

RECRUITMENT LEVELS ACROSS MALAYSIA ARE EXPECTED TO REMAIN FAIRLY SUBDUED IN 2017, WITH MOST HIRING ACTIVITY IN REVENUE-GENERATING ROLES ACROSS FINANCIAL SERVICES AND THE TECHNOLOGY SECTOR. ONGOING ECONOMIC UNCERTAINTY MEANS PROFESSIONALS WILL BE CAUTIOUS ABOUT CHANGING JOBS.

## 2016 INSIGHT

In 2016, employers adopted a cautious approach to recruitment, with some even freezing hiring. Headcount was only increased for business critical hires and even these roles were subject to additional rounds of approval.

However, there were several positive hiring trends. For example, a number of e-commerce start-ups established businesses in Malaysia, creating more job opportunities for IT professionals. SMEs also continued to recruit for new roles as they diversified into new industries. In addition, traditional businesses, such as financial services and insurance, improved their security practices to safeguard their organisations against security hacks, driving strong demand for cyber security professionals. Revenue generators, such as licensed investment specialists and licensed treasury

sales specialists, were also highly sought after across financial services.

As retailers moved their businesses to online or mobile platforms, there was demand for professionals with niche technology skills such as user experience and user interface (UX/UI) designers. The talent shortage in this market meant that fully-qualified candidates expected higher salaries. This was a challenge for hiring managers who had to secure the best talent on tight budgets.

Businesses also continued to recognise the importance of the HR function and HR hiring levels were stable in 2016 as hiring managers focused on filling replacement roles.

## 2017 EXPECTATIONS

In 2017, we expect that most businesses will continue to maintain or possibly even reduce headcount across non-critical areas. In particular, market conditions will continue to be challenging for the oil and gas, electrical and electronic manufacturing sectors. However, there is a more positive picture for the shared services industry, which will experience growth, as more companies set up regional and global hubs for their supply chain and procurement centres.

Hiring activity is expected to remain strong in digital marketing and e-commerce throughout 2017 with the expansion of new businesses. As a result, technology professionals with good programming skills will continue to be in demand.

Candidates with proven track records in revenue-generating roles who can demonstrate career stability and loyalty to employers will also continue to be highly sought after. Meanwhile, in the financial services sector, tax consultants, compliance, and risk and governance professionals, will also be in demand.

As employees remain cautious about changing jobs, employers will have to offer competitive salaries and respond to candidates who receive counter-offers from current employers. To secure the best people we recommend that employers streamline their recruitment process. Those employers hoping to retain top talent, will need to provide high performing staff with clear career progression paths.



Hiring activity is expected to remain strong in digital marketing and e-commerce as new businesses expand in 2017. Technology professionals with good programming skills will continue to be in demand.



## KEY FINDINGS

The shared services industry will experience growth as more companies set up their regional and global hubs for supply chain and procurement centres.

Hiring activity is expected to remain strong in digital marketing and e-commerce throughout 2017 with the expansion of new businesses.

Employers will have to be more strategic about hiring highly skilled specialists by offering them competitive salaries and responding to candidates who receive counter-offers from current employers.

**+ 25%** (AJI)

Year-on-year increase in advertised roles in **legal & compliance**

**+ 13%** (AJI)

Year-on-year increase in advertised roles in **human resources**



Overseas Malaysian professionals interested in returning home

(Whitepaper)

### THE MAIN SECTORS RETURNING MALAYSIANS ARE KEEN TO WORK IN:

- 1 Accounting & finance
- 2 Banking & financial services
- 3 Supply chain, procurement & logistics

AJI: Robert Walters Asia Job Index, Q3 2015 v Q3 2016.  
Whitepaper: Robert Walters 'Returning Asian Talent' 2015.

# OVERVIEW

## ACCOUNTING & FINANCE

Hiring activity for accounting and finance was cautious in 2016, due to stringent regulatory processes and selection criteria in a market where employers were in control. A number of sectors, including oil & gas operators and downstream & upstream businesses, were also affected by the dip in global oil prices and reduction in their marginal profits.

Recruitment is expected to remain steady in 2017, in line with the Malaysian Government's initiative to spend cautiously to avoid any risk of sovereign outlook or credit rating downgrade. Sectors such as FMCG, manufacturing, healthcare, retail and services will be limited mainly to hiring replacements.

A series of layoffs in late 2015, and early 2016, resulted in a huge influx of finance professionals from the commercial sector seeking opportunities in the shared services industry. As shared services companies expand their businesses in Malaysia, employers will continue to recruit for specialist talent such as migration or PMO experts to support new migrations and functions.

Accountants with experience working for publicly listed firms will be valued by most local listed companies. Tax, treasury and FP&A professionals will also be in demand due to the limited talent pool in the market.

