2015 EMEA INFORMATION AND TECHNOLOGY SOLUTIONS REFERENCE GUIDE
Mercer is a global consulting leader in talent, health, retirement and investments. Mercer helps clients around the world advance the health, wealth and performance of their most vital asset – their people. Mercer’s more than 20,000 employees are based in more than 40 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people. With 57,000 employees worldwide and annual revenue exceeding $13 billion, Marsh & McLennan Companies is also the parent company of Marsh, a leader in insurance broking and risk management; Guy Carpenter, a leader in providing risk and reinsurance intermediary services; and Oliver Wyman, a leader in management consulting. For more information, visit www.mercer.com. Follow Mercer on Twitter @MercerInsights.
About this REFERENCE

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

SECTION TABS

- COMPENSATION
- GLOBAL MOBILITY

Major sections are flagged with page tabs. The sections are named as you might organise them within your HR function.

SECTION OVERVIEW

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

FEATURE

Find these symbols to discover more.
- Client/consultant/industry insights
- Product-related case studies

For detailed information, visit www.imercer.com.
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Mercer’s Talent Impact can help you resolve your most critical talent issues today and in the future. Talent Impact is the only solutions portfolio that combines the power of Mercer’s consulting expertise, current market information, and streamlined technology. It delivers valuable insights and helps you make powerful talent decisions. The right technology delivers the results you need.
Membership provides value to organisations through the global coordination of services, consistency of methodologies and jobs, and opportunities to network with peer organisations.

The TRS membership programme ensures that you have quick and easy access to Mercer’s total remuneration data and services around the world. Benefits include:

- **Special pricing** — multi-country and multi-year membership savings.
- **Dedicated client relationship manager** — one point of contact to coordinate your services.
- **Personalised services** — implementation, project management, and training.

**TRS IS AVAILABLE IN MORE THAN 100 COUNTRIES, INCLUDING:**

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

Learn more about TRS on page 12

Discounts are available through TRS Membership Programme (page 12).

**CASE STUDY**

A transportation and logistics organisation with 400,000 employees wrestles with understanding market value and typical compensation policies in the more than 120 countries in which it has employees. It needs consistent compensation and benefits survey data globally. With TRS, the company is able to provide competitive market rates to its HR centres around the world in every country where it operates. Now, the compensation staff all speak the same survey language.
Mercer Select Global Insights Membership gives exclusive access to a wealth of data, content, analytics, insights, and news covering a wide range of global benefits, compensation, HR, and other business topics.

CONSIDER THESE QUESTIONS:

- Do you have HR responsibilities covering multiple countries?
- Do you need to attract and retain talent globally?
- Do you need to understand the changing global labour markets?
- Do you need to identify cost-saving opportunities in global and regional talent recruiting?
- Do you need to know changes in the benefits laws and regulations?

KEY GLOBAL REPORTS

**Benefits**
- Global Car Policies
- Worldwide Benefit & Employment Guidelines — Five Regions
- Worldwide Benefit & Employment Guidelines — Online

**Compensation**
- Compensation Handbook
- Global Compensation Planning Report
- Global Compensation Planning Report — Online
- Global Pay Summary
- International Geographic Salary Differentials
- Short-Term Incentives Around the World
- Total Employment Costs Around the World

**Mobility**
- Global Mobility Handbook

**HR policies and practices**
- Global HR Factbook
- HR Management Terms
- Global Diversity and Inclusion Handbook
- HR Atlas Asia Pacific
- M&A HR Issues Around the World

www.imercer.com/global

Mercer’s European Information Package has been created specifically for organisations and individuals managing compensation, benefits, and mobility activities within the EMEA region or on a global level. The package offers a wide range of options and give you the flexibility to choose what best suits your organisation’s specific requirements. They also enable you to join a network of organisations that have chosen to get access to information and services at a fraction of the standard list price.

The European Information Package comes in three options — **Silver, Gold and Platinum**.

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<th>EIP SILVER</th>
<th>EIP GOLD</th>
<th>EIP PLATINUM</th>
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<td><strong>EUR 7,500</strong></td>
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<td>1 standard publication</td>
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- **EIP Silver**
  - 1 conference seat
  - 1 standard publication

- **EIP Gold**
  - 2 conference seats
  - 1 standard publication
  - 1 premium publication

- **EIP Platinum**
  - 2 conference seats
  - 50% on additional 2 seats
  - 2 standard publications
  - 2 premium publications
  - 5 global market pricings (total cash) or 5 balance sheet calculations

www.imercer.com/talent-eip
New!

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

The European Knowledge Package comes in three options — **Silver, Gold and Platinum** — which all offer complimentary attendance (for one or more delegates depending on the package purchased) at:

- **Mercer European events**, including the Africa and Middle East Compensation and Benefits Conference, the Expatriate Management Conference and the EMEA Compensation and Benefits conference.
- **Mercer Learning reward training courses**, providing fundamental or advanced knowledge in the fields of compensation and global mobility.
THE KNOWLEDGE PACKAGE

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TRS provides valuable local, regional, and global market data; saves time; and is cost-effective for designing competitive pay packages.

CONSIDER THESE QUESTIONS …

- Do you have an easy-to-use tool to compare compensation and benefits across geographies?
- Can you evaluate the competitive position of each total remuneration element?
- Is your pay strategy consistent enough to ensure external competitiveness and maintain internal equity?
- Can you instantly generate customised comparisons of your organisation against the market?

... FIND THE ANSWERS USING TRS!

Mercer Total Remuneration Survey (TRS) results provide consistent, high-quality market data, including all forms of cash compensation, long-term incentives, and benefits. TRS is one common global survey so everything is the same — the jobs, the data, the methodology, and the online tool. The surveys cover an average of 400 benchmark positions from the executive to administrative level in more than 100 countries across multiple regions.

BOTTOM LINE

TRS has great flexibility, and multiple users can have access to the same survey. HR professionals at the world’s leading organisations use TRS to remain cost-effective and competitive in the global marketplace.

Learn more about Mercer WIN® on page 26.
SALARY MOVEMENT SNAPSHOTT

This snapshot survey provides relevant, consistent, and timely salary movement data on a quarterly basis, for a single market or as many markets as your organisation can submit data for.

Each country report includes the overall budget/forecasted salary increase, as well as additional data by employee category.

Also included is information around the extent to which local comparator companies are freezing salaries for the year ahead.

The Salary Movement Snapshot provides updates in March, June, September, and December. Data is submitted by around 6,000 organisations, typically subsidiary levels of multinationals, and results are produced for more than 80 markets across the Europe, Middle East, and Africa (EMEA) region.

Results are available on a complimentary basis for participants and can be purchased by non-participants at EUR 290 for a single market report.

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You may be also interested in a more comprehensive global view available in GPCR (page 33).

www.imercer.com/sms
Mercer Executive Remuneration Guides (MERG) cover all aspects of total remuneration for:

- More than 40 benchmark top executive roles.
- The board and next two reporting levels.
- Leading companies in 12 European countries (more than 600 companies in 2014).
- European regional industry-specific guides for financial services companies (Pan-European Financial Services survey — PEFS).
- European regional executive remuneration database: Western European MERG.
- The guides are participant-only surveys, delivered in hard copy and on Mercer WIN®, and can be customised to provide regional data:
  - **By industry:** consumer durable goods, energy, finance/banking, insurance, non-durable goods, retail/wholesale, and services.
  - **By size:** revenue, employee numbers, and assets.
  - **By scope of the role:** onboard, geographic responsibility, level in organisation, remuneration, and PC score.
  - **By specific peer groups of named companies from the database** (minimum 10 companies).

The guides provide you with consistent and accurate market data covering the full rewards package, including all forms of cash remuneration, long-term incentives, and benefits. These surveys also include analyses of global, regional, and country-specific trends in executive remuneration practices to facilitate decision-making.

MERG participants receive on a regular basis Mercer intellectual capital pieces on the latest executive remuneration practices and trends in Europe and globally.
Our Compensation offering in Africa and the Middle East includes:

- All-Industry Surveys covering 52 countries in Africa and the Middle East.
- Industry Forums and Industry Surveys in the region, in selected sectors and markets:
  - Specialised Industry Surveys:
    - Automotive Modules — GCC countries
    - Automotive Modules — South Africa
    - Insurance Modules — GCC countries
    - Mercer BenefitsMonitor — United Arab Emirates
    - Mercer Energy Surveys
    - Mercer Engineering and Construction Survey — GCC countries
    - Mercer Financial Services Surveys — Africa
    - Mercer Information Technology & Telecoms Survey
    - Mercer Life Sciences Surveys
    - Mercer Mining Surveys — Africa
    - Mercer Telecom Survey — Regional GCC
    - Mercer Top Executive Survey — South Africa
    - Mercer University Survey — Regional GCC
      - Mercer Pricing service for over 400 benchmark positions.
Online Total Rewards

Real, measurable success in implementing Online Total Rewards does more than help your workforce understand their rewards — it increases engagement and creates a sense of belonging. Achieving this employee engagement requires deep technical knowledge and a thorough understanding of change management. In short, it means understanding the nuts and bolts of your platform and the hearts and minds of your people. Our team has combined experience of more than 25 years delivering Online Total Rewards that:

- Maximise employee engagement.
- Drive desired employee behaviour.
- Deliver measurable performance improvements.

With the largest communication business in the world and a global reach superior to any competitor, we are uniquely positioned to exceed your expectations.
Benefits of Online Total Rewards:

- **Increase engagement and retention** | Show employees the big picture — how their cash, shares, and other benefits add up to one powerful employment package.

- **Support recruiting** | Let job candidates see what makes you special through the Recruiting view.

- **Personalise your HR portal** | Use Total Rewards data to target your messages and personalise your employment value proposition from every angle.

- **Demonstrate your commitment** | Show employees what the company contributes to their retirement, health care, disability, life insurance, and work/life programmes.

- **Equip managers** | Help leaders have meaningful conversations with their reports through the Manager view.

- **Go global** | Deliver our solution in multiple languages and currencies so you can engage your entire workforce.

- **Access on the go** | With Mercer’s innovative solution, your employees can check out their rewards and much more — anytime and from any device (desktop, laptop, tablet, or smartphone).

Contact your Mercer Talent consultant for more information or Jim Christopher at +44 1483 777 252 | jim.christopher@mercer.com
WORKFORCE METRICS, ANALYTICS, AND PLANNING

Every day you face challenging questions regarding your workforce.

Improve future success by describing quantitative components of your organisation’s people and increase the chances of maintaining a stable and properly skilled workforce.

- With key metrics in hand, you begin to understand the productivity of the workforce and the link between your employees and the revenue they generate.
- A one-size-fits-all mentality is not ideal when comparing workforce metrics — our easy-to-use solution offers the flexibility to review key metrics based on your specific criteria.
- You can customise metrics data to suit your needs — by country, industry, sector, company size, and more!

Mercer’s Workforce Metrics Solution helps support HR’s role in business success by allowing you to present a viable business case for necessary policy revisions and strategic decisions.

NEW WORKFORCE METRICS

How do we compare to our competitors?

Why are turnover levels so high?

Is my organisation too top-heavy?

Are employees productive and profit-generating?

