

remuneration deviation report

Company Name

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prepared by: Analyst

peer reviewed by: Consultant

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SAMPLE



Contents

	Page
1. Introduction	1
2. Report Definitions	3
2.1. Terms	
2.2. Statistics	
2.3. Data Confidentiality Guidelines	
2.4. Valuation Criteria	
3. Summary	5
4. Remuneration Deviation Analysis	6
4.1. Annual Base Salary	
4.2. Variable Bonus Actual %	
4.3. Total Cash Compensation (Actual)	
4.4. Car Benefit Value	
4.5. Total Remuneration (Actual)	
5. Remuneration Deviation Charts	11
5.1. Variable Bonus Actual %	
5.2. Car Benefit Value	
6. Regressed Data Charts	13
6.1. Annual Base Salary	
6.2. Total Cash Compensation (Actual)	
6.3. Total Remuneration (Actual)	
7. Compa-Ratio Charts	16
7.1. Annual Base Salary	
7.2. Variable Bonus Actual %	
7.3. Total Cash Compensation (Actual)	
7.4. Car Benefit Value	
7.5. Total Remuneration (Actual)	

1. Introduction

1.1. About Mercer

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1.2. About the Report

This report is prepared for Company Name and contains remuneration deviation analysis for 10 positions located in Germany.

The deviation analysis covers comparison of the following compensation elements to the market values:

1. Annual Base Salary
2. Variable Bonus Actual %
3. Total Cash Compensation (Actual)
4. Car Benefit Value
5. Total Remuneration (Actual)

The remuneration deviation analysis of the positions is represented through the Deviation Analysis Tables and Charts, containing the different statistical measures for each of the elements that compose the Remuneration Package generally offered to the analyzed positions.

The reference market is All industries regression line, based on TRS 2022. Market data have been aged to January 1st, 2023.

1. Introduction

1.3. Confidentiality

To ensure the confidentiality of all data, a minimum number of observations is required in order for statistics to be displayed. Three organizations must report at least three observations for a variable in order for the mean to be displayed. Four organizations and four observations are required for display of the median. Five organizations reporting at least five observations are required to display 25th and 75th Percentiles. Where there has been insufficient data for analysis, this has been indicated with "--".

Human Resource professionals who deal regularly with data are aware of the variance that may exist in databases. Data may fluctuate slightly from year to year due to changes in the participant base. It is also important to note that within a sample, a significant amount of data may be reported by one organization. It is also possible for data to change drastically from year to year due to industry-related factors and economic conditions.

Mercer is providing this information to its clients to help them to make independent decisions regarding salaries and benefits. Because the exchange of salary and benefit information among competitors may be construed in certain circumstances as a means to facilitate an antitrust violation, Mercer has taken appropriate steps in collecting and disseminating this information in order to avoid such perceptions.

The information and data contained in this report are for information purposes only and are not intended nor implied to be a substitute for professional advice. In no event will Mercer be liable to you or to any third party for any decision made or action taken in reliance of the results obtained through the use of the information and/or data contained or provided herein.

2. Report Definitions

2.1. Terms

We provide below an explanation of the Compensation Item terms used in the Remuneration Tables:

Annual Base Salary

Includes only annualized base salary (Monthly Base Salary x Number of Months Paid).

Total Guaranteed Cash Compensation

Includes Annual Base Salary plus the annualized value of guaranteed allowances and cash benefits.

Variable Bonus Actual %

All payments received over the 12-month period ending on the data effective date, which are associated with individual, team, and/or corporate performance, expressed as a percentage of Annual Base Salary.

Total Cash Compensation (Actual)

Includes Total Guaranteed Cash Compensation plus the annualized value of any actual Short-term Incentive, Sales Incentive, Profit Sharing, or Other Incentive awards paid out on performance over a period of 12 months or less. The figures reported reflect the actual amounts of the awards received over the last 12 months.

Total Remuneration (Actual)

Includes Total Cash Compensation (Actual) plus the annualized value of any Long-term Incentive (LTI) awards, valued using Black-Scholes methodology for appreciation-based awards, plus the annualized value of the benefits: retirement plan, life and medical insurance, motor vehicle, etc.

2. Report Definitions

2.2. Statistics

25th Percentile (25th %ile)

The data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.

Median

The data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the 50th percentile.

75th Percentile (75th %ile)

The data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.

2.3. Data Confidentiality Guidelines

To ensure confidentiality, the data shown is determined by a minimum number of organizations and number of observations, as summarised in the table below:

	Median	Quartile
Minimum No. of Distinct Organizations	3	3
Minimum No. of Organizations	4	5
Minimum No. of Observations	4	5

* Where there has been insufficient data for analysis to show given statistics, this has been indicated with "--".

2.4. Valuation Criteria

The valuation of benefits has been made according to the "employee value" i.e. we calculate the gross income necessary for the employee to purchase the same component of remuneration privately. This permits to develop all the valuations in a consistent way, giving the possibility to compare all of them with the same tool.

3. Summary

=	position is within lower and upper quartiles
▲	position is above upper quartile
▼	position is below lower quartile
--	no position or market data for comparison

ID	Position Title	Benchmark Title	Country	PC	Annual Base Salary	Variable Bonus Actual %	Total Cash Compensation (Actual)	Car Benefit Value	Total Remuneration (Actual)
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	65	=	=	=	▼	=
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	63	▲	▼	▲	▲	▲
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	63	▲	=	▲	▼	▲
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	62	▲	▼	▲	▼	▲
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	62	=	=	=	▼	=
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	61	=	=	=	=	=
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	61	▼	=	=	▼	=
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	60	▼	▲	=	=	=
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	60	▼	▼	▼	▼	▼
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	59	▼	▼	▼	▼	=

4.1. Annual Base Salary

Company Data							Deviation %			Market Annual Base Salary		
ID	Position Title	Benchmark Title	Country	Currency	PC	Annual Base Salary	25th Percentile	Median	75th Percentile	25th Percentile	Median	75th Percentile
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	Euro	65	268,000	141%	122%	99%	190,092	219,822	269,827
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	Euro	63	260,000	157%	137%	114%	165,820	190,173	228,232
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	Euro	63	247,000	149%	130%	108%	165,820	190,173	228,232
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	Euro	62	245,000	158%	139%	117%	154,872	176,884	209,905
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	Euro	62	198,000	128%	112%	94%	154,872	176,884	209,905
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	Euro	61	184,000	127%	112%	95%	144,647	164,523	193,049
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	Euro	61	135,750	94%	83%	70%	144,647	164,523	193,049
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	Euro	60	120,000	89%	78%	68%	135,097	153,026	177,547
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	Euro	60	105,000	78%	69%	59%	135,097	153,026	177,547
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	Euro	59	107,000	85%	75%	66%	126,178	142,333	163,290

