

US Financial Services Suite Participation Webinar



March 27, 2024

Your dedicated Mercer Team



Mark Bowling
Principal, Career Products

Mark oversees the US Benchmark Database (MBD) along with several large general industry practices surveys including Compensation Planning, Compensation Policies & Practices and Incentive Plan Design. He also supports several industry groups covering areas such as automotive, financial services and professional services.

mark.bowling@mercer.com



Phoebe Min
Senior Associate, Product Manager

Phoebe is a Product Manager in Mercer's Career Products based in Los Angeles. She manages a portfolio of industry-specific surveys including US and Canada Financial Services (FSS), US and Canada Retail, and US Pharmacy (PCS). She also assist with the US Healthcare Survey (IHN), US Property & Casualty Insurance Survey (PCICS), and Canada General Insurance HR Group Survey (GIHRG).

phoebe.min@mercer.com

North American Customer Service

A centralized team to ensure overall consistency in approach and maximum support for our survey clients.

- Providing a point of contact for general queries and support
- Assist with job matching and data submission queries, if required
- Provide training and daily support with Mercer Data Connector, Mercer WIN[®], survey tools, methodology
- Orders and invoicing

P | 1 800 333 3070
E | surveys@mercer.com

US FSS Survey: 2023 Overview



378

Total number of organizational entities



435,012

Total number of incumbents



1,342

Reportable Positions



\$2.0 Billion

Median net revenue of participants (USD)



US FSS Survey: Survey Modules

Commercial Banking	For financial institutions that provide loans to commercial borrowers. Commercial lenders include commercial banks, mutual companies, private lending institutions, hard money lenders, investment banks, and other financial groups.
Consumer Finance	For financial institutions that provide loans directly to consumers, including credit cards, mortgage loans, and auto loans.
Financial Operations	For financial institutions that ensure effective execution and delivery of services/products such as loans, mortgages, and investments to internal and external customers.
Financial Technology	As consumers become more tech-savvy, the need for financial technology continues to grow. FinTech companies are driving the industry forward while helping businesses adapt.
Insurance	For organizations that offer insurance policies to the public, either by selling directly to an individual or through another source such as an employee's benefit plan. This survey serves companies that specialize in one type of insurance, such as life, auto, home, or business, or offer multiple types of insurance.
Retail Banking	For financial institutions that offer mass-market banking in which individual customers typically use local branches of larger commercial banks. Services offered by these organizations often include savings and checking accounts, mortgages, personal loans, debit/credit cards, and certificates of deposit (CDs).
Wealth Management	For organizations that perform the fiduciary functions of trusts and agencies or ones that traditionally provide personalized financial and banking services to high net worth individuals.

US FSS Survey: 2023 Snapshot

	# Positions Published	# of Org Entities	Survey Job Highlights
Commercial Banking	304	352	<ul style="list-style-type: none"> • GMA positions: Chair of the Board, CEO, COO, Long-term Business Strategy & Planning • Cross-industry specializations: Marketing, Financial Reporting, Tax, Treasury, General HR, Investor Relations, Legal Counsel • Industry-specific specializations: Client Relationship Management, Commercial Lending, Commercial Real Estate Collateral Appraisal, Business Banking Client Services
Consumer Finance	122	245	<ul style="list-style-type: none"> • GMA positions: Credit Risk Management • Cross-industry specializations: Credit Policy, Telesales • Industry-specific specializations: Loan Underwriting, Loan Processing, Mortgage Loan Closing, Consumer Banking Assistant Branch Management, Loan servicing
Financial Operations	128	319	<ul style="list-style-type: none"> • GMA positions: Business Continuity Planning, Risk Event/Loss Management, Asset/Liability Management • Cross-industry specializations: Financial Planning & Analysis, Internal Audit: Internal Financial Controls, Credit Document Management • Industry-specific specializations: General Banking Operations Management, Banking Operations Support: Back Office, Fund Accounting, Accounting Standard/Policy

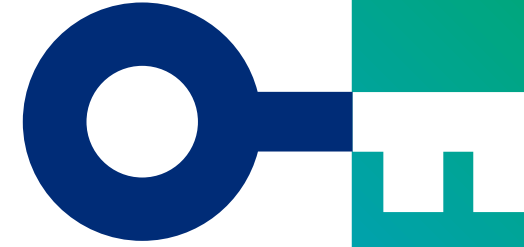
US FSS Survey: 2023 Snapshot

	# Positions Published	# of Org Entities	Survey Job Highlights
Financial Technology	705	326	<ul style="list-style-type: none"> • GMA positions: None • Cross-industry specializations: Technical Program Management Office, General Product Planning & Development, IT Product Management, Cyber Security Architecture • Industry-specific specializations: IT/Business Process Delivery Management, Internet Banking Web Operations, Data Analytics Services
Insurance	179	304	<ul style="list-style-type: none"> • GMA positions: None • Cross-industry specializations: General Product Regulatory Affairs, General Sales Operations/Administration • Industry-specific specializations: Claims Handling, Underwriting, Actuarial Analytics, Customer Service (Insurance), Field Sales (Insurance), Claims Quality Audit
Retail Banking	89	194	<ul style="list-style-type: none"> • GMA positions: None • Cross-industry specializations: General Product Regulatory Affairs, Fraud Prevention, Fraud Detection • Industry-specific specializations: Teller Operations, Consumer Banking In-Store Management, Bank Branch Support, In-Store Banking Customer Service

US FSS Survey: 2023 Snapshot

	# Positions Published	# of Org Entities	Survey Job Highlights
Wealth Management	48	131	<ul style="list-style-type: none">• GMA positions: Investment Risk Management• Cross-industry specializations: None• Industry-specific specializations: Trust Operations, Financial Planning Advisory Services, Private Banking Portfolio Management, Treasury Operations Support

What you receive with US FSS



Full Compensation Data Package

- Receive the full compensation data, including: Annual Base Salary, Total Cash Compensation and Total Direct Compensation
- Access to WIN, Mercer's online platform for analyzing survey results



Policies & Practices Report

- Go beyond the paycheck to enhance your compensation strategy
- Explore other areas of compensation, such as performance measures for incentives, sign-on bonus, turnover, hiring policies, banking operations, and more (different by module)



Client Engagement and Partnership

- Dedicated team available to support you through participation and results seasons, and address any inquiries and concerns regarding the survey
- Evolving product and deliverables based on client feedback and engagement

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Survey Timeline and Overview

