



Annual IT-Sector Salary Survey

Step-by-step approach

1 | Initiation

- Contact Int@j to express your desire to participate in the 2020 IT Salary Survey
- You will be asked to provide certain data that will be used in later stages to compile reports and be analyzed to produce tailor-fitted results for your respective organization

2 | Data Collection

- **Salary Data:** You will be provided with an Excel sheet where you will be asked to provide us with salary data for your employees (there is no need to insert employee names, employee numbers (employee IDs) will suffice) this will be the basis for salary analysis
- **Job Descriptions:** We need your most recent Job Descriptions (based on the selected package) as a pre-requisite to evaluate jobs using a world-renowned job evaluation methodology (job evaluation looks at the job and not the person filling the job)
- **Organization Structure:** will also require your latest organization structure as a pre-requisite for job evaluation, as it will aid us in better understanding the hierarchy in the company, and the breadth of authority for each position
- **Benefits and Allowances:** you will be provided with a link to an online survey, which will help us understand how your benefits and allowances are structured and implemented within your company, to be able to compile a comprehensive market comparison report of allowances and benefits practices within the IT Sector

Step-by-step approach

3 | Job Evaluation

- Using a world-renowned methodology, we will evaluate all jobs (using provided data) to be able to compare salaries of all jobs on the same evaluation level ([SRL](#)) and identify market lines accordingly. We will then map all the positions onto a matrix which will aid you and us in comparing jobs either horizontally or vertically across the organization (in terms of job size)
- We will validate data (where needed) to ensure the accuracy of data, and the proper understanding of positions in your respective organizations

4 | Data Analysis

- After having mapped all the evaluated positions, we will identify the values of the 3 main market lines for each evaluation level (Lower quartile, Median, and Upper Quartile)
- We will conduct [internal equity](#) and [external competitiveness](#) analyses for each participant individually, which will pinpoint internal anomalies within the organization, and determine at which market line the participant is currently aligned with
- Analysis will be done for [basic, base, and total salaries](#)
- We will also analyze the benefits and allowances, and compile a report to show what companies are providing, and how they are providing them, in terms of value, and distribution among employees

Step-by-step approach

5 | Developing deliverables

- You will be receiving a customized report covering all of the following:



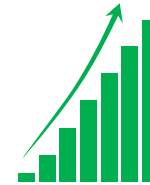
Market Data
(Q1, Median, Q3)

Market Data Deliverable includes the values of the three main market lines for each evaluation level, without mapping the participating company's positions



Allowances and Benefits
Report

A report detailing the common practices in the IT sector will be provided, showing the prevalent allowances and benefits, and the percentage of companies that offer it, and the how it is distributed in the organization in terms of leveling



Internal Equity Analysis

We will conduct internal equity analysis to **determine and assess the relationship between similar jobs and corresponding pay levels** to gain a deeper insight and pinpoint internal pay anomalies within the company



Salary Benchmarking
(External Competitiveness)

We will conduct External Competitiveness analysis to **determine how the jobs at your respective organization is paid compared to the market.**

Comparison with previous Survey





Past 2018 Survey

- Market Data Deliverable only included the median of market as values in Jordanian Dinars
- Positions in the participants organization were not mapped against data, participants were expected to map their own jobs against provided titles and evaluations
- Participants were not provided with analytics to show internal anomalies or their positioning in comparison with the market
- Data did not include details regarding benefits and allowances

Present 2020 Survey

- Market Data Deliverable includes lower quartile, median, and upper quartile
- Positions in the participants' organizations will be evaluated/mapped individually by SourceitHR
- SourceitHR will analyze salaries for each of the participants, and provide internal equity and external competitiveness analyses
- Allowances and benefits report will be detailed to show what allowances are being implemented and how
- If you accept to submit your data to [Mercer TRS](#) you will get a 50% discount in case you choose to compare salaries with the general market as well as the IT Sector

