

HEALTH WEALTH CAREER

QUALITY OF LIVING CITY ASSESSMENT

MAKE TOMORROW, TODAY
EMBRACE YOUR CITY'S FUTURE

2016



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Mercer national press release and national media rankings



Annual one-day conference on best practices, with participant discussions and a Mercer award ceremony

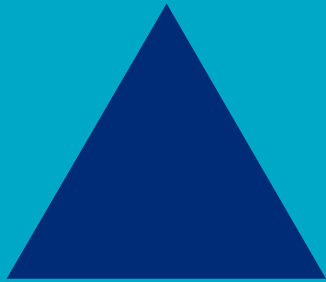
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WHO ARE WE?

MERCER

MARSH & MCLENNAN COMPANIES



MARSH & MCLENNAN COMPANIES

HOW WE MAKE A DIFFERENCE

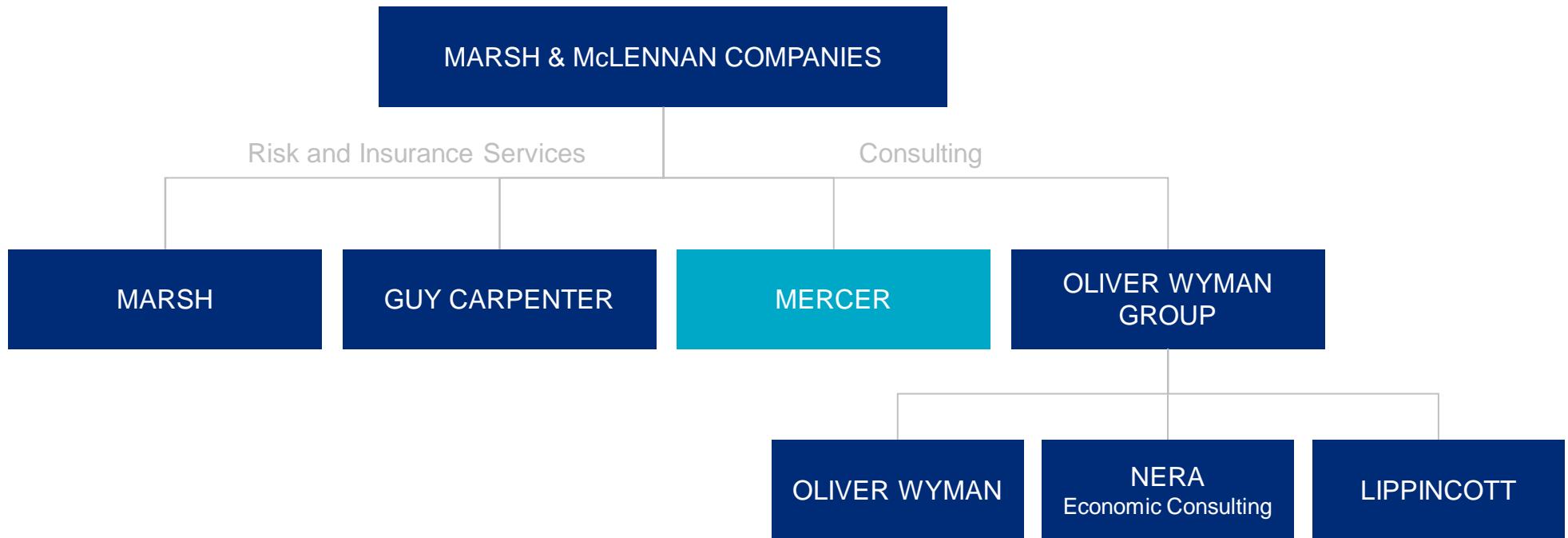
We protect and enhance our clients' vital assets:

- 140-year history.
- Serving 75% of Fortune 1000 companies.
- Growing presence in middle-market and emerging economies.
- 53,000 colleagues.
- Global footprint – serving clients in more than 100 countries.



