<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TALENT ALL ACCESS PORTAL+</td>
<td>4</td>
</tr>
<tr>
<td>TALENT ALL ACCESS PORTAL</td>
<td>5</td>
</tr>
<tr>
<td>2019 CALENDAR</td>
<td>3</td>
</tr>
<tr>
<td>MARKET COVERAGE</td>
<td>6</td>
</tr>
<tr>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>12</td>
</tr>
<tr>
<td>CAR BENEFIT POLICIES GLOBAL INDUSTRY FINDINGS</td>
<td>14</td>
</tr>
<tr>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>15</td>
</tr>
<tr>
<td>GLOBAL PARENTAL LEAVE</td>
<td>17</td>
</tr>
<tr>
<td>GLOBAL PARENTAL LEAVE INDUSTRY SCORECARD</td>
<td>18</td>
</tr>
<tr>
<td>GLOBAL PAY SUMMARY</td>
<td>19</td>
</tr>
<tr>
<td>INCENTIVES AROUND THE WORLD</td>
<td>21</td>
</tr>
<tr>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>23</td>
</tr>
<tr>
<td>EXCLUSIVE TO THE TALENT ALL ACCESS PORTAL</td>
<td>32</td>
</tr>
<tr>
<td>ABOUT MERCER</td>
<td>34</td>
</tr>
<tr>
<td>2019 CALENDAR</td>
<td>3</td>
</tr>
<tr>
<td>MARKET COVERAGE</td>
<td>6</td>
</tr>
<tr>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>12</td>
</tr>
<tr>
<td>CAR BENEFIT POLICIES GLOBAL INDUSTRY FINDINGS</td>
<td>14</td>
</tr>
<tr>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>15</td>
</tr>
<tr>
<td>GLOBAL PARENTAL LEAVE</td>
<td>17</td>
</tr>
<tr>
<td>GLOBAL PARENTAL LEAVE INDUSTRY SCORECARD</td>
<td>18</td>
</tr>
<tr>
<td>GLOBAL PAY SUMMARY</td>
<td>19</td>
</tr>
<tr>
<td>INCENTIVES AROUND THE WORLD</td>
<td>21</td>
</tr>
<tr>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>23</td>
</tr>
<tr>
<td>SALARY MOVEMENT SNAPSHOT*</td>
<td>24</td>
</tr>
<tr>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>25</td>
</tr>
<tr>
<td>SEVERANCE PAY POLICIES INDUSTRY SCORECARD</td>
<td>26</td>
</tr>
<tr>
<td>THE DESIGN OF WORK</td>
<td>27</td>
</tr>
<tr>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>28</td>
</tr>
<tr>
<td>VACATION AND OTHER LEAVE INDUSTRY SCORECARD</td>
<td>29</td>
</tr>
<tr>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
<td>30</td>
</tr>
<tr>
<td>WORLDWIDE BENEFIT &amp; EMPLOYMENT GUIDELINES</td>
<td>31</td>
</tr>
</tbody>
</table>

*Not included in Talent All Access®
Notes: Release dates are subject to change.
*Available in TAAP+, not TAAP
**The Global Compensation Planning Report — July Summary is available to purchasers of the GCPR Global PDF; it is not available for individual sale.
Whether you’re focused on business strategy or HR strategy, the data and information you can access through this portal is essential for any manager looking to understand the environment, identify issues, inform decisions and take short-term action. Gain access to publications, tools, actionable insights, interactive content, and more.

WHAT’S INCLUDED?

HEALTH & BENEFITS
► Car Benefit Policies Around the World
► Car Benefit Policies Global Industry Findings
► Global Parental Leave
► Global Parental Leave Industry Scorecard
► LGBT Benefits Around the World
► Severance Pay Policies Around the World
► Severance Pay Policies Industry Scorecard
► Vacation and Other Leave Policies Around the World
► Vacation and Other Leave Industry Scorecard
► Worldwide Benefit & Employment Guidelines

WORKFORCE & CAREERS
► Global Compensation Planning
► Global Compensation Planning 20 Year Look Back
► Global Pay Summary
► Incentives Around the World Industry Edition*
► Incentives Around the World Job Family Edition*
► New Graduate Starting Salaries
► Short-term Incentives Around the World
► Short-term Incentive Trends — A 10 Year Review
► The Design of Work*
► Workforce Turnover Around the World

HANDBOOKS & GUIDES
► Compensation Handbook
► Global Mobility Handbook
► HR Atlas
► HR Guides to Doing Business
► HR Management Terms

ONLINE TOOLS
► Generational Turnover Calculator
► Global Compensation Planning Online
► Global Pay Summary Benchmarking Tool
► Global Pay Summary Online
► Salary Budget Projections
► Worldwide Benefit & Employment Guidelines Online

INSIGHTS & ASSETS
► 3-2-1 Briefings
► Checklists
► Data Bytes Videos
► Evaluation Quiz Diagnostics
► Global Legislative Updates
► Infographics
► Scorecard Diagnostics

Note: An annual subscription includes access for an unlimited number of users. *New releases available early 2019.
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. Whether you are focused on business strategy or HR strategy, the data and information you can access through this portal is essential for any manager looking to better understand current pay and benefit programs, make the business case for new or expanded offices, and attract or retain key talent.

