

# MERCER TRS TOTAL REMUNERATION SURVEY

SINGAPORE  
SAMPLE REPORT



**Table 1. When are organization's salaries reviewed?**

Month	Percentage of organizations						
	Head of Organization	Executives	Management	Professional		Para-Professional	
				Sales	Non-Sales	White Collar	Blue Collar
January	26%	24%	22%	18%	22%	24%	19%
February	-	-	-	-	-	-	-
March	11%	11%	10%	10%	10%	6%	7%
April	53%	51%	53%	55%	52%	45%	47%
May	-	-	1%	-	1%	2%	-
June	-	-	-	-	-	-	2%
July	6%	10%	8%	10%	9%	17%	19%
August	2%	2%	1%	2%	1%	2%	2%
September	-	-	-	-	-	-	-
October	-	-	-	-	-	-	2%
November	-	-	-	-	-	-	-
December	-	2%	1%	-	1%	2%	2%
Anniversary	2%	2%	3%	4%	3%	3%	3%
<b>No. of Organizations</b>	<b>47</b>	<b>63</b>	<b>72</b>	<b>49</b>	<b>69</b>	<b>66</b>	<b>58</b>

Organizations can indicate more than one time of review, therefore total may exceed 100%.

All of the organizations surveyed provided salary reviews once per year. 64 (89%) of the organizations surveyed provided salary reviews at the same time across the board. However, 8 (11%) of the organization provided salary reviews at different months for Para-Professional and other staff categories. The common salary review months are July/ January, July/ March and July/ April (Para-Professional and other staff categories).

**Table 2. Prediction on 2010 salary increase practices**

	Percentage of Organizations					No. of Organizations
	> 1% lower	0% - 1% lower	No change	0%- 1% higher	> 1% higher	
Head of Organization	36%	18%	27%	9%	9%	11
Executives	35%	15%	30%	5%	15%	20
Management	43%	10%	24%	10%	14%	21
Professional – Sales	42%	17%	17%	17%	8%	12
Professional – Non Sales	41%	14%	23%	9%	14%	22
Para-Professional – White collar	32%	18%	23%	14%	14%	22
Para-Professional – Blue collar	39%	17%	17%	17%	11%	18
Overall	28%	16%	28%	12%	16%	25

Not all organizations were able to provide the requested information

### 7.1.2. Base Salary Increases

The following table reflects the percentage of base salary increases excluding and including companies with a salary freeze.

**Table 3. What is the salary increase awarded for 2008 (Excluding salary freeze)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	4.0%	4.6%	4.9%	5.1%	32
Executives	4.0%	5.0%	5.0%	5.5%	52
Management	4.4%	5.2%	5.0%	5.8%	64
Professional – Sales	4.5%	5.2%	5.0%	5.8%	46
Professional – Non Sales	4.4%	5.3%	5.0%	5.5%	62
Para-Professional – White collar	4.1%	5.3%	5.0%	5.5%	61
Para-Professional – Blue collar	4.0%	4.9%	4.5%	5.0%	51
Overall*	4.4%	5.4%	5.0%	5.5%	66

Based on 66 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

There is a company reported salary freeze across the board and a company reported wage freeze at Head of Organization and Executive categories. Another company reported salary freeze from Executive to Professional categories and continue to provide salary increase at lower staff categories.

**Table 4. What is the salary increase awarded for 2008(Including salary freeze)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	3.3%	4.2%	4.5%	5.0%	35
Executives	4.0%	4.7%	4.8%	5.5%	55
Management	4.0%	4.9%	5.0%	5.7%	67
Professional – Sales	4.3%	5.1%	5.0%	5.7%	47
Professional – Non Sales	4.1%	5.2%	5.0%	5.5%	64
Para-Professional – White collar	4.0%	5.2%	5.0%	5.5%	62
Para-Professional – Blue collar	4.0%	4.8%	4.5%	5.0%	52
Overall*	4.2%	5.3%	5.0%	5.5%	67

Based on 67 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

**Table 5. What is the salary increase for 2009 (Excluding salary freeze and cut)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	3.0%	3.8%	3.5%	4.5%	15
Executives	3.0%	3.9%	4.0%	5.0%	27
Management	3.0%	4.0%	3.8%	4.9%	33
Professional – Sales	3.5%	4.0%	4.0%	4.9%	18
Professional – Non Sales	3.0%	4.0%	4.0%	4.8%	32
Para-Professional – White collar	3.0%	3.9%	3.5%	4.5%	34
Para-Professional – Blue collar	3.0%	3.8%	3.5%	4.8%	28
Overall*	3.0%	3.9%	3.5%	4.7%	37

Based on 37 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

31 companies reported salary freeze across the board and a company implemented 5% wage cut across all the staff categories. 3 companies reported salary freeze at Top Management and Executive categories. 1 company reported salary freeze from Management to higher staff categories. 2 companies planned to provide salary increase to Para-Professional but freeze salary for other staff categories.

**Table 6. What is the salary increase for 2009 (Including salary freeze and cut)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	0.0%	1.7%	0.0%	3.5%	36
Executives	0.0%	2.0%	1.0%	4.0%	56
Management	0.0%	2.0%	0.8%	3.9%	68
Professional – Sales	0.0%	1.6%	0.0%	3.5%	47
Professional – Non Sales	0.0%	2.0%	1.5%	4.0%	65
Para-Professional – White collar	0.0%	2.2%	2.0%	3.6%	64
Para-Professional – Blue collar	0.0%	2.1%	1.8%	3.6%	44
Overall*	0.0%	2.2%	2.0%	3.9%	69

Based on 69 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

**Table 7. What is the salary increase forecast for 2010 (Excluding salary freeze)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	2.5%	3.3%	3.3%	4.0%	25
Executives	2.9%	3.5%	3.3%	4.0%	44
Management	2.6%	3.4%	3.2%	4.0%	50
Professional – Sales	2.5%	3.2%	3.0%	3.8%	38
Professional – Non Sales	2.5%	3.4%	3.0%	4.0%	49
Para-Professional – White collar	2.5%	3.4%	3.0%	4.0%	47
Para-Professional – Blue collar	2.4%	3.4%	3.0%	4.0%	40
Overall*	2.5%	3.4%	3.2%	4.0%	53

Based on 53 responses

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

2 companies forecasted salary freeze across the board in 2010, same as planned in 2009. 1 company reported salary freeze across all staff categories in 2010 but provided salary increase in 2009. Another company reported salary freeze from Management to higher staff categories, same as planned in 2009.