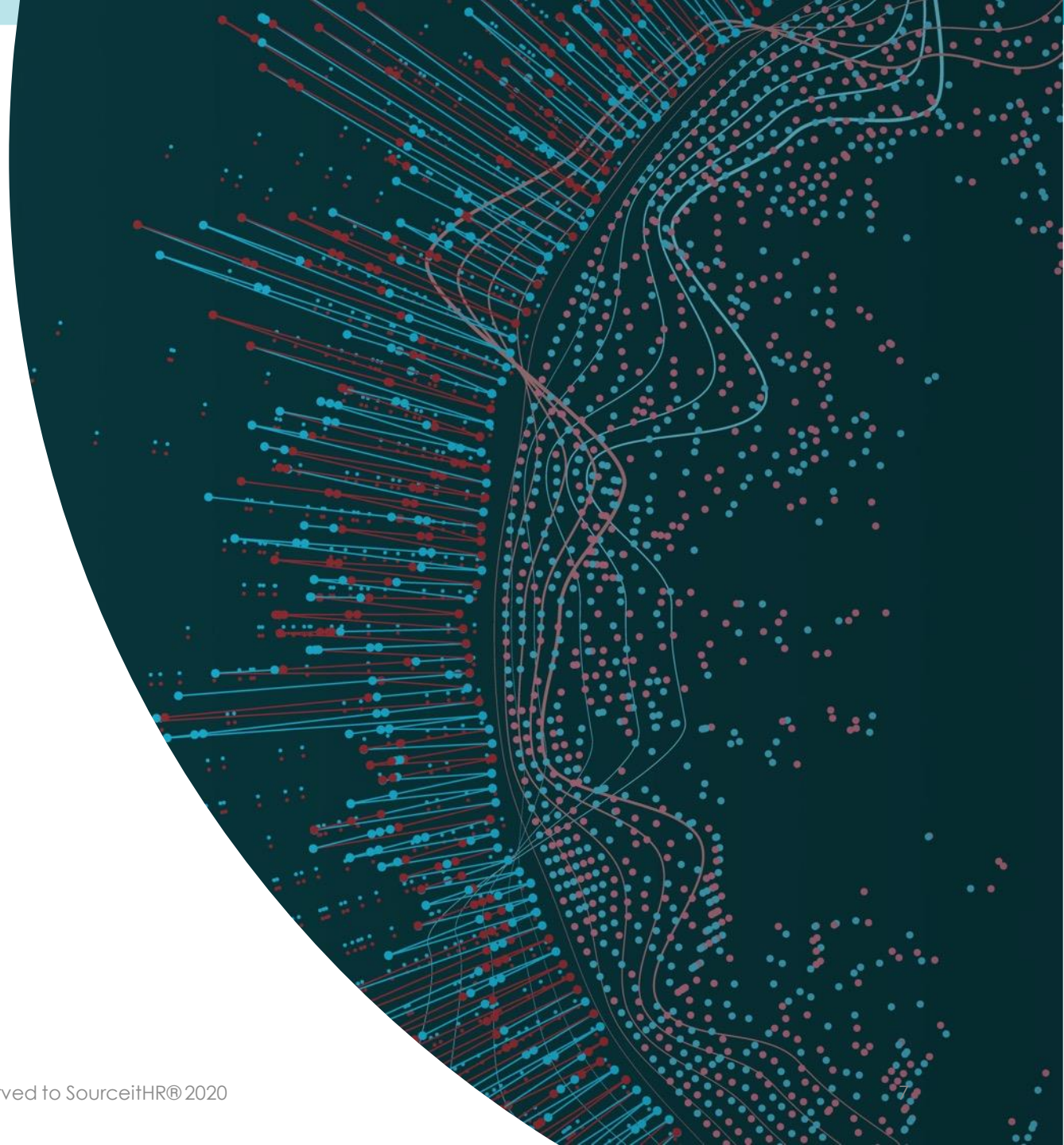
Pricing Framework

Company Size (in number of <u>unique</u> positions)	 Information and Communications Technology Association - Jordan Price for Members	 Price if Data is Submitted to Mercer TRS	 Price for Non-members	 Price if Data is Submitted to Mercer TRS (Non-members)
Up to 50 Positions	1,100 JOD	995 JOD	2,200 JOD	2,000 JOD
Up to 25 Positions	700 JOD	600 JOD	1,400 JOD	1,300 JOD
Up to 10 Positions	350 JOD	300 JOD	700 JOD	650 JOD

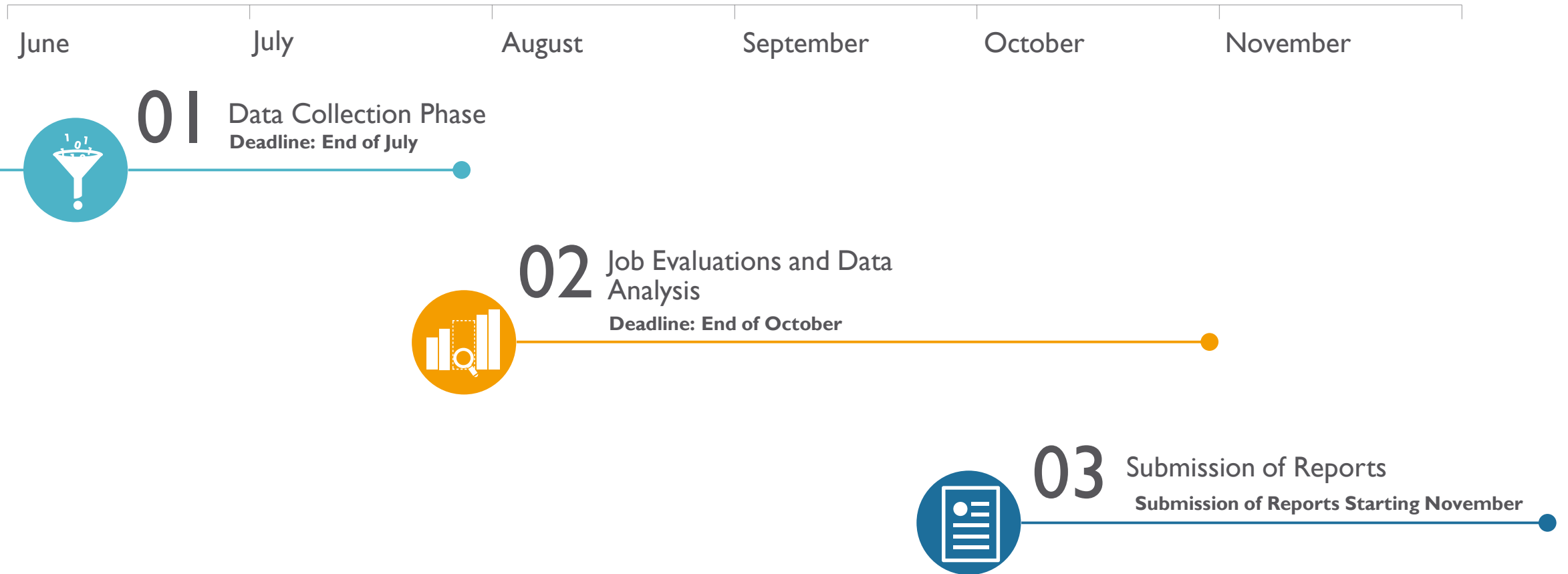
Agreeing to submit salary data to [Mercer TRS](#) will not only reduce the price of the package (int@j IT Survey), but will also give you a 50% discount if you would want to participate and benchmark using Mercer's 2021 Total remuneration survey along side the IT Specific Survey, which will allow you to benchmark with the general market as well as the IT sector

Mercer TRS Normal Price USD 5,000 (If data is submitted to Mercer price will be (USD 2,500))