WITH OUR ONLINE WORKFORCE METRICS YOU CAN ASSESS:

- **Functional outsourcing** — percentage of each function outsourced.
- **Workforce cost** — total compensation cost by career level and function.
- **Workforce retention** — voluntary, involuntary, and retirement by country, career level, and function.
- **Financial metrics** — overall productivity, operating expenses, and profit per FTE.
- **Span of control** — ratio of executives and managers to other employees.
- **Workforce structure** — percentage of employees by career level and function.

www.imercer.com/workforcemetrics
NEW WORKFORCE METRICS

MERCER’S WORKFORCE METRICS COVER APPROXIMATELY 80 MARKETS AND CONTAIN DATA FROM MORE THAN 11,000 ORGANISATIONS ACROSS INDUSTRIES:

- Consumer Goods.
- Durable Manufacturing.
- Energy.
- Financial Services.
- High Tech.
- Insurance.
- Mining & Metals.
- Nondurable Manufacturing.
- Pharmaceutical.
- Retail & Wholesale.
- Services (Nonfinancial).
- Transportation Equipment.

ADVANTAGES OF OUR WORKFORCE METRICS:

- Online access to all workforce metrics data through our innovative solution.
- Customisable data based on industry, geography, company size, and more.
- Export options for all of your workforce metrics data and analysis into PDF or Excel.
- Historic data for 2012 — 2014, allowing for year-over-year and trending analysis.
- iPad compatibility for accessing data on the iPad.

PRICING

Your purchase of our workforce metrics solution gives you online access to our workforce metrics data for 2012, 2013, and 2014. With this range of data, you can conduct year-over-year and trending analysis. The solution can be purchased by country, with pricing starting as low as EUR 375 per country for participants and EUR 1,125 for nonparticipants.

www.imercer.com/workforcemetrics

indirect.sales.emea@mercer.com | +48 22 436 68 68
Mercer’s workshop programme provides HR and business professionals with a proven approach and practical guidance about how to use data to manage the workforce.

Being able to use big data effectively and having an understanding of workforce metrics, analytics, and planning are becoming the must-have capabilities for HR. These workshops are therefore relevant for all HR professionals whether they just want to add to their capability in this area, or whether they are thinking of launching or have launched a workforce analytics programme.

Lost in the fog of big data?

INTRODUCTION TO WORKFORCE METRICS AND ANALYTICS WORKSHOP

This oneday workshop is designed to help you start and progress in your workforce metrics and analytics journey.

Knowing where to start, what to measure, and how it can support strategic business decisions can be difficult, but our Introduction to Workforce Metrics and Analytics Workshop is designed to help you do just that. In our workshop, we can show you how to significantly change the way workforce data influences decision-making, and we will demonstrate how to convert that data into meaningful insights for your business.

Making workforce decisions in the dark?

ADVANCED ANALYTICS WORKSHOP

This oneday workshop is designed to help you gain the necessary understanding to apply a broad range of analytical tools to key workforce issues — from descriptive to predictive analytics.

Most organisations struggle with the application of workforce analytics to deliver real insights and ignite action and change. Often the focus is only on descriptive metrics showing historical
trends. Although this is valuable, it is often not sufficient to drive effective interventions and actions. In our workshop we can show you how to identify hotspots as well as equip you with more advanced techniques needed to predict the future, understand leading indicators, and initiate change in your business.

**Dealing with today’s workforce issues and not tomorrow’s?**

**STRATEGIC WORKFORCE PLANNING WORKSHOP**

This two-day workshop is designed to help you develop your organisation’s strategic workforce planning process.

What critical skills and capabilities does your company need to retain to ensure that the right talent, in the right jobs, will secure a company’s long-term growth? This workshop is designed to help your organisation effectively launch a strategic workforce planning process and work toward achieving long-term success.

In 2015, we will be running this workshop in London, Birmingham, Frankfurt, and Munich. This workshop can also be run internally for clients.
Multi-rater feedback is widely recognised as a highly accurate and impactful tool for identifying and developing talent.

We understand the assessment needs of organisations and carefully designed Mercer 360 accordingly, never losing sight of the fact that the process is about more than insight. It’s about moving the performance needle in a positive direction within your organisation!

Based on more than two decades of experience in this area, Mercer differentiates its 360-degree offerings in five primary areas:

- Top-notch consulting expertise.
- Extensive library of survey content.
- Flexible, secure, and global platform.
- Intuitive and action-orientated reporting.
- Commitment to client support.
Enhance leaders’ capabilities with the Mercer Talent Game programme.

Use our one-day simulation programme to build skills that drive individual and organisational performance.

MERCER’S TALENT GAME PROGRAMME IS AN INNOVATIVE, STIMULATING, AND FUN GAMIFICATION EXERCISE THAT CAN HELP MANAGERS:

- Decide how and when to develop and promote their talent.
- Understand potential consequences of their talent decisions.
- Develop strategic thinking about their talent to enhance business success.

PLAYING THE TALENT GAME:

- Each table has a game board that includes seven sticks, representing leaders. The leader’s potential is defined by its height, indicated by the number on the top of the sticks.
- The current performance is shown by the number of rings placed on the sticks.
- Each leader is placed on the game board in a role that is rated for its criticality to the organisation, shown by the circled numbers on the board.
- Participants make talent decisions using a number of talent action cards, their application being resource-limited and impacted by chance, as is the case in reality.

OUTCOMES OF THE TALENT GAME

The game is followed by a facilitated workshop during which individuals apply what they have learnt through playing the game to developing a strategic approach to managing their own talent.

www.imercer.com/talent-game
Despite the fact that organisations want to enhance productivity and improve business results — and that performance management has been an established business practice for more than 50 years — organisations today still struggle to derive value from their performance management programmes, according to our latest research.

More than 1,050 performance management leaders representing 53 countries participated in Mercer’s Global Performance Management Survey.

This research is sure to spark reflection and action on your organisation’s approach to performance management. We invite you to examine the available reports and purchase options and read the reports Executive Overview.
FORGING A PARTNERSHIP

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

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

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

COMPENSATION MANAGEMENT CO-SOURCING

Mercer provides this solution to help organisations create a more robust and efficient compensation function. We share responsibility with you for compensation management transactions, analysis, strategic design, and technology. A co-sourcing partnership with Mercer permits you to leverage our specialised consulting capabilities, global footprint, robust market data, and technology.
MERCER WIN®

The Mercer Workforce Intelligence Network® (Mercer WIN) is single-point access to Mercer’s unparalleled survey data and analytics, representing one of the most comprehensive and intuitive platforms available. Mercer WIN is now the overarching platform for delivering information and select services to our clients. See the chart on page 30 for a comparison of all Mercer WIN solutions.

MERCER WIN® | CORE

Mercer WIN | Core provides single-point access to Mercer survey data and analytics. Using this sophisticated, yet easy-to-deploy tool, you are able to explore and interpret data and formulate insights on important human capital decisions and investments. Mercer WIN | Core makes information easily accessible and readily converts data into charts, graphs, and reports. You will appreciate the flexibility in arranging, plotting, and exporting data by industry, country, or other criteria.

PRICING: Complimentary with survey purchase (for surveys delivered in Mercer WIN)

MERCER WIN® | ADVANCED eIPE

Mercer WIN | Advanced eIPE brings two key components — benchmarking and job evaluation — into one fully integrated system, providing a single point of access to benchmarking and job evaluation functionality. Your market data and market pricing can reside within a platform featuring user-centred, evidence-based design and leading-edge technologies.

Mercer WIN | Advanced eIPE allows you to centralise your data to simplify analysis and decision-making, enabling you to see and control data the way you want.

PRICING: EUR 3,750 for a single-user annual license
MERCER WIN® ePRISM™

Mercer WIN | ePRISM is a comprehensive compensation management, modelling, and planning tool that enables you to align your organisation's compensation plans with current and future objectives. By combining compensation-specific tools with powerful analytics, Mercer WIN | ePRISM gives you the power to evaluate data, develop strategies, and execute compensation programmes with confidence.

- Identify and address at-risk areas such as below-market, high-performing employees.
- Deliver consistent, reliable responses to management requests.
- Consult with managers on hiring and pay decisions with timely, value-added data.
- Focus on strategic issues that impact the bottom line.
- Optimise staff resources and streamline processes.
- Develop a more responsible and effective pay plan implementation.

www.imercer.com/ePRISM

indirect.sales.emea@mercer.com  |  +48 22 436 68 68
Instruction on the basics of the IPE methodology

Mercer’s International Position Evaluation process is a robust, user-friendly methodology that is a key input to job and organisational design. Mercer has helped hundreds of organisations generate substantial business value by providing better understanding of the jobs that make up their unique structures. To accelerate the understanding and execution of IPE, Mercer is introducing the IPE eLearning module, which provides instruction on the IPE methodology.

The IPE eLearning module is a two-hour training that provides users with instruction on the basics of the IPE methodology. The module contains a consistent foundational knowledge of the five IPE factors, and is designed to be used either as a standalone course for occasional users of the IPE methodology or as an introduction to the methodology prior to more extensive classroom training.

FEATURES

Developed using proven learning methods and tested by some of Mercer’s largest IPE clients, the new eLearning module walks through each of IPE’s five factors (Impact, Communication, Innovation, Knowledge, Risk), ensuring a consistent, up-to-date understanding of IPE. Each section offers numerous real-world examples with users tested for understanding at the end of each section.

BENEFITS

Help your team increase their knowledge and confidence using IPE. This eLearning module will provide:

- Flexibility — learn anytime, anywhere.
- Consistent messaging — everyone in the organisation is taught the same way.
- Integration - incorporate it into the company’s existing learning curriculum.
- Enhanced instruction — add it to Mercer-facilitated classroom training to integrate “roll up your sleeves” exercises.
- Productivity — less time away learning; more time doing.

PRICING

Mercer provides two eLearning options — a vendor-hosted option and a site license. The hosted solution is hosted by an outside vendor, S2 Learning. The current fee structure for the various options is as follows.

**S2 Hosted Solution:**

- One-time User: EUR 400
- Up to 10 Users annually: EUR 2,400
- Up to 20 Users annually: EUR 4,000
- Up to 50 Users annually: EUR 8,000
- Up to 100 Users annually: EUR 16,000

**Site License:** EUR 24,200

www.imercer.com/ipe-elearning
INTERNATIONAL POSITION EVALUATION COURSE

IPE is relevant for organisations wanting to use a single methodology to classify roles across geographies and reference local pay data. The IPE one-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 job evaluation with regard to establishing and maintaining job structures.

The course facilitators will examine the IPE factors and process in detail and also demonstrate how IPE links to key HR decisions in the areas of reward management, career management and competencies, and organisational design and effectiveness.

To be eligible to use the IPE system and undertake training in the evaluation tools, an organisation must be a licensed user of the system.

