Welcome to the Mining Participation Webinar

- **We will start this meeting shortly. This meeting will be recorded.**
- While you are waiting, please familiarize yourself with the black icon tool bar and ensure your microphone is on mute.

Change your name to "**Your Organization - Your name**" so we can easily tell what organization is commenting.

Ex: "**Mercer – Todd Atcher**". Go to the **Participants Panel** and hover over your name, click more and rename – see illustration.

Q&A

Please feel free to submit questions via the **chat** box throughout the webinar. We will address as many of these questions as possible at intervals during the webinar.

How do I hear the audio?

This event will be broadcast to your computer via streaming audio. Please ensure the sound/volume is enabled on your computer prior to the start of the event.

What if I need a phone dial in?

As an alternative, you can click on the Join Audio icon on the toolbar, and you will see the "Phone call" details

I need assistance

If you require assistance at any time, please email karen.rutledge@mercer.com or type a question to **Mercer – Karen Rutledge** from the **Chat Panel** for a response.

Rename yourself when you enter the meeting. (Company + Name)

Participants (1)

(Host, me, partici| Rename |
Edit Profile Picture
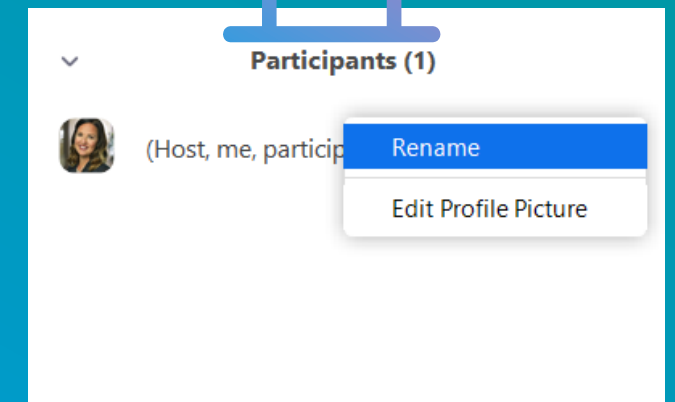
2024 North America Mining

Participation Kickoff and Job Match Meeting

March 20, 2024
Todd Atcher, Product Manager, Louisville, KY

A business of Marsh McLennan

1. Introduction

2. North American Mining Survey Overview

3. Survey Submission Overview

4. Accessing and Navigating Mercer Data Connector (MDC)

5. Completing Your Data Submission

6. Data Validations

7. Job Matching

8. Understanding Career Streams & Levels

9. Survey Completion

10. Appendix

Suggested Job Mappings

New Executive Framework

Agenda

Introduction

1

Your dedicated Mercer team

Todd Atcher
Principal, Career Products

Todd helps clients with understanding and utilizing market data and helps client develop and maintain competitive pay structures through benchmarking and data analysis. He also plans and executes product strategies to align with industry needs and ensure Mercer continues as the premier source of compensation data.

todd.atcher@mercer.com

Kerry Perkins
Senior Associate, Career Products

Kerry works closely with the with clients in the Canada Mercer Total Compensation Survey (CA MTCS) for the Energy Sector and APEGA Salary Survey to collect and publish compensation data. She also plans product strategy to align with industry needs and ensure Mercer continues as the premier source of compensation survey data.

kerry.perkins@mercer.com

Karen Rutledge
Principal, Career Products

Karen is the Karen Rutledge is a Commercial Industry Strategist Manager for Career Products at Mercer. She works closely with clients in the Energy to gain prospective on how to enhance future career products to align with each industry needs.

karen.rutledge@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

Mercer

North America Mining Survey Overview

2

Overview

47
organizations
57% retention of 2022 participants

28,412
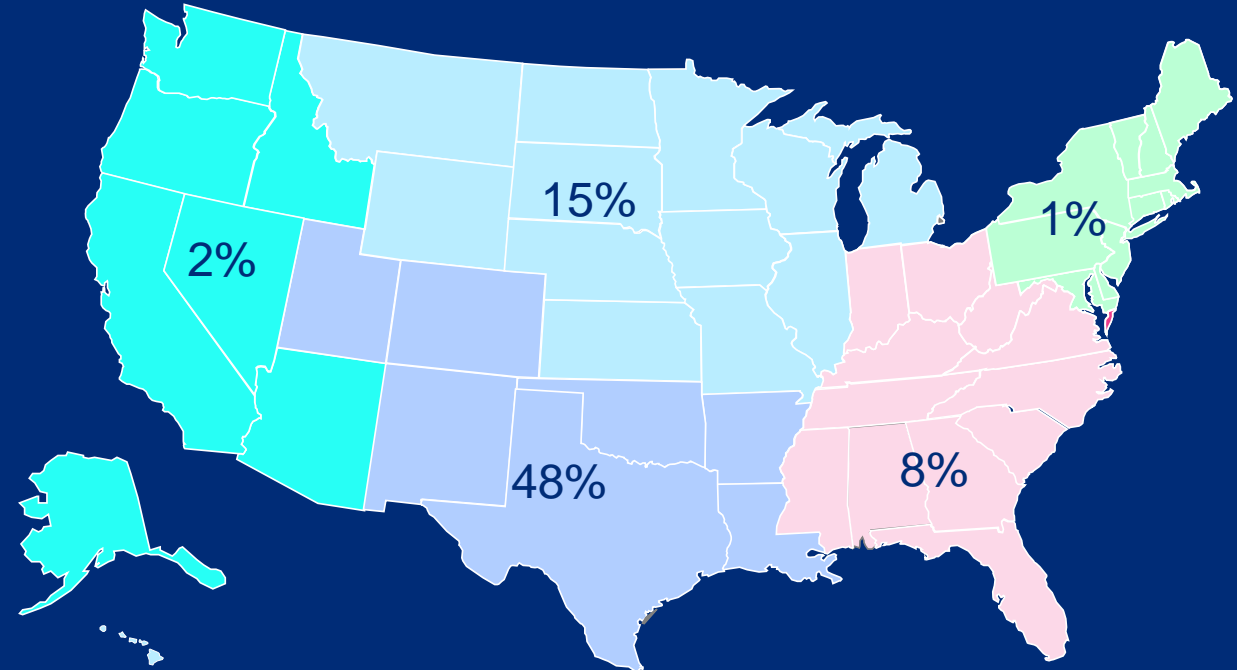incumbents
(-8.3% YOY)

USD $3B
Median revenue

US mining industry

Workplace location incumbent distribution

184
Positions reported

1878
Median FTEs

2%
15%
1%
48%
8%

26% of incumbents with no location

Mercer

Overview

59

organizations
78% retention of 2022 participants

22,543

Incumbents
(+8.7% YOY)

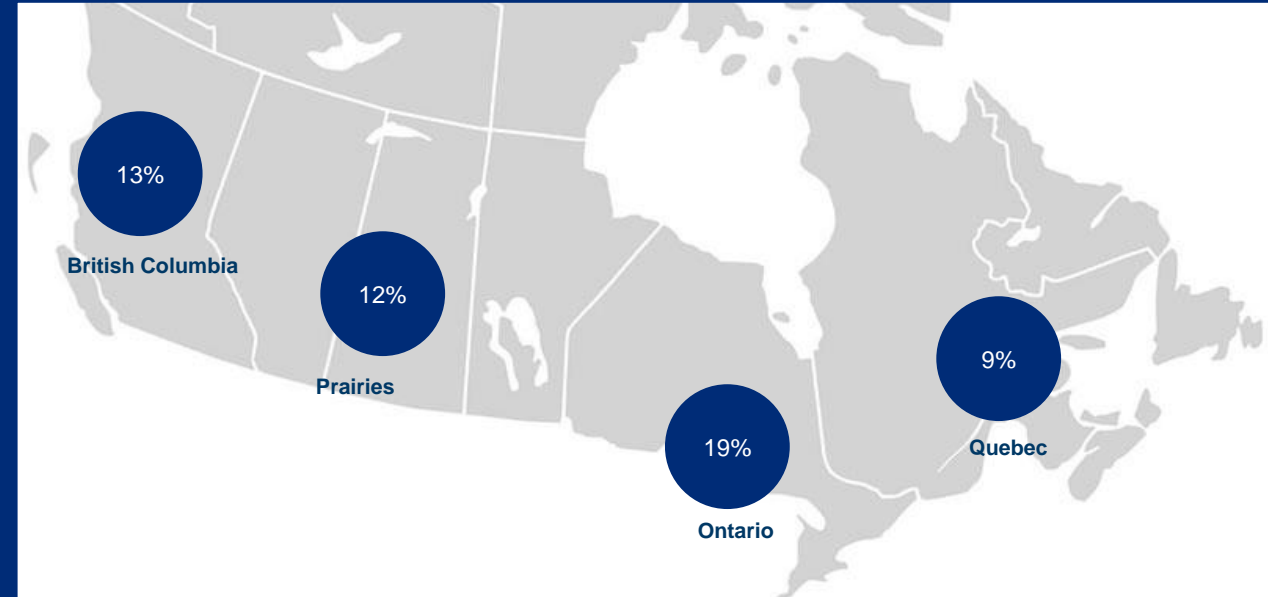**USD $1.4B**

Median revenue

Canada mining industry

Workplace location incumbent distribution

428

Positions reported

736

Median FTEs

13%
British Columbia

12%
Prairies

19%
Ontario

9%
Quebec

45% of incumbents with no location

Mercer

US and CA Mining: Survey data growth since 2019

	Organizations Participating	Incumbents Represented	Number of Jobs	Number of Reportable Jobs
2019	46	15,196	851	384
2020	45	18,756	908	460
2021	61	25,036	954	516
2022	68	20,741	864	472
2023	59	22,543	944	428
CAGR (Compound Annual	5.1%	8.2%	2.1%	2.2%

	Organizations Participating	Incumbents Represented	Number of Jobs	Number of Reportable Jobs
2019	27	21,722	580	130
2020	27	20,245	595	141
2021	33	26,527	751	212
2022	35	30,982	742	214
2023	47	28,412	768	184
CAGR (Compound Annual Growth Rate)	11.7%	5.5%	5.8%	7.2%

Mining

Modules

- **General Benchmark** – This module includes core jobs in corporate and office-based jobs. Provides up-to-date market data for traditional and emerging corporate roles in the Mining industry, across all career streams and levels.

- **Exploration and Technical** – Provides you with comprehensive and reliable insights on compensation practices for mining organizations, reporting data particularly for the exploration and technically driven jobs in the Mining industry, including engineers, geologists, and more.

- **Mine Site Operations** – Provides up-to-date market data for traditional and emerging operational roles at a mine site, across all career streams and levels. This module does contain a higher concentration of hourly jobs, including production and skilled trades positions and those traditionally found at a mine site.
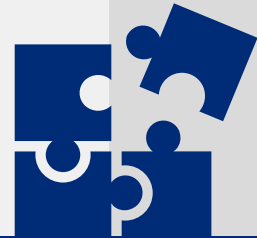
In the Job Matching Booklets, you can filter on the appropriate columns to view jobs in only the Mining Suite (or individual module). Expand the section (+ in Excel), then use the Excel filters.
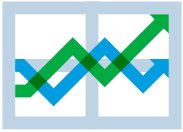
What you receive with Mercer Mining Survey

Full compensation package, client engagement and timely support

Base Salary	Total Guaranteed Cash Compensation	Total Cash Compensation	Total Direct Compensation	Beyond the data
Annual Base Salary	**Annual Fixed Allowance**	**Annual Variable Cash**	**Long-term Incentives**	**It's a partnership**
Current salary: The most recent base salary excluding all allowances that your incumbent receives from your organization	**Guaranteed Allowances:** Danger pay, acting pay, safety allowance, skills premium	**Variable bonus:** All payments which were associated with individual, team and/or corporate performance	• Shares/Stock • Restricted Shares • Shares/Stock Options • Share Appreciation Rights • Long Term Cash	• Dedicated supplementary survey materials to streamline your submission • Timely webinars on relevant topics during participation and results seasons
Current hourly rate: The most recent base hourly rate for hourly roles excluding all allowances that your incumbent receives from your organization	**Position/Job based allowance:** Shift Premiums, Production Bonus, Remote Allowance, Transportation Allowance, if applicable	**Sales incentive bonus:** All payments which were associated with sales achievement		• Dedicated team available to address inquiries and concerns • Evolving product and deliverables based on client feedback and engagement
Standard work week (hours): The scheduled hours the incumbent works, including fixed/guaranteed bonus	**Perquisites:** Wellness, parking and other perquisites	**Other bonus offerings:** Profit Sharing, Retention, Sign-on, and other non-guaranteed cash		• Continual improvements that adapt to changes in industry and technology

Mining deliverables

Data is a click away in Mercer WIN®

PDF REPORTS

- Contents
- Overview
- Supplementary Materials
- Survey Methodology and Definitions
- Mining Policy
- Mine Site Policy

EXCEL FILES

- Position List
- Participant List
- Annual Export
- Hourly Export
- **Mining Custom Jobs Roll Up File**
- Library Jobs Detailed Report Complete
- Library Jobs Summary Report
- Year over Year Report
- Excel Download of Actual and Regressed Data by PC

Supplementary offering for Mining clients

Compensation Planning Survey (CPS)

Brief surveys covering: **Annual increase budgets, structure adjustments, incentive usage.**
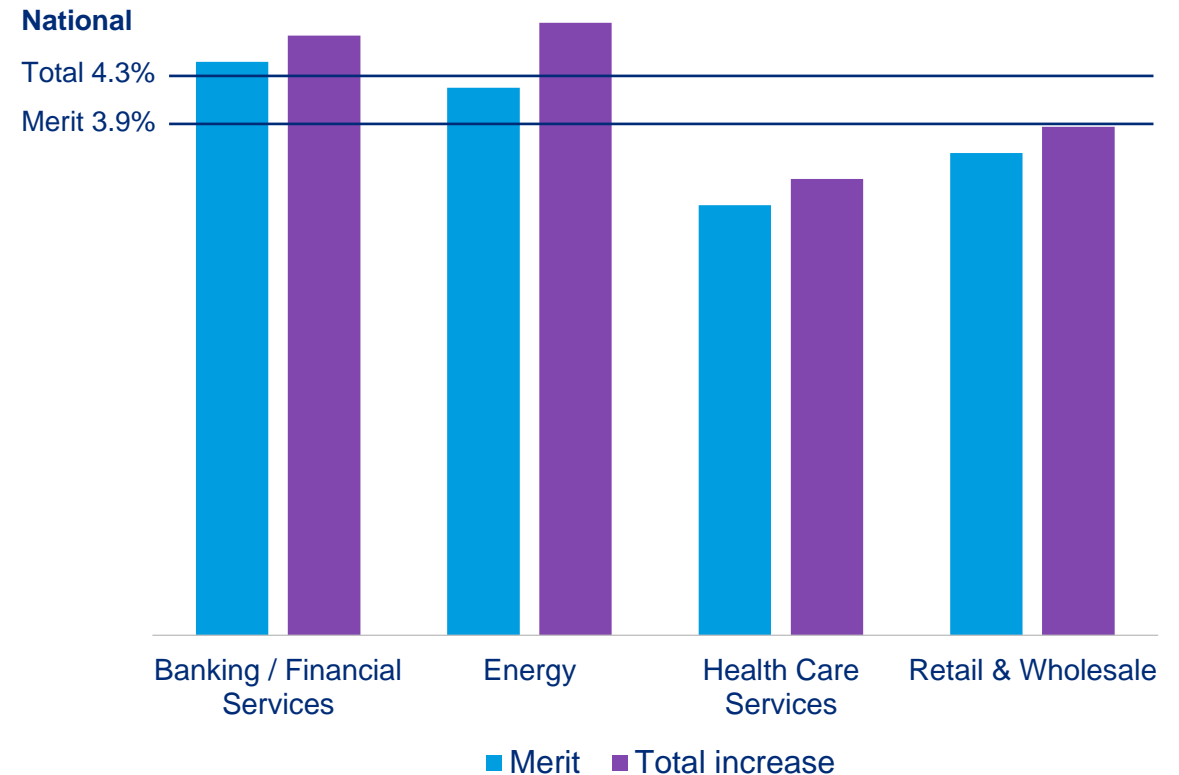
Results are **FREE** with participation.

Mining-industry cut of survey results, when sufficient data is available.

Survey Schedules
- **Participation - March 11 - March 22; Publication: April**
- Participation - August; Publication: September
- Participation - October; Publication – November

Budgets reflect differences in industries

National

Total 4.3%
Merit 3.9%

Banking / Financial Services · Energy · Health Care Services · Retail & Wholesale

■ Merit ■ Total increase

- US link: 2024 US Compensation Planning Survey - March Edition (mercer.com)
- CA link: 2024 Canada Compensation Planning Survey - March Edition (mercer.com)

Survey submission overview

3

Mining survey cycle

The dates you need to know!

