

## LABOR REGULATION

Overview, employment contract, remuneration, social benefits, work schedule, social security, leave of absence, collective rights, outsourcing, and labor market trends in Colombia.

Bogotá has a workforce of over 4.6 million people, perfect to obtain the strategic human capital for the growth of your company.

With 2 universities among the 10 best in Latin America (2018 QS University Ranking) and more than 126 thousand graduates from higher education a year, Bogotá is capable of providing the qualified human talent required by any company established in the city<sup>10</sup>.

### Overview

Foreign workers have the same labor rights and guarantees that regulations establish for nationals.

However, in the case of foreigners, both employer and worker have to fulfill additional obligations arising from the migratory procedure.

**In Colombia as in the rest of the world, companies follow the United Nations Global Compact labor principles.**

The United Nations Global Compact is a business initiative in which more than 6,000 companies in 130 countries participate. Its purpose is to create the best labor practices in their workplaces and in the different contractual relationships at all levels (contractors, suppliers, business partners, customers) pursuant to ten principles.

The Global Compact principles are regulated in four areas:

1. Human rights
2. Labor standards
3. Environment
4. Anti-corruption

Labor principles derive from the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work adopted in 1998, whose conventions have been mostly ratified by Colombia, namely:

1. Companies must support freedom of association and effective recognition of the rights to collective bargaining.
2. Companies must support the elimination of forced or compulsory labor.
3. Companies must support the abolition of child labor.
4. Companies must support the elimination of discrimination in respect of employment and occupation.

Companies following the Global Compact principles become a model guarantor of labor regulations and best practices in this regard. Having the quality seal for respecting the rights and guarantees protected by the Global Compact labor principles allows for growth of business, increased corporate social responsibility and first positions to establish contractual relationships. To be a member of the Global Compact, companies voluntarily file an application with the United Nations Secretary General and expressly accept their commitment to follow each of the Global Compact principles.

## Employment Contract

### Elements for its existence

For the existence of an employment contract, the following essential elements are required to be met:

- Subordination relationship between the employee and the employer
- Remuneration of the service
- Personal provision of the service

Subordination is the employer's authority to enforce orders, establish mode, time and amount of work at any time during the term of the contract and, generally, impose regulations and exercise its disciplinary and penalizing power.

### Types of employment contract

The following are the types of employment contract:

- Open-ended – Does not determine a definite length.
- Fixed-term – Should be agreed in writing and its duration may be a fixed term shorter than one year or from one to three years, indefinitely extendable, without losing its nature.
- Personal provision of the service – Its duration is determined by the nature of the work contracted.

### Trial period

The trial period is a two-way guarantee for both employer and worker because the employers may assess the worker's skills for the position he holds and the worker can verify the convenience of labor conditions. It must be agreed in writing and its length may not exceed two months. In fixed-term contracts for less than one year, the trial period cannot be longer than a fifth of the term agreed, without exceeding two months.

During the trial period, the employment relationship may be ended at any time and unilaterally by the employer, provided termination is motivated by objective reasons to prevent discrimination, thus eliminating the right to compensation due to unfair dismissal.

### Termination of employment contract

After the trial period, if the employment contract is terminated without fair reason, the employer shall pay a compensation.

## Compensation

### Open-ended contract:

- Wages below ten 10 SMLMV: 30 salary days for the first year. 20 salary days for subsequent years and proportional per fraction.
- Wages equal to or greater than ten 10 SMLMV: 20 salary days for the first year of service. 15 salary days for subsequent years and proportional per fraction.

### Fixed term contract:

The amount of wages for the time remaining to meet the term agreed.

### Personal provision of the service contract:

The amount of wages for the time remaining to complete the work or service. This compensation cannot be less than fifteen 15 salary days.

## Remuneration

Wage is the consideration received by the employee in exchange for the provision of personal services to the employer. For 2017, the current legal monthly minimum wage (SMLMV as per its acronym in Spanish) is COP \$737,717. Salary remuneration involves:

- Regular remuneration: means the wage that may be fixed or variable.
- Extraordinary remuneration: made up of bonuses, supplementary work or overtime, mandatory rest days, percentages of sales and commissions, usual travel expenses intended for maintenance and accommodation of the employee and, generally, any occasional or usual payment made as a direct consideration for the employee's work.

Employer and employee may agree on whether their wage will be regular or integrated. Thus, we have the following types of salary in Colombia:

- Regular wage – Amount remunerating daily work. Does not include social benefits or extraordinary remuneration.
- Integrated wage – Remunerates the worker not only for their regular work, but also for overtime, social benefits and other labor claims except holiday payment. Its amount should be ten SMLMV as a minimum plus an additional 30% for the benefit factor.
- Non-salary payment – The parties may also agree on non-salary payments, which will not be considered in the calculation of labor claims or as a base for the payment

of contributions to the Integrated Social Security System, unless they exceed 40% of total monthly remuneration. They are not included in the payment of payroll taxes either.

## Social Benefits

Any employer is required to pay the following social benefits to workers earning a regular wage:

- Severance pay: A monthly wage for each year of work. It must be deposited in the severance fund no later than February 14 of every year.
- Severance pay interest: 12% of the annual severance pay or proportional to the fraction. It is paid every year on January to the worker.
- Legal service bonus: A monthly salary payable per calendar half or proportional to the time worked. Fifteen wage days on the last day of June and fifteen wage days on the first twenty days of December.
- Workwear: For workers earning up to two SMLMV. It consists in providing a pair of shoes and a uniform to the worker every 4 months.

