



Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



CAMBODIA'S LABOR MARKET DYNAMICS
AND LAUNCHING THE 15TH EDITION OF THE
HRINC CAMBODIA ANNUAL
COMPENSATION AND BENEFITS SURVEY
2019-2020

29 May 2019
Sunway Hotel
HRINC Consulting Division
www.hrinc.asia

OUR AGENDA FOR THE DAY

1. Session 1: The Labour Market Challenges

- *Global Trends Emerging*
- *Cambodia's Labour Market and Challenges*
- *Key Factors impacting Compensation and Benefits in Cambodia today*

2. Session 2: Launching our Annual Compensation Surveys

- *The 15th Edition of the Cambodia Annual Compensation Survey 2019-2020*
 - Benefits
 - Methodology
 - Results
- *Public initiatives underway that may be of interest*
 - Employer Branding Survey
 - www.hrincjobs.com



Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



A LITTLE BIT ABOUT HRINC

ESTABLISHED IN 2005.
CAMBODIA'S LEADING HR SERVICES COMPANY.
CAMBODIAN HEAD OFFICE. GROWING INTO THE REGION.



HRINC
VISION

To be **ASEAN'S** most valued knowledge and respected HR services provider.



www.hrinc.asia

IN THE NEXT 5 YEARS, WE WILL BE THE LEADING HR SERVICES PROVIDER IN CLMV COUNTRIES...

HRINC Consulting

Understanding Organisation

- Employee Engagement Surveys
- Compensation & Benefits Surveys
- HR Audit
- Training Needs Assessment
- Performance Management Systems
- HR, Education, Skills and Labour Market Research
- Employee Satisfaction Surveys
- HR Policy Development/Review
- Organisation Structure Development/Review

HRINC Outsourcing

Understanding Business

- Employment Contract Management
- Workforce Outsourcing
- Relocation Services
- Tax and Compliance Processing
- Bookkeeping and Accounting Consultancy
- Payroll Outsourcing

HRINC Recruitment

Understanding You

- Executive Search
- Professional Recruitment
- Workforce Recruitment
- Project-based Recruitment
- Temporary / Part-Time Staffing

HRINC AFFILIATED BRANDS



BDLINK

- Market Research
- Value chain assessment
- Socio Economic Research
- Business Consulting
- Education and Labour Market



HRINC TAC Cambodia

- Delivers Tax and Compliance services for HRINC
- Payroll Outsourcing
- Tax and Compliance Processing
- Bookkeeping & Accounting system setup and consultancy



ITLINK

- Web Team
- LAN Team
- Online Services and internal infrastructures
- Payroll Systems
- Attendance Systems

Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



GLOBAL TRENDS EMERGING

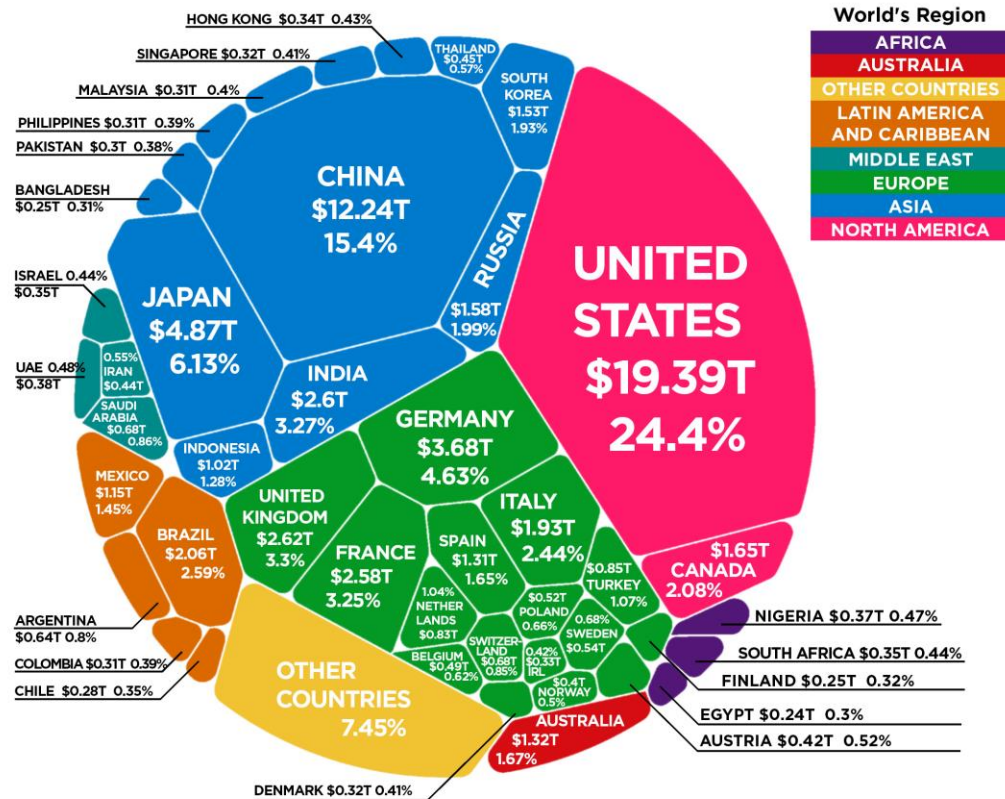
“Nothing is new to us, we’re living the 4th industrial revolution every day in Cambodia...” HRINC

ONE: TECHNOLOGICAL INNOVATIONS ARE IMPACTING EVERY SPHERE OF BUSINESS**



1. *“...including automation and digitisation - is transforming how and where businesses operate, their workforces and skills requirements**.”*
2. In Cambodia, clients and customers are demanding “more with less”
3. Skills are not keeping pace the demand for technological change
4. Employees want better service provisions from their employers
5. The public, including business, wants better services provisions from government