To motivate and retain staff, employers should aim to provide good remuneration packages, flexible working hours, training opportunities and regional exposure. Jobseekers can expect substantial salary rises of 20% or more in 2017.

## BANKING & FINANCIAL SERVICES

### FRONT OFFICE

The recruitment market for client-facing and revenue-generating roles started slowly in 2016 but gained momentum in the second half of the year. Hiring for middle to senior level candidates was mainly for replacement positions and banks offered rises of 15-25% in basic salary for job movers in this area. This is set to continue in 2017. Recruitment also picked up in the second half of 2016 for roles in relationship management, wealth management, digital banking and transaction banking.

As banks continue to streamline their businesses and focus more on replacement recruitment, hiring for traditional front office bankers will slow down in 2017. In investment banking, weak capital market activity hampered revenue and earnings growth in both the equity and bond markets. This affected the levels of recruitment for roles in corporate finance, equity capital market and debt capital markets.

Established banks and financial services firms revamped their systems in 2016, driving demand for retail online banking sales and distribution specialists in the fintech and electronic banking space – this will continue in 2017.

Wealth management has seen a growing demand for licensed investment specialists, especially those with the ability to provide qualified advisory services to high net worth individuals. Similarly, in treasury markets, the demand for licensed treasury sales specialists, especially in the corporate sales segment, has increased. The smaller foreign players also

started to strengthen their teams to provide fully-fledged treasury services.

Jobseekers with expertise in developing and enhancing Islamic asset management products in both equity and fixed income will be highly sought after in Malaysia's Islamic asset management industry, which values continuous product innovation. As a result, demand for Shariah-compliant product specialists and institutional sales specialists will increase in 2017. Due to the limited talent pool in this area, experienced professionals will expect a salary rise of at least 25%.

Since the talent pool remains rather limited, experienced revenue generators such as private bankers, institutional sales specialists in asset management, senior relationship managers and treasury sales specialists, will be in strong demand. Professionals can expect a 25% salary rise when moving to another organisation.

### MIDDLE & BACK OFFICE

The introduction of new banking regulations and stricter compliance monitoring from central banks had a direct effect on recruitment in 2016. Hiring activity for middle and back office functions was strong as project managers and strategists from reputable consulting firms were highly sought after. Risk management professionals with niche expertise were also in demand.

Overall we expect high levels of recruitment in 2017, especially for mid to senior level positions, as well as increased salary offers for those moving roles. For example, mid to senior level professionals in cash and treasury operations can expect at least 20% higher salaries.

## KEY TRENDS

- ▶ Accountants with experience working for publicly listed firms will be valued by most local listed companies. Tax, treasury and FP&A professionals will also be in demand due to the limited talent pool in the market.
- ▶ HR talent with analytical capabilities who can understand trends and make sound business decisions based on data, will be in demand.
- ▶ Malaysia remains the top choice for foreign direct investment (FDI) as new factories in chemical, mining, automotive and FMCG set up their businesses in the country. To meet the market demand, manufacturing industries will be recruiting for key mid-level management positions.
- ▶ Mobile developers for iOS and Android will continue to be in high demand as the popularity of mobile as a digital platform increases.

Employers will also be looking to hire more credit risk modellers with six to eight years' experience, in preparation for the introduction of FRS 9 Loan Impairment regulation.

With the general bearish equity and debt capital market, banks will be looking to hire more professionals with non-traded market risk experience to manage their capital and liquidity risks. As banks work towards maximising productivity and lowering operating costs, jobseekers who are willing to take on extra responsibilities will be viewed favourably by hiring managers.

The de-tariff measures introduced by Bank Negara Malaysia (the Central Bank of Malaysia), means that insurance companies will have to split their life and general insurance businesses and operate them under separate licences. This, in turn will drive a focus on maximising productivity. To prepare for such important market changes, hiring managers will be strengthening their actuarial and data analytic capabilities in 2017. Professionals with relevant experience can expect significantly higher salaries, with rises of 15-25% not unusual.



Financial institutions will also focus more on retaining their employees and developing junior talent internally.

## ENGINEERING

Malaysia remains the top choice for foreign direct investment (FDI) as new factories in chemical, mining, automotive and FMCG set up their business in the country. To meet market demand, manufacturing industries continued to recruit key mid-level management positions, mainly in the areas of health, safety and environment (HSE), production, quality and maintenance.

For the first half of 2016, the job market for engineering was fairly subdued. However, hiring levels improved in the third quarter, with employers recruiting for both new headcount and replacement positions. We expect this trend to continue in 2017.

Malaysians with regional overseas experience continue to be highly valued and employers should consider offering competitive salaries to attract returning talent. Focusing on career progression, employee engagement and non-monetary forms of recognition will also help to secure the best candidates.

