



HRINC Vision:
To be the most valued knowledge and most respected professional services provider that all business knows, will add positive and lasting value.



Launching the 12th Edition of the Annual Cambodia Compensation Survey and the Siem Reap Hotel Chapter!

6TH MAY 2016, BOREI ANGKOR HOTEL, SIEM REAP

SANDRA D'AMICO, MANAGING DIRECTOR

NIL KEORACHANA, COMPENSATION MANAGER

WWW.HRINC.ASIA

Agenda this afternoon

Session 1: Launching Salary Survey in Siem Reap

Coffee Break

Session 2: Wage developments of workers in Phnom Penh

Agenda: Session 1

Context and Background – ASEAN and HR

HRINC Compensation Surveys – Consistent, Reliable, Relevant, Accurate

What is new in the 12th Edition of HRINC Compensation Surveys

- *Main Sector and Subsectors Developments*

Why should you join the HRINC Annual Compensation Survey?

Job Matching Methodology by ISCO Skill Level Classification

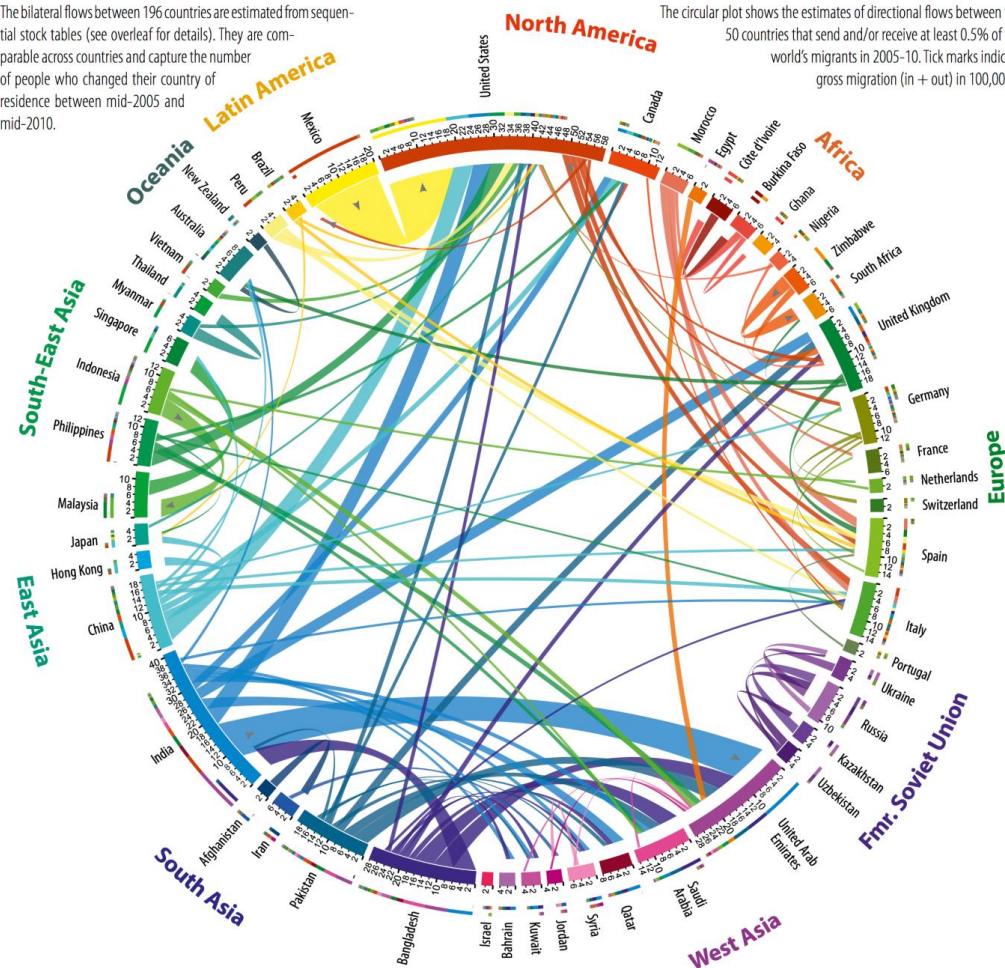
Data presentation of the full report

Structure of report

Cambodia is no longer a Least Developed Country. Our workforce is mobile. Our labour market and talent pool is regional!

The bilateral flows between 196 countries are estimated from sequential stock tables (see overleaf for details). They are comparable across countries and capture the number of people who changed their country of residence between mid-2005 and mid-2010.

The circular plot shows the estimates of directional flows between the 50 countries that send and/or receive at least 0.5% of the world's migrants in 2005-10. Tick marks indicate gross migration (in + out) in 100,000's.



ASEAN economic community realized in December 2015. Cambodia moved from an LDC to a low income country.

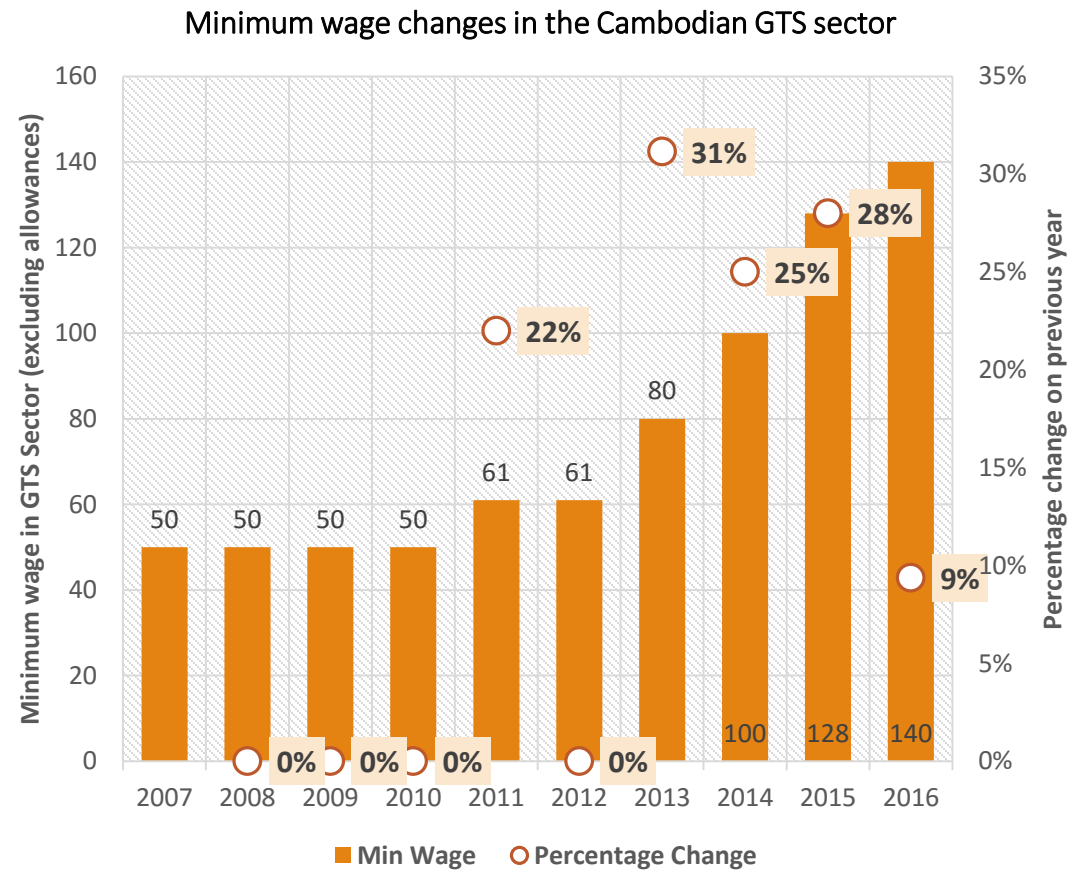
All industrial sectors need to move up the value chain – higher value added services that are quality, technology, productivity

Cambodia population is around 15 million of which 8.5 million is labour force. Many are already working abroad – mostly elementary and skilled workers at the moment....

- 700,000 in Thailand alone
- Estimated 50,000 – 100,000 in Korea
- Total up to 2 million

Opportunities for all professions and types of professionals will start putting pressure on the ability to recruit the right workforce.

Wages pressure has had a moderate to significant impact on employers business, expansion and diversification plans...



Minimum wages apply only to the garment, footwear and textile sector only.

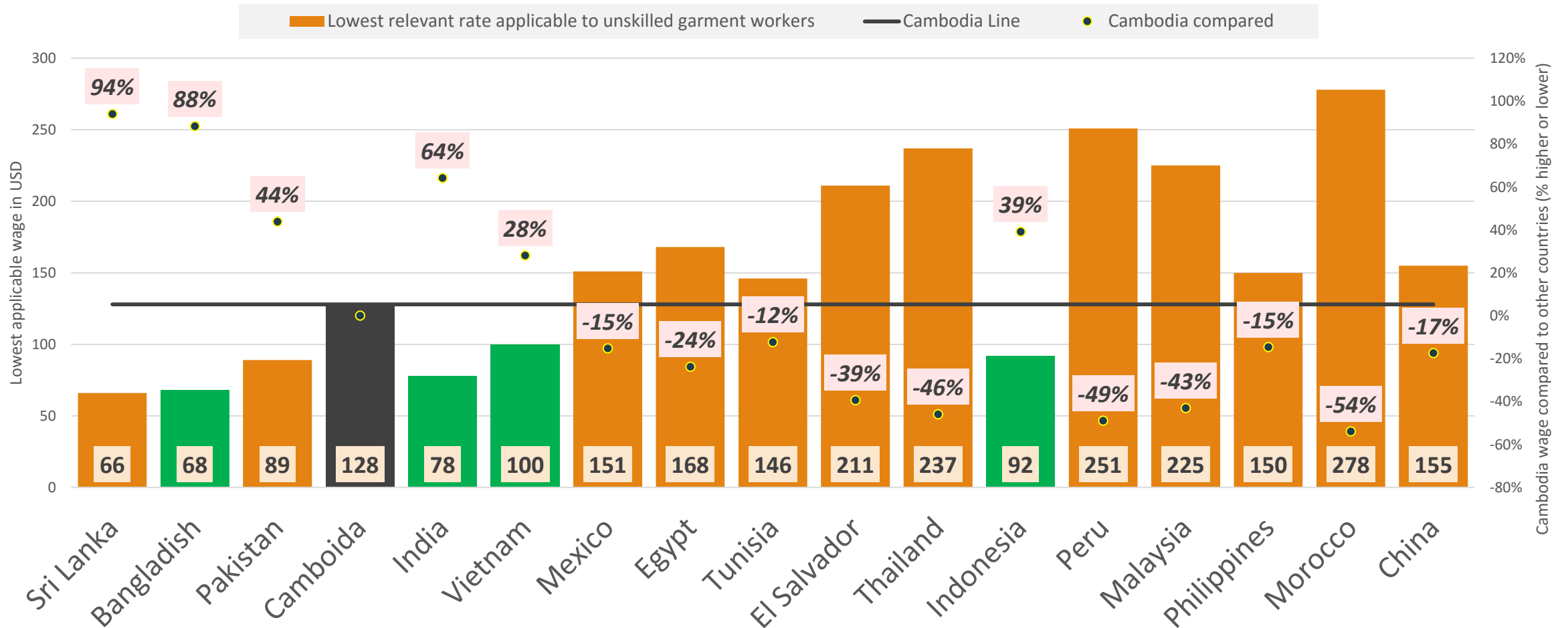
55 percent of employers say that minimum wages are having an impact on their expansion and diversification plans. *(HRINC Wages study 2015)*

Skills and labour productivity remain key obstacles to labour force attractiveness in Cambodia

Today, our labour force is mobile and able to take higher paying jobs in neighboring countries for the comparable low skilled jobs in Cambodia.

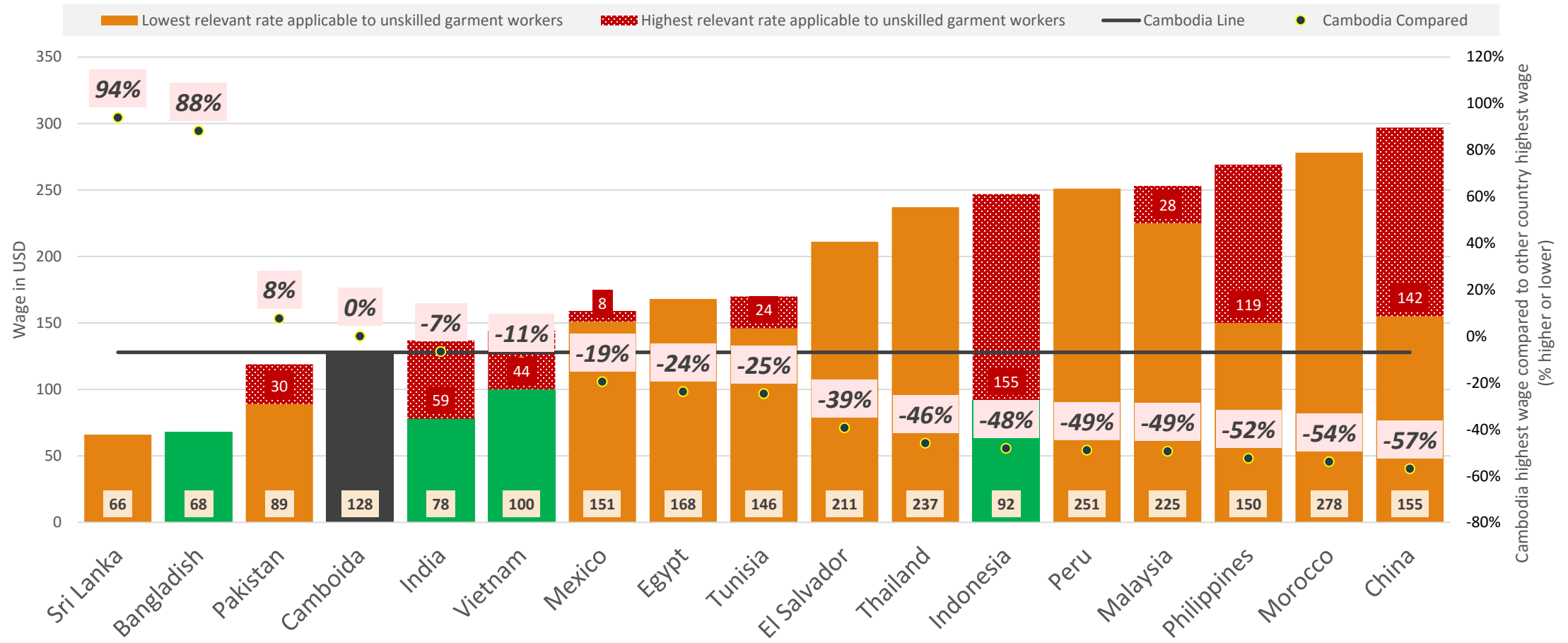
Source: HRINC Compilation of various government notifications. Minimum wage excludes allowances

Our minimum wage is 30 – 95 percent higher compared to lowest applicable minimum wages in direct competitive countries (green bars)....



