AGENDA

1. Meeting Objectives
2. Survey Overview
3. Survey Process
4. Benefits of Participating
MEETING OBJECTIVES
MEETING OBJECTIVES

Highlight the overall survey process and your involvement, including important survey dates you need to know.

Share tips and best practices for completing the questionnaire and ensure quality job matching.

Provide insight into the data review and verification process.
SURVEY OVERVIEW
SURVEY OVERVIEW
CA MERCER BENCHMARK DATABASE

1,500+ positions
34 job families & 187 sub-job families
17 career streams/levels

Includes comparable companies and covers key data elements

Reflects your workforce

© MERCER 2016
SURVEY OVERVIEW
2016 ENHANCEMENTS

POSITIONS
• 150+ new positions, resulting in additional levels to round out job families and increase alignment between US and Canada MBD

RESULTS
• Option to access individual modules or full MBD marketviews in Mercer WIN®
• Regional Modules will exclusively report city, province and region results only
• New Manufacturing Type market refinement in Mercer WIN allows for simpler selection of Durable, Nondurable and All Manufacturing industry sectors, as opposed to individually selecting each sector

ADDITIONAL UPDATES
• Reporting tips for industry classification
• Semi-annual CA MBD newsletter

SUPPLEMENTAL REPORTS
• Supplemental short- and long-term incentive reports available by base salary band

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## Key Milestones

<table>
<thead>
<tr>
<th>Event</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire available</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Participation webcasts</td>
<td></td>
<td>2 &amp;</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercer/Gartner IT Survey job matching webcast</td>
<td></td>
<td></td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data effective</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submission deadline</td>
<td></td>
<td>21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data cleaning, data validation files, and results review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Late Aug</td>
</tr>
<tr>
<td>Results available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>27</td>
</tr>
<tr>
<td>Results webcast</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Don’t Forget!
- If you would like a copy of the presentation from any webcast session, email us at info.services@mercer.com.
- Registration information for results webcasts will be available shortly on imercer.ca/events.
SURVEY PROCESS
2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

Participant’s Responsibility

Shared Responsibility

Mercer’s Responsibility
S U R V E Y  P R O C E S S
1. R E V I E W  P A R T I C I P A T I O N  M A T E R I A L S

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
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Participant’s Responsibility
Shared Responsibility
Mercer’s Responsibility

2016 CA MBD Survey Process
1. REVIEW PARTICIPATION MATERIALS

ACCESS MATERIALS

- Participation materials are accessible via [www.imercer.ca](http://www.imercer.ca) and include two files:
  1. Job matching booklet.
  2. Compensation questionnaire.
    - Blank questionnaire is on the participation grid.
    - Prepopulated questionnaires are posted to individual imercer.ca.com accounts within the My Participation section (select “Go to My Account”).

Help needed?
If you do not have access to your organization’s prepopulated questionnaire, email info.services@mercer.com.
# 1. Review Participation Materials

## Job Matching Booklet: Layout

Following is the list of tabs included within the job matching booklet.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction</td>
</tr>
<tr>
<td>2.</td>
<td>MUPCS</td>
</tr>
<tr>
<td>3.</td>
<td>Career Stream &amp; Levels</td>
</tr>
<tr>
<td>4.</td>
<td>2016 Job Descriptions</td>
</tr>
<tr>
<td>5.</td>
<td>2016 Job Codes &amp; Titles</td>
</tr>
<tr>
<td>6.</td>
<td>New and Revised Positions</td>
</tr>
<tr>
<td>7.</td>
<td>Removed Positions</td>
</tr>
<tr>
<td>8.</td>
<td>IT Functional Groupings</td>
</tr>
<tr>
<td>9.</td>
<td>MBD to TRS Mapping</td>
</tr>
</tbody>
</table>

*New this year!*

---

**Don’t Forget!**

This file is strictly for reference purposes to help you determine your job matches.
Detailed information on Mercer’s Universal Position Code System (MUPCS).

1. REVIEW PARTICIPATION MATERIALS

JOB MATCHING BOOKLET: MUPCS OVERVIEW

Mercer Universal Position Coding System (MUPCS®)

The Mercer Universal Position Code System (MUPCS®) is a systematic position coding structure which uses ‘smart’ coding based on information that helps define a position, including:
- Career stream
- Career level
- Function or family
- Sub-function or sub-family

Survey users benefit from a globally consistent position coding methodology, which facilitates access to global pay information by referencing the same job using the same code. Levels of analysis include:
- Pay rate comparisons between functions
- Workforce analytics
- Pay progression analysis

MUPCS® 3 Digit Family Codes

<table>
<thead>
<tr>
<th>MUPCS® 3 Digit Family Codes</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Top Management</td>
</tr>
<tr>
<td>110</td>
<td>Corporate Affairs</td>
</tr>
<tr>
<td>115</td>
<td>Legal</td>
</tr>
<tr>
<td>120</td>
<td>Human Resources</td>
</tr>
<tr>
<td>130</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>140</td>
<td>Communications</td>
</tr>
<tr>
<td>150</td>
<td>Consulting</td>
</tr>
<tr>
<td>160</td>
<td>Data Management and Analytics</td>
</tr>
<tr>
<td>200</td>
<td>Finance and Administration</td>
</tr>
<tr>
<td>210</td>
<td>Finance</td>
</tr>
<tr>
<td>220</td>
<td>Administration</td>
</tr>
<tr>
<td>230</td>
<td>Information Technology</td>
</tr>
<tr>
<td>320</td>
<td>Information Technology Analysis and Design</td>
</tr>
<tr>
<td>330</td>
<td>Information Technology Deployment and Support</td>
</tr>
</tbody>
</table>
### MUPCS Career Streams

