

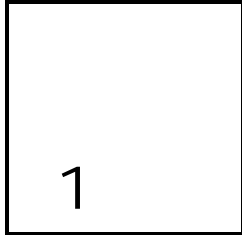
Total Remuneration Survey (TRS) 2009 Definitions & Guidelines

MERCER



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General Instruction

Minimum requirements

- Microsoft Windows 9x or NT4.x Operating system
- Microsoft Excel 97 or later
- The questionnaire contains some macros which require you to set your Excel macro security to medium level in order to have them function well. However, you will still be able to open and complete the questionnaire without the benefit of the supporting macro if you choose disable macros feature when opening the file.
- It will be best to view the questionnaire by setting the screen resolution to 1024 by 768 pixels (you can change it from your desktop's properties).

Completing the questionnaire

Our data collection kit contains a questionnaire which is divided into the following sections:

- Company Information
- Salary & Staffing
- Short Term Incentives
- Benefits - 1
- Benefits - 2
- Retirement
- Incumbent Data

A separate file should be completed for each country where you participate and also for each separate, autonomous company within these countries. For example, if you wish to provide pay data for two wholly-owned but separate companies operating in Singapore, then you are required to submit two separate questionnaires.

Please provide ALL INCUMBENTS' remuneration data that can be matched to Mercer Benchmark Positions **including all executive positions**.

Please do not report data for expatriates or vacant positions.

Returning the questionnaire

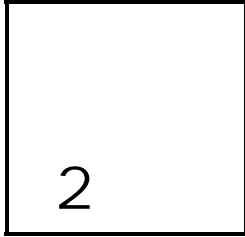
Please save a copy of the questionnaire for your records upon completion. As a way to continuously improve the data submission process, Mercer is offering the ability to return the questionnaire in two options:

1. You can upload your questionnaire directly to the Mercer server via a secure Internet connection through the following link:
<https://hcsurveys.imercer.com/AS>.
2. Alternatively, you may continue to email your submission to
asiadatasubmit@mercer.com.

If you are submitting multiple questionnaires, please upload or send each one separately to the above website / email address.

To protect data confidentiality, the file is originally password protected. If you change the original password, please inform us and send your password to open your data submission to asiadatasubmit@mercer.com.




In addition to completing questionnaire, if you feel it would be helpful to provide us with your organization chart and internal grading table, benefits and LTI scheme publications (hard copies or online through your website), employee handbook, etc. which you think may help our consultants to verify your data, please feel free to do so.



Mercer Customized Toolbar

The toolbar is only accessible if you enable macros to run in excel (see *minimum requirement on page 1*). The toolbar is required for managing your spreadsheet as it replaces some of the basic functions such as adding and deleting rows.

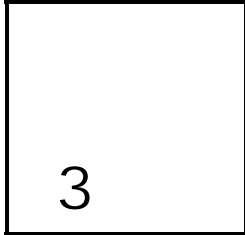


Toolbar Icon	Function
<ul style="list-style-type: none"> View Benefits ▾ 	To view the individual benefits plan summary. <i>(Only applicable for Benefit-1 worksheet)</i>
<ul style="list-style-type: none">  	To print the entire benefits plans (1 to 10) summary. <i>(Only applicable for Benefit-1 worksheet)</i>
<ul style="list-style-type: none">  	To copy all entries from one benefit plan to another. <i>(Only applicable for Benefit-1 worksheet)</i>
<ul style="list-style-type: none">  	To insert or delete rows in the Incumbent Data worksheet. Prior to insert/delete, please highlight respective cells before clicking on the icon. <i>(Only applicable for Incumbent Data worksheet)</i>

Toolbar Icon**Function**

To check key entries in all worksheets. They include:

1. Financial Volume
2. Headcount
3. Employee ID
4. Monthly Base Salary
5. Blank 'Mercer Universal Position Code (MUPCS) and Title'
6. Industry Sector



Terminology and Definition

Employee Category

The following definition of employee category is applicable throughout the questionnaire. Definitions are based on Mercer Universal Position Coding System (MUPCS)TM.

Executives

- Normally are Head of Organization or direct reports to Head of Organization.
- Also includes Sub Function Heads, who report to Head of Function.
- Focus on defining and implementing strategic objectives for the whole organization.
- Typically corresponds to MUPCS Career Stream and Level 11 (Head of Organization), 12 (Function Head) and 13 (Sub-Function Head)

Management

- Normally reports to those under Executive category.
- Has managerial responsibility for a department or team.
- Focus on managing people and implementing policies by planning and coordinating to meet the organization's objectives.
- Typically corresponds to MUPCS Career Stream and 21 (Senior Manager), 22 (Manager). Team leaders who supervise professional and/or para-professional will also classify under this category.

Professional

- Normally reports to those under Management or Executive category.
- Individual contributors in their specific areas of expertise in the organization.

- Do not have supervisory responsibility but may coach / mentor less experienced staff.
- Commonly has a university degree.
- Typically corresponds to MUPCS Career Stream and Level 33 (Specialist – Professional), 34 (Senior Professional), 35 (Experienced Professional) and 36 (Entry Level Professional).

Para-Professional

- Normally reports to those under Management category.
- Roles that are skilled, semi-skilled or unskilled without supervisory responsibility.
- Typically executes administrative, technical or manual tasks.
- Roles in this stream do not require a university degree.
- Typically corresponds to MUPCS Career Stream and Level 41 (Senior Para-Professional), 42 (Experienced Para-Professional) and 43 (Entry Level Para-Professional).

3.1

Company Information

▪ **Organization Type:**

- **Parent / Independent Company** The highest reporting entity without any organization above it (i.e., parent organization). Typically, management and the board of directors are responsible to shareholders for overall organization performance. Organizations who are structured as Joint Ventures should report themselves as Parent.

- **Subsidiary** An independent entity with majority interest held by a corporate entity; often has multiple business units and is responsible for all organization functions. Although a subsidiary may ultimately roll up into a corporate entity, management performs all functions of a stand-alone organization and is accountable to the corporate organization for operations and financial performance. The subsidiary is a legally chartered entity with its own board of directors. Note: Hospitals who are majority owned by a college or university and organizations whose parent is structured as a holding company should report themselves as a subsidiary.

