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car benefit policies

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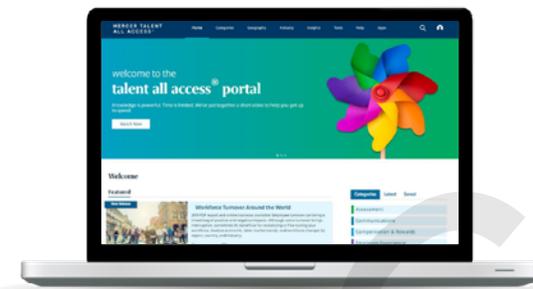
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Workforce Metrics Around the World



Workforce Turnover Around the World



Worldwide Benefit & Employment Guidelines

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Note: You may find this report easier to navigate by using bookmarks. Watch this [short video](#) to learn more.

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Introduction

Car benefits have traditionally been an important feature of executives' and managers' remuneration. They emerged in the 1960s as a powerful attraction and retention tool and have become an invaluable perquisite for employees across the world.

But times have changed, especially with the onset of COVID-19. In 2020, many countries and businesses moved to a “work from home” approach (where possible), and the need for transportation to and from work was eliminated for non-essential workers for a period of time. As markets began to reopen, health and safety remained top priority and caution was placed on the use of public transportation. Most companies, however, did not make immediate changes to their car benefit policies. Although the future is unknown, it's possible that the next couple of years will see some changes to these benefits and perhaps an emergence of other alternate benefits relating to safe transportation.

From the pandemic, to companies looking for ways to reduce their carbon footprint, evaluating the car benefits offered and how they best fit with the on-the-ground situation in your countries and locations of operation will be key. Pay attention to local situations as requirements and guidance from local authorities may differ significantly. For example, if the recommendation is to avoid public transportation, are there other benefits your company would like to offer? Purchasing a fleet of vehicles may not be realistic, and a car allowance may not be feasible, but a parking allowance or subsidy may be well received by employees who find themselves out-of-pocket. If the market is encouraging ways to lower CO₂ emissions, maybe it would be best to implement more green car policies.

One thing is certain, these are unprecedented times and some creative thinking may be needed to provide employees with benefits that help them to feel valued and socially aware.



Report structure

The 2021 Car Benefit Policies publication provides human resources (HR) and business managers with up-to-date information on car benefit policies. Presenting a consistent set of global data, this publication contains detailed information on a variety of transportation-related benefit programs, allowing you to gain insight into a host of markets around the world. Going beyond prevalence and eligibility information, this report is a one-stop-shop for any HR or business manager looking to devise, alter, or otherwise assess their company's employee car benefit policy. This regional publication includes data from XX markets and benefit details for five career levels commonly found in most organizations.

The report includes the following sections:

Regional results

Each regional section provides critical data to those looking to learn more about specific countries or markets. The regional sections are presented in geographical groupings, each of which contains market-specific information.

Car eligibility and benefit overview

- Eligibility by employee level
- Typical vehicle make and model
- Vehicle purchase price, monthly lease amount, monthly allowance

Car benefit policies

- Eligibility criteria
- Green policies
- Company-owned vehicle policies
- Company-leased vehicle policies
- Car allowances
- Alternate transportation benefits

About this report

This section delineates the methods of data gathering and cleaning used for the report and lists key definitions. It is composed of the following subsections:

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

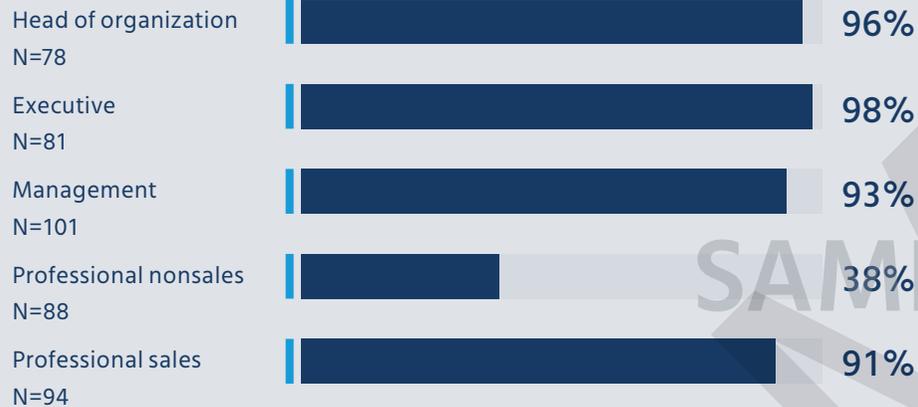
Reading this report

Market

Market summaries are provided for 50 markets using this single page layout.

73% of companies offer a car benefit

Car benefit eligibility by employee level



The 'N=' indicates the sample size for each question.

This information indicates the vehicle model commonly provided to each career level.

Career levels	Make and model
Head of organization	Audi A6, BMW 3 Series, Volkswagen Passat, Volvo V70
Executive	Audi A6, BMW 3 Series, Volkswagen Passat, Volvo V70
Management	Audi A4, Ford Mondeo, Volkswagen Passat
Professional nonsales	Ford Mondeo, Volkswagen Passat
Professional sales	Ford Mondeo, Skoda Octavia, Volkswagen Passat

Source: Mercer's 2020 Total Remuneration Survey.

Median vehicle purchase price

	Local currency	USD	N
Head of organization			27
Executive			30
Management			31
Professional nonsales			8
Professional sales	460,800	55,819	33

Cost-related amounts are provided in local currency and USD. Currency conversion rates can be found in the **About this report** section.

Median monthly lease amount

		USD	N
Head of organization		1,352	43
Executive	10,500	1,272	50
Management	9,167	1,110	55
Professional nonsales	9,000	1,090	19
Professional sales	7,800	945	53

Median data are provided unless otherwise noted.

Median monthly allowance

	Local currency	USD	N
Head of organization	11,504	1,394	40
Executive	10,000	1,211	50
Management	8,417	1,020	58
Professional nonsales	6,500	787	24
Professional sales	7,650	927	41

Reading this report

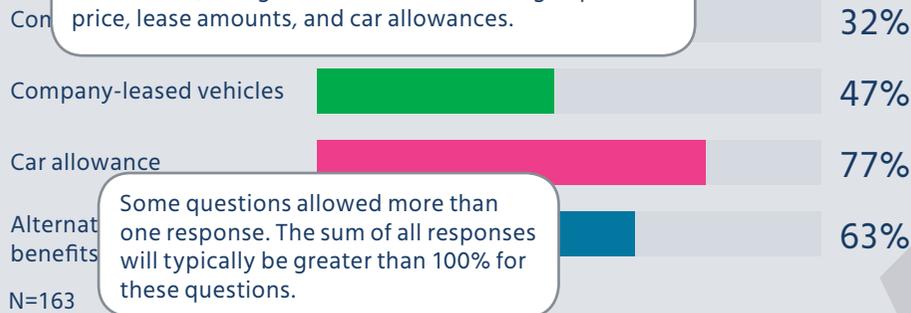
Market

Detailed market data are provided for 57 markets using this multi page layout.

This data represents the overall car benefit prevalence.

Eligibility overview

The first two pages for each market focus on eligibility of car benefits, along with information relating to purchase price, lease amounts, and car allowances.



Some questions allowed more than one response. The sum of all responses will typically be greater than 100% for these questions.

73% of companies offer a car benefit

Car benefit eligibility



This graphic indicates the percentage of companies providing a car benefit to each career level.

The 'N=' indicates the sample size for each question.

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

Transportation benefit eligibility

	Head of organization	Executive	Management	Professional nonsales	Professional sales	N=
Vehicle	60%	66%	39%	19%	64%	10
Company-owned			33%	31%	52%	10
Company-leased			44%	17%	73%	10
Car allowance			43%	30%	56%	10
Alternate benefit			43%	20%	56%	10
Personal car and driver			17%	8%	33%	10
Parking subsidies	100%	100%	91%	73%	64%	10
Public transportation subsidies	100%	100%	100%	100%	100%	10
Walking/cycling allowance	-	-	-	-	-	-

This graphic provides details based on the number of companies that offer each benefit type. For example, 66% of companies that offer a vehicle as their benefit provide a company-owned or company-leased vehicle to their executives.

Reading this report

Market

Car benefit overview

This section provides an overview of costs related to purchased or leased vehicles, as well as monthly car allowances provided to employees.

Typical make and model provided

Career levels

- Head of organization
- Executive
- Management
- Professional nonsales
- Professional sales

Make and model

- Head of organization ▶ Audi Q5, Toyota Camry, Jeep Grand Cherokee
- Executive ▶ Mazda Cx5, Toyota Kluger
- Management ▶ Ford Ranger, Holden Commodore, Toyota Kluger, Toyota Camry
- Professional nonsales ▶ Toyota Camry, Ford Ranger, Holden Commodore
- Professional sales ▶ Holden Commodore, Toyota Camry, Ford Mondeo, Ford Ranger

This information indicates the vehicle model commonly provided to each career level.

Median vehicle purchase price

	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency		55,000	47,500	40,000	35,000
USD		39,068	33,740	28,413	24,861
N=		47	42	41	79

Cost-related amounts are provided in local currency and USD. Currency conversion rates can be found in the **About this report** section.

Median monthly lease amount

	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency	65,000	55,000	47,500	40,000	35,000
USD	46,171	39,068	33,740	28,413	24,861
N=	59	47	42	41	79

Median monthly car allowance

Median data are provided unless otherwise noted.

	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency	65,000	55,000	47,500	40,000	35,000
USD	46,171	39,068	33,740	28,413	24,861
N=	59	47	42	41	79

Source: Mercer's 2020 Total Remuneration Survey.