02

Mercer Data Connector

03

Job Matching Booklet & Executive Matching

04

FS & I Industry – Matching Your Jobs

01

Survey Timeline and Overview

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Mercer Data Connector

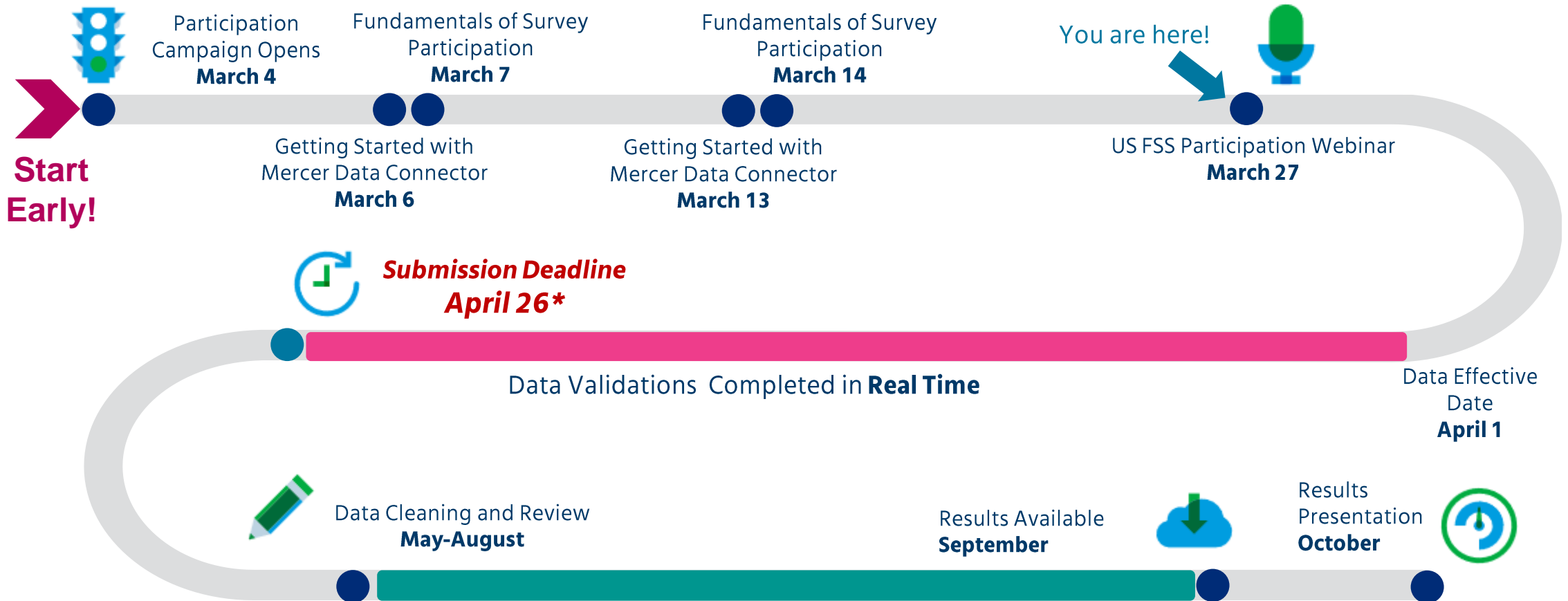
03

Job Matching Booklet & Executive Matching

04

FS & I Industry – Matching Your Jobs

Survey Timeline: 2024 Survey Cycle



*** Extensions beyond April 26 cannot be provided ***
If you have concerns, please visit www.imercer.com/market-analytics-services to learn more about our Participation Services to ensure you meet the deadline.

Survey Timeline: Where we are in the process



You should now be set up in Mercer Data Connector

- Use of Mercer Data Connector is by invitation only.
- Mercer has set up a profile and sent an Invitation to Participate to the person that submitted your organization's data on Mercer Data Connector last year.
- All 2024 participants will have their matches pre-populated in the employee data file.
- **Did not participate in 2023? Did not receive an Invitation to Participate email from Mercer Data Connector?**
- **Please call 800-333-3070 or email us at surveys@mercer.com as soon as possible.**



You should have attended two essential webinars for participation

- Getting Started with Mercer Data Connector and Fundamentals of Survey Participation using Mercer Data Connector
- If you missed them, you can view the recording and presentation deck by going to our iMercer page (www.imercer.com): Click on “Webinars & Training” and select “Webinars & Events”
- Locate the two webinars on the page, and click on ‘View Webinar Replay’ and ‘View PDF’ on the right.

Survey Overview: Company Data & Employee Data



Company Data

- Super sector, sector, and sub sector (if applicable)
- Type of organization
- Parent organization ownership
- FTEs
- Financials
 - Net sales revenue *Key FSS data!*
 - Total assets under management
 - Gross premiums, total insurance premiums, total insurance revenue (*Insurance organizations only*)
 - Operating budget

...



Employee Data

- Base Salary
- Short-term incentives, Sales incentives
- Profit sharing
- LTI – eligibility, play type, and awards
- Year of hire
- Standard work week hours *Key FSS data!*
- **Zip code (Workplace and Home)**
- **Assets under management**
- **Industry and sub-industry segment**

...

[Employee Data] Which Incumbents to Match?



Do Include

Full-time

Part-time

Survey effective: April 1

Incumbents on parental leave



Do NOT Include

Seasonal employees

Contractors

Expatriates

Co-ops/interns

Long-term leave

Future hires

Survey Overview: Policies & Practices



01 April 2023 US FSS - Commercial Banking Compensation Survey

1. Short-Term Incentives

1.1. Variable Bonus

What is the quantum of the overall incentive plan funding based on?

	Linked to Performance vs. Budget	Linked to Improvements Over Previous Year	Limited to a Percentage of Organization Profit	Discretionary	Other	No. of Responses
Level 1 (CEO)	63.3%	12.8%	20.0%	33.3%	20.6%	180
Level 2 (Report to CEO)	65.4%	12.6%	19.8%	36.3%	19.2%	162
Level 3 (Report to Level 2)	62.2%	11.1%	18.9%	38.9%	18.9%	180
Level 4 (Report to Level 3)	60.0%	10.0%	17.8%	40.6%	20.0%	180
Control Functions	59.0%	10.8%	16.3%	39.2%	20.5%	166

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

How are bonus pools determined?

	Percentage of Organizations
Separate Bonus Pool for Executives	32.6%
Executives Included in Bonus Pool for Division/Unit	51.2%
Other	16.3%

Based on responses from 172 organizations
Note: The total does not equal 100% due to rounding.

Page 1 of 7

US FSS - Commercial Banking Compensation Survey

This Year Increase Group

75th Percentile	No. of Responses
3.7%	135
3.7%	140
3.6%	141
3.5%	141

75th Percentile	No. of Responses
10.0%	80
10.0%	86
10.0%	86
9.9%	85

75th Percentile	No. of Responses
4.0%	123
4.0%	123
4.0%	124
4.0%	123

Page 5 of 7

US FSS - Commercial Banking Compensation Survey

and Business

are against expectations last year?

Percentage of Organizations
46.2%
46.2%
7.7%

are against expectations last year?

Percentage of Organizations
62.5%
37.5%
0.0%

are against expectations last

Percentage of Organizations
40.9%
54.5%
4.5%

Page 7 of 7

The Policy Report is included in the price of US FSS, and is available for download on WIN. Be sure to complete the “**Financial Services Policies**” tab to ensure we continue to maintain a robust data pool.

Survey Overview: 2024 US FSS Pricing

2024 US FSS Pricing		
Name	Participant Rate	Non-Participant Rate
US Commercial Banking	\$2,100	\$6,300
US Consumer Finance	\$2,100	\$6,300
US Financial Operations	\$2,100	\$6,300
US Financial Technology	\$2,600	\$7,800
US Insurance	\$2,300	\$6,900
US Retail Banking	\$2,100	\$6,300
US Wealth Management	\$2,100	\$6,300
US FSS Flex (Any 3 modules)	\$5,300	\$15,900
US FSS – All Modules	\$9,500	\$28,500

In order to ensure your organization is eligible for Participant Prices, it is important to provide as close to **a full census of your employee population** as possible.

01

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Mercer Data Connector

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Job Matching Booklet & Executive Matching

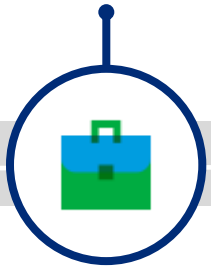
04

FS & I Industry – Matching Your Jobs

Mercer Data Connector: Process

Register securely

Through Mercer single sign on

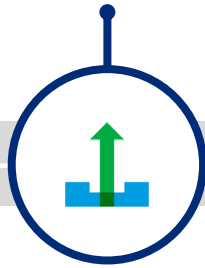


Add users

*Unlimited # of users with
role-based security*

Upload data

Review prior year data online

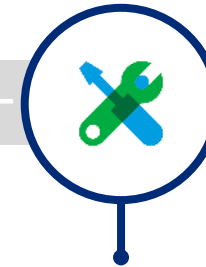


Monitor status

*Real-time visibility to
work in progress*

Match jobs

Review automated suggestions



Correct issues

In real-time

Submit data

Download submission



*Please remember
to **SUBMIT!***

Mercer Data Connector: Survey Participation

survey participation

Data submission using Mercer Data Connector

Your survey data is collected using our online data submission platform – Mercer Data Connector.