Source: Total Remuneration Survey 2022

4.2. Variable Bonus Actual %

Company Data							Deviation %			Market Variable Bonus Actual %		
ID	Position Title	Benchmark Title	Country	Currency	PC	Variable Bonus Actual %	25th Percentile	Median	75th Percentile	25th Percentile	Median	75th Percentile
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	Euro	65	40%	161%	102%	65%	25%	39%	61%
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	Euro	63	21%	93%	63%	44%	23%	33%	47%
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	Euro	63	32%	141%	97%	67%	23%	33%	47%
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	Euro	62	20%	95%	64%	42%	21%	31%	48%
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	Euro	62	30%	143%	96%	63%	21%	31%	48%
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	Euro	61	30%	169%	120%	76%	18%	25%	40%
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	Euro	61	32%	181%	128%	81%	18%	25%	40%
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	Euro	60	35%	216%	153%	103%	16%	23%	34%
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	Euro	60	10%	62%	44%	29%	16%	23%	34%
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	Euro	59	10%	65%	43%	31%	15%	23%	33%

Source: Total Remuneration Survey 2022

4.3. Total Cash Compensation (Actual)

Company Data							Deviation %			Market Total Cash Compensation (Actual)		
ID	Position Title	Benchmark Title	Country	Currency	PC	Total Cash Compensation (Actual)	25th Percentile	Median	75th Percentile	25th Percentile	Median	75th Percentile
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	Euro	65	376,600	161%	125%	99%	233,530	302,043	379,185
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	Euro	63	315,810	159%	127%	103%	198,704	249,074	306,527
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	Euro	63	327,360	165%	131%	107%	198,704	249,074	306,527
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	Euro	62	295,200	161%	131%	107%	183,290	226,183	275,599
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	Euro	62	258,700	141%	114%	94%	183,290	226,183	275,599
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	Euro	61	240,500	142%	117%	97%	169,072	205,395	247,791
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	Euro	61	180,510	107%	88%	73%	169,072	205,395	247,791
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	Euro	60	163,350	105%	88%	73%	155,956	186,518	222,790
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	Euro	60	116,600	75%	63%	52%	155,956	186,518	222,790
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	Euro	59	118,800	83%	70%	59%	143,858	169,375	200,310

Source: Total Remuneration Survey 2022

4.4. Car Benefit Value

Company Data							Deviation %			Market Car Benefit Value		
ID	Position Title	Benchmark Title	Country	Currency	PC	Car Benefit Value	25th Percentile	Median	75th Percentile	25th Percentile	Median	75th Percentile
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	Euro	65	14,680	97%	74%	58%	15,200	19,924	25,152
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	Euro	63	21,838	150%	126%	104%	14,515	17,345	21,093
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	Euro	63	14,268	98%	82%	68%	14,515	17,345	21,093
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	Euro	62	10,120	74%	54%	45%	13,641	18,760	22,302
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	Euro	62	12,780	94%	68%	57%	13,641	18,760	22,302
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	Euro	61	14,700	111%	89%	71%	13,268	16,446	20,673
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	Euro	61	11,796	89%	72%	57%	13,268	16,446	20,673
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	Euro	60	15,990	123%	93%	75%	13,015	17,222	21,212
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	Euro	60	9,680	74%	56%	46%	13,015	17,222	21,212
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	Euro	59	11,760	93%	76%	61%	12,579	15,449	19,214

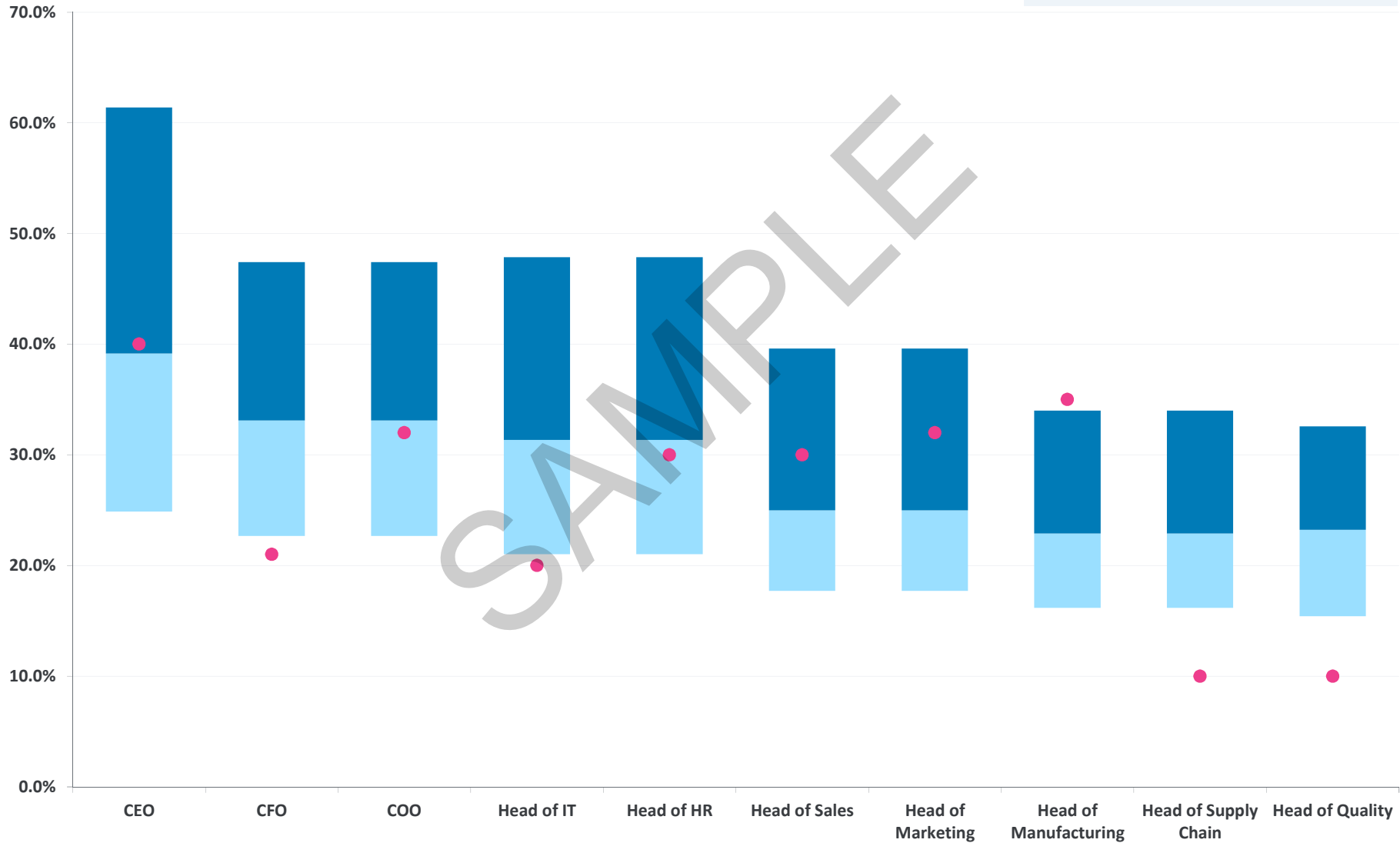
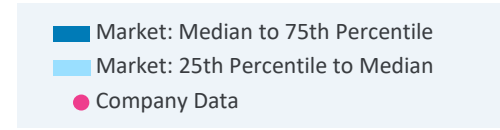
Source: Total Remuneration Survey 2022