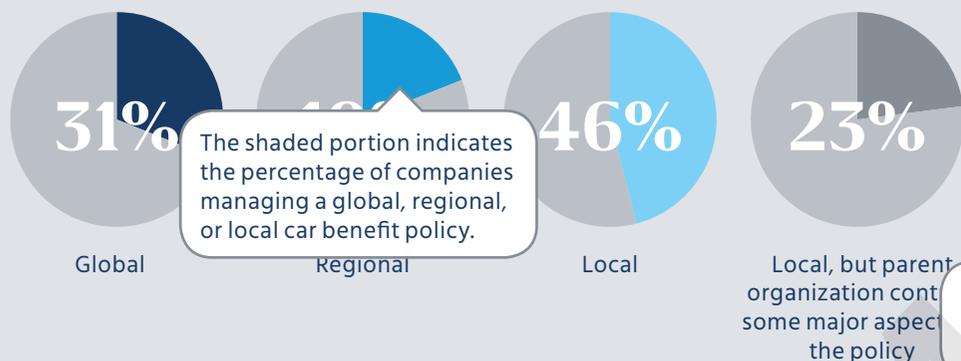
Reading this report

Market

Car benefit policies

This section includes information on car benefit policies such as the type of policy maintained, edibility criteria, and green policies provided.

Type of car benefit policy



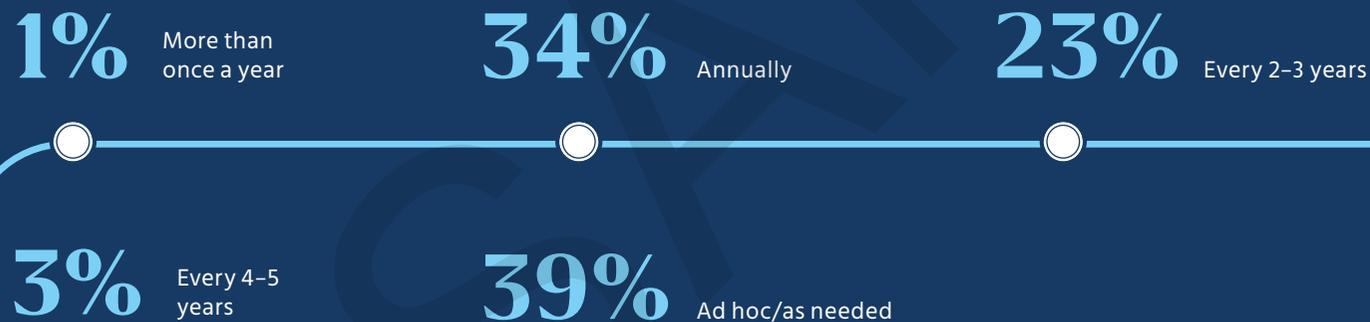
N=163

Department responsible for car benefit policy design



N=162

Frequency of car benefit policy review



N=163

Company-owned vehicle policies

This section includes information on company-owned vehicle policies such as typical vehicle types, vehicle replacement policies, and policy coverage for vehicle-related expenses.

Company owns vehicles for car benefit program



In some markets, a company-owned vehicle policy may not be common. In this market, only 10% of companies own their fleet of company vehicles.

■ Yes

N=163

The 'N=' indicates the sample size for each question. Not all questions were applicable to all survey participants so the number varies from question to question.

SAMPLE DATA

Note: Due to the low prevalence of this type of benefit among survey participants, additional data are not available for this country.

Because this type of benefit is not common in this market, the sample size for other questions relating to company-owned vehicles is too low to report. Additional tables and graphs on this topic have been intentionally omitted.

Company-leased vehicle policies

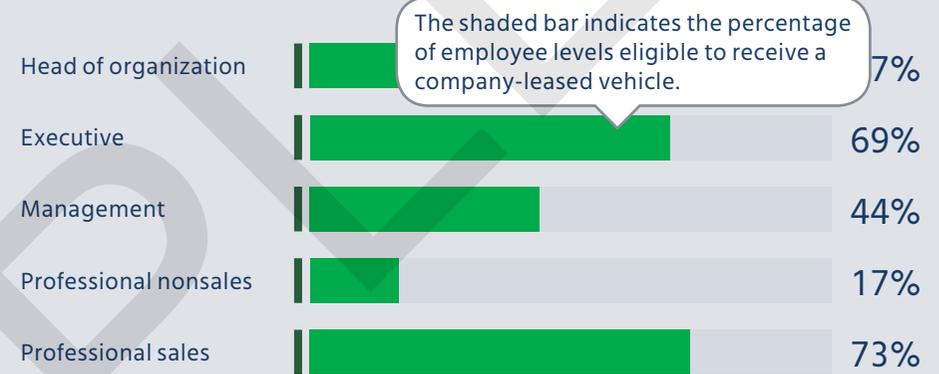
This section includes information on company-leased vehicle policies such as common vehicle types, length of vehicle lease, and policy coverage for vehicle-related expenses.

Company leases vehicles for car benefit program



■ Yes ■ No
N=163

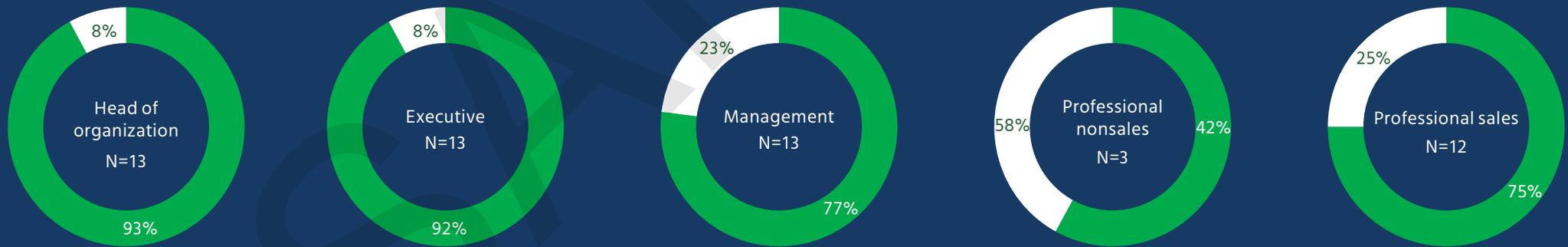
Eligibility by employee level



The shaded bar indicates the percentage of employee levels eligible to receive a company-leased vehicle.

N=70

Intended use of company-leased vehicle



■ Business only ■ Business and personal

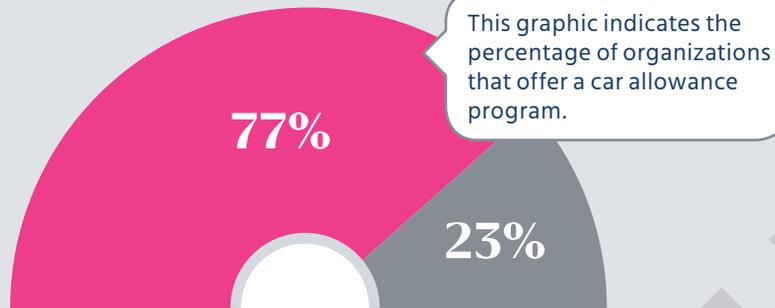
Reading this report

Market

Car allowances

This section includes information on car allowance programs including eligibility, allowance amounts, and policy coverage of vehicle-related expenses.

Company has car allowance program



■ Yes ■ No

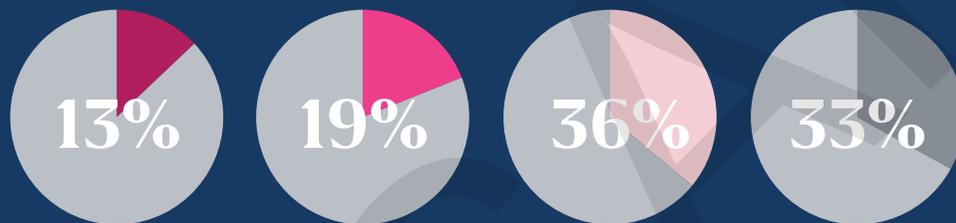
N=163

Eligibility by employee level



N=126

Employee may choose an allowance instead of a vehicle



Yes, all employees may choose

N=126

Yes, some employees may choose

No

Not applicable, we don't offer a vehicle

Occasionally, the sum of the responses to a question may be slightly more or less than 100%. This is due to rounding.

Employee must use car allowance toward cost of a vehicle



Yes

No

Alternate transportation benefits

Personal car and driver

Regular access to personal car and driver

This section includes information on various alternate transportation benefits, such as a personal car and driver, prearranged employee transportation, parking subsidies, public transportation subsidies, and walking or cycling allowance.

The shaded bar indicates the percentage of employee levels eligible to receive alternate transportation benefits.