TALENT ALL ACCESS® PORTAL

WHAT’S INCLUDED?

HEALTH & BENEFITS
► Car Benefit Policies Around the World
► Car Benefit Policies Global Industry Findings
► Global Parental Leave
► Global Parental Leave Industry Scorecard
► LGBT Benefits Around the World
► Severance Pay Policies Around the World
► Severance Pay Policies Industry Scorecard
► Vacation and Other Leave Policies Around the World
► Vacation and Other Leave Industry Scorecard
► Worldwide Benefit & Employment Guidelines

WORKFORCE & CAREERS
► Global Compensation Planning
► Global Compensation Planning 20 Year Look Back
► Global Pay Summary
► Incentives Around the World Industry Edition*
► Incentives Around the World Job Family Edition*
► New Graduate Starting Salaries
► Short-term Incentives Around the World
► Short-term Incentive Trends — A 10 Year Review
► The Design of Work*
► Workforce Turnover Around the World

HANDBOOKS & GUIDES
► Compensation Handbook
► Global Mobility Handbook
► HR Atlas
► HR Guides to Doing Business
► HR Management Terms

ONLINE TOOLS
► Global Compensation Planning Online
► Global Pay Summary Online

TAAP subscribers receive early access to much of our content, including July & October editions of GCPR!

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL SUBSCRIPTION</td>
<td>20,000</td>
<td>17,000</td>
<td>26,000</td>
<td>27,500</td>
</tr>
</tbody>
</table>