**Price:** EUR 750
<table>
<thead>
<tr>
<th>Mercer WIN®</th>
<th>Core</th>
<th>Mercer WIN®</th>
<th>Advanced eIPE</th>
<th>Mercer WIN</th>
<th>ePRISM™</th>
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<tbody>
<tr>
<td>Annual Price</td>
<td>Access provided with purchase of a Mercer survey</td>
<td>USD 2,500 – USD 25,000 (based on FTE count)</td>
<td>Starting at USD 30,000 (plus one-time implementation fee)</td>
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<td>Ad Hoc Calculations</td>
<td>Choose custom percentiles on Mercer market data</td>
<td>Choose custom percentiles on Mercer market data</td>
<td>Create instant calculations with your data</td>
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<tr>
<td>Aging</td>
<td>Pick date &amp; percentage for survey &amp; submitted data</td>
<td>Pick date &amp; percentage for survey &amp; submitted data</td>
<td>Segment your population &amp; create your own aging rules</td>
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<tr>
<td>Benchmarking</td>
<td>Scope &amp; view survey results, print &amp; export</td>
<td>Store details about all your benchmarks, run template market position reports</td>
<td>Segment your population &amp; create benchmarking rules; copy matches; personalise definitions</td>
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<tr>
<td>Compare My Data</td>
<td>Compare the data you submitted to the survey</td>
<td>Compare your current job &amp; employee data to the market</td>
<td>Ad hoc analysis &amp; broader data set</td>
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<td>Data Elements</td>
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<td>Use data as delivered; add third-party data</td>
<td>Personalise data elements</td>
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<td>Exporting</td>
<td>Results pages &amp; survey reports</td>
<td>Results pages, survey reports, employee &amp; evaluation results</td>
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<td>Salary Planning &amp; Comp Modelling</td>
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<td>Create &amp; model various salary increase scenarios</td>
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<td>Salary Structure Development &amp; Modelling</td>
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<td>Develop, analyse &amp; model salary structures from market data</td>
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<tr>
<td>Importing</td>
<td>—</td>
<td>Import job, employee data &amp; other vendors’ market data using templates</td>
<td>Flexibility to import any job &amp; employee data you want to hold; Mercer &amp; other vendors’ market data</td>
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<td>Normalise Currency</td>
<td>Basic across survey results using Mercer currency data</td>
<td>Basic across survey results using Mercer currency data</td>
<td>Mercer-defined currency rates &amp; your own currency rate</td>
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<tr>
<td>Evaluate a Job</td>
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<td>Evaluate jobs per IPE methodology</td>
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Use IPE’s unique value chain analysis to produce a more transparent and robust assessment of a job’s value to the organisation.

Jobs are basic but crucial building blocks for all organisational structures and people programmes. Well-designed jobs clearly express the value they are expected to deliver and can help to realise an organisation’s value-creation potential. Without these crucial building blocks, negative results could include unnecessarily high turnover, flagging employee engagement, and unplanned costs.

Mercer’s International Position Evaluation (IPE) tool is a robust, user-friendly job evaluation process that can form the foundation of today’s integrated HR systems, including:

- Rewards.
- Organisation design.
- Career planning.
- Performance management.
- Talent development.
- Mobility.

REPORT SNAPSHOT

- Ensure pay is aligned with market values and the impact the job has on organisational outcomes.
- Gauge the effectiveness of organisational structures and job-person fit.
- Align individual goals with organisational objectives.
- Create effective employee development and succession planning programmes.
- Define career paths using actual job requirements and communicate career opportunities.
- Better manage employee mobility and international assignments.
- Ensure smooth M&A integration of structures, rewards, and talent programmes.
- Multilingual, user-friendly interface across geographies.
- Preloaded with more than 2,500 benchmark jobs and evaluations.

PUT IPE TO WORK FOR YOUR WORLDWIDE ORGANISATION

IPE is supported by Mercer’s proprietary web-based analysis tool and evaluation database, eIPE. With multilingual supporting documentation and consultants who are available across the globe, users in centralised or decentralised HR environments always have help on hand. Join hundreds of the world’s top organisations that are experiencing the benefits of IPE.

To see how Mercer’s IPE methodology can deliver real value to your key people processes, please visit: www.imercer.com/ipe

TECHNOLOGY ADVANTAGE

Incorporating eIPE into the workforce intelligence network (Mercer WIN®) brings two key components — benchmarking and job evaluation — into one fully integrated system, providing a single point of access to benchmarking and job evaluation functionality. Your market data and market pricing can reside within a platform featuring user-centred, evidence-based design and leading-edge technologies. Mercer WIN® | Advanced eIPE allows centralisation of data to simplify analysis and decision-making, enabling you to see and control data the way you want.

Learn more at www.imercer.com/win-adv-eipe
Mercer’s Compensation Handbook is a key reference guide that covers:

- Compensation components and pay structures.
- How to reward employees.
- Types of incentives, allowances, and equity plans.
- Compensation planning, budgeting, and benchmarking.

This handbook — an excellent one-volume primer for both employers and employees — presents the major elements of compensation clearly and simply.

SCHEDULE
Release date: December

PRICING
EUR 755

www.imercer.com/comphandbook
GLOBAL COMPENSATION PLANNING REPORT

Don’t risk your talent assets. Use this best-selling global report and leading source of information on economic and salary increase trends.

For making timely, fully informed decisions on compensation budgeting, Mercer has the interactive, online Global Compensation Planning Report (GCPR). GCPR-Online is continuously updated so the hard-to-find data that will make a difference in evaluating your compensation plans and budgets is at your fingertips.

GCPR-ONLINE

GCPR-Online is always available with reliable, timely information that can be downloaded for offline planning. With 15 years of economic and salary-change data, you can observe and analyse short- and long-term trends.

GCPR-Online includes some remarkable features:

• Fast, online access for one year, including the July/October PDF reports.
• View your compensation data online, anytime, from anywhere.
• Country-specific data delivered as it becomes available.
• Interactive charting tool displays up to 15 years of pay increase data.
• Download data into Excel for offline planning.

SCHEDULE
GCPR-Online
PDF reports available
July/October

PRICING
GCPR-Online
EUR 2,000
GCPR-Online, 5 additional users
EUR 375
GCPR-Online, Industry add-on
EUR 375
July PDF edition
EUR 470
October PDF edition
EUR 470
Country
EUR 120

COVERAGE AREA
Countries 124+
Markets 142+
Cities in China 16
Regions in Mexico 4

REPORT SNAPSHOT
Salary increase trends
Economic indicators and trends
GDP growth
Inflation
Unemployment rates
Regional overviews
Short-term incentives

CASE STUDY
A global chemical manufacturer with a presence in more than 150 countries needed to identify critical talent management approaches. This required current/accurate data to facilitate effective decision-making. Mercer’s GCPR helped successfully integrate the appropriate data into their operational fabric. They seamlessly explored market opportunities and earmarked crucial employee levels that impacted performance.

www.imercer.com/gcpr
This easy-to-read report gives concise pay information to keep you updated on global salary trends.

For busy HR professionals, Mercer Global Pay Summary (GPS) is the quick reference for current, reliable global pay information. Stay up to date on salary trends to enable fast, informed decision-making without the need to refer to weighty databases.

Find the answers to these questions and more:

- What would an IT head be paid if moving between countries?
- What do Western European CEOs typically earn?
- How do salaries compare for customer service officers?
- What is the total cash compensation for an HR manager in Japan?

Completely updated and increased to 75 countries, the 2014 report is available in four regional volumes to help you make knowledgeable decisions. The 11 job families range from entry level to upper management and include easy-to-read information for 50 benchmark positions.

<table>
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<th>SCHEDULE</th>
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<th>POSITION FAMILIES</th>
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<td>Top management</td>
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<th>REPORT SNAPSHOT</th>
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<td>At-a-glance data by position.</td>
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<td>Annual base pay/total cash by country.</td>
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<td>Regional position comparison.</td>
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www.imercer.com/gps
INTERNATIONAL GEOGRAPHIC SALARY DIFFERENTIALS

Confidently move jobs to new locations with equitable and competitive salary information.

International Geographic Salary Differentials provides insights into different countries’ pay levels to help HR professionals identify labour cost advantages of various locations. Determine whether to move expatriates to new locations and gather detailed information about different countries in terms of gross and net compensation, tax, and social security rates.

View salary differences in easy-to-read tables on a country-by-country basis. The employee cost or salary levels are determined by many factors, including labour supply and demand, cost of living, quality of living, and tax rates.

SCHEDULE
Report available January

PRICING
PDF report EUR 770
Country EUR 120
Region EUR 275

COVERAGE
Countries 76

POSITION FAMILIES
• Paraprofessional — general and skilled
• Management — lower and upper middle
• Professional — junior and senior

REPORT SNAPSHOT
• Country-by-country salary differentials.
• Identify cost-saving opportunities in talent recruiting.
• Compare salary levels for six position levels.
• Get real value of salaries in different countries.

www.imercer.com/intlgeo
Assess the fairness and competitiveness of employee total rewards and identify cost-saving opportunities.

Growing competition and workforce mobility have increased the demand for information on total employment costs. Salaries, bonuses, and cash-based incentive compensation are easy enough to compute. But total employment costs — an employer’s real costs — need to be addressed for employers struggling to set remuneration strategies that attract and retain the right employees.

**Total Employment Costs Around the World** provides an easy-to-read analysis of total costs and employee value in major markets. Comparisons by country include total remuneration for mandatory employer contributions (social security, pension, and medical) and typical employer-sponsored benefits (retirement and savings, health, death, disability, car, and other benefits). This report will help manage costs and optimise human capital investments.

**SCHEDULE**
Report available April

**PRICING**
PDF report EUR 770
Country EUR 120
Region EUR 275

**COVERAGE**
Countries 71
Markets 72

**REPORT SNAPSHOT**
- Identify cost-saving opportunities in talent recruiting
- Insights on critical total employment cost issues and challenges
- Acquire key information for business planning
- Compare differences for selected positions

www.imercer.com/employmentcosts
In many markets, employers adjust their mix of base pay and incentive pay to motivate their workers to perform at higher levels. As they increase the percentage of pay to be earned as short-term incentives, more and more of our clients and subscribers have been asking for reliable benchmark information on short-term incentives. Mercer’s **Short-Term Incentives Around the World** report provides current, insightful information on key short-term incentives across 85 key markets in 70 countries (with separate data for 16 Chinese markets).

The report identifies key issues and trends in short-term incentives, provides country-specific incentive practice information based on survey statistics, and helps you make “apples to apples” cross-country comparisons. Building on our long-standing tradition of continuous improvement for our global reports, the most recent edition:

- Relies on our Universal Position Coding System to give you an in-depth analysis of short-term incentive changes across countries.
- Includes annual and short-term incentive practices (target and actual paid) for each country.
- Summarises three-year incentive trends across regions.
- Presents incentive information for key job families across markets.

Our report can help you determine whether your short-term incentive programmes are providing the competitive edge you need to attract and retain the right employees. With this data in hand, you can avoid both the danger of overpaying and the risk of underpaying these important incentives.
Helping you determine competitive pay levels in your organisation

Mercer’s Market Pricing service provides an independent snapshot of the market base salary, total cash, short- and long-term incentives, and typical benefits for individual positions. The benchmarking can be tailored to your specific needs, and all results are taken from Mercer’s high-quality data sources that cover more than 120 countries and a variety of sectors and industries. Market Pricing is a rapid service that provides you with a reliable and cost-effective means of surveying the marketplace, enabling you to:

- Develop salary bands and/or remuneration policies.
- Improve employee retention.
- Guide remuneration for new recruits.
- Compare total cash and total remuneration packages with those of competitors.
- Calculate next year’s salary increase budgets.
- Target remuneration fairly and equitably.

PAY DIFFERENTIALS

The Market Pricing report contains an analysis of the total remuneration package for a particular position in a given country, and it also can be extended with pay differential as in the example below:

**Market Pricing for finance director in Berlin region in the consumer goods sector**

**NEW**

Executive-level pay data based on general market — annual base salary

**Regional** differential: Berlin region = 112%

**Sector** differential: consumer goods = 108%
A quick and reliable benchmark of your compensation policy versus the market

Mercer’s Remuneration Deviation Report can help you maximise the effectiveness of your company’s remuneration policies and practices by providing you with a better understanding of how people are compensated in relation to the market.