4.5. Total Remuneration (Actual)

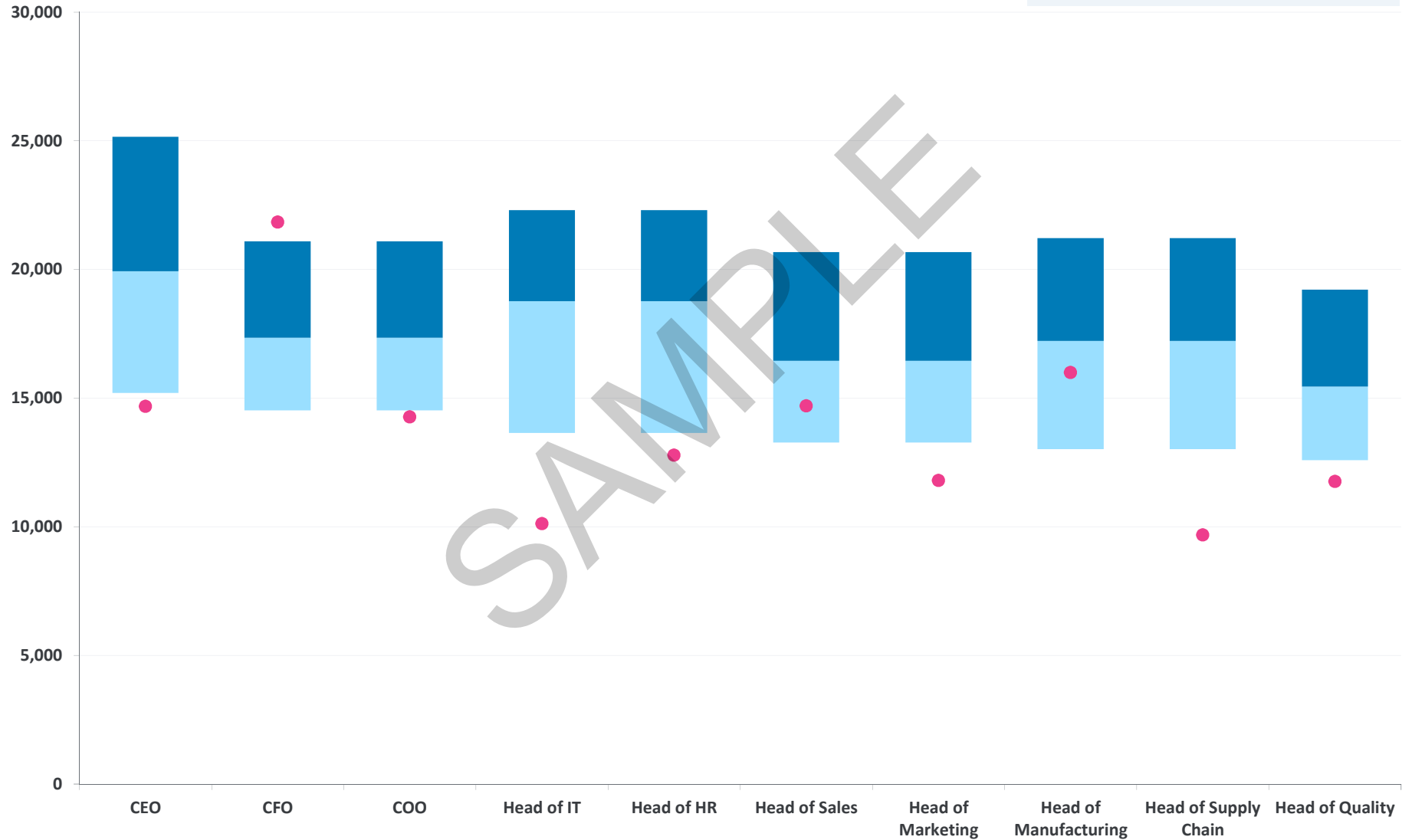
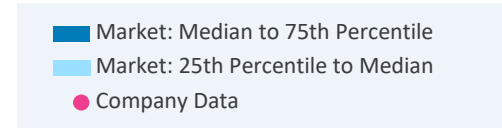
Company Data							Deviation %			Market Total Remuneration (Actual)		
ID	Position Title	Benchmark Title	Country	Currency	PC	Total Remuneration (Actual)	25th Percentile	Median	75th Percentile	25th Percentile	Median	75th Percentile
1	CEO	Head of Organization (CEO) - Country Division (E2)	Germany	Euro	65	450,000	173%	132%	99%	260,731	341,270	453,934
2	CFO	Head of Finance & Accounting (CFO) - Country Division (E1)	Germany	Euro	63	425,000	193%	152%	118%	220,040	280,229	361,090
3	COO	Head of Operations (COO) - Country Division (E1)	Germany	Euro	63	398,700	181%	142%	110%	220,040	280,229	361,090
4	Head of IT	Head of IT Data Center Facility Operations - Country Division (E1)	Germany	Euro	62	345,800	171%	136%	107%	202,141	253,933	322,052
5	Head of HR	Head of Human Resources - Global Division (E3)	Germany	Euro	62	280,000	139%	110%	87%	202,141	253,933	322,052
6	Head of Sales	Head of Sales - Regional Parent/Independent (E3)	Germany	Euro	61	265,000	143%	115%	92%	185,699	230,105	287,235
7	Head of Marketing	Head of Marketing - Country Subsidiary (E1)	Germany	Euro	61	210,000	113%	91%	73%	185,699	230,105	287,235
8	Head of Manufacturing	Head of Manufacturing - Regional Division (E2)	Germany	Euro	60	190,000	111%	91%	74%	170,594	208,513	256,182
9	Head of Supply Chain	Head of Supply Chain - Regional Division (E2)	Germany	Euro	60	165,000	97%	79%	64%	170,594	208,513	256,182
10	Head of Quality	Head of Quality - Global Division (E3)	Germany	Euro	59	158,000	101%	84%	69%	156,717	188,947	228,486