Salary increases for those remaining at their current companies are estimated to be in the range of 4-7% in 2017 but higher ranges should be considered to retain top talent. Top-calibre candidates moving to different companies are likely to be paid 18-25% more than in their previous role.

## HUMAN RESOURCES

Hiring levels were stable in 2016 as hiring managers focused on filling replacement roles. Fewer new positions were created and HR professionals were more cautious about changing jobs, placing increasing value on job security. However, there were some new job opportunities across the SME sector as these businesses were less affected by the economic downturn compared to multinational corporations.

In 2017, we anticipate sustained hiring of HR talent across various industries, with the majority being for replacement roles. HR professionals with the analytical capabilities to make sound business decisions based on data, will be in demand. Hiring managers will also value professionals who are strategic, dynamic and resilient enough to weather organisational changes. Companies will also be seeking candidates skilled in compensation and benefits, and organisational design.

To recruit the right employees, potential employers need to create a positive experience during interviews as the best candidates may still be considering multiple offers. Companies will also need to work on building and maintaining strong employer branding to attract top talent who evaluate job prospects holistically.

We anticipate a number of key trends in 2017. For example, companies will place more emphasis on promoting internal talent as they implement talent retention strategies aimed at creating better career opportunities for existing employees. In addition, hiring managers will be engaging potential management trainees from top universities, as they tend to stay longer with an organisation in comparison to more experienced hires. We also expect companies to invest in and use technology and online platforms as recruitment tools to drive efficient processes and systems.

# OVERVIEW

Job movers can expect salary increases of 20% and above, while those staying with their current employers could be paid 3-8% more.

## INFORMATION TECHNOLOGY

Start-ups and small and medium-sized enterprises (SMEs) drove demand for IT professionals in Malaysia in 2016. In particular, mobile developers for iOS and Android will continue to be in high demand as the popularity of mobile as a digital platform increases. To retain the best, hiring managers will need to give mobile developers key opportunities to lead creative projects. User experience and user interface (UX/UI) designers will also be hired in significant numbers to provide consumers with a quick and seamless online experience.

As digital, mobile and e-commerce related companies expand their businesses, there will be an increase in the number of employers recruiting mobile engineers and software developers in 2017. Companies will continue to strengthen their security practices to prevent security and information breaches. Cyber security professionals will be highly sought across a number of industries, but especially in the banking sector. Software developers and cyber security experts can expect significant salary rises of up to 25% when moving jobs in 2017.

The digital space experienced rapid growth in Malaysia as most organisations are now utilising digital channels to grow their business. As a result, there will be an increase in job opportunities for IT digital project managers and business analysts, as organisations turn to project management to deliver the results they need.

We predict that companies will be keen to hire IT professionals throughout 2017 and organisations from a range of sectors will be competing for IT talent. To secure the best employees, hiring managers will need to streamline their recruitment process as highly experienced jobseekers are expected to receive multiple offers.

The talent pool will be limited in 2017 so we advise companies to consider professionals

who may not have the precise experience they require, but who have a computer science degree, as well as software engineering and programming skills. To retain their current employees, we recommend that hiring managers provide regular training to upgrade their employees' skills. They should also offer structured development programmes and clearly defined career paths.

In 2016, jobseekers securing new roles benefited from a pay rise of 15-20% and this trend will continue in 2017.

## LEGAL & COMPLIANCE

Hiring activity was mainly centred on filling replacement positions across the financial services and commerce sectors in 2016. However, the introduction of new regulations led to a spike in demand for compliance professionals, particularly for anti-money-laundering/counter-financing terrorism (AML/CFT) functions in 2016, and we expect this demand to continue in 2017.

With the growing importance of AML/CFT functions in safeguarding financial institutions, candidates with specialist skills in transaction monitoring, subject matter expert advisory, policy development and training, will continue to be in high demand.

Following the recent enactment of the Companies Act, there will be an increasing need for more corporate secretarial support, especially for financial institutions and publicly listed companies. Qualified and licensed secretaries with a minimum of eight years' experience will be highly sought after.

Banks will continue to be prudent with their budgets and hiring managers will focus on retaining staff by offering monetary incentives and improving their career development. When recruiting new employees, hiring managers will also need to be mindful of potential counter-offers from the candidate's existing employer.

Following a relatively quiet year for recruitment in 2016, the job market for licensed company secretaries and AML/CFT compliance talent will improve in 2017. We also anticipate increasing

interest from overseas Malaysian professionals with experience in legal and compliance, returning home to find a new role.

With rising inflation and GST costs, jobseekers will expect pay rises when they change jobs in 2017. Hiring managers, especially those working to tight budgets, will be more successful in their hiring processes if they place greater emphasis on the candidate's work attitude and personality, instead of technical skills which can be developed later. To secure the right person, employers should also consider higher remuneration packages as jobseekers will expect salary rises of 20-25% in 2017.