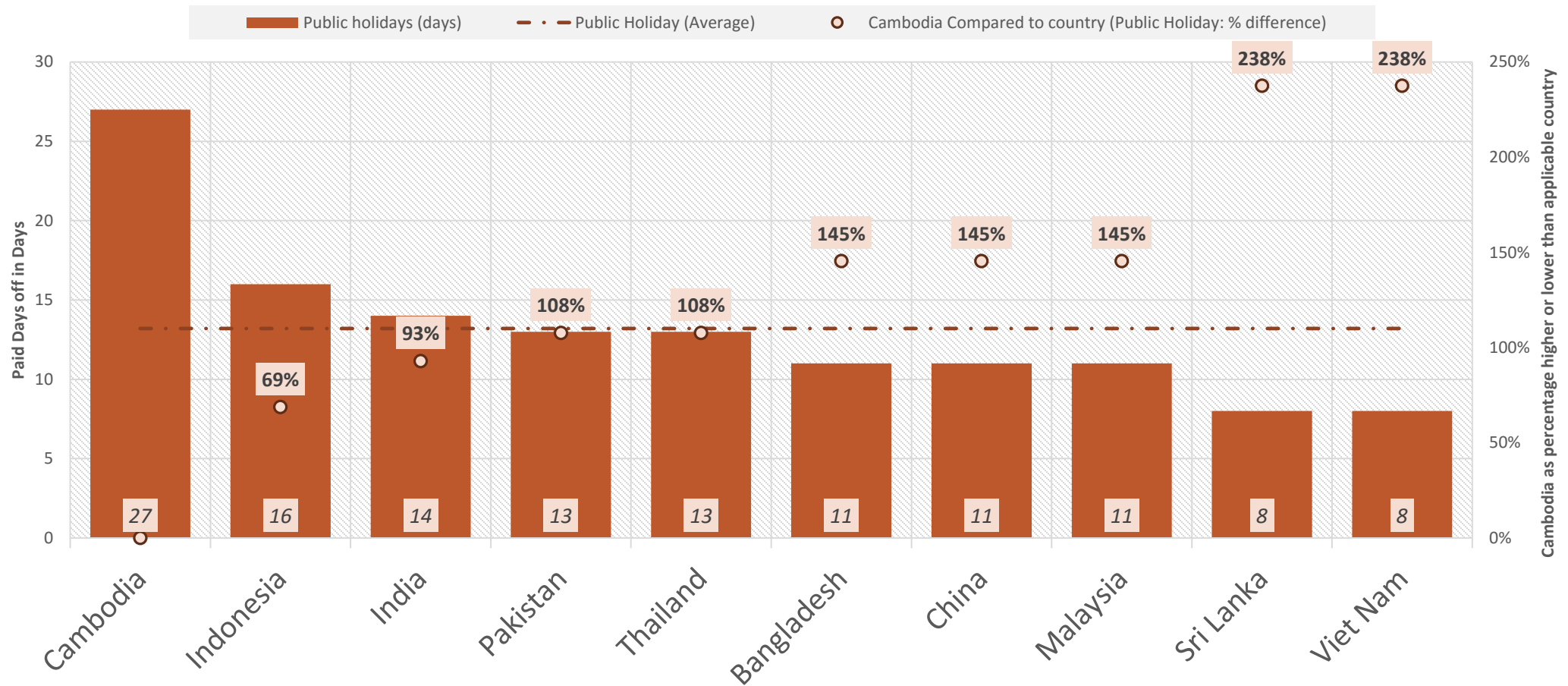
Source: ILO wages data base and CAMFEBA Data presentation

Compared to the highest minimum wage in countries we compete against, Cambodia remains high. Coupled with low productivity, the GTS sector requires time to innovate, invest and move up the value chain.



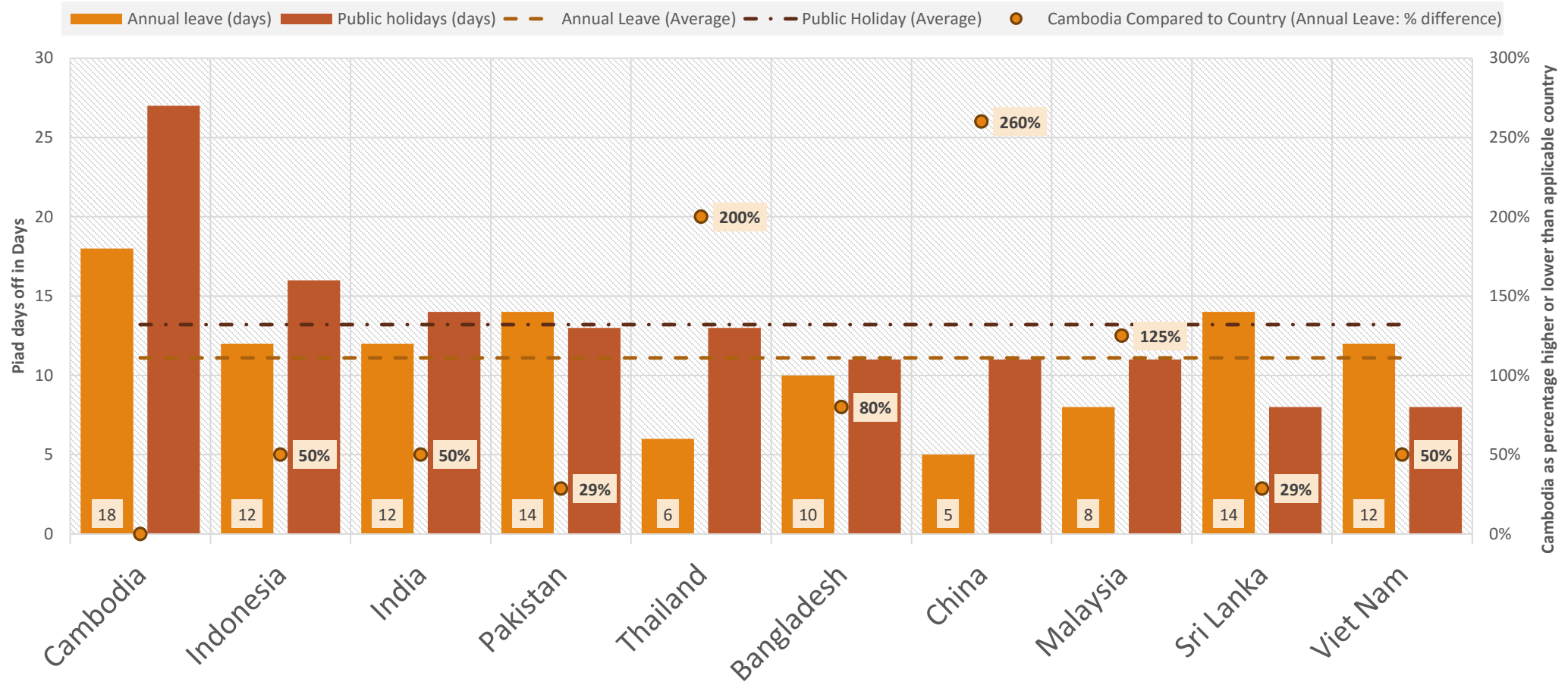
Source: ILO Wages database and CAMFEBA Data presentation

Cambodia's public holidays are **in excess of 70 to 240 percent** compared to other competing manufacturing countries



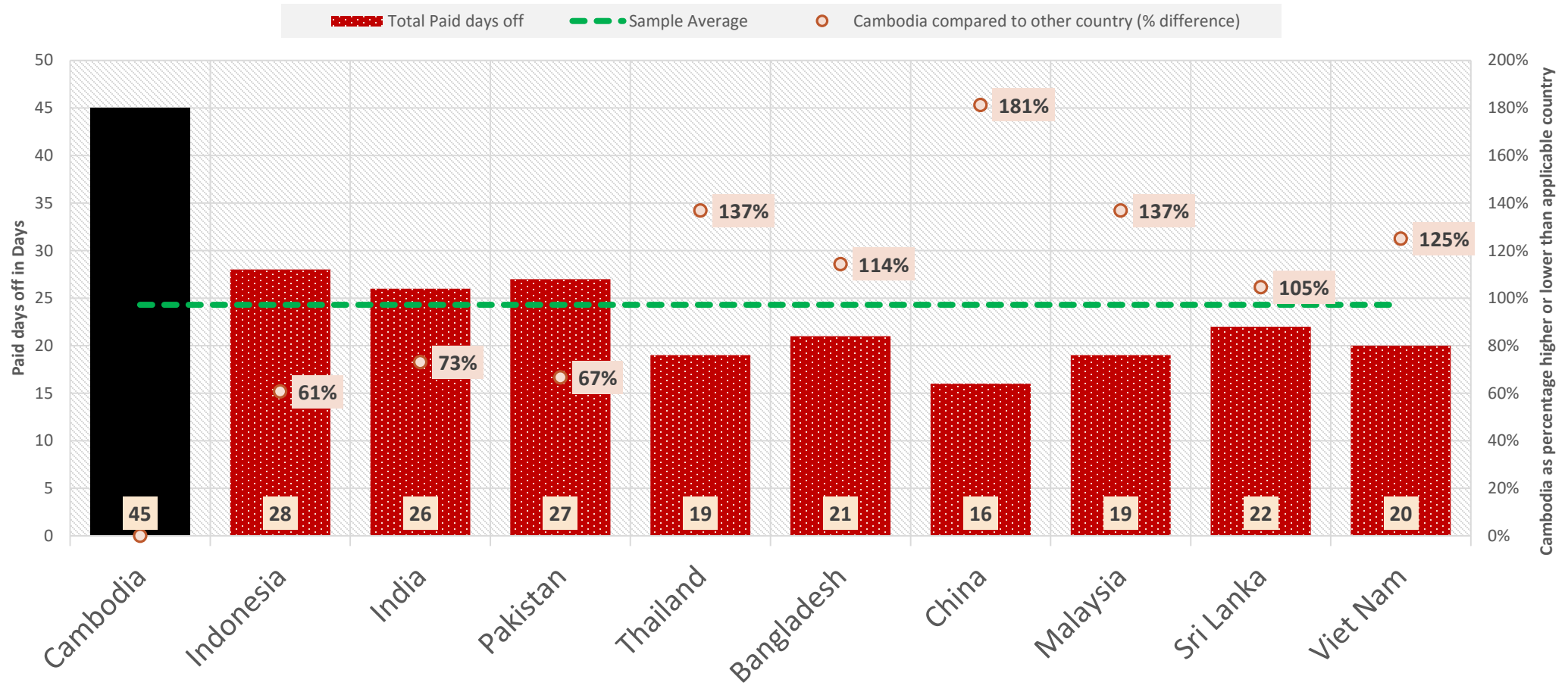
Data by ILO and calculated and presented by CAMFEBA.

Our Annual Leave days are **in excess of 50 to 260 percent** compared to other competing manufacturing countries

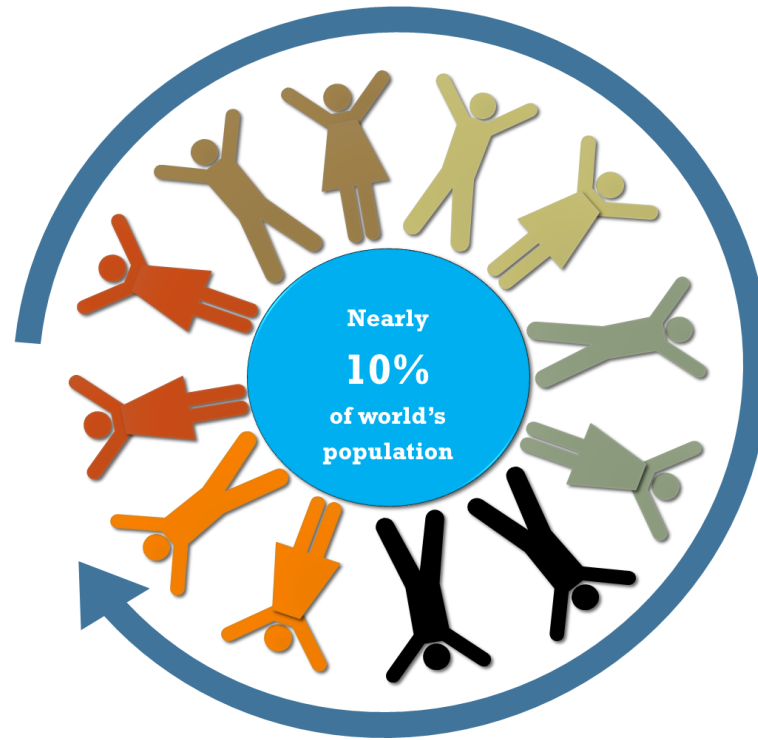


Data by ILO and calculated and presented by CAMFEBA.

Overall, total paid days off compared to other countries is in excess of 60 to 180 percent.



Why does ASEAN Matter?



Number of people looking for jobs?

The size of the labour force?

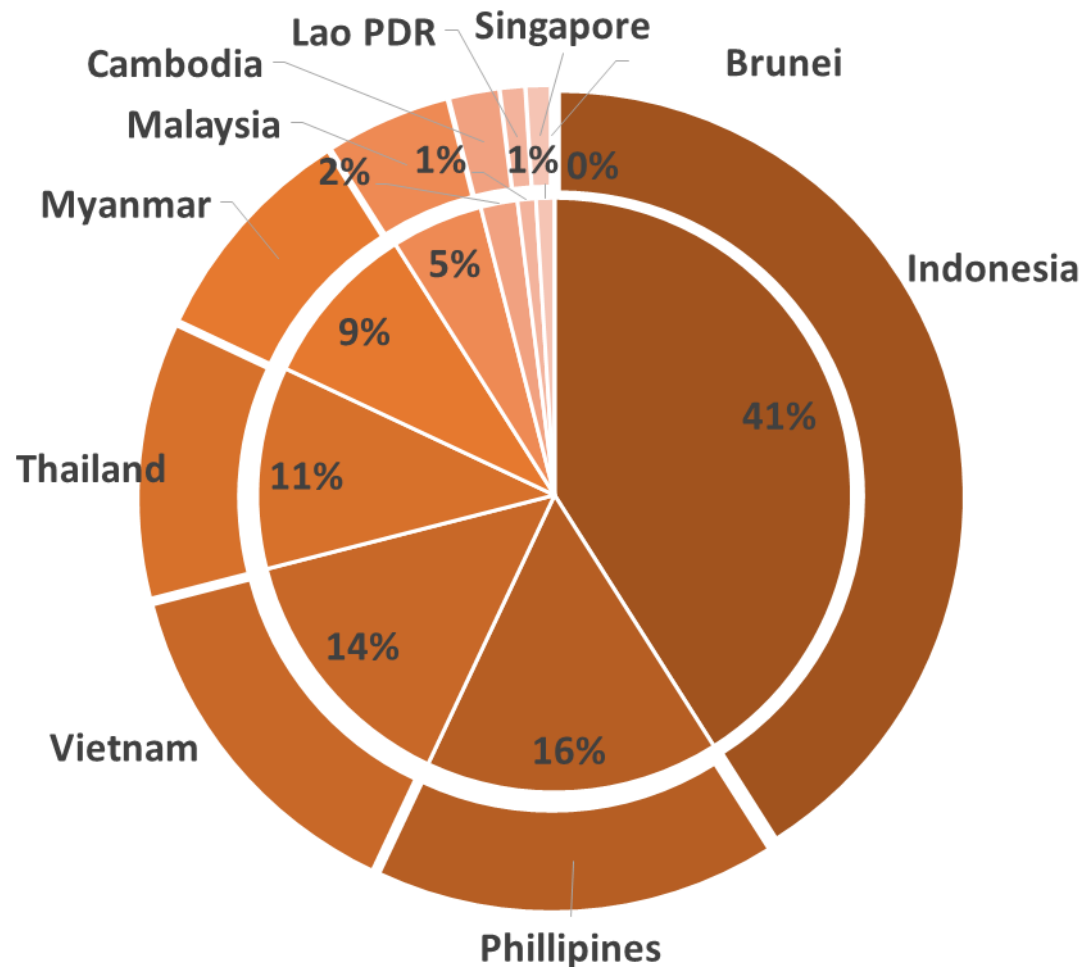
The size of the talent pool?

