

MERCER TALENT ALL ACCESS®

2021 | workforce turnover around the world  
**Sample**

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Vacation and Other Leave Policies



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Workforce Turnover Around the World



Worldwide Benefit & Employment Guidelines

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

# Introduction

**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 to 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?

# Report structure

The **2021 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 turnover data to assist companies interested in forecasting, preparing for, and managing the revolving door of talent around the world.

This report includes the following sections:

## Individual market results

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

- Voluntary and involuntary turnover by career 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 market.

## About this report

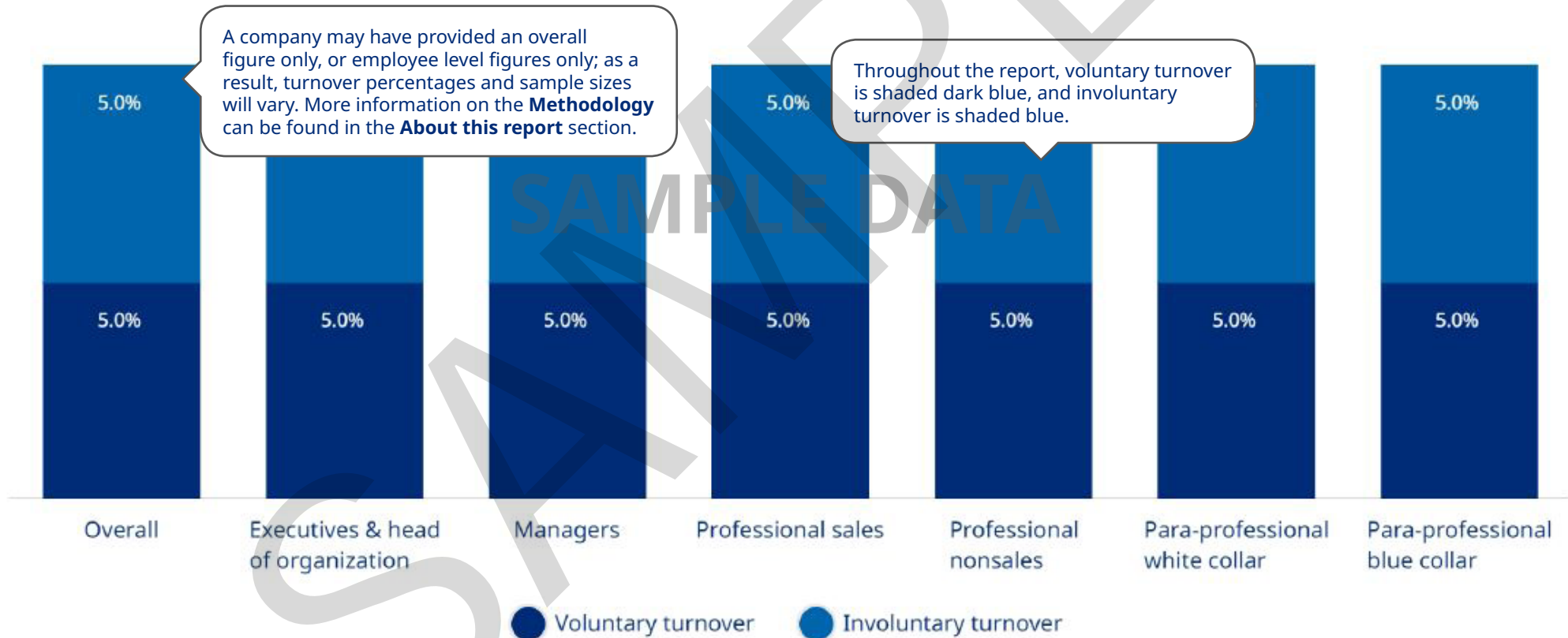
This section delineates the methods used in the report and lists key definitions.

- 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.

