Mercer TAAP

taap portfolio 2024

Knowledge is powerful. Time is limited.

welcome to brighter

Mercer TAAP

2024 Publication calendar

January

- 10 Global Compensation Planning Online
- 17 Global Compensation Planning (Excel, PDF)
- 17 Global Pay Summary Online

February

- 14 Incentives Around the World Online
- 28 Salary Budget Snapshot (E1)

March

- 13 Global Compensation Drivers Online
- 13 Global Compensation Planning Online
- 20 Global Compensation Planning (Excel, PDF)

April

- 10 Workforce Movement Online

May

- 08 Transportation Costs Online
- 08 Transportation Policies Online
- 29 Salary Budget Snapshot (E2)

June

- 12 Global Compensation Planning Online
- 19 Global Compensation Planning (Excel, PDF)
- 26 Employee Engagement Benchmarking

July

August

- 28 Salary Budget Snapshot (E3)

September

- 04 Global Compensation Planning Online
- 11 Global Compensation Planning (Excel, PDF)
- 11 Leave Programs Online

October

- 09 Workforce Movement Online
- 16 Skills Practices Online

November

December

- 04 Salary Budget Snapshot (E4)
- 11 Global Compensation Planning Online
- 18 Global Compensation Planning (Excel, PDF)

Note: Worldwide Benefits & Employment Guidelines Online is updated throughout the year.

Salary Budget Snapshot is exclusive to participants.

All dates are subject to change.

Excel or PDF product

Online product

Available to all purchasers

Mercer TAAP

2024 Calculator refresh schedule

January
- Market pay benchmarking
- HR country comparator
- Labor market overview

February
- Market pay differentials
- Hot and cold jobs
- Labor market overview

March
- Work from home allowance calculator
- Labor market overview

April
- HR country comparator
- Market pay benchmarking
- Salary increase projections
- Labor market overview

May
- Skills demand by job family
- Car allowance calculator
- Perquisites and allowances
- Labor market overview
- Green car policies over the years

June
- HR country comparator
- Car cost comparator
- Labor market overview

July
- Labor market overview

August
- Mobility cost of living trends
- Labor market overview

September
- Cost of living ranking
- Total employment cost calculator
- Labor market overview

October
- HR country comparator
- Skills demand by job family
- Labor market overview

November
- Labor market overview

December
- Labor market overview
- Salary increase projections

All dates are subject to change.

Exclusive calculators

Exclusive dashboards

Available to TAAP+ subscribers

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A TAAP+ subscription includes access to all of these and more!

Mercer TAAP

A TAAP+ subscription can help you:

Click on the data or tools to learn more.

Offer competitive pay

Data to help:

- Compensation Drivers
- Compensation Planning
- Incentives Around the World
- Pay Summary

Tools that help:

- Market pay benchmarking
- Market pay differentials
- Salary increase projections
- Skills demand by job family
- Total employment cost calculator

Provide attractive benefits

Data to help:

- Leave Programs
- Transportation Policies & Costs

Tools that help:

- Car allowance calculator
- Car cost comparator
- Emerging leave policies scorecard
- Perquisites and allowances
- Work from home allowance calculator

Improve engagement and reduce turnover

Data to help:

- Employee Engagement Survey Toolkit
- Skill Practices
- Workforce Movement

Tools that help:

- Global Talent Trends Employee Perspective

Ensure compliant benefits

Data to help:

- Benefits & Employment Guidelines

Tools that help:

- The Legislative Digest

Optimize HR

Data to help:

- TAAP+

Tools that help:

- HR country comparator
- HR ratios calculator
- Learning spend benchmarking
- Salary increase budget distribution

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Mercer TAAP

TAAP+

Our mission is to make your job easier by providing simple, fast and easy access to HR content from around the world. Whether you operate in only one country or you operate globally, TAAP+ has relevant information for you.

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- Important legislative updates that help you stay compliant.
- Geography and industry-focused data reports and analysis.
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- Downloadable Excel files to organize data in a way that best suits your needs.

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How will you use TAAP+?

To inform updates to your benefits package to compete for top-tier talent?

Or to learn how your policies compare to other businesses in your region?

The possibilities are endless.

Subscribe today and experience TAAP+ for yourself.

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TAAP into decision-making data.

Benchmarking pay summary
Compare your company to the market with base salary and total cash compensation data for up to 50 benchmark jobs.

Benefit & employment guidelines
Review statutory and supplemental benefit details for social security, retirement, medical, death, disability and more.

Compensation drivers
Learn which factors impact pay the most and how pay differs relative to the market average.

Compensation planning
Everything you need to know about salary increases, economic indicators and more.

Employee engagement survey toolkit
Access a set of recommendations, practices, techniques and templates to use as you plan your own employee engagement survey.

Incentives & pay mix
Determine the right incentive program for your company by evaluating eligibility, targets, and actual incentive data for STI, sales and LTI.

Leave programs
Review market practice and statutory requirements of paid and unpaid time off for a selection of core leave programs.

Skills practices
Review and evaluate the requirements for identifying and rewarding the desired skills that align with your business strategies.

Transportation policies & costs
Discover which types of transportation benefits companies typically offer and understand their associated costs.

Turnover & workforce movement
Learn more about the overall employment landscape including key market indicators, turnover and hot skills.

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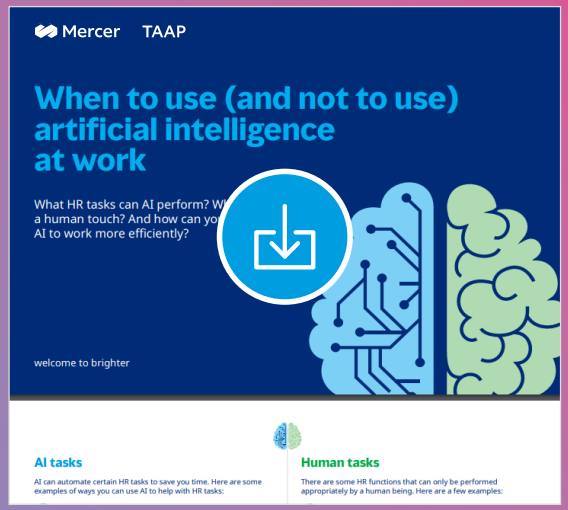
TAAP into actionable insights.

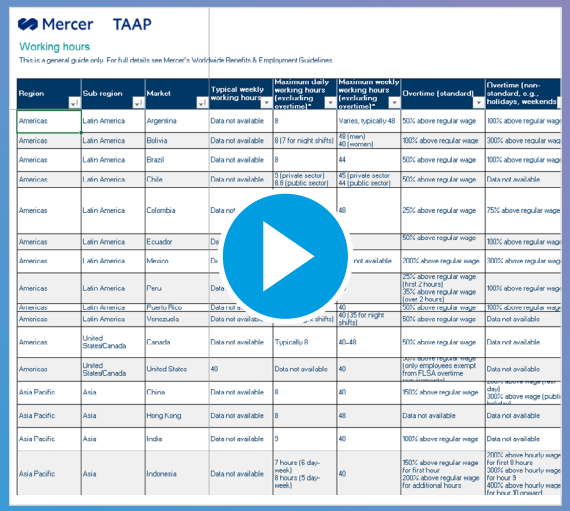
- Alert (e.g., legislative changes)
- Quick Glance (e.g., infographics)
- Quick Read (e.g., articles, short reports)
- Review Data (e.g., Excel data files, data-heavy reports)
- Indepth Read (e.g., longer reports)
- Evaluate & Measure (e.g., quizzes, diagnostics, checklists)
- Interact & Analyze (e.g., calculators, dashboards)
- Customize (e.g., Excel, PowerPoint)
- Watch & Learn (e.g., videos)
- Listen (e.g., podcasts)

Infographic

Short report

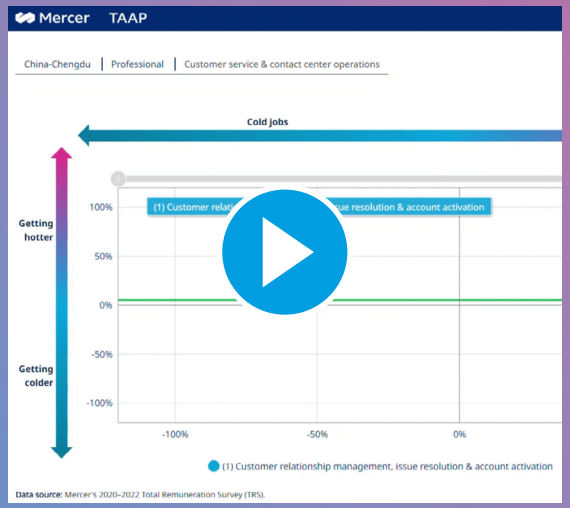


Excel data



Region	Sub region	Market	Typical weekly working hours	Maximum daily working hours [excluding overtime]*	Maximum weekly working hours [excluding overtime]*	Overtime (standard)	Overtime (non-standard, e.g., holidays, weekends)
Americas	Latin America	Argentina	Data not available	8	Varies, typically 48	50% above regular wage	100% above regular wag
Americas	Latin America	Bolivia	Data not available	9 (7 for night shifts)	48 (men) 40 (women)	100% above regular wage	300% above regular wag
Americas	Latin America	Brazil	Data not available	8	44	50% above regular wage	100% above regular wag
Americas	Latin America	Chile	Data not available	9 (private sector) 8.8 (public sector)	45 (private sector 44 (public sector)	50% above regular wage	Data not available
Americas	Latin America	Colombia	Data not		48	25% above regular wage	75% above regular wage
Americas	Latin America	Ecuador	Da			50% above regular wage	100% above regular wag
Americas	Latin America	Mexico	Da		not available	200% above regular wage	300% above regular wag
Americas	Latin America	Peru	Data			25% above regular wage (first 2 hours) 35% above regular wage (over 2 hours)	100% above regular wag
Americas	Latin America	Puerto Rico	Data not a		48	50% above regular wage	100% above regular wag
Americas	Latin America	Venezuela	Data not availa	shifts)	40 (35 for night shifts)	50% above regular wage	Data not available
Americas	United States/Canada	Canada	Data not available	Typically 8	40–48	50% above regular wage	Data not available
Americas	United States/Canada	United States	40	Data not available	40	50% above regular wage (only employees exempt from FLSA overtime	Data not available
Asia Pacific	Asia	China	Data not available	8	40	150% above regular wage	day) 300% above wage (publi
Asia Pacific	Asia	Hong Kong	Data not available	8	48	Data not available	Data not available
Asia Pacific	Asia	India	Data not available	9	40	100% above regular wage	Data not available
Asia Pacific	Asia	Indonesia	Data not available	7 hours (6 day-week) 8 hours (5 day-week)	40	150% above regular wage for first hour 200% above regular wage for additional hours	200% above hourly wage for first 8 hours 300% above hourly wage for hour 9 400% above hourly wage for hour 10 onward

Dashboard



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TAAP into exclusive calculators and tools, designed to complement our data.

Proactively manage your perquisites offering

Car allowance calculator

Calculate recommended monthly car allowances for your employees.

Perquisites and allowances market comparison

Review and compare perquisites and allowances for up to three markets at a time.

Budget for today and the future

Salary increase projections

View salary increase budgets for years to come.

Total employment costs

Estimate the total costs of an employee based on the salary you are providing.

Compare pay and benefits around the world

Country comparator

Review a selection of key data points across two markets.

Market pay differentials

Compare base salary data from two different markets and view the differentials for these markets.

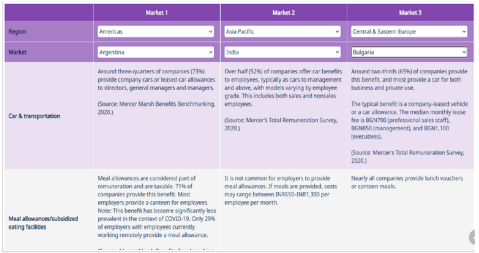
Adjust your benefits to meet today's needs

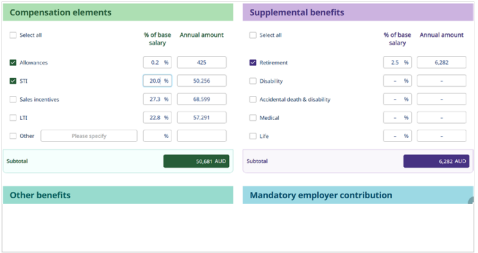
Emerging leave scorecard

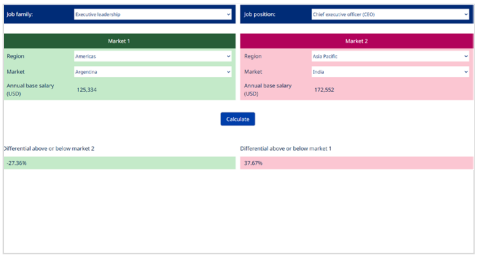
Evaluate the additional leave types offered to your employees.

