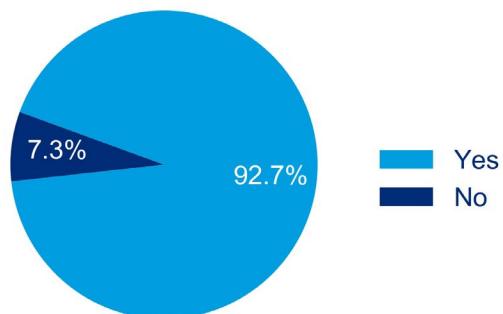


Policy and Practice Reports

1. Organization Remuneration Policies

1.1. Internal Grading/Leveling

Does your organization use an internal grading and/or leveling system?



Based on responses from 151 organizations

1.2. Employee Population

Which types of employees are there in your organization?



Based on responses from 143 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

Expatriate and local employees as an average percentage of total employee population

	Expatriates on Home-based/ International Contracts	Expatriates on Localized/ Local + Packages	Local Employees	No. of Responses:
Executives	2.3%	0.6%	97.0%	89
Management	0.1%	0.4%	99.5%	98
Professional	0.1%	0.3%	99.6%	101
Para-Professional	0.0%	0.0%	100.0%	78

Note: The total does not equal 100% due to rounding.

[Share your experience with Mercer's surveys.](#)

1.3. Hiring Intentions

What are your organization's hiring intentions for 2023?

	Percentage of Organizations
Add Staff	40.9%
Reduce Staff	4.0%
No Change	43.0%
Not Decided	12.1%

Based on responses from 149 organizations

Expected average change in headcount for 2023

	Average Change in Headcount	No. of Responses:
Increase Headcount	40%	32
Reduce Headcount	--	0

What are your organization's hiring intentions for 2024?

	Percentage of Organizations
Add Staff	36.9%
Reduce Staff	2.0%
No Change	30.2%
Not Decided	30.9%

Based on responses from 149 organizations

1.4. Staff Turnover

What was the voluntary turnover percentage in the year 2022 for each employee category, excluding contractors and volunteers?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	11.0%	16.2%	18.7%	21.2%	130
Head of Organization and Executives	0.0%	0.0%	4.1%	1.3%	33
Management - Sales	0.0%	0.0%	3.2%	7.0%	35
Management - Non-Sales	0.2%	2.5%	5.7%	9.6%	45
Professional - Sales	0.0%	3.3%	5.6%	10.8%	36
Professional - Non-Sales	5.3%	13.8%	16.0%	18.8%	48
Para-Professional - "White Collar"	0.0%	1.0%	9.1%	13.4%	37
Para-Professional - "Blue Collar"	0.0%	0.0%	4.3%	0.8%	26

Based on all responses, including zeros

[Share your experience with Mercer's surveys.](#)

What was the voluntary turnover percentage in the year 2022 for each employee category, excluding contractors and volunteers?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	11.2%	16.4%	19.1%	21.6%	127
Head of Organization and Executives	1.0%	3.0%	10.4%	5.5%	13
Management - Sales	1.2%	9.0%	7.9%	12.9%	14
Management - Non-Sales	1.3%	5.4%	7.6%	10.1%	34
Professional - Sales	3.1%	6.2%	8.3%	14.5%	24
Professional - Non-Sales	7.8%	15.0%	17.5%	19.7%	44
Para-Professional - "White Collar"	2.1%	12.5%	16.1%	24.3%	21
Para-Professional - "Blue Collar"	6.9%	23.3%	18.8%	26.3%	6

Based on non-zero responses

What was the involuntary turnover percentage in the year 2022 for each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	0.2%	1.2%	3.1%	3.7%	97
Head of Organization and Executives	0.0%	0.0%	0.3%	0.0%	31
Management - Sales	0.0%	0.0%	0.5%	0.0%	32
Management - Non-Sales	0.0%	0.0%	1.7%	0.4%	38
Professional - Sales	0.0%	0.0%	1.4%	0.6%	32
Professional - Non-Sales	0.0%	0.6%	4.1%	2.0%	45
Para-Professional - "White Collar"	0.0%	0.0%	0.8%	0.2%	35
Para-Professional - "Blue Collar"	0.0%	0.0%	0.9%	0.0%	25

Based on all responses, including zeros

What was the involuntary turnover percentage in the year 2022 for each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	0.7%	1.9%	3.9%	5.0%	78
Head of Organization and Executives	0.1%	1.8%	2.0%	4.0%	5
Management - Sales	0.8%	2.2%	3.3%	6.5%	5
Management - Non-Sales	0.2%	1.0%	4.6%	6.4%	14
Professional - Sales	0.5%	0.8%	3.4%	4.2%	13
Professional - Non-Sales	0.5%	1.0%	5.5%	2.6%	33
Para-Professional - "White Collar"	0.2%	0.9%	2.7%	4.2%	11
Para-Professional - "Blue Collar"	--	--	--	--	2

Based on non-zero responses

What was the total turnover in the year 2022, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	11.9%	17.5%	20.9%	25.0%	131
Head of Organization and Executives	0.0%	0.0%	4.4%	1.3%	33
Management - Sales	0.0%	0.0%	3.6%	6.1%	36
Management - Non-Sales	0.4%	2.6%	7.0%	9.7%	46
Professional - Sales	0.0%	4.0%	6.6%	12.4%	37
Professional - Non-Sales	4.0%	14.7%	19.1%	22.0%	50
Para-Professional - "White Collar"	0.0%	1.5%	9.7%	13.8%	38
Para-Professional - "Blue Collar"	0.0%	0.0%	5.2%	0.8%	26

Based on all responses, including zeros

What was the total turnover in the year 2022, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	12.0%	17.7%	21.5%	26.0%	127
Head of Organization and Executives	1.0%	4.4%	11.2%	7.5%	13
Management - Sales	1.7%	9.5%	9.1%	15.8%	14
Management - Non-Sales	1.4%	5.5%	9.2%	11.0%	35
Professional - Sales	3.2%	8.0%	9.8%	15.9%	25
Professional - Non-Sales	8.7%	15.8%	21.7%	22.8%	44
Para-Professional - "White Collar"	3.1%	11.8%	16.7%	24.4%	22
Para-Professional - "Blue Collar"	6.9%	23.5%	22.7%	34.5%	6

Based on non-zero responses

Average staff Voluntary turnover and Involuntary turnover rate in 2022 – For IT Product

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.
Executives & Head of Organization	6.6%	18	3.2%	17	9.6%	18
Management – Sales	5.0%	19	1.1%	18	6.1%	19
Management – Non-Sales	5.5%	21	1.0%	19	6.1%	22
Professional – Sales	8.2%	18	2.6%	17	10.7%	18
Professional – Non-Sales	15.6%	22	5.0%	20	20.4%	22
Para Professional – White Collar	9.0%	17	0.4%	16	9.3%	17
Para Professional – Blue Collar	3.5%	15	1.7%	14	5.0%	15
Overall*	19.1%	53	3.9%	40	22.1%	53

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories.

[Share your experience with Mercer's surveys.](#)

Average staff Voluntary turnover and Involuntary turnover rate in 2022 – For IT Services

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.
Executives & Head of Organization	1.2%	11	0.5%	11	2.5%	11
Management – Sales	2.5%	10	1.1%	10	3.2%	11
Management – Non-Sales	4.0%	14	4.0%	11	6.6%	15
Professional – Sales	4.4%	12	1.4%	9	5.5%	12
Professional – Non-Sales	13.3%	18	5.2%	16	17.9%	18
Para Professional – White Collar	11.0%	12	2.3%	10	12.9%	12
Para Professional – Blue Collar	5.0%	6	-	6	5.0%	6
Overall*	18.5%	47	2.7%	31	20.4%	47

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories.

Average staff Voluntary turnover and Involuntary turnover rate in 2022 – For E-Commerce

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.
Executives & Head of Organization	0.0%	3	0.0%	3	0.0%	3
Management – Sales	0.0%	3	-	3	0.0%	3
Management – Non-Sales	0.2%	3	0.0%	3	0.3%	3
Professional – Sales	0.1%	3	-	3	0.1%	3
Professional – Non-Sales	32.9%	3	3.2%	3	36.2%	3
Para Professional – White Collar	0.3%	3	0.0%	3	0.3%	3
Para Professional – Blue Collar	-	3	-	3	-	3
Overall*	36.3%	6	8.5%	4	44.8%	6

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories.

Average staff Voluntary turnover and Involuntary turnover rate in 2022 – For Captives

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.	Average (%) 2022	No. of Resp.
Executives & Head of Organization	6.1%	24	4.5%	17	8.4%	24
Management – Sales	8.7%	18	8.5%	13	12.0%	18
Management – Non-Sales	11.1%	27	6.1%	18	13.9%	27
Professional – Sales	13.2%	19	8.5%	14	17.7%	19
Professional – Non-Sales	17.8%	29	7.0%	21	22.6%	29
Para Professional – White Collar	22.1%	18	22.5%	12	31.1%	18
Para Professional – Blue Collar	-	-	-	-	-	-
Overall*	19.2%	64	8.9%	47	28.1%	64

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories.

[Share your experience with Mercer's surveys.](#)

What was the voluntary turnover in the first half of the year 2023, as a percentage of each employee category, excluding contractors and volunteers?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	3.5%	7.9%	9.2%	13.0%	97
Head of Organization and Executives	0.0%	0.0%	1.7%	0.2%	30
Management - Sales	0.0%	0.0%	2.1%	2.0%	33
Management - Non-Sales	0.0%	1.0%	3.5%	5.7%	44
Professional - Sales	0.0%	1.0%	2.9%	4.6%	33
Professional - Non-Sales	1.5%	3.0%	6.4%	6.3%	45
Para-Professional - "White Collar"	0.0%	1.4%	4.7%	7.7%	33
Para-Professional - "Blue Collar"	0.0%	0.0%	2.7%	0.0%	25

Based on all responses, including zeros

What was the voluntary turnover in the first half of the year 2023, as a percentage of each employee category, excluding contractors and volunteers?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	4.0%	8.3%	9.6%	13.0%	92
Head of Organization and Executives	0.6%	2.3%	6.2%	5.1%	8
Management - Sales	2.5%	5.0%	6.9%	9.3%	10
Management - Non-Sales	1.0%	2.4%	4.7%	7.3%	33
Professional - Sales	1.2%	4.1%	5.1%	7.7%	19
Professional - Non-Sales	2.0%	3.6%	7.2%	7.2%	40
Para-Professional - "White Collar"	3.0%	6.4%	8.2%	11.0%	19
Para-Professional - "Blue Collar"	--	18.1%	16.8%	--	4

Based on non-zero responses

What was the involuntary turnover in the first half of the year 2023, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	0.00%	0.63%	2.41%	2.00%	80
Head of Organization and Executives	0.00%	0.00%	0.49%	0.00%	28
Management - Sales	0.00%	0.00%	0.50%	0.00%	31
Management - Non-Sales	0.00%	0.00%	2.54%	0.52%	34
Professional - Sales	0.00%	0.00%	0.69%	0.22%	30
Professional - Non-Sales	0.00%	0.20%	1.78%	1.00%	39
Para-Professional - "White Collar"	0.00%	0.00%	0.51%	0.00%	32
Para-Professional - "Blue Collar"	0.00%	0.00%	0.17%	0.00%	25

Based on all responses, including zeros

What was the involuntary turnover in the first half of the year 2023, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	0.5%	1.2%	3.4%	3.0%	56
Head of Organization and Executives	--	--	4.6%	--	3
Management - Sales	0.6%	2.0%	3.1%	6.1%	5
Management - Non-Sales	0.3%	1.0%	7.2%	2.2%	12
Professional - Sales	0.3%	2.0%	2.3%	2.4%	9
Professional - Non-Sales	0.2%	0.7%	3.0%	2.0%	23
Para-Professional - "White Collar"	0.3%	0.9%	2.7%	5.0%	6
Para-Professional - "Blue Collar"	--	--	--	--	2

Based on non-zero responses

[Share your experience with Mercer's surveys.](#)

What was the total turnover in the first half of the year 2023, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	4.2%	9.1%	11.0%	15.1%	98
Head of Organization and Executives	0.0%	0.0%	2.1%	0.3%	30
Management - Sales	0.0%	0.0%	2.6%	3.0%	33
Management - Non-Sales	0.0%	1.2%	5.5%	6.5%	44
Professional - Sales	0.0%	1.2%	3.6%	5.5%	33
Professional - Non-Sales	1.9%	3.3%	7.8%	7.9%	46
Para-Professional - "White Collar"	0.0%	1.6%	5.2%	8.3%	33
Para-Professional - "Blue Collar"	0.0%	0.0%	2.9%	0.0%	25

Based on all responses, including zeros

What was the total turnover in the first half of the year 2023, as a percentage of each employee category, including redundancies?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Overall	5.1%	9.7%	11.7%	15.4%	92
Head of Organization and Executives	1.1%	3.3%	7.9%	12.8%	8
Management - Sales	3.0%	7.3%	8.4%	11.3%	10
Management - Non-Sales	1.0%	3.0%	7.3%	7.7%	33
Professional - Sales	1.8%	4.0%	5.9%	10.2%	20
Professional - Non-Sales	2.1%	4.5%	8.9%	8.8%	40
Para-Professional - "White Collar"	3.0%	7.1%	9.1%	16.7%	19
Para-Professional - "Blue Collar"	2.5%	12.1%	14.3%	27.2%	5

Based on non-zero responses

Average staff Voluntary turnover and Involuntary turnover rate in the first half-year of 2023 – For IT Product

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.
Executives & Head of Organization	0.3%	16	0.3%	15	0.5%	16
Management – Sales	3.2%	18	0.2%	17	3.3%	18
Management – Non-Sales	3.7%	20	0.1%	18	3.9%	20
Professional – Sales	3.6%	16	0.5%	14	4.0%	16
Professional – Non-Sales	6.0%	20	0.5%	17	6.4%	20
Para Professional – White Collar	5.1%	15	0.0%	15	5.1%	15
Para Professional – Blue Collar	2.0%	13	0.0%	13	2.0%	13
Overall*	8.2%	39	4.3%	34	12.5%	39

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories

Average staff Voluntary turnover and Involuntary turnover rate in the first half-year of 2023 – For IT Services

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.
Executives & Head of Organization	4.4%	9	1.3%	8	5.6%	9
Management – Sales	0.8%	8	1.5%	7	2.0%	8
Management – Non-Sales	2.9%	13	9.6%	8	8.8%	13
Professional – Sales	1.5%	8	1.4%	7	2.8%	8
Professional – Non-Sales	9.6%	14	3.4%	12	12.5%	14
Para Professional – White Collar	3.2%	9	0.0%	9	3.2%	9
Para Professional – Blue Collar	5.0%	6	-	6	5.0%	6
Overall*	11.4%	33	2.8%	24	12.2%	33

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories

[Share your experience with Mercer's surveys.](#)

Average staff Voluntary turnover and Involuntary turnover rate in the first half-year of 2023 – For E-Commerce

	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.
Executives & Head of Organization	-	2	-	2	0	2
Management – Sales	-	2	-	2	-	2
Management – Non-Sales	-	2	0	2	-	2
Professional – Sales	-	2	-	2	-	2
Professional – Non-Sales	0	2	-	2	-	2
Para Professional – White Collar	-	2	-	2	-	2
Para Professional – Blue Collar	-	2	-	2	-	2
Overall*	2.3%	3	-	2	3.3%	3

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories

Average staff Voluntary turnover and Involuntary turnover rate in the first half-year of 2023 – For Captives

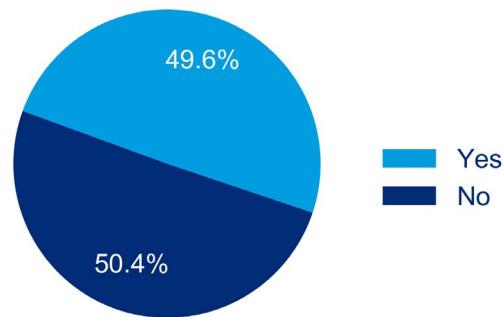
	Voluntary turnover		Involuntary turnover		Total	
	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.	Average (%) 2023	No. of Resp.
Executives & Head of Organization	5.2%	8	3.1%	7	7.9%	8
Management – Sales	0.4%	7	1.0%	6	1.3%	7
Management – Non-Sales	5.4%	10	1.3%	8	6.4%	10
Professional – Sales	1.8%	7	1.2%	6	2.8%	7
Professional – Non-Sales	7.2%	12	3.9%	9	10.1%	12
Para Professional – White Collar	8.9%	9	1.3%	7	9.9%	9
Para Professional – Blue Collar	-	-	-	-	-	-
Overall*	12.7%	35	5.1%	28	17.8%	35

*Analysis is based on companies that provided information on overall voluntary turnover or involuntary turnover and is not a calculation based on the different employee categories

[Share your experience with Mercer's surveys.](#)

1.5. Hot Jobs

Does your organization have difficulty hiring or retaining employees in certain roles?



Based on responses from 123 organizations

From which job family are the roles your organization need to hire this year to achieve your organization's business goals?

Job Family	Career Stream	No. of Responses:
Engineering & Science	Professional	14
IT, Telecom & Internet	Professional	13
Engineering & Science	All levels	5
Sales, Marketing & Product Management	Professional	5
IT, Telecom & Internet	All levels	4

Based on responses from 53 organizations

Note: Only the most prevalent choices are shown.

From which job family are the roles most difficult to fill in your organization?

Job Family	Career Stream	No. of Responses:
IT, Telecom & Internet	Professional	25
Engineering & Science	Professional	12
Sales, Marketing & Product Management	Professional	8
Data Analytics/Warehousing, & Business Intelligence	Professional	7
Project/Program Management	Professional	5

Based on responses from 45 organizations

Note: Only the most prevalent choices are shown.

[Share your experience with Mercer's surveys.](#)

From which job family are the roles most difficult to retain in your organization?

Job Family	Career Stream	No. of Responses:
IT, Telecom & Internet	Professional	26
Engineering & Science	Professional	12
Sales, Marketing & Product Management	Professional	8
Project/Program Management	Professional	4
Data Analytics/Warehousing, & Business Intelligence	Professional	4

Based on responses from 39 organizations

Note: Only the most prevalent choices are shown.

2. Compensation Policies and Allowances

2.1. Salary Review Policy

How often during a year does your organization conduct formal salary reviews?