# Reading this report

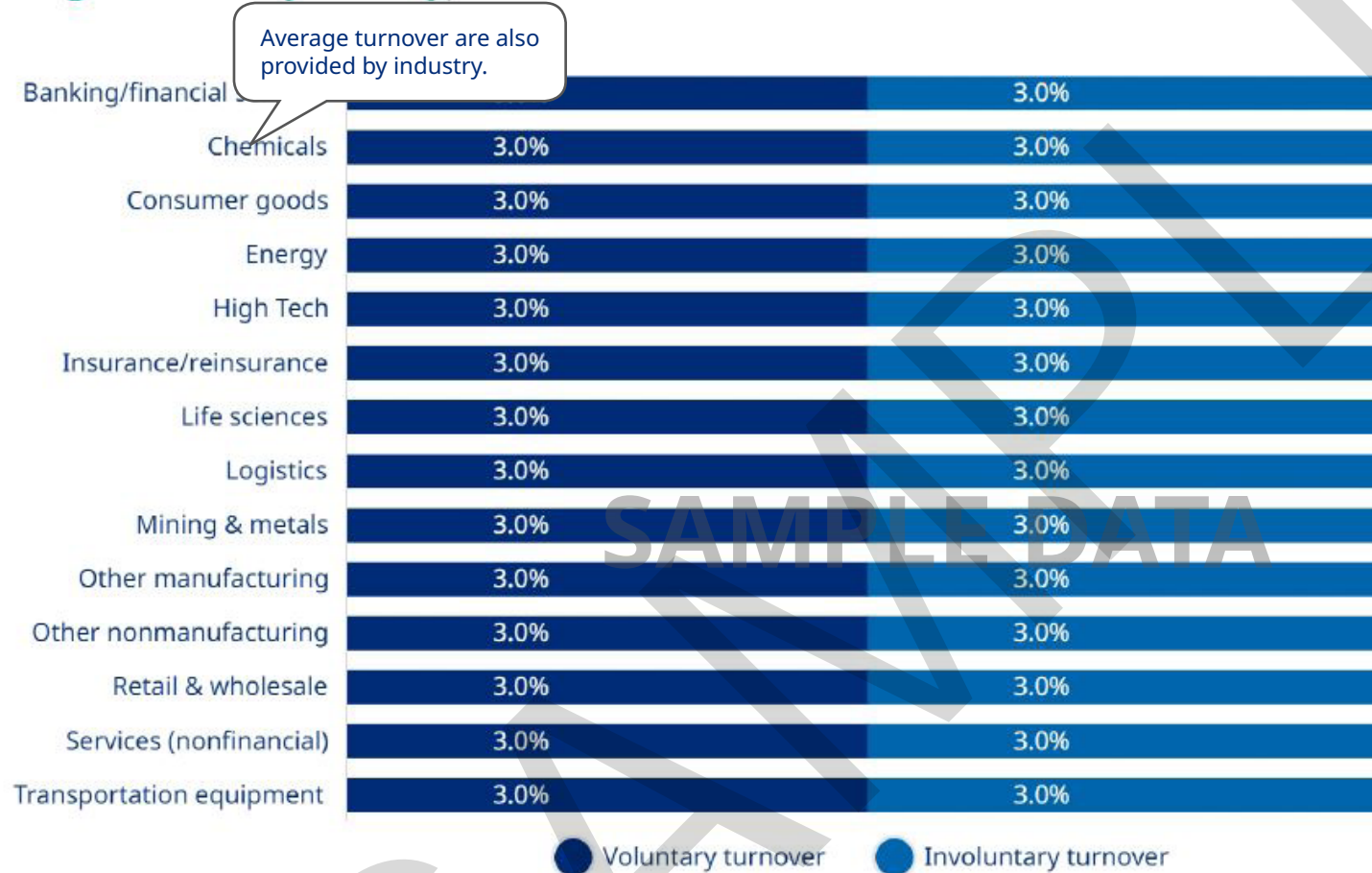
## Voluntary and involuntary turnover

### Average turnover by career level, 2020



## Reading this report

### Average turnover by industry, 2020



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

## Reading this report

### Voluntary average turnover by industry and career level, 2020

	Overall	Executives & head of organization	Management	Professional sales	Professional nonsales	Para-professional white collar	Para-professional blue collar
Banking/financial services	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Chemicals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Consumer goods	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Energy	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
High Tech	10.0%	10.0%	10.0%	10.0%	4.7%	10.0%	10.0%
Insurance/reinsurance	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Life sciences	10.0%	10.0%	10.0%	10.0%	13.2%	10.0%	10.0%
Logistics	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Mining & metals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other manufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other nonmanufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Retail & wholesale	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Services (nonfinancial)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Transportation equipment	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

