About this REFERENCE

This reference illustrates the variety of ways Mercer can add value to your organisation’s HR function.

For detailed information, visit www.imercer.com.

At Mercer, we make a difference in the lives of more than 110 million people every day by advancing their health, wealth and careers. We’re in the business of creating more secure and rewarding futures for our clients and their employees — whether we’re designing affordable health plans, assuring income for retirement, or aligning workers with workforce needs. Using analysis and insights as catalysts for change, we anticipate and understand the individual impact of business decisions, now and in the future. We see people’s current and future needs through a lens of innovation, and our holistic view, specialised expertise, and deep analytical rigor underpin each and every idea and solution we offer. For more than 70 years, we’ve turned our insights into actions, enabling people around the globe to live, work, and retire well. At Mercer, we say we Make Tomorrow, Today.

Mercer is a wholly owned subsidiary of MARSH & McLennan (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and people. With annual revenue exceeding $13 billion, MMC’s 57,000 colleagues worldwide provide analysis, advice, and transactional capabilities to clients in more than 130 countries through: Marsh, a leader in insurance broking and risk management; Guy Carpenter, a leader in risk and reinsurance intermediary services; Mercer, a leader in talent, health, retirement, and investment consulting; and Oliver Wyman, a leader in management consulting.

For more information, visit www.mercer.com.
Follow Mercer on Twitter @Mercer.
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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.
TOTAL REMUNERATION SURVEY (TRS) MEMBERSHIP

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 OVER 125 COUNTRIES, INCLUDING:

- Algeria
- Angola
- Argentina
- Armenia
- Australia
- Austria
- Azerbaijan
- Bahrain
- Bangladesh
- Belarus
- Belgium
- Benin
- Bolivia
- Bosnia–Herzegovina
- Botswana
- Brazil
- Bulgaria
- Cambodia
- Cameroon
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Croatia
- Czech Republic
- Democratic Republic of Congo
- Denmark
- Dominican Republic
- Ecuador
- Egypt
- El Salvador
- Equatorial Guinea
- Estonia
- Ethiopia
- Finland
- France
- Gabon
- Georgia
- Germany
- Ghana
- Greece
- Guatemala
- Guinea-Conakry
- Honduras
- Hong Kong
- Hungary
- India
- Indonesia
- Iran
- Iraq
- Ireland
- Israel
- Ivory Coast
- Italy
- Japan
- Jordan
- Kazakhstan
- Kenya
- Kuwait
- Latvia
- Lebanon
- Libya
- Lithuania
- Luxembourg
- Macedonia
- Madagascar
- Malawi
- Malaysia
- Mauritius
- Mexico
- Moldova
- Montenegro
- Morocco
- Mozambique
- Myanmar
- Namibia
- Netherlands
- New Zealand
- Nicaragua
- Niger
- Nigeria
- Norway
- Oman
- Pakistan
- Panama
- Paraguay
- Peru
- Philippines
- Poland
- Portugal
- Puerto Rico
- Qatar
- Republic of Congo
- Republic of Georgia
- Republic of Korea
- Republique du Congo
- Republic of Moldova
- Republic of the Congo
- Republic of South Africa
- Republic of Sudan
- Republic of Tunisia
- Republic of Uganda
- Republic of Vietnam
- Serbia
- Singapore
- Slovakia
- Slovenia
- South Africa
- South Korea
- Spain
- Sri Lanka
- Sweden
- Switzerland
- Taiwan
- Tanzania
- Thailand
- Trinidad and Tobago
- Turkey
- Uganda
- Ukraine
- United Arab Emirates
- United Kingdom
- United States
- Uruguay
- Uzbekistan
- Venezuela
- Yemen
- Zambia
- Zimbabwe

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.

Learn more about TRS on page 12.
Discounts are available through TRS Membership Programme (page 12).

[www.imercer.com/membership](http://www.imercer.com/membership)
[www.imercer.com/TRS-Pricing](http://www.imercer.com/TRS-Pricing)
TALENT ALL ACCESS® PUBLICATIONS PORTAL

Your Pass to Mercer’s Global Publication Library

Global business and HR decision making requires access to a variety of information. Mercer’s Talent All Access online portal makes finding this information simple and fast.

For a substantial discount, subscribers can:

• Retrieve information from all publications in the Data Mining & Insights portfolio, as well as a comprehensive online tools — Global Compensation Planning Report.
• Participate in reader polls and read exclusive content from Mercer’s thought leaders.
• Easily navigate to the information you need, as the portal is organised to coincide with the way you plan to use the data.

PRICES

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PRICE</th>
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<tr>
<td>Team subscriber (up to 5 colleagues)</td>
<td>USD 15,000 / EUR 13,500</td>
</tr>
<tr>
<td>Additional user (one-year access)</td>
<td>USD 500 / EUR 450</td>
</tr>
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www.imercer.com/global
EUROPEAN INFORMATION PACKAGE (EIP)


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.