	Percentage of Organizations
Once a Year	90.3%
Twice a Year	8.4%
Three or More Times a Year	1.3%
Undetermined	0.0%

Based on responses from 155 organizations

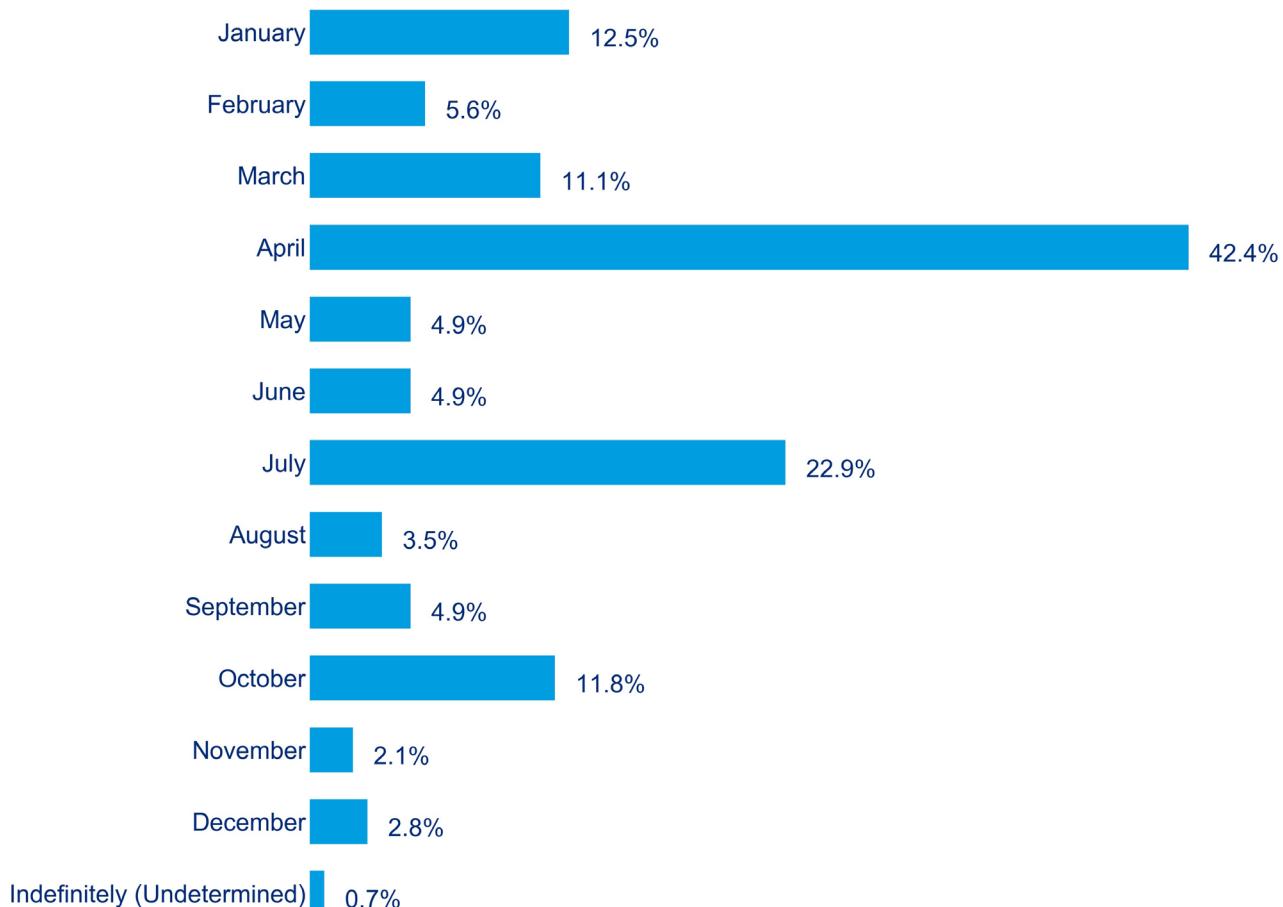
When do the salary reviews take place?

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Indefinitely (Undetermined)	No. of Responses:
Head of Organization	16.5%	11.5%	17.3%	30.9%	7.2%	5.8%	14.4%	2.2%	5.0%	10.1%	2.2%	2.2%	1.4%	139
Executives	18.1%	11.8%	17.4%	30.6%	7.6%	6.9%	16.0%	3.5%	5.6%	10.4%	2.8%	2.8%	1.4%	144
Management - Sales	17.8%	11.6%	17.1%	30.8%	7.5%	8.2%	15.8%	3.4%	5.5%	9.6%	2.7%	2.7%	1.4%	146
Management - Non-Sales	16.9%	11.5%	17.6%	30.4%	7.4%	7.4%	16.9%	3.4%	6.1%	9.5%	2.7%	3.4%	0.0%	148
Professional - Sales	18.2%	11.9%	17.5%	31.5%	7.7%	7.7%	15.4%	2.8%	5.6%	9.8%	2.8%	2.8%	1.4%	143
Professional - Non-Sales	17.0%	11.6%	17.7%	31.3%	7.5%	7.5%	15.6%	3.4%	6.1%	9.5%	2.7%	3.4%	0.0%	147
Para-Professional - "White Collar"	17.3%	11.5%	18.0%	30.9%	6.5%	5.0%	15.8%	2.9%	5.8%	9.4%	2.2%	2.2%	0.0%	139
Para-Professional - "Blue Collar"	18.8%	12.5%	18.0%	28.9%	6.2%	4.7%	14.8%	2.3%	5.5%	9.4%	2.3%	1.6%	3.1%	128

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

[Share your experience with Mercer's surveys.](#)

What is the effective month(s) of your salary review?



Based on responses from 144 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What are the actual salary increases for 2022?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Payroll Budget Increase Percentage (Merit Salary Increase Only)	9.0%	10.0%	10.5%	11.0%	93
Payroll Budget Increase Percentage (Promotion Only)	1.0%	2.2%	6.6%	10.0%	55
Payroll Budget Increase Percentage (Market Adjustment Only)	1.0%	2.1%	4.5%	8.8%	34
Overall Payroll Budget Increase Percentage	9.1%	11.0%	11.8%	12.9%	80
Overall Salary Reduction %	--	--	--	--	0

There were no organizations stating salary freezes or decreases.

[Share your experience with Mercer's surveys.](#)

Payroll Budget increase % awarded for 2022 (actual)- For IT Product

IT Product	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % –Excluding Salary Freeze*	8.7%	10.0%	10.0%	11.0%	33
Overall Merit increase % –Including Salary Freeze*	8.7%	10.0%	10.0%	11.0%	33
Overall for Promotion	1.0%	2.0%	5.0%	3.0%	26
Overall for Market Adjustment	0.9%	2.0%	4.0%	7.4%	13
Total Increase	9.0%	11.0%	12.0%	13.0%	35

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll Budget increase % awarded for 2022 (actual)- For IT Services

IT Services	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	8.4%	9.7%	9.8%	10.3%	22
Overall Merit increase % – Including Salary Freeze*	8.4%	9.7%	9.8%	10.3%	22
Overall for Promotion	1.0%	9.2%	11.3%	11.0%	11
Overall for Market Adjustment	2.7%	3.0%	5.0%	8.3%	8
Total Increase	9.4%	10.7%	11.7%	12.0%	19

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll Budget increase % awarded for 2022 (actual)- For E-Commerce

E-Commerce	25th Percentile	Median	Average	75th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	-	8.5%	8.4%	-	4
Overall Merit increase % – Including Salary Freeze*	-	8.5%	8.4%	-	4
Overall for Promotion	-	-	5.6%	-	3
Overall for Market Adjustment	-	-	-	-	2
Total Increase	6.8%	12.0%	11.6%	14.1%	14

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll Budget increase % awarded for 2022 (actual)- For Captives

Captives	25th Percentile	Median	Average	75th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	7.0%	8.6%	8.2%	9.5%	6
Overall Merit increase % – Including Salary Freeze*	7.0%	8.6%	8.2%	9.5%	6
Overall for Promotion	-	2.3%	3.6%	-	4
Overall for Market Adjustment	-	5.4%	5.2%	-	4
Total Increase	-	10.4%	11.2%	-	4

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

What are the actual/budgeted salary increases for 2023?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Payroll Budget Increase Percentage (Merit Salary Increase Only)	8.1%	9.5%	9.2%	10.0%	84
Payroll Budget Increase Percentage (Promotion Only)	1.0%	1.8%	5.7%	9.8%	54
Payroll Budget Increase Percentage (Market Adjustment Only)	1.0%	2.0%	4.9%	8.4%	33
Overall Payroll Budget Increase Percentage	8.9%	10.0%	11.0%	12.6%	78
Overall Salary Reduction %	--	--	--	--	0

There were no organizations stating salary freezes or decreases.

Payroll budget increase % awarded/budgeted for 2023 - For IT Product

IT Product	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	8.0%	9.0%	9.0%	10.0%	29
Overall Merit increase % – Including Salary Freeze*	8.0%	9.0%	9.0%	10.0%	29
Overall for Promotion	0.8%	1.2%	4.5%	3.0%	24
Overall for Market Adjustment	1.1%	1.8%	4.1%	8.2%	13
Total Increase	8.2%	9.4%	8.9%	10.0%	25

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll budget increase % awarded/budgeted for 2023 - For IT Services

IT Services	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	6.0%	8.0%	8.0%	9.9%	24
Overall Merit increase % – Including Salary Freeze*	6.0%	8.0%	8.0%	9.9%	24
Overall for Promotion	1.3%	5.0%	6.7%	10.0%	13
Overall for Market Adjustment	1.4%	2.0%	4.4%	7.5%	10
Total Increase	7.0%	8.0%	8.3%	10.0%	22

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

[Share your experience with Mercer's surveys.](#)

Payroll budget increase % awarded/budgeted for 2023 - For E-Commerce

E-Commerce	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	-	-	7.0%-	-	3
Overall Merit increase % – Including Salary Freeze*	-	-	7.0%-	-	3
Overall for Promotion	-	-	-	-	2
Overall for Market Adjustment	-	-	-	-	1
Total Increase	7.8%	10.5%	11.5%	13.5%	10

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll budget increase % awarded/budgeted for 2023 - For Captives

Captives	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	7.5%	8.9%	9.3%	10.0%	75
Overall Merit increase % – Including Salary Freeze*	7.5%	8.9%	9.3%	10.0%	75
Overall for Promotion	1.0%	1.8%	1.1%	2.0%	21
Overall for Market Adjustment	1.0%	2.3%	1.1%	3.3%	14
Total Increase	8.2%	9.4%	9.5%	10.4%	75

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

What are the forecasted salary increases for 2024?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Payroll Budget Increase Percentage (Merit Salary Increase Only)	9.0%	9.8%	9.2%	10.0%	57
Payroll Budget Increase Percentage (Promotion Only)	1.0%	1.2%	5.9%	10.0%	39
Payroll Budget Increase Percentage (Market Adjustment Only)	1.0%	1.5%	4.3%	8.4%	28
Overall Payroll Budget Increase Percentage	9.8%	10.0%	11.3%	11.5%	59
Overall Salary Reduction %	--	--	--	--	0

Based on non-zero responses

[Share your experience with Mercer's surveys.](#)

Payroll budget increase % forecast for 2024 - For IT Product

IT Product	25th Percentile	Median	Average	75th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	8.0%	8.7%	8.0%	9.2%	14
Overall Merit increase % – Including Salary Freeze*	8.0%	8.7%	8.0%	9.2%	14
Overall for Promotion	0.9%	1.1%	5.1%	8.0%	18
Overall for Market Adjustment	0.9%	1.5%	3.7%	8.1%	12
Total Increase	8.4%	9.0%	8.8%	10.0%	21

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll budget increase % forecast for 2024 - For IT Services

IT Services	25th Percentile	Median	Average	75th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	5.0%	7.0%	7.0%	9.1%	8
Overall Merit increase % – Including Salary Freeze*	5.0%	7.0%	7.0%	9.1%	8
Overall for Promotion	1.0%	5.4%	5.5%	9.9%	9
Overall for Market Adjustment	1.5%	1.5%	3.8%	5.0%	8
Total Increase	6.5%	8.0%	7.9%	9.0%	11

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

^ Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll budget increase % forecast for 2024 - For E-Commerce

E-Commerce	25th Percentile	Median	Average	75th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*					
Overall Merit increase % – Including Salary Freeze*					
Overall for Promotion					
Overall for Market Adjustment					
Total Increase	6.8%	8.5%	9.3%	10.0%	16

[Share your experience with Mercer's surveys.](#)

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

[^] Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

Payroll budget increase % forecast for 2024 - For Captives

Captives	25 th Percentile	Median	Average	75 th Percentile	No. of Resp.
Overall Merit increase % – Excluding Salary Freeze*	8.0%	9.8%	9.5%	10.0%	63
Overall Merit increase % – Including Salary Freeze*	8.0%	9.8%	9.5%	10.0%	63
Overall for Promotion	1.0%	1.0%	2.3%	4.0%	11
Overall for Market Adjustment	1.0%	2.5%	2.8%	4.0%	7
Total Increase	9.0%	10.0%	10.0%	11.0%	63

* Analysis is based on companies that provided information on Payroll Budget increase %s and is not based on the computation from the different employee categories.

[^] Analysis is based on companies that provided overall increase for promotion and market adjustment exclusively

What are the forecasted salary movements for 2024?

	Decrease	No Change	Increase	No. of Responses:
Payroll Budget Increase Percentage (Merit Salary Increase Only)	0.0%	0.0%	100.0%	57
Payroll Budget Increase Percentage (Promotion Only)	0.0%	2.5%	97.5%	40
Payroll Budget Increase Percentage (Market Adjustment Only)	0.0%	3.4%	96.6%	29
Overall Payroll Budget Increase Percentage	0.0%	0.0%	100.0%	59

[Share your experience with Mercer's surveys.](#)

What are the actual salary increases for 2022?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	8.4%	10.0%	9.1%	11.2%	26
Executives	8.0%	10.0%	9.4%	10.3%	38
Management - Sales	8.5%	10.0%	9.9%	11.0%	43
Management - Non-Sales	8.7%	10.0%	9.9%	11.4%	53
Professional - Sales	8.5%	10.0%	10.3%	12.0%	44
Professional - Non-Sales	9.0%	10.0%	10.4%	11.0%	53
Para-Professional - "White Collar"	8.0%	9.9%	9.9%	10.6%	43
Para-Professional - "Blue Collar"	8.8%	10.0%	10.1%	11.0%	22

Based on all responses, including zeros

What are the actual salary increases for 2022?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	9.5%	10.0%	10.3%	11.9%	23
Executives	8.6%	10.0%	9.9%	10.4%	36
Management - Sales	8.8%	10.0%	10.4%	11.0%	41
Management - Non-Sales	9.0%	10.0%	10.3%	11.7%	51
Professional - Sales	8.5%	10.0%	10.3%	12.0%	44
Professional - Non-Sales	9.0%	10.0%	10.4%	11.0%	53
Para-Professional - "White Collar"	8.0%	9.9%	9.9%	10.6%	43
Para-Professional - "Blue Collar"	8.9%	10.0%	10.5%	11.0%	21

Based on non-zero responses

What are the actual salary movements for 2022?

	Decrease	No Change	Increase	No. of Responses:
Head of Organization	0.0%	11.5%	88.5%	26
Executives	0.0%	5.3%	94.7%	38
Management - Sales	0.0%	4.7%	95.3%	43
Management - Non-Sales	0.0%	3.8%	96.2%	53
Professional - Sales	0.0%	0.0%	100.0%	44
Professional - Non-Sales	0.0%	0.0%	100.0%	53
Para-Professional - "White Collar"	0.0%	0.0%	100.0%	43
Para-Professional - "Blue Collar"	0.0%	4.5%	95.5%	22

[Share your experience with Mercer's surveys.](#)

What are the actual/budgeted salary increases for 2023?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	8.6%	9.5%	9.3%	10.0%	33
Executives	8.7%	9.5%	9.5%	10.0%	46
Management - Sales	8.4%	9.5%	9.4%	10.0%	45
Management - Non-Sales	8.8%	9.5%	9.7%	10.0%	54
Professional - Sales	9.0%	9.5%	9.4%	10.0%	42
Professional - Non-Sales	8.9%	9.5%	9.6%	10.0%	53
Para-Professional - "White Collar"	8.6%	9.5%	9.4%	10.0%	45
Para-Professional - "Blue Collar"	9.0%	9.5%	9.2%	10.1%	26

Based on all responses, including zeros

What are the actual/budgeted salary increases for 2023?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	8.9%	9.5%	9.6%	10.0%	32
Executives	8.7%	9.5%	9.5%	10.0%	46
Management - Sales	8.4%	9.5%	9.4%	10.0%	45
Management - Non-Sales	8.8%	9.5%	9.7%	10.0%	54
Professional - Sales	9.0%	9.5%	9.4%	10.0%	42
Professional - Non-Sales	8.9%	9.5%	9.6%	10.0%	53
Para-Professional - "White Collar"	8.6%	9.5%	9.4%	10.0%	45
Para-Professional - "Blue Collar"	9.0%	9.5%	9.6%	10.2%	25

Based on non-zero responses

What are the actual/budgeted salary movements for 2023?

	Decrease	No Change	Increase	No. of Responses:
Head of Organization	0.0%	3.0%	97.0%	33
Executives	0.0%	0.0%	100.0%	46
Management - Sales	0.0%	0.0%	100.0%	45
Management - Non-Sales	0.0%	0.0%	100.0%	54
Professional - Sales	0.0%	0.0%	100.0%	42
Professional - Non-Sales	0.0%	0.0%	100.0%	53
Para-Professional - "White Collar"	0.0%	0.0%	100.0%	45
Para-Professional - "Blue Collar"	0.0%	3.8%	96.2%	26

[Share your experience with Mercer's surveys.](#)

What are the forecasted total salary increases for 2024?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	9.0%	10.0%	9.7%	10.1%	26
Executives	9.0%	10.0%	10.1%	10.2%	32
Management - Sales	9.0%	9.5%	9.6%	10.0%	31
Management - Non-Sales	9.0%	9.9%	9.7%	10.0%	38
Professional - Sales	9.0%	9.5%	9.7%	10.0%	30
Professional - Non-Sales	9.0%	9.9%	9.8%	10.0%	38
Para-Professional - "White Collar"	8.9%	9.7%	9.5%	10.0%	32
Para-Professional - "Blue Collar"	9.0%	9.5%	9.2%	10.0%	22

Based on all responses, including zeros

What are the forecasted total salary increases for 2024?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	9.0%	10.0%	10.1%	10.2%	25
Executives	9.0%	10.0%	10.1%	10.2%	32
Management - Sales	9.0%	9.5%	9.6%	10.0%	31
Management - Non-Sales	9.0%	9.9%	9.7%	10.0%	38
Professional - Sales	9.0%	9.5%	9.7%	10.0%	30
Professional - Non-Sales	9.0%	9.9%	9.8%	10.0%	38
Para-Professional - "White Collar"	8.9%	9.7%	9.5%	10.0%	32
Para-Professional - "Blue Collar"	9.0%	9.5%	9.6%	10.0%	21

Based on non-zero responses

What are the forecasted total salary movements for 2024?