[View a complete list of surveys included and access survey-specific resources.](#)

Returning Participants

Have you completed participation for your organization in a prior year using Mercer Data Connector?


Enter your company email address and imercer.com password* to access Mercer Data Connector.

Login now 

New Participants

Did someone else complete participation for your organization in a prior year using Mercer Data Connector?


Complete the New Contact form and we'll send you access instructions.

New Contact Form 

New Companies

Is this your company's first time participating in Mercer surveys using Mercer Data Connector?

Complete the New Company form so we can start the set-up process for your organization and send you access instructions.

New Company Form 

<https://www.imercer.com/mercer-data-connector-participation>

Mercer Data Connector: Easy User Access Functionality

Manage Users in one place

Add new users with a click of a button

Edit or delete user

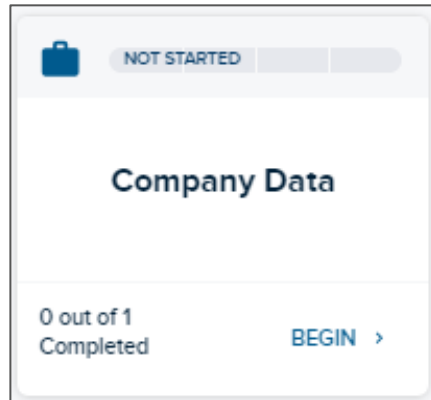
User Role Permissions	Administrator	Delegate
Manage companies within organization	Yes	
Manage users	Yes	
View, enter and edit data	All sections	Select sections
Submit data	Yes	
Download your data	Yes	
Order products	Yes	

Mercer Data Connector: Dashboard

Mandatory

Company Data NOT STARTED 0 out of 1 Completed BEGIN >	Employee Data NOT STARTED 0 out of 1 Completed BEGIN >	Long-Term Incentive Plans NOT STARTED 0 out of 1 Completed BEGIN >	Contact Center Location Details NOT STARTED 0 out of 1 Completed BEGIN >
Contact Center Policies NOT STARTED 0 out of 1 Completed BEGIN >	Financial Services Policies NOT STARTED 0 out of 1 Completed BEGIN >	Mercer/Gartner IT Jobs and Skills Policy NOT STARTED 0 out of 1 Completed BEGIN >	Skills NOT STARTED 0 out of 1 Completed BEGIN >
Order Products NOT STARTED ORDER >	Submit Data NOT STARTED 0 out of 1 Submitted SUBMIT >		

Mercer Data Connector: Company Data

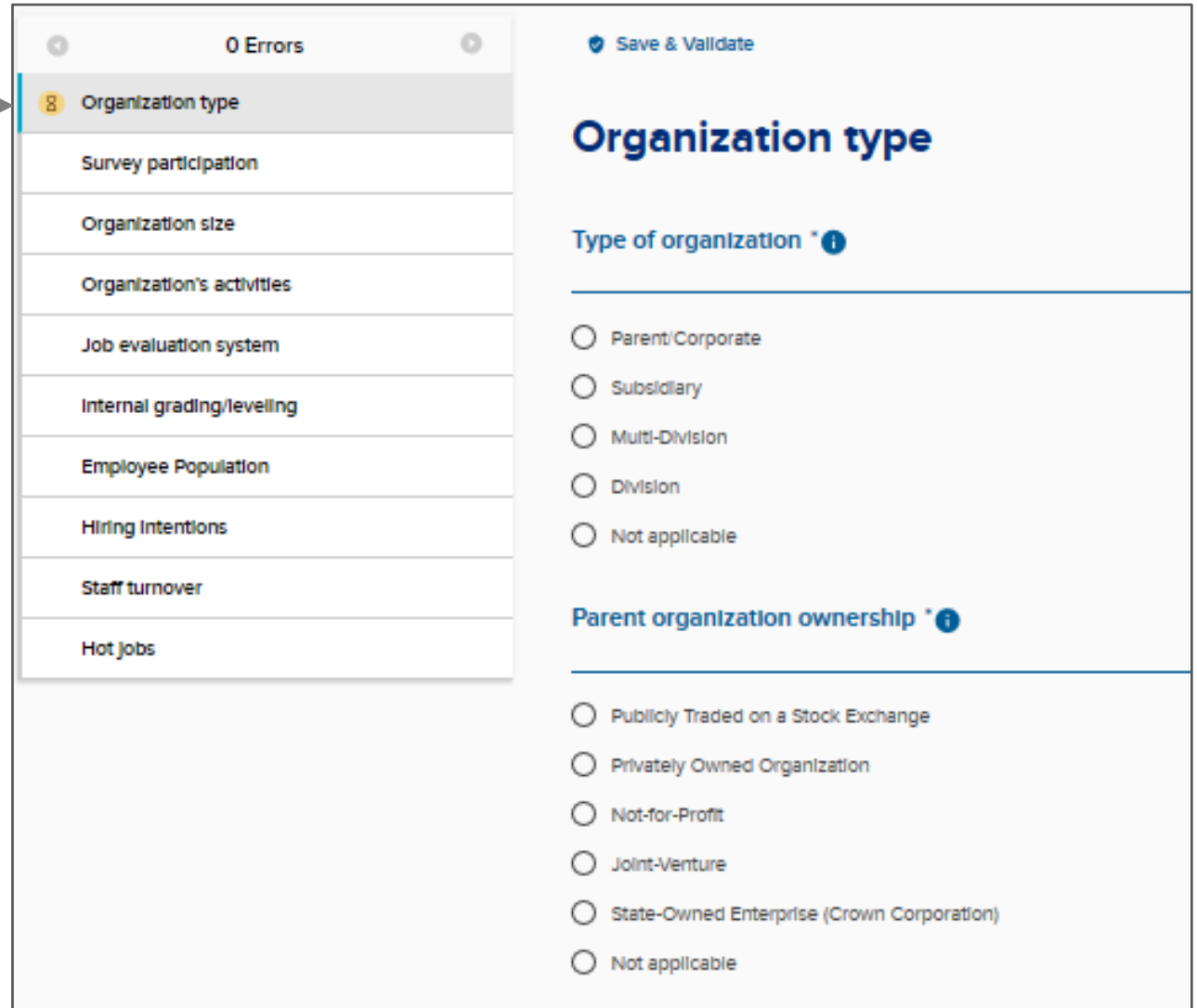


NOT STARTED

Company Data

0 out of 1 Completed

BEGIN >



0 Errors

Save & Validate

Organization type

Type of organization * **i**

Parent/Corporate

Subsidiary

Multi-Division

Division

Not applicable

Parent organization ownership * **i**

Publicly Traded on a Stock Exchange

Privately Owned Organization

Not-for-Profit

Joint-Venture

State-Owned Enterprise (Crown Corporation)

Not applicable

Organization type

Survey participation

Organization size

Organization's activities

Job evaluation system

Internal grading/levelling

Employee Population

Hiring Intentions

Staff turnover

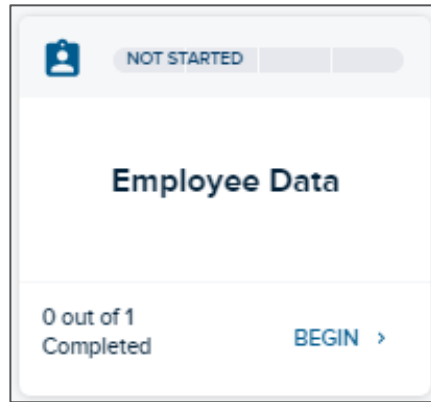
Hot Jobs

Please complete this section as much as possible!