Size of consumer market and people who need services

Bigger region, better investment destination?

*Bigger region, better inclusive trade preferences in which many countries benefit?
Attractive destination for multinationals to come and work – more competition –
business and human resources related...*

Where are all the 616 million people in ASEAN?



2 countries account for 57% of total population

- *Philippines & Indonesia...*

4 countries account for 82% of total population!

- *....plus Vietnam and Thailand*

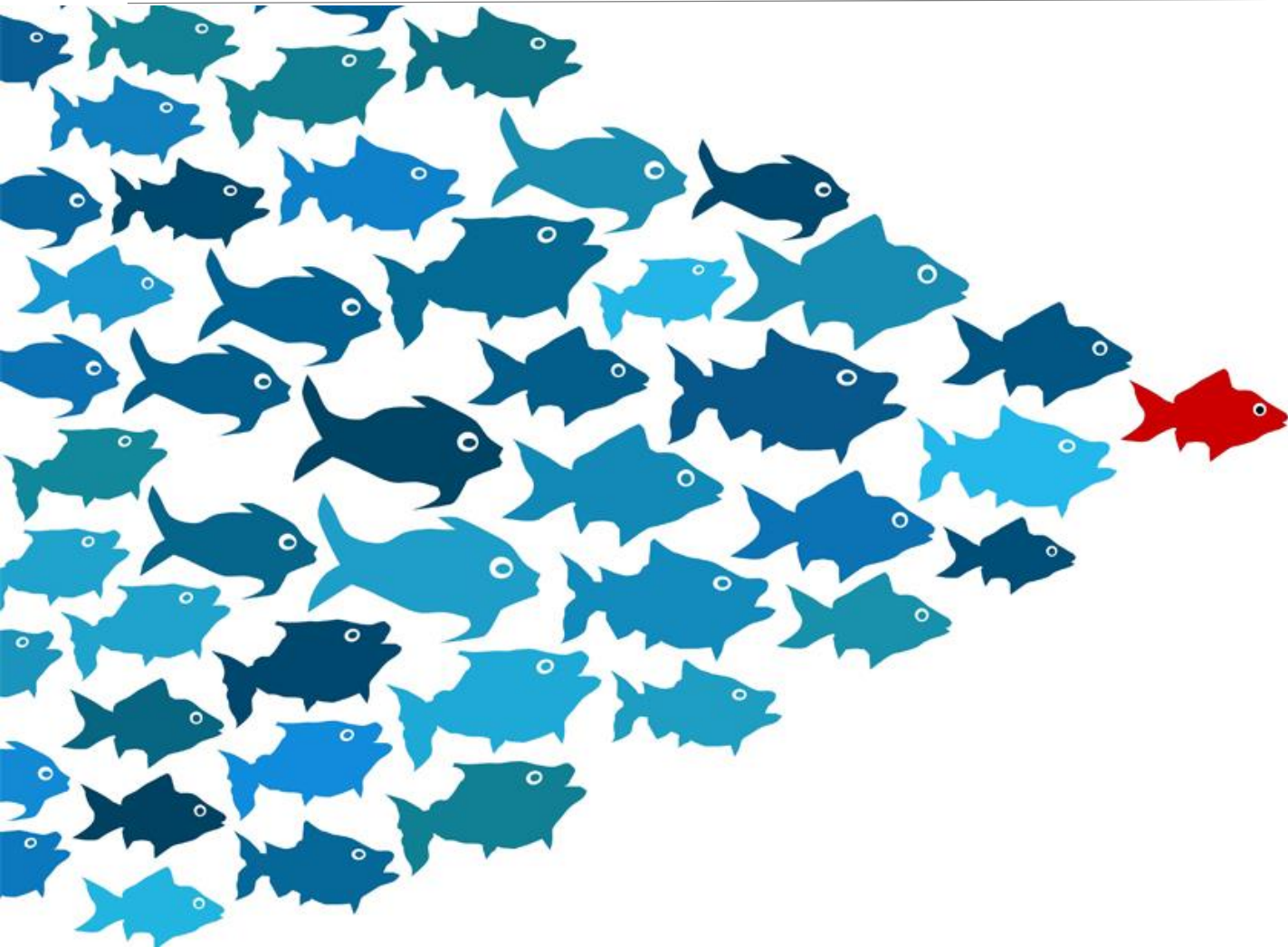
Countries with the biggest population are not the most successful economically

- *Singapore has the highest GDP per capita but the smallest population*

More investment flow means more opportunities – business wise (competition) as well as labour market and labour competition

Cambodia, Laos and Myanmar are the fastest growing countries in the region

HR Managers need to craft a niche so that your industry and employer brand is visible in Cambodia and across ASEAN.



What makes your company great?

Why is your company different?

What is your value proposition really?

Are you ready for a competitive environment?

Are you tracking relevant HRINC data in your company like turnover, retention, gender, training ROI?

Compensation is only one part of your employer brand and value proposition and consists of more than just salary.

Base salary

- Recruit talent
- Balance wage growth with skills and job scope
- Monitor turnover
- Don't go into a price war
- Offer "more than just salary"
- Sell total compensation and employer brand

Cash Allowances

- Keep over time to a minimum
- Enhance cash provision
- Balance administration
- Difficult to manage if variable e.g. attendance bonuses
- Use practically and strategically

Variable Pay

- Needs to motivate specific behavior
- Target 15 – 25% of salary to be variable pay, or additional income – think big, start small
- Should not substitute learning and training

Long Term Incentives

- Use for retention purposes
- Can be as simple as a saving schemes or as complex as employee profit sharing or ownership

Benefits

- Becoming increasingly important
- Workers becoming more aware

Recognition, Acknowledgment and Respect

- Employee awards and recognition
- Long service awards
- Social activities for life-work balance.
- Self-esteem building – is not only relevant for professional p

Compensation, needs to be linked to your total HR strategy and total HR offering

HR Strategy	HRINC Consulting Insights HR Management and Governance Framework					HR Operations & Infrastructure	
Strategy	★ Employee Engagement					HR Structure	Policies, Procedures and Compliance
Culture ★	Engagement Strategy & Diagnostics	★ Total Compensation**			Performance Management	Goal Setting	Employee Relations
Organisational Design**	Engagement Action Plans	Compensation	Benefits	Recognition	Coaching	Performance Appraisal	Employee Comms
Change Management	Competency Framework	Workforce Planning	Employer Brand	Candidate Sourcing	On boarding	Employee Development	HR Technology**
Metrics and Analytics	Talent Assessment	Succession Planning	Candidate Assessment	Internal Mobility	Management Development	Leadership Development	HR Budget**
	★ Talent Management		★ Talent Acquisition		Learning and Development		



HRINC Vision:

To be the most valued knowledge and most respected professional services provider that all business knows, will add positive and lasting value.

Consistent, Reliable, Relevant, Accurate
There is no data, like HRINC Compensation data

**HRINC CONSULTING: DATA DRIVEN INSIGHTS THAT IMPACT
EMPLOYEE ENGAGEMENT AND BOTTOM-LINE PERFORMANCE**

Consistent, Reliable, Relevant, Accurate Data without accuracy and market knowledge, is just another number....

Consistent

- *The only annual Cambodia Compensation survey*
- *We track trends*

Reliable

- *Because we are compensation experts.*
- *International methodologies trusted by our clients*
- *Confidentiality and data presentation*

Relevant

- *Because it is timely*
- *We match jobs, not job titles*
- *We bring you more than just compensation data, we bring you an understanding of the labour market!*

Accurate

- *Because we know the labour market deeply*
- *We are data experts.*

Compensation, is your biggest cost item....
There is no data, like HRINC Consulting Compensation Data

“HRINC Compensation data is the best reference benchmark on Cambodia market salaries. No company has a comprehensive dataset like HRINC.

Only HRINC Consulting team provides as comprehensive and detailed understanding of a labour market and compensation, like HRINC does!”

HRINC Clients



HRINC Vision:

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What is new in 2016-17 HRINC Annual Compensation Surveys

HRINC CONSULTING: DATA DRIVEN INSIGHTS THAT IMPACT EMPLOYEE ENGAGEMENT AND BOTTOM-LINE PERFORMANCE

Broadly there are three new developments happening in 2016 - 17

Expanding Sector Coverage

Timing of the survey

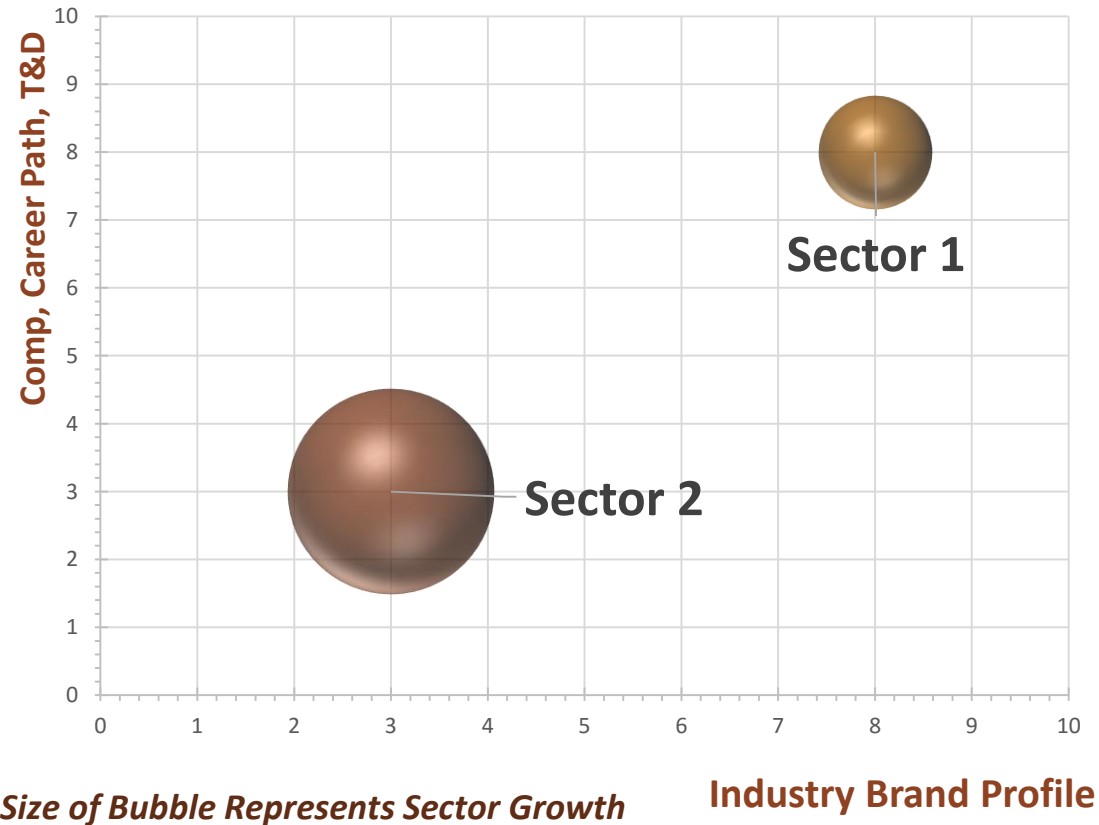
- *Starting earlier*
- *Results delivery earlier*

Renewed data presentation

Provision of electronic data when purchasing reports

Profession specific reports coming this year which will make data more accessible to client needs

For learning purposes: How to read charts



The following charts bring together HRINC experience:

The X Axis represents HRINC views how the general population views an industry – called the industry brand profile

- 1 is a low score, not an attractive industry to work in
- 10 is a high score, an attractive industry to work in

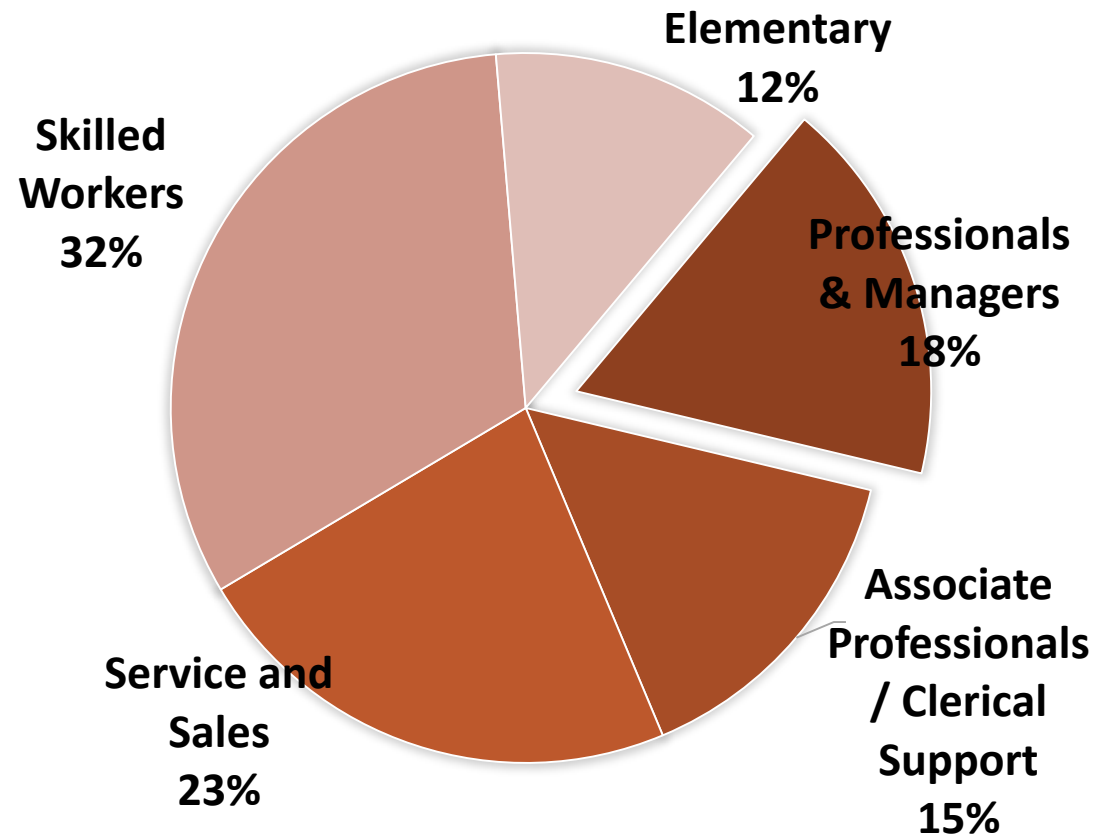
The Y Axis represents HRINC views on compensation, career path opportunities and training & Development in sectors

