

MERCER TALENT ALL ACCESS®

Singapore pay summary | sample

2020

Employee pay often represents the largest expense for most companies. Ensure your payroll is cutting the right-sized slice of the pie.

welcome to brighter



Introduction

Employee pay and compensation often represents the largest expense for most corporations around the world. As business globalizes and companies expand beyond their national borders, there is greater need for a transnational perspective that accounts for drastic fluctuations in the prices of labor between markets and career levels. Companies must strike the balance between costs and efficiency, and HR professionals around the world need the most reliable, comprehensive, and up-to-date information to inform their decisions in salary planning negotiations.

Identifying value

At its core, compensation reflects the market value for a particular type of labor. Employee base salary is the most important element of “total real” benefit to an employer, and one of the most difficult aspects of planning for international pay schemes is effectively balancing the mutual and opposed interests of business objectives with the personal aspirations of each employee. Although it is to the benefit of every employee to offer a salary that allows employees a standard of living in a local market that is commensurate with their station in the company, it can be exceedingly difficult to define that value given cultural and economic differences between markets. In the end, it is critical that base pay be “right,” which means it should be internally equitable and externally competitive. If base pay is wrong, it may distract employees from the task at hand.



Determining local standards

An employee's base salary is the core component of a total rewards package, but it does not represent the entire picture. Instead, base salary is simply the fixed amount of total cash compensation offered by the company each year. This represents an ongoing liability for the company, as it is guaranteed for each employee, but many employees around the world now look for other forms of compensation and rewards — their annual total cash compensation. This amount includes non-cash remuneration and short-term incentives such as bonuses and sale commissions, and has grown in its proportion of total compensation over the last 20 years. Equipped with the right data and market trends, HR professionals can account for the markets where variable pay is increasing in order to create a cost- and labor-effective salary structure that works here in the

Considerations

When contemplating a new pay scheme, HR professionals should consider the following questions:

- What are the current pay levels for similar positions in the local market?
- How might above-current market pay affect my organization's ability to attract and retain key talent?
- How do local employers structure their pay offerings (annual base salary versus annual total cash compensation) for individuals at a specific compensation level?
- Should I structure pay programs so as to emphasize individual job functions within my organization?
- How should my organization weigh the variation in pay levels when making key business decisions such as expanding into new markets or relocating existing roles?

Report structure

The **2020 Singapore Pay Summary** report provides current data on pay scales in Singapore. This report contains detailed information to assist in making critical decisions in strategic planning and negotiations, and presents data in clear, easy-to-read tables.

The report has three main sections:

- The **benchmark position country detail** pages are a one stop-shop for country-specific data for the 50 benchmark positions. The data are presented in both local currency and USD, and includes low, median, and high rates of annual base salary and annual cash compensation for each position.
- The **position descriptions** section provides general descriptions for each job family, sub-family, and job level included in this report.
- The **about this report** section delineates the methods used and lists key definitions.

SAMPLE

Reading this report

Country

The following pages provide tips and guidelines to help navigate the report content.

Economic and labor market

GDP growth



2020	0.7%
2019	-1.2%
2018	2.6%

Inflation



2020	25.5%
2019	40.6%
2018	24.8%

Unemployment



2020	9.5%
2019	9.2%
2018	8.3%

Total population, 2019
44,689

Total population gender ratio, 2019

M 49% **F** 51%

Working age population
(15-64), 2019 **15,589**

Working age (15-64) gender ratio, 2019

M 50% **F** 50%

Economically active population
(15-64), 2019 **19,343**

Economically active (15-64) gender ratio, 2019

M 52% **F** 48%

Note: Population size is in thousands. M = male and F = female.

Reading this report

USD1 = ARS37.12
 EUR1 = ARS42.65
 Exchange rate as of Nov 5, 2019

Executive leadership

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
CEO	100,000	100,000	100,000	100,000	100,000	100,000
COO	100,000	100,000	100,000	100,000	100,000	100,000
CFO	100,000	100,000	100,000	100,000	100,000	100,000
CIO	100,000	100,000	100,000	100,000	100,000	100,000
CHRO	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
CEO	100,000	100,000	100,000	100,000	100,000	100,000
COO	100,000	100,000	100,000	100,000	100,000	100,000
CFO	100,000	100,000	100,000	100,000	100,000	100,000
CIO	-	-	-	-	-	-
CHRO	100,000	100,000	100,000	100,000	100,000	100,000

A "-" indicates there is insufficient data to report statistics.