START

Survey participation starts

March 4, 2024

Attend webinars, meetings and watch for communication while survey open

Data submission deadline

April 26, 2024

Survey results on Mercer WIN

TBD – September

Post-survey results meeting

TBD – October

For a full list of upcoming webinars and available training, visit: https://resources.mercer.com

Mercer Data Connector – The participation journey

www.mercerdataconnector.com

Register securely
Through Mercer single sign on

Add 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

Submit data
Download your data submission
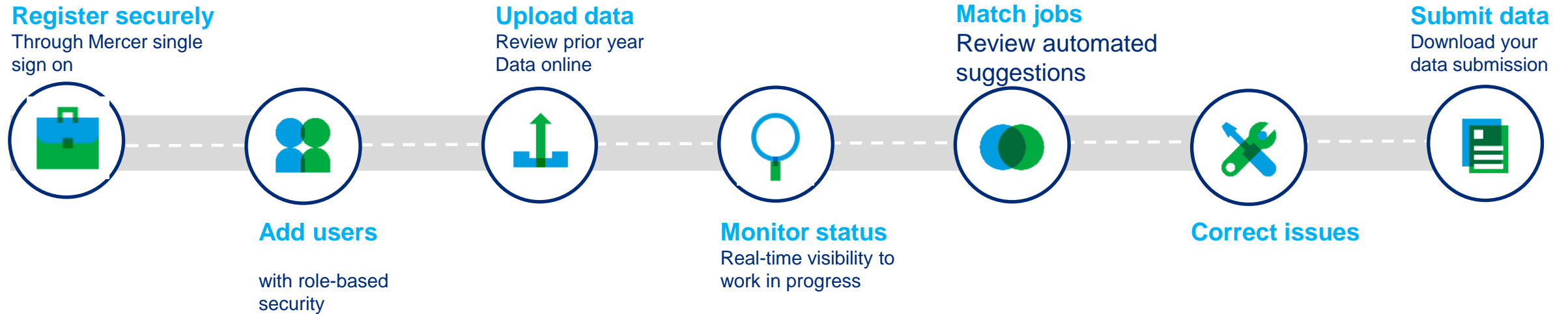
Mercer

Time Management Tips

Make the most of your time

Week

01

Log into Mercer Data Connector to verify your access, validate your company information.

Review and assign users.

Download and review your employee data template.

02

Review the survey to determine what data you can delegate and/or gather in advance

03

Start the survey by completing the Company Data and LTI tab

04

Start and/or delegate Policy - recent changes to policy may add time to completion

(*Did any policies change that could impact your pre-populated file?*)

05

Start working on the incumbent submission

06

Review and finish all sections of the survey prior to validation

07

Complete the validation process, download your data and **submit early!**

Survey is due April 26

Mercer

Mercer Job Catalog

Cross Industry and Mining Focused Jobs

- Ability to match to any job within the job catalog

- Ensure you match to jobs designated to the Mining survey

- Avoid using the AI functionality to match jobs

- During the validation process, be careful of matching to system recommendations

- Refer to your survey supplemental materials for all job matching and submission recommendations
  - ▶ Job Matching and Survey Submission Guidelines
  - ▶ Recommended Job Matches
  - ▶ US Job Matching Booklet; CA Job Matching Booklet

General survey resources
- **US Job Match Booklet**
- **CA Job Match Booklet**
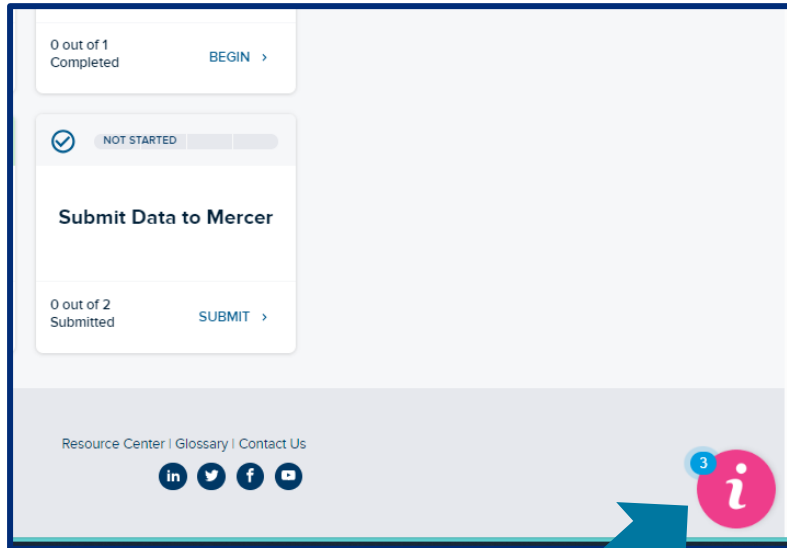- **Executive Framework Review FAQ**

Filter on the Mining Survey

Mining – All Modules (Click at the plus button to see detailed product information)	MIN – Mining General Benchmark	MIN – Mine Site Operations	MIN – Mining Exploration and Technical
●	●		
●	●		
●	●		
●			
●			

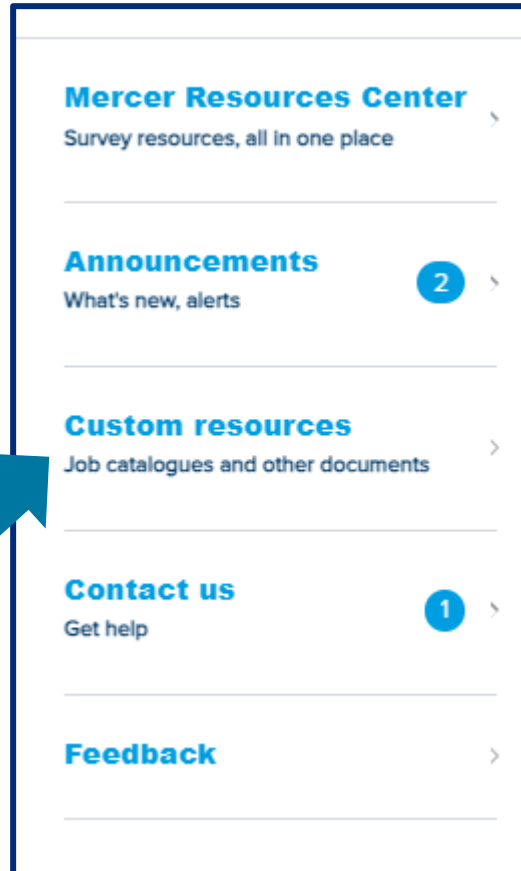|	
Administration, Facilities & Secretarial	Legal, Compliance & Audit
Communications & Corporate Affairs	Production & Skilled Trades
Construction	Project/Program Management
Data Analytics/Warehousing, & Business Intelligence	Quality Management
Engineering & Science	Real Estate Management, Property Development & Investment
Finance	Sales, Marketing & Product Management
General Management	Supply Chain
Human Resources	Transportation Services
IT, Telecom & Internet	

Where is the Job Catalog?

Online access through Mercer Data Connector

Click "Information"

Select Custom Resources

Mercer Resources Center
Survey resources, all in one place

Announcements 2
What's new, alerts

Custom resources
Job catalogues and other documents

Contact us 1
Get help

Feedback

Select Country

Custom resources

Mercer Job Library
Global Job Catalog
English | Spanish | Portuguese | Chinese | French

Global Job Catalog (Simplified)
English | Spanish | Portuguese | Chinese | French

Career Streams & Levels
English | Spanish | Portuguese | Chinese | French

North America
Canada | United States

Key data

The following is a list or data you may be asked to provide during the completion of this survey that you could start to gather in advance. Data listed here may not apply to all organizations and additional data may be required that is not listed here. This is an overview of the most common data points collected within this survey.

Questionnaires (Tiles)

- Revenue
- Operating Budget
- Headcount with details including location, role type and/or function
- Turnover rates
- Budgets/spending for salary, STI (for previous year's performance) and LTI
  - Field Operations (Operators and Field Supervisors) will be asked for separately
- Preliminary budget for next year's annual salary program
- Policy sections!
- **Mine Site Location Details**

Incumbent Submission

- Most recent salary, STI payment and LTI grant(s)
  - Salary ranges, internal grading/leveling and job codes
  - STI ranges, performance ratings and explanation for non-receivers
  - LTI grants awarded (by unit)
- Gender
- **Location - ZIP Code**
- Year of hire
- Year of birth
- Number of direct and indirect reports
- **Allowances, premiums and perquisites**
- Parking and/or Company Vehicle Benefits
- Employee Job Title and Mercer Job Code and Mercer Job Title
- Shift Differentials
- **Location Code**

We ask for a Location Code for each location in which you operate…including head office.. In the Employee Data template, you will be asked for the Location Code at which the employee works. Essentially – tying an incumbent to their workplace location.

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First class online support

Mercer Resources Center (MRC) **– The one-stop-shop for information and training materials needed throughout your journey with Mercer surveys!**

www.resources.mercer.com

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Accessing and Navigating Mercer Data Connector (MDC)

4
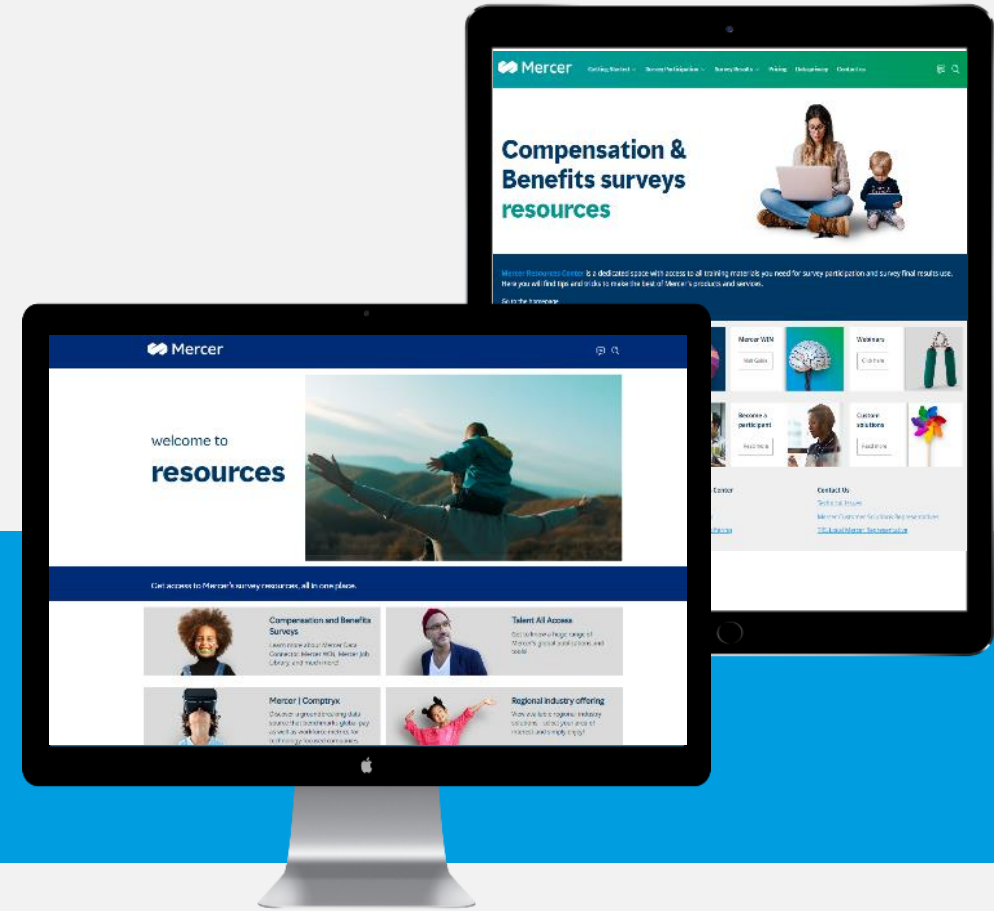
It just takes a few steps to access Mercer Data Connector

01

First, receive a personal **invitation to participate**

02

Then, **login** or **create** a new account

TIP: If you have not accessed MDC but have an iMercer account – same credentials. Mercer Single Sign-On (MSSO)

Accessing the tool

First time users

1 register securely with Mercer Single Sign On and login

Receive your personal invitation

While you can register on Mercer Data Connector at any time, we recommend you wait until you receive an email with your personal invitation to participate. **Mercer surveys are invitation-only** so until you are invited to participate by Mercer (or your colleague), you will only have access to a welcome screen and won't be able to do anything in the application.

Keep the link and your login details private

Invitations have personalized links so don't share your invitation with anyone. Client administrators will add users to help with online survey participation right in the application. This gives control on what users can (and can't) view. As soon as a user is added, they receive a personalized invitation and you won't risk exposing sensitive data by sharing login details.

Register with Mercer Single Sign On

If this is the first time you are using Mercer Data Connector and you don't have access to any other Mercer application that uses Mercer Single Sign On (e.g., iMercer.com), you will need to register for Mercer Single Sign On in the Mercer Account Center.

Learn more:

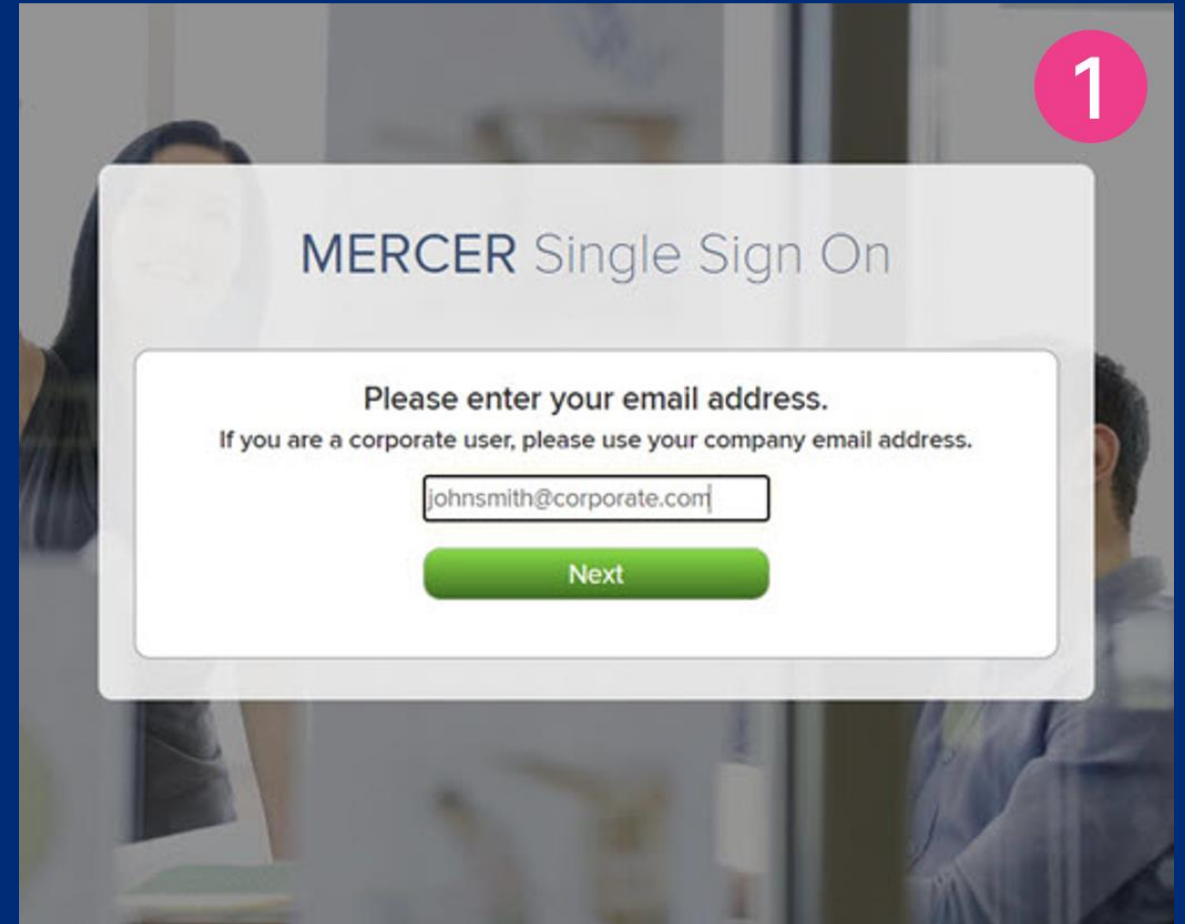First time user

Simply log in

If you are a returning user to Mercer Data Connector, or have previously used Mercer Single Sign On (MSSO) with other applications (e.g., iMercer.com) simply go to
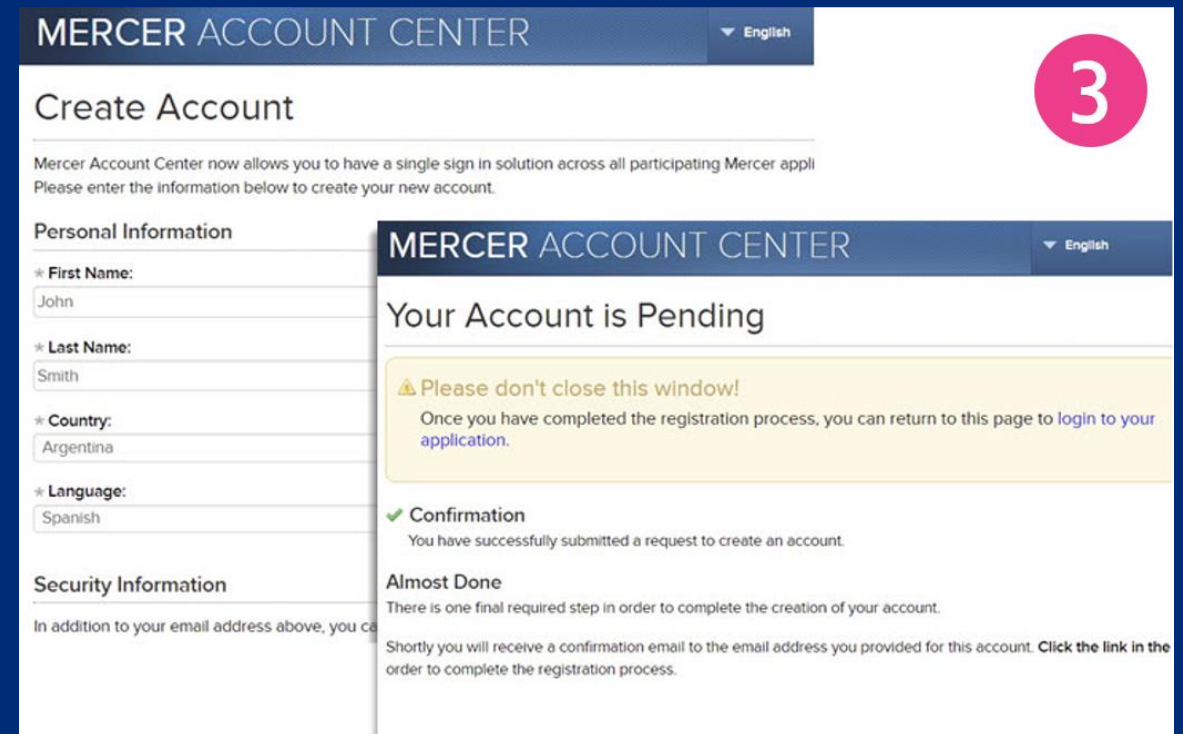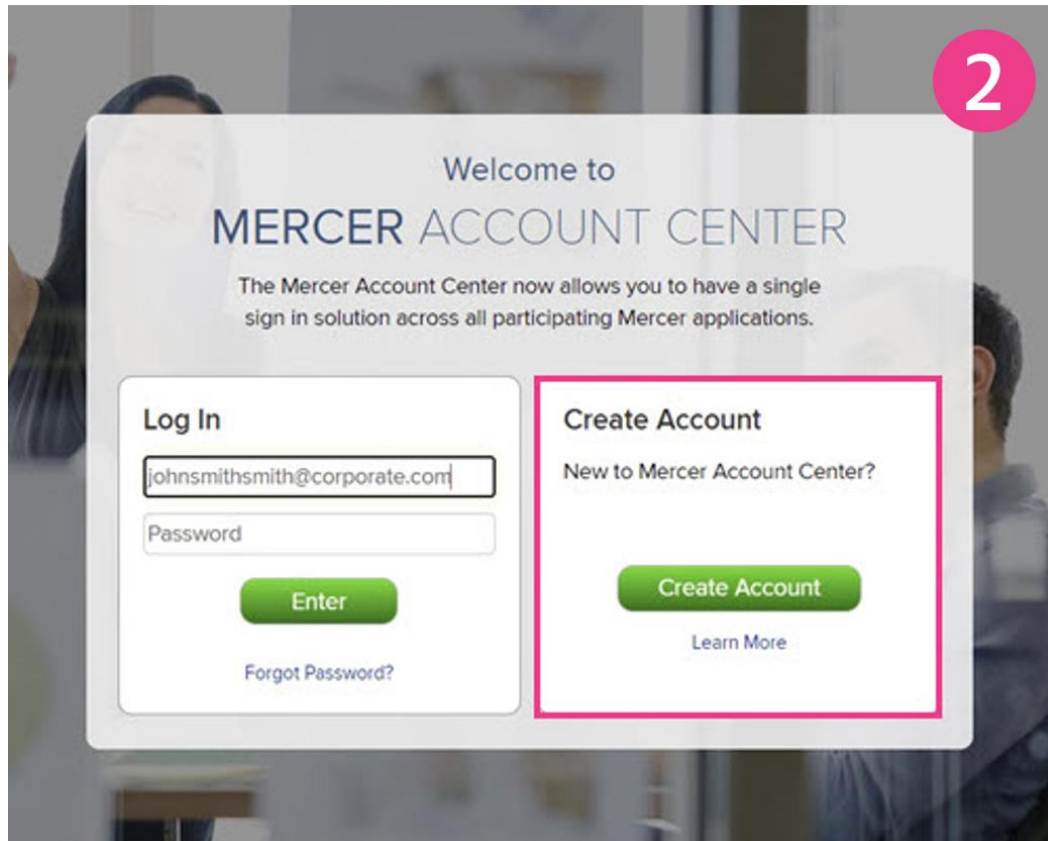
Mercer Data Connector

and login.

Learn more:
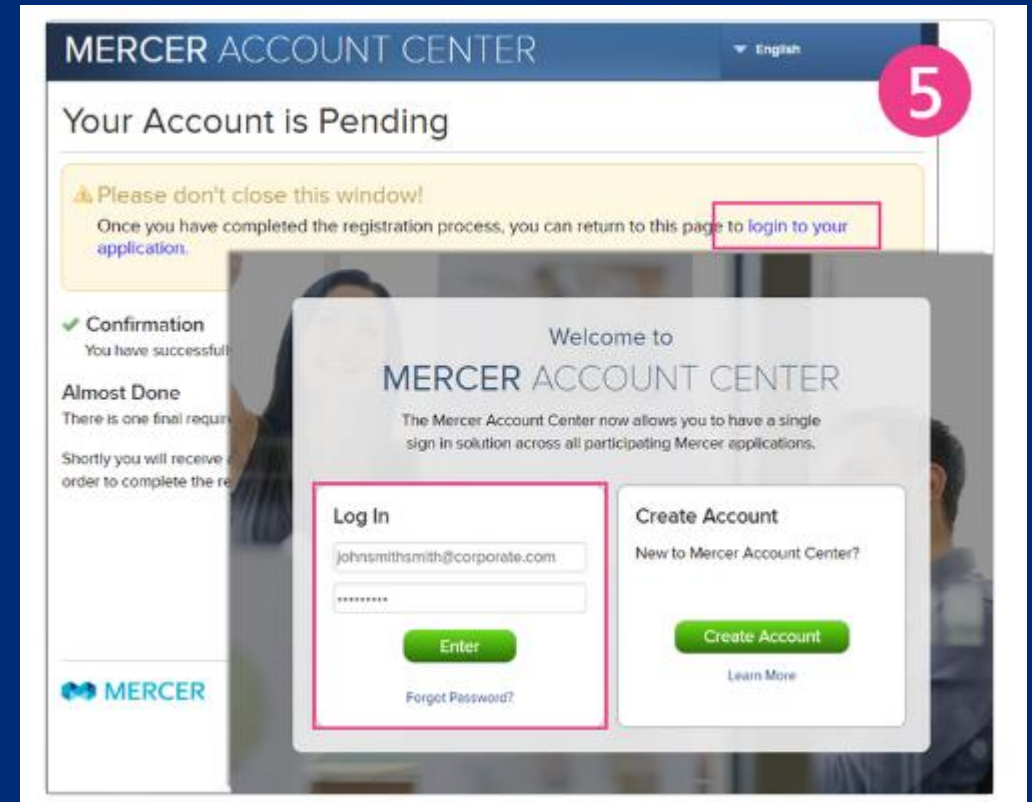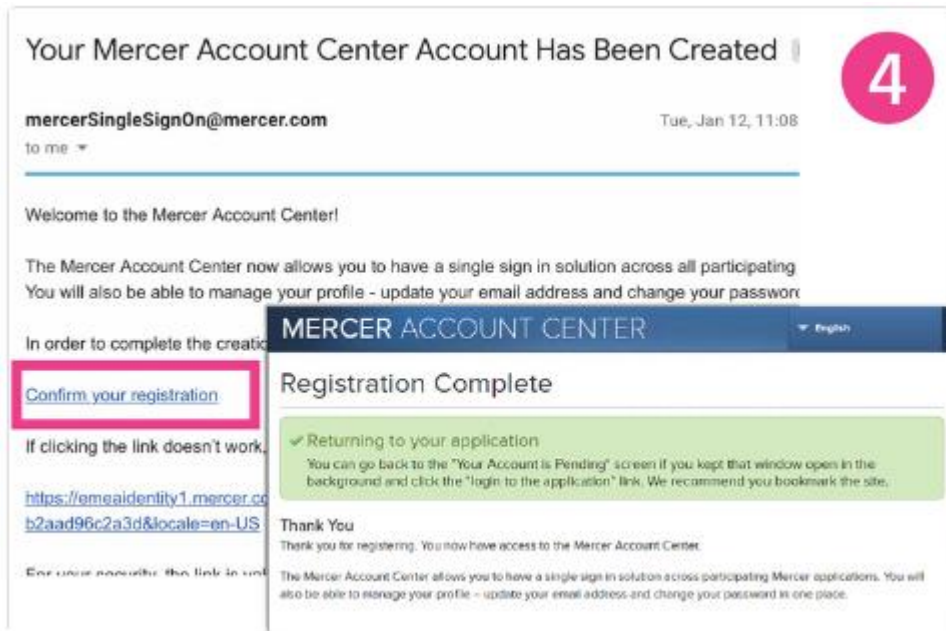
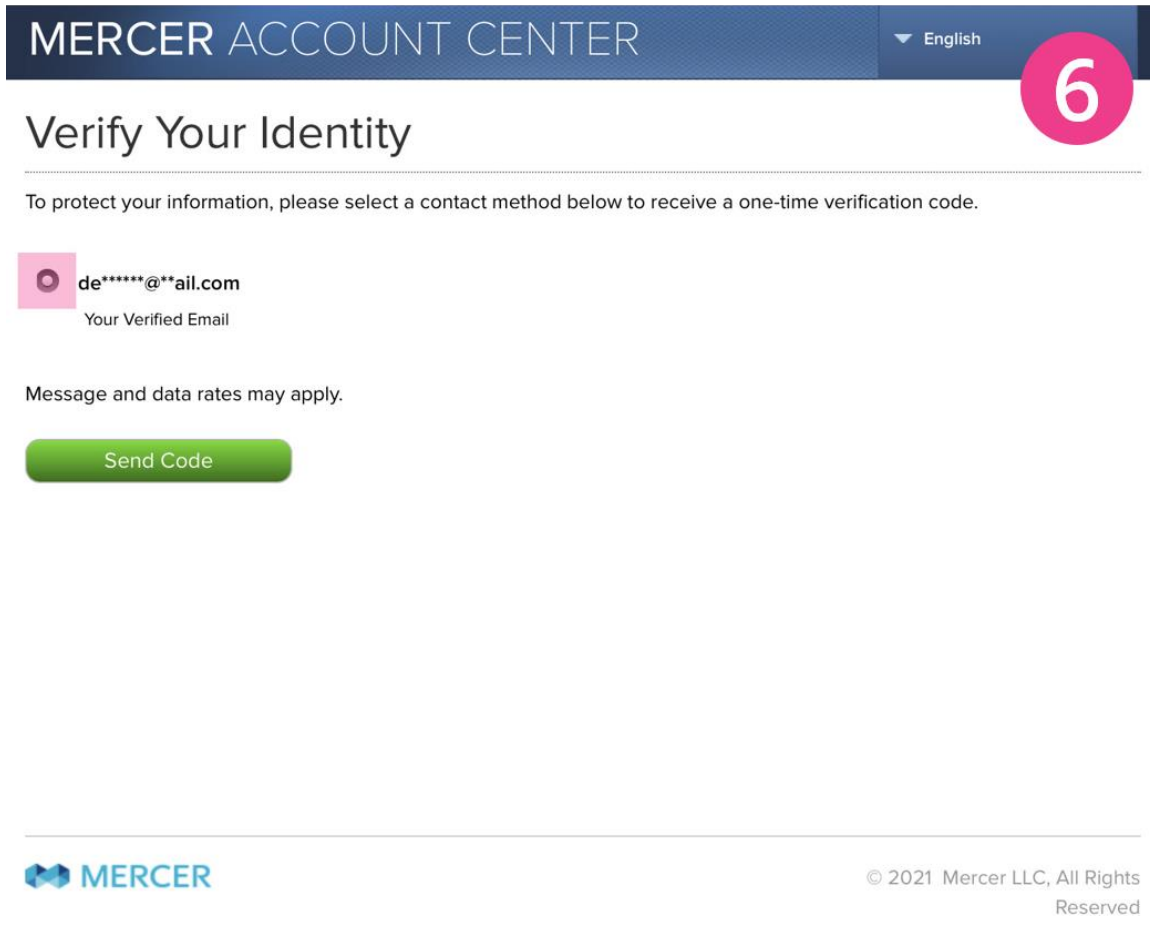Returning User

Accessing the tool

Accessing the tool

Accessing the tool

*Returning Users** - If you've used Mercer Data Connector or any other Mercer application that uses Mercer Single Sign On, simply use your credentials to log in at www.mercerdataconnector.com. No additional steps necessary.

Next steps

Update your profile	**Managing Companies**	**Managing Users**

- Change contact details, language, date and number preferences

- Add and remove companies (entities)
- Edit details including Industry/Sector and Stock information

- Add and remove users
- Edit contact information
- Manage access levels
    – Administrator
    – Delegate

Mercer Resource Center

Need a helpful hand? We are here for you!

Mercer prepared plenty of **handful tutorials** and training materials for your convenience.

Visit **Mercer Resources Center** to gain all necessary knowledge about data submission process and tools.
https://resources.mercer.com

Different learning preferences?
We are happy to offer:

- Interactive in-app guides
- Printable handbooks
- Live webinars

Check out **Mercer Data Connector Help Center** for additional resources.

Participation and Progress

manage users and companies

TIP: Download your data when all required tiles are completed

filter by company/entity/country

TIP: if you participated last year your data will be prepopulated

Click the tile to get started

submit data at the end

This is your home page

Tracking your progress

Prepopulated

Company Data
0 out of 1 Completed — BEGIN >

Employee Data
0 out of 1 Completed — BEGIN >

Long-Term Incentive Plans
Required if you offer LTI
Completed — BEGIN >

Contact Center Location Details
NOT STARTED
0 out of 1 Completed — BEGIN >

Not started

Contact Center Policies
NOT STARTED
0 out of 1 Completed — BEGIN >

Mining Location Details
0 out of 1 Completed — BEGIN >

Corporate and Mine Site Staff Policy
0 out of 1 Completed — BEGIN >

Mining Site Specific Policy
NOT STARTED
0 out of 1 Completed — BEGIN >

Mercer/Gartner IT Jobs and Skills Policy
NOT STARTED
Completed — BEGIN >

Optional

Skills
NOT STARTED
0 out of 1 Completed — BEGIN >

Order Products
NOT STARTED
ORDER >

Submit Data to Mercer
NOT STARTED
0 out of 1 Submitted — SUBMIT >

Mining Tiles to complete:
- Company Data
- Employee Data
- Long Term Incentive Plans
- Mining Location Details
- Mining Policy (2)
- Submit Data

Once submitted, no edits can be done

Mercer Data Connector

Useful tips

✓ Do

- **Ask for help:** Your satisfaction is our top priority!
- **Use the copy functionality:** Save time by copying a section (or company) to another
- **Add jobs to the employee data template:** After your file is uploaded the application matches or suggests them
- **Provide your internal grading/leveling:** Find more impactful matches to Mercer Job Library
- **Use Mercer Resources Center:** Find answers on the spot

✕ Don't

- **Don't share the link or invitation to participate:** The link is unique to you
- **Don't ignore validations:** Real-time data validation gives you insights into the quality of your data submission and you don't have to wait to fix things later
- **Don't miss your emails:** From Mercer Data Connector or Customer Solutions Representatives: check your spam folder and add Mercer to your safe senders list

Completing your data submission

5

Employee Data template

Download your prepopulated file in 3 steps

Employee Data template

Navigation and Guide

This is an excel file that you will download from the Employee Data tab. The file has 2 tabs. One to collect the Employee Data and the other is a Guide to the data required in each column. The two tabs are linked for a quick back and forth. If you click on the cell, it will bring you to the definition of required data. If you click on the definition, it will bring you back to the employee data workbook. It is important to capture the right data in the requested format. Incorrect formatting could impact the upload.

Production bonus eligibility (only for mine site operations jobs)	Production bonus target as a percentage of base (only for mine site operations jobs)	Production bonus actual (only for mine site operations jobs)

Some fields require specific wording. The data collections sheet will have a drop down of the options listed in the guide. If you are using an excel formula to populate the data, be sure your source document has the correct format.

Tip:
Freeze top rows of excel file for quick toggle access back and forth as you complete.

Question	Question Code	Description		Options
Production bonus actual (only for mine site operations jobs)	EMP_706	Enter the average amount of incentive earned (but not necessarily paid out) in the most recently completed twelve-month production bonus period, in dollars. If the job was eligible for a production bonus, but no production bonus was given, enter "0." Do not report this information if the job is not eligible for a production bonus. Go Back		

Note: If you utilize a pre-populated file, your file will contain pre-populated information from the year before.

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Critical Data

Data collected here is intertwined within the survey and key to delivering robust results

Mining Location Details and Company Data

Information collected under company data is vital information to Mercer. Omission of this data may result in your data being excluded from custom reporting administered through WIN or required in custom consulting projects.

- Company Revenue
- Operating Budget
- Commodity Mined
- Underground or Surface Mining
- Company FTE (Full Time Equivalents)

Data collected here is not shared publicly and used strictly behind the scenes.

Long-Term Incentive Details

The data you are compiling on this tab is in direct relation to the LTI grant reported in the incumbent submission. It is vital information for compiling total compensation. Failure to correctly complete this will result in your LTI data being excluded from the survey.

- LTI Plan identifier/Organizations internal code for each grant
- Type of LTI Incentive
- Market price
- Exercise price
- And other plan details such as eligibility, frequency of award offering, vesting and settlement

Incumbent file collects the units offered and the value is calculated off the data supplied here.