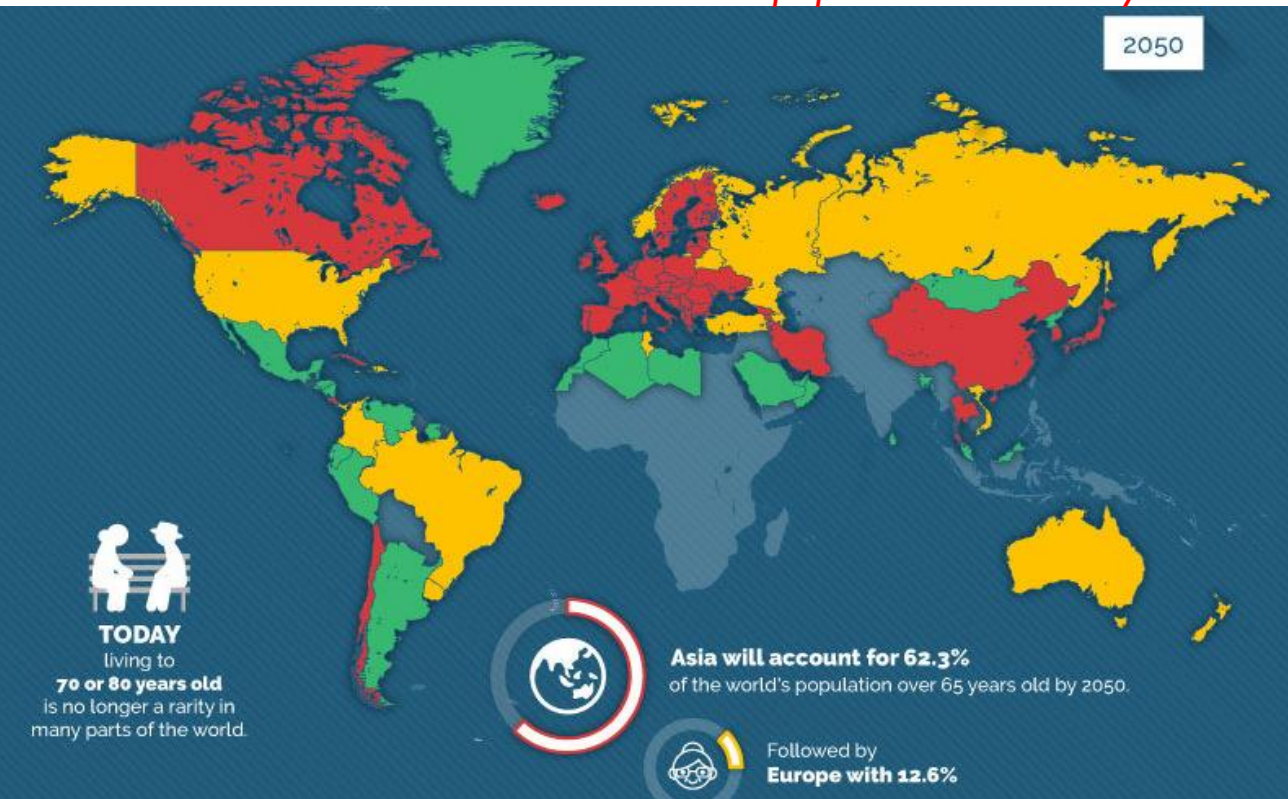
TWO: GLOBAL ECONOMIC INTEGRATION**



1. “...Increasing the harmonisation of corporate global governance, tax/regulatory and business environment**.”
2. In Cambodia, small and large businesses, feel the global economic challenges and integration affecting us (e.g. Trade war between China and US, Swine Flu in Vietnam,...)
3. We need more diversified skills (language, cultural, and soft skills especially) to deal with the new emerging economic environments
4. We need to be more agile and adaptive, to be able to deal with external challenges affecting us
5. As business leaders and HR Professionals, we need to look outwards more strategically and creatively, to reap the economic benefits of global economic integration or...
 - ...be left behind

THREE: DEMOGRAPHIC AND GENERATIONAL SHIFTS**

Asia will account for 62.3% of the world's population over 65 by 2050



1. *"...Businesses are concerned about managing a multi-generational workforce such as culture, concept, behaviours and professional needs**."*
2. Locally, we have a new generation that likes a lot of new things and access to information and technology, beyond what we had growing up.
3. Often the next generation is over ambitious.
4. A new generation that has a "different set of values" given the extraordinary access to information.
5. Managing expectations and managing talent is becoming the number 1 challenge for all businesses
6. With smaller families, aging populations are becoming a very real challenge to manage in social security systems and letting people work longer

FOUR: CLIMATE CHANGE AND SUSTAINABILITY* *

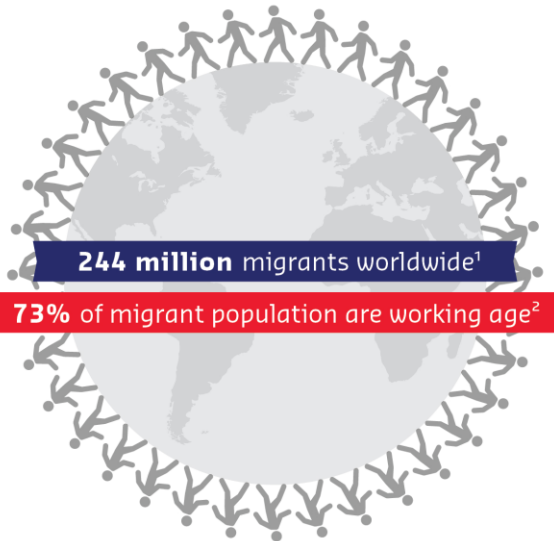


1. “...**Companies are increasingly pressured to become sustainable by considering the triple bottom line: financial sustainability, social, and environmental impact...
 - Environmental risks are increasing the vulnerability of businesses and people worldwide.”
2. In Cambodia, appears to be less of a priority...
3. ...however, the younger generations are making key statements about our ability to manage climate change and a clean living and working environment...
4. ...the inability to address “a cleaner Cambodia” and issues around climate change, sustainability and behaviour around cleanliness (garbage, throwing papers etc.) will have a lasting impact on “our children, the next generation” ...