**BENEFITS OF MERCER’S REMUNERATION DEVIATION REPORT:**

- The report provides an overview of your compensation practice, thereby giving you a better understanding of how employees are compensated compared with the market.
- Mercer’s Remuneration Deviation Report is a tool to help you better align your actual compensation practice and policy.
- Provides you with data on individual and group levels. This enables better-informed compensation decisions.

The remuneration deviation analysis covers comparisons of annual base salary, total cash, and total remuneration compensation elements with the market values.

All results are taken from Mercer’s high-quality data sources that cover more than 120 countries and a variety of sectors and industries.

For further information on price, content, and timing, please contact your local consultant or Mercer’s Indirect Sales Team at indirect.sales.emea@mercer.com.
Multinational overview of the external competitiveness and internal equity of your compensation policies

Global Deviation Analysis provides summary information on the external competitiveness and internal equity of clients’ compensation policies for up to 10 markets at a time. It presents an overview of market positions along with comparisons between countries, showing information for each position class, heat maps, and employee relative positioning for base salary, total cash (actual), and total direct compensation. The reference market is defined as the general market with regressed data by position class.

The report contains an analysis of the total direct compensation package for a particular company with multiple branches or subsidiaries located in up to 10 countries. The compensation analysis is presented via charts showing comparisons with the market and also via statistical measures indicating the company’s internal equity.

BENEFITS OF MERCER’S GLOBAL DEVIATION ANALYSIS:

- Learn whether pay levels are internally inconsistent within each country in which your organisation operates.
- Compare the external competitiveness of your company within each market (above, below, or at the market level).
- Compare the pay competitiveness in various countries and identify ones that may require deeper analysis and action.

For further information on price, content, and timing, please contact your local consultant or Mercer’s Indirect Sales Team at indirect.sales.emea@mercer.com.

www.imercer.com/global-deviation-analysis
Develop and compare your company pay bands with the market and manage compensation analysis effectively.

Mercer’s Pay Band Tool helps you design pay bands based on Mercer market data. It provides a pragmatic approach for managing compensation through creation of consistent pay bands year over year. You can compare your company data versus market and manage compensation analysis effectively.

It is an Excel-based tool to support pay management within your organisation. It offers a consistent approach to defining pay band midpoints and pay ranges, allowing you to communicate pay bands across the HR community or line management. Within this tool you can perform a deviation analysis of individual compensation levels by market levels and by pay band levels.

Mercer’s Pay Band Tool allows you to design your pay bands for the different countries in which your organisation operates, in a consistent way year over year. It gives you fast overviews of the current positioning of your employees in the band.

CUSTOMISE THE DESIGN OF YOUR PAY BANDS FOR DIFFERENT COUNTRIES WITH FEATURES SUCH AS:

- Deviation analysis of each employee from base salary to total remuneration gives you the opportunity to identify reasons for possible outliers and define action plans if needed.
- Bandwidth adjustment allows you to adjust bandwidth of different grades independent of each other, depending on the market. For example, if you see broader bands in Brazil for certain grades, you can adjust those individually.
- Smoothing allows you to smooth the progression between different grades. This gives you the possibility of designing better overlaps between bands in case you have gaps between them.

For further information on functionality, content, and timing, please contact the indirect.sales.emea@mercer.com or stephan.pieronczyk@mercer.com.

There are two different pricing models, depending on whether you integrate data by yourself or let a Mercer consultant do it for your organisation.

www.imercer.com/pay-band-tool
Assess the fairness and competitiveness of employee pay and identify cost-saving opportunities.

The Executive Remuneration Audit provides an objective review and analysis of your executive compensation packages, offering an impartial view to your remuneration committee in relation to pay policy, market pay level, and related peer groups. Each report will present a bespoke set of results and analysis in a format tailored to your remuneration committee’s needs.

WHAT DO YOU RECEIVE?

• A comprehensive executive summary with an overview of the executive team’s relative position to the market.
• A complete overview for each executive position, showing all compensation elements and total remuneration.
• Detailed comparison with relevant market data — peer group or selected industry.
• An analysis of the compensation mix in relation to the market for each position.

BENEFITS OF MERCER’S EXECUTIVE REMUNERATION AUDIT:

• Assess the remuneration package for executive positions in your company by comparing it with the market.
• Improve retention of key/strategic employees.
• Compare base salary, benefits, and long-term incentives with those of competitors.
• Calculate next year’s salary-increase budgets.
• Target remuneration fairly and equitably.

For further information on price, content, and timing, please contact your local consultant or Mercer’s Indirect Sales Team at indirect.sales.emea@mercer.com.

www.imercer.com/exec-rem-audit
Compare and assess pay levels for women and men within your organisation.

Mercer’s Gender Equality Analysis reports provide an overview of your compensation practice by gender and position class. This analysis will help you assess the difference in pay levels of individuals doing equal or similar work in your organisation.

This report is prepared for a specific company and contains gender equality analysis for a number of positions in a client’s organisation. The analysis compares two compensation elements for men and women: annual base salary and annual total cash (actual). The Gender Equality Analysis is presented via compensation tables and charts containing different statistical measures for each of the compensation elements.

BENEFITS OF MERCER’S GENDER EQUALITY ANALYSIS:

- Be compliant with current state regulations regarding gender pay equality in your organisation.
- Compare pay levels between genders and identify discrepancies.
- Assess numbers of men and women within positions to ensure efficiency for your organisation’s profitability.

For further information on price, content, and timing, please contact your local consultant or Mercer’s Indirect Sales Team at indirect.sales.emea@mercer.com.
The Mercer Executive Remuneration Guides: Pan-European Financial Services (PEFS) survey provides the market data and analytical tools to support remuneration programmes for leading financial services organisations in Europe.

The PEFS survey covers all aspects of total direct compensation for 70 benchmark positions at the executive board level and the next two reporting levels.

This guide provides consistent and accurate market data and covers the total direct compensation package including all forms of cash compensation and long-term incentives.

**MERCER EXECUTIVE REMUNERATION GUIDES: PEFS IS MADE UP OF FOUR COMPONENTS**

**BASE SALARY**
(Monthly Base Salary times the number of months guaranteed)

**TOTAL GUARANTEED CASH COMPENSATION**
(Base Salary plus guaranteed allowances)

**TOTAL CASH COMPENSATION**
(Total Guaranteed Cash Compensation plus short-term incentive, sales incentive, profit sharing, or other short-term incentive awards)

**TOTAL DIRECT COMPENSATION**
(Total Cash Compensation plus long-term incentive awards)

**PRICING**
EUR 4,200 for participants only

www.imercer.com/pefs
Mercer is a leading human resources consultancy with more than 30 years of experience in providing high-quality reward data across the energy value chain.

In addition, Mercer works with energy organisations to support their international assignee programmes through a range of rich data, tools, and consulting support.

Mercer’s EMEA Energy offering consists of:

**UK EXPLORATION & PRODUCTION SURVEY** — Published twice a year, this respected survey provides total remuneration data across the full range of technical and functional job families.

**PRICING**

- 1 user, for companies with 9 employees or less: EUR 2,950
- 1 user, for companies with 10 – 24 employees: EUR 3,950
- 1 user for companies with 25+ employees: EUR 4,960

**NORWAY EXPLORATION & PRODUCTION SURVEY** — This annual survey focuses on local staff in Norway and provides comprehensive information on pay and benefits across 13 job functions including geoscience (geologists, geophysicists, petrophysicists) and engineering (petroleum/reservoir, drilling/operations, project, etc.).

**PRICING**

- Annual subscription: EUR 3,950

**UK OILFIELD ENGINEERING & CONTRACTING** — This survey provides comparative information on pay and benefits for executives, management, professionals, and paraprofessionals in 31 different technical, commercial, and support functions amongst the engineering, contracting, and services companies in the UK oil industry. This survey is published twice a year with data reflecting both the Aberdeen Basin and UK as a whole.
PRICING

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Pricing (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>49 employees or less</td>
<td>4,700</td>
</tr>
<tr>
<td>50 – 249 employees</td>
<td>5,200</td>
</tr>
<tr>
<td>250+ employees</td>
<td>6,200</td>
</tr>
</tbody>
</table>

Norway Oilfield Survey: EUR 5,200
Denmark Energy Survey: EUR 4,400

UK POWER GENERATION — The UK Power Generation survey is the premier source of information on competitive pay for power generation businesses in gas, coal, oil, nuclear, and hydroelectricity generation plants in the United Kingdom.

PRICING

1 user: EUR 3,400

GLOBAL ENERGY TRADING SURVEY — The survey provides a comprehensive study of compensation packages specifically focused on energy trading. Compensation is reported across multiple locations (UK, US, Eurozone, Canada, Singapore) and commodities for energy traders and portfolio and risk management professionals as well as trading operations staff, with analysis on short-term incentive/bonus pay and practices from companies with both capped and uncapped bonus plans.

PRICING

<table>
<thead>
<tr>
<th>Location</th>
<th>Pricing (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>3,780</td>
</tr>
<tr>
<td>United States</td>
<td>2,880</td>
</tr>
<tr>
<td>Singapore</td>
<td>3,100</td>
</tr>
<tr>
<td>Canada</td>
<td>2,770</td>
</tr>
<tr>
<td>Eurozone</td>
<td>2,880</td>
</tr>
</tbody>
</table>

www.imercer.com/industrysurveys
The Life Sciences remuneration survey provides you with detailed insight into the life sciences sector for all sizes of organisations within a globally harmonised survey methodology.

This survey covers a broad selection of hundreds of benchmark positions ranging from industry-specific job families such as pre-clinical and clinical development, medical regulatory affairs, medical field sales, market access, and scientific patenting to support functions such as finance and human resources.

Our deep industry databases contain a broad range of life sciences organisations from sectors such as pharmaceutical, contract research, and medical devices.

PARTICIPATING IN THE MERCER LIFE SCIENCES REMUNERATION SURVEY GIVES YOU ACCESS TO:

- Details on salary ranges, pay practices, and industry trends within a globally harmonised survey methodology.
- Online access to the data delivered online through Mercer WIN®.
- Comprehensive policies and practices report.
- Actual market data.
- Market regression.
- Custom analyses — you can generate custom statistics tailored to your needs, based on peer groups, revenue size, total employees, therapeutic area, and more.

www.imercer.com/life-sciences
The aim of Mercer’s Middle East Engineering and Construction Survey is to provide engineering and construction organisations with detailed information on current compensation and benefits packages in the GCC region.

WHAT CAN YOU EXPECT FROM THE SURVEY?

• Industry-specific compensation and benefits market data targeting positions in the engineering and construction sector, from entry level to top management.
• Capabilities to display salary data by employee nationality.
• Detailed coverage of all components of the compensation package, including basic salaries, allowances, bonus and incentive programmes, benefits, and perquisites practices.
• Policies and practices information.
• Benchmark job matching based on the Mercer Universal Position Coding System.
• Reports delivered through Mercer WIN and accessible anywhere, at any time, through a web-based tool that enables you to customise data.

PRICING

UAE Engineering & Construction Survey  EUR 2,965
KSA Engineering & Construction Survey  EUR 2,965
Qatar Engineering & Construction Survey  EUR 2,965
Oman Engineering & Construction Survey  EUR 1,975
Kuwait Engineering & Construction Survey  EUR 1,975
Bahrain Engineering & Construction Survey  EUR 1,975
International assignments are part of a process to create change, improve understanding, and develop the global presence that is needed in the current competitive business climate. Expatriation is synonymous with new business opportunities, expansion, and growth. In order to manage expatriate assignments successfully in a highly competitive and cost-conscious business environment, Mercer consultants are able to support you with the services described below.