Data is the Bread and Butter of the survey

Critical Data and Tips (1 of 2) - Incumbents

- Complete the company data and LTI plan summary first in Mercer Data Connector. ⭐
  - Company data should be as complete as possible, including data such as Revenue, headcount and Commodity Mined
  - LTI plan summary data must align to your employee data in the incumbent file ⭐
- Complete the incumbent file with as much detail as possible
  - Start with job matching first using the Job Matching Booklet available to you
    - Start with executives and work your way down, focusing on the jobs that are most critical to your organization.
    - It is likely you will not be able to match all of your employees. Do not force employees into jobs that do not align.
    - Match only permanent employees. Do not include students, temps or contractors in your submission.
  - Populate Compensation Data for incumbents
    - Be sure to populate most recent salary for each incumbent. Data is effective April 1st, but if your increase is effective April 7th, report the increased amount.
    - Include internal salary details such as ranges, grades and IPE, if applicate to your organization
    - Report actual bonus paid as well as target data. Be sure to complete the status for non-receivers if eligibility is Y and no value is reported.
    - Report all allowances, premiums and additional compensation incumbent receives for job.
    - Be sure to populate N for eligibility if incumbents is not receiving payments for items such as retention and sign-on bonuses

Data is the Bread and Butter of the survey

Critical Data and Tips (2 of 2)

- Populate the LTI Data
    - Be sure to report units received, not the value of the grant on the incumbent file. The value is reported on the LTI Plan Details and will be calculated by Mercer.
    - Double, no, triple check, your LTI plan numbers and plan types to ensure they align with the LTI Plan details provided.
- Populate as many columns as possible
    - Not all fields are critical to the submission but much of the data is used for reporting, consulting projects, data cleaning and more.. Make an effort to complete data points such as gender, birth year, hire year, education and location. Location should be city the employee works in. Several columns require certain formatting
    - Gender must be spelled in full
    - Refer to guide to complete fields that utilize standard Mercer responses, found in Performance Ratings and Status for non-receivers of STI and LTI

- Complete the Mining Location Details section ⭐
    - Location Code will be provided in Mining Location Details. Populate the Location Code in your Employee Data template, too!
        - Assign each of your locations, including a head office, with a Location Code. Use the Location Code to tie an incumbent to their primary work location.
        - Location codes for each incumbent must align to Location Code(s) provided in Mine Site Location Details. ⭐

Reach out if you need assistance on your submission

Completing your questionnaires/tiles

All tiles will show your progress in the MDC homepage.

Mining Policy and Company Data tiles will display a table of contents showing different policy/company data sections.

Monitor the status of each section as you complete the questionnaires.

✅ Green – Complete – no additional action required

🔴 Red – Critical Error – review and amend

🟡 Yellow – Error or incomplete – it is likely that some sections will remain yellow if you are unable to answer all questions. Be sure to review these sections prior to completing as it is possible that you moved on to the following section with the intention of returning to topic

When entire section is complete, click **"Finish"**. Tile will now show as complete.

Be sure there is no red when you click the finish button! 🔴

TIP: If you bypass a section with the intent to return – pop a reminder in your calendar

Mine Site
- Mine Site Information
- Overtime
- Salary Increase Budgets
- Turnover and Hiring Intentions - Mine Site Employees
- Separation Pay
- Bonus/Short-Term Incentive Plan Types - Mine Site Non-Exempt Employees
- Production Bonus - Mine Site Employees
- Allowances
- Tools, Protective Equipment and Work Clothing

0 Errors
- Employee Categories
- Bonus/Short-Term Incentive
- Long-Term Incentive
- Pay Philosophy
- Salary Increase Budgets and Off-Cycle Adjustments
- Salary Structures
- Turnover - Salaried Employees
- Time Off
- Vacations

Mercer

Completing your LTI Details

This top line is a drop down to navigate between the various plans

This identifier is set up by the client and should be a unique number for each grant offering. This identifier must be in the incumbent file. Example: 11-Annual

Select the type of incentive plan. The information button will highlight the short-code. The short code for Stock is 11 and reported in the incumbent portion

Once you save and validate, you will supply the details of the grant, including eligibility, vesting schedule, grant prices, Black-Scholes value and more

If you have more than one grant, add NEW, and repeat process

Please use the same identifiers in the Employee data section where you report LTI awards for each employee.

For companies that have several grants

Select Enter your organization's internal code or name for each long-term incentive award.

Copy   Add new

Selected Company

Long-Term Incentive Plans

Save & Validate

If your organization does not offer any Long-Term Incentive plans, please dismiss the validations and leave this section blank.

Enter your organization's internal code or name for each long-term incentive award. ℹ

11-Annual

What is the type of long-term incentive award? ℹ

- ⦿ Stock/Share Options
- ◯ Share Appreciation Rights (SARs)
- ◯ Service-Based Restricted Shares/Share Units
- ◯ Performance-Based Shares/Share Units
- ◯ Performance Cash Units
- ◯ Long-Term Cash
- ◯ Not Applicable

* Indicates required fields

Plan Type	Org ID	Value	Date	Type
11	11-Annual	27.50	2-Jan	Annual Grant
11	11-Q1	22.00	15-Apr	2024 Q1 New Hire/Promotion
11	11-Q2	29.00	15-Jul	2024 Q2 New Hire/Promotion
11	11-Q3	31.00	15-Oct	2024 Q3 New Hire/Promotion
11	11-Q4	27.40	15-Jan	2023 Q4 New Hire/Promotion
21	21-Annual	27.50	2-Jan	Annual Grant
21	21-MidYear	29.00	15-Oct	Mid Year - High Performers/Retention

If your organization has only one grant per LTI plan offered, it is OK to use the same org identifier as the plan type.

Save & Validate

Finish

Reporting Long Term Incentives

Each grant awarded requires a unique identifier. Using the unique identifier and the number of units awarded, MDC will calculate the value of the grant based on the data collected in the LTI Details Tile

Complete for each type of LTI award

11 - Stock/Share Options
12 - Share Appreciation Rights (SARs)
21 - Service-Based Restricted Shares/Share Units
22 - Performance-Based Shares/Share Units
31 - Performance Cash Units
32 - Long-term Cash

Which long-term incentive plans are offered? For multiple plans, separate them with a comma, no spaces.	LTI plan award #1. Org LTI plan identifier (see identifiers in the LTI section)	LTI plan award #1. No. of options/shares/performance units or value of granted cash award	LTI plan award #2. Org LTI plan identifier (see identifiers in the LTI section)	LTI plan award #2. No. of options/shares/performance units or value of granted cash award	LTI plan award #3. Org LTI plan identifier (see identifiers in the LTI section)	LTI plan award #3. No. of options/shares/performance units or value of granted cash award
11	11-Annual	550	11-Q2	750		
11	11-Annual	475				
11,21	11-Annual	600	21-Annual	500	11-Q3	2000
11,21	11-Annual	785	21-Annual	650	21-MidYear	1500

If your organization issues more than one grant for any plan type, it is important that each grant have a unique Org Identifier.

Be sure that the unique identifier plan code aligns to the plan details reported in the LTI Details tile.

Units reported in incumbent file are calculated based on the grant details reported in the LTI Details Tab.

Plan Type	Org ID	Value	Date	Type
11	11-Annual	27.50	2-Jan	Annual Grant
11	11-Q1	22.00	15-Apr	2024 Q1 New Hire/Promotion
11	11-Q2	29.00	15-Jul	2024 Q2 New Hire/Promotion
11	11-Q3	31.00	15-Oct	2024 Q3 New Hire/Promotion
11	11-Q4	27.40	15-Jan	2023 Q4 New Hire/Promotion
21	21-Annual	27.50	2-Jan	Annual Grant
21	21-MidYear	29.00	15-Oct	Mid Year - High Performers/Retention

Mining Location Details

Data required in Mining Location Details…

Location code	Location name	Location state/province	Location city	Location postal code
Type of location	Number of employees	Type of mining	Commodity mined	Commodity mined. Other:

Why is this important?

- Include Location Code for **Office Locations**, too
- Confirms an employee's primary work location
- Ensures location-based data is available
- Informs us of the Type of Mining (Underground, Surface, Both) and Commodity Mined for each location and for all employees.
  - These become available data cuts for the survey results in Mercer WIN

…ties to the Employee Data template!

Mercer Job Library position code	Mercer Job Library position title	Location code (only for mine site and mining head office locations)
DEX.11.002.M20	Mine/Plant Maintenance 2	

Data Validations

6

The importance of Data Validation

The key to meaningful survey results

A key element of a successful data submission to any Mercer's survey is **Data Validation.**

Validations are done real-time in app and support you in the process of submitting valid data to the survey.

Resolving validations on the spot, as you proceed with your data submission, allows you to **secure the quality** of your data submission which will later make up part of the final survey results.

Unresolved validations **may lead to removing questionable data** from the survey statistics.

Mercer

Validations

Mercer Data Connector is spot checking your work by identifying job matches and data collected that is unusual or missed. There are two validation processes. One for job matching and one for incumbent data collected.

There are three actions to take when doing an audit:

Fix the error: The tool is user friendly, and you can address any corrections though 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.

Tip: Be sure to understand the difference between Dismiss and Exclude

Errors not addressed can impact the data. Examples:

If you accidently add a zero to a bonus and submit $60,000 instead of $6,000 and you dismiss or do not respond, then $60,000 will be the bonus included in the data used to produce results or the incumbent will be omitted from the survey.

If you report a dollar value on the LTI selection that should be a unit, this is the figure that will be used to calculate the value based on the data submitted in the LTI Plan Details questionnaire. So, if an incumbent received 150 units at $50 and you populate this with the value 7,500, the LTI value reported and used will be 7,500 at $50 each, causing an overstatement to the LTI reported.

Validations

Validating Job Matches

The first part of the validation process is Job Matching. The validation tool uses artificial intelligence to recommend better job matches. This algorithm improves year over year with each submission.

- Suggested Job Matches: Mercer is suggesting an alternate match for the individuals listed here. You know your jobs better than our online matching tool. It is good practice to review suggested matches to determine if there is a better match that you were unaware of, however it acceptable to skip this validation.

- Unmatched Jobs: If you did not submit a job code, or if the job code is not valid, Mercer may suggest job matches based on organization job title. It is good practice to focus on any unmatched jobs. Jobs with no match will be omitted from your submission.

- Matched Jobs: No need to review the matched jobs. These are green and OK as is.

  – You have the ability to rematch any jobs through this section if needed. Example: If you matched all your Foreman to M2 and now wish to remap to M1, you could use this tool and filter based on organization job title to filter on this role to address.

Validations

Updating data through the validations tool

There are 4 ways to address issues identified through the tool. Select the simplest method based on data you are adding or amending.

Issues such as missing data could be quickly updated through the bulk update, such as answering No to payment eligibility, while you may choose to use Excel within the validation to populate the bonus amounts if that was missed

Issues that are identified but correct as is, such as salary too high for level, or LTI too low for level can be dismissed if the level is correct.

Manual change	Bulk update	Excel (within validation)	Re-upload file
Quickly correct data for few employees.	Quickly update value for all employees with error.	Change multiple employees with different values.	Fix multiple issues at the same time or replace file.
Example: • Change matching for few employees • Correct allowance value for few employees • Add car manufacturer and model	Example: • Set missing LTI eligibility to "No" for all employees • Provide missing location • Swap columns if you provided data in wrong column by mistake	Example: • Input Target Sales Incentive % from other file using lookup	Example: • Add multiple columns with missing data • Rematch multiple jobs outside Mercer Data Connector • Un-exclude employee that was excluded by mistake

Mercer

Validations

Validating incumbent data collected

Validating data on individual or small groups of employees.

In this example, a zip code is missing from employee. To address this within the tool, simply click the box on the left and select review the error. You will be able the postal code directly into the tool.

		↓ Category	↓ Error Description	↓ Status	↓ Number of Incumbents	Action
☐						
>	☐	Employee Information	Please complete Workplace postal/ZIP code for employee's primary location if you have the data.	OPTIONAL	1	REVIEW
>	☐	Employee Information	Please complete Mercer Job Library specialty flag if you have the data.	OPTIONAL	6	REVIEW

A common error you will see is related to compensation. Either the salary, STI or LTI amount will be to high or low in comparison to the typical employees mapped to the job code level.

Review this data closely to ensure the value it is accurate

Consider remapping to a more appropriate level for the compensation

- If the data is accurate for the level, Mercer may remap or remove the incumbent from the submission
- If the data is accurate and applies to several employees, consider reaching out to your Mercer Product Manager or Industry Relationship Manager with an explanation. Perhaps your bonus payments are significantly decreased for hourly employees for a specific reason, or your executive bonuses are unusually high this payment.

Job Matching

7

Job families surveyed

Mercer Job Library covers a broad selection of 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
Drilling, Exploration & Operations	Real Estate Management, Property Development & Investment
Engineering & Science	Sales, Marketing & Product Management
Finance	Supply Chain
General Management	Transportation Services
Healthcare/Pharmacy Services	

Job matching

Guidelines

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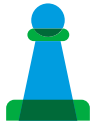
Matching Your Positions

- 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 to 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.

Mercer

Job matching

It's as easy as …1, 2, 3

Step 1	**Select Jobs from various Job Families**	• Filter by Job Family to focus on task-specific matches, such as HR or Finance.
Step 2	**Determine relevant Specialization**	• Filter by Job Family/Sub-family/Navigation Group • Search for key words and Typical Titles • Use Match Notes and select specific Specialization
Step 3	**Determine Career Stream & Level**	• Executive • Management • Professional • Para-Professional/Support

Job matching

Select relevant job family

Step 1	**Select relevant Job Family**	
Step 2	**Determine relevant Specialization**	
Step 3	**Determine Career Stream & Level**	

SEARCH for cross industry or industry-specific jobs from the Mining Job Catalog!

To strengthen our existing products and to allow the creation of new industry-specific products to meet your needs Mercer follows a **product agnostic approach** for job matching and data submission.

		Administration Facilities & Secretarial	Communication & Corporate Affairs
Construction	Data Analytics Warehousing & Business Intelligence	Drilling, Exploration & Operations	Energy Generation & Supply
Engineering & Science	Finance	General Management	Human Resources
IT, Telecom & Internet	Legal, Compliance & Audit	Project / Program Management	Production & Skilled Trades
Real Estate Management, Property Development & Investment		Supply Chain	Sales, Marketing & Product Management
Transportation Services	Trading & Dealing		

Job matching

Select relevant specialization

Step 1

Select relevant Job Family

Step 2

Determine relevant Specialization

Step 3

Determine Career Stream & Level

Job Family:
Human Resources (HRM)

Sub Family:
Compensation & Benefits (04)

Specialization:
- Compensation & Benefits (001)
- Compensation (002)
- Executive Compensation (003)
- Benefits (004)
- Total Rewards (005)
- Work/Life & Wellness(006)
- Health & Welfare Benefits (007), etc.

Compensation & Benefits - Senior Professional (P3)

HRM . 04 . 001 . P30

Family	Sub-family	Specialization	Career stream	Career level

Mercer

Job matching

Career Stream and Level

Step 1 — Select relevant Job Family

Step 2 — Determine relevant Specialization

Step 3 — Determine Career Stream & Level

Job Family:
Professional

Career Level:
- Entry Professional (P10)
- Experienced Professional (P20)
- Senior Professional (P30)
- Specialist Professional (P40)
- Expert Professional (P50)
- Pre-eminent Professional (P60).

Compensation & Benefits - Senior Professional (P3)

HRM . 04 . 001 . P30

Family	Sub-family	Specialization	Career stream	Career level

Using the Job Catalog to Job Match

The **US Job Matching Booklet** is not locked or restricted. There are a variety of ways you can change the view to help you find what you are looking for.

- **Hide columns** so that you can see the key columns you need
- Use filters or the search function in job title, **typical title** and/or specialization description to find jobs.
  - Examples: Compensation in Job Title or Foreman in Typical Title or Surface Land in Specialization Description
- Review Specialization Matching Notes that may impact your ability to match
- Watch for **Specialty Flags** or **Experience Level** input that may be required for specific jobs
- Review Job Year over Year Change Status to identify new or changes jobs

Job Year over Year Change Status	Job Code	Job Title	Typical Title	Specialization Description	Specialization Match Note	Specialty Flags	Experience Level (Applicable to specific Energy Jobs)
	HRM.04.002.P10	Compensation - Entry Professional (P1)	Compensation Analyst, Compensation Administrator	Compensation is a specialized area of Rewards focusing on compensation design, management, and analysis			
	CCA.02.001.M30	General Communications & Corporate Affairs - Manager (M3)	Communications & Corporate Affairs Manager, Corporate	General Communications & Corporate Affairs includes work managed or performed across multiple			
	ENS.03.037.P30	Facilities Engineering - Senior Professional (P3)	Facilities Engineer, Facilities/Building Services	Facilities Engineering is responsible for the design, planning, construction, and maintenance of equipment,			
	ENS.03.342.P40	Mining Engineering (Mining) - Specialist Professional (P4)	Mine Engineer	Responsible for researching and determining feasibility of mining operations. Assesses the potential for			
	ENS.07.101.P60	Exploration Geology (Oil & Gas, Mining) - Pre-eminent Professional (P6)	Exploration Geologist, Project Geologist, District Geologist,	Responsible for natural resources exploration projects within a specific area or within the boundaries of a			Guru
	PSK.05.004.S40	Repair & Maintenance Electrical - Specialist Para-Professional (S4)	Electrician	Repair & Maintenance Electrical work focuses on repairing, constructing, installing, troubleshooting, and			Lead Hand
	PSK.05.110.S20	Gasfitter (Oil & Gas, Mining) - Experienced Para-Professional (S2)	Gasfitter	Responsible for installation, testing, and servicing of natural gas and propane equipment.	Requires applicable certification.		
NEW JOB (NEW SPECIALIZATION)	DEX.02.018.P40	Site Logistics, Accommodations & Transportation (Oil & Gas) - Specialist Professional (P4)	Site Service Administrator, Site Coordinator, Site	Responsible for provisioning site service including camp management procedures on site, administration of			
	DEX.04.004.P50	Pipeline Scheduling (Oil & Gas) - Expert Professional (P5)	Pipeline Scheduler	Schedules the movement of crude oil or gas on connecting pipeline systems including			Crude Oil/Liquids; Gas

Job Catalog Tips and Tricks

Additional information within the job catalog can assist you with both job matching and ordering products

- Industry column indicates if the job is broadly used or industry specific
- The module the job is associated indicates what sector the job is typically found in
- Purchase should be made based on the most common modules matched to

Industry	Job Code	Job Title	Mercer Total Compensation Survey for the Energy Sector - All Modules (Click at the plus button to see detailed product information)	MTCS - Upstream/ Midstream	MTCS - Downstream and Oilfield Services	MTCS - Utilities	MTCS - Field/Hourly	MTCS - Energy Trading	MTCS - General Benchmark	MTCS - Cross-Segment
Cross Industry	GMA.01.001.E3A	Chair of the Board (Non CEO) - Country Parent/Corporate (E3)	●						●	
Cross Industry	GMA.02.008.P20	Physical Asset Management - Experienced Professional (P2)	●							●
Energy & Mining	GMA.03.060.P10	Energy Trading Risk Management - Entry Professional (P1)	●					●		
Cross Industry	FIN.02.004.P30	General Finance Management - Senior Professional (P3)	●						●	
Energy & Mining	FIN.06.012.P10	Production/Revenue Accounting (Oil & Gas) - Entry Professional (P1)	●	●						
Energy & Mining	LCA.04.029.E30	Head of Rates and Regulatory Affairs (Utilities) - Sub-function Executive 3 (E3)	●			●				
Construction,Energy & Mining	PPM.03.002.P20	Project Management: General (Construction) - Experienced Professional (P2)	●							●
Construction,Energy & Mining	PPM.03.002.P10	Project Management: General (Construction) - Entry Professional (P1)	●							●
Insurance,Logistics & Transportation,Professional Services,Public Sector/Not-for-Profit	QLT.03.038.M40	Marine Surveying - Senior Manager (M4)	●		●					
Energy & Mining	SCN.05.069.S10	Product Terminal/Distribution Operations (Oil & Gas) - Entry Para-Professional (S1)	●				●			
Energy & Mining,High Tech	ENS.10.134.P50	Telecommunications/Slicing Technologist/Technician (Telecommunications) - Expert Professional (P5)	●							●
Construction,Energy & Mining	CON.02.029.M40	Rigging Operations Management - Senior Manager (M4)	●							●

Matching Executives

It's not as complex as it looks

Determining the specialization	Executive Role Type	Executive Role Organization Type	Geographic Scope of Role

Returning users will have the match pre-populated.