FIVE: GLOBAL SHORTAGE OF SKILLED LABOUR**

EMPLOYEES WITHOUT BORDERS

Understanding the Impact of Migration on the Workplace



MIGRANTS' CONTRIBUTION TO ECONOMIC GROWTH



¹un.org/sustainabledevelopment/blog/2018/01/244-million-international-migrants-living-abroad-worldwide-new-un-statistics-reveal
²www.ilo.org/global/topics/labour-migration/news-statements/WCMS_436140/lang-en/index.htm

1. *“**The challenge of locating, hiring, and retaining skilled workers is felt across borders, sectors, and pay grades.*
 - *Shifts in knowledge, education, and training often mean that the most suitably skilled employees are not found where jobs are located...”*
 - *A lack of relevant skills for the world of work is already creating problems even at entry-level positions....”*
2. And it is no different to what we are experiencing in Cambodia today

Our Vision:

To be ASEAN'S most valued knowledge and
respected HR services provider.

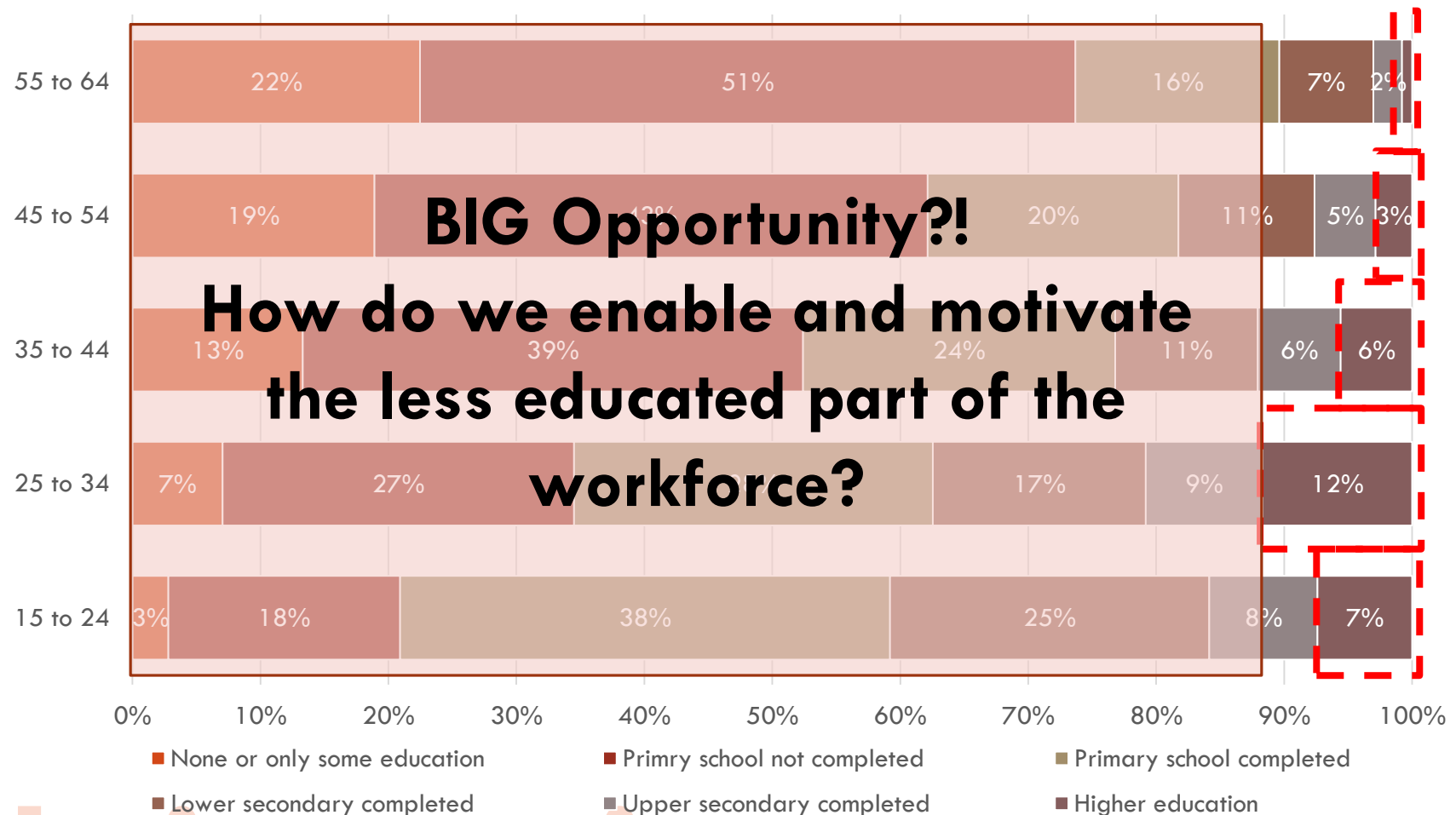
www.hrinc.asia



UNDERSTANDING LABOUR FORCE DEMOGRAPHICS IN CAMBODIA

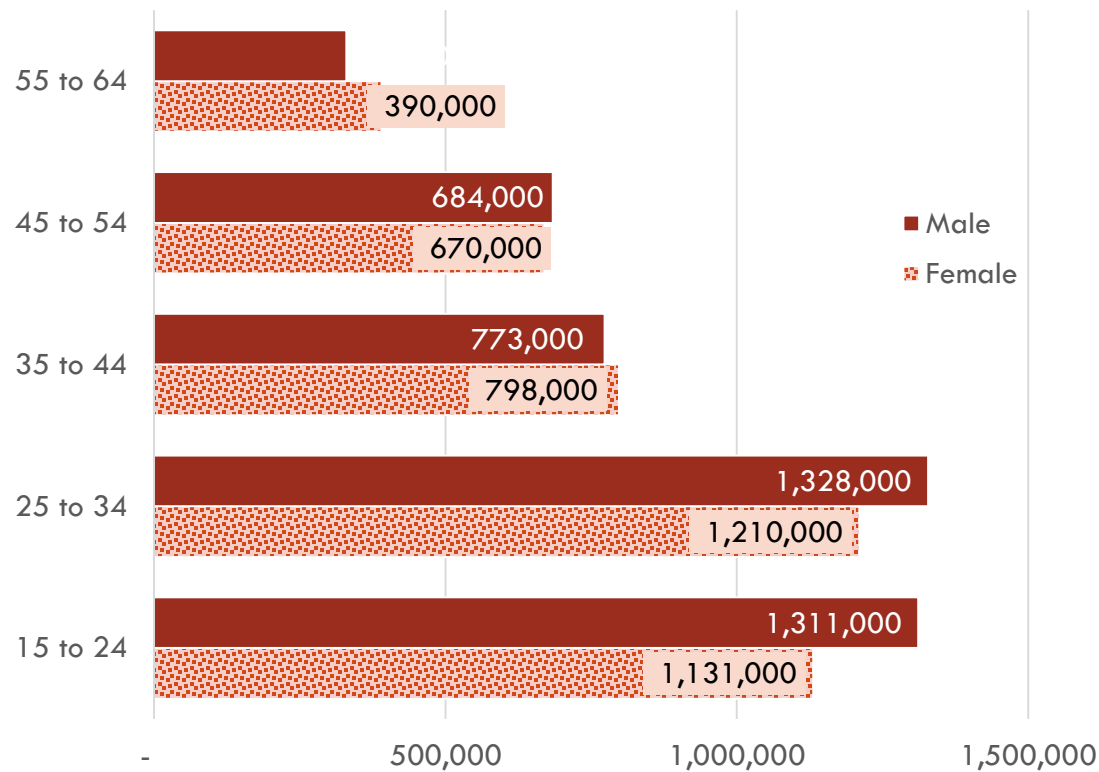
CAMBODIA'S POPULATION HAS A LOWER LEVEL OF EDUCATION ATTAINMENT MAKING SOURCING OF TALENT, HIGHLY COMPETITIVE IN A RAPIDLY GROWING LABOUR MARKET

Education Attainment by Age Group: 2016 Data



THE LABOUR FORCE CONSISTS OF AROUND 8.6 MILLION WORKERS IN 2016, WITH MOST ACTIVE IN AGRICULTURE AS WELL AS CRAFTS (SME SECTOR)