**Table 8. What is the salary increase forecast for 2010 (Including salary freeze)?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	2.0%	3.0%	3.2%	4.0%	28
Executives	2.5%	3.2%	3.1%	4.0%	47
Management	2.5%	3.2%	3.0%	4.0%	54
Professional – Sales	2.3%	3.1%	3.0%	3.8%	39
Professional – Non Sales	2.4%	3.2%	3.0%	4.0%	52
Para-Professional – White collar	2.5%	3.2%	3.0%	4.0%	50
Para-Professional – Blue collar	2.0%	3.1%	3.0%	4.0%	43
Overall*	2.5%	3.3%	3.1%	4.0%	56

Based on 56 responses

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

**Table 9. What factors determine individual increases?**

	No. of Organizations	Percentage of Organizations
Company Performance	37	52%
Individual Performance	63	89%
Length of Service	28	39%
Inflation	18	25%
Job Level	46	65%
Position in Salary Range	60	85%
Others	4	6%

Based on 71 responses. Organizations can indicate more than one factor, therefore the total may exceed 100%.

### 7.1.3. Hot Jobs

**Table 10. What jobs do organizations have the most difficulty in recruiting?**

Job Family	Level	No. of Responses
Manufacturing	Para-Professional	12
Engineering	Professional	9
R&D	Professional	8

Based on responses from 39 organizations

Note: Organizations can indicate more than one job.

**Table 11. What jobs do organizations have the most difficulty in retaining?**

Job Family	Level	No. of Responses
Manufacturing	Para-Professional	14
Manufacturing	Professional	5
Engineering, Pharmaceutical & Medicine, R&D, Sales & Marketing	Professional	4 from each Job Family

Based on responses from 33 organizations

Note: Organizations can indicate more than one job.

#### 7.1.4. Hiring Intentions

Companies indicated the following changes to their staffing over the next 3 and 12 months. The following trends are based on those 59 companies that provided updates this year.

**Table 12. Hiring intention**

Next 3 Months	No. of Organizations	Percentage of Organizations
Recruiting / Adding	20	34%
No Change	39	66%
Reducing	-	-

Next 12 Months	No. of Organizations	Percentage of Organizations
Recruiting / Adding	21	36%
No Change	37	63%
Reducing	1	2%

Some organizations may provide information for more than one business unit, therefore total No. of organizations may exceed total participants.

#### 7.1.5. Voluntary Turnover

**Table 13. What is the average staff turnover and retrenchment rate?**

	Staff Turnover		Staff Retrenched	
	Average (%) in 2008	No. of Organizations	Average (%) in 2008	No. of Organizations
Executives & Head of Organization	1.2%	34	0.2%	36
Management	4.5%	49	2.2%	50
Professional – Sales	2.2%	30	2.7%	33
Professional – Non Sales	4.8%	51	1.6%	50
Para Professional – White Collar	2.9%	47	0.8%	47
Para Professional – Blue Collar	4.7%	38	4.0%	40
Overall*	4.2%	55	2.0%	54

\*Analysis is based on companies that provided information on overall voluntary turnover or retrenchment and not a calculation based on the different employee categories.



**Table 14. Headcount growth**

	Average (%)
% headcount growth in 2008	2.4%

29 organizations reported positive headcount growth including. Apart from the above, there were 19 organizations reporting no change in headcount and 4 organizations reported significant headcount change (+23% to +66%) due to new setup and expansion.

**7.1.6. Starting Salary****Table 15. Annual base pay – PHD, Master and New Graduates**

	2008	2009	Deviation (%)
PhD	41,600	40,300	-3%
Master (Business Administration)	37,700	37,700	-
Master (Science)	37,700	37,700	-
Accountancy	32,500	33,800	4%
Arts & Social Science	32,500	33,800	4%
Business Administration	32,500	33,800	4%
Chemical Engineering	34,450	35,000	2%
Computer Science	33,800	35,100	4%
Electronics Engineering	35,100	35,100	-
Law	33,800	35,622	5%
Mechanical Engineering	35,100	35,100	-
Science	33,150	33,800	2%

**Table 16. Annual base pay – Diploma and Others**

	2008	2009	Deviation (%)
Accountancy	20,800	21,000	1%
Biomedical Science	21,775	22,050	1%
Biotechnology	21,775	22,000	1%
Business Studies	20,800	21,000	1%
Chemical Engineering	20,800	21,775	4%
Chemical Process Technology	20,800	21,000	1%
Computer Science	21,125	21,775	3%
Engineering	20,800	21,450	3%
Mass Communication	21,125	21,725	3%
GCE 'A' Levels	15,600	15,800	1%
GCE 'O' Levels	15,600	15,600	-
GCE 'N' Levels	15,225	14,950	-2%
Private Secretarial Certificates	16,250	16,900	4%
NTC I / ITC	16,900	16,900	-
NTC II	15,600	15,925	2%
NTC III	-	15,600	-

**Table 17. Annual base pay – Difference between employees with military service and those without**

	Amount
Master & PhD	2,400
University Graduates	2,400
Diploma Holders	1,300
School Leavers	-
Vocational Institute Graduates	-

## 7.2. Short-term Incentives

There were 69 companies providing short-term incentives information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 responses (*Resp.*) required in order to compute an average (*Avg.*) value; 4 responses for median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25thP) and 75<sup>th</sup> percentile (75thP). Where there has been insufficient data for analysis, a "-" will be reported. All figures are given as median, unless otherwise indicated.

### 7.2.1. Variable Pay

Variable pay includes variable bonuses and/or sales incentives, however it excludes any profit sharing.