**EXPATRIATE MANAGEMENT POLICIES**

Whether your company is creating its first international assignments policy or reviewing its strategy to adapt to new business dynamics, Mercer offers a complete consultancy service to assist you in building and managing your expatriation policies.

First, Mercer clarifies the purpose of the expatriation programme within your company and determines whether it is presently fulfilling that purpose. Then, Mercer identifies how you can achieve strategic objectives, specifically assisting with any of the following areas:

- Analysing and defining different types of international assignments.
- Benchmarking your practices.
- Compensation approaches.
- Expatriation allowances.
- Retirement.
- Health care.
- Localisation approaches.
- Spouse support programmes.
- Cost analysis.
- Policy implementation and communication.

**EXPATRIATE COMPENSATION SERVICES**

Mercer provides a full range of information products and services to help you manage your human resources globally. The compensation services support you in designing competitive, equitable, and cost-effective expatriate packages.

Our consultants can help you determine whether a single tier or multiple policy tiers suit your expatriate programme best, by assessing the variety and needs of your mobility employees:

<table>
<thead>
<tr>
<th>KEY STRATEGIC INDIVIDUALS (MVP)</th>
<th>SHORT-TERM ASSIGNEE</th>
<th>LONG-TERM ASSIGNEE</th>
<th>GLOBAL NOMAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEY EXPERIENCED INDIVIDUALS</td>
<td></td>
<td></td>
<td>HIGH FLYER</td>
</tr>
<tr>
<td>EMERGING TALENT DEVELOPMENT</td>
<td></td>
<td>EXPATRIATE</td>
<td>LOCAL +</td>
</tr>
<tr>
<td>VOLUNTEERS</td>
<td></td>
<td></td>
<td>LOCAL</td>
</tr>
</tbody>
</table>

[www.imercer.com/gcc-engineering-construction](http://www.imercer.com/gcc-engineering-construction)
Determine fair and cost-effective expatriate compensation.

Cost of Living — The Benefit of Two Approaches

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

1. MULTINATIONAL COST OF LIVING

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

SCHEDULE
Updated twice a year

PRICING OPTIONS
Per location EUR 500
Complete report EUR 645

REPORT SNAPSHOT
• City-to-city index comparison.
• Home-country/international spendable income.
• Home-country housing norms.
• Expatriate accommodation costs.
• International education costs.
• Business travel expenses.
• Actual item price lists.

COVERAGE
Countries 150+
Locations 320+

Contact us for custom location surveys.

2. NATIONALITY-SPECIFIC COST OF LIVING

The nationality-specific cost of living approach provides Cost of Living indices and differentials that are based on the unique spending patterns in a base (usually home or headquarters) country. By using different weights for each home country, the approach ensures that expatriates can retain their expenditure pattern in the host location. This compares prices in the home country from a local-national perspective with prices in the host city from an expatriate perspective. Indices are not “reversible.”
COST OF LIVING

Both of the ongoing service relationships offered include online access to up-to-date information; Home-Country Data and Tax Profiles; limited telephone consulting with an international consultant (or team) assigned to your company; a user guide for applying the data; and quarterly publications on expatriate living, international HR administration, and expatriate tax issues.

**SCHEDULE**
Ongoing updates (at least four times a year)

**PRICING — SERVICE RELATIONSHIPS**

<table>
<thead>
<tr>
<th>Service Relationship</th>
<th>Price</th>
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</thead>
<tbody>
<tr>
<td><strong>Single-Base Country Service</strong></td>
<td>EUR 1,215</td>
</tr>
<tr>
<td>Appropriate for transferring employees of only one nationality; purchase data from a single home country to any assignment location.</td>
<td></td>
</tr>
<tr>
<td><strong>Multinational Pay Systems Service</strong></td>
<td>EUR 2,205</td>
</tr>
<tr>
<td>Order data from any home country to any assignment location.</td>
<td></td>
</tr>
</tbody>
</table>

*Plus additional fee for each home/host combination. Options available with service relationships.*

**International Compensation Tables**
Request international compensation tables to determine cost-of-living allowances, foreign housing costs, home-country housing norms, and hypothetical taxes.

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most locations</td>
<td>EUR 625</td>
</tr>
<tr>
<td><em>(annual subscription with quarterly updates)</em></td>
<td></td>
</tr>
<tr>
<td>One-time table</td>
<td>EUR 485</td>
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</table>

**COVERAGE**

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home locations</td>
<td>162+</td>
</tr>
<tr>
<td>Assignment (host) locations</td>
<td>375+</td>
</tr>
</tbody>
</table>

**BALANCE SHEETS**

The Balance Sheet retains the expatriate in the home-country salary structure and provides allowances to enable the assignee to maintain a standard of living similar to that enjoyed at home.

**Balance Sheet** worksheets show all components of an individual expatriate compensation package — base salary, differentials, taxes, premiums, and allowances.

**PRICING**

<table>
<thead>
<tr>
<th>Product</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per worksheet</td>
<td>EUR 850</td>
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</tbody>
</table>

**COVERAGE**

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locations</td>
<td>300+</td>
</tr>
</tbody>
</table>
Two ways to effectively determine hardship premiums

Quality-of-Living Reports and Location Evaluation Reports — The Benefit of Two Approaches

Employees are often assigned to locations that pose difficult living conditions. Recognising and compensating expatriates for these conditions are key in terms of marketplace competitiveness and avoiding assignee dissatisfaction, which may come at a greater price.

To encourage mobility, reliable information is needed to help calculate fair, consistent expatriate allowances. Both the Quality-of-Living (QOL) Reports and Location Evaluation Reports (LERs) provide valuable information and hardship premium recommendations.

Which Approach Fits Your Needs?

QOL recommends a point-to-point comparison assignment premium in order to recognise differences in home and host location conditions. LERs assess living conditions against generally accepted standards, providing a single premium recommendation for all assignees.

1. QUALITY-OF-LIVING (QOL) REPORTS

QOL Reports help determine competitive hardship allowances based on quality-of-living differences between the assignee’s home and host location for transfers to more than 350 locations worldwide. The Quality-of-Living Index Calculator provides a final quality-of-living index and recommended allowance, as well as a detailed breakdown of all the elements taken into account.

SCHEDULE
Annual

PRICING
Per location EUR 360
All locations EUR 16,000

COVERAGE
Locations 350+

ASSESSMENT
39 factors in 10 categories

REPORT SNAPSHOT
• City-to-city index comparison.
• Online quality-of-living calculator (accounts for additional factors, such as remoteness from home country, communication facilities, and extreme environmental conditions).
• Quality-of-living index and access to detailed breakdown of the categories.
• Quality-of-living index is translated into a recommended hardship premium.

www.imercer.com/qol
2. LOCATION EVALUATION REPORTS (LER)

Prepared in partnership with Control Risks, these analytical reports assess more than 130 locations worldwide on 14 factors that make up daily life for expatriates and their families. LERs provide a recommendation that is independent of a home location and maintains an equitable approach because the premium can be applied across an entire expatriate population.

SCHEDULE
Annual

PRICING
Per location  EUR  300
All locations  EUR 17,965

COVERAGE
Locations  130+

REPORT SNAPSHOT
• Detailed description of local conditions based on 14 factors that affect daily life.
• Mercer’s unique methodology allows enhanced ratings for locations with extreme conditions.
• Ratings for each factor produce an overall evaluation score for the location.
• Guidelines for applying hardship recommendation to compensation structure.

www.imercer.com/ler
Expatriate housing with a perfect view.

Mercer Mobilize Housing Solution — the most advanced expatriate housing tool for better-informed, more-defensible housing allowance decisions.

The new Mercer Mobilize Housing Solution builds on decades of expertise in expatriate housing. Our extensive, accurate data for over 400 cities is now delivered in a revolutionary, new platform.

- **Interactive Mapping Technology**: Visualise where expatriate neighbourhoods and schools are in relation to your company’s office (which can be mapped). See street-level photos and neighbourhood information.
- **Flexible Data**: Mobility managers can easily configure data by a variety of factors, like including/excluding specific neighbourhoods so that the housing data reflects their needs. For example, choose only the neighbourhoods close to the company office, which the company’s expatriates tend to reside near.
- **Sample Real Listings**: We will post actual rentals listed at the time of our surveys to provide a realistic sense of what can be expected for various budget types at particular locations.
- **Reverse Lookup**: See what sort of housing a certain rental amount will buy in a given neighbourhood. This feature will help you set expectations and frame the discussion around exception requests.
- **Varied Reporting Formats**: Our intuitive user interface allows output of various levels of detail and different formats, making it easy to share information in a format customised for each stakeholder, from senior management to the assignee.

**PRICING**
On request

**COVERAGE**
Locations 400+
Housing data for custom locations can be provided upon request.

www.imercer.com/housing
Real-Time RentCheck helps manage assignment housing budgets.

After taxes, housing costs usually represent the biggest expense for any international assignment. Having current data is critical for managing housing budgets when local rental markets experience rapid price fluctuations. Mercer Real-Time RentCheck reduces time spent validating data, checking property availability, and negotiating with assignees.

**FAST FACTS**

- On-demand housing information provided within 48 hours.
- Snapshot of market conditions and availability (up to 10 rental quotes).
- Choose location, cost category, property type, and number of bedrooms.
- Helps with the entire housing process: preassignment housing searches, establishment of final housing budgets, lease renegotiations, and more.

**SCHEDULE**

| Per report | EUR 460 |

**COVERAGE**

| Locations | 150+ |

**REPORT SNAPSHOT**

- Currently open properties, neighbourhood, monthly rental costs, and property size (if available).
- Readily available property rating in the selected area (low to high).
- Trends comparison for current market pricing (up, down, or stable).
- Additional fees and specific host-country information.

www.imercer.com/rent
Mercer’s new Personal Income Tax Solution

Mercer’s new **Personal Income Tax Solution** makes determining expat taxes easier by providing immediate access to all the information and data you need to successfully calculate the tax and social security part of an international assignment.

Estimate the expatriate tax burden.

Mercer’s Personal Tax Reports are authoritative guides on tax requirements and social charges. The reports outline how the tax system is built and the implications for both expatriates and local executives. The reports include comprehensive tax tables that show the effective tax burden on a wide range of salaries for single people, married couples, and married couples with up to four children.

Personal Tax Reports are available online through Mercer Global HRMonitor (page 58), which allows access to the powerful Hypothetical Personal Tax Calculator that helps with customised tax and salary calculations.

### Pricing

**Personal Income Tax Reports**

- **Pricing**: Per location EUR 510
- **Coverage**: Locations 130+

**Personal Income Tax Solution**

- **Pricing**: On request
- **Coverage**: Over 140 locations, including regions and states, are available on a global entitlement or location-specific basis.

www.imercer.com/pt
Home-Country Data and Tax Profiles provide data on how consumers spend income in the home country.

The profiles show, for varying salary levels and family sizes, how local nationals dispose of income. This information is presented in three tables:

- The Goods and Services Spendable Income table indicates the typical amounts spent on goods and services (that is, home-country spendable income).
- The Housing Norms table provides the average combined expenditures for shelter and utilities by salary level and distinguishes between single and family households.
- The Hypothetical Taxes and Social Security Contributions table is calculated according to salary level and family size.
Mercer’s Global HRMonitor® is a web-based application designed to support you in managing your expatriate employees worldwide.

