

## Access to Experts



**Karen Piercy**  
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Karen Piercy is a partner in Mercer's HR Transformation business. She is located in the Philadelphia office. Her areas of expertise include HR effectiveness, HR function, shared services and technology assessment, HR strategy, organization and role design, governance, sourcing strategies, and process reengineering.

Karen has been with Mercer for over 30 years and has served clients in professional and financial services, pharmaceutical, energy, technology, health care, retail, consumer products, manufacturing and distribution, not-for-profit and public sector industries.

Karen began her Mercer career as a performance & rewards consultant, designing salary programs and performance management systems. Before joining Mercer, she worked for several years for the government of Washington, DC in labor relations and collective bargaining.