Labor force by age and gender



Employment by occupation



THE ANNUAL GROWTH RATE OF EMPLOYMENT REACHES UP TO 7.5% FOR CERTAIN SECTORS.

FINANCE AND INSURANCE SECTOR CONTRIBUTES THE SECOND MOST TO EMPLOYMENT GROWTH IN CAMBODIA AFTER THE **GARMENT & FOOTWEAR SECTOR**.

Sector	2016	2017	2018	2019	2017-2019		
					Annual absolute change, in average	Annual growth rate (%), in average	Contribution to change (%), in average
Accommodation	34,652	36,680	38,534	39,633	1,477	4.0	6.9
Constuction	7,135	7,542	7,624	7,743	101	1.3	0.5
Education	13,378	14,561	14,757	15,176	308	2.1	1.4
Finance and insurance	73,882	78,611	83,822	87,863	4,626	5.7	21.5
Food and beverage	16,815	17,035	17,788	19,672	1,319	7.5	6.1
Garment, footwear and apparel	742,737	742,944	760,399	765,630	11,343	1.5	52.6
Health	7,724	8,497	8,775	8,896	200	2.3	0.9
ICT	12,757	14,012	15,429	15,639	814	5.7	3.8
Logistics, warehousing and transportation	9,010	10,233	10,867	10,902	335	3.3	1.6
Rubber and plastics	30,760	32,858	34,763	34,911	1,027	3.1	4.8
Total	948,850	962,973	992,758	1,006,065	21,546	2.2	100.0
% comparing based on 2016	--	1%	5%	6%			

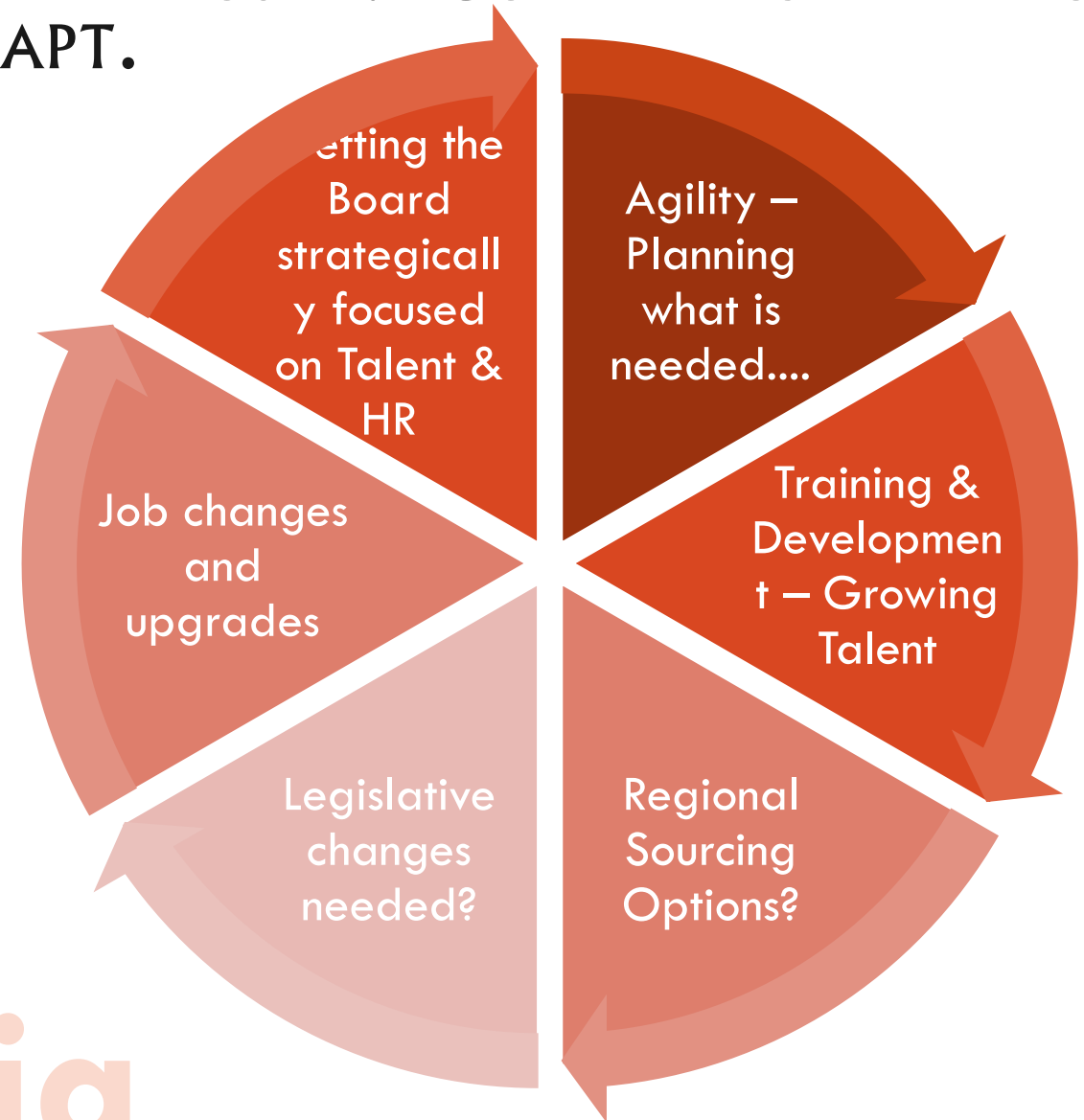
CAMBODIAN JOBS OUTLOOK 2018. ALL SECTORS ARE FACING A SHORTAGE AND DIFFICULT TO RECRUIT POSITIONS WHICH ARE MOSTLY TECHNICAL IN NATURE...