1. Executive
   - 1. Head of Organization
   - 2. Function Head
   - 3. Sub-Function Head

2. Management
   - 1. Senior Manager
   - 2. Manager
   - 3. Team Leader (Professional)
   - 4. Team Leader (Para-Professional)

3. Individual Professional
   - 1. Senior
   - 2. Experienced
   - 3. Entry

4. Para-Professional
   - 1. Specialist
   - 2. Experienced
   - 3. Entry

---

**Note:** The overlap across career streams is a general guideline only. Actual overlap will vary by type of work/sub-family.

---

**Don’t Forget!**

Reference the Career Streams & Levels tab for definitions on each career stream and level in the MUPCS framework.
### 1. REVIEW PARTICIPATION MATERIALS

**JOB MATCHING BOOKLET: MUPCS**

<table>
<thead>
<tr>
<th>Family</th>
<th>Subfamily</th>
<th>Career Stream</th>
<th>Level</th>
<th>Job/Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>310 – IT</td>
<td>409 – Network Design</td>
<td>1 – Executive</td>
<td>1 – Pre-eminent</td>
<td></td>
</tr>
<tr>
<td>320 – IT Analysis &amp; Design</td>
<td>413 – Applications Devel.</td>
<td>2 – Management</td>
<td>2 – Expert</td>
<td>(differentiates similar jobs)</td>
</tr>
<tr>
<td>330 – IT Deployment &amp; Support etc.</td>
<td>414 – Software Devel.</td>
<td>3 – Professional</td>
<td>3 – Specialist</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>415 – Systems Installation Integration etc.</td>
<td>4 – Para-professional</td>
<td>4 – Senior</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5 – Experienced</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6 – Entry</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>etc.</td>
</tr>
</tbody>
</table>

#### Applications Systems Analyst – Senior

<table>
<thead>
<tr>
<th>Consistency</th>
<th>Job Matching</th>
<th>Global Leveling</th>
<th>Analysis</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensures consistent benchmarking across the organization.</td>
<td>Makes the job matching process easier.</td>
<td>Enables cross-border leveling and career progression analyses.</td>
<td>Analyze data by job family/subfamily, career stream and level.</td>
<td>Increases flexibility for reporting, leading to better pay decisions.</td>
</tr>
</tbody>
</table>

© MERCER 2016
1. Review Participation Materials

Job Matching Booklet: Specialist Level

**Specialist Level**
- Highly skilled
- Executes highly complex or specialized projects.
- May depart from established processes to resolve problems.

**Not Specialist Level**
- A generic “catch all.”
- May not be the same as a level in your organization with the same title.

### 2016 Job Matching Booklet - Career Streams & Levels

<table>
<thead>
<tr>
<th>Career Stream &amp; Level Codes</th>
<th>Career Stream</th>
<th>Career Level</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>Professional</td>
<td>Expert</td>
<td>Individual contributor and acknowledged expert both within the organization as well as within other organizations. Typically participates in industry/knowledge reference groups. Involves mastery of a specialized discipline and thorough understanding of a number of disciplines. May also require development of new solutions for complex projects.</td>
</tr>
<tr>
<td>33</td>
<td>Professional</td>
<td>Specialist</td>
<td>Individual contributor with comprehensive knowledge in specific area. Ability to execute highly complex or specialized projects; adapts precedent and may make significant departures from traditional approaches to develop solutions.</td>
</tr>
<tr>
<td>34</td>
<td>Professional</td>
<td>Senior</td>
<td>Individual contributor that is fully proficient in applying established standards; knowledge based acquired from several years of experience in particular area. Works independently; may instruct or coach other professionals.</td>
</tr>
</tbody>
</table>
1. REVIEW PARTICIPATION MATERIALS

JOB MATCHING BOOKLET: DESCRIPTIONS

Descriptions for all positions surveyed within each MBD module.

Don’t Forget!

- IT positions are categorized into functional areas to assist with job matching.
- Refer to the “New and Revised Positions” tab in the Job Matching Booklet for details on how a position changed.
To assist you in rematching incumbents that were previously matched to positions removed from this year’s survey, reference the “Removed Positions” tab in the Job Matching Booklet for possible survey positions matches.
First, gather information about your organization’s positions and review these against the job matching booklet. Then, identify which jobs you will be able to match to the MBD jobs.

Matching Your Positions
- Confirm your understanding of your organization’s jobs.
  - Discuss matches with line managers, peers, and Mercer.
- Match each incumbent to only one survey position.
  - If you have more levels of a position than the survey, only report the most comparable levels in your submission.
- Match on content, not:
  - Job title
  - Individual in the job

A Good Match
- Incumbent may not perform all functions in description.
- Good match represents at least 80% of benchmark positions.
- If one or more main responsibilities in survey description are not in your position, another match may be more appropriate.

Hybrid Jobs
- Some jobs are too unique to match (e.g., incumbent spends 50% in marketing and 50% in IT).
- Contains 60% or more job content, otherwise exclude.

