

MERCER SELECT  
INTELLIGENCE<sup>SM</sup>

2018

# VACATION AND OTHER LEAVE INDUSTRY SCORECARD

SAMPLE

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## 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



Vacation and Other Leave Around the World



Vacation and Other Leave Industry Scorecard



Worldwide Benefit & Employment Guidelines

## WORKFORCE & CAREERS



Global Compensation Planning Report



Global Compensation Planning Report 20 Year Look Back



Global Pay Summary



International Geographic Salary Differentials



Short-Term Incentives Around the World



Total Employment Costs Around the World



Workforce Turnover Around the World

## HANDBOOKS & GUIDES



Compensation Handbook



Global Mobility Handbook



HR Atlas Asia Pacific



HR Atlas Latin America



HR Guide to Doing Business



HR Management Terms

# INTRODUCTION

Paid vacation leave is far from a luxury. In the modern employment landscape, this particular benefit is an absolutely integral part of most companies' workforce management strategy. 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. Indeed, employees that spend time away from the office are often more engaged with their work, more collaborative, and more likely to contribute to a positive workplace for all.

However, creating and instituting a successful annual leave program is about more than deciding on a number of days. For instance, any corporation with a multinational footprint must consider how local regulations and statutes dictate the number of days for any given type of leave, and some organizations are compelled to ask whether they might be better served by offering employees an unlimited number of paid leave days. As the push for top talent in the tech and start-up sectors spawns revolutionary new approaches to vacation policies, HR managers around the world must determine how these new solutions fit into their own organization's employee value proposition.

## CREATING A WIN-WIN THAT ACTUALLY WORKS

As with other employee benefit areas, leave programs should be a win for both the employer and employees. A scenario in which employees are overworked is just as detrimental to an organization as the one in which managers are left shorthanded. Though the solution may seem as simple as arriving at the right number of days, today's HR managers must create policies that work in practice. This means that instead of deciding to offer an employee sabbatical program, they must create policies that enable employees to actually take a sabbatical and return to work effectively. At the end of the day, leave programs — vacation, sick leave, sabbaticals, volunteer leave, and so on — should allow employees to refuel, deal with personal issues that encroach on everyday life, and remain engaged while at work.

## INTRODUCTION

### REPORT STRUCTURE

The 2018 **Vacation and Other Leave Industry Scorecard** allows you to assess your own company's annual leave policy and compare it to the market standard for 10 global industries. Identify the specific components of your policy that lag behind or exceed those offered by your direct competitors, and learn the standard practices of industry leaders around the world.

The report includes the following sections:

### INDUSTRY SCORECARD

This section provides 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.

### SCORECARD QUADRANTS

This section provides additional detail on the scores and rankings of each industry by evaluating questions in the following quadrants:

- ▶ Policy Elements
- ▶ Annual Leave Days
- ▶ Holidays
- ▶ Miscellaneous Leave Days

### PREVALENCE RESULTS

This section provides the general prevalence data for each industry to allow readers to understand which practices are most common for their industry. Results in this section are grouped by industry:

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

### ABOUT THIS REPORT

This section delineates the methods of data-gathering and cleaning used for the report and lists key definitions.

- ▶ **Methodology** includes data sources used to compile this report, currency conversion rates, and other details on calculations and assumptions.
- ▶ **Glossary** provides definitions for many of the terms used throughout this report, as well as other HR-related terms.

# INTRODUCTION

## READING THIS REPORT

The following pages provide tips and guidelines to help navigate the report content.

### WHAT'S MY COMPANY SCORE?

In this section of the report, you can calculate your company score and see how you compare to your industry and other industries.

### POLICY ELEMENTS

1. ARE EMPLOYEES ALLOWED TO CARRY OVER UNUSED ANNUAL LEAVE DAYS FROM ONE YEAR TO THE NEXT? CHOOSE **ONE** OPTION.

YES                      NO (PLEASE SKIP TO QUESTION 2)

Answer each question based on your company's policy.

1a. WHICH TYPES OF LEAVE DAYS MAY BE CARRIED OVER FROM ONE YEAR TO THE NEXT? CHOOSE **ALL** THAT APPLY.

VACATION                      PERSONAL                      SICK

1c. IS THERE A MAXIMUM LIMIT ON THE NUMBER OF DAYS THAT MAY BE CARRIED OVER? CHOOSE **ONE** OPTION FOR EACH TYPE OF LEAVE THAT IS APPLICABLE.

1b. WHAT IS THE CUTOFF DATE FOR USING DAYS CARRIED OVER FROM THE PREVIOUS YEAR? CHOOSE **ONE** OPTION FOR EACH TYPE OF LEAVE THAT IS APPLICABLE.

TYPE OF LEAVE	YES	NO
VACATION		
PERSONAL		
SICK		

TYPE OF LEAVE	1 YEAR OR LESS	NO TIME LIMIT
VACATION		
PERSONAL		
SICK		

Some questions will allow multiple responses, some will allow only one.

