventory information for all markets and provided crucial market practice information on all prevalent benefit programs.

# Global Compensation Planning

[imercer.com/gcpr](http://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.

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 July and October reports in 2011

## NEW in 2011!

Industry specific surveys are available to participants only for consumer goods, energy, finance/insurance, and life science. Visit [imercer.com/gcpr](http://imercer.com/gcpr) for more information.

## Global Compensation Planning Report

### ■ Schedule

GCPR Online                      Ongoing  
Reports available      July/October

### ■ Pricing

GCPR Online                      \$ 2,500  
July/October reports      \$ 990

### ■ Countries

89

### ■ Data/Analysis

Salary increase trends  
Economic indicators and trends

- GDP growth
- Inflation
- Unemployment rates

Regional overviews  
Short-term incentives



## 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](http://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.

## Global Pay Summary

### ■ Schedule

Report available January

### ■ Pricing

Americas \$ 560

Asia-Pacific \$ 560

Eastern Europe/

Middle East \$ 560

Western Europe \$ 560

**All volumes / Best value \$ 1,870**

■ Countries 67

### ■ Position families

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

### ■ Data/Analysis

At-a-glance data by position  
Annual base pay/total cash compensation  
Regional position comparison

# International Geographic Salary Differentials

[imercer.com/intlgeo](http://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.

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

## International Geographic Salary Differentials Report

### ■ Schedule

Report available January

### ■ Pricing

Report \$ 940

### ■ Countries

66

### ■ Position families

Laborer - general and skilled

Management - lower and upper middle

Professional - junior and senior

### ■ Data/Analysis

Country-by-country salary differentials

Identify cost-saving opportunities in talent recruiting

Compare salary levels for six position levels

Get real value of salaries in different countries

# Total Employment Costs around the World

[imercer.com/employmentcosts](http://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.

## Total Employment Costs around the World Report

### ■ Schedule

Report available March

### ■ Pricing

Report \$ 940

### ■ Countries

66

### ■ Data/Analysis

Cost differences for selected positions  
Identify cost-saving opportunities in talent recruiting  
Insights on critical total employment cost issues and challenges  
Review key information for business planning

# Total Remuneration Survey

[imercer.com/trs](http://imercer.com/trs) 



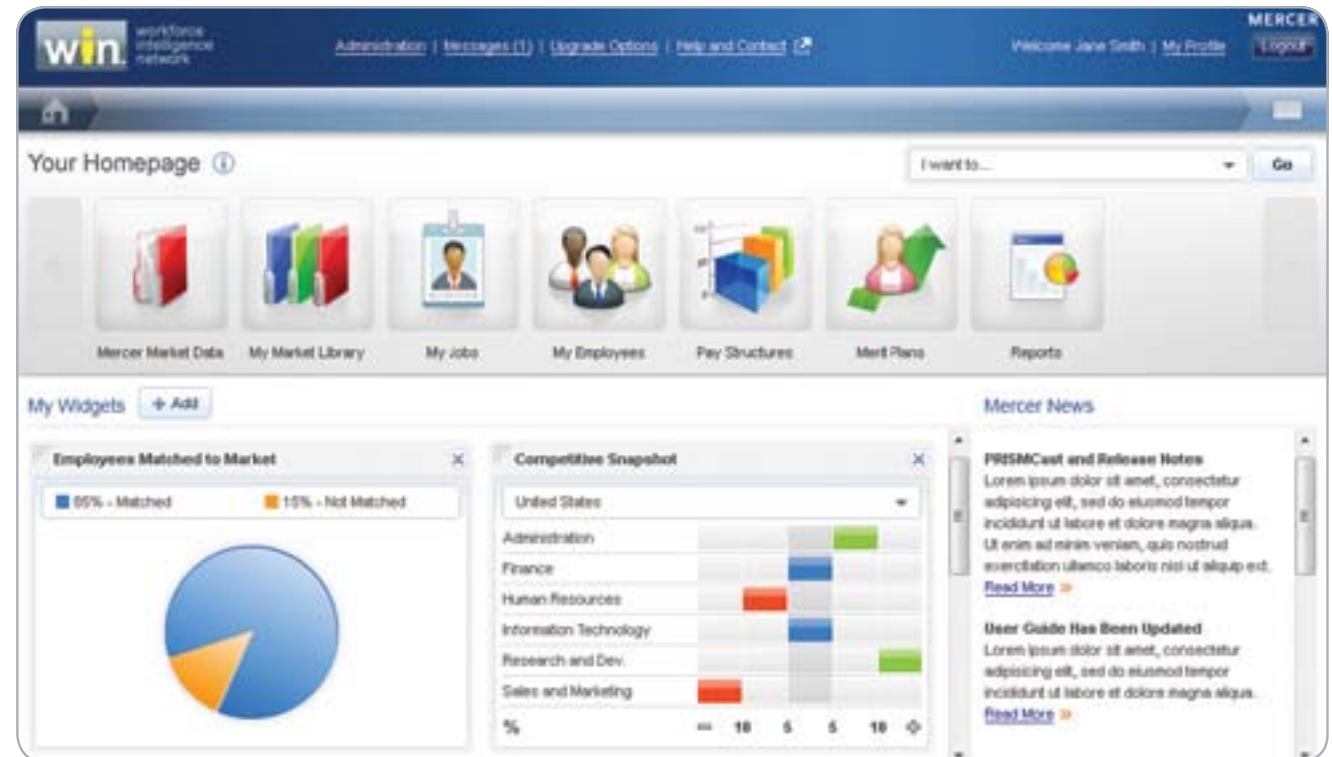
## Consider these questions ...