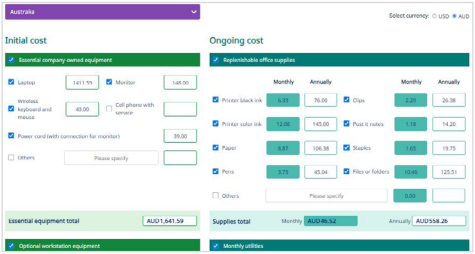
Work from home allowance calculator

Calculate the potential costs to create a customized WFH allowance policy.









TAAP into

compensation

Mercer TAAP

Compensation Drivers

Use your compensation budget wisely.

Learn which factors impact pay the most and how pay differs relative to the market average.

Not sure how these data might help your company? Watch this **short video** to find out more.

This is the perfect partner to:
Microlearning: Compensation Fundamentals!

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Included in a TAAP+ subscription!

This product can help you...

- Easily identify when you need to pay more to attract or retain talent.
- Tailor your compensation strategy to the local market and differentiate your company.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **market pay differentials calculator!**

What's included?

- Key drivers that drive pay
- Positive and negative pay differentials for key drivers

Key drivers included

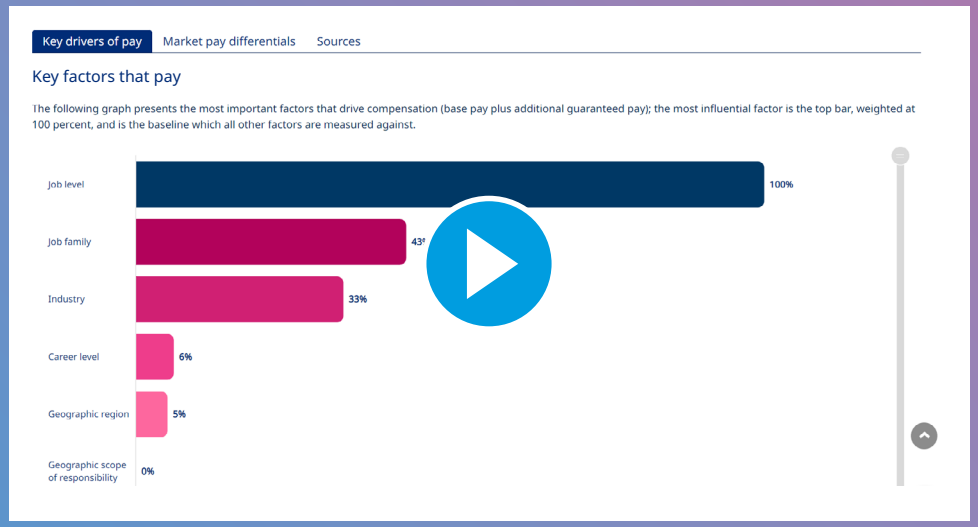
- Career level
- Employee age
- Geographic region
- Geographic scope of responsibility
- Headquarter country location
- Industry
- Job family
- Job level
- Nationality

Note: Not all drivers are reported in every market.

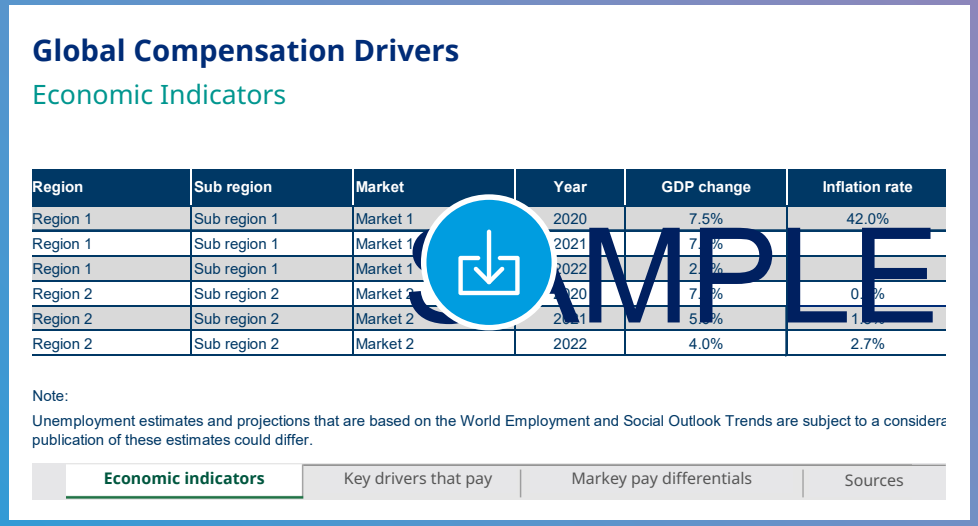
Buy Now | **Demo Video** | **Region Sample** | **Single Market Sample**

Take a closer look...

Global online



Region Excel



Global Compensation Drivers

Economic Indicators

Region	Sub region	Market	Year	GDP change	Inflation rate
Region 1	Sub region 1	Market 1	2020	7.5%	42.0%
Region 1	Sub region 1	Market 1	2021	[illegible]	[illegible]
Region 1	Sub region 1	Market 1	2022	[illegible]	[illegible]
Region 2	Sub region 2	Market 2	2020	[illegible]	[illegible]
Region 2	Sub region 2	Market 2	2021	[illegible]	[illegible]
Region 2	Sub region 2	Market 2	2022	4.0%	2.7%

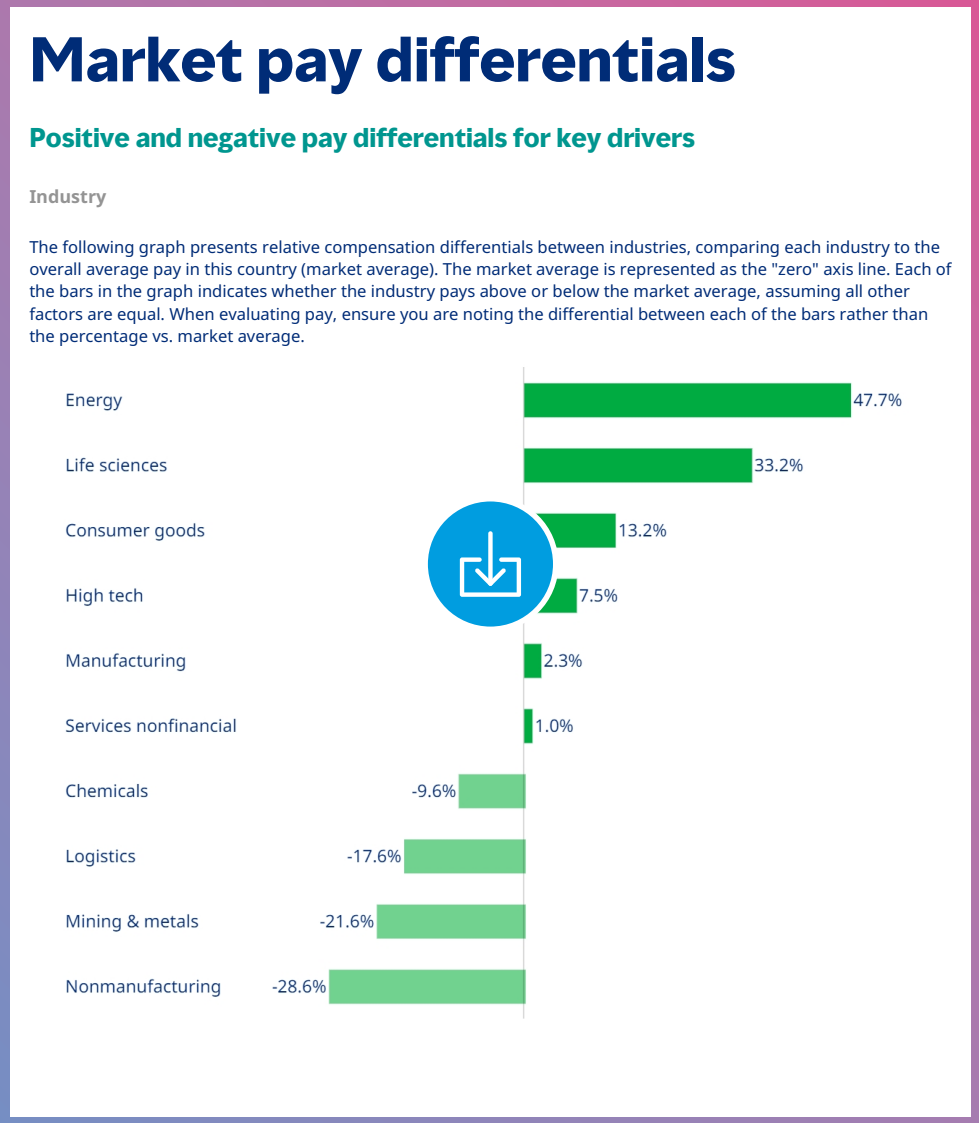
Note:

Unemployment estimates and projections that are based on the World Employment and Social Outlook Trends are subject to a considera
publication of these estimates could differ.

Economic indicators | Key drivers that pay | Markey pay differentials | Sources

SAMPLE

Single market PDF



Market pay differentials

Positive and negative pay differentials for key drivers

Industry

The following graph presents relative compensation differentials between industries, comparing each industry to the overall average pay in this country (market average). The market average is represented as the "zero" axis line. Each of the bars in the graph indicates whether the industry pays above or below the market average, assuming all other factors are equal. When evaluating pay, ensure you are noting the differential between each of the bars rather than the percentage vs. market average.

Compensation Drivers

2024 Release: March 13

Online pricing

Get access for up to 15 users from as little as $34 per user per month!*

	USD	EUR
Global online | Up to 15 users	6,000	5,900
Global online | Up to 5 users	3,700	3,600
Add single user	1,000	975

Excel and PDF pricing

	USD	EUR
Region Excel	2,000	1,950
Single market PDF	1,000	975

Pricing note

Global online includes two options: Access for up to 15 users or access for up to 5 users; additional users may be added for a fee (add single user). Regions available: Americas; Asia Pacific; and Europe, Middle East & Africa. Selection of single market PDFs available in the **Mercer Shop**; additional markets available on request.

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Online version can be viewed in English, French, German, Portuguese and Spanish!

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Looking for more than one TAAP data product? Visit the Mercer Shop to save.

Up to 5 users

Up to 15 users

Market coverage

A global online subscription includes 12 months' access to market-specific data for all available markets. Global online includes Excel and PDF downloads. Region Excel reports include access to market-specific data for all available markets within the selected region.

Mercer TAAP

GCPR is a flagship product!

Global Compensation Planning (GCPR)

Salary increase planning made easy.

Everything you need to know about salary increase budgets, economic indicators, promotional increases and more.

Online subscribers receive multiple updates per year.

This is the perfect partner to:
Global Pay Summary!

Included in a TAAP+ subscription!

This product can help you...

- Monitor the latest salary increase and economic data with regular updates throughout the year.
- Make salary budget planning decisions across multiple markets with just a few clicks.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **salary increase projections calculator!**

What's included?

- Historical trends
- Economic indicators
- Salary practices
- Salary increase budgets
- Promotional salary increases

What's new in 2024?

Receive an extra update in 2024! GCPR will publish in January, March, June, September and December in 2024 only.

Buy Now | Demo Video | Industry Demo Video | Region Sample | Single Market Sample

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Global Compensation Planning (GCPR)

GCPR online includes Excel and PDF downloads, and access to historic data in an interactive graph.

