



Total Remuneration Survey (TRS)

2021 Denmark Launch Meeting



March 17th 2021

Speakers

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welcome to brighter

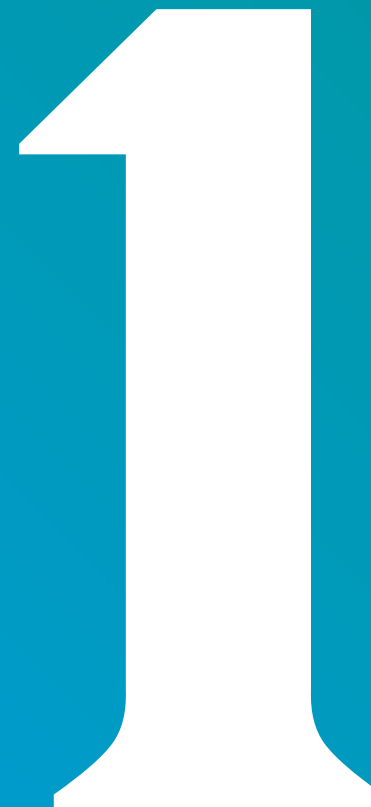
Agenda Morning Session

1. **Welcome and introduction**
2. **Brief recap of 2020 highlights**
3. **Total rewards trends**
4. **Break**
5. **Labor insights into gender equality (LIGE)**
6. **Survey design and methodology**
 - *Mercer Job Library changes*
7. **What is coming up - other mercer initiatives**



Welcome and introduction

Mercer team



Mercer Team in Denmark

Reward and Mobility



**Dorothee
Gnaedinger**
CEO Mercer Denmark



**Katrine
Toftgaard**
Reward
Consultant



Kjell Faro
Reward
Consultant



Lise Piszek
Reward
Consultant



**Anne Karin
Larsen**
Reward
Consultant



**Christopher
Labrecque**
Sustainability



Niclas Kühn
Reward
Consultant



**Paulina
Paczowska**
Reward
Consultant



Lea Lønsted
Diversity, Equity
& Inclusion



Jytte Svensen
Mobility &
Reward



Hongfei Zhao
Mobility &
Reward



Natalia Rublik
Mobility &
Reward



**Jeppe
Rosenborg**
Reward
Consultant

Mercer portfolio

Health

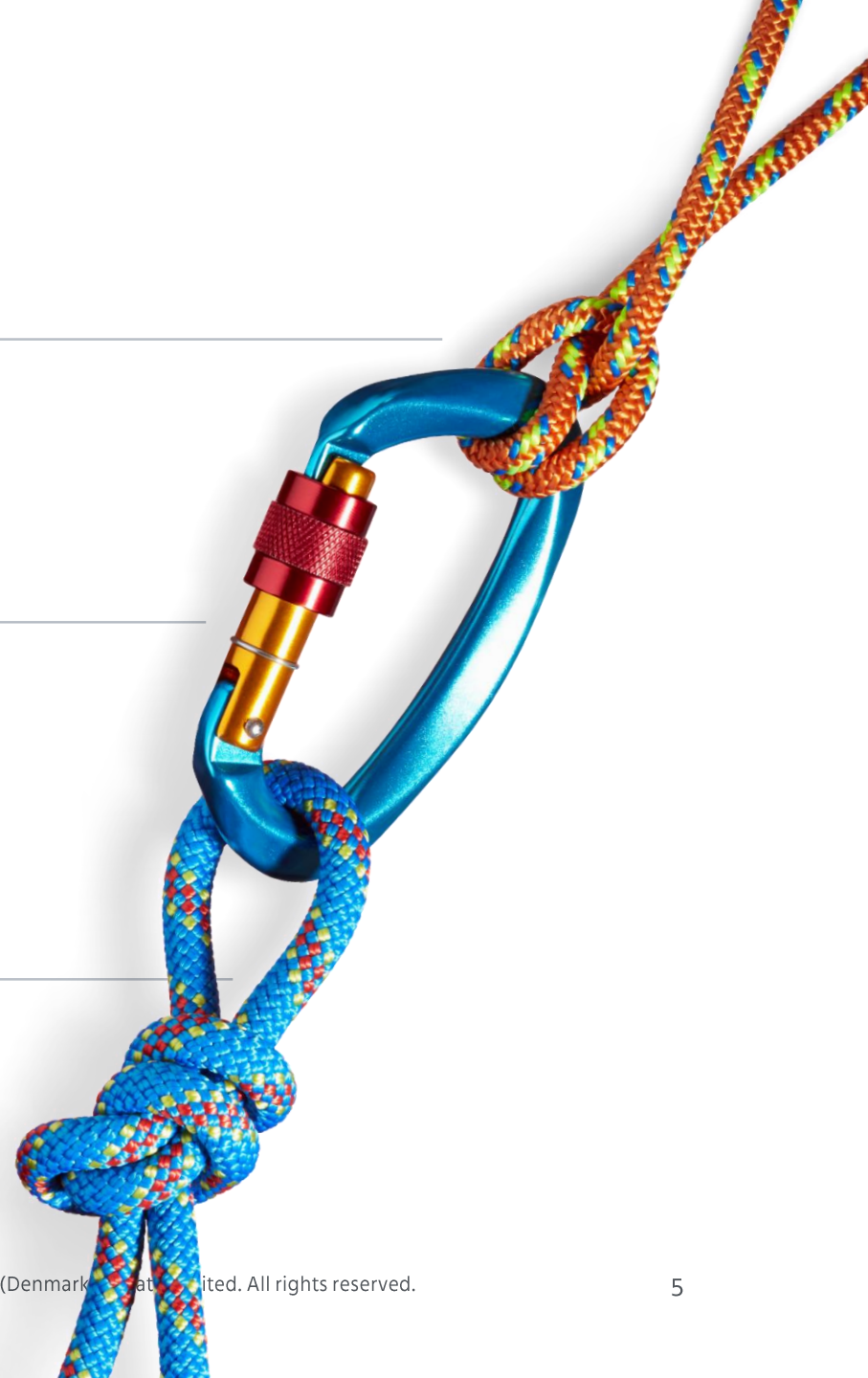
- Benefits exchange
- Benefit strategy, design, and financing
- Individual and voluntary benefits
- Benefits plan management and brokerage
- Specialty health and benefits
- Benefits administration

Wealth

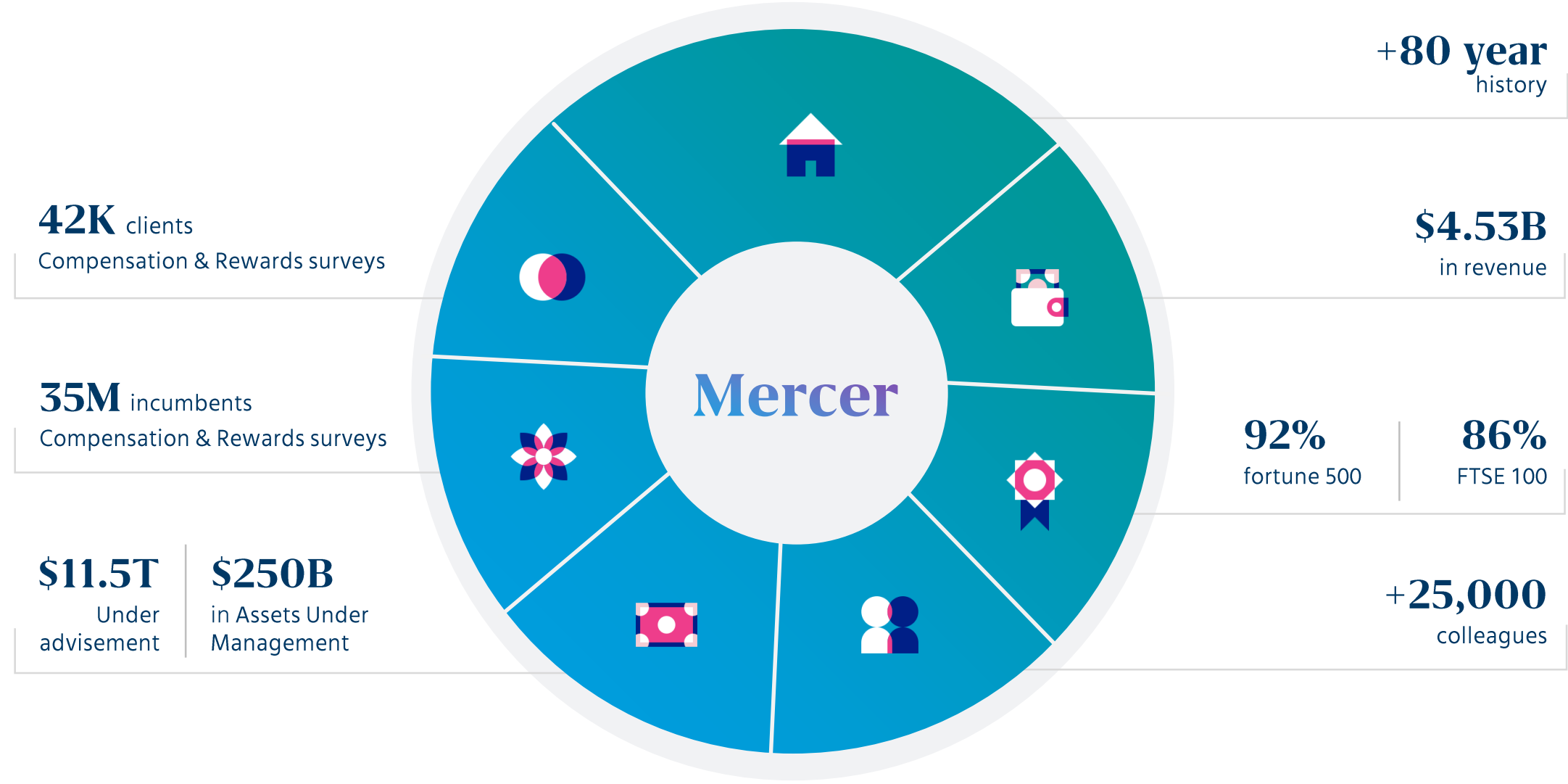
- Strategic plan design, management, administration and investments
- Integrated DB risk management
- Financial well being
- Wealth management
- Flexible delegated solutions and advice
- Global and local actuarial consulting
- Endowments and foundations
- Environment, social, and governance (ESG) investing

Career

- Talent strategy
- Talent mobility
- HR transformation
- Executive rewards
- Workforce rewards
- Communication
- Digital
- Diversity, Equity & Inclusion



Mercer today



What brings us together today

Total Remuneration Survey

Total Remuneration Survey (TRS)

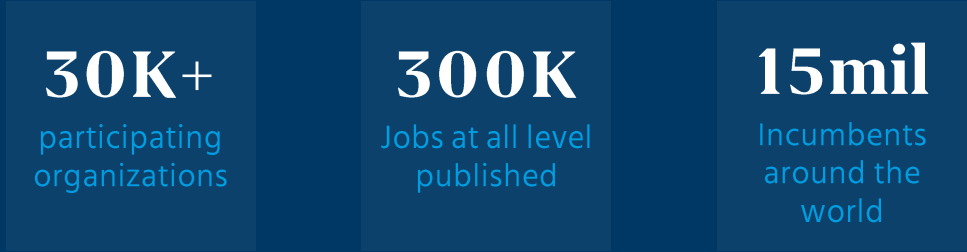
Global overview¹

5 top industry representation globally
by number of participating organizations (2020)



¹ based on 2020 data

TRS is the key to designing competitive pay packages around the world



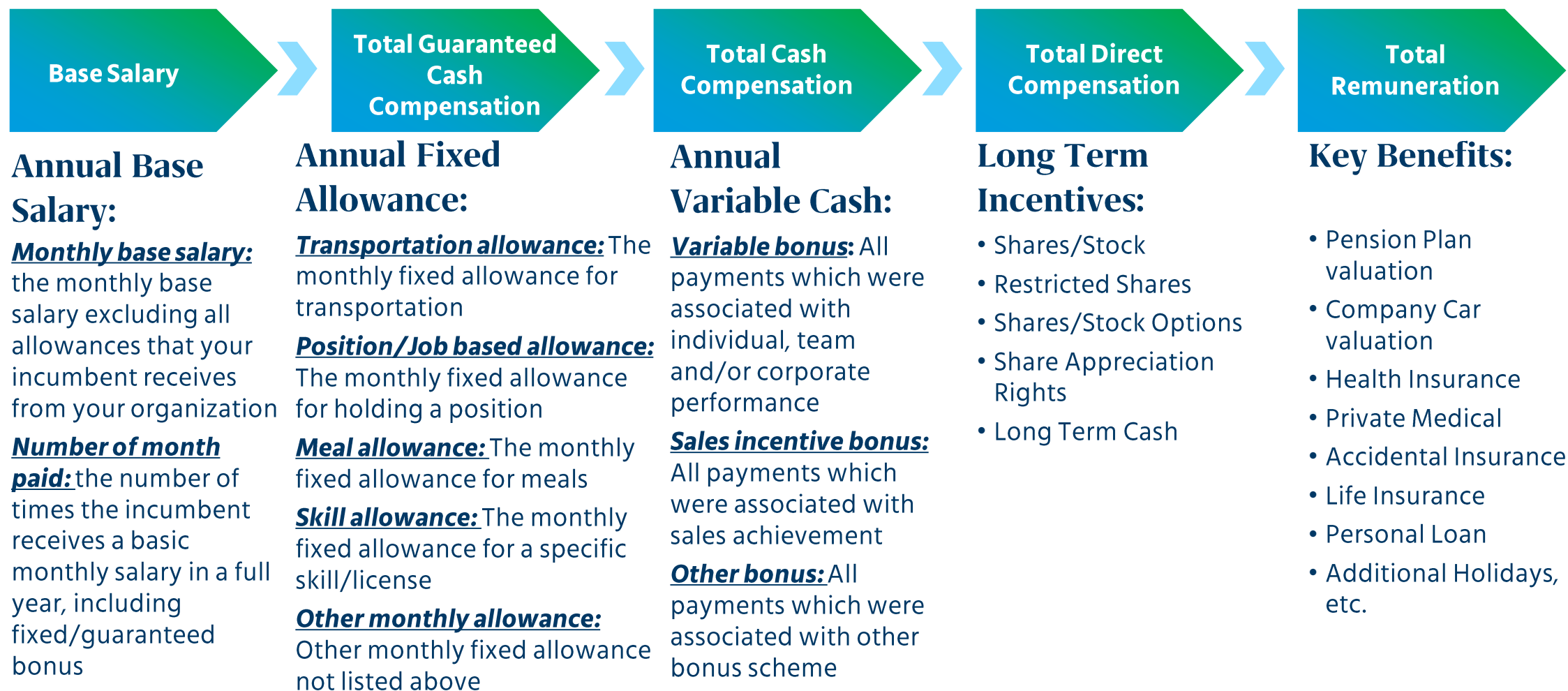
140+ Countries where we collect and provide data