Note: An annual subscription includes access for up to 5 users.
*New releases available early 2019.
<table>
<thead>
<tr>
<th>MARKETS</th>
<th>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</th>
<th>CAR COST REPORT</th>
<th>GLOBAL COMPENSATION PLANNING</th>
<th>GLOBAL PARENTAL LEAVE</th>
<th>INCENTIVES AROUND THE WORLD</th>
<th>NEW GRADUATE STARTING SALARIES</th>
<th>SEVERANCE PAY POLICIES AROUND THE WORLD</th>
<th>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</th>
<th>WORKFORCE TURNOVER AROUND THE WORLD</th>
<th>WORLDWIDE BENEFIT AND EMPLOYMENT GUIDELINES</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALBANIA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALGERIA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>ANGOLA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>ARGENTINA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>ARMENIA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUSTRALIA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>AUSTRIA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>AZERBAIJAN</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BAHRAIN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BANGLADESH</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BELARUS</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BELGIUM</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BENIN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOLIVIA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BOSNIA AND HERZEGOVINA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BOTSWANA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BRAZIL</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>BRUNEI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BULGARIA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CAMBODIA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAMEROON</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CANADA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CHILE</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CHINA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHINA-BEIJING</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CHINA-CHANGSHA</td>
<td>●</td>
<td></td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>CHINA-CHANGZHOU</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MARKETS</td>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>CAR COST REPORT</td>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>GLOBAL PARENTAL LEAVE</td>
<td>GLOBAL PAY SUMMARY</td>
<td>INCENTIVES AROUND THE WORLD</td>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------------------</td>
<td>------------------------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>-------------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>CHINA-CHENGDU</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-CHONGQING</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-DALIAN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-GUANGDONG</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-HANGZHOU-NINGBO</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-HEFEI-WUHU</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-JINGJINJI</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-NANJING</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-QINGDAO</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-SHANGHAI</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-SHENYANG-CHANGCHUN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-SUZHOU-KUNSHAN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-TIANJIN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-WUHAN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-WUXI</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-XIAMEN-FUZHOU</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CHINA-XI’AN</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>COLOMBIA</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>COSTA RICA</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CROATIA</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CUBA</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CYPRUS</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CZECH REPUBLIC</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>DEMOCRATIC REPUBLIC OF CONGO</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>DENMARK</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>DOMINICAN REPUBLIC</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>ECUADOR</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>MARKETS</td>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>CAR COST REPORT</td>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>GLOBAL PARENTAL LEAVE</td>
<td>GLOBAL PAY SUMMARY</td>
<td>INCENTIVES AROUND THE WORLD</td>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------------------</td>
<td>-----------------------</td>
<td>--------------------</td>
<td>--------------------------</td>
<td>-------------------------------</td>
<td>--------------------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>EGYPT</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>EL SALVADOR</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>ESTONIA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>ETHIOPIA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>FINLAND</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>FRANCE</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GABON</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GEORGIA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GERMANY</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GHANA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GREECE</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GUATEMALA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>GUINEA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>HONDURAS</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>HONG KONG</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>HUNGARY</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>INDIA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>INDONESIA</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>IRAN</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>IRAQ</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>IRELAND</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>ISRAEL</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>ITALY</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>IVORY COAST</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>JAPAN</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>JORDAN</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>KAZAKHSTAN</td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
<td><img src="image" alt="Mark" /></td>
</tr>
<tr>
<td>MARKETS</td>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>CAR COST REPORT</td>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>GLOBAL PARENTAL LEAVE</td>
<td>GLOBAL PAY SUMMARY</td>
<td>INCENTIVES AROUND THE WORLD</td>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>-----------------------</td>
<td>-------------------------------</td>
<td>------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>KAZAKHSTAN–ALMATY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KENYA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>KUWAIT</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LAOS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LATVIA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LEBANON</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LIBYA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LITHUANIA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>LUXEMBOURG</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MADAGASCAR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MALAWI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MALAYSIA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MALTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MAURITIUS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MEXICO</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MEXICO–BAJIO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MEXICO–MONTERREY–SALTIMO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MEXICO–REYNOSA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MOLDOVA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MONTENEGRO</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MOROCCO</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MOZAMBIQUE</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MYANMAR</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>NAMIBIA</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>NETHERLANDS</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>NEW ZEALAND</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>NICARAGUA</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>MARKETS</td>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>CAR COST REPORT</td>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>GLOBAL PARENTAL LEAVE</td>
<td>GLOBAL PAY SUMMARY</td>
<td>INCENTIVES AROUND THE WORLD</td>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
<td>------------------------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>-----------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>NIGERIA</td>
<td>⬤</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>NORTH MACEDONIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>NORWAY</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>OMAN</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PAKISTAN</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PANAMA</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PARAGUAY</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PERU</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>POLAND</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PORTUGAL</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>PUERTO RICO</td>
<td>♪</td>
<td>⬤</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>QATAR</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>REPUBLIC OF CONGO</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>ROMANIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>RUSSIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>RUSSIA-MOSCOW</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>RUSSIA-ST. PETERSBURG</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>RWANDA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SAUDI ARABIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SENEGAL</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SERBIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SLOVAKIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SLOVENIA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SOUTH AFRICA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>SOUTH KOREA</td>
<td>⬤</td>
<td>♪</td>
<td>♪</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
</tr>
<tr>
<td>MARKETS</td>
<td>CAR BENEFIT POLICIES &amp; ALTERNATE TRANSPORTATION</td>
<td>CAR COST REPORT</td>
<td>GLOBAL COMPENSATION PLANNING</td>
<td>GLOBAL PARENTAL LEAVE</td>
<td>GLOBAL PAY SUMMARY</td>
<td>INCENTIVES AROUND THE WORLD</td>
<td>NEW GRADUATE STARTING SALARIES</td>
<td>SEVERANCE PAY POLICIES AROUND THE WORLD</td>
<td>VACATION AND OTHER LEAVE POLICIES AROUND THE WORLD</td>
<td>WORKFORCE TURNOVER AROUND THE WORLD</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
<td>------------------------</td>
<td>---------------------</td>
<td>-----------------------</td>
<td>-------------------------------</td>
<td>---------------------------------</td>
<td>----------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>SPAIN</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>SRI LANKA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>SWEDEN</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>SWITZERLAND</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>TAIWAN</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>TANZANIA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>THAILAND</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>TRINIDAD AND TOBAGO</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>TUNISIA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>TURKEY</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UGANDA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UKRAINE</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UKRAINE-KIEV</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UNITED ARAB EMIRATES</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UNITED KINGDOM</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UNITED STATES</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>URUGUAY</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>UZBEKISTAN</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>VENEZUELA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>VIETNAM</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>YEMEN</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ZAMBIA</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ZIMBABWE</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
As companies focus on working toward a greener future, a car-related benefit is not always a company car. Understanding what is commonly offered in markets around the world, while balancing the cost implications to your policies is key.

Presenting a consistent set of global data related to car benefit policies and car costs, these publications provide HR managers with a deeper understanding of how policies differ by market and region.

**WHAT'S INCLUDED?**

**CAR BENEFITS & ALTERNATE TRANSPORTATION POLICIES**
- Policy overview
- Green policies
- Company-owned vehicles (including vehicle types and replacement policies)
- Company-leased vehicles (including vehicle types and lease duration)
- Car allowances
- Alternate transportation benefits (including personal car or driver, prearranged transportation or shuttles, subsidized or free parking, walking or cycling allowances, public transportation allowance or subsidy)

**CAR COST REPORT**
- Company-owned and leased vehicle costs
- Car rental estimates
- Additional information (fees, taxes, insurance; driver’s license; publication transportation; road conditions)*

*Available in individual market PDFs only; not included in the global Excel report.

