

HEALTH WEALTH CAREER

ASIA MARKET PULSE SURVEY -
SINGAPORE

Sample Report

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SECTION 1 CONFIDENTIALITY



Sample Report



CONFIDENTIALITY

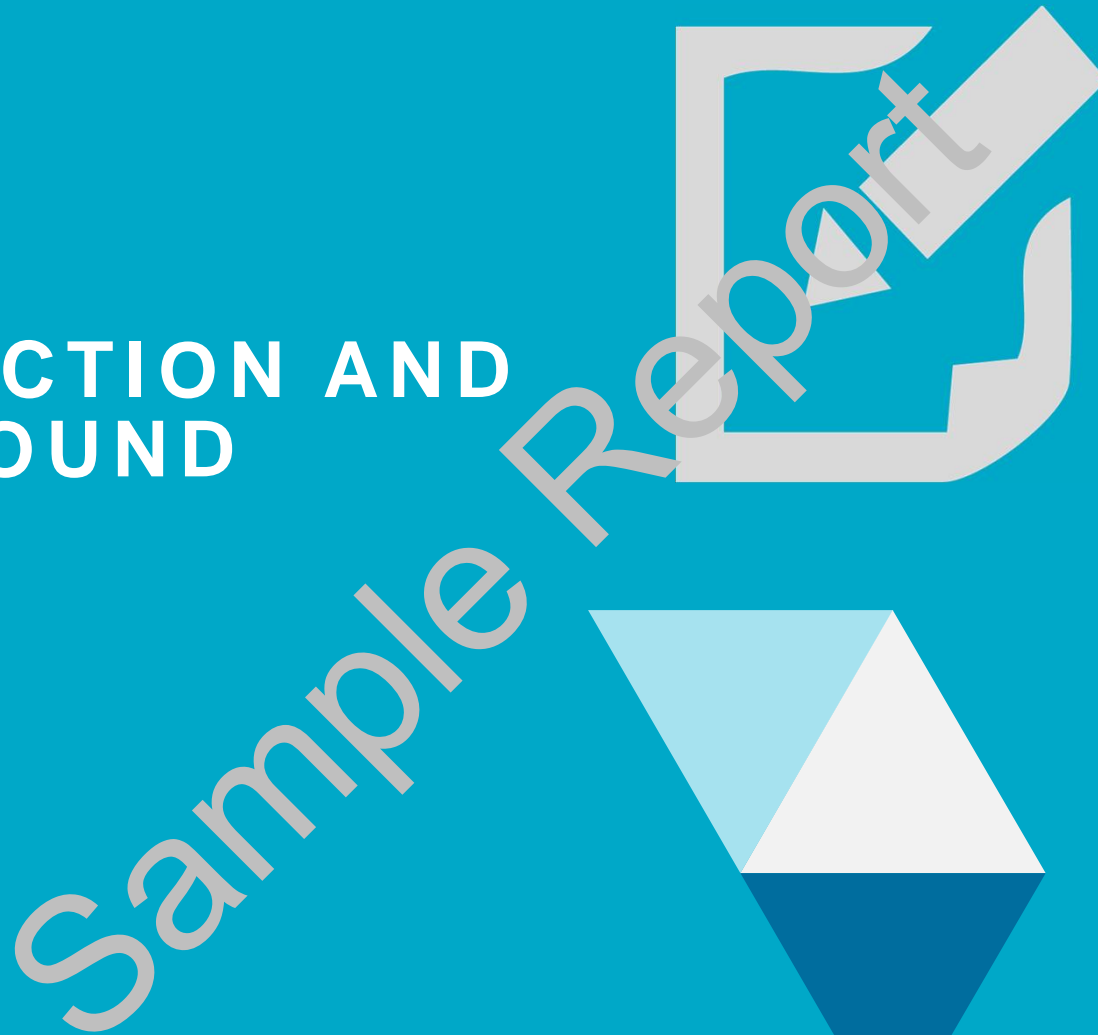
To ensure the confidentiality of all data, a minimum number of observations is required in order for statistics to be displayed. Three organizations must report at least three observations for a variable in order for the mean to be displayed. Four organizations and four observations are required for display of the median. Five organizations reporting at least five observations are required to display 25th and 75th Percentiles. Where there has been insufficient data for analysis, this has been indicated with “-“.

Human Resource professionals who deal regularly with surveys are aware of the variance that may exist in survey data. Data may fluctuate slightly from year to year due to changes in the participant base. It is also important to note that within a sample, a significant amount of data may be reported by one organization. It is also possible for data to change drastically from year to year due to industry-related factors and economic conditions.

The information and data contained in this report are for information purposes only and are not intended nor implied to be a substitute for professional advice. In no event will Mercer be liable to you or to any third party for any decision made or action taken in reliance of the results obtained through the use of the information and/or data contained or provided herein.

Mercer is providing this survey information to its clients to permit them to make independent decisions regarding salaries. Because the exchange of salary information among competitors may be construed in certain circumstances as a means to facilitate an antitrust violation, Mercer has taken appropriate steps in collecting and disseminating this information in order to avoid such perceptions.

SECTION 2 INTRODUCTION AND BACKGROUND



INTRODUCTION AND BACKGROUND

- According to the Ministry of Trade and Industry (MTI), the Singapore economy is expected to grow by 2.0% in 2015. In the third quarter of 2015, the economy grew by 1.9%, slightly lower than the 2.0% in the previous quarter. The global economic outlook is expected to improve in 2016, supported by stronger growth in the developed countries and emerging markets. Combined with the continued slowdown expected in China, the Singapore economy is expected to grow by 1.0%-3.0% in 2016.
- To provide up to date information on key HR trends practices, Mercer conducted its second cycle 2015 Market Pulse Survey in October 2015 and this report details our findings.
- Mercer's Market Pulse survey gathers key HR information across the following areas:
 - Salary increases
 - Variable pay
 - Attrition rate
 - Hiring intention
 - Jobs that are priority to recruit
 - Jobs that are challenging to recruit and retain
 - Business expectations
 - HR Budgets
 - Workforce planning
- 300 organizations from various industry sectors participated in the survey. Their details are included in Appendix.

Note:

- ✓ Percentage may not equal to 100% due to rounding

SECTION 3 KEY FINDINGS



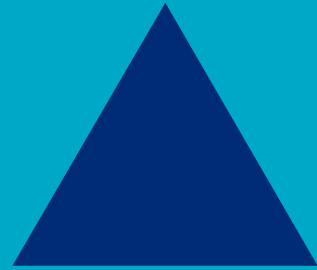
KEY FINDINGS

- Salary increase in 2015 is expected to be at 4.1%, similar to what was reported in Mercer's H1 2015 Market Pulse Survey. The average salary increase is forecasted to be 4.0% in 2016.
- Salary increase forecast for 2016 is generally expected to be similar to or lower than 2015 actual figures for most industries.
- 3 out of 188 respondents reported a freeze in salary increase in 2015.
- Based on current forecast, target variable bonus is expected to be similar for bonus payout based on 2015 performance (18.9%) as compared to 2014 performance (19.0%).
- Majority of respondents indicated that they would maintain their current headcount for 2016. Headcount is most likely to increase in the Sales and Marketing function, with 18% of respondents indicating a plan to increase headcount.