	Employed persons 2017	Employed persons 2018f	Change (#, %)	Easy to recruit	Difficult to recruit
Cambodia total	8,900,000	9,100,000	200,000 2.2%		
Accommodation	437,000	486,000	49,000 11.2%	Hotel receptionist, kitchen helper	Chef
Admin, economics, finance, law	not reported	not reported	n/a	Office clerk, admin/executive secretary	Lawyer, legal advisor, PR manager
Construction	670,000	718,000	48,000 7.2%	Flooring, roofers	Glazier, plumber, construction supervisor
Information technology	not reported	not reported	n/a	Web technician	IT support technician, software developer, system analyst
Education	not reported	131,000	n/a	Higher education teacher	IT trainer

...WITH MOST INDUSTRIES FACING SKILLS CHALLENGES, ABILITY TO SOURCE CREATIVELY, RETRAIN QUICKLY AND BUILD INTERNAL SUCCESSION PLANS, BECOMES INCREASINGLY IMPORTANT.

	Employed persons 2017	Employed persons 2018f	Change (#, %)	Easy to recruit	Difficult to recruit
Cambodia total	8,900,000	9,100,000	200,000 2.2%		
Healthcare	not reported	not reported	n/a	Lab technician, dental assistant	Radiographer, doctor, dentist
Electrical / maintenance	not reported	not reported	n/a	Electrical engineering electrician	Electrical mechanic, process control technician
Production / manufacturing	not reported	not reported	n/a	Clerk, laborer	Steam engine & boiler operator, mechanical machinery operator
Sales, purchasing, marketing	not reported	not reported	n/a	Contact center salesperson, bank clerk	Clearing & forwarding agent
Technical / scientific work	not reported	not reported	n/a	Electronics engineer, mechanical engineering technician	Engineer (telecom, industrial, chemical, mechanical)
Transport	not reported	not reported	n/a	Bus driver, freight handler, stock clerk	Heavy truck driver

THE LABOUR SHORTAGE IS VERY REAL. IT IS NOT GOING TO GET EASIER, IT IS GOING TO GET MORE DIFFICULT. COMPANIES NEED TO BE MORE AGILE (FLEXIBLE) TO ADAPT.



Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

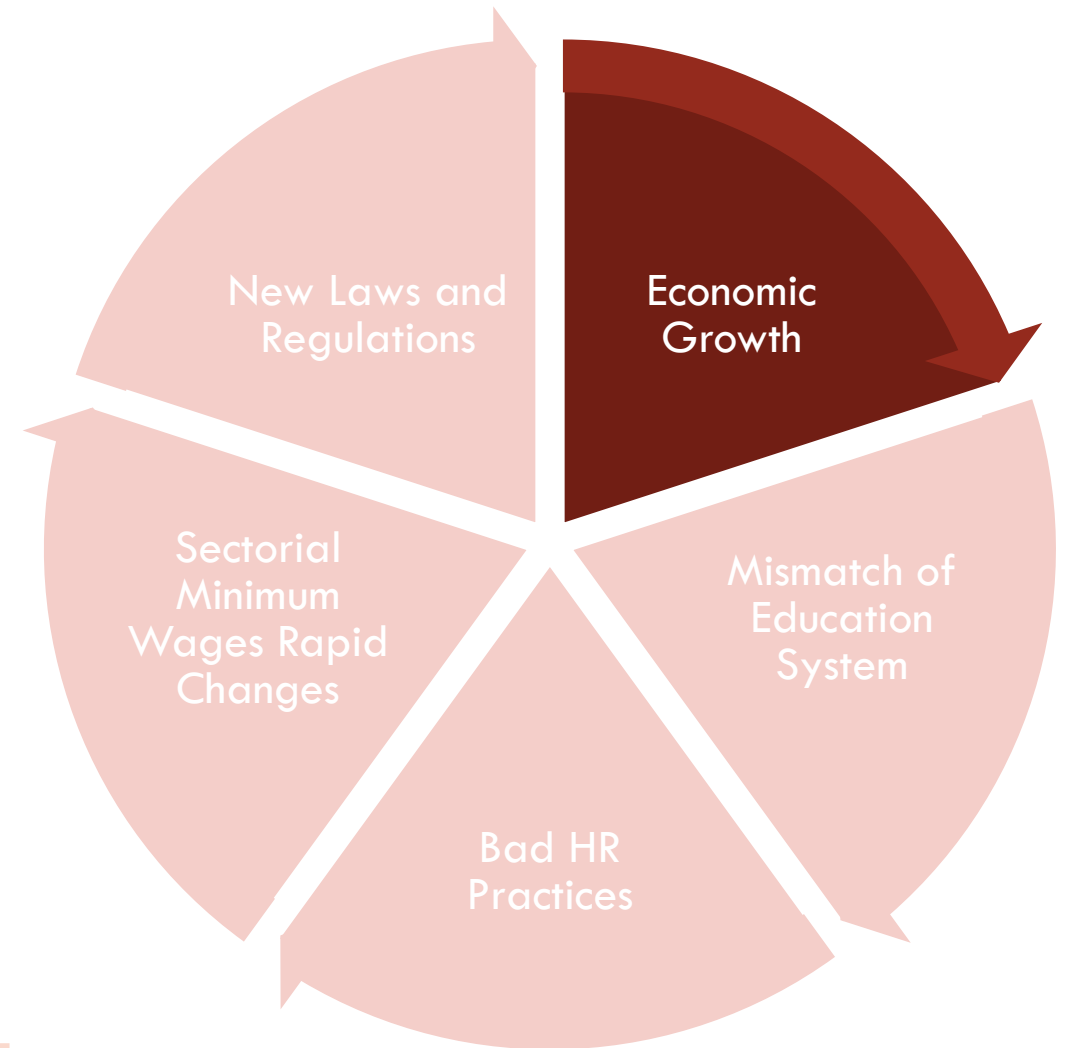
www.hrinc.asia



KEY FACTORS IMPACTING COMPENSATION & BENEFITS IN CAMBODIA

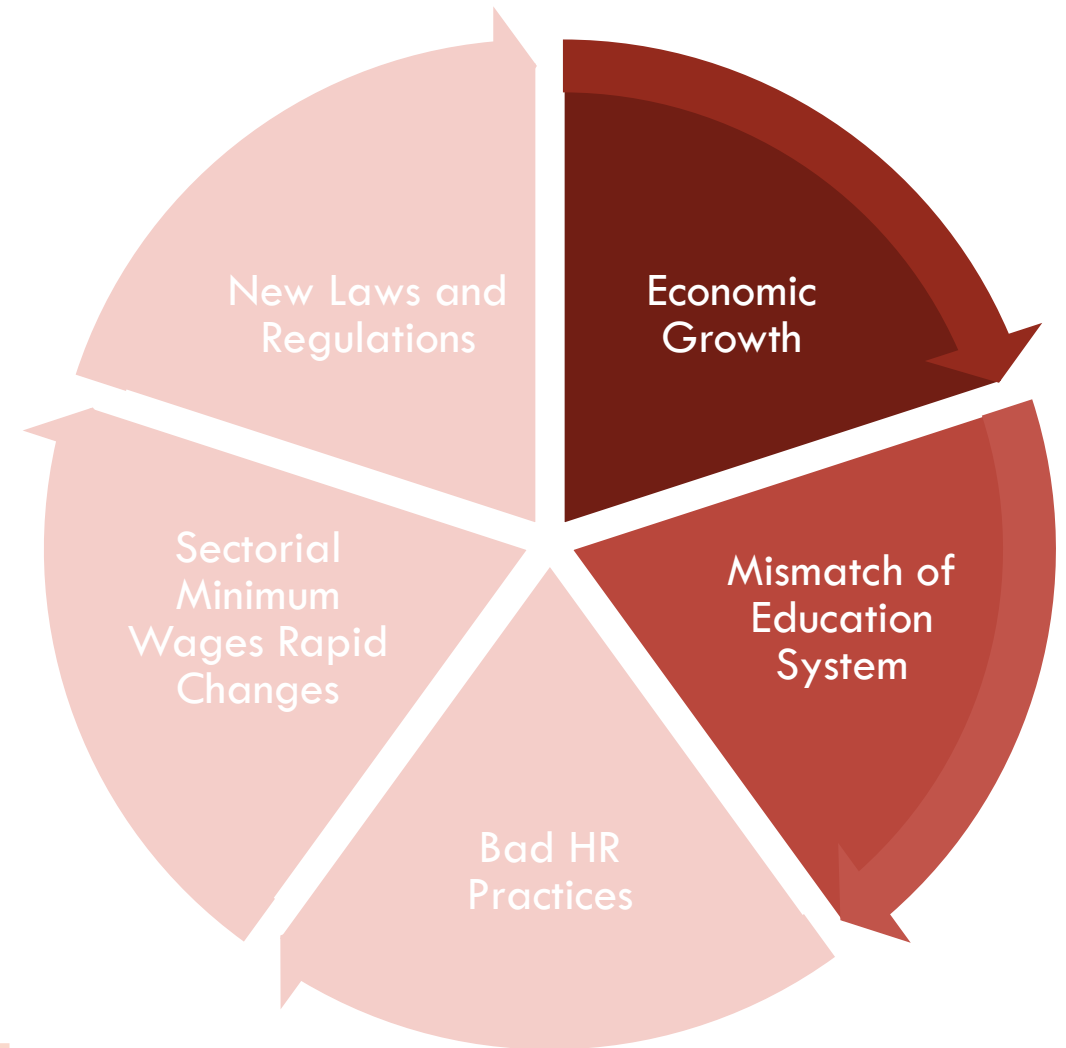
KEY FACTORS IMPACTING COMPENSATION AND BENEFITS PLANNING IN CAMBODIA

1. Continued Economic Growth
2. Mismatch of the education system: Skills not meeting the needs of the employment market
3. Poaching and paying higher wages over and over and not investing in the long term sustainability of a company's human capital and an industries human capital
4. Increase of minimum wages has been rapid in the Garment & Footwear sector, having a marked impact on other sectors
5. Introduction of new laws and regulations (Prakas 443, Seniority pay, introduction of