Submitting data allows for data cuts within survey results by (for example):

- *Net Sales Revenue*
- *FTEs*
- *Total Assets Under Management*
- *Insurance Premiums and Revenue*

Mercer Data Connector: Employee Data (Downloading Template)



The main screenshot shows the '2024 DATA COLLECTION' page for 'Employee Data'. On the left, a 'Status' sidebar lists: 1. File Upload, 2. Job Match, and 3. Validation. The main content area is titled 'File Upload' and features a 'Choose your company(ies)' dropdown menu with 'Filter: 1 Companies selected' and a 'CLEAR' button. Below the dropdown, 'US Retail Company (US)' is selected. A purple callout box points to the dropdown menu. The page contains three sections: 'I participated last year and want to review my pre-populated data.', 'I want to use a blank template.', and 'I want to upload my HRIS file.'. A 'Download Template' button is highlighted with a teal callout box.

Choose your company(ies)

Filter: 1 Companies selected CLEAR
Choose Your Company

US Retail Company (US) x

Download Template

Download the template

I participated last year and want to review my pre-populated data.
Click the "Download Template" button and Mercer Data Connector will generate an Excel file that contains your data from last year. If you have more than one company and country (or region) combination selected, they will be identified in the "Company Name" and "Country/Region Code" columns. This is the easiest way to update your employee data.

I want to use a blank template.
Click the "Download Template" button and Mercer Data Connector will generate an Excel file template. If you didn't participate last year, the template will be blank but if you did participate, data will be pre-populated – just delete it and copy and paste your data into the Excel file – don't modify the columns.

I want to upload my HRIS file.
Using an Excel (xlsx only) file, upload your file by clicking the "Upload" button. Once your file is uploaded, Mercer Data Connector will prompt you to map your column headings to Mercer's columns and identify the country (or region) combinations the data applies to.

Are you uploading data for multiple countries (or regions) using one file?
During the file upload process, Mercer Data Connector will automatically skip data that is not applicable for the countries (or regions) that you are participating in. Why do we do this? Mercer Data Connector automatically cleans and validates your data during the file upload process. As a result, you won't have to review answers that are not needed for your survey participation.

Mercer Data Connector: Employee Data (Pre-populated Template)

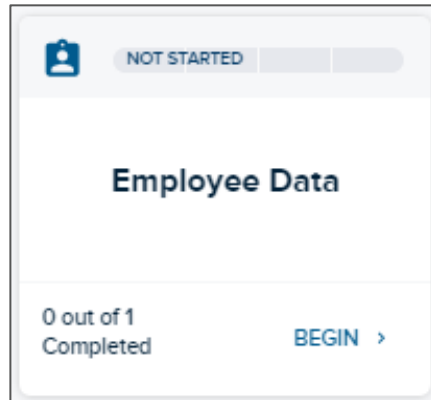
The main spreadsheet displays the following data:

Mercer position title	Previous year job code (for reference only)	Previous year job title (for reference only)	Therapeutic area flag	Mercer Job Library specialty flags, level 1 (for specific jobs)	Mercer Job Library specialty flags, level 2 (for specific financial jobs)	Mercer Job Library specialty flags, level 3 (for specific financial jobs)	Organization type (sales/non-sales)	Job title within your organization	Internal job code	Job level within your organization	Job group within your organization
	610.572.220	Purchasing Manager						Purchasing Manager	SGPUR0200001		
	210.100.220	Finance Manager						Finance Manager	SGF&A0300001		
	210.100.220	Finance Manager						Finance Manager	SGF&A0200001		
	210.100.220	Finance Manager						Finance Manager	SGF&A0300001		
	210.030.120	Head of Finance & Accounting - Tier 3						Head of Finance & Accounting	SGF&A0400001		
	210.100.220	Finance Manager						Finance Manager	SGF&A03SGM01		
	310.100.210	Information Technology - Senior Manager									
	610.100.350	Supply & Logistics Analyst - Experienced									
	500.100.350	Research & Development (R&D) Engineer - Experienced									
	510.415.360	Systems Engineer - Entry									
	410.476.210	Product / Brand Marketing - Senior Manager - Group									
	500.100.220	Research & Development (R&D) Manager									
	110.209.130	Head of Public Relations Sub-Function									
	500.100.210	Research & Development (R&D) - Senior Manager									
	510.100.220	General Engineering Manager									
	500.100.220	Research & Development (R&D) Manager									
	510.100.220	General Engineering Manager									
	500.100.210	Research & Development (R&D) - Senior Manager									
	510.100.220	General Engineering Manager									

The 'Guide' window shows the following content:

Question	Question Code	Description	Applicable for Countries	Options
Employee Identifier	YOUR_EEID	Unique employee identifier, without dashes or other formatting. Exclude government identification numbers and personal information.	SG	
Mercer benchmark code	POS_CODE	This field is essential to determine the survey job match.	SG	
Mercer position title (for reference only)	POS_TITLE		SG	
Previous year job code (for reference only)	OLD_POSCODE		SG	
Previous year job title (for reference only)	OLD_POSTITLE		SG	
Therapeutic area flag	EMP_010	Please select one: Animal Health[Bio/Pharmaceuticals] Bio/Pharmaceuticals - Specialty Cardiovascular[Generics] Medical Devices: Capital Equipment Medical Devices: Consumables/Disposables Medical Devices: Durable Goods Medical Devices: Implantable Devices Oncology OTC Vaccines Not applicable	SG	Animal Health Biologics Cardiovascular Generics

Mercer Data Connector: Employee Data (Uploading Template)



Are you uploading data for multiple countries (or regions) using one file?

During the file upload process, Mercer Data Connector will automatically skip data that is not applicable for the countries (or regions) that you are participating in. Why do we do this? Mercer Data Connector automatically cleans and validates your data during the file upload process. By removing responses that are not applicable, you won't have to review answers that are not needed for your survey participation.

[Download Template](#)

Time Saver Tip:

When you upload your file, Mercer Data Connector will automatically match your data to the Job Library. If we can't find a match, we'll make a suggestion for you to review.

I have agreed to the upload [Terms & Conditions](#)

Select Date Format: YYYY-MM-DD

Select Numeric Format: X,XXX,XXX,XX

[Upload the Employee Data file](#)

Drop files here or click to upload, make sure to accept Terms & Conditions to activate

Mercer Data Connector: Real-time Data Validation

Validations

View Submitted Choose Your Company

My Company In China (CN) x My Company In Denmark (DK) x
My Company In USA (US) x

Mercer Data Connector gives you the ability to validate your data in real-time. Select your options below and quickly solve

Review validations by type

SELECT YOUR TYPE

Job Match (2) Required (6) Optional (45) Resolved (67) [Advanced Filter](#)

Results - You have 53 Items.