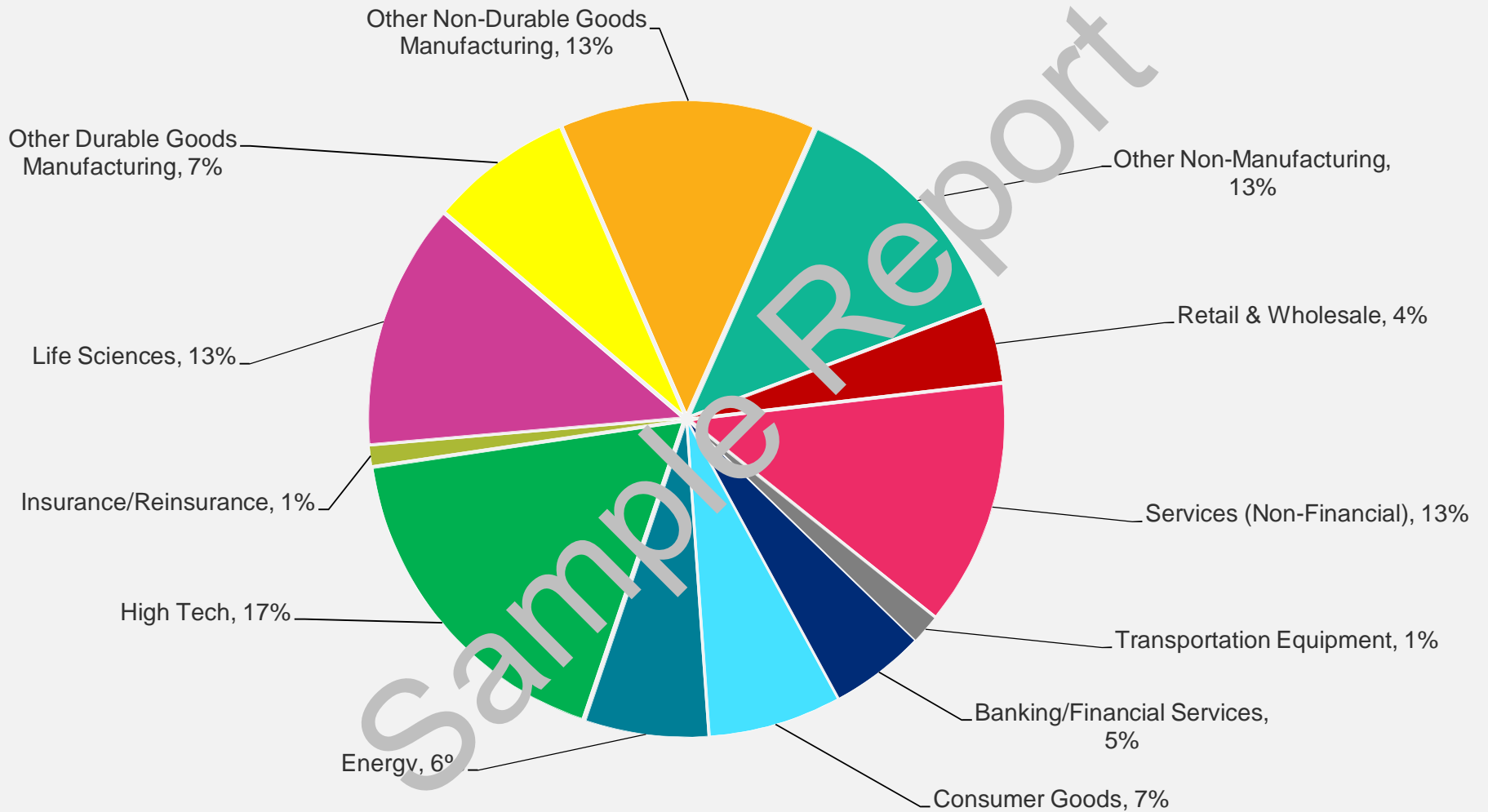
SECTION 4 DETAILED ANALYSIS



Sample Report



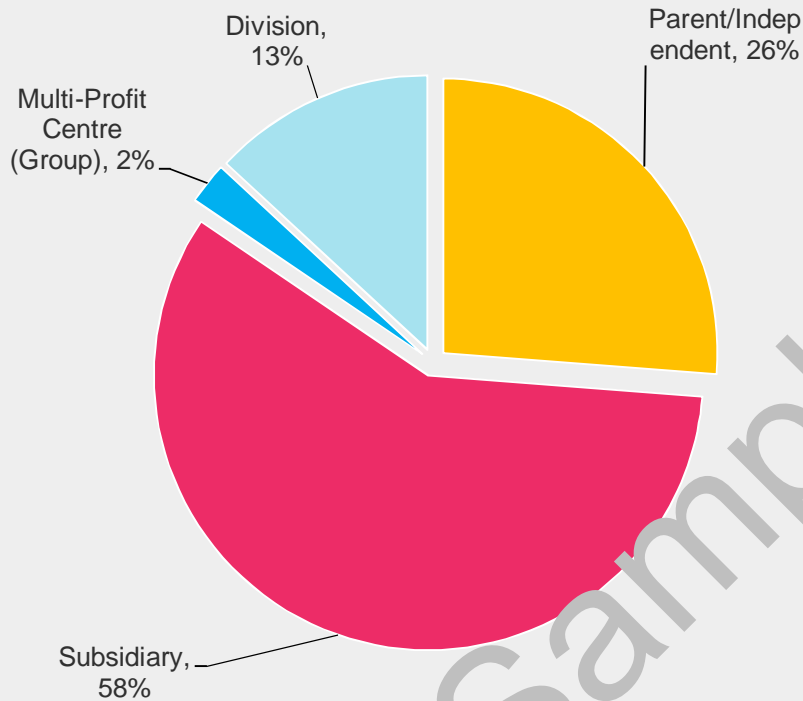
PARTICIPANT PROFILE – INDUSTRY



No. of organizations = 300

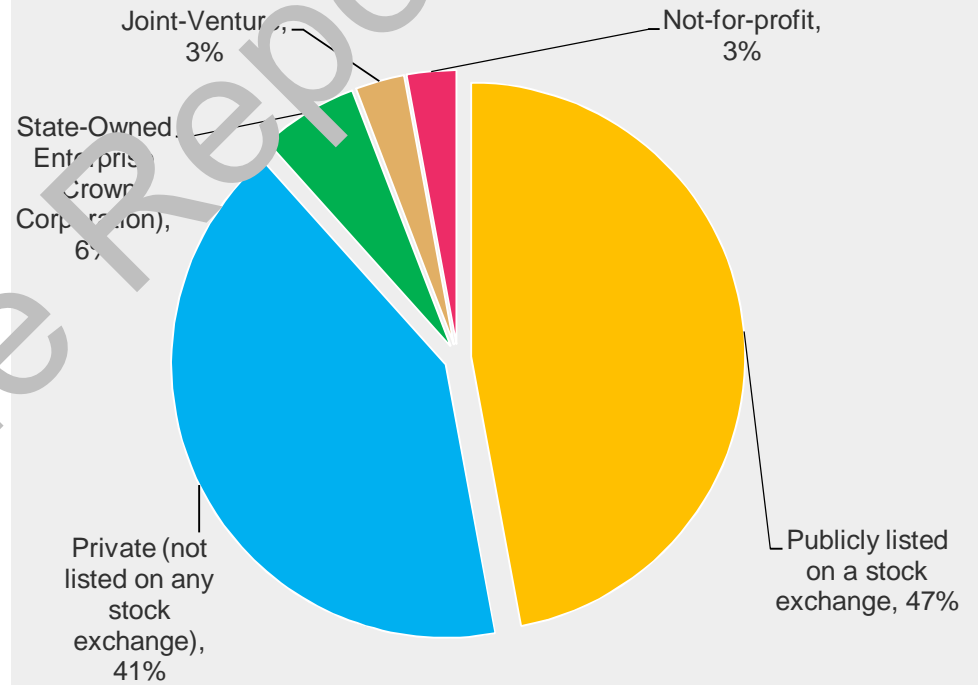
PARTICIPANT PROFILE

Type of Organization



No. of organizations = 300

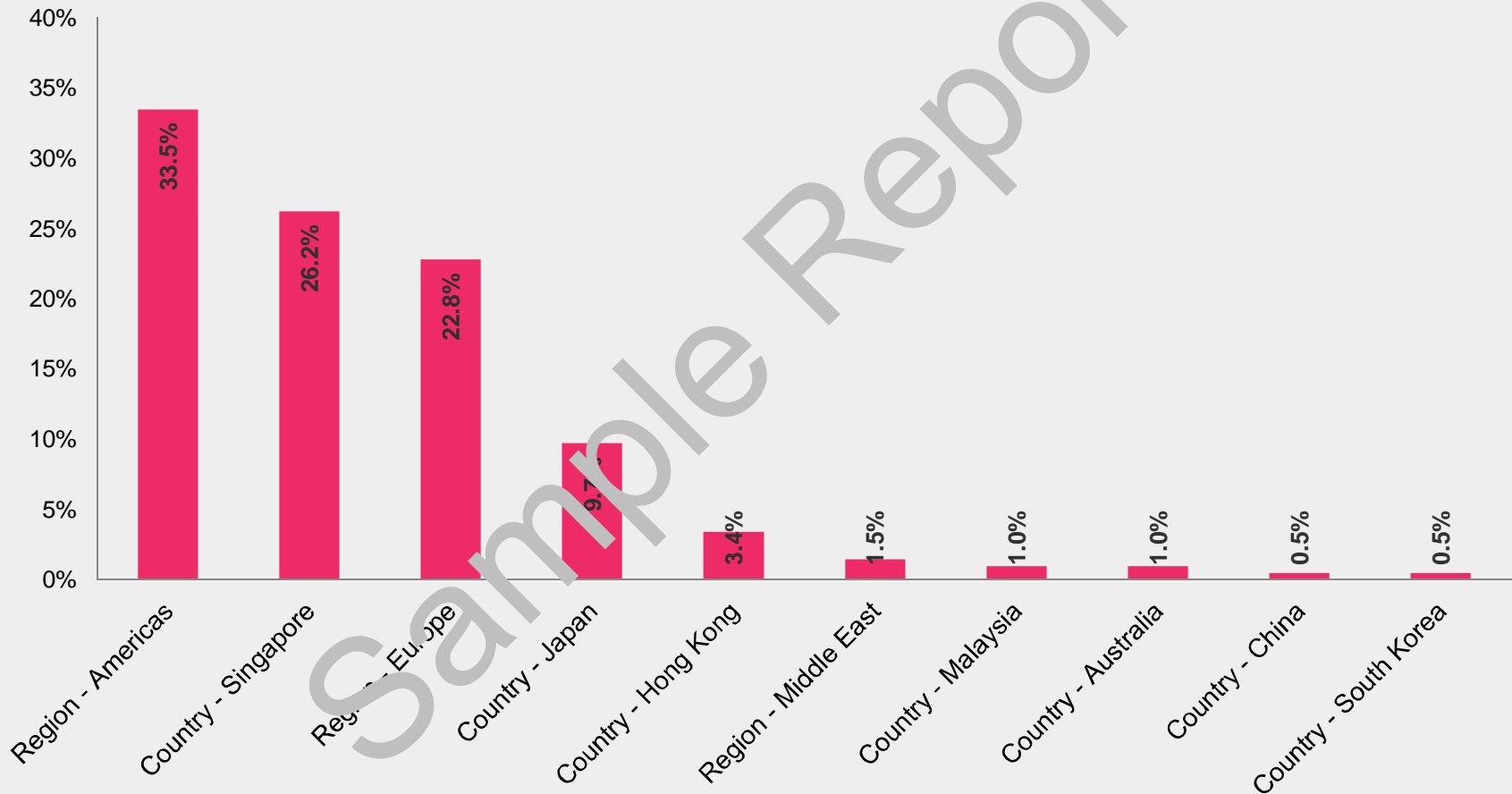
Type of Entity



No. of organizations = 300

PARTICIPANT PROFILE

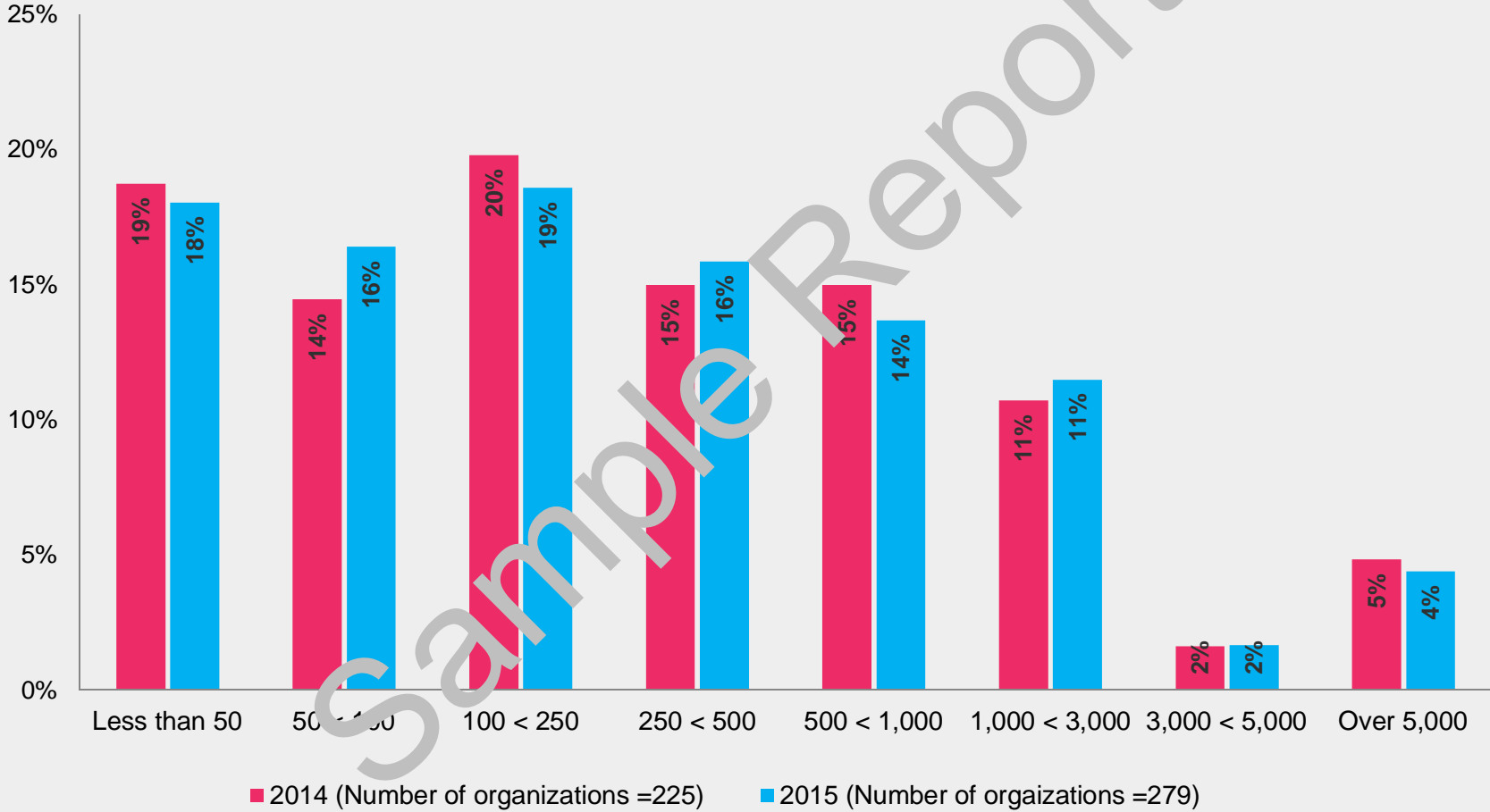
Parent Company Location



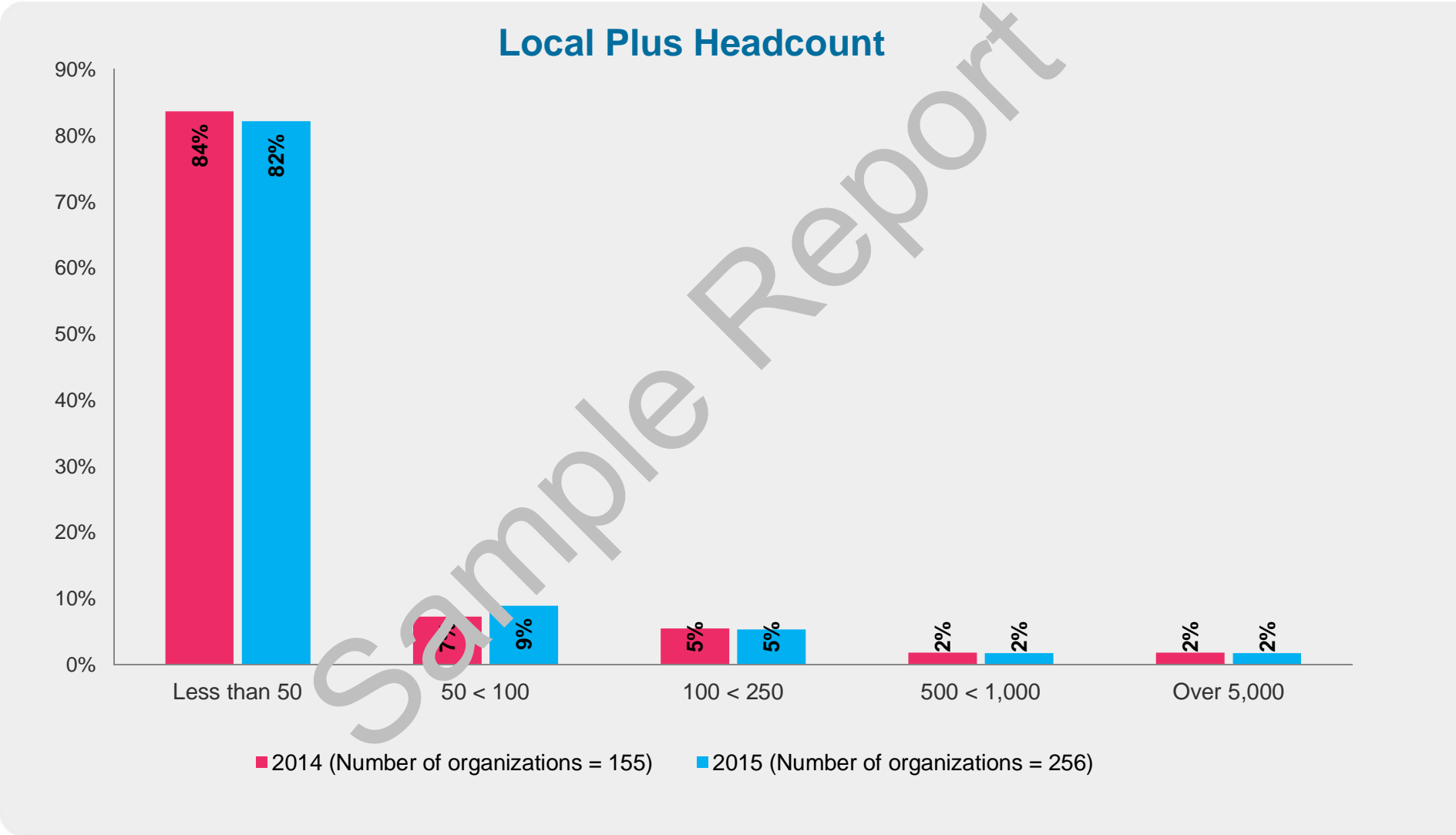
No. of organizations = 300

PARTICIPANT PROFILE

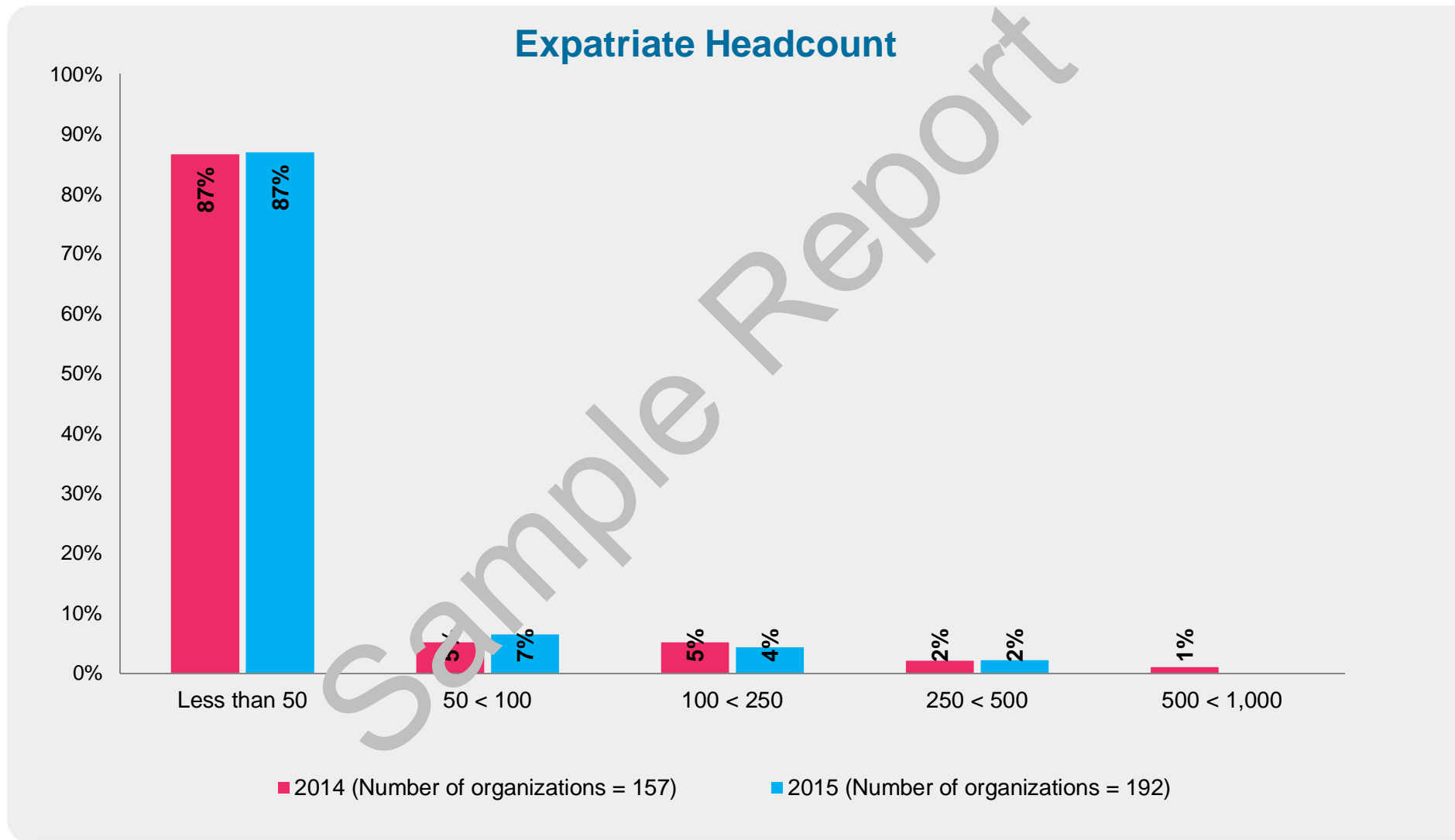
Local Headcount



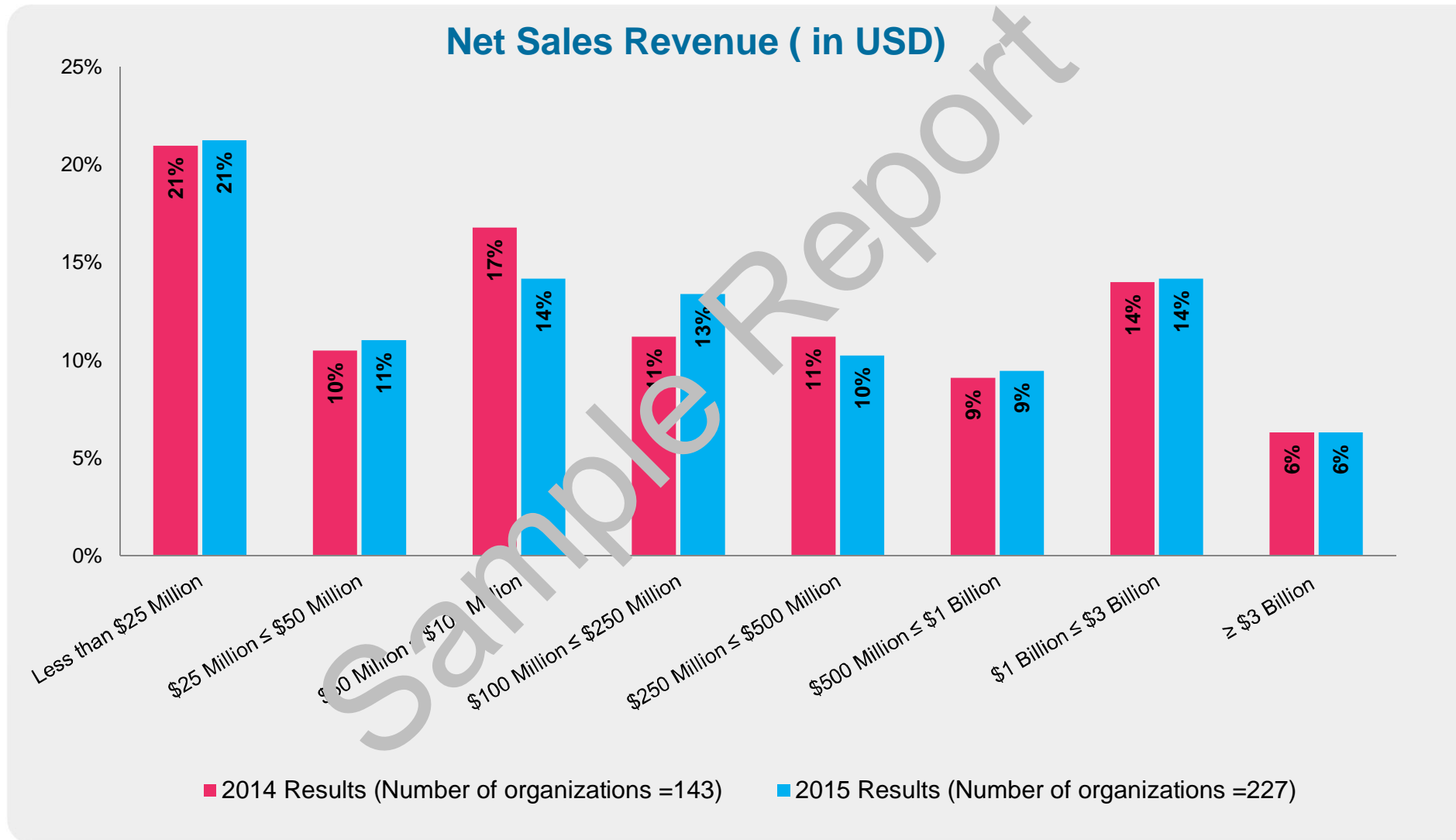
PARTICIPANT PROFILE



PARTICIPANT PROFILE



PARTICIPANT PROFILE



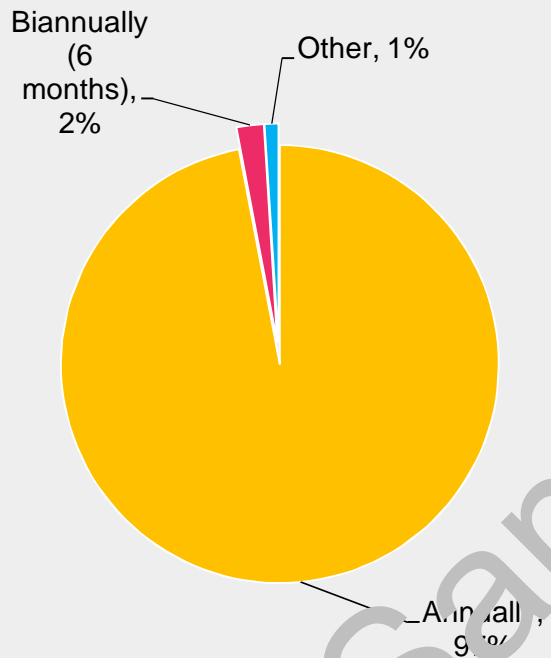
SALARY INCREASES

QUESTIONS

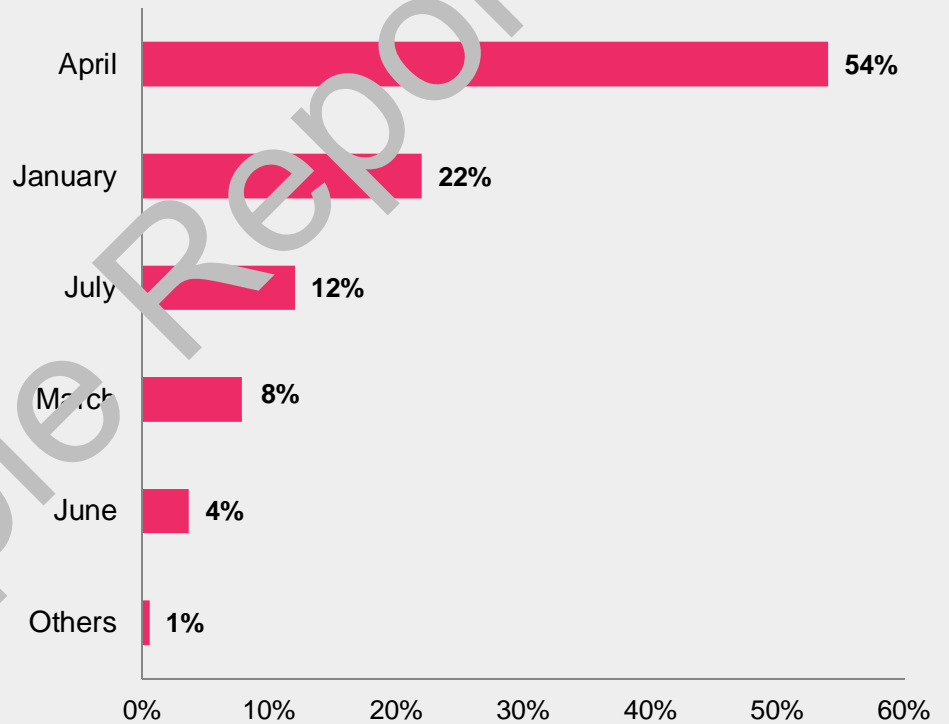
1. What is the frequency of salary reviews in your organization?
2. Please advise the regular salary review month in your organization?
3. If your organization undertakes bi-annual salary reviews, please specify the 2nd review month ?
4. What is the base salary increase % given / budgeted for based on overall payroll budget?
5. What is the average promotion increment by level based on overall payroll budget?
6. Is there any special salary adjustment for the job family based on overall payroll budget?