Data topic	Jan 2024	Mar 2024	Jun 2024	Sep 2024	December 2024
Historical trends	✓	✓	✓	✓	✓
Economic indicators		Apr		Oct	
Salary practices				✓	
Salary increase budgets	✓	✓	✓	✓	✓
Promotional increases	✓				✓

Note: Quarterly updates are based on market availability; industry data are not available for all markets.

Global online industry includes all of the above and more!

All available market-level data included in the global online option.

+

Online access to industry-specific salary increase budget data for select industries.

- Consumer goods
- Energy
- Technology
- Life sciences
- Manufacturing

+

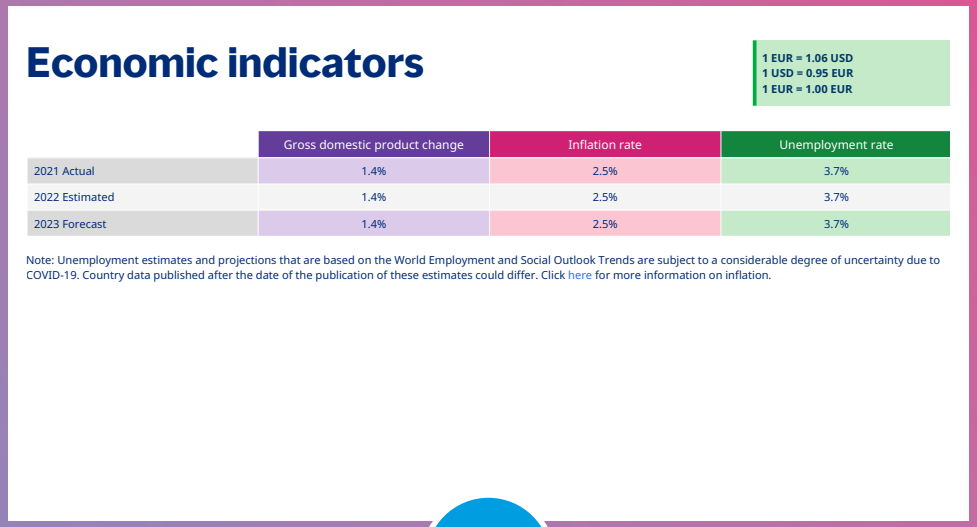
Excel download with all available market-level and industry-specific salary increase budget data.

- Banking/ financial services
- Chemicals
- Consumer goods
- Energy
- Insurance/reinsurance
- Life sciences
- Logistics
- Manufacturing
- Mining & metals
- Nonmanufacturing
- Retail & wholesale
- Services nonfinancial
- Technology
- Transportation equipment

Take a closer look...

Global online

Single market PDF



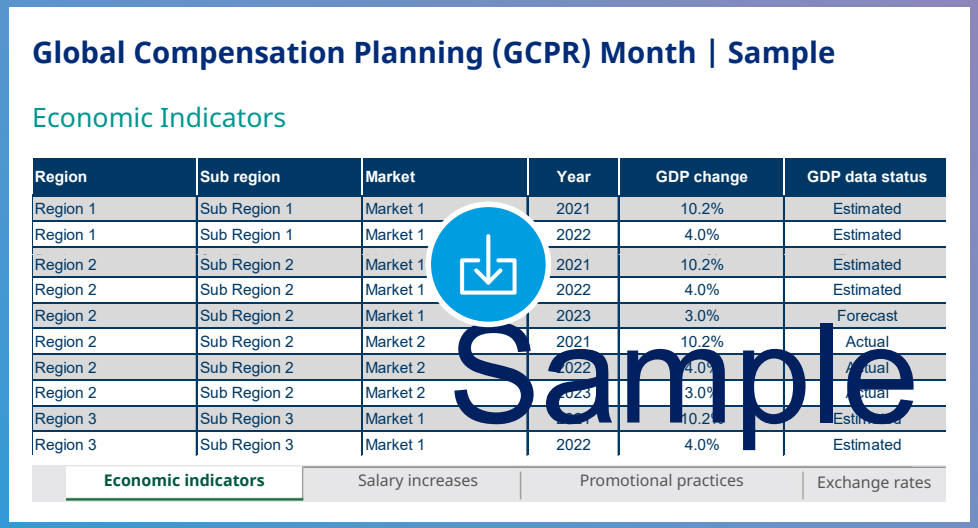
Economic indicators

1 EUR = 1.06 USD
1 USD = 0.95 EUR
1 EUR = 1.00 EUR

	Gross domestic product change	Inflation rate	Unemployment rate
2021 Actual	1.4%	2.5%	3.7%
2022 Estimated	1.4%	2.5%	3.7%
2023 Forecast	1.4%	2.5%	3.7%

Note: Unemployment estimates and projections that are based on the World Employment and Social Outlook Trends are subject to a considerable degree of uncertainty due to COVID-19. Country data published after the date of the publication of these estimates could differ. Click here for more information on inflation.

Region Excel

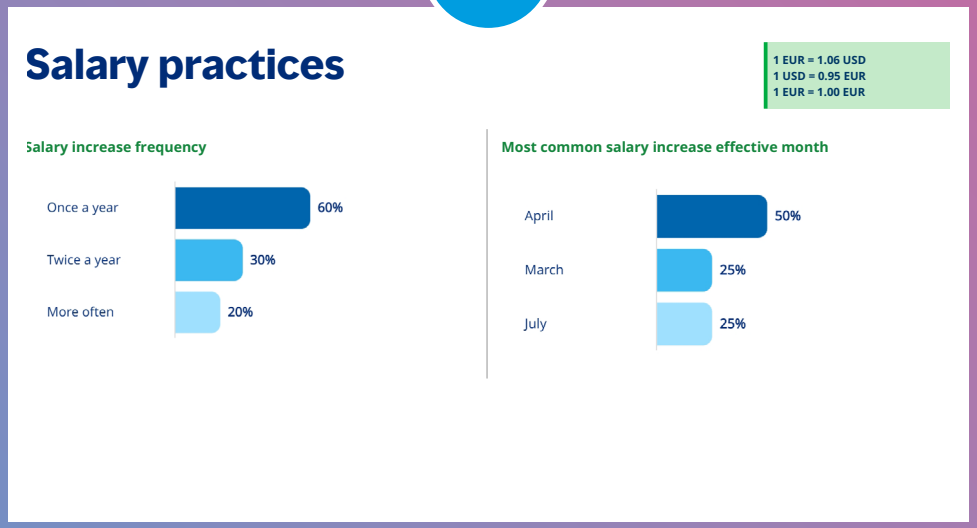


Global Compensation Planning (GCPR) Month | Sample

Economic Indicators

Region	Sub region	Market	Year	GDP change	GDP data status
Region 1	Sub Region 1	Market 1	2021	10.2%	Estimated
Region 1	Sub Region 1	Market 1	2022	4.0%	Estimated
Region 2	Sub Region 2	Market 1	2021	10.2%	Estimated
Region 2	Sub Region 2	Market 1	2022	4.0%	Estimated
Region 2	Sub Region 2	Market 1	2023	3.0%	Forecast
Region 2	Sub Region 2	Market 2	2021	10.2%	Actual
Region 2	Sub Region 2	Market 2	2022	4.0%	Actual
Region 2	Sub Region 2	Market 2	2023	3.0%	Actual
Region 3	Sub Region 3	Market 1	[illegible]	10.2%	Estimated
Region 3	Sub Region 3	Market 1	2022	4.0%	Estimated

Economic indicators | Salary increases | Promotional practices | Exchange rates



Salary practices

1 EUR = 1.06 USD
1 USD = 0.95 EUR
1 EUR = 1.00 EUR

Salary increase frequency

Most common salary increase effective month

Global Compensation Planning (GCPR)

2024 Releases: January 10, March 13, June 12, September 4, December 11

Get access for up to 15 users from as little as $34 per user per month!*

Online pricing

	USD	EUR
Global online | Up to 15 users	6,000	5,900
Global online | Up to 5 users	3,700	3,600
Global online industry | Up to 15 users	6,500	6,400
Global online industry | Up to 5 users	4,200	4,100
Add single user	1,000	975

Excel and PDF pricing

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Single market PDF	1,000	975

Pricing note

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Online version can be viewed in English, French, German, Portuguese and Spanish!

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Up to 5 users

Up to 15 users

Market coverage

A global online subscription includes 12 months' access to market-specific data for all available markets. Global online includes Excel and PDF downloads. Region Excel reports include access to market-specific data for all available markets within the selected region.

Quarterly updates are based on market availability; industry data are not available for all markets.

Note: Due to market volatility, single market PDFs are not available for Argentina and Turkiye. GCPR Online subscribers have access to local spot survey reports for these markets.

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Mercer TAAP

Global Pay Summary

Create a solid foundation for your pay structure.

Compare your company to the market with base salary and total cash compensation data for up to 50 benchmark jobs.

A global online subscription includes online access to all markets and jobs, as well as downloadable Excel files!

This is the perfect partner to:
Compensation Drivers!

Included in a TAAP+ subscription!

This product can help you...

- Quickly access data for the same core jobs across different markets.
- Create levels of pay within different job families found in most organizations.

What's included?

- Annual base salary in local currency and USD
- Annual total cash compensation in local currency and USD

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **benchmarking** and **market differentials calculators!**

50 benchmark jobs organized by job family:

Administration, engineering, executive leadership, finance & accounting, human resources, information technology, legal & compliance, manufacturing, sales, supply chain

What's new in 2024?

Pay data will be reported in local currency, EUR and USD!

Buy Now | Demo Video | Region Sample | Job Descriptions

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Take a closer look...

Global online

Executive leadership | Administration | Engineering | Finance & accounting | Human resources | Information technology | Legal & compliance | Manufacturing | Sales | Supply chain

Local currency amounts

1 USD = 1.24 CA
1 EUR = 1.44 CA

Benchmark jobs	Annual base salary			Annual total cash compensation		
	Low	Median	High	Low	Median	High
Chief executive officer (CEO)	342,381	404,600	461,181	417,312	527,597	664,091
Chief operating officer (COO)	263,973	300	323,650	314,715	373,422	457,384
Chief financial officer (CFO)	244,790		5,918	276,371	347,250	488,541
Chief information officer (CIO)	241,155		,500	295,999	369,260	423,281
Chief human resource officer (CHRO)	218,053		2,011	262,211	294,750	351,230

USD amounts

Benchmark jobs	Annual base salary			Annual total cash compensation		
	Low	Median	High	Low	Median	High
Chief executive officer (CEO)	275,120	325,116	370,581	335,330	423,950	533,629
Chief operating officer (COO)	212,115	241,065	260,068	252,889	300,063	367,530
Chief financial officer (CFO)	196,701	216,958	254,659	222,077	279,032	392,566

Region Excel

Global Pay Summary

Base salary and total cash compensation

Region	Sub region	Market	Job family	Sub family
Region name	Sub region name	Market name 1	ive leadership	General management
Region name	Sub region name	Market name	leadership	General management
Region name	Sub region name	Market name	leadership	Finance & accounting leadership
Region name	Sub region name	Market name	leadership	IT, telecom & internet leadership
Region name	Sub region name	Market name 1	ive leadership	Human resources leadership
Region name	Sub region name	Market name 1	Administration	Administration & secretarial
Region name	Sub region name	Market name 1	Administration	Administration & secretarial
Region name	Sub region name	Market name 1	Administration	Administration & secretarial
Region name	Sub region name	Market name 1	Administration	Facilities management & planning
Region name	Sub region name	Market name 1	Administration	Facilities management & planning

Salary data | Sources | Methodology | Worksheet

SAMPLE

Global Pay Summary

2024 Release: January 17

Online pricing

Get access for up to 15 users from as little as $34 per user per month!*

	USD	EUR
Global online | Up to 15 users	6,000	5,900
Global online | Up to 5 users	3,700	3,600
Add single user	1,000	975

Excel pricing

	USD	EUR
Region Excel	2,000	1,950

Pricing note

Global online includes two options: Access for up to 15 users or access for up to 5 users; additional users may be added for a fee (add single user). Regions available: Americas; Asia Pacific; Central & Eastern Europe; Middle East & Africa; and Western Europe.

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Online version can be viewed in English, French, German, Portuguese and Spanish!

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Up to 5 users

Up to 15 users

Market coverage

A global online subscription includes 12 months' access to market-specific data for all available markets. Global online includes Excel and PDF downloads. Region Excel reports include access to market-specific data for all available markets within the selected region.