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

MERCER GLOBAL MOBILITY CALCULATORS INCLUDE:

- Cost-of-Living allowance.
- Cost-of-Living index.
- Employment conditions comparator.
- Exchange rates and inflation calculator.
- Expatriate accommodation costs.
- Expatriate compensation.
- Hypothetical tax calculator.
- International spendable income.
- Quality-of-Living index.
- Short-term assignment allowance.
- Spendable income, home housing norm, and saving.
- Statutory benefits comparator.

PRICING
Based on reports purchased

COVERAGE
Global

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

Learn more at:

www.imercer.com/ghrm
ASSIGNMENTPRO™: MERCER’S INTERNATIONAL ASSIGNMENT MANAGEMENT SOLUTION

Transform how you manage and administer your mobile workforce.

Mercer’s technology offering, AssignmentPro™, provides end-to-end automation to effectively manage all aspects of international assignments. The system houses all information in a single, easy-to-use format, removing the need to outsource expatriate administration.

GLOBAL MOBILITY MANAGEMENT

PRICING
Based on chosen services

SNAPSHOT
This cost-effective, time-saving tool will automate:

• Compensation and payroll reporting, including balance sheets.
• Cost projections.
• Exception-from-policy tracking.
• Ability to create customised user reports.
• Assignment tracking, including supplier management, contract management, workflow, and assignee communications.
• Expense management and actual pay tracking.
• Travel calendars.
• Worldwide compensation data collection.

www.imercer.com/expatmgmt
Powering HR

EMPOWERING ASSIGNEES

Your global mobility programme is an essential part of your overall talent management strategy, and to be effective, you must be able to:

• Communicate clearly with current expatriates while on assignment.
• Convey the benefits of working abroad to prospective mobile employees.
• Help employees prepare for their upcoming assignment.
• Maintain a connection between assignees, their host line managers, and their home location.

Our easy-to-use tool integrates all your existing mobility products and content. It enables your assignees, managers, and others in your company to find the tools and information they need quickly, and keeps them connected while doing so.

Whether you’re looking to provide information about your mobility programme to potential assignees, communicate with assignees around the globe, or help assignees manage their life abroad, Mercer Belong® Global Mobility flexes to fit your needs.

Mercer Belong Global Mobility meets the needs of your employees regardless of where they are in the mobility life cycle. Our tool offers views for:

• Employees curious about a global assignment as part of their career planning.
• Candidates considering or preparing for an upcoming international assignment.
• Current assignees, and globally mobile employees preparing to repatriate or start another assignment.

Mercer’s Belong Global Mobility is easy to implement and can be up and running in as little as 12 weeks.

The tool is Mercer-hosted, available through a multiyear licencing agreement, and compatible with your enterprise intranet. A smartphone-enabled version of the tool allows your employees to access key contacts, resources, and policies while on the go.

For more information, speak with your Mercer consultant, or contact indirect.sales.emea@mercer.com.
Short-term Assignment Per Diems provide a daily living allowance for employees on short-term international assignments.

Clients may choose to apply Mercer’s standard expenditure assumptions or modify to reflect their policy specifics and/or other reimbursements that may be made directly to the employee or on the employee’s behalf.

**BUSINESS TRAVEL ALLOWANCE**

A fair and efficient way to manage business travel costs

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

The reports help:

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

**PRICING**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Per city</td>
<td>EUR 190</td>
</tr>
<tr>
<td>Regional report</td>
<td>EUR 1,120</td>
</tr>
<tr>
<td>All cities</td>
<td>EUR 3,055</td>
</tr>
</tbody>
</table>

**COVERAGE**

Locations 330+

www.imercer.com/bta
Streamline the way you pay international employees on a local compensation programme.

Compensation Localizer simplifies putting an employee on a host-based compensation programme, gives you complete confidence in how the change will affect your employee, and helps determine any transitional or ongoing supplemental payments.

WHEN SHOULD I USE COMPENSATION LOCALIZER?

Use the tool to quantify the economic impact whenever you are putting an employee on a host-based compensation package for:

- Local Plus packages (where it is a feasible alternative to a traditional expat package).
- Localisation (transitioning expatriates to host-based pay).
- One-way indefinite international transfers.
- Locally or directly hired foreigners.

Net-to-net compensation and net-to-gross compensation analyses allow organisations to integrate expatriates into assignment location compensation programmes.

These analyses take into consideration income taxes, social security contributions, the costs of goods and services, and housing between home and host locations.

PRICING — PER COMPARISON

| Current service relationship | EUR 970  |
| No service relationship      | EUR 1,190 |
LOCATION-SPECIFIC LOCAL PLUS SURVEYS

More than 60% of multinationals use Local Plus, yet only about 40% have a Local Plus policy. Local Plus is a cost-effective but complex method that requires the balance of a systematic approach and flexibility.

These surveys provide an in-depth look at policies and practices in several locations where Local Plus packages are prevalent; they expand on Mercer’s recent research into alternative assignment types. They cover the elements of this type of compensation package and differences in the application of Local Plus policies for permanent/one-way transfers, locally or internationally hired foreigners, localised expatriates, or international assignments of a limited but predetermined duration.

Topics covered include:

- Trends in the use of Local Plus approach for foreigners.
- How compensation is determined.
- What “plus” elements are provided and for how long.
- How the contents and amounts of the “plus” elements are determined.
- How Local Plus terms and conditions vary from standard expatriate terms and conditions.
- What localisation policies and practices are applied.

PURCHASE OPTIONS

<table>
<thead>
<tr>
<th></th>
<th>EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonparticipants</td>
<td>890</td>
</tr>
<tr>
<td>Participants</td>
<td>370</td>
</tr>
</tbody>
</table>

Purchase survey reports for Brazil, Hong Kong, Singapore, and United States.

www.imercer.com/localplus
The Global Mobility Handbook gives you practical information to consider before, during, and after deploying staff around the world.

Available in two volumes, the handbook provides insights into various aspects involved in expatriation, such as the human resources/administration function, preassignment preparation and moving, pay packages, budget, cost control and taxes, communication pointers, family issues, and repatriation.
Mercer’s new benchmarking options can help you optimise your expatriate policies.

Using the unparalleled data from the 2012 Worldwide Survey of International Assignment Policies and Practices, we will provide you with custom benchmarking consulting and assess your mobility programme using an array of precise policy benchmarking tools. You will then receive a report that shows gaps in your policy that could be costing you money or valuable competitive advantages.

WHY BENCHMARK?

- Validate your company’s competitive position.
- Help managers understand current practices and evolving market trends.
- Facilitate exception management.
- Build a business case for policy changes.
- Improve decision-making.
- Define policy changes necessary to remain competitive.
- Align expatriate policy with overall business objectives.
- Attract and retain the right workforce.
- Calibrate your market position.
- Identify possible improvements and cost savings.

Learn about innovative ideas for managing a changing mobile workforce. Mercer offers two benchmarking options of your typical long-term assignment policies, Desktop Review and Comprehensive Review, and provides a policy review and benchmarks for seven alternative types of assignment.

Whether you have one universal expatriate policy or segmented policies for various assignment and expatriate types, we will help design a customised benchmarking package that best suits your needs.

PRICING

On request

Global mobility plays an important part in global growth. Recent Mercer surveys confirm that the number of international assignments has increased over the past two years and will continue to grow. Although most organisations have a comprehensive mobility programme, many are unaware of hidden costs, risks, liabilities, and inefficiencies. Mercer and Marsh have developed the industry’s first Global Mobility Programme Scanner, which reviews all aspects of a comprehensive mobility policy. The Scanner process provides specific guidance for addressing identified risks and streamlining your programme.

**MERCER AND MARSH’S GLOBAL RESPONSE**

CROSS-FUNCTIONAL EXPERTISE TO RESPOND TO A COMPLETE RANGE OF INTERNATIONAL MOBILITY ISSUES

**OPERATIONAL EFFICIENCY**

- **EMPLOYER**
  - Compensation structure and level
  - Retirement
  - General risk coverage
  - Medical, life
- **EMPLOYEE**
  - Optimised...
  - Valuable...
  - Cost structure
  - Risk exposure and control
  - Delivery model
  - Compensation package
  - Social protection and risk coverage
  - Expatriate experience

The scan provides a high-level assessment in seven key areas:

- Global mobility process.
- Core benefits: risk and medical.
- Assignment preparation and conditions.
- Allowances and other assignment provisions.
- Compensation.
- General risk management framework.

**PRICING OPTIONS**
On request

[www.imercer.com/mobility-scanner](http://www.imercer.com/mobility-scanner)
The most comprehensive survey on international assignment policies and practices

Finding the right talent for your expatriate assignments is not easy. Ensuring their assignment package is fair and cost-effective is even more difficult. In today’s economic climate, it is essential for your company to compare favorably with up-to-date expatriate policy and practice data in order to remain competitive.

The Worldwide Survey of International Assignment Policies and Practices (WIAPP) will help you uncover current trends in international assignment programme management and evaluate your policy competitiveness and market positioning for specific assignment types, so your expatriate programme can be more effective.

FAST FACTS:

- WIAPP has the largest survey participant base in the industry, with the 2012 edition gathering data from more than 750 global companies.
- Participants receive a FREE regional question-by-question analysis report.
- The 2015 edition opens in March and results will be available in September.

You can still participate in the WIAPP. Visit: www.imercer.com/wiapp

indirect.sales.emea@mercer.com | +48 22 436 68 68
The most comprehensive survey on alternative international assignment policies and practices

The 2013 Alternative International Assignments Policies and Practices Survey (AIA) is a deep-dive into policies and practices, and examines trends for the following types of international assignments:

- Local Plus.
- Developmental/training.
- Short-term.
- Commuter.
- Intra-regional.
- Global nomad.

An in-depth look into policies and practices for six alternative types of international assignments, the AIA examines the latest trends in global mobility and enhances Mercer’s custom benchmarking solutions.

With the increasing diversity of international assignment types and policy segmentation, you need the most comprehensive analysis of how multinationals manage global mobility.

PARTICIPATE NOW
Take part and receive a free Regional Report, with question-by-question analysis. You will be able to purchase the Global Report, available only to participating companies.

HOW TO PARTICIPATE
2. Click on the “Generate Password” button. Enter email address when prompted. This will generate a password for you.
3. Begin the survey.

You can complete the survey over time by logging in with your password and picking up where you left off.

The survey is conducted in English.

The survey is open to participation year-round.

Pricing EUR 370 available to participants only.

www.imercer.com/aia_pps
Benefits Survey for Expatriates and Internationally Mobile Employees

The Benefits Survey for Expatriates and Internationally Mobile Employees offers a unique opportunity to identify multinational company policies and trends when providing employee benefit programmes for international assignees.

The survey covers benefit programmes across regions of operation, industries, company size, revenue levels, and number of expatriates.

TOPICS SURVEYED:

- The latest trends in international benefit policies and regional differences.
- Retirement benefits.
- Medical benefits.
- Risk benefits (death, disability, accident).
- Localisation.
- Types of international assignments.
- Programme monitoring.
- Common areas of success and failure.
- General policies and trends.

This survey is one of the largest of its kind ever conducted, covering 288 multinational companies and 119,000 expatriates.
CulturalTrainingPassport™, the only of its kind, prepares international assignees and their families for their time abroad with complete, country-specific, affordable online cultural training programmes.

CulturalTrainingPassport combines the thorough, expatriate-specific country information contained in MercerPassport with the interactive features of CultureWizard, from RW3 LLC, leaders in online cultural training, to provide assignees and their families with a comprehensive cultural and geopolitical profile of a country.