■ Yes ■ No
N=103

Eligibility by employee level



N=12

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

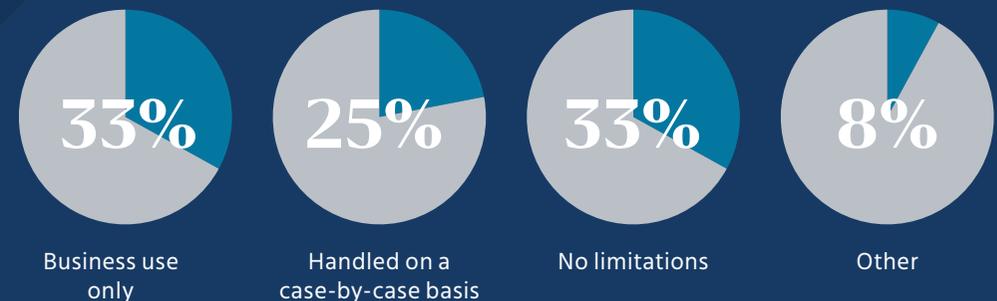
Reasons for providing a personal car and driver



N=12

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

Limitations of employee's use of personal car and driver



N=12



region

Country

50% of companies offer a car benefit

Car benefit eligibility by employee level



Typical make and model provided by employee level

Career levels	Make and model
Head of organization	Toyota
Executive	Toyota
Management	Toyota
Professional nonsales	Toyota
Professional sales	Toyota

Source: Mercer's 2020 Total Remuneration Survey.

Median vehicle purchase price

	Local currency	USD	N
Head of organization	10,000	10,000	100
Executive	10,000	10,000	100
Management	10,000	10,000	100
Professional nonsales	10,000	10,000	100
Professional sales	10,000	10,000	100

Median monthly lease amount

	Local currency	USD	N
Head of organization	10,000	10,000	100
Executive	10,000	10,000	100
Management	10,000	10,000	100
Professional nonsales	10,000	10,000	100
Professional sales	10,000	10,000	100

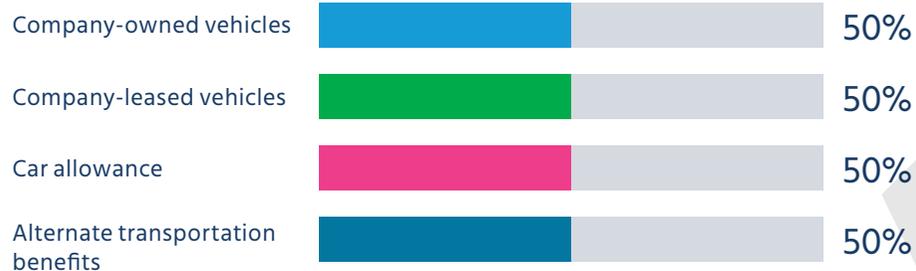
Median monthly allowance

	Local currency	USD	N
Head of organization	10,000	10,000	100
Executive	10,000	10,000	100
Management	10,000	10,000	100
Professional nonsales	10,000	10,000	100
Professional sales	10,000	10,000	100

Country

Eligibility overview

Transportation benefits offered



N=100

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

50% of companies offer a car benefit

Car benefit eligibility



N=100

Transportation benefit eligibility

	Head of organization	Executive	Management	Professional nonsales	Professional sales	N=
Vehicle	100%	100%	100%	100%	100%	100
Company-owned	100%	100%	100%	100%	100%	100
Company-leased	100%	100%	100%	100%	100%	100
Car allowance	100%	100%	100%	100%	100%	100
Alternate benefit	100%	100%	100%	100%	100%	100
Personal car and driver	100%	100%	100%	100%	100%	100
Parking subsidies	100%	100%	100%	100%	100%	100
Public transportation subsidies	100%	100%	100%	100%	100%	100
Walking/cycling allowance	100%	100%	100%	100%	100%	100

Country

Car benefit overview

Typical make and model provided

Career levels	Make and model
Head of organization	Toyota
Executive	Toyota
Management	Toyota
Professional nonsales	Toyota
Professional sales	Toyota

Median vehicle purchase price

	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency	10,000	10,000	10,000	10,000	10,000
USD	10,000	10,000	10,000	10,000	10,000
N=	100	100	100	100	100

Median monthly lease amount

	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency	10,000	10,000	10,000	10,000	10,000
USD	10,000	10,000	10,000	10,000	10,000
N=	100	100	100	100	100

Median monthly car allowance

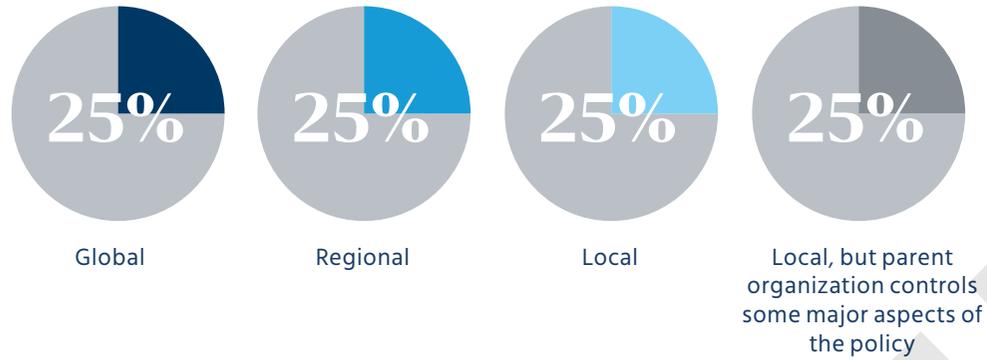
	Head of organization	Executive	Management	Professional nonsales	Professional sales
Local currency	10,000	10,000	10,000	10,000	10,000
USD	10,000	10,000	10,000	10,000	10,000
N=	100	100	100	100	100

Source: Mercer's 2020 Total Remuneration Survey.

Country

Car benefit policies

Type of car benefit policy



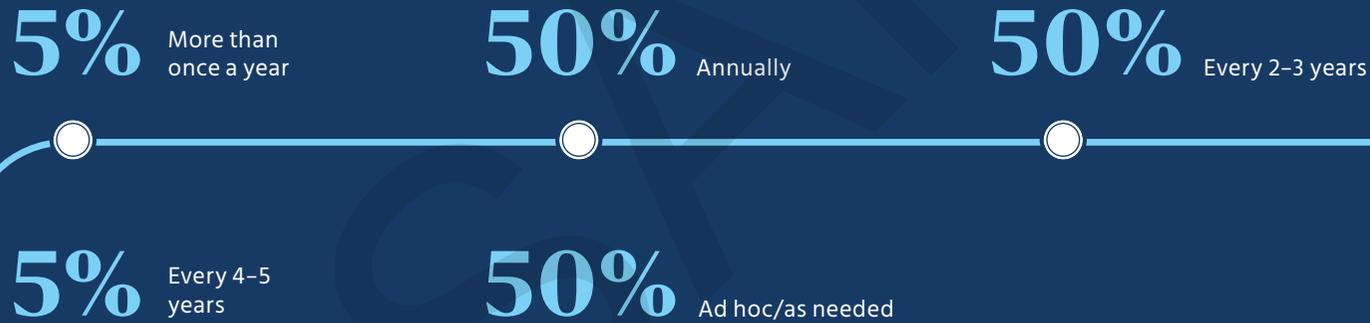
N=100

Department responsible for car benefit policy design



N=100

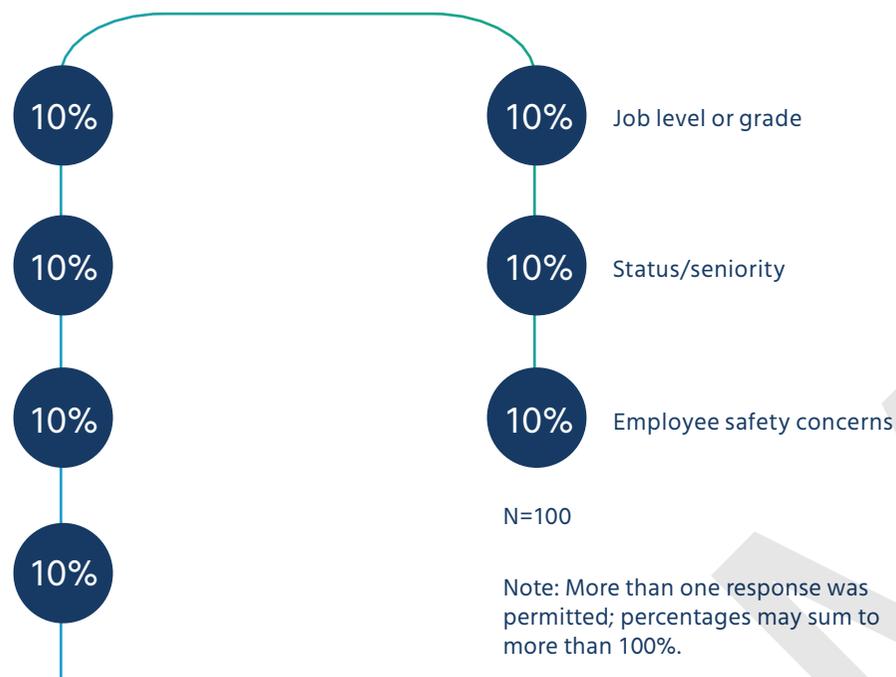
Frequency of car benefit policy review



N=100

Benefit eligibility criteria

Criteria used for determining employee eligibility



Factors considered when determining business need for car benefit



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

Policy for employees that transition from a car benefit eligible position to a noneligible position



N=100

Country

Green policies

Steps taken toward a greener car benefit program



Charging stations for electric vehicles at offices



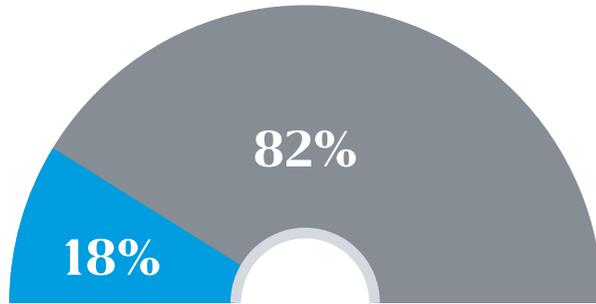
Cover the setup costs of electric vehicle charging station at employee's home