Source: Total Remuneration Survey 2022

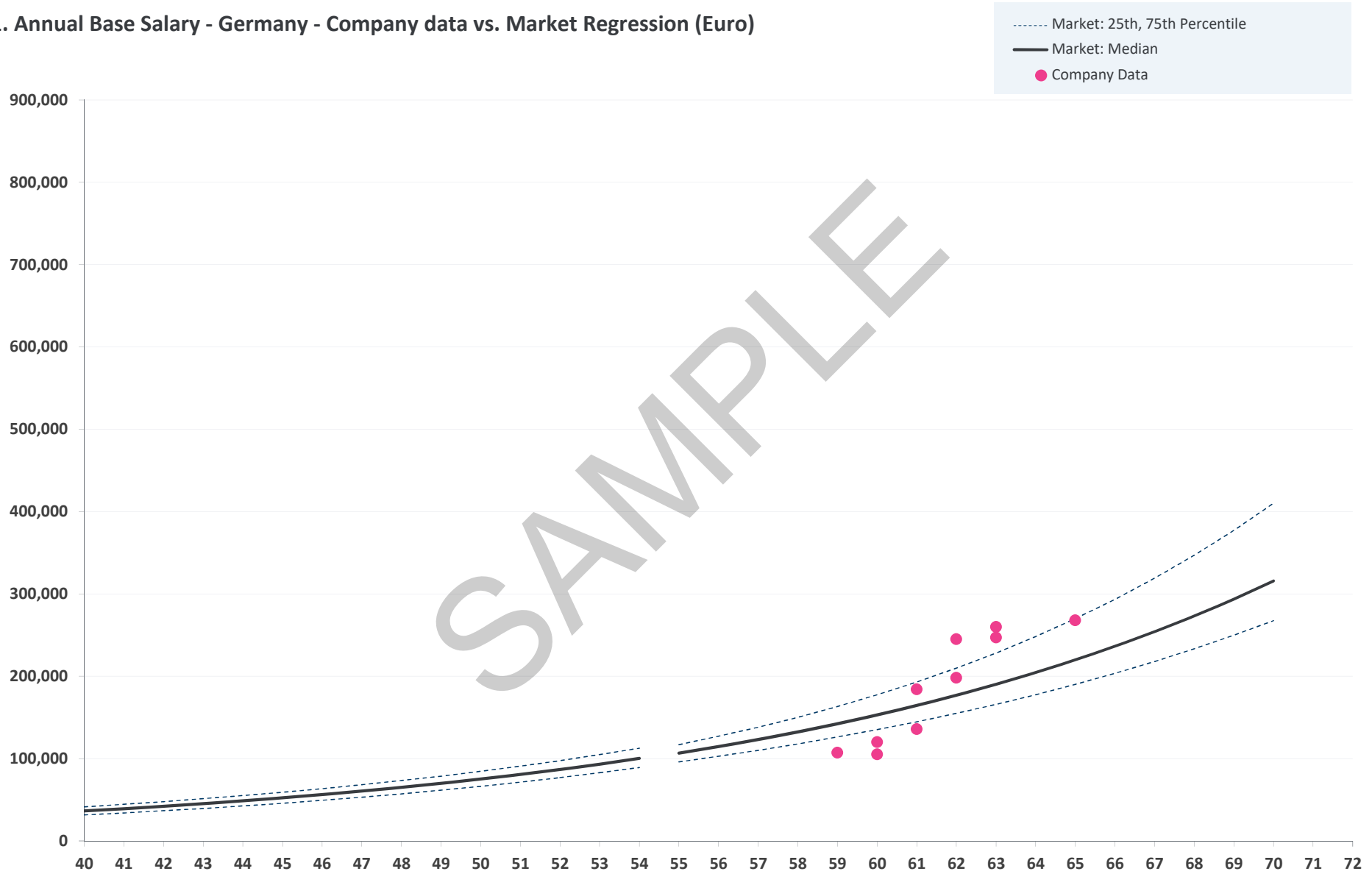
5.1. Variable Bonus Actual % - Company data vs. Market (%)