- 1 is a low score
- 10 is a high score with a competitive edge compared to other sectors

The size of the bubble represents HRINC views on sector growth:

- A small circle represents that we feel a sector will not grow significantly
- A big circle represents a sector that will grow, increase jobs in the sector

For learning purposes: How to read charts



The following charts reflects a workforce profile according to ISCO classifications:

Elementary workers

- *unskilled workers, no education or primary education*

Skilled workers

- *skilled positions, complete secondary schooling or part of secondary school plus short TVET Training etc.*

Service and Sales workers

- *Complete secondary school plus TVET training*

Associate professionals and Clerical support

- *Completed longer TVET training, Associate degree*

Professionals and Managers

- *university degree*



INDUSTRY & JOBS GROWTH

CAMBODIA

MFI: →↑
 Bank: ↔
 Insurance: ↔
 Other: ↑

REGIONAL

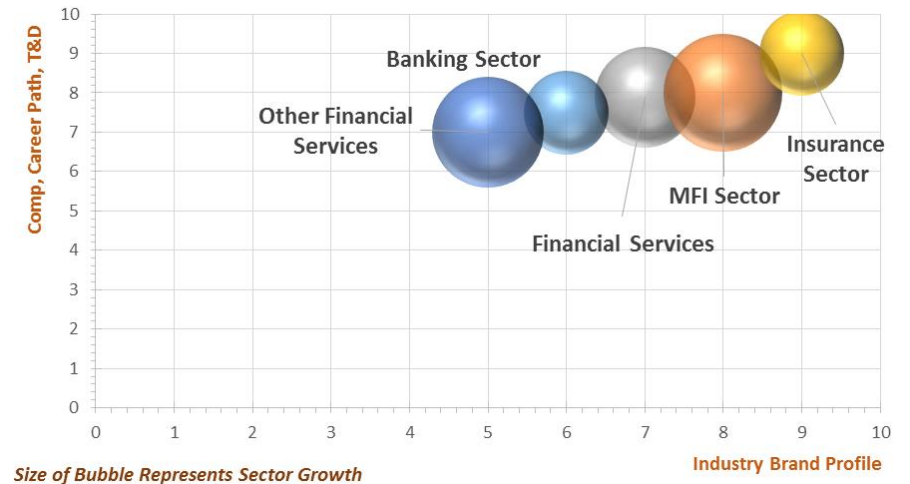
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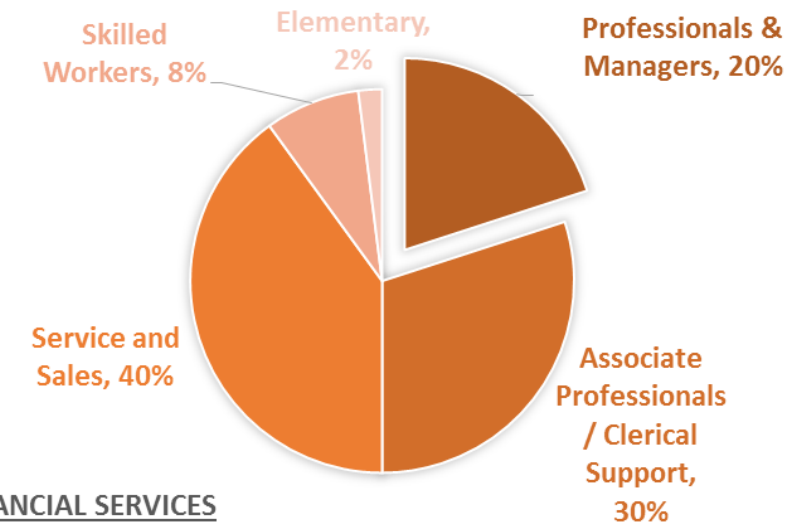
FINANCIAL SERVICES

Around **40,000 – 45,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS





Financial Services Sector

SECTOR MANAGER: MR. SARIN



SUB SECTORS INCLUDED

Banking Sector**

Microfinance Sector**

Insurance Sector**

Other Financial Services

- *leasing, stock exchange, securities etc.*

KEY DEVELOPMENTS

Industry specific job classifications – very banking sector specific

Data by company size (loan portfolio)

Provincial Data Representation

Subsector Comparison

Electronic Data





INDUSTRY & JOBS GROWTH

CAMBODIA

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REGIONAL

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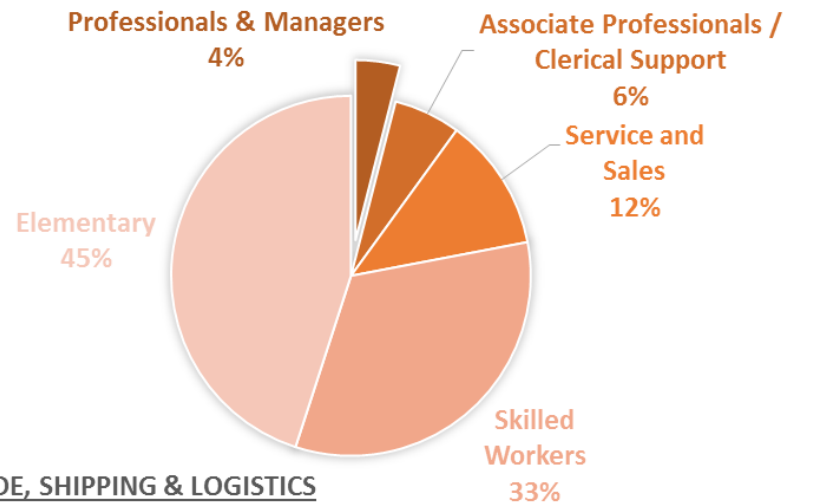


Around **46,000 - 50,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS



Trade, Shipping and Logistics Sector



SECTOR MANAGER: MS. VUTHYDA



SUB SECTORS INCLUDED

Shipping

Logistics

Trading

- *Distributers*
- *Importers*
- *Exporters*

KEY DEVELOPMENTS

Industry specific job classifications

Provincial Data Representation

Subsector Comparison

Electronic Data



INDUSTRY & JOBS GROWTH

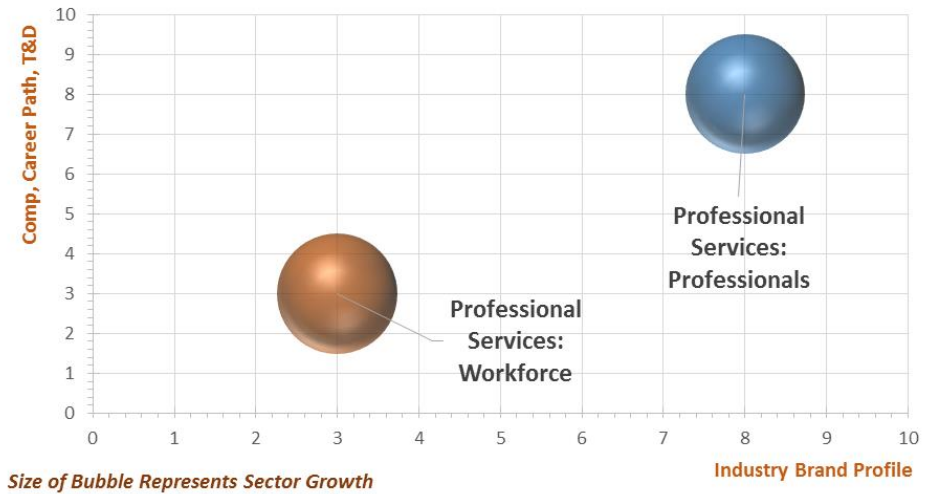
CAMBODIA REGIONAL
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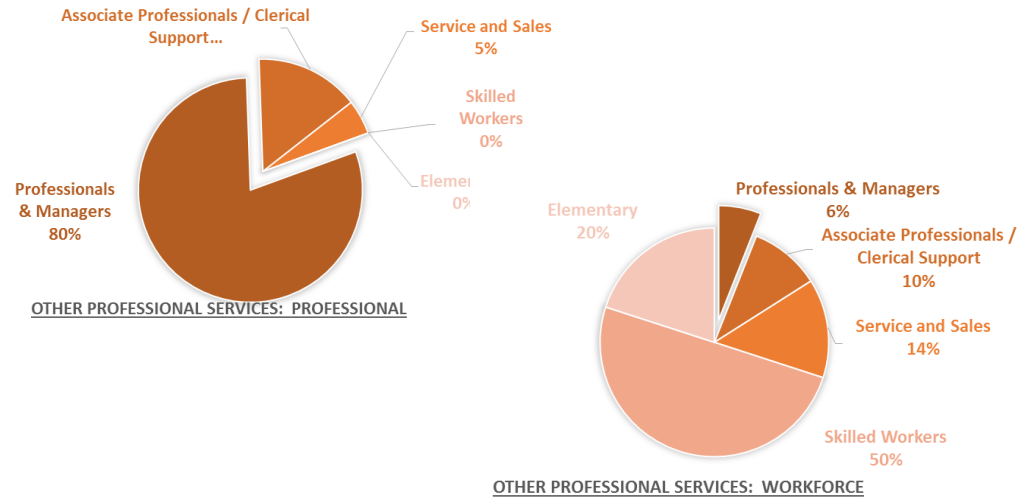
OTHER PROFESSIONAL SERVICES

Around **61,000 – 65,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS





Other Professional Services

SECTOR MANAGER: LOCH LEANGSENG



SUB SECTORS INCLUDED

Professional Services**

- *Lawyers*
- *Accounting & Audit*
- *IT, Web design, programming*
- *Consulting & Market Research*
- *Architecture, design services*

Education Sector**

Workforce Professional Services**

- *Security companies*
- *Cleaning services*
- *Supply, installation and maintenance of infrastructure e.g. air cons, plumbing, electrical, electricity*
- *Gardening, pest control services*

KEY DEVELOPMENTS

Industry specific job classifications

Data by company size

Provincial Data Representation

Subsector Comparison

Electronic Data



INDUSTRY & JOBS GROWTH

CAMBODIA



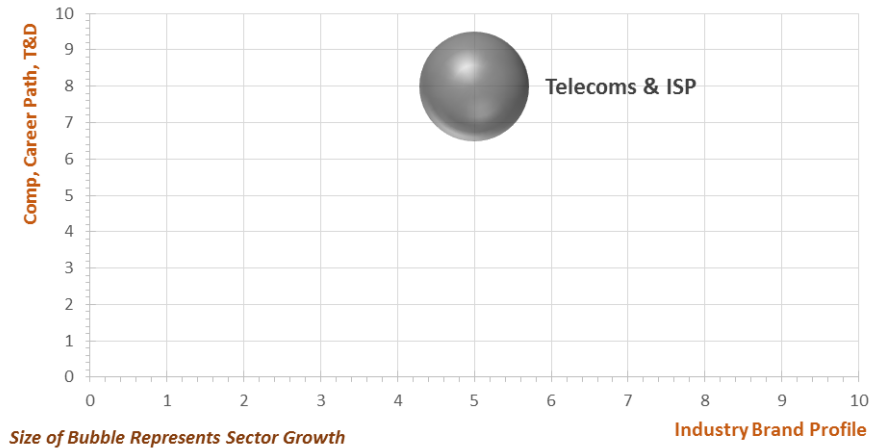
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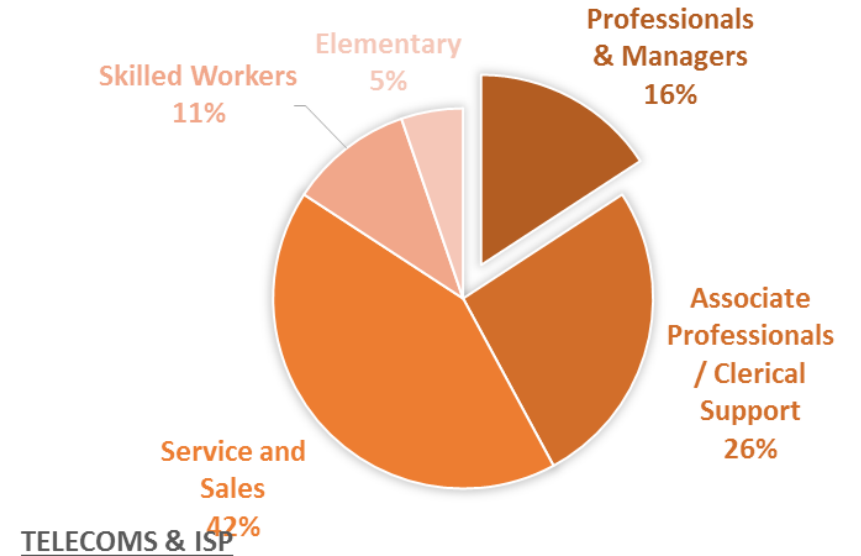
TELECOMMUNICATIONS & ISP

Around **10,000 – 12,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS



Telecoms, ISP



SECTOR MANAGER: LENG THIDA & NUON ALIN



SECTOR INCLUDED

Telecommunications
ISP Providers

KEY DEVELOPMENTS

Industry specific job
classifications
Provincial Data Representation
Electronic Data





