

workforce movement
sample

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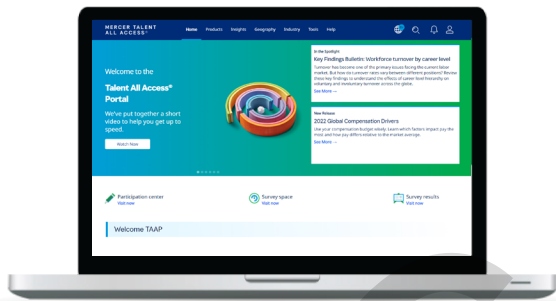
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Note: You may find this report easier to navigate by using bookmarks. Watch this [short video](#) to learn more.

Market indicators

Economic market indicators

	Gross domestic product change	Inflation rate	Unemployment rate
2020 Actual	-6.4%	3.3%	29.2%
2021 Actual	4.9%	4.5%	34.2%
2022 Estimated	1.9%	5.7%	35.2%

Labor market indicators

	Population size in thousands	Gender ratio: % male	Gender ratio: % female
Total population, 2021	-8.8%	5.0%	4.0%
Working age range population (15+)	0.9%	1.3%	2.7%
Economically active population (15+)	6.6%	3.5%	4.1%

Market indicators

Employment rates of 25–64 year-olds, by educational attainment



Note: Amounts provided represent the percentage of employed 25–64 year-olds among all 25–64 year-olds with each education level.

Market indicators

Employee tenure with current employer, by job family and career level

Job family	Average number of years				
	All employees	Executive	Management	Professional	Para-professional
Administration	11	-	14	12	8
Communications	11	13	10	13	-
Creative & design	17	-	18	17	-
Customer service	13	34	14	14	5
Data analytics	14	-	20	9	-
Engineering	12	16	12	11	9
Finance & accounting	11	12	11	12	8
Executive leadership/general management	14	15	13	11	-
Human resources	11	12	14	9	9
Information technology	13	23	13	11	7
Legal & compliance	9	10	9	9	9
Manufacturing	11	12	12	10	10
Project management	12	16	13	12	9
Quality assurance	12	21	12	12	9
Sales	9	10	9	8	9
Supply chain	11	20	11	9	9

Job family	Average number of years				
	All employees	Executive	Management	Professional	Para-professional
Transportation services	14	-	21	10	11

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Market indicators

Expatriate and local employees as an average percentage of total employee population



Turnover

Calendar year turnover

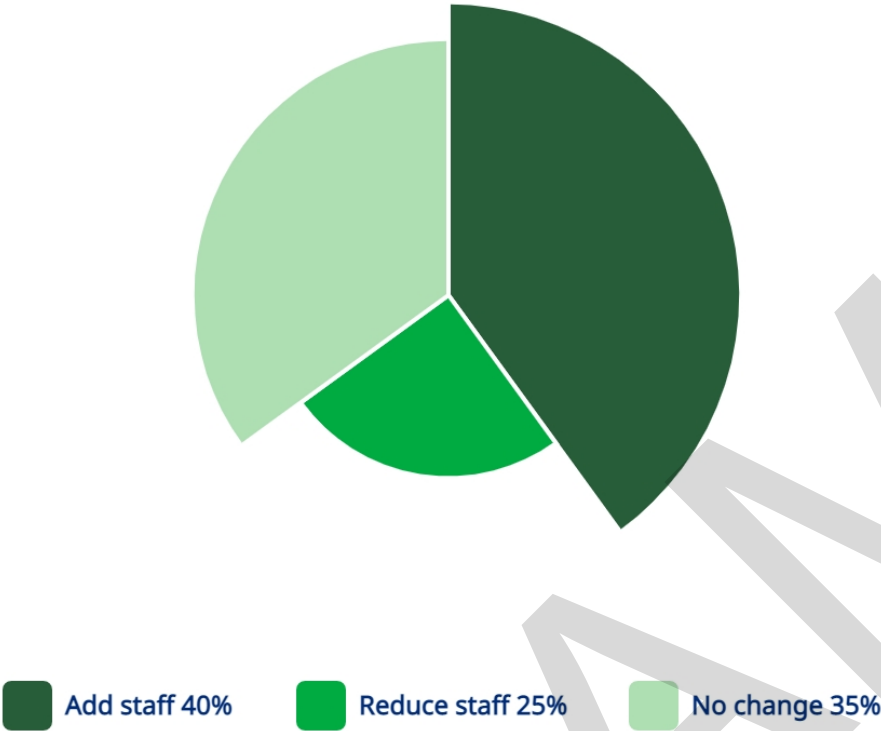
Full year 2021	P25	P50	P75	Average	N=
Voluntary turnover	3.2%	5.0%	8.1%	4.8%	126
Involuntary turnover	3.2%	4.0%	6.0%	4.2%	126
Total turnover	5.4%	9.0%	14.1%	9.0%	126