Total remuneration – the full picture

• Annual Base Salary	• Total Direct Compensation
• Total Guaranteed Cash Compensation	• Annual Total Cash Compensation
• Total Remuneration	

Total Remuneration Survey (TRS)

The Compensation Elements



Job families surveyed

Cross-industry jobs in TRS

Mercer TRS covers a broad selection of cross-industry jobs in the following job families:

Administration, Facilities & Secretarial	Human Resources
Communications & Corporate Affairs	IT, Telecom & Internet
Construction	Legal, Compliance & Audit
Creative & Design	Production & Skilled Trades
Customer Service & Contact Center Operations	Project/Program Management
Data Analytics/Warehousing, & Business Intelligence	Quality Management
Engineering & Science	Real Estate Management, Property Development & Investment
Finance	Sales, Marketing & Product Management
General Management	Supply Chain
Healthcare/Pharmacy Services	Transportation Services
Hospitality (Food Service & Lodging)	

 **New job family**

Total Remuneration Survey (TRS)

Behind the statistics

Actual data & Regressed data

Actual Data equates to data as it was provided to the survey without any statistical effect applied

Regressed data uses actual data results to create **market trend lines** through statistical analysis (the line of best fit)
Regression data is calculated by:

- Calculating market statistics (quartiles, mean, median) per job size (PC)
- **Exponential regression** is conducted on actual market data

Incumbent weighted & organization weighted

With Incumbent Weighted statistics each observation in the sample is one incumbent's compensation data – data of one employee. Organizations submitting more incumbents can dominate the sample and may skew the results. Each **incumbent** has the same weight in the sample.

With Organization Weighted statistics each observation in the sample is the average compensation for all employees of a given organization for given job, Position Class, etc.

Organization weighted method gives equal weight to each organization to eliminate dominance and outliers.

Total Remuneration Survey (TRS)

What you receive

Data Collection

Comprehensive job catalog

Mercer Job Library is a globally consistent catalog for Mercer's compensation and benefits surveys, providing one catalog and job analysis approach for virtually every existing job.

With the aggregated roll-ups, relationships between jobs becomes clearer – with data that best reflects your jobs and labor markets. From deeply specialized industry roles to combinations of related jobs within the broader talent pool

Online data submission

Mercer Data Connector moves the entire data submission process online, which means it's faster, easier and more enjoyable for clients to participate in our surveys.

It is the first component of the Data-as-a-Service portal that revolutionizes online data acquisition.

Deliverables

Online access

The survey results are delivered through Mercer WIN® which allows you to create custom statistics tailored to your needs, based on peer groups, revenue size, total employees, and more. Analyze data across markets simultaneously, create unlimited peer groups, refine the market, compare your data vs. the market, combine jobs, export to Excel, and much more.

All of that at no additional cost!

Predefined reports

For your ease of use Mercer has prepared a set of predefined reports, including Policy and Practice reports including Benefits section, which you can directly download from MercerWIN.

Elements

Full data package

Mercer's TRS offers full package including policy and practice report - a summary of organizations' remuneration policies, salary budget forecasts, compensation mix by employee groups, short-term and long-term incentive practices, as well as benefits.

Market regression & actual market data by job

Market analysis by position class (Mercer's International Position Evaluation (IPE) methodology for job evaluation) for each of the major components of total remuneration.

Market analysis by job including all remuneration values, helping you determine which jobs are more competitive within the market

Retail Industry Supplement

The Mercer **Retail Industry Supplement** provides companies with current and comprehensive remuneration data on selection of industry specific positions. The survey is an add-on to TRS that provides clients with the total remuneration information for **key industry positions**.

TYPICAL JOBS IN THE SUPPLEMENT:

- Retail Store Management
- Retail Store Operations (Non-Sales)
- Retail Training & Development
- Sales & Marketing
- Product Marketing & Management
- Field Sales & Account Management
- Procurement
- Customer Service



TRS



SSC



MLS



HTS



RET



CARS



BENEFITS

Brief recap of 2020 results

Covid-19 impact on rewards



2020 TRS demographics

Denmark



No. of organizations
327 (+4%)



No. of incumbents
93 308 (+18%)



No. of Jobs
3703 (+7%)



No. of Combined Jobs
1218 (+21%)



No. of Core Jobs
1315 (5%)

18%

Sample increase in
the last 3 years

3,237

Participant organization
average FTE

5,468 MLN

Participant organization average net
sales revenue DKK

327

No. of participant
organizations



■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020

Special Edition TRS

Denmark



No. of organizations
109



Average participant
organization FTE
50 to less than 250



Average participant
organization revenue in MLN
USD
Less than 25



Data effective date
01/July/2020

Best represented industries

25%

Other Manufacturing

18%

Consumer Goods

16%

Life Sciences

8%

High Tech

2020 Denmark Total Remuneration Survey

Hot Jobs

- Sales, Marketing & Product Management
- Engineering & Science
- IT, Telecom & Internet

**DIFFICULTY
RETAINING**

**DIFFICULTY
ATTRACTING**

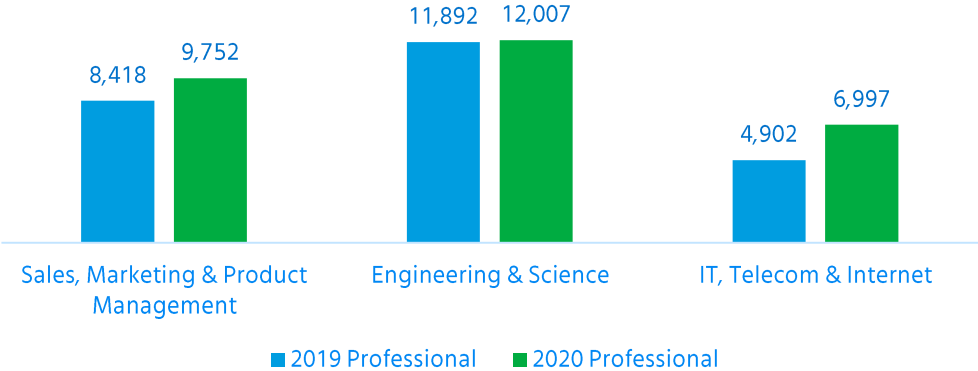
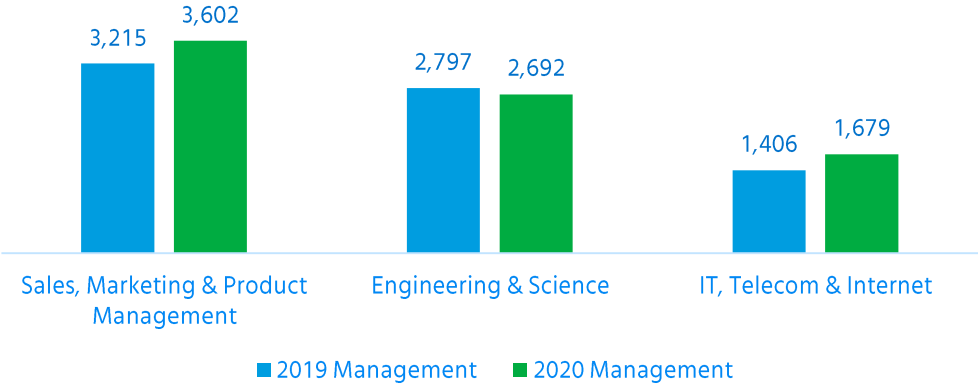
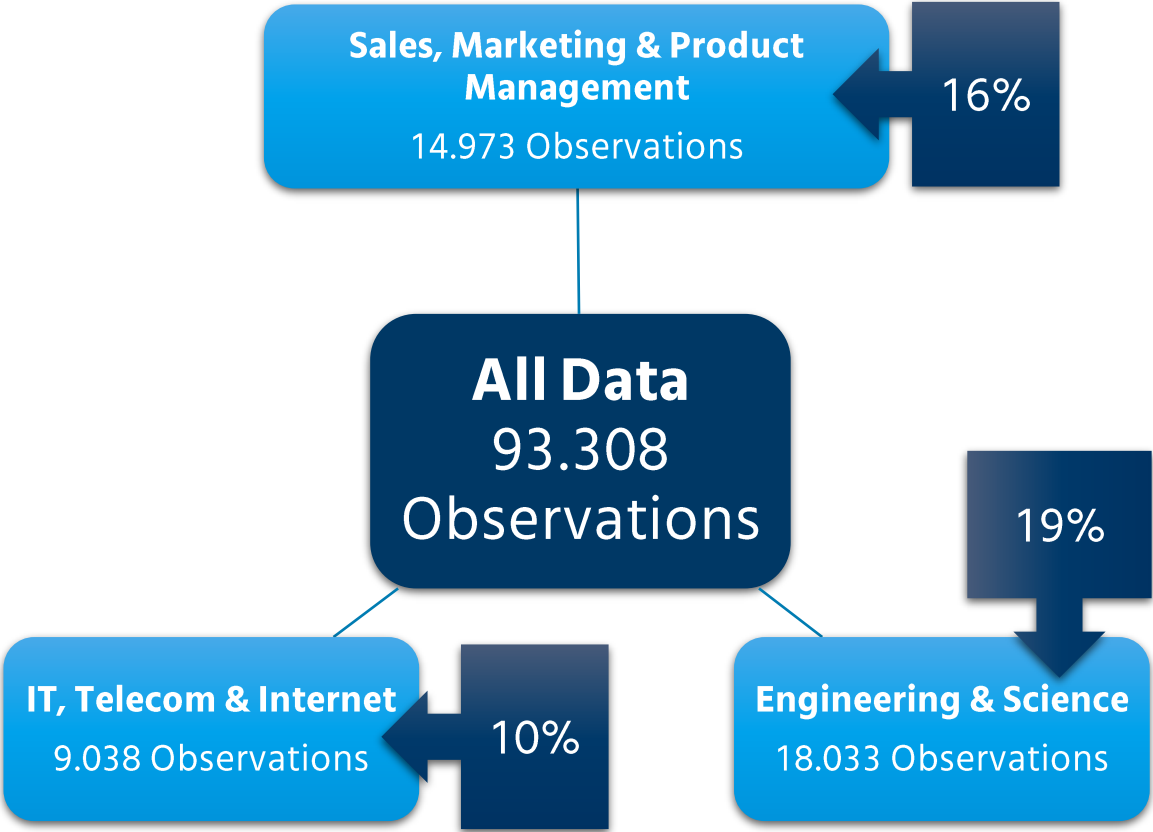
- Sales, Marketing & Product Management
- Engineering & Science
- IT, Telecom & Internet

- Sales, Marketing & Product Management
- Engineering & Science
- IT, Telecom & Internet

**BUSINESS
CRITICAL**

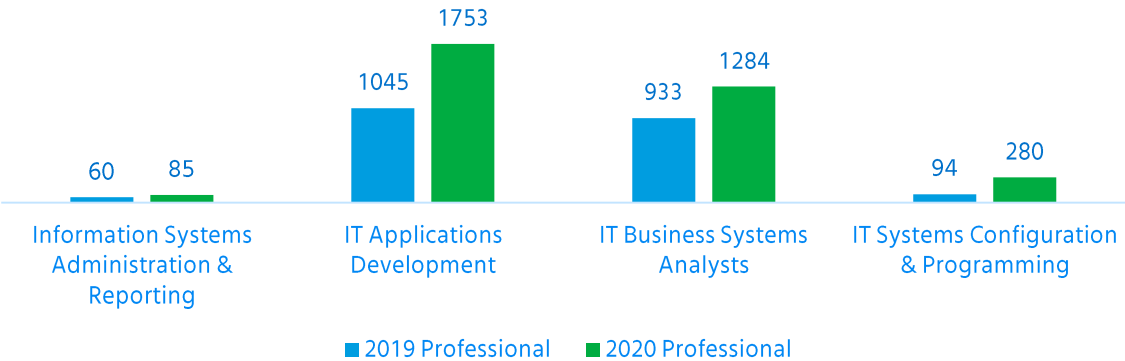
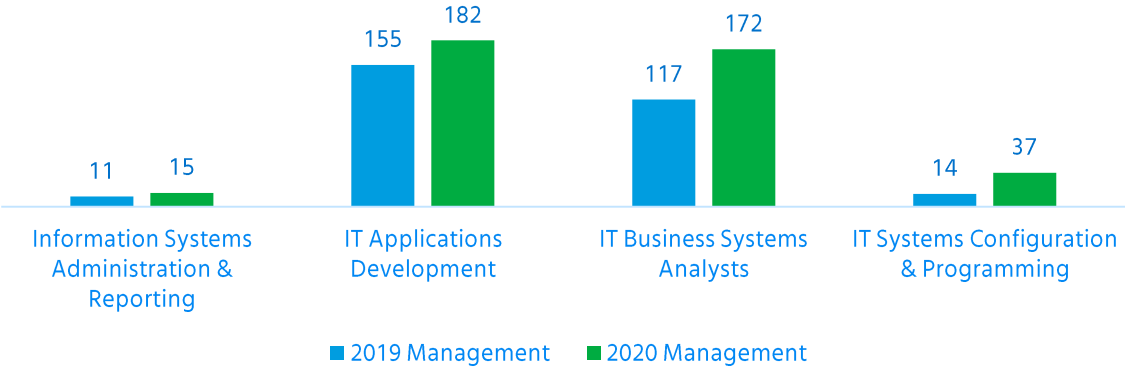
2020 Denmark Total Remuneration Survey