**Table 18. What is the variable pay based on performance for 2008, as percentage of base salary?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	11.5%	21.1%	17.0%	24.4%	33
Executives	10.0%	18.7%	17.0%	23.0%	48
Management – Sales	7.9%	15.7%	13.8%	17.4%	36
Management – Non Sales	10.3%	14.3%	14.0%	17.9%	62
Professional – Sales	7.6%	14.6%	12.5%	16.9%	40
Professional – Non Sales	8.4%	12.2%	12.0%	15.0%	58
Para-Professional – White collar	7.9%	11.4%	10.0%	15.0%	59
Para-Professional – Blue collar	7.3%	11.1%	10.6%	15.0%	52
Overall*	8.8%	14.6%	13.8%	18.2%	68

Based on 68 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

**Table 19. What is the variable pay based on performance for 2009, as percentage of base salary?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	13.7%	18.9%	16.2%	21.5%	30
Executives	11.2%	17.1%	15.4%	20.3%	44
Management – Sales	10.2%	14.9%	15.0%	18.3%	35
Management – Non Sales	11.5%	13.9%	15.0%	16.1%	59
Professional – Sales	10.0%	14.4%	13.8%	18.3%	37
Professional – Non Sales	9.3%	12.3%	12.5%	15.3%	54
Para-Professional – White collar	7.7%	11.7%	11.5%	15.4%	55
Para-Professional – Blue collar	7.7%	11.7%	12.0%	15.4%	47
Overall*	10.9%	14.5%	15.0%	16.7%	63

Based on 63 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

**Table 20. What is the variable pay forecast based on performance for 2010, as percentage of base salary?**

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	13.3%	19.8%	18.5%	24.5%	27
Executives	11.6%	17.5%	16.5%	20.8%	38
Management – Sales	10.4%	15.4%	15.4%	18.8%	33
Management – Non Sales	10.3%	14.4%	15.0%	17.3%	52
Professional – Sales	10.2%	14.9%	15.4%	18.3%	35
Professional – Non Sales	9.8%	13.2%	13.8%	15.4%	48
Para-Professional – White collar	8.0%	12.4%	11.5%	15.4%	47
Para-Professional – Blue collar	7.7%	12.0%	12.0%	15.4%	41
Overall*	10.5%	14.6%	15.0%	17.0%	54

Based on 54 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

## 7.2.2. Variable Bonus

92 percent of the organizations surveyed provided a bonus in the last fiscal year.

**Table 21. Do organizations pay a variable bonus to employees?**

	Percentage of Organizations
Yes	97%
No	3%

Based on 73 responses

**Table 22. Variable bonus eligibility**

	No. of Responses	Percentage of Organizations
Head of Organization	34	50%
Executives	51	75%
Management – Sales	28	41%
Management – Non Sales	64	94%
Professional – Sales	33	49%
Professional – Non Sales	62	91%
Para-Professional – White Collar	58	85%
Para- Professional – Blue Collar	49	72%

Based on 68 responses

**Table 23. Target - Variable bonus as percentage of annual base salary**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	15%	20%	20%	24%	23
Executives	13%	17%	15%	21%	40
Management – Sales	10%	15%	15%	19%	23
Management – Non Sales	10%	15%	15%	18%	51
Professional – Sales	10%	15%	15%	18%	25
Professional – Non Sales	9%	13%	13%	15%	48
Para-Professional – White Collar	8%	13%	13%	15%	47
Para- Professional – Blue Collar	8%	13%	13%	15%	39

**Table 24. Maximum - Variable bonus as percentage of annual base salary**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	15%	29%	28%	39%	19
Executives	15%	25%	24%	30%	35
Management – Sales	12%	21%	15%	29%	19
Management – Non Sales	15%	22%	20%	28%	46
Professional – Sales	12%	20%	15%	25%	20
Professional – Non Sales	12%	19%	15%	23%	45
Para-Professional – White Collar	10%	18%	15%	23%	42
Para- Professional – Blue Collar	10%	17%	15%	23%	37

**Table 25. On what performance criteria are variable bonuses based?**

	Percentage of Organizations				No. of Responses
	Company Performance	Business Unit Performance	Team Performance	Individual	
Head of Organization	95%	56%	18%	90%	39
Executives	94%	55%	17%	91%	53
Management – Sales	91%	46%	14%	77%	35
Management – Non Sales	96%	49%	13%	90%	68
Professional – Sales	92%	46%	10%	82%	39
Professional – Non Sales	94%	45%	11%	89%	65
Para-Professional – White Collar	94%	42%	14%	86%	64
Para-Professional – Blue Collar	94%	38%	13%	85%	53

**Table 26. If the variable bonuses are based on a combination of performance criteria, what percentage of bonus payment is based on individual performance?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	25%	39%	40%	50%	29
Executives	25%	41%	45%	50%	40
Management – Sales	24%	42%	50%	50%	24
Management – Non Sales	30%	43%	50%	50%	51
Professional – Sales	21%	42%	50%	50%	26
Professional – Non Sales	25%	42%	48%	50%	48
Para-Professional – White Collar	25%	42%	50%	50%	45
Para- Professional – Blue Collar	20%	43%	50%	50%	36

**Table 27. How frequently do organizations pay variable bonuses to employees?**

	Percentage of Organizations					No. of Responses
	Annually	Semi-Annually	Quarterly	Monthly	Others	
Head of Organization	95%	-	5%	-	-	42
Executives	95%	5%	-	-	-	56
Management – Sales	84%	8%	8%	-	-	37
Management – Non Sales	93%	7%	-	-	-	68
Professional – Sales	83%	10%	8%	-	-	40
Professional – Non Sales	92%	8%	-	-	-	66
Para-Professional – White Collar	92%	8%	-	-	-	64
Para- Professional – Blue Collar	89%	9%	2%	-	-	55

### 7.2.3. Sales Incentives/Commission

**Table 28. Do organizations pay sales incentives to employees?**

	Percentage of Organizations
Yes	17%
No	83%

Based on 71 responses

**Table 29. Sales incentives eligibility**

	No. of Responses	Percentage of Organizations
Head of Organization	1	8%
Executives	2	17%
Management – Sales	4	33%
Professional – Sales	12	100%
Para-Professional – White Collar	2	17%

Based on 12 responses

**Table 30. Target - Sales incentives as percentage of annual base salary**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	-	-	-	-	1
Executives	-	-	-	-	2
Management – Sales	-	21%	20%	-	4
Professional – Sales	18%	21%	20%	25%	11
Para-Professional – White Collar	-	-	-	-	1

**Table 31. Maximum - Sales incentives as percentage of annual base salary**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	-	-	-	-	1
Executives	-	-	-	-	1
Management – Sales	-	31%	-	-	3
Professional – Sales	31%	35%	40%	44%	8
Para-Professional – White Collar	-	-	-	-	1