⇒ www.imercer.com/talent-eip
EUROPEAN KNOWLEDGE PACKAGE

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 to 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 Expatriate Management Conference, the EMEA Compensation and Benefits Conference, and Africa HR Summit.
- Mercer Learning training courses, providing fundamental or advanced knowledge in the fields of compensation and global mobility.

www.imercer.com/packages
EUROPEAN KNOWLEDGE PACKAGE

silver

£1,700

x1

CONFERENCE FREE SEAT

x1

PUBLIC TRAINING DAY

gold

£5,200

x3

CONFERENCE FREE SEATS

x2

PUBLIC TRAINING DAYS

platinum

£7,500

x3

CONFERENCE FREE SEATS

50% ON 1 FURTHER SEAT x1

x6

PUBLIC TRAINING DAYS
TOTAL REMUNERATION SURVEY

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 125 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 20.

www.imercer.com/trs
SALARY MOVEMENT SNAPSHOT

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.

You may be also interested in a more comprehensive global view available in GCPR (page 26).

PRICING
Free for participants
EUR 300 per market for non-participants

www.imercer.com/sms

<table>
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MERCER EXECUTIVE REMUNERATION GUIDE (MERG)

Mercer Executive Remuneration Guide (MERG) covers all aspects of total remuneration for:

- 85 benchmark top executive roles.
- The board and next two reporting levels.
- Leading companies in 11 European countries (more than 700 companies in 2015).
- The guides are participant-only surveys, by delivered in Mercer WIN®, and can be customised at no additional cost to provide regional data:
  - By industry: consumer goods, durable, energy, finance/banking, insurance, non-durable goods, retail/wholesale, services
  - By size: assets, employee numbers, Position Class, revenue
  - By scope of the role: geographic responsibility, level in organisation, executive board membership
  - By specific peer groups of named organisations from the database (minimum 10 organisations)

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. As organisations move from local peer groups to European peer groups for benchmarking executives, Mercer has developed a Western European executive remuneration survey, with more than 400 of Europe’s largest organisations. The results can be viewed for the whole Western Europe or for one of the five, smaller zones.
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.
- **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.
- **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 ANALYTICS WORKSHOP

This 1-day workshop will equip those working with workforce analytics, with more advanced techniques needed to support long-term workforce planning, make data-driven decisions on human capital investments and leverage factors that increase productivity and business success.

LEARNING OBJECTIVES:

• Understand the range of techniques that can be used to carry out in-depth analytics.
• Apply a combination of techniques in the context of an organisations’ workforce issues.
• Understand the differences between forecasting, cost-models, correlations, and predictive analytics and then to use them.
• Explore applications to specific workforce issues such as recruitment, turnover, diversity and business outcomes.

www.imercer.com/analytics_workshop
WORKFORCE METRICS, ANALYTICS, AND PLANNING

MERCER | COMPTRYX:
Metrics that get Executive Attention

PAYROLL AS A % OF REVENUE OVERALL
Benchmark the size, shape, and cost of your global organisation against direct competitors via the unique workforce metrics and modeling tool.

VOLUNTARY TURNOVER BY FUNCTION
Unique turnover analysis derived from raw data, not questionnaires.

% OF HEADCOUNT BY LEVEL
Gain competitive advantage by determining your optimal organisation structure in order to meet business objectives.

HOW DOES IT WORK?
We collect a typical survey data submission for ALL employees, not just those in benchmark jobs. This allows us to report our metrics as a percentage of total headcount and percentage of total payroll. It also ensures a more complete and valid view of the market, as participants can’t cherry-pick employees to exclude from the submission. We also collect several new data elements for a broader competitive analysis (e.g., gender, top performers, promotion, tenure, age, turnover, etc.).

WHY MERCER | COMPTRYX?
• Elevate HR’s contribution to the business with powerful market intelligence.
• Find optimal organisational design and a competitive advantage.
• Generate effective workforce planning with supporting data.
• Maximum value for your salary survey investment.
• Bring HR into the era of big data.
• Move decisions from “gut feel” to “data driven.”

www.imercer.com/comptryx
**VIRTUAL ASSESSMENT CENTRE**

Make the right selection and succession decisions

You want to know whether your leaders are ready for the next level... but getting everyone together for a traditional leadership assessment centre is just too expensive and time-intensive. Or maybe you want determine who is the best finalist candidate to fill a critical job opening... but your candidates are not available to come in for a full-day assessment. We have a better way: The Mercer Virtual Assessment Centre is a rapidly deployable, cost-effective online simulation that objectively measures leadership skills and motivation in a virtual yet highly realistic environment. It compresses the “day in the life” approach into a 3-hour experience while maintaining the integrity and validity of assessment centre methodology. The results are available immediately in an interactive dashboard, which can be used to drive individual and group development as well as inform selection or succession decisions.