Timeline for delivery

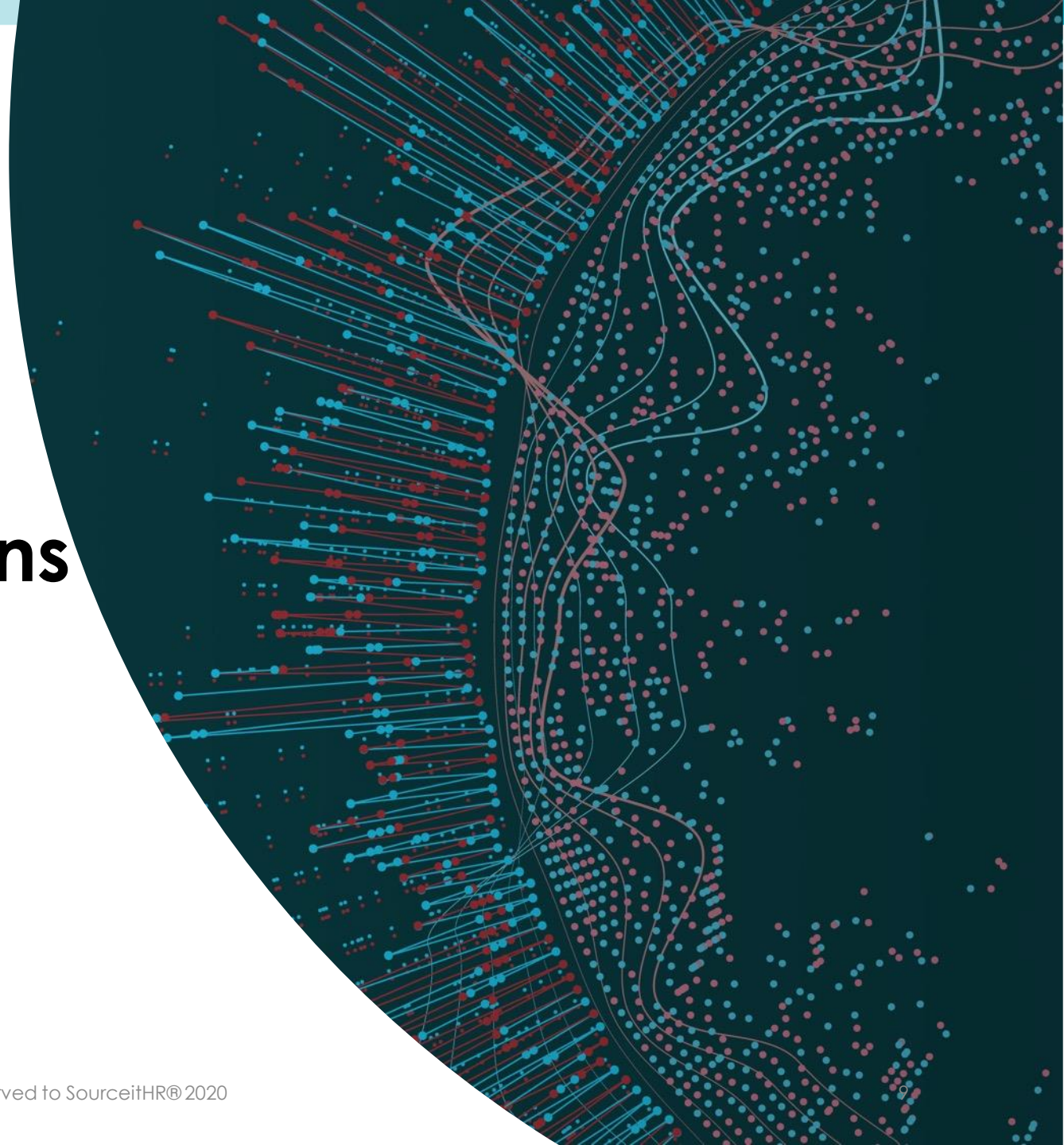


Timeline for Delivery



12 Participants are needed as a minimum

Further Details, Illustrations And terminology





Market Data

A table which includes the values of the three main market lines for each evaluation level (SRL) for Basic, Base and Total Cash

The Three main Market lines:

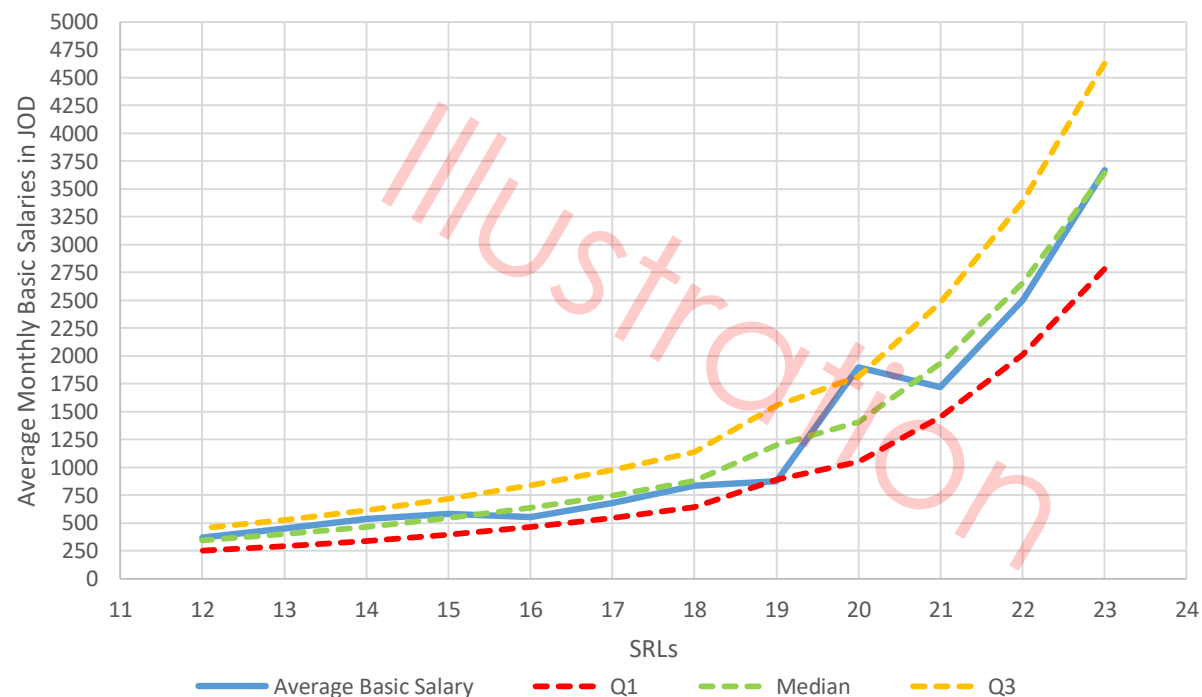
- **Q3:** The Upper Quartile (75th percentile) which divides the top 25% from the remaining 75% of companies
- **Median:** The Median (50th percentile) which divides the practices into two equal 50% groups, 50% are below and 50% are above
- **Q1:** The Lower Quartile (25th percentile) which divides the lowest 25% from the remaining 75% of companies