Hot Jobs Observations



2020 Denmark Total Remuneration Survey

IT, Telecom & Internet

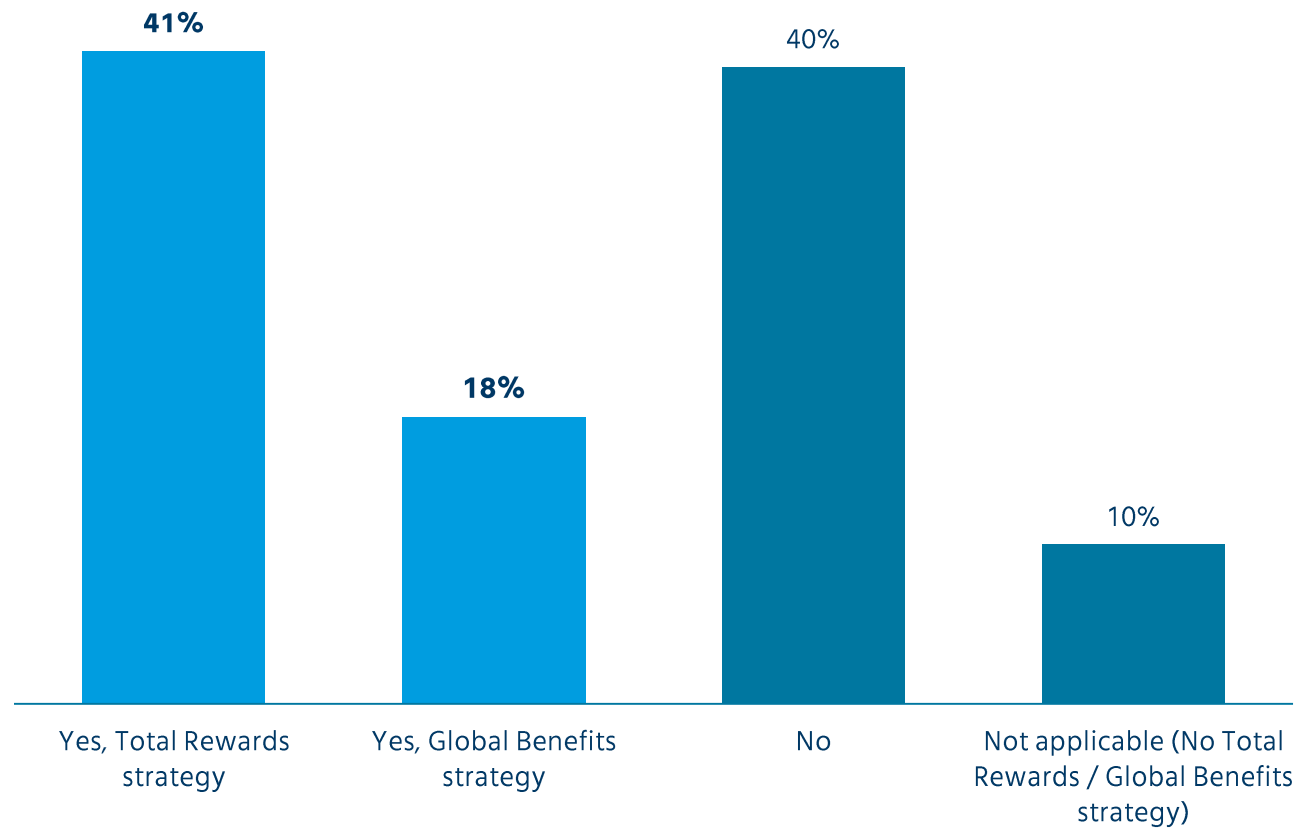


- IT Systems Software Development
- General IT Applications Development
- IT Software Development Test Engineering
- IT Business Systems Analysis
- IT Systems Analysis
- IT Systems Software Analysis & Programming
- Telecommunications Systems Software Programming

Covid-19 impact on Rewards

Impact on Rewards and Benefits strategies

Are organizations reviewing their Total Rewards and/or Global Benefits strategy in the near future?



Covid-19 impact on Rewards

Impact of Covid-19 on global salary increase practices

2020



64%

of organizations have or will **grant salary increases** as planned



18%

of organizations have implemented **a salary freeze**

2021



35%

of organizations expect a slightly lower **salary increase budget** for 2021



10%

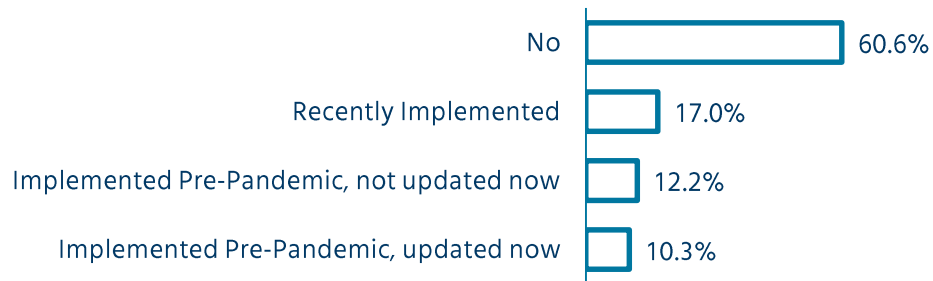
of organizations have **planned** to implement a **salary freeze** in 2021

31% of **Western European organizations** expect the salary increase budget to be lower for 2021; compared to close to **40%** of organizations in **APAC, Middle East and Central & Eastern Europe.**

Covid-19 impact on Rewards

Global financial support practices for remote working

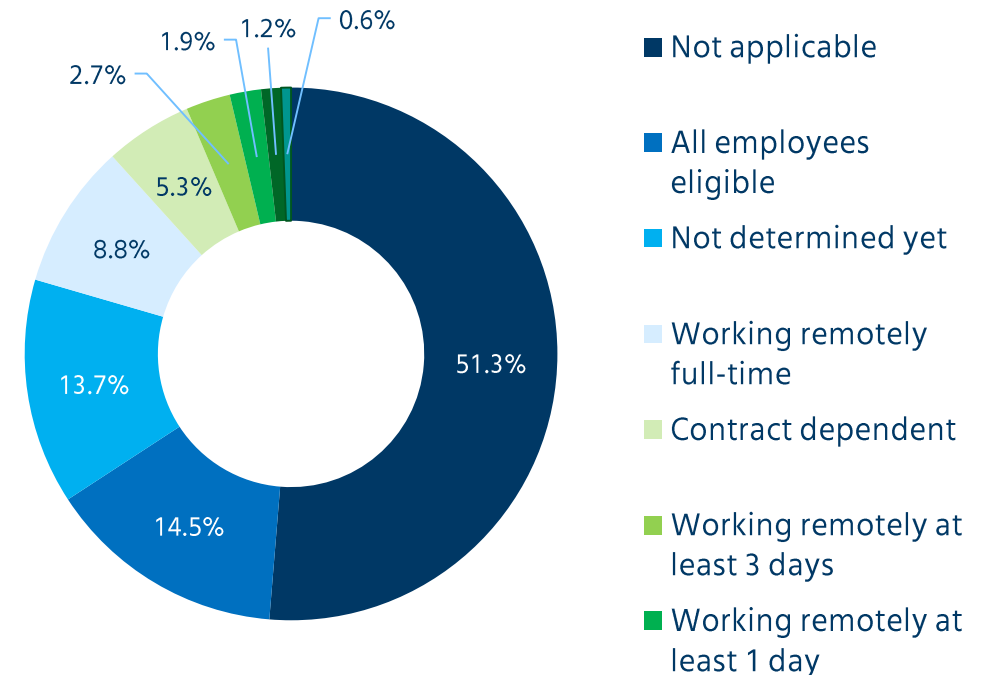
Financial support to employees working remotely



Financial support for remote workers across industries



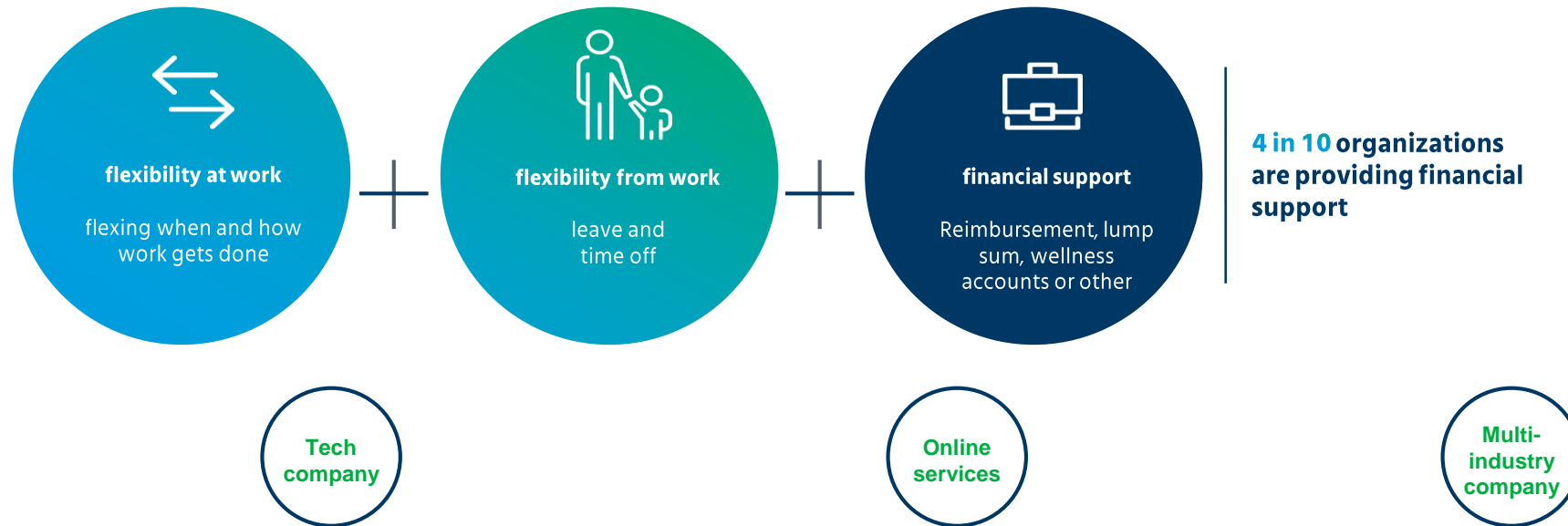
Eligibility for financial support on remote work



Covid-19 impact on Rewards

Remote working arrangements

Will new rewards for remote workers emerge?



What?	One time work-from-home stipend/allowance of \$1.000	Reimburse its employees up to \$500 for standing desks, chairs or lighting in their home	One-off bonus up to €1.000 given to all employees below senior management
Why?	Cover work-from-home equipment costs	Cover work-from-home equipment costs	Recognition for outstanding performance during the pandemic
Outcome	Aim for a long-term and from a health perspective (e.g. ergonomically correct chairs, eye-line for monitors)	Long-term engagement and wellbeing of the workforce	Live up to its role as a responsible employer

Covid-19 impact on Rewards

Impact of Covid-19 on Danish salary increase practices

2020

61%

of organizations have or will **grant salary increases differently** than originally planned (incl. salary freezes)

46%

of organizations have **delayed salary increases** this year

2021

35%

of organizations expect a slightly lower **salary increase budget** for 2021

8%

of organizations have **planned** to implement a **salary freeze** in 2021, majority will monitor the situation

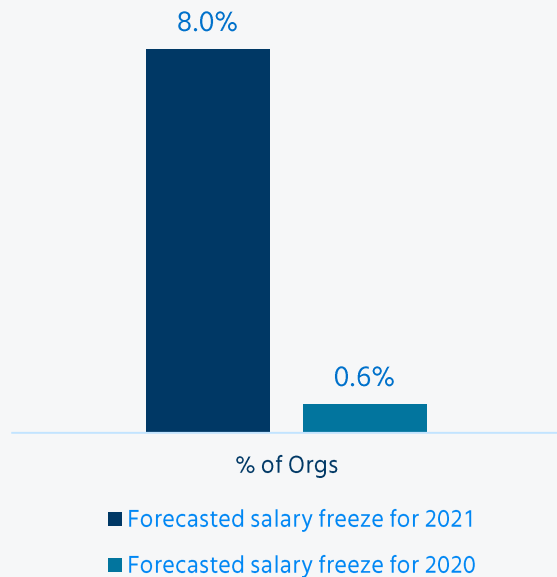
Salary freezes impact **executives and heads of organizations** slightly more than other career streams in **2020**. Whereas in **2021** the focus will be on **blue and white collar para-professionals**.

2021 Denmark salary movements forecast

8% of organizations expect salary freeze in 2021

A significant increase in salary freezes from 2020 to 2021. Companies providing salary increases are lowering their amount.