**Table 32. On what performance criteria are sales incentives based?**

	Percentage of Organizations				No. of Responses
	Company Performance	Business Unit Performance	Team Performance	Individual	
Head of Organization	-	50%	-	50%	2
Executives	25%	50%	25%	50%	4
Management – Sales	-	50%	50%	75%	4
Professional – Sales	8%	50%	42%	92%	12
Para-Professional – White Collar	-	100%	50%	50%	2

**Table 33. What percentage of sales incentive payment is based on individual performance?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	-	-	-	-	1
Executives	-	-	-	-	2
Management – Sales	-	67%	-	-	3
Professional – Sales	39%	69%	80%	100%	11
Para-Professional – White Collar	-	-	-	-	-

**Table 34. How frequently do organizations pay sales incentives to employees?**

	Percentage of Organizations					No. of Responses
	Annually	Semi-Annually	Quarterly	Monthly	Others	
Head of Organization	67%	33%	-	-	-	3
Executives	75%	25%	-	-	-	4
Management – Sales	25%	25%	50%	-	-	4
Professional – Sales	55%	9%	36%	-	-	11
Para-Professional – White Collar	-	50%	50%	-	-	2

## 7.2.4. Profit Sharing

**Table 35. Do organizations have profit sharing for employees?**

	Percentage of Organizations
Yes	8%
No	92%

Based on 72 responses

**Table 36. Profit sharing eligibility**

	No. of Responses	Percentage of Organizations
Head of Organization	2	33%
Executives	5	83%
Management – Sales	2	33%
Management – Non Sales	2	33%
Professional – Sales	1	17%
Professional – Non Sales	2	33%
Para-Professional – White Collar	2	33%
Para-Professional – Blue Collar	2	33%

Based on 6 participants

### 7.3. Long-term Incentives

There are 11 companies providing long-term incentives information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 companies responses (*Resp.*) required in order to report an average (*Avg.*) value; 4 responses for median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25thP) and 75<sup>th</sup> percentile (75thP). Where there has been insufficient data for analysis, a "-" will be indicated. All figures are given as median, unless otherwise indicated.

**Table 37. What types of long term incentive plans are provided?**

	Percentage of Organizations
Stock/Share Options	43%
Share Appreciation Rights (SARs)	-
Stock/Share/Share Unit Awards	50%
Performance Units	-
Long-term Cash	7%

Based on 14 responses

**Table 38. How frequently are long term incentives granted?**

	Percentage of Organizations				No. of Responses
	More than once per year	Every year	Every 2 to 3 years	One time only	
Stock/Share Options	17%	100%	-	-	6
Share Appreciation Rights (SARs)	-	-	-	-	-
Stock/Share/Share Unit Awards	-	100%	-	-	7
Performance Units	-	-	-	-	-
Long-term Cash	-	100%	-	-	1

Some organizations may indicate more than one frequency of grant, therefore total may exceed 100%

**Table 39. Is the grant price for the share options the market price on the grant date?**

	Percentage of Organizations
Yes	86%
No	14%

Based on 14 responses

**Table 40. How long after the grant must the incumbent wait before the grant is fully vested?**

	Percentage of Organizations						No. of Responses
	up to 2 years	3 years	4 years	5 years	>5 years	Others	
Stock/Share Options	17%	83%	-	-	-	-	6
Share Appreciation Rights (SARs)	-	-	-	-	-	-	-
Stock/Share/Share Unit Awards	-	86%	-	14%	-	-	7
Performance Units	-	-	-	-	-	-	-
Long-term Cash	-	100%	-	-	-	-	1

Note : *up to 2 years* is including immediate grant

	Percentage of Organizations						No. of Responses
	up to 2 years	3 years	4 years	5 years	>5 years	Others	
Full-Value Plans*	-	88%	-	13%	-	-	8
Gain-Based Plans**	17%	83%	-	-	-	-	6

Note : *up to 2 years* is including immediate grant

\* Full-Value consists of the following LTI Plans:

- Stock/Share/Share Unit Awards
- Performance Units
- Long-term Cash

\*\* Gain-Based consists of the following LTI Plans:

- Stock/Share Options
- Share Appreciation Rights (SARs)

**Table 41. Within what period following the grant date must the incumbent exercise the grant before it expires?**

	Percentage of Organizations						No. of Responses
	1 year	2 years	3 years	4 years	5 years	>5 years	
Stock/Share Options	-	-	-	-	-	100%	6
Share Appreciation Rights (SARs)	-	-	-	-	-	-	-
Stock/Share/Share Unit Awards	-	-	-	-	-	-	7
Performance Units	-	-	-	-	-	-	-
Long-term Cash	-	-	-	-	-	-	1

Some organizations may indicate more than one expiry period, therefore total may exceed 100%

	Percentage of Organizations						No. of Responses
	1 year	2 years	3 years	4 years	5 years	>5 years	
Full-Value Plans*	-	-	-	-	-	-	8
Gain-Based Plans**	-	-	-	-	-	100%	6

\* Full-Value consists of the following LTI Plans:

- Stock/Share/Share Unit Awards
- Performance Units
- Long-term Cash

\*\* Gain-Based consists of the following LTI Plans:

- Stock/Share Options
- Share Appreciation Rights (SARs)

## 7.4. Benefits

There are 73 companies providing benefits information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 companies responses (*Resp.*) required in order to report an average (*Avg.*) value; 4 responses for a median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25thP) and 75<sup>th</sup> percentile (75thP). Where there has been insufficient data for analysis, a "-" will be indicated. All figures are given as median, unless otherwise indicated.