Assignees will be able to:

- **Build individual cultural profiles** with a brief survey to discover how personal preferences relate to cultural norms in the host country.
- **Learn about the eight dimensions of culture** (such as formal versus informal, interpersonal versus transactional), with explanations and examples; immediately see how assignees can avoid embarrassing and confusing situations.
- **Get the facts with our in-depth country research** and explore local customs, the role of religion, home life, gift giving, greetings, and much more. Mentally prepare for life abroad, including cultural adjustment, and create a customised checklist of activities and tasks to complete before expatriation or repatriation.
- **Complete a confidential self-assessment** defining their personal attributes to enable them to be more effective on assignment.

**PRICING**

Only available in USD 500

[www.imercer.com/ctpassport](http://www.imercer.com/ctpassport)
The mobile culture training solution for the globally mobile workforce

Your mobile workforce needs the right tools to succeed in working in diverse cultural environments. Give employees working abroad the cultural tools and local information they need with Culture Passport On the Go.

Our new mobile app, developed with cultural training experts RW³ LLC, contains detailed guides for more than 100 countries. With a single enterprise subscription, every one of your expats and business travellers has the information they need at their fingertips, wherever in the world they are.

Pricing
On request

www.imercer.com/cponthego
A complete, independent, personal, and practical web resource for expatriates relocating abroad

The MercerPassport® suite of web-based services is a valuable source of reference information that will help expatriates feel what it is really like to live in another country. It provides the whole family with a clear understanding of how to appreciate and adapt to life in a new location, as well as essential, practical guidance about moving abroad and acclimating to a new home.

MercerPassport offers:

- The world’s premier country destination guides.
- Start Guide outlining procedures and requirements for visiting or relocating to up-and-coming locations.
- Quality-of-living information for more than 200 cities in 116 countries covered by MercerPassport.
- Work Permit portal provides advice and facilitates sourcing work permits for accompanying spouses or partners.
- CostAdvisor compares the price of everyday items to help expatriates keep a tighter control on personal finances.
- News and exclusive articles by experts who discuss candidly the challenges of international expatriate life and how family members may be affected.

www.imercer.com/mercerpassport

PRICING

Location Guide  EUR 410*
Start Guide  EUR 300*
All countries  EUR 16,550
*Per country

COVERAGE

Countries  116+
Benefits are key in attracting and retaining staff. Many companies do not understand how the value of their own benefits plans compares with the marketplace. Furthermore, employees do not fully understand the worth of their benefits package.

Mercer can help you compare and benchmark your benefits plan against the marketplace and provide advice on the benefits plans that are both cost-effective and of high value to your employees.

Mercer can help you achieve this through the following services, all of which can be provided based on general industry, specific industry, or a peer cut.

Each report includes information about the benefits that are typical for a given market. Note that not all benefits may be relevant for your particular market.

- **Retirement and savings.**
  - Defined benefit and defined contribution plans
  - Stock purchase plans

- **Time loss.**
  - Short- and long-term disability plans

- **Health and group.**
  - Private medical plans
  - Life insurance
  - Accident insurance
  - Flexible spending accounts

- **Company cars.**
  - Models, lease values, allowances

- **Other benefits, such as.**
  - Mobile phones
  - Loans
  - Discount on company products
  - Training and education
  - Professional subscriptions
  - Sport club membership
The **benefits prevalence reports** provide you with the information you need to identify opportunities to save money or identify retention risks due to inadequate benefits policies.

At a glance, these reports will help your company:

- Understand current practices.
- Anticipate market trends.
- Identify appropriate benefits package.
- Target potential plan changes and opportunities for cost savings.
- Gauge the overall attractiveness of benefits.
- Remain competitive.

The benefits prevalence reports can be in a standard report format or can be customised specifically for your organisation’s needs.

Each report includes information about the benefits that are typical within a given market:

- **Health and group**
  - Medical, insurance.
  - Flexible spending accounts, accident.
- **Time loss**
  - Short- and long-term disability plans.
- **Retirement and savings**
  - Defined benefit and defined contribution plans.
  - Stock purchase plans.
- **Company cars**
  - Models, lease values.
  - Allowances.

---

**DEFINED CONTRIBUTION SCHEME ELIGIBILITY**

<table>
<thead>
<tr>
<th></th>
<th>Percentage of Organisations</th>
<th>No. of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Plan/Policy</td>
<td>54%</td>
<td>191</td>
</tr>
<tr>
<td>Management Plan/Policy</td>
<td>99%</td>
<td>200</td>
</tr>
<tr>
<td>Professional/Paraprofessional Plan/Policy</td>
<td>99%</td>
<td>200</td>
</tr>
</tbody>
</table>

**PREVALENCE SAMPLE REPORT**

**Pension — Defined Contribution Scheme**

Do organisations offer a defined contribution pension scheme in addition to statutory benefits?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>23%</td>
<td></td>
</tr>
</tbody>
</table>

Based on responses from 300 organisations
BENEFITS BENCHMARKING REPORTS

Benefits benchmarking reports

The benefits benchmarking reports provide you with the information you need to identify opportunities to save money or identify retention risks due to inadequate benefits policies.

These reports will help your company:

• Gauge the attractiveness of your benefits.
• Target potential plan changes and opportunities for cost savings.
• Remain competitive.

BENEFITS: HEALTH AND MEDICAL

<table>
<thead>
<tr>
<th>Feature</th>
<th>ABC Company</th>
<th>Peer Group</th>
<th>Comments/Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of benefit</td>
<td>ABC Company provides medical and dental coverage for employees, both with and without “dirigenti” contracts. The plans are collectively bargained except for the employees with “dirigenti” contracts. The plans offer the following benefits:</td>
<td>Major multinationals frequently supplement the labour collective agreement guarantees and coverage. The plan includes hospitalisation, dental care, and specialist visits. “dirigenti” and “quadri” coverage is required by collective agreements. The recent trend to extend coverage to nonmanagers is due to the decrease in quality of service provided by the National Health Service.</td>
<td>In line with the market practice.</td>
</tr>
<tr>
<td>“Dirigenti” employees:</td>
<td>“Dirigenti” employees:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hospitalisation €250,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Outpatient examinations €10,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Outpatient fees/home treatment €2,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Dental fees €3,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent coverage:</td>
<td>Children until age 26.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Spouses.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement for the NCA private medical benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thirteen percent of organisations provide a replacement to the NCA private medical benefits.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The **Relative Value Analysis** or “**Benefit Valuation Analysis**” reports help companies make fact-based decisions using the objective quantifiable comparison of all their benefit plans (health and group, time loss, retirement and savings, company cars) — and their total remuneration package — versus those of other employers. They help you identify whether your benefits are rich enough to attract top talent or, conversely, too rich and negatively affecting your bottom line. Every day, human resource and benefits professionals are challenged by competing organisational needs:

- Employees demand the best they can get.
- The market demands competitiveness.
- Business survival demands affordability.

Make informed HR decisions that balance these needs, using quality, comprehensive benefits information from Mercer. Combined with top-notch consulting advice and diagnostic tools that convert this information into intelligence, this data enables HR professionals to score in the “genius” category and become strategic partners.

**EACH REPORT INCLUDES:**

- Executive summary of your company’s market positioning compared with that of your peer group.
- Covered profiles.
- Valuation methodology.
- Graphical and tabular output of values by:
  - Benefit category and workforce profile versus peer group
  - Total benefits values for all profiles versus peer group

**PRICING**

EUR 13,500 per Analysis, covers typically 6 to 8 profiles and a weighted workforce profile.

www.imercer.com/benefits-value-analysis

indirect.sales.emea@mercer.com | +48 22 436 68 68
Company Car Policy Survey

Which kinds of jobs receive which kinds of cars in which countries? Are allowances offered as an alternative? Is private fuel paid for?

For many employees, cars are the single most expensive and valuable benefit they receive from their employer. A company car also confers an intangible status. Employers cannot afford to get it wrong.

Mercer’s 2015 Company Car Policy Survey gives a comprehensive overview of:

• The impact of headquarters on company car policy.
• The kinds of creative mobility solutions that are being introduced onto the market.
• The kinds of cars your competitors are giving to their employees.
• How fuel consumption is being managed and controlled.
• Whether employers are limiting the freedom of choice of car/model.
• The driver’s responsibilities.
• How employers develop their strategy for a greener future.

Company Car Policy Survey is available in:

• Austria
• Belgium
• Germany
• Italy
• Portugal
• Spain
• Switzerland
• Sweden
• Denmark
• UK

Please contact Mercer to discuss your requirements in more detail.

Pricing

Participant rate EUR 900
Non-participant rate EUR 1,800

Survey Schedule:

Questionnaire Distributed: 16 February
Participation Deadline: 27 March
Report Available: end of June
Mercer can conduct **bespoke surveys** on behalf of your company to see how your company’s benefits plans compare in the market. The surveys can be tailored specifically to your needs. Please contact Mercer to discuss your requirements in more detail. You have multiple analysis choices. We will contact you to discuss these and the related pricing.

**PRICING**

EUR 2,500–25,000, depending on range of benefits, number of participants, and customisation of output

[www.imercer.com/bespoke-benefits-allowance](http://www.imercer.com/bespoke-benefits-allowance)
Recognising that keeping track of market responses to market and legislative changes can be demanding, Mercer offers you Mercer BenefitsMonitor™ (MBM) to help you keep abreast of market intentions, trends, and how organisations are dealing or will deal with market changes and statutory amendments. MBM is your one-stop source to get market prevalence, legislative updates, and key findings of ad hoc snapshot surveys.

ABOUT MERCER BENEFITSMONITOR

Mercer BenefitsMonitor™ is an interactive and user-centred online tool that offers a wide range of flexible and intuitive features for benefits reporting and analysis.

- One-stop source for market and statutory benefits information.
- Fast and convenient access to data according to the level of detail required.
- Runs analysis versus standard and custom-defined “peer groups” — for easy benchmarking against competitors of choice.
- Generates an indefinite number of reports.
- Exports your analysis into convenient formats.

OTHER FEATURES OF MBM

Global Benefits Legislative Updates (GBLU) — provides you with monthly updates on legislative and other environmental changes to key employee benefits in more than 40 countries.

Benefits Plans Around the World (BPAW) — provides a two-page snapshot of health and retirement benefits in 49 countries.

Snapshot survey/quick poll results — provides key findings or lets you take part in ad hoc snapshot surveys and quick poll results in MBM to receive the full report for free.

Sample images can be found at: www.imercer.com/mercerbenefitsmonitor
Types of reports available

Two types of reports are available in the Mercer BenefitsMonitor application, depending on your need.

1. General, high-level report.
   - Spotlight of Key Benefits.

2. Specific, detailed report.
   - Benefits Practice Report Summary (BPR-S).
   - Detailed Benefits Report (DBR).

Advantages of Mercer BenefitsMonitor

WHENEVER, WHEREVER, WHATEVER

With this uniform, across-the-region reporting tool, you can access online data whenever you want, wherever you are. You can now request customised peer groups online, and the tool will process them.

You can quickly create reports on specific benefits sections (for example, annual leave or retirement or dental care or all) for the levels you need at that time, without having to sift through the entire report.

SPOTLIGHT OF KEY BENEFITS provides an overview of key benefits practice trends in the general market. This report is updated yearly, based on information taken from our benefits survey database. It represents all industries and presents results that can be used for making informed decisions on your benefits plan.