	Decrease	No Change	Increase	No. of Responses:
Head of Organization	0.0%	3.8%	96.2%	26
Executives	0.0%	0.0%	100.0%	32
Management - Sales	0.0%	0.0%	100.0%	31
Management - Non-Sales	0.0%	0.0%	100.0%	38
Professional - Sales	0.0%	0.0%	100.0%	30
Professional - Non-Sales	0.0%	0.0%	100.0%	38
Para-Professional - "White Collar"	0.0%	0.0%	100.0%	32
Para-Professional - "Blue Collar"	0.0%	4.5%	95.5%	22

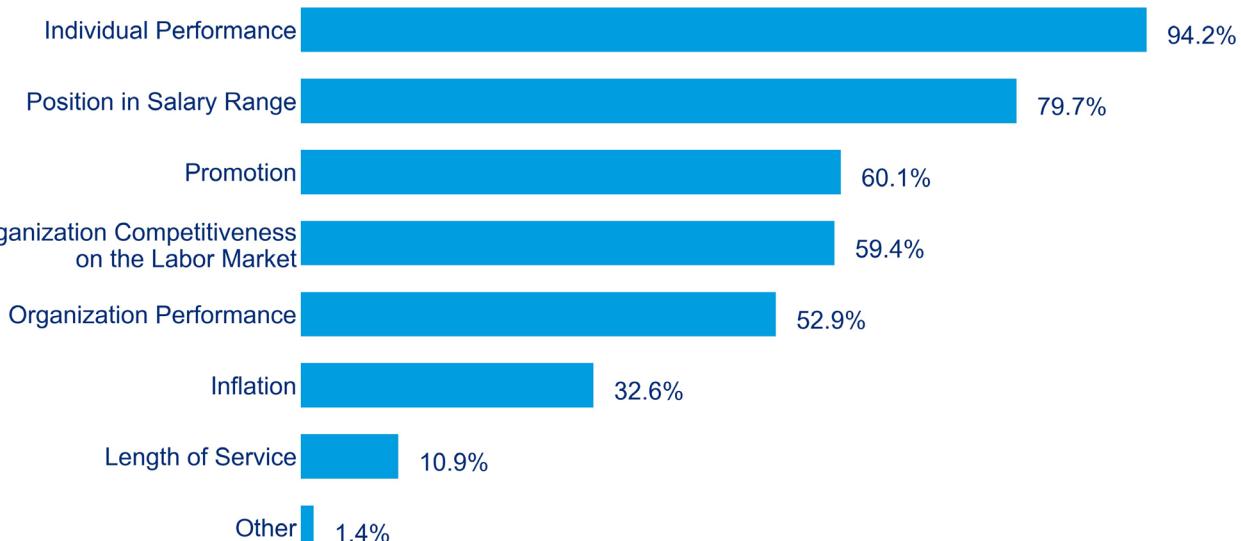
[Share your experience with Mercer's surveys.](#)

What is the average salary increase percentage for employees who are promoted?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
2022 (Actual)	10.9%	18.0%	17.1%	23.2%	57
2023 (Actual/ Budgeted)	12.0%	15.9%	15.2%	20.0%	55
2024 (Forecast)	10.0%	15.0%	14.1%	20.0%	41

Based on all responses, including zeros

What factors determine individual total salary increases?

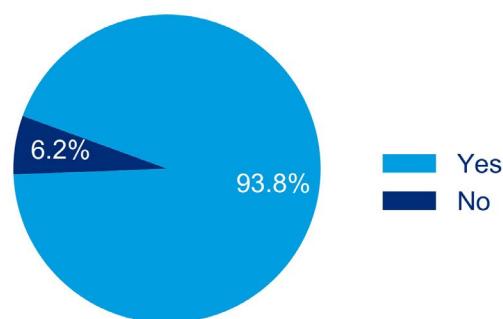


Based on responses from 138 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

2.2. Remuneration Policy

Does your organization use target market position for benchmarking pay policy?



Based on responses from 130 organizations

[Share your experience with Mercer's surveys.](#)

What is the target market for benchmarking pay policy?

	All Industries	Specific Industry	Peer Group	No. of Responses:
Head of Organization	12.1%	50.5%	37.4%	107
Executives	12.5%	49.1%	38.4%	112
Management - Sales	9.0%	52.3%	38.7%	111
Management - Non-Sales	9.3%	51.7%	39.0%	118
Professional - Sales	8.1%	52.3%	39.6%	111
Professional - Non-Sales	8.5%	51.7%	39.8%	118
Para-Professional - "White Collar"	6.5%	54.2%	39.3%	107
Para-Professional - "Blue Collar"	8.6%	54.8%	36.6%	93

What is the compensation type for benchmarking pay policy?

	Annual Base Salary (Comp1)	Annual Guaranteed Cash (Comp2)	Annual Total Cash (Comp3 Target)	Annual Total Cash (Comp3 Actual)	Annual Total Cash Plus Long-Term Incentives (Comp4 Actual)	Annual Total Remuneration (Comp5 Actual) Excluding Long-Term Incentives	Annual Total Remuneration (Comp5 Actual)	Annual Total Remuneration (Comp5 Target) Excluding Long-Term Incentives	No. of Responses:
Head of Organization	29.1%	29.1%	28.2%	1.9%	3.9%	1.0%	3.9%	2.9%	103
Executives	27.8%	30.6%	27.8%	1.9%	5.6%	0.9%	3.7%	1.9%	108
Management - Sales	22.0%	27.5%	38.5%	2.8%	1.8%	1.8%	3.7%	1.8%	109
Management - Non-Sales	32.2%	29.6%	27.0%	1.7%	1.7%	1.7%	3.5%	2.6%	115
Professional - Sales	22.0%	27.5%	38.5%	2.8%	1.8%	1.8%	3.7%	1.8%	109
Professional - Non-Sales	32.2%	29.6%	27.0%	1.7%	1.7%	1.7%	3.5%	2.6%	115
Para-Professional - "White Collar"	32.4%	30.5%	27.6%	1.9%	1.0%	1.0%	2.9%	2.9%	105
Para-Professional - "Blue Collar"	33.3%	32.3%	24.7%	2.2%	1.1%	1.1%	3.2%	2.2%	93

Note: The total does not equal 100% due to rounding.

Which percentile do organizations target as market pay levels for annual base salary (Comp1)?

	25th Percentile	Median	60th Percentile	66th Percentile	75th Percentile	90th Percentile	Other	No. of Responses:
Head of Organization	0.0%	69.2%	19.2%	0.0%	3.8%	0.0%	7.7%	26
Executives	0.0%	65.4%	19.2%	0.0%	7.7%	0.0%	7.7%	26
Management - Sales	0.0%	85.0%	10.0%	0.0%	0.0%	0.0%	5.0%	20
Management - Non-Sales	0.0%	60.6%	15.2%	3.0%	6.1%	0.0%	15.2%	33
Professional - Sales	0.0%	85.0%	10.0%	0.0%	0.0%	0.0%	5.0%	20
Professional - Non-Sales	0.0%	61.3%	16.1%	3.2%	3.2%	0.0%	16.1%	31
Para-Professional - "White Collar"	0.0%	65.5%	17.2%	0.0%	3.4%	0.0%	13.8%	29
Para-Professional - "Blue Collar"	0.0%	70.4%	14.8%	0.0%	3.7%	0.0%	11.1%	27

Note: The total does not equal 100% due to rounding.

Which percentile do organizations target as market pay levels for annual guaranteed cash (Comp2)?

	25th Percentile	Median	60th Percentile	66th Percentile	75th Percentile	90th Percentile	Other	No. of Responses:
Head of Organization	0.0%	79.3%	13.8%	3.4%	3.4%	0.0%	0.0%	29
Executives	0.0%	78.1%	12.5%	3.1%	6.2%	0.0%	0.0%	32
Management - Sales	0.0%	75.9%	13.8%	3.4%	6.9%	0.0%	0.0%	29
Management - Non-Sales	0.0%	76.5%	11.8%	2.9%	8.8%	0.0%	0.0%	34
Professional - Sales	0.0%	75.9%	13.8%	3.4%	3.4%	0.0%	3.4%	29
Professional - Non-Sales	0.0%	76.5%	11.8%	5.9%	2.9%	0.0%	2.9%	34
Para-Professional - "White Collar"	0.0%	79.3%	13.8%	3.4%	3.4%	0.0%	0.0%	29
Para-Professional - "Blue Collar"	0.0%	77.8%	14.8%	3.7%	3.7%	0.0%	0.0%	27

Note: The total does not equal 100% due to rounding.

Which percentile do organizations target as market pay levels for annual total cash (Comp3 target)?

	25th Percentile	Median	60th Percentile	66th Percentile	75th Percentile	90th Percentile	Other	No. of Responses:
Head of Organization	0.0%	70.0%	6.7%	6.7%	16.7%	0.0%	0.0%	30
Executives	0.0%	71.0%	6.5%	6.5%	16.1%	0.0%	0.0%	31
Management - Sales	0.0%	60.5%	11.6%	7.0%	14.0%	0.0%	7.0%	43
Management - Non-Sales	0.0%	68.8%	6.2%	12.5%	12.5%	0.0%	0.0%	32
Professional - Sales	0.0%	62.8%	11.6%	7.0%	11.6%	0.0%	7.0%	43
Professional - Non-Sales	0.0%	68.8%	6.2%	12.5%	12.5%	0.0%	0.0%	32
Para-Professional - "White Collar"	0.0%	69.0%	6.9%	13.8%	10.3%	0.0%	0.0%	29
Para-Professional - "Blue Collar"	0.0%	69.6%	8.7%	13.0%	8.7%	0.0%	0.0%	23

Note: The total does not equal 100% due to rounding.

Which percentile do organizations target as market pay levels for annual total remuneration (Comp5 actual)?

	25th Percentile	Median	60th Percentile	66th Percentile	75th Percentile	90th Percentile	Other	No. of Responses:
Head of Organization	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Executives	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Management - Sales	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Management - Non-Sales	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Professional - Sales	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Professional - Non-Sales	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Para-Professional - "White Collar"	--	--	--	--	--	--	--	2
Para-Professional - "Blue Collar"	--	--	--	--	--	--	--	2

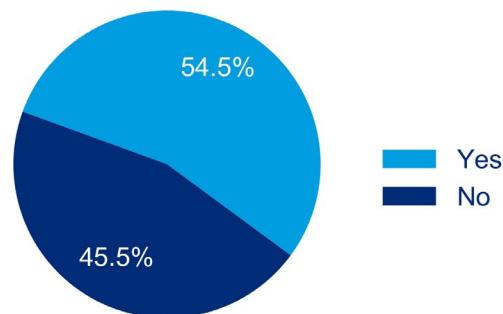
[Share your experience with Mercer's surveys.](#)

Which percentile do organizations target as market pay levels for annual total remuneration (Comp5 target) excluding long-term incentives?

	25th Percentile	Median	60th Percentile	66th Percentile	75th Percentile	90th Percentile	Other	No. of Responses:
Head of Organization	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	3
Executives	--	--	--	--	--	--	--	2
Management - Sales	--	--	--	--	--	--	--	2
Management - Non-Sales	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Professional - Sales	--	--	--	--	--	--	--	2
Professional - Non-Sales	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Para-Professional - "White Collar"	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3
Para-Professional - "Blue Collar"	--	--	--	--	--	--	--	2

2.3. Starter Salaries

Does your organization provide a starting pay scale for university graduates?



Based on responses from 99 organizations

What is the typical annual starter salary for university graduates in their first job at your organization?

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Maximum	600,000	900,000	1,068,582	1,538,500	29
Average	500,000	854,750	892,636	1,212,500	30
Minimum	392,500	610,300	675,050	802,375	26

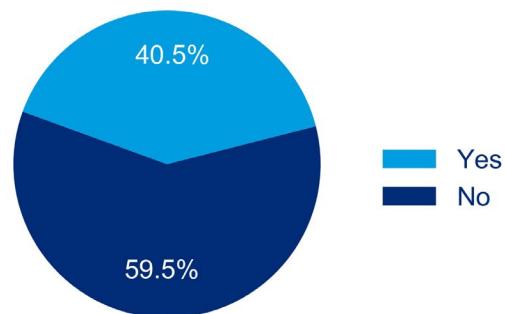
[Share your experience with Mercer's surveys.](#)

Does your organization recruit fresh graduates from local universities only, or from universities in other countries/regions as well?



Number of observations per category: Local University (48), Overseas University (23).

Does your organization offer different remuneration for different streams from the same campus?



Based on responses from 42 organizations

Engineering Graduates (BE/BTech)

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	1,088,750	1,375,000	1,384,315	1,782,038	10
Tier II	650,000	977,500	1,027,896	1,445,000	12
Tier III	432,500	575,000	666,563	950,000	8

Master (Business Administration) - Fresher's

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	1,300,000	1,780,000	1,676,000	2,000,000	5
Tier II	900,000	1,025,000	1,113,333	1,407,500	6
Tier III	600,000	700,000	740,000	900,000	5

Master (Business Administration) - Experienced

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	1,200,000	2,000,000	1,720,000	2,100,000	5
Tier II	1,200,000	1,500,000	1,600,000	2,050,000	5
Tier III	661,000	900,000	1,164,400	1,800,000	5

[Share your experience with Mercer's surveys.](#)

Master (Science)/MSc.

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Tier I	862,000	1,900,000	1,643,000	2,295,500	5
Tier II	--	787,000	833,750	--	4
Tier III	--	--	620,333	--	3

Master (Technology)/MTech

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Tier I	1,391,250	1,500,000	1,675,300	1,946,700	6
Tier II	875,000	1,365,000	1,336,686	1,600,000	7
Tier III	--	--	--	--	2

Chartered accountancy/CA

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Tier I	995,000	1,150,000	1,208,000	1,450,000	5
Tier II	860,200	900,000	817,171	1,000,000	7
Tier III	--	--	794,167	--	3

Non-engineering graduates

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Tier I	365,000	499,000	500,800	637,500	5
Tier II	300,000	499,000	520,800	752,500	5
Tier III	213,000	300,000	319,200	435,000	5

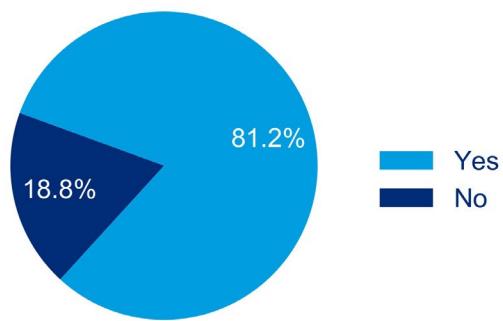
What is the percentage allocation for following components, if they are part of your organization's total salary offered in campus?

	25th Percentile	Median	Average	75th Percentile	No. of Responses:
Base salary	35.0%	41.5%	57.2%	85.8%	10
Guaranteed allowances	38.0%	40.0%	41.6%	54.0%	7
Variable bonus	8.0%	8.5%	9.0%	10.0%	8
Monetized benefits	0.0%	0.0%	1.8%	4.5%	5
Retirals	6.5%	8.0%	10.0%	14.4%	9

Based on all responses, including zeros

[Share your experience with Mercer's surveys.](#)

Does your organization offer internships to college students during the duration of their course?



Based on responses from 48 organizations

Monthly stipend for engineers?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	25,000	35,000	55,264	65,000	25
Tier II	25,000	30,000	33,896	45,000	25
Tier III	15,750	25,000	24,819	32,325	16

Monthly stipend for employees with a master's degree in business administration?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	28,750	50,000	58,229	73,900	14
Tier II	30,000	40,000	51,123	70,000	13
Tier III	23,500	30,000	27,889	30,000	9

Monthly stipend for employees with non-engineering graduates?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	20,500	27,500	30,500	42,500	8
Tier II	25,000	30,000	28,571	35,000	7
Tier III	22,000	25,000	26,000	30,000	7

Monthly stipend for other employees?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Tier I	15,000	25,000	25,000	33,750	8
Tier II	17,500	25,000	24,000	32,500	9
Tier III	15,000	25,000	23,571	30,000	7

[Share your experience with Mercer's surveys.](#)

What are the starting annual base salaries for fresh graduates with Master's and PhD degrees?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Master's degree in business administration	700,000	1,000,000	1,138,215	1,725,000	13
Master's degree in science	912,500	1,376,540	1,322,543	1,700,000	16
PhD	1,400,000	2,100,000	1,915,000	2,350,000	7

What are the starting annual base salaries for fresh university graduates?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Accounting	--	775,300	697,150	--	4
Arts and social science	--	--	518,333	--	3
Business administration	620,600	835,000	908,371	963,000	7
Chartered accountant	845,150	915,000	908,867	972,250	6
Chartered accountant (interim)	--	--	--	--	1
Chemical engineering	--	--	743,333	--	3
Civil engineering	--	--	743,333	--	3
Computer science engineering	371,500	930,000	873,905	1,309,800	13
Computer science	427,500	915,000	913,664	1,362,500	18
Electronics engineering	462,500	846,750	854,175	1,190,450	12
Law	--	--	793,333	--	3
Mechanical engineering	800,000	850,000	853,371	953,000	7
Science	--	1,025,000	1,132,000	--	4

What are the starting annual base salaries for fresh diploma holders?

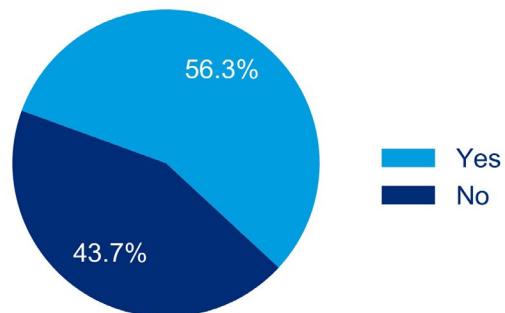
	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Accounting	--	--	--	--	0
Biomedical science	--	--	--	--	0
Biotechnology	--	--	--	--	0
Business	--	--	--	--	0
Chemical engineering	--	--	--	--	0
Chemical process technology	--	--	--	--	0
Computer science	292,000	371,564	571,113	950,000	5
Engineering	--	--	--	--	2
Mass communication	--	--	--	--	0

[Share your experience with Mercer's surveys.](#)

3. Short-term Incentives

3.1. Compensation mix

Does your organization have a compensation mix policy?