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

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

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



## Reading this report

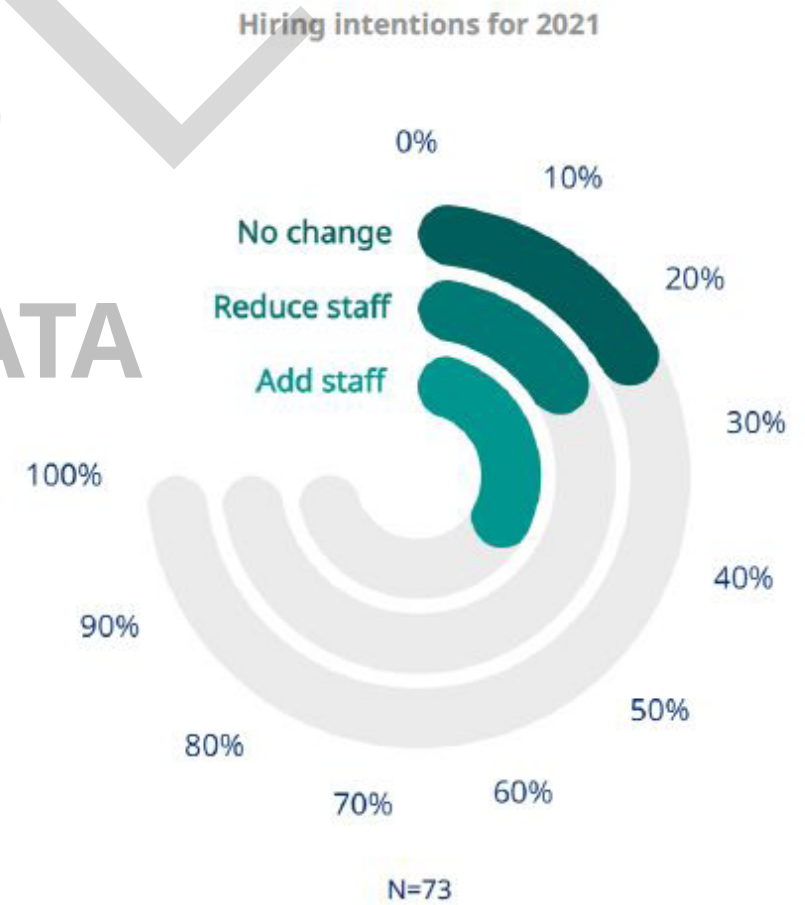
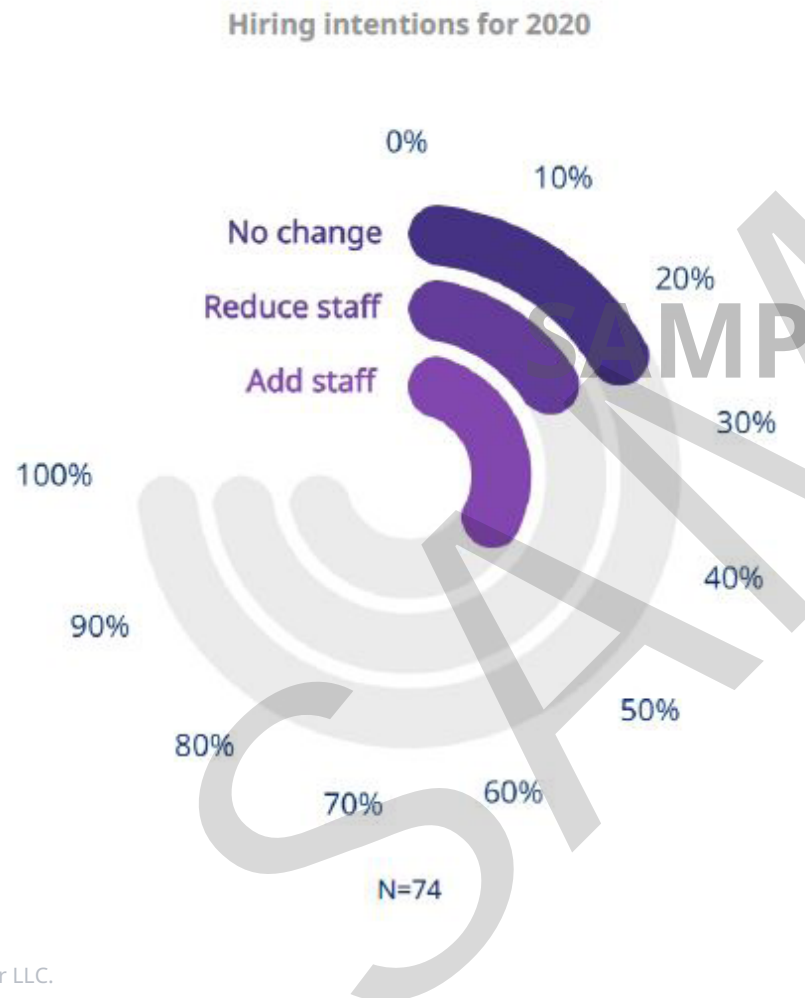
### Involuntary average turnover by industry and career level, 2020