To dismiss multiple items, check the box next to each one and click the Dismiss button. [Dismiss](#)

<input type="checkbox"/>	Category	Error Description	Status	Number of Incumbents	Action
<input type="checkbox"/>	Employee Information	The annual base salary is very low for this position.	JOB MATCH	2	FIX ERROR
<input type="checkbox"/>	Employee Information	The annual total cash (actual) is low for this position.	JOB MATCH	3	FIX ERROR
<input type="checkbox"/>	Base Salary	Pay type is required for submission.	REQUIRED	15	FIX ERROR
<input type="checkbox"/>	Base Salary	Employee salary currency: Provided response is not a valid option from the predefined list.	REQUIRED	15	FIX ERROR
<input type="checkbox"/>	Base Salary	Annual base salary or hourly rate is required for survey submission.	REQUIRED	14	FIX ERROR

Make sure to budget time to complete data validations!

The quality of the survey data depends on your ability to properly address your validations.

Mercer Data Connector: Real-time Data Validation

There are three actions to take when presented with an audit:



Fix the error: The tool is user friendly, and you can address any corrections through this without redoing the incumbent submission.



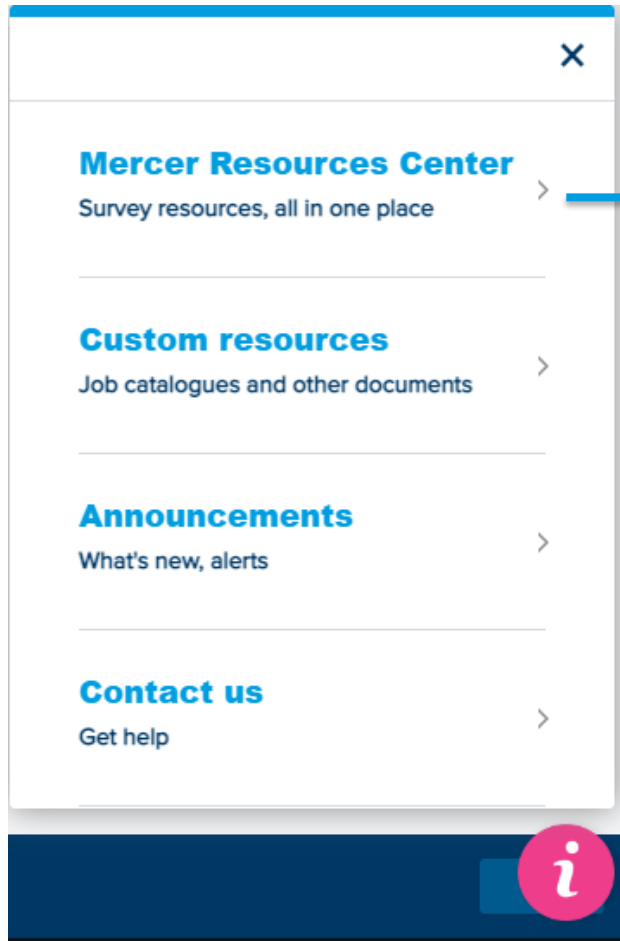
Dismiss: This accepts the entry as is and Mercer may take further action if required



Exclude: This omits the entire line of data from being included in the submission. *Use with caution.*

Be sure to understand the difference between Dismiss and Exclude

Mercer Data Connector: Where to get help



About Mercer Data Connector

Access & First Steps

File Upload

Match Jobs

Validation (Employee Data)

About employee data validation

Data Submission Management

Employee data validations

Reviewing validations

Navigating Validations

How to fix errors

Manually changing data

Using the Bulk Update functionality

Using an Excel file with Validations

How to dismiss validations

Review resolved validations

Policy & Benefits sections

Submit & Download data

Navigating Validations

<input type="checkbox"/>	Category	Error Description	Status	Number of Incumbents	Action
<input type="checkbox"/>	Employee Information	The annual total cash (actual) is high for this position.	JOB MATCH	5	FIX ERROR
<input type="checkbox"/>	Employee Information	The annual base salary is very low for this position.	JOB MATCH	5	FIX ERROR
<input type="checkbox"/>	Base Salary	Employee salary currency is required for submission.	REQUIRED	92	FIX ERROR
<input type="checkbox"/>	Base Salary	Monthly base salary or annual base salary is required for survey submission.	REQUIRED	2	FIX ERROR
<input type="checkbox"/>	Benefits	Please complete Health insurance eligibility if you have the data.	OPTIONAL	92	REVIEW
<input type="checkbox"/>	Benefits	Please complete Personal assistance eligibility if you have the data.	OPTIONAL	92	REVIEW
<input type="checkbox"/>	Short-term Incentives	Short-Term Incentive (variable bonus) eligibility: Information has not been provided.	OPTIONAL	52	REVIEW
<input type="checkbox"/>	Benefits	Please complete Retirement scheme eligibility if you have the data.	RESOLVED	92	VIEW

- 1 Use the **Choose Your Company** drop down list.
- 2 Select one or more **Validation types** for review.
- 3 Apply an **Advanced Filter**.
- 4 Review validation **Results**, color coded by type.
- 5 Click the arrow to see a description, including the correction that will be applied if the validation is not resolved.
- 6 In the **Action** column, click **Fix Error/Review/View** to see more details and take action.
- 7 Use page navigation to switch between pages or expand to view more results on one page.

In Mercer Data Connector, look for the **pink "i" icon** on the bottom right.

After you click on one of the action buttons it will take you to the error page where you will:

Employee salary currency is required for submission. 3 of 21

Adding required data will ensure your submission is complete, please review and update.

Mercer will insert a default answer if not added.

Previous Error | Next Error

- 1 Review the **validation message and description**. Where applicable, it will include the action Mercer will take if

01

Survey Timeline and Overview

02

Mercer Data Connector

03

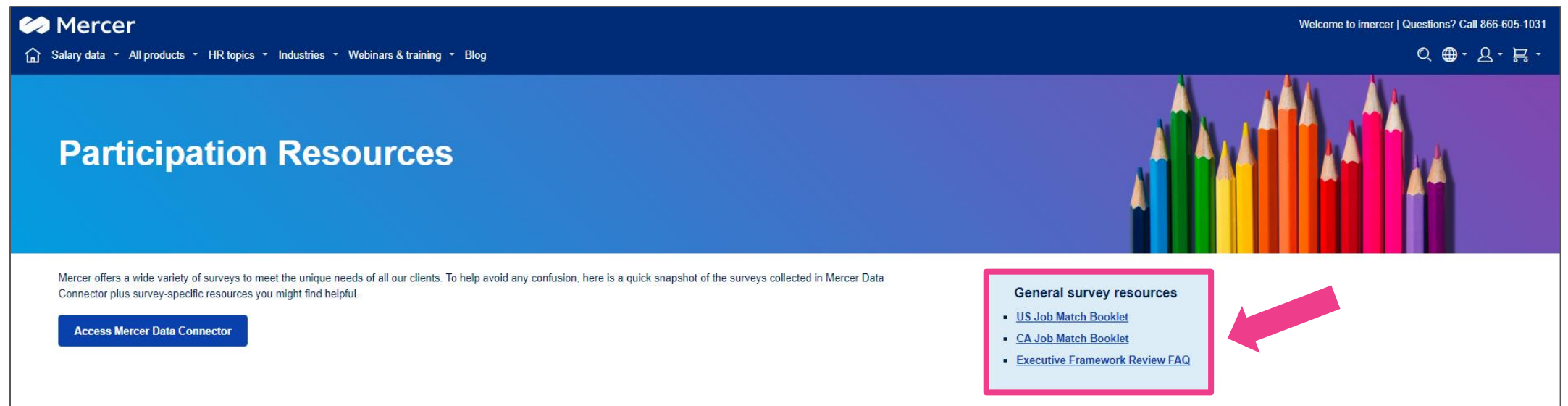
Job Matching Booklet & Executive Matching

04

FS & I Industry – Matching Your Jobs

2024 Job Matching Booklet: Where to access

- **All US surveys on Mercer Data Connector share the same Job Matching Booklet.**
- In addition to assisting you with the job matching process, the Job Matching Booklet helps you identify which Mercer Job Library specializations are covered by which survey product / module.
 - There may be supplementary or adjacent survey products you may be interested in apart from the survey products you traditionally participate in.
- **To access the Job Matching Booklet:**
 - Go to the Participation Resources page: [Mercer Data Connector Surveys \(imercer.com\)](https://www.imercer.com/surveys)



Participation Resources

Mercer offers a wide variety of surveys to meet the unique needs of all our clients. To help avoid any confusion, here is a quick snapshot of the surveys collected in Mercer Data Connector plus survey-specific resources you might find helpful.

