

HEALTH WEALTH CAREER

MERCER LEARNING

2020 EUROPE TRAINING CALENDAR

Mercer Learning's training courses are designed to accelerate your technical skills and capabilities. All courses provide up-to-date, practical and actionable learning content, supporting you to be the best that you can be in a rapidly changing global business environment.

Our offer:

Reward courses for analysts and managers

Global Mobility modular courses for analysts, managers and leaders

More training locations and dates across Europe

e-learning, 19 course modules

PUBLIC COURSES

Held at Mercer offices, our acclaimed, certified courses are designed to deepen your knowledge in key themes including performance and reward, global mobility, talent management, effective business partnering, workforce analytics, and integrated people planning. All courses and programmes have been built or updated by Mercer talent experts in 2016 to offer highly practical, experiential learning content to meet the new challenges that HR professionals face. Our courses align to career pathways – whether you are new in your role, an early-career analyst or progressing into management. From entry level to leadership level, we have courses to suit.

IN-HOUSE WORKSHOPS

We can partner with you to design and deliver tailored, high-impact learning and development initiatives that focus on your organisation- or industry-specific needs. An in-house programme provides opportunities for groups within an organisation to strengthen capabilities based on their specific issues through case studies, role-plays and reflection.

E-LEARNING MODULES

Mercer's online courses are designed to help you reach technical HR proficiency in at short time and at low cost. Each online course covers one of the core fundamentals of today's essential HR responsibilities through practical, actionable lessons that get you ready to solve everyday challenges. View any of the 19 HR courses on your computer or smart device – there's 10 hours of content to choose from. All content is built on Mercer's decades of HR consulting and best practices training. Get in touch with us to arrange a live demonstration.

All details are correct at the time of printing. Mercer reserves the right to change workshop details and fees.

Reward and Global Mobility Trainings and Conferences qualify for recertification credit



REWARD COURSES			
Career Level	Training Course	Description	Location/Dates
<p>Mercer Learning reward training courses are designed to support the needs of reward professionals now, and also as their careers grow, across all experience levels. Our learning pathways build capabilities and drive career development from the first day in the role, right up to senior leader development, networking and peer connections.</p>			
HR GENERALIST	Introduction to Reward: for HR People	The course is designed for HR generalists who have limited exposure to pay practices and need to develop a basic understanding of the principles.	Contact us for more details
ANALYST	Reward Fundamentals	<p>This 1-day course delivers the following training outcomes:</p> <ul style="list-style-type: none"> • Build a solid understanding of the current macro trends impacting the design and delivery of rewards • Gain an overview of key reward concepts and the importance of overarching reward principles • Develop an understanding of fundamental reward programme designs and processes, emphasizing levelling and pay structures • Gain insights into the importance and relevance of market data and the benchmarking process • Develop a foundational knowledge of pay progression and pay management mechanisms • Build an understanding of key communication challenges around rewards <p>This course is suitable for reward analysts, compensation and benefits analysts, early-career non-reward roles transitioning into reward.</p>	<p>Frankfurt: 17 September</p> <p>Zurich: 17 September</p> <p>Amstelveen: 24 September</p> <p>London: 15 October</p> <p>Copenhagen: 22 October</p>



2019 Expatriate management Conference

6-7 June, Brussels

It's our great pleasure to announce that the 23rd Expatriate Management Conference will be held on 6-7 June in Brussels. The conference will combine plenary and breakout sessions, providing HR professionals from a wide range of global organisations the opportunity to learn and discuss the latest trends, practices and developments in expatriate management.

For more details visit www.imercer.com/2019expatconference

European Knowledge Packages

Whether you're a junior or senior HR practitioner, the European Knowledge Packages allow you to join Mercer prestigious conferences and to participate to training courses from the leading experts in the field, peer networking opportunities all at substantial savings over non-subscribers.

The European Knowledge Packages come in three options – Silver, Gold and Platinum.

Visit www.imercer.com/content/european-knowledge-package.aspx for more details.