Average salary increases by Career Stream, 2021 forecast*



*Results are including zero's

Covid-19 impact on Rewards

Remote working arrangements in Denmark

59.0%

of organizations **implemented remote working policy** in response of the COVID-19

31.4%

of organizations had a **remote working policy already in place**, before COVID-19

11.1%

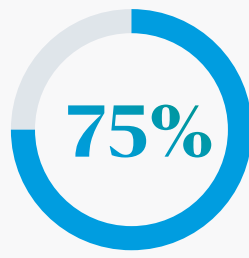
of companies say **remote working increased the level of productivity** – 1.1% say it has decreased

Before pandemic

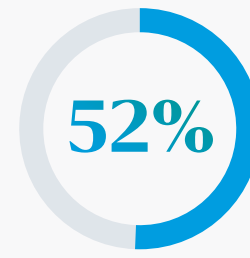


of non-manufacturing jobs **worked remotely on a regular basis** prior to the COVID-19 outbreak

After pandemic



of non-manufacturing jobs **worked remotely on a regular basis** after the COVID-19 outbreak



of organizations **provide work-from-home tools/one-time subsidies** to employees working remotely

Top 5 work from home subsidies/tools provided by organizations



#1 Laptop



#2 Mobile Phone



#3 Allowance for costs related to remote working



#4 Remote learning



#5 One-time office set up cost coverage

Total rewards trends 2021

Key themes

3

Total rewards trends 2021

Key themes

Advanced segmentation of

pay



Analyzing employee preferences to deliver a tailored rewards offering

rethink

skills



Building a future-proof business by adopting a skills-based reward strategy

discuss

pay transparency



Using the opportunity to shape the narrative around pay

Impact of **flexible**
working on
compensation



New standards challenging the foundations of traditional pay strategies

focus on

diversity & inclusion



Ensuring pay equity and using compensation to breaking barriers to D&I

Advanced segmentation of pay

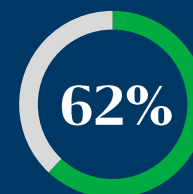
Advanced segmentation of pay

Far beyond one size fits all

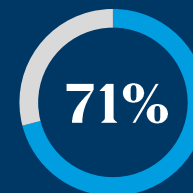


Meeting the demands and needs of a multifaceted workforce can be a huge differentiator that drives performance.
But where to start?

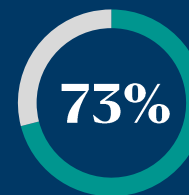
Companies are committed to understanding their employees



of companies use **continuous feedback tools** for pulse-checks



of HR leaders say their **overall employee offering** is **segmented** into different **persona groups** or they plan to do so



of employees said the **most important** thing a company could do is offer **more types of rewards**

Advanced segmentation of pay

Market examples (1/2)



Treat your employees like customers.

Focus on **grouped employees' preferences**, beyond demographics

Use **workforce analytics** for data driven segmentation and **define target groups**

Design a **segment-specific communication** strategy

Balance between **personalization** and **pay equity**

Pharma company

Chemical company

Telecomm. company

What?

Development of an **individualized rewards model for employees with the most "digital" skills** based on an explicitly **employee-centered approach**.

Designed a **pay structure for their digital lab** (YARA digital farming) independent from corporate pay structure.

Applies **similar market and segmentation principles** for understanding, attracting and retaining employees **as it does for customers**.

Why?

Bayer's rigid reward model leads to the risk of losing and not attracting digital talents by not meeting their demand for individualized rewards.

To remain competitive with high-tech companies in attracting and retaining digital talents.

Become an employer of choice and stand out from the competition. Focus on well-being programs.

Outcome

New approach offers speed and agility. Employees can make in-year adjustments to base salary as well as STI and LTI participation.

Increased competitiveness and higher employee satisfaction.

Three measures the success of its HR strategy using employee net promoter score 3-times a year. The UK based company is currently 20 points above the national benchmark for the wellbeing of its employees.

Advanced segmentation of pay

Market examples (2/2)



Think of jobs as products.

Consider the **total value** of your “product” including your strategy and culture

Go **beyond contractual rewards** and differentiate your EVP* through **careers, well-being and purpose**

Be authentic, relevant and different - the EVP is the **company's promise to employees**

Build an **unique employee experience** and **sell it** to current and future employees

Chemical
company

IT
company

Media
company

What?	Defined differentiated pay structure, benefits and well-being offerings for their digital hub.	Cluster analysis combined with a turnover modelling review to ensure targeted pay.	Definition of an authentic employer brand and an EVP that makes very clear that working for Sky is “different”.
Why?	To stay competitive with tech companies in the labor market and attract and retain digital talents.	To identify relation between employee type, selection of benefits and risk to leave the company based on a conjoint analysis.	Perception of Sky as a top employer even among “normal” target groups - and make it clear who is not suitable.
Outcome	Good attraction and retention rates. New compensation structures embedded in the BASF group.	Improvement of companywide retention and targeted offerings, especially communication.	The definition of a target positioning ensures that investments in the optimization of the employer quality also have a positive effect on long-term competitiveness on the labor market.

Rethink skills

Rethink skills

As we accelerate to the new shape of work, skills are key

Today

#1 Challenge to transformation

Lack of workforce capability and skills

Only 2 in 5

HR professionals know the skills of their organization

Just 9%

Of companies formally monitor market demand and availability of skills

Focus on closing skills gaps by understanding and valuing the key skills most needed for effective performance now and in the future



By 2025

85 Million

Jobs to be displaced by a shift in the division of labor between humans and machines

97 Million

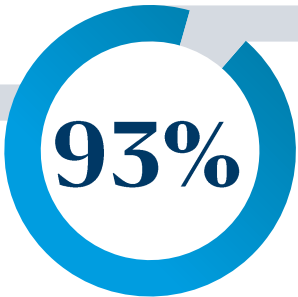
New jobs that are more adapted to the new division of labor between humans, machines, and algorithms



50% of all employees
Will need reskilling

Mercer Global Talent Trends 2021: Nordics

01/ Focus on futures

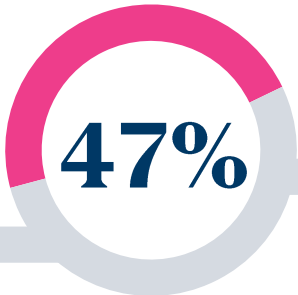


of organizations report ESG (environmental, social and governance) as a crucial focus for 2021



will be investing sustainably.

02/ Race to reskill



of organizations are identifying new skills needed for their post-COVID operations,



have started their "pay for skills" journey.

04/ Energize the experience



are open to phased retirement — a critical aspect of lifestyle flexibility.



of companies plan to reinvent flexibility — a core part of transforming the employee experience.

03/ Sense with science



help executives balance economics and empathy by sharing data on the impact cost decisions have on health and engagement.



of organizations already use or plan to improve employee health and well-being analytics.

Top 3 HR priorities



Accelerate HR digital transformation



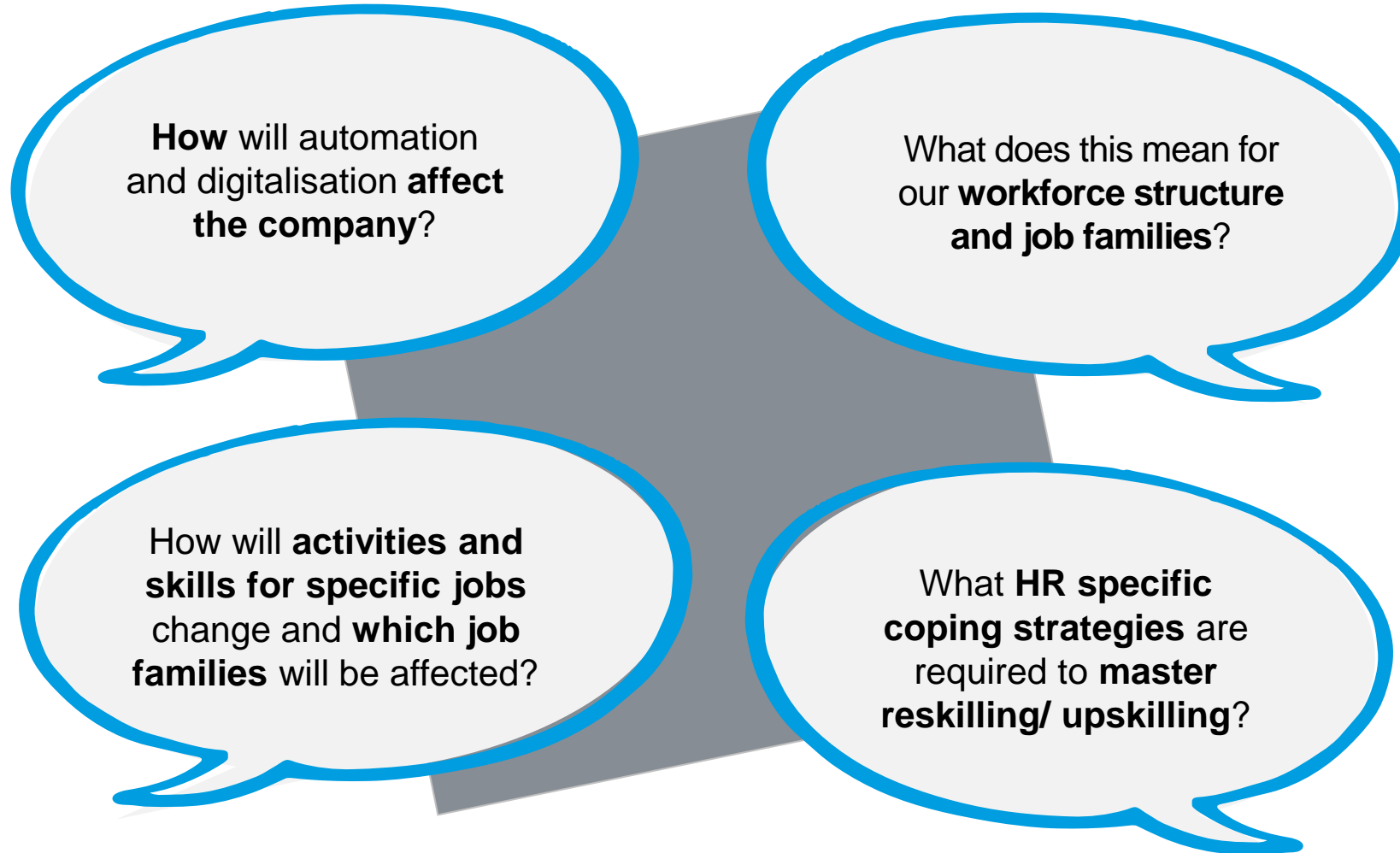
Enhance programs enabling employees to adapt to new ways of working



Transforming the HR operating model to be more agile

What companies want to know

How will the digital transformation impact my workforce?



Workforce for the future

Trends and workforce changes

INDUSTRY TRENDS



New & growing business models



Digitized & automated internal processes



An aging workforce with limited digital skills

...ARE SHAPING THE WORKFORCE OF THE FUTURE



New profiles and roles



New tools, competencies & skills

...AND POSE NEW CHALLENGES FOR ORGANISATIONS

KEY CHALLENGES



How do I deal with capacities that are becoming obsolete?



How can I re-skill or up-skill current employees?



How do I remain an attractive employer?



How do I build up new skills and competencies?

COMPANIES MUST SUBJECT THEIR WORKFORCE STRUCTURE
TO A FUNDAMENTAL TRANSFORMATION PROCESS.

The shift from jobs to skills is being accelerated...



Discrete jobs



Job-based
workforce decisions



Job-based
career development



Job-structured work and
individual evaluations



Skill clusters



Data led, skills-driven
workforce planning



Skills-fuelled career agility



Assignment/gig-defined work
and agile performance
measurement

Rethink skills

Market examples



Plan your steps towards a skills-based pay strategy.

Define and assess
skills to augment job
descriptions

Determine the value of
skills with a skills-based
market approach

Adjust remuneration to
attract and retain
in-demand talents

IT
company

Automotive
company

IT services
company

What?

Managers **focus on skills when making salary decisions**, and prioritize investments in **job roles and skills** that are scarce, in-demand and bring the **most business value**.

Holistic career framework with **technical competencies** and **skills** that can be **developed** and **rewarded**.

Base pay premium up to 20% for employees with **skills in emerging technologies**, such as machine learning and artificial intelligence etc.

Why?

To ensure salary investments are forward-looking and directed towards skills required to drive business growth.

Transform from a traditional automotive to a leading software enterprise.

Since IT services job roles shifted from headcount-based to value-based the company has a higher demand for attracting and retaining key talents in high-valued areas.

Outcome

Such pay premiums provide a competitive advantage, and encourage employees to grow and upskill for the future.

Employees actively take part in the transformation by having full transparency on future opportunities and support by L&D offering.