Mercer TAAP

Incentives Around the World

Ensure your incentive programs are competitive.

Determine the right incentive program for your company by evaluating eligibility, targets and actual incentive data for STI, sales and LTI.

The global online tool includes 12 months' access!

This is the perfect partner to:
Global Pay Summary!

Included in a TAAP+ subscription!

This product can help you...

- Identify which incentives are typically provided in your markets of operation.
- Create a well-structured incentive program, or improve an existing program.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **HR country comparator dashboard!**

What's included?

- Annual total cash pay mix, short-term, sales and long-term incentives by career level
- Annual total cash pay mix by job family and career level
- Short-term incentives by job family and career level
- Annual total cash pay mix by industry and career level
- Short-term and sales incentives by industry and career level
- Long-term incentive plans

What's new in 2024?

Incentives Around the World will publish one month early, in February 2024!

Buy Now | **Demo Video** | **Region Sample** | **Single Market Sample**

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Incentives Around the World

Job families included

- Administration
- Communications
- Customer service
- Engineering
- Finance & accounting
- Executive leadership/general management
- Human resources
- Information technology
- Legal & compliance
- Manufacturing
- Project management
- Quality assurance
- Sales
- Supply chain

Industries included

- Banking/financial services
- Chemicals
- Consumer goods
- Energy
- Technology
- Life sciences
- Logistics
- Manufacturing
- Nonmanufacturing
- Retail & wholesale
- Services nonfinancial
- Transportation equipment

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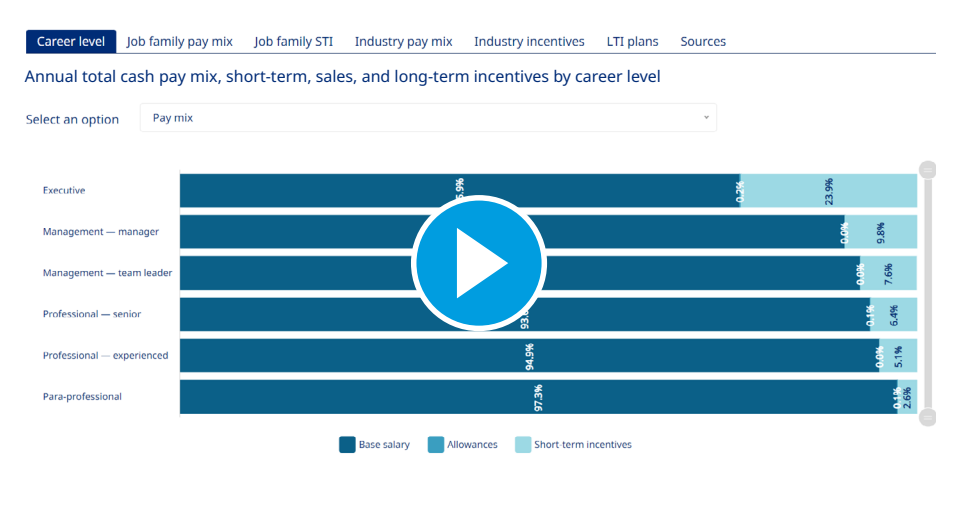
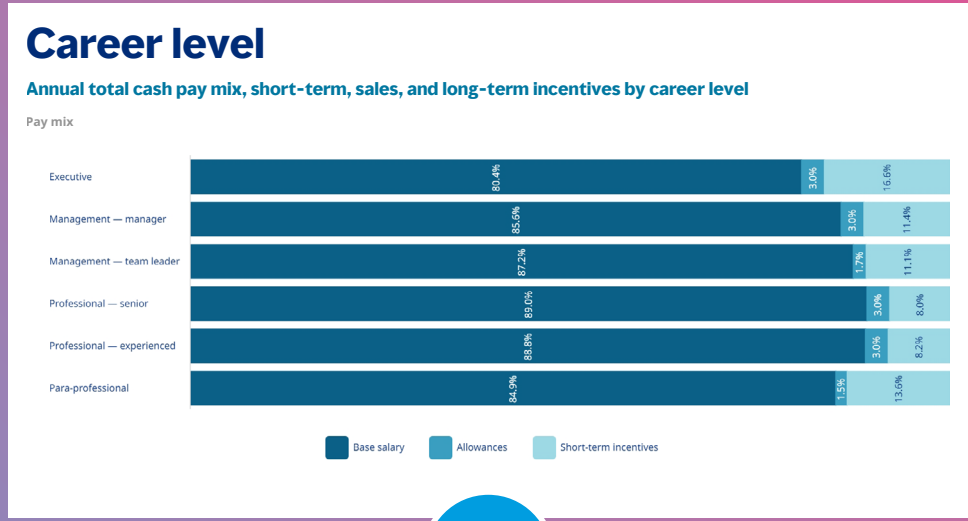
Take a closer look...

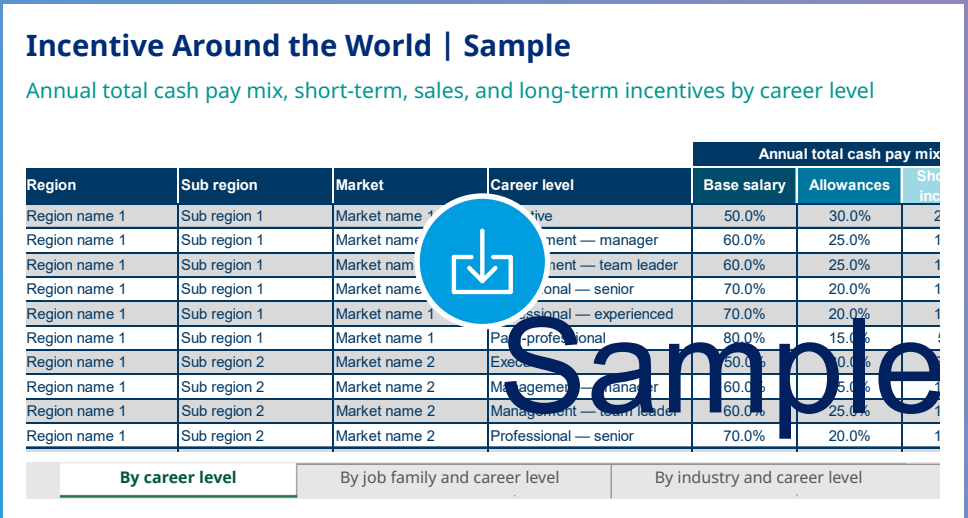
Global online



Single market PDF



Region Excel



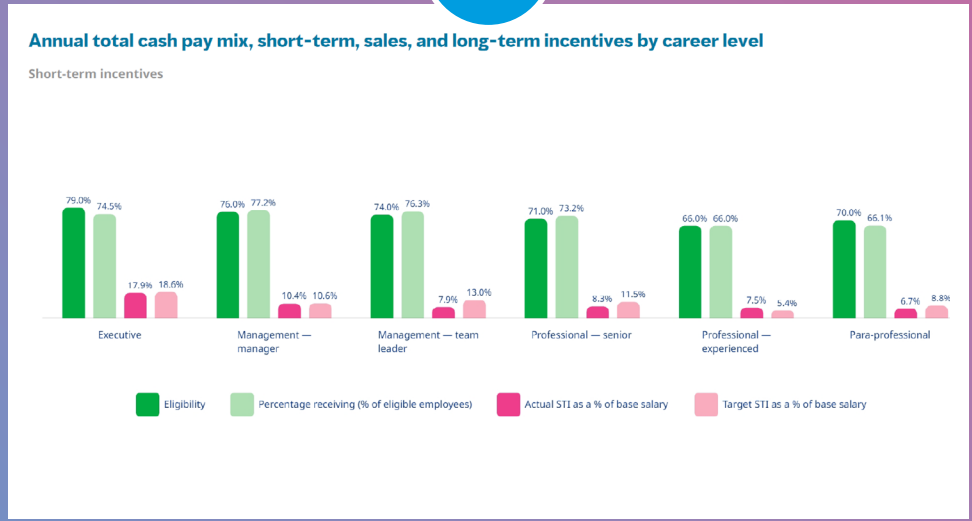
Incentive Around the World | Sample

Annual total cash pay mix, short-term, sales, and long-term incentives by career level

				Annual total cash pay mix		
Region	Sub region	Market	Career level	Base salary	Allowances	Sho inc
Region name 1	Sub region 1	Market name 1	ive	50.0%	30.0%	2
Region name 1	Sub region 1	Market name	ment — manager	60.0%	25.0%	1
Region name 1	Sub region 1	Market nam	ment — team leader	60.0%	25.0%	1
Region name 1	Sub region 1	Market name	onal — senior	70.0%	20.0%	1
Region name 1	Sub region 1	Market name 1	ssional — experienced	70.0%	20.0%	1
Region name 1	Sub region 1	Market name 1	Pa -profe ional	80.0%	15.0%	5
Region name 1	Sub region 2	Market name 2	Exec	60.0%	0.0%	1
Region name 1	Sub region 2	Market name 2	Ma agemen anager	60.0%	5.0%	1
Region name 1	Sub region 2	Market name 2	Mana ent — team leader	60.0%	25.0%	1
Region name 1	Sub region 2	Market name 2	Professional — senior	70.0%	20.0%	1

By career level | By job family and career level | By industry and career level

Sample



Incentives Around the World

2024 Release: February 14

Online pricing

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	USD	EUR
Global online | Up to 15 users	6,000	5,900
Global online | Up to 5 users	3,700	3,600
Add single user	1,000	975

Excel and PDF pricing

	USD	EUR
Region Excel	2,000	1,950
Single market PDF	1,000	975

Pricing note

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Up to 5 users

Up to 15 users

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Mercer TAAP

Salary Budget Snapshot

Participate to get the latest salary increase budget data.

This snapshot survey is conducted four times per year and provides up-to-date salary increase budget data for 100+ markets across the globe.

Participate to receive a free report for all available markets in which you submit data!

This is the perfect partner to:
Global Compensation Planning!

What's included?

Edition 1 (E1) | Participate by February 2 | Results publish late February

Salary increase budgets for 2024

- Turnover for 2023

Edition 2 (E2) | Participate by May 3 | Results publish late May

- Salary increase budgets for 2024 & 2025

Edition 3 (E3) | Participate by August 2 | Results publish late August

- Salary increase budgets for 2024 & 2025
- Mid-year voluntary turnover for 2024

Edition 4 (E4) | Participate by November 8 | Results publish early December

- Salary increase budgets for 2025
- Promotional increases

Note: After each deadline, this survey will close for approximately two weeks to refresh the questions for the next edition.

Participate Now

Learn More

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Salary Budget Snapshot

	E1	E2	E3	E4
Policy framework*	✓	✓	✓	✓
Salary increase budgets for 2024	✓	✓	✓	
Salary increase budgets for 2025		✓	✓	✓
Turnover for 2023	✓			
Mid-year voluntary turnover for 2024			✓	
Promotional increases				✓

*Complete in your first submission and update as needed throughout the year.

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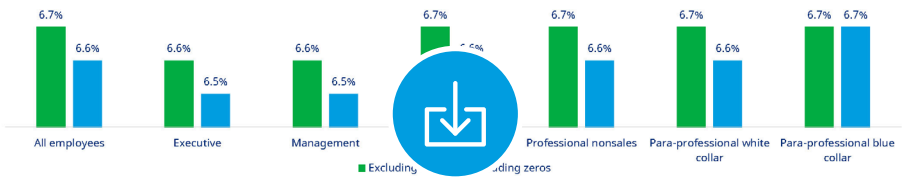
Take a closer look...