SALARY POLICY

Salary Review Period



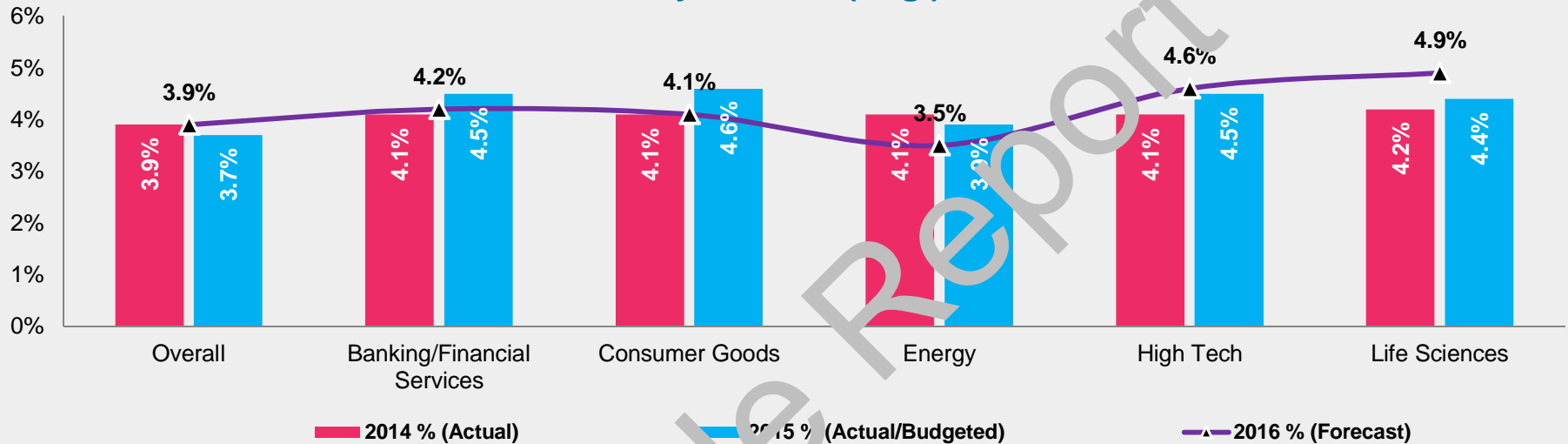
Most Preferred Month for Salary Review



Only top 5 most preferred months are shown above. Rest of the months are included under 'Others'.

BASE SALARY INCREASE PERCENTAGE ON OVERALL PAYROLL BUDGET* – BY INDUSTRY

Base Salary Increase (Avg.)



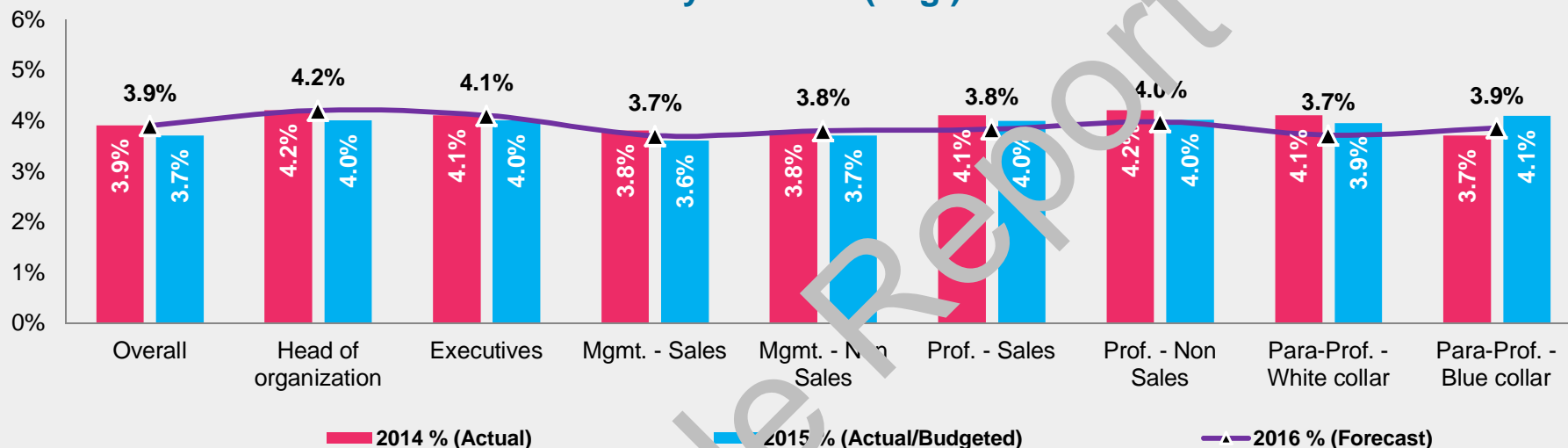
Year		Overall (N=288)	Banking/Financial Services (N=17)	Consumer Goods (N=22)	Energy (N=18)	High Tech (N=52)	Life Sciences (N=44)
2014 (Actual)	Average	3.9%	4.1%	4.1%	4.1%	4.1%	4.2%
	Median	4.3%	4.2%	4.2%	4.0%	4.1%	4.5%
2015 (Actual/Budgeted)	Average	3.7%	4.5%	4.6%	3.9%	4.5%	4.4%
	Median	4.1%	4.6%	4.5%	3.8%	4.3%	4.5%
2016 (Forecast)	Average	3.9%	4.1%	4.1%	3.5%	4.6%	4.9%
	Median	4.2%	4.0%	4.3%	4.0%	4.2%	4.5%

N represents 'No. of Organizations' for 2015 (Actual/Budgeted)

* Results are inclusive of Salary Freeze

BASE SALARY INCREASE PERCENTAGE ON OVERALL PAYROLL BUDGET* –BY CAREER LEVEL

Base Salary Increase (Avg.)



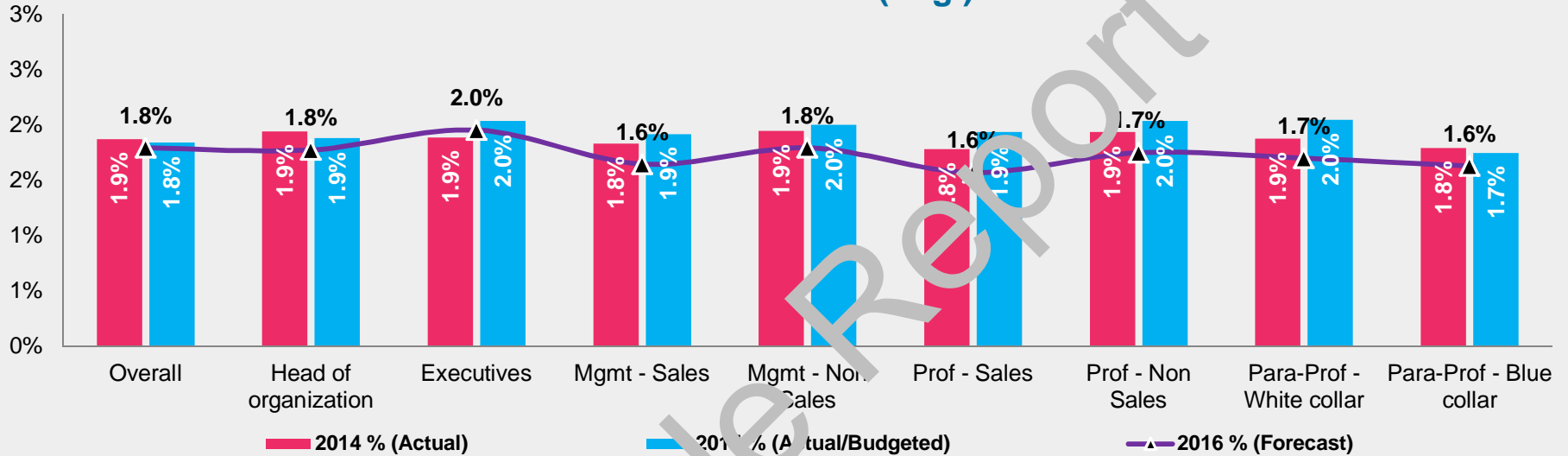
Year		Overall (N=188)	Head of Org. (N=63)	Executive (N=84)	Mgmt. Sales (N=67)	Mgmt. Non-Sales (N=101)	Prof-Sales (N=67)	Prof Non-Sales (N=104)	Para-Prof White Collar (N=92)	Para-Prof Blue Collar (N=60)
2014 (Actual)	Average	3.9%	4.2%	4.1%	3.8%	3.8%	4.1%	4.2%	4.1%	3.7%
	Median	4.3%	4.2%	4.2%	4.1%	4.3%	4.0%	4.3%	4.2%	4.0%
2015 (Actual/Budgeted)	Average	3.7%	4.0%	4.0%	3.6%	3.7%	4.0%	4.0%	3.9%	4.1%
	Median	4.1%	4.0%	4.0%	4.1%	4.2%	4.2%	4.2%	4.1%	4.0%
2016 (Forecast)	Average	3.9%	4.2%	4.1%	3.7%	3.8%	3.8%	4.0%	3.7%	3.9%
	Median	4.2%	4.0%	4.1%	4.0%	4.2%	4.1%	4.3%	4.0%	4.0%

N represents 'No. of Organizations' for 2015 (Actual/Budgeted)

* Results are inclusive of Salary Freeze

PROMOTIONAL INCREMENT PERCENTAGE ON OVERALL PAYROLL BUDGET – BY CAREER LEVEL

Promotional Increment (Avg.)



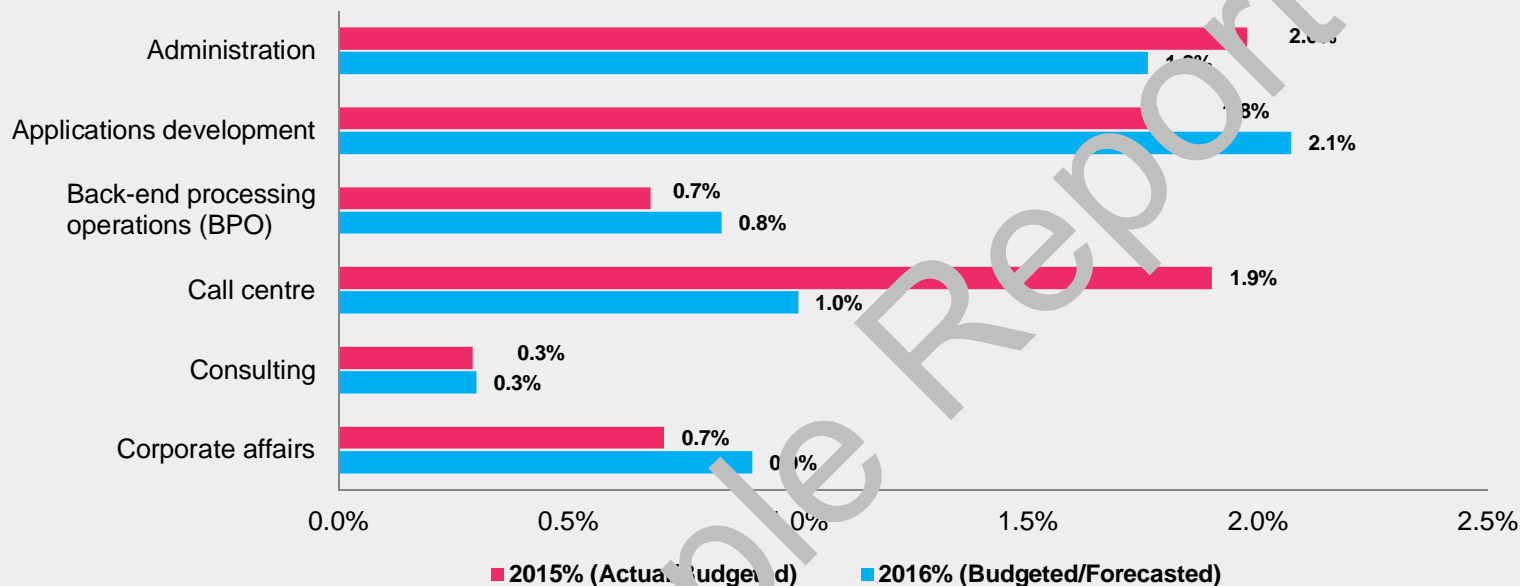
Year		Overall (N=178)	Head of Org. (N=61)	Executives (N=92)	Mgmt. Sales (N=110)	Mgmt. Non-Sales (N=155)	Prof-Sales (N=132)	Prof Non-Sales (N=155)	Para-Prof White Collar (N=134)	Para-Prof Blue Collar (N=123)
2014 (Actual)	Average	1.9%	1.9%	1.9%	1.8%	1.9%	1.8%	1.9%	1.9%	1.8%
	Median	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
2015 (Actual/Budgeted)	Average	1.8%	1.9%	2.0%	1.9%	2.0%	1.9%	2.0%	2.0%	1.7%
	Median	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
2016 (Forecast)	Average	1.8%	1.8%	2.0%	1.6%	1.8%	1.6%	1.7%	1.7%	1.6%
	Median	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

N represents 'No. of Organizations' for 2015 (Actual/Budgeted)

* Results are inclusive of Salary Freeze

SPECIAL SALARY ADJUSTMENT BASED ON OVERALL PAYROLL BUDGET – BY JOB FAMILY

Additional Increase (Avg.)



Year		Admin. (N=151)	App. Development (N=89)	Back-end Processing Operations (N=73)	Call Centre (N=57)	Consulting (N=46)	Corporate Affairs (N=36)
2015 (Actual/Budgeted)	Average	2.0%	1.8%	0.7%	1.9%	0.3%	0.7%
	Median	0.5%	0.4%	0.5%	0.5%	0.4%	0.4%
2016 (Budgeted/Forecasted)	Average	1.8%	2.1%	0.8%	1.0%	0.3%	0.9%
	Median	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%

N represents 'No. of Organizations' for 2015 (Actual/Budgeted)

* Results are inclusive of Salary Freeze

SALARY INCREASES

- A large majority of companies (95%) of companies review their salary policies once a year, typically in April.
- Salary increase for 2015 is 5.1% (average), slightly higher than the forecasted increase of 4.5% (average) in 2016.
- The High Tech sector reported the highest average salary increase forecast for 2016 at 4.3%, followed by the Energy , Life Sciences and Retail and Wholesale sectors at 4.1%.
- Similar to what was reported in H1 2014, there is a significant dip observed in salary increase in the Consumer Goods industry compared to 2015 budgeted figures.
- There is generally a decrease in promotional increment % across all career levels from 2015 to 2016, except at the executive level.

SHORT TERM INCENTIVES

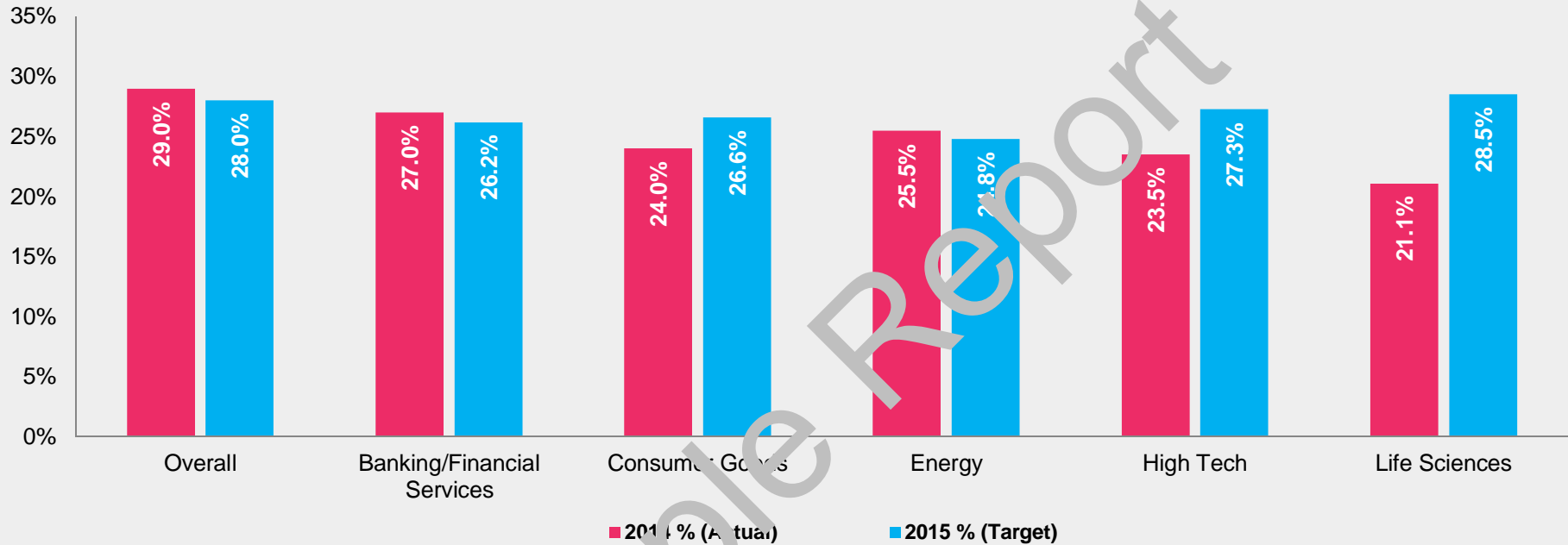
QUESTIONS

1. What is the variable bonus given/budgeted for?
2. What are the Sales Incentives and Commissions given/budgeted for?

Sample Report

VARIABLE BONUS – BY INDUSTRY

Variable Bonus (Avg.) as %age of Base Salary

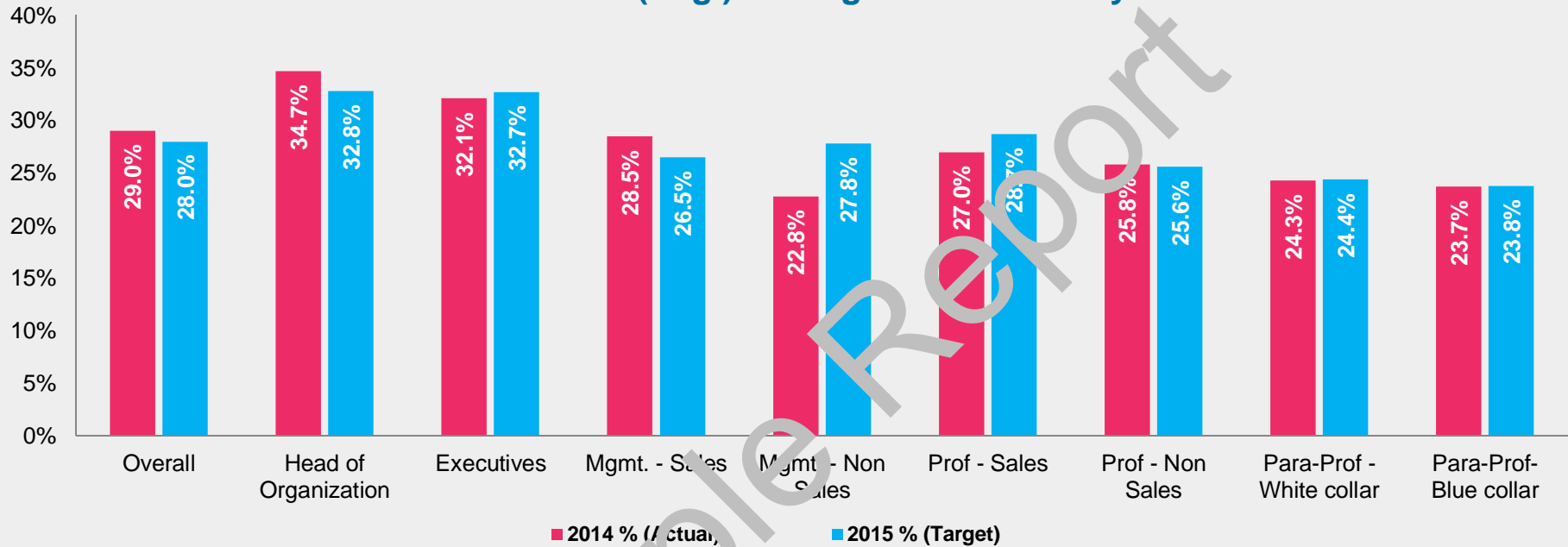


Year		Overall (N=226)	Banking/Financial Services (N=66)	Consumer Goods (N=45)	Energy (N=57)	High Tech (N=93)	Life Sciences (N=62)
2014 (Actual)	Average	29.0%	27.0%	24.0%	25.5%	23.5%	21.1%
	Median	27.4%	29.5%	24.4%	22.5%	25.1%	19.0%
2015 (Target)	Average	28.0%	26.2%	26.6%	24.8%	27.3%	28.7%
	Median	27.0%	28.0%	25.0%	24.7%	25.2%	17.5%