Full year 2020	P25	P50	P75	Average	N=
Voluntary turnover	2.3%	6.0%	7.3%	5.0%	126
Involuntary turnover	2.6%	4.0%	8.1%	5.0%	126
Total turnover	4.9%	10.0%	15.4%	10.0%	126

Full year 2019	P25	P50	P75	Average	N=
Voluntary turnover	2.3%	6.0%	7.3%	5.0%	126
Involuntary turnover	-	-	-	-	-
Total turnover	-	-	-	-	-

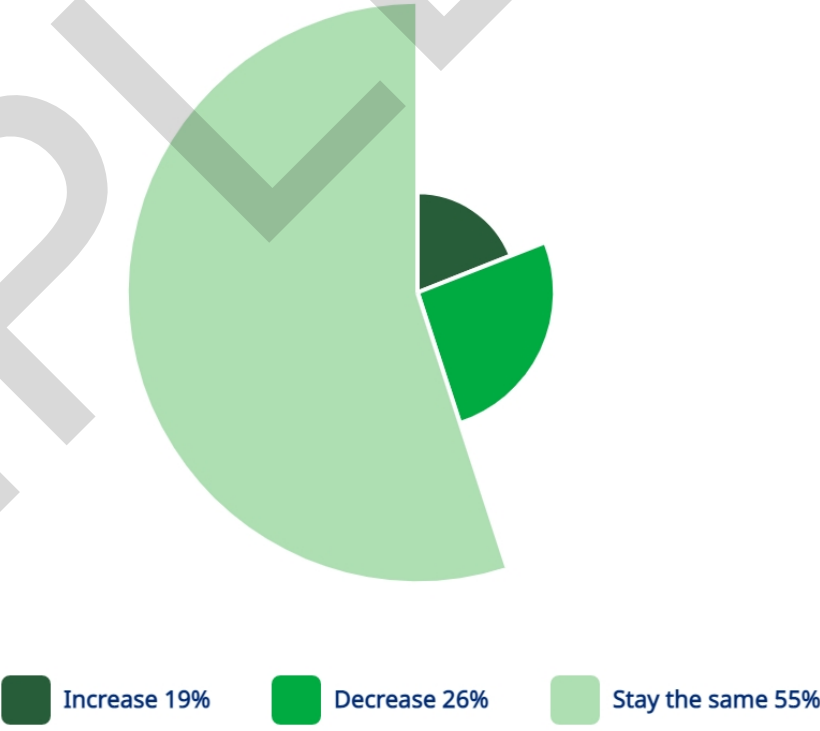
Workforce changes

Hiring intentions for 2022



N=93

Expected change in turnover rate for 2022



N=79

Workforce changes

Percentage of employees promoted

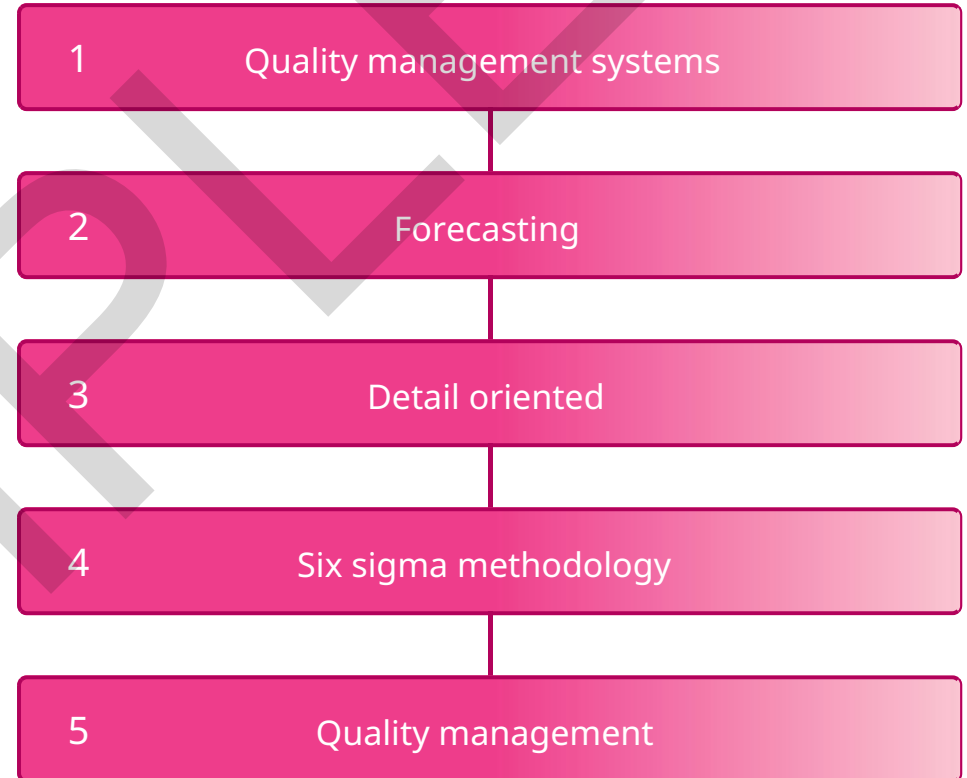
	P25	P50	P75	Average	N=
2021 actual	2.3%	6.0%	7.3%	5.0%	126
2022 forecast	2.3%	6.0%	7.3%	5.0%	126