### 7.4.1. Retirement Plans

**Table 42. Do organizations provide a retirement benefit scheme in addition to statutory coverage?**

	Percentage of Organizations
Yes	-
No	100%

Based on 62 response

## 7.4.2. Flexible Benefits

**Table 43. Do organizations provide a flexible benefits plan?**

	Percentage of Organizations
Yes	18%
No	82%

Based on 72 responses

**Table 44. Which core benefits are included in the flexible benefits plan?**

	Percentage of Organizations					No. of Responses
	Outpatient Care	Inpatient Care	Life and ADD Insurance	Retirement	Others	
Executives	57%	57%	57%	-	43%	7
Management	64%	57%	57%	7%	50%	14
Professional – Sales	50%	50%	50%	-	50%	8
Professional – Non Sales	67%	53%	53%	7%	53%	15
Para-Professional	73%	73%	73%	9%	36%	11

### 7.4.3. Life Insurance

**Table 45. Do organizations provide life insurance benefits in addition to any similar statutory coverage?**

	Percentage of Organizations
Yes	94%
No	6%

Based on 72 responses

**Table 46. Life insurance benefits**

Fixed amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	666,667	-	-	3
Management	162,500	245,000	240,000	275,000	7
Professional – Sales	-	-	-	-	1
Professional – Non Sales	50,000	115,000	125,000	180,000	5
Para-Professional	27,500	81,667	50,000	132,500	6

Number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	24	32	34	36	41
Management	24	33	36	36	64
Professional – Sales	24	29	27	36	32
Professional – Non Sales	24	30	27	36	66
Para-Professional	24	31	35	36	58

**Table 47. For salary based plans, what is the salary definition used to compute the life insurance benefit?**

	Percentage of Organizations		No. of Responses
	Base salary	Base salary plus bonus	
All classifications of incumbents	86%	14%	64



#### 7.4.4. Accidental Death and Dismemberment (AD&D) Insurance

**Table 48. Do organizations provide Accidental Death and Dismemberment (AD&D) insurance benefits in addition to any similar statutory coverage?**

	Percentage of Organizations
Yes	100%
No	-

Based on 72 responses

**Table 49. AD&D insurance benefits**

Fixed amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	300,000	430,200	350,000	450,000	5
Management	182,500	265,100	270,500	300,000	10
Professional – Sales	-	-	-	-	1
Professional – Non Sales	125,000	182,625	170,000	263,250	8
Para-Professional	62,500	119,455	111,000	135,500	11

Number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	33	38	36	38	42
Management	30	37	36	36	65
Professional – Sales	24	34	36	36	35
Professional – Non Sales	24	34	36	36	67
Para-Professional	24	34	36	36	59

**Table 50. For salary based plans, what is the salary definition used to compute AD&D benefits**

	Percentage of Organizations		No. of Responses
	Base salary	Base salary plus bonus	
All classifications of incumbents	86%	14%	64

**Table 51. AD&D insurance policy coverage**

	Percentage of Organizations		No. of Responses
	24 hours / 365 days	During work time only	
Executives	96%	4%	47
Management	97%	3%	75
Professional – Sales	97%	3%	36
Professional – Non Sales	97%	3%	73
Para-Professional	96%	4%	68

	Percentage of Organizations		No. of Responses
	Worldwide	Within the country only	
Executives	98%	2%	47
Management	99%	1%	75
Professional – Sales	97%	3%	36
Professional – Non Sales	99%	1%	73
Para-Professional	99%	1%	68

**Table 52. Do organizations provide long-term disability benefits in addition to any similar statutory coverage?**

	Percentage of Organizations
Yes	49%
No	51%

Based on 72 responses

**7.4.5. Travel Insurance****Table 53. Do organizations provide travel insurance benefits?**

	Percentage of Organizations
Yes	90%
No	10%

Based on 69 responses

**Table 54. Organizations pay travel insurance for:**

	Percentage or Organizations			No. of Responses
	Employee Only	Employee and spouse	Employee, spouse and children	
Executives	100%	-	-	56
Management	100%	-	-	62
Professional – Sales	100%	-	-	44
Professional – Non Sales	100%	-	-	59
Para-Professional	100%	-	-	53

**Table 55. What does travel insurance cover?**

	Percentage or Organizations		No. of Responses
	Business Only	Business and leisure	
Executives	89%	11%	56
Management	90%	10%	62
Professional – Sales	91%	9%	44
Professional – Non Sales	92%	8%	59
Para-Professional	91%	9%	53

#### 7.4.6. Health Care

**Table 56. Do organizations provide outpatient benefits in addition to statutory requirement?**

	Percentage of Organizations
Yes	96%
No	4%

Based on 72 responses

**Table 57. Do organizations cover Clinical and Dental under outpatient benefits?**

	Clinical	No. of Responses	Dental	No. of Responses
Executives	100%	46	91%	46
Management	100%	73	89%	73
Professional – Sales	100%	34	88%	34
Professional – Non Sales	100%	73	89%	73
Para-Professional	100%	69	88%	69

**Table 58. Who is eligible for outpatient benefits?**

	Percentage of Organizations			No. of Responses
	Employee Only	Employee and Spouse	Employee and Dependents	
Executives	41%	2%	57%	46
Management	34%	1%	64%	73
Professional – Sales	56%	-	44%	34
Professional – Non Sales	42%	1%	56%	73
Para-Professional	46%	1%	52%	69

Dependents include spouse and/or children and/or parents

**Table 59. Do organizations apply a cap to clinical coverage?**

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	52%	48%	46
Management	59%	41%	73
Professional – Sales	53%	47%	34
Professional – Non Sales	62%	38%	73
Para-Professional	59%	41%	69

**Table 60. If organizations apply a cap to clinical expenses, what is the maximum coverage (including dependents covered by the organization)?**

Annual amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	850	1,809	1,500	2,450	23
Management	918	1,769	1,250	2,000	40
Professional – Sales	763	1,522	1,000	1,575	16
Professional – Non Sales	813	1,427	1,000	1,500	42
Para-Professional	800	1,443	1,000	1,500	37

Amount per visit	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	-	-	-	1
Management	-	40	-	-	3
Professional – Sales	-	-	-	-	1
Professional – Non Sales	-	40	-	-	3
Para-Professional	-	35	35	-	4

**Table 61. Full reimbursement of clinical expenses provided by organizations**

	Percentage of Organizations		No. of Responses	
	Employee Coverage	Dependents Coverage	Employee Coverage	Dependents Coverage
Executives	91%	75%	46	28
Management	88%	63%	73	48
Professional – Sales	82%	44%	34	16
Professional – Non Sales	88%	58%	73	43
Para-Professional	90%	69%	69	36

Dependents include spouse and/or children and/or parents

**Table 62. If expenses for clinical treatments are partially covered, what is the percentage of reimbursement covered by organizations?**