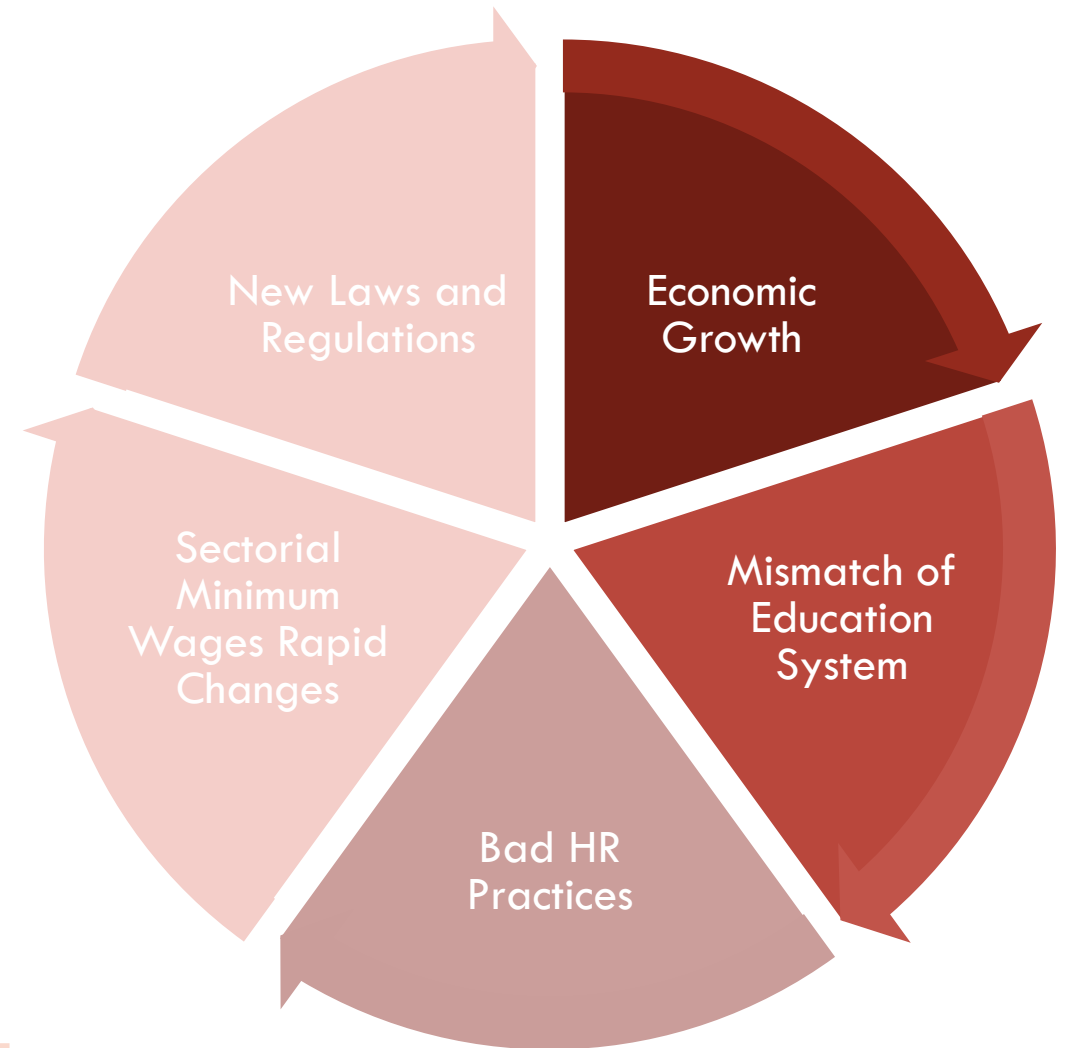
KEY FACTORS IMPACTING COMPENSATION AND BENEFITS PLANNING IN CAMBODIA

1. Continued Economic Growth.
2. Mismatch of the education system: Skills not meeting the needs of the employment market
3. Poaching and paying higher wages over and over and not investing in the long term sustainability of a company's human capital and an industries human capital
4. Increase of minimum wages has been rapid in the Garment & Footwear sector, having a marked impact on other sectors
5. Introduction of new laws and regulations (Prakas 443, Seniority pay, introduction of