Country

Company-owned vehicle policies

Company owns vehicles for car benefit program



■ Yes ■ No

N=100

Eligibility by employee level



N=100

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

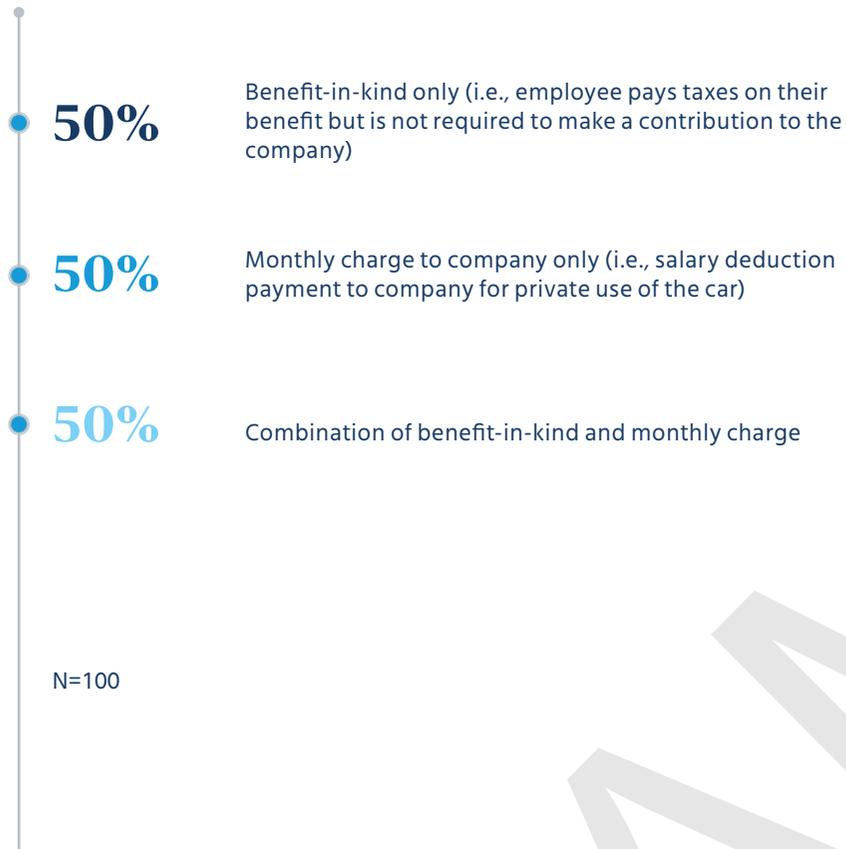
Intended use of company-owned vehicle



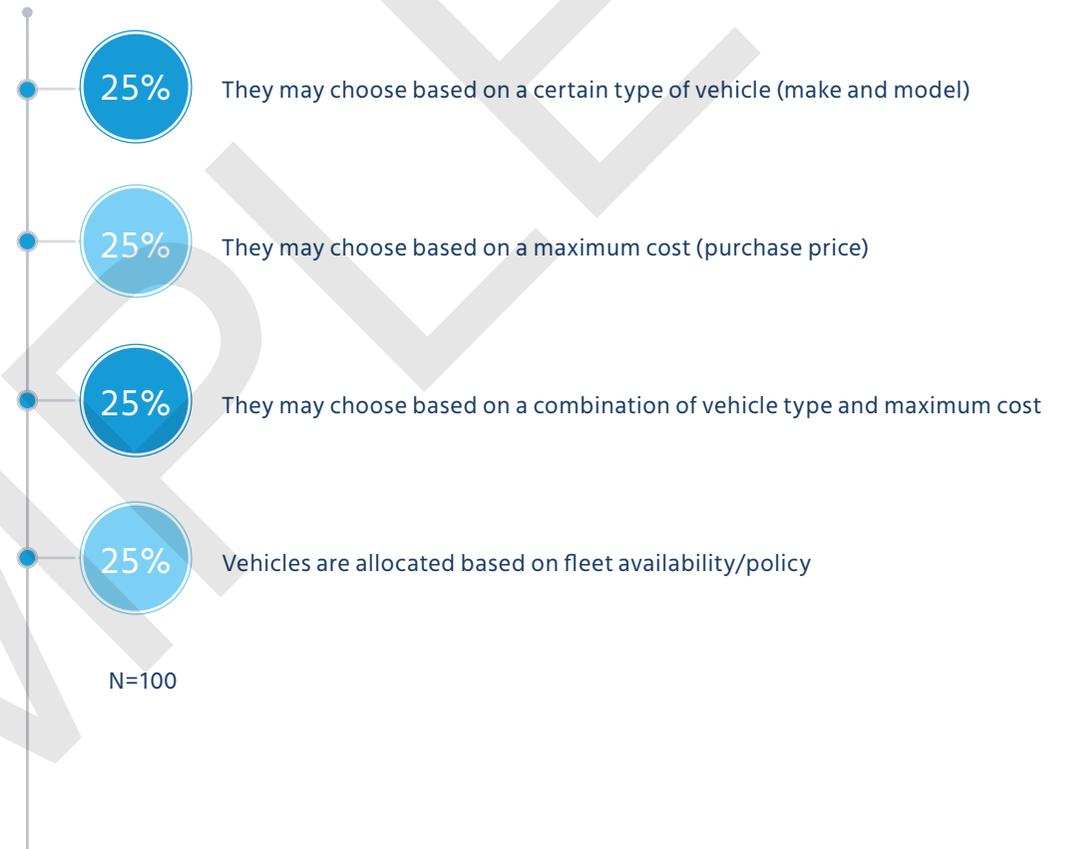
■ Business only ■ Business and personal

Country

Method of charging employees for private use of vehicle

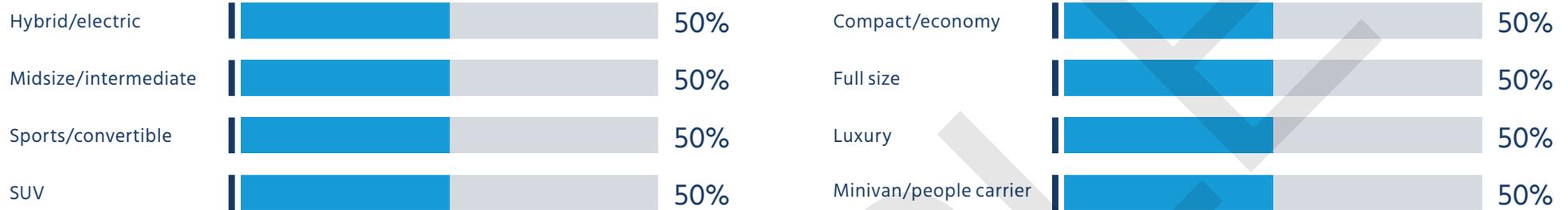


Employees ability to choose their vehicle



Country

Types of vehicles in company-owned fleet



N=100

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

Vehicle category provided to each employee level

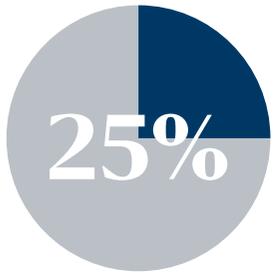
Vehicle category	Head of organization	Executive	Management	Professional nonsales	Professional sales
Hybrid/electric	100%	100%	100%	100%	100%
Compact/economy	100%	100%	100%	100%	100%
Midsize/intermediate	100%	100%	100%	100%	100%
Full size	100%	100%	100%	100%	100%
Sports/convertible	100%	100%	100%	100%	100%
Luxury	100%	100%	100%	100%	100%
SUV	100%	100%	100%	100%	100%
Minivan/people carrier	100%	100%	100%	100%	100%
N=	100	100	100	100	100

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

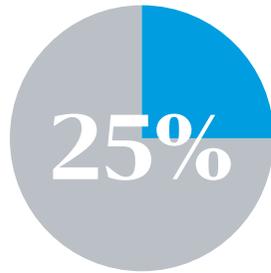
Country

Vehicle replacement policies

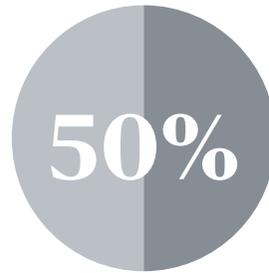
Policy for replacing a company-owned vehicle



Vehicle is replaced after a certain number of months



Vehicle is replaced after a certain number of miles or kilometers



No replacement policy

N=100

Frequency of vehicle replacement



N=100

Mileage/kilometer threshold for vehicle replacement

0%

0-60,000 miles or 0-100,000 kilometers

25%

60,001-75,000 miles or 100,001-125,000 kilometers

75%

75,001-90,000 miles or 125,001-150,000 kilometers

0%

90,001-105,000 miles or 150,001-175,000 kilometers

0%

105,001-120,000 miles or 175,001-200,000 kilometers

0%

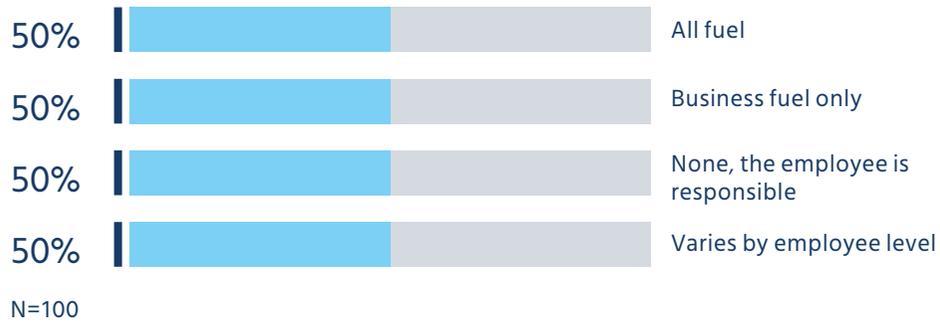
More than 120,000 miles or 200,000 kilometers