N represents 'No. of Organizations' for 2015 (Target)

VARIABLE BONUS – BY CAREER LEVEL

Variable Bonus (Avg.) as %age of Base Salary

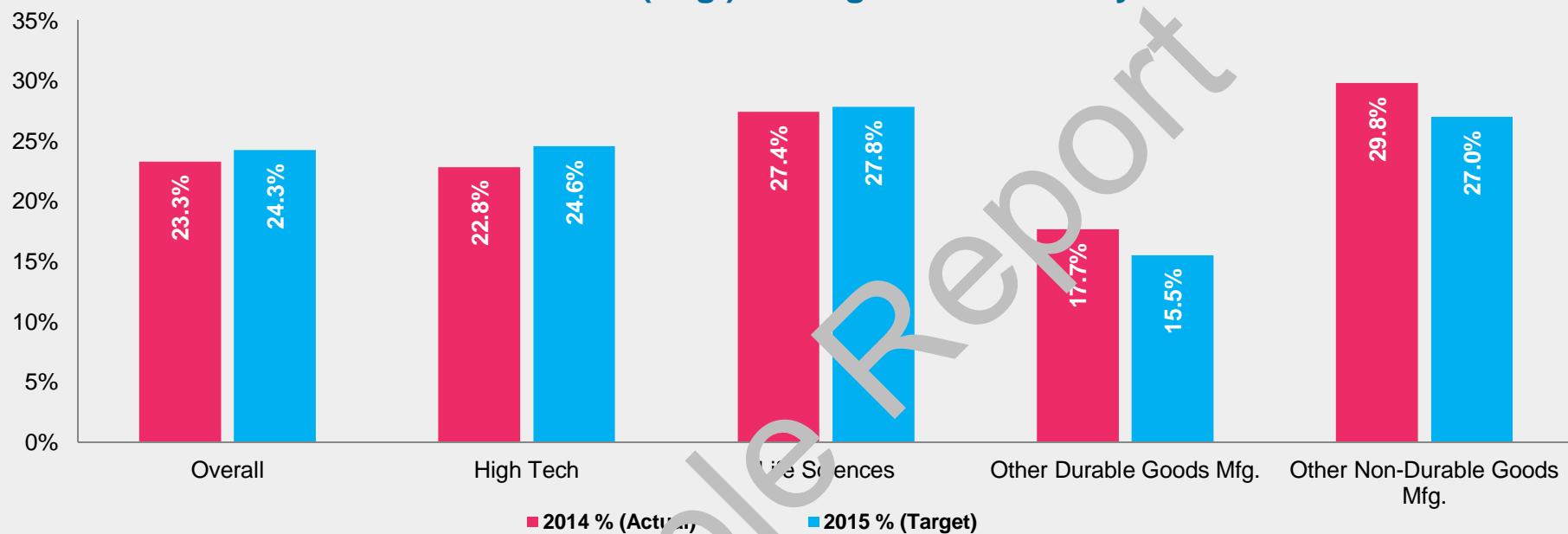


Year		Overall (N=226)	Head of Org. (N=68)	Executives (N=111)	Mgmt. Sales (N=60)	Mgmt. Non-Sales (N=121)	Prof-Sales (N=56)	Prof Non-Sales (N=118)	Para- Prof White Collar (N=105)	Para- Prof Blue Collar (N=62)
2014 (Actual)	Average	29.0%	34.7%	32.1%	28.5%	22.8%	27.0%	25.8%	24.3%	23.7%
	Median	27.4%	32.2%	35.0%	29.0%	28.9%	26.7%	25.0%	24.0%	24.0%
2015 (Target)	Average	28.0%	32.8%	32.7%	26.5%	27.8%	28.7%	25.6%	24.4%	23.8%
	Median	27.0%	30.0%	35.0%	29.1%	27.0%	25.8%	25.0%	25.0%	24.5%

N represents 'No. of Organizations' for 2015 (Target)

SALES INCENTIVE – BY INDUSTRY

Sales Incentive (Avg.) as %age of Base Salary

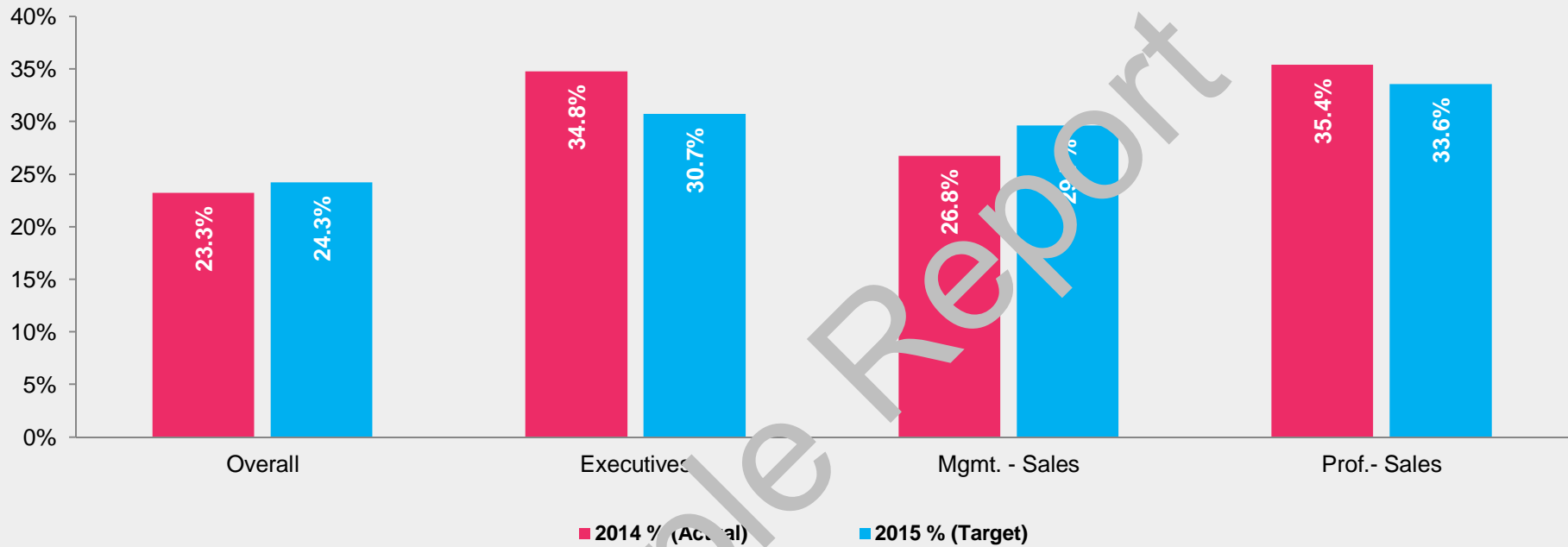


Year		Overall (N=84)	Life Sciences (N=19)	Other Durable Goods Mfg. (N=26)	Retail & Wholesale (N=25)	High Tech (N=23)
2014 (Actual)	Average	23.3%	22.8%	27.4%	17.7%	29.8%
	Median	23.6%	27.5%	25.0%	15.4%	–
2015 (Target)	Average	24.3%	24.6%	27.8%	15.5%	27.0%
	Median	25.0%	30.0%	27.5%	15.0%	–

N represents 'No. of Organizations' for 2015 (Target)

SALES INCENTIVE – BY CAREER LEVEL

Sales Incentive (Avg.) as %age of Base Salary



Year		Overall (N=34)	Head of Org. (N=2)	Executives (N=17)	Mgmt. Sales (N=23)	Mgmt. Non-Sales (N=2)	Prof-Sales (N=16)	Prof Non-Sales (N=2)	Para- Prof White Collar (N=2)	Para- Prof Blue Collar (N=0)
2014 (Actual)	Average	23.3%		31.8%	25.8%	–	33.4%	–	–	–
	Median	23.6%		30.0%	24.4%	–	25.5%	–	–	–
2015 (Target)	Average	24.3%	–	31.7%	28.7%	–	31.6%	–	–	–
	Median	25.0%	–	30.0%	31.0%	–	33.0%	–	–	–

N represents 'No. of Organizations' for 2015 (Target)

VARIABLE BONUS AND SALES INCENTIVE

- **Variable Bonus:**

- The overall target variable bonus payout for based on 2015 performance is projected at 28.9% (average), which is similar to the actual variable bonus payout of 22.0% (average) based on 2014 performance.
- The High tech sector showed the highest target variable bonus payout, averaged at 32.2% based on 2015 performance, followed by the Consumer Goods sector at 32.4%.
- The highest increase in projected target variable bonus as compared to actual variable bonus is in the Other Goods mfg, targeting a 3.7% increase in variable bonus payout as compared to actual variable bonus payout.

- **Sales Incentive:**

- The overall average target sales incentives based on 2014 performance is reported at 21.3%, and is projected to be at 22.3% for 2015 performance.

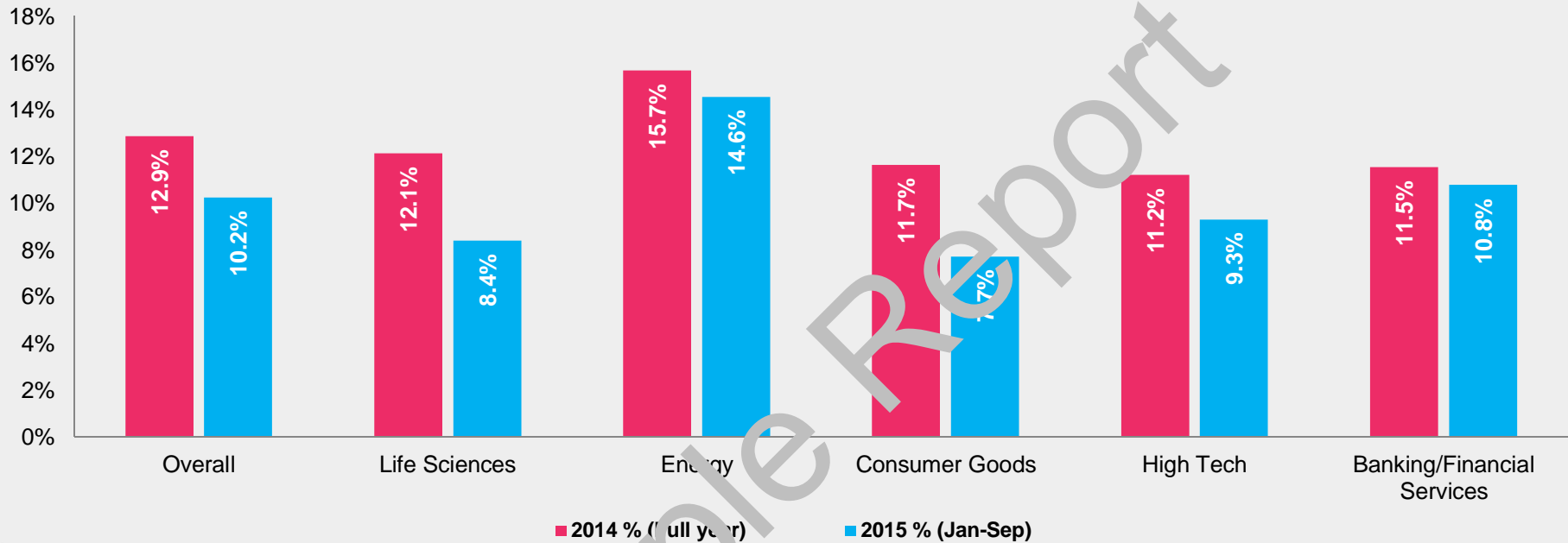
QUESTIONS

1. What is the % of voluntary attrition (staff turnover) and retrenchment?

Sample Report

VOLUNTARY ATTRITION RATE – BY INDUSTRY

Voluntary Attrition Rate (Avg.)

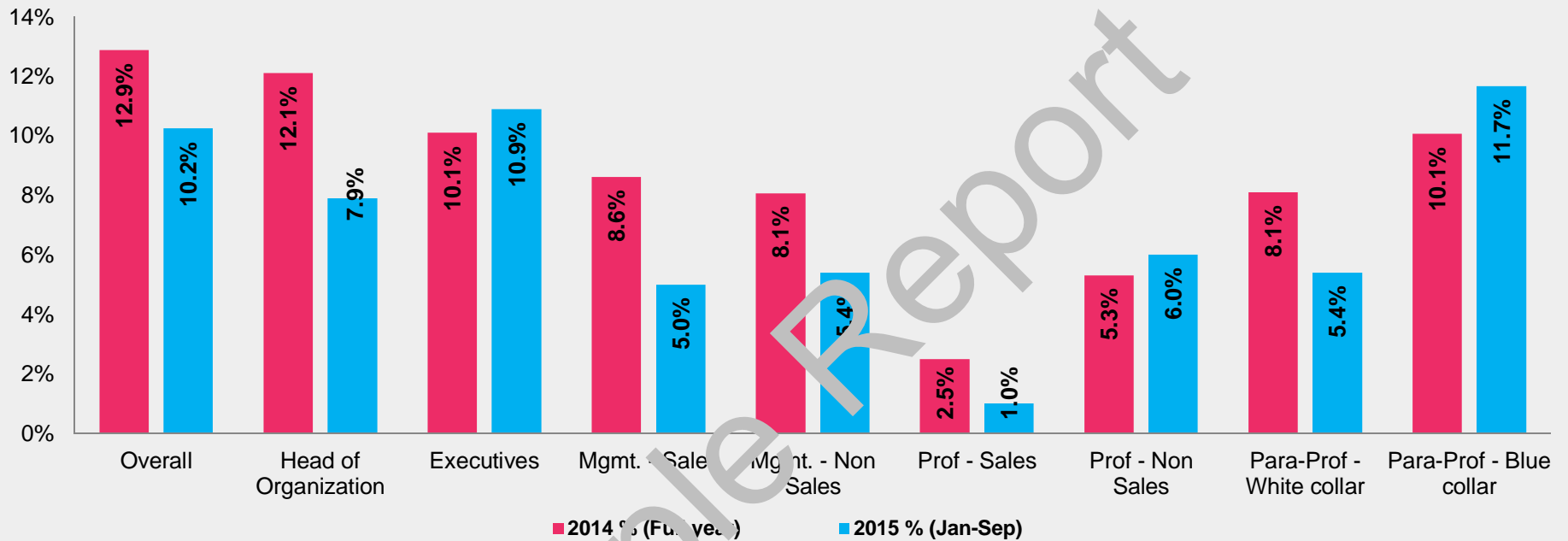


Year		Overall (N=178)	Life Sciences (N=38)	Energy (N=69)	Consumer Goods (N=29)	High Tech (N=133)	Banking/Financial Services (N=73)
2014 (Full year)	Average	12.9%	12.1%	15.7%	11.7%	11.2%	11.5%
	Median	11.4%	13.9%	13.0%	7.2%	10.5%	12.2%
2015 (Jan -Sep)	Average	10.2%	8.4%	14.6%	7.7%	9.3%	10.8%
	Median	8.9%	8.0%	10.0%	4.8%	8.3%	11.0%

N represents 'No. of Organizations' for 2014 (Full year)

VOLUNTARY ATTRITION RATE – BY CAREER LEVEL

Voluntary Attrition Rate (Avg.)

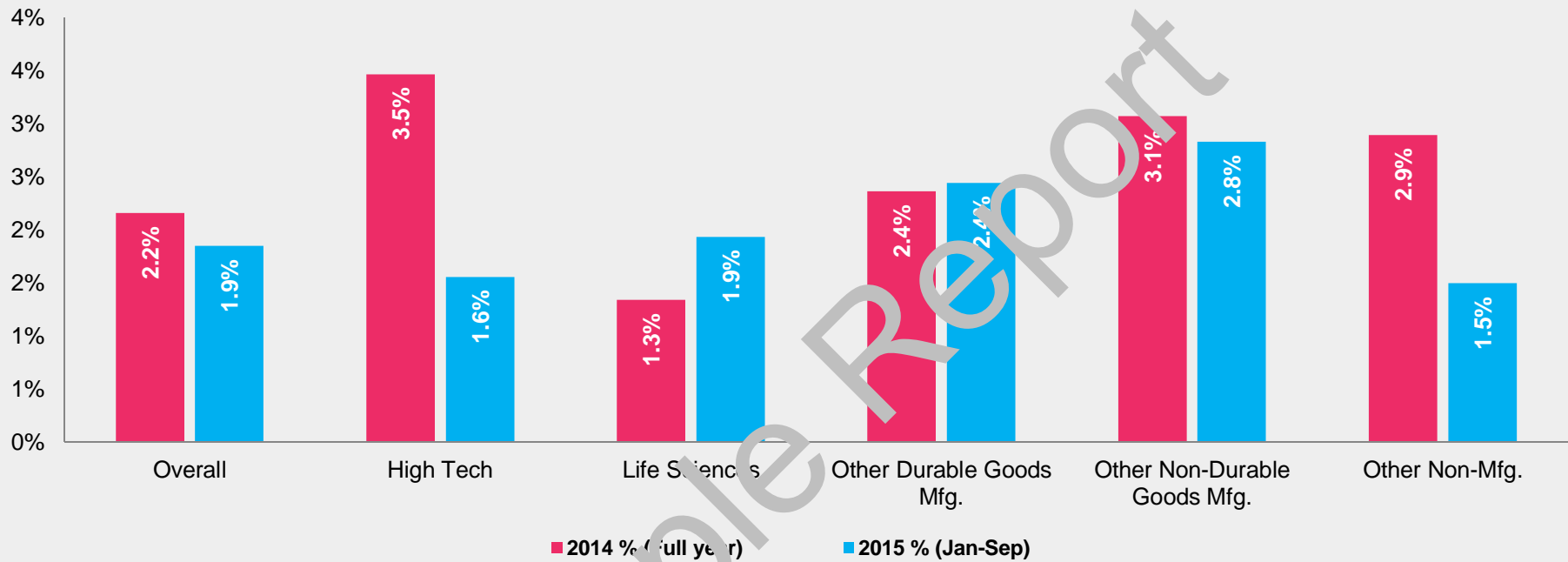


Year		Overall (N=178)	Head of Org. (N=77)	Executives (N=69)	Mgmt. Sales (N=45)	Mgmt. Non-Sales (N=59)	Prof-Sales (N=35)	Prof Non-Sales (N=99)	Para- Prof White Collar (N=51)	Para- Prof Blue Collar (N=48)
2014 (Full year)	Average	12.9%	12.1%	10.1%	8.6%	8.1%	2.5%	5.30%	8.1%	10.1%
	Median	11.4%	6.0%	8.5%	0.2%	5.9%	0.0%	1.20%	5.9%	8.9%
2015 (Jan -Sep)	Average	10.2%	7.90%	10.9%	5.0%	5.4%	1.0%	6.00%	5.4%	11.7%
	Median	8.9%	1.80%	7.0%	0.0%	3.8%	0.0%	2.30%	3.8%	8.9%

N represents 'No. of Organizations' for 2014 (Full year)

RETRENCHMENT RATE – BY INDUSTRY

Retrenchment Rate (Avg.)

