2018 WORKFORCE TURNOVER AROUND THE WORLD SAMPLE
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430 Austria

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542 Ireland

550 Italy

558 Kazakhstan

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590 Norway

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614 Romania

622 Russia

630 Serbia

638 Slovakia

646 Slovenia

654 Spain

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670 Switzerland

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686 Ukraine

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702 **MIDDLE EAST AND AFRICA**

703 Algeria

711 Angola

719 Bahrain

727 Cameroon

735 Egypt

743 Ethiopia

751 Ghana

759 Iran

767 Israel

775 Ivory Coast

783 Jordan

791 Kenya

799 Kuwait

807 Lebanon

815 Morocco

823 Mozambique

831 Nigeria

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Note: India – Data will be available on December 14, 2018.
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Managing workforce turnover is critical to the long-term health and success of any company. Whereas HR professionals historically have regarded turnover as a drain on company resources, industry leaders now recognize that turnover within a company can bring a mixed bag of positive and negative impacts. Although some turnover may be beneficial by way of revitalizing or fine tuning the workforce, others bring unexpected interruption to ongoing projects and costly recruiting cycles. In either case, it is imperative that managers and HR professionals prepare for turnover in their specific industry, and are able recognize and identify good versus bad turnover.

BAD TURNOVER VS. GOOD TURNOVER

Workforce turnover presents a dilemma to all companies around the world. Some estimate that the cost of losing and replacing a single employee can equal more than twice that employee’s salary, with costs increasing further based on the departing employee’s seniority. Constant turnover can leave companies perpetually shorthanded or disrupt client expectations and deadlines, thus posing an existential threat to any company.

However, not all turnover is bad. Many managers recognize that the retention of employees that are poor fits for their position can cause decreased productivity and morale throughout the workplace. In these situations, employers may welcome the costs of recruitment and replacement in order to improve the efficacy of their staff. Similarly, companies undergoing a strategic pivot or encountering market changes may need to reconfigure their staff. By encouraging or promoting turnover in these circumstances, employers can streamline their operations so as to meet new challenges.

EVALUATING RISK

While workplace turnover is a universal challenge for employers, some industries and regions are more exposed than others. For instance, many employers in the highly-competitive technology or hospitality industries suffer from staff turnover as employees are poached by nearby firms, while companies in some world markets see high rates of turnover due to migration. Moreover, factors like employee age or function greatly affect the likelihood of turnover, as Millennials and sales staff tend to change employers more frequently than other demographics. Given these variations, it is critical that employers recognize and account for the specific factors affecting turnover in their industry.

CONSIDERATIONS

When confronted with workforce turnover, HR professionals should consider the following questions:

- What level of turnover is right for our business?
- What policies can we adopt to encourage or discourage turnover?
- What factors contribute to the current turnover?
- What events might be on the horizon that will affect turnover in the future?
The 2018 Workforce Turnover Around the World publication provides actionable information on employee turnover across major world markets. Created with the human resources professional in mind, this report offers critical, up-to-date data to assist companies interested in forecasting, preparing for, and managing the revolving door of talent around the world. Countries are organized into four regions: Americas, Asia Pacific, Europe, and Middle East and Africa.

This report includes the following sections:

**SUMMARY OF KEY FINDINGS**

This section serves as an executive summary for those looking for Mercer’s insights and observations; it provides high-level trends, market comparisons and other analysis. The following topics are included:

- Economic Market Trends
- Voluntary and Involuntary Turnover Trends
- Workforce Change Trends

**INDIVIDUAL MARKET RESULTS**

This section includes country-specific data for those HR professionals looking for targeted data on an individual topic. Each country includes the following content:

- **Economic and labor market data**, including GDP growth, inflation, unemployment, total population, working age population, and economically active population.
- **Voluntary and involuntary turnover** by employee level and by industry.
- **Workforce changes** such as hiring intentions for this year and next year, as well as the average increase and decrease in the workforce.
- **Data sources** indicate all sources used for the country.

**ABOUT THIS REPORT**

This section delineates the methods used in the report and lists key definitions.

- **Methodology** includes data sources used to compile this report, currency conversion rates, and other details on calculations and assumptions.
- **Glossary** provides definitions for many of the terms used throughout this report, as well as other HR related terms.
The following pages provide tips and guidelines to help navigate the report.

**ECONOMIC AND LABOR MARKET**

**GDP GROWTH**
- 2019: 1.0%
- 2018: 1.0%
- 2017: 1.0%

**INFLATION**
- 2019: 1.0%
- 2018: 1.0%
- 2017: 1.0%

**UNEMPLOYMENT**
- 2019: 1.0%
- 2018: 1.0%
- 2017: 1.0%

Population numbers are in thousands.