Your total score for each question will sum automatically. A summary of all scores will then display on page 28, along with a summary of each industry's scores.

# INTRODUCTION

## POLICY ELEMENTS

Content relating to **Policy Elements** is shaded in green.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	OTHER NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

This page indicates the ranking of each industry within each quadrant. These rankings may differ for each quadrant and when compared to the overall rankings.

## ANNUAL LEAVE DAYS

All content relating to the **Annual Leave Days** quadrant is pink.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	OTHER NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

## HOLIDAYS

All content relating to the **Holidays** quadrant is yellow.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	OTHER NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

See the **Glossary in About This Report** for a list of sub-industries included in each industry.

## MISCELLANEOUS LEAVE DAYS

All content relating to the **Miscellaneous Leave Days** quadrant is purple.

RANK	INDUSTRY	SCORE
1	BANKING/FINANCIAL SERVICES/INSURANCE	300
2	CONSUMER GOODS	300
3	ENERGY	300
4	HEALTHCARE	300
5	HIGH TECH	300
6	LIFE SCIENCES	300
7	MANUFACTURING	300
8	OTHER NONMANUFACTURING	300
9	RETAIL & WHOLESALE	300
10	SERVICES (NONFINANCIAL)	300

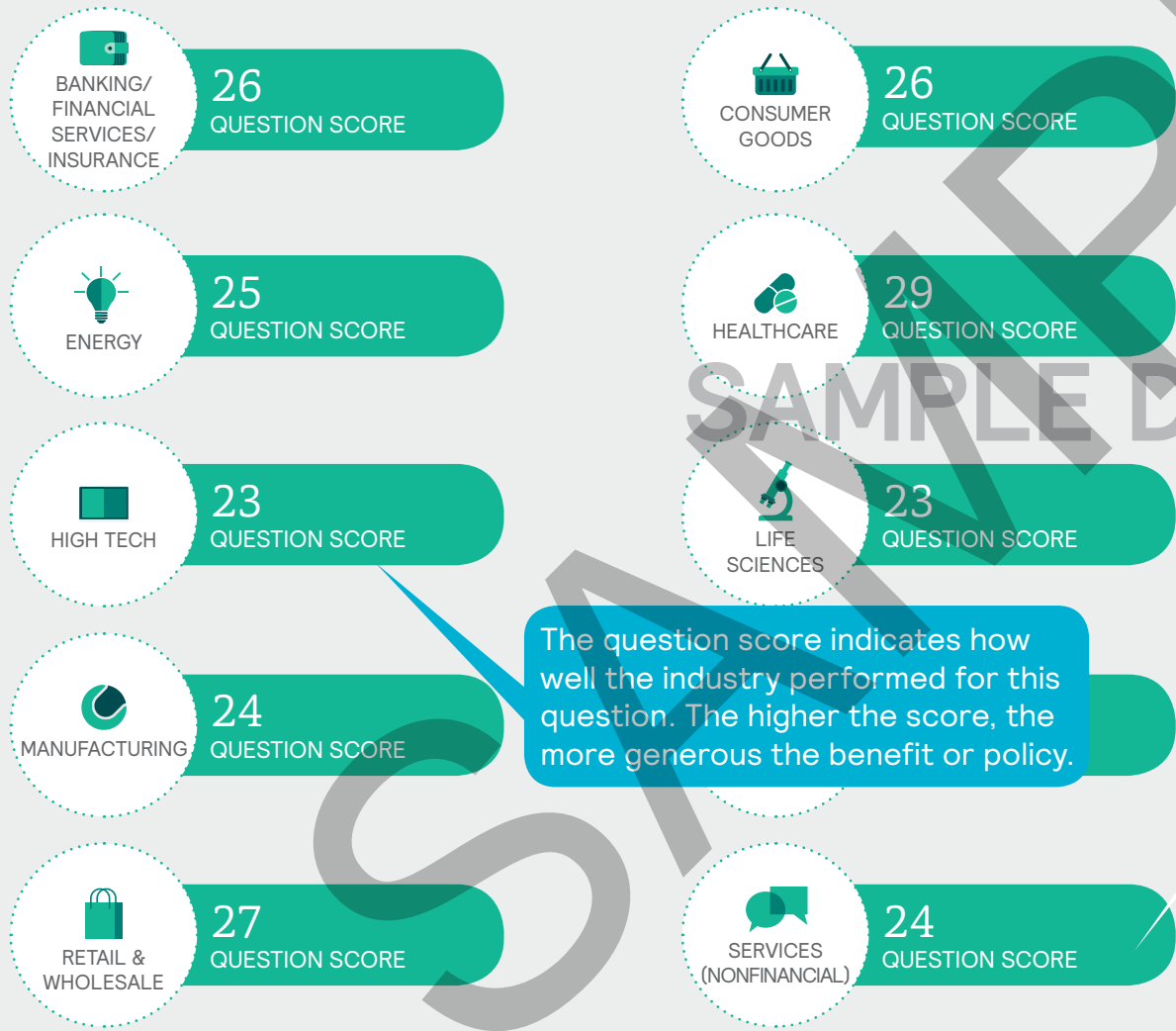
# INTRODUCTION

## SCORECARD QUADRANTS

### POLICY ELEMENTS

The Scorecard Quadrant section shows the individual questions that make up each quadrant.