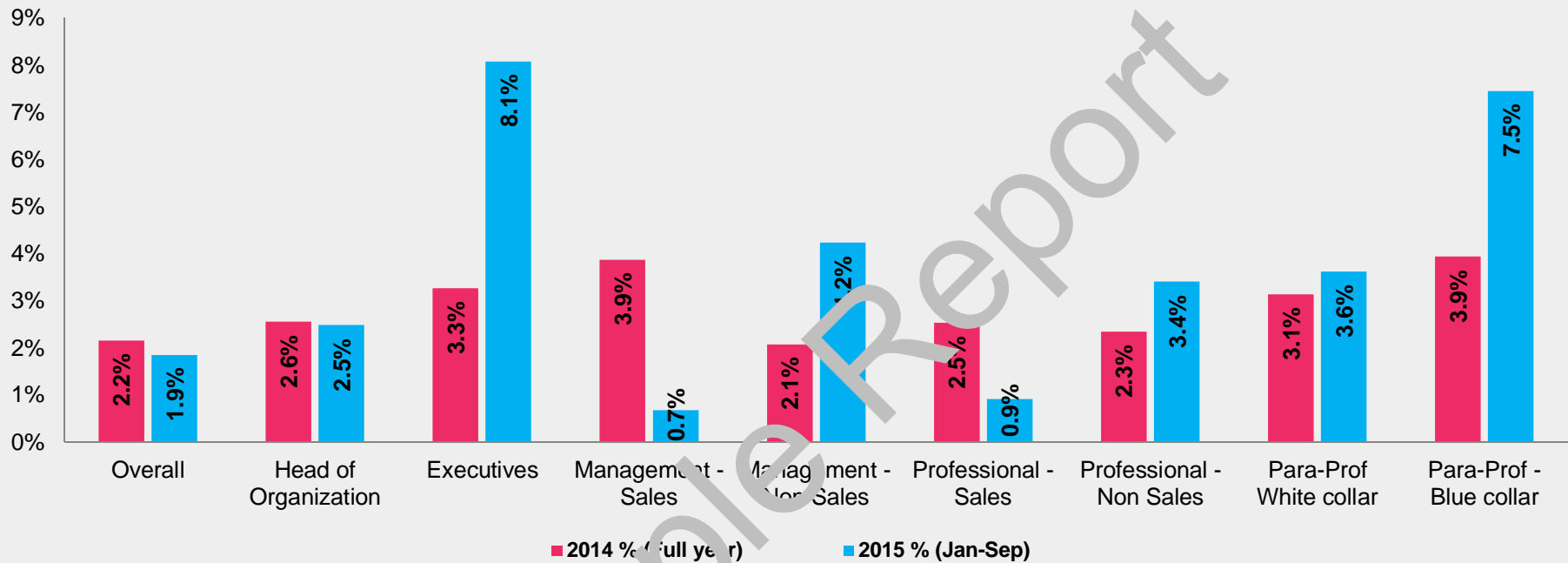


Year		Overall (N=83)	High Tech (N=10)	Life Sciences (N=5)	Other Durable Goods Mfg. (N=3)	Other Non-Durable Goods Mfg. (N=5)	Other Non-Mfg. (N=6)
2014 (Full year)	Average	2.2%	3.5%	1.3%	2.4%	3.1%	2.9%
	Median	0.0%	3.7%	3.8%	-	2.5%	2.3%
2015 (Jan -Sep)	Average	1.9%	1.6%	1.9%	2.4%	2.8%	1.5%
	Median	0.0%	1.1%	4.7%	-	1.9%	3.7%

N represents 'No. of Organizations' for 2014 (Full year)

RETRENCHMENT RATE – BY CAREER LEVEL

Retrenchment Rate (Avg.)



Year		Overall (N=83)	Head of Org. (N=32)	Executives (N=28)	Mgmt. Sales (N=45)	Mgmt. Non-Sales (N=19)	Prof-Sales (N=61)	Prof Non-Sales (N=42)	Para- Prof White Collar (N=42)	Para- Prof Blue Collar (N=42)
2014 (Full year)	Average	2.2%	0.0%	3.3%	3.9%	2.1%	2.5%	2.3%	3.1%	3.9%
	Median	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%
2015 (Jan -Sep)	Average	1.9%	2.5%	8.1%	0.7%	4.2%	0.9%	3.4%	3.6%	7.5%
	Median	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.9%	0.0%	0.0%

N represents 'No. of Organizations' for 2014 (Full year)

VOLUNTARY ATTRITION AND RETRENCHMENT

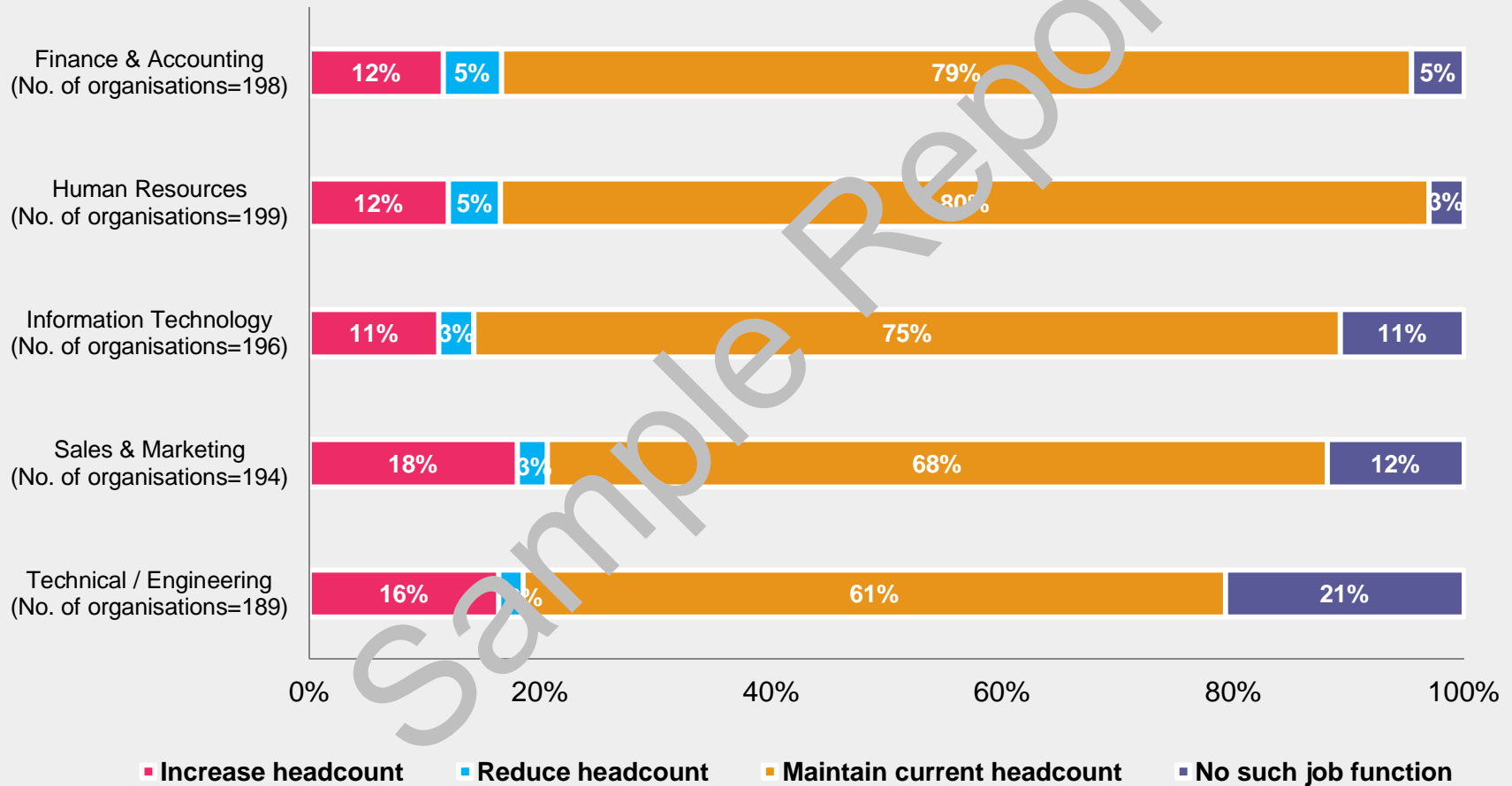
- In 2014, All Industries average voluntary staff attrition stood at 12.9%. The highest attrition was observed in the Energy and High tech sector at 26.7%, followed by the Other Non-Manufacturing sector at 16.0%. The Other Non-Durable Goods Manufacturing and Other Durable Goods Manufacturing sector have the lowest attrition rates at 3.9% and 4.0% respectively.
- From January to September 2015, the average voluntary staff attrition is reported at 8.2%. The Retail and Wholesale sector reported the highest figure at 29.1%, while the High Tech sector was the lowest at 4.7%.
- In 2014, overall retrenchment rate averaged at 12.2%. The highest retrenchment was observed in the Life Science and Other Non-Durable Goods Manufacturing sectors averaged at 13.5% and 13.1% respectively.
- Retrenchment rate in 2015 (January to September) stood at 11.9% (average), with the highest being reported in the Other Durable Goods Manufacturing sector at 6.8%.

QUESTIONS

1. How is the headcount of different job functions likely to change in 2016 in comparison to 2015?
 - a) Please list the top 3 priority jobs for which your company plans to recruit in the next 12 months.
 - b) Please list the top 3 most challenging within your organization to recruit.
 - c) Please list the top 3 jobs for which your company finds it most challenging to retain existing employees.

HIRING INTENTION

Change in Headcount of Different Job Functions in 2016 Compared to 2015



HOT JOBS

Employee Category	Rank	Top 3 priority jobs to recruit in the next 12 months	Top 3 most challenging jobs to recruit	Top 3 jobs that are challenging for organizations to retain
Executive	1	Sales (N=3)	Sales (N=5)	Sales (N= 5)
	2	Supply & Logistics (N=3)	Supply & Logistics (N=3)	Others (N=3)
	3	--	--	--
Management	1	Marketing (N=7)	Sales (N=8)	Sales (N= 5)
	2	Others (N=5)	Marketing (N=5)	Marketing (N=4)
	3	Sales (N=5)	Corporate affairs (N=4)	Project management (N=3)
Professional	1	Sales (N=31)	Sales (N=31)	Sales (N=34)
	2	Engineering(N=21)	Engineering (N=31)	Engineering(N=17)
	3	Marketing (N=12)	Others (N=12)	Marketing (N=13)
Para – Professional	1	Manufacturing, production and assembly (N=12)	Manufacturing/production and assembly (N=11)	Manufacturing/production and assembly (N=19)
	2	Engineering(N=8)	Supply & Logistics (N=8)	Supply & Logistics (N=9)
	3	Others (N=5)	Engineering (N=6)	Sales (N=7)

N represents 'No. of Organizations'

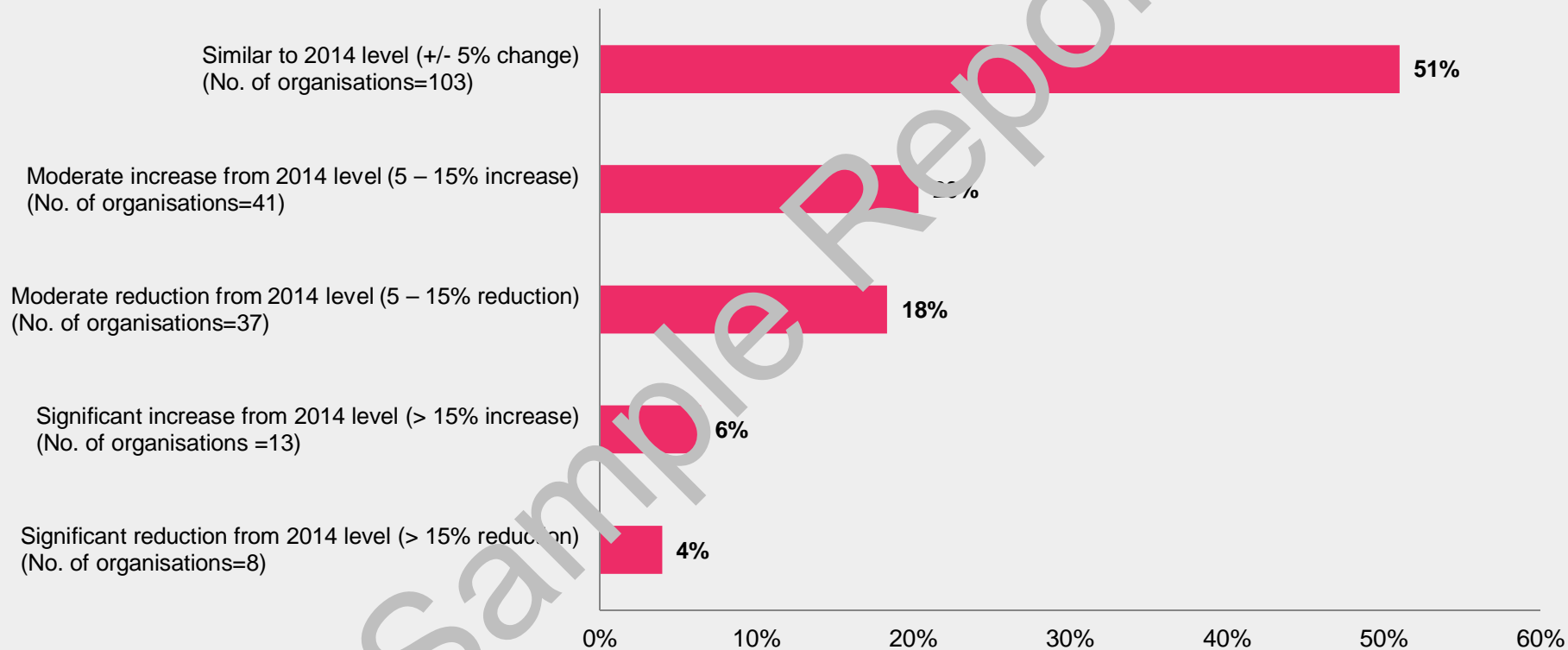
HIRING INTENTIONS AND HOT JOBS

- Majority of companies intend to retain headcount in 2015.
- The function that respondents are looking at most likely to increase headcount is Sales and Marketing, with 18% of companies indicating an intention to increase headcount in 2016, followed by the Technical/Engineering function (16%).
- Other job functions indicated include Manufacturing, Operations and Supply Chain Management
- This is in line with the Hot Jobs indicated by respondents, where the Sales and Marketing jobs are ranked top in priority for recruitment from the Executive to the Professional levels. Engineering jobs are also ranked among the top 3 in Professional and Para-Professional levels. Manufacturing/production and assembly jobs remain the top priority for recruitment at the Para-Professional level.
- In terms of retention, jobs in the Sales function has been indicated as being most challenging to retain at the Executive to Professional levels.

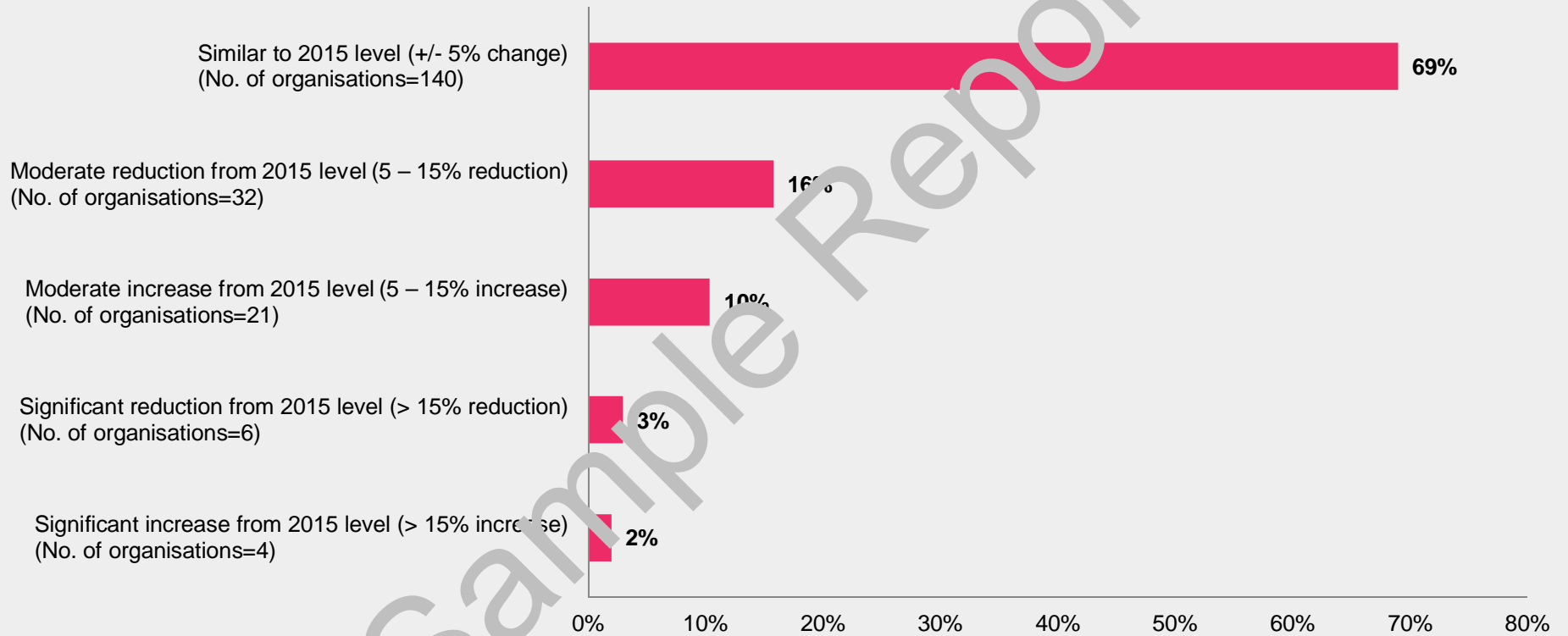
QUESTIONS

1. Which of the following best describes your company's expected business and financial performance in "2015"?
2. What is the likely level of change in the HR budget allocation for 2016?
3. For which of the following items, the HR budget allocation may change in 2016 compared to 2015?
4. Which of the following best describes your plans regarding your workforce levels in 2016?
5. What will be the impact on the budget in 2016 for the following, on account of current economic conditions in your country?