- **Multi-profit Centre (Group)** An independent business unit consisting of multiple profit centres or divisions. The group is held accountable to a corporate entity similar to a subsidiary. The difference between the group organization type and subsidiary

Company Information

organization type is the group is not legally chartered and does not have a board of directors.

- **Division** An independent entity accountable for all organization functions typically for a select group of organization product lines. Generally, a division consists of a single profit centre or operating unit that is fully accountable to the corporate, subsidiary, or group organization types.
 - **Year of Establishment** Year in which the organization was set up in the country of operation. This does not refer to the year in which the parent company was set up.
 - **Labour Union** Labour Union or Trade Union is an association of wage-earners for the purpose of maintaining or improving the conditions of their employment.
- ** Not applicable for: AU NZ
- **Type of Entity**
 - **Joint-Venture** Joint-Venture is an entity formed between two or more parties to undertake economic activity together, usually between a multi national corporation and a local party. The parties agree to create a new entity by both contributing equity, and they then share in the revenues, expenses, and control of the enterprise.
 - **Publicly Traded on a stock exchange** A company that has issued securities through an initial public offering and which are traded on at least one stock exchange or over-the-counter market.

Company Information

- **State-Owned Enterprise (Crown Corporation)** State-owned enterprise or government business enterprise is a legal entity created by a government to undertake commercial or business activities on behalf of an owner government. There is no standard definition of a government-owned corporation (GOC) or state-owned enterprise (SOE), although the two terms can be used inter-changeably. The defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs. While they may also have public policy objectives, SOEs should be differentiated from other forms of Government Corporation or entity established to pursue purely non-financial objectives that have no need or goal of satisfying the shareholders with return on their investment through price increase or dividends.
- **Private Organization** Sole Proprietorship or the company's stock is owned by a relatively small number of holders who do not trade the stock publicly on the stock market.
- **Not-for Profit** Not-for Profit is a legally constituted organization whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit. In many countries some NPOs will be charities, but there will also be many NPOs which are not charitable organizations.
- **Industry Classification** Please refer to the Industry List file embedded in the Introduction worksheet.
- **Type of Organization, Activity** Type of organization and value-added activity performed by the organization according to IPE methodology. Please refer to the explanation of each value-added activity on the following pages.

Type of Activity for Products Organization

The following value chain activities have been identified in organizations that develop, sell and service manufactured products.

Product Development	Basic Research & Development	Primary research. Typically includes basic research and development activities where the eventual product and/or market potential are unknown. Generally characterized by a relatively modest rate of success (e.g., 20% of research eventually results in new products).
	Applied Research & Development	Product development. Includes targeted R&D activities to develop a specific new product or enhancement of an existing product where the eventual market potential is more defined. Typically includes development of preliminary product specifications and pre-production prototypes. Go-to-market decisions are generally made at this stage of development.
	Engineering	Production design. Final engineering of production-ready specifications and manufacturing processes.
Production	Procurement/Inbound Logistics	Input Supply and Management. Specific function responsible for obtaining manufacturing inputs, including raw materials and intermediate manufactured products. Generally responsible for all contract negotiation, vendor management and spot market transactions. Also includes management of inbound materials, including delivery scheduling, transportation, warehousing and inventory management.
	Production	Basic manufacturing. Production of intermediate or final goods from raw materials. May include intermediate manufactured products as part of the production process. Characterized by the conversion of materials to a new product with different characteristics (e.g., moulding of plastic into auto parts).
	Application/Assembly	Assembly of previously manufactured goods for market. Includes final assembly and packaging of two or more manufactured products (e.g., assembly of auto parts into a complete automobile). May include limited intermediate finishing of inputs.
Sales and Service	Marketing	Independent of sales. Function responsible for internal market analysis and planning and external communications, such as public relations, advertising and marketing collateral.
	Sales	Excluding marketing. Includes management of direct and indirect sales forces. Does not include oversight of third-party distributors.
	Distribution	Outbound logistics. Includes warehousing and outbound transportation of goods to third-party distributors and/or final customers.
	Service	After-sale service. Includes customer call centres and repair, service and support. Service may be offered on warranty, contract or fee-for-service basis.

Type of Activity for Services Organization

The following value chain activities have been identified in service organizations that provide product development, application of solutions, sales and customer service.

R&D	Idea & Concept Origination	Intellectual capital and/or technology development. Typically includes basic research and development activities where the eventual service and/or market potential for that service are unknown.
Operation	Generate Application	Service definition. Includes the development of the service that will be offered and the specifics around that service, such as tools and processes for service delivery. May also include the development of new markets for existing service lines.
	Apply Solutions	Delivery of solutions-based services. Generally includes idea-based services such as consulting and creative development where the customer is paying for ideas.
Sales and Service	Marketing	Independent of sales. Function responsible for internal market analysis and planning and external communications, such as public relations, advertising and marketing collateral.
	Sales	Excluding marketing. Includes management of direct and indirect sales forces.
	Distribution	Physical delivery of service. Distribution of services to customers through personal contact. Includes remote contact via telephone, internet, etc. May include physical delivery of idea-based or non-idea based services. "Apply Solutions" and "Distribution" always occur concurrently (but "Distribution" may occur without "Apply Solutions").
	Customer Service	Support. Includes customer call centres and post-service support.

Company Information

▪ Organization Size

– Financial Volume

The "Net" Sales Revenue amount is the sales revenue amount which does not include tax or other duties, e.g. VAT, energy tax, alcohol & tobacco duties etc. Please deduct these taxes or other duties amounts from the "Gross" Sales Revenue.

Notice that some countries apply tax or duties to companies for the privilege of selling or renting certain property or services in a country or locality. This tax is usually collected from the customer as a certain percentage that is added onto the price of a good or service that is purchased or rented. It is well known as Value-Added Tax (VAT) or consumption tax or Goods and Services Tax (GST). In most countries, certain industries (e.g. energy, alcohol, tobacco, automotive etc) are imposed with high tax duties and can be of significant amount. Due to the fact that such taxes or duties are collected as part of the sales revenue, it artificially inflated the organization size. Thus, it is logical to deduct these when we size the organization.

Note: this information is applicable for product or service-based organization.