5.2. Car Benefit Value - Company data vs. Market (Euro)

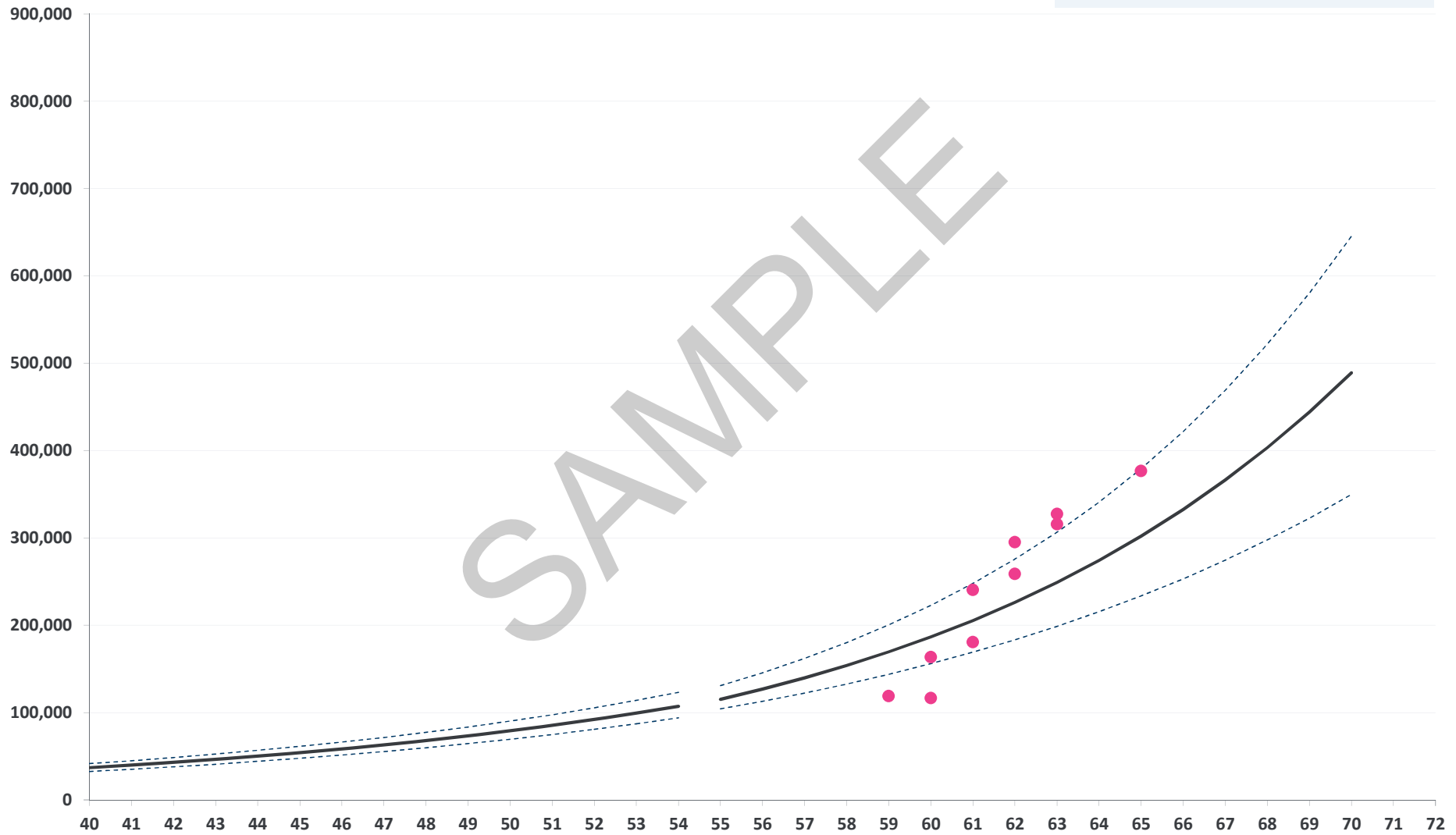


6.1. Annual Base Salary - Germany - Company data vs. Market Regression (Euro)

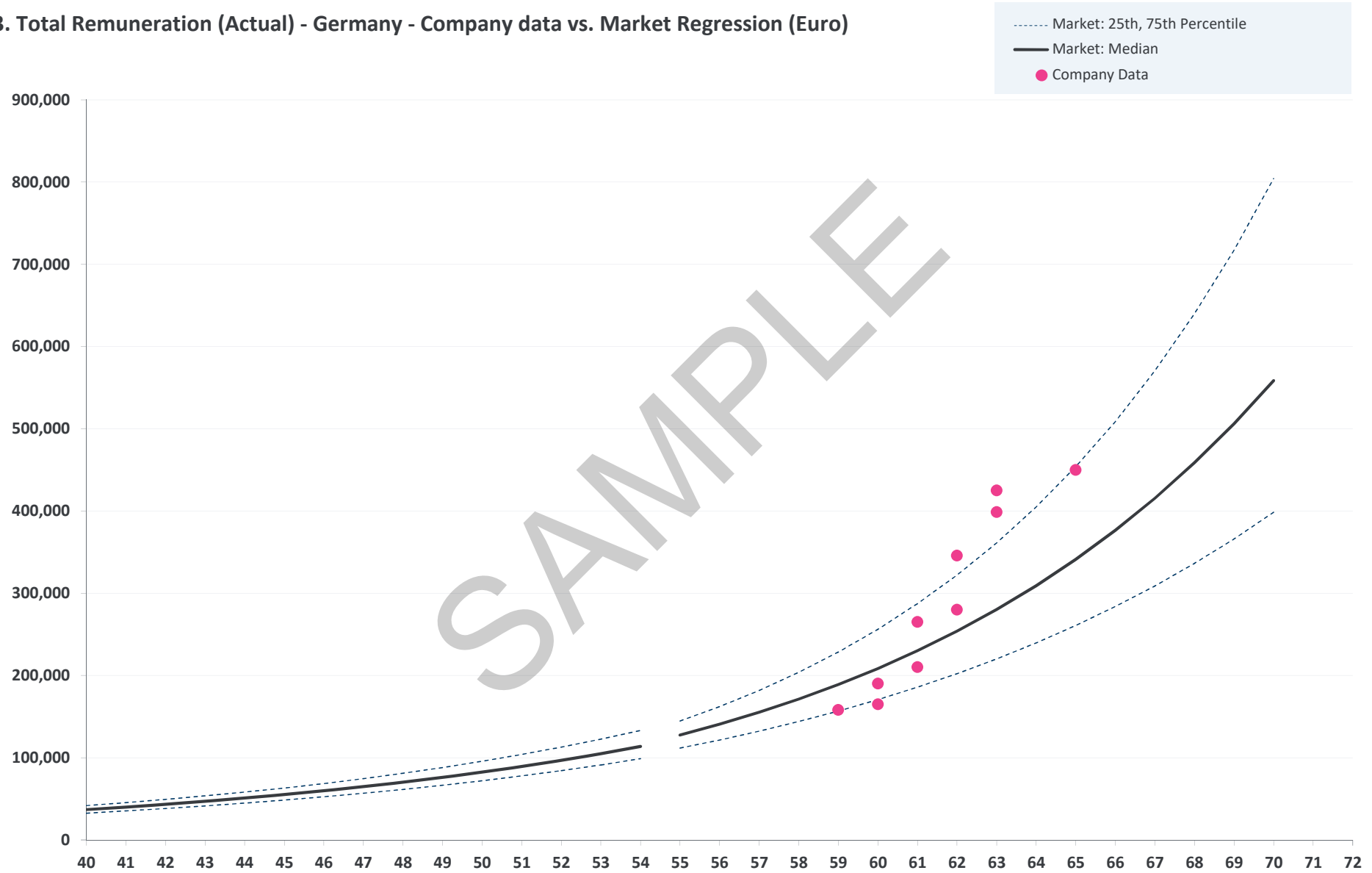


6.2. Total Cash Compensation (Actual) - Germany - Company data vs. Market Regression (Euro)