REWARD COURSES

Career Level	Training Course	Description	Location/ Dates
ANALYST	Compensation Benchmarking	<p>This highly practical 1-day course delivers the following training outcomes:</p> <ul style="list-style-type: none"> • Context of total rewards and impact on compensation benchmarking • Gain foundational insights into the importance and relevance of market data and the benchmarking process • Overview of the salary survey submission process, data analysis and reporting • Understanding stakeholders, gathering internal data and completing job matching; • Details of compensation benchmarking processes, market compensation data gathering and analysis • Understanding and adjusting data, and ensuring quality outputs • Dealing with data anomalies and market data interpretation <p>The course is designed for:</p> <ul style="list-style-type: none"> • Participants who attend the previous day's session, 'Reward Fundamentals' • Reward and compensation and Benefits analysts who need to understand and apply compensation benchmarking activities and processes in their roles • HR Generalists with no reward background • Participants who have attended 'Reward Fundamentals' course (previous day) 	<p>London: 12 November</p>
MANAGER	International Position Evaluation (IPE)	<p>IPE is relevant for organisations wanting to use a single methodology to classify roles across geographies and reference local pay data.</p> <p>The IPE 1-day course aims to address the increasing needs of Mercer clients regarding IPE transfer of know-how and support. It also provides other HR professionals and managers with the chance to explore new, more streamlined ways of evaluating positions, as well as establish and maintain job structures.</p> <p>The course facilitators will not only examine the IPE factors and process in detail, but also demonstrate how IPE links to key HR decisions in the areas of:</p> <ul style="list-style-type: none"> • Reward management • Career management and competencies • Organisational design and effectiveness <p>This course is suitable for managers and analysts interested in reward, talent management and organisational effectiveness. To be eligible, an organisation must be a licensed user of the system.</p>	<p>London: Virtual training starting 9 June*</p> <p>Copenhagen: 10 September</p> <p>Rotterdam: 10 September</p> <p>Frankfurt: 16 September</p> <p>Zurich: 16 September</p> <p>Stockholm: 15 October</p> <p>Copenhagen: 5 November</p> <p>London: 26 November</p> <p>*For more information please contact Tomasz Mazur or our team.</p>

REWARD COURSES

Career Level	Training Course	Description	Location/ Dates
	Advanced Reward Management	<p>This 2-day course is designed to support Reward Managers and delivers the following outcomes:</p> <ul style="list-style-type: none"> • Learn and understand a framework for establishing the link between business and reward strategy • Learn how to critically review and lead reward design activities • Build a clear understanding of and then implement best practice business-as-usual activities – mainly focusing on the key areas of reward governance, colleague engagement and communication • Be able to understand topical compensation and benefits contextual challenges <p>The course will be a combination of theory, sharing of experiences, discussion and debate. Sessions are led by specialist Mercer consultants, bringing the theory to life with real-life client examples, with discussion then opened up to participants to ask questions, share their own experiences, challenge and debate. The course is suitable for reward managers and high potentials.</p>	<p>London: Virtual training starting 18 June*</p> <p>*For more information please contact Tomasz Mazur or our team.</p>
	Strategic Partnering for Reward Professionals	<p>For ambitious reward professionals focusing on career development, improved personal behavioural skills are as critical to reaching the next level as is technical competence. However, there have been few provisions offered to date that are specifically aimed to help reward professionals. In response, Mercer’s two-day Strategic Partnering for Reward course delivers crucial ‘how-to’ personal skills that strengthen personal brand potential, with content including:</p> <ul style="list-style-type: none"> • Communicating effectively to influence senior leaders, line managers, RemCo and HR • Stakeholder management across the organisation • Strategic ‘story telling’ using crucial company data • Skills that ensure personal impact inside and outside of the organisation: resolving conflicts, personal brand building and effective networking <p>Duration: 1 day.</p> <p>Target attendees: Reward Manager, High potentials transitioning to Reward Manager</p> <p>Why attend?</p> <ul style="list-style-type: none"> • Build out your effectiveness by adding enhanced personal effectiveness to already reached technical capability • Develop the important non-technical skills that you will need for further success in your current role and enhance chances of future career progression • Add more value to business decisions and improved engagement with senior stakeholders • Improve relationships within the organisation & visibility in and outside of the organisation • Hear real experiences from other participants and facilitators of how these skills can be used in practice • A forum for networking with other reward professionals seeking to transition in their careers <p>Content:</p> <ul style="list-style-type: none"> • Influencing and communication • Stakeholder management • Strategic story telling using data • Conflict resolution • Personal brand building 	<p>London: 10 September</p>

GLOBAL MOBILITY TRAINING

Reward and Global Mobility Trainings and Conferences qualify for recertification credit