Additionally, the employer shall pay a commute allowance to all employees earning up to two SMLMV to cover commute expenses.

## Work schedule

### 48 hours as a maximum

The regular working hours are agreed by the parties. In the absence of an agreement, the maximum legal working hours apply, i.e. forty-eight hours a week, eight hours a day.

According to Law 1846 of 2017, the workday may be day (from 6:00 am to 8:59 pm) or night (from 9:00 pm to 5:59 pm) shifts.

There are special schedules depending on the nature of the business and the needs of the employer.

### Overtime

It is paid when the employee works outside regular working hours and, in any case, the maximum legal overtime.

In any case, day or night overtime cannot exceed two hours a day and twelve hours a week.

Any overtime requires permission from the Ministry of Labor.

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### The maximum legal working hours do not apply to:

- Executive, trust or management positions
- Broken or intermittent activities
- Simple surveillance, when security guards live in the workplace.

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## Mandatory rest Sundays and holidays

The employer is obliged to give one remunerated rest day on Sundays or holidays to all workers.

Work on Sundays or holidays is remunerated with a 75% surcharge on the regular wage according to hours worked.

Occasional Sunday work (up to 2 Sundays): The worker receives a 75% surcharge and, at their option, a remunerated compensatory rest day or its amount in cash.

Regular Sunday work (3 or more Sundays): The worker receives a 75% surcharge and a compensatory rest day.

## Yearly holidays

Fifteen working days of remunerated holidays for each year of work. The worker should enjoy at least six (6) continuous days of yearly

holidays.

Additional days may be accumulated for up to two years, or for four years in case of technical, executive, trust, management and foreign workers.

## Social Security and Payroll Taxes

Based on the wage, Social Security and payroll taxes must be paid on a monthly basis as follows:

Social security contributions	Payroll taxes
<p>Healthcare: 12.5%</p> <ul style="list-style-type: none"> <li>Employer: 8.5%</li> <li>Worker: 4%</li> </ul> <p>Pension: 16%</p> <ul style="list-style-type: none"> <li>Employer: 12%</li> <li>Worker: 4%</li> </ul> <p>Occupational hazard: Borne by the employer. From 0.348% to 8.7% depending on the risk.</p>	<p>Compensation fund: 4% (borne by the employer)</p> <p>National Training Service (SENA as per its acronym in Spanish): 2% (borne by the employer)</p> <p>Colombian Institute for Family Welfare (ICBF as per its acronym in Spanish): 3% (borne by the employer)</p>

The maximum contribution base for social security is (5 SMLMV. For payroll taxes, there is no limit for payment.

Article 65 of Law 1819 of 2016 provides that income tax filers hiring more than two workers shall not make contributions to SENA and ICBF, or pay the 8.5% social security for healthcare on the wages of workers earning up to ten (10) SMLMV. In any case, employers must pay 4% for Compensation Funds.

Workers with wages equal to or greater than four SMLMV shall make an additional contribution over their income basis for calculation to the pension solidarity fund from 1% to 2% depending on the wage they earn.

Foreigners under an employment contract are voluntary members of the Pension System when they are not covered by their country. However, the Pension and Payroll Tax Management Unit (UGPP as per its acronym in Spanish) may challenge this point by accepting voluntary enrolment on the condition that the foreigner submits a certificate of pension coverage by their country of origin.

The UGPP is an entity attached to the Ministry of Finance and Public Credit, which is responsible, among other functions, for supervising the correct calculation and appropriate compliance with the payment of Social Security contributions and Payroll Taxes. Its penalizing power allows it to impose penalties for late payment and omission between 5% and 200%, and for inaccuracy between 35% and 60% of the amount owed plus default interest to the companies or individuals audited after exhausting administrative proceedings.

The UGPP investigates companies for 3 actions: (a) Omission in enrolment in the Integrated Social Security System and Payroll Taxes; (b) inaccuracy in the payment of Social Security and Payroll Taxes using a lower contribution base; and (c) default for the non-payment of social security and payroll taxes within statutory terms.

Colombia has Social Security Agreements in force with the following countries to validate contributions to the Pension System from one country to another: Spain, Chile, Argentina, Uruguay, Peru, Bolivia and Ecuador. As of this date, the agreements with Spain, Argentina and Chile are operating.

## Leaves of Absence

The employer is required to grant the following remunerated leaves of absence to their workers, without deducting them from the salary or obliging workers to compensate them with working time in hours other than their working hours.

- Voting – Half working day for voting in electoral events.
- Union commissions – Union leave for a reasonable term granted to union representatives.
- Serious domestic calamity – Reasonable term for solving an adverse family event whose seriousness affects the worker's activities.
- Funeral of co-workers – Hours necessary to attend a funeral.
- Official positions of mandatory acceptance – Term necessary for holding the mandatorily accepted position.
- Election judges, vote custodians, and vote counters: One (1) compensatory day.

In addition, the worker is entitled to the following leaves of absence:

- Maternity: 18 weeks and, for multiple births, 20 weeks. For premature births, the difference between birth date and due date will be added to the 18-week maternity leave.
- Law 1823 of 2017 ordered public and

private employers to adapt a space in their facilities for working women in the lactation period to express breastmilk. For private companies, the obligation to provide this space applies to companies with a capital equal to or greater than 1,500 SMLMV and more than 50 female workers.