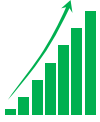
SRL	Lower Quartile	Median	Upper Quartile
...	Values in JOD	Values in JOD	Values in JOD
21	Values in JOD	Values in JOD	Values in JOD
20	Values in JOD	Values in JOD	Values in JOD
19	Values in JOD	Values in JOD	Values in JOD
18	Values in JOD	Values in JOD	Values in JOD
...	Values in JOD	Values in JOD	Values in JOD



Salary Benchmarking

We will conduct External Competitiveness analysis to **determine how the jobs at your respective organization is paid compared against the 3 main market lines.**



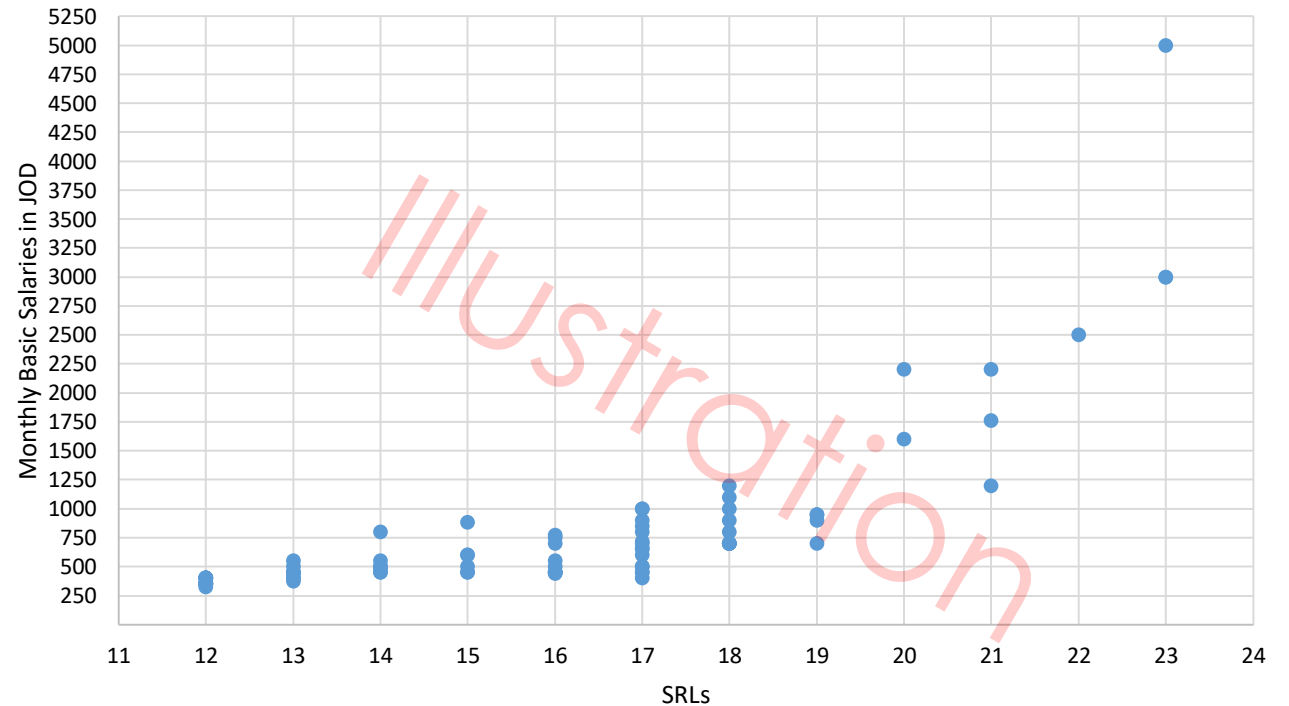


Internal Equity Analysis

We will conduct an internal equity analysis to **determine and assess the relationship between similar jobs in corresponding pay levels** and the **pay differences across different evaluation levels** to gain a deeper insight and pinpoint internal pay anomalies within the company

Internal Equity considers:

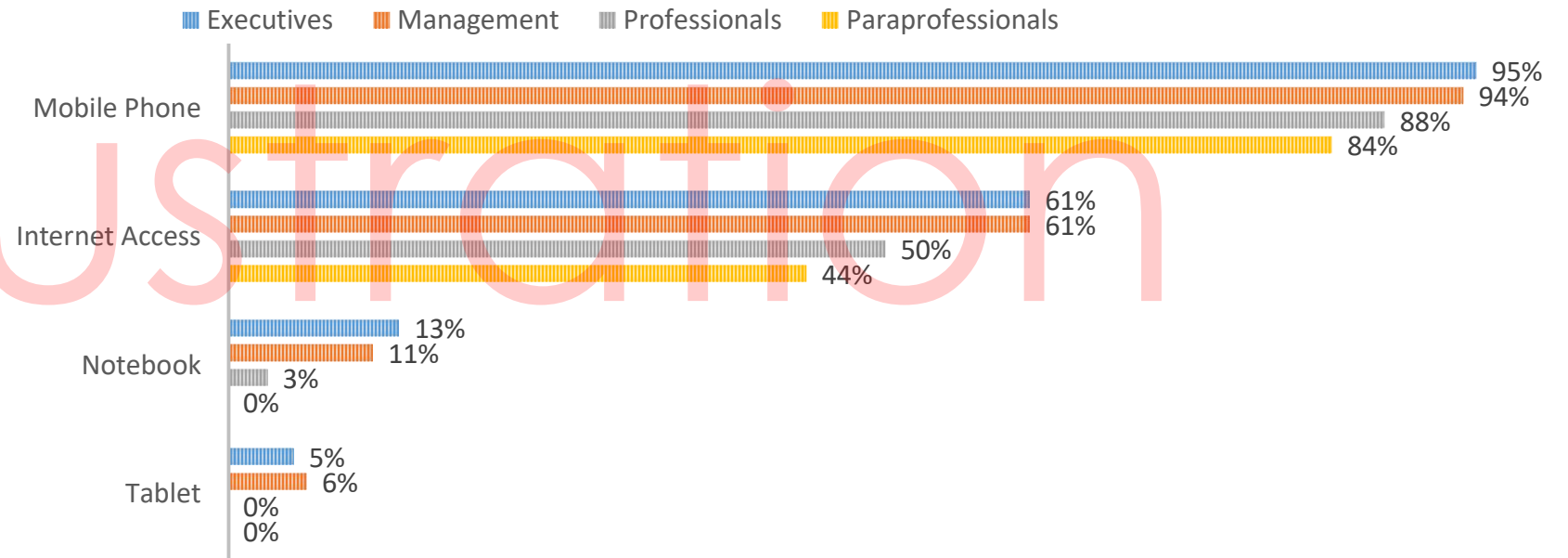
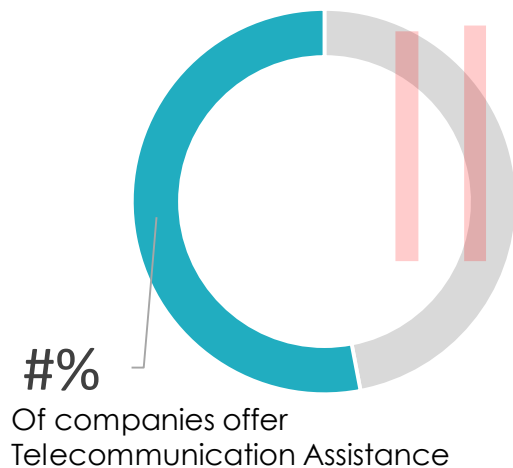
- The extent to which the job size vs. pay relationship is strong and positive and that pay is viewed as fair (demonstrating an upward progression as job size increases)
- The level of scatter - high scatter indicating that similar jobs (in the same level) are paid differently