Note: The figures under the annual total cash compensation section reflect the actual amounts of the awards received over the last 12 months.

Reading this report

Accounting & finance

Accounting

Responsible for managing or performing work in general financial accounting activities of the organization, including: financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex.

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience. Work is primarily for following standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Finance generalist

Responsible for managing or performing work across multiple areas of finance including financial planning & analysis, financial controls, accounting, treasury, accounts payable/receivable and credit & collections. Activities include financial transaction entry, financial data management, financial reports management and compiling financial information.

Semi-manager

Typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: ownership of short- to mid-term (1-3 years) execution of functional strategy and the operational direction of the department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Experienced professional

Applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

SAMPLE DATA



benchmark position

country detail

Country

Economic and labor market

GDP growth



2020	2.6%
2019	-1.2%
2018	2.6%

Inflation



2020	2.6%
2019	2.6%
2018	2.6%

Unemployment



2020	2.6%
2019	2.6%
2018	2.6%

Total population, 2019
44,000

Total population gender ratio, 2019

M 50% **F** 50%

Working age population
(15-64), 2019 **44,000**

Working age (15-64) gender ratio, 2019

M 50% **F** 50%

Economically active population
(15-64), 2019 **44,000**

Economically active (15-64) gender ratio, 2019

M 50% **F** 50%

Note: Population size is in thousands; M = male and F = female.

Country

USD1 = EURO.90
EUR1 = EURO.90
Exchange rate as of Nov 1, 2019

Executive leadership

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
CEO	100,000	100,000	100,000	100,000	100,000	100,000
COO	100,000	100,000	100,000	100,000	100,000	100,000
CFO	100,000	100,000	100,000	100,000	100,000	100,000
CIO	100,000	100,000	100,000	100,000	100,000	100,000
CHRO	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
CEO	100,000	100,000	100,000	100,000	100,000	100,000
COO	100,000	100,000	100,000	100,000	100,000	100,000
CFO	100,000	100,000	100,000	100,000	100,000	100,000
CIO	100,000	100,000	100,000	100,000	100,000	100,000
CHRO	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Administration

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Administration & secretarial						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Facilities management & planning						
Team leader	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Administration & secretarial						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Facilities management & planning						
Team leader	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Engineering

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Engineering technologists & technicians						
Sr. para-professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Engineering						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Engineering technologists & technicians						
Sr. para-professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Engineering						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Finance & accounting

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Accounting						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Finance generalist						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Accounting						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Finance generalist						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Human resources

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Human resources generalist						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Compensation & benefits						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Human resources generalist						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Compensation & benefits						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
 EUR1 = EURO0.90
 Exchange rate as of Nov 1, 2019

Information technology

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
IT security						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
IT business systems analysts						
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000
IT user support						
Supervisor	100,000	100,000	100,000	100,000	100,000	100,000
Sr. para-professional	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
IT security						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
IT business systems analysts						
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000
IT user support						
Supervisor	100,000	100,000	100,000	100,000	100,000	100,000
Sr. para-professional	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Legal & compliance

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Legal						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Compliance						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Legal						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Compliance						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Experienced prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Manufacturing

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Manufacturing plant management						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Manufacturing production, processing, & assembly						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Supervisor	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Manufacturing plant management						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Manufacturing production, processing, & assembly						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Supervisor	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Sales

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Sales & marketing						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Experienced para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Account & client management						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Sales & marketing						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Experienced para-prof.	100,000	100,000	100,000	100,000	100,000	100,000
Account & client management						
Sr. manager	100,000	100,000	100,000	100,000	100,000	100,000
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