Note: 'Operating Budget' is applicable for organizations who do not have 'Net Sales Revenue' e.g. R&D Centre, manufacturing plants, NGOs etc

– Headcount

It refers to headcount of both locals and expatriates Full-Time Equivalent (FTE) in your organization. FTE is a measurement equal to one staff person working a full-time work schedule for one year.

This figure will be the headcount figure as recorded in the organization's payroll (both permanent and contract staff).

3.2

Salary & Staffing

- **Salary Increase**
The total increases may include cost-of-living / inflation and merit increases in respect of the financial year. Please provide the overall increase and the increase by the respective employee category for the three consecutive years: last year, current year and next year to provide current and forecasted analysis, both on overall and on employee category.
- **Hiring Intention**
Company's intention on its headcount growth. Please indicate the intention for the next 3 months and the next 12 months.
- **Voluntary Turnover Rate**
Number of employee (FTE) resigned within the calendar year as a percentage of average number of employee.
Formula:

$$= \frac{\text{Total FTE resigned within last calendar year}}{\text{Average FTE per month}} \times 100\%$$

Please calculate and report an overall organization % as well as % by employee category. The rate by employee category can be higher than overall %, e.g. if there are only 4 FTE in Executive category and 1 of them resigned then the turnover rate is $\frac{1}{4} \times 100\% = 25\%$.

Salary & Staffing

- **Retrenchment Rate** Number of employee (FTE) retrenched within the calendar year as a percentage of average number of employee.

Formula:

$$= \frac{\text{Total FTE Retrenched within last calendar year}}{\text{Average number of employee per month}} \times 100\%$$

- **Hot Jobs** Positions that your organization (1) has most difficulties in recruiting; (2) has most difficulties in retaining. Please indicate the Job Family, Career Stream & Level and Actual Titles.
- **Fresh Graduate Starting Salaries** Typical Annual Base Salaries according to various academic disciplines and qualifications. Please include contractual bonus. **Do not** include fixed allowances, overtime payment, etc.

3.3

Short-Term Incentives

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Overall Variable Pay | <p>Variable Pay includes Variable Bonus and/or Sales Incentives. Express as % of Annual Base Salary (COMP 1). Exclude any Guaranteed Bonus and Profit Sharing.</p> |
|---|--|
- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Variable Bonus Policy | <p>All cash payments which are not guaranteed and are associated with individual, team and / or corporate performance.</p> |
|--|--|
- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Sales Incentives / Commission Policy | <p>Sales Incentives plans are designed to reward employees financially on the basis of sales achieved or revenue generated. They are generally restricted to the sales force, and payments may be related to orders, bookings, revenue, gross margin, profit contribution, etc. Typically, payments are rather more immediate than other variable reward plans, being reconciled on a weekly, fortnightly or monthly basis.</p> |
|---|---|
- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Target Variable Bonus / Sales Incentives | <p>All cash payments associated with individual, team and/or corporate performance assigned for the current year, to reward meet-target result (not outstanding/ maximum). Please enter the target amount as a percentage of annual base salary.</p> |
|---|--|
- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Maximum Variable Bonus / Sales Incentives | <p>All cash payments associated with individual, team and/or corporate performance assigned for the current year, to reward outstanding/ maximum result. Please enter the amount as a percentage of annual base salary.</p> |
|--|---|

Short-Term Incentives

- **Profit Sharing** Profit Sharing plans allow employees to share in the profits of an enterprise. The share may be a percentage of total profit, a percentage of improved profit, or a variable percentage of profit increasing with profit growth. Employees generally participate on the basis of salary (or some other formula), so an individual's share relates to their position within the organization.

3.4

Benefits – 1

(Not applicable for AU & NZ)

- **Flexible Benefits** A formal scheme through which employees can exercise choice on the benefits provided to them. Usually the choices are limited within a specified budget allocated to each employee.

** Not applicable for: JP KR PK
- **Outpatient Care (clinical & dental)** Outpatient refers to medical care which does not require employees to stay overnight in the hospital for treatment.

** Not applicable for: CN (dental only), JP (both clinical & dental)
- **Inpatient Care (hospitalization)** Inpatient refers to medical care which requires employees to stay in the hospital for treatment.

** Not applicable for: JP
- **Life and Accidental Death & Dismemberment (AD&D) Insurance** Life insurance refers to a benefit to the employee or spouse, in the event of his/her death, whilst he/she is employed by the organization.

AD&D (or Personal accident) insurance covers accidental death and/or loss of limbs.

Benefits – 1

(Not applicable for AU & NZ)

- **Long-Term Disability** Long- term disability benefit provides the employee with an income in the event of a disability or illness that prevents him/her from working. The benefit is paid until the employee is able to return to work or until retirement or death, whichever is earlier. Long term disability benefits are usually based either on salary, pension or 'pensionable salary'.

- **Loan Subsidy** An arrangement through which the organization lends an employee money to purchase items such as a car, a house or use the money for personal purpose such as children education, household electrical appliances, etc. These are often provided on an interest free or low interest basis and repaid by automatic deductions from the employee's salary.

** Not applicable for: CN

3.5

Benefits – 2

- **Company Car** A car provided to an employee on the basis of status, not based on the job need nor tool of trade. Data should be provided only for employees who are eligible for company car and use it for their private use on a permanent basis.
- **Meals** Canteen meals or vouchers paid by your company.

** Not applicable for: AU NZ TW
- **Mobile Phone** Employees' mobile telephone costs paid by your company. Please indicate % of costs paid for handset, line rental and calls on the respective rows.

** Not applicable for: AU NZ
- **Severance Pay Due To Redundancy** Redundancy benefit is applied after the period of notice. Is payable in connection with the dismissal of employees where such dismissal is based on reasons attributable to the employer's business.

** Not applicable for: AU NZ TW
- **Travel Insurance** Insurance that is intended to cover financial and other losses incurred while travelling, either within one's own country, or internationally.

Benefits – 2

** Not applicable for: AU NZ

▪ **Training & Development**

Training & development programs offered to employees to attain additional education qualifications.

** Not applicable for: TW

▪ **Discount For Company Products**

Discounts offered to employees to attain significant savings on company's products.

** Not applicable for: AU NZ

▪ **Share Purchase Plan**

A plan that enables employees to purchase the company's shares at a discounted rate. The amount tends to be set within a certain percentage of their annual salary.