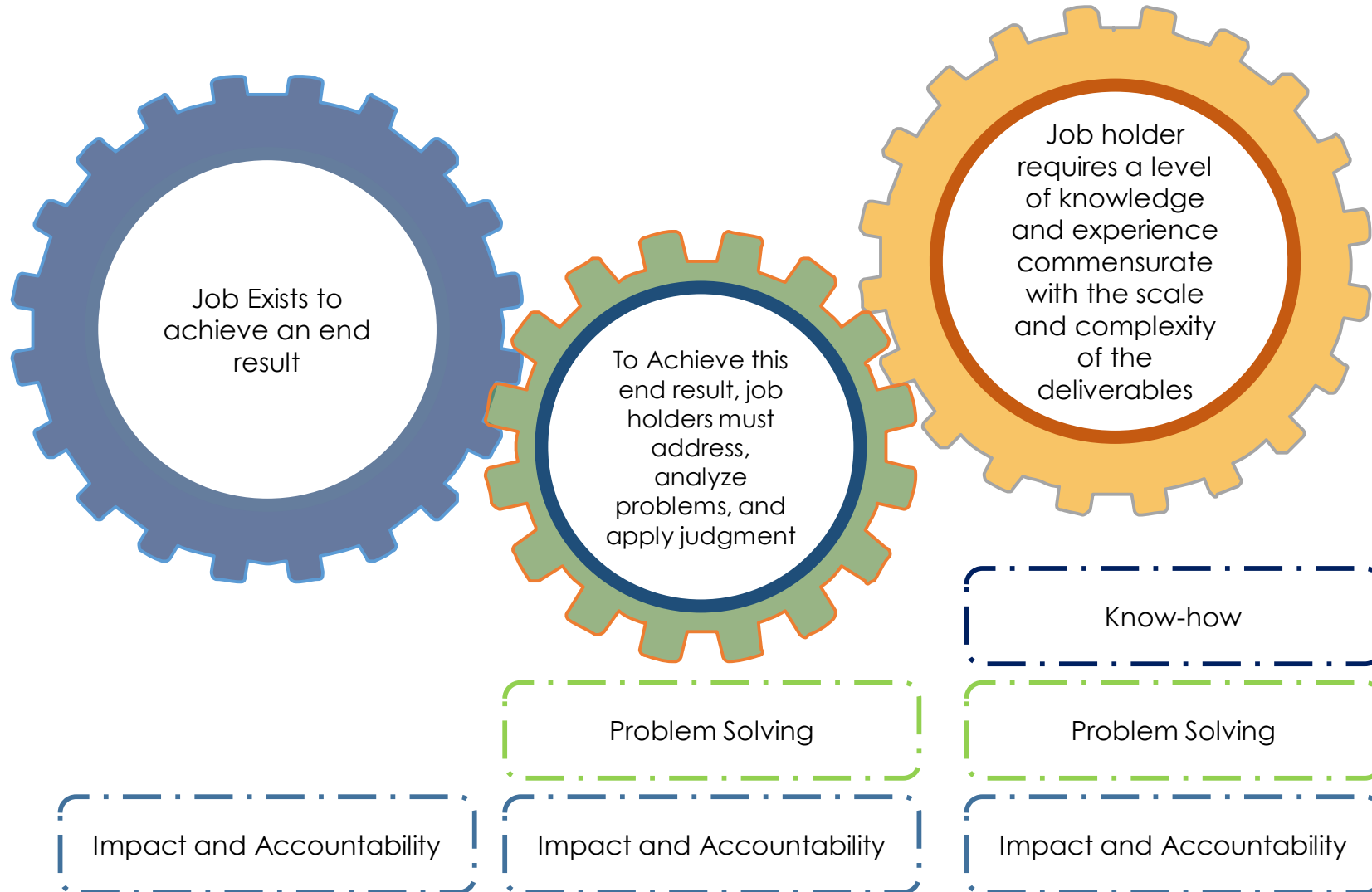
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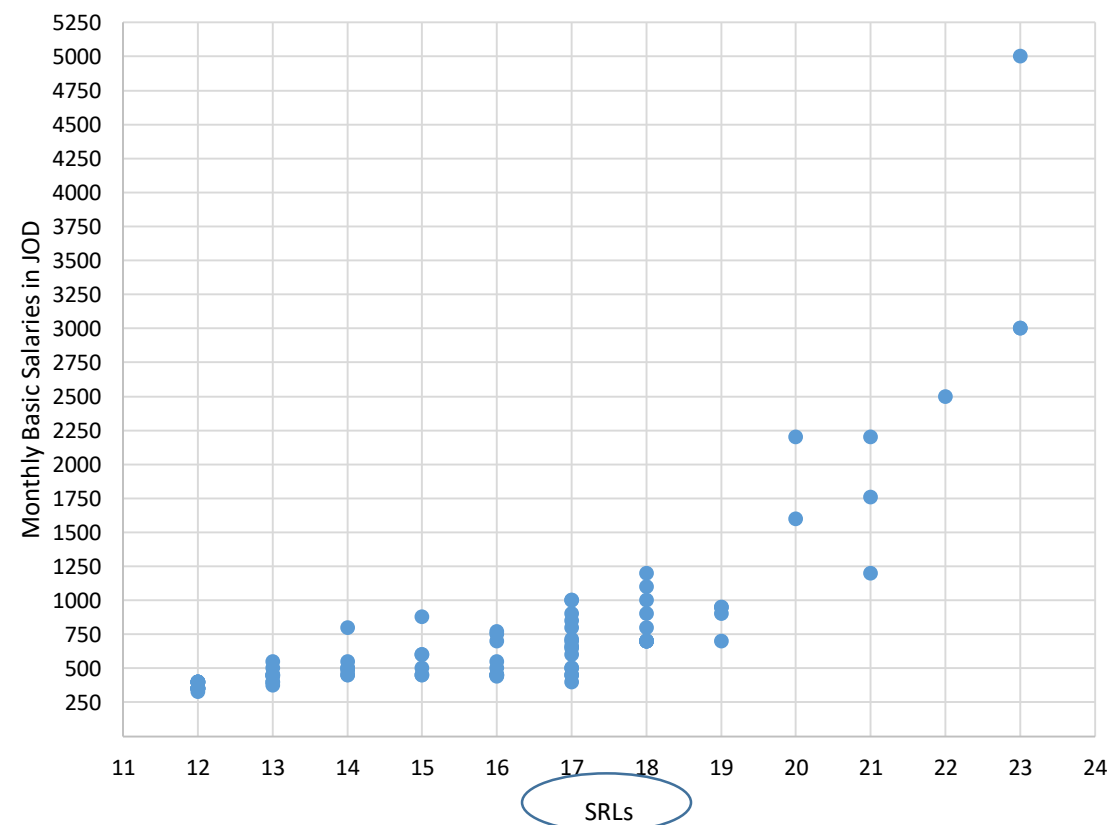
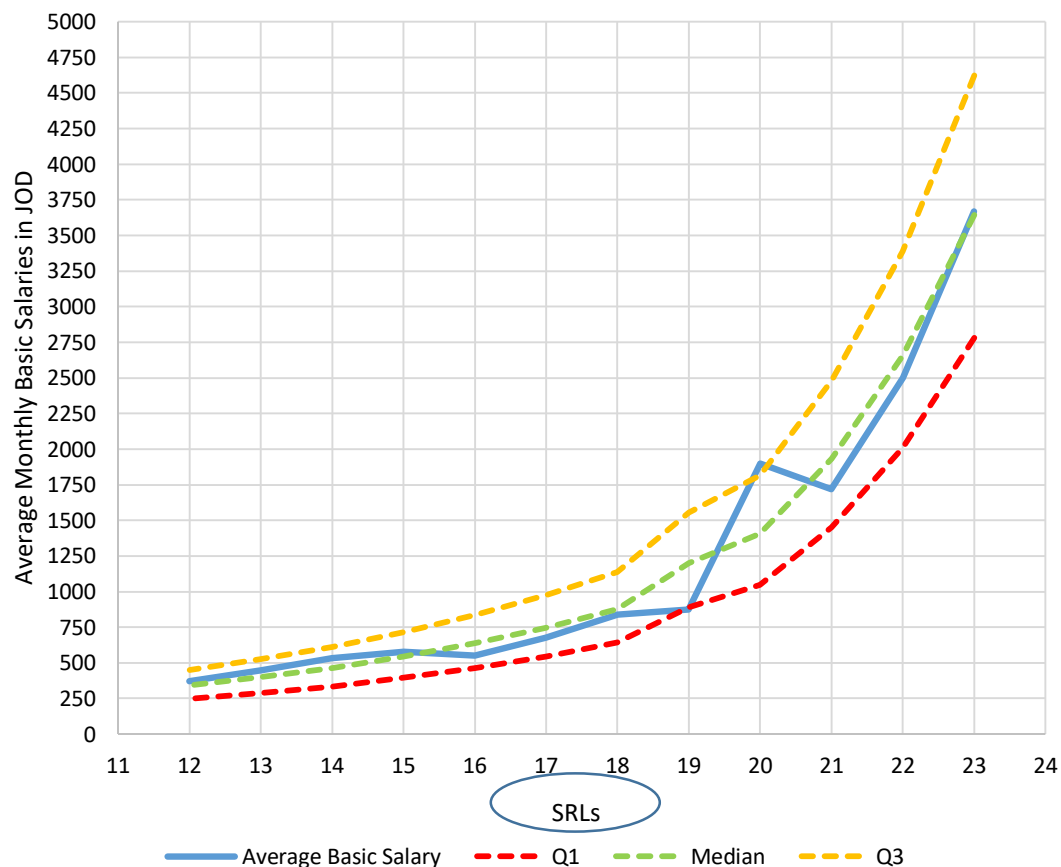
Percentage of companies, what they include in their telecommunication plan