INDUSTRY & JOBS GROWTH

CAMBODIA



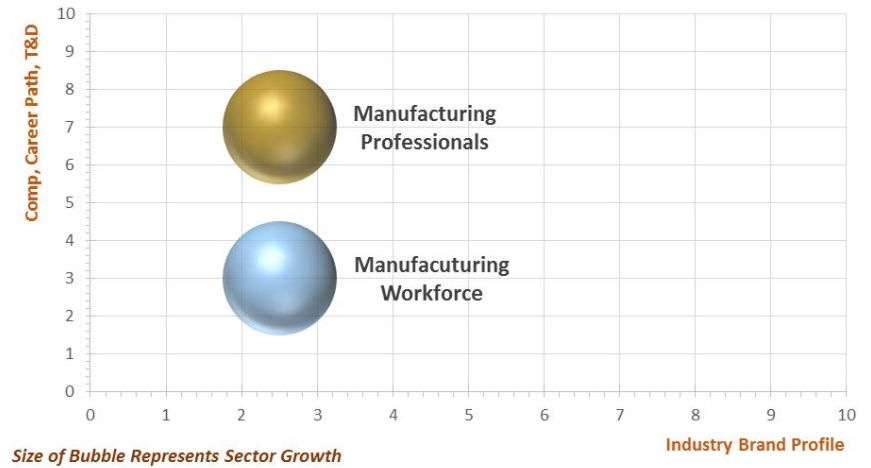
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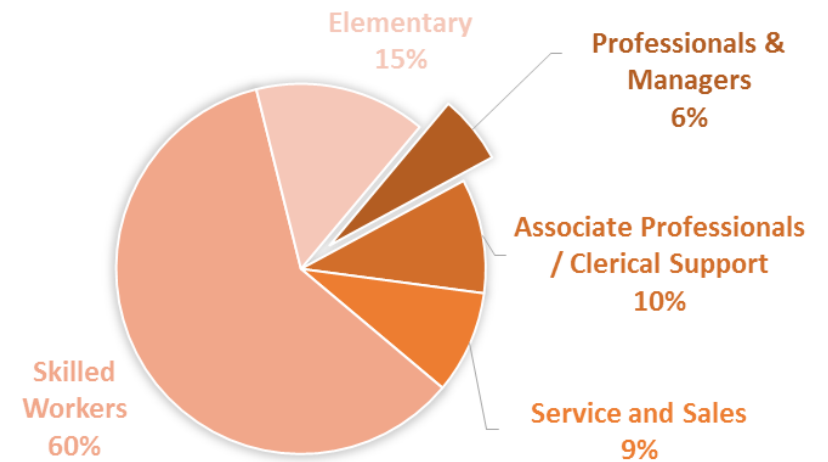
MANUFACTURING (OTHER THAN GARMENTS)

Around **16,000 – 20,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS



MANUFACTURING

HRINC Consulting Insights

Manufacturing Sector



SECTOR MANAGER: SEANG SOKLY



SECTORS INCLUDED

- Food and Beverage
- Tobacco
- Electronics
- Bicycle Assembly
- Pharmaceutical
- Other

KEY DEVELOPMENTS

Industry specific job classifications

Data by company size

Provincial Data Representation

Subsector Comparison

Electronic Data





INDUSTRY & JOBS GROWTH

CAMBODIA



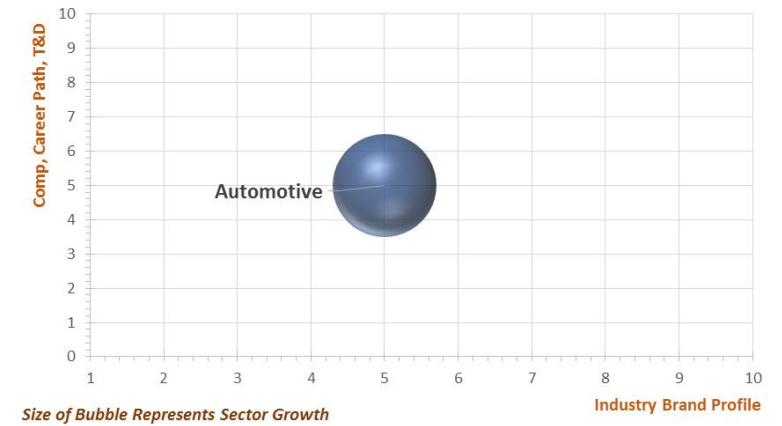
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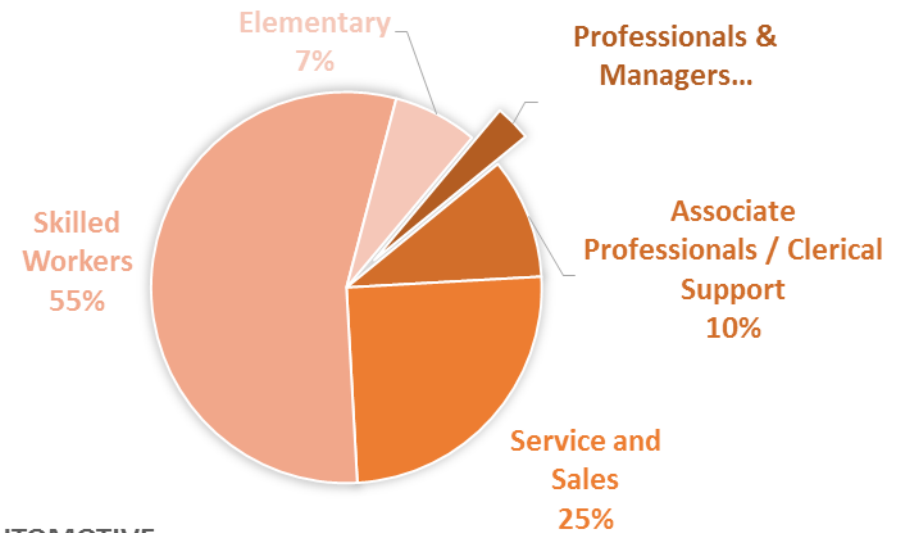
AUTOMOTIVE SECTOR

Around **800 – 2,000**
FORMAL JOBS IN THE SECTOR

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS



AUTOMOTIVE

HRINC Consulting Insights

Automotive Sector



SECTOR MANAGER: PRAK SOCHETTA



SECTORS INCLUDED

Mostly retail automotive sector with service and maintenance in the sectors

KEY DEVELOPMENTS

Industry specific job classifications
Electronic Data





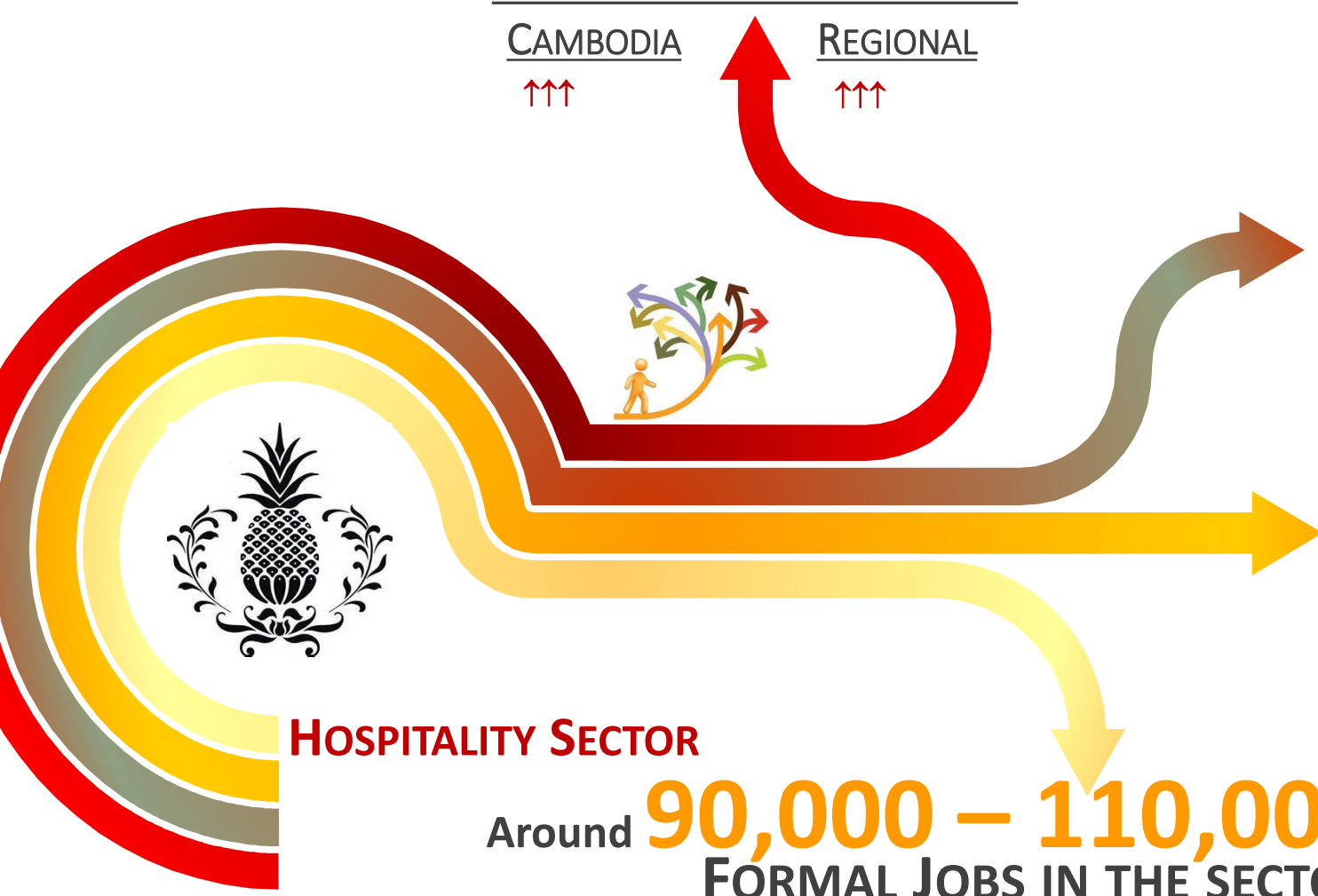
INDUSTRY & JOBS GROWTH

CAMBODIA

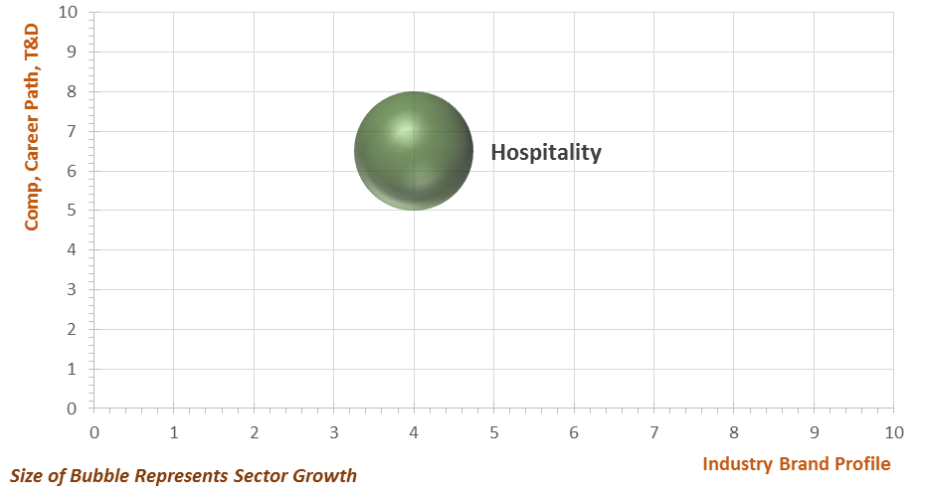
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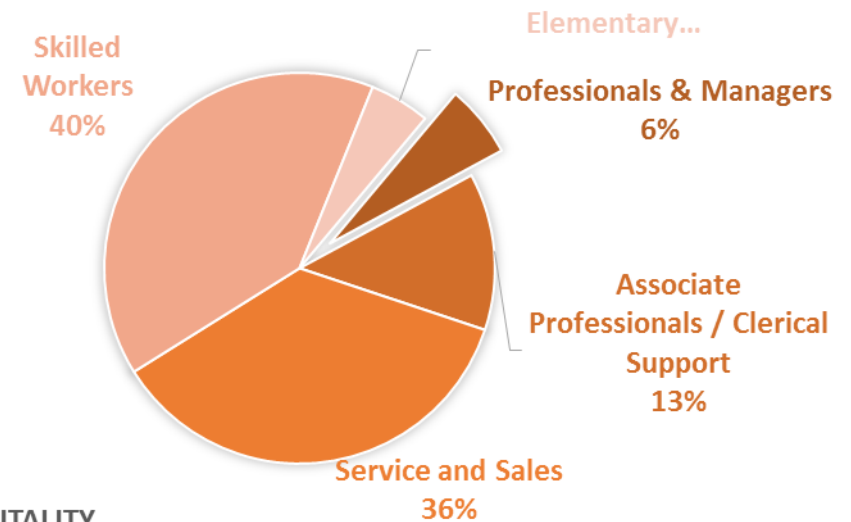
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INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS



HOSPITALITY SECTOR

Around **90,000 – 110,000**
FORMAL JOBS IN THE SECTOR

HRINC Consulting Insights

Notes: Industry Attractiveness, HRINC ranking
Workforce characteristics, HRINC assessments



Hospitality Sector

SECTOR MANAGER: LENG THIDA



SECTORS INCLUDED

Hotels** (classified by star)

Restaurants** (classified by brand ranking“)

KEY DEVELOPMENTS

Industry specific job classifications

Data by ranking

- *Five star local*
- *Five star international*
- *Four star*
- *Boutique*
- *3 – 1 star hotels*

Provincial Data Representation

Electronic Data



** indicates which sub sectors have individual subsector reports
Key Developments are only possible if sufficient data exists in a particular sector

INDUSTRY & JOBS GROWTH

CAMBODIA

REGIONAL

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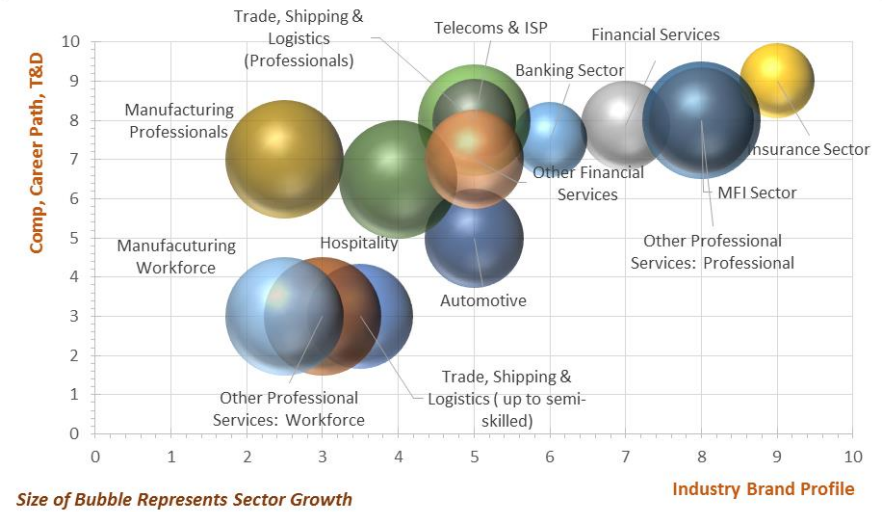
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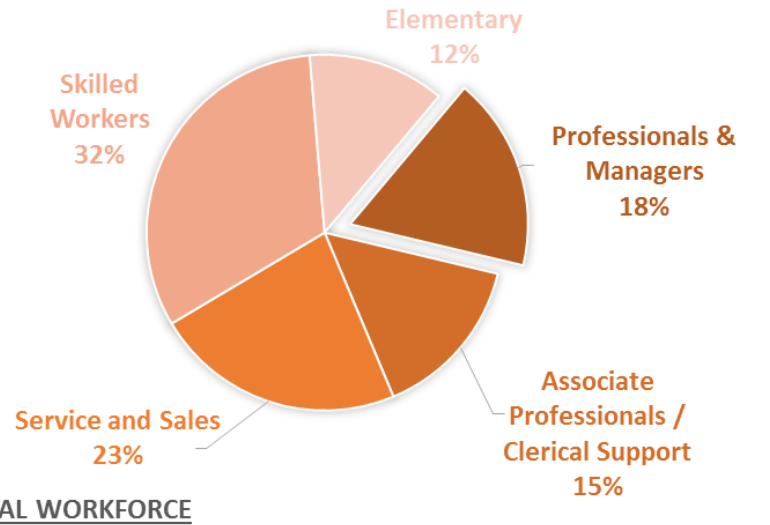
CAMBODIA PRIVATE SECTOR SECTORS