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

[imercer.com/trs](http://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 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

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

### Comp #1

#### Annual base salary

(Monthly base salary times the number of months guaranteed)

### Comp #2

#### Total annual non-variable remuneration

(COMP1 plus other guaranteed or legally required cash payments)

### Comp #3

#### Total annual cash remuneration

(COMP2 plus short-term incentives)

### Comp #4

#### Total annual cash and long-term incentives

(COMP3 plus value of long-term incentive programs)

### Comp #5

#### Total remuneration

(COMP4 plus values of most prevalent benefits and perquisites)

# Total Remuneration Survey Membership

[imercer.com/membership](http://imercer.com/membership)



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

## TRS is available in over 100 countries, including:

Algeria	China-Hangzhou	Egypt	Malaysia	Serbia
Argentina	China-Nanjing	El Salvador	Mexico	Singapore
Australia	China-Qingdao	Estonia	Moldova	Slovakia
Austria	China-Shanghai	Finland	Morocco	Slovenia
Azerbaijan	China-Shenyang- Changchun	France	Netherlands	Spain
Bahrain	China-Suzhou	Germany	New Zealand	Sri Lanka
Bangladesh	China-Tianjin	Greece	Nicaragua	Sweden
Belarus	China-Wuhan	Guatemala	Norway	Switzerland
Belgium	China-Wuxi	Honduras	Oman	Taiwan
Bolivia	China-Xi'an	Hong Kong	Pakistan	Thailand
Brazil	China-Xiamen- Fuzhou	Hungary	Panama	Tunisia
Bulgaria	Colombia	India	Paraguay	Turkey
Canada	Costa Rica	Indonesia	Peru	Ukraine
Chile	Croatia	Ireland	Philippines	United Arab Emirates
China-Beijing	Czech Republic	Israel	Poland	United Kingdom
China-Changzhou	Denmark	Italy	Portugal	United States
China-Chengdu- Chongqing	Dominican Republic	Japan	Puerto Rico	Uruguay
China-Dalian	Ecuador	Kazakhstan	Qatar	Venezuela
China- Guangdong		Kuwait	Romania	Vietnam
		Latvia	Russia	
		Lithuania	Saudi Arabia	



## 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.

# International Position Evaluation

[imercer.com/ipe](http://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](http://imercer.com/ipe).

### **Data/Analysis**

- 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 programs
- Define career paths using actual job requirements and communicate career opportunities

- Better manage employee mobility and international assignments
- Ensure smooth M&A integration of structures, rewards, and talent programs
- Multilingual user-friendly interface across geographies
- eIPE is preloaded with over 2,500 benchmark jobs and evaluations



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

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

Mercer global mobility calculators include:

- Cost-of-Living Index
- Cost-of-Living Allowance
- Expatriate Accommodation Costs
- Expatriate Compensation
- International Spendable Income
- Quality-of-Living Index
- Short-term Assignment Allowance
- Spendable Income, Home Housing Norm, and Saving

Learn more and view a demo at [imercer.com/ghrm](http://imercer.com/ghrm).