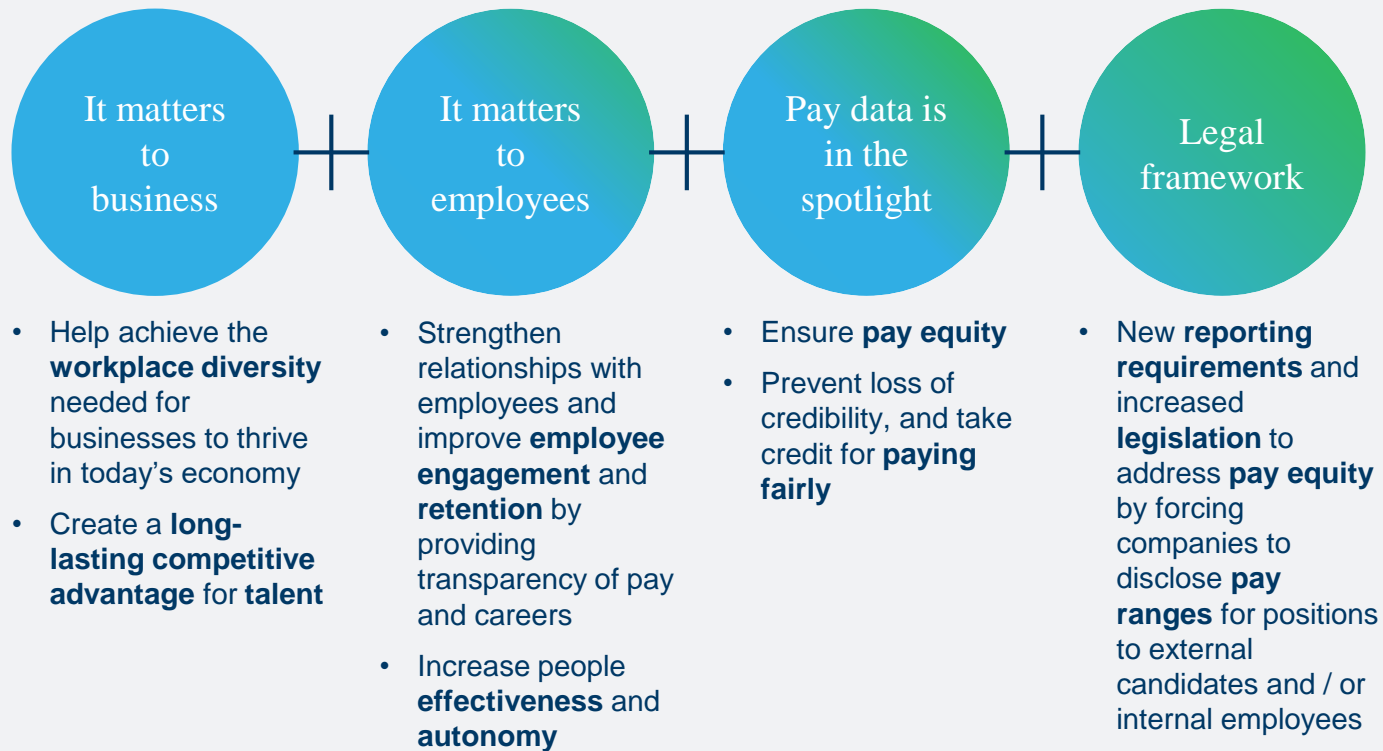
More differentiated salary packages, especially at entry-level. Able to charge differential billing rates based on skill premium (in other words, able to show ROI on skill based pay).

Discuss pay transparency

Discuss pay transparency

An opportunity to shape the narrative around pay

Why pay transparency matters



Organizations and employees are on the same wavelength

67%

of organizations consider pay transparency at an increasing level of importance



69%

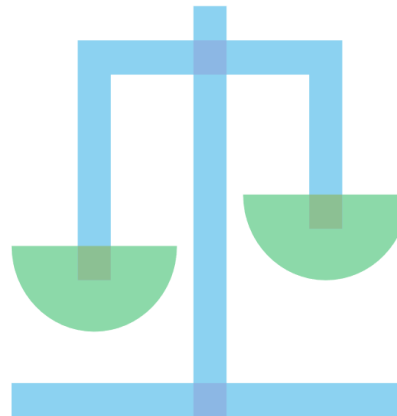
of employees wish to have a better understanding of fair market compensation & skill set for their position

Discuss pay transparency

Insights on chances and pitfalls of pay transparency

PROS:

- + **Pay Equity** - Reduce the risk of unintended pay discrimination and pay gaps
- + **Consistency** - When salary information is disclosed up front, applicants and organizations would have aligned expectations in terms of pay
- + **Fairness** - Higher chances for an employee to perceive the organization as a fair workplace
- + **Trust** - Positive impact on working environment, mitigate suspicion or second thoughts
- + **Purpose** - Can give a sense of purpose by having clearer and more transparent career/salary paths
- + **Engagement** - Embrace a certain company's philosophy for which applicants and/or talents might be sensitive to



CONS:

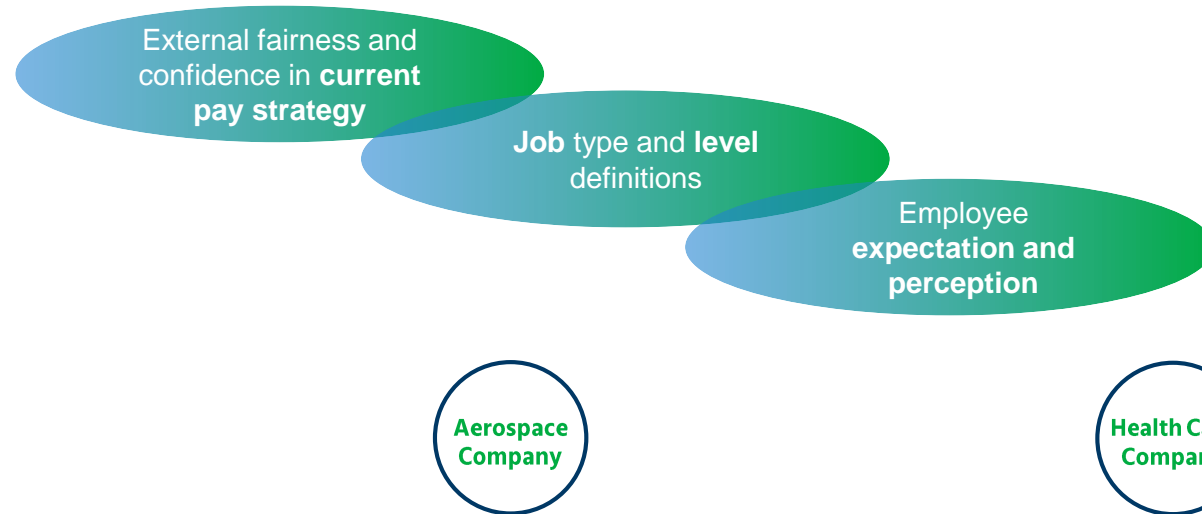
- **Costly** - Payroll costs could increase: fear from employers to not pay high enough and applicants to use this fear as a negotiation tool
- **Loss of privacy** - Some employees might feel uncomfortable to have their salary disclosed
- **Require solid foundation** - Oblige organizations to have in place robust and consistent pay policies, to remediate disparities and to avoid any frustrations
- **Time-consuming** - Open the door for questions and expanded administrative time to justify differing salary levels
- **Loss of flexibility** - Applicants or employees may fear to have a reduced future negotiating power

Discuss pay transparency

Market examples



Consider the impact of pay transparency on



What?	Sharing salary ranges for all locations and job families on internal website.	Sharing base pay ranges for all job levels on their HR portal.	Began assessment of existing salary structure .
Why?	To make company's compensation philosophy, strategies, and practices more comprehensive.	To foster fairness and workforce engagement.	Realized they didn't have a compelling story to tell.
Outcome	Employees and hiring managers regularly engage in discussions about compensation and the different markets for talent for which they compete.	The increased transparency helped motivate employees in their career development.	Delayed rollout of compensation messaging in order to develop and launch a bonus program to boost market competitiveness.

Pay transparency is location & industry-specific



Cultural differences*



Legal requirements differences



Business-related differences

Mobility On Demand

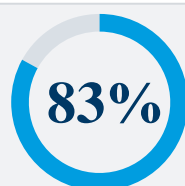
*In Northern Europe 44% of talent professionals interviewed consider pay transparency as very important for the future of recruiting and HR, while 81% in Argentina (LinkedIn, 2019 Global Talent Trends).

Impact of flexible working on compensation

Impact of flexible working on compensation

Align pay with remote working

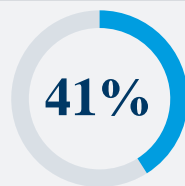
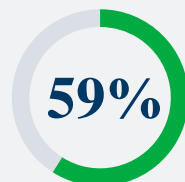
Organizations are on the verge of adjusting their pay strategy...



of **organizations** are planning to implement post-pandemic changes to **flexible working**



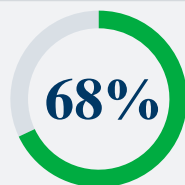
of **companies** are reviewing **pay approaches** for employees working from a location different than pre-COVID



of **companies** are planning to review their **total rewards strategy** in light of **changing work environment**



of **employers** plan to continue using **geographic differentials**. Majority do not plan to change their strategy



 : COVID-19, trend accelerator



Key to getting it right

- **Start shaping your strategy** – employees will be seeking answers rather sooner rather than later
- **Explore an inclusive approach** that embraces flexibility for all, even if remote working is not an option
- Define the **new labor market for roles**, and adjust market rates accordingly – but consider **longer-term transitions** (versus immediate pay actions)
- Explore the need to **reinvest in remote workplaces** – but structure rewards to mitigate health, safety or security risks

Impact of flexible working on compensation

The future of flexible working

Flexible working is about more than remote working. Inclusive flexibility ensures that all jobs can flex when needed – the key is identifying in which dimension.




 **where**
location & infrastructure

Amir, engineer

"I collaborate with my team a few days a week at the office, but otherwise work from home!"



 **when**
hours and scheduling

James, technician

"I work 40 hours a week, but vary the days and times I work to meet the needs of my family."



 **how**
scaling, technology

Liz, accountant

"I work 60 hours per week during busy seasons, but scale back to 30 hours per week the rest of the year."




 **what**
job content and sharing

Dan, nurse manager

"I share my case load with another manager, and work a reduced schedule to meet my personal needs."



 **who**
alt. workforce, automation

Hannah, designer

"I work on demand on projects that fit my interests across multiple employers. I'm my own boss!"

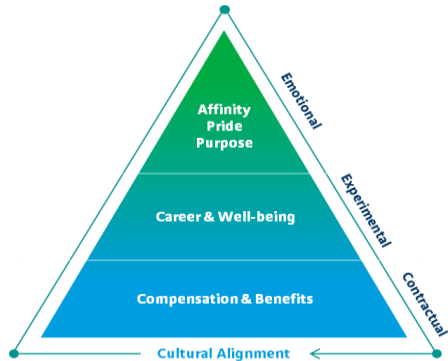
Impact of flexible working on compensation

Market examples

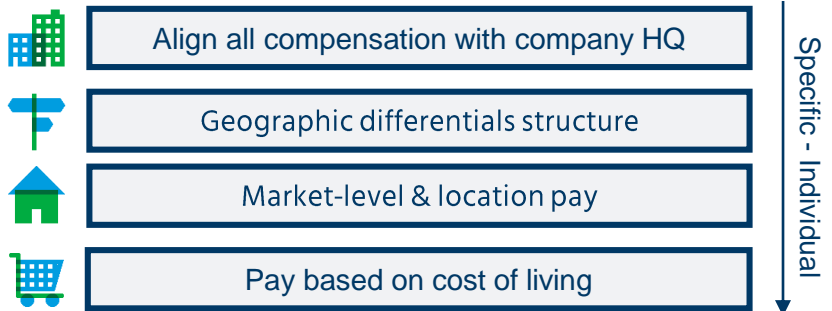


How to respond to flexible working

Flexible working has an impact on...



e.g. consider its impact on compensation levels



Financial services

IT company

Media company

What?	Offered a \$20,000 bonus to employees who move away from San Francisco, New York City or Seattle along with a 10% pay reduction .	Employees who worked at HQs and choose to become permanent remote workers are receiving a pay cut depending on where they relocate .	Offer employees the choice of work location (geographic & office, remotely or co-working space) while continuing to pay same salary rates .
Why?	Possibility for workers to relocate to less expensive cities and for the employer to save on compensation and office costs.	Dedicated to equitable pay based on several factors including location and geography. However, cost-cutting pressure is the main driver.	To attract talent regardless of location and offer employees greater choice in where, when and how they work to increase effectiveness.
Outcome	Offers greater flexibility and optimize the level of costs. Opportunity for a win-win relationship for both parties, employer and employees.	Increasing flexibility and transparency for employees. Reduced labor costs for the employer.	Embrace a new working culture with a focus on greater sustainability, flexibility and well-being.

Focus on diversity, equity & inclusion

Focus on diversity, equity & inclusion

Building a diverse workforce and inclusive culture

Organizations are on track...



75%

of **organizations** agree that their **focus** on **diversity, equity** and **inclusion** has **increased** over the last 4-5 months

Organizations aim to build diverse workforces and inclusive workplaces in support of compliance, talent optimization, and business growth through innovation

4x

employees are **more likely** to work for a company that they perceive as ensuring **equity** in **pay/promotion decisions**

...employees are receptive



: COVID-19, trend accelerator

Source: Mercer Global COVID-19 Survey, December 2020; Mercer Global Talent Trends 2020; Mercer 'Let's get real about equality' 2020



Anchored in strategy

- **Pay equity**: We want to ensure fair pay and ensure promotion parity
- **Formal goals & targets** (internal and external): We need to set DEI* targets. We want to make DEI a substantive part of our identity and culture with individuals and teams
- **Commit to DEI goals**: We need to talk and walk our DEI strategy. We need to instill an inclusive, diverse and equitable culture through the right programs, policies and processes
- **Benchmarking**: We need to know where we stand on DEI matters and comply with DEI reporting, and alignment with external standards and benchmarks
- **Talent management**: We need to improve attraction, retention, hiring and onboarding of diverse/disadvantaged groups and ensure policies are free from bias
- **Inclusive benefits & health outcomes**: We need an inclusive benefits strategy and ensure positive outcomes are achieved in health, in financial wellness and in development opportunities for all

*DEI: Diversity, Equity & Inclusion

A holistic approach to DEI is critical in the current climate



56%

Of workers would try to switch jobs if their employers do not retain flexible work after the pandemic¹



6x

More likely for consumers to protect a company in the event of a misstep or public criticism when they believe the brand has a strong purpose²



9.1%

Unemployment rate for adult Latina women and 8.4% for Black women, compared to 5.8% for White males and the overall unemployment rate (6.7%), as of Dec 2020 in the US³



60

Million women aged 25 to 34 compared to 54 million men are expected to live on less than \$1.90 per day in 2021⁴

Sources

1) "Shifting Values: Employee Sentiment Survey." *Mercer & AECOM*, 2020 ([link](#))

2) "Unveiling The 2020 Zeno Strength of Purpose Study." *Zeno*, 2020 ([link](#))

3) Aspan, Maria. "The U.S. Economy Lost 140,000 Jobs in December. All Were Lost by Women." *Fortune*, Fortune, 8 Jan. 2021 ([link](#))

4) "From Insights to Action: Gender Equality in the Wake of COVID-19: UN Women Data Hub." *Homepage*, 2 Sept. 2020 ([link](#))

Focus on diversity, equity & inclusion

Market examples



Consider the impact of diversity & inclusion on...