USD1 = EURO0.90
EUR1 = EURO0.90
Exchange rate as of Nov 1, 2019

Supply chain

Local currency amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Supply chain planning & operations						
Team leader	100,000	100,000	100,000	100,000	100,000	100,000
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Warehousing, distribution, & transportation						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000

USD amounts

Benchmark jobs	Annual base salary (ABS)			Annual total cash compensation (ATC)		
	Low	Median	High	Low	Median	High
Supply chain planning & operations						
Team leader	100,000	100,000	100,000	100,000	100,000	100,000
Expert professional	100,000	100,000	100,000	100,000	100,000	100,000
Sr. professional	100,000	100,000	100,000	100,000	100,000	100,000
Warehousing, distribution, & transportation						
Manager	100,000	100,000	100,000	100,000	100,000	100,000
Entry para-prof.	100,000	100,000	100,000	100,000	100,000	100,000

Note: The figures under the annual total cash compensation section include the actual award amounts received over the last 12 months.

Country

Data sources

Year	Source	Data type	Effective date
Gross domestic product change			
2018	Mercer's Latin America Economic Trends, October 2019	Actual	October 2019
2019	Mercer's Latin America Economic Trends, October 2019	Estimated	October 2019
2020	Mercer's Latin America Economic Trends, October 2019	Forecast	October 2019
Inflation rate			
2018	Mercer's Latin America Economic Trends, October 2019	Actual	October 2019
2019	Mercer's Latin America Economic Trends, October 2019	Estimated	October 2019
2020	Mercer's Latin America Economic Trends, October 2019	Forecast	October 2019
Unemployment rate			
2018	Mercer's Latin America Economic Trends, October 2019	Actual	October 2019
2019	Mercer's Latin America Economic Trends, October 2019	Estimated	October 2019
2020	Mercer's Latin America Economic Trends, October 2019	Forecast	October 2019
Population			
2019	Calculations based on Mercer's Total Remuneration Survey Database, extracted October 2019	Modeled	Extracted November 2019
Base salary and total cash compensation			
2019	Mercer's Total Remuneration Survey 2019	-	April 2019

position

descriptions

SAMPLE



Executive leadership

General management

Responsible for achieving the organization's operational and financial goals. They control, direct, and participate in the activities of the organization through a hierarchy of managers and supervisors. Activities include: long-term strategic planning; determine the policies of the organization; allocate its resources and make decisions regarding organization growth and diversification to accomplish the organization's vision. Establishes and implements strategies that have mid- to long-term (3–5 years) impact on business results in alignment with parent/independent organization objectives. Leads multiple teams of lower level executives, directors/senior managers, and managers. Develops mid- to long-term (3–5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

Chief executive officer (CEO)

Country or division leader.

Chief operations officer (COO)

Handles the day-to-day administration and operations of the company at the country or division level.

Finance & accounting

Responsible for the leadership of multiple areas of the finance function, including financial reporting & analysis, financial control, accounting, treasury, accounts payable/receivable, and credit & collection. Leads analytical planning, and control of the organization's financial transactions, systems and procedures to comply with regulations, accounting principles, and other internal/external financial standards. Develops and implements strategies that have short- to mid-term (1–3 years) impact on business results in alignment with parent/independent organization objectives. Leads multiple teams of directors/senior managers, and managers. Develops short- to mid-term (1–3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

Chief financial officer (CFO)

Head of the finance function for a country or division of the company.

IT, telecom, & internet leadership

Responsible for leading teams and processes associated with the management of the organization's information technology resources (including computer hardware, operating systems, communications, software applications, data processing, and security), telecommunication systems, and software/database products. Activities include: developing information technology strategies, policies and plans; managing the acquisition, implementation, maintenance and use of information technology resources; training and supporting technology users; telecommunications network planning, operations and site acquisition; programming software/database products for sale to external customers; developing PC, online, and mobile games; and internet product management & operations. Establishes and implements strategies that have short- to mid-term (1–3 years) impact on business results in alignment with parent/independent organization objectives. Leads multiple teams of directors/senior managers, and managers. Develops short-to mid-term (1–3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

Chief information officer (CIO)

Head of the IT function for a country or division of the company.

