

**SKILLS FRAMEWORK FOR HUMAN RESOURCE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

|                                    |   |                |                |  |   |   |
|------------------------------------|---|----------------|----------------|--|---|---|
| <b>TSC Category</b>                | Workforce Engagement  |                |                |  |   |   |
| <b>TSC</b>                         | Executive Remuneration Management   |                |                |  |   |   |
| <b>TSC Description</b>             | Manage the design and implementation of executive remuneration for executives of the organisation |                |                |  |   |   |
| <b>TSC Proficiency Description</b> | <b>Level 1</b>  | <b>Level 2</b> | <b>Level 3</b> | <b>Level 4</b>   | <b>Level 5</b>  | <b>Level 6</b>  |
|                                    |   |                |                | <b>HRS-HRM-4018-1.1</b>  | <b>HRS-HRM-5018-1.1</b>   | <b>HRS-HRM-6018-1.1</b>   |
|                                    |   |                |                | Implement executive remuneration programmes and processes  | Develop executive remuneration programmes and processes   | Direct the design and refinement of executive remuneration programmes and processes   |
| <b>Knowledge</b>                   |   |                |                | <ul style="list-style-type: none"> <li>Industry benchmarks in executive remuneration practices</li> <li>Types of vehicles for executive remuneration</li> <li>Components of an executive remuneration programme</li> <li>Types of key performance indicators (KPIs) tied to executive remuneration</li> <li>Techniques to measure performance against KPIs</li> <li>Taxation considerations related to executive remuneration</li> <li>Legal and ethical considerations related to executive remuneration</li> </ul> | <ul style="list-style-type: none"> <li>Key considerations in defining key performance indicators (KPIs)</li> <li>Features of different executive remuneration models and vehicles</li> <li>Types of settlement and vesting mechanisms for executive remuneration</li> <li>Market trends and developments related to executive remuneration management</li> <li>Organisational priorities</li> </ul> | <ul style="list-style-type: none"> <li>Relationship between executive remuneration and organisational strategies</li> <li>Success indicators and methods for measuring the effectiveness of executive remuneration programmes</li> <li>Types of financial analysis for evaluating executive remuneration</li> </ul> |
| <b>Abilities</b>                   |   |                |                | <ul style="list-style-type: none"> <li>Review market practices and benchmarks in executive remuneration</li> <li>Identify typical KPIs used for companies' senior executives</li> <li>Implement executive remuneration</li> </ul>  | <ul style="list-style-type: none"> <li>Review organisation's strategies and core business to identify requirements of executive job roles</li> <li>Define executive job roles' KPIs in line with the organisation's short and long term goals</li> <li>Compare executive</li> </ul>   | <ul style="list-style-type: none"> <li>Determine the organisation's executive remuneration philosophy</li> <li>Establish key objectives of the organisation's executive remuneration programmes</li> <li>Determine eligibility for executive remuneration</li> </ul>  |

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|  |  |  |  | <p>programmes which were developed based on the remuneration philosophy</p> <ul style="list-style-type: none"> <li>• Monitor executives' performance against KPIs set</li> <li>• Translate performance levels achieved into remuneration levels</li> <li>• Verify executive remuneration calculations and documentation</li> <li>• Identify gaps in executive remuneration programmes and processes</li> </ul> | <p>remuneration pay levels against benchmarks</p> <ul style="list-style-type: none"> <li>• Establish details of executive remuneration programmes in accordance with organisation's remuneration philosophy</li> <li>• Communicate the executive remuneration programmes to key stakeholders to obtain support</li> <li>• Monitor external influences and trends that may impact executive remuneration programmes</li> <li>• Recommend improvements to executive remuneration programmes and processes</li> </ul> | <p>programmes</p> <ul style="list-style-type: none"> <li>• Endorse KPIs for executive roles</li> <li>• Secure buy-in from senior stakeholders on executive remuneration programmes and processes</li> <li>• Define criteria to evaluate the effectiveness of executive remuneration programmes and processes</li> <li>• Evaluate business viability and feasibility of executive remuneration programmes and recommended changes</li> <li>• Lead the refinement of executive remuneration programmes, policies and processes</li> </ul> |
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