**HIGH-TECH AND HIGH-TOUCH**

- Anytime / anywhere access allows flexibility for busy current and prospective employees.
- The simulation requires no special equipment or software – just a computer with an internet connection and webcam.
- All roleplays are conducted live with certified expert assessors.
- Standard simulations are available in multiple languages for:
  - First-level Supervisors
  - Mid-level Managers
  - Executives
  - Sales Manager
  - Sales Professional

**MERCER 360**

Mercer360 is a full-service solution that combines a best-in-class technology platform with Mercer’s deep expertise in talent development. Whether you select one of our research-based standard surveys or create a bespoke survey using your own competency framework, Mercer360 can help you to:

- Assess performance at every level of your organisation, from individual contributor to senior leader
- Equip individuals to understand performance expectations and create meaningful development plans
- Identify succession pathways and development interventions to drive business performance
- Close the gap between the talent you need and the talent you have today
- Engage managers in building and sustaining a performance culture
MERCER CAREER VIEW

Your Career... In the palm of your hand

“I WOULD STAY LONGER WITH MY EMPLOYER IF I HAD A CAREER RATHER THAN JUST A JOB”

1 in 4 employees say they are satisfied but plan to leave in the next 12 months because they do not see opportunities in their current company.*

* Mercer Global Talent Trends Study 2017

Before your best employees head for the door, show them their career possibilities with Mercer Career View. It’s a career exploration tool that helps retain, empower, and engage your workforce. Think of it like a GPS Map for Careers... Employees can see where they are today and explore where they might go, zooming in to find details about a particular role and what it takes to be successful, or zooming out to see all of the different career possibilities available across departments and functions. It allows employees to compare different roles, conduct a 180 assessment (self + manager) against key competencies, and access learning tools to build their capabilities. All this with a simple interface and great end-user experience that is personalised for each individual.
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. 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.

MERCER WIN® | ePRISM™

Mercer WIN | ePRISM is a comprehensive compensation management solutions, modeling 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
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:**

<table>
<thead>
<tr>
<th></th>
<th>EUR</th>
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<tbody>
<tr>
<td>One-time User</td>
<td>400</td>
</tr>
<tr>
<td>Up to 10 Users annually</td>
<td>2,400</td>
</tr>
<tr>
<td>Up to 20 Users annually</td>
<td>4,000</td>
</tr>
<tr>
<td>Up to 50 Users annually</td>
<td>8,000</td>
</tr>
<tr>
<td>Up to 100 Users annually</td>
<td>16,000</td>
</tr>
</tbody>
</table>

**Site License:**

EUR 24,200

[www.imercer.com/ipe-elearning](http://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 1-day course aims to address the increasing needs of Mercer clients regarding IPE transfer of know-how and support. It also provides other HR professionals and managers with the chance to explore new, more streamlined ways of 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 850

www.imercer.com/mercerlearningeurope
# MERCER WIN®, COMPARISON CHART

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<th></th>
<th>MERCER WIN®</th>
<th>MERCER WIN®</th>
<th>MERCER WIN®</th>
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</thead>
<tbody>
<tr>
<td><strong>Annual Price</strong></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>
</tr>
<tr>
<td><strong>Ad Hoc Calculations</strong></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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<td><strong>Aging</strong></td>
<td>Pick date &amp; percentage for survey &amp; submitted data</td>
<td>Pick date &amp; percentage for survey &amp; submitted data</td>
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<td><strong>Benchmarking</strong></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>
</tr>
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<td><strong>Compare My Data</strong></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>
</tr>
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<td><strong>Data Elements</strong></td>
<td>Use data as delivered</td>
<td>Use data as delivered; add third-party data</td>
<td>Personalise data elements</td>
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<td><strong>Exporting</strong></td>
<td>Results pages &amp; survey reports</td>
<td>Results pages, survey reports, employee &amp; evaluation results</td>
<td>Any data</td>
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<td><strong>Salary Planning &amp; Comp Modelling</strong></td>
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<td>Create &amp; model various salary increase scenarios</td>
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<tr>
<td><strong>Salary Structure Development &amp; Modelling</strong></td>
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<td>Develop, analyse &amp; model salary structures from market data</td>
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<tr>
<td><strong>Importing</strong></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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<tr>
<td><strong>Normalise Currency</strong></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><strong>Evaluate a Job</strong></td>
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<td>Evaluate jobs per IPE methodology</td>
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INTERNATIONAL POSITION EVALUATION (IPE) & EIPE UNLIMITED

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
- Talent development
- Career planning
- Performance management
- 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.

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

To see how Mercer’s IPE methodology can deliver real value to your key people processes, please visit:

⇒ www.imercer.com/ipe
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.
COMPENSATION HANDBOOK

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 450

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.

Mercer’s Global Compensation Planning Report (GCPR) helps you make timely, fully-informed decisions on compensation budgeting. The GCPR is available as both a PDF document as an interactive, online tool. Mercer releases PDF documents semi-annually, while the 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 updated quarterly.
- Interactive charting tool displays up to 15 years of pay increase data.
- Download data into Excel for offline planning.

www.imercer.com/comphandbook
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.

SCHEDULE

- GCPR-Online: ongoing
- PDF reports available: July/October

PRICING

- GCPR-Online: USD 2,800 / EUR 2,300
- GCPR-Online, 5 additional users: USD 500 / EUR 450
- GCPR-Online, Industry add-on: USD 500 / EUR 450
- July PDF edition: USD 1,500 / EUR 1,350
- October PDF edition: USD 1,500 / EUR 1,350
- Country: USD 350 / EUR 300
- Regionals: USD 750 / EUR 650

Prices are set in USD; EUR prices are subject to currency fluctuations.