- **Maternity protection:** It is forbidden to dismiss a worker during pregnancy, maternity leave and breastfeeding period, except as authorized by the Ministry of Labor. The Constitutional Court, by Ruling C-005 of 2017, considered that such prohibition and the authorization by the Ministry of Labor also covers the worker whose spouse or partner is pregnant or in the breastfeeding period and is the worker's beneficiary under the social security for healthcare.
- **Paternity:** The father is entitled to eight working days of leave, provided he delivers birth record within thirty days of birth and pays social security contributions during the gestation period. If up to 10 weeks of contribution are not paid, total leave payment will still apply. If 11 or more weeks of contribution are not paid, the worker will be entitled to a proportional leave (Ruling T-190 of 2016 issued by the Constitutional Court).
- **Bereavement:** Remunerated compassionate leave of absence for 5 working days due to death of spouse or partner, parents, children, siblings, grandparents, and grandchildren.

## Collective Rights: Relationships between Employer and Labor Unions

The right to organize a union aims to protect both the creation and development of labor unions, and guarantee that workers exercise this right to defend their interests.

A union is an organization of twenty-five or more workers who gather in order to ensure, improve, and strengthen collective rights with respect to employers. It also unites workers in defense of their individual and collective interests.

What are the existing types of unions and who is part of them?

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### Company union

Workers from the same company that may or may not have the same profession.

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### Industry union

Workers from different companies belonging to the same business.

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### Trade union

Workers having the same occupation.

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There are several classes of union immunity that protect syndicalism in Colombia, which are defined and differentiated as follows:

#### Union immunity

A. For founders:  
Covers workers participating in the creation of a union and who are listed in the articles of incorporation of the union.

B. For members:  
Covers workers that did not participate in the articles of incorporation of the union before registration in the union registry.

C. For executives:  
For unionized workers of the board of directors and subdirectors of the union and unionized workers of sectional committees.

D. For the Legal Claim Commission:  
Covers two unionized workers who are members of this commission.

#### Tiempo Protección

From the day of incorporation until two months after registration in the union registry, without exceeding six months from incorporation.

From enrolment in the union and up to two months after registration of the articles of incorporation in the union registry, without exceeding six months.

For the term of office plus six months.

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Circumstantial immunity:  
Protects workers going through an economic conflict or conflict of interest as they cannot be dismissed without reasonable cause.

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Protects from the submission of the list of demands until resolution of the collective conflict.

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*\*Workers with immunity (A, B, C or D) may not be dismissed or downgraded in their working conditions, or transferred to other establishments of the same company or other municipalities, without reasonable cause as previously qualified by a labor judge.*

### Collective agreements

A Collective Agreement entered into between one or several employers and one or several unions to determine the conditions that will rule the employment contracts during its term.

A Union Contract is entered between a union and several employers, or between several unions and several employers for the provision of services or the performance of works.

A Collective Pact is entered between the employer and its non-unionized workers to determine the conditions that will govern their employment relationships.

Collective Bargaining is an action agreed between employers and workers to discuss demands with the intention of improving working and employment conditions.

## Outsourcing and Job Brokerage

### Outsourcing through independent contractors

Hiring individuals or legal entities (independent contractors) to perform some works or provide some services to a beneficiary at an established price, at its own expense and risk, with technical and management autonomy, is allowed.

When the services or works are provided or performed in the normal course of business of the work's beneficiary, the beneficiary is jointly and severally liable with the contractor for the payment of wages, social benefits and compensations to which workers are entitled (Article 34 of the Labor Code).

### Job brokerage

A. Third party beneficiaries (users who may be individuals or legal entities) can also hire the provision of services with temporary service companies (EST as per its acronym in Spanish) duly authorized by the Ministry of Labor for temporary cooperation in the performance of specific activities through the work of individuals (assigned workers). These are directly hired by the temporary service company, which acts as the employer (Article 71, Law 50 of 1990).

Users of temporary service companies may only hire them in the following cases:

1. In case of occasional, incidental or transitory works.
2. When personnel need to be replaced due to vacation, leave of absence, sick leave or maternity leave.
3. To meet increases in the production, transportation, and sales of products or goods, harvest seasons and service provision, for a term of six months extendible to six additional months (Article 77, Law 50 of 1990).

### B. Simple brokers

A person that hires services from others for the performance of works to and at the expense of an employer.

Even when they appear as independent businessmen, simple brokers are persons who group or coordinate the services of certain workers for the performance of works using premises, equipment, machinery, tools or other items of an employer and in ordinary activities inherent in or related to it. If the capacity of simple broker is not stated in the employment contract, the simple broker and the employer will be jointly and severally liable for the respective obligations (Article 35 of the Labor Code).

### Penalties:

It is forbidden to engage the required personnel in a public or private company for the performance of permanent missionary activities through cooperatives of associated work acting as job broker or under another form of recruitment that affects the constitutional, legal and benefit rights contained in the current labor legislation (Article 63, Law 1429 of 2010).

Article 63 of Law 1429 of 2010 includes the power of the Ministry of Labor to impose fines up to 5,000 SMMLV to companies that decide to inappropriately outsource services or performance of works. The guidelines for exercising inspection, monitoring and control of proper outsourcing and job brokerage are regulated by Decree 583 of 2016 and Resolution 5670 of 2016.