More information to be shared at survey participation meetings and through the Mercer Resource Center.

Mercer

Job matching

Executive level

1 **Select Type of Executive Role**
- Head of Organization
- Head of Major Function
- Function Head

2 **Determine Relevant Organization Type**
- Parent Organization
- Non-Parent Organization (Subsidiary/Division(s))

3 **Determine Job's Geographic responsibility**
- Global
- Regional (Multi-Country)
- In-Country

New Executive Framework

Summary

New Executive Framework includes 3 Executive Tiers and 2 Director Levels

ET1 – Executive Tier 1
ET2 – Executive Tier 2
ET3 – Executive Tier 3
M60 – Senior Director
M50 – Director

Executive framework roles' job matching process is based on **broad Tier/Level and Career Stream definitions**

Mercer Job Library uses two Career Streams to precisely reflect type of a leader within an organization – from supervisor to CEO

Executive Career Stream

Provides strategic vision and direction. Leads organization or its business function. Includes the three Executive Tiers.

Management Career Stream

Focuses on tactical and operational activities. Includes three main level groups: Team Leaders (M20 & M10), Managers (M40 & M30) and **Directors (M60 & M50).**

Directors (M60 & M50)

Focus on strategy execution and leading business function.

Support executive career stream roles in developing strategy for the organization.

Type of Executive Role is an additional Executive Framework feature which helps to determine Specialization/Job's executive scope. Each executive Specialization and Job is associated with one of three unique **Executive Role Types:**

Head of Organization

Associated specializations are focused on leading entire Organization, selected entity or line of business.

Head of Major Function

Associated specializations are focused on leading broad umbrella of associated functions.

Head of Function

Associated specializations are typically responsible for a single business function or part of a function.

Matching Executives

Simplified

The specialization and executive role type are linked in the job catalog

Specialization Code	Specialization Title	Executive Framework Role Type
GMA.01.003	Head of Organization (CEO)	Head of Organization
ENS.03.001	Head of Engineering	Head of Major Function
ENS.03.113	Project Controls Engineering	Head of Function

Specialization Title	Industry	Navigation Group Title	Specialization Description	Executive Framework Role Type
Chair of the Board and CEO	Cross Industry	Organization Leadership	Chair of the Board and CEO leads the Board of Directors and serves as Chief Executive Officer (CEO) for the organization including: •Working with senior executives and the Board of Directors to develop current	Head of Organization
Head of Organization (CEO)	Cross Industry	Organization Leadership	Head of Organization (CEO) is accountable for the overall direction, strategy, and performance of the organization including: •Developing current and long-range objectives, policies, and procedures for the	Head of Organization
Head of Commercial/Chief Commercial Officer (CCO)	Cross Industry	Organization Leadership	Responsible for the development and execution of the organization's commercial strategy and opportunities. Identifies growth markets, drives revenue and market share growth. Appropriately scales the	Head of Major Function
Head of International Operations	Cross Industry	Operations Leadership	Responsible for establishing and implementing international strategies and policies. Identifies, evaluates, and manages international business opportunities, negotiating all pertinent contracts and agreements	Head of Major Function
Chief of Staff (CoS)	Cross Industry	Operations Leadership	Responsible for leading strategic and operational initiatives/projects on behalf of President, CEO and/or other executive leadership team	Head of Function

Based on Organization type and incumbent scope of responsibility, select the appropriate level

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

Understanding career streams and levels

8

Understanding career streams and levels

Why it's important – data confidentiality and minimums to display statistics

Minimum counts to display statistics

Statistic	Number of Incumbents	Number of Organizations	Number of Distinct Organizations
Mean (Average) and Frequency Percentages	5	5	5
50th Percentile (Median)	5	5	5
25th and 75th Percentile	7	7	5
10th and 90th Percentile	10	7/10*	5

* 7 organizations if the statistics are incumbent weighted; 10 if they are organization weighted.

Note: Masked data is indicated in this report and Mercer WIN® with a double hyphen, i.e. "--".

Peer groups (client-defined subsets of this survey's participants) may be created in Mercer WIN. To protect the confidentiality of survey participants, the following rules apply to creating and modifying peer groups.

Peer group minimums

Criteria	Minimum Number
Number of Organizations	10
Number of Distinct Organizations	8
Number of Organizations Peer Groups to Vary by	4

- **Accurate leveling is critical** to the quality of survey results
  - Ensures reportable data (with data cuts, peer groups, etc.) for jobs.
- Match jobs and assign levels based on nature and scope of work. **Do NOT differentiate leveling based on employee performance or years of experience.**

It is important to level employees correctly. Be cautious not to map too high or too low.

Understanding Career Streams and Job Levelling

There are four career streams with various levelling within the job catalog

Executive (E)

Executive Framework includes 3 Executive Tiers and 2 Director Levels

Executive Career Stream

Provides strategic vision and direction. Leads organization or its business function. Includes the three Executive Tiers.

Directors (M60 & M50)

Focus on strategy execution and leading business function.

Support executive career stream roles in developing strategy for the organization.

Management (M)

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Typically oversee 3 or more employees.

- M1 – Supervisor of Para-Professionals
- M2 – Supervisor of Professionals
- M3 – Manager – this is your first level of the Management stream (M1 and M2 will report to this level)
- M4 – Sr Manager – typical titles could be Director, Controller, Chief, Area Manager, Sr Manager
- M5 and M6 are part of the Executive Job Matching

Professional (P)

Individual contributors with responsibility in a professional or technical discipline or specialty, but may manage two or fewer employees

- P1 – Entry level
- P2 – Experienced / Developmental
- P3 – Senior / Qualified
- P4 – Specialist (careers may peak at the level)
- P5 – Expert (Top level for most professional roles)
- P6 – Pre-eminent (applies to Engineering, Geosciences and Technologists)

Para-Professional (S)

Individual contributors provide organizational related support or service (administrative or clerical)

- S1 – Entry level
- S2 – Experienced / Developmental
- S3 – Senior / Qualified
- S4 – Specialist

It is important to understand the how to match senior management vs executives

It is important to level employees correctly. Be cautious not to map too high or too low.

Understanding Career Streams and Job Levelling

Operations

Management (M)

Supervisory professionals focusing on field operational activities.

- M1 – First level of supervision for field operators. Typical title would be Assistant Foreman or Foreman.
- M2 – First or second level of supervision for field operators. Typical title would be Foreman or Senior Forman.
- M3 – Top level of supervision for field operations. Typical title would likely be Superintendent (could report to an M3 manager matched to a specialization that oversees field operations)

Para-Professional (S)

Individual contributor roles operating in a "hands on" environment in support of daily business activities (operations, production or craft/trades levels).

- S1 – Entry level operator starting their career
- S2 – Development level operator
- S3 – Fully Qualified Operator
- S4 – Top of Progression / Top Hourly Operator

*Mining uses a Lead Hand Flag for the S4 level where there is a Lead Operator at site, likely this position is vacancy based. Typically, does not have direct reports. Do not match Foreman here.

It is important to level employees correctly. Be cautious not to map too high or too low.

Understanding career streams and levels

Office Based Roles – Professionals

Professional (P)

Individual contributors with responsibility in a professional or technical discipline or specialty, but may manage two or fewer employees

- Career level descriptors in MJL use different language than previous Mercer philosophy. Individuals mapped to these levels are typically individual contributors, may have direct repots from a work review/mentorship perspective.

- Please note: Years of experience have intentionally been removed from the levelling in MJL, as incumbents should be matched based on skill and scope of work. Experience listed here as a guideline

Professional Career Stream Notes	
P1 **Entry**	The most common starting point for a career stream, typically less than 2 years experience and works under direction supervision. Where applicable, this may be the entry point for a new grad rotations such as Engineer-in-Training.
P2 **Experienced**	Typically 2 to 4 years experience building, employee has a basic understanding of role and requires some direct supervision. Where applicable, this may be the part of a new grad rotation such as Engineer-in-Training.
P3 **Senior / Fully Qualified**	Typically has 4 years experiences and is able to set objectives and deliver results. Where applicable, may require professional designation, such as Professional Engineer.
P4 **Specialist**	Typically with 6 to 8 years but as much as 10. Solid and broad practical experience in several functions. Analyzes and may resolve complex issues. Received general guidance. Represents a level that non-technical roles may stabilize at for many years, possibly even until retirement.
P5 **Expert / Advanced Specialist**	Typically, has 10 years experience and can steer the course action and has advanced expertise. This is the expected top level for the majority of professional roles such as HR, Finance, Supply Chain and more.
P6 **Pre-eminent**	Typically with 15 years experience and a high level of internal influence, this level is likely only used for technical roles: Engineers, Geologists, Geophysicists and Technologists.
P6 **Guru**	Use the Guru Flag if you have a Guru/Pre-eminent externally recognized Engineer, Geologist or Geophysicist.

It is important to level employees correctly. Be cautious not to map too high or too low.

Understanding career streams and levels
Office Based Roles – Engineering

Engineers

- **Managers of Technicians and Technologists** should be mapped to the ENS.10.011 **Engineering Technologists and Technician Management** (Energy and Mining) specialization (M10-M30)

- Technicians – map to S levels
  - Technicians may hold a certificate, but could have no formal education at all.
  - Technicians can perform technical administrative duties, such as filing technical information.

- Technologists – map to P levels
  - Technologists typically have formal education and may have a technical degree or certificate. They could also hold a technical accreditation.

Professional Career Stream Notes - Engineers

P1	Graduate could be an Engineer in Training (EIT) 1 - 2 years.
P2	Graduate could be an Engineer in Training (EIT) 2 - 4 years.
P3	This is typically the fully qualified level when an engineer achieves P.Eng.
P4	A subject matter expert based on work experience. This person could progress from P4 to an M level.
P5	An expert level could have advanced education and would be a master in their discipline.
P6	Use level P6 sparingly. This level is viewed to be an authority who communicates with executives on strategic matters and can be viewed as an external thought leader.

It is important to level employees correctly. Be cautious not to map too high or too low.

Mercer

Survey Completion

9

Final Data Check

Checking your questionnaires/tiles

Are your tiles all marked at completed. If not,

- Review the sections for red flags
- Scroll to end and click the finish button
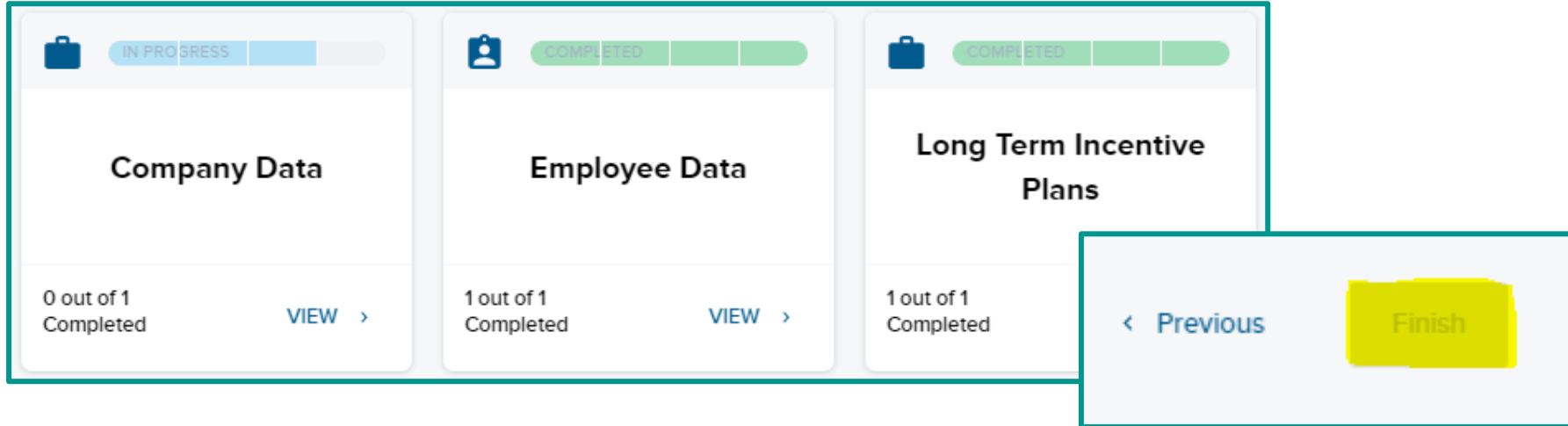
Are the sections in each questionnaire green or yellow.

- Review sections yellow to ensure you didn't miss anything you intended to return to
- Complete sections red as there should be no red when you submit your data

Final Data Check

Checking your incumbent submission

Download your data.

Your Participation Progress	☁ Download Your Data
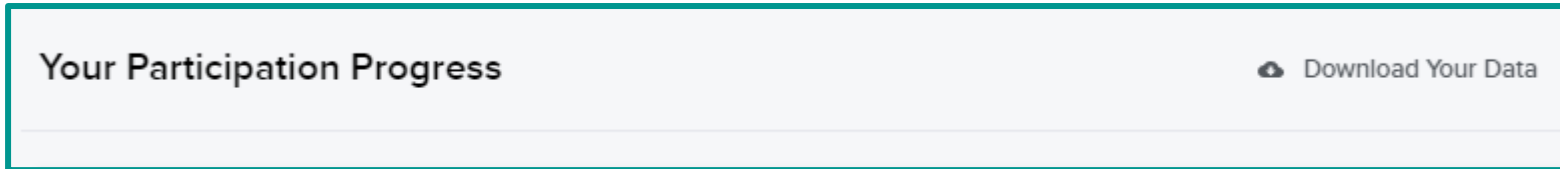
This will create a excel version of your submission. There will be a tab for each section of the survey completed. The tiles will have all the questions and your responses. The last three columns of the incumbent submission are dedicated Mercer columns. Once your file is submitted and validated, you can review any errors the system caught and what data was excluded by Mercer or you, the user, during validation. If you need to fix anything at this point, you will have to re-submit the data which will result in another validation. The system will allow you to only upload data that changed from original file.

System exclude employee (Mercer Use Only)	Reason for Exclusion (Mercer Use Only)	Client exclude employee (Mercer Use Only)
Y	[6B] Other annual perquisite amount value outside of the range	
Y	[6C] Annual total cash (actual) value outside of the range for provided Job	
Y	[6L] STI (bonus - actual) value outside of the typical range.	
Y	[6A] Annual Base Salary value outside of the range for provided Job.	
		Y
		Y

Tips:

1. If you download your submission first, you can review
all your questionnaire responses or have your submission peer reviewed.

2. Save this file. It is a great resource to review questionnaires and make note of any policy or practice changes over the year.

Final steps

Do a final data check:

- Is your validation/audit complete?

- Are the required tiles marked completed?
  If not, review and click the Finish Button at end of each section

- Download your data

- Click Submit and give yourself a high five!

Place hand here and give yourself a high five

Download your data before you submit!

If you download your submission first, you can review all your questionnaire responses or have your submission peer reviewed by fellow team member.

Save this file. It is a great resource to review questionnaires and make note of any policy or practice changes over the year.

System exclude employee (Mercer Use Only)	Reason for Exclusion (Mercer Use Only)		Client exclude employee (Mercer Use Only)
Y	[6B] Other annual perquisite amount value outside of the range		
Y	[6C] Annual total cash (actual) value outside of the range for provided Job		
Y	[6L] STI (bonus - actual) value outside of the typical range.		
Y	[6A] Annual Base Salary value outside of the range for provided Job.		
			Y
			Y

Done!

The last step to complete prior to submitting is placing your order. Once placed – click the Submit button and pat yourself on the back for a job well done.

Once you have submitted your survey this following will appear. This is your confirmation that all is final. There is no follow up e-mail from Mercer.

Thank you for submitting your data.

We'll contact you if we find any issues during the technical review.

| Download my submission | Provide feedback | Return to home page |

Please provide feedback on the process using feedback. For survey feedback, please contact your Mercer Product Manager or Industry Relationship Manager.