## SALES & MARKETING

In 2016, the growth in the food & beverage and retail sector resulted in increased demand for mall management talent with experience in leasing and operations, store/outlet managers and operation managers. However, hiring activity for local marketing positions in the retail fashion sector remained stagnant because businesses tended to run their brand strategy operations from regional offices.

As FMCG companies sought to increase sales revenue through export and online sales, there was increased demand for regional sales professionals and digital/e-commerce talent. However, there could be a mismatch between the salary expectations of jobseekers (who are hoping for higher salaries in 2017) and hiring budgets, which might not follow suit. In 2016, FMCG companies also focused on hiring more mid-management level positions. This trend is set to continue in 2017 as local manufacturing businesses are keen to expand their presence overseas and increase revenue.

In 2017, marketing professionals in the FMCG and retail sector will be expected to have social media management or programmatic buying skills. However, there will be a shortage of professionals with digital marketing experience, meaning jobseekers with these niche skills are likely to be paid up to 30% more when they move to a new employer. Other professionals switching jobs in these sectors can expect salary rises of 15-20%.

In the industrial marketing sector, recruitment started slowly in the first half of 2016. Hiring activity picked up pace in the latter part of the year, with a spike in replacement positions once bonuses had been paid out in August. Businesses in Malaysia will remain cautious about hiring and employees will be equally cautious about moving to new roles as more manufacturing companies consider moving offices to Thailand or Vietnam in 2017. However, companies will still need to recruit sales and business development roles, so jobseekers with these skills can look forward to a more promising outlook. Professionals who take on a new role will be paid salaries that are 15-20% higher.

Hiring activity across the professional services sector slowed down slightly in 2016 as employers froze headcount and the hiring process extended for those roles that were recruited. In comparison, hiring took place across digital and e-commerce as more start-ups set up in Malaysia. With the upcoming launch of the National E-commerce Strategic Roadmap (NESR), the e-commerce market is expected to boom in 2017. This will drive up demand for digital marketing professionals including sales managers, accounts managers and marketing

managers with SEO, SEM and Google Analytics experience.

To retain key talent, hiring managers should provide employees with clear career advancement plans, regional exposure, portfolio expansion and training opportunities. To gain access to a wider pool of talent we also advise hiring managers to consider high potential professionals who are a good cultural fit for the business. Job movers with niche skills can expect their salary to rise by 25-30%.

#### SUPPLY CHAIN, LOGISTICS & PROCUREMENT

Following a cautious approach to recruitment in early 2016, hiring activity gained momentum from the middle of the year, led by an increase in professionals looking for new opportunities. We saw a shift from the traditional FMCG market, with more key hires in the third party logistics, pharmaceuticals and medical devices industries. Employers were mainly hiring for business critical functions such as supply chain, procurement, planning, logistics and order management positions, in mid to senior level positions.

Companies will find it challenging to attract talent in 2017. This is a result of organisations

strengthening their employee retention policies by providing current staff with retention bonuses and progression opportunities into larger or regional roles.

As the shared service sector gains momentum with companies expanding or new start-ups emerging, professionals experienced in order management and procurement will be in demand. There will also be more regional positions available as many organisations establish regional bases in Malaysia instead of Singapore or Hong Kong. We believe that recruitment levels will remain strong in 2017, with job movers expecting salary rises of at least 15%.

#### TECHNICAL HEALTHCARE

Budget constraints and headcount cuts resulted in reduced levels of hiring in 2016, particularly for mid to senior level positions. However, hiring for junior level roles remained steady as professionals at this level continued to move jobs in 2016.

Looking ahead to 2017, professionals with specialist skills will be in demand. As companies launch new products, candidates with regulatory affairs experience will be particularly sought after. With compliance becoming an area of focus, more experienced medical affairs professionals will be in demand. There will also be increasing competition among employers to hire product managers, medical affairs managers, regulatory affairs managers and quality assurance managers.

If companies want to attract the best talent, we advise hiring managers to provide clear career progression paths and promote company values and culture. To retain staff, hiring managers should increase employees' career exposure by giving them opportunities to pursue cross-functional projects or possible international placements.

As companies continue to focus on reducing costs and streamlining recruitment processes, more businesses will consider measures like recruitment process outsourcing (RPO) in 2017 and beyond. However, despite the move to adopt cost saving measures, employers are still expected to offer salary rises of 15-25% for professionals with niche expertise.