** Not applicable for: AU JP NZ VN

3.6

Retirement

(Not applicable for AU NZ & VN)

- **Defined Benefit Pension Scheme Details**

A pension plan that defines a benefit for employees upon their retirement determined by a formula that can incorporate the employee's pay, years of employment, age at retirement, and other factors.

A simple example is a flat dollar plan design that provides \$100 per month for every year an employee works for a company; Assuming 30 years of employment, the participant would receive \$3,000 per month payable for their lifetime.

Typical plans are final average plans where a rate of accrual is multiplied by the average salary of the last three or five years of an employees' career to determine the pension; In some countries, benefits are often indexed for inflation and can also integrate with public Social security plan provisions and can provide reductions or incentives for early retirement.

- **Defined Contribution Pension Scheme Details**

A plan providing retirement benefits which is based solely on the amount contributed, plus or minus income, gains, expenses and losses allocated to the account.

Plan contributions are paid into an individual account for each member. The contributions are invested in financial instruments, for example in mutual funds or the stock market, and the returns on the investment (which may be positive or

Retirement

(Not applicable for AU NZ & VN)

negative) are credited to the individual's account. On retirement, the member's account is used to provide retirement benefits.

- **Employee Contribution**

Employees may contribute to their retirement fund. Indicate whether the contribution is mandatory, voluntary or none (no need for employees to contribute). Contributions may be categorized in 3 different types of formula, i.e. fixed rate, step-rate or combination of step-rate formula based on years of service.

** Not applicable for: JP

- **Step-rate Contribution**

Contribution which applies a percentage of salary below a ceiling amount and another percentage above the ceiling amount.

How to report step-rate contribution in DCK:

e.g. 3.5% below \$42,000, plus 5% above \$42,000

then:

contribution for part of salary below a ceiling = 3.5%

please indicate the ceiling = \$42,000

contribution for remaining part of salary = 5%

If step-rate contribution varies with years of service

Please indicate formula applicable in 3 different service years: 5, 10 and 20 years accordingly.

e.g.

1-3 service years = 3%

3-5 service years = 5%

5-6 service years = 6%

6-10 service years = 6%-10% corresponds to the service years.

then:

contribution after 5 years of service = 6%

contribution after 10 years of service = 10%

contribution after 20 years of service = 10%

** Not applicable for: JP

3.7

Incumbent Data

Please provide ALL INCUMBENTS' remuneration data that can be matched to Mercer Benchmark Positions. If you have more than one incumbent in a job (i.e. 20 sales representatives), please provide data for each incumbent separately; they would all have the same MUPCS code, however they are likely to have different compensation levels and benefit entitlements.

Please do not report data for expatriates or vacant positions.

Please also refer to section 3.8 for definition on country specific items.

Basic Information

- **Employee Identification (Employee ID)** The employee identification could be the payroll or your internal employee number. This is used as a reference when you receive the results back and also for the following year when you receive a pre-populated questionnaire.
- **Country Code** This is a standard two character International country code (e.g. United States of America = US).
- **Location** Please indicate the city in which the incumbent is based, e.g. Beijing, Shanghai, etc.

** Not applicable for: AU

Basic Information

- **Internal Business Unit / Function / Department** This is an optional field for companies who would like to include their internal business unit / function / department for referencing purposes.

** Not applicable for: AU JP NZ
- **Actual Title** Please indicate the incumbent's actual position title.
- **Job Family Code & Title** Please indicate the Job Family Code & Title according to Mercer Universal Position Code System (MUPCS™).
- **Mercer Universal Position Code System (MUPCS™) & Title** Please indicate the survey benchmark code and title for the incumbent, matched using the position descriptions (e.g. 110.200.343 Senior Compliance Officer). Please refer to your Mercer MUPCS catalog for the complete list.
- **Mercer Position Class** Please indicate the job size assigned to the incumbent using the Mercer International Position Evaluation (IPE) system. If this field is LEFT BLANK, Mercer will automatically calculate a standard Position Class. If you require any assistance with this, please contact your local Mercer consultant.
- **Internal Grade** Please indicate the internal job grade if you have an internal grading system. Though this field is optional, this information is useful for data checking purposes.
- **Gender** Please indicate the gender of the incumbent (enter M for male, F for female).

**Not applicable for: AU NZ TW
- **Geographic Responsibility** Please indicate, if the incumbent matched has responsibilities that encompass the (G)lobal, (R)egion, (S)ub-Region or (C)ountry specific. If the organization has presence in less than 8 countries but represents his / her "region", then the incumbent should be coded as 'regional'.

 - Global - worldwide responsibility
 - Regional - responsible for more than 8 countries
 - Sub-Regional - responsible for 2 to 8 countries
 - Country - responsible for one country only

Basic Information

- **Year of Birth** Please indicate the year the incumbent was born e.g. 1975.

**Not applicable for: AU NZ
- **Year of Hire** Please indicate the incumbent's year in which the incumbent was employed by the organization e.g. 2007.
- **Highest Qualification Attained** Please indicate the highest qualification attained by the incumbent e.g. "7 - Masters Degree". Please refer to table for the typical qualification titling corresponding to the list provided.

** Not applicable for: AU NZ TW

Qualification	CN	HK	IN / PK / S. Lanka / Bangladesh	ID	JP	MY *
Primary School	Primary School	Primary School	Grade 5	SD	Primary School	UPSR / PSAT
Middle or Junior High School	Middle School	Middle or Junior High School	Grade 10	SMP	Junior High School	SRP / PMR / LSA
High School	High School	High School	Grade 12	SMA	High School	SPM / MCE, SPMV / VMCE, MICSSUE, STPM
Technical Certificate	Technical Certificate	Technical Certificate	ITI	STM , SMF , SMK	Technical Certificate, Vocational School, College	MLVK, others certificate
Diploma	Diploma	Diploma	Diploma	D1, D2, D3, D4	2-years College	Diploma, Advanced Diploma, LCCI
University Degree or equivalent Professional Certificate	University Degree	University Degree or equivalent Professional Certificate	Bachelors degree in Science, Arts, Commerce, Engineering (Btech/ BE) etc	S1	University Degree or equivalent Professional Certificate	Degree / Bachelor, ACCA, CIMA etc
Master Degree	Master Degree	Masters	MBA, CA, MCA, M Tech., Master in any other discipline	S2	Masters	Masters
Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	PhD	S3	Doctorate (PhD) Degree	Doctorate (PhD) Degree