For the purpose of facilitating inspection and surveillance of companies, it is important to consider that Decree 583 of 2016 determined the understanding of outsourcing, illegal outsourcing, as well as the definitions of beneficiary and supplier. However, these definitions were recently annulled by the Council of State in Ruling dated July 6, 2017. This means that these definitions are invalid and therefore cannot be considered by labor inspectors as a guideline for its work of inspection, supervision and control of the

fulfillment of labor obligations.

[www.ilo.org](http://www.ilo.org).  
[www.pactomundial.org/](http://www.pactomundial.org/)

The Ministry of Labor should inform in the penalizing act if it has found evidence of the existence of an employment contract, without it being understood as a declaration of individual rights or a dispute settlement, since this power is reserved for labor judges.

## Main References

- Labor Code
- Decree 1072 of 2015
- Law 1753 of 2015
- Law 1429 of 2010
- Law 100 of 1993
- Law 797 of 2003
- Law 789 of 2002
- Law 1429 of 2010
- Law 1393 of 2010
- Law 1607 of 2012
- Law 1151 of 2007
- Decree 169 of 2008
- Decree 583 of 2016
- Law 1819 of 2016
- Resolution 5670 of 2016
- Law 1822 of 2017
- Law 1864 of 2017

## Authorities

### UGPP

- Surveils payment and correct calculation of contributions to the Social Security System.
  - Recognizes and manages pension rights.
- [www.ugpp.gov.co](http://www.ugpp.gov.co)

### Ministry of Labor

- Penalty proceedings
- Work policies and programs
- Surveillance and control of compliance with the rights of workers
- Permissions for some actions related to labor

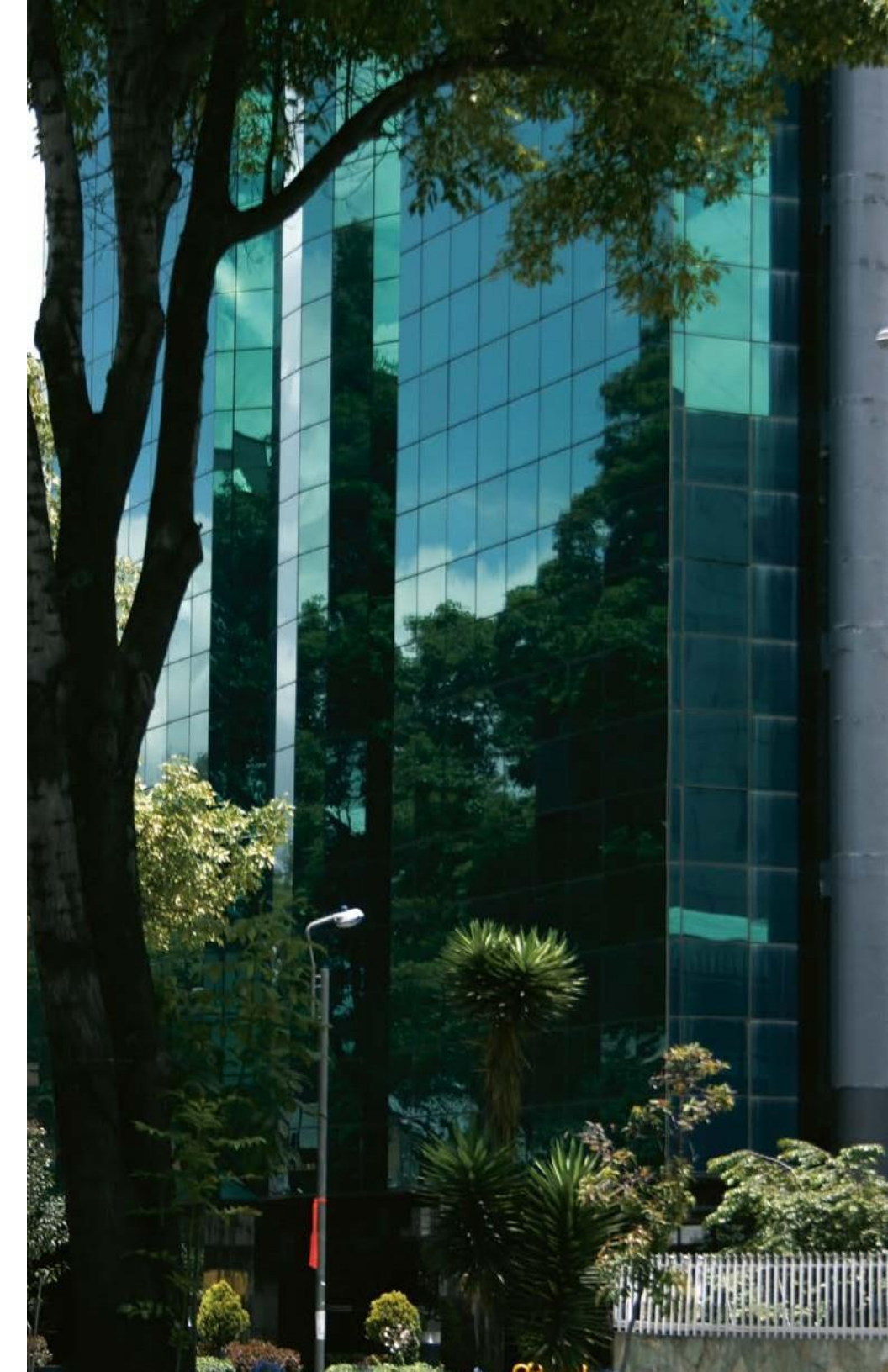
[www.mintrabajo.gov.co/](http://www.mintrabajo.gov.co/)

### Labor Judges

- Settle labor disputes and declare individual labor rights

### United Nations International Labor Organization (ILO)

- Promotes labor standards and principles worldwide.
- Through the International Labor Conference, approves international labor standards, agreements and recommendations.