E1

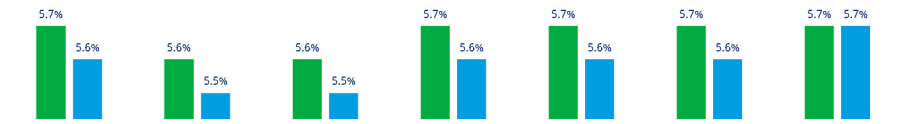
Salary increase budgets for current year

Salary increase budget overview

Total salary increase budget — median, excluding and including zeros



Merit salary increase budget — median, excluding and including zeros

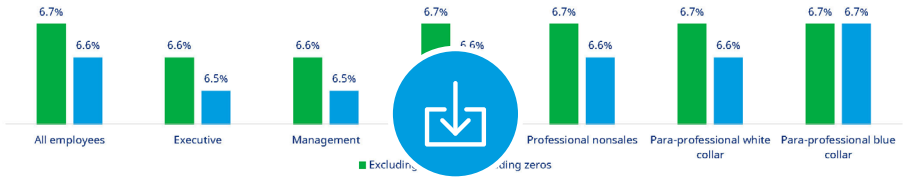


E2

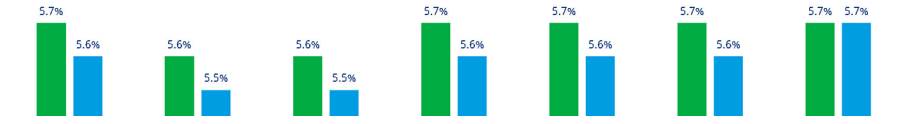
Salary increase budgets for current year

Salary increase budget overview

Total salary increase budget — median, excluding and including zeros



Merit salary increase budget — median, excluding and including zeros

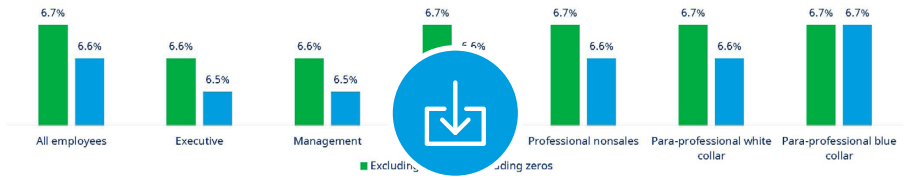


E3

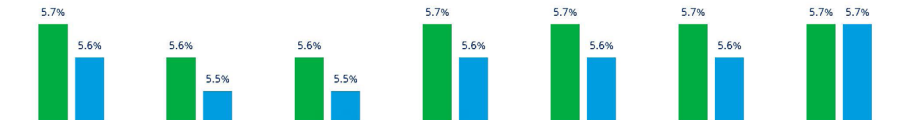
Salary increase budgets for next year

Salary increase budget overview

Total salary increase budget — median, excluding and including zeros



Merit salary increase budget — median, excluding and including zeros



E4

Promotional increases

Promotions awarded in current year

Actual percentage of employees promoted and actual average promotional salary increase awarded

	Median	Average	N=
Employees promoted	4.0%	7.9%	50
Promotional salary increase	[illegible]	4.5%	50

Forecast promotions for next year

Forecast percentage of employees to be promoted and forecast average salary increase awarded

	Median	Average	N=
Employees promoted	11.3%	12.9%	50
Promotional salary increase	10.0%	10.0%	50

TAAP into **benefits**

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Mercer TAAP

WBEG is a flagship product!

Worldwide Benefit & Employment Guidelines (WBEG)

Stay ahead of ever-changing regulations.

Review statutory and supplemental benefit details for social security, retirement, medical, death, disability and more.

All purchase options of WBEG are delivered in an online format that is updated throughout the year!

This is the perfect partner to:
Microlearning: Benefit Fundamentals!

Included in a TAAP+ subscription!

This product can help you...

- Keep up with local legislation information regarding benefits.
- Save time by using a single point of access for data from 76 markets.

What's included?

Benefits

- Social security
- Retirement
- Death
- Disability
- Medical
- Parental benefits & dependent care
- Social benefits
- Perquisites & allowances
- Flexible benefit programs

TAAP+ bonus

TAAP+ subscribers have exclusive access to a dashboard that allows quick and easy comparisons of **perquisites and allowances** across markets.

Employment conditions

- Severance conditions & termination
- Working time
- Conditions of entry & residence rules
- Contract of employment
- Occupational health & safety
- Industrial relations

What's new in 2024?

New topics will be added in 2024!

- Diversity, equity and inclusion
- Generative AI
- Hybrid/flexible working
- Living wage
- Non-compete agreements

Buy Now | **Demo Video** | **PDF Report Sample**

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Take a closer look...

Online

Economic environment

	2021	2022	2023
GDP growth	4.5%	3.3%	1.5%
Inflation	3.4%	6.9%	4.2%
Unemployment	7.4%	5.3%	5.9%

Market demographics

	Population size in thousands	Gender ratio: male	Gender ratio: female
Total population, 2021	38,068	50%	50%
Working age range population (15+), 2021	32,072	49%	51%
Economically active population (15+), 2021	20,915	53%	47%

Note: Population size is in thousands.

Market overview
Economic environment
Market demographics
Reading this report
Benefits
Employment conditions

2. Retirement benefits

Overview

Effective date: January 1, 2022

	Prevalence	Contributions		Salary ceiling
		Employer (% of base salary)	Employee (% of base salary)	(local currency)
Statutory requirement	100% Canada Pension Plan (CPP) and Quebec Pension Plan (QPP).	0% to OAS/GIS; 5.70% to CPP; 6.15% to QPP.	0% to OAS/GIS; 5.70% to CPP; 6.15% to QPP.	For CPP/QPP: Ceiling of CAD64,900 (floor of CAD3,500) per year.
Supplemental provision, DB plans	Around 37% of employees are members of an RPP. Of these, the majority are DB plan members.*	Actuarial funding valuation.	May be required (about 67% of plans), generally 3%–7% of salary. Often, rates up to CPP/QPP ceiling are lower.	
Supplemental provision, DC or combination plans	Around 37% of employees are members of an RPP. Of these, over a quarter are DC plan members.	Matching employee contributions to a maximum, or a fixed contribution, or both. Employer is required to contribute at least 1% of	May be required (most plans), generally 4%–7% of salary.	

Statutory requirements

Retirement benefits statutory	
Name of statutory retirement scheme	Scheme names are old age security (OAS), guaranteed income supplement (GIS), and Canada/Quebec pension plan (CPP/QPP).
Type of plan	Plans are defined benefit (DB).
Eligibility	OAS/GIS: All Canadian residents are eligible. CPP: All employed and self-employed persons in all territories and provinces, except Quebec, are eligible. QPP: All employed and self-employed persons in Quebec are eligible.
Normal retirement age	Age 65. Individuals can opt to defer their OAS pension up to five years in exchange for an increased pension. Individuals can claim CPP as early as age 60.
Pensionable earnings	OAS/GIS: Not applicable. CPP/QPP: Earnings are the annual employment earnings between the year's basic exemption (CAD3,500 per year in 2022) and the year's maximum pensionable earnings (CAD64,900 per year in 2022).
Final pensionable earnings	Not applicable.

Employment conditions

1. Severance conditions & termination indemnities

Recent legislation approved and proposed

HR area	Effective date	New law	Action required
None	There is no recent legislation.		

Individual termination

Overview of individual termination and severance policy

Length of service	Period of notice	Amount paid
Varies by jurisdiction (see main section below).	Between 1 to 8 weeks.	Typically pay in lieu of notice. Additional severance for federal employees with over 12 months' service (2 days' pay for each year with minimum 5 days' pay).

Note: Severance terms vary by jurisdiction. See main section below for details.

Definition and conditions of fair and unfair termination

Worldwide Benefit & Employment Guidelines (WBEG)

WBEG is updated throughout the year.

Online pricing

	USD	EUR
Global online	16,000	15,500
Global online renewal	10,000	9,000
Region online	3,700	3,600
Single market online	1,500	1,450
Add single user	1,000	975

Pricing note

Online includes access for up to 5 users; additional users may be added for a fee (add single user).
First time or one-time purchase of the global online option is 16,000 USD; annual renewal is 10,000 USD.
Regions available: Americas; Asia Pacific; Central & Eastern Europe; Middle East & Africa; and Western Europe.

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Market coverage

All online subscriptions include 12 months' access to market-specific information, including PDF downloads. Global online includes all available markets and access to regular legislative updates. Region online options include access to market-specific data for all available markets within the selected region. Single market online includes access to the purchased market only.

Mercer TAAP

Leave Programs

A competitive leave policy is a benefit to everyone.

Review market practice and statutory requirements of paid and unpaid time off for a selection of core leave programs.

Participate in the survey to receive a free report for all available markets in which you submit data!

Participate Now

Learn More

Included in a TAAP+ subscription!

This product can help you...

- Create and manage leave programs that follow local legislation while remaining competitive within the market.
- Save time by comparing statutory requirements and typical market practices side by side.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **emerging leave policies benchmarking tool!**

What's included?

- Primary caregiver/maternity leave
- Secondary caregiver/paternity leave
- Other family leave, including parental leave and dependent care leave
- Annual vacation leave
- Other annual leave, including personal days and volunteer leave
- Other leave, including bereavement leave and sabbaticals

Buy Now | Demo Video | Region Sample | Single Market Sample

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Take a closer look...

Global online

Primary caregiver | Secondary caregiver | Other family leave | Vacation | Other annual leave | Other leave

Primary caregiver/maternity leave

n calculator

Select an option: Amount of leave

Statutory requirements summary

Type of leave	Statutory leave	Amount paid
Primary caregiver/maternity	• Quebec: Up to 18 wee • All other prov 16–19 weeks.	• Quebec: 15 weeks at 75% of average weekly earnings (AWE) or 18 weeks at 70% of AWE. • All other provinces: 15 weeks at 55% of salary (capped at 638 CAD per week (2022), remainder unpaid.

Notes: Average weekly earnings in Quebec are capped at 1,692 CAD per week (for 2022). Employees must be participants of the Quebec Parental Insurance Plan (QPIP) to qualify.

46% of employers provide leave above statutory requirements

Single market PDF

Annual vacation leave

Statutory requirements summary

Length of service	Minimum annual vacation leave
Less than 6 months	1 day for every 20 days worked
6 months to 5 years	10 days
5–10 years	15 days
10–20 years	20 days
Over 20 years	30 days

Typical employer practice

Number of annual vacation days

All employees

	Median days	Average days
1 year of service	20	20
5 years of service	20	20

Region Excel

Leave Programs | Sample

Period of service required to be eligible for leave

Region	Sub region	Market	Leave type	On hire	1 month
Region 1	Sub region 1	Market 1	Primary caregiver	85%	0%
Region 1	Sub region 1	Market 1	ry caregiver	84%	7%
Region 1	Sub region 1	Market 1	are	50%	4%
Region 1	Sub region 1	Market 1		50%	4%
Region 1	Sub region 1	Market 1	ve	85%	0%
Region 1	Sub region 1	Market 1		24%	0%
Region 2	Sub region 2	Market 2	caregiver	85%	
Region 2	Sub region 2	Market 2	Secondary caregiv	4%	7%
Region 2	Sub region 2	Market 2	Dependent care	0%	4%
Region 2	Sub region 2	Market 2	Vacation	50%	4%
Region 2	Sub region 2	Market 2	Volunteer leave	85%	0%
Region 2	Sub region 2	Market 2	Sabbaticals	24%	0%

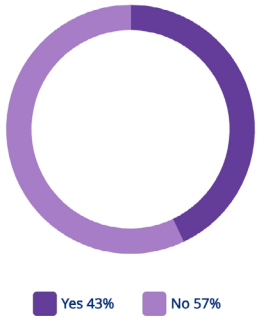
Eligibility | Primary caregiver | Secondary caregiver

Sample

Other annual leave

Personal days

Companies provide personal days



Typical employer practice

Number of annual personal days

	Median days	Average days	N=
Paid days	3	3	27
Unpaid days	14	16	4
Total amount of leave	14	16	25

Leave Programs

2024 Release: September 18

Online pricing

Get access for up to 15 users from as little as $34 per user per month!*

	USD	EUR
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Up to 5 users

Up to 15 users

Market coverage

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Mercer TAAP

Transportation Policies & Costs

Manage your transportation benefits efficiently and effectively.

Discover which types of transportation benefits companies typically offer and understand their associated costs.

For the best value, choose the Transportation Policies & Costs online option!

This is the perfect partner to: **Microlearning: HR Policy Fundamentals!**

Included in a TAAP+ subscription!

This product can help you...

- Create a new transportation benefit or review an existing policy for market competitiveness.
- Determine which types of benefits you will offer, who will be eligible and whether you will cover additional expenses.
- Develop an overall car allowance strategy that has data to support it.