[Access Mercer Data Connector](#)

General survey resources

- [US Job Match Booklet](#)
- [CA Job Match Booklet](#)
- [Executive Framework Review FAQ](#)

2024 Job Matching Booklet: How to use

Some jobs are covered by surveys outside US FSS. Use the Job Matching Booklet to see which jobs are covered by which survey.

Filter on the Financial Services Suite column to see which jobs are part of US FSS.

Press the expansion button adjacent to the Financial Services Suite column to see a breakdown of jobs by survey module.

Please note that columns have been hidden to allow you to easily view the list of their alignment to our various survey products. Please expand and collapse the view additional details regarding the Specializations and/or Jobs.

Specialization Code	Specialization Title	Industry	Broad-Based/General Specialization	Specialization Year over Year Change Status	Full Mercer Benchmark Database/Total Remuneration Survey <small>(Click at the plus button to see detailed product information)</small>	Financial Services Suite - All Modules <small>(Click at the plus button to see detailed product information)</small>	FSS - Commercial Banking	FSS - Consumer Finance	FSS - Financial Operations	FSS - Financial Technology	FSS - Insurance	FSS - Retail Banking	FSS - Wealth Management	SIRS Premium - Includes ALL SIRS <small>(Click at the plus button to see detailed product information)</small>	Retail Com Benefits Modules <small>(Click at the plus button to see detailed product information)</small>
GMA.02.007	Business Architecture	Cross Industry			•									•	
GMA.02.008	Physical Asset Management	Cross Industry			•									•	
GMA.02.009	Management Rotational Program	Cross Industry			•									•	
GMA.02.010	Policies and Procedures Development	Cross Industry			•									•	
GMA.02.012	Branch/Network Development & Management	Financial				•		•				•			
GMA.02.020	Urban/Territorial Planning	Cross Industry				•	•								
GMA.02.999	Other Business	Cross Industry			•										
GMA.03.001	Chief Risk Officer	Cross Industry			•									•	
GMA.03.010	General Risk Management	Cross Industry	X		•	•		•		•				•	
GMA.03.011	Insurance Risk Management	Cross Industry			•									•	
GMA.03.012	Risk Modelling	Cross Industry			•										
GMA.03.014	Quantitative Risk Management	Cross Industry			•										

Familiarize yourself with the available Career Streams & Levels in Mercer Job Library

Introduction | **MJL Specializations & Levels** | Job Catalogue | Career Streams & Levels | Family & Sub-Fa ...

NEW! Unveiling the simplified Executive Framework



In order to improve the job matching experience we are streamlining Mercer Job Library's Executive Framework.

5

New 5 top leadership benchmark levels, replacing current 22 Executive and Top Management level job codes.

Key changes



Introduction of Executive Tiers

Represent leadership breadth of role by replacing Executive Levels with Executive Tiers.



Organization Type & Geographic Scope of Role

Above elements detached from executive job code, but kept as data refinements.



Defining Top Leadership

Refreshed relationship between Executive and Management Career Stream – complementing Executive Tiers with Director Levels.

What's in it for you



Simplification

Reduced number of levels and jobs while keeping existing benchmarking information.



Easier Job Matching

Job matching process made easier and faster allowing for more flexibility and higher accuracy.



Improved Data Availability

Within new framework, larger portion of available executive benchmarks will be published on the compensation survey reports.

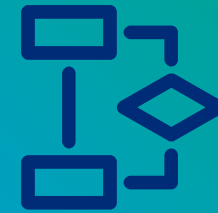
Executive Framework: What does this mean for you?

If you are a past participant...



We've mapped over everything to our new framework

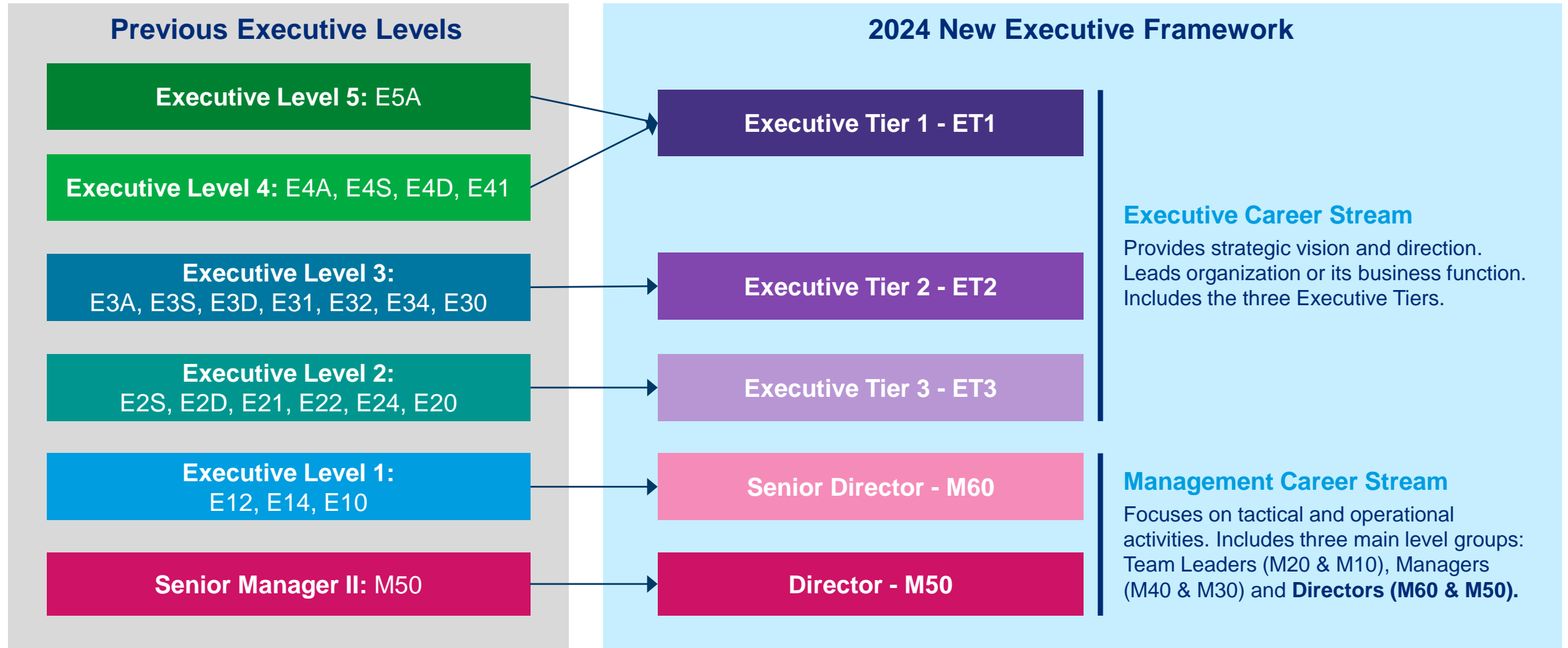
If you are a new participant...