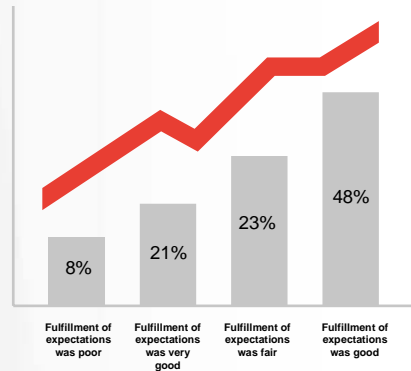




## Labor Market Trends in Colombia. HAYS-EY SALARY GUIDE 2016

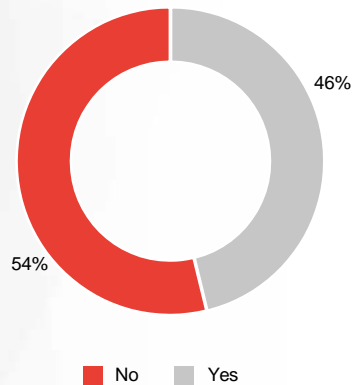
The results of the Salary Guide 2016, prepared by EY and HAYS Colombia, shows the joint perception of three types of audiences: employers, employees and people looking for a job. As depicted in Graph 1, going beyond the national framework with all the variables that affect it, about half of the companies stated that they have satisfactorily met the expectations and the other half thinks that fulfillment of objectives was not as expected. Consequently, a significant number of companies that were forced to reorganize was reported this year.

### How do you characterize the economic situation of your company in the last twelve months?



Graph 1

### Were you forced to reorganize your company in the last twelve months?

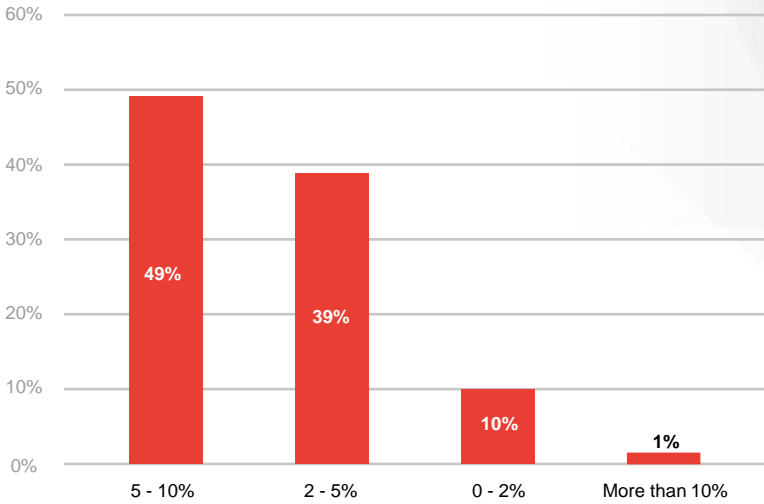


Graph 2

**Salary increases**

Average raise rates in the country show percentage increases of less than 10% in nearly 50% of cases and a percentage dispersion that ranges between 5% and 0% increase in the other half.

**What is the rate by which you increased or plan to increase salaries in 2016?**

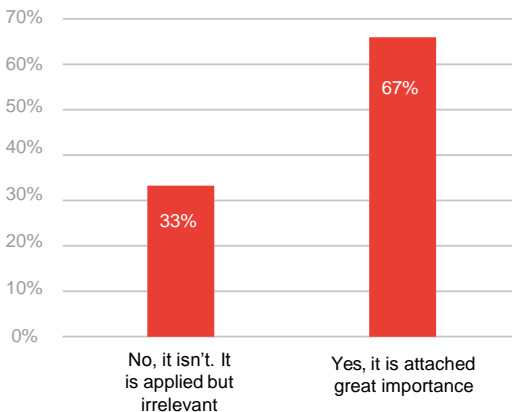


Graph 3

**Variable remuneration**

Most of the companies surveyed said that they have implemented variable remuneration based on both global results of the organization and individual results. In most cases, variable remuneration weighs between 11% and 25% of total salary.

**Is variable remuneration an important element in your company's salary policy?**

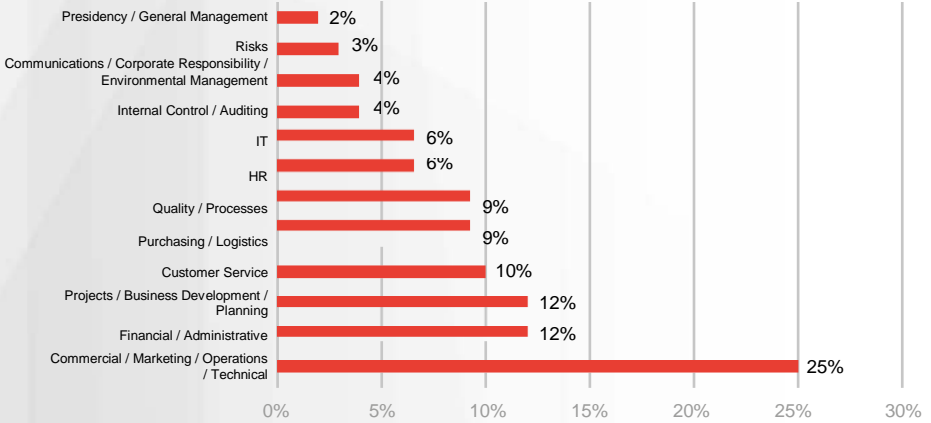


Graph 4

**Forecasted hiring**

The hiring dynamics shows significant activity, mostly focused on core, commercial and marketing areas.