COVERAGE AREA

- Countries: 124+
- Markets: 142+
- Cities in China: 19
- Regions in Mexico: 4

www.imercer.com/gcpr
GLOBAL PAY SUMMARY

This easy-to-read report gives concise pay information to keep you updated on global salary trends.

For busy HR professionals, Mercer's Global Pay Summary (GPS) is the quick reference guide 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?

Annual base salary and total cash compensation data for 50 benchmark positions in 86 countries and 103 markets.

REPORT SNAPSHOT

• At-a-glance data by position.
• Annual base pay/total cash compensation by country.
• Regional position comparison.

SCHEDULE

Report available January

PRICING

Americas EUR 650
Asia Pacific EUR 650
Central Eastern Europe EUR 650
Western Europe EUR 650
All 5 Volumes EUR 2,000
Online Edition EUR 1,800

COVERAGE

Countries 86

POSITION FAMILIES

• Administration
• Engineering
• Finance
• Human resources
• Information technology
• Legal
• Operations
• Research and development
• Sales and marketing
• Supply and logistics
• Top management

www.imercer.com/gps
INTERNATIONAL GEOGRAPHIC SALARY DIFFERENTIALS

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

International Geographic Salary Differentials (IGSD) provides insights into different countries’ pay levels to help HR professionals identify labour cost advantages of various locations. The IGSD can assist you 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.

Starting in 2017, Mercer transitioned the IGSD from a PDF publication to an online tool, allowing users to easily access and identify data that are most important to them. As always, the IGSD tool accounts for the complexities of labour markets, including labour supply and demand, cost of living, quality of living, and tax rates, to provide the most accurate employment costs and salary levels around the world.

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.

SCHEDULE

Report available February

PRICING

Separate PDF products have been discontinued. IGSD is only available as an online tool.

Online EUR 1,350

COVERAGE

Countries 84

POSITION FAMILIES

- Para-professional — general and skilled
- Management — lower- and upper-middle
- Executive Professional — junior and senior

www.imercer.com/intlgeo
TOTAL EMPLOYMENT COSTS AROUND THE WORLD

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.

The publication has been repackaged for 2017 as an online, data-heavy tool. Mercer now offers the information on a powerful platform for analysis that has been streamlined for decision-makers.

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

SCHEDULE

Report available March

PRICING

Separate PDF products have been discontinued. Total Employment Costs Around the World is only available as an online tool

Online EUR 1,350

COVERAGE

Countries 71
Markets 72

www.imercer.com/employmentcosts
SHORT-TERM INCENTIVES AROUND THE WORLD

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 87 key markets in 71 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 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.

SCHEDULE
Report available January

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COVERAGE AREA
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<td>Markets</td>
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www.imercer.com/stiworld
CARS ONLINE TOOL – COMPENSATION ANALYSIS AND REVIEW SERVICES

Take the work out of your salary review process.

Mercer’s CARS Online Tool is developed after research and close collaboration with our clients during their annual salary review.

If you’ve been struggling with self-made tools to audit pay data and keep the compensation review process on track, consider how CARS can help you save time and improve accuracy.

With Mercer’s CARS Online Tool you can swiftly

GAIN COMPETITIVE INSIGHTS

- Obtain data on pay levels to assess market competitiveness by market, region or industry.
- Study compa-ratio against the market to understand competitive practices and gain insights into market pay mix policies.

ENSURE FAIRNESS WITH INTERNAL CALIBRATION

- Obtain data analysis on company data to gauge internal parity and ensure alignment of actual pay practices to pay policy.

ENSURE BUDGETS ARE USED WISELY THROUGH ANALYSIS OF PAY DISPERSION

- Obtain statistics from 5th percentile to 95th percentile.

Key features of the tool

- This online rewards tool is an off-the-shelf software application that is simple to implement, genuinely easy to use and cost-effective.
- Allows for multiple customised analyses on compensation components to be conducted instantaneously, boosting effectiveness during your annual salary review.
- Run reports for relevant countries by the click of a button, saving time and increasing accuracy.
- Map internal grades within your organisation to the Mercer’s position class to gauge competitiveness and facilitate decision making at each grade level.
- A customer service team will be available to advise on technical issues should you have problems with data inputs and report generation.
THE CARS ONLINE TOOL OFFERING

GET THE

IF YOUR ORGANISATION

WHAT’S INCLUDED

CARS REPORT

... would like to gain insight in pay on an internal and/or external level.

- Analysis at organisation level for each position code/position class.
- PDF report on findings presented to you by a Mercer consultant.
- Mercer will generate CARS reports for you.

CARS ONLINE TOOL

... would like to use the CARS Online Tool for salary review purposes and would like to be able to tweak data.

- Access to the online tool for your multiple analyses.
- Reports generated as PDF or Excel.
- Customer service support on your training and technical needs.

CARS ONLINE TOOL ADVANCED

... requires full insight but does not have resources to work on the CARS Online Tool.

- Mercer will upload the required data for you to the CARS Online Tool, and will generate all reports available to be delivered in Excel or PDF.
- All entitlements from the CARS Online Tool offering.