N=100

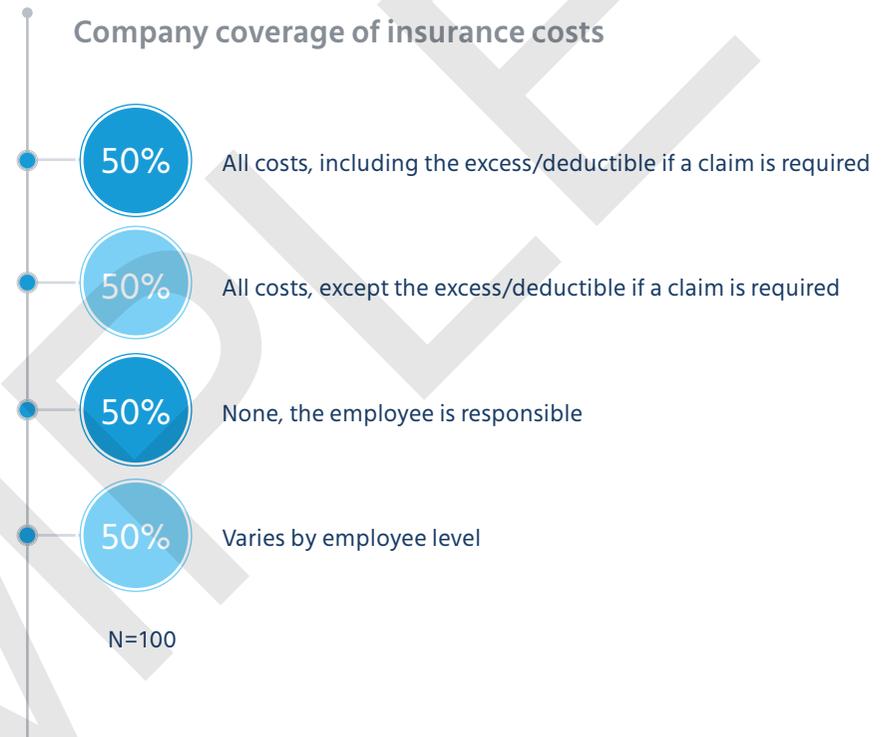
Country

Policy for covering vehicle-related expenses

Company coverage of fuel costs



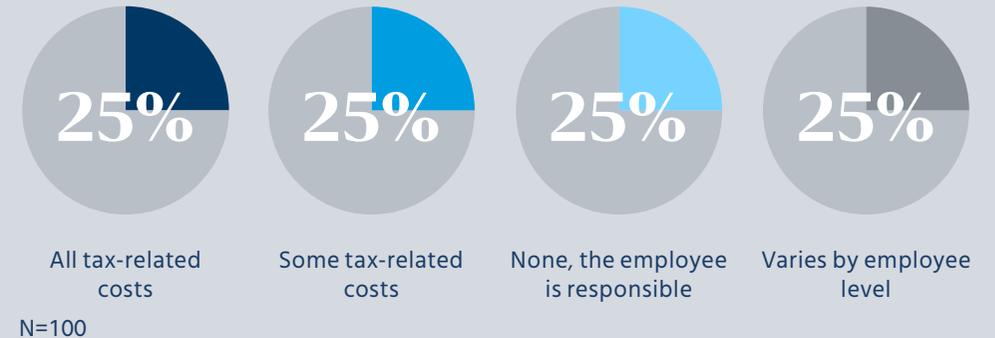
Company coverage of insurance costs



Company coverage of maintenance costs



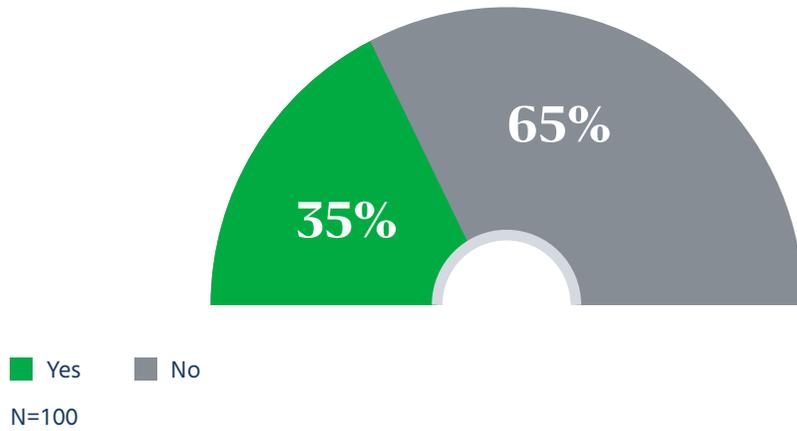
Company coverage of tax-related costs (e.g., road tax)



Country

Company-leased vehicle policies

Company leases vehicles for car benefit program



Eligibility by employee level



N=100

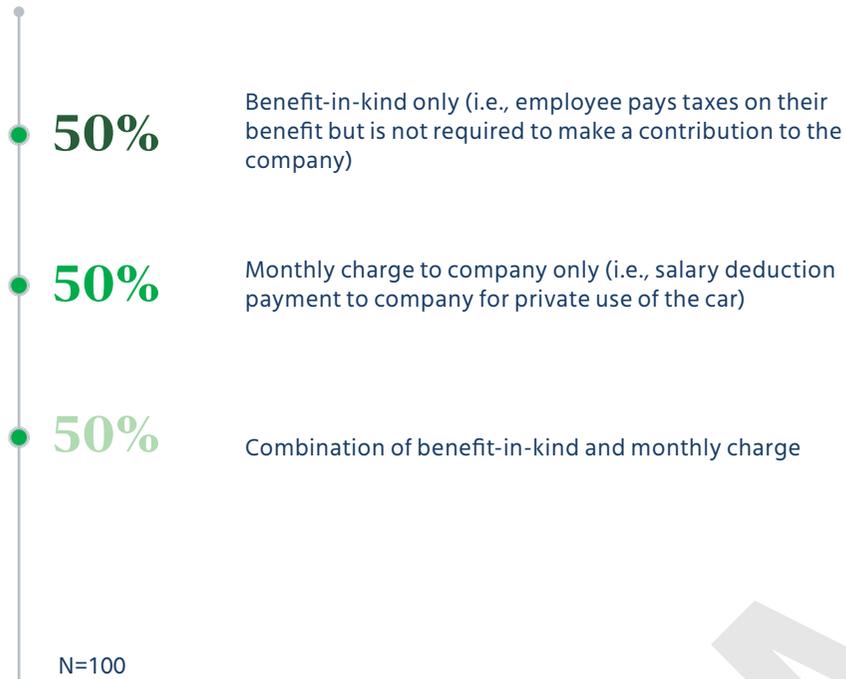
Note: More than one response was permitted; percentages may sum to more than 100%.

Intended use of company-leased vehicle



Country

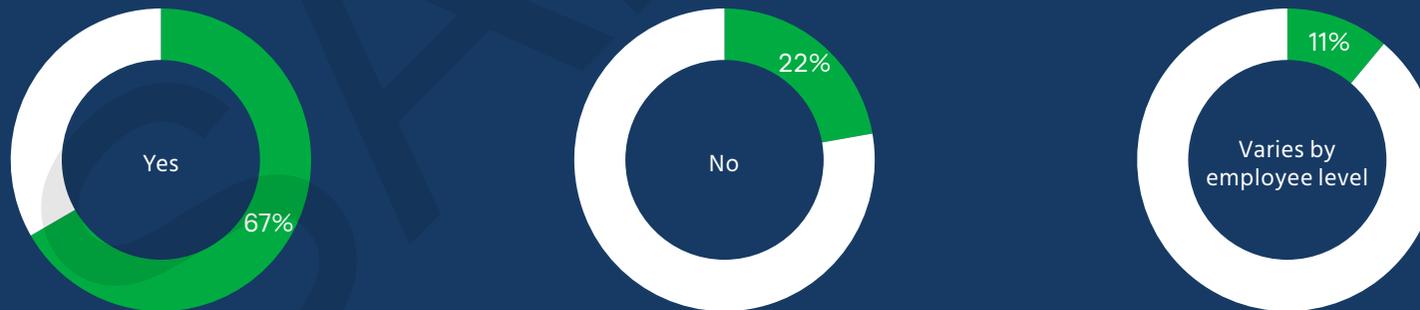
Method of charging employees for private use of leased vehicle



Employees ability to choose their vehicle



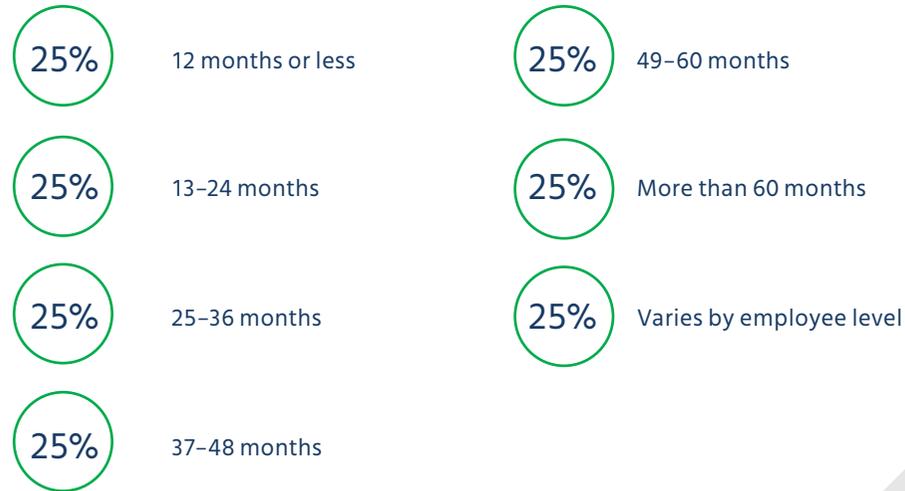
Employees permitted to purchase the vehicle at the end of lease agreement