**Which organizational areas are hiring?**



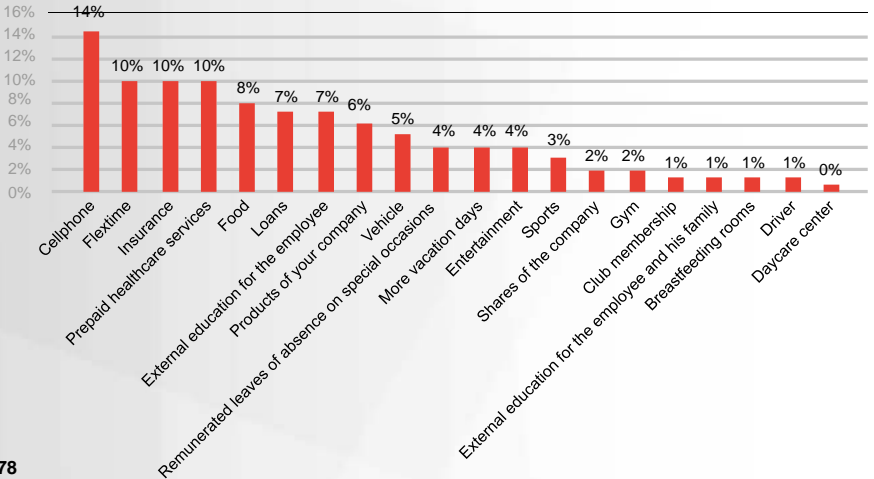
Graph 5

**Benefits**

Companies have been using benefits as an attractive way to differentiate themselves in the labor market. 95% believes they are a very important tool at the time of recruiting and selecting. It was found that the most valued benefits by both employers and employees are prepaid healthcare services and flexibility. The latter is a variable that is becoming stronger in our country, that is, different industries are looking for ways to offer flextime to their

employees by adapting it to their business model. This particular benefit is perceived by employers as employee productivity motivator or leverage. The most common form of flextime used by companies is telecommuting by hours.

**What benefits do you offer? Choose as many as you provide.**



### Salary tables

The following are the regular salaries by company size of the services, financial (banking and insurance), IT, wholesale and retail industries.

Services Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	CEO / President / Managing Director	\$ 20,000,000	\$ 25,000,000	\$ 35,000,000
	Partner	\$ 25,000,000	\$ 35,000,000	\$ 40,000,000
Level 2	Marketing VP	\$ 20,000,000	\$ 25,000,000	\$ 30,000,000
	Sales VP	\$ 20,000,000	\$ 25,000,000	\$ 30,000,000
Level 3	Commercial Training Manager	\$ 15,000,000	\$ 15,000,000	\$ 18,000,000
	Marketing Manager	\$ 10,000,000	\$ 15,000,000	\$ 20,000,000
	Sales Manager	\$ 10,000,000	\$ 10,000,000	\$ 20,000,000
	Sales and Marketing Manager	\$ 10,000,000	\$ 13,000,000	\$ 20,000,000
	Regulatory and Corporate Affairs Manager	\$ 8,000,000	\$ 12,000,000	\$ 15,000,000
Level 4	Consulting Manager	\$ 9,000,000	\$ 12,000,000	\$ 15,000,000
	Digital and Media Manager	\$ 4,000,000	\$ 5,000,000	\$ 6,000,000
	Commercial Training Chief	\$ 3,500,000	\$ 4,000,000	\$ 5,000,000
	Marketing Chief	\$ 4,000,000	\$ 6,000,000	\$ 7,000,000
	Sales Supervisor	\$ 3,000,000	\$ 3,500,000	\$ 4,000,000
	Marketing Supervisor	\$ 3,000,000	\$ 3,000,000	\$ 4,000,000
	Market Intelligence Coordinator	\$ 3,500,000	\$ 4,500,000	\$ 4,500,000
	Business Developer	\$ 4,800,000	\$ 4,800,000	\$ 6,000,000
	Second-Level Senior Consultant	\$ 4,500,000	\$ 4,500,000	\$ 6,000,000
First-Level Senior Consultant	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000	
Level 5	Marketing Analyst	\$ 1,800,000	\$ 1,800,000	\$ 3,000,000
	Sales Analyst	\$ 1,800,000	\$ 2,500,000	\$ 3,800,000
	Business Partner	\$ 1,800,000	\$ 2,800,000	\$ 4,500,000
	Consultant	\$ 2,500,000	\$ 4,000,000	\$ 6,000,000
	Assistant Consultant	\$ 1,800,000	\$ 2,500,000	\$ 3,000,000
	Senior Digital Planner	\$ 2,500,000	\$ 2,500,000	\$ 3,500,000