Mercer

Key Takeaways

Start early
To finish on time
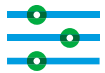
Complete Critical Data Elements First
Revenue, Headcount, LTI and more

Take Time to Job Match
Don't forget to refer to Industry guidelines

Complete the incumbent file with as much data as you have
Compensation elements, location, gender, performance and more

Validate. Validate. Validate!
Submit

Responding to common needs

A guide to fruitful cooperation

What you can expect from us

- Timely delivery of meaningful market data
- Pre-completed online data submission campaign*
- Day-to-day support
- Live webinars
- Assistance with job matching
- Local pre- and post-survey meetings including developments and trends

What we can expect from you

- Data Submission Campaign contact(s) list
- Timely submission by **April 26, 2024**
    - Don't wait until the last day, this way you will give yourself comfortable amount of time to complete the task
- Careful job matching
- Complete data incl. top positions i.e. Executive population and LTI
- Responding to the instant validation prompts in the app
- Share feedback
- Mercer WIN® user list for survey results access granting

*Available to the prior year participating organizations only

Mercer

Available Support

Online Support

- Visit Compensation & Benefits surveys through our resource's portal for detailed support on MDC, Mercer Job Library and more!
- **Mercer Resources Center**

North American Customer Service

Contact Changes, Survey Access and Ordering Products

P | 1 800 333 3070

E | surveys@mercer.com

Your Dedicated Mercer Team

- For issues and questions encountered during submission, such as job matching or how to complete key elements
- Contact your Mercer Team directly

Mercer is here for you

Save time by knowing where to go for the dedicated support you need!

Mercer

Don't forget feedback!

We would love to hear how we could make future events even better, and this is one of the ways for you to tell us.

Go to: www.imercer.com/feedback

Thanks for being with us today!

Appendix

Suggested Job Mappings

Suggested Matching - Mining General Benchmark

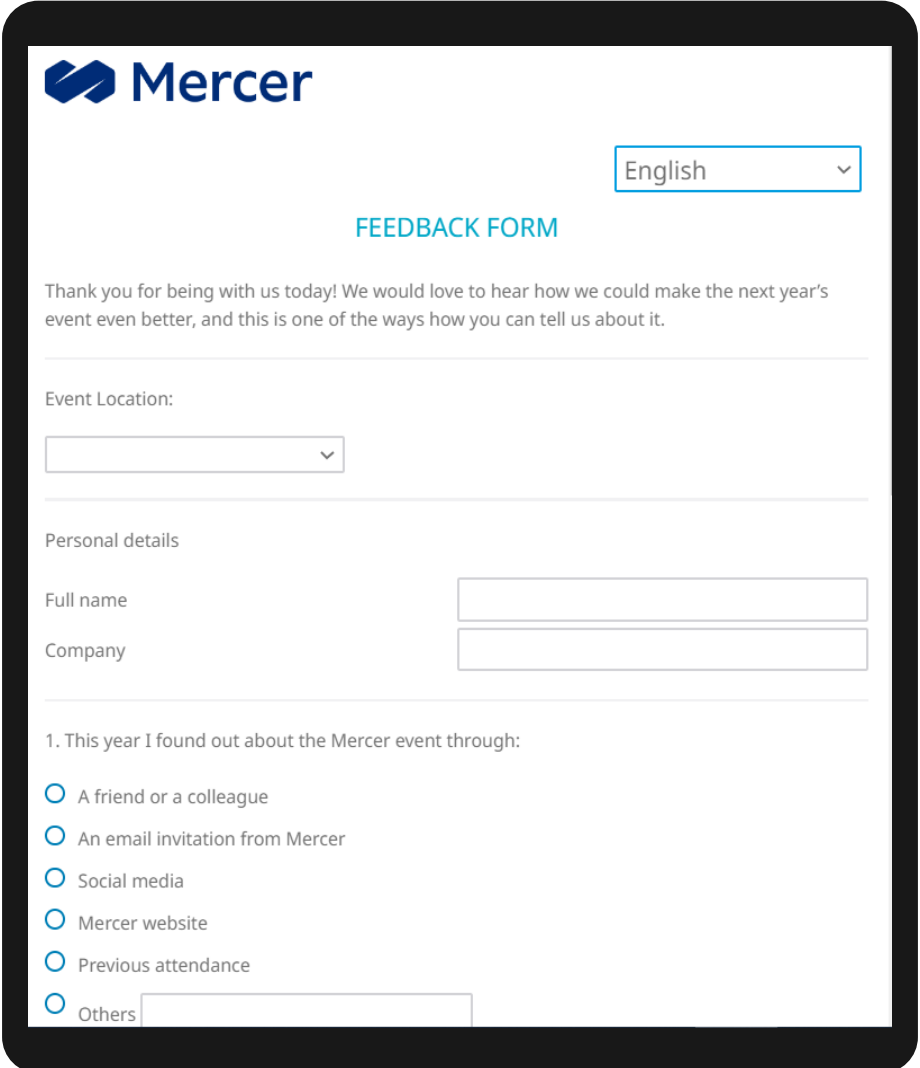| 2018 Job Code:	2018 Job Title:	2023 Job Code:	2024 Job Title:	General Benchmark
COR01	Corporate Environmental Director	LCA.09.041.M40	General Environmental Health & Safety - Senior Manager (M4)	•
COR02	Environmental Manager	LCA.09.041.M30	General Environmental Health & Safety - Manager (M3)	•
COR03	Director-Project Development III	DEX.08.002.M30	Project Development (Mining) - Manager (M3)	•
COR04	Director-Project Development II	DEX.08.002.M30	Project Development (Mining) - Manager (M3)	•
COR05	Director-Project Development I	DEX.08.002.M20	Project Development (Mining) - Team Leader (Professionals) (M2)	•
COR06	Development/Project Manager	DEX.08.002.P30	Project Development (Mining) - Senior Professional (P3)	•
COR07	Director, Human Resources	HRM.02.001.M40	General Human Resources - Senior Manager (M4)	•
COR08	Director/Manager Information Systems	ITC.02.001.M40	General Information Technology - Senior Manager (M4)	•
COR09	Manager/Supervisor Computer Operations	ITC.11.003.M30	Information Systems/Computer Operations - Manager (M3)	•
COR11	Manager/Supervisor Applications & Systems Development	ITC.06.001.M30	General IT Applications Development - Manager (M3)	•
COR12	Network and Desktop Support Technician	ITC.10.001.P20	General IT User Support - Experienced Professional (P2)	•
COR13	Senior Systems Analyst/Applications Specialist	ITC.06.001.P30	General IT Applications Development - Senior Professional (P3)	•
COR14	Database Administrator	ITC.08.074.P20	IT Database Administration - Experienced Professional (P2)	•
COR15	Corporate Controller	FIN.04.001.M40	General Financial Control - Senior Manager (M4)	•
COR16	Corporate Treasurer	FIN.08.001.M40	Treasury - Senior Manager (M4)	•
COR17	Legal Counsel/Corporate Secretary	LCA.03.011	Legal Counsel: General Business	•
COR18	Director, Internal Audit	LCA.05.001.M40	Internal Audit: General Processes & Systems - Senior Manager (M4)	•
COR19	Senior Internal Auditor	LCA.05.001.P30	Internal Audit: General Processes & Systems - Senior Professional (P3)	•
COR20	Accounting Manager-Financial Reporting	FIN.06.002.M30	Financial Reporting - Manager (M3)	●
COR21	Accounting Manager-Treasury/Risk	FIN.08.001.M30	Treasury - Manager (M3)	●
COR22	Accounting Manager-Cost Accounting/Budgeting	FIN.05.001.M30	General Management Accounting - Manager (M3)	●
COR23	Sales and Marketing Manager	TRD.01.055.M30	Mining & Metal Commodity Trading Marketing & Sales Programs - Manager (M3)	●
COR27	Director, Investor Relations	CCA.05.001.M40	Investor Relations - Senior Manager (M4)	●
COR28	Manager, Investor Relations	CCA.05.001.M30	Investor Relations - Manager (M3)	●
COR29	Admin Assistant to CEO	AFS.01.021.P30	Executive Secretary/Executive Assistant - Senior Professional (P3)	●
COR30	Admin Assistant to Vice-President	AFS.01.021.P20	Executive Secretary/Executive Assistant - Experienced Professional (P2)	●
COR31	Business Process Improvement Specialist	QLT.02.001.P40	Business Process Quality - Specialist Professional (P4)	●
COR32	Manager, Human Resources	HRM.02.001.M30	General Human Resources - Manager (M3)	●
COR33	Director, Compensation	HRM.04.001.M40	Compensation & Benefits - Senior Manager (M4)	●

Suggested Matching - Mining General Benchmark

2018 Job Code:	2018 Job Title:	2023 Job Code:	2024 Job Title:	General Benchmark
COR34	Human Resources Administrator	HRM.02.001.P20	General Human Resources - Experienced Professional (P2)	•
COR35	Corporate Secretary	LCA.03.036	Corporate Board Secretary	•
COR36	Accounting Manager-International Taxation	FIN.07.004.M30	International Tax - Manager (M3)	•
COR37	Accounting Manager-Taxation	FIN.07.001.M30	Tax - Manager (M3)	•
COR38	Manager, Corporate Development	GMA.02.001.M30	Long-Term Business Strategy & Planning - Manager (M3)	•
COR39	Corporate/Business Development Analyst	GMA.02.001.P20	Long-Term Business Strategy & Planning - Experienced Professional (P2)	•
COR40	Financial Analyst	FIN.02.005.P20	Financial Planning & Analysis - Experienced Professional (P2)	•
COR42	Director, Technical Services	DEX.10.002.M40	Technical Services Management (Mining) - Senior Manager (M4)	•
COR47	Office Manager	AFS.01.001.M30	General Office Administration & Secretarial Management - Manager (M3)	•
COR48	Receptionist	AFS.01.042.S20	Reception/Telephone/Switchboard - Experienced Para-Professional (S2)	•
COR49	Paralegal	LCA.03.037.P10	Legal Research/Paralegal - Entry Professional (P1)	•
COR50	Director, Marketing	TRD.01.055.M40	Mining & Metal Commodity Trading Marketing & Sales Programs - Senior Manager (M4)	•
COR51	Social Responsibility Co-ordinator	CCA.04.005.P20	Corporate Social Responsibility/Community Relations - Experienced Professional (P2)	•
COR52	Director, Corporate Communications	CCA.02.001.M40	General Communications & Corporate Affairs - Senior Manager (M4)	•
COR53	Corporate Communications Advisor	CCA.02.001.P20	General Communications & Corporate Affairs - Experienced Professional (P2)	•
COR54	Government Relations Director	CCA.04.003.M40	Government Relations - Senior Manager (M4)	•
COR55	Supply Chain Director	SCN.02.002.M40	Supply Chain Planning - Senior Manager (M4)	•
COR56	Project Controls Manager	PPM.01.008.M30	Project Controls Management - Manager (M3)	•
COR57	Indigenous Affairs Manager	CCA.04.010.M30	Community/Native Title/Heritage Affairs (Energy & Mining) - Manager (M3)	•
COR58	Manager, Corporate Social Responsibility	CCA.04.005.M30	Corporate Social Responsibility/Community Relations - Manager (M3)	•
COR59	Accountant - Senior	FIN.06.001.P30	Accounting - Senior Professional (P3)	•
COR60	Accountant - Experienced	FIN.06.001.P20	Accounting - Experienced Professional (P2)	•
COR61	Accountant - Entry	FIN.06.001.P10	Accounting - Entry Professional (P1)	•
COR62	Accounting Clerk - Intermediate	FIN.06.001.S20	Accounting - Experienced Para-Professional (S2)	•
COR65	Manager, Corporate Communications	CCA.02.001.M30	General Communications & Corporate Affairs - Manager (M3)	•
COR66	Manager, Internal Audit	LCA.05.001.M30	Internal Audit: General Processes & Systems - Manager (M3)	•
COR67	Director, Safety, Health & Environmental	LCA.09.011.M40	General Environmental and Employee Health & Safety - Senior Manager (M4)	•
COR68	Manager IT Operations & Support	ITC.02.001.M30	General Information Technology - Manager (M3)	•
COR69	Technical Support Specialist	ITC.02.001.P30	General Information Technology - Senior Professional (P3)	•

Suggested Matching - Mining General Benchmark

2018 Job Code:	2018 Job Title:	2023 Job Code:	2024 Job Title:	General Benchmark
COR70	Technical Support Analyst	ITC.02.001.P20	General Information Technology - Experienced Professional (P2)	•
COR71	Manager, Technical Services	DEX.10.002.M30	Technical Services Management (Mining) - Manager (M3)	•
COR72	Human Resources Generalist - Experienced	HRM.02.001.P20	General Human Resources - Experienced Professional (P2)	•
EX11	Land Manager	REA.05.002.P30	Land Administration - Senior Professional (P3)	•
EX15	Global Exploration Manager	DEX.10.003	Head of Exploration Technical Services (Mining)	•
EXE01	President/Chief Executive Officer	GMA.01.R03	Head of Organization (CEO)	•
EXE03	Chief Operating Officer (C.O.O.)	GMA.01.R04	Chief Operating Officer (COO)/Head of Operations	•
EXE04	Chief Financial Officer (C.F.O.)	FIN.01.R01	Head of Finance & Accounting (CFO)	•
EXE08	Vice-President, Human Resources	HRM.01.R01	Head of Human Resources	•
EXE10	Vice-President, Corporate Development	GMA.02.001	Long-Term Business Strategy & Planning	•
EXE12	Vice-President, Legal	LCA.03.R01	Head of Legal	•
EXE13	Vice-President, Investor Relations	CCA.05.001	Investor Relations	•
EXE14	Vice-President, Environmental	LCA.09.041	General Environmental Health & Safety	•
EXE15	Vice-President, Project Development	DEX.08.R01	Head of Project Development (Mining)	•
EXE16	Vice-President, Safety, Health & Environmental	LCA.09.011	General Environmental and Employee Health & Safety	•
EXE17	Vice-President, Treasurer	FIN.08.001	Treasury	•
EXE18	Vice-President, Technical Services	DEX.10.R01	Head of Technical Services (Mining)	•
EXE19	Chief Information Officer (C.I.O.)	ITC.01.R01	Head of Information Technology (CIO)	•
EXE20	Vice-President, Government Relations	CCA.04.003	Government Relations	•
EXE21	Vice-President, Corporate Social Responsibility	CCA.04.005	Corporate Social Responsibility/Community Relations	•
MINOPS22	Mine Clerk	AFS.01.020.S20	Secretary/Administrative Assistant - Experienced Para-Professional (S2)	•
SITE02	Manager Administration	AFS.01.001.M40	General Office Administration & Secretarial Management - Senior Manager (M4)	•
SITE06	Admin Assistant to General Manager/Mine Manager	AFS.01.021.P20	Executive Secretary/Executive Assistant - Experienced Professional (P2)	•
SITE07	Admin Assistant to Department Head	AFS.01.021.P10	Executive Secretary/Executive Assistant - Entry Professional (P1)	•
SITE43	Manager Human Resources	HRM.02.003.M30	HR Business Partners - Manager (M3)	•
SITE44	Industrial Relations Supervisor	HRM.07.003.M20	Labor/Union Relations - Team Leader (Professionals) (M2)	•
SITE45	Human Resources Supervisor	HRM.02.003.M20	HR Business Partners - Team Leader (Professionals) (M2)	•
SITE46	Chief Accountant/Site Controller	FIN.04.004.M30	Financial Control & Reporting: Plant/Site - Manager (M3)	•
SITE47	Senior Accountant	FIN.06.001.P30	Accounting - Senior Professional (P3)	•

Suggested Matching - Mining General Benchmark

2018 Job Code:	2018 Job Title:	2023 Job Code:	2024 Job Title:	General Benchmark
SITE48	Accountant/Accounting Supervisor	FIN.06.001.M20	Accounting - Team Leader (Professionals) (M2)	•
SITE49	Junior Accountant	FIN.06.001.P10	Accounting - Entry Professional (P1)	•
SITE50	Payroll Supervisor	HRM.06.001.M20	Payroll - Team Leader (Professionals) (M2)	•
SITE51	Accounts Payable Clerk	FIN.09.003.S20	Accounts Payable - Experienced Para-Professional (S2)	•
SITE52	Site Systems Administrator	ITC.10.003.P20	Onsite Technology Support - Experienced Professional (P2)	•