Job Evaluation Methodology

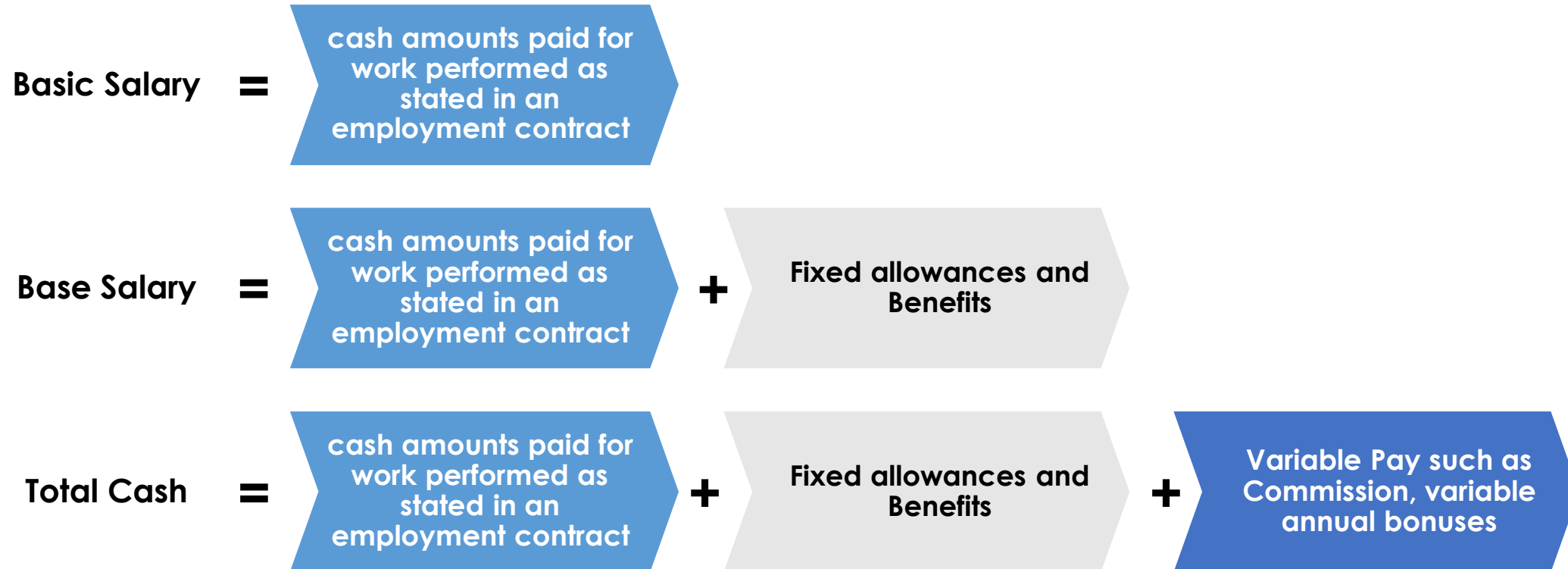


What are SRLs?

SRL is an Acronym for “SourceitHR Reference Level” which is a **numerical value** that represents the outcome of the Job Evaluation process; the higher the SRL the higher the job weight and vice versa.



Basic, Base, and Total Cash



About Mercer TRS

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Mercer TRS Results

what you receive



ONLINE ACCESS

The survey results are delivered through Mercer WIN[®] which allows you to create custom views, analyze data across markets simultaneously..



BENEFITS & PREVALENCE SUMMARY

Policy & Practice Report - A summary of organizations' remuneration policies,



CUSTOM ANALYSIS

Custom statistics tailored to your needs, using Mercer WIN[®].



SURVEY OVERVIEW

An overview of the market pay trends



MARKET REGRESSION

Market regression and related position class report - Market analysis by position class



ACTUAL MARKET DATA

Market analysis by job including all remuneration values



EVEN MORE RELEVANT DATA

With the aggregated roll-ups, relationships between jobs becomes clearer – with data that best reflects your jobs and labor markets.

Mercer TRS Results what you receive

Static Published Reports

01 MAY 2018 POLICY AND PRACTICE UNITED ARAB EMIRATES TRS REPORTS

POLICY AND PRACTICE REPORTS

1. ORGANIZATION REMUNERATION POLICY

Do organizations have collective bargaining agreements affecting base salary?

	Percentage of Organizations
Yes	0%
No	100%

Based on responses from 203 organizations

What do organizations target as market pay levels for base salary?

	1 st Quartile	Median	66 th Percentile	75 th Quartile	Other	No. of Responses
Head of Organization	1%	66%	6%	13%	15%	272
Executives	1%	69%	5%	12%	13%	284
Management	0%	73%	5%	10%	12%	295
Professional - Sales	0%	85%	4%	5%	6%	279
Professional - Non-Sales	1%	85%	5%	4%	6%	287
Para-Professional - "White Collar"	1%	85%	4%	4%	6%	275
Para-Professional - "Blue Collar"	1%	85%	4%	3%	7%	229

Note: The total does not equal 100% due to rounding.
E.g., of the 284 responses for Executives, 62% of organizations indicated median as the target market pay level for base salary.