## Global HRMonitor®

### ■ Pricing

Based on reports purchased

### ■ Countries

Global

### ■ Data/Analysis

Make home country balance-sheet calculations  
Address expatriate cost-of-living differences  
Compensate employees on short-term assignments  
Set the quality-of-living/hardship allowances  
Assess expatriate tax issues  
Identify global statutory benefit and employment conditions  
Compare local pay and benefits packages  
Review key economic indicators  
Learn about host countries

# Compensation Administration Services

[imercer.com/compas](http://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 custom program that can include:

**Balance Sheets** – Individual worksheets showing 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

**Net-to-Net Comparisons** – Analyze income taxes, social security contributions, housing costs, and cost of living between locations to adjust for difference in the host location

**Custom Housing Reports** – Housing data in specialized formats or nonstandard locations

**Custom Relocation Allowance** – 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.

## ■ Pricing

Contact us for details



## 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.

# Cost-of-Living Indices, Allowances, and Reports

[imercer.com/col](http://imercer.com/col) 



## **Mercer/ORC – The Benefit of Two Approaches**

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

### **1. Mercer Multinational Cost-of-Living**

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

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

## **Mercer Multinational Cost-of-Living Surveys**

### ■ **Schedule**

Report available May/November

### ■ **Pricing**

Per city \$ 745

### ■ **Countries**

154 countries; 316 locations

### ■ **Goods and Services**

200+

### ■ **Data/Analysis**

City-to-city index comparison

Home country/international spendable income

Home country housing norms

Expatriate accommodation costs

International education costs

Business travel expenses

Actual price lists

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

# Cost-of-Living Indices, Allowances, and Reports

[imercer.com/col](http://imercer.com/col) 



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

The Mercer ORC Home/Host Cost-of-Living approach develops cost-of-living indices and differentials that are based on the unique spending patterns in a base (usually home or headquarters) country. By using different weights for each home country, it ensures that expatriates can retain their expenditure pattern in the host location. This 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.

## Mercer ORC Home/Host Cost-of-Living Survey

### ■ Schedule

Report available Ongoing  
(minimum four times/year)

### ■ Countries

160 home locations;  
380 assignment (host) locations

### ■ Pricing – Service Relationships

**Single-Base Country Service** \$ 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** \$ 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 \$ 745 (annual subscription with quarterly updates)

One-time table \$ 450

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

# Balance Sheets

[imercer.com/balance](http://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.

## Balance Sheets

### ■ Pricing

Current Service Relationship

\$ 500-580 per worksheet

Non-Service Relationship

\$ 935 per worksheet

### ■ Coverage

300+ locations

# Net-to-Net Compensation Analysis

[imercer.com/net-to-net](http://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.

With significant differences in income taxes, social security contributions, housing costs, and the cost of living between countries, the net pay in the home and host locations are analyzed to adjust for any difference in the host location.

## Net-to-Net Compensation Analysis

### ■ Pricing

Current Service Relationship	\$ 745 per comparison
Non-Service Relationship	\$ 935 per comparison

### ■ Coverage

300+ locations

# Mercer ORC Business Travel Allowances

[imercer.com/bta](http://imercer.com/bta) 



## Mercer ORC Business Travel Allowances

The Mercer ORC Business Travel Allowance reports provide data to determine daily allowances for international business travelers in over 330 destinations and four key regions: Africa-Middle East, Americas, Asia Pacific, and Europe. The reports contain information on actual hotel and meal rates plus miscellaneous expenses at three budget levels: high, medium, and low. The reports help:

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

### ■ Pricing

Per city	\$ 210
Regional report	\$ 1,250
All cities	\$ 3,430

### ■ Coverage

334 locations

# Short-term Assignment Per Diems

[imercer.com/shortterm](http://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.

## Short-term Assignment Per Diems

### ■ Pricing

Per city  
(most locations)                      \$ 260

### ■ Coverage

334 locations

# Housing Data

[imercer.com/housingdata](http://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.