# MALAYSIA

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
<b>Finance</b>		
Chief Financial Officer	336 - 540k	<b>360 - 600k</b>
Head of Shared Services	336 - 540k	<b>360 - 600k</b>
Finance Director - MNC	300 - 420k	<b>300 - 420k</b>
Finance Director - SME	240 - 300k	<b>240 - 300k</b>
Financial Controller - MNC	216 - 300k	<b>240 - 300k</b>
Head of Functions - RTR, OTC, PTP	216 - 330k	<b>220 - 360k</b>
Financial Controller - SME	180 - 240k	<b>216 - 264k</b>
Senior Finance Manager	144 - 240k	<b>180 - 240k</b>
FP&A Manager	120 - 216k	<b>144 - 216k</b>
Corporate Finance Manager	120 - 216k	<b>144 - 216k</b>
Finance Manager/Team Lead	96 - 180k	<b>120 - 180k</b>
<b>Accounting &amp; Taxation</b>		
Tax Manager	145 - 216k	<b>145 - 216k</b>
Credit Controller	96 - 192k	<b>96 - 180k</b>
Internal Auditor - Manager	96 - 144k	<b>96 - 180k</b>
Cost Controller	96 - 180k	<b>108 - 180k</b>
Accountant	60 - 108k	<b>60 - 120k</b>
AP/AR Analyst	54 - 96k	<b>54 - 96k</b>
<b>Analyst</b>		
Senior Financial/Business Analyst	85 - 120k	<b>96 - 144k</b>
Financial/Business Analyst	60 - 96k	<b>60 - 108k</b>
<b>Treasury</b>		
Treasury Manager	150 - 192k	<b>144 - 192k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Global Markets</b>						
Treasury Sales	72 - 192k	<b>78 - 192k</b>	192 - 360k	<b>192 - 360k</b>	360k+	<b>360k+</b>
Treasury Trader	72 - 180k	<b>78 - 192k</b>	180 - 264k	<b>192 - 360k</b>	264k+	<b>360k+</b>
<b>Investment Banking</b>						
Corporate Finance	72 - 144k	<b>72 - 144k</b>	144 - 264k	<b>144 - 264k</b>	264k+	<b>264k+</b>
Debt/Equity Capital Markets	72 - 144k	<b>72 - 156k</b>	144 - 264k	<b>156 - 300k</b>	264k+	<b>300k+</b>
<b>Investment Management</b>						
Private Equity	96 - 240k	<b>96 - 240k</b>	240 - 360k	<b>240 - 360k</b>	360k+	<b>360k+</b>
Fund Manager	84 - 180k	<b>84 - 180k</b>	180 - 300k	<b>180 - 300k</b>	300k+	<b>300k+</b>
Research Analyst	84 - 180k	<b>84 - 180k</b>	180 - 300k	<b>180 - 300k</b>	300k+	<b>300k+</b>
<b>Retail Banking</b>						
Retail Sales and Distribution	66 - 90k	<b>66 - 96k</b>	90 - 192k	<b>96 - 192k</b>	192k+	<b>192k+</b>
Retail Products	48 - 96k	<b>66 - 96k</b>	96 - 240k	<b>96 - 192k</b>	240k+	<b>240k+</b>
<b>Transaction Banking</b>						
Cash Management	54 - 96k	<b>60 - 96k</b>	96 - 240k	<b>96 - 240k</b>	240k+	<b>240k+</b>
Trade Finance	54 - 96k	<b>60 - 96k</b>	96 - 240k	<b>96 - 240k</b>	240k+	<b>240k+</b>
<b>Wealth Management</b>						
Wealth Management Products	60 - 96k	<b>60 - 96k</b>	96 - 240k	<b>96 - 240k</b>	240k+	<b>240k+</b>
Premier/Priority Banking (RM)	60 - 96k	<b>60 - 96k</b>	96 - 180k	<b>96 - 180k</b>	180k+	<b>180k+</b>
<b>Wholesale Banking</b>						
Corporate Banking (RM)	55 - 114k	<b>55 - 120k</b>	114 - 240k	<b>120 - 240k</b>	240k+	<b>240k+</b>
Commercial Banking (RM)	55 - 102k	<b>55 - 108k</b>	102 - 180k	<b>108 - 180k</b>	180k+	<b>180k+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
<b>Banking Operations</b>						
Cash Management	54 - 108k	<b>60 - 120k</b>	108 - 156k	<b>120 - 180k</b>	156k+	<b>180k+</b>
Treasury Operations	54 - 108k	<b>60 - 120k</b>	108 - 156k	<b>120 - 180k</b>	156k+	<b>180k+</b>
Credit Administration	54 - 96k	<b>54 - 96k</b>	96 - 120k	<b>96 - 120k</b>	120k+	<b>120k+</b>
<b>Finance</b>						
Strategic Planning & Analysis	72 - 168k	<b>84 - 180k</b>	150 - 222k	<b>168 - 240k</b>	222k+	<b>240k+</b>
Financial Control & Tax	78 - 162k	<b>78 - 162k</b>	162 - 222k	<b>168 - 240k</b>	222k+	<b>240k+</b>
Fund Accounting	60 - 108k	<b>60 - 108k</b>	108 - 180k	<b>108 - 180k</b>	180k+	<b>180k+</b>
<b>Insurance</b>						
Actuarial	72 - 120k	<b>72 - 144k</b>	96 - 204k	<b>144 - 240k</b>	204k+	<b>240k+</b>
Bancassurance	60 - 100k	<b>60 - 100k</b>	100 - 215k	<b>100 - 215k</b>	215k+	<b>215k+</b>
Claims	48 - 102k	<b>48 - 102k</b>	96 - 144k	<b>96 - 156k</b>	144k+	<b>156k</b>
Insurance Operations	48 - 102k	<b>48 - 102k</b>	96 - 144k	<b>96 - 168k</b>	144k+	<b>168k+</b>
Underwriting	48 - 102k	<b>48 - 102k</b>	96 - 144k	<b>96 - 168k</b>	144k+	<b>168k+</b>
Product Development	44 - 105k	<b>44 - 105k</b>	96 - 180k	<b>96 - 180k</b>	180k+	<b>180k+</b>
<b>Internal Audit</b>						
Investment Banking/Treasury	78 - 162k	<b>82 - 168k</b>	162 - 204k	<b>168 - 204k</b>	204k+	<b>210k+</b>
Credit Audit	72 - 150k	<b>72 - 150k</b>	150 - 204k	<b>150 - 210k</b>	204k+	<b>210k+</b>
Branch/Corporate Services	70 - 144k	<b>70 - 144k</b>	144 - 198k	<b>144 - 198k</b>	180k+	<b>198k+</b>
Project Management						
Project/Change Management	78 - 156k	<b>78 - 132k</b>	150 - 240k	<b>150 - 240k</b>	240k+	<b>240k+</b>
Process Re-engineering	78 - 144k	<b>78 - 144k</b>	144 - 216k	<b>144 - 216k</b>	216k+	<b>216k+</b>
<b>Risk Management</b>						
Market Risk	78 - 168k	<b>78 - 168k</b>	168 - 222k	<b>168 - 234k</b>	222k+	<b>234k+</b>
Operations Risk	78 - 162k	<b>78 - 168k</b>	162 - 220k	<b>168 - 228k</b>	220k+	<b>228k+</b>
Credit Risk	78 - 156k	<b>78 - 156k</b>	156 - 216k	<b>156 - 222k</b>	216k+	<b>222k+</b>