Qualification	NZ	PH	SG	KR	TW	TH	VN
Primary School	Primary School	Elementary	PSLE	Primary School	Elementary	Patom (Por 1-6)	Primary School
Middle or Junior High School	NA	NA	GCE "N" Level, GCE "O" Level	Middle School	Junior High School	Mathayom Ton (Mor1-3)	Lower Secondary
High School	High School	HS	GCE "A" Level	High School	Senior High School	Mathayom Plai (Mor 4-6)	Upper Secondary
Technical Certificate	Technical Certificate	Vocational / Certificate Course	NTC 1, NTC 2, NTC 3, ITE	NA	Technical Certificate (Vocational School)	Technical Certificate (Por Vor Chor)	Professional Secondary / Vocational Training
Diploma	Diploma	NA	Diploma, LCCI	2-years College	Diploma	Diploma, (Por Vor Sor)	College
University Degree or equivalent Professional Certificate	University Degree	College / University	Degree, ACCA	University Degree	University Degree	University Degree	University Degree or equivalent Professional Certificate
Master Degree	Masters	Masters	Masters	Masters	Masters	Masters	Masters
Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree	Doctorate (PhD) Degree

COMP 1 (Annual Base Salary)

Please refer to section 3.8 for country specific items.

- **Currency Code** Three letter codes as per international standard (ISO 4217) which is established as norm in banking and business all over the world for defining different currencies, e.g. JPY, CNY, etc. applicable for compensation data (except data under LTI plan) submitted in this data collection kit.

- **Monthly Base Salary** Please indicate the gross monthly base salary as of data effective date excluding any allowances. This should include the full-time permanent incumbents data only.

* For China, included here are incumbents receiving Monthly Base Salary from Labour Agency.

* For Taiwan, include Meal Allowance if it is supposed to be part of base salary

** Not applicable for: AU NZ

- **No. of Months Paid (Including fixed bonus)** Please indicate the number of times the incumbent receives monthly basic salary in a full year including Fixed / Guaranteed Bonus (e.g. 13 months = 13).

* For Japan, India, Pakistan, Sri Lanka & Bangladesh, please input it as 12 because it is to be captured excluding fixed bonus for these countries.

* For China, included here are incumbents receiving no. of months from Labour Agency.

** Not applicable for: AU BD IN JP LK NZ PK

COMP 2 (Annual Guaranteed Cash)

Please refer to section 3.8 for country specific items.

- **Meal Allowance** Please indicate the annual guaranteed cash allowance provided for subsidized meals or luncheon vouchers.

* For Taiwan – If the meal allowance is supposed to be part of the employee's monthly salary for tax benefits purpose, kindly input it as part of the 'Monthly Base Salary' in Comp 1.

** Not applicable for: AU NZ

▪ **Transportation Allowance**

Please indicate the annual guaranteed cash allowance given to incumbents (who are not eligible for company car) to subsidize transportation expenses to and from the workplace or other business-related travel requirements (e.g. to take up public transport, gasoline consumption, road tax, parking, etc.). **Do not** include actual reimbursement.

* For India, Pakistan, Sri Lanka & Bangladesh - this is referred to as "Conveyance Allowance".

* For Japan – Transport Allowance is based on actual claim and therefore is not collected under this item.

** Not applicable for: AU JP NZ

▪ **Housing Allowance**

Please indicate the annual guaranteed cash allowance given to subsidize housing related expenses. **Do not** include actual reimbursement or allowance given in lieu of apartment/ house, which should be captured under Comp 5 "Housing Rental Cost".

** Not applicable for: AU KR NZ VN

▪ **Position / Job-Based Allowance**

Please indicate the annual guaranteed cash allowance for holding a position e.g. acting allowance etc.

** Not applicable for: AU NZ

▪ **Phone Allowance**

Please indicate the annual guaranteed cash allowance for phone expenses. **Do not** include actual reimbursement.

** Not applicable for: AU KR NZ VN

▪ **Skill Allowance**

Please indicate the annual guaranteed cash allowance for compensating the incumbent's skill.

** Not applicable for: AU NZ VN

- **8-hour Shift Allowance** Please indicate the annual guaranteed cash allowance for working on an 8-hour shift.

** Not applicable for: AU NZ VN

- **12-Hour Shift Allowance** Please indicate the annual guaranteed cash allowance for working on a 12-hour shift.

** Not applicable for: AU NZ VN

- **Site Allowance (On-Shore)** Please indicate the annual guaranteed cash allowance for working on a particular on-shore site or location or environment of hazardous nature.

** Not applicable for: AU KR NZ VN

- **Other Guaranteed Allowances** Please indicate all other annual guaranteed cash allowances not included above.

COMP 3 (Annual Total Cash)

- **Variable Bonus Scheme Eligibility** Please indicate whether the incumbent is eligible to receive the Variable Bonus scheme. If this field is blank, it is assumed that the incumbent is NOT eligible to the scheme (e.g. a Sales person who is eligible for Sales Incentive scheme might not be eligible for Variable Bonus scheme). If the incumbent is eligible, please proceed to complete the rest of the Short-Term Incentives fields where applicable.

- **Variable Bonus – Target**
(next 12 months) All targeted cash payments associated with individual, team and/or corporate performance assigned for the current year, to reward meet-target result (not outstanding/ maximum). Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

COMP 3 (Annual Total Cash)

- **Variable Bonus – Actual**
(last 12 months) All payments made over the past 12 months to data effective date, which are associated with individual, team and / or corporate performance. Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

** For AU, if using an OTE base, please exclude any associated superannuation.

- **Sales Incentive Scheme Eligibility** Please indicate whether the incumbent is eligible to receive the Sales Incentive scheme. If this field is blank, it is assumed that the incumbent is NOT eligible to the scheme. If the incumbent is eligible, please proceed to complete the rest of the Short-Term Incentives fields where applicable.