#### WHICH TYPES OF ANNUAL LEAVE DAYS MAY BE CARRIED OVER?



The question score indicates how well the industry performed for this question. The higher the score, the more generous the benefit or policy.

## FACTORS MEASURED

- ▶ Vacation
- ▶ Personal
- ▶ Sick

The "Factors Measured" are similar to the response options in the What's My Company Score? quiz.

See **Methodology in About This Report** for details on how these scores are calculated.

## OUR ASSUMPTIONS

It may not be necessary to allow the carry over of all types of leave days. Our analysis places a higher importance on carrying over vacation days.



# INTRODUCTION

## PREVALENCE RESULTS

### INDUSTRY

A set of pages for each industry is provided to indicate the global practices by industry.

## ANNUAL LEAVE POLICIES

### WHAT TYPE OF ANNUAL LEAVE POLICY DO COMPANIES HAVE?

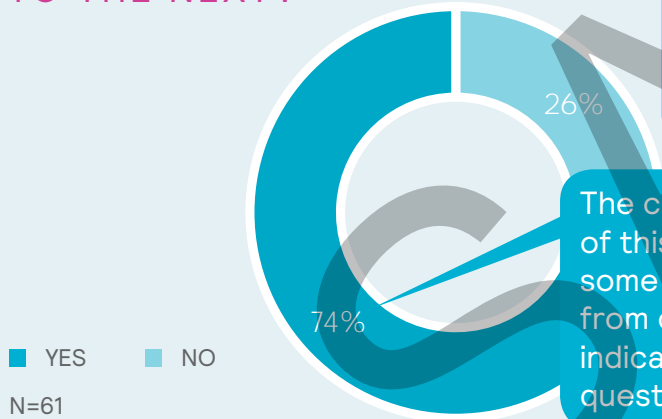


N=60

This figure indicates the percentage of companies with a global leave policy.

### CARRYING OVER ANNUAL LEAVE DAYS

#### ARE EMPLOYEES ALLOWED TO CARRY OVER UNUSED ANNUAL LEAVE DAYS FROM ONE YEAR TO THE NEXT?



■ YES ■ NO  
N=61

Some questions allowed more than one response; this is noted below applicable graphics.

The content to the right of this graphic provides some additional detail from companies that indicated "Yes" for this question.

### WHICH TYPES OF ANNUAL LEAVE DAYS MAY BE CARRIED OVER?



Note: More than one response was permitted; percentages may sum more than 100%.

# INTRODUCTION

## INDUSTRY

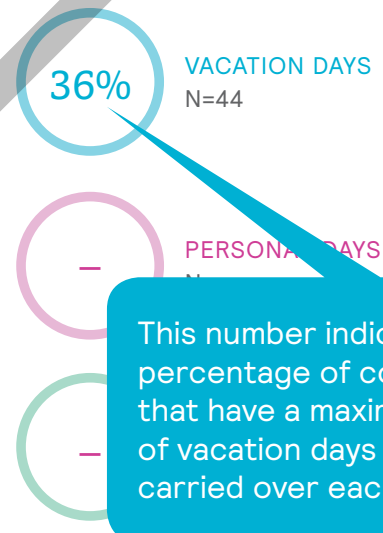
WHAT IS THE CUTOFF DATE FOR USING DAYS CARRIED OVER FROM THE PREVIOUS YEAR?

	VACATION DAYS	PERSONAL DAYS	SICK DAYS
END OF JANUARY	0%	-	-
END OF FEBRUARY	0%	-	-
END OF MARCH	0%	-	-
END OF APRIL	7%	-	-
END OF MAY	0%	-	-
END OF JUNE	2%	-	-
END OF JULY	0%	-	-
END OF AUGUST	0%	-	-
END OF SEPTEMBER	14%	-	-
END OF OCTOBER	2%	-	-
END OF NOVEMBER	0%	-	-
END OF DECEMBER	23%	-	-
NO TIME LIMIT	52%	-	-
N=	44	-	-

Vacation days are shaded blue, personal days are shaded pink, and sick days are shaded green.

This is the average number of vacation days that may be carried over from one year to the next.

IS THERE A MAXIMUM LIMIT ON THE NUMBER OF DAYS THAT MAY BE CARRIED OVER?



This number indicates the percentage of companies that have a maximum number of vacation days that may be carried over each year.

Note: Percentage represents the companies that indicated "Yes."

WHAT IS THE MAXIMUM NUMBER OF DAYS (E.G., 15 DAYS) THAT MAY BE CARRIED OVER ANNUALLY?



Note: Number of days is an average.

A dash indicates insufficient data to report a statistic. This is often because a type of leave or policy is not common for this industry.