**NEW IN 2019!**

In addition to the policy information included in the Car Benefit Policies & Alternate Transportation report, our new Car Cost Report will provide you with information on vehicle purchase prices, lease costs, and car rental estimates for more than 70 markets. These two reports help you to create, define and refine your policy, as well as measure and manage costs relating to your car program.
### CAR BENEFIT POLICIES

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL PDF</td>
<td>3,000</td>
<td>2,500</td>
<td>3,900</td>
<td>4,100</td>
</tr>
<tr>
<td>REGION PDF</td>
<td>1,500</td>
<td>1,275</td>
<td>1,950</td>
<td>2,050</td>
</tr>
<tr>
<td>EXCEL ADD-ON*</td>
<td>500</td>
<td>425</td>
<td>650</td>
<td>700</td>
</tr>
</tbody>
</table>

### CAR COST REPORT

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL EXCEL REPORT</td>
<td>3,000</td>
<td>2,500</td>
<td>3,900</td>
<td>4,100</td>
</tr>
<tr>
<td>INDIVIDUAL MARKET PDF</td>
<td>500</td>
<td>425</td>
<td>650</td>
<td>700</td>
</tr>
</tbody>
</table>

Regions available: Americas; Asia Pacific; Europe, Middle East, & Africa

*Must purchase Global PDF.

Next release: June 2019

Notes: Individual market reports are available upon request; please contact your local Client Services team to place an order.
Car benefits are a long-standing staple of many employee benefit programs, but some companies around the world have begun reconsidering these traditional policies in order to meet the unique demands of today’s labor market and workforce expectations.

This publication provides global industry findings across five career levels to help benefit managers deliver a cost-efficient and effective car policy.

WHAT’S INCLUDED?
► Creating a car benefit policy
► Global and regional industry summary
► Car benefit eligibility
► Eligibility criteria
► Green policies
► Alternate transportation benefits
► Company-owned vehicle policies
► Company-leased vehicle policies
► Car allowance policies

10 INDUSTRIES
► Banking/Finance/Insurance
► Consumer Goods
► Energy
► Healthcare
► High Tech
► Life Sciences
► Manufacturing
► Other Nonmanufacturing
► Retail & Wholesale
► Services Nonfinancial

ARE COMPANY CARS FOR BUSINESS USE ONLY?
DO EMPLOYEES HAVE ACCESS TO A PERSONAL CAR AND DRIVER?
DO COMPANIES OWN OR LEASE VEHICLES?

Next release: Jul 2019
Talent scarcity and the ease of mobility are making it increasingly critical that HR professionals retain top performers while also attracting outside talent. To confront this challenge, you need robust data on economic conditions and salary increase trends in your operating locations to make timely, fully informed decisions on compensation budgets.

Gain insight into salary increase budgets and economic data for a three-year time period.

WHAT'S INCLUDED?
- GDP, inflation, and unemployment rates
- Salary review frequency, effective date of salary reviews, and factors used to determine salary increases
- Actual, budgeted, or forecasted salary increase figures
- Percentage of companies reporting zero salary increase (salary freezes)
- Mandatory pay increase schemes
- Short-term incentive target and maximum bonuses as a percentage of base salary, frequency of incentive payouts
- Job families and employee levels that are difficult to attract or retain
- Promotional salary increases

DO SALARY INCREASES VARY BASED ON AN EMPLOYEE’S LEVEL?

HOW DOES INFLATION IMPACT SALARY INCREASES?

ARE SALARY FREEZES COMMON?

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONLINE</td>
<td>3,000</td>
<td>2,500</td>
<td>3,900</td>
<td>4,100</td>
</tr>
<tr>
<td>INDUSTRY ADD-ON*</td>
<td>500</td>
<td>425</td>
<td>650</td>
<td>700</td>
</tr>
<tr>
<td>GLOBAL PDF</td>
<td>1,500</td>
<td>1,275</td>
<td>1,950</td>
<td>2,005</td>
</tr>
<tr>
<td>EXCEL ADD-ON**</td>
<td>500</td>
<td>425</td>
<td>650</td>
<td>700</td>
</tr>
<tr>
<td>REGION PDF</td>
<td>750</td>
<td>650</td>
<td>950</td>
<td>1,000</td>
</tr>
<tr>
<td>SINGLE MARKET PDF</td>
<td>500</td>
<td>425</td>
<td>650</td>
<td>700</td>
</tr>
</tbody>
</table>

Regions available: Americas; Asia Pacific; Europe; Middle East & Africa
Notes: An online subscription includes access for up to 5 users; additional users may be added for a fee.
*One new industry (Energy) available at the end of April 2019.
**Must purchase Global PDF; separate add-on for July and October.
Next release: End of Jan, Apr, Jul, Oct 2019
GLOBAL COMPENSATION PLANNING

5 INDUSTRIES (ONLINE ADD-ON)
- Consumer Goods
- Energy
- High Tech
- Life Sciences
- Manufacturing

GLOBAL PDF VS. ONLINE

<table>
<thead>
<tr>
<th></th>
<th>GLOBAL PDF</th>
<th>ONLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updates in January, April, July, and October</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>New! Promotional Increase Data</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Summary Report in July (Economic Data and Salary Increase Data)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Detailed Report in October (Economic, Salary Increase, Mandatory Increase, Short-Term Incentive Data)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>No. of Years of Economic Data Included</td>
<td>3</td>
<td>15+</td>
</tr>
<tr>
<td>No. of Years of Salary Increase Data Included</td>
<td>3</td>
<td>15+</td>
</tr>
<tr>
<td>Downlodable Excel Data</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Option to Add-On Industry Data</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

Quarterly updates are based on market availability; industry data are not available for all markets.
Note: Need data sooner? Talent All Access® subscribers receive exclusive early access to many of our products.
In nations with already generous mandated leave, such as those in Western Europe, many companies simply rely on current laws and have not further expanded their paid-time off benefits. In countries with less prevalent, or even no legal requirement for paid parental leave, many companies have filled the void with additional paid or unpaid leave for mothers to care for newborn children.