Around **265,000 – 305,000**
FORMAL JOBS

INDUSTRY ATTRACTIVENESS



WORKFORCE CHARACTERISTICS





Summary of Sectors for the survey 2016-17

SECTOR REPORTS

Multinational Survey

Multinational employers only

Cambodia Private Sector

Local and Multinational employers

Financial Services Sector

All financial sector employers

Trade, Shipping and Logistics

All TSL sector employers

Professional Services Report

All Professional Services employers

Manufacturing Report

All Manufacturing employers

Hospitality Sector Report

All hospitality employers



**Ms. NIL Keorachana:
Compensation Survey Manager**

SUB-SECTOR SPECIFIC REPORTS

Microfinance Sector

Banking Sector

Insurance Sector

Professional Services

Education

Workforce Professional Services

Hotels

Restaurants

COMPANY SPECIALISED REPORTS

♥♥ NEW IN 2016-17:

PROFESSION SPECIFIC REPORTS

How data presentation has changed

Electronic data sheets provision based on type of report purchased

- *Includes your internal grades vs. HRINC job ranking methodology*
- *Company division vs. market division*
- *Your individual salary vs. the overall market data or division data*

For various sectors we will be benchmarking company sizes as appropriate

- *Financial services – loan portfolio size*
- *Hotels – by stars etc.*

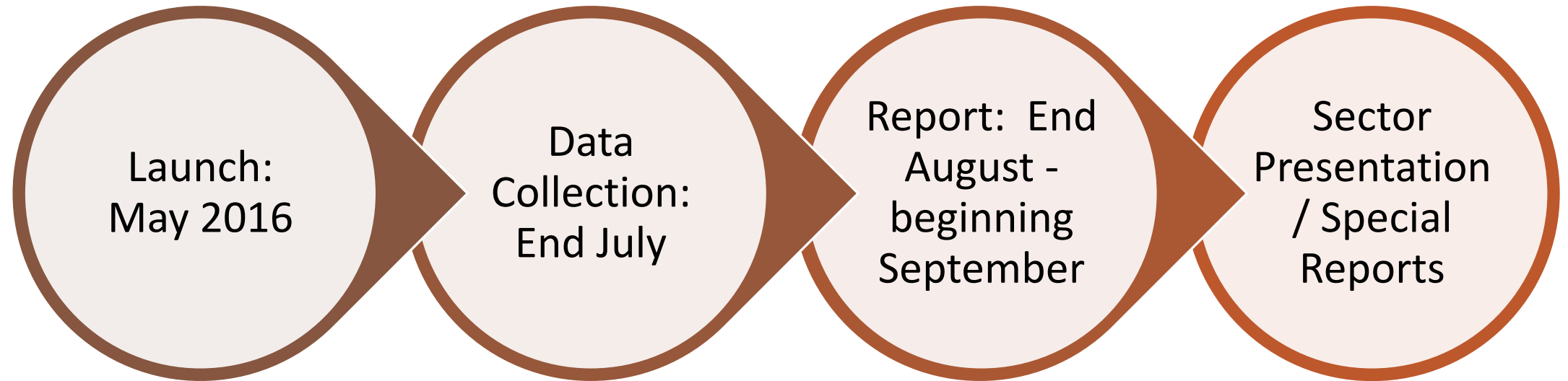
Jobs forecast in the sector

Profession Specific reports

The Benefits Review Report

- *qualitative review of components of compensation and benefits implementation that will help companies to make strategic decisions in developing the compensation policies.*

We are starting early so that HR Managers get the report by September and there is plenty of time for review and going through the data...





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Why you should join, what information do you share and what benefits do you get?

Why join the HRINC Compensation survey? The biggest and most accurate compensation survey



HRINC Consulting team is **credible and experienced**.

- *We've been doing compensation surveys since 2005.*

We know the Cambodian market. We understand labour and economic trends.

- *We listen to our clients and develop our surveys and the economic environment changes.*

We provide **more than just compensation data**. We provide market understanding.

We're ethical. We're professional. We work with the most sensitive datasets in the country.

- *Data is confidential. Restricted server and data access within the office*
- *Data presentation never exposes one employee*

We're on the ground. We help you to understand. We want you to use our data effectively.

“HRINC Compensation data is the best reference benchmark on Cambodia market salaries.

First, no company has a comprehensive dataset like HRINC.

Second, the team really knows the market and can assist in understanding trends, especially if you are based abroad.

Third, no one provides as comprehensive and detailed understanding of a labour market and compensation, like HRINC does!”

HRINC Clients

What data and information is needed to participate

Confidentiality Agreement Signed – between HRINC and Participants

Updated Job Descriptions

Updated Organization Chart

Individual Salary – fill in the spreadsheet received from HRINC

Benefits Questionnaire filled in – HRINC will send the questionnaire to participants to fill in

Confidentiality

Our name and integrity is on the line. We will never compromise.

- *We lead in HR Services, because we do not compromise and hold ourselves to the heightened ethical and professionals services.*

Everyone signs a confidentiality agreement with HRINC in joining the survey

All HRINC staff have strict confidentiality agreements.

Our server and file access is completely restricted to those working on the survey – i.e. the survey manager and the assigned analyst.

Data is cleaned to ensure no over-representation of one company at any level.

- *We will never show a min and max data point as that reflects an individual employee.*

Standard and international job matching methodology

We use the KESAR methodology and map against ISCO classifications to evaluate all job descriptions from participants.

- *Job to job comparison – not position title and not individual person*
- *Accurate, reliable and consistent method*
- *The same standard for all jobs evaluation*

The methodology has clear job categories classification.



Why participate

Free Job Evaluation

- *Opportunity to update job descriptions*
- *Opportunity to benchmark and standardize your HR structures*

Significant discounts when participating on final reports

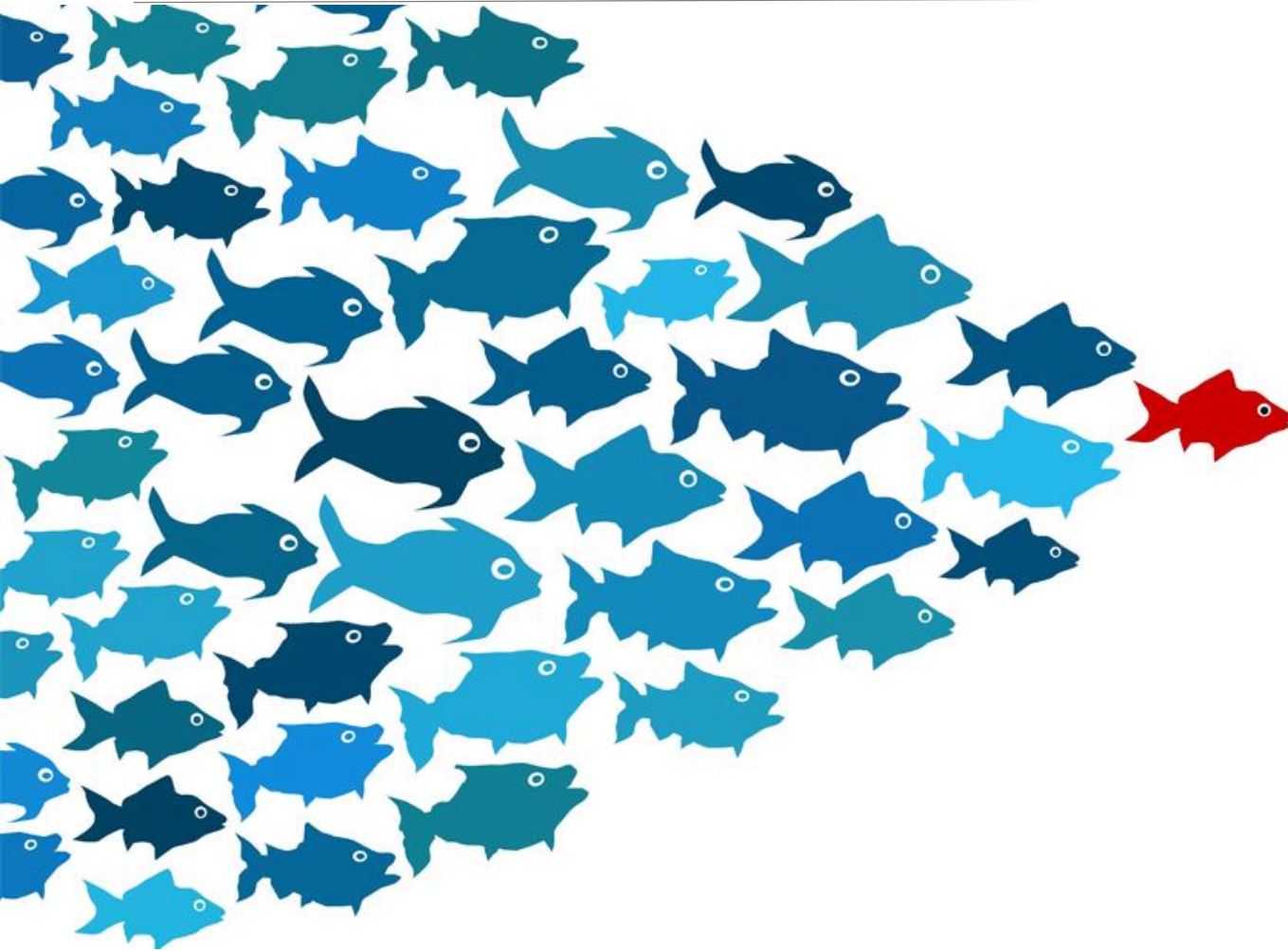
- *You don't have to purchase a report*
- *Reports for participants start at around 850*
- *Non participant reports start at around 1500*

Electronic data provision makes market comparisons much easier if you participate

- *Relevant comparisons to start with so you know if you are higher or lower than the market*
- *Specialized reporting provided on request*

All companies that participate will get their electronic data sheet of salaries vs. overall market percentiles.

HRINC Data allows you to craft compensation and HR strategies that will allow you to craft your niche in the market...



The more companies that participate, the more accurate the data is for everyone participating

HRINC survey team will be happy to meet with you in April to discuss particular needs

Look out for our other exciting labour market surveys:

- *BDLINK ASEAN Series*
- *Workforce survey*
- *Worker survey*
- *Industry and employer branding survey*



HRINC Vision:

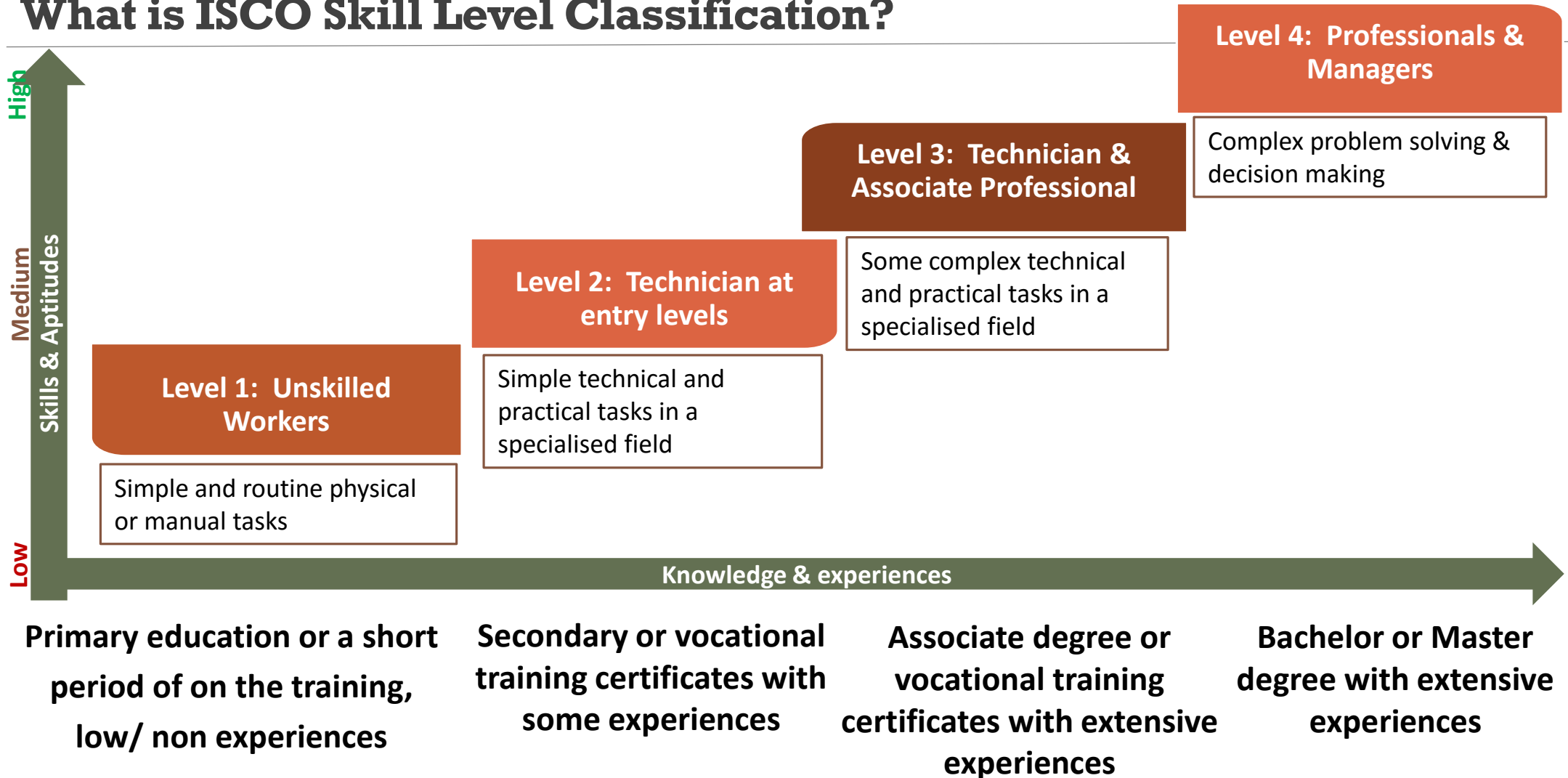
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Job Matching Methodology: ISCO Skill Level Classification

HRINC CONSULTING: DATA DRIVEN INSIGHTS THAT IMPACT EMPLOYEE ENGAGEMENT AND BOTTOM-LINE PERFORMANCE

NIL KEORACHANA, COMPENSATION SURVEY MANAGER

What is ISCO Skill Level Classification?