BENEFITS PRACTICE REPORT SUMMARY (BPR-S) provides you with a quick overview of prevalence information and the median values on the survey responses to questions from our benefits questionnaire across all employee levels. It is a useful report to help you quickly identify variations in the benefits policies provided to the different employee levels within your selected peer group.

BENEFITS PREVALENCE REPORT (BPR) provides statistical information on the survey responses to questions from our benefits questionnaire. The report allows you to compare your employer's benefits policies and practices against the aggregated statistical results of selected peer groups, based on your subscription. It is an excellent way to benchmark your benefits plan to ensure that your benefits strategy remains market competitive. Free-form text-type questions are excluded from the report.

DETAILED BENEFITS REPORT (DBR) provides you with insight on the exact details per benefits plan of a custom peer group of your choice and the exact number of companies providing a certain benefit. It allows you to compare your benefits plan against each individual peer group presented in a side-by-side format and calculates average, maximum, and minimum values for you. Note that peer employer names are not disclosed alongside results.
Better interface and service

Because it is a data service, you won’t just be receiving reports in your accounts or via emails; you can access the types of reports you need with greater convenience.

Mercer BenefitsMonitor can be further developed into a portal of information to allow users to access information about other topics or sources.

TYPES OF SUBSCRIPTIONS

There are three types of subscription packages to meet your needs. Subscribers to any one of the three packages are entitled to one password for a year’s membership when given access.

<table>
<thead>
<tr>
<th>STANDARD</th>
<th>STANDARD PLUS</th>
<th>PREMIUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spotlight on Benefits</td>
<td>Spotlight on Benefits</td>
<td>Spotlight on Benefits</td>
</tr>
<tr>
<td>BPR and BPR-S for all</td>
<td>BPR and BPR-S for all</td>
<td>BPR and BPR-S for all</td>
</tr>
<tr>
<td>Industries’ peer group</td>
<td>Industries’ peer group</td>
<td>Industries’ peer group</td>
</tr>
<tr>
<td>Benefits Plan Valuation</td>
<td>One free custom peer cut*</td>
<td>Unlimited free custom peer cuts*</td>
</tr>
</tbody>
</table>

* All custom peer cuts are subject to Mercer’s approval in order to ensure data confidentiality.

www.imercer.com/mercerbenefitsmonitor
Company car benefits are a key part of the compensation package offered when recruiting and retaining the best talent.

Determine whether your car policy is still in tune with your competitors’, using the Global Car Policies report. This valuable information helps you define new strategies to manage your car policy in the most effective way and makes it easy to:

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

Based on responses from thousands of employers around the world, Mercer’s 2015 reports provide information on allocation policies, cash alternatives to cars, and associated tax regulations.

SCHEDULE
Report available March

PRICING
Americas EUR 470
Asia Pacific EUR 470
Europe, Middle East & Africa EUR 470
Country EUR 120
All volumes EUR 1,050

COVERAGE
Countries/Markets 88/89

REPORT SNAPSHOT
Allocation policies
Car policy practices
Car replacement
Car value by purchase price
Cash alternatives
Cost-saving measures
Eligibility by employee level
Supplemental benefits
Tax regulations

www.imercer.com/carpolicies
Keeping track of constant changes in laws and regulations in every country is time-consuming and expensive, but you can be confident using this top-selling, trusted resource. Worldwide Benefit and Employment Guidelines (WBEG) contains the most comprehensive and reliable information on employment conditions, statutory employee benefits, and typical employer benefit practices.

With extensive analysis and narrative reports, WBEG offers unparalleled quality and is the ultimate reference for worldwide benefits and employment information. WBEG is available in five easy-to-use volumes for the major economic regions of the world.

**WBEG ONLINE**

NEW — WBEG Online — access (for one year) to the entire set of WBEG reports, monthly updates, and regular content updates; download data by country.

WBEG subscription — access your WBEG report and its comparators online to instantly compare specific categories of benefits between countries.

Employment Conditions Comparator — compare specific employment provisions and contract features between countries.

Statutory Benefits Comparator — evaluate country-specific statutory benefits and contributions.

**SCHEDULE**

WBEG Online  
PDF reports available

**PRICING**

WBEG Online (all regions)  
Country  
Region  
All regions

**COVERAGE**

Countries 73

**REPORT SNAPSHOT**

Country overview  
Employment conditions  
Statutory benefits  
Typical benefits practices

www.imercer.com/wbeg

**CASE STUDY**

An IT services firm bought a global company and became a global conglomerate. As a result, it needed to understand existing benefits programmes in more than 65 countries. WBEG helped inventory information for all markets and provided crucial market practice information on all prevalent benefits programmes.
Mercer’s **Global HR Factbook** is an invaluable reference source for multinational companies dealing with human capital issues. It is especially helpful as a one-volume information guide for HR managers who lack ready access to specialised HR experts.

This report provides a range of data on the economic and business environment and human capital concerns, topics, and trends. It also presents statistics to help companies grasp the differences and similarities in HR topics at the local, regional, and global levels, and then adjust their HR strategies accordingly.

This report can help HR professionals:

- Access prevalence information on employer-sponsored benefits.
- Analyse country-specific economic environments, employment forecasts, hot jobs, and more.
- Understand current and future HR trends and issues around the world.

Designed to help employers handle HR challenges, this book offers unique facts and handy HR information all in one volume.

**SCHEDULE**

Available report: 2014  
Next report: 2016

**PRICING**

EUR 755
The resurgence of Asia as a powerhouse of trade, investment, and outsourcing has made it a strategic market that few companies can afford to ignore. Regardless of your company’s industry, presence in Asia is imperative today from both the resource and talent management perspectives. Established markets within Asia have made it essential for executives around the world to understand the region better.

Are you already doing business in Asia Pacific? Or are you entering this essential market soon? Then the 2014 edition of our HR Atlas Asia Pacific report is your quick reference for a wealth of information on HR issues and trends in the Asia Pacific region.

In addition to tracking major economic indicators, this report offers comprehensive information on the crucial issues in managing a growing mobile talent pool.

HR Atlas Asia Pacific gives you the following valuable information in one volume:

- Key indicators of economic conditions in 18 markets (two within China).
- Annual base salary and annual total cash information for 25 benchmark positions, with figures in both USD and local currencies.
- Country-specific snapshots of the benefits employers offer.
- International mobility information.
- Current, specific data on cost of living, quality of living, expatriate housing, and education.
- Typical costs for hotel stays and meals and per diem travel cost in major cities to help you benchmark your short-term business travel costs.

www.imercer.com/hratlas
The challenge

Today’s global business environment requires that many individuals outside the HR function also be fluent in the “HR language.” This means you need to:

- Understand terminology across all aspects of HR: compensation, benefits, and mobility.
- Navigate HR terminology across different regions and talent pools.
- Comprehend how compensation, benefits, and mobility interrelate.

MEETING THE CHALLENGE

Mercer’s HR Management Terms helps you understand:

- The distinction between short- and long-term incentives.
- What is meant by “mobility premiums for repatriation.”
- The difference between “remuneration” and “total rewards.”
- Items that fall under fringe benefits.
Make tomorrow today – innovation and insight.

8-9 October, Vienna

The event provides valuable insight into compensation and benefits strategies adopted by leading organisations to deliver innovative solutions in order to drive global growth and efficiency in today’s business environment. A combination of plenary sessions, case studies, and discussions, the conference also offers participants plenty of networking opportunities.

Over the course of the two days, delegates are invited to discuss and explore some of the challenges faced by HR professionals when designing and planning compensation, benefits, and expatriate management strategies.

WHO SHOULD ATTEND?

The EMEA Compensation and Benefits Conference is designed for HR professionals who have an international outlook and who deal with global or European compensation, benefits, and expatriate management issues.

Conference participation fees

EARLY-BIRD FEE
EUR 1,600 (excluding VAT)

CONFERENCE FEE
(as of 1st August): EUR 1,850 (excluding VAT)

FREE TO ATTEND

Each European Information and Knowledge Package holder is entitled to at least one complimentary seat at one of Mercer’s specified annual conferences (Expatriate Management Conference, EMEA Compensation and Benefits Conference or AMECB Conference)

To sign up or for more information, please visit our website dedicated to European Information Packages at www.imercer.com/talent-eip.

www.mercersignatureevents.com
Expatriate Management Conference

23-24 April, Madrid

This established annual conference gives HR professionals from a wide range of global organisations the opportunity to learn and discuss the latest trends, practices, and developments in expatriate management. The event consists of one and a half days of presentations and thought-provoking discussions which allow delegates to increase their knowledge and share ideas on best practices in international assignments.

The event also allows attendees from across Europe, the Middle East, and Africa the chance to network and compare their expatriate management strategies. It encourages participation through workshop sessions, which are designed to examine various areas of developing expatriate compensation packages and provide practical solutions to successfully manage a global workforce.

Conference participation fees

**EARLY-BIRD FEE**

An early-bird discounted rate of **EUR 1,450** will be applied to registrations received before **28 February** and **EUR 1,600** thereafter.

**FREE TO ATTEND**

Each **European Information and Knowledge Package holder** is entitled to at least one complimentary seat at one of Mercer’s specified annual conferences (Africa and the Middle East Compensation and Benefits Conference, Expatriate Management Conference, EMEA Compensation and Benefits Conference).
Learn, apply and grow with Mercer Learning.

Our rewards management courses are designed to help HR practitioners effectively address, align, and administer the entire employment value proposition of pay, benefits, careers, and development to support the organisation’s unique business needs.

COURSES OVERVIEW

Module 1. Compensation
- Benchmarking/Market Pricing course.
- International Position Evaluation (IPE) course.

Module 2. Mobility
- Fundamentals training course.
- Advanced training course.

BENCHMARKING COURSE

This one-day course will cover:

- The basic principles of remuneration management.
- Interpreting market remuneration data and survey results.
- Identifying and interpreting economic and organisation performance data within the remuneration review context.
- Helping line managers use remuneration data to make effective decisions.
- How to develop effective remuneration policies.

Each European Knowledge Package holder is entitled to at least one public course training day.

For details, please visit imercer.com/knowledgepackage
INTERNATIONAL POSITION EVALUATION (IPE) COURSE

IPE is relevant for organisations wanting to use a single methodology to classify roles across geographies and reference local pay data.

The IPE one-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 job evaluation to establish and maintain job structures.

The course facilitators will examine the IPE factors and process in detail, but also demonstrate how IPE links to key HR decisions in the areas of:

- Reward management.
- Career management and competencies.
- Organisational design and effectiveness.

FUNDAMENTALS TRAINING COURSE

Designed for:

This two-day course is intended for HR professionals who are new to the expatriate management field and who quickly need to understand the key concepts and issues. This course 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.

ADVANCED TRAINING COURSE

Designed for:

This one-and-a-half day course has been designed for participants who have previously taken the Fundamentals expatriate management course and/or expatriate managers with significant experience in the area.
EUROPEAN EXPATRIATE POLICY FORUM (EEPF)

This forum was established more than 20 years ago to provide a confidential and informal environment in which major international companies with significant European operations can share best practices, exchange ideas, and discuss topical issues. Members of the forum meet twice a year in major European cities to compare and review worldwide policies and practices, as well as trends and developments in the broad field of expatriate management.

www.imercer.com/eepf

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For further information about upcoming webcasts and to view past recordings, please visit:

www.imercer.com/gmwebcasts

PRICING Complimentary
For further information, please contact your local Mercer office or visit our website at www.imercer.com.

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