Don’t Forget!
- MBD will not cover every position within your company; the selected positions are benchmarks, so please treat them as such.
- For executive positions that are single incumbent, report only one employee (most senior individual) per entity.
1. REVIEW PARTICIPATION MATERIALS

JOB MATCHING GUIDELINES

If your organization has more levels of a position than the survey covers, be sure to report only the most comparable levels in your data submission.

<table>
<thead>
<tr>
<th>Your Job Family</th>
<th>Your Level</th>
<th>Mercer Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development</td>
<td>Manager</td>
<td>Manager</td>
</tr>
<tr>
<td></td>
<td>No match</td>
<td>Specialist</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>Senior</td>
</tr>
<tr>
<td></td>
<td>Intermediate</td>
<td>Experienced</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>No match</td>
</tr>
</tbody>
</table>

No incumbent match.

Do not match to the survey.
1. REVIEW PARTICIPATION MATERIALS

JOB MATCHING PROCESS

- Review your job description and other documentation
- Identify job match, including career level, and note the position code for your match
- Accurate Market Comparison
- Review Mercer job descriptions
- Narrow your selection by using filters and searching on key words

Don’t Forget!
Matching positions by title alone does not produce the best market comparison! Each position has details and responsibilities that may not be captured in the title.
ABC-XYZ COMPANY

Job Summary for:
Systems Senior Analyst

Responsibilities:
Acts as a highly-skilled analyst on our applications team. Must understand technical aspects of applications analysis and integrate existing systems into newly-developed applications. Senior Analysts are required to present new ideas and frequent status reports to Senior Management. Finally, Senior Analysts are expected to solve problems and be team players who will train and mentor more junior ABC-XYZ employees.

Skills Needed:
• Bachelor's degree
• 6–10 Years of Applications Experience
• Proven project management skills
• Demonstrates ability to prioritize, as well as flexibility
• Prior training experience preferred
• Proficient in CASE skills
• Team player
**SURVEY PROCESS**

2. COMPLETE THE SURVEY

---

2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

---

Participant’s Responsibility

Shared Responsibility

Mercer’s Responsibility
Mercer reserves the right to determine whether a submission qualifies as survey participation for CA MBD.

- Annual dollar volume amount and full-time equivalents (FTEs) are critical for analyses, but not necessarily required for participation.
- Match survey jobs across each career stream. Reference the Job Catalogue tab within the questionnaire for an understanding of position coverage within each career stream.
- Report incumbent compensation data for a reasonable proportion of your FTE population. See criteria below:

<table>
<thead>
<tr>
<th>Your Company’s FTE Population</th>
<th>Minimum Number of Job Matches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 500</td>
<td>15</td>
</tr>
<tr>
<td>500 &lt; 1,000</td>
<td>40</td>
</tr>
<tr>
<td>1,000 or More</td>
<td>50</td>
</tr>
</tbody>
</table>
2. COMPLETE THE SURVEY COMPENSATION QUESTIONNAIRE

2016 Canada Questionnaire
- Mercer Benchmark Database
- Contact Centre Compensation Survey
- Mercer Life Sciences Survey
- Total Remuneration Survey
- Mercer/Gartner IT Jobs & Skills Survey

New this year!

<table>
<thead>
<tr>
<th>No.</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contact</td>
</tr>
<tr>
<td>2</td>
<td>Survey Order</td>
</tr>
<tr>
<td>3</td>
<td>Company Data</td>
</tr>
<tr>
<td>4</td>
<td>Contact Centre</td>
</tr>
<tr>
<td>5</td>
<td>Incumbents</td>
</tr>
<tr>
<td>6</td>
<td>LTI Plan Summary</td>
</tr>
<tr>
<td>7</td>
<td>Policy</td>
</tr>
<tr>
<td>8</td>
<td>Mercer/Gartner IT Jobs &amp; Skills Survey</td>
</tr>
</tbody>
</table>

Use the Working Tab to manipulate your data (format cells, order columns, etc.) prior to pasting the data into the Incumbents tab.
2. COMPLETE THE SURVEY
GUIDE TAB

Provides instructions for completing the questionnaire, as well as definitions and reporting tips.

Don’t Forget!

Most questions you may have can be answered by searching this tab for additional information.
2. COMPLETE THE SURVEY

TAB 1 – CONTACT

Collects contact information specific to you and your organization.

Tab 1 - Contact

You may use this questionnaire to submit data for all modules of the Mercer Benchmark Database, as well as other specialty surveys, including: Contact Centre, Mercer Life Sciences Surveys, and the Total Remuneration Survey.

1.1 Contact Information
Please enter details of the person who completes the questionnaire. Please contact listed below on www.mercer.com. If you do not have an account, please register.

* Name:
* Title:
* Phone Number:
* E-mail Address:

1.2 Organization Information

* Organization Name:
* Street Address:
* City:
* Province/State:
* Postal Code/Zip Code:

* - required field

Please provide any explanatory notes you have regarding your data submission.

Our organization had better than expected performance in 2015 and therefore, our annual incentive payouts are much higher than 2014. Some incumbents were eligible for STI but received no payout in 2015.

Mercer Requests Your Consent – ACTION REQUIRED

Confirm that you want to receive Mercer emails

Mercer’s goal is to provide you with information that is valuable to you and your business. To continue to do so, Canada’s anti-spam legislation (CASL), requires us to obtain your consent to receive electronic communications.

Please check the box to agree to receive future electronic communications from Mercer, including product/survey information, event and participation invitations, publications and other notifications.