SAMPLE

Executive leadership

Human resources leadership

Responsible for leading teams and processes associated with the management of the organization's human resources. Activities include: developing human resource management strategies and policies to meet business needs; planning, administering, and reviewing activities concerned with recruitment, training and development, compensation and benefits, mobility, talent acquisition, diversity, talent management & organization development, and employee/labor relations. In some organizations, accountabilities may include payroll. Establishes and implements strategies that have short- to mid-term (1-3 years) impact on business results in alignment with parent/independent organization objectives. Leads multiple teams of directors/senior managers, and managers. Develops short- to mid-term (1-3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

Chief human resource officer (CHRO)

Head of the HR function for a country or division of the company.

SAMPLE

Administration

Administration & secretarial

Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include: producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes working independently with limited supervision and coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience. Work is typically performed following standard procedures; work is closely supervised. Communicates information that requires little explanation or interpretation.

Facilities management & planning

Responsible for coordinating and administering the activities of a range of administrative or support functions to ensure efficient operation of the organization's buildings, equipment and machinery and equipment. Activities include: supervising internal staff and external vendors in areas such as facilities security, facilities maintenance & repair, customer & grounds services, office administration, and secretarial services; planning efficient utilization of space and facilities; examining facilities and evaluating elements, such as HVAC and lighting, for size, condition, and suitability; planning, coordinating and implementing equipment, office, and factory layout and moves; negotiating lease(s) and monitoring for lease contract compliance.

Team leader

Supervises professional level employees (typically entry or experienced level) and may also supervise some lower professional employees. Responsibilities typically include: setting goals and objectives for team members for achievement of operational results. Problems faced may be difficult but typically are not complex. Ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders.

Experienced professional

Applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies, and practices.

Engineering

Engineering technologists & technicians

Responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an engineering discipline, or a related engineering trade, but that do not possess the formal educational and experience requirements of a certified engineer should be matched to this sub-family.

Senior para-professional

Applies broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: works under limited supervision for routine situations; provides assistance and training to lower level employees; problems typically are not routine and require analysis to understand.

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience; work is routine and follows standard procedures; work is closely supervised; communicates information that requires little explanation or interpretation.

Engineering

Responsible for leading, managing, and performing engineering operations of the organization. Depending on the organization, activities may involve various branches of the engineering profession, for example, electronic, environmental, mechanical, maintenance, plant engineering. Activities may include: designing, constructing, testing, and operating equipment; ensuring standards of quality, cost, safety, reliability, efficiency, and performance are met in production processes; interpreting plans, drawings and specifications; providing technical support to the organization; sales for technical product sales; and industry-specific engineering activities.

Senior manager

Typically exists in larger organizations with key operations or commercial functions in large domestic markets (e.g., China, US, Canada, Australia, etc.). In these cases, the senior manager level exists as an additional management level accountable for a commercial function for a domestic zone (e.g., the east coast of the US or Canada) encompassing multiple domestic regions, or a key operational sub-department for an entire country. Responsibilities typically include managing multiple teams led by managers; owns short- to mid-term (1-3 years) strategy execution and operational direction for the domestic zone commercial function or key national sub-department.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less); problems faced are difficult to moderate complexity; influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes, working independently with limited supervision; coaching and reviewing the work of lower level professionals; problems faced are difficult and sometimes complex.

Finance & accounting

Accounting

Responsible for managing or performing work in general financial accounting activities of the organization, including: financial transaction recording standards; control/reconciliation of accounts and records; cost accounting/budgeting; accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes working independently with limited supervision and coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience. Work is primarily for following standard procedures; work is closely supervised. Communicates information that requires little explanation or interpretation.

Finance generalist

Responsible for managing or performing work across multiple areas of finance, including financial planning & analysis, financial controls, accounting, treasury, accounts payable/receivable and credit & collections. Activities include: financial transaction entry, financial data management, financial records maintenance, and compiling/maintaining ad hoc financial information.