Participate in the policies survey!

Participate in the Transportation Policies survey at any time or update your submission if your policy has changed.

Participate Now **Learn More**

TAAP+ bonus

TAAP+ subscribers have exclusive access to an interactive dashboard for monitoring trends in **green car policies**, as well as our **car allowance calculator.**

What's new in 2024?

- Information on vehicle categories will be available (where possible) for internal combustion, hybrid and electric engine types in the policy and cost products.
- Additional lease details, such as the interest rate and other lease criteria will be added to the cost product.
- The selection of vehicle models will be streamlined to ensure relevant market comparisons and consistent year-over-year data from 2024 onwards.

Buy Now

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What's included?

Transportation Policies

- Transportation benefit overview
- Green policies
- Company-owned vehicle policies
- Company-leased vehicle policies
- Car allowance policies
- Other transportation benefits

Demo Video | Single Market Sample

Transportation Costs

- Vehicle costs
- Car allowance estimates
- Rental car estimates
- Public transportation
- Typical employer vehicle costs
- Additional information, including fees, taxes, insurance, driver information, road conditions

Note: "Additional information" available in global online and single market PDFs only; not included in the region Excel report.

Demo Video | Region Sample | Single Market Sample

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Take a closer look...

Transportation Policies

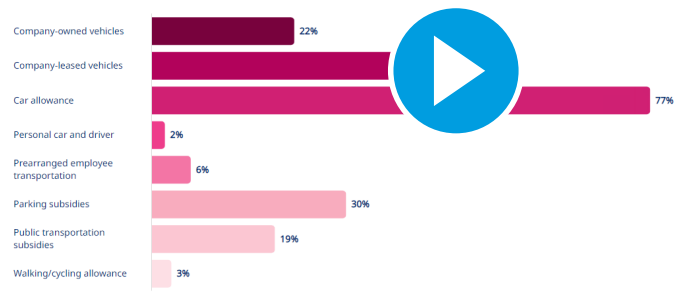
Global online

Overview | Green policies | Owned vehicles | Leased vehicles | Car allowance | Other transportation

Overview

Select an option: Benefit eligibility overview

Transportation benefits offered



Single market PDF

Green policies

Steps taken toward a greener car benefit program

Action taken	Implemented	Plan to implement	No plans to implement	N=
Limit/reduce the number of company cars	44%	44%	44%	100
Add hybrid/electric vehicles to company car fleet		44%	44%	100
Promote the use of public transport by offering subsidies or allowances		44%	44%	100
Actively promote other transportation (e.g., car pools and bicycles)		44%	44%	100
Limit vehicle options to those with lower CO_2 emissions		44%	44%	100

Transportation Costs

Global online

Overview | Vehicle costs | Car allowance | Car rental | Public transportation | Employer costs | Additional information | Sources

Overview

1 CAD = 0.79 USD
1 USD = 1.27 CAD
1 EUR = 1.39 CAD

Purchase price summary

	Luxury/premium	Standard/midsize	Compact/economy	Sport utility vehicle	Electric vehicle
Average price	83,061	39,562	34,746	65,546	78,558
% Tax or VAT	–	–	–	–	–
Registration	120	120	120	120	120

Lease amount summary

	Luxury/premium	Standard/midsize	Compact/economy	Sport utility vehicle	Electric vehicle
Average monthly amount	1,139	541	476	899	1,077
Lease term	36 months	36 months	36 months	36 months	36 months
Average minimum down payment	7,351	3,491	3,075	5,801	6,952

Single market PDF

Vehicle costs

Luxury/premium

1 EUR = 1.10 USD
1 USD = 0.91 EUR
1 EUR = 1.00 EUR

Manufacturer, model, class	BMW 540i	Audi Q7
Engine size	3.0L	3.0L
Transmission	Automatic	Automatic
Fuel type	Petrol/gaso	Diesel

	Local currency		Local currency	USD
Purchase price	10,913,471		14,426,898	158,500

	Local currency	USD	Local currency	USD
Monthly lease amount	1,168	923	1,110	877
Downpayment for lease	7,539	5,958	7,162	5,660
Lease terms	36 months	36 months	36 months	36 months

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Transportation Policies & Costs

2024 Release: May 8

Online pricing

Get access for up to 15 users from as little as $34 per user per month!*

	USD	EUR
Policies & Costs | Up to 15 users	8,000	7,900
Policies & Costs | Up to 5 users	5,700	5,600
Costs only | Up to 15 users	6,000	5,900
Costs only | Up to 5 users	3,700	3,600
Policies only | Up to 15 users	6,000	5,900
Policies only | Up to 5 users	3,700	3,600
Add single user	1,000	975

Pricing note

Global online options include: Access for up to 15 users or access for up to 5 users; additional users may be added for a fee (add single user).

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Up to 5 users

Up to 15 users

Market coverage

A global online subscription includes 12 months' access to market-specific data for all available markets.

Transportation Policies Online includes PDF downloads. Transportation Costs Online includes Excel and PDF downloads.

Transportation Policies & Costs

Excel and PDF pricing

	USD	EUR
Region Excel (Costs)	2,000	1,950
Single market PDF (Costs)	1,000	975
Single market PDF (Policies)	1,000	975

Pricing note

Regions available for Transportation Costs: Americas; Asia Pacific; and Europe, Middle East & Africa. Selection of single market PDFs available in the **Mercer Shop**; additional markets available on request.

The base price is USD; EUR prices may differ in the **Mercer Shop** due to currency changes. Price is determined at the time of purchase for all Mercer Shop orders.

Market coverage

Transportation Costs region Excel reports include access to market-specific data for all available markets within the selected region.

TAAP into workforce planning

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Mercer TAAP

Employee Engagement Survey Toolkit

The employee perspective is a strategic imperative.

Access a set of recommendations, practices, techniques and templates to use as you plan your first employee engagement survey or enhance previous efforts.

Already familiar with the survey process? The benchmarking report should meet your needs.

This is the perfect partner to:
Flexible Working Policies & Practices!

©2024 Mercer LLC.

Included in a TAAP+ subscription!

This product can help you...

- Learn how to gather, measure and action feedback from your employees.
- Identify issues that may be the cause of low performance and unwanted turnover.

What's included?

Toolkit

- Getting started
- Designing a questionnaire
- Conducting the survey
- Analyzing the results
- Sharing the results
- Creating an action plan

TAAP+ bonus

TAAP+ subscribers have quick and easy access to the individual tools contained within this report!

Benchmarking Excel

- Normative data for more than 50 popular engagement survey questions
- Question library of best practices, guidance and recommended actions

What's new in 2024?

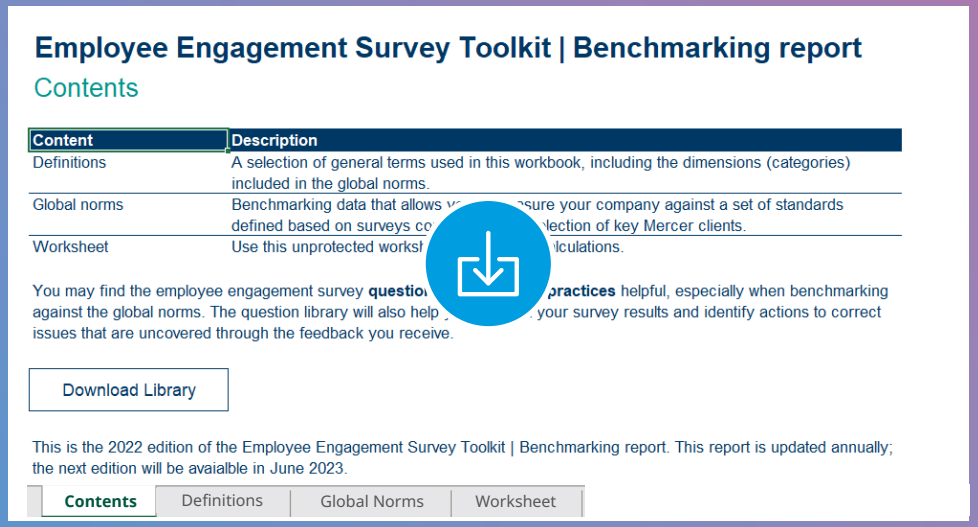
This product is moving to an online format which will include access to an interactive benchmarking tool.

Buy Now

Sample Report

Take a closer look...

Benchmarking report



Employee Engagement Survey Toolkit | Benchmarking report

Contents

Content	Description
Definitions	A selection of general terms used in this workbook, including the dimensions (categories) included in the global norms.
Global norms	Benchmarking data that allows y[illegible]sure your company against a set of standards defined based on surveys co[illegible]lection of key Mercer clients.
Worksheet	Use this unprotected worksh[illegible]lculations.

You may find the employee engagement survey **questio[illegible]practices** helpful, especially when benchmarking against the global norms. The question library will also help [illegible] your survey results and identify actions to correct issues that are uncovered through the feedback you receive.

Download Library

This is the 2022 edition of the Employee Engagement Survey Toolkit | Benchmarking report. This report is updated annually; the next edition will be avaialble in June 2023.

Contents | Definitions | Global Norms | Worksheet

Getting started | Designing a questionnaire | Conducting the survey | Analyzing the results | Sharing the results | Creating an action plan

Designing a questionnaire

Designing a survey is about more than simply compiling a set of questions you'd like to ask your employees. There are several core text-based elements that should be taken into consideration:

- Include welcome or introduction text to help to set the tone and emphasize the importance of each and every employee's participation.
- Reassure your employees that their data will remain confidential at all times. Confidentiality — and communication regarding confidentiality — is paramount for a successful employee survey program. From the start, communications must emphasize the confidential nature of the survey and transparently communicate how information will be handled.
- Share a set of definitions to help create a common understanding among all participating employees and improve the accuracy of the responses you receive.
- If you operate across geographies where more than one language is common, consider whether you want to offer your survey in local languages too.

Along with your core text and your survey questions, you'll want to think about how you'd like to report out the results of this survey. If you're using the "identified" method of collection, does your HRIS contain all the demographics you'd like to be able to cut the data by? If not, you may want to include demographic questions in your survey. Similarly, if you're conducting an "unidentified" survey and would like to cut the data by department, or another factor, make sure you include the applicable questions in your survey.

Read this section to develop an understanding of the core elements of an employee engagement survey, including a selection of sample questionnaires, and sample text and guidance for designing your questionnaire. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

Click blue items to download.

Section contents

Core text and language considerations
Organizing the output of your engagement survey

Checklist: Building an effective annual engagement survey

Q&A: Gathering employee feedback using a pulse survey

Excel: Sample surveys and questions to get you started

Choosing the right type of engagement survey based on your output needs

Toolkit

Getting started | Designing a questionnaire | Conducting the survey | Analyzing the results | Sharing the results | Creating an action plan

Getting started

Develop your engagement survey strategy

There are various ways in which employee engagement can improve performance — from encouraging innovation to improved efficiency, and reduced employee turnover.

Many organizations conduct an engagement survey, some pulse surveys, as well as onboarding and exit surveys. The best programs will analyze these data together to create a model of the employee life cycle, and help to address a number of questions. What is it that sets your organization apart from others? What drives turnover? How are you treating your high potentials? What engagement profile provides the best model to better business outcomes?

Turning feedback into actionable change can have a big impact on your bottom line:

- More engaged employees means better customer service, and greater customer satisfaction. This resulted in an additional 28 million dollars in revenue for one company. Because happy customers spend more money!
- Efficiency was im[illegible]ged steel mill employees rec[illegible]ours to produce a ton of steel.

Here are a few c[illegible]tarted in developing a [illegible] your organization:

- What are our [illegible] want to achieve?
- Who will be our executive survey sponsor?
- Should we gather stakeholder feedback as part of the planning process?
- How many employees will participate?
- Which type of survey is right for our organization?
- What frequency of data gathering is right for our organization?
- How do we ensure our survey is successful?

Read this section to develop an understanding of the various considerations needed when

Click blue items to download.