1 = Yes

You may withdraw your consent at any time using the link Withdraw Consent.

If others in your organization would also like to receive communications from Mercer they can simply complete and submit this form online. They can also contact us at 800-333-3870 or info.services@mercer.com.

Don’t Forget!

Please provide any feedback or notes regarding your submission at the bottom of this tab!

Sample note is included below:
Complete this form by indicating the CA MBD survey results you would like to order.

**Tab 2 - Order**

**STEP 1/3: Select products and define primary user**

Please note that non-participant rates are three times the participant rate; however, Mercer Life Sciences Surveys are only available to participating organizations.

In order to receive participant pricing for a given MBD module, you will need to match incumbents to positions within that module, unless you upgrade your purchase to either the Entire Mercer Benchmark Database (all modules) or Flex Mercer Benchmark Database (any six modules). Please refer to the Job Catalogue tab to view all available jobs and the survey modules in which they are covered.

**STEP 2/3: Define additional users (optional)**

Don’t Forget!

- **Questions?** Contact us at info.services@mercer.com or 800 333 3070
- The contact submitted as the Contact, User and Billing personnel can all be different people in your organization!
# 2. Complete the Survey

**Tab 3 – Company Data**

Collects information about each entity in your organization for which data in your survey submission covers.

### Tab 3 - Company Data

<table>
<thead>
<tr>
<th>Entity Code</th>
<th>Entity Name (Required for Survey Participation)</th>
<th>City</th>
<th>Province</th>
<th>Postal Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>111</td>
<td>ABC Company</td>
<td>Toronto</td>
<td>Ontario</td>
<td>M6J 2J6</td>
</tr>
<tr>
<td>222</td>
<td>XYZ Exchange</td>
<td>Calgary</td>
<td>Alberta</td>
<td>T2P 3M9</td>
</tr>
</tbody>
</table>

### Don’t Forget!

- Please make sure you answer all required questions!
- Click on any header cell and be directed to the Guide Tab for definitions and response options.
- Survey submissions should be based on an entire entity, not a submission for each module. Do not create “fake” entities.
# 2. COMPLETE THE SURVEY

## TAB 3 – COMPANY DATA

Provide information for the corporate entity and each subsidiary, group, or division for which you will be reporting incumbent data.

### Type of Entity

*Benchmark against your peers by type of organization, ownership, and industry.*

- **Organization type**: corporate, subsidiary, group, division.
- **Ownership type**: publicly traded, privately held, not-for-profit, etc.
- **Industry**: super sector, sector, and subsector.

### Size of Entity

*Benchmark against organizations of similar size (financial and employee strength).*

- **Annual Dollar Volume**: assets, net sales/revenue, gross premiums, operating expenses/budget, net revenue.
  - Report the annual dollar volume amount specific to each entity’s industry.
  - All organizations should report a net sales/revenue amount.
  - All not-for-profit organizations should report an operating expenses/budget amount.
  - Only healthcare organizations should report net revenue.
- **Total Full-time Equivalents**
  - Report the number of full-time equivalents, **not headcount**, and exclude seasonal employees.

---

**Don’t Forget!**

If your entity (division, subsidiary, or group) is privately held, indicate so in the “Ownership Type” column of the questionnaire, regardless if your parent entity is publicly traded or vice versa.
## 2. COMPLETE THE SURVEY

**TAB 3 – COMPANY DATA**

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate/ Parent</td>
<td>Highest reporting entity without any organization above it (i.e., parent organization).</td>
</tr>
<tr>
<td>Subsidiary</td>
<td>Independent entity with majority interest held by a corporate entity; a legally chartered entity with its own board of directors.</td>
</tr>
<tr>
<td>Group</td>
<td>Independent business unit consisting of multiple profit centers or divisions.</td>
</tr>
<tr>
<td>Division</td>
<td>Independent entity which generally consists of a single profit center or operating unit, fully accountable to the corporate, subsidiary, or group.</td>
</tr>
</tbody>
</table>

**Note:** This diagram is general and for demonstrative purposes to show the relationship between the corporate, subsidiary, group, and division organization types. An organization may have multiple subsidiaries, groups, and divisions.

**Entities should not include:**
- Share service centers
- Corporate functions (i.e., Finance)
- Individual plant locations
- Geographic locations

---

**EXAMPLE:**

Parent

Marsh & McLennan Companies, Inc.

Group

Mercer

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If your entity is *not* traded on a stock exchange separately from the parent entity, record parent entity stock information.

**FTE and revenue values above are illustrative and are not meant to reflect true values.**

<table>
<thead>
<tr>
<th>Entity Code</th>
<th>Entity Name (Required for Survey Participation)</th>
<th>Parent Name (if your organization is a subsidiary, group, or division)</th>
<th>Parent Country</th>
<th>Parent Organization Worldwide FTE</th>
<th>Parent Organization Worldwide Revenue (US Cdn)</th>
<th>Stock Exchange Name</th>
<th>Stock Exchange Country</th>
<th>Organization Shares Ticker</th>
</tr>
</thead>
<tbody>
<tr>
<td>111</td>
<td>ABC Company</td>
<td>ABC Company</td>
<td>Canadian Parent</td>
<td>50000</td>
<td>150000</td>
<td>FOREIGN</td>
<td>Canada</td>
<td>ABCo</td>
</tr>
<tr>
<td>222</td>
<td>XYZ Exchange</td>
<td>ABC Company</td>
<td>Canadian Parent</td>
<td>50000</td>
<td>150000</td>
<td>NASDAQ</td>
<td>Canada</td>
<td>ABCo</td>
</tr>
</tbody>
</table>
A full list of industry breakouts with reporting tips and corresponding annual dollar volume type to report is available on the Guide tab.