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	80%	4	75%	7
Management	80%	9	75%	18
Professional – Sales	80%	6	80%	9
Professional – Non Sales	80%	9	65%	18
Para-Professional	80%	7	80%	11

Dependents include spouse and/or children and/or parents

**Table 63. Is dental benefit a part of clinical benefit?**

	Percentage of Organizations
Yes	31%
No	69%

Based on 62 responses

**Table 64. Do organizations apply a cap to dental coverage?**

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	90%	10%	31
Management	86%	14%	51
Professional – Sales	91%	9%	23
Professional – Non Sales	88%	12%	52
Para-Professional	86%	14%	50

**Table 65. If organizations apply a cap to dental expenses, what is the annual maximum coverage (including dependents covered by the organization)?**

Annual amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	150	223	150	200	28
Management	146	248	150	200	44
Professional – Sales	150	240	150	170	21
Professional – Non Sales	131	239	150	170	46
Para-Professional	133	253	150	200	43

**Table 66. Full reimbursement of dental expenses provided by organizations**

	Percentage of Organizations		No. of Responses	
	Employee Coverage	Dependents Coverage	Employee Coverage	Dependents Coverage
Executives	93%	90%	41	20
Management	88%	74%	64	31
Professional – Sales	83%	62%	30	13
Professional – Non Sales	88%	70%	64	27
Para-Professional	90%	81%	60	26

Dependents include spouse and/or children and/or parents

**Table 67. If expenses for dental treatments are partially covered, what is the percentage of reimbursement covered by organizations?**

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	-	3	-	2
Management	80%	8	80%	8
Professional – Sales	80%	5	80%	5
Professional – Non Sales	80%	8	80%	8
Para-Professional	80%	6	80%	5

Dependents include spouse and/or children and/or parents

**Table 68. Funding of outpatient care**

	Percentage of Organizations		No. of Responses
	Insured	Self-Funded	
Executives	24%	74%	46
Management	23%	75%	73
Professional – Sales	21%	79%	34
Professional – Non Sales	21%	78%	73
Para-Professional	23%	75%	69

**Table 69. If outpatient care is insured, what percentage of the premium does the employee contribute?**

	Employee Coverage	Spouse Coverage	Other Dependents Coverage	No. of Responses
Executives	-	50%	50%	2
Management	-	50%	50%	2
Professional – Sales	-	-	-	-
Professional – Non Sales	-	50%	50%	2
Para-Professional	-	50%	50%	2

**Table 70. Do organizations provide inpatient benefits in addition to statutory requirements?**

	Percentage of Organizations
Yes	97%
No	3%

Based on 72 responses

**Table 71. Who is eligible for inpatient benefits?**

	Percentage of Organizations			No. of Responses
	Employee only	Employee and spouse	Employee and dependents	
Executives	30%	2%	67%	46
Management	31%	1%	68%	74
Professional – Sales	36%	-	64%	36
Professional – Non Sales	42%	1%	57%	74
Para-Professional	39%	1%	60%	70

Dependents include spouse and/or children and/or parents



**Table 72. Do organizations apply a cap to inpatient expenses coverage?**

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	98%	2%	46
Management	99%	1%	74
Professional – Sales	100%	-	36
Professional – Non Sales	100%	-	74
Para-Professional	99%	1%	70

**Table 73. If organizations apply a cap to inpatient expenses, what is the annual maximum coverage (including dependents covered by the organization)?**

Daily room and board	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	245	309	280	388	32
Management	250	298	279	388	50
Professional – Sales	230	269	270	280	25
Professional – Non Sales	230	266	270	280	49
Para-Professional	180	225	200	270	49

Room and board class	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	A2 / 2 bedded	A1+ / A1 / Single bedded	A1+ / A1 / Single bedded	A1+ / A1 / Single bedded	16
Management	A2 / 2 bedded	A2 / 2 bedded	A1+ / A1 / Single bedded	A1+ / A1 / Single bedded	27
Professional – Sales	A2 / 2 bedded	A2 / 2 bedded	A2 / 2 bedded	A1+ / A1 / Single bedded	13
Professional – Non Sales	B1 / 4 bedded	A2 / 2 bedded	A2 / 2 bedded	A1+ / A1 / Single bedded	29
Para-Professional	B1 / 4 bedded	A2 / 2 bedded	A2 / 2 bedded	A1+ / A1 / Single bedded	24

**Table 74. Full reimbursement of inpatient expenses provided by organizations**

	Percentage of Organizations		No. of Responses	
	Full Reimbursement for Employee	Full Reimbursement for Dependents	Employee Coverage	Dependents Coverage
Executives	98%	97%	46	34
Management	96%	96%	74	54
Professional – Sales	97%	100%	36	24
Professional – Non Sales	97%	98%	74	45
Para-Professional	97%	98%	70	45

**Table 75. If expenses for inpatient benefits are partially covered, what is the percentage of reimbursement covered by organizations?**

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	-	1	-	1
Management	-	3	-	2
Professional – Sales	-	1	-	-
Professional – Non Sales	-	2	-	1
Para-Professional	-	2	-	1

Dependents include spouse and/or children and/or parents

**Table 76. Funding of inpatient care**

	Insured	Self-Funded	No. of Responses
Executives	98%	-	46
Management	99%	-	74
Professional – Sales	100%	-	36
Professional – Non Sales	99%	-	74
Para-Professional	97%	-	70

**Table 77. If inpatient care is insured, what percentage of the premium does the employee contribute?**

	Employee Coverage	Spouse Coverage	Other Dependents Coverage	No. of Responses
Executives	64%	50%	50%	18
Management	28%	50%	50%	29
Professional – Sales	-	50%	50%	13
Professional – Non Sales	28%	50%	50%	34
Para-Professional	100%	50%	50%	29

**7.4.7. Share Purchase Plan****Table 78. Do organizations have a share purchase plan?**

	Percentage of Organizations
Yes	17%
No	83%

Based on 69 responses

**Table 79. What is the maximum percentage of monthly base salary that can be used to purchase shares?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	20%	21%	25%	25%	5
Management	21%	22%	25%	25%	6
Professional – Sales	-	23%	-	-	3
Professional – Non Sales	20%	21%	25%	25%	5
Para-Professional	20%	21%	25%	25%	5