Section contents

Q&A: Best practice for developing an engagement survey

Learn: 6 guiding principles of an annual engagement survey

Learn: 5 fundamentals of conducting key stakeholder interviews

Learn: 5 fundamentals of conducting a focus group

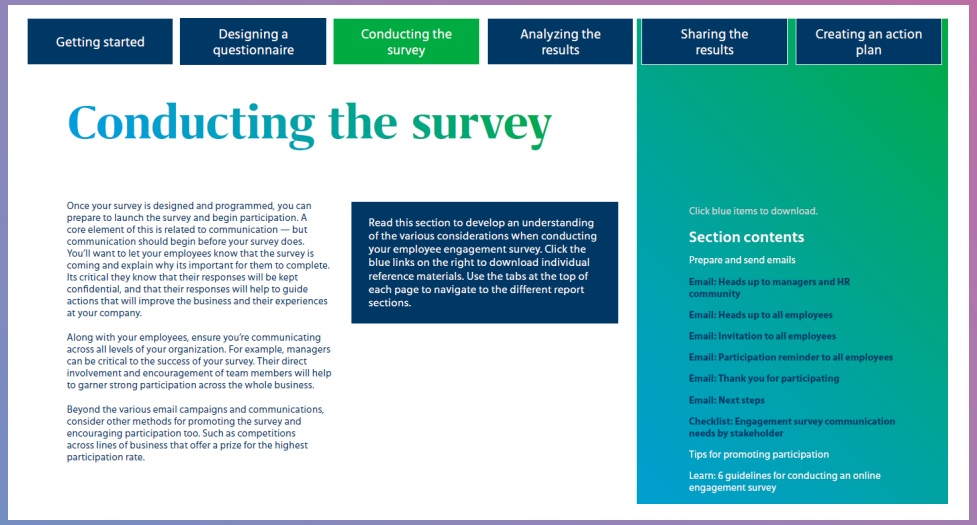
Advantages and disadvantages to using sample or census data for engagement surveys

Unidentified (anonymous) vs. identified (confidential) engagement surveys

Advantages and disadvantages of conducting an identified (confidential) engagement survey

Learn: 3 best practices for using personal identifiers in an engagement survey

Checklist: Key features of successful engagement



Getting started | Designing a questionnaire | Conducting the survey | Analyzing the results | Sharing the results | Creating an action plan

Conducting the survey

Once your survey is designed and programmed, you can prepare to launch the survey and begin participation. A core element of this is related to communication — but communication should begin before your survey does. You'll want to let your employees know that the survey is coming and explain why its important for them to complete. Its critical they know that their responses will be kept confidential, and that their responses will help to guide actions that will improve the business and their experiences at your company.

Along with your employees, ensure you're communicating across all levels of your organization. For example, managers can be critical to the success of your survey. Their direct involvement and encouragement of team members will help to garner strong participation across the whole business.

Beyond the various email campaigns and communications, consider other methods for promoting the survey and encouraging participation too. Such as competitions across lines of business that offer a prize for the highest participation rate.

Read this section to develop an understanding of the various considerations when conducting your employee engagement survey. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

Click blue items to download.

Section contents

Prepare and send emails

Email: Heads up to managers and HR community

Email: Heads up to all employees

Email: Invitation to all employees

Email: Participation reminder to all employees

Email: Thank you for participating

Email: Next steps

Checklist: Engagement survey communication needs by stakeholder

Tips for promoting participation

Learn: 6 guidelines for conducting an online engagement survey

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Employee Engagement Survey Toolkit

2024 Release: June 26

Excel and PDF pricing

	USD	EUR
Toolkit + benchmarking report	4,000	3,900
Toolkit only	2,500	2,450
Benchmarking report only	2,500	2,450

Online pricing | Available June 2024

	USD	EUR
Global online | Up to 15 users	6,000	5,900
Global online | Up to 5 users	3,700	3,600
Add single user	1,000	975

Pricing note

The toolkit report is not updated annually as content does not change; it requires a one-time purchase only. The benchmarking report is updated each year with the latest global data.

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Market coverage

This report contains globally applicable content; it is not country or market-specific.

Mercer TAAP

Skills Practices

Create an effective skills-based framework.

Understand how to integrate a skills-based approach into your talent strategy.

The global online tool includes 12 months' to all available data cuts!!

This is the perfect partner to:
Workforce Movement

Included in a TAAP+ subscription!

This product can help you...

- Review and evaluate the requirements for identifying and rewarding skills.
- Compare approaches to skills practices across different markets and industries.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **skills demand by job family tool!**

What's included?

- Skills alignment and strategy
- Skills foundation and mapping
- Skills at employee level
- Skill proficiencies
- Using data and technology for monitoring skills
- Skills-based programs
- Effectiveness of skills-based programs

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Skills Practices

2024 Release: October 16

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Single market PDF	1,000	975

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Market coverage

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Workforce Movement

Take a proactive approach to managing your workforce in a competitive job market.

Monitor employee movement trends in, out, and within companies around the world with data on turnover, workforce changes, hot skills and more.

Get access to the previous year's voluntary and involuntary turnover rates in April!

This is the perfect partner to:
Global Compensation Planning!

Included in a TAAP+ subscription!

This product can help you...

- Understand the actions other companies are taking to recruit and retain top talent to help your company stay competitive.
- Learn more about the overall employment landscape and the pool of talent available to recruit.

What's included?

Market indicators

- Economic and labor market indicators
- Employee tenure

Turnover and workforce changes

- Voluntary, involuntary, total turnover[1]
- Hiring intentions, expected change in turnover
- Percentage of employees promoted

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **hot and cold jobs dashboard!**

Hot skills, attraction, retention

- Jobs and skills in demand[2]
- Skills with highest pay premiums[2]
- Service awards

Severance[3]

- Statutory requirements for individual termination

[1]Overall market only; no career level or industry data.

[2]Available in select markets.

[3]Available in global online and single market PDFs only; not included in region Excel report.

Buy Now | Demo Video | Region Sample | Single Market Sample

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Take a closer look...

Global online

Market indicators | Turnover | Workforce changes | Hot skills | Attraction & retention | Severance | Sources

Market indicators

Select an option: Economic & labor market

Economic market indicators

	Gross domestic p	Inflation rate	Unemployment rate
2021 Actual	4	3.4%	7.4%
2022 Estimated	3	6.9%	5.3%
2023 Forecast	1.5	4.2%	5.9%

Labor market indicators

	Population size in thousands	Gender ratio: % male	Gender ratio: % female
Total population, 2021	38,068	49.6%	50.4%
Working age range population (15+), 2021	32,072	49.4%	50.6%
Economically active population (15+), 2021	20,915	52.8%	47.2%

Single market PDF

Market indicators

Economic market indicators

	Gross domestic product change	Inflation rate	Unemployment rate
2020 Actual	-6.4%	3.3%	29.2%
2021 Actual	4.9%	4.5%	34.2%
2022 Estimated	1.9%	5.7%	35.2%

Labor market indicators

	Population size in thousands	Gender ratio: % male	Gender ratio: % female
Total population, 2021	-8.8%	5.0%	4.0%
Working age range population (15+)	0.9%	1.3%	2.7%
Economically active population (15+)	6.6%	3.5%	4.1%

Region Excel

Workforce Movement | Global

Market indicators

Region	Sub region	Market	Category	Topic
Region 1	Sub region 1	Market 1	Economic indicators	Gross domestic product change
Region 1	Sub region 1	Market 1	Economic indicators	Inflation rate
Region 1	Sub region 1	Market 1	Economic indicators	Inflation rate
Region 1	Sub region 1	Market 1	Economic indicators	Inflation rate
Region 1	Sub region 1	Market 1	Economic indicators	Unemployment rate
Region 1	Sub region 1	Market 1	Economic indicators	Unemployment rate
Region 1	Sub region 1	Market 1	Economic indicators	Unemployment rate
Region 1	Sub region 1	Market 1	Labor market indicators	Total population, (in 000's)
Region 1	Sub region 1	Market 1	Labor market indicators	Total population
Region 1	Sub region 1	Market 1	Labor market indicators	Total population
Region 1	Sub region 1	Market 1	Labor market indicators	Working age population (15+), (in

Market indicators | Employee tenure | Expatriate and local employees

SAMPLE

Turnover

Calendar year turnover

Full year 2021	P25	P50	P75	Average	N=
Voluntary turnover	3.2%	5.0%	8.1%	4.8%	126
Involuntary turnover	3.2%	4.0%	6.0%	4.2%	126
Total turnover	5.4%	9.0%	14.1%	9.0%	126

Full year 2020	P25	P50	P75	Average	N=
Voluntary turnover	2.3%	6.0%	7.3%	5.0%	126
Involuntary turnover	2.6%	4.0%	8.1%	5.0%	126
Total turnover	4.9%	10.0%	15.4%	10.0%	126

Full year 2019	P25	P50	P75	Average	N=
Voluntary turnover	2.3%	6.0%	7.3%	5.0%	126
Involuntary turnover	-	-	-	-	-
Total turnover	-	-	-	-	-

Workforce Movement

2024 Releases: April 10, October 9

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Single market PDF	1,000	975

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TAAP into upskilling

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A microlearning course!

Benefit Fundamentals

Your guide to building knowledge on employee benefits.

Learn about different types of benefits, how they are structured and why they are integral to a competitive total rewards offering.

Access a set of videos and activities to ensure you and your team have a foundational understanding of the benefits framework.

This is the perfect partner to: **Worldwide Benefit & Employment Guidelines**!

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Included in a TAAP+ subscription!

This product can help you...

- Onboard new or junior team members to ensure they understand a range of different benefits provided by most companies.
- Create a robust and inclusive benefit offering that supports a competitive total rewards package.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **perquisites and allowances dashboard!**

What's included?

- Level 1 provides an introduction to employee benefits and includes a selection of short videos and downloadable activities
- Level 2 helps provide you with an understanding of the employee benefits framework and includes a selection of short videos and downloadable activities
- Complete the assessment at the end to ensure you're ready to apply your benefits knowledge

View the full curriculum on the next page.

Buy Now | Demo Video | Sample Video

Benefit Fundamentals

Course curriculum

Level 1: Lay the foundation

The lessons and activities in Level 1 will help to lay a foundation of knowledge for you to build upon when you reach Level 2 of this course.

Video: Overview of employee benefits

Video: Pension benefits

Video: Protection, disability and sickness benefits

Video: Health and medical benefits

Activity: Why provide retirement, health and medical benefits?

Video: Family-related benefits

Video: Leave-related benefits

Activity: Why are family and leave benefits important to employees?

Video: Perquisites and allowances

Activity: How are employee benefits structured?

Level 2: Apply your knowledge

The lessons and activities in Level 2 will teach you how to apply the foundational knowledge you developed in Level 1 of this course.

Video: Flexible benefits

Video: Benefits for employee work-life balance

Video: Benefits for employee well-being

Activity: What types of benefits are important for an employee's work-life balance?

Video: Benefits for an inclusive workforce

Video: Benefits for a multigenerational workforce

Activity: What are the considerations for creating inclusive benefits policies?

Video: Implementing effective benefits policies

Video: Employee eligibility and workforce composition

Activity: What are the requirements for successful benefit policies?

Video: Benefits and total rewards

Assessment: Are you ready to apply your benefits knowledge?

Benefit Fundamentals

Microlearning pricing

	USD	EUR
HR function | Unlimited learners	4,200	4,100
HR team | Up to 5 learners	2,000	1,950

Pricing note

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A microlearning course!

Compensation Fundamentals

Your guide to compensation basics for your HR team.

Learn about some of the foundational concepts and topics related to compensation.

Access a set of videos and activities to ensure you and your team have a foundational knowledge of compensation.

Included in a TAAP+ subscription!

This product can help you...

- Onboard new or junior team members to ensure they understand common compensation terminology and practices.
- Learn how to work with compensation data and use your knowledge to guide analysis that will inform data based decision-making.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **total employment cost calculator!**

What's included?

- Level 1 covers the basics and includes a selection of short videos and downloadable activities
- Level 2 will teach you how to apply the foundational knowledge through a series of short videos and downloadable activities
- Complete the assessment at the end to ensure you're ready to apply your compensation knowledge

View the full curriculum on the next page.

Buy Now | Demo Video | Sample Video

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Compensation Fundamentals

Course curriculum

Level 1: Lay the foundation

The lessons and activities in Level 1 will help to lay a foundation of knowledge for you to build upon when you reach Level 2 of this course.