<table>
<thead>
<tr>
<th>Super Sector</th>
<th>Sector</th>
<th>Subsector</th>
<th>Major Activity Category</th>
<th>Report Annual Dollar Volume As</th>
<th>Reporting Tip</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Sciences</td>
<td>Medical Devices &amp; Equipment</td>
<td>Capital Equipment Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td>Medical devices intended for long-term repeated use that are typically large machines with an extended sales cycle such as robot surgical systems, laser correction systems, MRI equipment, and ICU monitoring systems.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consumable &amp; Disposable Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td>Medical equipment products that are disposable such as reagents, disposable surgical tools, towels, sponges, contact lenses.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Durable Equipment Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td>Medical devices that are used to service a medical purpose and can withstand repeated use such as pumps, hand held devices, surgical tables, beds, and defibrillators.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implantable Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td>Medical devices that are implanted into the body such as dental implants, orthopedic implants, heart valves, pacemakers, corneal implants.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Combination Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td>Organizations that produce other type of devices and/or combinations of medical equipment not listed above.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Medical Devices</td>
<td>Products</td>
<td>Net Sales Revenue</td>
<td></td>
</tr>
</tbody>
</table>

© MERCER 2016
Entity codes entered on Tab 3 – Company Data must be entered for at least one incumbent on Tab 5 – Incumbents.

**Don’t Forget!**
You can copy the data from this tab over to the Working tab (make sure you select paste special/values only) and manipulate the data for further analysis/reference.

**MMC and Mercer are included on this slide as an illustrative example only.**
Data elements are collected for each individual incumbent.

**Mercer Universal Position Code**
- Match an incumbent to only one Mercer position code.
- Position descriptions and codes can be found on the *Job Catalogue* tab or in the *Job Matching Booklet*.
- Report only CA employees (no expatriates).

**Entity Code**
Enter the corresponding entity code as reported on *Tab 3 – Company Data*.

**Employee Identifier**
Enter the corresponding **Employee Identifier** for each incumbent. This information is **critical** for year-over-year analysis.

**Postal Code**
Enter the six character postal code for the city in which the incumbent works.
- This information is key for geographical analysis.
Participants who have submitted for MBD in the past will receive prepopulated files. In some cases, a MUPCS code will no longer be in use and the file will show “Code not found.”

<table>
<thead>
<tr>
<th>Entity Code (as entered on 3 - Company Data)</th>
<th>Employee Identifier</th>
<th>Mercer Universal Position Code (MUPCS®)</th>
<th>Mercer Position Title</th>
<th>Product / Module (for client’s reference only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>222</td>
<td>461</td>
<td>210.316.420</td>
<td>Accounting Clerk - Experienced</td>
<td>FULL MBD; FIN; ACCTG &amp; LEGAL; EMP; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>222</td>
<td>461</td>
<td>210.324.220</td>
<td>Audit Manager</td>
<td>FULL MBD; FIN; ACCTG &amp; LEGAL; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>111</td>
<td>462</td>
<td>220.388.420</td>
<td>Receptionist - Experienced</td>
<td>FULL MBD; CORP SERVICES &amp; HR; EMP; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>111</td>
<td>463</td>
<td>106.000.112</td>
<td>Chief Executive Officer</td>
<td>FULL MBD; EXECUTIVE; EMP; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>222</td>
<td>464</td>
<td>126.328.243</td>
<td>Compensation Analyst - Senior</td>
<td>FULL MBD; CORP SERVICES &amp; HR</td>
</tr>
<tr>
<td>111</td>
<td>465</td>
<td>400.448.350</td>
<td>Code not found</td>
<td>FULL MBD; CORP SERVICES &amp; HR; EMP; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>222</td>
<td>466</td>
<td>140.237.352</td>
<td>Social Media Communications Professional - Experienced</td>
<td>FULL MBD; HIGH-TECH &amp; E-COMM</td>
</tr>
<tr>
<td>222</td>
<td>467</td>
<td>140.237.352</td>
<td>Social Media Communications Professional - Experienced</td>
<td>FULL MBD; HIGH-TECH &amp; E-COMM</td>
</tr>
<tr>
<td>222</td>
<td>468</td>
<td>140.237.362</td>
<td>Social Media Communications Professional - Entry</td>
<td>FULL MBD; HIGH-TECH &amp; E-COMM</td>
</tr>
<tr>
<td>111</td>
<td>470</td>
<td>146.238.420</td>
<td>Desktop Publisher - Experienced</td>
<td>FULL MBD; CORP SERVICES &amp; HR</td>
</tr>
<tr>
<td>111</td>
<td>471</td>
<td>140.238.360</td>
<td>Graphic Designer - Entry</td>
<td>FULL MBD; CORP SERVICES &amp; HR; EMP; MERCER LIFE SCIENCE</td>
</tr>
<tr>
<td>111</td>
<td>472</td>
<td>140.238.350</td>
<td>Graphic Designer - Experienced</td>
<td>FULL MBD; CORP SERVICES &amp; HR; EMP; MERCER LIFE SCIENCE</td>
</tr>
</tbody>
</table>