Request a free demo here: ww.imercer.com/cars-tool
MARKET PRICING

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%

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/market-pricing
REMUNERATION DEVIATION REPORT

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.

www.imercer.com/remuneration-deviation-report
PAY BAND TOOL

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 pay band.

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.

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

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

www.imercer.com/pay-band-tool
EXECUTIVE REMUNERATION AUDIT

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/products/exec-rem-audit
GENDER EQUALITY ANALYSIS

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.

As well as analysis by gender, the report provides analysis of factors such as position’s location, employee age, tenure or performance. This allows verifying if the existing pay differences are caused by objective factors other than gender.

**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.
- Verify other than gender factors that affect pay.
- 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.

www.imercer.com/gender-equality-analysis
MERG PAN-EUROPEAN FINANCIAL SERVICES

The Pan-European Financial Services (PEFS) survey provides the market data and analytical tools to support remuneration programmes for leading financial services organisations in Europe:

- 120 benchmark positions.
- The executive board level and the next two reporting levels.
- The PEFS survey covers all aspects of total direct compensation including all forms of cash compensation and long-term incentives.
- European regional remuneration database.
- The survey is participant-only, delivered on Mercer WIN®.
- Customisation possible at no additional cost to provide data:
  - By Banking and Insurance only, as well as the related sub-sectors
  - By size: assets, employee numbers, Position Class, revenue
  - By scope of the role: geographic responsibility, level in organisation, executive board membership
  - By specific peer groups of named organisations from the database (minimum 10 organisations)
- Analysis on trends and emerging practices, enabling participants to keep up to date on the latest executive pay practices.

In addition PEFS participants also receives bi-annual remuneration trends and policies updates (salary increases, bonus and LTI payouts and design) with its Global Financial Services Executive Compensation Snapshot Survey (ECS) available in the second and the fourth quarter of 2016.
ENERGY

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**

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► **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 on an annual basis with data reflecting both the Aberdeen Basin and UK as a whole.

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► **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**

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► **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**

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**www.imercer.com/industrysurveys**
LIFE SCIENCES

The Mercer Life Sciences survey provides you with detailed insight into remuneration practices in 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
COST OF LIVING

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.”

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.”

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

Single-Base Country Service  EUR 1,295
Appropriate for transferring employees of only one nationality; purchase data from a single home country to any assignment location.

Multinational Pay Systems Service  EUR 2,350
Order data from any home country to any assignment location. 
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.
Most locations On request
(annual subscription with quarterly updates)
One-time table On request

COVERAGE
Home locations 192+
Assignment (host) locations 400+

MOBILITY EXCHANGE
An innovative new client website designed to engage clients and empower them to be a part of a global sharing of ideas and information. This is the beginning of a new way for Mobility clients to do business with Mercer. It establishes a framework for single point of client ordering and client support, more self-service in account management, e-commerce, and improved service through better analytics that will depict and help anticipate client needs.

www.mobilityexchange.mercer.com
QUALITY OF LIVING — LOCATION HARDSHIP PREMIUMS

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 450 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.

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.

SCHEDULE

Annual

PRICING

<table>
<thead>
<tr>
<th>Per location</th>
<th>EUR 360</th>
</tr>
</thead>
<tbody>
<tr>
<td>All locations</td>
<td>EUR 18,700</td>
</tr>
</tbody>
</table>

COVERAGE

Locations 450+

ASSESSMENT

39 factors in 10 categories

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

Prepared in partnership with Control Risks, these analytical reports assess more than 135 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.

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.

SCHEDULE

Annual

PRICING

Per location EUR 305
All locations EUR 18,325

COVERAGE

Locations 135+

www.imercer.com/ler
MERCER MOBILIZE HOUSING SOLUTION™

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 430 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 430+

Housing data for custom locations can be provided upon request.

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www.imercer.com/housing

---

REAL-TIME RENTCHECK®

Real-Time RentCheck helps manage assignment housing budgets.

---

### SCHEDULE

Per report EUR 455

---

### COVERAGE

Locations 150+

www.imercer.com/rent
**AIRFARE REPORTS**

Easily manage travel budgets and home leave allowances with the new Airfare Reports, providing an overview of airfare prices for locations and dates customisable for you.

Providing detailed airfare pricing, the report allows you to compare non-stop flights vs. flights with layovers, view three-tier pricing, allows customisable options for each flight combination, and more!

**PRICING**

<table>
<thead>
<tr>
<th>1-100 combinations</th>
<th>EUR 45</th>
</tr>
</thead>
<tbody>
<tr>
<td>100+ combinations</td>
<td>EUR 23</td>
</tr>
<tr>
<td>All-in entitlement</td>
<td>EUR 9,000</td>
</tr>
</tbody>
</table>

[www.imercer.com/airfare](http://www.imercer.com/airfare)

**TRANSPORTATION ALLOWANCES REPORTS**

Encompassing both public and private transportation expenses in more than 350 locations, these reports provide you with the ability to determine transportation allowances, build out HR transportation policies, get assistance with travel cost projects, and much more. This data is essential for your expatriate travel needs.