Methodology: ISCO Skill Level Classification (1 of 2)

ISCO-08 Skill Level	Job Classification	Tasks	Skill & Aptitude	Knowledge (min. education degree to fill the job)
Level 4-6	Highly skilled and experienced (Managers and above)	<ul style="list-style-type: none"> - Very complex problem solving - Highly responsible for the decision making 	<ul style="list-style-type: none"> - Excellent skill & aptitude (report, presentation, communication, etc.) 	<ul style="list-style-type: none"> - Master or bachelor degree - Extensive work experience
Level 4-5	High skilled jobs (Professionals)	<ul style="list-style-type: none"> - Problem solving requiring judgement - Medium responsible for the decision making 	<ul style="list-style-type: none"> - Very good skill & aptitude (report, presentation, communication, etc.) 	<ul style="list-style-type: none"> - Bachelor degree - Extensive work experience
Level 3	Medium/ high skilled jobs (Associate Professionals)	<ul style="list-style-type: none"> - Decision making involves rules and regulations and their impact and simple judgement - Some complex practical task in a specialized field 	<ul style="list-style-type: none"> - Good skill & aptitude (prepare factual reports, presentation, communication, etc.) 	<ul style="list-style-type: none"> - Associate degree or vocational training certificates, - Extensive work experience

Methodology: ISCO Skill Level Classification (2 of 2)

ISCO-08 Skill Level	Job Classification	Tasks	Skill & Aptitude	Knowledge (min. education degree to fill the job)
Level 2-4	Medium skilled jobs	<ul style="list-style-type: none"> - Supervises others of basic skills 	<ul style="list-style-type: none"> - Fair skill & aptitude (can read information, make written record, communication, etc.) 	<ul style="list-style-type: none"> - Upper secondary school completed plus TVET - some work experiences
Level 2-3	Medium skilled jobs	<ul style="list-style-type: none"> - Follows rules and regulations - Integrated technical and practical 	<ul style="list-style-type: none"> - Fair skill & aptitude (can read information, make written record, communication, etc.) 	<ul style="list-style-type: none"> - Lower secondary completed plus some upper secondary and/or TVET training - Some work experiences
Level 2-2	Low-Medium skilled jobs	<ul style="list-style-type: none"> - Follows rules and regulations - Integrated technical and practical 	<ul style="list-style-type: none"> - Fair skill & aptitude (can read information, make written record, communication, etc.) 	<ul style="list-style-type: none"> - Lower secondary level and/or TVET practical training - Low experience
Level 1	Non – low skilled jobs	<ul style="list-style-type: none"> - Simple and routine Physical or manual tasks - Non complex practical task 	<ul style="list-style-type: none"> - Physical strength, - Some jobs basic skills in literacy and numeracy 	<ul style="list-style-type: none"> - Completion of primary education or a short period of on the training - Low/non experience

What information is needed for Job Classification?

Organisation charts

Job descriptions

- *If you do not have clear job descriptions, we can still assist to embark on a job evaluation as long as there is a clear organisation structure.*
- *HRINC team will work closely with each client on doing the job classification.*

Based on the information received above, HRINC will strictly classify the job by using the ISCOs Skill Level classification. The participants will receive the job grade from HRINC and discuss together to finalise the grading.

The methodology is to compare **job-to-job**

- *Positions titles are not compared*
- *Individuals are not compared*

Why does HRINC do the job classification for participants?

It is essential that the benchmarking on jobs is accurate to have accurate datasets. Both industry knowledge as well as HR knowledge is required.

HRINC does the job classification to ensure

- *Ensure neutral review of jobs (not consider an individual's performance or status in the company)*
- *Provide a real benchmark – classify the job, not the individual so that datasets are accurate overall for the industry*

Specific Hotel Sector Job Classification for the Hotel Sector Survey which enables HR Managers to directly compare compensation with other others

Data will be classified by star and/or employee size so that HR managers can do accurate comparisons

For each job function, clear jobs are outlined by the ISCO Levels: the job functions for the hotel sector as they stand today include the following but can expand based on hotel sector participation....

Job functions in the hotel sector

F&B Kitchen

F&B Services

Front Office

House keeping

SPA

**Pool, Garden,
Landscaping**

**Engineering &
Maintenance**

Sales & Marketing

Admin & HR

**Finance &
Accounting**

**Purchasing and
Logistics**

IT



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To be the most valued knowledge and most respected professional services provider that all business knows, will add positive and lasting value.

Data presentation of the full report

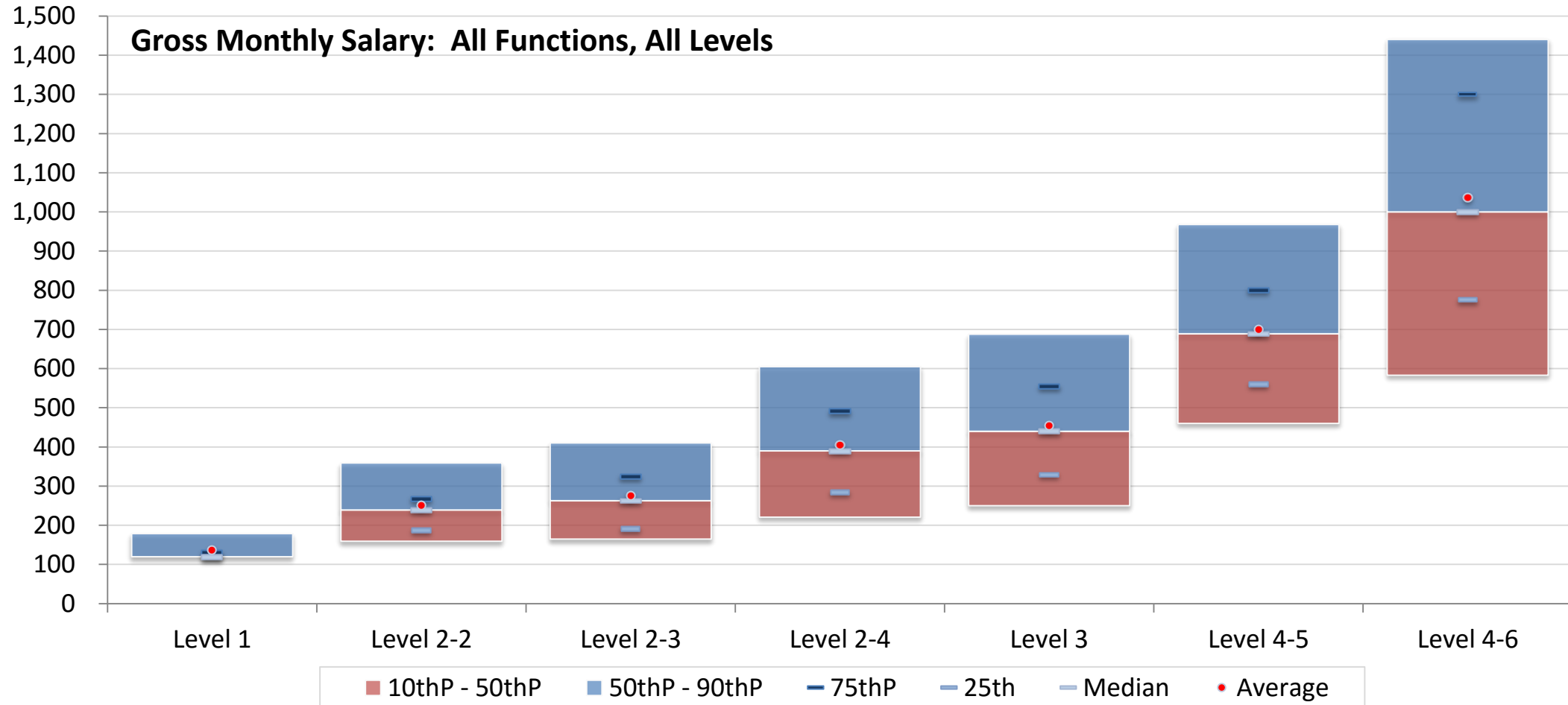
**HRINC CONSULTING: DATA DRIVEN INSIGHTS THAT DRIVE
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Monthly Salary Data Tables: Are presented by job function in data and visually. Everyone who participates gets an electronic version of their data versus the overall market data.

ISCO Skill Levels	10th P	25th P	Median	75th P	90th P	Average	# Data Points	# of companies
Level 4-6	583	776	1,000	1,300	1,440	1,037	199	27
Level 4-5	460	560	689	801	968	700	749	34
Level 3	250	329	440	555	688	454	1,273	38
Level 2-4	221	284	390	492	605	404	577	32
Level 2-3	165	191	263	325	410	275	2,515	35
Level 2-2	159	187	239	268	359	251	1,653	25
Level 1	120	120	120	130	179	137	805	20

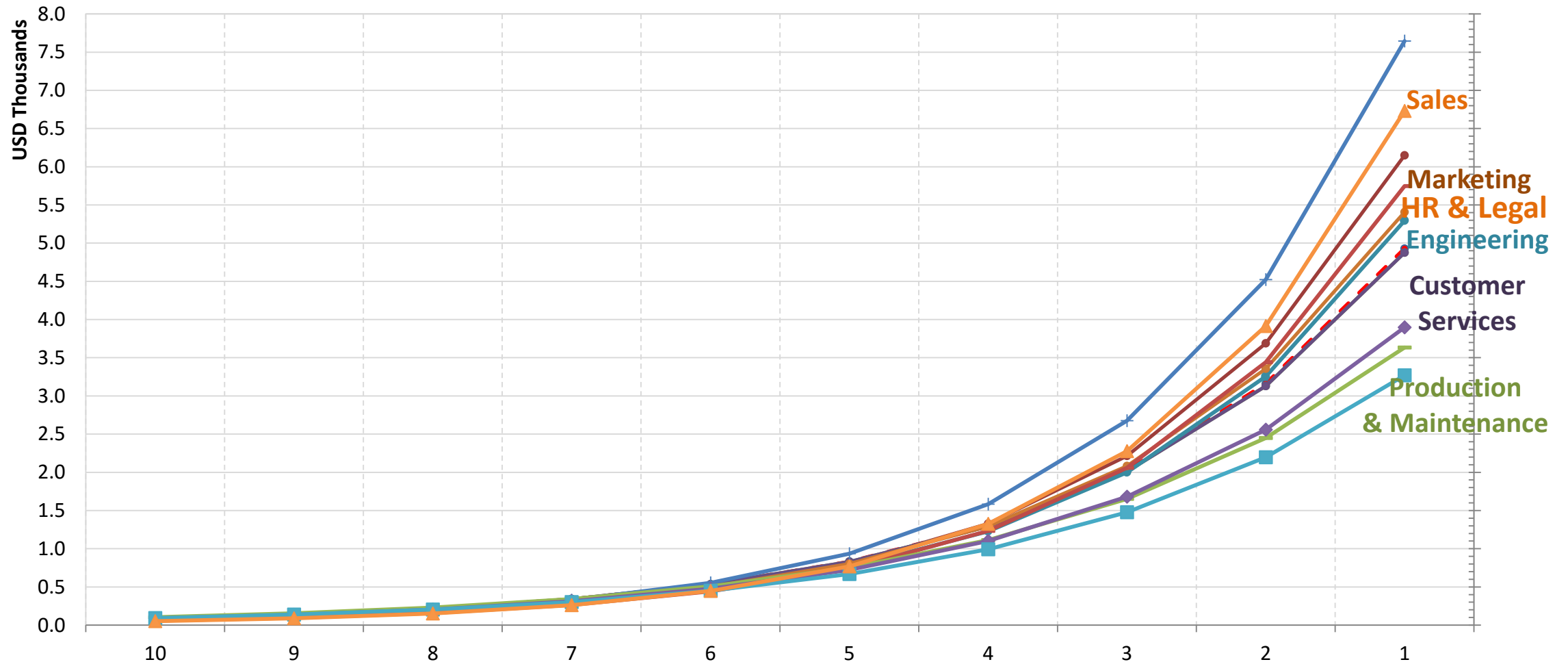
Box Plot or visual representation of data table.



Job function comparisons are also provided in median and average to understand which are the best paying job functions by level.