Based on responses from 158 organizations

What part of the compensation mix for the following employee groups consists of guaranteed cash?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	60.0%	65.0%	66.6%	78.8%	28
Executives	65.0%	70.0%	71.3%	80.0%	51
Management - Sales	60.0%	67.0%	66.8%	80.0%	49
Management - Non-Sales	80.0%	85.0%	82.5%	87.0%	56
Professional - Sales	60.0%	67.0%	69.1%	80.0%	47
Professional - Non-Sales	85.0%	90.0%	87.7%	92.3%	58
Para-Professional - "White Collar"	90.0%	91.0%	90.0%	95.0%	39
Para-Professional - "Blue Collar"	88.5%	90.0%	89.6%	94.5%	21

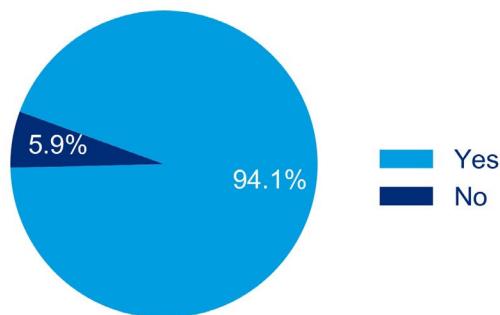
[Share your experience with Mercer's surveys.](#)

What part of the compensation mix for the following employee groups consists of variable cash?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	25.0%	35.0%	33.1%	40.0%	27
Executives	20.0%	29.0%	28.5%	34.6%	52
Management - Sales	20.0%	33.5%	33.2%	40.0%	52
Management - Non-Sales	13.0%	15.0%	17.1%	20.0%	56
Professional - Sales	20.0%	36.0%	31.8%	40.0%	47
Professional - Non-Sales	8.5%	10.0%	12.3%	15.0%	53
Para-Professional - "White Collar"	7.0%	9.0%	11.1%	10.0%	35
Para-Professional - "Blue Collar"	6.3%	10.0%	11.0%	12.3%	20

3.2. Variable bonus

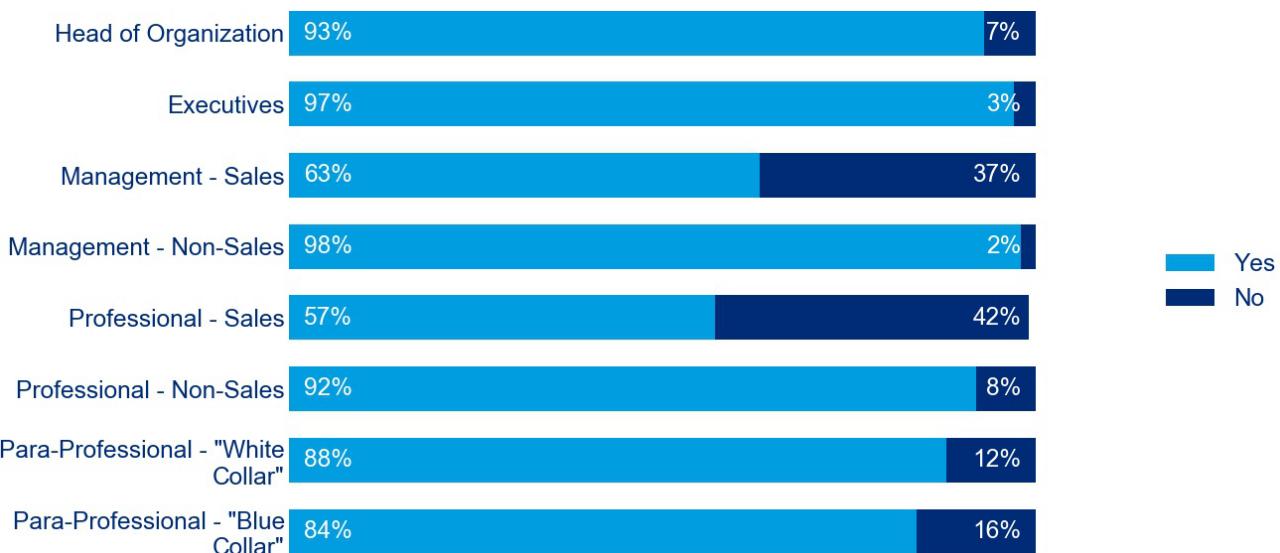
Does your organization have a short-term incentive (variable bonus) policy?



Based on responses from 169 organizations

[Share your experience with Mercer's surveys.](#)

Which employee groups are eligible for short-term incentive (variable bonus)?



Number of observations per category: Head of Organization (112), Executives (134), Management - Sales (118), Management - Non-Sales (141), Professional - Sales (120), Professional - Non-Sales (142), Para-Professional - "White Collar" (115), Para-Professional - "Blue Collar" (76).

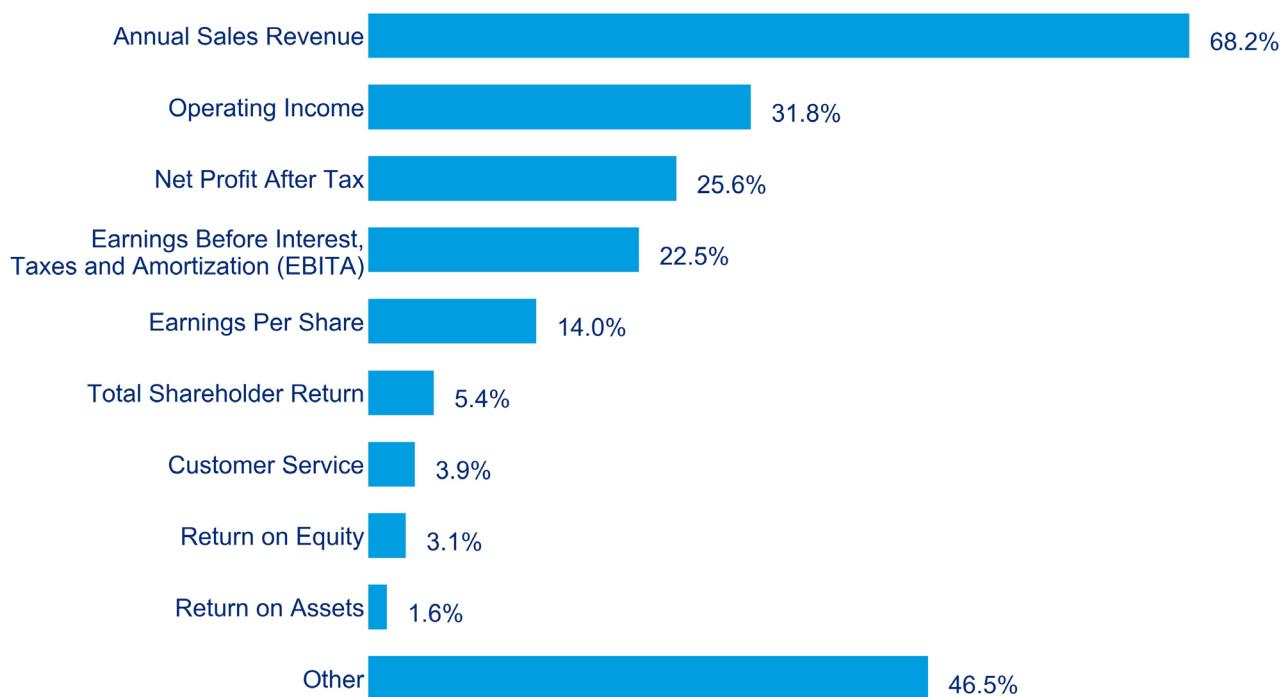
How are short-term incentives (variable bonus) funded?

	Percentage of Organizations
Company Performance/Results	52.1%
Division Performance/Results	1.4%
Both Corporate and Division Results	29.3%
Fixed Pool Funded Based on Budgets	6.4%
Other	10.7%

Based on responses from 140 organizations

Note: The total does not equal 100% due to rounding.

What are your corporate key performance indicators for the short-term incentive (variable bonus) plan?



Based on responses from 129 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What percentage weight is assigned to each performance indicator?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Annual sales revenue	30.0%	50.0%	45.5%	50.0%	49
Earnings per share	22.5%	30.0%	33.7%	50.0%	9
Net profit after taxes	35.0%	50.0%	52.0%	60.0%	15
Operating income	27.5%	40.0%	42.5%	50.0%	25
Return on assets	--	--	--	--	1
Return on equity	--	--	23.3%	--	3
Total shareholder return	--	--	19.3%	--	3
Earnings Before Interest, Taxes and Amortization (EBITA)	26.3%	42.5%	38.3%	50.0%	12
Customer service	--	--	--	--	2
Other	23.8%	45.0%	57.6%	100.0%	38

[Share your experience with Mercer's surveys.](#)

What is the base for calculating short-term incentives (variable bonus) values?

	Percentage of Organizations
Annual Base Salary (Comp1)	49.2%
Annual Guaranteed Cash (Comp2)	35.7%
Annual Guaranteed Cash (Comp2) Plus Retirals	8.7%
Annual Total Remuneration (Comp5)	6.3%

Based on responses from 126 organizations

Note: The total does not equal 100% due to rounding.

What is the actual short-term Incentive (variable bonus) figure as a percentage of annual base salary (Comp1) for previous year?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	32.5%	50.0%	48.4%	62.0%	13
Executives	28.2%	30.0%	36.0%	50.0%	20
Management - Sales	17.3%	45.0%	41.4%	54.2%	10
Management - Non-Sales	15.0%	18.0%	22.8%	24.8%	28
Professional - Sales	20.0%	30.0%	41.7%	66.7%	7
Professional - Non-Sales	7.9%	11.8%	15.3%	15.0%	26
Para-Professional - "White Collar"	4.9%	7.9%	14.8%	13.6%	20
Para-Professional - "Blue Collar"	5.0%	10.0%	26.3%	50.0%	7

Based on all responses, including zeros

What is the actual short-term Incentive (variable bonus) figure as a percentage of annual guaranteed cash (Comp2) for previous year?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	63.5%	85.0%	--	4
Executives	0.0%	26.5%	26.6%	39.3%	12
Management - Sales	--	--	100.0%	--	3
Management - Non-Sales	1.5%	14.8%	25.9%	21.0%	16
Professional - Sales	--	--	40.3%	--	3
Professional - Non-Sales	0.0%	9.4%	21.8%	15.0%	15
Para-Professional - "White Collar"	3.5%	5.1%	6.5%	10.3%	8
Para-Professional - "Blue Collar"	--	--	--	--	2

Based on all responses, including zeros

What is the actual short-term Incentive (variable bonus) figure as a percentage of annual total remuneration (Comp5) for previous year?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	23.9%	--	3
Executives	--	20.0%	25.4%	--	4
Management - Sales	--	--	7.5%	--	3
Management - Non-Sales	6.3%	14.0%	30.3%	62.5%	5
Professional - Sales	--	--	5.9%	--	3
Professional - Non-Sales	5.8%	10.0%	27.3%	57.5%	5
Para-Professional - "White Collar"	4.3%	7.0%	25.1%	55.0%	5
Para-Professional - "Blue Collar"	--	--	--	--	2

What is the target short-term incentive (variable bonus) figure as a percentage of annual base salary (Comp1) for meet-targets this year performance result?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	42.5%	50.0%	77.6%	54.7%	12
Executives	30.0%	40.0%	41.2%	50.0%	23
Management - Sales	20.0%	43.5%	43.5%	54.7%	12
Management - Non-Sales	15.0%	20.0%	29.0%	27.5%	29
Professional - Sales	15.5%	30.0%	43.6%	78.1%	9
Professional - Non-Sales	10.0%	12.0%	24.5%	15.0%	27
Para-Professional - "White Collar"	6.4%	8.0%	24.5%	32.5%	21
Para-Professional - "Blue Collar"	7.3%	10.0%	34.7%	67.2%	10

Based on all responses, including zeros

What is the target short-term Incentive (variable bonus) figure as a percentage of annual guaranteed cash (Comp2) for meet-targets this year performance result?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	75.7%	--	3
Executives	30.0%	37.5%	52.2%	93.5%	13
Management - Sales	--	--	--	--	1
Management - Non-Sales	14.8%	20.0%	36.7%	59.3%	18
Professional - Sales	--	--	--	--	2
Professional - Non-Sales	9.6%	14.0%	34.1%	68.5%	17
Para-Professional - "White Collar"	5.0%	7.1%	7.4%	10.0%	8
Para-Professional - "Blue Collar"	--	--	--	--	1

What is the target short-term incentive (variable bonus) figure as a percentage of annual total remuneration (Comp5) for meet-targets this year performance result?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	40.9%	--	3
Executives	--	60.0%	55.6%	--	4
Management - Sales	--	--	67.5%	--	3
Management - Non-Sales	7.4%	100.0%	63.0%	100.0%	5
Professional - Sales	--	--	67.5%	--	3
Professional - Non-Sales	5.3%	100.0%	62.1%	100.0%	5
Para-Professional - "White Collar"	4.0%	100.0%	61.6%	100.0%	5
Para-Professional - "Blue Collar"	--	--	--	--	2

[Share your experience with Mercer's surveys.](#)

What is the maximum short-term Incentive (variable bonus) figure as a percentage of annual base salary (Comp1) for an outstanding this year performance result, in case of a maximum cap?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	75.0%	150.0%	120.4%	150.0%	9
Executives	60.0%	100.0%	103.3%	150.0%	15
Management - Sales	--	150.0%	122.5%	--	4
Management - Non-Sales	28.8%	51.3%	80.6%	150.0%	18
Professional - Sales	--	--	110.0%	--	3
Professional - Non-Sales	17.0%	45.0%	77.6%	150.0%	17
Para-Professional - "White Collar"	14.3%	33.0%	69.1%	150.0%	12
Para-Professional - "Blue Collar"	15.8%	90.0%	85.2%	150.0%	6

What is the maximum short-term Incentive (variable bonus) figure as a percentage of annual guaranteed cash (Comp2) for an outstanding this year performance result, in case of a maximum cap?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	109.0%	--	3
Executives	47.5%	75.5%	88.7%	120.0%	10
Management - Sales	--	--	--	--	2
Management - Non-Sales	23.6%	37.5%	75.0%	120.0%	14
Professional - Sales	--	--	--	--	2
Professional - Non-Sales	13.7%	29.0%	63.9%	120.0%	12
Para-Professional - "White Collar"	10.0%	11.0%	24.8%	36.8%	6
Para-Professional - "Blue Collar"	--	--	--	--	1

[Share your experience with Mercer's surveys.](#)

What is the maximum short-term Incentive (variable bonus) figure as a percentage of annual total remuneration (Comp5) for an outstanding this year performance result, in case of a maximum cap?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	--	--	2
Executives	--	--	88.3%	--	3
Management - Sales	--	--	--	--	2
Management - Non-Sales	--	100.0%	84.1%	--	4
Professional - Sales	--	--	--	--	2
Professional - Non-Sales	--	110.0%	95.1%	--	4
Para-Professional - "White Collar"	--	100.0%	81.8%	--	4
Para-Professional - "Blue Collar"	--	--	--	--	1

Which factors are short-term incentives (variable bonus) based on?

	Business Unit/Organization Performance	Individual Performance	Team Performance	Other	No. of Responses:
Head of Organization	93.8%	69.1%	12.3%	6.2%	81
Executives	89.5%	71.4%	9.5%	5.7%	105
Management - Sales	85.2%	74.1%	14.8%	3.7%	54
Management - Non-Sales	86.4%	76.3%	11.0%	4.2%	118
Professional - Sales	84.6%	75.0%	9.6%	1.9%	52
Professional - Non-Sales	85.8%	77.9%	8.0%	3.5%	113
Para-Professional - "White Collar"	87.4%	79.3%	5.7%	3.4%	87
Para-Professional - "Blue Collar"	90.0%	76.0%	6.0%	2.0%	50

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

When determining the short-term incentive (variable bonus) payment, what weight has business unit/organization performance factor?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	50.0%	80.0%	76.6%	100.0%	46
Executives	50.0%	80.0%	75.8%	100.0%	64
Management - Sales	50.0%	75.0%	74.2%	100.0%	28
Management - Non-Sales	50.0%	70.0%	71.1%	100.0%	73
Professional - Sales	50.0%	60.0%	72.4%	100.0%	27
Professional - Non-Sales	50.0%	50.0%	67.7%	100.0%	69
Para-Professional - "White Collar"	50.0%	50.0%	69.0%	100.0%	47
Para-Professional - "Blue Collar"	50.0%	55.0%	72.8%	100.0%	26

When determining the short-term incentive (variable bonus) payment, what weight has individual performance factor?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	26.3%	50.0%	46.3%	50.0%	28
Executives	32.3%	50.0%	53.3%	56.3%	46
Management - Sales	45.0%	50.0%	59.4%	100.0%	21
Management - Non-Sales	40.0%	50.0%	57.7%	85.0%	58
Professional - Sales	50.0%	50.0%	66.8%	100.0%	21
Professional - Non-Sales	50.0%	50.0%	60.3%	85.0%	57
Para-Professional - "White Collar"	50.0%	50.0%	62.2%	100.0%	38
Para-Professional - "Blue Collar"	50.0%	50.0%	60.2%	75.0%	17

[Share your experience with Mercer's surveys.](#)

When determining the short-term incentive (variable bonus) payment, what weight has team performance factor?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	--	--	2
Executives	--	--	--	--	2
Management - Sales	--	31.5%	29.1%	--	4
Management - Non-Sales	27.5%	31.5%	32.7%	37.5%	6
Professional - Sales	--	--	--	--	2
Professional - Non-Sales	--	31.5%	35.8%	--	4
Para-Professional - "White Collar"	--	--	--	--	2
Para-Professional - "Blue Collar"	--	--	--	--	1

When determining the short-term incentive (variable bonus) payment, what weight have other factors?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	73.3%	--	3
Executives	--	100.0%	77.5%	--	4
Management - Sales	--	--	--	--	1
Management - Non-Sales	--	--	70.0%	--	3
Professional - Sales	--	--	--	--	1
Professional - Non-Sales	--	--	70.0%	--	3
Para-Professional - "White Collar"	--	--	--	--	2
Para-Professional - "Blue Collar"	--	--	--	--	1

[Share your experience with Mercer's surveys.](#)

How frequently does your organization pay short-term incentive (variable bonus) to employees?

	Annually	Semi-Annually	Quarterly	Monthly	Other	No. of Responses:
Head of Organization	80.7%	13.6%	8.0%	0.0%	1.1%	88
Executives	81.1%	14.4%	6.3%	0.0%	1.8%	111
Management - Sales	58.1%	24.2%	21.0%	6.5%	1.6%	62
Management - Non-Sales	80.2%	15.9%	6.3%	0.0%	0.8%	126
Professional - Sales	53.4%	25.9%	22.4%	6.9%	1.7%	58
Professional - Non-Sales	78.2%	17.6%	5.9%	0.0%	0.8%	119
Para-Professional - "White Collar"	79.1%	15.4%	7.7%	0.0%	1.1%	91
Para-Professional - "Blue Collar"	73.6%	22.6%	11.3%	0.0%	0.0%	53

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the short-term incentive (variable bonus) payout policy for a new hire?

	Percentage of Organizations
Paid in Full	2.3%
Pro-Rated and Paid	84.1%
Paid in Full at the Next Payout Date After the Probation Period	3.8%
Pro-Rated and Paid at the Next Payout Date After the Probation Period	7.6%
Other	2.3%

Based on responses from 132 organizations

Note: The total does not equal 100% due to rounding.