**Table 80. What is the overall maximum amount that can be used to purchase shares?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	2,667	-	-	3
Management	-	-	-	-	2
Professional – Sales	-	-	-	-	2
Professional – Non Sales	-	-	-	-	2
Para-Professional	-	-	-	-	1

**Table 81. When shares are purchased, what discount to market value is provided?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	18%	33%	20%	30%	7
Management	18%	33%	20%	30%	7
Professional – Sales	-	39%	20%	-	4
Professional – Non Sales	18%	33%	20%	30%	7
Para-Professional	16%	22%	20%	28%	6

**Table 82. At which stage is the discount of share price applied?**

	Percentage of Organizations				No. of Responses
	At the plan end	At the plan start	Minimum of both	Average of both	
Executives	13%	75%	13%	-	8
Management	14%	71%	14%	-	7
Professional – Sales	25%	75%	-	-	4
Professional – Non Sales	14%	71%	14%	-	7
Para-Professional	17%	67%	17%	-	6

#### 7.4.8. Loans

**Table 83. What are the types of loans provided?**

	Percentage of Organizations
House loan	15%
Car loan	38%
Personal loan	13%
Do not provide	61%

Based on total number of participants (72)

**Table 84. Housing loan entitlement**

Maximum loan amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	250,000	295,000	325,000	362,500	8
Management	250,000	314,615	350,000	400,000	13
Professional – Sales	250,000	314,286	300,000	375,000	7
Professional – Non Sales	262,500	320,714	350,000	400,000	14
Para-Professional	250,000	262,857	250,000	325,000	7

Maximum loan amount as a number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	54	54	-	4
Management	54	56	57	60	6
Professional – Sales	54	55	54	60	5
Professional – Non Sales	54	57	60	60	7
Para-Professional	-	54	54	-	4

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	210	210	240	240	8
Management	120	202	240	240	13
Professional – Sales	240	249	240	240	7
Professional – Non Sales	150	205	240	240	14
Para-Professional	240	221	240	240	7

**Table 85. Car loan entitlement**

Maximum loan amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	50,000	72,643	65,000	77,500	14
Management	50,000	67,292	65,000	80,000	24
Professional – Sales	50,000	54,333	50,000	70,000	15
Professional – Non Sales	50,000	59,880	60,000	70,000	25
Para-Professional	40,000	51,053	50,000	55,000	19

Maximum loan amount as a number of months of salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	12	12	-	4
Management	12	12	12	12	8
Professional – Sales	-	12	12	-	4
Professional – Non Sales	12	12	12	12	8
Para-Professional	12	11	12	12	6

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	60	68	60	78	15
Management	60	69	60	84	28
Professional – Sales	60	68	60	63	16
Professional – Non Sales	60	69	60	84	29
Para-Professional	60	67	60	72	21

**Table 86. Personal loan entitlement**

Maximum loan amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	24,667	-	-	3
Management	4,000	22,750	30,000	32,500	8
Professional – Sales	-	-	-	-	2
Professional – Non Sales	4,000	21,600	30,000	30,000	10
Para-Professional	25,000	26,800	25,000	40,000	5

Maximum loan amount as a number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	-	-	-	2
Management	-	8	6	-	4
Professional – Sales	-	-	-	-	1
Professional – Non Sales	6	7	6	6	5
Para-Professional	-	6	6	-	4

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	39	42	-	4
Management	12	40	48	60	9
Professional – Sales	-	56	-	-	3
Professional – Non Sales	12	37	36	60	11
Para-Professional	30	44	60	60	7

**Table 87. How do organizations subsidize the loan interest?**

House loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	25%	50%	25%	8
Management	38%	38%	23%	13
Professional – Sales	14%	43%	43%	7
Professional – Non Sales	36%	43%	21%	14
Para-Professional	14%	43%	43%	7

Car loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	27%	47%	27%	15
Management	43%	36%	21%	28
Professional – Sales	38%	31%	31%	16
Professional – Non Sales	45%	34%	21%	29
Para-Professional	43%	33%	24%	21

Personal loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	25%	50%	25%	4
Management	44%	44%	11%	9
Professional – Sales	67%	-	33%	3
Professional – Non Sales	36%	55%	9%	11
Para-Professional	57%	14%	29%	7



**Table 88. Do organizations cap the interest subsidy?**

	Percentage of Organizations		No. of Responses
	Yes	No	
House loan	-	100%	12
Car loan	7%	93%	27
Personal loan	-	100%	15

**7.4.9. Discount for Organizations' Products****Table 89. Do organizations grant product discounts?**

	Percentage of Organizations
Yes	13%
No	87%

Based on 69 responses

**Table 90. What is the discount percentage given on an organization's product?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	50%	-	-	3
Management	-	50%	-	-	3
Professional – Sales	-	-	-	-	1
Professional – Non Sales	-	50%	-	-	3
Para-Professional	-	50%	-	-	3

**7.4.10. Training and Education****Table 91. Do organizations have a training and development policy? (E.g. conferences, courses, training courses etc.)?**

	Percentage of Organizations
Yes	97%
No	3%

Based on 68 responses

**Table 92. Do organizations subsidize employees for attaining an additional education qualification (e.g. masters, PhD, etc)?**

	Percentage of Organizations
Yes	69%
No	31%

Based on 67 responses

**Table 93. Subsidy for the cost of attaining an additional education qualification (e.g. Masters, PhD, etc)**

<b>Percentage of total value paid by the organization</b>	<b>25th Percentile</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>	<b>No. of Responses</b>
Executives	80%	88%	100%	100%	28
Management	76%	88%	100%	100%	26
Professional – Sales	78%	89%	100%	100%	19
Professional – Non Sales	75%	87%	100%	100%	25
Para-Professional	76%	86%	100%	100%	22

<b>Fixed amount subsidized by the organization</b>	<b>25th Percentile</b>	<b>Average</b>	<b>Median</b>	<b>75th Percentile</b>	<b>No. of Responses</b>
Executives	8,250	15,707	20,000	20,000	15
Management	8,375	15,006	17,500	20,000	16
Professional – Sales	8,250	14,673	15,000	20,000	15
Professional – Non Sales	8,375	15,006	17,500	20,000	16
Para-Professional	12,000	16,662	20,000	20,000	13