	Overall	Executives & head of organization	Management	Professional sales	Professional nonsales	Para-professional white collar	Para-professional blue collar
Banking/financial services	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Chemicals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Consumer goods	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Energy	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
High tech	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Insurance/reinsurance	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Life sciences	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Logistics	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Mining & metals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other manufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other nonmanufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Retail & wholesale	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Services (nonfinancial)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Transportation equipment	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

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

# Workforce changes

## Hiring intentions for 2020 & 2021



## Reading this report

### Hiring intentions by industry

#### Hiring intentions for 2020

	Add staff	Reduce staff	No change	N=
Banking/financial services	50%	25%	25%	10
Chemicals	50%	25%	25%	10
Consumer goods	50%	25%	25%	10
Energy	50%	25%	25%	10
High tech	50%	25%	25%	10
Insurance/reinsurance	50%	25%	25%	10
Life sciences	50%	25%	25%	10
Logistics	50%	25%	25%	10
Mining & metals	50%	25%	25%	10
Other manufacturing	50%	25%	25%	10
Other nonmanufacturing	50%	25%	25%	5
Retail & wholesale	50%	25%	25%	10
Services (nonfinancial)	50%	25%	25%	10
Transportation equipment	50%	25%	25%	10

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

#### Hiring intentions for 2021

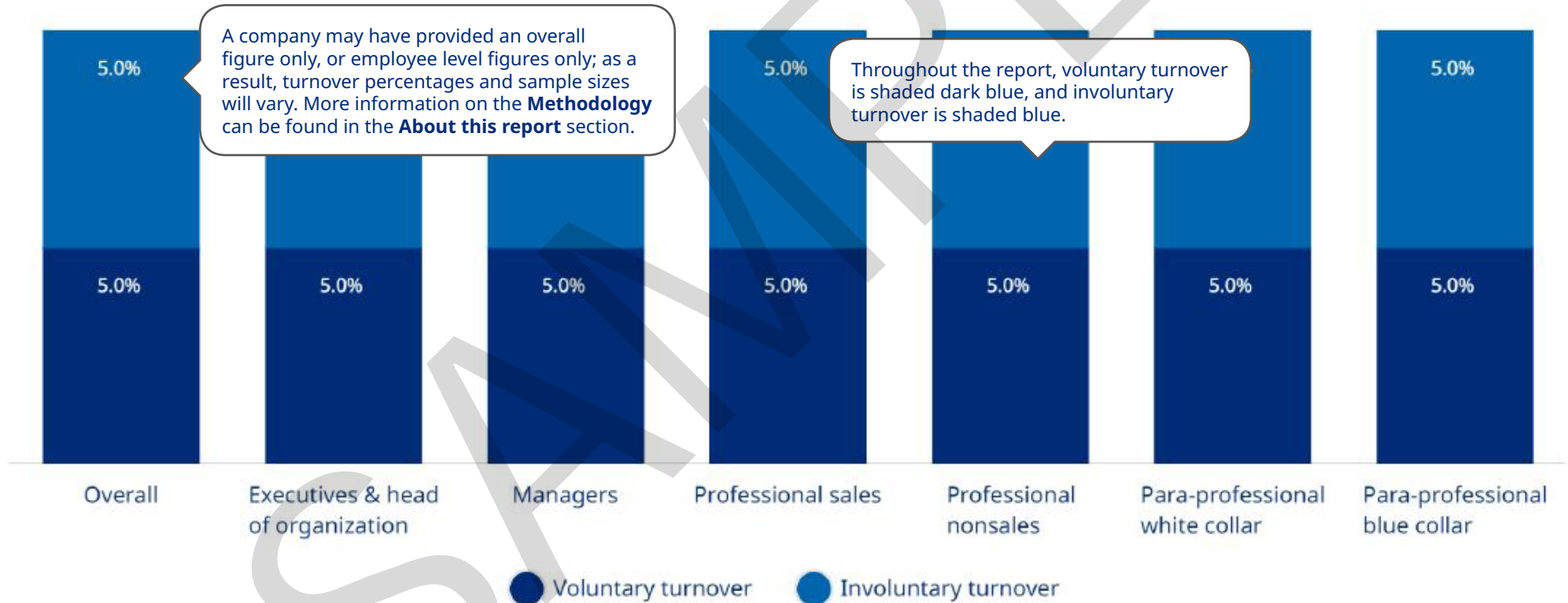
	Add staff	Reduce staff	No change	N=
Banking/financial services	50%	25%	25%	10
Chemicals	50%	25%	25%	10
Consumer goods	50%	25%	25%	10
Energy	50%	25%	25%	10
High tech	50%	25%	25%	10
Insurance/reinsurance	50%	25%	25%	10
Life sciences	50%	25%	25%	10
Logistics	50%	25%	25%	10
Mining & metals	50%	25%	25%	10
Other manufacturing	50%	25%	25%	10
Other nonmanufacturing	50%	25%	25%	10
Retail & wholesale	50%	25%	25%	10
Services (nonfinancial)	50%	25%	25%	10
Transportation equipment	50%	25%	50%	10