N=100

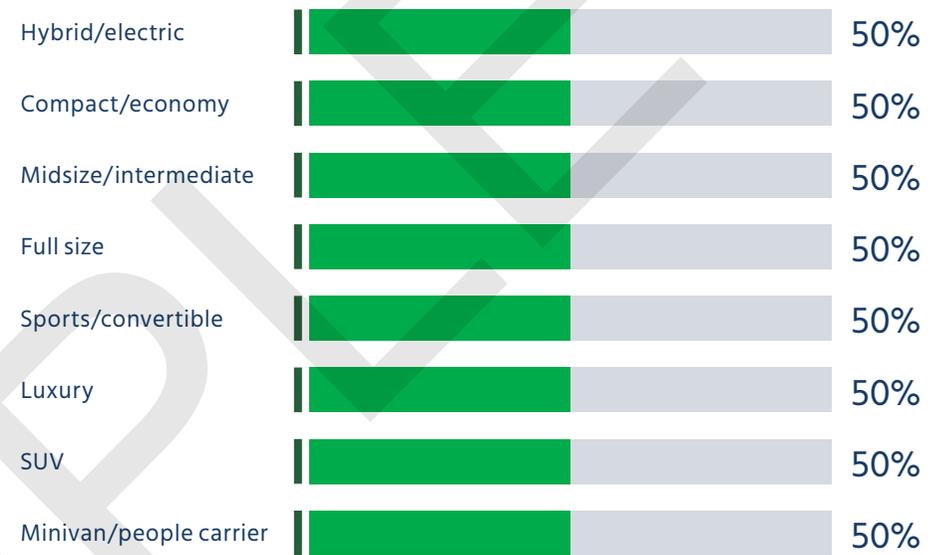
Country

Typical length of vehicle lease



N=100

Types of vehicles in company-leased fleet



N=100

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

Vehicle category provided to each employee level

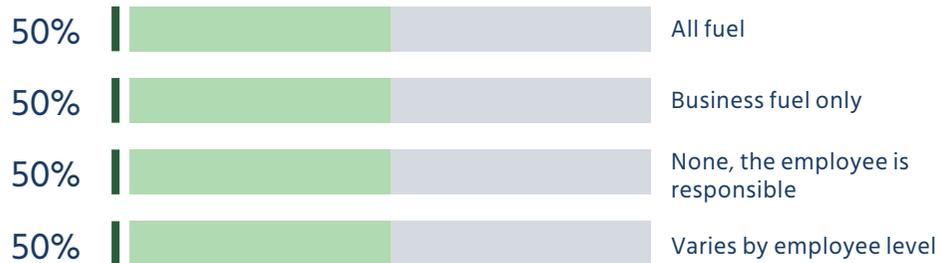
Vehicle category	Head of organization	Executive	Management	Professional nonsales	Professional sales
Hybrid/electric	100%	100%	100%	100%	100%
Compact/economy	100%	100%	100%	100%	100%
Midsize/intermediate	100%	100%	100%	100%	100%
Full size	100%	100%	100%	100%	100%
Sports/convertible	100%	100%	100%	100%	100%
Luxury	100%	100%	100%	100%	100%
SUV	100%	100%	100%	100%	100%
Minivan/people carrier	100%	100%	100%	100%	100%
N=	100	100	100	100	100

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

Country

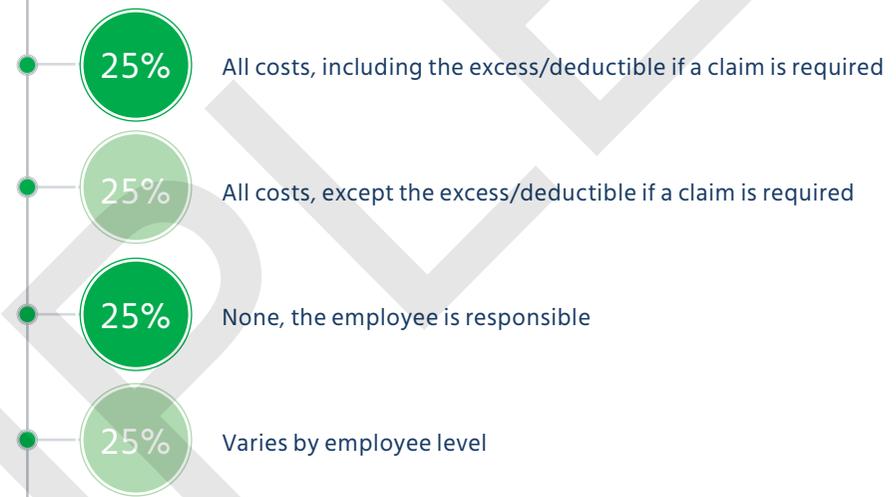
Policy for covering vehicle-related expenses

Company coverage of fuel costs



N=100

Company coverage of insurance costs



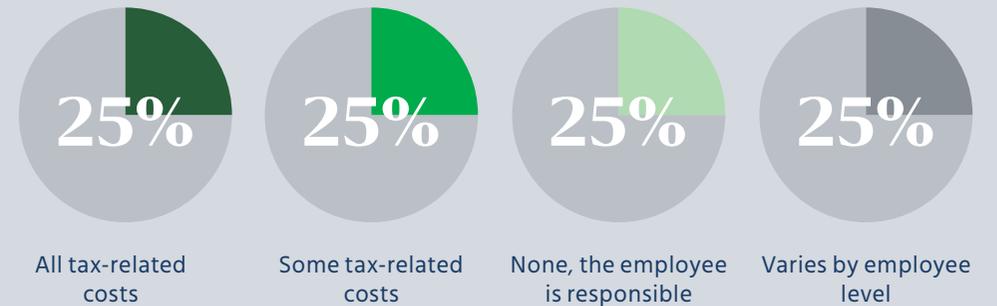
N=100

Company coverage of maintenance costs



N=100

Company coverage of tax-related costs (e.g., road tax)