Expected Performance in 2015

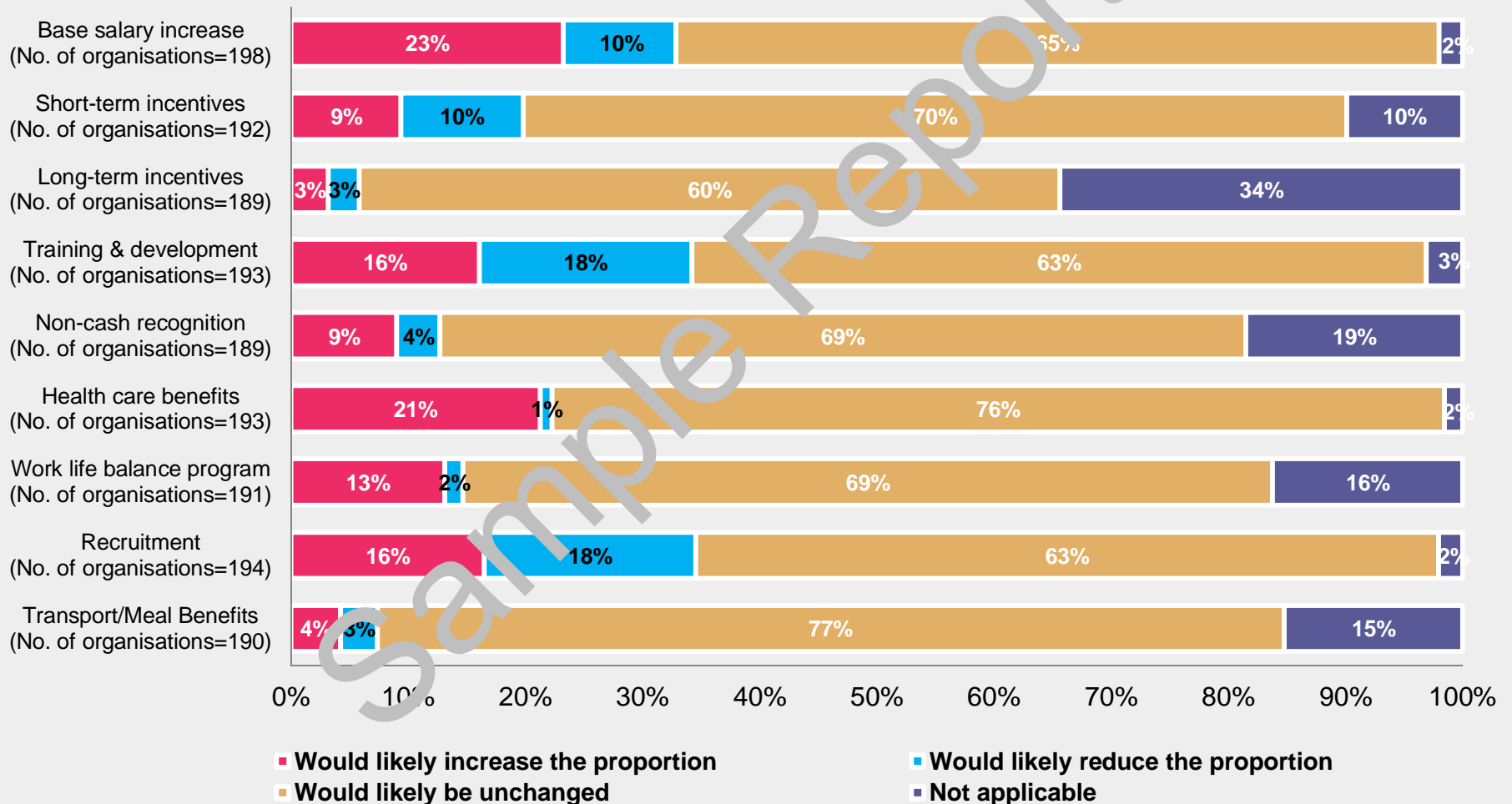


Likely Change in HR Budget Allocation

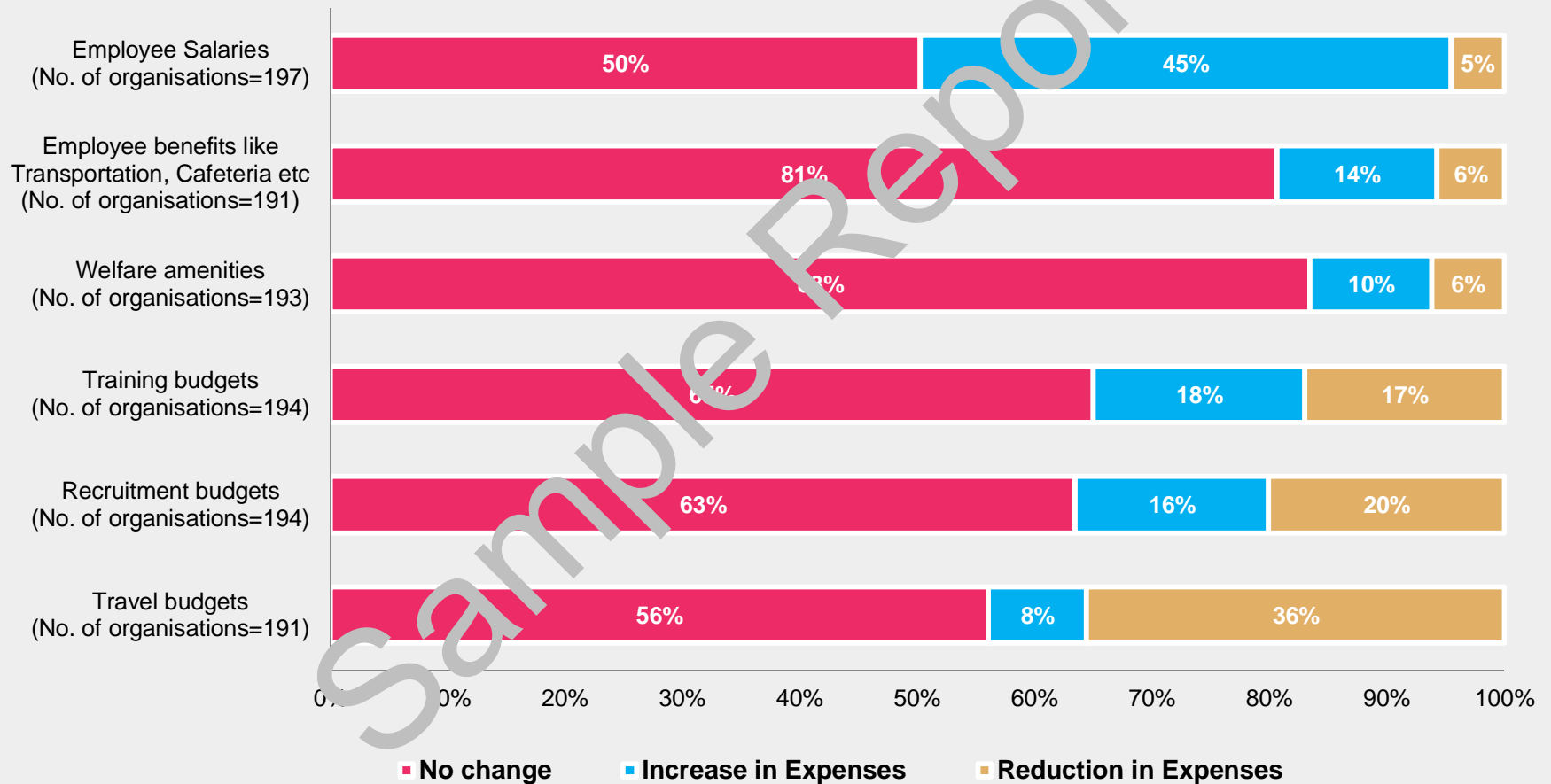


HR BUDGET ALLOCATION FOR 2016

Items for which HR Budget Allocation may Change in 2016 Compared to 2015

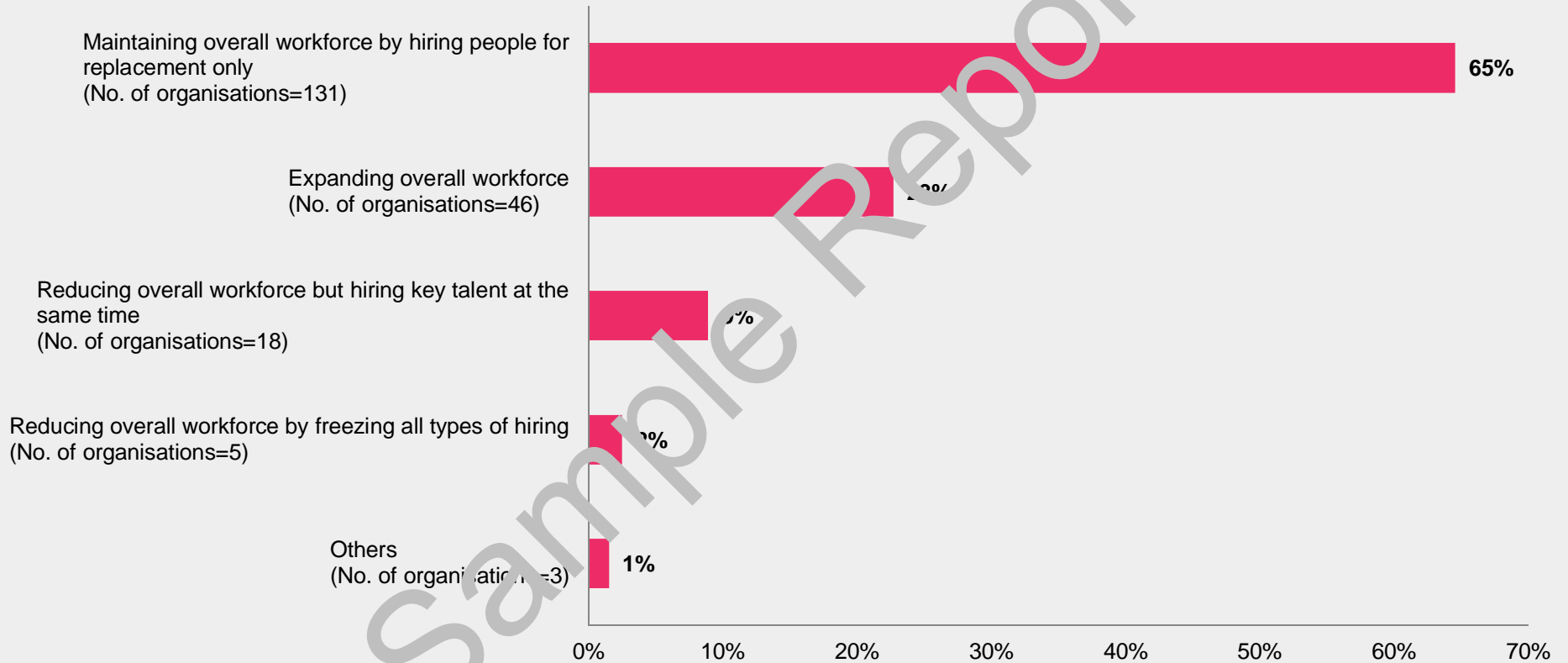


Impact on Budget in 2016 on Account of Current Economic Conditions in Your Country



WORKFORCE LEVELS IN 2016

Plan Regarding Workforce levels in 2016



HOT TOPICS

- Majority of respondents expect HR budget in 2016 to be similar to that in 2015 (69% of respondents).
- HR budget allocation in companies is expected to remain largely unchanged in 2016 as compared to 2015. Companies are most likely to provide an increase in budget allocation for base salary increases and healthcare benefits.
- Given the current economic situation, increases in expenses are likely to be for employee salaries and training budgets, while travel budgets and recruitment budgets are most likely to be reduced.
- Workforce levels in 2016 is expected to remain unchanged, with most companies planning to maintain the current workforce, only hiring for replacement.

Sample Report

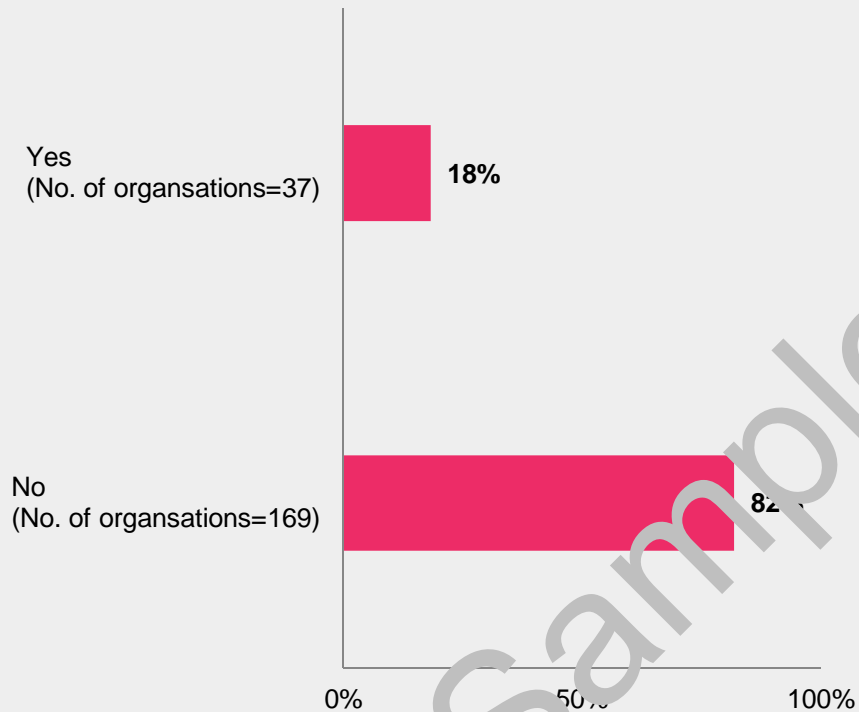
RETENTION BONUS SCHEME

QUESTIONS

1. Do you provide retention bonus scheme?
2. Under what circumstances will a retention bonus be awarded?
3. Which employee levels are eligible for the retention bonus scheme and how is it administered?
4. In what form is the retention bonus provided?
 - a) If monetary is selected, please select one of the following options
 - b) If cash is selected, please select one of the following options
 - c) Please provide details of the staggered payment

RETENTION BONUS POLICY

Do you provide Retention Bonus scheme

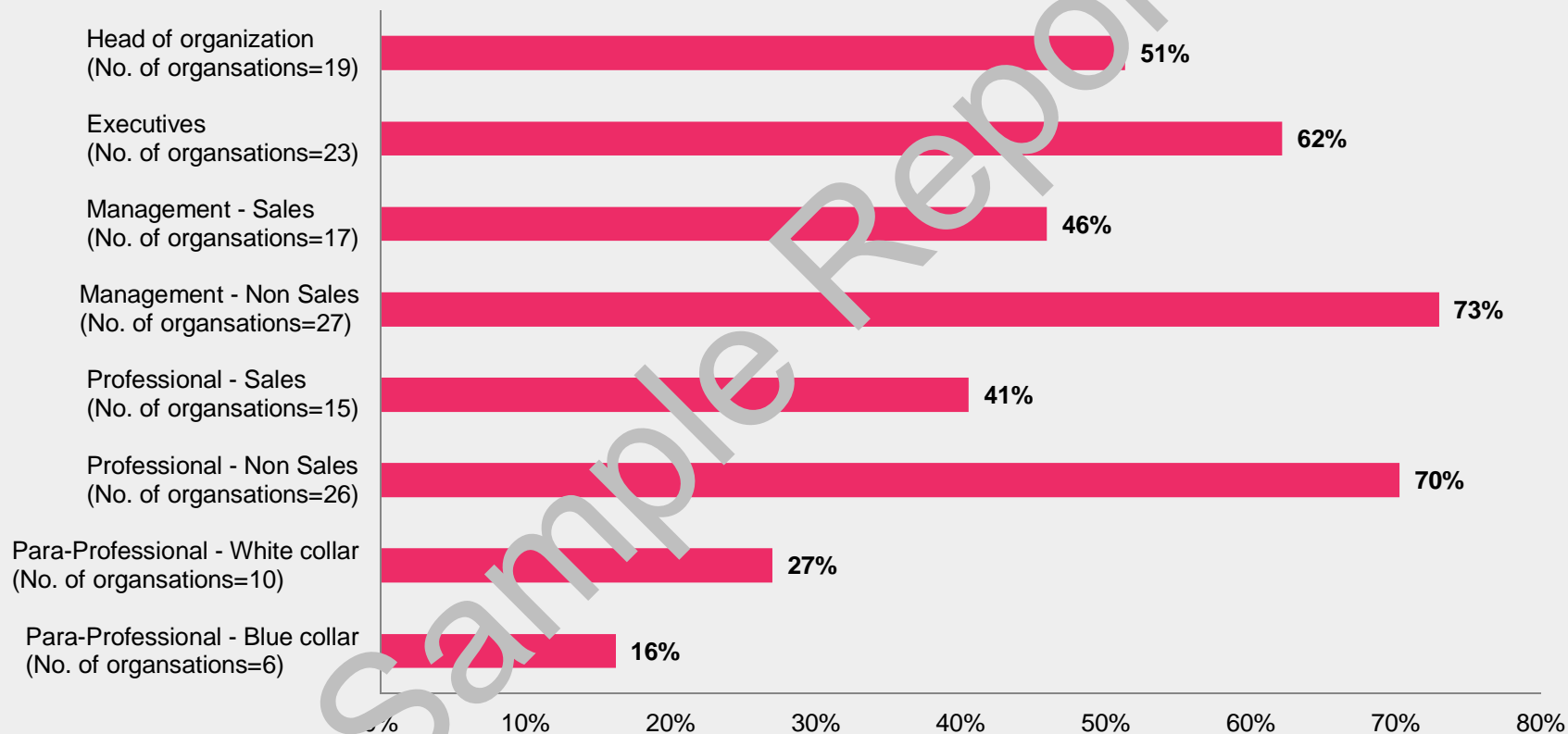


Reasons for awarding Retention Bonus



RETENTION BONUS SCHEME

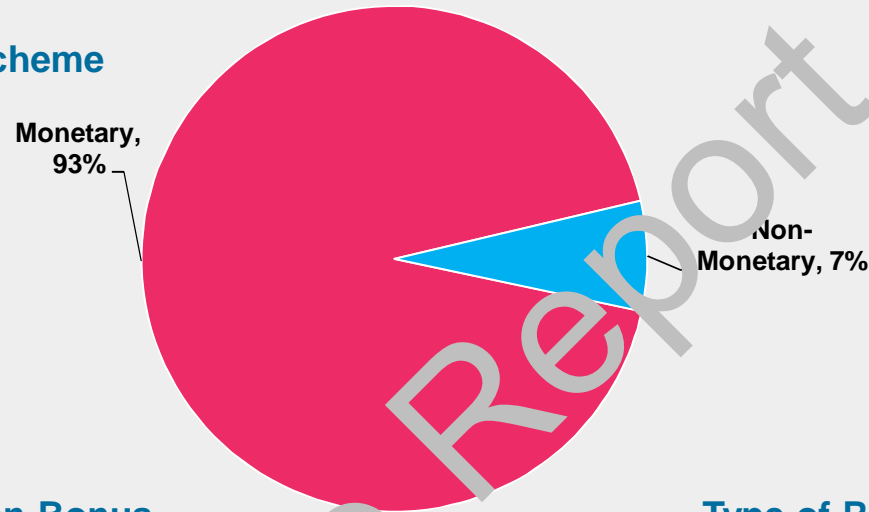
Employee Levels Eligible for Retention Bonus Scheme