GLOBAL MOBILITY COURSES

Career Level	Training Course	Description	Location/ Dates
<p>Mercer Learning presents two 1-day modules for HR professionals new to the expatriate management field who quickly need to understand the key concepts and issues around pay, benefits and programme administration. Modules may also be of interest to experienced HR professionals who manage expatriates as a part of their role and for mobility professionals who need a refresher. Course modules can be attended as stand-alone training events, but have been designed with a career-building development pathway in mind.</p>			
FOUNDATIONS (OPERATE)	Module 1: Introduction to Expatriate Compensation	<p>Learning objectives of this 1-day module:</p> <ul style="list-style-type: none"> • Develop an understanding of expatriate compensation approaches, and application, for different assignment types. • Gain insights into market practice and the application of compensation alternatives with regard to international assignees. • Increase your understanding of different pay delivery alternatives, and their impact. • Build expertise in how to deal with exchange rates and inflation fluctuations. 	<p>London: tba</p> <p>Zurich: 14 October</p>
	Modules 2-3: Introduction to Expatriate Benefits and Programme Administration	<p>Learning objectives of this 1-day module:</p> <ul style="list-style-type: none"> • Develop a greater understanding of expatriate benefit approaches, and application, for multiple assignment types. • Increase your understanding of risk and compliance issues, particularly with regard to immigration, pension and employee insurances. • Develop your awareness of end-to-end assignment planning alternatives and their impact. • Build on your knowledge of expatriate compensation principles from Module 1, Introduction to Expatriate Compensation. • Develop your understanding of the assignment lifecycle, and the key administrative activities that are required to operate a successful, compliant programme. • Gain insights regarding the importance of stakeholder identification, engagement and communication for successful assignment outcomes. • Increase your understanding of risks and responsibilities at each stage of the assignment lifecycle. 	<p>London: tba</p> <p>Zurich: 15 October</p>

GLOBAL MOBILITY COURSES

Career Level	Training Course	Description	Location/ Dates
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Enrolment in Manage modules requires prior completion of all modules in prior course levels, and/or validation of a sufficient understanding of these modules by the Mercer Learning team to ensure the content of the higher-level course is appropriate and peer group interaction is meaningful.

MANAGEMENT (MANAGE)	Module 4: Governance, Risk & Policy Design	<p>Learning objectives of this 1-day module:</p> <ul style="list-style-type: none"> • Develop your understanding of stakeholder engagement and communication as an enabler of effective mobility programme management. • Increase your awareness of risk management and governance responsibilities when managing a global mobility programme. • Learn more about policy development trends, alternatives and considerations – including linking mobility with talent and risk management strategies. 	London: 16 September
	Module 5: Function, Vendors & Technology	<p>Learning objectives of this 1-day module:</p> <ul style="list-style-type: none"> • Develop your understanding about the alternatives for structuring a global mobility function and the importance of identifying the right mix of in-house, outsourced and technology-led services to manage your programme. • Learn about effective sourcing of vendor services, with a focus on the RFP process, implementation and ongoing vendor management considerations. • Consider the role of technology in the management of global mobility programmes today, and learn about how data analytics supports strategic workforce planning. 	London: 17 September

To support the learning and skills needs of global mobility leaders, our LEAD module focuses on how to think critically and objectively about the challenges facing talent mobility.

STRATEGIC TALENT MOBILITY (LEAD)	Module 6: Talent Mobility	<p>Learning objectives of this 1-day module:</p> <ul style="list-style-type: none"> • International talent and career management: Learn how successful businesses manage their international talent through the strategic alignment of their Talent, Reward and Mobility functions' policy and practice. • Using data differently: Develop your understanding of how simple to more complex workforce analytics can help your organisation improve its mobility policies and practices. • Expatriates and employee engagement: Explore the effects of international mobility on employee engagement, and how to develop meaningful insights using data analytics. • Global Employment Companies: Learn about these alternate expatriate employment structures, and their risks and benefits. • International Pay Structures: Build on your knowledge of expatriate compensation to better understand alternate international remuneration structures, and their risks and benefits. • Build on your knowledge from Mercer Learning's MANAGE Modules (i.e. Programme Governance and Policy Design, and Mobility Function Structure, Operations and Insights). <p>The LEAD Module is designed for participants who have previously participated in one or more of Mercer's MANAGE modules, or for global mobility professionals at management and/or leadership level, or senior HR or business leaders with equivalent responsibilities.</p>	Contact us for more details
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WORKFORCE ANALYTICS WORKSHOP

WORKFORCE ANALYTICS & PLANNING

Training Course	Description	Location/ Dates
<p>To effectively attract, retain and manage the right talent, especially in the face of volatile markets and changing needs, organisations need to understand their workforce, the talent flows and rewards that define their internal labour markets, and the impacts on business outcomes.</p> <p>Mercer’s workshop series provides HR and business professionals with a proven approach and practical guidance on how to use data to make a real difference in how an organisation manages its workforce.</p>		
<p>Workforce Analytics</p>	<p>This 1-day workshop in London will equip those working with workforce analytics with the more advanced techniques needed to support long-term workforce planning, make data-driven decisions on human capital investments, and leverage factors that increase productivity and business success.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> • Understand the range of techniques that can be used to carry out in-depth analytics • Apply a combination of techniques in the context of an organisation’s workforce issues • Understand the differences between forecasting, cost models, correlations and predictive analytics and when to use them • Explore applications to specific workforce issues such as recruitment, turnover, diversity and business outcomes 	<p>Contact us for more details</p>
<p>Integrated People Planning Workshop</p>	<p>Moving beyond traditional Workforce Planning...The world of work is being reshaped – transforming employee’s expectations for their careers, their approach to work, the nature of the work they do, and the makeup of the workforce itself. HR has a unique opportunity to understand, plan for and manage these opportunities, and in doing so, acting as a strategic partner to the business.</p> <p>The process that underpins this is Integrated People Planning (IPP), which encompass more than traditional Workforce Planning. IPP is a framework that allows organisations to ensure that they will have the right leadership, culture & diversity, skills & competencies and people productivity to meet their business strategies.</p> <p>Mercer’s workshop in London will give you the essential knowledge and insights to help your organisation most effectively launch an Integrated People Planning process and work toward achieving long-term success.</p>	<p>Contact us for more details</p>