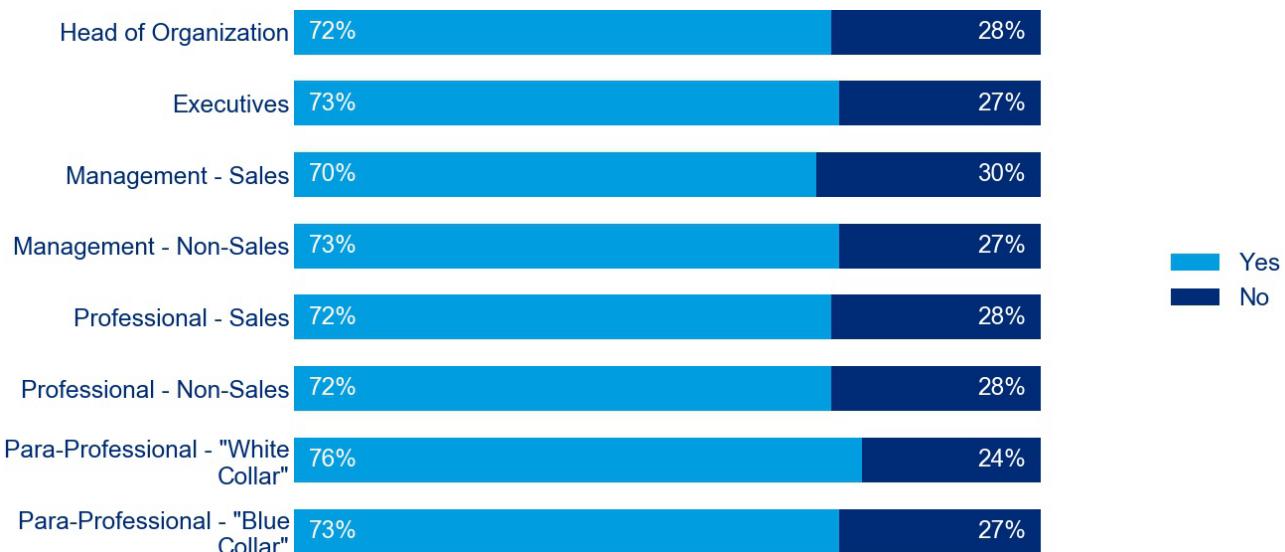
What is the short-term incentive (variable bonus) payout policy for an employee serving a notice period?

	Percentage of Organizations
Paid in Full	34.1%
Pro-Rated	25.4%
Not Paid	40.5%

Based on responses from 126 organizations

[Share your experience with Mercer's surveys.](#)

Is there a threshold that must be met before your organization will award a short-term incentive (variable bonus) payout (threshold: minimum level of performance against target)?



Number of observations per category: Head of Organization (65), Executives (83), Management - Sales (44), Management - Non-Sales (96), Professional - Sales (40), Professional - Non-Sales (88), Para-Professional - "White Collar" (67), Para-Professional - "Blue Collar" (37).

Is the threshold expressed as an actual amount or percentage of target?

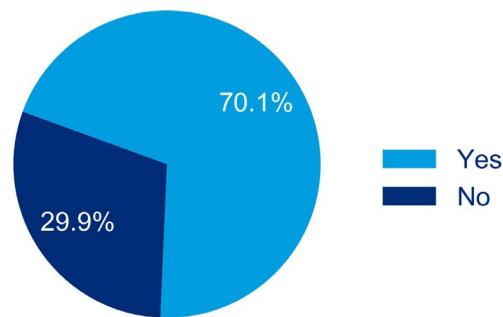
	Actual Amount	Percentage of Target	No. of Responses:
Head of Organization	5.1%	94.9%	39
Executives	5.7%	94.3%	53
Management - Sales	0.0%	100.0%	28
Management - Non-Sales	6.5%	93.5%	62
Professional - Sales	4.0%	96.0%	25
Professional - Non-Sales	5.4%	94.6%	56
Para-Professional - "White Collar"	6.4%	93.6%	47
Para-Professional - "Blue Collar"	4.0%	96.0%	25

What is the minimum threshold level as a percentage of target before awarding variable bonus?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	50.0%	60.0%	67.9%	90.0%	25
Executives	50.0%	68.0%	66.0%	90.0%	35
Management - Sales	50.0%	60.0%	67.2%	90.0%	17
Management - Non-Sales	50.0%	70.0%	67.9%	90.0%	42
Professional - Sales	50.0%	55.0%	65.2%	82.5%	14
Professional - Non-Sales	50.0%	68.0%	65.4%	90.0%	37
Para-Professional - "White Collar"	50.0%	70.0%	69.5%	90.0%	31
Para-Professional - "Blue Collar"	50.0%	50.0%	66.6%	90.0%	17

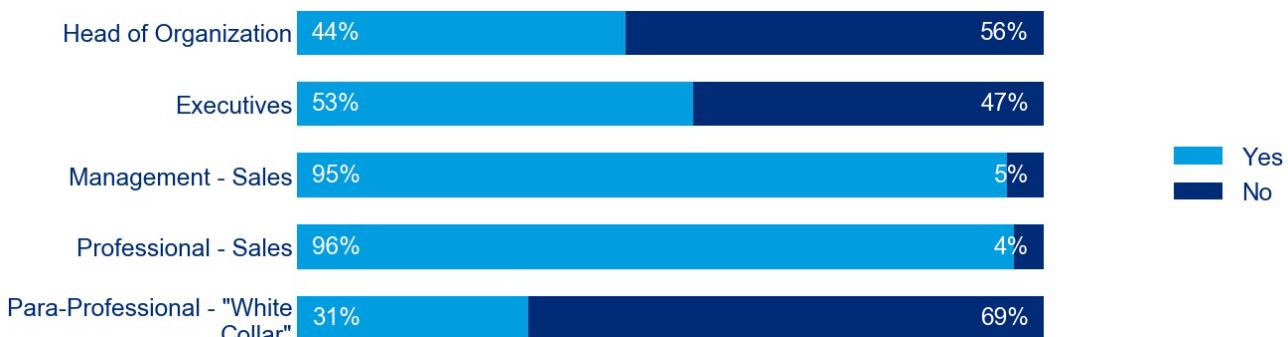
3.3. Sales incentives

Does your organization have a sales incentives policy?



Based on responses from 154 organizations

Which employee groups are eligible for sales incentive?



Number of observations per category: Head of Organization (48), Executives (59), Management - Sales (97), Professional - Sales (100), Para-Professional - "White Collar" (51).

[Share your experience with Mercer's surveys.](#)

What is the sales incentive percentage based on?

	Percentage of Organizations
Annual Base Salary (Comp1)	50.0%
Annual Guaranteed Cash (Comp2)	35.6%
Annual Guaranteed Cash (Comp2) Plus Retirals	3.3%
Annual Total Remuneration (Comp5)	10.0%
Fixed Amount	1.1%

Based on responses from 90 organizations

What is this year's target sales incentive figure as percentage of annual base salary (Comp1) for employees who meet their performance targets?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	38.8%	45.0%	48.3%	56.3%	6
Executives	40.0%	44.0%	47.3%	50.0%	8
Management - Sales	31.3%	40.0%	41.2%	51.6%	16
Professional - Sales	30.0%	40.0%	39.5%	51.7%	16
Para-Professional - "White Collar"	--	--	29.2%	--	3

Based on all responses, including zeros

What is this year's target sales incentive figure as percentage of annual guaranteed cash (Comp2) for employees who meet their performance targets?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	51.7%	--	3
Executives	27.1%	45.0%	48.6%	70.0%	6
Management - Sales	32.5%	41.4%	38.7%	50.0%	10
Professional - Sales	32.5%	41.4%	38.2%	46.3%	10
Para-Professional - "White Collar"	--	--	--	--	2

[Share your experience with Mercer's surveys.](#)

Which factors impact sales incentives?

	Business Unit/Organization Performance	Individual Performance	Team Performance	Other	No. of Responses:
Head of Organization	75.0%	56.2%	37.5%	0.0%	16
Executives	62.5%	70.8%	58.3%	0.0%	24
Management - Sales	47.6%	79.3%	52.4%	3.7%	82
Professional - Sales	42.5%	87.4%	31.0%	3.4%	87
Para-Professional - "White Collar"	42.9%	71.4%	42.9%	0.0%	14

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

When determining the sales incentives amount, what weight has business unit/organization performance factor?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	50.0%	100.0%	83.3%	100.0%	6
Executives	50.0%	100.0%	76.2%	100.0%	7
Management - Sales	50.0%	50.0%	58.7%	92.5%	20
Professional - Sales	50.0%	50.0%	60.3%	100.0%	19
Para-Professional - "White Collar"	--	--	83.3%	--	3

When determining the sales incentives amount, what weight has individual performance factor?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	37.5%	50.0%	65.0%	100.0%	5
Executives	41.7%	60.0%	68.7%	100.0%	9
Management - Sales	50.0%	70.0%	72.3%	100.0%	40
Professional - Sales	50.0%	100.0%	78.1%	100.0%	54
Para-Professional - "White Collar"	51.3%	100.0%	80.8%	100.0%	6

[Share your experience with Mercer's surveys.](#)

When determining the sales incentives amount, what weight has team performance factor?

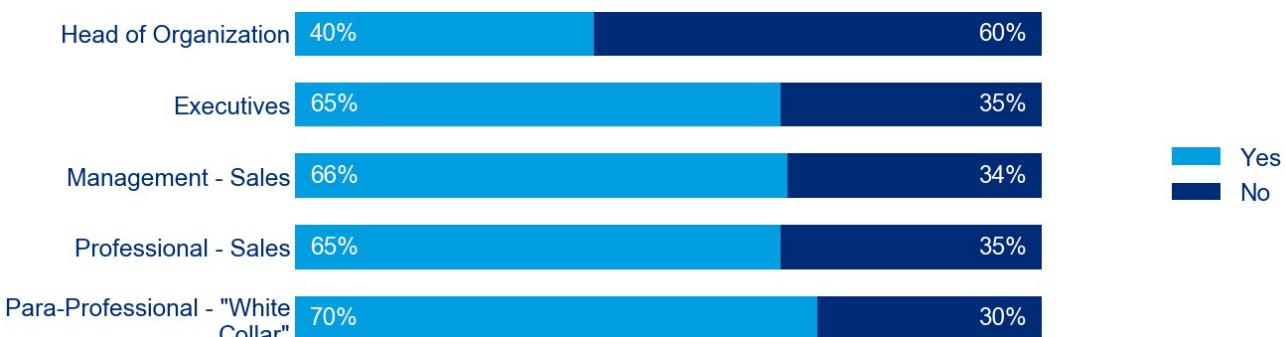
	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	58.3%	--	3
Executives	33.3%	50.0%	64.0%	100.0%	7
Management - Sales	31.7%	50.0%	56.6%	90.0%	21
Professional - Sales	27.5%	40.0%	45.8%	50.0%	13
Para-Professional - "White Collar"	--	--	55.0%	--	3

How frequently does your organization pay sales incentives?

	Annually	Semi- Annually	Quarterly	Monthly	Other	No. of Responses:
Head of Organization	11.1%	0.0%	66.7%	27.8%	0.0%	18
Executives	8.0%	4.0%	56.0%	32.0%	8.0%	25
Management - Sales	7.2%	6.0%	68.7%	22.9%	2.4%	83
Professional - Sales	6.8%	5.7%	67.0%	25.0%	2.3%	88
Para-Professional - "White Collar"	7.1%	14.3%	57.1%	42.9%	0.0%	14

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

Is there a threshold that must be met before your organization will award a sales incentive payout (threshold: minimum level of performance against target)?



Number of observations per category: Head of Organization (10), Executives (17), Management - Sales (53), Professional - Sales (54), Para-Professional - "White Collar" (10).

Is the minimum threshold level expressed as an actual amount or percentage of target before awarding a sales incentive?

	Actual Amount	Percentage of Target	No. of Responses:
Head of Organization	0.0%	100.0%	4
Executives	0.0%	100.0%	9
Management - Sales	0.0%	100.0%	32
Professional - Sales	0.0%	100.0%	32
Para-Professional - "White Collar"	0.0%	100.0%	6

[Share your experience with Mercer's surveys.](#)

What is the minimum threshold level expressed as a percentage of target before awarding a sales incentive?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	--	--	--	--	2
Executives	65.0%	80.0%	79.0%	92.5%	5
Management - Sales	60.0%	77.5%	74.4%	83.8%	16
Professional - Sales	60.0%	72.5%	73.8%	83.8%	16
Para-Professional - "White Collar"	--	65.0%	65.0%	--	4

What sales incentive policy applies to new hires?

	Percentage of Organizations
Paid in Full	15.9%
Pro-Rated and Paid	69.3%
Paid in Full at the Next Payout Date After the Probation Period	3.4%
Pro-Rated and Paid at the Next Payout Date After the Probation Period	5.7%
Other	5.7%

Based on responses from 88 organizations

What sales incentive policy applies to employees serving a notice period?

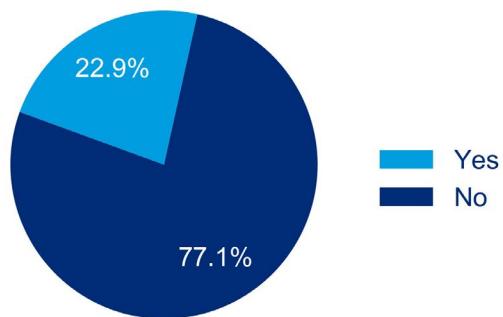
	Percentage of Organizations
Paid in Full	39.5%
Pro-Rated	44.2%
Not Paid	16.3%

Based on responses from 86 organizations

[Share your experience with Mercer's surveys.](#)

4. Long-term Incentives

Do organizations operate any long-term incentives plans?



Based on responses from 327 organizations

Types of long-term incentives operated by organizations

	Percentage of Organizations
Stock/Share Options	8.0%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	70.7%
Performance-Based Shares/Share Units	13.3%
Performance Cash Units	5.3%
Long-Term Cash	14.7%

Based on responses from 75 organizations

Note: Organizations may offer more than one type of long-term incentives, therefore the total may exceed 100%.

Long-term incentives eligibility



Number of observations per category: Head of Organization (53), Executives (68), Management (71), Professional (67), Para-Professional (53).

[Share your experience with Mercer's surveys.](#)

Head of Organization	Percentage of Organizations
Stock/Share Options	9.8%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	72.5%
Performance-Based Shares/Share Units	19.6%
Performance Cash Units	2.0%
Long-Term Cash	9.8%

Based on responses from 51 organizations

Note: Organizations may offer more than one type of long-term incentives, therefore the total may exceed 100%.

Executives	Percentage of Organizations
Stock/Share Options	7.6%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	74.2%
Performance-Based Shares/Share Units	15.2%
Performance Cash Units	6.1%
Long-Term Cash	7.6%

Based on responses from 66 organizations

Note: Organizations may offer more than one type of long-term incentives, therefore the total may exceed 100%.

Management	Percentage of Organizations
Stock/Share Options	6.1%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	74.2%
Performance-Based Shares/Share Units	12.1%
Performance Cash Units	4.5%
Long-Term Cash	9.1%

Based on responses from 66 organizations

Note: Organizations may offer more than one type of long-term incentives, therefore the total may exceed 100%.

Professional	Percentage of Organizations
Stock/Share Options	5.7%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	77.4%
Performance-Based Shares/Share Units	7.5%
Performance Cash Units	3.8%
Long-Term Cash	9.4%

Based on responses from 53 organizations

Note: Organizations may offer more than one type of long-term incentives, therefore the total may exceed 100%.

Para-Professional	Percentage of Organizations
Stock/Share Options	0.0%
Share Appreciation Rights (SARs)	0.0%
Service-Based Restricted Shares/Share Units	75.0%
Performance-Based Shares/Share Units	12.5%
Performance Cash Units	0.0%
Long-Term Cash	12.5%

Based on responses from 16 organizations

How do long-term incentives awards vest?

	Service Based	Performance Based	No. of Responses:
Stock/Share Options	83.3%	16.7%	6
Share Appreciation Rights (SARs)	--	--	0
Service-Based Restricted Shares/Share Units	100.0%	--	51
Performance-Based Shares/Share Units	--	100.0%	9
Performance Cash Units	--	--	4
Long-Term Cash	54.5%	45.5%	11

Note: There were not enough distinct organizations providing data to show some of the results.

Plan structure

	All or Nothing	Defined Target Award	Defined Maximum Award	No. of Responses:
Stock/Share Options	100.0%	0.0%	0.0%	6
Share Appreciation Rights (SARs)	--	--	--	0
Service-Based Restricted Shares/Share Units	100.0%	0.0%	0.0%	50
Performance-Based Shares/Share Units	0.0%	70.0%	30.0%	10
Performance Cash Units	--	--	--	4
Long-Term Cash	54.5%	36.4%	9.1%	11

Note: There were not enough distinct organizations providing data to show some of the results.

Maximum grant potential (for performance based plans)

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Stock/Share Options	--	--	--	--	0
Share Appreciation Rights (SARs)	--	--	--	--	0
Performance-Based Shares/Share Units	--	160.0%	160.0%	--	4
Performance Cash Units	--	--	--	--	4
Long-Term Cash	--	140.0%	150.0%	--	4

Note: There were not enough distinct organizations providing data to show some of the results.

Note: Organizations may offer awards with different maximum grant potential for same plan type.

Performance measures

	Relative Total Shareholder Return Only	Multiple Measures Including Relative Total Shareholder Return	Multiple Measures Not Including Relative Total Shareholder Return	Other	No. of Responses:
Stock/Share Options	--	--	--	--	1
Share Appreciation Rights (SARs)	--	--	--	--	0
Performance-Based Shares/Share Units	22.2%	33.3%	11.1%	33.3%	9
Performance Cash Units	--	--	--	--	4
Long-Term Cash	0.0%	20.0%	60.0%	20.0%	5

Note: The total does not equal 100% due to rounding.

Note: Organizations may offer awards with different performance measures for same plan type, therefore the total may exceed 100%.

Note: There were not enough distinct organizations providing data to show some of the results.

Grant frequency

	Stock/Share Options	Share Appreciation Rights (SARs)	Service-Based Restricted Shares/Share Units	Performance-Based Shares/Share Units	Performance Cash Units	Long-Term Cash
Every Year	83.3%	--	98.1%	70.0%	--	90.9%
Every 2 Years	0.0%	--	0.0%	10.0%	--	0.0%
Every 3 Years	0.0%	--	0.0%	0.0%	--	0.0%
Upon Hire/Promotion	16.7%	--	7.5%	10.0%	--	0.0%
Special One-Time Grant	0.0%	--	0.0%	10.0%	--	9.1%
Quarterly	0.0%	--	0.0%	10.0%	--	0.0%
Semi-Annually	0.0%	--	0.0%	0.0%	--	0.0%
Employer's Match to Bonus Deferral	0.0%	--	0.0%	0.0%	--	0.0%
No. of Responses:	6	0	53	10	4	11

Note: The total does not equal 100% due to rounding.

Note: Organizations may offer awards with different grant frequency for same plan type, therefore the total may exceed 100%.

[Share your experience with Mercer's surveys.](#)

Within what period following the grant date must employees exercise their options/SARs before they expire?

Stock/Share Options	Percentage of Organizations
10 years	100.0%

Based on responses from 4 organizations

Vesting period

	Stock/Share Options	Share Appreciation Rights (SARs)	Service-Based Restricted Shares/Share Units	Performance-Based Shares/Share Units	Performance Cash Units	Long-Term Cash
1 Year	0.0%	--	0.0%	0.0%	--	18.2%
2 Years	0.0%	--	1.9%	0.0%	--	0.0%
3 Years	50.0%	--	52.8%	70.0%	--	63.6%
4 Years	50.0%	--	45.3%	30.0%	--	18.2%
5 Years	0.0%	--	0.0%	0.0%	--	0.0%
More Than 5 Years	0.0%	--	0.0%	0.0%	--	0.0%
Other	0.0%	--	1.9%	0.0%	--	0.0%
No. of Responses:	6	0	53	10	4	11

Note: The total does not equal 100% due to rounding.

Note: Organizations may offer awards with different vesting period for same plan type, therefore the total may exceed 100%.