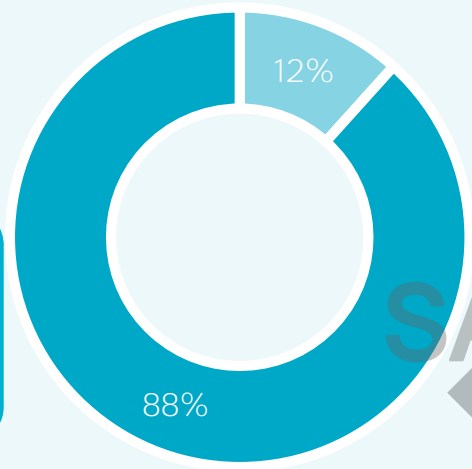
# INTRODUCTION

## INDUSTRY

### VACATION DAYS

Each industry includes several pages that provide details specific to vacation days.

#### DO COMPANIES PROVIDE PAID VACATION LEAVE TO EMPLOYEES?



This legend indicates what the colors in the graph mean.

■ YES ■ NO  
N=60

#### DO COMPANIES RECOGNIZE WITH OTHER ORGANIZATIONS DETERMINING VACATION POLICY FOR NEW HIRES?

The shaded bar, along with the percentage, indicate the portion of companies that selected each answer.



#### DO COMPANIES PROVIDE LEAVE IN ADVANCE OF ACCRUING VACATION?



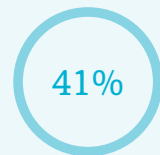
YES, FOR THE MAJORITY OF EMPLOYEES



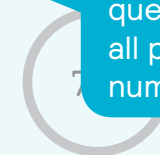
YES, FOR SENIOR POSITIONS ONLY



YES, ON A CASE-BY-CASE BASIS



NO



POLICY DOES NOT ADDRESS

N=41

The N= denotes the sample size, or number of companies that responded to the question. Not all questions applied to all participants, so this number varies throughout.

# INTRODUCTION

## INDUSTRY

The statistic reported may be noted below the table; in this instance, the average accrual rate is provided.

This table provides the average number of vacation days for the years of service and career level.

### HOW MANY VACATION DAYS DOES A NEWLY HIRED EMPLOYEE ACCRUE ON A MONTHLY BASIS?

	EXECUTIVE	MANAGEMENT	PROFESSIONAL	PARA-PROFESSIONAL
MONTHLY ACCRUAL RATE UPON HIRE	1.7	1.5	1.4	1.3
N=	43	35	44	41

Note: Accrual rate is an average.

### HOW MANY PAID VACATION DAYS ARE PROVIDED FOR EACH OF THE YEARS OF SERVICE LISTED BELOW?

	EXECUTIVE	MANAGEMENT	PROFESSIONAL	PARA-PROFESSIONAL
AFTER 1 YEAR	20	18	17	16
AFTER 5 YEARS	23	22	21	21
AFTER 10 YEARS	28	27	27	27
AFTER 15 YEARS	29	28	28	28
AFTER 20 YEARS	33	32	32	32
AFTER 25 YEARS	33	32	32	32
AFTER 30 YEARS	33	33	32	32
N=	41	40	41	38

Note: Number of days per year of service is an average.

N= indicates the sample size for each column of data. This number may be different for each individual category.

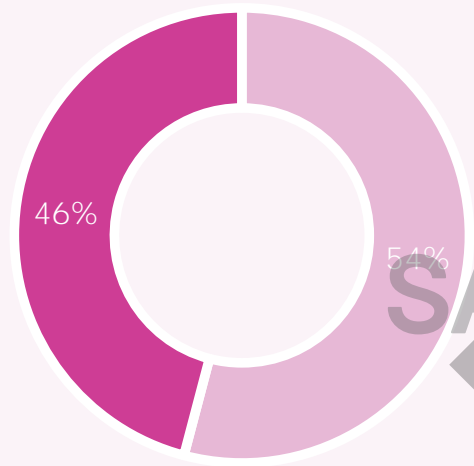
# INTRODUCTION

## INDUSTRY

### PERSONAL DAYS

In this section, content related to personal days is shaded in pink.

#### DO COMPANIES PROVIDE PERSONAL LEAVE (PAID OR UNPAID) TO EMPLOYEES?



■ YES ■ NO  
N=61

#### HOW MANY PERSONAL DAYS ANNUALLY?

This column provides the average number of days, and the column to the right provides the sample size.

	AVERAGE NUMBER OF DAYS	N=
PAID LEAVE DAYS	5	10
UNPAID LEAVE DAYS	19	6

Personal leave may be provided as paid or unpaid leave. This table indicates the average number of paid or unpaid days provided to employees.

The number of companies that provide paid and unpaid leave varies.