Hot skills

Top 5 jobs in demand



Top 5 skills with the highest premiums



Hot skills

Top 3 skills in demand, by job family

Job family	Rank 1	Rank 2	Rank 3
Administration	Written communication	Detail oriented	Teamwork
Communications	Communication strategies	Blogs	Organizational architecture
Creative & design	Design thinking	Storyboarding	User-centered design
Customer service	Empathy	Sales process	Influencing skills
Data analytics	Power bi	R (programming language)	Data quality
Engineering	Machine learning	Data management	Algorithms
Finance & accounting	Internal controls	Written communication	Depreciation
Executive leadership/general management	Google analytics	Critical thinking	Search engine optimization
Human resources	Talent acquisition	Psychology	Business strategies
Information technology	Disaster recovery	Continuous delivery	Functional specification
Legal & compliance	Investigation	Written communication	Problem solving
Manufacturing	Problem solving	Computer numerical control (cnc)	Detail oriented
Project management	Certified scrum master	Project scoping	User story
Quality assurance	Data management	Data analysis	Test planning
Sales	Strategic marketing	User story	Google analytics
Supply chain	Business process	Inventory management	Problem solving
Transportation services	Vehicle maintenance	Detail oriented	Interpersonal communications

Attraction & retention

Attraction practices

Prevalence of sign-on bonus

Career level	Percentage of companies	N=
Executive	36%	378
Management	24%	378
Professional	-	-
Para-professional	19%	278

Sign-on bonus as a percentage of base salary

Career level	% of base salary	N=
Executive	12.5%	137
Management	13.5%	91
Professional	-	-
Para-professional	10.0%	72

Attraction & retention

Retention practices

Prevalence of retention bonus

Career level	Percentage of companies	N=
Executive	26%	378
Management	24%	378
Professional	-	-
Para-professional	23%	278

Retention bonus as a % of base salary

Career level	% of base salary	N=
Executive	20.0%	99
Management	11.3%	92
Professional	-	-
Para-professional	10.0%	86

Attraction & retention

Other retention strategies

Employee awards

Service awards	<p>More than two-thirds (69%) of organizations pay service awards; 41% pay jubilee awards on birthdays or similar important events (for example, marriage, childbirth). These are common in big enterprises with trade unions, often a legacy from the past. Companies typically do not introduce new service or jubilee awards.</p> <p>(Source: Local Mercer experience, Mercer's Total Remuneration Survey, 2020.)</p>
Recognition awards	Not common

Attraction & retention

Other retention strategies

Cash value of long service awards

Length of service	Average value		N=
	Local currency	USD	
3rd year	-	-	-
5th year	266.70	44.40	3
10th year	492.00	82.00	5
15th year	713.00	118.80	5
20th year	944.00	157.30	5
25th year	1,165.00	194.20	5
30th year and beyond	2,262.50	377.10	4

Statutory severance requirements

Overview of individual termination and severance policy

Length of service	Company notice period	Severance amount paid
0-3 months	None	None
Over 3 months	None	1 month's salary for each year of service (2 months' salary per year of service if 3 months notice is but provided)

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Statutory severance requirements

Severance requirements for individual terminations

Definition and conditions of fair and unfair termination	Causes of termination are written in the Working General Law, Article 16 (dismissal with fair cause).
Company notice period	In the past, fixed-term employment contracts required a 90-day notice of termination by the employer. However, employers are no longer permitted to dismiss personnel without fair cause (causa just). It is not mandatory to provide notice when an employee is dismissed due to fair cause.
Employee notice period	In the past, fixed-term employment contracts required a 90-day notice of termination by the employer. However, employers are no longer permitted to dismiss personnel without fair cause (causa just). It is not mandatory to provide notice when an employee is dismissed due to fair cause.
Pay-in-lieu of notice permitted	Pay in lieu is not permissible.
Benefits paid on voluntary resignation	In the past, fixed-term employment contracts required a 90-day notice of termination by the employer. However, employers are no longer permitted to dismiss personnel without fair cause (causa just). It is not mandatory to provide notice when an employee is dismissed due to fair cause.
Benefits paid on involuntary termination of service	An employee who is a party to an indefinite-term employment contract and dismissed by an employer after two years' continuous service has a right to special compensation calculated on length of service (unless dismissed for misconduct). Severance payments must be at least one-third of the employee's average monthly salary in the three months before the contract's cancelation, for every year of work with the employer.