**PRICING**

<table>
<thead>
<tr>
<th>Single location</th>
<th>EUR 230</th>
</tr>
</thead>
<tbody>
<tr>
<td>All locations (350+)</td>
<td>EUR 4,500</td>
</tr>
</tbody>
</table>

[www.imercer.com/transportallowances](http://www.imercer.com/transportallowances)
PERSONAL INCOME TAX SOLUTION

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.

PRICING

On request

COVERAGE

Over 140 locations, including regions and states, are available on a global entitlement or location-specific basis.

PERSONAL INCOME TAX REPORTS

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, which allows access to the powerful Hypothetical Personal Tax Calculator that helps with customised tax and salary calculations.

PRICING

Per location EUR 595

COVERAGE

Locations 140+

www.imercer.com/pt
HOME-COUNTRY DATA AND TAX PROFILES

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.

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.

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.

PRICING

Per location EUR 660
*FREE of charge if client participates in ongoing data service plan for a location.

www.imercer.com/profiles

www.imercer.com/expatmgmt
GLOBAL MOBILITY COUNTRY REPORT PACKAGE

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.

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.

PRICING

Based on reports purchased

COVERAGE

Global

Learn more at:

www.imercer.com/ghrm
**PER DIEM ALLOWANCE CALCULATOR**

Per Diem Allowance Calculator provides 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.

**PRICING**

Per location  
EUR 235

**COVERAGE**

Locations  
375+


**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**

Per city  
EUR 190

Regional report  
EUR 1,120

All cities  
EUR 3,055

**COVERAGE**

Locations  
330+

→ [www.imercer.com/bta](http://www.imercer.com/bta)
COMPENSATION LOCALIZER

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.

PRICING

On request

www.imercer.com/compllocalizer

LOCALISED COMPENSATION

NET-TO-NET AND NET-TO-GROSS COMPENSATION ANALYSES

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 660
No service relationship  EUR 970

www.imercer.com/net-to-net

52
LOCAL PLUS AND LOCATION-SPECIFIC 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

Nonparticipants EUR 1,260
Participants EUR 420
Purchase survey reports for Hong Kong, Malaysia, Singapore, United Arab Emirates, and United States

www.imercer.com/localplus
GLOBAL MOBILITY HANDBOOK

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.

PRICING

- Per volume: EUR 755
- Both volumes: EUR 1,270

www.mercer.com/mobilityperspectives
GLOBAL MOBILITY POLICY BENCHMARKING

Mercer’s new benchmarking options can help you optimise your expatriate policies.

Using the unparalleled data from the 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


www.imercer.com/policybenchmarking
GLOBAL MOBILITY PROGRAMME SCANNER

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.

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

www.imercer.com/mobility-scanner

MERCER AND MARSH’S GLOBAL RESPONSE

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

OPERATIONAL EFFICIENCY

EMPLOYER

• Cost structure
• Risk exposure and control
• Delivery model

EMPLOYEE

• Compensation package
• Social protection and risk coverage
• Expatriate experience

Optimised...

Valuable...

www.imercer.com/mobility-scanner

PRICING OPTIONS

On request
WORLDWIDE SURVEY OF INTERNATIONAL ASSIGNMENT POLICIES AND PRACTICES

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 2015 edition gathering data from more than 830 global companies.
• Participants receive a FREE regional question-by-question analysis report.
• WIAPP is an evergreen survey, participate now and receive preferential participant pricing!

PRICING — PARTICIPANTS ONLY
All-region report On Request
You can still participate in the WIAPP. Visit:

www.imercer.com/wiapp
ALTERNATIVE INTERNATIONAL ASSIGNMENTS POLICIES AND PRACTICES SURVEY

The most comprehensive survey on alternative international assignment policies and practices

The 2016 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:

- Permanent Transfer
- Talent Development
- 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.

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

- Participants: EUR 420
- Non-participants: EUR 1,260

www.imercer.com/aia_pps
BENEFITS SURVEY FOR EXPATRIATES AND INTERNATIONALLY MOBILE EMPLOYEES

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.
• Programme monitoring.

This survey is one of the largest of its kind ever conducted, covering hundreds multinational companies and thousand hundreds of expatriates.
**CULTURAL TRAINING PASSPORT**

CulturalTrainingPassport, the only of tool 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

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**CULTURE PASSPORT ON THE GO**

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
MERCERPASSPORT® LOCATION GUIDES

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.

PRICING

<table>
<thead>
<tr>
<th></th>
<th>EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Report</td>
<td>420</td>
</tr>
<tr>
<td>All countries</td>
<td>16,550</td>
</tr>
</tbody>
</table>

*Per country

COVERAGE

Countries 116+

Regional packages now available! Contact us for more information.

www.imercer.com/mercerpassport
SCOPE OF BENEFITS

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.

www.imercer.com/benefits-prevalence

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.

<table>
<thead>
<tr>
<th>Defined Contribution Scheme Eligibility</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?

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

Based on responses from 300 organisations
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.
- Understand how your benefits are positioned against the market (either all industries or against a specific peer cut).