**TOTAL POPULATION, 2018**
- 1,000,000

**WORKING AGE RANGE POPULATION (15-64), 2018**
- 1,000,000

**ECONOMICALLY ACTIVE POPULATION (15-64), 2018**
- 1,000,000

**TOTAL POPULATION GENDER RATIO, 2018**
- Male: 50%
- Female: 50%

**WORKING AGE (15-64) GENDER RATIO, 2018**
- Male: 50%
- Female: 50%

**ECONOMICALLY ACTIVE (15-64) GENDER RATIO, 2018**
- Male: 50%
- Female: 50%

The data sources for all content can be found on the last page of each country, and in the About this Report section.

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**Voluntary and Involuntary Turnover**

*Voluntary Turnover (%)*  *Involuntary Turnover (%)*

**Average Turnover by Career Level, 2017**

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Voluntary Turnover</th>
<th>Involuntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>P25</strong></td>
<td><strong>P50</strong></td>
<td><strong>P75</strong></td>
</tr>
<tr>
<td><strong>OVERALL</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>EXECUTIVES &amp; HEAD OF ORGANIZATION</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>MANAGEMENT</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL SALES</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL NONSALES</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>PARA-PROFESSIONAL WHITE COLLAR</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>PARA-PROFESSIONAL BLUE COLLAR</strong></td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

**Note**: A “-” indicates insufficient data to report the statistic.

© 2018 Mercer LLC.
Hiring intentions are also provided by industry.

These graphics indicate the percentage of companies planning to add, reduce, or make no change in their overall workforce.

The N= column provides the number of companies included in data sample.

Some of these percentages may not sum 100% due to rounding.

A dash indicates insufficient data are available. More information on data masking can be found under Methodology in the About this Report section.

Note: A “−” indicates insufficient data to report the statistic.
Average Increase/Decrease in Workforce by Industry, 2017–2018

- Overall
- Average increase: -8.3%
- Average decrease: 8.6%

- Banking/Financial Services
  - Average decrease: -5.4%
  - Average increase: 6.1%

- Consumer Goods
  - Average decrease: -8.1%
  - Average increase: 4.1%

- Energy
  - Average decrease: -16.5%
  - Average increase: 9.5%

- High Tech
  - Average decrease: -9.0%
  - Average increase: 11.9%

- Life Sciences
  - Average decrease: -5.0%
  - Average increase: 11.3%

- Logistics
  - Average decrease: -8.6%
  - Average increase: 7.7%

- Manufacturing
  - Average decrease: -9.8%
  - Average increase: 5.8%

Average Increase/Decrease in Workforce by Industry, 2018–2019

- Overall
- Average increase: -6.8%
- Average decrease: 6.0%

- Banking/Financial Services
  - Average decrease: -7.4%
  - Average increase: 1.7%

- Chemicals
  - Average decrease: -3.8%
  - Average increase: 8.6%

- Consumer Goods
  - Average decrease: -5.9%
  - Average increase: 5.3%

- Energy
  - Average decrease: -5.4%
  - Average increase: 9.3%

- High Tech
  - Average decrease: -11.4%
  - Average increase: 2.7%

- Life Sciences
  - Average decrease: -8.5%
  - Average increase: 2.9%

- Logistics
  - Average decrease: -4.5%
  - Average increase: 8.3%

- Manufacturing
  - Average decrease: -11.3%
  - Average increase: 7.5%

- Non-Manufacturing
  - Average decrease: -5.8%
  - Average increase: 2.3%

- Other Manufacturing
  - Average decrease: -4.5%
  - Average increase: 8.3%

- Retail & Wholesale
  - Average decrease: -5.4%
  - Average increase: 6.1%

- Services (Non-Financial)
  - Average decrease: -11.3%
  - Average increase: 7.5%

- Transportation Equipment
  - Average decrease: -4.5%
  - Average increase: 8.3%

Note: Some industries may be blank due to insufficient data to report the statistic.
ECONOMIC AND LABOR MARKET

TOTAL POPULATION, 2018
1,000,000

WORKING AGE RANGE POPULATION (15–64), 2018
1,000,000

ECONOMICALLY ACTIVE POPULATION (15–64), 2018
1,000,000

TOTAL POPULATION GENDER RATIO, 2018
50% 50%

WORKING AGE (15–64) GENDER RATIO, 2018
50% 50%

ECONOMICALLY ACTIVE (15–64) GENDER RATIO, 2018
50% 50%

Note: Population size is in thousands.
### Voluntary and Involuntary Turnover

#### Average Turnover by Career Level, 2017

<table>
<thead>
<tr>
<th>Country</th>
<th>Voluntary Turnover (%)</th>
<th>Involuntary Turnover (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>5.4%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Executives &amp; Head of Organization</td>
<td>12.9%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Management</td>
<td>3.3%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Professional Sales</td>
<td>10.9%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Professional Nonsales</td>
<td>4.7%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Para-Professional White Collar</td>
<td>7.9%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Para-Professional Blue Collar</td>
<td>10.9%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

Note: A “-” indicates insufficient data to report the statistic.