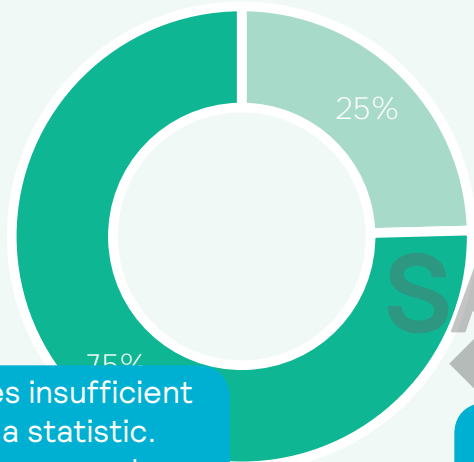
# INTRODUCTION

## INDUSTRY

### SICK LEAVE

In this section, content related to sick days is shaded in green.

#### DO COMPANIES PROVIDE SICK LEAVE (PAID OR UNPAID) TO EMPLOYEES?



A dash indicates insufficient data to report a statistic. This is often because a type of leave or policy is not common for this industry.

#### HOW MANY SICK DAYS ARE PROVIDED ANNUALLY?

This column provides the average number of days and the column to the right provides the sample size.

	AVERAGE NUMBER OF DAYS	N=
FULLY PAID LEAVE DAYS	38	16
PARTIALLY PAID LEAVE DAYS	-	-
UNPAID LEAVE DAYS	-	-

#### DO COMPANIES REQUIRE EMPLOYEES TO PRODUCE A MEDICAL CERTIFICATE WHEN USING THEIR SICK LEAVE ENTITLEMENT?



#### AFTER HOW MANY SICK DAYS IS A MEDICAL CERTIFICATE REQUIRED?



Note: Number of days is an average.

The statistic reported may be noted below the graphic; in this instance, the average number of sick days is provided.

# INTRODUCTION

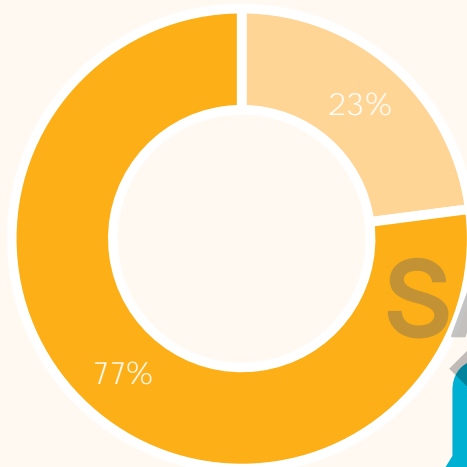
## INDUSTRY

### HOLIDAYS

In this section, content related to holidays is shaded in yellow.

"Fixed" holidays are sometimes referred to as public, federal, or statutory holidays.

### DO COMPANIES PROVIDE "FIXED" HOLIDAYS (PAID OR UNPAID) TO EMPLOYEES?

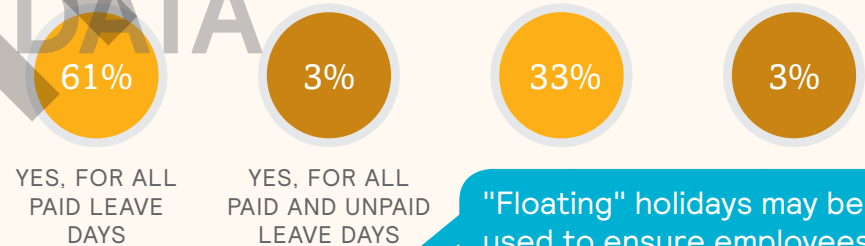


■ YES ■ NO  
N=61

### HOW MANY FIXED HOLIDAYS ARE PROVIDED ANNUALLY?

	AVERAGE NUMBER OF DAYS	N=
PAID LEAVE DAYS	11	30
UNPAID LEAVE DAYS	-	-

### ARE COMPANIES CLOSED FOR BUSINESS ON ALL FIXED HOLIDAYS?



N=36

This page is divided into two different types of holidays – fixed and floating holidays.

"Floating" holidays may be used to ensure employees all receive the same number of holidays; for example, when one province or state provides a larger number of fixed holidays.

### DO COMPANIES PROVIDE "FLOATING" HOLIDAYS (PAID OR UNPAID) TO EMPLOYEES?



N=37

### HOW MANY FLOATING HOLIDAYS ARE PROVIDED ANNUALLY?

	AVERAGE NUMBER OF DAYS	N=
PAID LEAVE DAYS	4	6
UNPAID LEAVE DAYS	-	-

# INTRODUCTION

## INDUSTRY

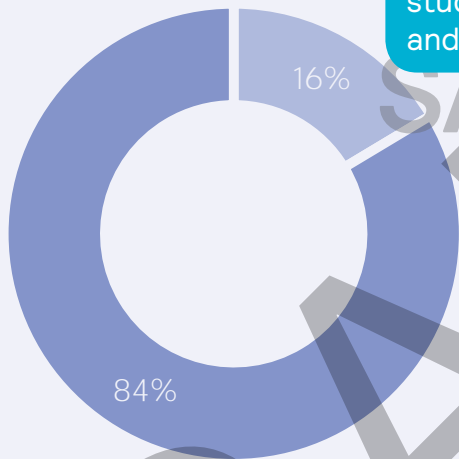
### OTHER LEAVE POLICIES

#### BEREAVEMENT LEAVE

DO COMPANIES PROVIDE BEREAVEMENT LEAVE (PAID OR UNPAID) TO EMPLOYEES WHO EXPERIENCE THE DEATH OF A FAMILY MEMBER OR CLOSE FRIEND?