MERCER LEARNING ONLINE

HIGH-QUALITY, LOW-COST HR TRAINING WITHIN YOUR REACH

Mercer Learning Online is a comprehensive learning solution that is designed to accelerate baseline HR capabilities, both core and technical. 19 e-learning modules are grouped into five HR themes:



PERFORMANCE & REWARDS

- Performance and rewards
- Optimizing benefits
- Sales incentive design
- Executive remuneration
- Global Mobility
- Producing quality position descriptions



ANALYTICS & CHANGE

- How to lead in change management
- Driving business results with workforce insights
- Leveraging technology

How organisations use Mercer Learning Online:

- Induction tool for early-career HR and new starters
- Quickly reach a consistent level of technical skills across the team, locally and globally
- Broaden “basic” HR technical skills and capabilities for non-HR executives



TALENT MANAGEMENT

- Talent management
- Career management
- Organisational design
- Training design and evaluation



BUSINESS PARTNERING

- Effective business partnering
- Driving employee engagement and productivity
- Designing effective HR policies



TALENT ACQUISITION

- Recruitment and employee value proposition
- Engaging hiring and onboarding strategies
- Utilizing assessment tools effectively

Developed by Mercer’s subject matter experts in the past year, our online curriculum offers participants an engaging learning experience with the following features:

- 30-45 minutes per module
- Each module can be completed in its entirety or in small segments
- Toolkits and sample documents can be downloaded for each of the 19 modules
- Knowledge audits are available at the end of each session to test understanding
- Currently available in English and Spanish

REASONS TO PARTNER WITH MERCER LEARNING FOR YOUR HR TRAINING:



Pragmatic, practical and actionable content:

From the “basics” to “advanced” levels, all training is discussion-based, case-study based and interactive.



Designed and delivered by HR experts:

All courses are based on Mercer’s points of view and delivered by Mercer’s experts, who do this work every day with leading organisations.



Consistently high-quality, highly rated training and development:

During 2017, 92% of participants rated our courses as “very good” or “excellent”.



Bespoke if you want it:

We can bring any of the courses directly to your organisation, worldwide, and develop content specifically for your people, with local adaptations.



Register online: www.iMercer.com/MercerLearningEurope



GET IN TOUCH WITH US

Customer support – for training course bookings and enquiries:

Aza Yeszhanova

✉ mercerlearning.europe@mercer.com

To discuss your training and development requirements:

Tomasz Mazur

✉ tomasz.mazur@mercer.com

☎ +48 695 010 126

ABOUT MERCER

At Mercer, we make a difference in the lives of more than 110 million people every day by advancing their health, wealth and careers. We're in the business of creating more secure and rewarding futures for our clients and their employees – whether we're designing affordable health plans, assuring income for retirement or aligning workers with workforce needs. Using analysis and insights as catalysts for change, we anticipate and understand the individual impact of business decisions, now and in the future. We see people's current and

future needs through a lens of innovation, and our holistic view, specialized expertise and deep analytical rigor underpin each and every idea and solution we offer. For more than 70 years, we've turned our insights into actions, enabling people around the globe to live, work and retire well. At Mercer, we say we *Make Tomorrow, Today.*

Mercer LLC and its separately incorporated operating entities around the world are part of Marsh & McLennan Companies, a publicly held company (ticker symbol: MMC) listed on the New York, Chicago and London stock exchanges.

To register or for more information on Mercer Learning programs across the region, please email mercerlearning.europe@mercer.com.

For more information on Mercer, please visit our website: www.mercer.com



Select Mercer workshops qualify for recertification credit for the Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Work-Life Certified Professional® (WLCP®), Certified Sales Compensation Professional (CSCP)®, Certified Executive Compensation Professional (CECP)®, Advanced Certified Compensation Professional (ACCP)™ and Master Certified Compensation Professional (MCCP)™ designations granted by WorldatWork Society of Certified Professionals.

For more information on recertification, visit the WorldatWork recertification [webpage](#).

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