MARSH & MCLENNAN COMPANIES

WHAT WE DO AND BUSINESS SEGMENTS



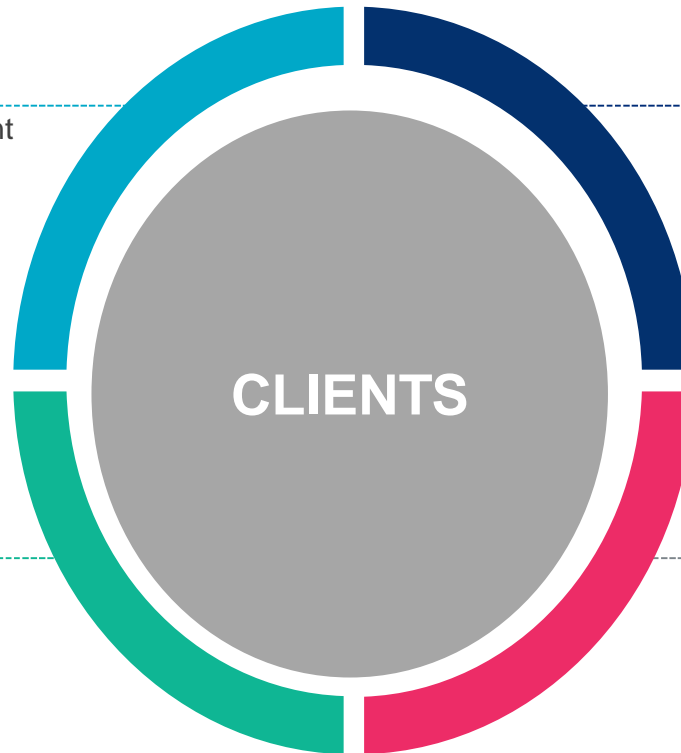
MERCER: OUR PORTFOLIO

RETIREMENT

- Integrated defined-benefit risk management
- High-performing defined contribution plans
- Comprehensive plan management and administration
- Innovative plan design
- Global actuarial consulting

INVESTMENTS

- Strategic investment design
- Defined contribution plan investments
- Endowments and foundations
- Wealth management



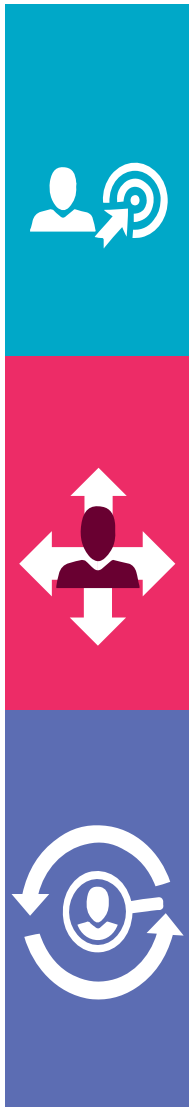
TALENT

- Talent strategy
- Workforce analytics and planning
- Executive and workforce rewards
- Talent management, mobility, and leadership
- HR transformation and human capital strategy advisory
- Communication and change

HEALTH

- Benefit exchanges
- Benefit strategy, design, and financing
- Individual and voluntary benefits
- Benefit plan management and brokerage
- Specialty health and benefits
- Benefits administration

MERCER TALENT CAPABILITIES



TALENT STRATEGY

- Workforce strategy and planning
- Talent assessment and development
- Performance and career management

TALENT MOBILITY

- Mobility strategy and policy benchmarking
- Provision of expatriate data
- Mobility co-sourcing and services

HR TRANSFORMATION

- HR service model and process design
- HR talent assessment and development
- HR technology optimisation and HCM system advisory/deployment



EXECUTIVE REWARDS

- Board/management advisory services
- Plan design and performance measurement
- Governance and M&A transaction support

WORKFORCE REWARDS

- Total rewards strategy and program design
- Job evaluation and career frameworks
- Data, insights and technology

COMMUNICATION

- Employee communication associated with health, wealth and career programs
- Change communication associated with HRIS Implementations, structural changes and M&A activity