Talent and pay strategies

Workforce engagement & collaboration

Career frameworks

Manufacturing company

Manufacturing company

Telecomm. company

What?

Conducted a globally consistent **pay equity gender analysis**.

Examined their networks by analyzing survey responses and internal email traffic to **assess workplace gender inclusiveness**.

Assessment of unexplained pay gaps and study of its remediation actions.

Why?

Obligation to comply with local pay equity regulations. Assessment of potential unexplained gender pay gaps.

Wanted to know who their key influences are and to ensure that they have an inclusive work environment.

Ensure pay strategy to rely on fairness and gender equity.

Outcome

Standardized report with detailed insights on the pay equity analysis including an overview on pay drivers for salary and pay.

Insights into ways of improving efficiency and coordination emerged.

Allocated a special budget to eliminate salary differences between men and women who do the same job.

Pay Equity

Why it is now more important than ever

Pay gaps and internal inequities are generated as a consequence of numerous factors, such as (but not limited to):

- **Companies growing via inorganic growth** (acquiring businesses via a buy strategy rather than expanding organically)
- **A lack/mismanagement of career frameworks**
- **Multiple benchmarking philosophies** - benchmarking against different peers
- The result of the **application of different talent strategies** (e.g. the buy strategy for niche skills typically involves premiums, this can lead to a skewing of reward structures over time)
- Application of **different remuneration mixes offered to talents** at same levels (over time)
- **Conscious or unconscious biases** towards gender; race/ethnicity, sexual preference etc.

Every day, there is **heightened outside attention** and pressure for organizations to address pay equity is mounting



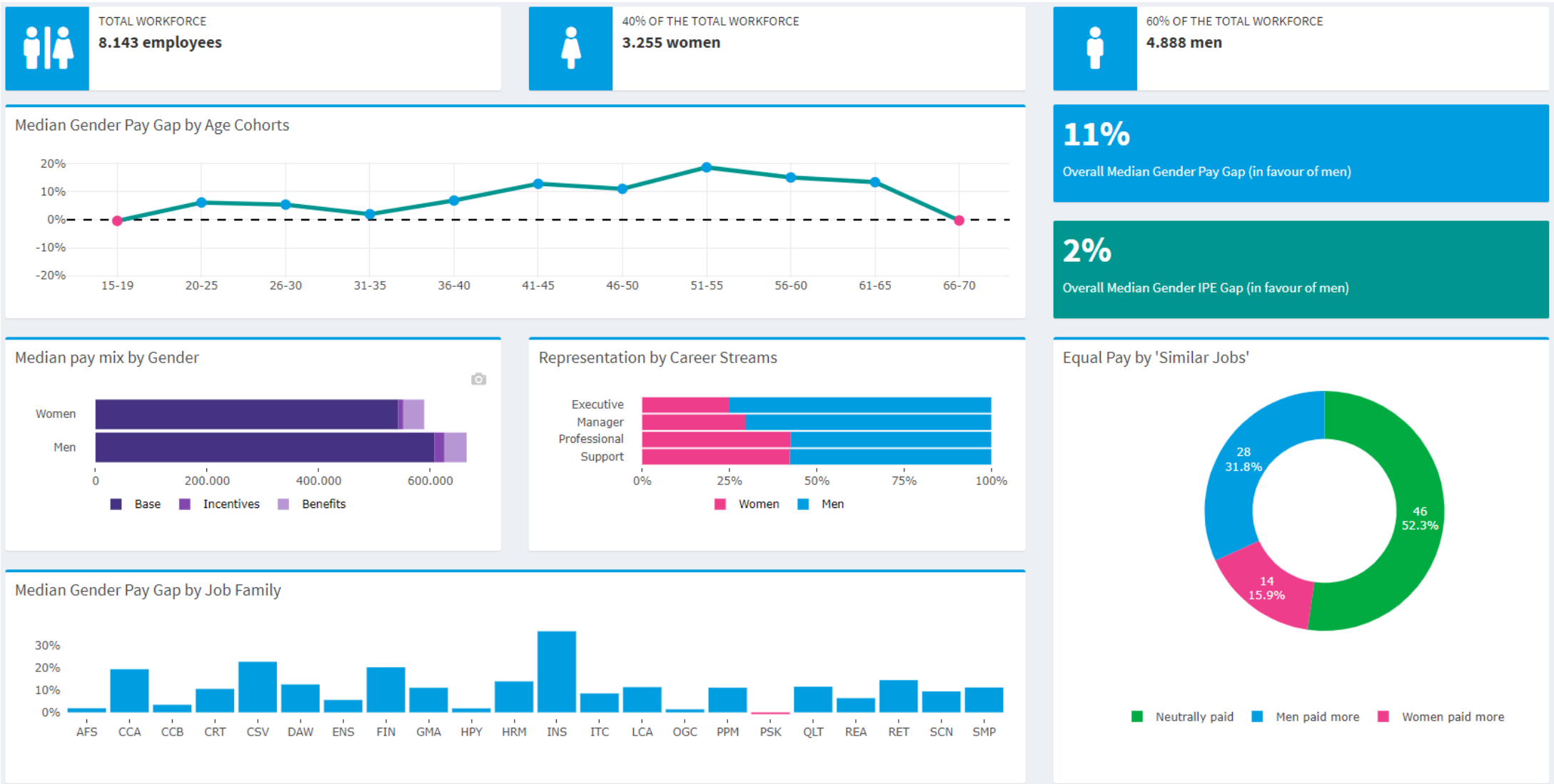
BREAK

Labor Insights into Gender Equality

LIGE 2.0

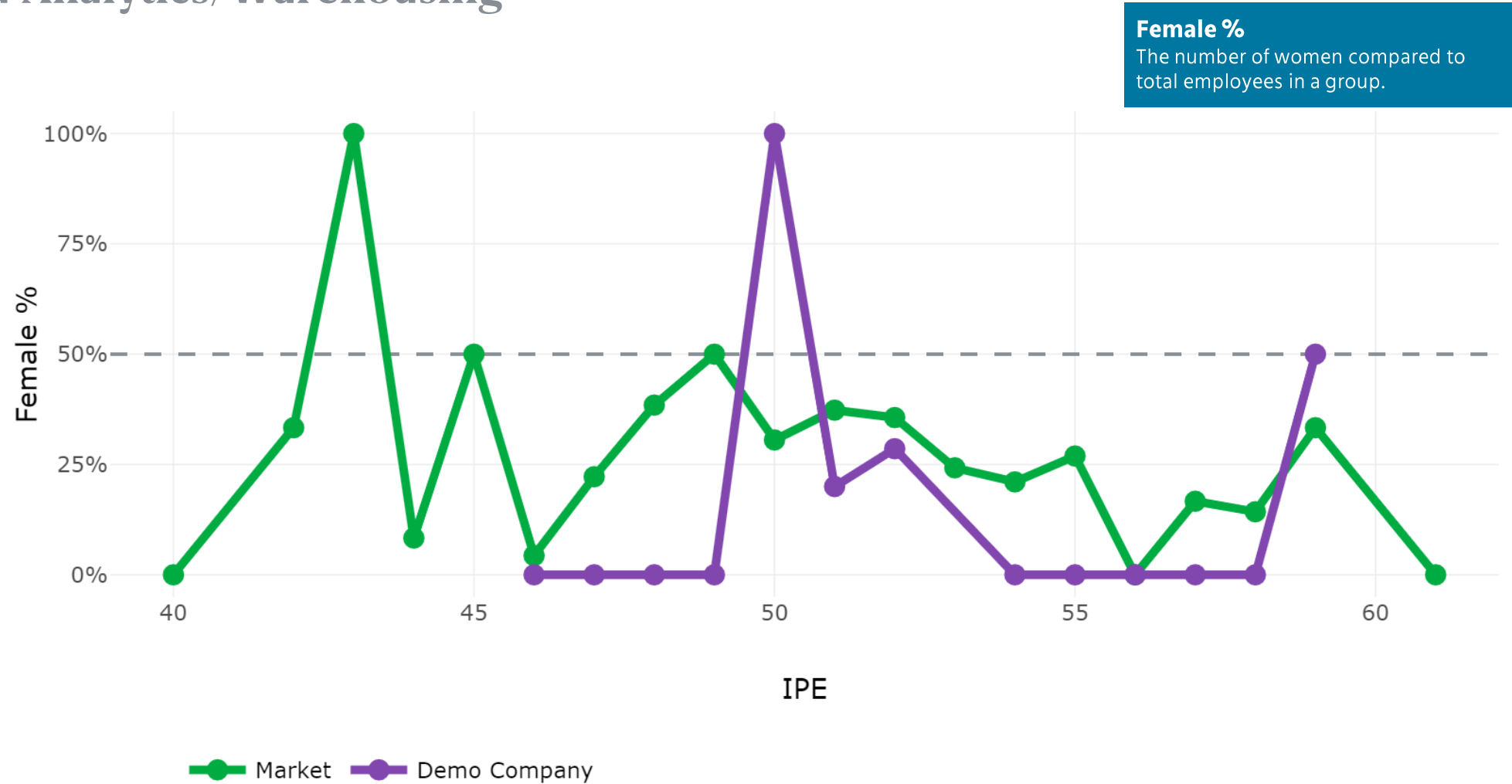


LIGE 2.0 - Dashboard



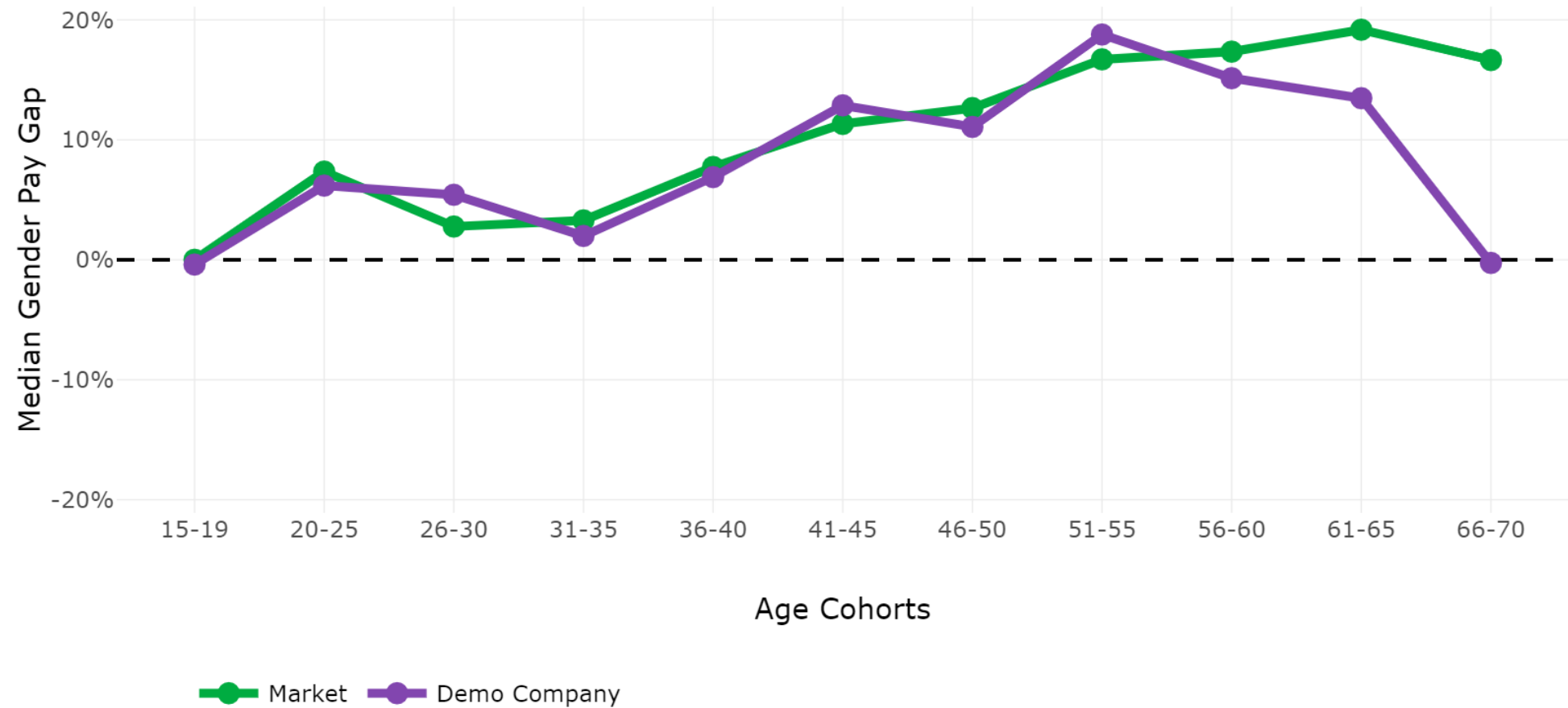
Representation: Female % across IPE levels in a Job Family

Data Analytics/Warehousing



Equal Pay: Gender pay gaps across age cohorts

Median Gender Pay Gap
The difference in median earnings between the genders. Positive values indicate men earning more than women. Negative values indicate women earning more than men.