Find out whether companies are providing the statutory minimums or going above and beyond to provide additional time off and/or pay to their employees.

Note: Sample report is for the "Single Market PDF."
GLOBAL PARENTAL LEAVE INDUSTRY SCORECARD

WHAT'S INCLUDED?
- The overall rankings and score for each industry
- Complete the “What’s my company’s score?” quiz to find out how your company compares to all 10 industries included in this report
- General prevalence results for each industry

SCORECARD QUADRANTS
- Employee support
- Work-life balance
- Diversity and inclusion
- Compensation and benefits

10 INDUSTRIES
- Banking/Finance/Insurance
- Consumer Goods
- Energy
- Healthcare
- High Tech
- Life Sciences
- Manufacturing
- Other Nonmanufacturing
- Retail & Wholesale
- Services Nonfinancial

WHAT'S INCLUDE?D

WHICH INDUSTRIES ARE MOST LIKELY TO SUPPLEMENT LOCAL LEAVE REQUIREMENTS?
HOW CAN WE ENCOURAGE EMPLOYEES TO USE THEIR PATERNITY LEAVE?
DO EMPLOYEES HAVE THE OPTION OF A FLEXIBLE WORK ARRANGEMENT WHEN RETURNING FROM MATERNITY LEAVE?

Download and complete this quiz to find out your company’s score.
Employee pay often represents the largest expense for most companies. As an HR manager, it’s imperative that you take into account fluctuations in the prices of labor between markets and career levels, in order to attract and keep your top talent across the globe.

Quickly review and evaluate base salary and total cash compensation around the world for a core set of benchmark jobs.

Note: Need data sooner? Talent All Access® subscribers receive exclusive early access to many of our products.
GLOBAL PAY SUMMARY

10 JOB FAMILIES AND 50 BENCHMARK POSITIONS

EXECUTIVE LEADERSHIP
- GENERAL MANAGEMENT
  - Chief Executive Officer (CEO)
  - Chief Operations Officer (COO)
- FINANCE & ACCOUNTING
  - Chief Financial Officer (CFO)
- IT, TELECOM, & INTERNET LEADERSHIP
  - Chief Information Officer (CIO)
- HUMAN RESOURCES LEADERSHIP
  - Chief Human Resource Officer (CHRO)

ACCOUNTING & FINANCE
- ACCOUNTING
  - Manager
  - Senior Professional
  - Entry Para-professional
- FINANCE GENERALISTS
  - Senior Manager
  - Experienced Professional

ADMINISTRATION
- ADMINISTRATION & SECRETARIAL
  - Manager
  - Senior Professional
  - Entry Para-professional
- FACILITIES MANAGEMENT & PLANNING
  - Team Leader
  - Experienced Professional

HUMAN RESOURCES
- HUMAN RESOURCES GENERALISTS
  - Manager
  - Senior Professional
  - Entry Para-professional
- COMPENSATION & BENEFITS
  - Senior Manager
  - Experienced Professional

ENGINEERING
- ENGINEERING TECHNICIANS
  - Entry Para-professional
  - Senior Para-professional
- ENGINEERING
  - Senior Professional
  - Senior Manager II
  - Manager

INFORMATION TECHNOLOGY
- IT SECURITY
  - Manager
  - Senior Professional
- IT BUSINESS SYSTEMS ANALYSTS
  - Expert Professional
- IT USER SUPPORT
  - Supervisor
  - Senior Para-professional

LEGAL
- LEGAL
  - Manager
  - Senior Professional
  - Entry Para-professional

MANUFACTURING
- MANUFACTURING PLANT MANAGEMENT
  - Senior Manager
- MANUFACTURING PRODUCTION, PROCESSING, & ASSEMBLY
  - Manager
  - Supervisor
  - Senior Professional
  - Entry Para-professional

SALES
- SALES & MARKETING
  - Manager
  - Senior Professional
  - Experienced Para-professional
- ACCOUNT & CLIENT MANAGEMENT
  - Expert Professional
  - Senior Manager

SUPPLY CHAIN
- SUPPLY CHAIN PLANNING & OPERATIONS
  - Team Leader
  - Expert Professional
  - Senior Professional
- WAREHOUSING, DISTRIBUTION, & TRANSPORTATION
  - Manager
  - Entry Para-professional

©2019 MERCER LLC.
TALENT ALL ACCESS®
Motivating your employees to ensure your company achieves its broader goals is a challenge that many organizations face. An effectively designed incentive program can help drive individual performance and steer your company toward success.

Gain insight into the types of incentives offered around the world and quickly evaluate how these incentives vary by job family or industry.

WHAT'S INCLUDED?