THE MERCER ADVANTAGE

FOCUS ON PEOPLE

**PEOPLE ARE THE HEART
OF BUSINESS**

CLEAR VISION OF FUTURE

**ANALYTICAL RIGOR
+ IN-DEPTH DATA
= PRECISION AROUND
FUTURE OUTCOMES**

WHAT TO DO TODAY

**CONVERTING INSIGHT INTO
ACTIONABLE CHANGE**

MERCER TODAY

28,000 CLIENTS

\$4.35 B IN REVENUE

70-YEAR HISTORY

\$125 B IN ASSETS UNDER
MANAGEMENT
\$10 T UNDER ADVISEMENT

80% FTSE
100

88% FORTUNE
500

21,000 COLLEAGUES

130 COUNTRIES

110 MILLION
LIVES TOUCHED

QUALITY OF LIVING CITY ASSESSMENT



QUALITY OF LIVING - CITY ASSESSMENT

COMPETING BY IMPROVING THE LIVING STANDARD

Is your city regionally and globally **connected** in terms of public infrastructure, transport, and talent flows?

Is your city **competitive** economically, socially, culturally, and environmentally?

Is your city **attractive** to foreigners, tourists, globally-mobile talent, capital investments, and major multinational companies?

How can you **leverage** your city's unique strengths to differentiate it from other cities that also strive to attract companies, foreigners, tourists, and talent?



QUALITY OF LIVING - CITY ASSESSMENT

COMPETING BY IMPROVING THE LIVING STANDARD

For over 20 years, multinational employers and other organisations have relied on Mercer's Quality of Living surveys **as a reference to assess the relative quality of living among cities around the world.**

Mercer is uniquely positioned to offer a holistic approach that helps you and your city to:



QUALITY OF LIVING - CITY ASSESSMENT COMPETING BY IMPROVING THE LIVING STANDARD

Mercer can perform **quality-of-living benchmarking against other cities** around the world to highlight **strengths, weaknesses, opportunities, and threats** so that city leaders can foster development planning, articulate a clear vision, and establish short-, medium-, and long-term monitoring.



QUALITY OF LIVING - CITY ASSESSMENT

COMPETING BY IMPROVING THE LIVING STANDARD



Mercer will analyze the living standard of your city through a **series of data** so you can identify areas of concern and satisfaction. This analysis enables leaders to tackle and prioritize next steps.

QUALITY OF LIVING - CITY ASSESSMENT COMPETING BY IMPROVING THE LIVING STANDARD

The purpose of the **Quality of Living - City Assessment** is to provide municipalities with an objective, consistent, comprehensive evaluation based on the relative differences of important indicators—both between cities within a country and internationally.



QUALITY OF LIVING - CITY ASSESSMENT COMPETING BY IMPROVING THE LIVING STANDARD

The city of the future will need to excel in several areas:



A City for Living



A Connected City



A Vibrant City



A City Enriched with Culture

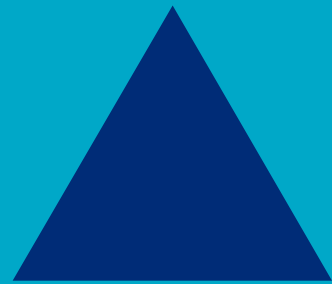


A Competitive City



An Eco-sustainable City

CONTACTS



CONTACTS

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This document draws upon Mercer's intellectual capital. All information contained in this document is confidential, and we respectfully request that you treat it accordingly.

HEALTH WEALTH CAREER

MERCER IS A GLOBAL FORCE OF OVER
21,000 UNIQUE INDIVIDUALS WITH A
PASSION FOR ENHANCING THE **HEALTH,
WEALTH AND CAREERS** OF 110 MILLION
PEOPLE WORLDWIDE. WE'RE UNITED BY
A SINGLE IDEA – TO **MAKE LIVES BETTER
TOMORROW THROUGH ACTIONS WE CAN
TAKE TODAY**

MAKE
TOMORROW,
TODAY



MAKE TOMORROW, TODAY  **MERCER**