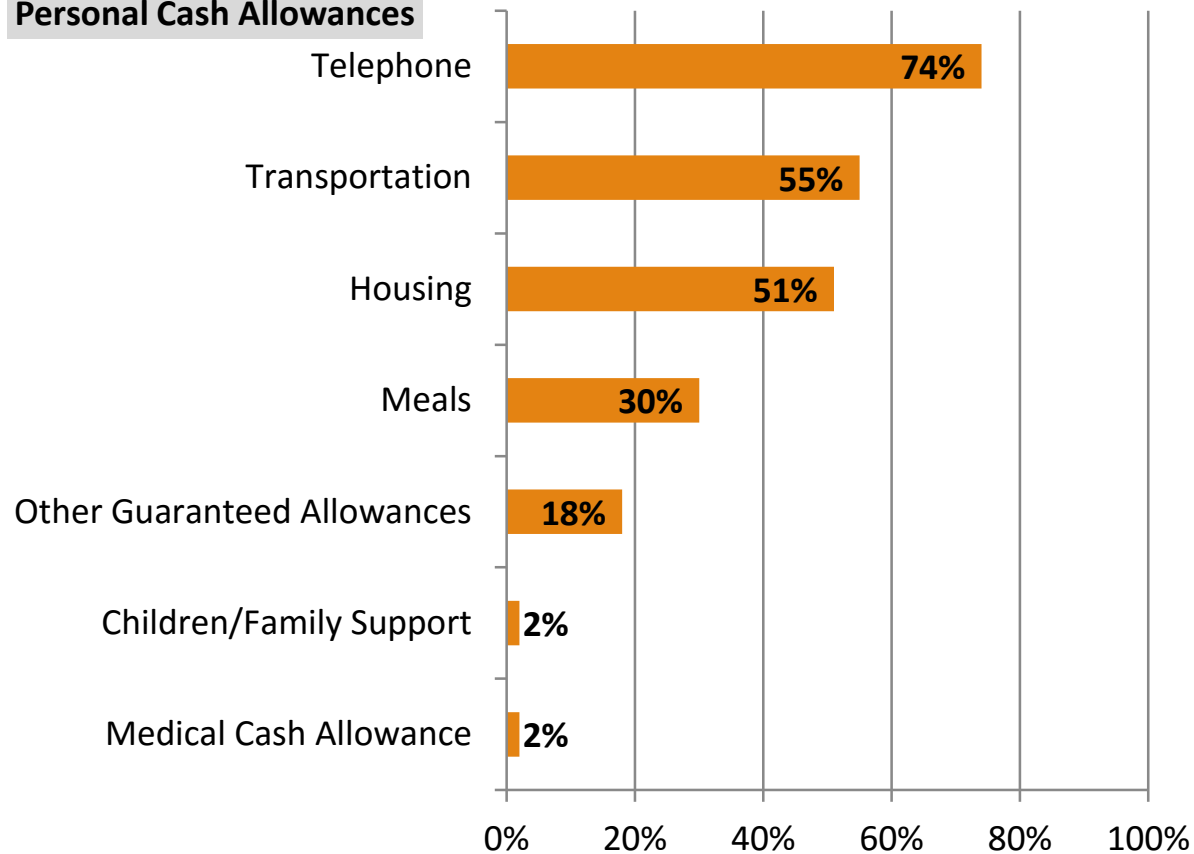
ISCO Skill Levels	Accounting & Finance	Admin	HR & Legal	Engineering	IT	Production & Maint.	Purchasing & Logistics	Quality & Environ.	Customer Services	Sales
Level 4-6	1,000	1,200	976	1,332	1,239	1,102	913	1,169	1,261	1,301
Level 4-5	689	693	719	646	636	693	593	688	689	689
Level 3	440	454	473	452	488	416	381	440	380	422
Level 2-4	390	280	295	259	310	279	308	241	220	280
Level 2-3	263	204	204	203	282	150	234	225	204	180
Level 2-2	239	--	--	150	150	130	150	140	--	120
Level 1	120	--	--	--	--	130	--	--	--	--

Trend Lines show the salary progression from one level to the next and which is the most competitive job function.

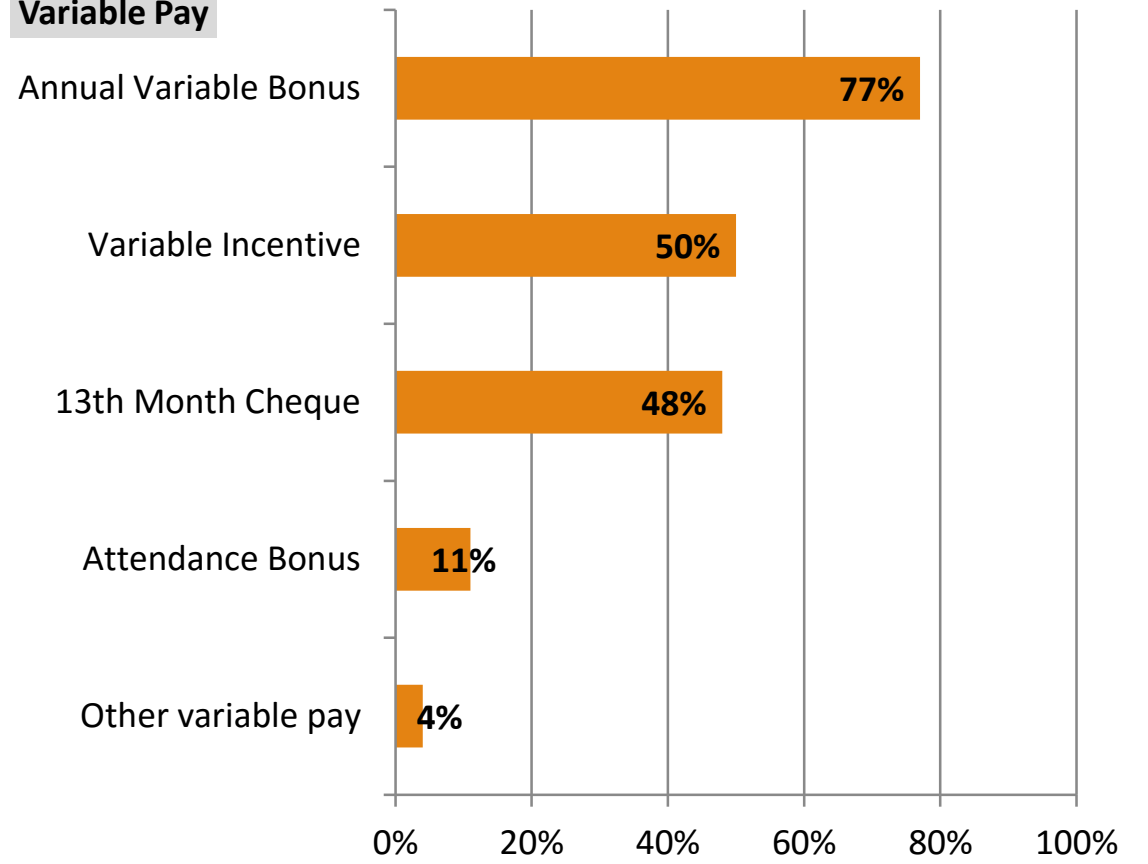


Details on provision of compensation components are presented visually and with detailed descriptive of how provisions are made

Personal Cash Allowances

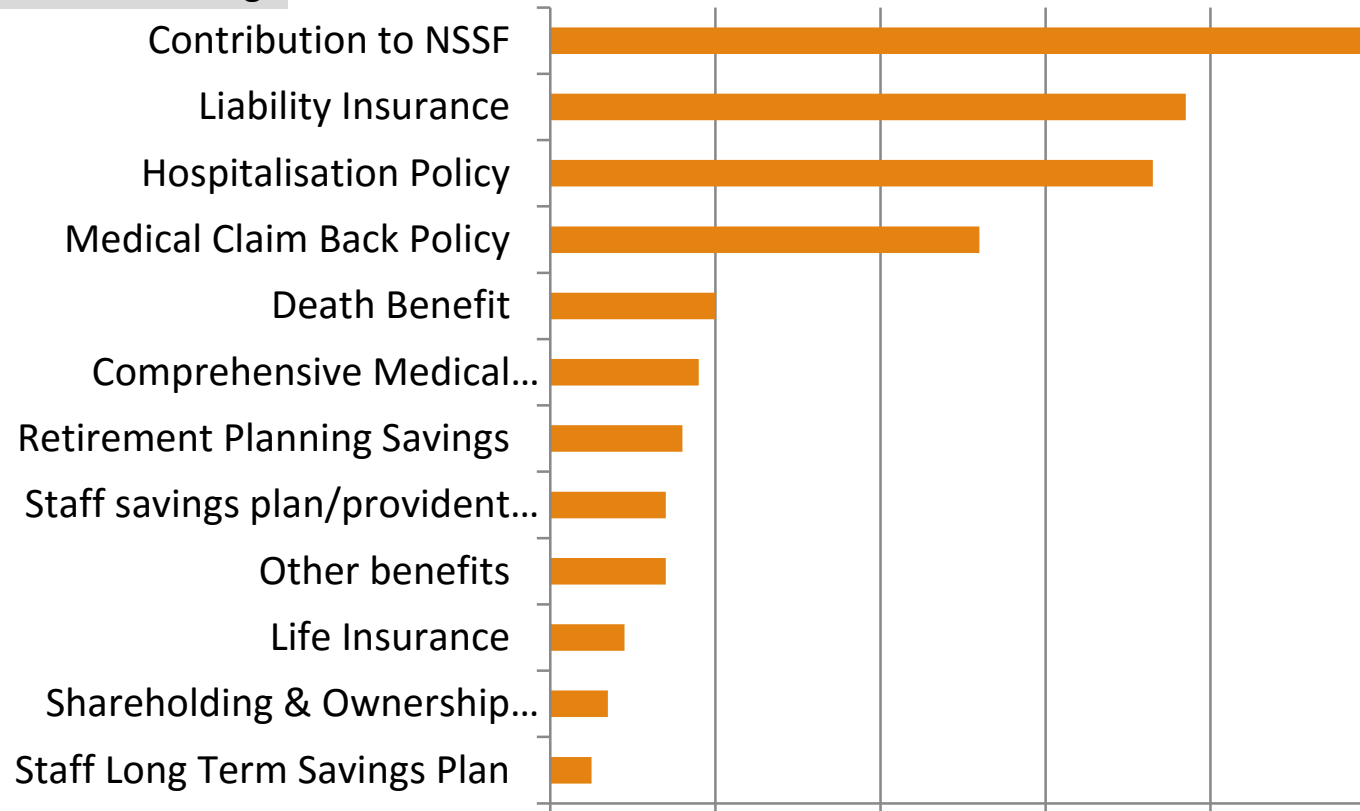


Variable Pay

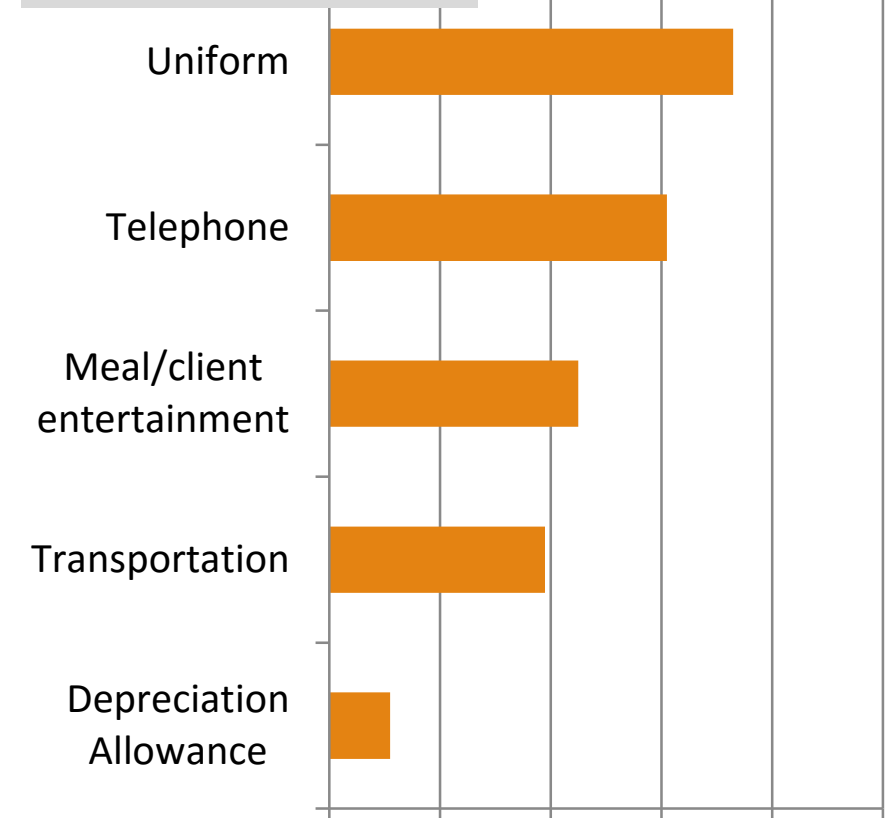


Details on provision of compensation components

Benefits Coverage



Work Allowance for Position



Average Annual Total Compensation Tables by function and level

Annual Compensation Component		Average of Total Sample (USD)	% Annual Total Remun.	% Annual Base Salary	# employees who receive \$ amount	# companies who provide \$ amount	Average \$ amount received (USD)	Annual Compensation Component		Average of Total Sample (USD)	% Annual Total Remun.	% Annual Base Salary	# employees who receive \$ amount	# companies who provide \$ amount	Average \$ amount received (USD)
A	Annual Base Salary	8,396	71.86%	100.00%	749	34	8,396	E	Annual Total Cash	11,445	97.95%	136.31%			
B	Personal Cash Allowances	1,024	8.76%	12.19%				F	Long Term Incentive (LTI)	10	0.09%	0.12%	179	5	66
	Telephone	363	3.10%	4.32%	283	16	960	G	Annual Total Cash + LTI	11,455	98.03%	136.42%			
	Meals	129	1.10%	1.53%	265	11	364	H	Benefits	230	1.97%	2.74%			
	Housing	25	0.21%	0.29%	47	4	391		Hospitalisation policy	37	0.31%	0.44%	341	17	80
	Medical cash	9	0.08%	0.11%	24	3	290		Comprehensive medical cover	14	0.12%	0.17%	170	4	63
	Children/family support	7	0.06%	0.08%	--	1	--		Medical claim back	117	1.00%	1.40%	381	20	224
	Transportation	411	3.51%	4.89%	159	9	1,926		Liability insurance	14	0.12%	0.16%	485	22	21
	Other personal cash	81	0.69%	0.96%	144	8	420		Life insurance	4	0.04%	0.05%	--	1	--
C	Annual Guaranteed Cash	9,420	80.62%	112.19%				I	Annual Total Remuneration	11,684	100.00%	139.16%			
D	Variable Pay	2,025	17.33%	24.11%				J	Work Allowances for Position	314					
	Attendance bonus	2	0.02%	0.02%	--	1	--		Telephone	143			214	14	497
	13th month Variable	0	0.00%	0.00%	--	0	--		Meals/entertainment	27			9	4	1,959
	13th month guaranteed	213	1.82%	2.54%	249	18	641		Transportation	74			83	4	586
	Monthly incentive (*12)	359	3.07%	4.28%	138	11	1,802		Depreciation allowance	1			--	1	--
	Annual bonus	1,422	12.17%	16.93%	505	23	2,007		Uniform allowance	67			400	22	126
	Other variable pay	29	0.25%	0.34%	59	4	343		Other work allowances	2			--	1	--
E	Annual Total Cash	11,445	97.95%	136.31%				K	Employee Position Cost	11,999					

Useful information of HR practices and challenges

This chapter covers:

- *Employment composition and growth*
- *Variable pay*
- *Salary increases and adjustments*
- *The talent pool size and quality and recruitment sourcing challenges*
- *Staff turnover, employment separation and time taken to recruit*
- *Emerging innovative HR practices*
- *Top emerging challenges for HR Manager*



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Structure of report

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Key contents of the full report

Economic Outlook and Review

Methodology and Report Interpretation

Monthly Salary data by Level and by Job Function

- *Box plots*
- *Cross functional comparison*
- *Cross sectoral comparison*
- *Trend Line comparison of Job Functions*

Monthly Salary data by Level for particular position

Annual Total Compensation – by Level and by Function, in average

HR Practices and Challenges



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Thank you: Q&A

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HRINC Mission:

We build engaging and lasting partnerships. We deliver extraordinary services...
...that enable our clients, our business and our people to grow and innovate.

HRINC Consulting HRINC Outsourcing HRINC Training HRINC Recruitment
Understanding Organisation Understanding Business Understanding People Understanding You

HRINC Consulting: Data driven insights that impact employee engagement and bottom-line performance.