Banking Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	CEO / President	\$ 60,000,000	\$ 80,000,000	\$120,000,000
Level 2	Financial VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	Legal VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	Executive VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	International and Finance VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	Systems and Operations VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	Administrative VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
	Credit VP	\$ 30,000,000	\$ 50,000,000	\$ 80,000,000
Level 3	Legal Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	Credit Risk and Finance Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	SME and Retail Banking Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	Corporate Banking Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	Institutional Banking Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	Credit Card Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
	Legal Manager	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
Level 4	Directors	\$ 4,000,000	\$ 10,000,000	\$ 15,000,000
Level 5	Assistants / Analysts	\$ 800,000	\$ 2,000,000	\$ 4,000,000

Insurance Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	CEO / President	\$ 45,000,000	\$ 60,000,000	\$ 120,000,000
Level 2	P&C VP	\$ 25,000,000	\$ 30,000,000	\$ 50,000,000
	Life Insurance VP	\$ 25,000,000	\$ 30,000,000	\$ 50,000,000
	Personal Lines VP	\$ 25,000,000	\$ 30,000,000	\$ 50,000,000
	Technical / Registration VP	\$ 20,000,000	\$ 25,000,000	\$ 40,000,000
	Compensations / Claims / Accidents VP	\$ 20,000,000	\$ 25,000,000	\$ 40,000,000
	Administrative and Financial VP	\$ 20,000,000	\$ 25,000,000	\$ 40,000,000
	Operations VP	\$ 20,000,000	\$ 25,000,000	\$ 40,000,000

Insurance Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 3	Product Manager	\$ 15,000,000	\$ 20,000,000	\$ 35,000,000
	Legal Manager	\$ 15,000,000	\$ 15,000,000	\$ 20,000,000
	Actuary Manager	\$ 10,000,000	\$ 12,000,000	\$ 25,000,000
	Accounting Manager	\$ 10,000,000	\$ 16,000,000	\$ 20,000,000
	Regional Manager	\$ 14,000,000	\$ 18,000,000	\$ 25,000,000
	Branch Manager	\$ 8,000,000	\$ 12,000,000	\$ 20,000,000
	Placement Manager	\$ 12,000,000	\$ 15,000,000	\$ 20,000,000
Level 4	Analysts / Deputy Managers	\$ 4,000,000	\$ 8,000,000	\$ 15,000,000
Level 5	Assistants	\$ 1,200,000	\$ 1,800,000	\$ 3,500,000

IT Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	President / Country Manager / Managing Director / General Manager	\$ 18,000,000	\$ 30,000,000	\$ 80,000,000
Level 2	Operations and IT VP	N/A	\$ 25,000,000	\$ 60,000,000
	IT VP	\$ 16,000,000	\$ 25,000,000	\$ 35,000,000
	Shared Services VP	N/A	\$ 25,000,000	\$ 40,000,000
	Commercial VP	\$ 15,000,000	\$ 22,000,000	\$ 28,000,000
	Technology Infrastructure VP	\$ 15,000,000	\$ 20,000,000	\$ 30,000,000
Level 3	Commercial Director	\$ 12,000,000	\$ 18,000,000	\$ 25,000,000
	IT Director	\$ 10,000,000	\$ 18,000,000	\$ 26,000,000
	Infrastructure Director	\$ 9,000,000	\$ 12,000,000	\$ 15,000,000
	Project Director	\$ 9,000,000	\$ 12,000,000	\$ 15,000,000
	Development Director	\$ 9,000,000	\$ 15,000,000	\$ 26,000,000
	Security Director	\$ 9,000,000	\$ 12,000,000	\$ 15,000,000
	SAP Project Director	\$ 10,000,000	\$ 15,000,000	\$ 25,000,000
	IT Architect	\$ 6,000,000	\$ 12,000,000	\$ 18,000,000
Service Delivery Manager	\$ 6,000,000	\$ 10,000,000	\$ 15,000,000	

IT Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 4	Network and Communications Coordinator	\$ 1,500,000	\$ 2,500,000	\$ 3,000,000
	Systems Coordinator	\$ 2,000,000	\$ 3,500,000	\$ 4,500,000
	Customer Service Coordinator	\$ 2,000,000	\$ 3,500,000	\$ 4,500,000
	Account Executive or KAM	\$ 3,500,000	\$ 10,000,000	\$ 14,000,000
	SAP Consultant	\$ 4,000,000	\$ 9,000,000	\$ 15,000,000
	Database Administrator	\$ 2,500,000	\$ 4,000,000	\$ 6,000,000
	Server Administrator	\$ 2,500,000	\$ 4,000,000	\$ 6,000,000
	Development Engineer / Programmer	\$ 2,500,000	\$ 4,000,000	\$ 6,000,000
	Testing Engineer	\$ 2,000,000	\$ 2,500,000	\$ 3,000,000
	Support Engineer	\$ 2,500,000	\$ 4,000,000	\$ 9,000,000
	Pre-Sale Engineer	\$ 4,000,000	\$ 6,000,000	\$ 9,000,000

Wholesale Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	President / CEO / General Manager / Managing Director	\$ 25,000,000	\$ 40,000,000	\$ 60,000,000
Level 2	Marketing VP / Director	N/A	\$ 20,000,000	\$ 35,000,000
	Sales VP / Director	N/A	\$ 20,000,000	\$ 35,000,000
	Business Unit Director	N/A	N/A	\$ 30,000,000