Equal Pay

Table of jobs

Job	Job Family	IPE	# of men	# of women	Median Salary men	Median Salary women	Avg age men	Avg age women	Gender Pay Gap
General Office Operations - Senior Professional (P3)	Administration, Facilities & Secretarial	53	4	5	539.810	485.093	40	47	10%
General Office Operations Support - Experienced Para-Professional (S2)	Administration, Facilities & Secretarial	44	3	4	397.656	341.638	37	40	14%
Secretary/Administrative Assistant - Experienced Para-Professional (S2)	Administration, Facilities & Secretarial	42	6	17	376.956	365.100	59	51	3%
Banking Operations Support: Back Office (Financial Services) - Experienced Professional (P2)	Consumer & Commercial Banking	47	3	4	460.063	446.427	58	47	3%
Cashier - Experienced Para-Professional (S2)	Customer Service & Contact Center Operations	43	8	9	238.225	238.246	23	23	0%
Contact Center Customer Service: Non-Technical - Entry Para-Professional (S1)	Customer Service & Contact Center Operations	41	3	8	262.080	270.670	20	26	-3%
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	Customer Service & Contact Center Operations	43	17	54	313.224	337.289	37	41	-8%

Equal Pay

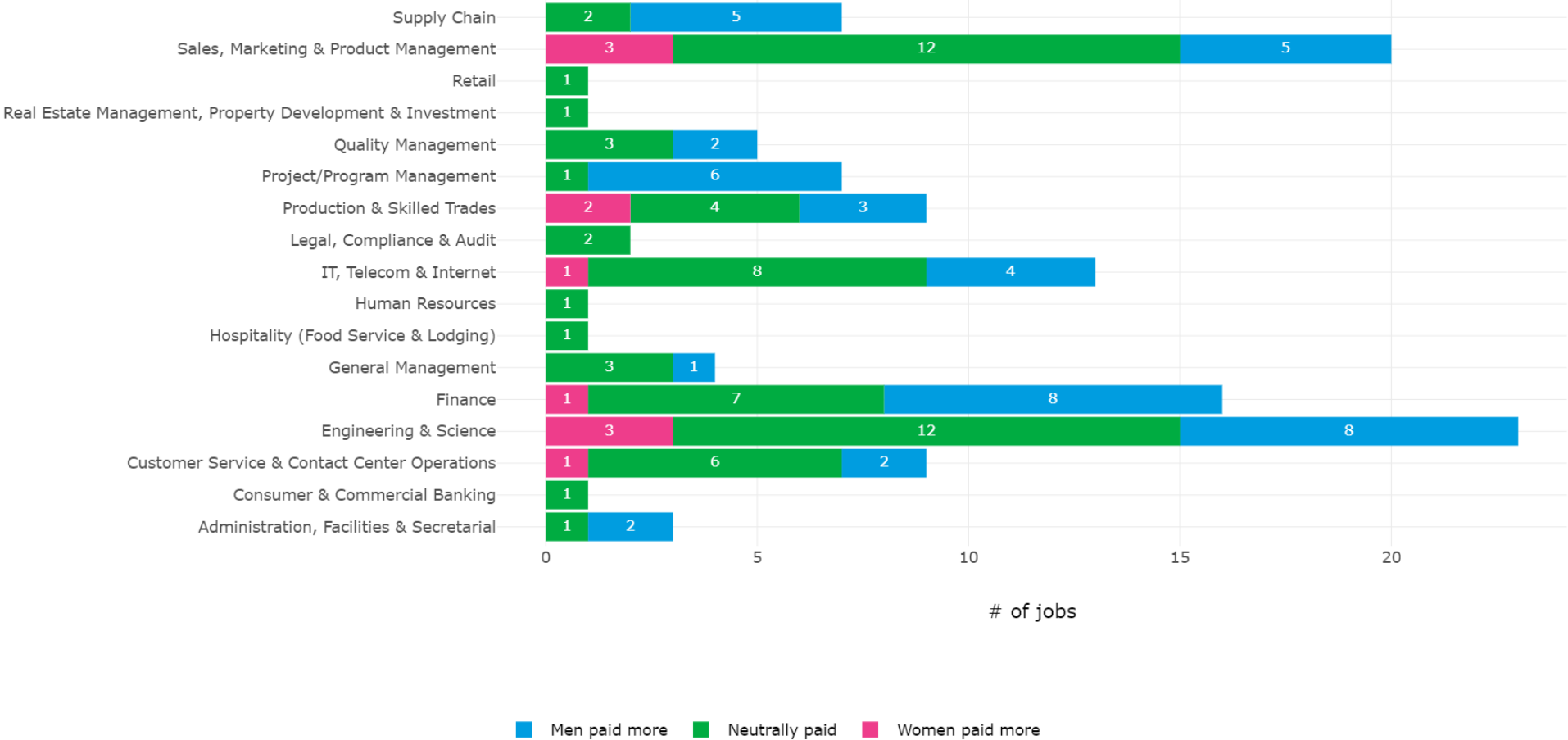
Categorised jobs across Job Families

Categories

Neutrally paid: Median Gender Pay Gap is between +/- 5%

Men paid more: Median Gender Pay Gap is higher than 5%

Women paid more: Median Gender Pay Gap is lower than -5%



LIGE 2.0 – Fees & Requirements

Price

Non-participant price

€8.000

TRS-participant price

€4.000

What do we need from you?

- Submit full workforce to TRS
- Submit data on gender
- Submit data on birth year

Survey design and methodology

Mercer Job Library Changes

5

Strengthening TRS further in 2021

With a focus on complete submissions

What?

Mercer's focus is always on strengthening our database. It means collecting a **full sample** from all participants

Why?

In order to provide **robust and stable data** for our TRS clients, for all benchmark positions, including the top positions

How?

By **raising internal and external awareness** and actively working our clients to collect a full data set



Mercer's product agnostic approach to data collection

Key benefits

- A **single data submission process** for multiple surveys.
- Access to the full Mercer Job Library **catalog of jobs**.
- **Strengthens** our existing **products** and allows the creation of new industry-specific products to meet your needs.
- Looking for **industry-specific data**? Let us know!
- In cases where an industry product is yet to be available, **custom cuts** may be accessible, on request.

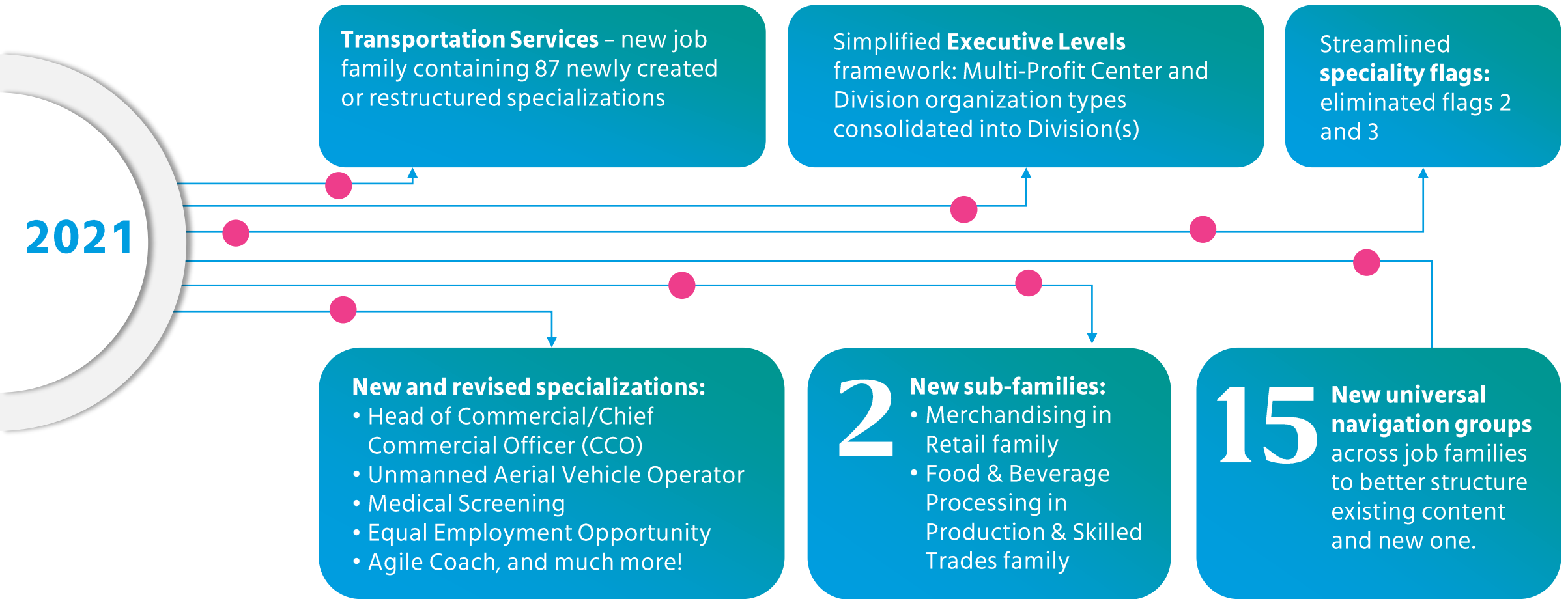


	Agriculture	Automotive	Construction	Cross Industry (TRS)	Education
	Energy & Mining	Financial Services	Healthcare	High Tech	Hospitality
Insurance	Life Sciences	Logistics & Transportation	Media & Entertainment	Outsourcing & Global Capability Centers	
Professional Services	Public Sector/ Not-for-Profit	Real Estate	Retail		



Mercer Job Library

2021 enhancements



Making it easier to access training and learning resources

Welcome to the brand new site: www.resources.mercer.com

Welcome to the one-stop-shop for training resources needed throughout your journey with Mercer remuneration surveys!

Mercer Resource Center launching in mid-March 2021 is a dedicated space with access to all the training materials and resources you need for survey participation and survey final results use.

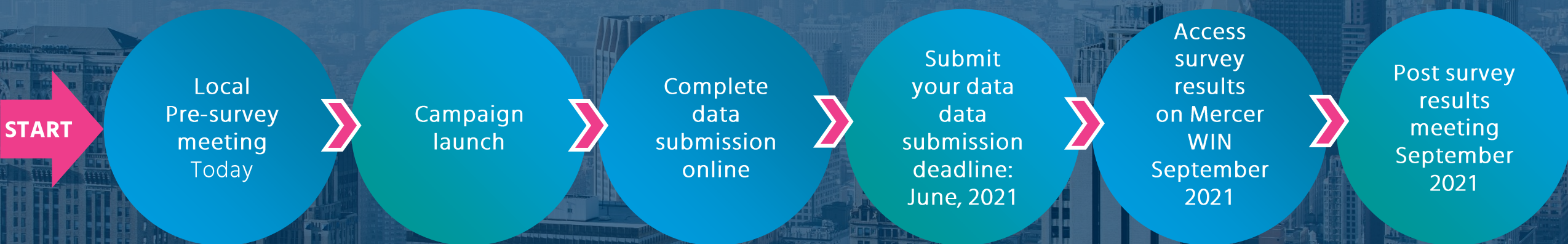
In one place you will find out about:

- How to become a participant
- How to submit data via Mercer Data Connector
- How to job match
- How to make an order
- How to make the best out of your results in MercerWIN®
- Survey methodology, data quality assurance and data confidentiality standards at Mercer
- Webinars calendar
- and much more!



Mercer Data Connector: modernized data submission

Mercer survey cycle



Regular Mercer Data Connector & Mercer WIN webcasts available

Online job matching

Getting started: upload employee data

MERCER DATACONNECTOR

LAST UPDATED 10/04/2019
2019 Data Collection

Your Participation Progress

Apply Filter

NOT STARTED
Company Data

NOT STARTED
Employee Data

NOT STARTED
Long Term Plan

NOT STARTED
Retirement Benefits

NOT STARTED
Insurance/Medical Benefits

NOT STARTED
Comparison

MERCER DATACONNECTOR

ORDER PRODUCTS

< Back

> Your Participation Progress > Status > File Upload

2019 DATA COLLECTION
Employee Data

Select your Company(ies):
Choose Your Company Tiny Cat Paws (HU) x

Status

File Upload

Job Match

Validation

✔ Your data has been uploaded.

What would you like to do next?

☒ Click Job Match to start matching jobs
- OR -

☐ I want to Append my file (only data I've changed will be updated)

☐ I want to Replace my file (all of my data will be replaced)

☐ I want to Upload a file for a different company

Download Template >

Job Match

File Info

File Name: 1_Mercer template _single entry (BE)_updated.xlsx

File Size: 50053

Format: application/vnd.openxmlformats-officedocument.spreadsheetml.sheet

MARSH & MCLENNAN COMPANIES

Marsh Guy Carpenter Mercer Oliver Wyman

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Validation Complete

The system completed processing of Employee Data file - 2019 Data Collection - Tiny Cat Paws

MERCER MAKE TOMORROW, TODAY®

Online job matching

Overview: match jobs

2019 DATA COLLECTION

Employee Data

Status

File Upload

Job Match

Instructions

Match Jobs

Validation

What is Mercer Job Library?

Mercer Job Library is a comprehensive job library that provides a comprehensive list of job titles and descriptions for Mercer clients.

THE NEW PRODUCT AGNOSTIC APPROACH

With the product agnostic approach, the accurate matching to the appropriate job title is ensured.

EXAMPLE 1: NATURE OF WORK

Family

MERCER DATACONNECTOR

ORDER PRODUCTS

⚙️ 🔔 👤

⏪ Back

Match Jobs

SELECT COMPANY OR COMPANIES

Choose Your Company

Tiny Cat Paws (HU) x

Mercer Data Connector automatically matches as many jobs as it can, but there will likely be some that you'll need to match yourself.