2. COMPLETE THE SURVEY

TAB 5 – INCUMBENTS

<table>
<thead>
<tr>
<th>Geographic Scope of Role (Executive Positions Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 = Global</td>
</tr>
<tr>
<td>20 = Multi-regional</td>
</tr>
<tr>
<td>30 = Regional</td>
</tr>
<tr>
<td>40 = Sub-regional</td>
</tr>
<tr>
<td>70 = In country</td>
</tr>
<tr>
<td>80 = District</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scope of Financial Responsibility (in $M Cdn) (Selected Positions Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 = Global</td>
</tr>
<tr>
<td>20 = Multi-regional</td>
</tr>
<tr>
<td>30 = Regional</td>
</tr>
<tr>
<td>40 = Sub-regional</td>
</tr>
<tr>
<td>70 = In country</td>
</tr>
<tr>
<td>80 = District</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HR Specialty (Human Resource Director Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please click the header for definitions and response options</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Has Doctoral Medical Degree (Mercer Life Sciences Only) Enter Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please click the header for definitions and response options</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Therapeutic Area Flag (Sales plus selected Life Sciences jobs only - see Job Catalogue tab)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please click the header for definitions and response options</td>
</tr>
</tbody>
</table>

### Geographic Scope of Role
(Report for executive positions only)

<table>
<thead>
<tr>
<th>Geographic Scope of Role</th>
<th>Multi-regional</th>
<th>Regional</th>
<th>Sub-regional</th>
<th>In country</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worldwide Operations</td>
<td>Two or more regions (North America, Europe, Asia)</td>
<td>One region, usually North America</td>
<td>Canada plus 2–7 other countries</td>
<td>Canada</td>
<td>Significant area of Canada (e.g., Alberta)</td>
</tr>
</tbody>
</table>

**Dont’t Forget!**

For **Geographic Scope of Role**, if your organization only operates in one location, please choose **In Country**.
2. COMPLETE THE SURVEY

TAB 5 – INCUMBENTS

<table>
<thead>
<tr>
<th>Head of Manufacturing Responsibility</th>
<th>Head of Manufacturing Exec – Single Facility</th>
<th>Head of Manufacturing Exec – Multiple Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>600.100.132</td>
<td>Report the plant’s operating expenses/budget for that facility</td>
<td>Report the <em>combined</em> plants’ operating expenses/budget for each facility managed</td>
</tr>
</tbody>
</table>

Head of Manufacturing Executive Responsibility (Operating Expenses/Budget)

Provide only for the following positions: 600.100.131, 600.100.132.

For Head of Manufacturing Executive - Single facility, provide the Plant Operating Expenses/Budget for that facility. For Head of Manufacturing Executive - Multi-facility, please provide the combined Plant Operating Expenses/Budget for each facility managed.
## 2. Complete the Survey

### Tab 5 – Incumbents

<table>
<thead>
<tr>
<th>Standard Work Week (Hours)</th>
<th>Pay Type</th>
<th>Salary Range Minimum (Canadian $)</th>
<th>Salary Range Midpoint (Canadian $)</th>
<th>Salary Range Maximum (Canadian $)</th>
<th>Base Salary (Canadian $)</th>
<th>Other Guaranteed Payments (Canadian $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.5</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>91200</td>
<td>89800</td>
</tr>
<tr>
<td>37.5</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>105800</td>
<td>105800</td>
</tr>
<tr>
<td>40</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>50200</td>
<td>49800</td>
</tr>
<tr>
<td>40</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>96500</td>
<td>96500</td>
</tr>
<tr>
<td>37.5</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>143500</td>
<td>143500</td>
</tr>
</tbody>
</table>

### Standard Work Week
- Report the number of hours in a standard work week for each position.
- May vary depending on whether based in a corporate office, plant, or regional office.
- **Exclude overtime.**

### Salary Range
- Report only where a formal range exists.
- Do not enter broadband ranges (e.g., range spread > 100%).
- Provide range data in same format as base salary (annual or hourly).

### Base Salary
- **Do not submit average data.**
- One row of data for each incumbent in a position.
- Provide either annual base salary or hourly rate.
- **Do not include part-time employees.**
### Short-term Incentive (STI) %

<table>
<thead>
<tr>
<th>Short-term Incentive Eligibility Enter Y/N</th>
<th>Short-term Incentive (Threshold) as Percent of Base</th>
<th>Short-term Incentive (Target) as Percent of Base</th>
<th>Short-term Incentive (Maximum) as Percent of Base</th>
<th>Short-term Incentive (Actual)</th>
<th>STI Status for Non - Receivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1 = Performance goals not achieved</td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2 = New employee</td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3 = Payout amount not available</td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4 = Design change</td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Y</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**Threshold/Target/Maximum values are collected as a percentage of base salary; if the amount is 5%, please enter 5 and not 0.05. Enter whole numbers.**

---

### Short-term Incentive (Actual)

- Enter the amount of incentive *earned (but not necessarily paid out)* in dollars, for the most recently completed performance period.

- **Exclude non-performance based incentives** such as: holiday bonuses, sign-on bonuses, retention bonuses, mandatory deferred compensation payments.
### 2. COMPLETE THE SURVEY
**TAB 5 – INCUMBENTS**

**Don’t Forget!**
If an incumbent does not have a sales incentive, profit sharing plan, or both, leave these fields blank.