Video: Compensation components
Video: Common terminology
Video: Variable pay
Activity: What is compensation?
Video: Compensation guidelines
Video: Compensation structure
Activity: What is a compensation structure?
Video: Job evaluation
Video: Compensation administration
Video: Compensation strategy
Activity: What is an effective compensation strategy?

Level 2: Apply your knowledge

The lessons and activities in Level 2 will teach you how to apply the foundational knowledge you developed in Level 1 of this course.

Video: Job descriptions
Video: Job evaluation approaches
Activity: What is job evaluation?
Video: Market pricing
Activity: What is market pricing?
Video: Analyzing compensation data
Video: Working with variable pay data
Video: Managing a compensation structure
Video: Pay progression
Activity: What is pay progression?
Video: Pay for performance

Assessment: Are you ready to apply your compensation knowledge?

Compensation Fundamentals

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HR team | Up to 5 learners	2,000	1,950

Pricing note

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The base price is USD; EUR prices may differ in the **Mercer Shop** due to currency changes. Price is determined at the time of purchase for all Mercer Shop orders.

Choose the right number of learners for your company

All purchases are considered corporate/enterprise purchases; access period is based on the initial corporate purchase date.

Mercer TAAP

A microlearning course!

HR Policy Fundamentals

Your guide to designing effective HR policies.

Learn about a range of different types of policies, how to create a new policy and the steps to follow when updating a policy.

Access a set of videos and activities to ensure you and your team have a foundational understanding of HR policies.

This is the perfect partner to:
Leave Programs!

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This product can help you...

- Guide new team members on the importance of creating and maintaining policies.
- Learn how to write an effective policy and the steps to follow for maintaining a policy to ensure it is relevant and up-to-date.

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **HR country comparator dashboard!**

What's included?

- Level 1 covers the basics and includes a selection of short videos and downloadable activities
- Level 2 will teach you how to apply the foundational knowledge through a series of short videos and downloadable activities
- Complete the assessment at the end to ensure you're ready to apply your HR policy knowledge

View the full curriculum on the next page.

Buy Now | Demo Video | Sample Video

HR Policy Fundamentals

Course curriculum

Level 1: Lay the foundation

The lessons and activities in Level 1 will help to lay a foundation of knowledge for you to build upon when you reach Level 2 of this course.

Video: Why HR policies are important?
Video: Employee position and role
Video: Country-specific policies
Activity: Why are country-specific policies necessary?
Video: Performance and reward policies
Video: Policies for HR
Video: Labor relations
Activity: What types of policies are essential to an organization?

Level 2: Apply your knowledge

The lessons and activities in Level 2 will teach you how to apply the foundational knowledge you developed in Level 1 of this course.

Video: Writing an effective policy
Video: Policy approvals
Video: Policy communications
Activity: What is an effective policy?
Video: Maintaining policies
Activity: Why revise an existing policy?
Video: Reviewing and updating a policy
Video: Socializing policy revisions

Assessment: Are you ready to apply your HR policy knowledge?

HR Policy Fundamentals

Microlearning pricing

	USD	EUR
HR function | Unlimited learners	4,200	4,100
HR team | Up to 5 learners	2,000	1,950

Pricing note

The 'HR function' option includes an unlimited number of HR learners for a 12-month subscription. The 'HR team' option includes access for up to 5 learners for a 12-month subscription.

The base price is USD; EUR prices may differ in the **Mercer Shop** due to currency changes. Price is determined at the time of purchase for all Mercer Shop orders.

Choose the right number of learners for your company

All purchases are considered corporate/enterprise purchases; access period is based on the initial corporate purchase date.

Mercer TAAP

A microlearning course!

Job Evaluation & Leveling (IPE)

Your guide to Mercer's International Position Evaluation (IPE) methodology.

Learn how to apply IPE methodology to your organization's jobs and put it into practice when using Mercer's TRS data.

Access a set of videos and activities to ensure you and your team understand Mercer's IPE resources and methods.

Included in a TAAP+ subscription!

This product can help you...

- Understand and apply the precise International Position Evaluation (IPE) methodology to maximize your usage of Mercer's TRS data.
- Expand your market pricing options to use a wider range of approaches — from the broad 'all functions regression line' to the more specific 'job match and position class.'

TAAP+ bonus

TAAP+ subscribers have exclusive access to our **learning spend benchmarking tool!**

What's included?

- Level 1 covers the basics and includes a selection of short videos and downloadable activities
- Level 2 outlines how to apply the IPE methodology through a series of short videos and downloadable activities
- Complete the assessment at the end to ensure you're ready to apply IPE to your organization

View the full curriculum on the next page.

Note: This course provides information on Mercer's core IPE methodology; a step-by-step overview of Mercer's IPE tool is not included.

Contact us if you would like to receive more information on Mercer's IPE tool.

Buy Now | Demo Video | Sample Video

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Job Evaluation & Leveling (IPE)

Course curriculum

Level 1: Lay the foundation

The lessons and activities in Level 1 will help to lay a foundation of knowledge for you to build upon when you reach Level 2 of this course.

Video: Understanding jobs
Video: Introduction to job evaluation
Video: Types of job evaluation
Activity: What is job evaluation?
Video: About Mercer's International Position Evaluation (IPE)
Activity: What is IPE?
Video: Total Remuneration Survey
Video: Market pricing
Video: The IPE methodology
Activity: How do IPE and TRS work together?

Level 2: Apply your knowledge

The lessons and activities in Level 2 will teach you how to apply the foundational knowledge you developed in Level 1 of this course.

Video: 5 factors and 12 dimensions
Activity: What are the 5 factors and 12 dimensions?
Video: The impact factor — sizing an organization
Video: The impact factor — impact & contribution
Video: The impact factor — sizing positions
Activity: What is the impact factor?
Video: The communication factor
Activity: What is the communication factor?
Video: The innovation factor
Activity: What is the innovation factor?
Video: The knowledge factor
Activity: What is the knowledge factor?
Video: The risk factor
Activity: What is the risk factor?
Video: How to determine position class

Assessment: Are you ready to apply IPE to your organization's jobs?

Job Evaluation & Leveling (IPE)

Microlearning pricing

	USD	EUR
HR function | Unlimited learners | 12 months	4,200	4,100
HR team | up to 5 learners | 12 months	2,000	1,950
Up to 3 learners | 60 days	700	685

Pricing note

The 'HR function' option includes an unlimited number of HR learners for a 12-month subscription. The 'HR team' option includes access for up to 5 learners for a 12-month subscription. The 'Up to 3 learners' option includes access for up to 3 users for a 60-day subscription.

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Additional offerings on TAAP

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HR Tech Insights on TAAP

Actionable insights and up-to-date thought leadership by subject matter experts to support your digital HR strategy, selection, deployment and adoption journey.

Fuel your journey to digital.

HR Tech Insights on TAAP is a digital content subscription that includes access for an unlimited number of HR users in your organization!

With HR Tech Insights on TAAP, you can...

- Make sense of the today's HR tech market landscape.
- Stay ahead of HR tech trends and make sense of what's real amidst the noise.
- Develop an HR tech strategy that works.
- Create a more digital employee experience.
- Successfully steer your HR tech deployment process.
- Ready your organization for new tech and sustain the change.

All in one easy-to-use platform.

How will you use HR Tech Insights on TAAP?

To create and maintain your HR and workforce technology strategy?

To select new solutions and prepare for deployment of new digital HR capabilities?

To successfully deploy new HR and workforce technologies and digital HR capabilities?

To drive more value from your existing HR and workforce technology investments?

Subscribe today!

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Have questions?
Contact us.

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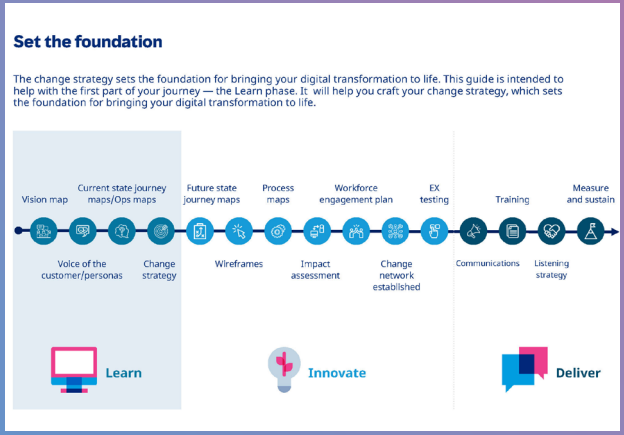
TAAP into actionable HR Tech insights.

- Quick Read (e.g., market briefs, Q&As, short reports)
- Indepth Read (e.g., guidebooks, product overviews)
- Evaluate & Measure (e.g., toolkits, checklists)
- Interact & Analyze (e.g., calculators)
- Customize (e.g., PowerPoint templates, persona templates)
- Watch & Learn (e.g., webinar recordings)

Guidebook



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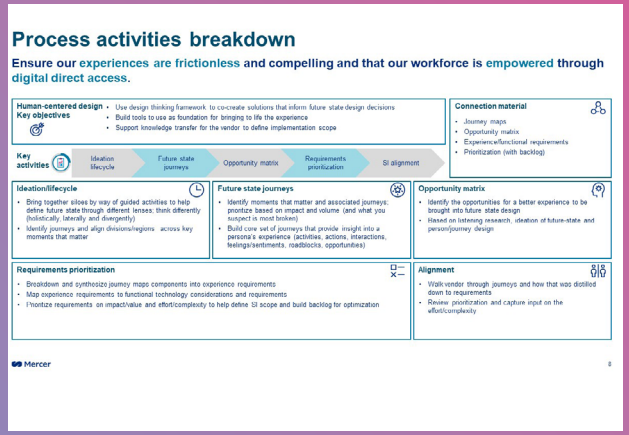
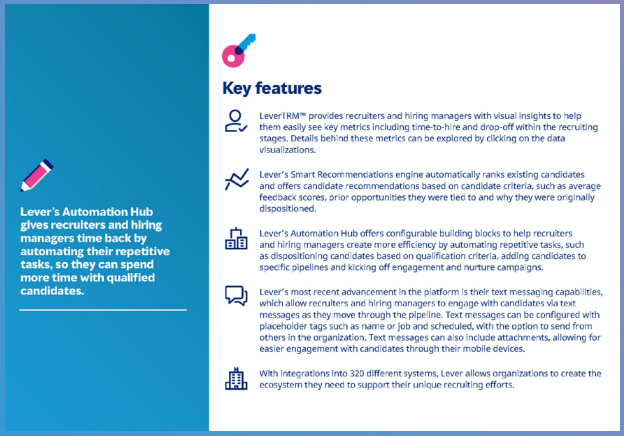
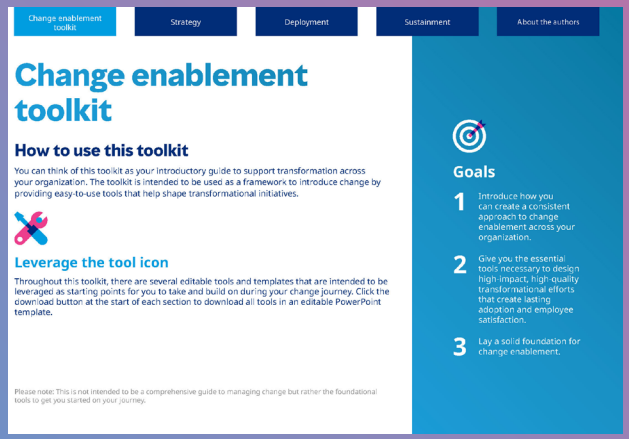


Market brief



Toolkit



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Mercer TAAP

Empowering companies through greater connections.

Join a network for the opportunity to collaborate.

Canadian consumer goods HR strategy network

Join Canada's premier executive network for top HR leaders from prominent consumer goods companies to candidly and confidentially share experiences and discuss strategies for success.

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Join top rewards professionals from leading global and European companies for candid, confidential conversations focused on current challenges and potential solutions related to reward strategy.

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Join our exclusive forum to stay ahead of the game by connecting with peers across multiple industries and learn from subject matter experts who are the leaders in digital strategy, transformation, HR Technology, vendor selection and generative AI.

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Join top rewards professionals from leading companies for candid, confidential conversations focused on current challenges regarding executive rewards strategy for US leaders.

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