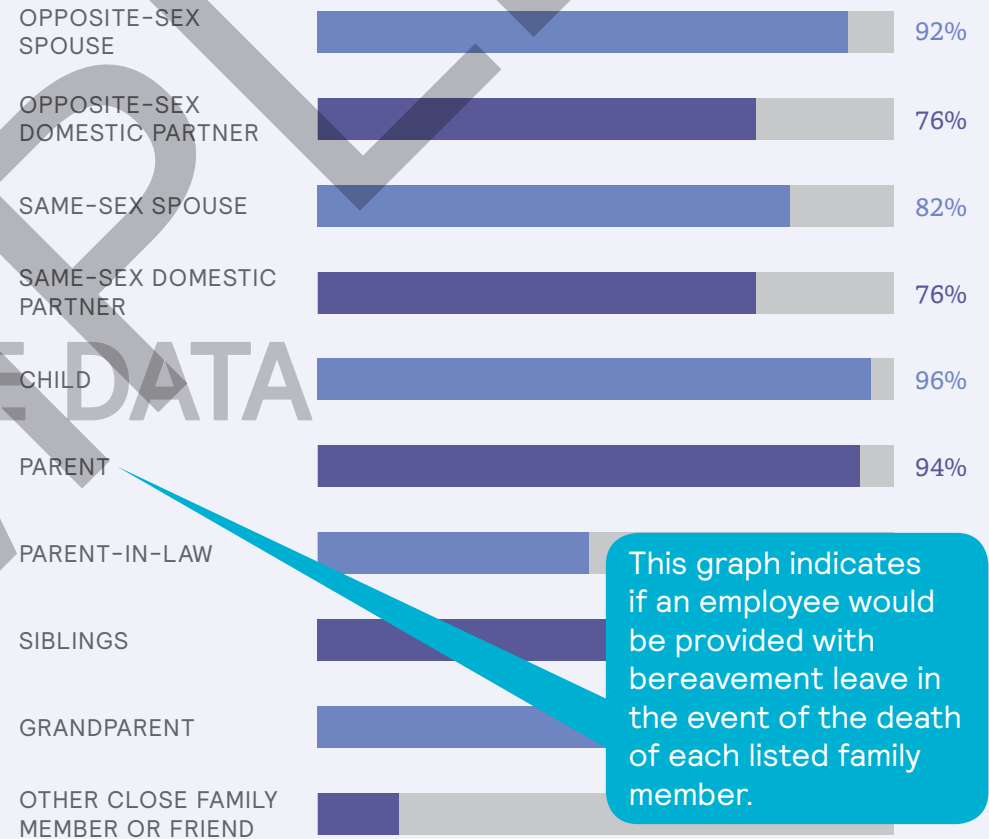
Bereavement is just one of the leaves covered in this section. You will also find information on marriage leave, volunteer leave, study/exam leave, and sabbaticals.

In this section, content related to other leave policies is shaded in purple.



■ YES ■ NO  
N=61

#### WHICH OF THE FOLLOWING FAMILY MEMBERS ARE INCLUDED IN THE BEREAVEMENT POLICY?



This graph indicates if an employee would be provided with bereavement leave in the event of the death of each listed family member.

N=51

Note: More than one response was permitted; percentages may sum more than 100%.



# ABOUT THIS REPORT

This section provides information on the methods of collecting, collating, and analyzing data for this publication. Below are notes on exceptions and exclusions in the data and a list of data sources, relevant equations, and currency conversions rates. Readers will also find a glossary of key terms.

## METHODOLOGY

Data for this publication were sourced from Mercer’s 2017 Vacation and Other Leave survey, conducted in June and July 2017. The survey collected information on annual leave policies companies offered as well as other specific aspects and terms of their program.

The scorecard analysis within this report is intended to provide an alternate viewpoint to the data and a method for comparing each industry to each other. Each industry’s set of global prevalence data was used as the foundation of the scorecard. The following steps were applied:

- ▶ A selection of 28 questions from the Vacation and Other Leave survey was identified based on their global applicability and their relevance and importance when creating a policy intended to truly benefit employees.
- ▶ These questions were categorized into four policy areas, or quadrants: policy elements, annual leave days, holidays, and miscellaneous leave days.

- ▶ A scoring system was applied to each question response option according to the value and importance of that component to an employee (or prospective employee). For example, in the question below, “no” has a value of zero as this does not add to the employee value proposition. Whereas, “yes” has a level of importance to the employee and has a score of 10 points.