Sources

Topic name	Data type	Data source	Number of participants	Publication date
Market indicators	Gross domestic product change	International Monetary Fund, World Economic Outlook Database	-	October 2021
Market indicators	Inflation rate	International Monetary Fund, World Economic Outlook Database	-	October 2021
Market indicators	Unemployment rate	International Monetary Fund, World Economic Outlook Database	-	October 2021
Market indicators	Total population	International Labor Organization, Labor Stats	-	November 2020
Market indicators	Working age range population (15-64)	International Labor Organization, Labor Stats	-	November 2020
Market indicators	Economically active population (15-64)	International Labor Organization, Labor Stats	-	November 2020
Market indicators	Employment rates of 25-64 year-olds, by educational attainment (2020)	OECD education at a glance	-	October 2020
Market indicators	Average employee tenure with the company	Mercer's Total Remuneration Survey	456	April 2021
Market indicators	Expat vs. local employees	Mercer's Total Remuneration Survey	456	April 2021
Turnover	Voluntary and involuntary turnover 2019	Mercer's Salary Movement Snapshot	345	March 2020
Turnover	Voluntary and involuntary turnover 2020	Mercer's Salary Movement Snapshot	400	March 2021
Turnover	Voluntary and involuntary turnover 2021	Mercer's Salary Movement Snapshot	235	March 2022

Topic name	Data type	Data source	Number of participants	Publication date
Workforce changes	Hiring intention	Mercer's Salary Movement Snapshot	235	March 2021
Workforce changes	Expected change in turnover rate	Mercer's Salary Movement Snapshot	235	March 2021
Workforce changes	Percentage of employees promoted	Mercer's Salary Movement Snapshot	235	September 2022
Severance	Statutory severance requirements	Mercer's Worldwide Benefit & Employment Guidelines	-	April 2022
Hot skills	Hot jobs, premium skills, skills in demand	Mercer's Skills Survey Live Database	-	April 2022
Attraction and retention	Sign-on bonus	Mercer Benefits Monitor	395	September 2021
Attraction and retention	Retention bonus	Mercer Benefits Monitor	395	September 2021
Attraction and retention	Service awards	Mercer's Worldwide Benefit & Employment Guidelines	-	April 2022
Attraction and retention	Service award amount	Mercer Benefits Monitor	395	September 2021

about this

report

Methodology

This section provides information on the methods of collecting, collating and analyzing data for this product. You will also find notes on exceptions and exclusions in the data, information on data sources, relevant equations and currency conversion rates along with a glossary of key terms.

Data collection

Data for this product were collected from the following primary data sources:

- Mercer's 2021 Total Remuneration Survey (TRS)
- Mercer's 2022 Salary Movement Snapshot (SMS) Edition 1
- International Monetary Fund, World Economic Outlook Database
- Calculations based on ILO Modeled Estimates, ILOSTAT Database
- OECD Education at a Glance 2021
- Mercer's 2021 Benefits Practice Report Summary, Mercer Benefit Monitor
- Mercer's Skills Pricer database

Note: Sources may differ for select markets; refer to the data sources section in each market for more information.

Data analysis

The following statistics are presented in this report:

- **P25 or 25th percentile:** The data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.
- **Median or 50th percentile:** The data point that is higher than 50% of all other data in the sample when ranked from low to high.
- **Average:** The sum of all data reported divided by the number of data observations in the sample. Also known as the mean.
- **P75 or 75th percentile:** The data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.
- **Prevalence:** The percentage of companies that provided a response to a question with a defined number of options to choose from. For example, a single response question or a multiple response (select all that apply) style question.
 - In single response questions, the sum of all responses may not equal 100% due to rounding.

- In multiple response questions, the sum of all responses will be greater than 100%.
- **N or sample size:** The number of companies that reported data for the statistic.
- **En dash or “-”:** The sample is too small to provide the statistic.

Data masking

To ensure the confidentiality of all companies that provide data to Mercer's surveys, statistics have been masked by displaying an en dash or “-” when minimum sample sizes are not met.

- A minimum of three data points are required to report the average and prevalence percentages.
- A minimum of four data points are required to report the 50th percentile or median.
- A minimum of five data points are required to report the 25th and 75th percentiles.

Glossary

Refer to the glossary for definitions of the terms used throughout this report, as well as other HR-related terms.

[Download Glossary](#)

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