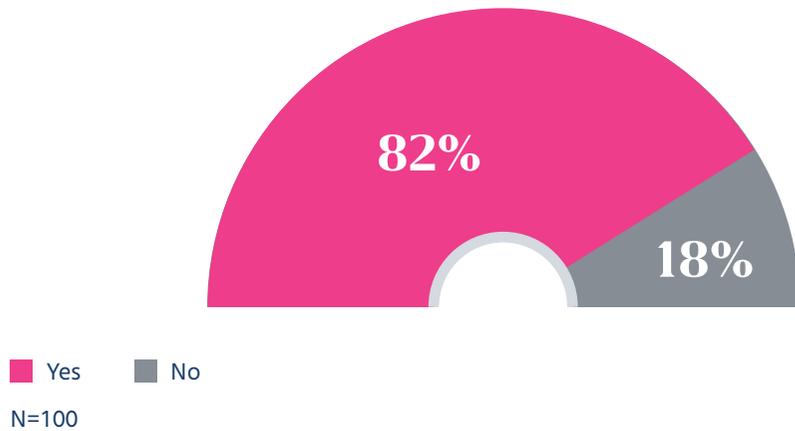


N=100

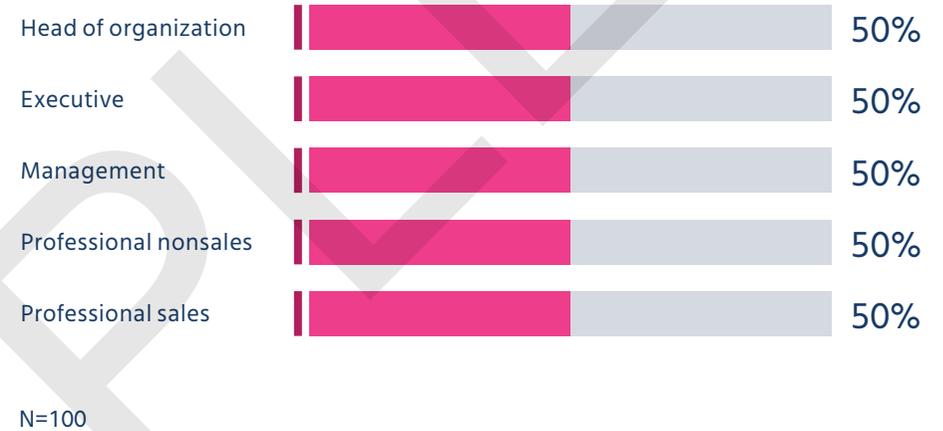
Country

Car allowances

Company has car allowance program

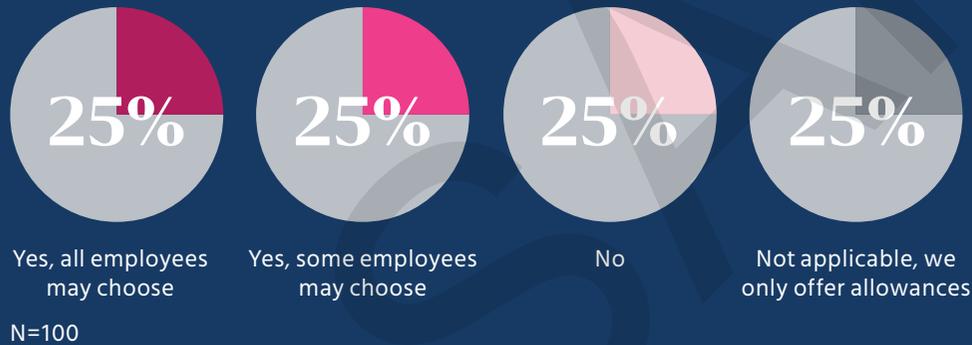


Eligibility by employee level

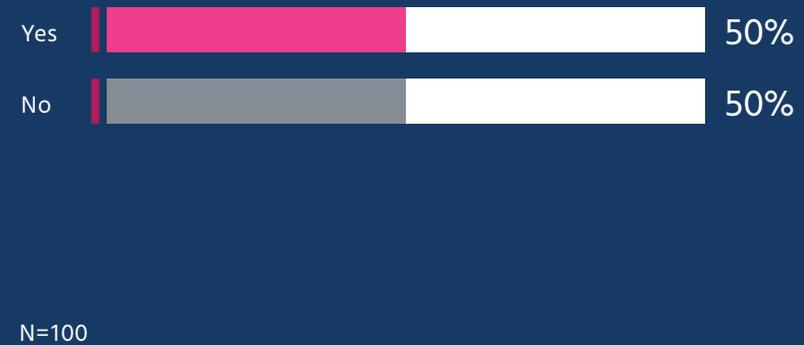


Note: More than one response was permitted; percentages may sum to more than 100%.

Employee may choose an allowance instead of a vehicle



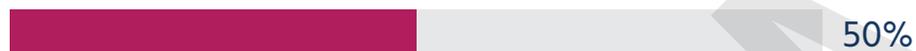
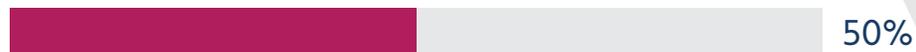
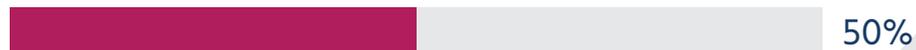
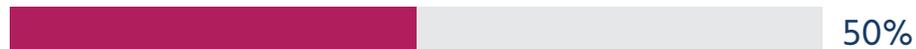
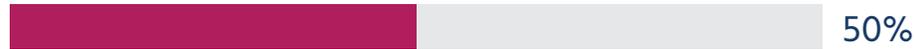
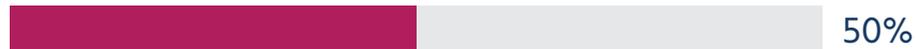
Employee must use car allowance toward cost of a vehicle



Country

Allowance amounts

Factors considered when determining car allowance amount

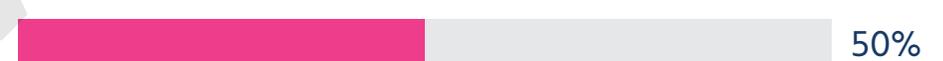
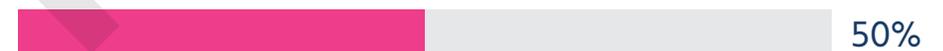
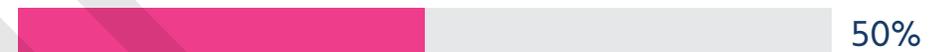
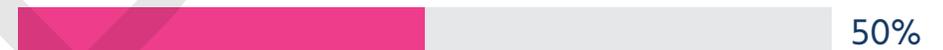
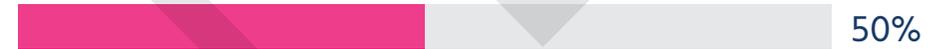


N=100

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

Policy coverage of vehicle-related expenses

Company coverage of fuel costs for employees with a car allowance



N=100

Country

Reimbursement for mileage/kilometer for employees with a car allowance

25%

Reimbursed for all business-related miles/kilometers, including commuting to and from the office

75%

Reimbursed for business-related miles/kilometers only

N=100

Mileage/kilometer reimbursement versus local statutory requirements for employees with a car allowance

25%

Amounts provided are in line with locally specified rates

25%

Amounts provided are lower than locally specified rates

25%

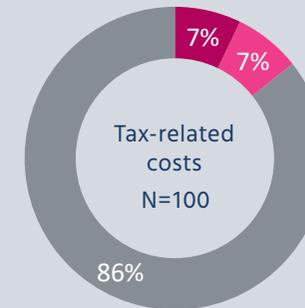
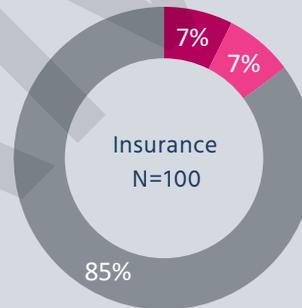
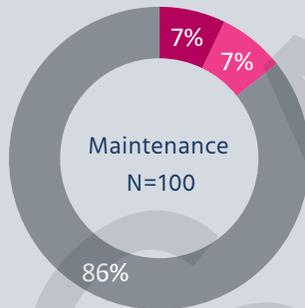
Amounts provided are higher than locally specified rates

25%

There are no locally specified rates

N=100

Reimbursement of other vehicle expenses for employees with a car allowance

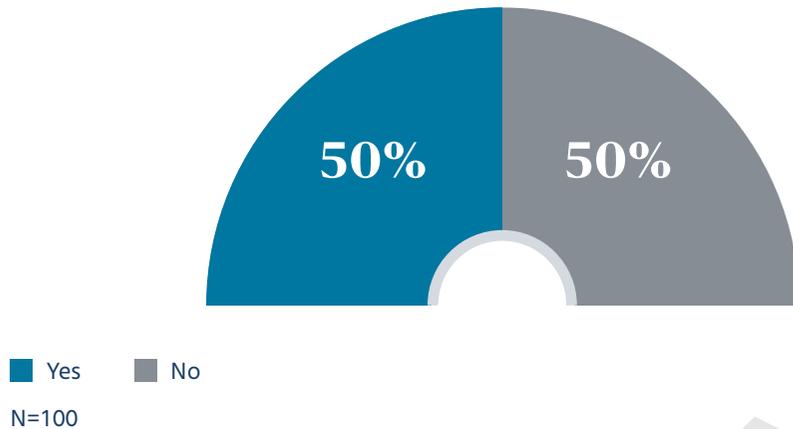


■ All ■ Some ■ None

Alternate transportation benefits

Personal car and driver

Regular access to personal car and driver



Eligibility by employee level

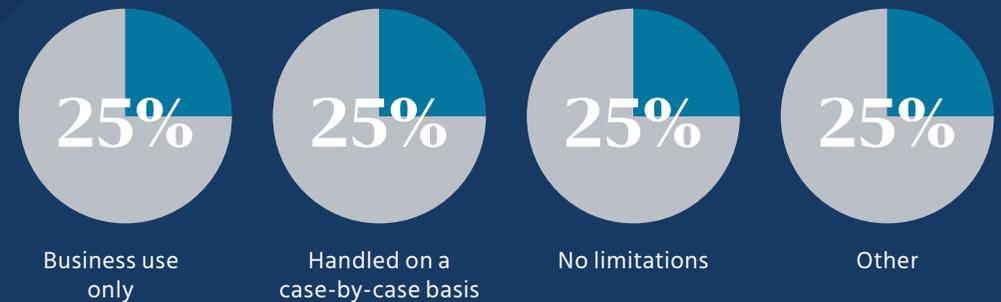


Reasons for providing a personal car and driver



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

Limitations of employee's use of personal car and driver

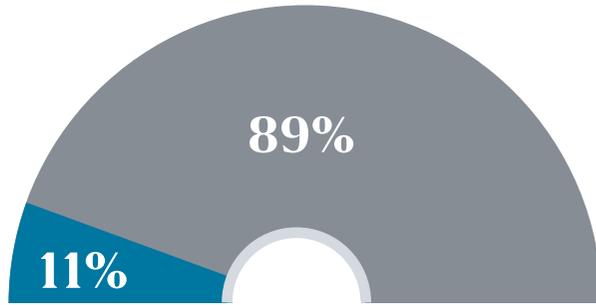


N=100

Country

Prearranged employee transportation

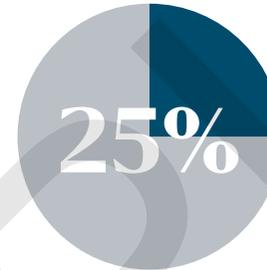
Regular prearranged employee transportation to and from the office



■ Yes ■ No

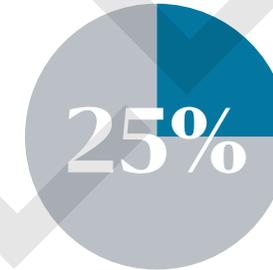
N=100

Transportation is provided as a shared service among employees (one taxi transports several employees)