Do organizations use job evaluation systems?

	Percentage of Organizations
Yes	75%
No	24%

Based on responses from 307 organizations

How much do organizations pay as an allowance for working in a hazardous environment?

	Percentage of Organizations
Percentage as per Statutory Requirements	94%
Higher than Statutory	6%

Based on responses from 103 organizations

If an allowance for working in a hazardous environment is higher than statutory requirements, what is the percentage paid on top of salary?

Main Plan/Policy	25 th Percentile	Median	Average	75 th Percentile	No. of Responses
	13%	20%	23%	35%	5

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01 MAY 2018 REGRESSED MARKET UNITED ARAB EMIRATES TRS TABLES

ALL DATA

ANNUAL BASE SALARY (Comp1)

UAE Dirham Compensation data in whole numbers

Position Class	Market Ratio 25 th Percentile	Market Regressed Line	Market Ratio 75 th Percentile
40	17,878	25,333	38,682
41	22,632	32,688	49,463
42	28,396	42,179	63,249
43	35,787	54,425	80,877
44	45,102	70,226	103,419
45	56,841	90,615	132,243
46	70,846	104,949	145,273
47	81,360	119,893	164,673
48	93,435	136,964	196,663
49	107,303	156,466	231,591
50	123,228	178,744	239,847
51	141,517	204,195	271,876
52	162,520	233,270	308,183
53	186,640	266,484	349,338
54	214,341	304,428	395,989
55	246,152	347,775	448,870
56	282,685	397,294	508,812
57	324,639	453,863	576,760
58	371,426	487,831	631,260
59	404,214	532,482	692,172
60	439,897	581,242	758,963
61	478,729	634,455	832,197
62	520,990	692,539	912,499
63	566,981	755,942	1,000,549
64	617,033	825,148	1,097,095
65	671,502	900,591	1,202,958
66	730,780	983,160	1,319,035
67	795,291	1,073,157	1,446,313
68	865,497	1,171,405	1,585,873

© 2018 Mercer LLC September Position Class Reports (Actual and Regressed Data) 7 of 17

Data Analysis and Customization

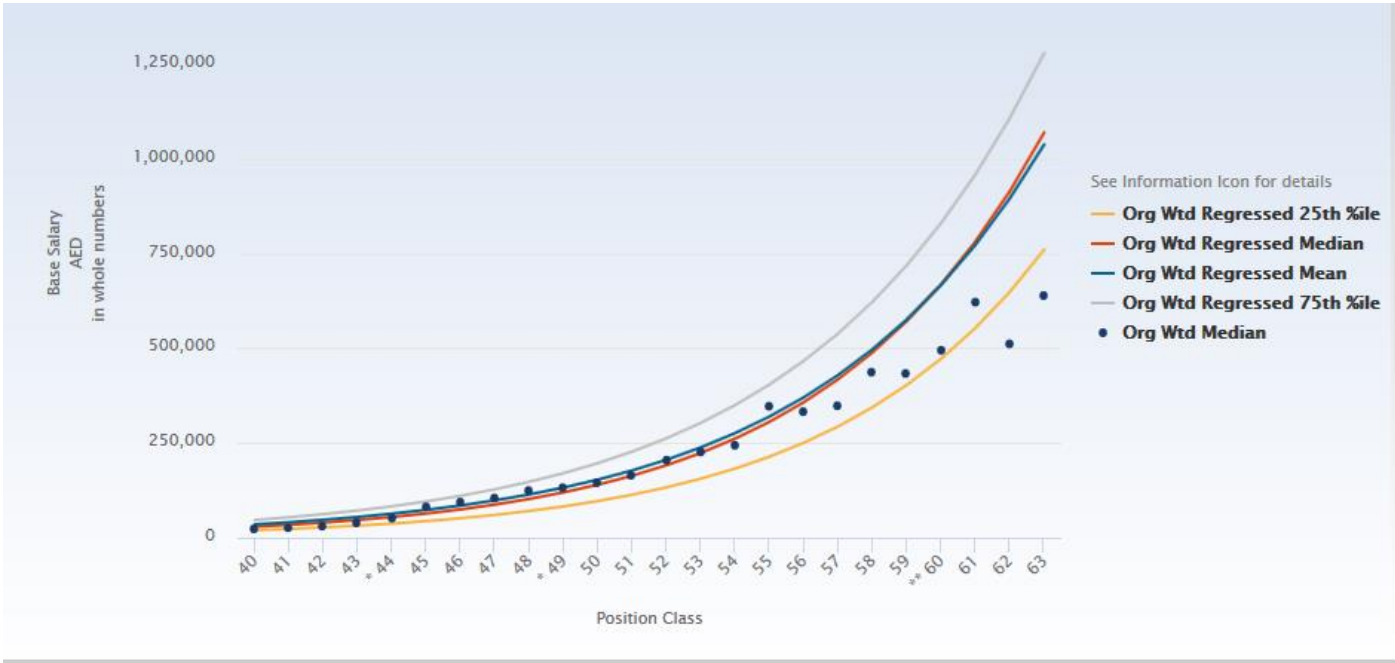
- Refine Market
- Age Data
- Combine PCs
- Normalize Data



Mercer TRS Results

what you receive

Compare your data with the selected market cut



Typical Title	Inc Wtd Mean	Inc Wtd Median	Inc Wtd 75th %ile	My Data Amount	Diff Inc Wtd Median
M30 Human Resource	152,578	146,523	172,780		
M20 Human Resource	111,943	105,781	129,493	119,673	13,892
P30 HR Analyst, HR	85,431	83,038	94,601	86,383	3,345
P20 HR Analyst, HR	73,105	68,120	84,026	65,529	-2,591
P10 HR Analyst, HR	53,942	51,883	60,789	48,617	-3,266
	43,537	42,393	48,360		
	40,553	41,124	45,188		

Job HRM.02.001.S20 HR Administratic
 All Data
 Job HRM.02.001.S10 HR Administratic

1310 tot