SHORT-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

SALES INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

LONG-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary
- Actual as a percentage of base salary (Black-Scholes Model)
- Actual as a percentage of base salary (Accounting Cost Method)

WHICH INCENTIVES ARE MOST COMMONLY PROVIDED?
HOW DOES INCENTIVE PAY VARY ACROSS CAREER LEVELS?
WHICH MARKETS PROVIDE THE HIGHEST AND LOWEST INCENTIVES?

123

WHAT'S INCLUDED?

SHORT-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

SALES INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

LONG-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary
- Actual as a percentage of base salary (Black-Scholes Model)
- Actual as a percentage of base salary (Accounting Cost Method)

WHAT'S INCLUDED?

SHORT-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

SALES INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

LONG-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary
- Actual as a percentage of base salary (Black-Scholes Model)
- Actual as a percentage of base salary (Accounting Cost Method)

WHAT'S INCLUDED?

SHORT-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

SALES INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

LONG-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary
- Actual as a percentage of base salary (Black-Scholes Model)
- Actual as a percentage of base salary (Accounting Cost Method)

WHAT'S INCLUDED?

SHORT-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

SALES INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary

LONG-TERM INCENTIVE
- Eligibility
- Percentage receiving
- Actual as a percentage of base salary
- Target as a percentage of base salary
- Actual as a percentage of base salary (Black-Scholes Model)
- Actual as a percentage of base salary (Accounting Cost Method)
14 JOB FAMILIES

► Administration
► Communications
► Customer Service
► Engineering
► Finance
► General Management
► Human Resources
► Information Technology
► Legal
► Production
► Project Management
► Quality Management
► Sales
► Supply Chain

11 INDUSTRIES

► Chemicals
► Consumer Goods
► Energy
► High Tech
► Life Sciences
► Logistics
► Manufacturing
► Non-Manufacturing
► Retail & Wholesale
► Services Non-Financial
► Transportation Equipment
Keeping up with compensation data for new graduates can be tricky. Factoring in data based on location, educational backgrounds, and what jobs are in-demand in a location makes the HR hiring process even more complex.

Quickly evaluate how new graduates in different locations, with different backgrounds are paid. Data are presented in local currency and USD providing readers with a clear and simple comparison guide of which qualifications are in demand in each market.

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

WHAT'S INCLUDED?

ASIA PACIFIC MARKETS
- Median starting salaries in local currency and USD
- Bachelor of Accountancy, Arts & Social Science, Business Administration, Computer Science, Engineering, Law, Science

NORTH AMERICA MARKETS
- Median starting salaries in local currency and USD
- Community College Diploma/Associate's Degree

EUROPE, MIDDLE EAST, & AFRICA MARKETS
- Median starting salaries in local currency and USD
- Breakdown of minimum, average, and maximum range of starting salaries

WHAT DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?

GLOBAL SUMMARY OF NEW GRADUATE PAY

A GLOBAL SUMMARY OF NEW GRADUATE PAY

WHICH DEGREES RECEIVE THE HIGHEST STARTING SALARIES?
HOW DOES PAY VARY ACROSS MARKETS FOR THE SAME DEGREE?
WHICH DEGREES ARE MOST SOUGHT AFTER?
Pay is extremely important to employees and retaining key and critical talent is often a top priority for managers and HR. If you want to make timely, fully informed decisions on compensation budgeting, you need data that is as current as possible.

This snapshot survey is conducted four times per year and provides relevant, consistent, and up-to-date salary increase data for 90+ markets across Europe, Middle East, and Africa, along with industry data in each market.

New in 2019! Participation has been simplified with one survey for all four editions! You may update your submission at any time!

**WHAT'S INCLUDED?**

**EDITION 1 — PARTICIPATE BY FEB 15**
- Budgeted salary increases for 2019
- Actual and forecasted voluntary attrition rates for 2018 and 2019
- Hiring intentions for 2019

REPORT RELEASE: LATE MARCH

**EDITION 2 — PARTICIPATE BY MAY 17**
- Actual salary increases for 2019
- Forecasted salary increases for 2020

REPORT RELEASE: LATE JUNE

**EDITION 3 — PARTICIPATE BY AUG 16**
- Actual salary increases for 2019
- Forecasted salary increases for 2020
- Actual and forecasted salary increases by performance level in 2019 and 2020
- Actual and forecasted distribution of employees by performance level in 2019 and 2020

REPORT RELEASE: LATE SEPTEMBER

**EDITION 4 — PARTICIPATE BY NOV 8**
- Forecasted salary increases for 2020
- Actual and forecasted percentage of employees promoted in 2019 and 2020
- Actual and forecasted promotional salary increases for 2019 and 2020

REPORT RELEASE: MID DECEMBER

As a SMS participant, you receive a complimentary report for each market for which you provide data. You also receive early access to results!

**NEED MORE?**
Looking for global salary increase data? Global Compensation Planning (GCPR) provides access to salary increase and economic data from around the world. It is available in a PDF format or in a global, interactive online tool.
No one likes to dwell on lay-offs and terminations, but severance policies are a major component of every HR department’s portfolio. Severance programs offer structure and guidance for HR and affected employees leaving an organization. At the same time, these programs ensure that employees are treated fairly and help to prepare them to re-enter the job market.

