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D	2	Strategic Business Leadership	SMT	Executive Management Team	68 67 66	2200	19
	1		VP	Key Regional Business & Functional Leaders	65 64 63		
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A	2	Operational / Tactical Management or Professional Leadership	Senior Manager	Small Country Business Mgrs / Major Country Functional Mgrs	58 57	700	15 + 14
	1		Manager	Middle Managers	56 55 54		
L	4	Expertise	Senior	Professional IV	53-55	380	12
	3		—	Professional III	50-51	310	11
	2		—	Professional II	48-49	245	10
	1		Junior	Professional I	46-47	200	9
S	6	Support / Skills	—	Support IV	45		8
	5		—	Support III	44		7
	4		—	Support II	43		6
	3		—	Support I	42		5
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Mercer Ced Points Manual

Katrin Zwirglmaier



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