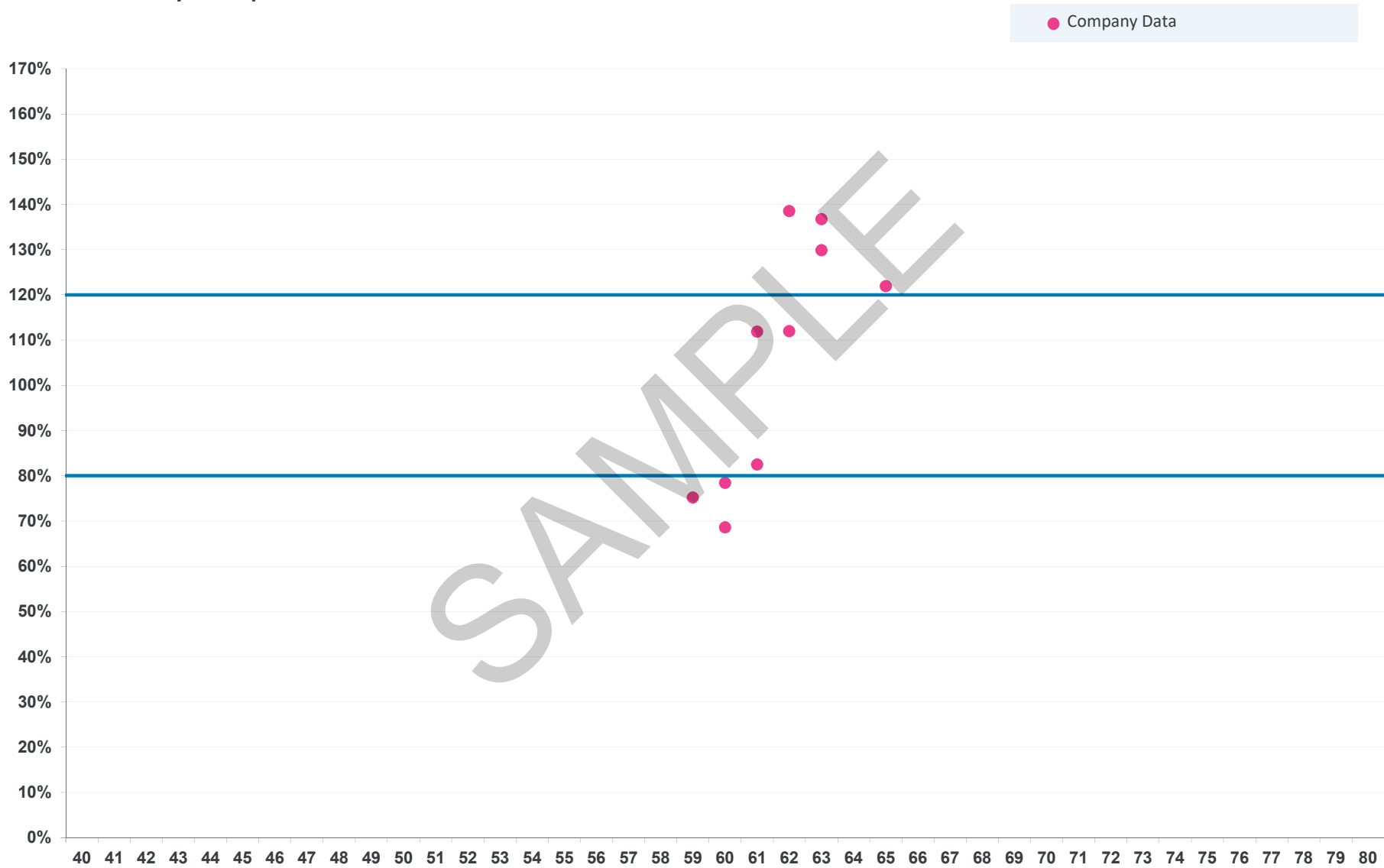
----- Market: 25th, 75th Percentile
— Market: Median
● Company Data



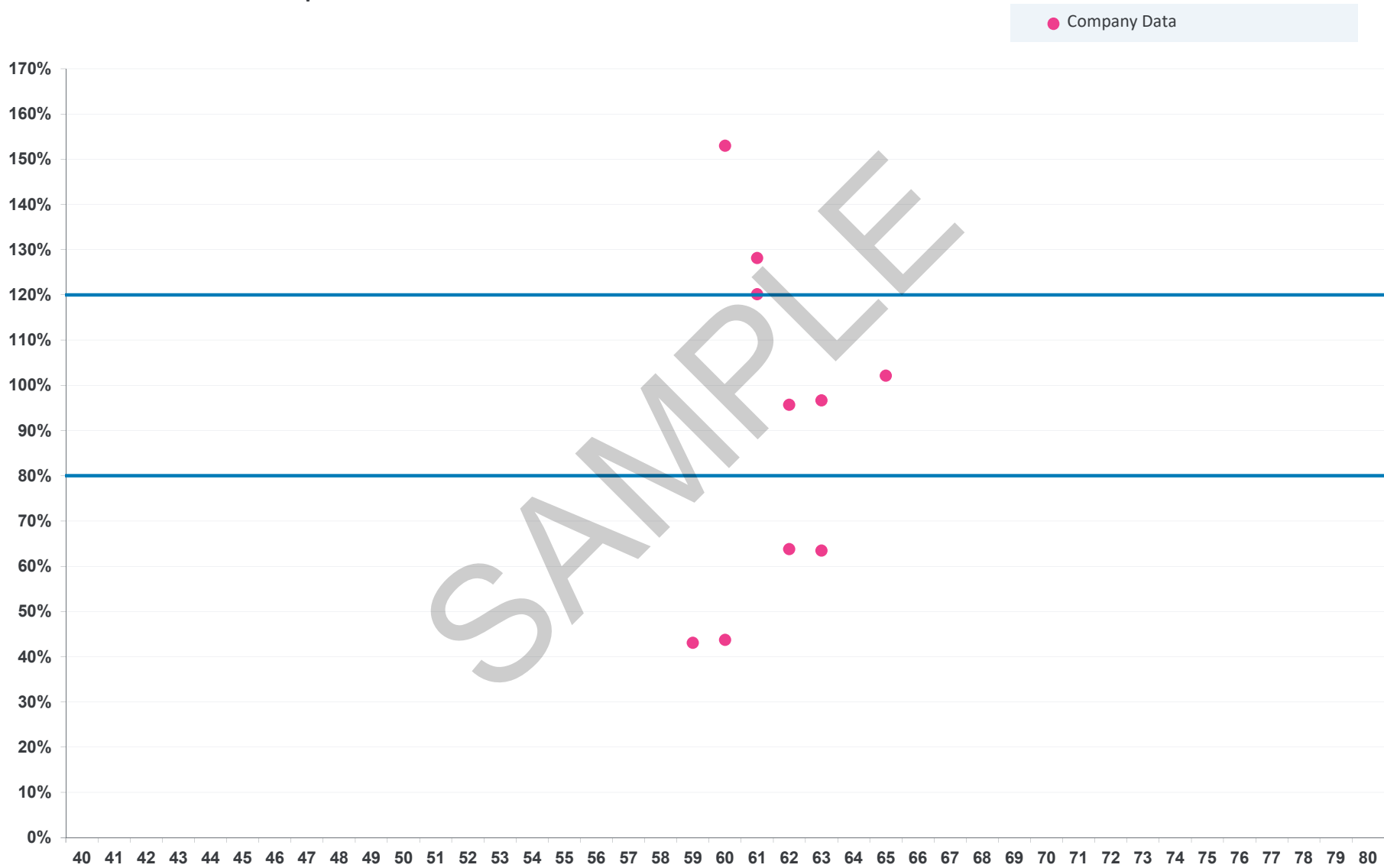
6.3. Total Remuneration (Actual) - Germany - Company data vs. Market Regression (Euro)