#### Sales Incentives
- **Enter whole numbers** for percentages (i.e., 5% is 5).
- Enter the amount of sales incentives earned in the most recent fiscal year (sales bonuses or commissions).

#### Profit Sharing Eligibility
- Indicate if the incumbent is eligible for a profit-sharing plan, **either cash payouts or deferred**.
- Profit-sharing plans should be based on corporate performance with a predetermined payout formula (**not adjusted for individual performance**) for all eligible employees.

#### Profit Sharing (Actual)
Enter the total amount of profit-sharing payments made to the incumbent in the most recently completed fiscal year **in whole numbers** (e.g., $650).

---

<table>
<thead>
<tr>
<th>Sales Incentive Eligibility Enter Y/N</th>
<th>Sales Incentive (Target) as percent of Base</th>
<th>Sales Incentive Capped Enter Y/N</th>
<th>Sales Incentive (Actual)</th>
<th>Sales Incentive Status for Non - Receivers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 = Performance goals not achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 = New employee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 = Payout amount not available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4 = Plan design change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 = Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

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---
2. COMPLETE THE SURVEY

**TAB 5 – INCUMBENTS, TAB 6 – LTI PLANS**

LTI Plan Award on *Tab 5 – Incumbents* must match an LTI Plan Identifier on *Tab 6 – LTI Plans*.

**Provide details of the LTI Programs in the LTI Plans tab first**

<table>
<thead>
<tr>
<th>Long-term Incentive Eligibility</th>
<th>LTI Plan Award #1</th>
<th>LTI Plan Award #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter Y/N</td>
<td>Organization LTI Plan Identifier (identifiers provided on the LTI Plans tab are available here)</td>
<td>Organization LTI Plan Identifier (identifiers provided on the LTI Plans tab are available here)</td>
</tr>
</tbody>
</table>

**Tab 6 - LTI Plan Summary**

- **Eligibility - Executives**
  - Enter Y = Yes
  - N = No
  - N/A = Not applicable

- **Eligibility - Management**
  - Enter Y = Yes
  - N = No
  - N/A = Not applicable

- **Eligibility - Professionals**
  - Enter Y = Yes
  - N = No
  - N/A = Not applicable

- **Eligibility - Para Professionals**
  - Enter Y = Yes
  - N = No
  - N/A = Not applicable

- **LTI Plan Type**
  - 11 = Stock/Share Options
  - 12 = Share Appreciation Rights (SARs)
  - 21 = Restricted Shares/Share Units
  - 22 = Performance Shares/Share Units
  - 31 = Performance Cash Units
  - 32 = Long-term Cash

Use a separate row for each LTI Program offered to your employees. Use N/A only to indicate the employee group is not found in the organization for which you are reporting.
Please do not report LTI awards occurring before January 1, 2014.
Participants who provide IT Jobs & Skills data on this tab will receive a complimentary copy of the National results.
2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

Participant’s Responsibility

Shared Responsibility

Mercer’s Responsibility
Upload your completed questionnaire via the secure file upload link.

If you password protect your file, email the password to us separately at info.services@mercer.com.

Don’t forget to save a copy of the file for your records!
2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

Participant’s Responsibility

Shared Responsibility

Mercer’s Responsibility

Don’t forget to always carefully read emails from Mercer! They include useful information regarding Mercer WIN maintenance, report information and more.
4. Review and Verify Data Process

1. Mercer performs stringent data validation checks on each submission for completeness and accuracy.

2. Mercer prepares questions for each submission on a Data Validation File (DVF) and sends it for your review.

3. You review our questions, update your DVF and return to us within five days.

4. Mercer may call you to discuss specific questions.

5. Mercer conducts thorough review and analysis of the aggregated market data.

6. Mercer approves and finalizes the database to be used for publication.

Don’t Forget!
If your Data Validation File is returned with red cells, this does not mean the data is wrong, it just needs to be validated by you.

Participant’s Responsibility

Shared Responsibility

Mercer’s Responsibility
4. Review and Verify Data Validation

The Data Validation File is in a similar layout to your complete questionnaire, with the addition of the Audit Summary tab.

Mercer Audit Summary

**Instructions**

Mercer has identified a number of issues in your submission that will need to be reviewed and possibly corrected. Please review the Audit Summary and resolve any issues identified.

If your resolution to an audit message is the same for all occurrences of the message, you should indicate the resolution to the message on the individual line.

If your resolution to an audit message varies by incumbent, you should indicate the resolution to the message on the individual line.

Data Integrity/Exclusion Policy: Where necessary, individual responses will be verified with participants by the staff of Mercer if data is invalid, cannot be verified by the participant, or may result in a breach of confidentiality for any survey participant.

When completed, return to the following address:

---

**Severity Levels**

- **Red**: Data is critical – processing cannot continue without this information
- **Yellow**: Data is important – survey results will be detrimentally affected without this information
- **Green**: Data is needed but survey results will not be significantly affected without this information. An assumption can be made for the data.

**Don’t Forget!**

- Tabs requiring your review of data issues are highlighted in orange.
- The Security Level Flags identify critical data needed from you.
Each tab containing issues is in the same format as your completed questionnaire, with four additional columns.

<table>
<thead>
<tr>
<th>Issues</th>
<th>Mercer Audit Comments</th>
<th>Exclude Row from Survey (Y/N)</th>
<th>Client Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Please verify the Base Salary, as the value is lower than Minimum Wage.
- Please provide Stock Ownership Guidelines.