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# MALAYSIA

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
<b>Engineering</b>		
General Manager	240 - 360k	<b>240 - 360k</b>
Operations Manager/Director	240 - 360k	<b>240 - 360k</b>
Quality Director	240 - 300k	<b>240 - 324k</b>
HSE Director	240 - 300k	<b>240 - 324k</b>
Plant Manager	168 - 252k	<b>168 - 300k</b>
Project Manager/Senior Manager	132 - 228k	<b>120 - 240k</b>
HSE Manager/Senior Manager	120 - 168k	<b>120 - 240k</b>
Production Manager/Senior Manager	108 - 180k	<b>96 - 180k</b>
Maintenance Manager/Senior Manager	96 - 216k	<b>96 - 216k</b>
Continuous Improvement Mgr/Senior Mgr	96 - 240k	<b>96 - 240k</b>
Quality Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Facilities Manager/Senior Manager	72 - 180k	<b>72 - 180k</b>
R&D Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Application Technologist/Manager	72 - 120k	<b>72 - 120k</b>
Civil & Infrastructure Engineer	96 - 120k	<b>96 - 120k</b>
Project Engineer	84 - 120k	<b>60 - 120k</b>
Maintenance/Service Engineer	48 - 96k	<b>48 - 96k</b>
Chemist	48 - 72k	<b>48 - 72k</b>