Senior manager

Typically manages a department or small unit that includes multiple teams of entry managers and/or team leaders. Responsibilities typically include: ownership of short- to mid-term (1-3 years) execution of functional strategy and the operational direction of the department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Experienced professional

Applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies, and practices.

Human resources

Human resources generalist

Responsible for managing or performing work across multiple human resources sub-families including: general HR program/policy development, administration, and compliance; general business support; employee hiring, onboarding, termination, and records maintenance; employee and labor relations and communications; rewards program coordination and/or administration; relocation services (domestic and international); immigration services. HR-related training in some organizations, may also be accountable for HR business partnership (consulting and coaching), mobility (strategy and design), staffing & recruiting, talent & organization performance, training & development, and human resource information systems (HRIS).

Manager

Manages experienced professionals who exercise judgment and independence in assignments. Responsibilities may include: policy and strategy implementation for short-term results (one year or less). Problems faced are difficult but moderately complex. Influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/projects; working independently with limited supervision and coaching and reviewing the work of lower-level professionals. Problems faced are difficult and sometimes complex.

Entry professional

Entry-level position typically requires little to no prior knowledge or experience. Work is routine or follows standard procedures, work is closely supervised. Communicates information to others requires little explanation or justification.

Compensation & benefits

Responsible for compensation and benefits programs that align rewards with organization goals. Activities include: analyzing and implementing merit and other salary increases; managing job evaluation systems; analyzing market data to determine the organization's competitive position; managing incentive programs; managing insurance, benefit, superannuation, and retirement programs; selecting and managing compensation & benefits consultants.

Senior manager

Typically manages a department or small unit that includes multiple teams led by managers and/or team leaders. Responsibilities typically include: ownership of short- to mid-term (1-3 years) execution of functional strategy and the operational direction of the department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Experienced professional

Applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies, and practices.

SAMPLE

Information technology

IT security

Responsible for managing or performing work associated with developing, communicating, implementing, enforcing, and monitoring security controls to protect the organization's technology assets from intentional or inadvertent modification, disclosure, or destruction including: designing, testing, and implementing secure operating systems, networks, and databases; password auditing, network based and web application based vulnerability scanning, virus management, and intrusion detection; conducting risk audits and assessments, providing recommendations for application design; monitoring and analyzing system access logs planning for security backup and system disaster recovery.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for specific results (one year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge in job area typically obtained through advanced education and work experience. Responsibilities may include managing projects/processes, working independently with supervision and

coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex.

IT business systems analysts

Responsible for managing or performing work associated with IT business analysis including: identifying and analyzing business needs, eliciting requirements gathering, and defining scope and objectives; making recommendations, solutions and improvements to business processes that can be accomplished through new technology or alternative uses of existing technology; translating business requirements into application requirements.

Senior professional

A recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for: establishing operational plans in job area; developing and implementing new products, processes, standards, or operational plans that will have a significant impact on achievement of functional results; requires communication with leadership.

IT user support

Responsible for providing support to employee end users in areas of personal computers/servers/mainframe applications, data/voice network, and ERP systems

including: configuring, installing, and upgrading pc components & software and planning for/responding to service outages; diagnosing problem source through discussions with users and coordinating with internal organization support and operations groups and/or with vendors to resolve problems; responding to user requests to research complex problems associated with the organization's telecommunications networks (voice and/or data); providing real-time end user erp systems support, problem identification, and training to facilitate knowledge transfer and prevent problem reoccurrence and knowledge transfer.

Supervisor

Supervises para-professional employees. Responsibilities typically include: setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders.

Senior para-professional

Has broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: works under limited supervision for routine situations and provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Legal & compliance

Legal

Responsible for work in some/all of the following areas: providing legal advice/counsel in business-related areas; researching, analyzing, and interpreting proposed and existing laws, statutes, and regulations; identifying, monitoring, and addressing issues of legal risk; structuring, drafting, negotiating, and/or approving legal contracts, letters of agreement, policies, and other documents; representing/advocating for an organization in litigation, arbitration, mediation or other disputes with courts, government agencies, or other legal authorities.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less); problems faced are difficult to moderately complex; influences others outside of the job area regarding policies, practices, and procedures.