### DOES YOUR COMPANY PROVIDE PERSONAL LEAVE TO EMPLOYEES?

	POINTS
YES	10
NO	0
QUESTION SCORE	MAX = 10

## ABOUT THIS REPORT

- ▶ These scores were used, along with the prevalence data of each question and answer, to calculate a question score for each industry. This means that the “no” response in the example below results in 0 points for that answer. If a high percentage of companies in a given industry indicated “no,” they would receive a low overall score for this question. For example:

	PREVALENCE	SCORE	POINTS
YES	35%	10	3.5
NO	65%	0	0
QUESTION SCORE			3.5
MAXIMUM POSSIBLE SCORE			10

- ▶ Question scores within each quadrant were summed together to identify the policy areas in which industries outperformed and under-performed.
- ▶ Industry quadrant scores were summed together to identify how industries stacked up overall.

The maximum points available for each quadrant and overall are:

QUADRANT	SCORE
POLICY ELEMENTS	170
ANNUAL LEAVE DAYS	250
HOLIDAYS	80
MISCELLANEOUS LEAVE DAYS	460
TOTAL SCORE	960

## ABOUT THIS REPORT

# TYPES OF LEAVE

### BEREAVEMENT LEAVE

This leave type is provided to an employee who suffers the loss of a family member or close friend. The number of days provided is generally based on the type of family member and there are typically no restrictions on the number of days provided per year (but rather the number of days per death/family member).

### HOLIDAYS

A “fixed” holiday refers to a holiday that falls on a specific day for which many businesses close (e.g., Christmas day). In most countries, there is a statutory requirement to provide leave on these dates.

A “floating” holiday may be used at any time of the year and is not tied to a specific date or an office closure.

### MARRIAGE LEAVE

These additional leave days are provided to an employee at the time of their marriage.

### PAID TIME-OFF POOL

A paid time-off (PTO) pool includes two or more types of leave days, such as vacation and sick days. An employee is provided with a pool of days to manage throughout the year; these days may be used for any number of reasons.

### PERSONAL DAYS

Personal days are available for employees to use as needed and may not require prior approval when they are used. They are frequently provided to allow an employee to handle unforeseen personal issues.

### SABBATICALS

An extended period of leave (usually several months or more) that is provided to an employee who wishes to take a career break (or other reason).

### SICK DAYS

Sick days are provided for an employee to use when they are unwell. For the purpose of this survey, short-term disability is not considered a part of sick leave.

### STUDY OR EXAM LEAVE

Leave that is provided to an employee who is studying or preparing to sit an exam, either as part of a company-sponsored program or noncompany sponsored program.

### VACATION DAYS

Leave that is provided for employees to use for the purposes of a vacation or holiday. Most countries have minimum statutory requirements for companies to provide their employees with a certain number of paid vacation leave days each year.

### VOLUNTEER LEAVE

This leave is provided to an employee who wishes to volunteer with a local charity or volunteer program.

## ABOUT THIS REPORT

# EMPLOYEE CAREER LEVELS

## EXECUTIVE

These senior-most employees in the organization generally include top executives and directors within the organization, or employees with managerial responsibilities at the top level of a business unit or organization. Executives focus on providing strategic vision and/or tactical/strategic direction across multiple functions or sub-functions. May also be referred to as **Senior Executive** or **Function Head**, or in the case of a sales executive **Head of Sales/Marketing**.

## MANAGEMENT

These employees with important supervisory and managerial responsibilities are usually the higher levels within a business unit or organization. Management-level employees focus on managing people and implementing policies and strategies to meet the organization's objectives. They typically report to senior managers and (other than sales) functional managers including finance, human resources, information technology.

## PROFESSIONAL

Typically refers to jobs requiring a professional or technical qualification. They are individual contributors without supervisory responsibility, but may provide coaching/mentoring to less-experienced staff. They typically hold a university degree or full-trade equivalent.

## PARA-PROFESSIONAL

Typically includes roles that are semi-skilled or unskilled with no supervisory or management responsibility. They do not require a university degree, but may require formal professional training and certification, and may be paid on an hourly or a salaried basis.

## ABOUT THIS REPORT

# INDUSTRY SUPER SECTORS

Industry data are provided by **Industry Super Sector**. The following list indicates the industries included within each super sector.

## BANKING/FINANCIAL SERVICES/ INSURANCE

- ▶ Consumer Finance & Retail Banking
- ▶ Commercial Lending
- ▶ Universal (Diversified) Banking
- ▶ Financial Services Operations
- ▶ Combination Banking/Financial Services Organizations
- ▶ Other Financial Services
- ▶ Investment
- ▶ Trust & Private Banking
- ▶ Life Insurance
- ▶ NonLife Insurance (excluding Health & Medical)
- ▶ Health & Medical Insurance
- ▶ Combination Life & NonLife Insurers
- ▶ Reinsurance

## CONSUMER GOODS

- ▶ Apparel
- ▶ Beverage & Tobacco
- ▶ Food
- ▶ Personal Care & Household Products
- ▶ Over the Counter Pharmaceutical
- ▶ Combination Consumer Goods
- ▶ Other Consumer Goods