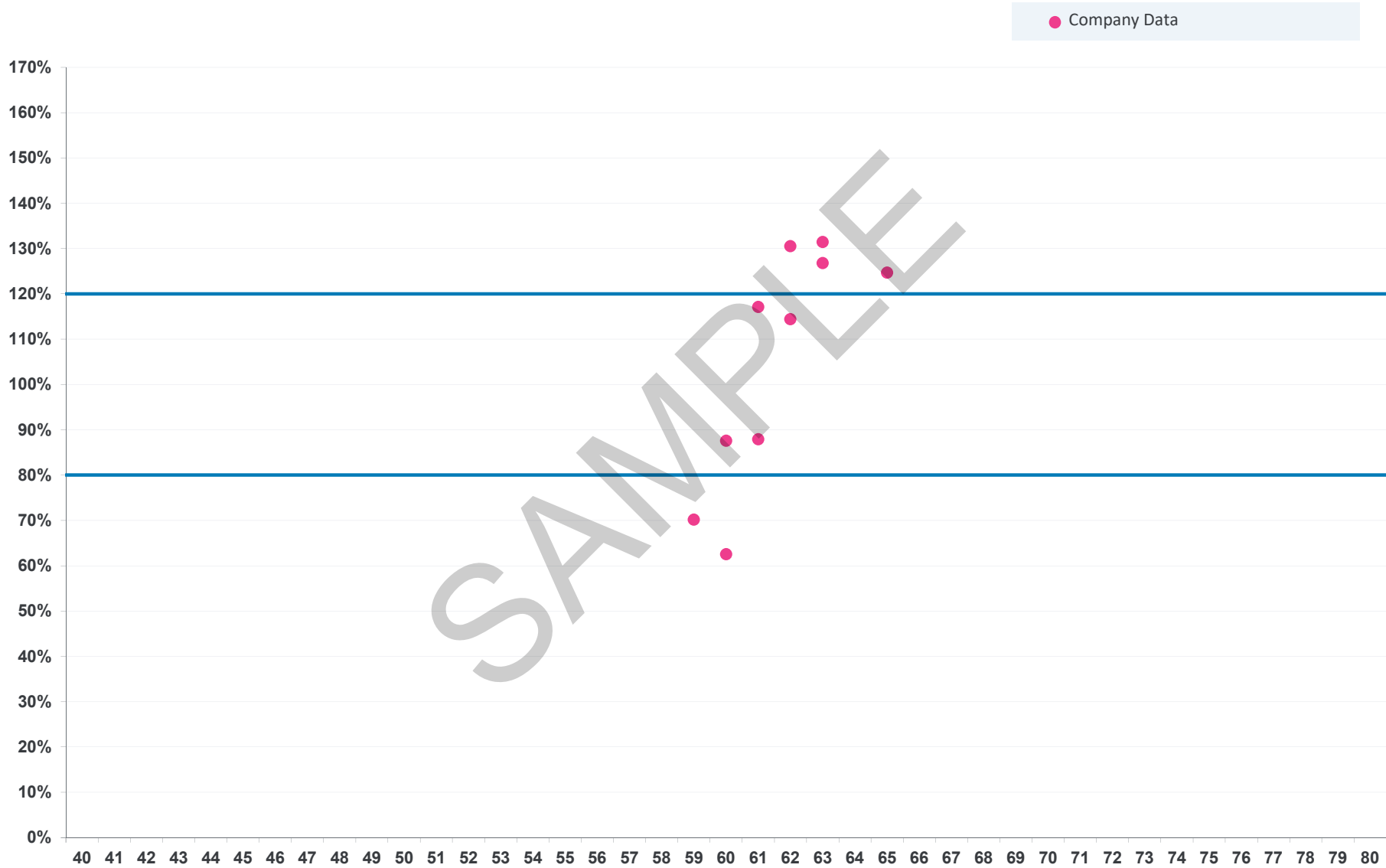
7.1. Annual Base Salary - CompaRatio vs. Market Median