Types of vesting provided by organizations

	Installment Vesting	Cliff Vesting	No. of Responses:
Stock/Share Options	100.0%	0.0%	6
Share Appreciation Rights (SARs)	--	--	0
Service-Based Restricted Shares/Share Units	88.7%	11.3%	53
Performance-Based Shares/Share Units	40.0%	60.0%	10
Performance Cash Units	--	--	4
Long-Term Cash	54.5%	45.5%	11

Note: There were not enough distinct organizations providing data to show some of the results.

How Long-Term Incentive awards are settled?

	Shares Only	Cash Only	Combination of Shares and Cash	No. of Responses:
Stock/Share Options	66.7%	16.7%	16.7%	6
Share Appreciation Rights (SARs)	--	--	--	0
Service-Based Restricted Shares/Share Units	77.4%	11.3%	11.3%	53
Performance-Based Shares/Share Units	90.0%	0.0%	10.0%	10

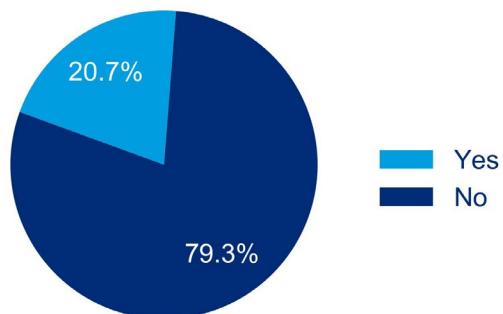
Note: The total does not equal 100% due to rounding.

Note: Organizations may offer awards with different payout structure for same plan type, therefore the total may exceed 100%.

5. Retirement Benefits

5.1. General Information

Does your organization provide Retirement Plan to employees in addition to statutory requirements?



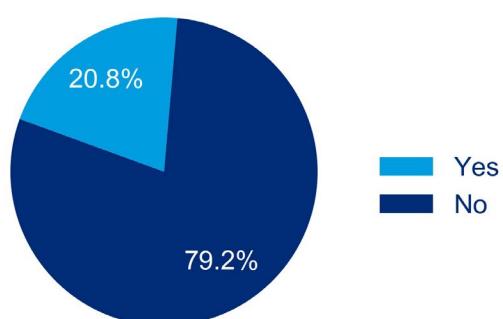
Based on responses from 116 organizations

Which employee groups are eligible?



Number of observations per category: Executives (24), Management (25), Professional (25), Para-Professional (23).

Does your organization provide more than one retirement plan within one retirement benefit category?

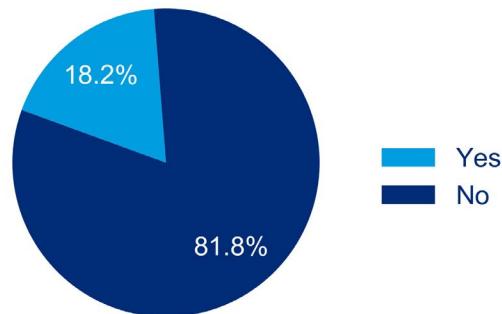


Based on responses from 24 organizations

[Share your experience with Mercer's surveys.](#)

5.2. Defined Benefits (DB)

Does your organization provide a defined benefit plan to any employees in addition to statutory requirements?

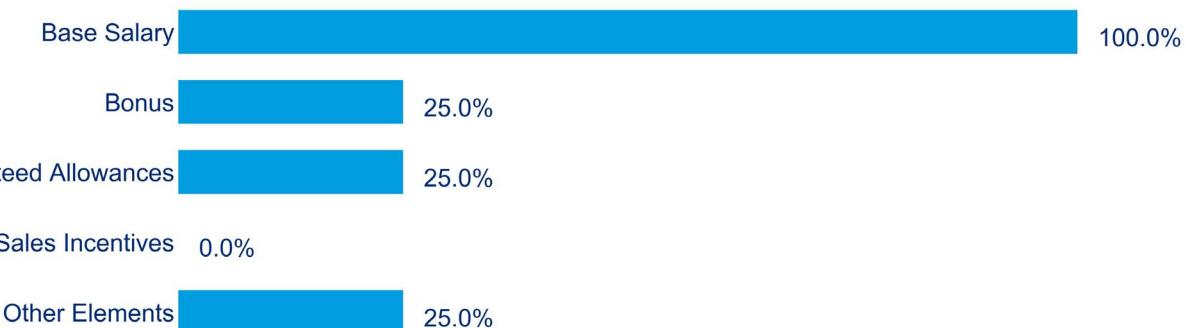


Based on responses from 22 organizations

What is the normal retirement age under the defined benefit scheme?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	58.0	60.0	59.3	60.0	6
Management	58.0	60.0	59.3	60.0	6
Professional	58.0	60.0	59.3	60.0	6
Para-Professional	59.0	60.0	59.6	60.0	5

How is the reference salary defined?



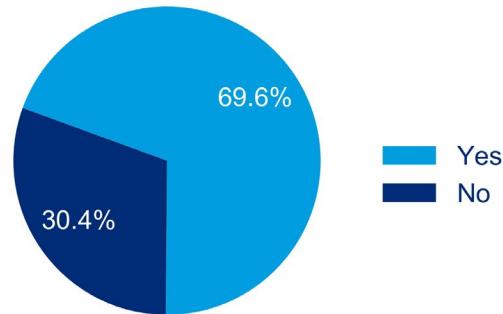
Based on responses from 4 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

[Share your experience with Mercer's surveys.](#)

5.3. Defined Contribution (DC)

Does your organization provide a defined contribution pension plan to any employees in addition to statutory requirements?

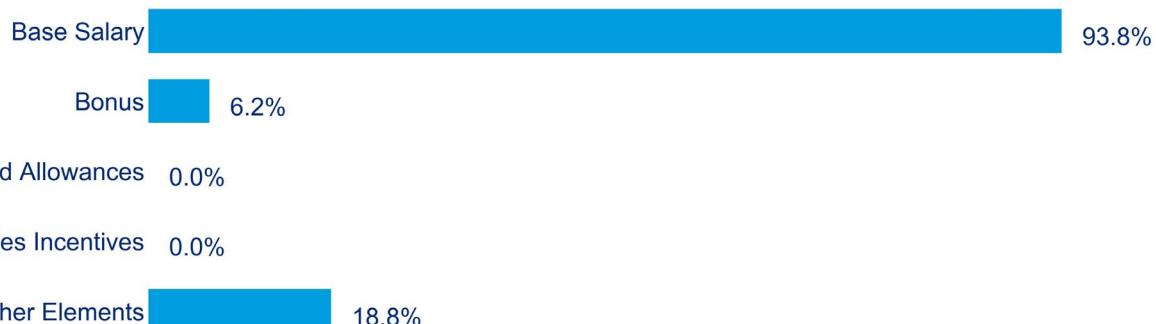


Based on responses from 23 organizations

What is the normal retirement age under the plan?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	60.0	60.0	60.0	60.0	15
Management	60.0	60.0	60.0	60.0	15
Professional	60.0	60.0	60.0	60.0	15
Para-Professional	60.0	60.0	60.1	60.0	14

How is the annual reference salary defined?



Based on responses from 16 organizations

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

[Share your experience with Mercer's surveys.](#)

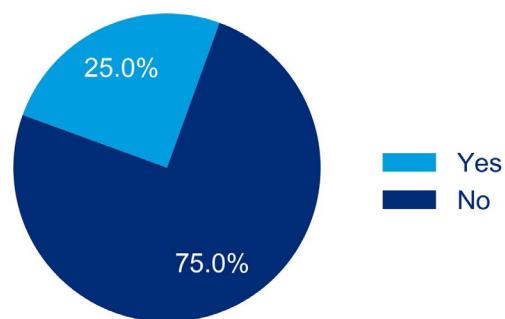
How is the employer contribution expressed?

	Fixed Percentage of Reference Salary	Monetary Amount	Both	No. of Responses:
Executives	78.6%	7.1%	14.3%	14
Management	78.6%	7.1%	14.3%	14
Professional	78.6%	7.1%	14.3%	14
Para-Professional	76.9%	7.7%	15.4%	13

What is the fixed percentage of reference salary used for employer contributions to defined contribution plan?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	10.5%	12.0%	11.4%	12.0%	12
Management	10.5%	12.0%	11.4%	12.0%	12
Professional	10.5%	12.0%	11.4%	12.0%	12
Para-Professional	10.0%	12.0%	11.3%	12.0%	11

Is there a maximum monetary amount of annual employer contribution?



Based on responses from 12 organizations

What is the maximum amount (in local currency)?

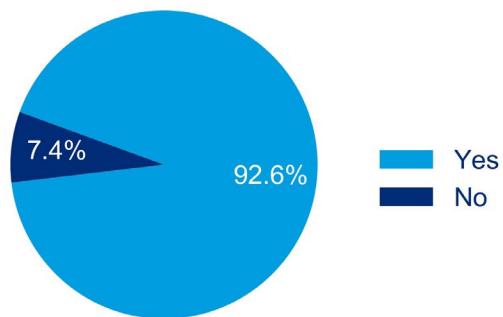
	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	--	--	7,804	--	3
Management	--	--	7,804	--	3
Professional	--	--	7,804	--	3
Para-Professional	--	--	7,804	--	3

[Share your experience with Mercer's surveys.](#)

6. Insurance and Medical Benefits

6.1. Insurance

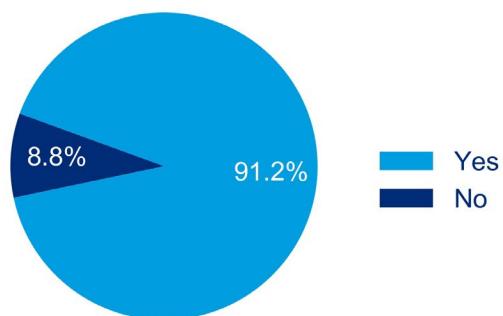
Does your organization provide life and accidental death and disability/dismemberment insurance benefit plans to employees?



Based on responses from 162 organizations

6.1.1. Life insurance

Does your organization provide life insurance benefits to any employees in addition to statutory requirements?



Based on responses from 147 organizations

How is life insurance benefit expressed?

	Fixed Monetary Amount	Fixed Multiple of Monthly Salary	No. of Responses:
Executives	21.0%	79.0%	124
Management	22.7%	77.3%	132
Professional	22.7%	77.3%	132
Para-Professional	23.0%	77.0%	126

[Share your experience with Mercer's surveys.](#)

What is the fixed life insurance amount?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	250,000	500,000	547,619	600,000	21
Management	287,500	500,000	520,455	600,000	22
Professional	250,000	400,000	410,000	500,000	25
Para-Professional	177,500	300,000	349,792	500,000	24

How is the reference salary defined within fixed multiple of monthly salary scheme?

	Base Salary	Guaranteed Allowances	Bonus	Sales Incentives	No. of Responses:
Executives	97.9%	46.4%	13.4%	12.4%	97
Management	98.0%	46.5%	13.9%	12.9%	101
Professional	98.0%	46.5%	13.9%	12.9%	101
Para-Professional	97.9%	49.0%	14.6%	12.5%	96

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the multiple of monthly salary within life insurance?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	24.0	36.0	34.0	36.0	90
Management	24.0	36.0	33.9	36.0	94
Professional	24.0	36.0	34.2	36.0	93
Para-Professional	24.0	36.0	34.1	36.0	89

Is there a minimum financial level (monetary amount) of benefit?



Number of observations per category: Executives (87), Management (89), Professional (89), Para-Professional (85).

What is the minimum amount?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	1,000,000	1,500,000	1,642,222	2,000,000	27
Management	1,000,000	1,500,000	1,642,222	2,000,000	27
Professional	1,000,000	1,500,000	1,642,222	2,000,000	27
Para-Professional	1,000,000	1,500,000	1,642,222	2,000,000	27

[Share your experience with Mercer's surveys.](#)

Is there a maximum financial level (monetary amount) of coverage provided?



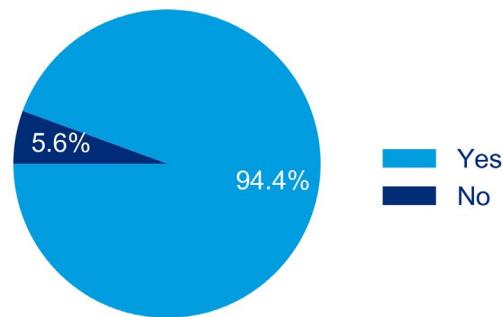
Number of observations per category: Executives (86), Management (88), Professional (88), Para-Professional (84).

What is the maximum amount?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	1,500,000	2,000,000	3,100,000	5,250,000	5
Management	1,500,000	2,000,000	4,000,000	7,500,000	5
Professional	1,375,000	2,000,000	2,750,000	3,750,000	6
Para-Professional	1,500,000	2,000,000	3,000,000	5,000,000	5

6.1.2. Accidental death and disability/dismemberment

Does your organization provide accidental death and disability/dismemberment (personal accident) insurance in addition to any statutory accidental death and disability/dismemberment insurance coverage?



Based on responses from 144 organizations

How is the accidental death benefit expressed?

	Fixed Monetary Amount	Fixed Multiple of Monthly Salary	No. of Responses:
Executives	28.0%	72.0%	125
Management	26.9%	73.1%	130
Professional	26.9%	73.1%	130
Para-Professional	28.2%	71.8%	124

[Share your experience with Mercer's surveys.](#)

What is personal accident insurance fixed amount?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	875,000	1,607,068	2,457,138	4,000,000	30
Management	625,000	1,500,000	2,346,933	3,875,000	28
Professional	875,000	1,550,000	2,143,805	2,625,000	30
Para-Professional	800,000	1,500,000	1,826,262	2,000,000	31

How is the reference salary defined?

	Base Salary	Guaranteed Allowances	Bonus	Sales Incentives	No. of Responses:
Executives	98.8%	46.5%	16.3%	14.0%	86
Management	98.9%	47.3%	17.6%	14.3%	91
Professional	98.9%	47.3%	17.6%	14.3%	91
Para-Professional	98.8%	50.6%	18.8%	14.1%	85

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is personal accident insurance multiple of monthly salary?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	24.0	36.0	34.4	36.0	84
Management	24.0	36.0	34.4	36.0	88
Professional	24.0	36.0	34.4	36.0	88
Para-Professional	24.0	36.0	34.7	36.0	83

Is there a minimum financial level (monetary amount) of benefit?



Number of observations per category: Executives (76), Management (79), Professional (79), Para-Professional (75).

What is the minimum amount?

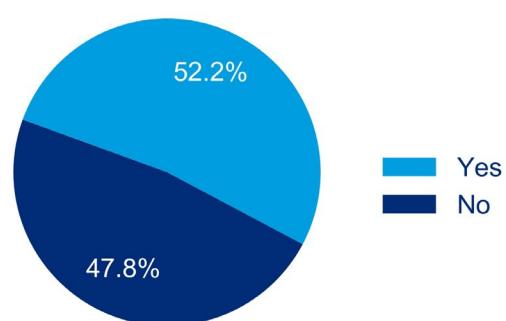
	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	1,000,000	1,000,000	1,372,000	1,500,000	20
Management	1,000,000	1,000,000	1,372,000	1,500,000	20
Professional	1,000,000	1,000,000	1,378,095	1,500,000	21
Para-Professional	1,000,000	1,000,000	1,372,000	1,500,000	20

[Share your experience with Mercer's surveys.](#)

Is there a maximum financial level (monetary amount) of coverage provided?



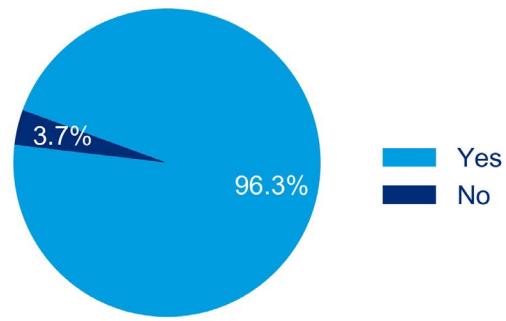
Does your organization provide long-term disability benefits in addition to statutory requirements?



Based on responses from 136 organizations

6.2. Medical

Does your organization provide a medical plan to employees?

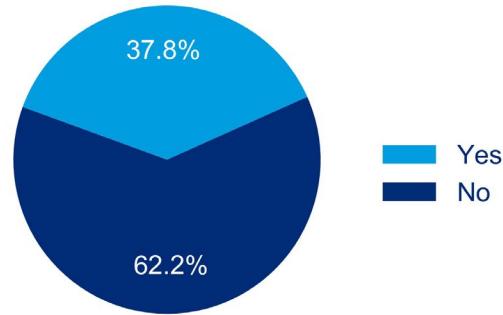


Based on responses from 162 organizations

[Share your experience with Mercer's surveys.](#)

6.2.1. Outpatient care (clinical and dental)

Does your organization provide outpatient benefits in addition to statutory requirement?



Based on responses from 143 organizations

Which employee groups are eligible for outpatient benefits?



Number of observations per category: Executives (50), Management (52), Professional (52), Para-Professional (50).

Who is covered under clinical benefits?

	Employee	Spouse	Children	No. of Responses:
Executives	100.0%	75.6%	75.6%	45
Management	100.0%	76.1%	76.1%	46
Professional	100.0%	73.9%	73.9%	46
Para-Professional	100.0%	75.6%	75.6%	45

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the percentage of reimbursement covered by your organization for employee's clinical treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	94.6%	100.0%	37
Management	100.0%	100.0%	94.6%	100.0%	37
Professional	100.0%	100.0%	94.6%	100.0%	37
Para-Professional	100.0%	100.0%	94.4%	100.0%	36

[Share your experience with Mercer's surveys.](#)

What is the percentage of reimbursement covered by your organization for spouse's clinical treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	94.1%	100.0%	27
Management	100.0%	100.0%	94.1%	100.0%	27
Professional	100.0%	100.0%	94.1%	100.0%	27
Para-Professional	100.0%	100.0%	94.1%	100.0%	27

What is the percentage of reimbursement covered by your organization for children's clinical treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	95.0%	100.0%	93.8%	100.0%	26
Management	95.0%	100.0%	93.8%	100.0%	26
Professional	95.0%	100.0%	93.8%	100.0%	26
Para-Professional	95.0%	100.0%	93.8%	100.0%	26

Does your organization apply a cap to the clinical coverage?



Number of observations per category: Executives (41), Management (42), Professional (42), Para-Professional (41).