We'll teach you how to match your executives

Executive Framework: Year over Year Mapping

Simplified Mapping Table – By Level Code



Executive Framework: Typical Leveling

Parent organization			
Geographic Scope of Role	Head of Organization	Head of Major Function	Head of Function
Global/Multi-Regional	ET1	ET1	ET2
Regional/Multi-Country	ET1	ET2	ET3
In-Country/District	ET2	ET3	M60

Non-parent organization (Subsidiary/Division(s))			
Geographic Scope of Role	Head of Organization	Head of Major Function	Head of Function
Global/Multi-Regional	ET1	ET2	ET3
Regional/Multi-Country	ET2	ET3	M60
In-Country/District	ET3	M60	M50

Executive Framework: Organization Type Definitions



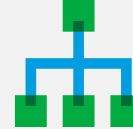
Parent/Corporate

The highest reporting entity **without any organization above it**. Typically, management is responsible to either the board of directors and shareholders or to the owners for overall organization performance. Note: Organizations structured as Joint Ventures should report themselves as Parent/Corporate.



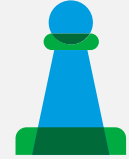
Subsidiary

The Subsidiary is **a separately incorporated legal entity** with majority interest held by a Parent/Corporate entity; it can have multiple business divisions and is responsible for most organization functions. Although a Subsidiary may ultimately roll up into a Parent/Corporate entity, management performs most functions of a stand-alone organization and is accountable to the Parent/Corporate organization for operations and financial performance. Note: Hospitals who are majority owned by a college or university and organizations whose parent is structured as a holding company should report themselves as a Subsidiary.



Multi-Division

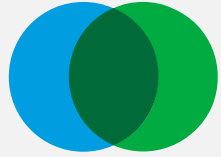
A major segment of an organization that is **composed of related products/services or lines of business** that are measured for purposes of financial performance. Is held accountable to either a Parent/Corporate or Subsidiary entity. Does not have a Board of Directors and **is not a separately incorporated legal entity**.



Division

A unit of a Parent/Corporate, Subsidiary or Multi-Division organization that **operates as a profit center**. May comprise most functions of a fully integrated business and/or some functions may be supported by Shared Service Centers. Does not have a Board of Directors and is **not a separately incorporated legal entity**.

Executive Framework: Executive Types Definition



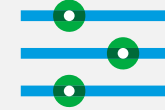
Head of Organization

- Specializations focused on leading entire organization, selected entity or line of business.
- Matching Tier depends mostly on the organization's parameters.
- Following Tiers may be included ET1, ET2 and ET3.



Head of Major Function

- Specializations focused on leading broad umbrella of associated functions.
- Incumbents in those roles lead multiple other Executives and Directors, typically matched to different specializations within the same Job Family.
- Following Tiers/Levels may be included: ET1, ET2, ET3 and M60.



Head of Function

- Typically, responsible for a single business function or part of a function. If role leads any other Executive or Director, matching will most likely be within the same specialization.
- Following Tiers/Levels may be included: ET2, ET3, M60 and M50.
- Within those specializations lower career levels are typically also available.

Executive Framework: Geographic Scope Definitions



Global

- Worldwide

Multi-Regional

- Two or more Regions, e.g., Americas, EMEA, Latin America and APAC, APAC and Middle East

Regional

- Commonly accepted Geo-political area or substantial number of countries, e.g., North America, Europe, Latin America, APAC, Africa, Middle East

Multi-Country

- 3 to 8 countries within a region, e.g., Western or Eastern Europe, ASEAN, North Asia

In-Country

- One country only, e.g., United States, Canada, Australia

District

- Geographically significant area within a country; typically used in large geographically diverse countries, e.g., Pacific Northwest, Southeast, Southwest, etc.

01

Survey Timeline and Overview

02

Mercer Data Connector

03

Job Matching Booklet & Executive Matching

04

FS & I Industry – Matching Your Jobs

Job Matching Guidelines



First, gather information about your organization's positions and review them against the **Global Job Catalog**. Identify positions that can be matched to the Library Jobs.

Matching Your Positions

- Confirm your understanding of your organization's jobs. Discuss matches with line managers, peers, and Mercer.
- Match each incumbent to one Library Job only.
- Match on content, not: Job title or Individual in the job.

A Good Match

- Incumbent may not perform all functions from survey description.
- Good match represents 80%-120% of Library Job.
- If one or more *main* responsibilities from survey description are not part of your position, another match may be more appropriate.

Hybrid Jobs

- Some jobs are too unique to match (e.g. incumbent working 50% in marketing and 50% in IT).
- Exclude such job if it covers less than 60% of survey's job content.

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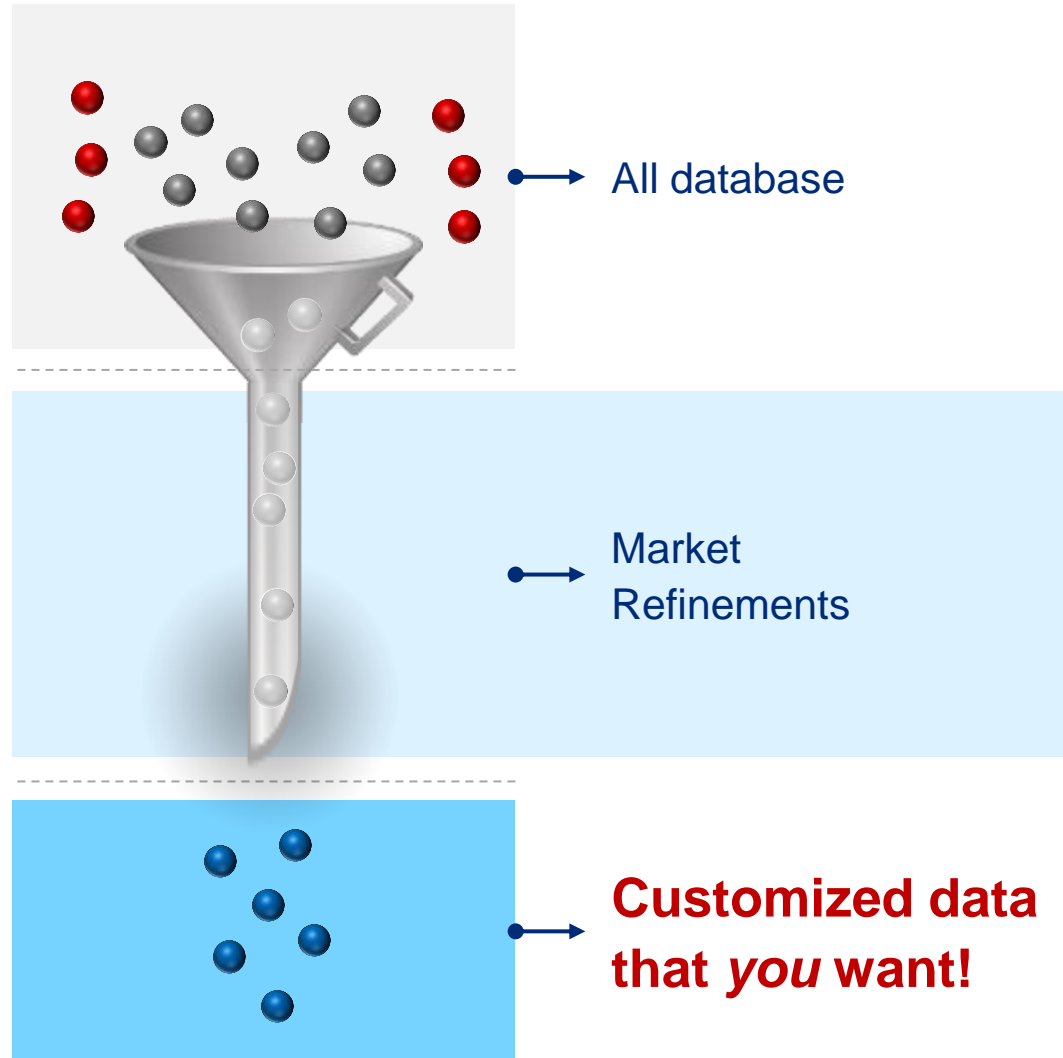
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Key Fields for the FS& I Industry



Please ensure that you are submitting data for some of the key fields for the FS/I Industry, such as:

Company Data

Total Assets Under Management

Insurance Revenue

Insurance Premiums

...