Senior professional

A senior professional applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes, working independently with limited supervision; coaching and reviewing the work of lower level professionals; problems faced are difficult and sometimes complex.

Entry professional

Entry-level position typically requiring little to no prior knowledge or experience; work is routine and follows standard procedures; work is closely supervised; communicates information that requires little explanation or interpretation.

Compliance

Responsible for defining and documenting policies and procedures related to the standards established by the business that comply with applicable external legislation/regulations, but may also reflect a higher standard than the legal required minimum. Activities include: employee compliance training and ensuring employee completion of all required courses; auditing compliance with programs & procedures, investigating complaints, and verifying that deficiencies are corrected.

Senior manager

Typically manages a department or small unit that includes multiple teams led by managers and/or team leaders. Responsibilities typically include: ownership of short- to mid-term (1-3 years) execution of functional strategy and the operational direction of the department; problems faced are often complex and require extensive investigation and analysis; requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Experienced professional

Applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: works independently with general supervision; problems faced are difficult but typically not complex; may influence others within the job area through explanation of facts, policies, and practices.

SAMPLE

Manufacturing

Manufacturing plant management

Responsible for managing teams and processes associated with converting raw materials and components into finished goods including: manufacturing engineering; manufacturing production operations; manufacturing repair & maintenance operations; manufacturing production planning & control.

Senior manager

Typically manages a department or small unit that includes multiple teams led by managers and/or team leaders. Responsibilities typically include: ownership of short- to mid-term (1–3 years) execution of functional strategy and the operational direction of the department; problems faced are often complex and require extensive investigation and analysis; requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Manufacturing production, processing, & assembly

Responsible for managing or performing work associated with converting raw materials and components into finished goods including: general production manufacturing work; assembling finished components or parts into finished products; process manufacturing for bulk materials/ingredients including mechanical processing (e.g., mixing, grinding, separating, filtering, etc.) and chemical processing

(altering the chemical properties of materials through chemical reactions and changing temperature, pressure, etc.); setting up and operating machine tools to convert materials into parts, sub-assemblies, and assembled items including washing/painting/plating/anti-corrosion coating/hardening, polishing/engraving/etching, and packaging materials or finished goods into containers for the purpose of protection, display, and handling.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term (one year or less) problems; problems faced are difficult to solve; complex; influences others outside of own job area regarding policies, practices, and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/processes, working independently with limited supervision; coaching and reviewing the work of lower level professionals; problems faced are difficult and sometimes complex.

Supervisor

Supervises para-professional employees. Responsibilities typically include: setting day-to-day operational objectives for team; problems faced may be difficult but typically are not complex; ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders.

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience; work is routine or follows standard procedures; work is closely supervised; communicates information that requires little explanation or interpretation.

Sales

Sales & marketing

Responsible for the sales and marketing activities of the organization. Activities include: business development activities, including the development of alliance/channel/network partnerships; pricing research and strategy, including network cost/pricing, competitor analysis, etc.; media planning, analytics and strategy, including R.O.I. (Return on Investment) evaluation and digital marketing analytics and strategy; medical product market analytics, including evaluating the economic value of products and therapies with clinical and quality of life outcomes data, along with market access and reimbursement strategies; brand licensing activities to expand brand presence within brand-approved quality standards; e-commerce strategy, planning and management, including merchant development and support.

Manager

Manages experienced professionals who exercise autonomy and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less); problems faced are difficult to moderate complexity; influences others outside of own area regarding policies, practices and procedures.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/projects; working independently with limited supervision; coaching and reviewing the work of lower level professionals; problems faced are difficult and sometimes complex.

Experienced professional

Has basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: works under moderate supervision; problems are generally of a routine nature, but may at times require problem solving or deviation from standard procedures; communicates information that requires some explanation or interpretation.