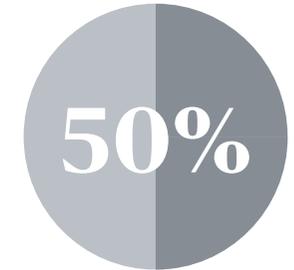


Yes

N=100



No



Varies by employee level

Reasons for providing prearranged employee transportation

50% Market competitiveness

50% Status/seniority

50% Limited or no availability of public transportation

50% Employee safety concerns

50% International mobility/expatriate employee

50% Other

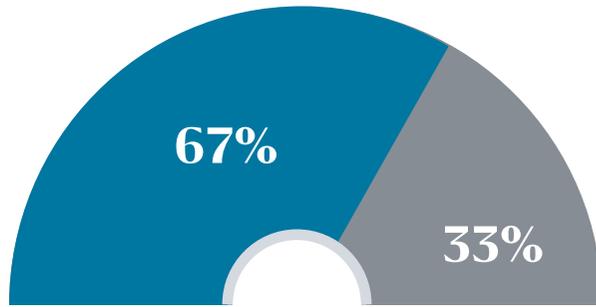
N=100

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

Country

Parking subsidies

Provision of subsidized or free parking



■ Yes ■ No

N=100

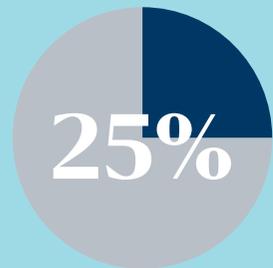
Eligibility by employee level



N=100

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

Cost of parking fully covered by company

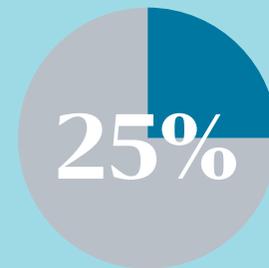


Yes, for all locations in this country

N=100



Yes, for some locations in this country



No, the employee covers a portion of the cost

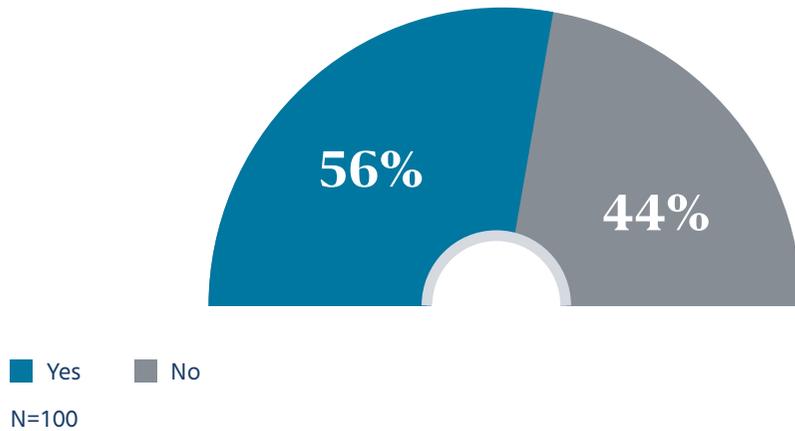


Varies by employee level

Country

Public transportation subsidies

Cost of public transportation is subsidized

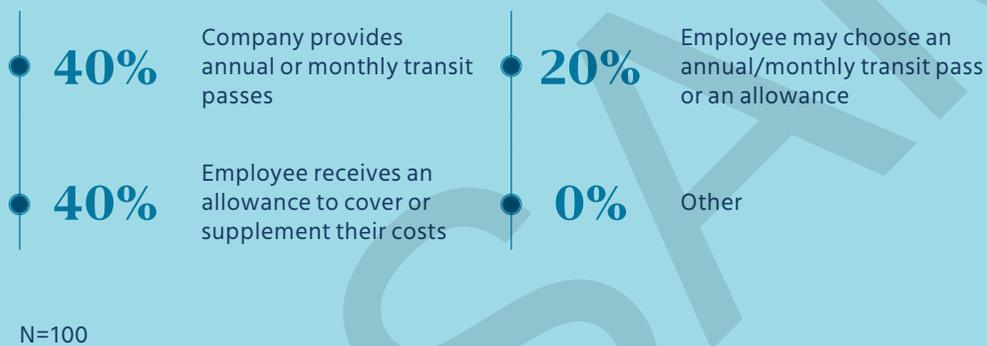


Eligibility by employee level

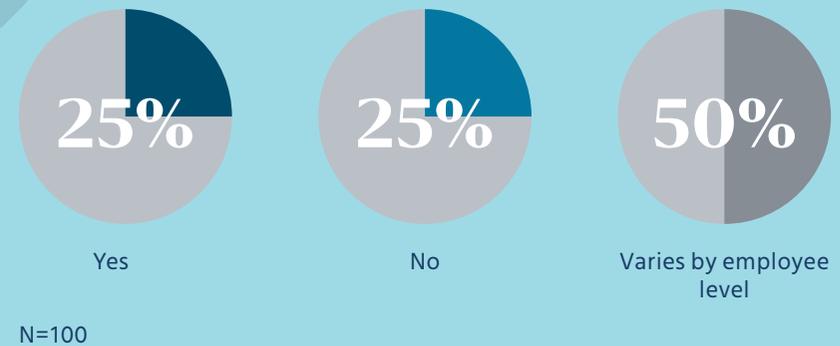


Note: More than one response was permitted; percentages may sum to more than 100%.

Delivery format of this benefit



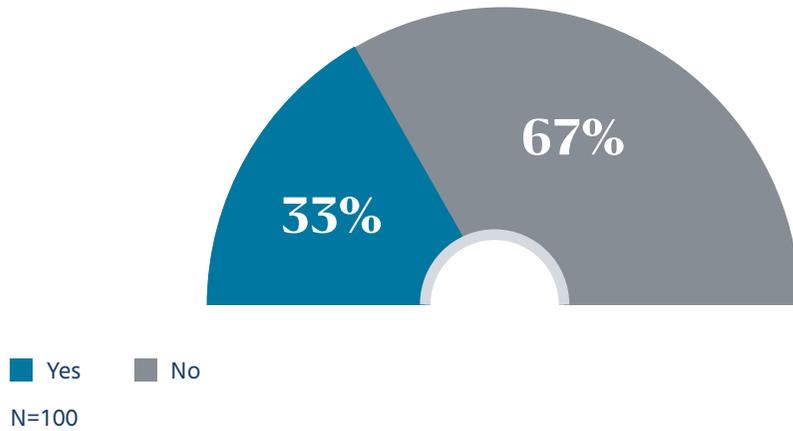
Benefit covers 100% of public transportation cost



Country

Walking or cycling allowance

Walking or cycling allowance provided



Eligibility by employee level



N=100

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

How allowance (or related benefit) is provided



N=100

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

Data sources

Data section	Source	Year
Eligibility overview		
Percentage of companies offer a car benefit	Mercer's Total Remuneration Survey (TRS)	2020
All other eligibility data	Mercer's Car Benefit Policies	2020/2021
Car benefit overview		
Typical vehicle make and model	Mercer's Total Remuneration Survey (TRS)	2020
Vehicle purchase price	Mercer's Total Remuneration Survey (TRS)	2020
Monthly car allowance	Mercer's Total Remuneration Survey (TRS)	2020
Car benefit policies	Mercer's Car Benefit Policies	2020/2021
Company-owned vehicle policies	Mercer's Car Benefit Policies	2020/2021
Company-leased vehicle policies	Mercer's Car Benefit Policies	2020/2021
Alternate transportation benefits	Mercer's Car Benefit Policies	2020/2021

about this

report

Methodology

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

Data collection

Data for this publication were collected from the following primary data sources:

- Mercer's 2020 Total Remuneration Survey (TRS)
- Mercer's 2020/2021 Car Benefit Policies

The Talent All Access® team referred to and collated published data from Mercer's individual TRS reports for inclusion in this publication. Additional details on TRS can be found in the **Glossary**.

Note: This source may differ for select markets, refer to the detailed **Data sources** section for more information.

Data were collected through Mercer's 2020/2021 Car Benefit Policies survey. The survey was open to all companies that offer car or alternate transportation benefits and have operations in at least one of the markets included in the survey. More than 2,000 survey submissions were received.

Note: Participants completed questions that were applicable to their policies; therefore, sample sizes vary by question. Keep sample size in mind when making decisions; a small sample size may not be a true reflection of the market.

Data analysis

Statistics

The following statistics are presented in this report:

- **Median:** The data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the 50th percentile.
- **Average:** The sum of all data reported divided by the number of data observations in the sample. Also known as the mean.
- **Prevalence:** The percentage of companies that provided a response to a question with a defined number of options to choose from. For example, a single response question or a multiple response (select all that apply) style question.
 - In single response questions, the sum of all responses may not equal 100% due to rounding.
 - In multiple response questions, the sum of all responses will be greater than 100%.

- **N or sample size:** The number of companies that reported data for the statistic.
- **Endash or “-”:** The sample is too small to provide the statistic.

Data masking

To ensure the confidentiality of all companies that provide data to Mercer's surveys, statistics have been “masked” by displaying an endash or “-” when minimum sample sizes are not met.

Data exceptions and notes

Some markets have specific nuances as outlined below.

Americas

Vehicle purchase price; monthly lease amount; monthly allowance

Except for Argentina, Brazil, Canada, Colombia, Chile, Mexico, Peru and United States (median values), data represented for all the markets in this region are average values..

Asia Pacific

Data were collected from Beijing and Shanghai; cost data reported for China is sourced from Mercer's 2019 China-Shanghai Total Remuneration Survey (TRS).

Vehicle purchase price; monthly lease amount; monthly allowance

Unless otherwise noted, data represented are median values.

Europe, Middle East & Africa

Vehicle purchase price; monthly lease amount; monthly allowance

Unless otherwise noted, data represented are median values.

Vehicle purchase price; monthly lease amount

Data represented for all markets in this region include VAT, except the following:

- Egypt
- Israel
- Qatar
- Saudi Arabia
- United Arab Emirates

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