

**Survey Name:** 2018 Singapore TRS  
**Job Family:** Human Resources  
**Job Sub-family:** Human Resources Leadership  
**Job Code:** HRM.01.000.E41  
**Job Title:** Human Resources Leadership - Global Parent/Independent (E4)  
**Job Type:** Core Job

**Refinement:** All Data  
**Scale:** In Whole Numbers  
**Currency:** Singapore Dollar  
**Number of Organizations:** 6  
**Number of Observations:** 6  
**Position Class:** 59-65

\* More than 35% of the rates within the sample are supplied by one organization

\*\* Note only the Mean and Median will be displayed if more than 50% of the incumbents are supplied by one organization

Compensation Element	No. of Orgs	No. of Obs	* / **	Inc Wtd 25th %ile	Inc Wtd Mean	Inc Wtd Median	Inc Wtd 75th %ile
Nbr Months	6	6		12.00	12.33	12.00	13.00
Base (Monthly)	6	6		20,222	29,812	28,767	40,109
<b>Base Salary</b>	<b>6</b>	<b>6</b>		<b>257,201</b>	<b>367,975</b>	<b>345,202</b>	<b>491,607</b>
<b>Base (12 Months)</b>	<b>6</b>	<b>6</b>		<b>242,664</b>	<b>357,750</b>	<b>345,202</b>	<b>481,307</b>
Meal Allowance	0	0		--	--	--	--
Transportation Allowance	1	1	**	--	--	--	--
Job Based Allowances	0	0		--	--	--	--
Phone Allowance	1	1	**	--	--	--	--
Site Allowance	0	0		--	--	--	--
Housing Allowance	1	1	**	--	--	--	--
Children Education Allowance	1	1	**	--	--	--	--
Other Guaranteed Allowance	2	2	**	--	--	--	--
<b>Total Guaranteed Cash Comp</b>	<b>6</b>	<b>6</b>		<b>257,966</b>	<b>397,651</b>	<b>431,202</b>	<b>493,557</b>
STI Target	5	5		66,700	203,876	135,202	375,390
STI Target % of Base	5	5		20.0	50.2	50.0	80.4
Sales Incentive (Target)	0	0		--	--	--	--
Sales Incentive Target % Base	0	0		--	--	--	--
Total STI - Target	5	5		66,700	203,876	135,202	375,390
<b>Total Cash - Target</b>	<b>6</b>	<b>6</b>		<b>339,904</b>	<b>567,548</b>	<b>534,083</b>	<b>716,025</b>
STI Actual	4	4		--	249,521	125,082	--
STI Actual % Base	4	4		--	59.7	48.8	--
Sales Incentive Actual	0	0		--	--	--	--
Sales Incentive Actual % Base	0	0		--	--	--	--
Total STI - Actual	4	4		--	266,259	125,082	--
<b>Total Cash - Actual</b>	<b>6</b>	<b>6</b>		<b>339,904</b>	<b>575,158</b>	<b>463,332</b>	<b>759,557</b>
Full-Value Plans	3	3		--	297,408	--	--
Appreciation Based Plans	0	0		--	--	--	--
Matching to Deferred Compensation	0	0		--	--	--	--
LTI (B-S)	3	3		--	297,408	--	--
LTI % of Base (B-S)	3	3		--	57.1	--	--
<b>TDC Actual (B-S)</b>	<b>6</b>	<b>6</b>		<b>339,904</b>	<b>723,861</b>	<b>534,445</b>	<b>947,056</b>
Flexible Benefit Pkg	4	4		--	5,103	3,106	--
Car Benefit Value	4	4		--	43,500	36,000	--
Car Loan Value	0	0		--	--	--	--
Housing Loan Value	0	0		--	--	--	--
Personal/Renovation Loan	1	1	**	--	--	--	--
Health Benefit (Dental & Vision)	6	6		1,075	1,753	1,851	2,172
Life and Accident Insurance	6	6		1,126	2,138	1,798	3,562
Supplementary Pension	0	0		--	--	--	--
<b>Total Rem - Actual less LTI</b>	<b>6</b>	<b>6</b>		<b>343,562</b>	<b>623,136</b>	<b>510,702</b>	<b>858,166</b>
<b>Total Rem - Actual</b>	<b>6</b>	<b>6</b>		<b>343,562</b>	<b>771,840</b>	<b>581,816</b>	<b>1,045,665</b>
<b>Total Rem - Target less LTI</b>	<b>6</b>	<b>6</b>		<b>343,562</b>	<b>615,527</b>	<b>581,454</b>	<b>814,634</b>
<b>Total Rem - Target</b>	<b>6</b>	<b>6</b>		<b>343,562</b>	<b>764,231</b>	<b>652,567</b>	<b>1,002,133</b>
Age	6	6		49	53	54	57
Tenure - Organization	6	6		3	5	6	7