Suggested Matching – Mine Site Operations

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Mine Site Operations
MINOPS02	Boiler Technician	DEX.09.018.S20	Power/Steam Engineer Operators (Mining) - Experienced Para-Professional (S2)	•
MINOPS03	Electrician III	PSK.05.004.S30	Repair & Maintenance Electrical - Senior Para-Professional (S3)	•
MINOPS04	Electrician II	PSK.05.004.S20	Repair & Maintenance Electrical - Experienced Para-Professional (S2)	•
MINOPS05	Apprentice Electrician	PSK.05.004.S10	Repair & Maintenance Electrical - Entry Para-Professional (S1)	•
MINOPS06	Gas Fitter	PSK.05.110.S20	Gasfitter (Oil & Gas, Mining) - Experienced Para-Professional (S2)	•
MINOPS07	Heavy Equipment Mechanic	PSK.06.040.S20	Heavy Equipment Mechanic - Experienced Para-Professional (S2)	•
MINOPS08	Industrial Instrumentation Mechanic	PSK.05.008.S20	Repair & Maintenance Electrical & Instrumentation - Experienced Para-Professional (S2)	•
MINOPS09	Light Vehicle Mechanic	PSK.05.068.S20	Mechanic: Light Vehicle - Experienced Para-Professional (S2)	•
MINOPS10	Lube/Fuel Technicians	DEX.11.005.S20	Mining Equipment Maintenance: Lube/Fuel (Mining) - Experienced Para-Professional (S2)	•
MINOPS100	Truck Wash Operator	PSK.05.069.S20	Hazardous Material Transportation Cleaning - Experienced Para-Professional (S2)	•
MINOPS11	Mechanic III	PSK.05.047.S30	Mechanic: Industrial Machinery - Senior Para-Professional (S3)	•
MINOPS12	Mechanic II	PSK.05.047.S20	Mechanic: Industrial Machinery - Experienced Para-Professional (S2)	•
MINOPS13	Apprentice Mechanic	PSK.05.047.S10	Mechanic: Industrial Machinery - Entry Para-Professional (S1)	•
MINOPS14	Mechanical Fitter	PSK.05.047.S20	Mechanic: Industrial Machinery - Experienced Para-Professional (S2)	•
MINOPS15	Plumber	PSK.05.003.S20	Repair & Maintenance Plumbing - Experienced Para-Professional (S2)	•
MINOPS17	Scaffolder	PSK.06.026.S20	Scaffolding (Construction) - Experienced Para-Professional (S2)	•
MINOPS18	Specialist Welder II	PSK.05.005.S20	Repair & Maintenance Welding - Experienced Para-Professional (S2)	•
MINOPS20	Tradesperson Team Leader	PSK.05.001.M10	General Repair & Maintenance Trades Management - Team Leader (Para-Professionals) (M1)	•
MINOPS23	Security Guards	DEX.09.004.S20	Mine Site Security (Mining) - Experienced Para-Professional (S2)	•
MINOPS24	Warehouse Floorperson	SCN.05.030.S20	Materials Handling - Experienced Para-Professional (S2)	•
MINOPS25	Environmental Technician	ENS.10.075.S20	Environmental Engineering Technician - Experienced Para-Professional (S2)	•
MINOPS26	Dewatering Technician	DEX.09.037.S20	Mining Operations Support: Dewatering (Mining) - Experienced Para-Professional (S2)	•
MINOPS28	Ancillary Equipment Operator	PSK.06.005.S20	Ancillary Equipment Operator - Experienced Para-Professional (S2)	•
MINOPS29	Control Room Operator	DEX.09.043.S20	Mining Operations: Control Room (Mining) - Experienced Para-Professional (S2)	•
MINOPS30	Dozer Operator	PSK.06.006.S20	Dozer Operator - Experienced Para-Professional (S2)	•
MINOPS31	Drill and Blast Operator	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS32	Grader Operator	PSK.06.007.S20	Grader Operator - Experienced Para-Professional (S2)	•
MINOPS33	Haul Truck Operator	PSK.06.008.S20	Haul Truck Operator - Experienced Para-Professional (S2)	•
MINOPS34	Loader Operator	PSK.06.009.S20	Loader Operator - Experienced Para-Professional (S2)	•

Suggested Matching – Mine Site Operations

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Mine Site Operations
MINOPS38	Production Coordinator	PSK.03.004.P20	Production Planning & Control (Mining) - Experienced Professional (P2)	•
MINOPS39	Rock Breaker	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS40	Senior Shotfirer	DEX.09.033.S20	Blasting: Shotfirer (Mining) - Experienced Para-Professional (S2)	•
MINOPS41	Shotfirer	DEX.09.033.S10	Blasting: Shotfirer (Mining) - Entry Para-Professional (S1)	•
MINOPS42	Shovel/Excavator Operator II	PSK.06.004.S20	Shovel/Excavator Operator - Experienced Para-Professional (S2)	•
MINOPS43	Tireperson	PSK.06.041.S20	Heavy Equipment Mechanic: Tireperson - Experienced Para-Professional (S2)	•
MINOPS44	Top/Senior Production Driller	DEX.09.034.S30	Drilling (Mining) - Senior Para-Professional (S3)	•
MINOPS45	Trainee Operator	DEX.03.020.S10	General Labor (Energy & Mining) - Entry Para-Professional (S1)	•
MINOPS48	Goldroom Operator	DEX.09.044.S20	Mining Operations: Goldroom (Mining) - Experienced Para-Professional (S2)	•
MINOPS49	Processing/Milling Operator I	DEX.09.017.S10	Plant/Mill Production Operations (Mining) - Entry Para-Professional (S1)	•
MINOPS50	Processing/Milling Operator II	DEX.09.017.S20	Plant/Mill Production Operations (Mining) - Experienced Para-Professional (S2)	•
MINOPS51	Processing/Milling Operator III	DEX.09.017.S30	Plant/Mill Production Operations (Mining) - Senior Para-Professional (S3)	•
MINOPS52	Processing/Milling Production Coordinator	PSK.03.005.P20	Production Planning & Control: Milling (Mining) - Experienced Professional (P2)	•
MINOPS53	Processing/Milling Team Leader	DEX.09.017.M10	Plant/Mill Production Operations (Mining) - Team Leader (Para-Professionals) (M1)	•
MINOPS54	Processing/Milling Operator IV	DEX.09.017.S40	Plant/Mill Production Operations (Mining) - Specialist Para-Professional (S4)	•
MINOPS55	Airleg Miner	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS57	Cabolt Operator	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS58	Charge Up Operator	DEX.09.032.S10	Blasting: Charge Up (Mining) - Entry Para-Professional (S1)	•
MINOPS60	Underground Grader Operator	PSK.06.007.S20	Grader Operator - Experienced Para-Professional (S2)	•
MINOPS61	Jumbo Operator	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS62	Long Hole Driller	DEX.09.045.S20	Drilling Equipment Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS63	Mine Coordinator	PSK.03.004.P20	Production Planning & Control (Mining) - Experienced Professional (P2)	•
MINOPS64	Miner - Laborer	DEX.03.020.S10	General Labor (Energy & Mining) - Entry Para-Professional (S1)	•
MINOPS65	Miner I	DEX.09.005.S10	Miner (Mining) - Entry Para-Professional (S1)	•
MINOPS66	Miner II	DEX.09.005.S20	Miner (Mining) - Experienced Para-Professional (S2)	•
MINOPS67	Miner III	DEX.09.005.S30	Miner (Mining) - Senior Para-Professional (S3)	•
MINOPS68	Miner IV	DEX.09.005.S40	Miner (Mining) - Specialist Para-Professional (S4)	•
MINOPS69	Miner V	DEX.09.005.S40	Miner (Mining) - Specialist Para-Professional (S4)	•
MINOPS70	Nipper	DEX.09.039.S20	Mining Operations Support: Nipper (Mining) - Experienced Para-Professional (S2)	•

Suggested Matching – Mine Site Operations

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Mine Site Operations
MINOPS71	Nozzle Operator/ Shotcreter	PSK.06.011.S20	Nozzle Operator/Shotcreter - Experienced Para-Professional (S2)	•
MINOPS72	Paste Crew	DEX.09.040.S20	Mining Operations Support: Paste Crew (Mining) - Experienced Para-Professional (S2)	•
MINOPS73	Plat Person	DEX.09.041.S20	Mining Operations Support: Platman (Mining) - Experienced Para-Professional (S2)	•
MINOPS76	Senior Service Crew	DEX.09.035.S30	Mining Operations Support (Mining) - Senior Para-Professional (S3)	•
MINOPS77	Service Crew	DEX.09.035.S20	Mining Operations Support (Mining) - Experienced Para-Professional (S2)	•
MINOPS78	Shaft Services Miner	DEX.09.042.S20	Mining Operations Support: Shaft (Mining) - Experienced Para-Professional (S2)	•
MINOPS79	Trainee Truck Driver	TNS.03.037.S10	Heavy Truck Delivery Drivers - Entry Para-Professional (S1)	•
MINOPS80	Underground Haulage Operator	PSK.06.012.S20	Underground Haulage Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS81	Underground Hoist Operator Tech I	PSK.06.015.S20	Underground Hoist Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS82	Underground Hoist Operator Tech II	PSK.06.015.S30	Underground Hoist Operator (Mining) - Senior Para-Professional (S3)	•
MINOPS83	Underground Loader/ Bogger Operator	PSK.06.013.S20	Underground Loader/Bogger Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS84	Ventilation Officer	DEX.11.006.S20	Mine Ventilation (Mining) - Experienced Para-Professional (S2)	•
MINOPS86	Mine Technician	ENS.07.103.S20	Mine Site Geology Technician (Mining) - Experienced Para-Professional (S2)	•
MINOPS87	Assayer	ENS.09.004.S20	Quality Laboratory Services - Experienced Para-Professional (S2)	•
MINOPS88	Crane Operator	PSK.06.003.S20	Crane Operator - Experienced Para-Professional (S2)	•
MINOPS89	GeoTechnician	ENS.10.110.S20	Geotechnical Engineering Technologist/Technician (Oil & Gas, Mining) - Experienced Para-Professional (S2)	•
MINOPS90	Machinist	PSK.04.005.S20	Metal Part Machining Operations - Experienced Para-Professional (S2)	•
MINOPS91	Steamfitter/Pipefitter	PSK.05.111.S20	Steamfitter (Oil & Gas, Mining) - Experienced Para-Professional (S2)	•
MINOPS92	Surface Operator	PSK.06.001.S20	Heavy Equipment Operators - Experienced Para-Professional (S2)	•
MINOPS93	Fire Technician	AFS.05.003.S20	Facilities Fire Control Services - Experienced Para-Professional (S2)	•
MINOPS94	Specialist Welder I	PSK.05.005.S10	Repair & Maintenance Welding - Entry Para-Professional (S1)	•
MINOPS95	Specialist Welder III	PSK.05.005.S30	Repair & Maintenance Welding - Senior Para-Professional (S3)	•
MINOPS98	Production Driller	DEX.09.034.S20	Drilling (Mining) - Experienced Para-Professional (S2)	•
SITE21	Senior Technologist - Mine	ENS.10.147.P30	Mine Technologist/Technician (Mining) - Senior Professional (P3)	•
SITE22	Technologist - Mine	ENS.10.147.P20	Mine Technologist/Technician (Mining) - Experienced Professional (P2)	•
SITE32	Laboratory Supervisor	ENS.09.004.M10	Quality Laboratory Services - Team Leader (Para-Professionals) (M1)	•
SITE64	Power/Steam Engineer - 2nd Class	DEX.09.018.P30	Power/Steam Engineer Operators (Mining) - Senior Professional (P3)	•
SITE65	Power/Steam Engineer - 3rd Class	DEX.09.018.P20	Power/Steam Engineer Operators (Mining) - Experienced Professional (P2)	•
MINOPS71	Nozzle Operator/ Shotcreter	PSK.06.011.S20	Nozzle Operator/Shotcreter - Experienced Para-Professional (S2)	•

Suggested Matching – Mine Site Operations

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Mine Site Operations
MINOPS71	Nozzle Operator/ Shotcreter	PSK.06.011.S20	Nozzle Operator/Shotcreter - Experienced Para-Professional (S2)	•
MINOPS72	Paste Crew	DEX.09.040.S20	Mining Operations Support: Paste Crew (Mining) - Experienced Para-Professional (S2)	•
MINOPS73	Plat Person	DEX.09.041.S20	Mining Operations Support: Platman (Mining) - Experienced Para-Professional (S2)	•
MINOPS76	Senior Service Crew	DEX.09.035.S30	Mining Operations Support (Mining) - Senior Para-Professional (S3)	•
MINOPS77	Service Crew	DEX.09.035.S20	Mining Operations Support (Mining) - Experienced Para-Professional (S2)	•
MINOPS78	Shaft Services Miner	DEX.09.042.S20	Mining Operations Support: Shaft (Mining) - Experienced Para-Professional (S2)	•
MINOPS79	Trainee Truck Driver	TNS.03.037.S10	Heavy Truck Delivery Drivers - Entry Para-Professional (S1)	•
MINOPS80	Underground Haulage Operator	PSK.06.012.S20	Underground Haulage Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS81	Underground Hoist Operator Tech I	PSK.06.015.S20	Underground Hoist Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS82	Underground Hoist Operator Tech II	PSK.06.015.S30	Underground Hoist Operator (Mining) - Senior Para-Professional (S3)	•
MINOPS83	Underground Loader/ Bogger Operator	PSK.06.013.S20	Underground Loader/Bogger Operator (Mining) - Experienced Para-Professional (S2)	•
MINOPS84	Ventilation Officer	DEX.11.006.S20	Mine Ventilation (Mining) - Experienced Para-Professional (S2)	•
MINOPS86	Mine Technician	ENS.07.103.S20	Mine Site Geology Technician (Mining) - Experienced Para-Professional (S2)	•
MINOPS87	Assayer	ENS.09.004.S20	Quality Laboratory Services - Experienced Para-Professional (S2)	•
MINOPS88	Crane Operator	PSK.06.003.S20	Crane Operator - Experienced Para-Professional (S2)	•
MINOPS89	GeoTechnician	ENS.10.110.S20	Geotechnical Engineering Technologist/Technician (Oil & Gas, Mining) - Experienced Para-Professional (S2)	•
MINOPS90	Machinist	PSK.04.005.S20	Metal Part Machining Operations - Experienced Para-Professional (S2)	•
MINOPS91	Steamfitter/Pipefitter	PSK.05.111.S20	Steamfitter (Oil & Gas, Mining) - Experienced Para-Professional (S2)	•
MINOPS92	Surface Operator	PSK.06.001.S20	Heavy Equipment Operators - Experienced Para-Professional (S2)	•
MINOPS93	Fire Technician	AFS.05.003.S20	Facilities Fire Control Services - Experienced Para-Professional (S2)	•
MINOPS94	Specialist Welder I	PSK.05.005.S10	Repair & Maintenance Welding - Entry Para-Professional (S1)	•
MINOPS95	Specialist Welder III	PSK.05.005.S30	Repair & Maintenance Welding - Senior Para-Professional (S3)	•
MINOPS98	Production Driller	DEX.09.034.S20	Drilling (Mining) - Experienced Para-Professional (S2)	•
SITE21	Senior Technologist - Mine	ENS.10.147.P30	Mine Technologist/Technician (Mining) - Senior Professional (P3)	•
SITE22	Technologist - Mine	ENS.10.147.P20	Mine Technologist/Technician (Mining) - Experienced Professional (P2)	•
SITE32	Laboratory Supervisor	ENS.09.004.M10	Quality Laboratory Services - Team Leader (Para-Professionals) (M1)	•
SITE64	Power/Steam Engineer - 2nd Class	DEX.09.018.P30	Power/Steam Engineer Operators (Mining) - Senior Professional (P3)	•
SITE65	Power/Steam Engineer - 3rd Class	DEX.09.018.P20	Power/Steam Engineer Operators (Mining) - Experienced Professional (P2)	•
MINOPS71	Nozzle Operator/ Shotcreter	PSK.06.011.S20	Nozzle Operator/Shotcreter - Experienced Para-Professional (S2)	•
SITE67	Chief Assayer	ENS.09.004.S30	Quality Laboratory Services - Senior Para-Professional (S3)	•

Suggested Matching – Exploration & Technical

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Exploration and Technical
COR43	Director, Metallurgy	ENS.03.148.M40	Metallurgy/Process Engineering (Mining) - Senior Manager (M4)	•
COR44	Manager, Metallurgy	ENS.03.148.M30	Metallurgy/Process Engineering (Mining) - Manager (M3)	•
COR45	Director, Mine Engineering	ENS.03.342.M40	Mining Engineering (Mining) - Senior Manager (M4)	•
COR46	Resource Geologist	ENS.07.104.P40	Mineral Resource Compliance Geology (Mining) - Specialist Professional (P4)	•
COR63	Project Engineer - Experienced	ENS.03.108.P20	General Project Engineering - Experienced Professional (P2)	•
COR64	Environmental Engineer	ENS.03.249.P20	Environmental Engineering - Experienced Professional (P2)	•
COR73	Manager Mine Site Closure Planning	ENS.03.118.M30	Mine Site Closure Planning & Engineering (Mining) - Manager (M3)	•
EX02	Chief Geophysicist	ENS.07.106.P60	Exploration Geophysics (Oil & Gas, Mining) - Pre-eminent Professional (P6)	•
EX03	Regional Exploration/Geology Manager	DEX.07.002.M40	Exploration/Geology Management (Mining) - Senior Manager (M4)	•
EX04	District Geologist	ENS.07.101.M20	Exploration Geology (Oil & Gas, Mining) - Team Leader (Professionals) (M2)	•
EX05	Project Geologist	ENS.07.101.P30	Exploration Geology (Oil & Gas, Mining) - Senior Professional (P3)	•
EX06	Field Geologist	ENS.07.101.P20	Exploration Geology (Oil & Gas, Mining) - Experienced Professional (P2)	•
EX07	Principal Geophysicist	ENS.07.106.P40	Exploration Geophysics (Oil & Gas, Mining) - Specialist Professional (P4)	•
EX08	Senior Project Geophysicist	ENS.07.106.P30	Exploration Geophysics (Oil & Gas, Mining) - Senior Professional (P3)	•
EX09	Project Geophysicist	ENS.07.106.P20	Exploration Geophysics (Oil & Gas, Mining) - Experienced Professional (P2)	•
EX10	Geophysicist	ENS.07.106.P20	Exploration Geophysics (Oil & Gas, Mining) - Experienced Professional (P2)	•
EX12	GIS Technician	ENS.08.001.P20	Geographic Information Systems (GIS) - Experienced Professional (P2)	•
EXE06	Vice-President, Operations	DEX.01.R02	Head of Mining Operations (Mining)	•
EXE07	Vice-President, Exploration	DEX.07.R01	Head of Exploration (Mining)	•
EXE09	Vice-President, Engineering	ENS.03.R01	Head of Engineering	•
MINOPS27	Warehouse Technician	SCN.03.029.S20	Materials Planning & Control - Experienced Para-Professional (S2)	•
MINOPS35	Mine Team Leader	DEX.09.030.M10	Site Production Management (Mining) - Team Leader (Para-Professionals) (M1)	•
SITE00	General Manager	DEX.09.002.	Mine Single Site Management (Mining)	•
SITE01	Mine Manager	DEX.09.002.M40	Mine Single Site Management (Mining) - Senior Manager (M4)	•
SITE03	Manager Mining Operations	DEX.09.003.M40	Mining Operations Management (Mining) - Senior Manager (M4)	•
SITE04	Manager Plant/Mill Operations	DEX.09.015.M40	Plant/Mill Operations Management (Mining) - Senior Manager (M4)	•
SITE05	Manager Maintenance	DEX.11.002.M40	Mine/Plant Maintenance Management (Oil & Gas, Mining) - Senior Manager (M4)	•