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

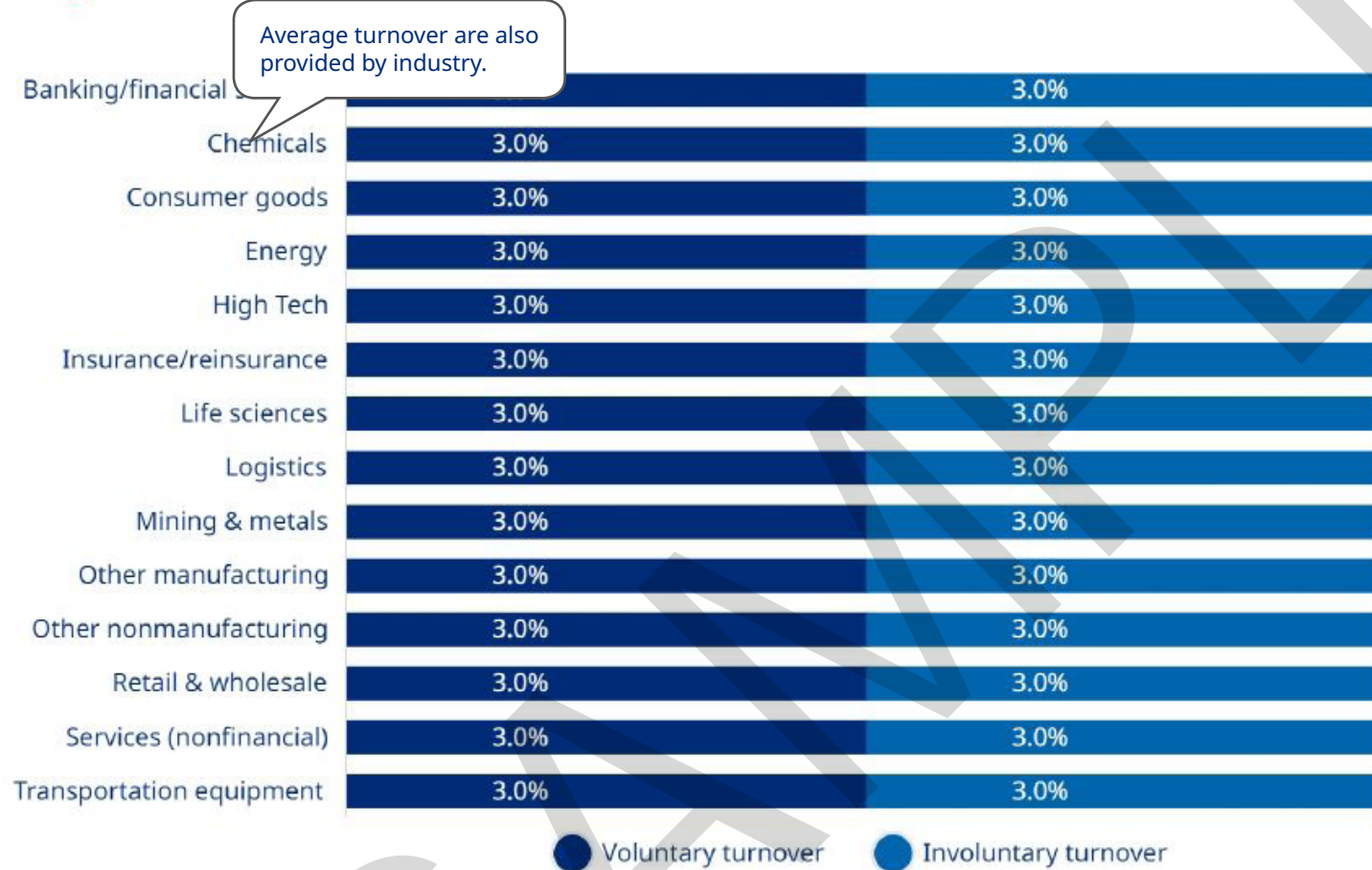
# Market

# Voluntary and involuntary turnover

## Average turnover by career level, 2020



### Average turnover by industry, 2020



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

## Voluntary average turnover by industry and career level, 2020

	Overall	Executives & head of organization	Management	Professional sales	Professional nonsales	Para-professional white collar	Para-professional blue collar
Banking/financial services	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Chemicals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Consumer goods	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Energy	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
High Tech	10.0%	10.0%	10.0%	10.0%	4.7%	10.0%	10.0%
Insurance/reinsurance	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Life sciences	10.0%	10.0%	10.0%	10.0%	13.2%	10.0%	10.0%
Logistics	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Mining & metals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other manufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other nonmanufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Retail & wholesale	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Services (nonfinancial)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Transportation equipment	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

