

MERCER PUBLIC WORKSHOP

美世公开研讨会

高管薪酬和长期激励

高管作为企业的核心管理团队，其薪酬激励，包括业绩衡量等问题越来越得到董事会、监管层及利益相关者的关注并逐步与一般员工的薪酬方案区别开来成为单独的重要议题；而长期激励作为总薪酬包的一个有效组成部分，自20世纪80年代在西方国家被广泛采用以来，已成为人才激励的重要手段。经济环境的动荡、人才市场的多变使得众多的中国公司开始重新检讨自己的高管薪酬体制，探索和建立适合本企业的长期激励机制。高管薪酬和长期激励机制在推进公司整体战略的实现，吸引和保留高级人才，将职业经理人的职业行为规范化和长期化等方面有着其他薪酬方式不可替代的作用。但是由于该机制在中国起步较晚，目前各个公司在实施过程中还存在较多的问题。

美世为期1天的研讨会旨在介绍高管薪酬与其他一般员工薪酬的区别、高管薪酬结构设计的特殊事项、美世长期激励机制设计的理念，及其设计的具体流程、方法和工具。在学习形式上，将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通1门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

课程概述

高管薪酬设计方法

- 高管薪酬概述
- 市场对标原则
- 高管薪酬的绩效衡量
- 高管短期激励设计
- 高管薪酬热点问题及案例

长期激励整体思维方法

- 长期激励概论
- 典型长期激励工具
 - 股票期权
 - 限制性股票
 - 业绩股票
- 总体设计原则及要素详解工具选择
 - 确定激励对象
 - 激励额度
 - 时间生效安排
 - 定价机制
 - 期权的估值与财务影响
 - 约束机制安排
- 案例与实践

联络

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学员收获

- 理解高管薪酬与其他一般员工薪酬的区别
- 掌握高管薪酬体系设计、实施的方法和技巧
- 学会合理匹配高管薪酬与公司、股东利益
- 学习长期激励体系的设计和操作方法
- 了解高管薪酬和长期激励市场实践

学员对象

总经理、财务总监、人力资源总监、人力资源经理以及薪酬经理等

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EXECUTIVE REMUNERATION AND LONG-TERM INCENTIVES

Executives form the core group of any enterprise, and executives' incentive pay has attracted increasing attention from boards and stakeholders in recent times. Executive remuneration has become an important issue, distinct from reward strategy for the general staff. Applying long-term incentives as an effective component of total compensation packages has been common practice in Western countries since the 1980s, and now a turbulent economic environment and volatile talent market have forced many Chinese enterprises to rethink their executive remuneration programs and incentive systems. Executive remuneration and long-term incentive packages play a critical role in attracting and retaining top talent, driving strategy implementation and managing leaders' behavior. As a relatively new practice in China, many organizations still lack the basic tools for designing and implementing such programs.

Mercer's one-day workshop clarifies the differences between executive remuneration and compensation for general staff. We introduce particular principles of executive remuneration design and Mercer's long-term incentive mechanism design, process, methodology, and tools. We use Mercer's method of blended learning: online learning, offline training, and online assessment. Mercer will open one related online module before the workshop, which will help participants preview and review theory, knowledge, tools and methods. The face-to-face workshop focuses on practicing key knowledge, discussing real cases, and learning how to deal with practical HR problems. The highly effective online-to-offline learning method consolidates learning and leads participants on a fruitful learning journey.

TOPICS COVERED

Executive remuneration design

- Executive remuneration overview.
- Market symmetry principle.
- Executive performance measurement.
- Short-term executive incentive design.
- Executive remuneration hot issues and case study.

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Long-term incentives design

- Long-term incentives overview.
- Common tools for designing long-term incentives.
 - Stock options.
 - Restricted stock.
 - Performance stock.
- Design principles and elements.
 - Target group.
 - Determination of incentive amount.
 - Implementation and timing arrangement.
 - Pricing mechanism.
 - Option valuation and financial impact.
 - Constraint mechanism.
- Case study and application.

BENEFITS TO PARTICIPANTS

- Understand the differences between executive remuneration and general staff compensation.
- Grasp the approaches and skills for designing and delivering the executive remuneration plan.
- Establish good executive remuneration that contributes effectively to the interests of company stakeholders.
- Master the methods and practical tools for long-term incentive design.
- Learn about executive remuneration and long-term incentives best practices.

TARGET PARTICIPANTS

CEOs, CFOs, HR directors, HR managers, and compensation and benefits managers

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