**BENEFITS: HEALTH AND MEDICAL**

<table>
<thead>
<tr>
<th>FEATURE</th>
<th>ABC COMPANY</th>
<th>PEER GROUP</th>
<th>COMMENTS/RECOMMENDATIONS</th>
</tr>
</thead>
</table>
| Description of benefit | 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: “Dirigenti” employees:  
  - Hospitalisation €250,000.  
  - Outpatient examinations €10,000.  
  - Outpatient fees/home treatment €2,500.  
  - Dental fees €3,500.  
Dependent coverage:  
  - Children until age 26.  
  - Spouses. | 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 non-managers is due to the decrease in quality of service provided by the National Health Service. | In line with the market practice. |

**Replacement for the NCA private medical benefits**

Thirteen percent of organisations provide a replacement to the NCA private medical benefits.
MERCER RELATIVE VALUE ANALYSIS OR “BENEFIT VALUATION ANALYSIS”

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
CAR BENEFIT POLICIES AROUND THE WORLD

This publication provides information on car benefit programmes around the world. Presenting a consistent set of global data related to car benefit policies, this new publication is replacing Mercer’s Global Car Policies report and provide HR managers with a deeper understanding of how policies differ by country and region. It contains the most current information available for car benefit policies in 60 markets so that HR professionals can remain on top of policy trends, and provides indices that are critical to those individuals responsible for crafting an annual car policy.

This new publication includes the following information:

- Green car policies
- Car benefit eligibility
- Vehicle changes (trading up or down)
- Vehicle replacement policies
- Vehicle types and cost
- Vehicle related expenses
- Allowance amounts

For more information visit

www.imercer.com/products/carbenefitpolicies
MERCER BENEFITSMONITOR™

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.

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.

- 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

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.
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).

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.

BEFTER 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.

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<th>STANDARD PLUS</th>
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* All custom peer cuts are subject to Mercer’s approval in order to ensure data confidentiality.

PLEASE NOTE:

Standard and Standard Plus type of subscriptions are not available for UAE, Egypt and Saudi Arabia MBM (only Premium).

![BESPOKE SURVEYS ON BENEFITS/ALLOWANCES](image)

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)

www.imercer.com/mercerbenefitsmonitor
GLOBAL CAR POLICIES

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 2017 reports provide information on allocation policies, cash alternatives to cars, and associated tax regulations.

SCHEDULE
Report available March

PRICING
Global EUR 1,350
Americas EUR 650
APAC EUR 650
EMEA EUR 650
Country EUR 300

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
WORLDWIDE BENEFIT AND EMPLOYMENT GUIDELINES

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.

Compiled by a global network of Mercer experts, this report offers up to 500 separate sub-categories of information within 22 sections, including:

- Trends.
- Legislative updates.
- Statutory requirements.
  - Retirement schemes.
  - Death, disability, and medical benefits.
  - Unemployment and social benefits.
- Typical and supplemental benefit practices.
  - Defined benefit and defined contribution plans.
  - Natural and accidental death.
  - Disability and medical.
  - Flexible benefits, perquisites, and allowances.
- Employment conditions.
  - Severance and termination practices.
  - Working hours.
  - Annual vacation and leave.
  - Conditions of entry.
  - Employment contracts.

SCHEDULE

WBEG Online  Ongoing
PDF reports available  June

PRICING

Global  EUR 7,500
Regional  EUR 1,530
Country  EUR 450
Employment Conditions  EUR 220
Statutory Benefits  EUR 220

COVERAGE

Countries  77

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.
HR MANAGEMENT TERMS

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.

SCHEDULE

December

PRICING

EUR 450

www.imercer.com/managementterms
HR ATLAS ASIA PACIFIC

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 2016 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.

PUBLICATION SCHEDULE

Report available September

PRICING

EUR 1,350

COVERAGE

Countries 17
Markets 18

www.imercer.com/hratlas
EXPATRIATE MANAGEMENT CONFERENCE

8–9 June, Berlin

The Road to the Future: Anticipating Millennial Mobility and Technology Evolution

The conference will combine plenary and breakout sessions, providing HR professionals from a wide range of global organisations the opportunity to learn and discuss the latest trends, practices and developments in expatriate management.

Who should attend?
This leading pan-European conference is designed for “in-house” HR professionals within the remit of international assignments, who want to stay abreast of the latest trends and practices.

www.imercer.com/content/2017-expat-conference

CONFERENCE PARTICIPATION FEES

Early-bird fee
EUR 1,450 (excluding VAT)

Conference fee
(as of 1st April): EUR 1,650 (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 and Africa HR Summit).

www.imercer.com/talent-eip
2017 EMEA COMPENSATION AND BENEFITS CONFERENCE

5–6 October, London

Thriving in the New World through Agile Reward

The world is going through unprecedented change. As we enter the 4th industrial revolution era, enablement for individuals and empowerment for the businesses are necessary to thrive. With shifting demographics and skill needs, the talent agenda is impacting employment and business models. Ever more complex and fluid, organisations need strong culture to perform at their best, while there is growing recognition that employers need to be responsible and alert to social, environmental and geopolitical issues. Join our two-day conference to understand how insight-based agile rewards can stimulate value creation – for employers, employees and the society.