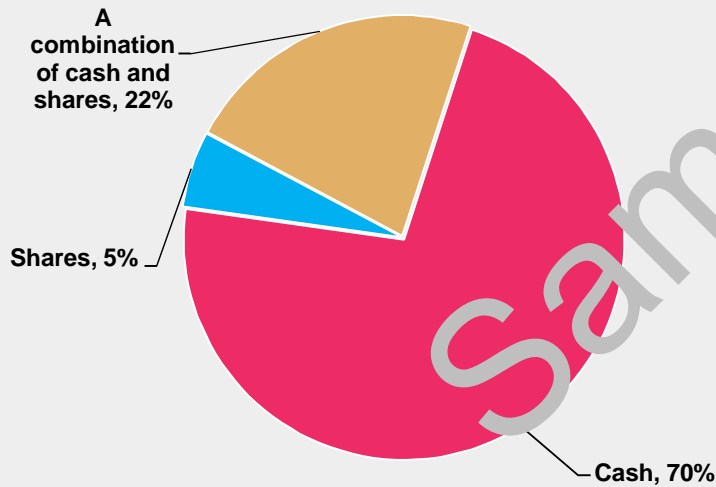
FORM OF RETENTION BONUS

Type of Retention Bonus Scheme

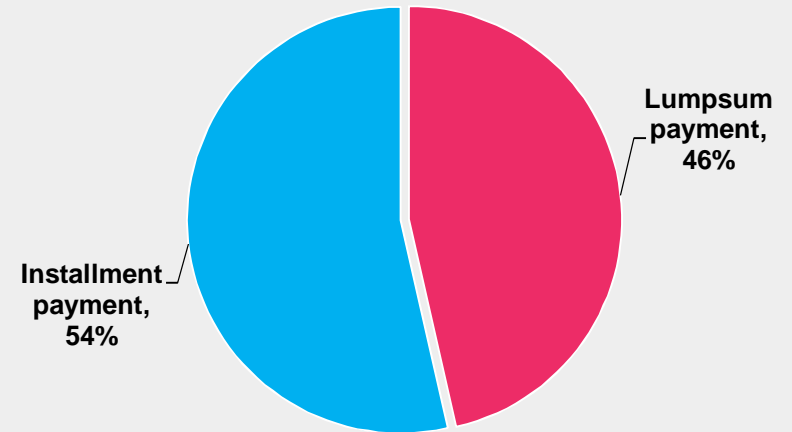
No. of organizations = 40



Types of Monetary Retention Bonus

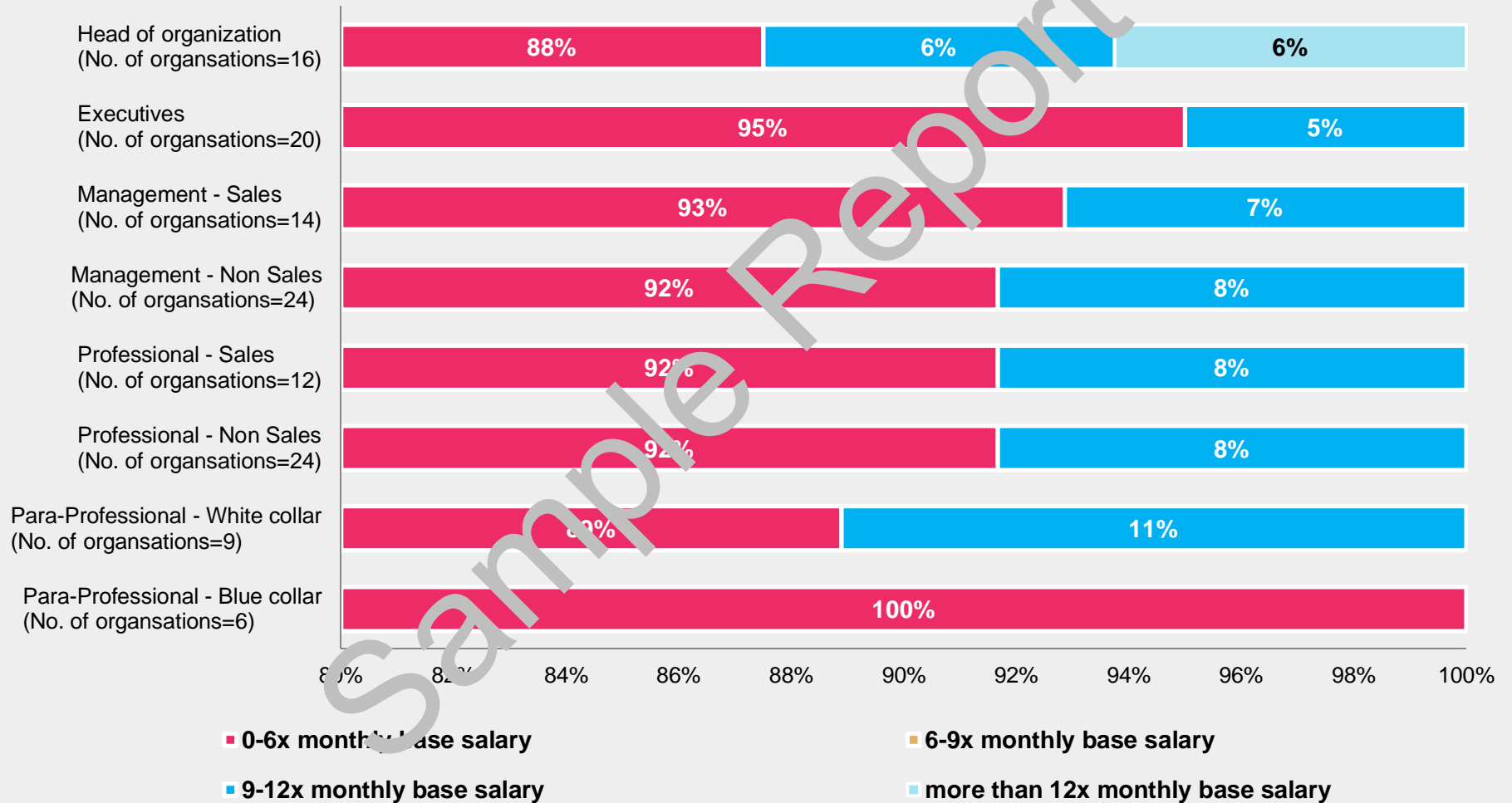


Type of Retention Bonus Payment



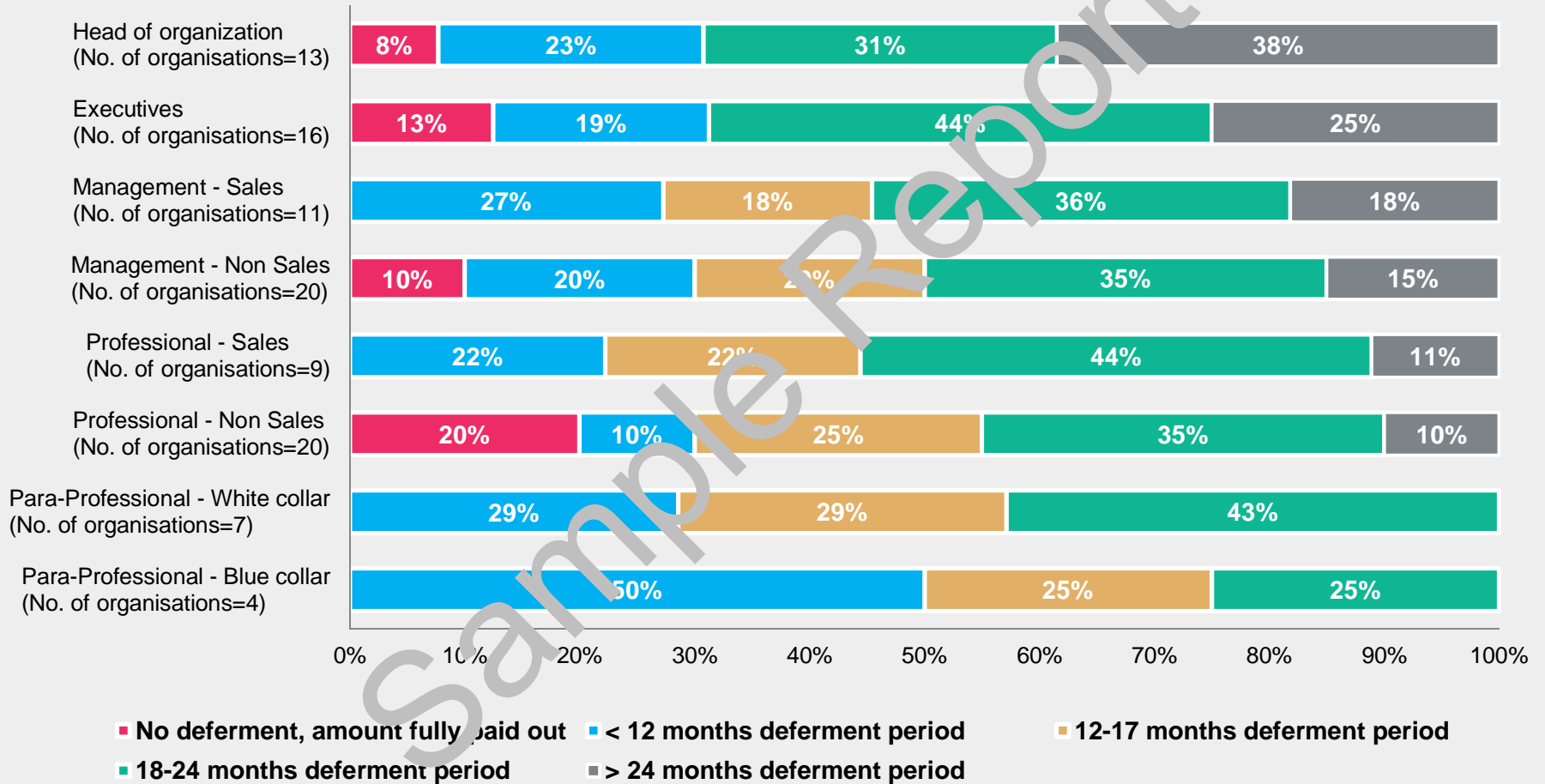
RETENTION BONUS SCHEME

Amount of Retention Bonus



RETENTION BONUS DEFERMENT PERIOD

Retention Bonus Deferment



RETENTION BONUS SCHEME

- Only 18% of the organizations that participated in the survey provide retention bonus, most commonly to retain employees with specialist skill-sets.
- Out of the 18%, majority of the respondents provide monetary bonus for their retention scheme and cash is the widely used option.
- Typically 0-6 times of monthly salary is provided as retention bonus, with deferment period generally at 18-24 months for most levels. A less than 12-month deferment period typically applies for Para-Professional (Blue Collar) employees.

Sample Report

BENEFITS REVIEW

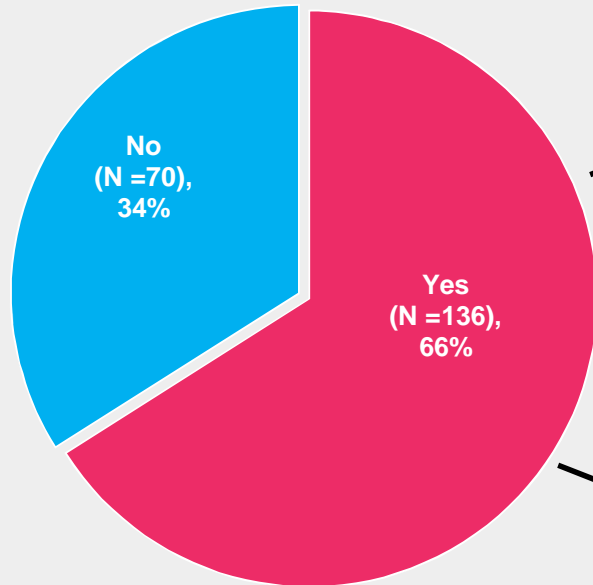
QUESTIONS

1. When was the last time a benefits review was conducted?
 - a) Are you reviewing / have reviewed your benefits program in 2015?
 - b) Please indicate which benefits would you be reviewing/have reviewed?
 - c) If yes, for the benefits you will be reviewing/have reviewed, what is your objective of the exercise?

Sample Report

PLAN TO REVIEW BENEFITS PROGRAM IN 2015

Plan to Review Benefits Program in 2015



N represents 'No. of Organizations'

Objective behind Benefits Review	%age
To ensure that the benefits are competitive with the median market offering (No. of organizations=107)	79%
To have an understanding of where the company benefits stand against the market (No. of organizations=78)	57%
To ensure that the benefits are cost effective (No. of organizations=63)	46%
To align with the corporate HR philosophy (No. of organizations=52)	38%
To ensure that the benefits are above the median market offering (No. of organizations=11)	8%
Others (No. of organizations=5)	4%

Type of Benefits to be Reviewed in 2015	%age
Health Insurance (No. of organizations=124)	91%
Life insurance/ personal accident insurance (No. of organizations=98)	72%
Leave benefits (No. of organizations=79)	58%
Allowance (No. of organizations=68)	50%
Flexible working arrangements (No. of organizations=44)	32%
Car benefits (No. of organizations=34)	25%
Training (No. of organizations=28)	21%
Others (No. of organizations=29)	21%

BENEFITS REVIEW

- Majority of respondents (66%) indicated an intention to review their benefits policy, with Health Insurance being the most likely policy to be reviewed, followed by Life Insurance/ Personal Accident Insurance.
- Most respondents indicate ensuring the competitiveness of benefits with the median market offering as the key objective of conducting a benefits review.

Sample Report

WORKFORCE METRICS REVIEW

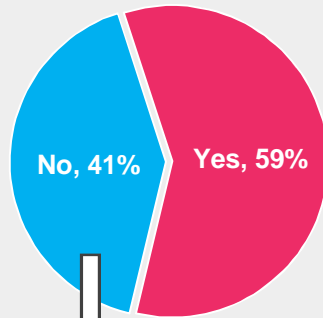
QUESTIONS

1. Is your organization tracking workforce-related data in a consistent way?
 - a) What is the reason for tracking workforce related data?
 - b) What type of HR metrics are you currently tracking ?
 - c) What type of workforce metrics are you currently tracking ?
 - d) What type of organizational efficiency metrics are you currently tracking ?
 - e) What type of HR metrics are you currently not tracking and would like to track?
 - f) What type of workforce metrics are you currently not tracking and would like to track?
 - g) What type of organizational efficiency metrics are you currently not tracking and would like to track?
2. What are the challenges to tracking these metrics?
3. Do you find there is a need/ are planning to start tracking metrics in the future ?
 - a) What type of HR metrics are you interested in tracking?
 - b) What type of workforce metrics are you interested in tracking?
 - c) What type of organizational efficiency metrics are you interested in tracking?
4. What are the challenges to tracking these metrics?
5. Would you be interested in comparing these types of metrics to your peers (e.g. companies in the same industry, geography, size)

MEASURING WORKFORCE RELATED DATA

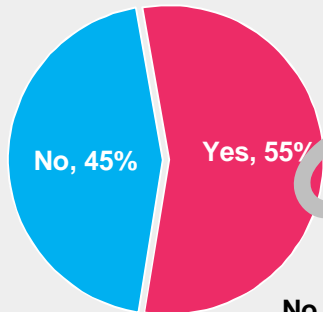
MORE THAN HALF OF ORGANIZATIONS TRACK, OR PLAN TO TRACK WORKFORCE METRICS

Is your organization tracking workforce related data in a consistent way?



No. of Organizations = 206

Do you find there is a need / are planning to start tracking metrics in the future?



No. of Organizations = 85

Which metrics are tracked and with what prevalence?

HR Metrics	Currently tracking	Would like to start tracking
Recruitment	71%	30%
Development	73%	29%
HR Expenses	55%	20%

Workforce Metrics	Currently tracking	Would like to start tracking
Turnover	90%	20%
Demographics	61%	16%
Attraction/ Retention	53%	29%
Absenteeism	42%	13%
Succession Planning	58%	29%
Manager Efficiency	13%	33%
Mobility	31%	22%

Organizational Efficiency Metrics	Currently tracking	Would like to start tracking
Financial Impact	54%	26%
Cost Efficiency	34%	27%
Outsourced Function	9%	8%

SECTION 5 COUNTRY SPECIFIC QUESTIONS



Sample Report



SINGAPORE SPECIFIC QUESTIONS

QUESTIONS

1. Is your company intending to implement the voluntary additional Government Paid Paternity Leave (GPPL)?
 - a) What will be the effective date of the policy?
 - b) Will eligible male employees with children born from 1 January 2015 up to the effective date of policy be entitled to the additional GPPL?
 - c) Will the additional paternity leave be applicable to all working fathers in your organization, including non-Singaporean Citizens?
 - d) Is there a cap to the applicable salary for the additional GPPL?
2. Is your company intending to implement a revision of re-employment age?
 - a) What will be the effective date of the policy?
 - b) Will the policy be applicable to all employees in your organization, including non-Singaporean Citizens?

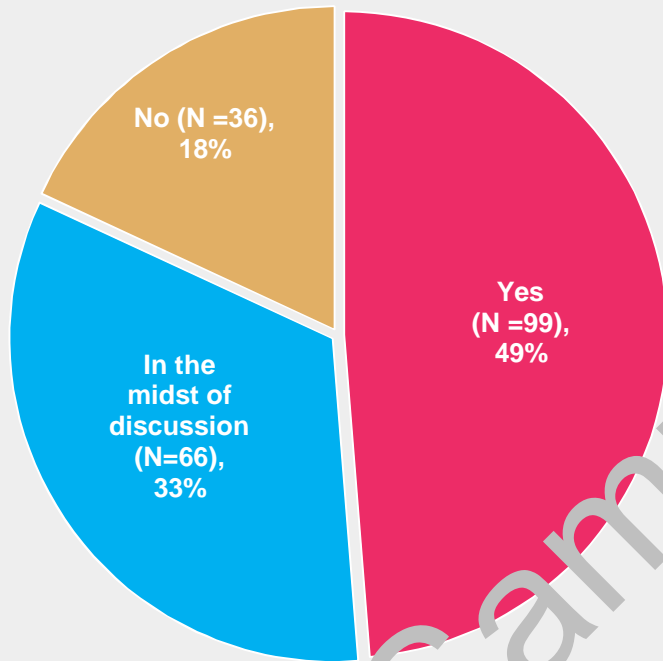
SINGAPORE SPECIFIC QUESTIONS

QUESTIONS

3. Does your company have a Management Trainee Program?
 - a) Please indicate the starting annual base
 - b) Does the management trainee obtain a revision in salary upon completion of the program (apart from regular salary increase)?
 - c) Does your company provide a separate Management Trainee bonus?
 - d) If yes, when is the bonus paid out?
 - e) What is the amount of bonus provided?
4. What is your company's estimated benefits expenditure as a percentage of payroll?
5. What is the average Medical Leave utilization rate per employee in a year?