- **Sales Incentive – Target**
(next 12 months) All targeted cash payments associated with sales target assigned for the current year, to reward meet-target result (not outstanding/ maximum). Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

- **Sales Incentive – Actual**
(last 12 months) All payments made over the past 12 months to data effective date, which are associated with sales achievement. Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

** For AU, if using an OTE base, please exclude any associated superannuation

COMP 3 (Annual Total Cash)

- **Profit Sharing – Target**
(*next 12 months*)

All targeted cash payments associated with profit target assigned for the current year, to reward meet-target result (not outstanding/ maximum). Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.
- **Profit Sharing – Actual**
(*last 12 months*)

All payments made over the past 12 months to data effective date, which are associated with profit sharing. Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

** For AU, if using an OTE base, please exclude any associated superannuation
- **Other Bonus – Target**
(*next 12 months*)

All targeted variable cash payments provided on other bonus scheme for the current year, to reward meet-target result (not outstanding/ maximum). Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.
- **Other Bonus – Actual**
(*last 12 months*)

All payments made over the past 12 months to data effective date, which are associated with other bonus schemes. Please enter the absolute amount paid and NOT a percentage of base salary.

For **new hires**, please **do not** provide pro-rated data. Kindly provide estimated bonuses for the whole year of service.

** For AU, if using an OTE base, please exclude any associated superannuation

COMP 4 (Annual Total Cash + Long-Term Incentives)

This set of questions is repeated three times to enable you to provide details of incumbents participating in up to 3 Long-Term Incentives (LTI) plans simultaneously. LTI is defined as any plan with a performance period of **more than one year**. Please note that the words 'stock' and 'shares' are interchangeable.

- **Long-Term Incentives (LTI) Eligibility** Please indicate whether the incumbent is eligible to receive Long-Term Incentives (LTI) plan(s). If the incumbent is eligible, please proceed to complete the rest of the LTI fields where applicable. Please indicate **only** the most recent LTI plans that have been granted in the **last 3 years**.
- **Country of Stock Exchange** Please select from the drop-down list the country where the company's shares are publicly traded.
- **Stock Exchange Name** Please select from the drop-down list the name of the stock market where the company's shares are listed.
- **Stock Ticker Symbol** A stock symbol may consist of letters, numbers or a combination of both, which used to uniquely identify shares of a publicly-traded corporation on a particular stock market. Specifically in U.S. stock exchange, stock symbol refers to ticker symbol.
- **Plan Award #** Please indicate the type of plan the incumbent is eligible for. Possible options are:

Appreciation Based Plans:
 11 – Stock/Share Options
 12 – Share/Appreciation Rights (SARs)

Stock/Share Based Plans:
 21 – Stock/Share/Share Unit Awards

Cash Denominated Plans:
 31 – Performance Units
 32 – Long-term Cash

COMP 4 (Annual Total Cash + Long-Term Incentives)

- 11 – Stock/Share Options** Stock/Share Options allow for the purchase of stock at a fixed price over a specified period. The exercise price is typically equal to the market price on the date of grant, but may be less than or greater than the market price on the date of grant.
- 12 – Share/Appreciation Rights (SARs)** Share Appreciation Rights (SARs) - Share Appreciation Rights provide an incumbent with the appreciation in market value of the share. They may be paid out in cash, stock, or a combination of cash and stock. No investment on the part of the incumbent is required. Share Appreciation Rights include Phantom Appreciation Shares. Phantom Appreciation Shares are an award denominated in hypothetical shares, the value of which is based on an increase in actual share value or another measure of organization value (e.g., book value). There are three types of Share Appreciation Rights:
- Freestanding - SAR grant that is not attached to a stock option.
 - Limited - SAR that is exercisable only upon the occurrence of a specific event such as a change of control.
 - Tandem - SAR that is granted with a stock option. The exercise of one cancels the other.
- 21 – Stock/Share/Share Unit Awards** Conditional grants of notional, actual or phantom shares of stock with vesting contingent upon employment for a specified period of time or achievement of specified performance goals over a multi-year performance period. The value of each share depends upon the market value of the share at the end of the vesting period. Share Awards include those that are commonly referred to as Restricted Stock, Restricted Stock Units, Performance Shares, Performance Share Units, or Phantom Full Value Shares

COMP 4 (Annual Total Cash + Long-Term Incentives)

31 – Performance Units	Conditional grant denominated in units other than notional or actual shares, with payment contingent upon achievement of specified performance goals over a multi-year performance period. Performance Units are cash-denominated and not tied to the price of a share of stock. Although units are usually dollar-denominated, their value may also be based on other constructs, such as dividends or EPS (Earnings Per Share). Where the value of each unit is equal to \$1.00, the incentive type is also known as “Long-term Cash.”
32 – Long-term Cash	A predetermined cash amount paid out contingent upon achievement of specified performance goals over a multi-year performance period.
▪ Plan Structure	<p>For all plan types, indicate the structure of the plan from which the award has been made:</p> <ol style="list-style-type: none"> 1. Fixed Amount Award: These awards are service based. When performance criteria apply, they do not have a downside or upside potential; in some markets, this type of award may commonly be referred to as an “All or Nothing” type of award. 2. Defined Target Award (with higher/lower payout potential): These awards include a “target” number of shares/share units corresponding to target performance. The number of shares awarded may be more or less based upon actual performance (e.g., payouts may be 0% to 200% of target). 3. Defined maximum Award (with lower payout potential): These awards include a “maximum” number of shares/share units corresponding to performance. The number of shares awarded may be less based upon performance.
▪ Maximum Award as a % of Target	For plans with a structure of “Defined Target Award (with higher/lower payout potential)” indicate the maximum

COMP 4 (Annual Total Cash + Long-Term Incentives)

(For Plan Structure 2 Only) potential award as a percent of target. For example, if maximum performance targets are met, the award payout may be up to 200% of the target. Thus, 200 should be entered.

▪ **How LTI Grant Vest** For all plan types, indicate how vesting, the point in time that the grant is considered “owned” by the recipient, is determined:

1 - Service Based: The grant becomes vested by continued employment and is not contingent on achievement of financial or internal goals.

2 - Performance Based: The grant becomes vested when a financial target, such as total shareholder return, (i.e., change in share price plus dividends), or an internal metric is met.