Learn how businesses construct and distribute severance pay to their outgoing employees by reviewing global practices for termination and severance pay.
Parting is such sweet sorrow, but it can be a whole lot sweeter when both sides walk away amicably. Although no one looks forward to terminations, layoffs, or other forms of employee departure, most organizations recognize that a severance package can do a lot of good for all parties.

Use this interactive scorecard to learn where your leave program is strongest, and reference global data to see how today’s leading businesses handle this key benefit area.

WHAT’S INCLUDED?

- The overall rankings and score for each industry
- Complete the "What’s my company’s score?" quiz to find out how your company compares to all 10 industries included in this report
- General prevalence results for each industry

SCORECARD QUADRANTS

- Severance pay policy
- Notice period
- Severance payments
- Payment formula

10 INDUSTRIES

- Banking/Finance/Insurance
- Consumer Goods
- Energy
- Healthcare
- High Tech
- Life Sciences
- Manufacturing
- Other Nonmanufacturing
- Retail & Wholesale
- Services Nonfinancial

ARE EMPLOYEES ALLOWED TO RETURN TO THE COMPANY AFTER RECEIVING A SEVERANCE PAYOUT?

DO COMPANIES PROVIDE A LUMP SUM PAYMENT OR SALARY CONTINUANCE?

HOW MANY WEEKS OF PAY IS PROVIDED PER YEAR OF SERVICE?

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL PDF</td>
<td>1,500</td>
<td>1,350</td>
<td>1,950</td>
<td>1,950</td>
</tr>
</tbody>
</table>

©2019 MERCER LLC. TALENT ALL ACCESS®
The world is changing at a rapid pace and operating across the globe has become the norm. But this may present issues with how your workforce interacts. Thoughtful workplace flexibility programs and workspace design can have a positive impact; along with automation and AI, the future of work is changing.

The results of this research will provide organizations and HR managers a deeper understanding of how workspace policies differ worldwide.

**THE DESIGN OF WORK**

**WHAT'S INCLUDED?**
- Design of work practices
- Workplace flexibility
- Future of work preparedness
- Future of work technologies and amenities
- Business outcomes

**ARE ORGANIZATIONS PLANNING TO MAKE CHANGES TO THEIR WORKSPACE DESIGN DURING THE NEXT 18 MONTHS?**

**WHAT FLEXIBLE WORK PRACTICES HAVE ORGANIZATIONS IMPLEMENTED?**

**DO ORGANIZATIONS OFFER ON-SITE FACILITIES OR AMENITIES FOR WORK-LIFE INTEGRATION?**

**WHAT'S INCLUDED?**

**EDITION 2019**

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL FINDINGS PDF*</td>
<td>2,500</td>
<td>2,100</td>
<td>3,200</td>
<td>3,400</td>
</tr>
</tbody>
</table>

*Participants receive a 40% discount on purchases of the Global Findings Report!

Next release: Mar 2019

Note: Need data sooner? Talent All Access® subscribers receive exclusive early access to many of our products.
Counter-intuitive as it may seem, offering employees an opportunity to spend time away from the office while maintaining compensation can actually improve an organization’s efficiency, production, and overall well-being.

This report allows benefit managers to see how their policies stack up against competitors within their market and region, and may serve as a guide to those professionals tasked with crafting a leave policy for their own organization.

WHAT'S INCLUDED?

ANNUAL LEAVE POLICIES

- Vacation days
- Personal days
- Holidays
- Sick leave
- Paid time-off pools

OTHER LEAVE POLICIES

- Bereavement leave
- Marriage leave
- Volunteer leave
- Study or exam leave
- Sabbaticals

CAN EMPLOYEES CARRY OVER OR CASH OUT UNUSED VACATION DAYS?

HOW COMMON ARE UNLIMITED LEAVE POLICIES?

WHAT OTHER TYPES OF LEAVE ARE COMMONLY PROVIDED?

<table>
<thead>
<tr>
<th>EDITION</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL PDF</td>
<td>3,000</td>
<td>2,700</td>
<td>3,800</td>
<td>4,000</td>
</tr>
<tr>
<td>REGION PDF</td>
<td>1,500</td>
<td>1,350</td>
<td>1,900</td>
<td>2,000</td>
</tr>
</tbody>
</table>

Regions available: Americas; Asia Pacific; Europe, Middle East, & Africa
Creating and instituting a successful annual leave program is about more than deciding on a number of days. Companies with a multinational footprint must consider how local regulations and statutes dictate the number of days for any given type of leave.

Assess your own company’s annual leave policy and compare it to the market standard for 10 global industries.