Wholesale Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 3	Marketing Manager	\$ 15,000,000	\$ 18,000,000	\$ 20,000,000
	Sales Manager / National Sales Manager	\$ 15,000,000	\$ 18,000,000	\$ 20,000,000
	Trade Marketing Manager	N/A	\$ 15,000,000	\$ 18,000,000
	KAM	\$ 8,000,000	\$ 10,000,000	\$ 14,000,000
	Category Manager / Grouper	N/A	N/A	\$ 14,000,000
	Brand Manager	N/A	\$ 6 000,000	\$ 8,000,000
	Market Research Manager	N/A	\$ 12,000,000	\$ 14,000,000
	Customer Service Manager	N/A	\$ 8,500,000	\$ 10,000,000
	Training Manager	\$ 6,000,000	\$ 8,000,000	\$ 10,000,000
	Communications Manager	N/A	\$ 10,000,000	\$ 14,000,000
	Business Unit Manager	N/A	\$ 10,000,000	\$ 15,000,000
	Regional / Zone Manager	\$ 8,000,000	\$ 12,000,000	\$ 15,000,000
	Level 4	Marketing / Brand / Category Coordinator / Chief	\$ 4,000,000	\$ 5,000,000
		\$ 4,000,000	\$ 5,000,000	\$ 7,000,000
Sales Chief / Coordinator / Supervisor		\$ 5,000,000	\$ 5,000,000	\$ 7,000,000
Trade Marketing Chief / Coordinator / Supervisor		\$ 5,000,000	\$ 7,000,000	\$ 8,000,000
Sales Executive		\$ 5,000,000	\$ 6,000,000	\$ 8,000,000
Product Chief		\$ 4,000,000	\$ 6,000,000	\$ 8,000,000
Marketing Research Chief / Coordinator		\$ 4,000,000	\$ 6,000,000	\$ 7,000,000
Customer Service Chief / Coordinator / Supervisor		\$ 4,000,000	\$ 5,000,000	\$ 8,000,000
Training Chief / Coordinator		\$ 4,000,000	\$ 5,000,000	\$ 6,000,000
Communications Chief / Coordinator		\$ 4,000,000	\$ 6,000,000	\$ 8,000,000
	Regional / Zone Chief / Coordinator / Supervisor			



Wholesale Industry				
Niveles	Positions	Regular salary		
		Small company	Medium company	Large company
Nivel 5	Brand Analyst	\$ 2,000,000	\$ 3,000,000	\$ 4,000,000
	Sales Analyst / Adviser / Representative	\$ 1,500,000	\$ 2,000,000	\$ 4,000,000
	Trade Marketing Analyst	\$ 2,000,000	\$ 3,000,000	\$ 4,000,000

Retail Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 1	President / CEO / General Manager / Managing Director	\$ 35,000,000	\$ 45,000,000	\$ 60,000,000
Level 2	Commercial and Purchasing Manager	N/A	N/A	\$ 25,000,000
	Marketing VP / Director	N/A	N/A	\$ 20,000,000
	Sales VP / Director	N/A	N/A	\$ 15,000,000
Level 3	Marketing Manager	\$ 7,000,000	\$ 9,000,000	\$ 12,000,000
	Division / Category / Line Manager	\$ 8,000,000	\$ 9,000,000	\$ 15,000,000
	Expansion / Real Estate / Retail Manager	\$ 8,000,000	\$ 9,000,000	\$ 15,000,000
	Communications Manager	\$ 6,000,000	\$ 8,000,000	\$ 12,000,000
	E-Commerce Manager	\$ 6,000,000	\$ 8,000,000	\$ 10,000,000
	Shop Manager	\$ 6,000,000	\$ 8,000,000	\$ 10,000,000
	District Manager	\$ 5,000,000	\$ 7,000,000	\$ 15,000,000
	Design Manager	\$ 6,000,000	\$ 8,000,000	\$ 12,000,000

Retail Industry				
Levels	Positions	Regular salary		
		Small company	Medium company	Large company
Level 4	Commercial / Buyer	\$ 5,000,000	\$ 7,000,000	\$ 10,000,000
	Designer	\$ 4,500,000	\$ 6,000,000	\$ 7,500,000
	Visual Merchandising	\$ 4,500,000	\$ 6,000,000	\$ 7,500,000
	Content Chief	\$ 4,000,000	\$ 6,500,000	\$ 7,000,000
	Floor / Section Chief	\$ 4,000,000	\$ 5,000,000	\$ 7,000,000
	Category Manager	\$ 5,000,000	\$ 6,500,000	\$ 10,000,000
	Product Chief	\$ 4,000,000	\$ 5,500,000	\$ 7,000,000
	Customer Service Chief / Coordinator / Supervisor	\$ 4,000,000	\$ 4,500,000	\$ 7,000,000
	Training Chief / Coordinator	\$ 4,000,000	\$ 4,500,000	\$ 6,000,000
	Communications / PR Chief / Coordinator / Supervisor	\$ 4,000,000	\$ 4,500,000	\$ 5,500,000
	Comunity Manager / Social	\$ 4,000,000	\$ 4,500,000	\$ 5,500,000
	Media	\$ 4,000,000	\$ 4,500,000	\$ 5,500,000
Level 5	Regional / Zone Chief / Coordinator / Supervisor	\$ 3,500,000	\$ 3,800,000	\$ 4,500,000
	Brand / Purchasing Analyst	\$ 3,500,000	\$ 3,800,000	\$ 4,500,000
	Pricing Analyst	\$ 3,500,000	\$ 3,600,000	\$ 4,500,000
	Contents Analyst	\$ 800,000	\$ 900,000	\$ 1,200,000
	Shop Assistant			