SELECT JOB MATCH CATEGORY(IES)

☒ Suggested Job Matches (1) ☒ Unmatched Jobs (0) ☒ Matched Jobs (4)

SELECT TYPE OF MATCH

Advanced Filter

ADVANCED FILTERS

CLICK FOR MORE DETAILS

You can Match, Unmatch and Group jobs together to quickly update your results

☒ Match Selected ☐ Unmatch ☐ No Match

<input type="checkbox"/>	↓ Your Job Title	↓ Mercer Job Library Title	↓ Status	↓ Number of Incumbents	Action
<input type="checkbox"/>	Job title within your organization	Community/Native Title/Heritage Affairs (Mining) - Specialist Professional (P4)	SUGGESTED	1	MATCH SUGGESTED
<input type="checkbox"/>		Channel Sales: Seeds (Agriculture) - Experienced Professional (P2)	MATCHED	2	UNMATCH
<input type="checkbox"/>		Business Order Administration & Customer Service - Experienced Para-Professional (S2)	MATCHED	4	UNMATCH
<input type="checkbox"/>		Channel Sales: Seeds (Agriculture) - Senior Professional (P3)	MATCHED	6	UNMATCH
<input type="checkbox"/>		Channel Sales: Seeds (Agriculture) - Team Leader (Professionals) (M2)	MATCHED	2	UNMATCH

Online job matching

Review suggested match

**MATCH MORE THAN ONE
JOB TO A SINGLE MERCER
JOB**

**YOUR JOB
DETAILS**

**TOP THREE
SUGGESTED
MATCHES**

MATCH JOBS

You can Match, Unmatch and Group jobs together to quickly update your results

☒ Match Selected | ☐ Unmatch | ☐ No Match

<input checked="" type="checkbox"/>	↓ Your Job Title	↓ Mercer Job Library Title	↓ Status	↓ Number of Incumbents	Action
<input checked="" type="checkbox"/>	Job title within your organization	Community/Native Title/Heritage Affairs (Mining) - Specialist Professional (P4)	SUGGESTED	1 <i>i</i>	MATCH SUGGESTED

Job title within your organization

Your Job Code: Internal Job code | Your Job Level: Job level within your organization | Your Job Grade: Job grade within your organization | Other Unique Job Identifiers: Other unique Job Identifiers used by your organization

Mercer Job Library Suggested Match

- ☒ Community/Native Title/Heritage Affairs (Mining) - Specialist Professional (P4)
- ☐ Community/Native Title/Heritage Affairs (Mining) - Experienced Professional (P2)
- ☐ Community/Native Title/Heritage Affairs (Mining) - Expert Professional (P5)

Community/Native Title/Heritage Affairs (Mining) - Specialist Professional (P4) *i*

Typical Titles: Community/Native Title/Heritage Advisor

Family: Communications & Corporate Affairs | Subfamily: Corporate Affairs | Universal Navigation Group: Not Applicable | Specialization: Community/Native Title/Heritage Affairs (Mining) | Career Stream: PROFESSIONAL | Career: Specialist Professional (P4)

Responsible for working with the Indigenous groups and community to provide effective advice on matters related to the operations and development of the community. Coordinate and record heritage surveys on company leases and tenements. Liaise with stakeholders to ensure heritage avoidance areas are known/understood and avoided through land disturbing activities. Supports local sites to design appropriate Indigenous programs including consultation plans and local engagement. Prioritize and recommend programs. Identify and document any issues or matters relevant to the operation. Maintain positive relations with key stakeholders and government.

**SEARCH MERCER
JOB LIBRARY** MORE ▾

SEARCH MERCER JOB LIBRARY

MATCH JOBS

Online job matching

Search Mercer Job Library

ADVANCED FILTERS

KEY WORD SEARCH

ADDITIONAL JOB DETAILS

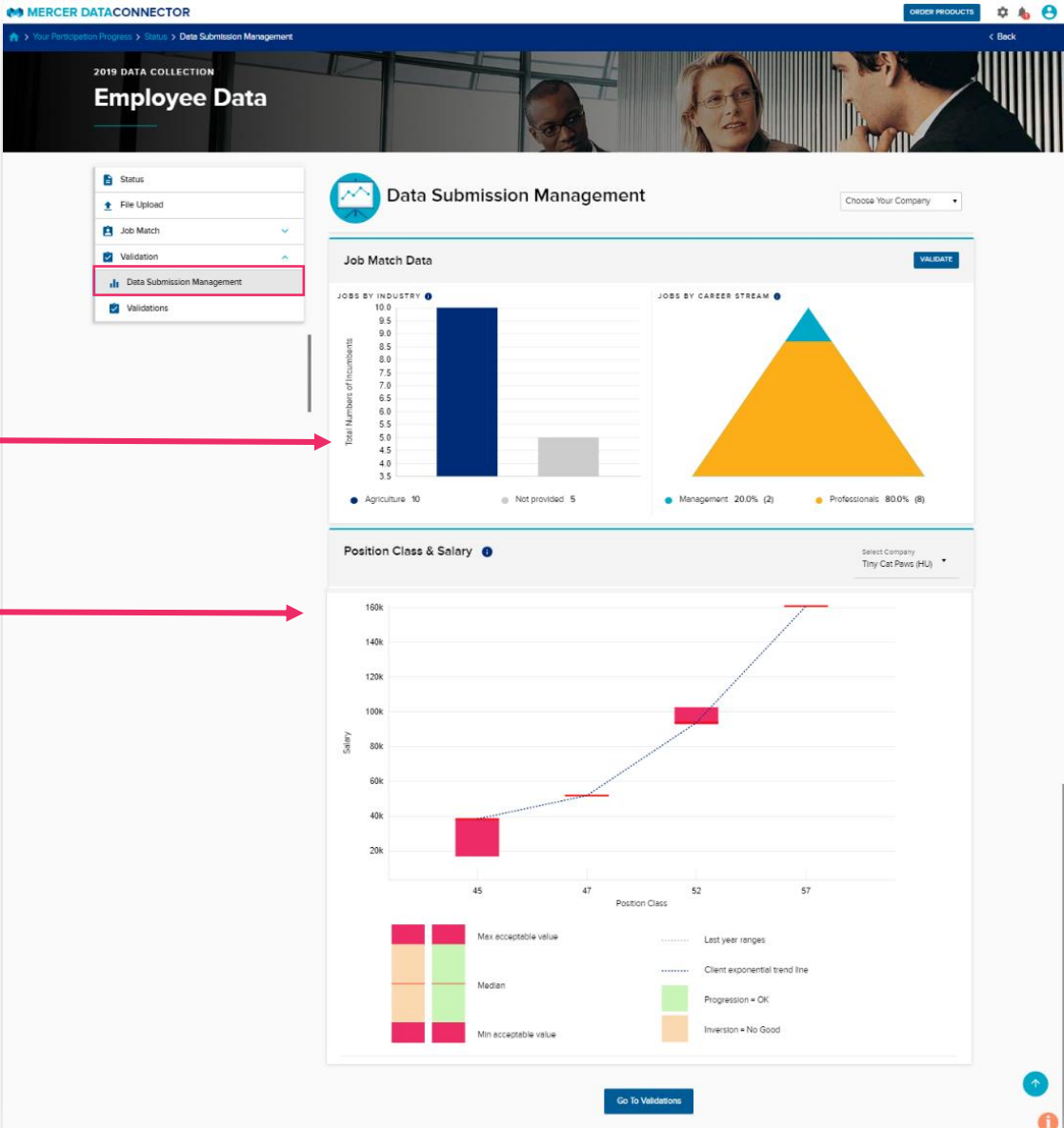
MATCH JOBS

Online job matching

Data Submission Management

REVIEW JOB
MATCHES

ADJUST POSITION
CLASS



Wrap-up

Mercer Data Connector - useful tips

Do

- **Ask for help** - you're satisfaction is our top priority!
- **Use the copy functionality** - saves time by copying from one company to another
- **Add jobs in the Employee Data template** - you will see suggested matches when your file is uploaded
- **Provide your internal grading/leveling** - find more impactful matches to Mercer Job Library

Don't

- **Share the link** or your invitation to participate to Mercer Data Connector - the link is unique to you
- **Ignore validations** - real-time data validation provides you with insights into the quality of your data submission
- **Don't miss your emails** from Mercer Data Connector or CST representatives - check your spam folder and add Mercer to your safe senders list

Looking ahead

2021 survey key steps

6

Engagement & Employee Experience with Mercer|Sirota

Helping clients get real-time insight from engagement data to identify where leaders, employees, strategy and culture are misaligned, uncovering hidden factors that drive performance and support positive change.

How we can help...

- ▶ Employee research
- ▶ Digital focus groups
- ▶ Preference research
- ▶ Employee surveys
- ▶ 360-degree feedback

Related products:

- Employee research and engagement
- Crunchr Preference
- Diversity, Equity & Inclusion
- Employee Engagement Custom Surveys
- Employee Lifecycle Research

- Mercer Allegro
- Remesh Employee Listening
- Thrive45 Survey

Find us:
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[mercer.com](https://www.mercer.com)



Mercer Learning

Mercer Learning's blended curriculum supports HR with critical skills, including reskilling and upskilling core and future competencies, to accelerate development and address learning needs across topics and career stages.

How we can help...

- ▶ We help clients identify their current talent capabilities – and gaps – through evidence-based learning and skills assessment.
- ▶ We map the learning pathways for individuals, the function and the wider organization.
- ▶ We support clients in choosing the right solutions from our extensive learning curriculum of technical and behavioral programs.
- ▶ Partner with us to upskill and reskill the HR team for the future.

Related products:

- Workshop and Virtual programs
- Online via Mercer Learning HR Academy

Find us:
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mercer.com



Assessment

Mercer | Mettl gives clients a holistic evaluation using world-class assessment tools through a unique configurable cloud-based SAAS platform to meet individual needs.

How we can help...

- ▶ We create customized assessments across the employee lifecycle, including pre-hiring screening, candidate skills assessment, training, and development programs for employees/students, certification exams, contests and beyond.
- ▶ Online talent assessments.
- ▶ Recruitment and Learning & Development solutions.
- ▶ Exams, certifications and proctoring.



Related products:

- Mettl Personality Map
- Abstract Reasoning
- IT Coding Skills Testing
- Non-IT Technical Skills Testing
- Motivation Inventory
- Remote Proctoring
- Personality Inventories
- Cognitive Ability & Reasoning Assessments

Find us:
[Mercer Link on the web](#)

Content & Publications

Creating publications, insights and tools across the full spectrum of Career products available in multiple ecommerce channels, and included in Mercer's Talent All Access® Portal.

How we can help...

- ▶ Workforce and careers publications to attract and keep top talent.
- ▶ Health & benefits up-to-date facts on global benefits, practices and statutory regulations.
- ▶ Talent All Access® portal provides quick to find and easy to digest content. And actionable insights that provide up-to-date, relevant thought leadership, all in a customizable format that works — whether you need a PDF, an Excel file, a video or an online tool, TAAP+ has an option that suits your needs.



Related products:

- Car Benefit Policies
- Car Cost Reports
- Country Reports
- Government Assistance and Supplemental Programs
- Global Compensation Planning
- Incentives Around the World
- Salary Movement Snapshot
- Vacation and Other Leave
- Workforce Metrics
- Workforce Turnover
- Worldwide Benefit & Employment Guidelines
- Talent All Access Portal

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Mobility

Providing advisory capabilities and technologies to help clients proactively manage relocation, upskilling and retooling of key talent.

How we can help...

- ▶ Mobility education for all levels of the workforce.
- ▶ Mobility consulting to prepare organizations for the unanticipated.
- ▶ Mobility software, including HR solutions and cultural training.
- ▶ Mobility data to determine pay, benefits, relocation costs and more.
- ▶ Mobility online tools for easy access to necessary information.

Related products:

- Airfare Reports
- Alternative International Assignments
- Balance Sheet and Cost Project Calculators
- Compensation Localizer
- Cost and Quality of Living Reports
- Culture Passport
- Currency Protection Calculator
- Domestic Relocation
- Global HR Monitor
- Mobility Benefits Services
- Mobilize Housing
- International Policies & Practices

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Workforce Analytics and Data as a Service

Supported by the Mercer | Comptryx platform, we help clients quickly compare key workforce metrics and compensation through on-demand access to Mercer's technology and data.

How we can help...

- ▶ We help clients make data-driven decisions to improve organizational performance and resolve complex talent issues by staffing critical job families with the right number of employees with the right skill sets, using workforce strategies that address gaps and risks.
- ▶ Improve competitive analysis through workforce metrics and achieve a broad company-wide perspective with the goal of full organizational optimization.
- ▶ Gain a clear understanding of workforce issues, including employee turnover, workforce cost, shape, productivity, and more, allowing users to align competitive pay and total labor cost.



Related products:

- Mercer | Comptryx
- Workforce Strategy and Analytics
- Diversity & Inclusion Analytics
- External and Internal Labor Market Analysis

- Mercer Workforce Monitor
- Pay Equity Solution

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The needs

A guide to fruitful cooperation

What you can expect from us

- Timely delivery
- Pre-completed online campaign
- Day-to-day support
- Mercer Data Connector webinars
- Mercer Job Library webinars
- Assistance with job matching
- Local pre- and post-survey meetings including developments and trends

What we expect from you

- Campaign contact(s) list
- Timely submission
- Careful job matching
- Complete data
- Responding and resolving to the instant validation prompts in the app
- Feedback
- Mercer WIN[®] user(s) list

Survey participation webinars

Two types of webinars:



Participation via Mercer Data Connector:

This webinar is intended to introduce how to perform job-matching employees, as well as upload, verify and submit data online for survey participation

Next session: April 6, 2021



Mercer WIN:

Mercer WIN® is a Workforce Intelligence Network that provides a single access point to Mercer's survey data and analytics

Pre-recordings via this [Link](#)

For more details and **registration** please navigate to:

Sign up for Mercer Data Connector Training at <https://www.imercer.com/eu/mercerdataconnector-events>

Next steps

- ▶ [Next Mercer Data Connector Training](#) | 6, April 2021
- ▶ [Campaign opens](#) | 1, March 2021
- ▶ [Participation deadline](#) | 11, June 2021



Q&A