WHAT’S INCLUDED?
- The overall rankings and score for each industry
- Complete the “What’s my company’s score?” quiz to find out how your company compares to all 10 industries included in this report
- General prevalence results for each industry

SCORECARD QUADRANTS
- Policy elements
- Annual leave days
- Holidays
- Miscellaneous leave days

10 INDUSTRIES
- Banking/Finance/Insurance
- Consumer Goods
- Energy
- Healthcare
- High Tech
- Life Sciences
- Manufacturing
- Other Nonmanufacturing
- Retail & Wholesale
- Services Nonfinancial

Download and complete this quiz to find out your company score.
Workforce turnover presents a dilemma to all companies around the world. Some estimate that the cost of losing and replacing a single employee can equal more than twice that employee's salary, with costs increasing further based on the departing employee’s seniority.

Be proactive with your talent retention and workforce planning efforts, and explore information regarding voluntary and involuntary turnover across six career levels for over 100 markets.
From Argentina to Vietnam, attract and retain key talent with our market-specific employment guidelines. As the laws and regulations governing benefits constantly change, tracking reliable information can be time-consuming and expensive. This publication is an authoritative and cost-effective guide to global employee benefits in 77 markets.

Understand both the context of mandated benefits and the supplemental pieces that companies typically offer, along with legislative updates and trends insight for each benefit.

**WHAT'S INCLUDED?**

**BENEFITS**
- Social security
- Retirement
- Death
- Disability
- Medical
- Maternity/paternity/parental
- Social
- Perquisites and allowances
- Flexible benefit programs

**EMPLOYMENT CONDITIONS**
- Severance conditions and termination indemnities
- Working time
- Conditions of entry and residence rules
- Employment contracts
- Occupational health and safety
- Industrial relations information

**HOW DO STATUTORY BENEFITS VARY FROM ONE COUNTRY TO ANOTHER?**

**WHAT RECENT LEGISLATIVE CHANGES HAVE BEEN IMPLEMENTED?**

**WHICH COUNTRIES REQUIRE BUSINESS VISAS?**

**2019 EDITION USD EUR CAD AUD**

<table>
<thead>
<tr>
<th>Edition</th>
<th>USD</th>
<th>EUR</th>
<th>CAD</th>
<th>AUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONLINE*</td>
<td>10,000</td>
<td>8,500</td>
<td>13,000</td>
<td>13,750</td>
</tr>
<tr>
<td>REGION PDF</td>
<td>2,250</td>
<td>1,900</td>
<td>2,900</td>
<td>3,100</td>
</tr>
<tr>
<td>SINGLE MARKET PDF</td>
<td>750</td>
<td>650</td>
<td>950</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Regions available: Americas; Asia Pacific; Central and Eastern Europe; Middle East and Africa; Western Europe

*Includes access to country PDFs. An online subscription includes access for up to 5 users; additional users may be added for a fee.

Next release: May 2019
GLOBAL COMPENSATION PLANNING — 20 YEAR LOOK BACK

Big changes can be easy to miss. Sometimes they come about so slowly that you don’t notice they’re happening, and sometimes they arrive during periods of turmoil and you don’t realize their impact. Gain insight into historical trends with this 20 year look back on Global Compensation Planning.

SHORT-TERM INCENTIVE TRENDS — A 10 YEAR REVIEW

Regardless of whether history repeats itself, there are important lessons to learn from the recent past. Discover key insights into changes in short-term incentive programs that effectively drive individual performance derived from 10 years of short-term incentive data.

HR GUIDES TO DOING BUSINESS

This HR Guide to Doing Business series of publications guides organizations in making informed decisions when setting up operations in various countries around the world. They offer in-depth information on compensation and benefits, as well as the general commercial and labor landscape. These guides offer unparalleled quality and in-depth information on each country’s business environment, benefits standards, compensation practices, and cultural mores that you need to invest and thrive.

©2019 MERCER LLC.
COMPENSATION HANDBOOK
An effective compensation strategy is critical to any organization’s success. This useful handbook includes foundational information on compensation components and pay structures; compensation planning, budgeting, and benchmarking; and various types of incentives, allowances, rewards, and equity plans.

GLOBAL MOBILITY HANDBOOK
Although many companies have well-prepared and seasoned HR practices, managing global mobility programs often brings unique challenges. Gain knowledge and understanding of these challenges to ensure your international assignments are a success.

HR MANAGEMENT TERMS
With corporate innovation comes a broad array of terms, concepts, and acronyms that can confuse even a seasoned HR professional. This practical companion helps readers gain better insight into HR data, translating it into optimal workforce decisions to attract, retain, and motivate talented employees.
ABOUT MERCER

Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth and career needs of a changing workforce. Mercer’s more than 23,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), the leading global professional services firm in the areas of risk, strategy and people. With nearly 65,000 colleagues and annual revenue over $14 billion, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment. Marsh & McLennan Companies is also the parent company of Marsh, which advises individual and commercial clients of all sizes on insurance broking and innovative risk management solutions; Guy Carpenter, which develops advanced risk, reinsurance and capital strategies that help clients grow profitably and pursue emerging opportunities; and Oliver Wyman, which serves as a critical strategic, economic and brand advisor to private sector and governmental clients. For more information, visit www.mercer.com. Follow Mercer on Twitter @Mercer.
For further information, please contact your local Mercer office or visit our website at www.imercer.com.