Employee Data

Workplace zip code

Assets Under Management

Industry Segment
(For Consumer Finance positions)

Sub-industry Segment
(For Consumer Finance positions)

...

Key Fields for the FS& I Industry: Company Data

Net sales revenue for the most recent completed fiscal year * ⓘ

[Redacted]

Trust and private banking assets under management, in whole numbers, as of March 1 of the current year

[Redacted]

Total assets for the most recent completed fiscal year (securities industry: omit assets under management) ⓘ

[Redacted]

Gross premiums for the most recent completed fiscal year ⓘ

[Redacted]

Total insurance premiums, in whole numbers, as of the most recent fiscal year

[Redacted]

Total insurance revenues, in whole numbers, as of the most recent completed fiscal year

[Redacted]

Total life insurance premiums, in whole numbers, as of the most recent completed fiscal year

[Redacted]

Total property and casualty premiums, in whole numbers, as of the most recent completed fiscal year

[Redacted]

Insurance organizations only

Please make sure to complete a comprehensive submission to the Company Data, including responding to the FSS-specific fields.

Key Fields for the FS& I Industry: Employee Data

Assets under management
Less Than \$250K
\$250K < \$500K
\$500K < \$1MM
\$1MM and Above

Industry segment (consumer finance positions only)
Consumer Lending
Mortgage

Sub-industry segment (consumer finance positions only)
Traditional Direct Consumer Finance
Traditional Indirect Consumer Finance
Auto Finance and Leasing
Credit Card
Home Equity/Real Estate

Collected for Wealth Management Positions, including:

- Asset Management Client Services (SMP.09.053)
- Portfolio/Fund Management (AMT.04.001)
- Family Office Wealth Planning (AMT.06.004)
- Family Office Investment Advisory Services (AMT.06.005)
- Financial Planning Advisory Services (CCB.05.001)
- Private Banking Portfolio Management (CCB.05.003)
- Investment Portfolio Management (FIN.08.010)

... and more!

Collected for Consumer Finance Positions, including:

- Consumer Lending (Mortgage) (CCB.04.023)
- Commercial Lending (CCB.04.025)
- Loan Processing (CCB.04.039)
- Loan Underwriting (CCB.04.064)
- Consumer Loan Funding (CCB.04.076)
- Mortgage Loan Funding (CCB.04.077)
- Loan Servicing (CCB.04.089)

... and more!

Key Fields for the FS& I Industry: Specialty Flags

- We also have 'Specialty Flags' available for some specializations, which allows Mercer to collect and publish data based on more refined categories. Examples include:

Specialization		Specialty Flags			
CCB.04.039	Loan Processing (Financial Services)	Commercial	Consumer	Private Banking/Private Client	
CCB.02.004	Consumer Banking Assistant Branch Management (Financial Services)	Small, <10 staff	Medium, 10-25 staff	Large, 26-50 staff	Mega, >50 staff
CCB.06.014	General Banking Operations Support (Financial Services)	Consumer Banking	Corporate Banking	Enterprise Banking	
		Foreign Trade	Global Markets	High Net Worth	
		Premier Banking	Transaction Services	...	
INS.03.002	Claims Handling (Insurance)	General	Health	Life	Life/Pension/Retirement
SMP.07.150	Consumer Banking Sales (Financial Services)	Auto Finance	Housing Loans	Insurance	...

Key Fields for the FS& I Industry: Specialty Flags

Specialty Flags for each of the specializations can be found in the Job Matching Booklet, 'MJL Specializations & Levels' Tab.

Specialization Code	Specialization Title	Industry	Broad-Based/General Specialization	Specialization Year over Year Change Status	Navigation Group Title	Specialization Description	Specialty Flags /Therapeutic Area Flags
GMA.03.054	Credit Risk Management	Cross Industry			Financial Risk Management	Performs analysis and modeling that maximizes profits and asset growth and minimizes credit and operating losses and other risk exposures. Provides analytical support on various	Specialty Flags: Corporate Credit Risk; General; Multi-Disciplines; Retail/Credit Risk
FIN.08.010	Investment Portfolio Management (Financial Services)	Financial Services				Investment Portfolio Management (Financial Services) work is accountable for investments portfolio management including asset selection to maximize return while appropriately	Specialty Flags: Equities; Fixed Income; General
FIN.10.005	Head of Credit Risk Assessment (Financial Services)	Financial Services				Accountable for all processes and teams that manage and control the credit function in the bank, including credit approval and credit processing. Optimizes profitability and	Specialty Flags: Consumer Credit; Counterparty Credit; General
FIN.10.006	Credit Risk Assessment	Financial Services,High Tech,Retail				Makes/recommends decisions regarding credit extension. Evaluates loan applications following industry and business unit standards. Responds to internal and external customer	Specialty Flags: Commodity Finance; Consumer Banking; Consumer Credit; Corporate Banking;
FIN.10.008	Credit Policy	Cross Industry				Reviews existing credit policies and sets new and competitive credit policies for various product lines. Involved in setting regulations for extending credit. Ensures credit policies are	Specialty Flags: Commodity Finance; Consumer Banking; Consumer Credit; Corporate Banking;
LCA.05.006	Lending Operations Audit (Financial Services)	Financial Services				Evaluates and assesses the quality of assigned operational or branch functions to ensure compliance with internal policies and procedures, as well as state and/or federal statutes.	Specialty Flags: Commercial Loan; Commercial Mortgage; Consumer Loan; Residential Mortgage
LCA.05.007	Loan Portfolio Examination (Financial Services)	Financial Services				Conducts periodic audits and examinations of the bank's businesses. Evaluates the quality of assets and credit administration practices on the most complex credit	Specialty Flags: Commercial; Consumer; Private Banking/Private Client
AFS.03.022	Facilities Maintenance (Real Estate)	Real Estate			Property Refurbishment, Maintenance & Repair	Ensures all facilities equipment and systems are in good condition and working correctly. Perform inspections and assign repair and maintenance work to internal or outsourced	Specialty Flags: General; Refurbishment
AFS.03.023	Facilities Maintenance Support (Real Estate)	Real Estate			Property Refurbishment, Maintenance & Repair	Maintains, inspects, and repairs heating, ventilation, air conditioning, mechanical, electrical, and plumbing equipment for assigned facilities. Maintains appropriate records of	Specialty Flags: General; Refurbishment

Introduction

MJL Specializations & Levels

Job Catalogue

Career Streams & Levels

Family & Sub-Family Summary

Survey Descriptions

Next steps



Log into Mercer Data Connector



April 26, 2024 is the data submission deadline. That is **22** work days from today!
You have plenty of time to submit your data, but don't put it off until later.



Make the use of resources available – Mercer Resource Center and Webinars
This is all there to make the task easy for you to complete.



Stay in touch

Don't hesitate to contact us with your questions. We are here to help you!