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### Average Turnover by Industry, 2017

<table>
<thead>
<tr>
<th>Industry</th>
<th>Voluntary Turnover (%)</th>
<th>Involuntary Turnover (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>3.5%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>5.5%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>4.7%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Energy</td>
<td>2.3%</td>
<td>3.4%</td>
</tr>
<tr>
<td>High Tech</td>
<td>6.9%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Insurance/Reinsurance</td>
<td>6.0%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>7.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Logistics</td>
<td>4.7%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Mining &amp; Metals</td>
<td>3.8%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>4.8%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Other Nonmanufacturing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail &amp; Wholesale</td>
<td>11.5%</td>
<td></td>
</tr>
<tr>
<td>Services (Nonfinancial)</td>
<td>10.5%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>6.0%</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

Note: Some industries may be blank due to insufficient data to report the statistic.
### Voluntary and Involuntary Turnover

#### Voluntary Average Turnover by Industry and Career Level, 2017

<table>
<thead>
<tr>
<th>Industry</th>
<th>Overall</th>
<th>Executives &amp; Head of Organization</th>
<th>Management</th>
<th>Professional Sales</th>
<th>Professional Nonsales</th>
<th>Para-Professional White Collar</th>
<th>Para-Professional Blue Collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>1.0%</td>
<td>1.0%</td>
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<td>Chemicals</td>
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<td>Consumer Goods</td>
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<td>High Tech</td>
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<td>Insurance/Reinsurance</td>
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<td>Mining &amp; Metals</td>
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<td>Other Manufacturing</td>
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<tr>
<td>Other Nonmanufacturing</td>
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<td>Retail &amp; Wholesale</td>
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<tr>
<td>Services (Nonfinancial)</td>
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<tr>
<td>Transportation Equipment</td>
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</tbody>
</table>

Note: A "−" indicates insufficient data to report the statistic.
## Voluntary and Involuntary Turnover

### Involuntary Average Turnover by Industry and Career Level, 2017

<table>
<thead>
<tr>
<th>Country</th>
<th>Overall</th>
<th>Executives &amp; Head of Organization</th>
<th>Management</th>
<th>Professionals</th>
<th>Professional Nonsales</th>
<th>Para-Professional White Collar</th>
<th>Para-Professional Blue Collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
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<td>Chemicals</td>
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<td>Consumer Goods</td>
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<tr>
<td>Energy</td>
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<td>High Tech</td>
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<td>Insurance/Reinsurance</td>
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<td>Mining &amp; Metals</td>
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<td>Other Manufacturing</td>
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<td>Other Nonmanufacturing</td>
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<td>Transportation Equipment</td>
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</tr>
</tbody>
</table>

Note: A "-" indicates insufficient data to report the statistic.
**Workforce Changes**

**Hiring Intentions for 2018**

- Add Staff: 15%
- Reduce Staff: 30%
- No Change: 55%

**Hiring Intentions for 2019**

- Add Staff: 15%
- Reduce Staff: 30%
- No Change: 55%

**Hiring Intentions by Industry**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Add Staff</th>
<th>Reduce Staff</th>
<th>No Change</th>
<th>N=</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Chemicals</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Energy</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>High Tech</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Insurance/Reinsurance</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Logistics</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Mining &amp; Metals</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Other Nonmanufacturing</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Retail &amp; Wholesale</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Services (Nonfinancial)</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>100</td>
</tr>
</tbody>
</table>

Note: A “-” indicates insufficient data to report the statistic.

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COUNTRY

WORKFORCE CHANGES

AVERAGE INCREASE/DECREASE IN
WORKFORCE BY INDUSTRY, 2017–2018

-8.3% 8.6%
-5.4% 6.1%
-8.1% 7.8%
-16.5% 9.5%
-9.0% 8.2%
-5.0% 11.9%
-9.3% 6.1%
-6.7% 11.3%
-5.2% 11.3%
-8.6% 7.7%
-9.8% 5.8%

AVERAGE INCREASE/DECREASE IN
WORKFORCE BY INDUSTRY, 2018–2019

-6.8% 6.0%
-7.4% 1.7%
-3.8% 8.6%
-5.9% 11.0%
-5.4% 9.3%
-11.4% 2.7%
-8.5% 2.9%
-4.5% 8.3%

Note: Some industries may be blank due to insufficient data to report the statistic.
### Economic Data

<table>
<thead>
<tr>
<th>Source</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Monetary Fund, World Economic Outlook Database</td>
<td>October 2018</td>
</tr>
<tr>
<td>Mercer’s Latin America Economic Trends</td>
<td>October 2018</td>
</tr>
</tbody>
</table>