3 - Performance Accelerated: The service based vesting period of the grant can be reduced based upon the achievement of a financial target or an internal metric

Note: If the award vests based on service and has an escalator based on performance, please report the grant as two separate awards - the service based award and the performance based additional component. Combination grants such as these should have a “base line” award that vest on service only with an increment award that is contingent on performance.

▪ **Performance Measure** For all awards with Performance-based vesting, please provide the Performance Measure that is used to determine the level of payout:

1 - Relative Total Shareholder Return Only: Used to compare the performance of the incumbent’s company to peer companies’ stocks and shares over time. Share price appreciation is combined with reinvestment of dividends paid to show the total return to the shareholder. The plan award is dependent upon the incumbent’s company positioning versus the peer group.

2 - Multiple Measures including Relative Total Shareholder Return

COMP 4 (Annual Total Cash + Long-Term Incentives)

- 3 - Multiple Measures not including Relative Total Shareholder Return
4 – Other
- **Grant Currency** For all plan types, indicate the currency in which the grant was issued:

Options for Grant Currency will vary by region
 - **Date of Grant** Indicate the day, month and year (DD-MM-YYYY) of the most recent award of this plan type. If multiple grants have been awarded (e.g., eligible for multiple plans), enter each grant separately in the columns provided. Please do not report grants that were awarded prior to January 1, 2006.
 - **Number of Options / Shares / Units** (Applicable for Plan Type 11, 12, 21 & 31) Indicate the number of options, shares, or performance units awarded in the most recent grant to this incumbent. For plans with a structure of “Fixed Amount,” this field should reflect the number of options/shares/performance units that would be awarded upon achievement of the vesting criteria. For plans with a structure of “Defined Target (with higher/lower payout potential),” this field should reflect the number of options/shares/performance units that would be awarded if “target” performance is met. For plans with a structure of “Defined Maximum (with lower payout potential),” this field should reflect the number of options/shares/performance units that would be awarded if “maximum” performance is met. For Long-term Cash awards, this field should be empty.
 - **Long Term Cash** (Plan Type 32 only) For Long-term cash awards, enter the most recent cash award grant amount. Report the total predetermined cash award to be paid assuming specified performance goals are met. For instance, if \$100,000 would be paid at 33% per year for meeting specific goals over a three year performance period, report the entire \$100,000 award. If there is upside/downside in the ultimate payout depending on performance, enter the “target” cash award for meeting target performance.

COMP 4 (Annual Total Cash + Long-Term Incentives)

- **Grant Price per Share** (For all Plan Types except 32)

Indicate the per share or unit price at the most recent grant date:

 - For Stock/Share Options and Share Appreciation Rights provide the exercise price per share of the Stock/Share Option or Share Appreciation Right.
 - For Stock/Share/Share Unit Awards provide the grant price per share/share unit of the award.
 - For Performance Units provide the per unit value of the Performance Unit award.
 - For Long-term Cash awards this field should be empty.

- **Market Price per Share on Grant Date**

If the market price at the date of grant is different than the grant price, indicate the market price of each option, share, or unit at the most recent grant date. This value is not affected by the application of premiums or discounts that may have been applied at the time of the grant. This is simply the market price for one single share or unit.

- **Total Accounting Cost per Share on Grant Date** (FAS 123R, IFRS2)

For plan types 11 and 12, provide the total accounting cost, on a per share basis, associated with this award for financial reporting purposes. Please do not provide the aggregate cost of the grant or the annual expense accrual. For example, if 100 options with a three year vesting period and a total accounting cost per share of \$15 are awarded to an employee, please report \$15, as opposed to the \$5 that would be expensed annually over the three year vesting period, or \$1,500 that would be the aggregate cost of the grant.

- **Frequency of Grant**

Please indicate how often this type of plan is granted to incumbents. Please use values from this list:

 - 1 - Every year
 - 2 - Every 2 years
 - 3 - Every 3 years
 - 4 - Upon Hire / Promotion
 - 5 - Special One Time Grant (e.g., key employees,

COMP 4 (Annual Total Cash + Long-Term Incentives)

- recognition, discretionary)
 6 - Quarterly
 7 - Semi-annually
- **Term of Grant** (In years) (For Plan Types 11 & 12 only)

Indicate the term (award life) in number of years of the grant awarded. The term is the maximum period of time for which the grant is available to the incumbent and after which the options expire. This is NOT the performance period or vesting period which may apply to the award. The term of grant should only be provided for Plan Types 11 and 12.
 - **Vesting Period** (For all Plan Types)

For all plan types, indicate the amount of time required for the options/shares/performance units/long-term cash to vest and (in the case of options) become exercisable in full. Please choose from the following options:
 1= 1 year
 2= 2 years
 3= 3 years
 4= 4 years
 5= 5 years
 6= More than 5 years
 7= At Grant (Immediately)
 8= Others
 - **Vesting Others** (For vesting period 8 only)

For an answer of 8 (Other) in the "Vesting Period" data element, indicate the amount of time the options/shares/performance units/long-term cash vest and (in the case of options) become exercisable in full.
 - **Type of Vesting**

For all plan types, indicate the type of vesting applicable to the reported grant:
 1 - Installment Vesting (vesting occurs over a period of time, typically 3 to 5 years)
 2 - Cliff Vesting (vesting occurs all at one time)

COMP 5 (Annual Total Remuneration)

Please refer to section 3.8 for country specific items.

- **Benefit Plan No.** Please indicate the appropriate benefits plan number from the “Benefits - 1” worksheet for each corresponding incumbent.

** Not applicable for: AU NZ
- **Flexible Benefit** Please indicate the annual amount of providing flexible benefits given to the incumbent.

** Not applicable for: AU NZ
- **Club Subscription** Please indicate the annual subscription fee for golf club or equivalent membership.

** Not applicable for: AU NZ VN
- **Children's Education Cost** Please indicate the annual cost of providing children's education for the incumbent.

** Not applicable for: AU KR NZ VN
- **Housing Rental Cost** Please indicate the annual cost of renting or providing the accommodation for the incumbent. This includes rental and other associated costs such as management fees, government rates, etc.

