
CONTENTS

1. EXECUTIVE SUMMARY	<i>1</i>
2. SURVEY METHODOLOGY	<i>29</i>
3. PROFILE OF PARTICIPATING COMPANIES	<i>37</i>
3.1 Industrial Distribution.....	39
3.2 Geographical Distribution.....	41
3.3 Employment Size	42
3.4 Capital Ownership	43
3.5 Annual Sales Turnover	44
3.6 Local/Multinational Companies.....	46
3.7 Average Monthly Turnover Rate of Non Executives	47
3.7.1 Average Monthly Turnover Rate	47
3.7.2 Reasons of Turnover for Executives	50
3.7.3 Measures adopted to retain Executives.....	55
3.7.4 Strategies in retaining Executives.....	58
4. PROFILE OF EXECUTIVES SURVEYED	<i>63</i>
5. SALARY POLICIES & SALARY ADMINISTRATION	<i>75</i>
5.1 Recruitment.....	77
5.1.1 Recruitment of Executives without prior working experience.....	77
5.1.2 Minimum Monthly Basic Salary for Executives without prior working experience	80
5.1.3 Minimum Qualifications and Experience Required.....	93
5.2 Salary Range/Salary Scale.....	106

6. PRODUCTIVITY/PERFORMANCE LINKED SALARY SYSTEM 117

6.1	Salary/Wage Linked to Productivity/Performance	119
6.2	Criteria for Determining the Variable Components of Salary/Wage	125
6.3	Reasons for not linking the Variable Components of Salary/Wage to Productivity/Performance.....	128
6.4	Problems faced in implementing Productivity/Performance Linked Salary/Wage System	131

7. SALARY INCREASE & BONUS FOR EXECUTIVES 2013 135

7.1	Salary Increase.....	137
7.1.1	Criteria used in determining the quantum of Salary Increase	137
7.1.2	Month of granting Salary Increase	142
7.1.3	Salary Increase in 2013	145
7.1.4	Comparison of Salary Increase (2012 - 2013)	148
7.1.5	Types of Salary Increase	151
7.1.6	Performance-Based Salary Increase.....	154
7.1.7	Average Salary Increase based on Positions Surveyed.....	157
7.2	Bonus.....	171
7.2.1	Bonus in 2013	171
7.2.2	Types of Bonus granted.....	177
7.2.3	Criteria Adopted in Awarding Discretionary Bonus.....	180
7.2.4	Quantum of Bonus.....	184
7.2.5	Performance-Based Discretionary Bonus.....	188

7.3 Forecast of Salary Increase and Bonus for 2014.....	192
7.3.1 Forecast of Salary Increase Policy for 2014.....	192
7.3.2 Forecast of Salary Increase for 2014	195
7.3.3 Forecast of Bonus for 2014	198

9. SALARIES OF EXECUTIVES SURVEYED *267*

Top Executive/Management	249
Administration.....	267
Corporate Affairs/Public Relations	291
Legal	303
Research & Development/Information	315
Safety & Security	323
Human Resource	335
Finance	355
Information Technology	393
Sales & Marketing	419
Distribution	461
Production/Technical Services	493
Operation Services	529
Quality Assurance/Control	553
Engineering	571
Property & Construction	623
Hotel/Restaurant/Entertainment.....	641

10. LIST OF PARTICIPATING COMPANIES *654*