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

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

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

## Involuntary average turnover by industry and career level, 2020

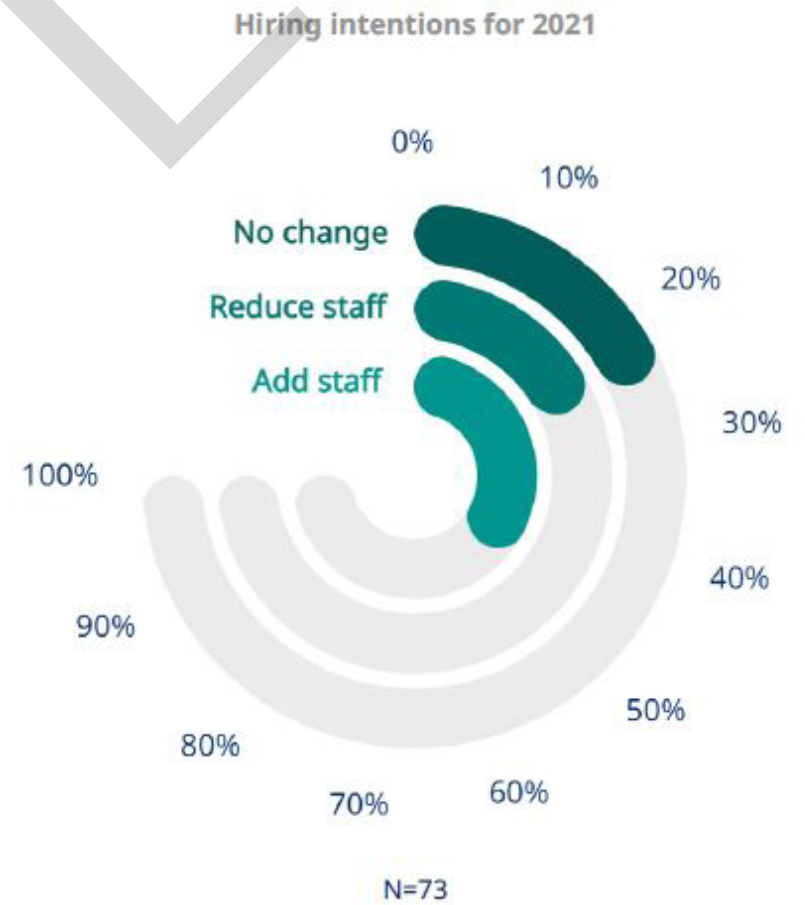
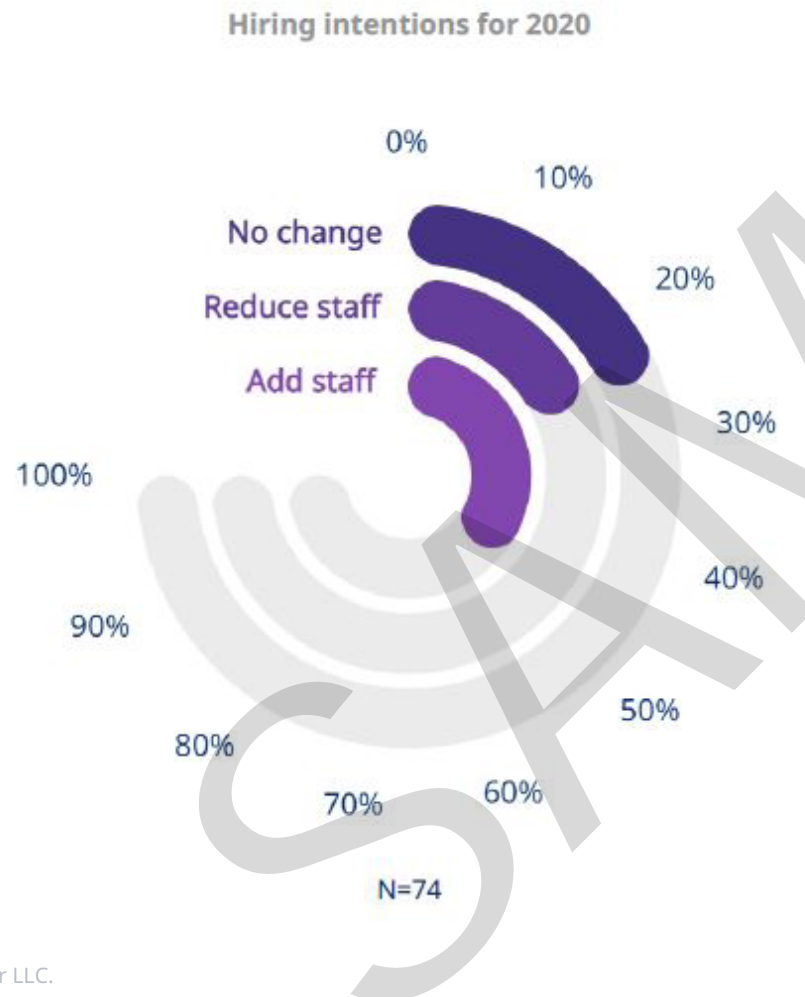
	Overall	Executives & head of organization	Management	Professional sales	Professional nonsales	Para-professional white collar	Para-professional blue collar
Banking/financial services	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Chemicals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Consumer goods	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Energy	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
High tech	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Insurance/reinsurance	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Life sciences	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Logistics	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Mining & metals	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other manufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other nonmanufacturing	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Retail & wholesale	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Services (nonfinancial)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Transportation equipment	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