** Not applicable for: AU KR NZ TH VN
- **Motor Vehicle Manufacturer and Model** Please indicate the actual brand and model provided to the incumbent. If the position is vacant, indicate the brand and model which the position would be entitled to. If your policy caps the car purchase price regardless of model, please indicate the typical brand and model and submit the maximum price allowed in the “Motor Vehicle Purchase Price”.

* For Japan, please note that company car is regarded as a benefit to the incumbent and is not referred to as a

COMP 5 (Annual Total Remuneration)

Please refer to section 3.8 for country specific items.

commercial vehicle (tools of trade).

** Not applicable for: AU NZ

- **Motor Vehicle Purchase Price**

Please indicate the car price which a car dealer quotes to a buyer for a new car without any discount or negotiations. If your policy caps the car purchase price regardless of model, please indicate the maximum price allowed.

** Not applicable for: ID
- **Leased Motor Vehicle Payment**

Please indicate the annual total payment to lease a car. **Do not** include actual reimbursement or allowance given to subsidize car running cost, which is captured under "Car Allowance".

Note: This is applicable for incumbents who are eligible for company car.

** Not applicable for: ID
- **Motor Vehicle Engine Capacity**

Please indicate the engine capacity of the car in cc, e.g. 2000cc = 2000, 2.0L = 2000. If your policy caps the car purchase price regardless of model or the engine capacity, please indicate engine capacity corresponds to the car information you submit under "Motor Vehicle Manufacturer and Model".

** Not applicable for: AU NZ
- **Motor Vehicle Replacement Period**

Please indicate the number of years before the car is being replaced e.g. 5 years = 5.

** Not applicable for: AU NZ
- **Allowance in Lieu of Company-Owned Motor Vehicle**

Please indicate the annual fixed allowance given in lieu of a company owned Motor Vehicle. Do not include actual reimbursement.

Note: This is applicable for incumbents who are eligible for company car but opt out.

COMP 5 (Annual Total Remuneration)

Please refer to section 3.8 for country specific items.

- **Fuel For Private Use Paid By Company (%)** Please indicate the approximate portion of the private fuel costs covered by company. Leave blank if this is not applicable to the incumbent, or if the Company policy is to provide fixed amount instead, which is captured under “Car Running Cost Subsidy”.

** Not applicable for: AU NZ
- **Maintenance Paid By Company (%)** Please indicate the approximate portion of the maintenance covered by company. Leave blank if this is not applicable to the incumbent, or if the Company policy is to provide fixed amount instead, which is captured under “Car Running Cost Subsidy”.

** Not applicable for: AU NZ
- **Insurance Paid By Company (%)** Please indicate the approximate portion of the insurance costs covered by company. Leave blank if this is not applicable to the incumbent, or if the Company policy is to provide fixed amount instead, which is captured under “Car Running Cost Subsidy”.

** Not applicable for: AU NZ
- **Car Running Cost Subsidy**
if provided in fixed amount Please indicate here the amount to cover car annual running cost e.g. fuel, insurance, maintenance **if** it is provided in fixed amount not a portion of the whole cost, which is captured under three abovementioned field: “Fuel For Private Use Paid By Company”, “Maintenance Paid By Company” and “Insurance Paid By Company”. Leave blank if this is not applicable to the incumbent.

** Not applicable for: AU NZ
- **Supplementary Pension** *Please indicate any additional private retirement plan which is provided on top of statutory or government provided schemes.*

COMP 5 (Annual Total Remuneration)

Please refer to section 3.8 for country specific items.

- **Defined Contribution Plan Number** Please indicate the number which refers to retirement plan that the incumbent participates in. It corresponds to the Defined Contribution plan described in “Retirement” worksheet. **Do not** fill in this column if the retirement plan is a Defined Benefit type.

** Not applicable for: AU KR NZ VN
- **Defined Benefit Plan Number** Please indicate the number which refers to retirement plan that the incumbent participates in. It corresponds to the Defined Benefit plan described in “Retirement” worksheet. **Do not** fill in this column if the retirement plan is a Defined Contribution type.

** Not applicable for: AU KR NZ VN
- **Statutory Pension** *It is compulsory for survey participant to submit the data if there is a statutory requirement for retirement plan. There are few countries where it is possible to ‘top-up’ the plan (pay more than required). In such case, please submit total contribution including the top-up premium.*
- **Employer's Contribution (%)** If your organization provides the contribution to statutory requirement retirement plan as a % of monthly base, please fill in this survey field.

** Not applicable for: AU CN JP NZ
TW: The range should be between 6~12%
- **Employer's Contribution (Annually)** If your organization provides the contribution to statutory requirement retirement plan in actual annual amount, please fill in this survey field.

** Not applicable for: AU HK JP KR NZ SG

3.8

Country Specific Surveyed Items

VIETNAM

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Monthly Net Salary | <p>Please indicate the monthly net take home (after deducting Personal Income Tax, Social Insurance, Health Insurance and Agency fees, if any) for the incumbent.</p> |
| <ul style="list-style-type: none"> ▪ Monthly Base for Social/Unemployment Insurance Calculation | <p>The monthly amount you use to calculate the Social Insurance and Unemployment Insurance payable</p> |
| <ul style="list-style-type: none"> ▪ Monthly Base for Medical Insurance Calculation | <p>The monthly amount you use to calculate the Medical Insurance payable</p> |
| <ul style="list-style-type: none"> ▪ Clothing Allowance | <p>Please indicate the annual guaranteed cash allowance provided in lieu of a uniform or to subsidize uniform related expenses for the incumbent.</p> |
| <ul style="list-style-type: none"> ▪ Preventative Health Check Cost | <p>Please indicate the annual amount the company pays to cover the cost for providing the incumbent with a Preventive Health Check.</p> |
| <ul style="list-style-type: none"> ▪ Medical Care | <p>Please indicate the annual amount the company pays to</p> |

**(Excluding
Insurance
Premium)**

cover the cost for providing the incumbent with Medical Care (not including insurance premium).

- **Union Fee Paid By Employee** Please indicate the incumbent's contribution to cover any annual Union Fee.
- **Union Fee Paid By Company** Please indicate the company's contribution to cover any annual Union Fee.
- **Agency Fee paid by Employee** Please indicate the incumbent's contribution to cover any annual Agency Fee.
- **Agency Fee Paid By Company** Please indicate the company's contribution to cover any annual Agency Fee.

MERCER



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