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# MALAYSIA

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017
HR Director			300 - 490k	<b>300 - 700k</b>
Compensation & Benefits	110 - 195k	<b>110 - 240k</b>	190 - 350k	<b>190 - 480k</b>
Talent Management	110 - 185k	<b>110 - 216k</b>	185 - 256k	<b>185 - 360k</b>
HR Business Partner	110 - 180k	<b>96 - 180k</b>	180 - 240k	<b>180 - 300k</b>
Organisation Development	108 - 190k	<b>108 - 190k</b>	190 - 336k	<b>190 - 360k</b>
HR Manager	96 - 168k	<b>96 - 168k</b>	168 - 264k	<b>168 - 264k</b>
Talent Acquisition	90 - 150k	<b>90 - 150k</b>	150 - 220k	<b>150 - 240k</b>
HR Information Systems (HRIS)	84 - 132k	<b>84 - 132k</b>	132 - 168k	<b>132 - 168k</b>
Learning & Development	84 - 114k	<b>84 - 144k</b>	144 - 180k	<b>144 - 300k</b>
Industrial Relations/Employee Relations	72 - 108k	<b>72 - 108k</b>	120 - 240k	<b>120 - 240k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
Medical Affairs Manager	120 - 180k	<b>120 - 180k</b>
Market Access Manager	96 - 180k	<b>120 - 180k</b>
Clinical Research Manager	96 - 156k	<b>120 - 156k</b>
Regulatory Affairs Manager	96 - 156k	<b>96 - 156k</b>
QA/QC Manager	96 - 144k	<b>96 - 144k</b>
SFE Manager	84 - 132k	<b>96 - 144k</b>
Medical Scientific Liaison	72 - 108k	<b>72 - 108k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
<b>ERP</b>		
Consultant - Functional	100 - 216k	<b>100 - 216k</b>
Consultant - Technical	100 - 216k	<b>100 - 216k</b>
Support Analyst	72 - 108k	<b>72 - 108k</b>
<b>Management/Functional</b>		
Chief Technology Officer	350 - 540k	<b>360 - 600k</b>
IT Director	280 - 420k	<b>280 - 420k</b>
Program Manager	216 - 336k	<b>240 - 360k</b>
Project Manager	210 - 360k	<b>210 - 360k</b>
Service Delivery Manager	120 - 280k	<b>144 - 300k</b>
IT Business Analyst	72 - 120k	<b>72 - 144k</b>
<b>Software Development &amp; Digital</b>		
Development/Digital Manager	150 - 300k	<b>150 - 300k</b>
Solution Architect	120 - 192k	<b>180 - 324k</b>
Test Manager	120 - 156k	<b>150 - 180k</b>
Software Engineer/Developer	85 - 144k	<b>85 - 180k</b>
<b>Infrastructure &amp; Security</b>		
Infrastructure Manager	120 - 240k	<b>120 - 240k</b>
IT Security Manager	100 - 180k	<b>120 - 180k</b>
IT Auditor	85 - 144k	<b>96 - 180k</b>
Cyber Security Engineer	96 - 260k	<b>96 - 260k</b>
Server/Database Administrator	60 - 108k	<b>60 - 108k</b>
<b>IT Sales</b>		
Sales Director	180 - 360k	<b>300 - 420k</b>
Pre-sales Manager	72 - 120k	<b>120 - 180k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	1 - 4 YRS' PQE		5 - 8 YRS' PQE		8+ YRS' PQE	
	2016	2017	2016	2017	2016	2017
<b>Commerce &amp; Industry</b>						
Manufacturing/Engineering	54 - 90k	<b>54 - 90k</b>	90 - 186k	<b>90 - 192k</b>	186k+	<b>192k+</b>
Pharmaceutical/Chemical	54 - 90k	<b>54 - 96k</b>	90 - 174k	<b>96 - 174k</b>	174k+	<b>174k+</b>
Contracts Manager	48 - 84k	<b>48 - 90k</b>	84 - 162k	<b>90 - 164k</b>	162k+	<b>164k+</b>
FMCG	48 - 84k	<b>48 - 90k</b>	84 - 156k	<b>90 - 168k</b>	156k+	<b>168k+</b>
<b>Company Secretary</b>						
Group Company Secretary	42 - 78k	<b>44 - 84k</b>	78 - 120k	<b>84 - 126k</b>	120k+	<b>126k+</b>
Assistant Company Secretary	36 - 66k	<b>38 - 72k</b>	66 - 96k	<b>72 - 98k</b>	96k+	<b>98k+</b>
<b>Compliance</b>						
AML/Surveillance	58 - 84k	<b>58 - 90k</b>	84 - 186k	<b>90 - 192k</b>	186k+	<b>192k+</b>
Global Markets	54 - 84k	<b>54 - 84k</b>	84 - 186k	<b>84 - 186k</b>	186k+	<b>186k+</b>
Shariah	48 - 78k	<b>48 - 78k</b>	78 - 180k	<b>78 - 180k</b>	180k+	<b>180k+</b>
Fund/Wealth Management	48 - 72k	<b>48 - 78k</b>	72 - 186k	<b>78 - 186k</b>	186k+	<b>186k+</b>
Retail/Insurance	43 - 66k	<b>48 - 72k</b>	66 - 162k	<b>72 - 168k</b>	162k+	<b>168k+</b>
<b>Financial Services</b>						
Investment Banking - Global	54 - 108k	<b>54 - 108k</b>	108 - 192k	<b>108 - 192k</b>	192k+	<b>192k+</b>
Corporate/Transaction Banking	54 - 90k	<b>54 - 96k</b>	90 - 172k	<b>96 - 180k</b>	172k+	<b>180k+</b>
Consumer Banking/Insurance	48 - 90k	<b>48 - 96k</b>	90 - 156k	<b>96 - 156k</b>	156k+	<b>156k+</b>
<b>Private Practice</b>						
Corporate/M&A	46 - 102k	<b>48 - 102k</b>	102 - 168k	<b>102 - 168k</b>	168k+	<b>168k+</b>
Financial Services	46 - 102k	<b>46 - 108k</b>	102 - 168k	<b>108 - 174k</b>	168k+	<b>174k+</b>
Intellectual Property	46 - 90k	<b>46 - 90k</b>	90 - 156k	<b>90 - 156k</b>	156k+	<b>156k+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	CONSUMER		IT&T/INDUSTRIAL	
	2016	2017	2016	2017
<b>General Marketing</b>				
Managing Director	360 - 600k	<b>360 - 600k</b>	360 - 550k	<b>360 - 550k</b>
Sales Director	300 - 504k	<b>300 - 504k</b>	240 - 450k	<b>240 - 450k</b>
Marketing Director	312 - 480k	<b>312 - 480k</b>	240 - 450k	<b>240 - 400k</b>
Communications Director	180 - 276k	<b>180 - 276k</b>	180 - 265k	<b>180 - 265k</b>
Marketing Manager	180 - 264k	<b>180 - 264k</b>	144 - 240k	<b>144 - 240k</b>
Communications Manager	108 - 156k	<b>108 - 156k</b>	84 - 144k	<b>84 - 120k</b>
Market Research Manager	84 - 156k	<b>84 - 156k</b>	84 - 130k	<b>84 - 130k</b>
Trade Marketing Manager	72 - 144k	<b>72 - 144k</b>	96 - 180k	<b>96 - 180k</b>
Public Relations Manager	72 - 132k	<b>72 - 132k</b>	72 - 120k	<b>72 - 120k</b>
Retail Operations Manager	72 - 132k	<b>72 - 132k</b>	72 - 120k	<b>72 - 120k</b>
Sales Manager	72 - 126k	<b>72 - 126k</b>	84 - 125k	<b>84 - 125k</b>
Business Development Manager	72 - 120k	<b>72 - 120k</b>	72 - 180k	<b>72 - 180k</b>
Brand Manager	72 - 108k	<b>72 - 108k</b>	72 - 102k	<b>72 - 102k</b>
Digital Marketing Manager	72 - 108k	<b>72 - 120k</b>	72 - 140k	<b>72 - 140k</b>
Account Manager	72 - 102k	<b>72 - 102k</b>	72 - 108k	<b>72 - 108k</b>
Customer Service Manager	60 - 108k	<b>60 - 108k</b>	60 - 108k	<b>60 - 108k</b>
Group Key Account Manager	144 - 216k	<b>144 - 216k</b>		
National Sales Manager	180 - 285k	<b>180 - 285k</b>		
Leasing Manager (Malls and Hypermarkets)	72 - 120k	<b>72 - 120k</b>		
Operations Manager (Mall Management)	72 - 120k	<b>72 - 120k</b>		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MALAYSIA