## Housing Data

### ■ Schedule

Release date    Every six months

### ■ Pricing

Per location                    \$    220

### ■ Coverage

338 locations

# Utility Costs

[imercer.com/utilitycosts](http://imercer.com/utilitycosts)



Utility cost data is available for select home countries. The report includes shelter and utility estimates representing the average amount paid for housing by an individual in the home country. Shelter costs generally include home mortgage interest (excluding principal) and rent. Utilities typically include electricity, natural gas, sewer, oil, and water.

## Utility Costs

■ **Pricing**  
Per location

\$ 220

■ **Coverage**

Contact us for a list of locations

# Mercer Real-Time RentCheck<sup>SM</sup>

[imercer.com/rent](http://imercer.com/rent) 



Real-Time RentCheck 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

## Mercer Real-Time RentCheck<sup>SM</sup>

### ■ Pricing

Per report \$ 520

### ■ Coverage

132 locations

### ■ Data/Analysis

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

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

Actively compare trends, reflecting local market pricing (up, down, or stable)

Additional fees and specific host country information



## Feature Product

MercerPassport<sup>TM</sup> – complete, personal web resource to help expatriates succeed when relocating globally. Details at [imercer.com/mercerpassport](http://imercer.com/mercerpassport).

# Location Hardship Ratings

[imercer.com/qol](http://imercer.com/qol) 



## Quality-of-Living Reports

### 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 Reports

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

#### ■ Schedule

Report available November

#### ■ Pricing

Per location \$ 425

#### ■ Positions

39 factors in 10 categories

#### ■ Coverage

330+ locations

#### ■ Data/Analysis

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

# Location Hardship Ratings

[imercer.com/ler](http://imercer.com/ler) 



## 2. Location Evaluation Reports

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.

## Location Evaluation Reports

### ■ Pricing

Per location \$ 220

All locations \$ 15,600

### ■ Positions

14 factors

### ■ Coverage

130+ locations

### ■ Data/Analysis

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

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

Ratings for 14 factors producing an overall evaluation score for location

Guidelines for applying hardship recommendation to compensation structure

# International Assignment Cost Projections

[imercer.com/iacp](http://imercer.com/iacp) 



## International Assignment Cost Projections

### ■ Pricing

Current Service Relationship	\$ 750 per report
Non-Service Relationship	\$ 875 per report

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 alternatives, 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

# Global Mobility Policy Benchmarking

[imercer.com/policybenchmarking](http://imercer.com/policybenchmarking)



Benchmark your program using the world's largest database of multinational expatriate assignment policies and practices in the Americas, Asia Pacific, Europe, and the Middle East. Using the 2010 Worldwide Survey of International Assignment Policies and Practices, Mercer performs a comprehensive 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.

## Global Mobility Policy Benchmarking

### Schedule

Release date June

### Coverage

Global

### Pricing

Long-term global mobility policy benchmarking	\$	19,000
+Long-term global mobility package cost benchmarking	\$	2,500
+Global Mobility Program Supplementary Custom Analysis		call for details
Short-term global mobility policy benchmarking	\$	6,000

### Data/Analysis

Long-term Global Mobility Policy Benchmarking

- **Comprehensive Policy Benchmarking** compares current expatriate assignment policies against peers, and includes expert commentary on overall competitive position
- **Graphic Policy Benchmarking Summary** rates an organization's standing against the most critical expatriate policy provisions, establishing policy provisions at, above, or below market compared to the custom benchmarking group
- **One-page Management Summary** of results, highlighting key opportunities to make policy adjustments to enhance services or reduce costs

Long-term Global Mobility Package Cost Benchmarking

- An added benchmarking component focused on the comparative cost impact of global mobility policy choices

Global Mobility Program Supplementary Custom Analysis

- Address unique benchmarking requirements
- Define the most critical issues to address
- Create custom benchmarking solutions

Short-term Global Mobility Policy Benchmarking

- Same deliverables as the Long-term Global Mobility Policy Benchmarking (above), but focused on short-term international assignment policies

# Global Mobility Events and Training

[imercer.com/gmevents](http://imercer.com/gmevents) 



## Expatriate Compensation Roundtables

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, 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](http://imercer.com/gmevents).

## Expatriate Management Training Seminars

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

### ■ Schedule

View dates and locations online

### ■ Pricing

One-day seminar	\$ 850 per person
Attend two back-to-back seminars	\$ 1,500 per person

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