The EMEA Compensation and Benefits Conference is designed for HR professionals who have an international outlook and deal with Global and European compensation and benefits challenges.

Stay tuned for more information:

⇒ www.mercersignatureevents.com

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 and Africa HR Summit).

To sign up or for more information, please visit our website dedicated to European Information Packages at:

MERCER NETWORKS

Building Knowledge Through Collaboration

Mercer Networks offer senior-level HR leaders the opportunity to engage with peers in premier, global organisations with focus on current challenges and solutions that will impact results going forward. Discussions are confidential and highly collaborative with ample sharing of information on strategy, recent initiatives and future plans.

VALUE OF MERCER NETWORKS

Interaction:
- Candid peer interactions
- Collegial and confidential environment
- Stellar comparator group – access to leading companies

Meeting Experience:
- Access to fellow members’ “inside story” regarding recent initiatives, strategy and experiences
- Well-executed, highly participative sessions

Thought Leadership:
- Ability to remain “ahead of the curve” regarding competitive practices, trends and “hot” issues
- Access to Mercer and other external subject matter experts

The mission of the Networks is to keep members informed and ahead of the curve regarding key issues. The sessions are facilitated primarily by members sharing their experiences and expert speakers adding perspectives. Between sessions, members remain connected via ad hoc surveys and outreach. Networks are 24/7 virtual communities of trusted peers ready to help each other with input on HR challenges when the need is most urgent.

We welcome you to attend your first session as our guest without fee or obligation. Upon joining, members pay an annual fee to participate.

www.imercer.com/content/mercer-networks
MERCER LEARNING

Taking HR Training to a Transformational Level

It’s great people that make great organisations, and as it becomes more critical than ever that HR is equipped to provide strategic insight, our training and development courses will equip your HR function to be at the frontline of efficiency and performance. Courses cover everything from compensation and benefits, global mobility, managing international talent, and many more broader HR processes, to help make your organisations succeed.

REWARD COURSES OVERVIEW

• Introduction to Reward: For HR People
• Reward Fundamentals
• Compensation Benchmarking Fundamentals
• Advanced Reward Management
• Compensation Benchmarking Advanced
• Strategic Partnering for Reward Professionals
• International Position Evaluation (IPE)

MOBILITY COURSES OVERVIEW

• Introduction to Expatriate Compensation
• Introduction to Expatriate Benefits
• Introduction to Expatriate Programme Administration
• Governance, Risk and Policy Design
• Function, Vendors and Technology
• Expatriate Management Conference
• Talent Mobility

www.imercer.com/mercerlearningeurope
MERCER LEARNING ONLINE

Mercer Learning Online was established with one goal in mind – enhancing the capability of our client’s human resource employees by providing access to HR architecture that will allow organisations to form and implement a successful framework.

Companies are constantly challenged to meet aggressive business goals. As a result, HR’s role in driving success is more important than ever and yet most organisations do not have a systematic approach in developing the capabilities of the HR team.

Mercer Learning Online is a comprehensive learning solution that is designed to build HR capabilities: both core and technical. These e-learning tracks are grouped into 5 HR disciplines which include:

- Performance & Rewards
- Analytics & Change
- Talent Management
- Business Partnering
- Talent Acquisition

HOW ORGANISATIONS ARE USING MERCER LEARNING ONLINE

- Training tool for early-career HR and new starters for induction and onboarding
- Used for HR team members to quickly reach a consistent level of technical skills
- Build new or to broaden out ‘basic’ HR technical skills and capabilities
- HR generalists/shared services/ line executives who need to be across the technical basics, without a need for a deeper dive

⇒ www.imercer.com/mercer-learning-online
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

GLOBAL MOBILITY WEBCASTS

With ever-changing global conditions, it is crucial for companies to stay current and understand trends and developments in the area of international assignments.

PRICING

Complimentary

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

www.imercer.com/gmwebcasts
MERCER SELECT INTELLIGENCE℠

We help to build agile organisations by equipping HR professionals with cutting edge insights captured from around the globe relating to critical legislative changes, talent management, Rewards, employee wellness and wealth. Access to MSI enables HR professionals to act with greater speed and certainty, accelerate progress against their HR agenda, and reduces risk in the business critical decisions they make.

Mercer Select Intelligence℠ is an innovative web-enabled membership service that offers one-stop, cutting-edge information with research, analysis, news, and tools for business professionals responsible for critical decisions by delivering insights to meet tomorrow’s business challenges, today. Information is at your fingertips to keep you ahead of the curve on key issues, including legislative and regulatory developments, and key HR trends.

WHAT DO MEMBERS GET FROM MERCER SELECT INTELLIGENCE?

In addition to research, analysis, news, and tools, members receive 24/7, mobile-first access to a comprehensive searchable repository with Mercer analysis and third-party resources. Daily emails are a key feature, as is access to web briefings on legislative activities and other major issues, often with guest experts. Mercer Select Intelligence members are also invited to join Mercer conferences, networks and forums, not just to access content, but to connect with others in meaningful ways. Custom research options are also available.

→ www.mercer.com/our-thinking/mercer-select-intelligence
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