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



# Workforce changes

## Hiring intentions for 2020 & 2021



## Hiring intentions by industry

### Hiring intentions for 2020

	Add staff	Reduce staff	No change	N=
Banking/financial services	50%	25%	25%	10
Chemicals	50%	25%	25%	10
Consumer goods	50%	25%	25%	10
Energy	50%	25%	25%	10
High tech	50%	25%	25%	10
Insurance/reinsurance	50%	25%	25%	10
Life sciences	50%	25%	25%	10
Logistics	50%	25%	25%	10
Mining & metals	50%	25%	25%	10
Other manufacturing	50%	25%	25%	10
Other nonmanufacturing	50%	25%	25%	5
Retail & wholesale	50%	25%	25%	10
Services (nonfinancial)	50%	25%	25%	10
Transportation equipment	50%	25%	25%	10

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

### Hiring intentions for 2021

	Add staff	Reduce staff	No change	N=
Banking/financial services	50%	25%	25%	10
Chemicals	50%	25%	25%	10
Consumer goods	50%	25%	25%	10
Energy	50%	25%	25%	10
High tech	50%	25%	25%	10
Insurance/reinsurance	50%	25%	25%	10
Life sciences	50%	25%	25%	10
Logistics	50%	25%	25%	10
Mining & metals	50%	25%	25%	10
Other manufacturing	50%	25%	25%	10
Other nonmanufacturing	50%	25%	25%	10
Retail & wholesale	50%	25%	25%	10
Services (nonfinancial)	50%	25%	25%	10
Transportation equipment	50%	25%	50%	10

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

# Sources

## Turnover and workforce change data

Source	N=	Date
Mercer's Total Remuneration Survey	140	May 2021

## Industry data

Industry	N=
Banking/financial services	10
Chemicals	10
Consumer goods	10
Energy	10
High Tech	10
Insurance/reinsurance	10
Life sciences	10
Logistics	10
Mining & metals	10
Other manufacturing	10
Other nonmanufacturing	10
Retail & wholesale	10
Services (nonfinancial)	10
Transportation equipment	10

Note: All industry data are sourced from Mercer's Total Remuneration Survey databases.

about this

# report

# Methodology

This section provides information on the methods of collecting, collating and analyzing data for for this product. You will also find notes on exceptions and exclusions in the data.

## Data collection

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

- Mercer's 2021 Total Remuneration Survey (TRS)

Note: Participants completed questions that were applicable to their policies; therefore, sample sizes vary by question. Keep sample size in mind when making decisions; a small sample size may not be a true reflection of the market.

## Data analysis

### Statistics

The following statistics are presented in this report:

- P25 or 25<sup>th</sup> percentile: The data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as a quartile.
- P50 or 50<sup>th</sup> 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 75<sup>th</sup> percentile: The data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as a quartile.
- 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.
- N or sample size: The number of companies that reported data for the statistic.
- En dash or “-”: The sample is too small to provide the statistic.

### Data masking

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

- A minimum of three data points are required to report the average and prevalence percentages.

## Data exceptions and notes

### Turnover data

- Turnover percentages were collected in 2021 for the previous calendar year (2020).
- 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.
- Turnover percentages are inclusive of zeros as provided by the companies.

## Methodology

### Workforce change data

- Hiring intentions: Companies indicated whether they planned to increase, decrease, or make no change to the size of their workforce.
- Company responses indicating “not decided” are excluded from the calculation.

### Industry data

- 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 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.

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