## SUPPLY CHAIN, PROCUREMENT & ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
<b>Procurement</b>		
Procurement Director	240 - 336k	<b>240 - 336k</b>
Regional Procurement Manager	156 - 216k	<b>156 - 216k</b>
Category Procurement Manager	120 - 180k	<b>120 - 180k</b>
Procurement/Contract Manager	96 - 180k	<b>96 - 180k</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain/Operations Director	312 - 480k	<b>312 - 480k</b>
Supply Chain Manager	132 - 216k	<b>120 - 216k</b>
Demand/Supply Planning Manager	96 - 156k	<b>96 - 156k</b>
Production/Material Planning Manager	96 - 156k	<b>84 - 156k</b>
Customer Service Manager	108 - 150k	<b>108 - 150k</b>
Demand/Supply Planner	66 - 100k	<b>54 - 100k</b>
<b>Logistics</b>		
General Manager Logistics/Transportation	192 - 300k	<b>192 - 300k</b>
Distribution/Transportation Manager	84 - 120k	<b>84 - 120k</b>
Logistics Manager	96 - 180k	<b>96 - 180k</b>
Warehouse/Inventory Manager	84 - 120k	<b>84 - 120k</b>
Business Development Director	192 - 264k	<b>192 - 264k</b>
Business Development Manager	84 - 144k	<b>84 - 144k</b>
Airfreight/Seafreight Director	192 - 300k	<b>192 - 300k</b>
Airfreight/Seafreight Manager	84 - 120k	<b>84 - 120k</b>

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