### 7.4.11. Company Cars

**Table 94. Do organizations provide company car benefits to employees?**

	Percentage of Organizations
Yes	24%
No	76%

Based on 70 responses

**Table 95. What are the criteria used for determining the provision of a company car?**

	Percentage of Organizations			No. of Responses
	Status/ Seniority	Business need	Both	
Executives	77%	-	23%	13
Management	33%	11%	56%	9
Professional – Sales	-	43%	57%	7
Professional – Non Sales	-	100%	-	2
Para-Professional	-	-	-	-

**Table 96. What is the typical make and model of the company car provided?**

	Car make and model	No. of Responses
Executives	LEXUS IS250	4
Management	Toyota Camry, Toyota Corolla, Toyota Vios	3
Professional – Sales	Toyota Vios	1
Professional – Non Sales	-	-
Para-Professional	-	-

**Table 97. What is the maximum purchase price?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	121,629	108,875	-	4
Management	-	-	-	-	-
Professional – Sales	-	-	-	-	-
Professional – Non Sales	-	-	-	-	-
Para-Professional	-	-	-	-	-

**Table 98. What is the maximum annual lease cost?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	30,930	34,029	31,740	38,700	7
Management	-	-	-	-	2
Professional – Sales	-	-	-	-	1
Professional – Non Sales	-	-	-	-	-
Para-Professional	-	-	-	-	-

No. of responses refer to the organizations which reported the policy on maximum annual lease cost

**Table 99. Do organizations provide a personal driver for those who are given a company car?**

	Percentage of Organizations
Yes	4%
No	96%

Based on 24 responses

**Table 100. If organizations provide a personal driver for those who are given a company car, which employee groups are eligible for a personal driver?**

	Percentage of Organizations	No. of Responses
Executives	100%	1
Management	100%	1
Professional – Sales	100%	1
Professional – Non Sales	-	-
Para-Professional	-	-

Based on 1 organizations which provided personal driver for those who are given a company car

**Table 101. Do organizations pay for fuel expenses?**

	Percentage of Organizations		No. of Responses
	Business fuel only	All fuel	
Executives	62%	38%	13
Management	75%	25%	12
Professional – Sales	80%	20%	10
Professional – Non Sales	100%	-	3
Para-Professional	-	-	-

**Table 102. Do organizations provide an option for employees to select a car allowance instead of a company car?**

	Percentage of Organizations
Yes	25%
No	75%

Based on 20 responses

**Table 103. Allowance in lieu of a car**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	22,889	28,077	25,782	30,600	18
Management	15,660	20,209	18,000	25,184	9
Professional – Sales	14,715	20,110	18,330	25,650	6
Professional – Non Sales	-	-	-	-	2
Para-Professional	-	-	-	-	-

No. of responses refer to the organizations which reported having the policy of an allowance in lieu of a car

**Table 104. What is the car replacement period policy (no. of years)?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	5	5	5	6	10
Management	-	-	-	-	2
Professional – Sales	-	-	-	-	1
Professional – Non Sales	-	-	-	-	-
Para-Professional	-	-	-	-	-

**Table 105. Do organizations allow employees to purchase the car at the end of the replacement period?**

	Percentage of Organizations
Yes	15%
No	85%

Based on 20 responses

### 7.4.12. Meals

**Table 106. Value of canteen meals and vouchers per employee per year**

	Canteen meals	No. of Responses	Meal voucher	No. of Responses
Executives	360	7	-	-
Management	480	8	-	-
Professional – Sales	366	4	-	-
Professional – Non Sales	480	8	-	-
Para-Professional	480	8	-	-

### 7.4.13. Mobile Phones

**Table 107. How do organizations subsidize handset costs?**

	Percentage of Organizations		No. of Responses
	Full cost	Partial cost	
Executives	100%	-	28
Management	100%	-	32
Professional – Sales	100%	-	18
Professional – Non Sales	100%	-	16
Para- Professional	100%	-	7

**Table 108. What is the maximum subsidy?**

	% of handset cost	No. of Responses	Maximum amount	No. of Responses
Executives	100%	28	500	13
Management	100%	32	380	14
Professional – Sales	100%	18	330	14
Professional – Non Sales	100%	16	380	8
Para-Professional	100%	7	-	3

**Table 109. Monthly subsidy for mobile telephone expenses?**

	Line rental	No. of Responses	Business calls	No. of Responses	Personal calls	No. of Responses
Executives	100%	29	100%	36	100%	7
Management	100%	33	100%	44	100%	11
Professional – Sales	100%	19	100%	29	100%	8
Professional – Non Sales	100%	19	100%	28	100%	7
Para-Professional	100%	8	100%	15	-	2

**Table 110. What is the maximum monthly amount paid for employees' mobile telephone costs?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	35	53	50	64	6
Management	30	69	55	70	10
Professional – Sales	55	147	68	90	5
Professional – Non Sales	20	31	26	30	6
Para-Professional	21	34	30	30	5

**7.4.14. Severance Pay Due to Redundancy****Table 111. Do organizations provide severance pay in addition to statutory requirements?**

	Percentage of Organizations
Yes	69%
No	31%

Based on 67 responses

## 7.5. Cash Compensation Mix Policy

The following table presents the percentage of total remuneration that organizations typically build into base, fixed allowances, variable cash payments, benefits and perquisites. This chart has been designed in such way that you can make quick comparisons between the different position classes and categories.

**Table 112. Do organizations have a compensation mix policy**

	Percentage of Organizations
Yes	56%
No	44%

Based on 72 responses

**Table 113. What is the Guaranteed Pay vs. Variable Pay as percentage of Total Cash\*?**

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	85 : 15	82 : 18	82 : 18	80 : 20	18
Executives	86 : 14	83 : 17	84 : 16	80 : 20	31
Management – Sales	88 : 12	85 : 15	85 : 15	81 : 19	19
Management – Non Sales	88 : 12	85 : 15	85 : 15	82 : 18	39
Professional – Sales	88 : 12	86 : 14	85 : 15	80 : 20	24
Professional – Non Sales	90 : 10	87 : 13	86 : 14	83 : 17	37
Para Professional – White Collar	92 : 8	88 : 12	86 : 14	84 : 16	38
Para Professional – Blue Collar	92 : 8	88 : 12	86 : 14	84 : 16	30