Suggested Matching – Exploration & Technical

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Exploration and Technical
SITE08	Superintendent Mining Operations	DEX.09.030.M30	Site Production Management (Mining) - Manager (M3)	•
SITE09	General Foreman/Mine Captain	DEX.09.030.M20	Site Production Management (Mining) - Team Leader (Professionals) (M2)	•
SITE10	Senior Foreman	DEX.09.030.M20	Site Production Management (Mining) - Team Leader (Professionals) (M2)	•
SITE11	Foreman-Mining Operations	DEX.09.030.M10	Site Production Management (Mining) - Team Leader (Para-Professionals) (M1)	•
SITE12	Chief Engineer	ENS.03.342.P40	Mining Engineering (Mining) - Specialist Professional (P4)	•
SITE13	Senior Mine Engineer	ENS.03.342.P30	Mining Engineering (Mining) - Senior Professional (P3)	•
SITE14	Mine Engineer	ENS.03.342.P20	Mining Engineering (Mining) - Experienced Professional (P2)	•
SITE15	Junior Mine Engineer	ENS.03.342.P10	Mining Engineering (Mining) - Entry Professional (P1)	•
SITE16	New Graduate Engineer - Mine - Undergraduate Degree	ENS.03.342.P10	Mining Engineering (Mining) - Entry Professional (P1)	•
SITE17	Chief Mine Geologist	ENS.07.102.P50	Mine Site Geology (Mining) - Expert Professional (P5)	•
SITE18	Mine Geologist	ENS.07.102.P20	Mine Site Geology (Mining) - Experienced Professional (P2)	•
SITE19	New Graduate Geologist - Undergraduate Degree	ENS.07.101.P10	Exploration Geology (Oil & Gas, Mining) - Entry Professional (P1)	•
SITE20	Chief Surveyor	ENS.08.005.P30	Mine Surveying (Mining) - Senior Professional (P3)	•
SITE23	Superintendent Plant/Mill Operations	DEX.09.016.M30	Plant/Mill Production Management (Mining) - Manager (M3)	•
SITE24	General Foreman Plant/Mill Operations	DEX.09.016.M20	Plant/Mill Production Management (Mining) - Team Leader (Professionals) (M2)	•
SITE25	Foreman Plant/Mill Operations	DEX.09.016.M10	Plant/Mill Production Management (Mining) - Team Leader (Para-Professionals) (M1)	•
SITE26	Chief Metallurgist	ENS.03.148.P40	Metallurgy/Process Engineering (Mining) - Specialist Professional (P4)	•
SITE27	Senior Process Engineer	ENS.03.148.P30	Metallurgy/Process Engineering (Mining) - Senior Professional (P3)	•
SITE28	Metallurgist/Process Engineer	ENS.03.148.P20	Metallurgy/Process Engineering (Mining) - Experienced Professional (P2)	•
SITE29	New Graduate Engineer - Plant - Undergraduate Degree	ENS.03.342.P10	Mining Engineering (Mining) - Entry Professional (P1)	•
SITE30	Senior Technologist - Plant	ENS.10.098.P30	Plant Technologist/Technician - Senior Professional (P3)	•
SITE31	Technologist - Plant	ENS.10.098.P20	Plant Technologist/Technician - Experienced Professional (P2)	•
SITE33	Superintendent Maintenance (Mine or Plant)	DEX.11.002.M30	Mine/Plant Maintenance Management (Oil & Gas, Mining) - Manager (M3)	•
SITE34	General Foreman Maintenance (Mine or Plant)	DEX.11.002.M20	Mine/Plant Maintenance Management (Oil & Gas, Mining) - Team Leader (Professionals) (M2)	•
SITE35	Foreman Maintenance (Mine or Plant)	DEX.11.002.M10	Mine/Plant Maintenance Management (Oil & Gas, Mining) - Team Leader (Para-Professionals) (M1)	•
SITE36	Senior Maintenance Planner/Planning Foreman	PPM.01.009.P30	Maintenance Planning/Scheduling - Senior Professional (P3)	•
SITE37	Maintenance Planner	PPM.01.009.P20	Maintenance Planning/Scheduling - Experienced Professional (P2)	•

Suggested Matching – Exploration & Technical

2018 Job Code:	2018 Job Title:	2023 Job Code:	2023 Job Title:	Exploration and Technical
SITE40	Buyer	SCN.03.001.P20	Procurement - Experienced Professional (P2)	•
SITE41	Warehouse Foreman	SCN.05.001.M10	Warehouse Management - Team Leader (Para-Professionals) (M1)	•
SITE42	Inventory Analyst	SCN.03.029.P20	Materials Planning & Control - Experienced Professional (P2)	•
SITE53	Superintendent Environmental Services	LCA.09.044.M20	Environmental Problem Resolution - Team Leader (Professionals) (M2)	•
SITE54	Environmental Officer	LCA.09.044.P20	Environmental Problem Resolution - Experienced Professional (P2)	•
SITE55	Safety/Loss Control Supervisor	LCA.09.090.M20	Site Safety/Loss Control Management (Oil & Gas, Mining) - Team Leader (Professionals) (M2)	•
SITE56	Safety and First Aid Officer	LCA.09.091.P20	Site Emergency Services & Security (Oil & Gas, Mining) - Experienced Professional (P2)	•
SITE57	First Aid Attendant (Shift)	LCA.09.091.P20	Site Emergency Services & Security (Oil & Gas, Mining) - Experienced Professional (P2)	•
SITE62	Mine Operations Trainer	DEX.09.070.P30	Mine Operations Training (Mining) - Senior Professional (P3)	•
SITE63	Mill Operations Trainer	DEX.09.070.P20	Mine Operations Training (Mining) - Experienced Professional (P2)	•
SITE69	Reliability Engineer	ENS.03.191.P30	Reliability Engineering - Senior Professional (P3)	•

New Executive Framework

Transition to New Framework

Benefits

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

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.

New framework

The new framework will include **3 Executive Tiers** and **2 Director Levels**:

| ET1 – Executive Tier 1 |
| ET2 – Executive Tier 2 |
| ET3 – Executive Tier 3 |
| M60 – Senior Director |
| M50 – Director |

3 Executive Tiers will belong to **Executive** career stream.

2 Director Levels will be part of **Management** career stream with **M60 Senior Director** level being introduced as **NEW** and **M50 Director** level replacing existing **Senior Manager II** level.

New Executive Framework

Summary

New Executive Framework includes 3 Executive Tiers and 2 Director Levels

ET1 – Executive Tier 1
ET2 – Executive Tier 2
ET3 – Executive Tier 3
M60 – Senior Director
M50 – Director

Executive framework roles' job matching process is based on **broad Tier/Level and Career Stream definitions**

Mercer Job Library uses two Career Streams to precisely reflect type of a leader within an organization – from supervisor to CEO

Executive Career Stream

Provides strategic vision and direction. Leads organization or its business function. Includes the three Executive Tiers.

Management Career Stream

Focuses on tactical and operational activities. Includes three main level groups: Team Leaders (M20 & M10), Managers (M40 & M30) and **Directors (M60 & M50).**

Directors (M60 & M50)

Focus on strategy execution and leading business function.

Support executive career stream roles in developing strategy for the organization.

Type of Executive Role is an additional Executive Framework feature which helps to determine Specialization/Job's executive scope. Each executive Specialization and Job is associated with one of three unique **Executive Role Types:**

Head of Organization

Associated specializations are focused on leading entire Organization, selected entity or line of business.

Head of Major Function

Associated specializations are focused on leading broad umbrella of associated functions.

Head of Function

Associated specializations are typically responsible for a single business function or part of a function.

New Executive Framework

Summary

3 Executive Tiers   **2 Director Levels**
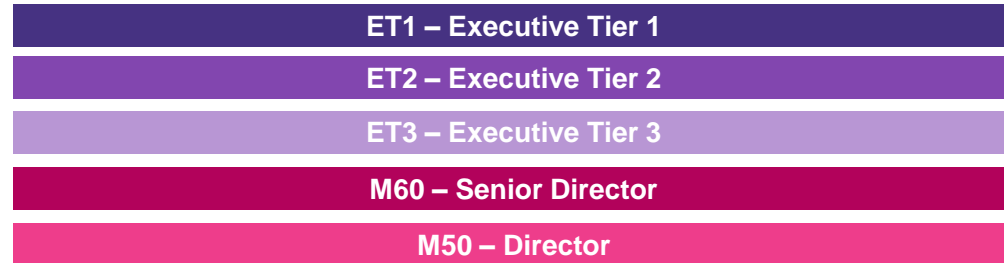
ET1 – Executive Tier 1
ET2 – Executive Tier 2
ET3 – Executive Tier 3
M60 – Senior Director
M50 – Director

Executive framework roles' job matching process is based on **broad Tier/Level and Career Stream definitions**

Executive Career Stream   **Management Career Stream**

Directors (M60 & M50)

Type of Executive Role is an additional Executive Framework feature which helps to determine Specialization/Job's executive scope. Each executive Specialization and Job is associated with one of three unique **Executive Role Types:**

Head of Organization
Associated specializations are focused on leading entire Organization, selected entity or line of business.

Head of Major Function
Associated specializations are focused on leading broad umbrella of associated functions.

Head of Function
Associated specializations are typically responsible for a single business function or part of a function.

Executive Tier Definition

What Executive Tier Is?

Executive Tier defines the position's breadth of leadership by taking into account the incumbent's impact on the organization as well as the organization's size and structure. When combined with a specialization (nature of work), it results in an Executive Job.

Executive Job = **Nature of Work (Specialization)** + **Breadth of Leadership (Executive Tier)**

Example:

GMA.01.003.ET3 = Head of Organization (CEO) (GMA.01.003) + Executive Tier 3 (ET3)

Mercer Job Library Executive Framework

Executive Role Organization Type incumbent refinement

Definitions of organization types

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 that are majority owned by a college or university and organizations whose parent is structured as a holding company should report themselves as a Subsidiary.
Division(s)	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 Role Organization Type

- Specifies the Type of Organization within Executive Role's scope of responsibility.
- Collected via a separate field in the Employee Data Section
- May support the validation of the Executive Framework job matching process.

Provide this information in the Employee Data Section to improve results quality

Mercer Job Library Executive Framework

Geographic Scope of Role incumbent refinement

Geographic Scope of Role

- Determines what Geographical Area falls under Executive Role's scope of responsibility.
- Collected via a separate field in the Employee Data Section (survey Campaign).
- May support the validation of the Executive Framework job matching process.

Provide this information in the Employee Data Section to improve results quality

Definitions of geographic responsibility

Global	worldwide; the position holder is responsible for the full organization's global geographic scope
Multi-Regional	the position holder is responsible for two or more Regions, e.g., EMEA, Americas, Latin America and APAC, APAC and Middle East
Regional	the position holder is responsible for a continental region or commonly accepted geopolitical area e.g., Asia, EMEA, North America, ASEAN, Europe, Middle East
Multi-Country	Division: A unit of a Parent/Corporate, Subsidiary, or Multi-Division organization that operates as the position holder is responsible for 3 to 8 countries within a region, e.g., Western or Eastern Europe, ASEAN, North Asia
In-Country	the position holder is responsible for a single country, or neighboring countries with a similar culture e.g., China, India, Singapore & Malaysia, UK & Ireland
District	the position holder is responsible for a geographically significant area within a country; typically used in large geographically diverse countries, e.g., Beijing, Shanghai, Guangdong, Chengdu-Chongqing, Mumbai, New Delhi, East Java, West Java, etc.

Job Matching
Job Matching Validation – 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

Matching Executives – Simplified

The specialization and executive role type are linked in the job catalog

Specialization Code	Specialization Title	Executive Framework Role Type
GMA.01.003	Head of Organization (CEO)	Head of Organization
ENS.03.001	Head of Engineering	Head of Major Function
ENS.03.113	Project Controls Engineering	Head of Function

Based on Organization type and incumbent scope of responsibility, select the appropriate level

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

Mercer WIN

Enhancements for New Executive Framework

New/updated Executive Framework elements available in **Mercer WIN**:

- Executive Tiers and Director Levels,
- Type of Executive Role (replacing Executive Scope)
- Incumbent data refinement: Executive Role Organization Type

Year over Year Survey Results

Business As Usual

Year over Year Survey Results will be created exactly the same as in case of any remapping (e.g., survey migrations or content changes resulting in moving or merging jobs).

📅 Last Year Executive Jobs will be converted in accordance to YoY Mapping files and then compared to Current Year Data.
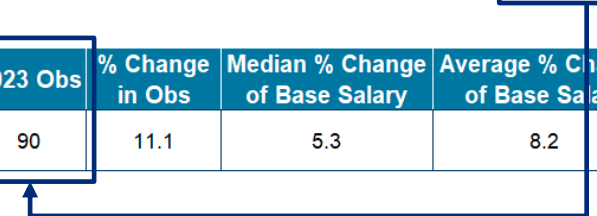
📍 Each of old executive jobs is directly mapped to New Executive Framework. This means that all New Executive Jobs will be compared to previous year data, if available.
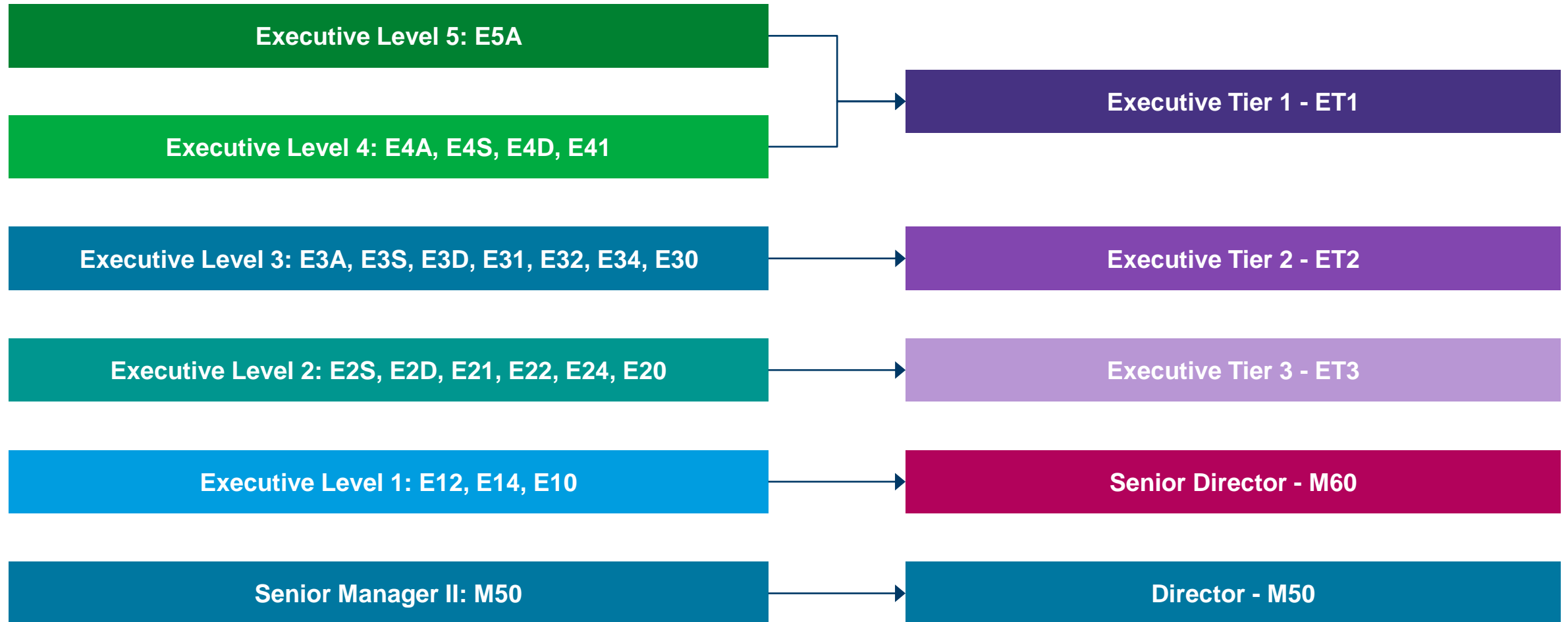
Example:

2023 Job Code	2023 Job Title	No. of Obs
GMA.01.003.E3S	Head of Organization (CEO) - Regional (Multi-Country) Subsidiary (E3)	20
GMA.01.003.E3D	Head of Organization (CEO) - Regional (Multi-Country) Division(s) (E3)	30
GMA.01.003.E3A	Head of Organization (CEO) - Country Parent/Corporate (E3)	40

2024 Job Code	2024 Job Title	2024 Obs	2023 Obs	% Change in Obs	Median % Change of Base Salary	Average % Change of Base Salary
GMA.01.003.ET2	Head of Organization (CEO) - Executive Tier 2 (ET2)	100	90	11.1	5.3	8.2

Mercer

Year over Year Mapping

Simplified Mapping Table – By Level Code

Executive Level 5: E5A	**Executive Tier 1 - ET1**
Executive Level 4: E4A, E4S, E4D, E41	
Executive Level 3: E3A, E3S, E3D, E31, E32, E34, E30	**Executive Tier 2 - ET2**
Executive Level 2: E2S, E2D, E21, E22, E24, E20	**Executive Tier 3 - ET3**
Executive Level 1: E12, E14, E10	**Senior Director - M60**
Senior Manager II: M50	**Director - M50**

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