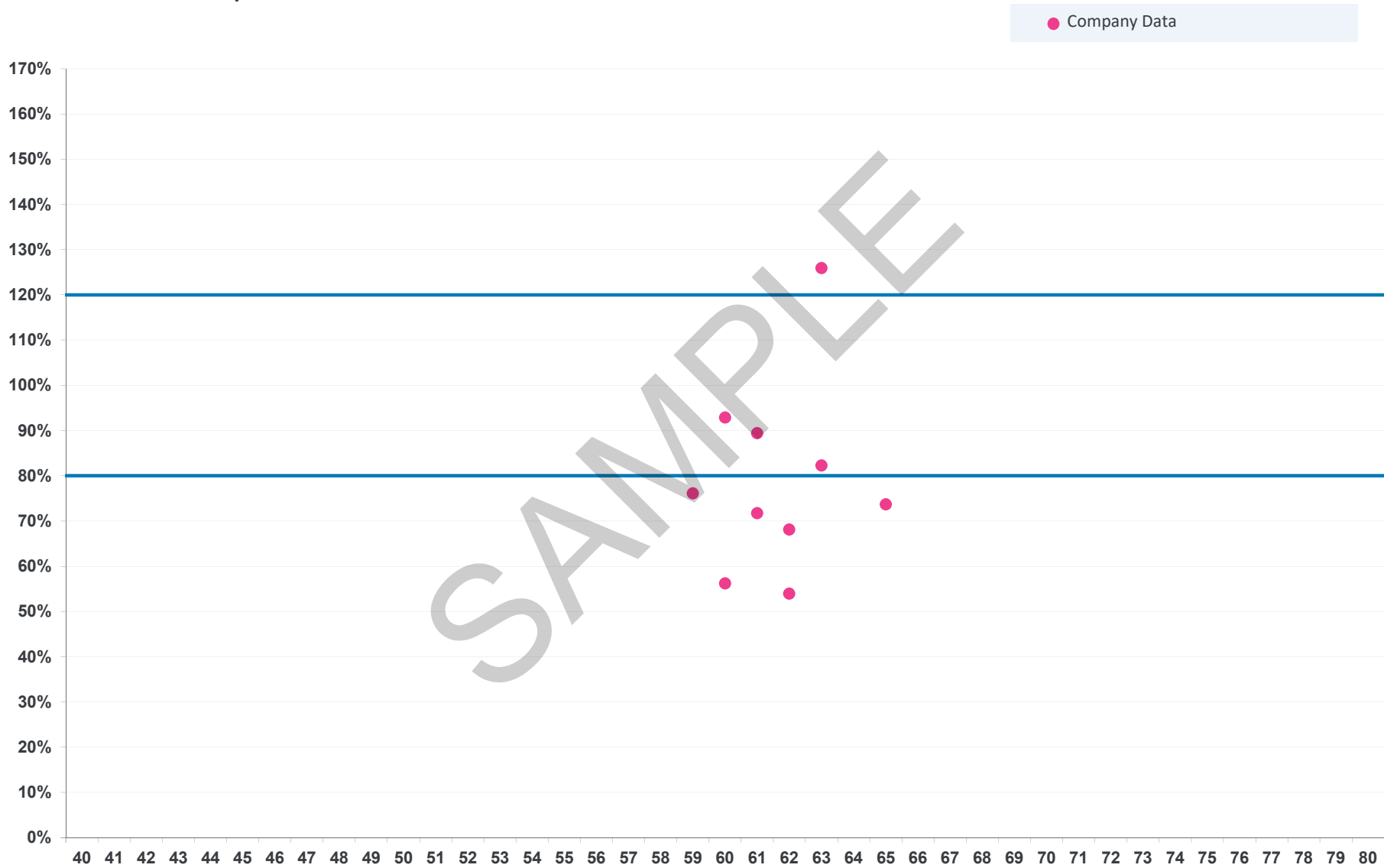
7.2. Variable Bonus Actual % - CompaRatio vs. Market Median



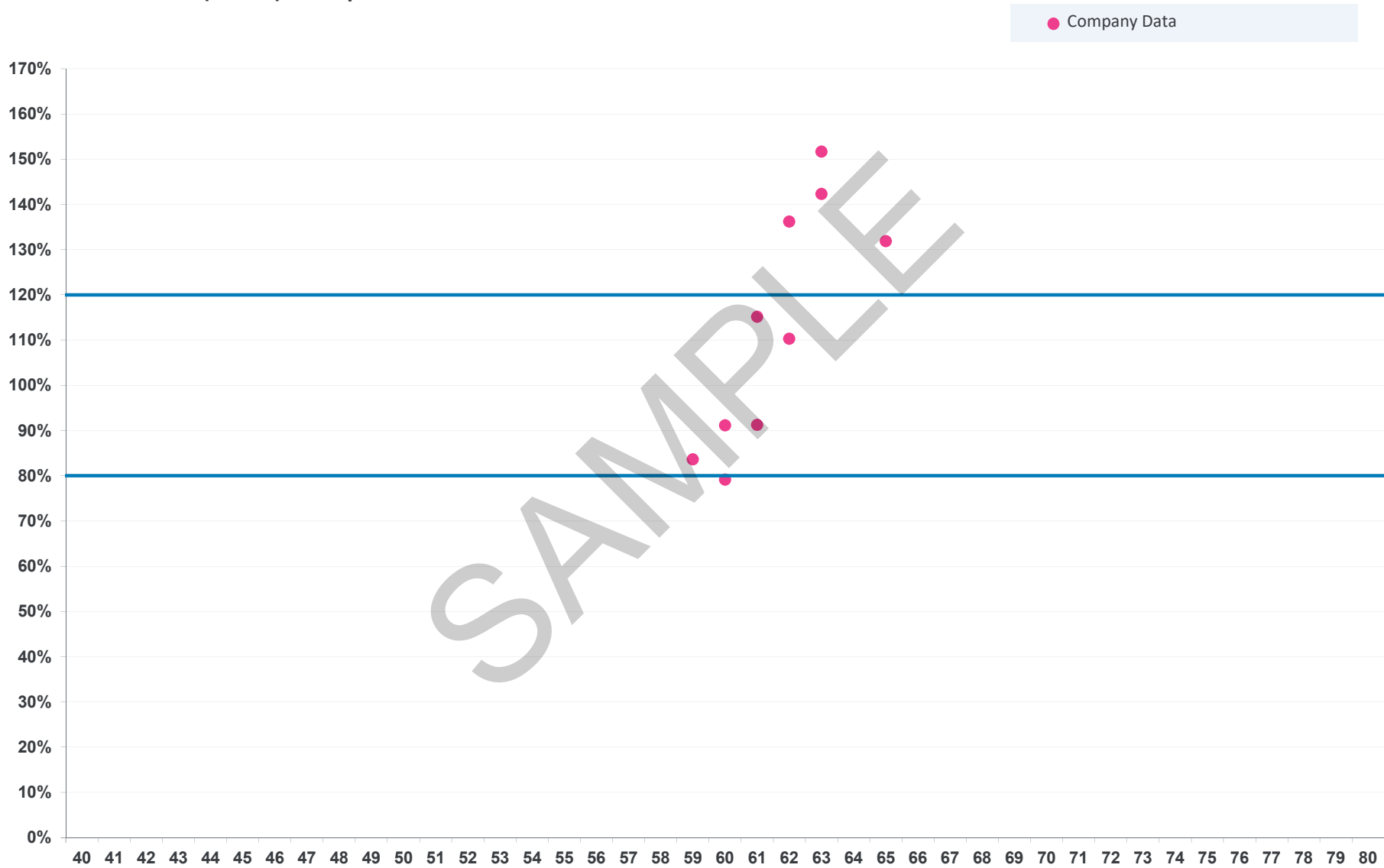
7.3. Total Cash Compensation (Actual) - CompaRatio vs. Market Median



7.4. Car Benefit Value - CompaRatio vs. Market Median



7.5. Total Remuneration (Actual) - CompaRatio vs. Market Median



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