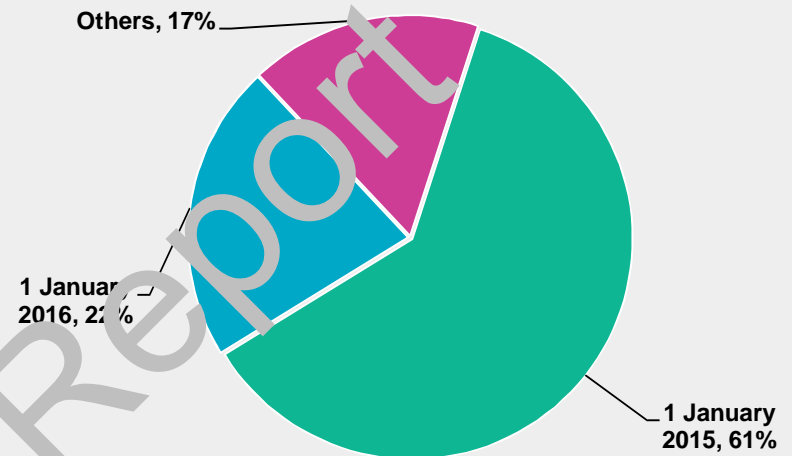
ADDITIONAL GOVERNMENT PAID PATERNITY LEAVE

Implementation of Additional Paid Paternity Leave

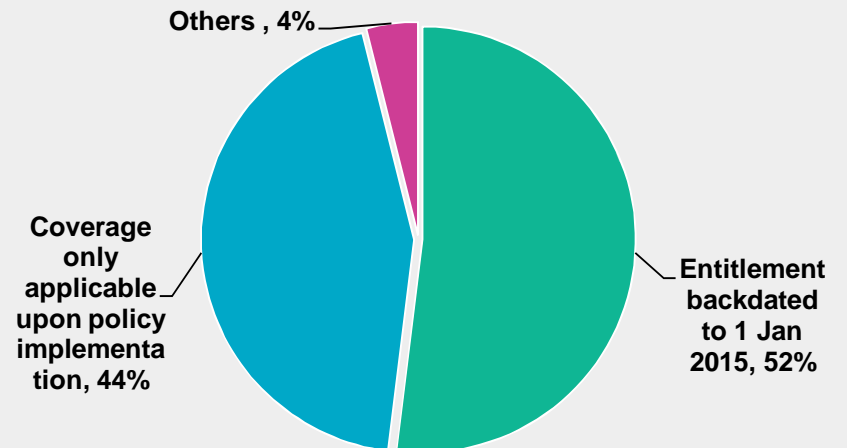


N represents 'No. of Organizations'

Effective Date of Policy (N=147)

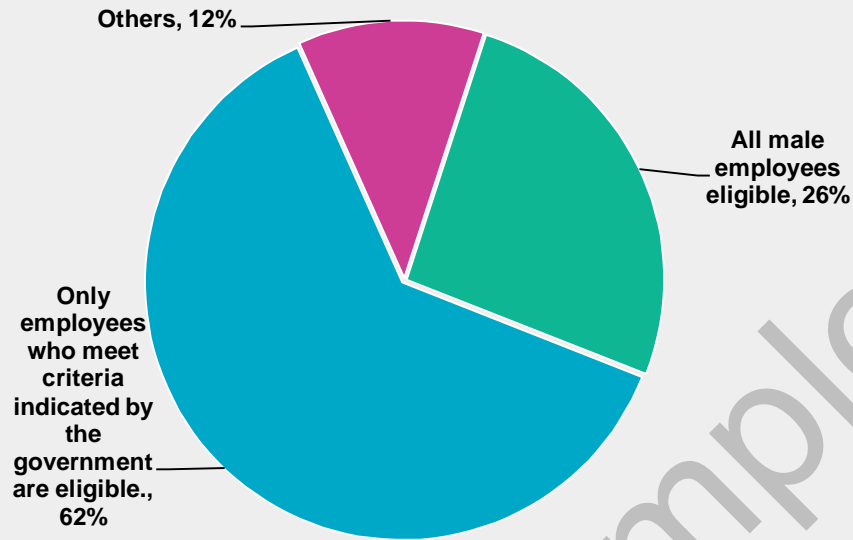


Policy Coverage Period (N=154)

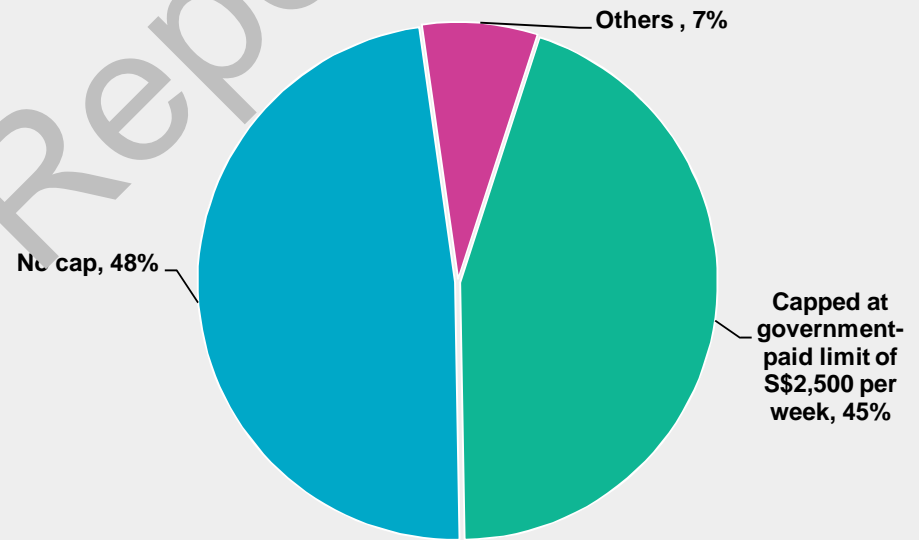


ADDITIONAL GOVERNMENT PAID PATERNITY LEAVE

Employee Eligibility (N=154)



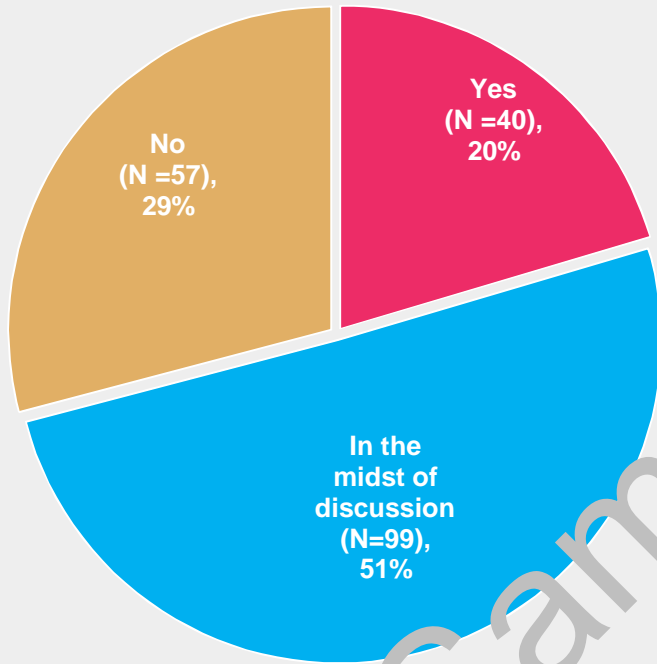
Salary Cap Applied (N=152)



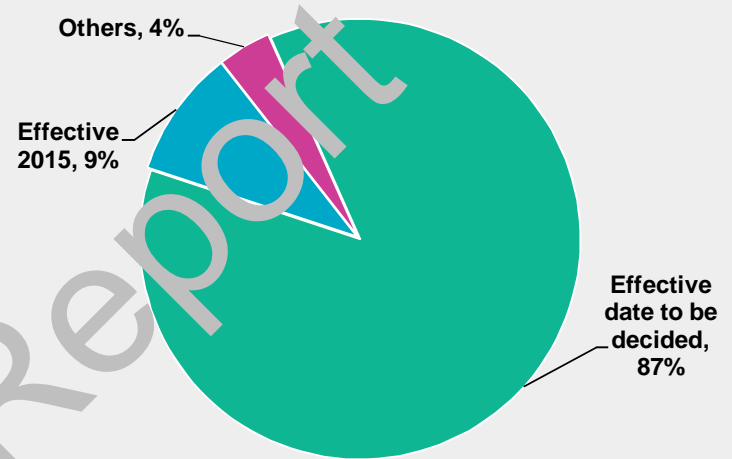
N represents 'No. of Organizations'

REVISION OF REEMPLOYMENT AGE

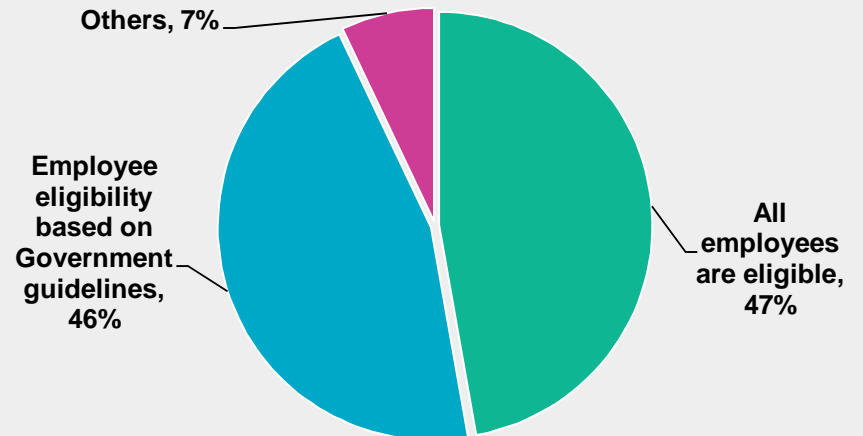
Revision of Reemployment Age



Effective Date of Policy (N=128)



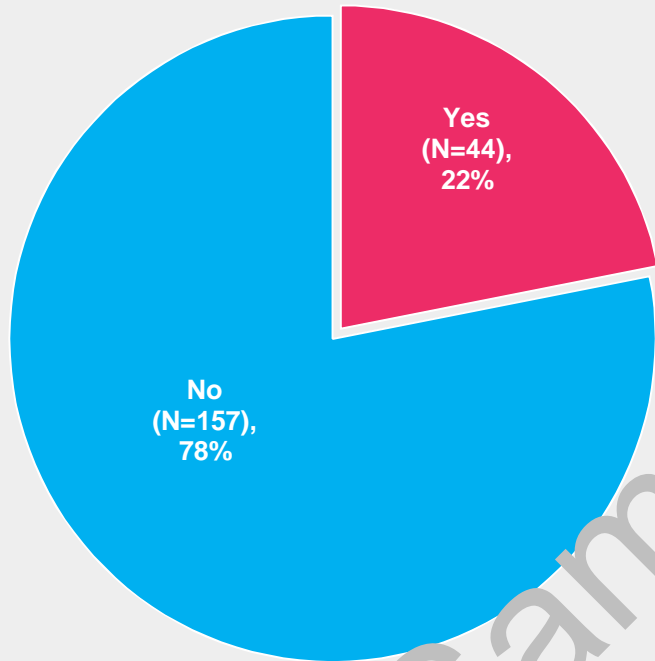
Employee Eligibility (N=127)



N represents 'No. of Organizations'

MANAGEMENT TRAINEE PROGRAM

Management Trainee Program



Annual Starting Base Salary (N=38)

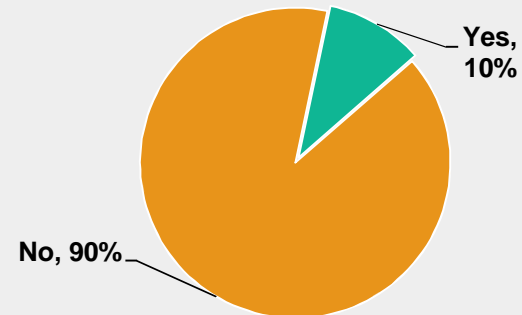
P25	AVERAGE	P50	P75
S\$37,650	S\$43,800	S\$42,450	S\$46,720

% Salary Revision upon Program Completion (N=11)

4.7%
Average

4.5%
Median

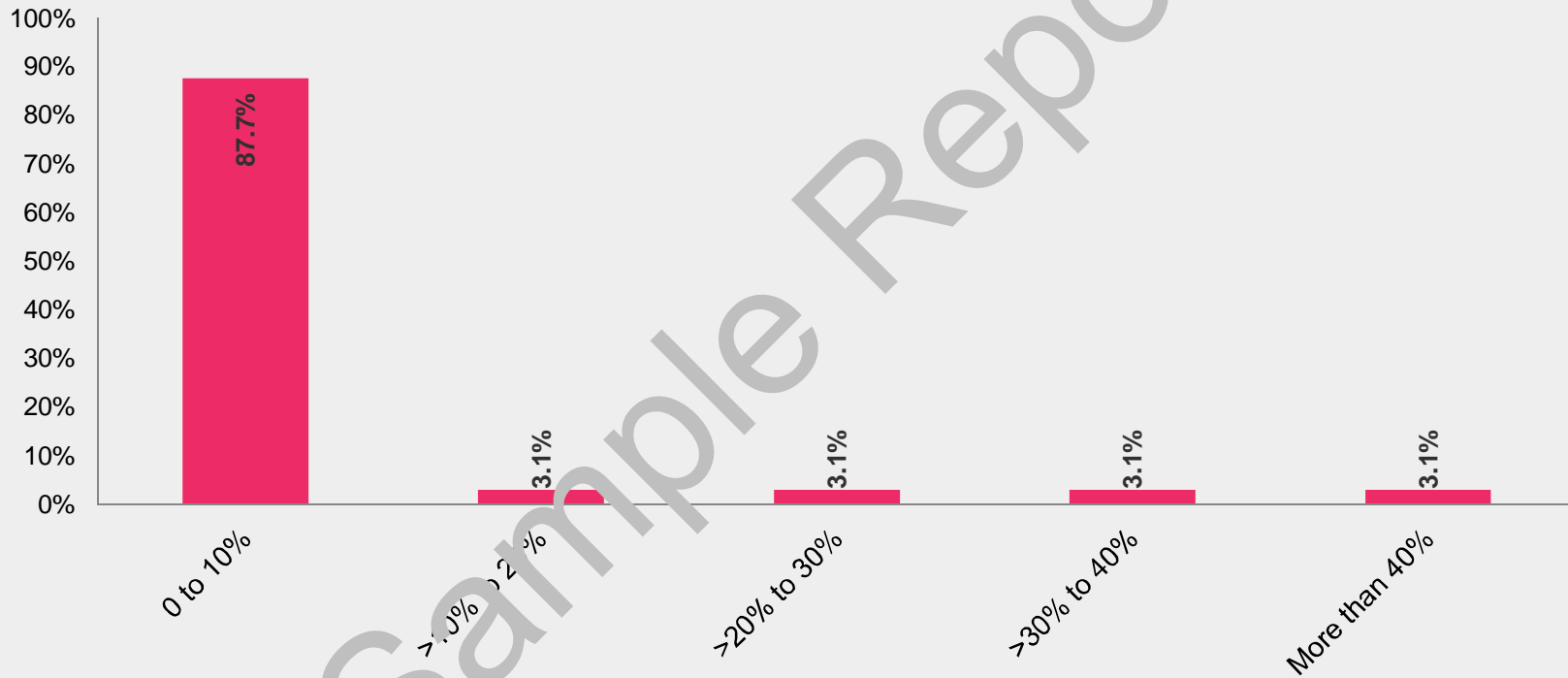
Separate Management Trainee Bonus (N=39)



N represents 'No. of Organizations'

BENEFITS EXPENDITURE

Benefits Expenditure as a % of Payroll



No. of organizations = 65

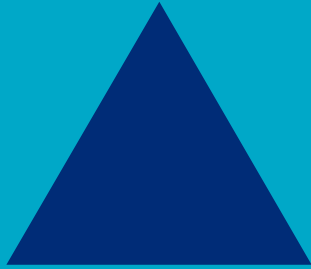
MEDICAL LEAVE UTILIZATION

Average Medical Leave Utilization Rate per Employee in a Year

YEAR	P25	AVERAGE	P50	P75
2014 (Full Year)	12.6%	27.6%	23.7%	31.0%
2015 (Jan-Sept)	10.0%	23.1%	20.0%	29.5%

No. of organizations = 140

APPENDIX LIST OF PARTICIPATING ORGANIZATIONS



APPENDIX – LIST OF PARTICIPATING ORGANIZATIONS

Banking/Financial Services

Ascendas-Singbridge
 GIC Private Limited
 Mizuho Bank, Ltd.
 Rabobank Singapore
 Singapore Exchange Ltd
 Svenska Handelsbanken
 Temasek International Pte Ltd
 The Bank of Tokyo-Mitsubishi UFJ, Ltd
 Unionpay International
 UOB

Consumer Goods

Amway (Singapore) Pte Ltd
 British American Tobacco (S) Pte Ltd
 Colgate-Palmolive (Eastern) Pte Ltd
 Essilor AMERA Pte Ltd
 Estée Lauder Cosmetics Pte Ltd
 Hasbro Far East Limited
 JT International Tobacco Services (Singapore) Pte Ltd
 Lee Kum Kee (SG) Pte Ltd
 L'Oreal Singapore
 Philip Morris International
 S. C. Johnson & Son Inc
 Suntory Beverage and Food Asia Pte Ltd
 Unilever Asia Pte Ltd
 USANA Health Sciences Singapore Pte Ltd

Energy

ConocoPhillips Asia Ventures Pte Ltd
 Eni Trading & Shipping
 ExxonMobil
 Ezra Holdings Limited
 Itochu Petroleum Co., (Singapore) Pte Ltd
 MODEC Offshore Production Systems (S) Pte Ltd
 Petrobras Singapore Pte Ltd
 Phillips 66
 SapuraKencana Drilling
 Schneider Electric SEA Pte Ltd
 Shell Eastern Petroleum Ltd
 Sk Energy International Pte Ltd
 Statoil Asia Pacific Pte Ltd

High Tech

Accenture Singapore
 Analog Devices Singapore
 Axis Communications (S) Pte Ltd
 Bosch
 Brother International Singapore Pte Ltd
 Celestica Electronics (Singapore) Pte Ltd
 Dassault Systems Singapore Pte Ltd
 Dell Asia Pte Ltd
 DSO National Laboratories
 Entegris Singapore Pte Ltd
 Epson Singapore Pte Ltd
 Equinix Singapore Pte Ltd

High Tech (Contd.)

Finisar Singapore Pte Ltd
 Foxtronics Singapore
 GLOBALFOUNDRIES Singapore Pte Ltd
 Grundfos (Singapore) Pte Ltd
 HGST Asia Pte. Ltd.
 HGST Singapore Pte. Ltd.
 Hitachi Asia Ltd
 Hitachi Data Systems
 Honeywell (China) Co., Ltd
 Jardine OneSolution (2001) Pte Ltd
 KLA-Tencor (Singapore) Pte Ltd
 Kulicke & Soffa Pte Ltd
 LinkedIn
 M1 Limited
 Mitsubishi Chemical Infonics Pte Ltd
 Panasonic Asia Pacific Pte Ltd
 SeaChange Asia Pacific Operations Pte. Ltd.
 Singapore Telecommunications Ltd
 SITA
 Sony Electronics Asia Pacific Pte Ltd
 Thales Solutions Asia Pte Ltd
 Titansoft Pte Ltd
 Vishay Intertechnology Asia Pte Ltd
 WD Media Singapore

IF YOU HAVE ANY QUESTIONS, PLEASE CONTACT

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Sample Report

**MAKE
TOMORROW,
TODAY**



Sample Report