What is the maximum coverage for clinical benefits (including dependents who are covered by the company) as fixed amount per year? (in local currency)

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	10,000	15,000	27,471	50,000	35
Management	10,000	15,000	27,843	50,000	35
Professional	10,000	15,000	26,900	50,000	35
Para-Professional	10,000	15,000	26,500	50,000	35

[Share your experience with Mercer's surveys.](#)

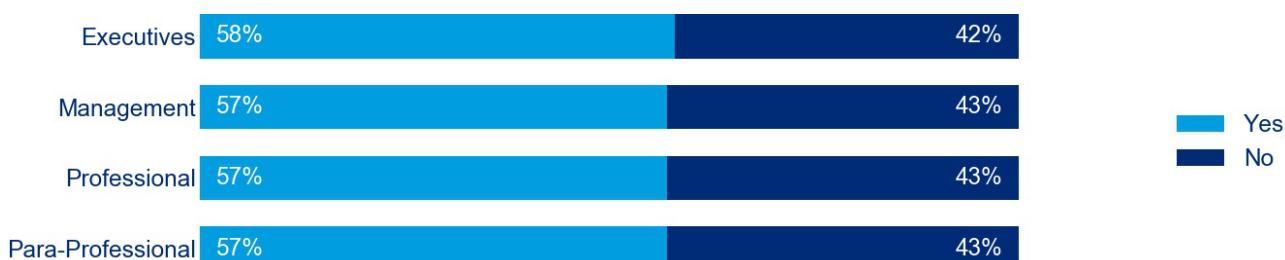
What is the maximum coverage for clinical benefits (including dependents who are covered by the company) as a multiple of monthly base salary per year (number of months)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	10,000	20,000	26,667	50,000	6
Management	10,000	20,000	26,667	50,000	6
Professional	10,000	20,000	26,667	50,000	6
Para-Professional	10,000	20,000	26,667	50,000	6

What is the maximum coverage for clinical benefits (including dependents who are covered by the company) as fixed amount per visit, including prescriptions? (in local currency)

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	10,000	15,000	18,333	25,000	15
Management	10,000	15,000	18,333	25,000	15
Professional	10,000	15,000	17,667	25,000	15
Para-Professional	10,000	15,000	17,667	25,000	15

Does your organization provide dental benefits?



Number of observations per category: Executives (48), Management (49), Professional (49), Para-Professional (49).

Is dental benefit a part of clinical benefit?



Number of observations per category: Executives (25), Management (25), Professional (25), Para-Professional (25).

[Share your experience with Mercer's surveys.](#)

Who is covered under dental benefits?

	Employee	Spouse	Children	No. of Responses:
Executives	100.0%	66.7%	66.7%	27
Management	100.0%	66.7%	66.7%	27
Professional	100.0%	66.7%	66.7%	27
Para-Professional	100.0%	66.7%	66.7%	27

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the percentage of reimbursement covered by your organization for employee's dental treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	85.0%	100.0%	90.0%	100.0%	13
Management	85.0%	100.0%	90.0%	100.0%	13
Professional	85.0%	100.0%	90.0%	100.0%	13
Para-Professional	85.0%	100.0%	90.0%	100.0%	13

What is the percentage of reimbursement covered by your organization for spouse's dental treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	65.0%	100.0%	79.6%	100.0%	13
Management	65.0%	100.0%	79.6%	100.0%	13
Professional	65.0%	100.0%	79.6%	100.0%	13
Para-Professional	65.0%	100.0%	79.6%	100.0%	13

What is the percentage of reimbursement covered by your organization for children's dental treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	93.6%	100.0%	11
Management	100.0%	100.0%	93.6%	100.0%	11
Professional	100.0%	100.0%	93.6%	100.0%	11
Para-Professional	100.0%	100.0%	93.6%	100.0%	11

[Share your experience with Mercer's surveys.](#)

Does your organization apply a cap to the dental coverage?



Number of observations per category: Executives (24), Management (24), Professional (24), Para-Professional (24).

What is the maximum coverage for dental benefits (including dependents who are covered by the company) as fixed amount per year (in local currency)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	4,250	5,000	9,365	12,000	17
Management	4,250	5,000	9,365	12,000	17
Professional	4,250	5,000	9,365	12,000	17
Para-Professional	4,250	5,000	9,365	12,000	17

How your funding of outpatient care is financed?

	Percentage of Organizations
Insured	95.7%
Self-Insured	4.3%

Based on responses from 46 organizations

Does the employee have to contribute the premium towards own coverage?



Number of observations per category: Executives (40), Management (40), Professional (40), Para-Professional (40).

For your outpatient scheme, what percentage of the premium does the employee contribute toward own coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	25.0%	50.0%	62.1%	100.0%	7
Management	25.0%	50.0%	62.1%	100.0%	7
Professional	25.0%	50.0%	62.1%	100.0%	7
Para-Professional	25.0%	50.0%	62.1%	100.0%	7

Does the employee have to contribute the premium towards spouse's coverage?



Number of observations per category: Executives (30), Management (30), Professional (30), Para-Professional (30).

For your outpatient scheme, what percentage of the premium does the employee contribute toward spouse's coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	--	37.5%	48.8%	--	4
Management	--	37.5%	48.8%	--	4
Professional	--	37.5%	48.8%	--	4
Para-Professional	--	37.5%	48.8%	--	4

Does the employee have to contribute the premium towards children's coverage?



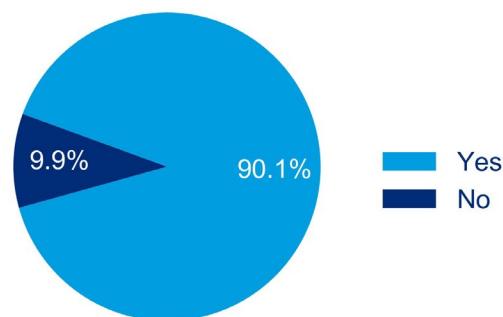
Number of observations per category: Executives (30), Management (30), Professional (30), Para-Professional (30).

For your outpatient scheme, what percentage of the premium does the employee contribute toward children's coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	--	37.5%	48.8%	--	4
Management	--	37.5%	48.8%	--	4
Professional	--	37.5%	48.8%	--	4
Para-Professional	--	37.5%	48.8%	--	4

6.2.2. Inpatient care (hospitalization)

Does your organization provide inpatient benefits in addition to statutory requirements?



Based on responses from 142 organizations

Which employee groups are eligible for inpatient benefits?



Number of observations per category: Executives (118), Management (125), Professional (125), Para-Professional (121).

Who is covered by inpatient benefits?

	Employee	Spouse	Children	Parents	No. of Responses:
Executives	99.1%	94.8%	94.8%	60.3%	116
Management	99.2%	94.2%	94.2%	61.2%	121
Professional	99.2%	94.2%	94.2%	61.2%	121
Para-Professional	99.1%	94.8%	94.8%	62.6%	115

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the percentage of reimbursement covered by your organization for employee's inpatient treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	97.3%	100.0%	107
Management	100.0%	100.0%	97.4%	100.0%	111
Professional	100.0%	100.0%	97.4%	100.0%	111
Para-Professional	100.0%	100.0%	97.3%	100.0%	105

Based on all responses, including zeros

What is the percentage of reimbursement covered by your organization for spouse's inpatient treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	96.7%	100.0%	102
Management	100.0%	100.0%	96.8%	100.0%	105
Professional	100.0%	100.0%	96.8%	100.0%	105
Para-Professional	100.0%	100.0%	96.7%	100.0%	100

Based on all responses, including zeros

What is the percentage of reimbursement covered by your organization for children's inpatient treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	100.0%	100.0%	96.7%	100.0%	102
Management	100.0%	100.0%	96.8%	100.0%	105
Professional	100.0%	100.0%	96.8%	100.0%	105
Para-Professional	100.0%	100.0%	96.7%	100.0%	100

Based on all responses, including zeros

What is the percentage of reimbursement covered by your organization for parents' inpatient treatment?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	80.0%	100.0%	90.8%	100.0%	63
Management	80.0%	100.0%	91.2%	100.0%	66
Professional	80.0%	100.0%	91.2%	100.0%	66
Para-Professional	80.0%	100.0%	90.9%	100.0%	64

Based on all responses, including zeros

[Share your experience with Mercer's surveys.](#)

Does your organization apply a cap on inpatient care benefits?



Number of observations per category: Executives (111), Management (117), Professional (117), Para-Professional (112).

What is the maximum coverage for hospitalization (including dependents who are covered by the company) as fixed amount per year?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	500,000	500,000	618,391	600,000	87
Management	500,000	500,000	603,261	600,000	92
Professional	400,000	500,000	588,587	600,000	92
Para-Professional	400,000	500,000	595,455	600,000	88

How your funding of inpatient care is financed?

	Insured	Self-Insured	No. of Responses:
Executives	98.2%	1.8%	114
Management	98.3%	1.7%	118
Professional	98.3%	1.7%	118
Para-Professional	98.2%	1.8%	113

Does the employee have to contribute the premium towards own coverage?



Number of observations per category: Executives (108), Management (113), Professional (113), Para-Professional (106).

For your medical plan (inpatient), what percentage of the premium does the employee contribute towards own coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	20.4%	30.9%	41.0%	66.3%	8
Management	20.0%	30.9%	40.9%	66.3%	8
Professional	12.5%	30.9%	39.6%	66.3%	8
Para-Professional	12.5%	30.9%	39.6%	66.3%	8

Does the employee have to contribute the premium towards spouse's coverage?



Number of observations per category: Executives (103), Management (107), Professional (107), Para-Professional (101).

For your medical plan (inpatient), what percentage of the premium does the employee contribute towards spouse's coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	--	30.9%	45.5%	--	4
Management	22.5%	36.8%	44.4%	70.0%	5
Professional	22.5%	36.8%	44.4%	70.0%	5
Para-Professional	22.5%	36.8%	44.4%	70.0%	5

Does the employee have to contribute the premium towards children's coverage?



Number of observations per category: Executives (103), Management (107), Professional (107), Para-Professional (102).

For your medical plan (inpatient), what percentage of the premium does the employee contribute towards children's coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	20.0%	25.0%	40.4%	68.4%	5
Management	20.0%	30.9%	40.3%	55.0%	6
Professional	20.0%	30.9%	40.3%	55.0%	6
Para-Professional	20.0%	30.9%	40.3%	55.0%	6

Does the employee have to contribute the premium towards parents' coverage?



Number of observations per category: Executives (64), Management (68), Professional (68), Para-Professional (66).

For your medical plan (inpatient), what percentage of the premium does the employee contribute towards parents' coverage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	10.0%	36.8%	45.1%	100.0%	17
Management	10.0%	40.0%	46.8%	100.0%	19
Professional	10.0%	40.0%	46.5%	100.0%	19
Para-Professional	10.0%	40.0%	46.5%	100.0%	19

Based on all responses, including zeros

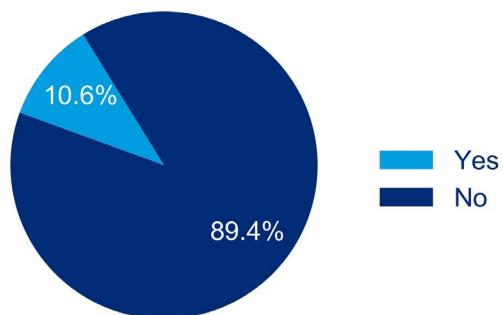
What is the average annual premium cost per employee (including dependents who are covered by the company) paid by the employer (in local currency)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	12,016	23,250	27,793	40,741	98
Management	12,021	24,000	27,229	39,000	103
Professional	12,000	21,070	26,703	39,000	103
Para-Professional	11,875	21,273	26,766	39,013	98

7. Other Benefits

7.1. Loans

Does your organization offer loans to any employees?



Based on responses from 160 organizations

What types of loans does your organization offer?

	Housing Loan	Car Loan	Personal Loan	Hard/Soft Furnishing Loan	No. of Responses:
Executives	14.3%	14.3%	92.9%	7.1%	14
Management	13.3%	13.3%	93.3%	6.7%	15
Professional	12.5%	12.5%	93.8%	6.2%	16
Para-Professional	14.3%	14.3%	92.9%	7.1%	14

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

7.1.1. Personal loans

Does your organization subsidize the interest rate?



Number of observations per category: Executives (6), Management (6), Professional (7), Para-Professional (5).

[Share your experience with Mercer's surveys.](#)

How does your organization subsidize the interests?

	Fixed Percentage of the Interests	Portion of the Interest Rate	No. of Responses:
Executives	100.0%	40.0%	5
Management	100.0%	40.0%	5
Professional	100.0%	40.0%	5
Para-Professional	100.0%	50.0%	4

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What fixed percentage of the personal loan interest does your organization subsidize?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	13.5%	100.0%	65.4%	100.0%	5
Management	13.5%	100.0%	65.4%	100.0%	5
Professional	13.5%	100.0%	65.4%	100.0%	5
Para-Professional	--	58.5%	56.8%	--	4

Does the employee have to cover personal loan interest?



Number of observations per category: Executives (10), Management (11), Professional (12), Para-Professional (10).

How is the maximum amount of the personal loan expressed?

	Fixed Multiple of Monthly Salary	Fixed Monetary Amount	No. of Responses:
Executives	63.6%	36.4%	11
Management	58.3%	41.7%	12
Professional	61.5%	38.5%	13
Para-Professional	50.0%	50.0%	10

What is the fixed multiple of monthly salary set as maximum personal loan?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	1.5	2.0	2.4	3.5	5
Management	1.5	2.0	2.4	3.5	5
Professional	1.4	2.0	2.6	4.3	6
Para-Professional	--	2.0	2.5	--	4

[Share your experience with Mercer's surveys.](#)

What is the fixed maximum monetary amount of personal loan?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	--	125,000	131,250	--	4
Management	67,500	100,000	117,000	175,000	5
Professional	57,500	100,000	113,000	175,000	5
Para-Professional	50,000	100,000	110,000	175,000	5

What is the maximum term of the personal loan (months)?

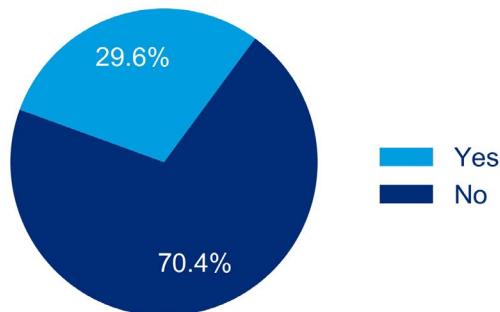
	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	12.0	15.0	17.3	24.0	8
Management	12.0	12.0	16.0	24.0	9
Professional	10.5	12.0	15.0	24.0	10
Para-Professional	12.0	12.0	16.0	24.0	9

After how many months can a second personal loan be taken out?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	12.0	12.0	16.0	24.0	6
Management	12.0	12.0	14.1	24.0	7
Professional	12.0	12.0	13.9	21.0	8
Para-Professional	12.0	12.0	14.1	24.0	7

7.2. Flexible Benefits

Does your organization provide flexible benefits plan?



Based on responses from 159 organizations

[Share your experience with Mercer's surveys.](#)

Which employee groups are eligible for flexible benefits plan?



Number of observations per category: Executives (42), Management (46), Professional (46), Para-Professional (44).

How is the standard employer contribution/budget for flexible benefits determined?

	Related to Salary (e.g., Percentage of Salary)	Fixed Amounts (Potentially Depending on Job Grade)	Other	No. of Responses:
Executives	36.4%		51.5%	12.1%
Management	35.1%		48.6%	16.2%
Professional	35.1%		48.6%	16.2%
Para-Professional	37.1%		48.6%	14.3%

Note: The total does not equal 100% due to rounding.

Do the standard employer contributions vary in certain circumstances?



Number of observations per category: Executives (22), Management (22), Professional (22), Para-Professional (21).

How do the standard employer contributions vary in certain circumstances?

	With Age of Employee	With Years of Service of Employee	By Family Size of the Employee	With Other Factors	No. of Responses:
Executives	25.0%	12.5%	37.5%	50.0%	8
Management	22.2%	11.1%	33.3%	55.6%	9
Professional	22.2%	11.1%	33.3%	55.6%	9
Para-Professional	22.2%	11.1%	33.3%	55.6%	9

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

What is the typical annual employer contribution to the flexible benefits plan, per employee, as a fixed amount?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	16,875	28,000	59,330	87,800	10
Management	14,000	26,000	52,936	56,000	11
Professional	14,000	26,000	41,400	56,000	11
Para-Professional	14,750	28,000	36,080	58,500	10

If flexible benefit plan contributions are expressed as a fixed percentage of reference salary, what is the percentage?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Executives	45.0%	50.0%	57.1%	53.5%	7
Management	46.0%	51.0%	62.4%	88.4%	8
Professional	46.0%	51.0%	58.8%	77.4%	8
Para-Professional	46.0%	51.0%	58.2%	73.6%	8

Which benefits and services components may be chosen under the flexible benefits plan?

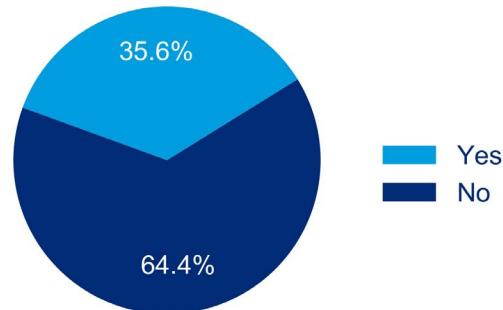
	Executives	Management	Professional	Para-Professional
Life Insurance Benefits	37.1%	34.2%	34.2%	30.6%
Accident Insurance	37.1%	34.2%	34.2%	30.6%
Health Benefits	48.6%	50.0%	50.0%	41.7%
Medical Check-up	20.0%	21.1%	21.1%	16.7%
Annual Leave	31.4%	28.9%	28.9%	27.8%
Leisure/Sports Club Subscriptions	20.0%	18.4%	18.4%	16.7%
Employee Education	34.3%	31.6%	31.6%	27.8%
Dependent Education	5.7%	5.3%	5.3%	5.6%
Child Care	22.9%	21.1%	21.1%	19.4%
Vouchers	34.3%	31.6%	31.6%	27.8%
Company Products	2.9%	2.6%	2.6%	2.8%
Other	40.0%	42.1%	42.1%	41.7%
No. of Responses:	35	38	38	36

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

8. Company Cars

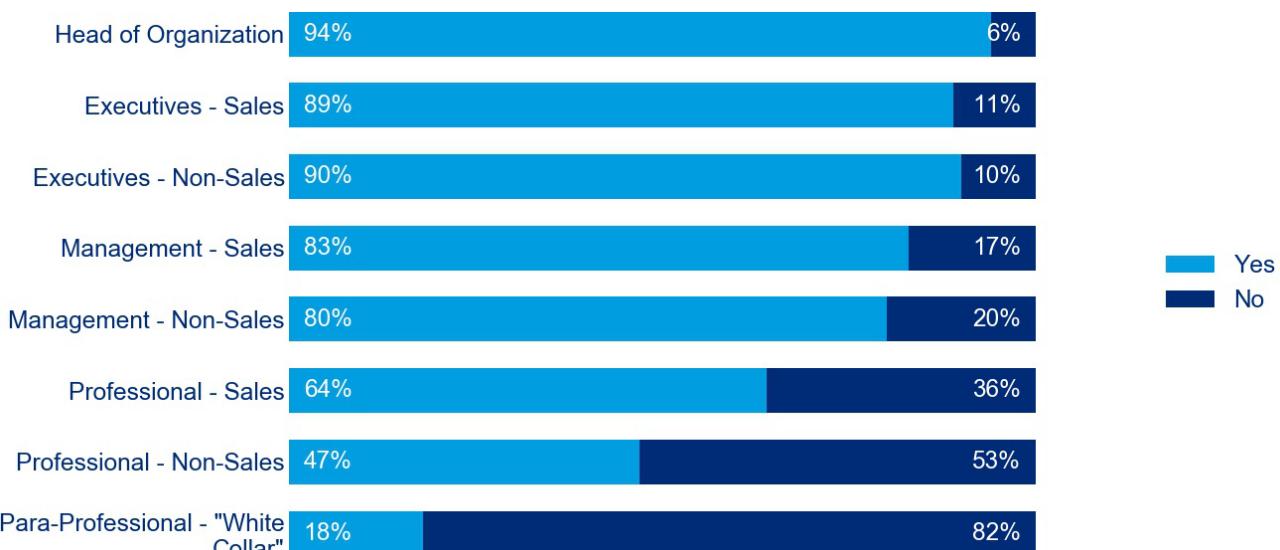
8.1. General Policy

Does your organization have a company car benefit policy?