- Please verify the Short-term Incentive (Maximum) as Percent of Base, as the value seems high.
- Please verify the Short-term Incentive (Maximum) as Percent of Base, as the value seems high.

**Don’t Forget!**

*Never delete* data rows from the Data Validation File – use the “Exclude Row from Survey” column.
Cells requiring action are color-coded according to the severity or impact to your data submission.

### Tab 5 - Incumbents

<table>
<thead>
<tr>
<th>Entity Code</th>
<th>Employee Identifier</th>
<th>Same Incumbent 12 Months Prior Enter Y/N</th>
<th>Mercer Universal Position Code (MUPCS)</th>
<th>Mercer Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1236</td>
<td>Y</td>
<td>100.011.120</td>
<td>Chief Operating Officer - Subsidiary/Group</td>
</tr>
<tr>
<td>1</td>
<td>5448</td>
<td></td>
<td>420.468.360</td>
<td>Account Manager - Entry</td>
</tr>
<tr>
<td>1</td>
<td>520656</td>
<td></td>
<td>100.013.110</td>
<td>Top Group Executive</td>
</tr>
<tr>
<td>1</td>
<td>08552</td>
<td></td>
<td>500.606.160</td>
<td>Senior Director - Entry</td>
</tr>
<tr>
<td>1</td>
<td>1239</td>
<td>Y</td>
<td>610.592.410</td>
<td>Material Planner - Senior - Supply &amp; Logistics</td>
</tr>
</tbody>
</table>

**Don't Forget!**

Make corrections to highlighted cells only; other changes to data may result in more issues and require additional data cleaning.
SURVEY PROCESS
5. PERFORM DATA ANALYSIS

2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

Participant’s Responsibility

Shared Responsibility

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5. Mercer conducts thorough review and analysis of the aggregated market data.

6. Mercer approves and finalizes the database to be used for publication.
5. PERFORM DATA ANALYSIS
CONFIDENTIALITY

To ensure the confidentiality of all data, a minimum number of observations is required for variable statistics to display.

*Mercer uses the following reporting criteria to ensure the protection of participants’ data:*

<table>
<thead>
<tr>
<th>Statistic</th>
<th># Organizations</th>
<th># Observations</th>
<th># Distinct Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average (Mean)</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>10(^{th}) Percentile</td>
<td>10</td>
<td>5/10</td>
<td>3</td>
</tr>
<tr>
<td>25(^{th}) Percentile</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>50(^{th}) Percentile (Median)</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>75(^{th}) Percentile</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>90(^{th}) Percentile</td>
<td>10</td>
<td>5/10</td>
<td>3</td>
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SURVEY PROCESS
6. PUBLISH RESULTS

2016 CA MBD Survey Process

1. Review Participation Materials
2. Complete the Survey
3. Submit Your Data
4. Review and Verify Data
5. Perform Data Analysis
6. Publish Results

Participant’s Responsibility
Shared Responsibility
Mercer’s Responsibility
6. PUBLISH RESULTS

Use Mercer WIN® to download PDF and/or Excel survey reports for CA MBD or create customized reports through Mercer Market Data.

Don’t Forget!

When the survey results are available, an email with instructions to access the results is sent to the primary purchaser and each additional user (as identified on the Order tab).
BENEFITS OF PARTICIPATING
**WHY PARTICIPATE?**

**DEPTH AND BREADTH OF INFORMATION**

Mercer WIN®, Mercer’s web-based analytical tool, allows considerable flexibility to customize reporting to meet your needs. You have 24/7 access to comprehensive analysis enabling quick access to market data using customized options.

Don’t Forget!

Mercer WIN demos and an online tutorial are available at www.imercer.com/win.
**WHY PARTICIPATE?**

**SUPPLEMENTAL REPORT ANALYSIS**

By supplying Short-term, Long-term, and Executive data, you are eligible to purchase the following reports at a discounted rate.

<table>
<thead>
<tr>
<th>Supplemental Mercer Benchmark Database Products</th>
<th>Participant</th>
<th>Non-participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term Incentive Report</td>
<td>$2,400</td>
<td>$7,200</td>
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<tr>
<td>Long-term Incentive and Equity Report</td>
<td>$2,400</td>
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<tr>
<td>Executive Job Titling Report</td>
<td>$500</td>
<td>$1,500</td>
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</table>

**2015 CA MBD: MERCER BENCHMARK DATABASE**

**SHORT-TERM INCENTIVE REPORT**

**2015 CA MBD: MERCER BENCHMARK DATABASE**

**LONG-TERM INCENTIVE AND EQUITY REPORT**
WHY PARTICIPATE?
RESULTS WEBCAST

September 27

Synopsis of key trends and findings related to the data and market.

Expert commentary and observations from Mercer.

Snapshot of compensation in 2016 based on year-over-year analyses.

Market perspective and additional analysis from other Mercer reports.

Don’t Forget!

• If you would like a copy of the presentation from any webcast session, email us at info.services@mercer.com.
• Registration information for results webcasts will be available shortly on imercer.ca/events.

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Q & A
**INFORMATION SOLUTIONS**

Find all the information you need on our products, services, upcoming training courses and more:

- [www.imercer.ca](http://www.imercer.ca)

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**CUSTOMER SERVICE**

For help with accessing the survey results, product questions, and more:

- 800 333 3070
- [info.services@mercer.com](mailto:info.services@mercer.com)
MAKE TOMORROW, TODAY