### Labor Market Data

<table>
<thead>
<tr>
<th>Source</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculations based on ILO Modeled Estimates, ILOSTAT Database</td>
<td>November 2018</td>
</tr>
</tbody>
</table>

### Turnover and Workforce Change Data

<table>
<thead>
<tr>
<th>Source</th>
<th>N=</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mercer’s Total Remuneration Survey, 2018</td>
<td>200</td>
<td>May 2018</td>
</tr>
</tbody>
</table>

### Industry Data

<table>
<thead>
<tr>
<th>Industry</th>
<th>N=</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>5</td>
</tr>
<tr>
<td>Chemicals</td>
<td>5</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>5</td>
</tr>
<tr>
<td>Energy</td>
<td>5</td>
</tr>
<tr>
<td>High Tech</td>
<td>5</td>
</tr>
<tr>
<td>Insurance/Reinsurance</td>
<td>5</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>5</td>
</tr>
<tr>
<td>Logistics</td>
<td>5</td>
</tr>
<tr>
<td>Mining &amp; Metals</td>
<td>5</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>5</td>
</tr>
<tr>
<td>Other Nonmanufacturing</td>
<td>5</td>
</tr>
<tr>
<td>Retail &amp; Wholesale</td>
<td>5</td>
</tr>
<tr>
<td>Services (Nonfinancial)</td>
<td>5</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>5</td>
</tr>
</tbody>
</table>

Note: All industry data are sourced from Mercer’s Total Remuneration Survey databases.
ABOUT THIS REPORT
ABOUT THIS REPORT

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

METHODOLOGY

STATISTICS

The following statistics are presented in this report:

► P25 or 25th Percentile: The data point that is higher than 25% of all other data in the sample when ranked from low to high.

► P50 or 50th Percentile: The data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the median.

► P75 or 75th Percentile: The data point that is higher than 75% of all other data in the sample when ranked from low to high.

► 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 check box (select all that apply) style question.

In single response questions, the sum of all responses may not equal 100% due to rounding.

In check box response questions, the sum of all responses will be greater than 100%.

N: 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 five data points are required to report the 25th, 50th, and 75th percentiles.

TURNOVER DATA

► Turnover percentages were collected in 2018 for the previous calendar year (2019).

Companies provided percentages for voluntary and involuntary turnover of their entire employee population (overall), as well as by employee or career level.

A company may have provided an overall figure only, or employee level figures only. Therefore, turnover percentages and sample sizes may vary for each group, resulting in some instances where the sample size for an employee level may be large enough to report statistics, but the “overall” figure has been masked.
ABOUT THIS REPORT

WORKFORCE CHANGE DATA

Although the information on hiring intentions and increase/decrease in workforce are related, some companies provided one set of data only. Therefore, some markets may report there are no plans to decrease the number of employees, but still provide a negative percentage for the change in workforce.

► Hiring Intentions: Companies indicated whether they planned to increase, decrease, or make no change to the size of their workforce.

► Average Increase/Decrease in Workforce: The percentage change was calculated based on the number of FTEs reported for three fiscal years (last year, this year, and next year).

  ▶ The percentage change from one year to the next was calculated for each company, and all data were averaged.
  
  ▶ Extreme outliers within each country were removed from the data sample.
  
  ▶ The percentage increase reflects only those companies planning to grow their workforce, and the percentage decrease reflects only those companies planning a reduction in their workforce.
  
  ▶ The overall change includes both increases and decreases and is representative of the overall market change.
  
  ▶ Note that a company with a small number of employees may have a more significant impact on the data reported. For example, a company that has 10 employees in a market, and plans to add another five employees has an increase of 50%.

INDUSTRY DATA

Industry super sector data are provided where available.

► There may be gaps in industry graphs and tables due to a small sample size within some countries.

► Industry data gaps may also be indicative of the lack of prevalence of certain industries within a market. For example, a country may not have a large presence in the mining & metals industry sector.

► The number of companies that provided industry data for each country can be found on under Data Sources/Industry Data section of each country set of pages.

► A breakdown of industries included within each super sector can be found in the glossary.
ABOUT MERCER

Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth and career needs of a changing workforce. Mercer’s more than 23,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), the leading global professional services firm in the areas of risk, strategy and people. With nearly 65,000 colleagues and annual revenue over $14 billion, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment. Marsh & McLennan Companies is also the parent company of Marsh, which advises individual and commercial clients of all sizes on insurance broking and innovative risk management solutions; Guy Carpenter, which develops advanced risk, reinsurance and capital strategies that help clients grow profitably and pursue emerging opportunities; and Oliver Wyman, which serves as a critical strategic, economic and brand advisor to private sector and governmental clients. For more information, visit www.mercer.com. Follow Mercer on Twitter @Mercer.