Based on responses from 160 organizations

Which employee groups are eligible for a company car benefit?



Number of observations per category: Head of Organization (49), Executives - Sales (46), Executives - Non-Sales (50), Management - Sales (47), Management - Non-Sales (49), Professional - Sales (45), Professional - Non-Sales (45), Para-Professional - "White Collar" (38).

[Share your experience with Mercer's surveys.](#)

What type of company car benefit scheme does your organization offer?

	Company-Owned Car	Company-Leased/Long-Term Rented Car	Car Allowance in Lieu	Choice Between Company-Owned/Leased/Long-Term Rented Car or Car Allowance in Lieu	Combination of Company-Owned/Leased/Long-Term Rented Car and Car Allowance in Lieu	No. of Responses:
Head of Organization	15.2%	67.4%	8.7%	8.7%	0.0%	46
Executives - Sales	2.6%	76.9%	12.8%	7.7%	0.0%	39
Executives - Non-Sales	7.0%	72.1%	11.6%	7.0%	2.3%	43
Management - Sales	0.0%	81.1%	13.5%	5.4%	0.0%	37
Management - Non-Sales	0.0%	81.6%	10.5%	5.3%	2.6%	38
Professional - Sales	0.0%	82.1%	10.7%	7.1%	0.0%	28
Professional - Non-Sales	0.0%	90.5%	4.8%	4.8%	0.0%	21
Para-Professional - "White Collar"	0.0%	100.0%	0.0%	0.0%	0.0%	7

Note: The total does not equal 100% due to rounding.

What is the primary criterion for determining grant of company car benefit?

	Status/Seniority	Business Need	No. of Responses:
Head of Organization	80.0%	20.0%	35
Executives - Sales	82.1%	17.9%	28
Executives - Non-Sales	84.4%	15.6%	32
Management - Sales	66.7%	33.3%	27
Management - Non-Sales	77.8%	22.2%	27
Professional - Sales	61.9%	38.1%	21
Professional - Non-Sales	92.3%	7.7%	13
Para-Professional - "White Collar"	100.0%	0.0%	3

Are there any limitations on the private use of the car?

	No Limitations	Weekdays Only	Business Use Only	Other	No. of Responses:
Head of Organization	78.4%	2.7%	13.5%	5.4%	37
Executives - Sales	74.2%	3.2%	16.1%	6.5%	31
Executives - Non-Sales	72.7%	3.0%	15.2%	9.1%	33
Management - Sales	65.5%	3.4%	20.7%	10.3%	29
Management - Non-Sales	66.7%	3.3%	20.0%	10.0%	30
Professional - Sales	65.2%	4.3%	26.1%	4.3%	23
Professional - Non-Sales	72.2%	5.6%	16.7%	5.6%	18
Para-Professional - "White Collar"	71.4%	0.0%	14.3%	14.3%	7

Note: The total does not equal 100% due to rounding.

What is the primary criterion for car selection?

	Free Choice Within a Maximum Cost	Range of Models	One Preferred Model	Maximum Engine Size	CO2 Emission	Other	No. of Responses:
Head of Organization	71.8%	12.8%	0.0%	5.1%	0.0%	10.3%	39
Executives - Sales	72.7%	12.1%	0.0%	3.0%	0.0%	12.1%	33
Executives - Non-Sales	69.4%	13.9%	2.8%	2.8%	0.0%	11.1%	36
Management - Sales	71.0%	9.7%	0.0%	3.2%	0.0%	16.1%	31
Management - Non-Sales	69.7%	9.1%	3.0%	3.0%	0.0%	15.2%	33
Professional - Sales	68.0%	8.0%	4.0%	4.0%	0.0%	16.0%	25
Professional - Non-Sales	78.9%	5.3%	0.0%	5.3%	0.0%	10.5%	19
Para-Professional - "White Collar"	85.7%	14.3%	0.0%	0.0%	0.0%	0.0%	7

Note: The total does not equal 100% due to rounding.

What type of car financing does your organization use?

	Financial Leasing	Operational Leasing	Long-Term Rent	Other	No. of Responses:
Head of Organization	44.8%	51.7%	0.0%	6.9%	29
Executives - Sales	48.1%	51.9%	0.0%	3.7%	27
Executives - Non-Sales	44.8%	51.7%	0.0%	6.9%	29
Management - Sales	50.0%	46.2%	3.8%	3.8%	26
Management - Non-Sales	46.4%	46.4%	3.6%	7.1%	28
Professional - Sales	50.0%	45.5%	4.5%	4.5%	22
Professional - Non-Sales	56.2%	50.0%	0.0%	0.0%	16
Para-Professional - "White Collar"	71.4%	28.6%	0.0%	0.0%	7

Note: Some organizations indicated more than one option therefore the total exceeds 100%.

8.2. Main Policy Details

How fuel for private use is financed by your organization?

	All Private Fuel	Part of Private Fuel (e.g., Excluding Vacation Abroad)	Not Financed by the Organization	No. of Responses:
Head of Organization	25.9%	7.4%	66.7%	27
Executives - Sales	14.3%	9.5%	76.2%	21
Executives - Non-Sales	21.7%	13.0%	65.2%	23
Management - Sales	16.7%	11.1%	72.2%	18
Management - Non-Sales	15.8%	10.5%	73.7%	19
Professional - Sales	15.4%	7.7%	76.9%	13
Professional - Non-Sales	9.1%	9.1%	81.8%	11
Para-Professional - "White Collar"	0.0%	0.0%	100.0%	6

Note: The total does not equal 100% due to rounding.

How fuel for business use is financed by your organization?

	All Business Fuel	Part of Business Fuel	Not Financed by the Organization	No. of Responses:
Head of Organization	67.6%	5.9%	26.5%	34
Executives - Sales	63.0%	7.4%	29.6%	27
Executives - Non-Sales	66.7%	6.7%	26.7%	30
Management - Sales	64.0%	4.0%	32.0%	25
Management - Non-Sales	61.5%	3.8%	34.6%	26
Professional - Sales	57.9%	5.3%	36.8%	19
Professional - Non-Sales	50.0%	0.0%	50.0%	14
Para-Professional - "White Collar"	40.0%	0.0%	60.0%	5

Note: The total does not equal 100% due to rounding.

What is the maximum gross purchase price (incl. taxes)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	3,100,000	5,000,000	4,928,000	6,826,000	6
Executives - Sales	--	--	--	--	0
Executives - Non-Sales	2,298,000	3,300,000	3,979,200	6,000,000	5
Management - Sales	--	--	--	--	1
Management - Non-Sales	--	--	--	--	1
Professional - Sales	--	--	--	--	0
Professional - Non-Sales	--	--	--	--	0
Para-Professional - "White Collar"	--	--	--	--	0

What is the maximum gross monthly lease/rent cost (incl. taxes)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	70,000	110,000	180,440	138,496	12
Executives - Sales	40,000	60,000	165,653	206,993	13
Executives - Non-Sales	40,000	75,000	161,422	206,993	13
Management - Sales	42,000	75,000	130,742	202,993	13
Management - Non-Sales	33,000	72,500	122,975	166,989	14
Professional - Sales	33,750	70,000	121,932	198,958	10
Professional - Non-Sales	31,250	52,500	125,417	221,875	8
Para-Professional - "White Collar"	--	--	--	--	2

[Share your experience with Mercer's surveys.](#)

How is the company car replacement policy expressed?

	Months Only	Kilometers Only	Months and Kilometers	Months or Kilometers	No. of Responses:
Head of Organization	73.7%	0.0%	15.8%	10.5%	19
Executives - Sales	71.4%	0.0%	14.3%	14.3%	14
Executives - Non-Sales	76.5%	0.0%	11.8%	11.8%	17
Management - Sales	83.3%	0.0%	8.3%	8.3%	12
Management - Non-Sales	84.6%	0.0%	7.7%	7.7%	13
Professional - Sales	80.0%	0.0%	10.0%	10.0%	10
Professional - Non-Sales	87.5%	0.0%	0.0%	12.5%	8
Para-Professional - "White Collar"	100.0%	0.0%	0.0%	0.0%	3

Note: The total does not equal 100% due to rounding.

What is your replacement policy (number of months)?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	36.0	48.0	44.1	48.0	20
Executives - Sales	36.0	48.0	46.3	48.0	15
Executives - Non-Sales	36.0	48.0	44.6	48.0	18
Management - Sales	36.0	48.0	43.3	48.0	13
Management - Non-Sales	36.0	48.0	42.8	48.0	14
Professional - Sales	40.5	48.0	45.0	48.0	10
Professional - Non-Sales	39.0	48.0	45.0	48.0	8
Para-Professional - "White Collar"	--	--	48.0	--	3

[Share your experience with Mercer's surveys.](#)

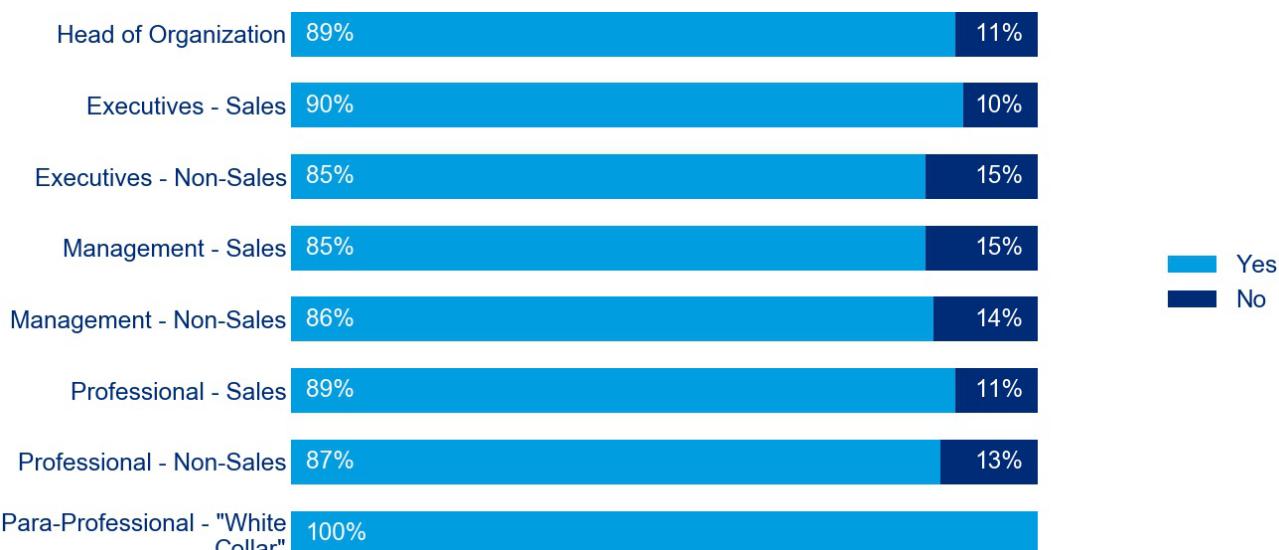
8.3. Additional Policy Details

What contribution does the employee pay to the company for private use of the company car?

	None (Taxes Only)	Monthly Contribution to Cost of Company Car	Full Car Cost by Salary Sacrifice	No. of Responses:
Head of Organization	60.0%	12.0%	28.0%	25
Executives - Sales	42.1%	15.8%	42.1%	19
Executives - Non-Sales	42.9%	14.3%	42.9%	21
Management - Sales	31.2%	18.8%	50.0%	16
Management - Non-Sales	35.3%	17.6%	47.1%	17
Professional - Sales	30.0%	10.0%	60.0%	10
Professional - Non-Sales	22.2%	11.1%	66.7%	9
Para-Professional - "White Collar"	25.0%	0.0%	75.0%	4

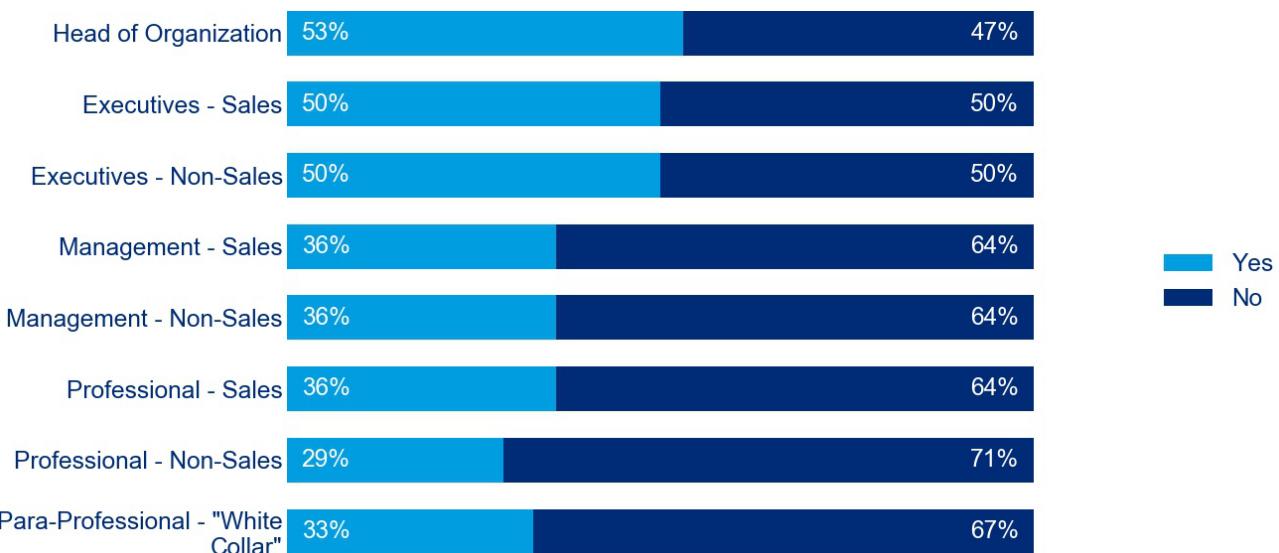
Note: The total does not equal 100% due to rounding.

Does your organization allow employees to purchase the company car at the end of the replacement period?



Number of observations per category: Head of Organization (37), Executives - Sales (29), Executives - Non-Sales (33), Management - Sales (26), Management - Non-Sales (28), Professional - Sales (18), Professional - Non-Sales (15), Para-Professional - "White Collar" (6).

Is there a discount applied to the used car market value?

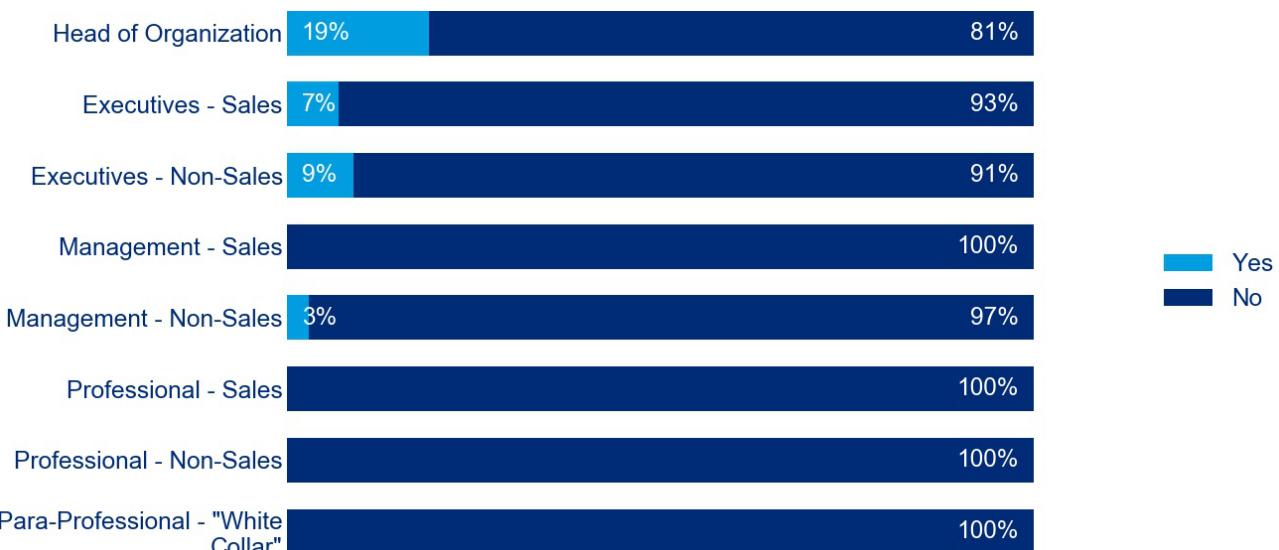


Number of observations per category: Head of Organization (17), Executives - Sales (14), Executives - Non-Sales (14), Management - Sales (11), Management - Non-Sales (11), Professional - Sales (11), Professional - Non-Sales (7), Para-Professional - "White Collar" (6).

What is the percentage of discount applied to the used car market value?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	10.0%	15.0%	20.3%	28.8%	8
Executives - Sales	10.0%	20.0%	22.5%	30.0%	7
Executives - Non-Sales	10.0%	20.0%	22.5%	30.0%	7
Management - Sales	--	17.5%	23.1%	--	4
Management - Non-Sales	--	17.5%	23.1%	--	4
Professional - Sales	--	--	22.5%	--	3
Professional - Non-Sales	--	--	--	--	2
Para-Professional - "White Collar"	--	--	--	--	2

Does your organization provide a personal driver for those who are given a company car?



Number of observations per category: Head of Organization (37), Executives - Sales (28), Executives - Non-Sales (32), Management - Sales (27), Management - Non-Sales (29), Professional - Sales (20), Professional - Non-Sales (14), Para-Professional - "White Collar" (6).

8.4. Allowances

What is the maximum annual cash allowance in lieu of company car?

	25 th Percentile	Median	Average	75 th Percentile	No. of Responses:
Head of Organization	385,000	1,200,000	1,037,400	1,608,500	5
Executives - Sales	175,200	500,000	506,886	660,000	7
Executives - Non-Sales	256,400	562,000	482,725	657,500	8
Management - Sales	62,500	384,000	283,400	454,000	5
Management - Non-Sales	307,250	450,000	390,167	507,000	6
Professional - Sales	--	--	--	--	2
Professional - Non-Sales	--	--	--	--	1
Para-Professional - "White Collar"	--	--	--	--	0