## ENERGY

- ▶ Energy Fully Integrated and Exploration & Production
- ▶ Energy Services & Drilling
- ▶ Energy Pipeline/Midstream
- ▶ Energy Downstream
- ▶ Energy Trading
- ▶ Energy Utilities
- ▶ Alternative & Renewable Energy
- ▶ Energy Engineering, Procurement & Construction
- ▶ Other Energy
- ▶ Base Metals Mining
- ▶ Coal, Industrial & Other Materials Mining
- ▶ Gold Mining
- ▶ Precious Metals & Minerals Mining (excluding Gold)
- ▶ Diversified Mining

## HEALTHCARE

- ▶ Healthcare

## ABOUT THIS REPORT

### HIGH TECH

- ▶ High Tech (Manufactured Products & Hardware)
- ▶ High Tech (Software & Virtual Products)
- ▶ High Tech (Services)
- ▶ Combination High Tech Manufactured/Hardware & Software/Virtual Products
- ▶ Combination High Tech Manufactured/Hardware Products & Services
- ▶ Combination High Tech Software/Virtual Products & Services
- ▶ Combination All High Tech Products & Services
- ▶ Other High Tech Products or Services

### LIFE SCIENCES

- ▶ Pharmaceutical
- ▶ Medical Devices & Equipment
- ▶ Biotechnology
- ▶ Contract Organizations (Life Sciences)
- ▶ Animal Health
- ▶ Combination Life Sciences

### MANUFACTURING

- ▶ Automobile Components Manufacturing
- ▶ Automobile Manufacturing
- ▶ Chemicals Manufacturing
- ▶ Construction, Farm Machinery & Heavy Trucks Manufacturing
- ▶ Electrical Equipment Manufacturing
- ▶ Machinery Manufacturing
- ▶ Other Durable Goods Manufacturing
- ▶ Other Non-Durable Goods Manufacturing
- ▶ Other Transportation Equipment Manufacturing
- ▶ Paper & Allied Products Manufacturing
- ▶ Plastics & Rubber Products Manufacturing

### OTHER NONMANUFACTURING

- ▶ Agriculture, Forestry, Fishing & Hunting
- ▶ Construction
- ▶ Entertainment
- ▶ Hospitality
- ▶ Publishing
- ▶ Real Estate
- ▶ Research & Development
- ▶ Water, Water Utility, Sewage & Other Systems
- ▶ Combination, or Other Nonmanufacturing

### RETAIL & WHOLESALE

- ▶ Apparel, Fashion, Footwear, & Accessories Retail
- ▶ Department Stores
- ▶ Electronics, Entertainment, Communications, & Office Retail
- ▶ Grocery, Pharmacy, & General Merchandise Retail
- ▶ Convenience Retail
- ▶ Home, Hardware, Building & Garden Supply Retail
- ▶ Restaurants Specialty
- ▶ Retail Wholesale
- ▶ Distribution

### SERVICES (NONFINANCIAL)

- ▶ Business Process Outsourcing
- ▶ Business/Professional Services
- ▶ Education
- ▶ Information & Data Processing Services
- ▶ Government/Public Administration & Other Civic,
- ▶ Social Political or Religious Organizations
- ▶ Services –Other or Combination

## MERCER SELECT INTELLIGENCE<sup>SM</sup>

**Mercer Select Intelligence<sup>SM</sup>** is a global membership platform, offering HR and business professionals digital and in-person access to cutting-edge research, analysis, productivity tools, best practices, on-demand expertise, and peer networks. When it's time to shape policy and make critical people-strategy decisions, Mercer Select Intelligence will keep you ahead of the curve with actionable insights into the latest HR news and key issues, including legislative and regulatory initiatives, local and global economic indicators, and emerging trends. As your trusted resource in a rapidly changing business environment, the Mercer Select Intelligence membership will continually evolve to deliver the human capital insights that you need to succeed. Visit [select.mercer.com](https://select.mercer.com) to learn more.



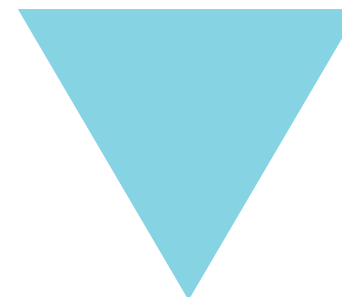
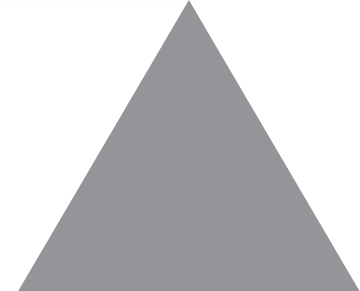
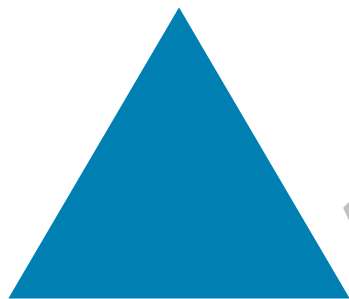
# ABOUT MERCER

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

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



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18-VACATION AND OTHER  
LEAVE INDUSTRY  
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