Account & client management

Responsible for retaining and strengthening client relationships. Activities include: planning and strategizing to retain and expand current customer relationships; ensuring high-quality customer service and issue resolution in order to retain current clients; client engagement activities, including identifying client business requirements and preparing proposals and quotations; industry-specific relationship management activities, including broking, financial planning, asset management, advertising account management, etc.

Senior manager

Typically manages a department or small unit that includes multiple teams led by managers and/or team leaders. Responsibilities typically include: ownership of short- to mid-term (1-3 years) execution of functional strategy and the operational direction of the department; problems faced are often complex and require extensive investigation and analysis; requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Expert professional

Recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for: establishing operational plans for job area; developing and implementing new products, processes, standards or operational plans that will have impact on the achievement of functional results; requires communication with leadership.

SAMPLE

Supply chain

Supply chain planning & operations

Responsible for managing or performing work across multiple supply chain sub-families or develop/implement strategies that optimize the supply chain process; planning addresses capacity issues and production location decisions in support of business goals and includes customer inventory planning, cargo planning, and strategies to improve logistics service center operations.

Team leader

Supervises professional level employees (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include: setting goals and objectives for team members for achievement of operational results; problems faced may be difficult but typically are not complex; ensures policies, practices, and procedures are understood and followed; manages direct reports, customers, and stakeholders.

Expert professional

Recognized master in professional field; expertise typically obtained through advanced education and work experience. Typically responsible for: establishing operational plans for job area; developing and implementing new products, processes, standards or operational plans that have a significant impact on the achievement of operational results; requires communication with leadership.

Senior professional

Applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: managing projects/problems; working independently with limited supervision; coaching and reviewing the work of lower level professionals; problems faced are difficult and sometimes complex.

Warehousing, distribution, & transportation

Responsible for the storage and movement of materials and finished goods, including: shipping & receiving; purchasing; order picking, picking and packing; inventory control; goods management; dispatch; developing transport schedules, methods, and routes; analyzing and projecting transport costs; coordinating customs clearance and permits; maintaining, loading, packing, and driving vehicles; evaluating, selecting, and managing ongoing relationships with external transport providers (e.g., suppliers, trucking/shipping companies, etc.); acquiring and managing fleet vehicles.

Manager

Manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: policy and strategy implementation for short-term results (one year or less); problems faced are difficult to moderately complex; influences others outside of own job area regarding policies, practices, and procedures.

Entry para-professional

Entry-level position typically requiring little to no prior knowledge or experience; work is routine or follows standard procedures. Work is closely supervised; communicates information that requires little explanation or interpretation.

about this

report

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Methodology

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

Data collection

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

- Mercer's 2019 Total Remuneration Survey (TRS)
- International Monetary Fund, World Economic Outlook Database, October 2019
- Calculations based on ILO Modeled Estimates, Ilostat Database, extracted October 2019

The Talent All Access® team referred to and collated published data from Mercer's individual TRS reports for inclusion in this publication. Additional details on TRS can be found in the **Glossary**.

Data analysis

Global Pay Summary provides annual base salary (ABS) and annual total cash compensation (ATC) data in local currency and USD, as well as information on guaranteed cash (AGC) in select markets.

- ABS is the monthly base salary multiplied by the number of months of pay (based on company policy).

- AGC refers to ABS plus any annual fixed allowances and any guaranteed cash.
- ATC refers to the total TRS in addition to any guaranteed cash and actual annual short-term incentives.

Statistics

The following statistics are presented in this report:

- **Low or 33rd percentile:** The data point that is higher than 33% of all other data in the sample when ranked from low to high.
- **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.
- **High or 67th percentile:** The data point that is higher than 67% 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.

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.
- **Endash 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 endash 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.



Mercer delivers advice and technology driven solutions that help organizations meet the health, wealth and retirement needs of a changing workforce. Mercer has more than 25,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a business of Marsh & McLennan Companies (NYSE: MMC), the world's leading professional services firm in the areas of risk, strategy and people with 76,000 colleagues and annualized revenue approaching \$17 billion. Through its market-leading businesses including Marsh, Guy Carpenter and Oliver Wyman, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment. For more information, visit www.mercer.com. Follow Mercer on Twitter @Mercer.

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