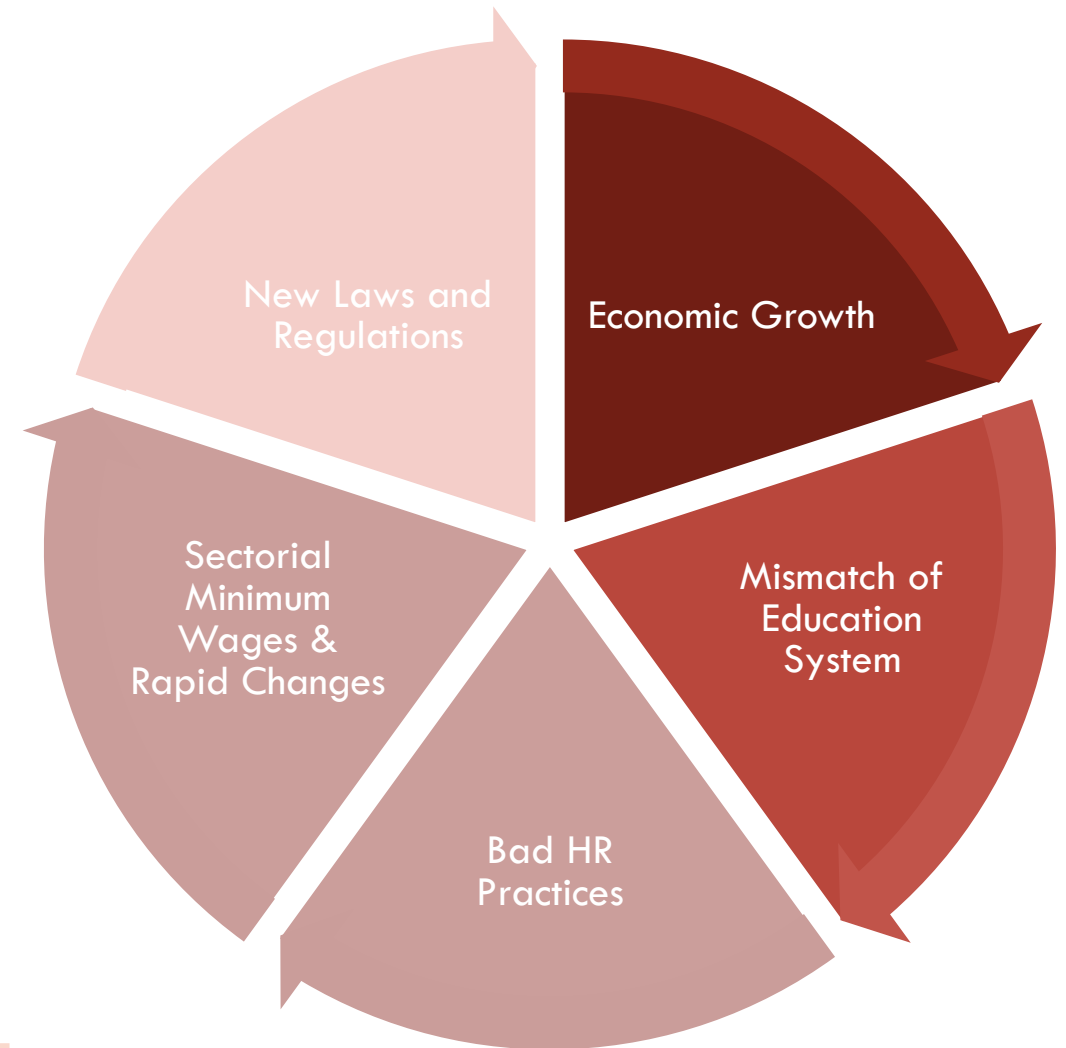
KEY FACTORS IMPACTING COMPENSATION AND BENEFITS PLANNING IN CAMBODIA

1. Continued Economic Growth
2. Mismatch of the education system: Skills not meeting the needs of the employment market
3. Poaching and paying higher wages over and over and not investing in the long term sustainability of a company's human capital and an industries human capital
4. Increase of minimum wages has been rapid in the Garment & Footwear sector, having a marked impact on other sectors
5. Introduction of new laws and regulations (Prakas 443, Seniority pay, introduction of

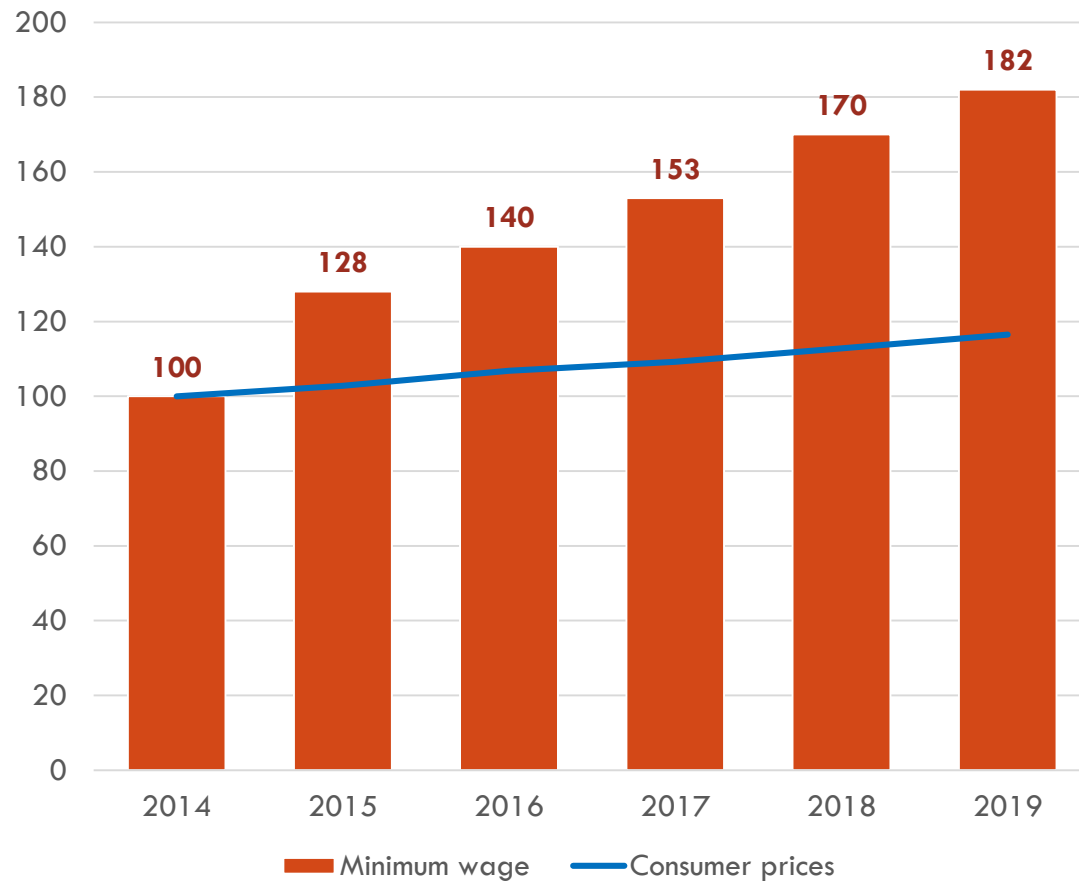


KEY FACTORS IMPACTING COMPENSATION AND BENEFITS PLANNING IN CAMBODIA

1. Continued Economic Growth
2. Mismatch of the education system: Skills not meeting the needs of the employment market
3. Poaching and paying higher wages over and over and not investing in the long term sustainability of a company's human capital and an industries human capital
4. Increase of minimum wages has been rapid in the Garment & Footwear sector, having a marked impact on other sectors
5. Introduction of new laws and regulations (Prakas 443, Seniority pay, introduction of



CAMBODIA MINIMUM WAGE IMPACT TO THE OTHER INDUSTRIES



Source: Consumer prices measured by end-of-year inflation rates (consumer price index).

1. Cambodia's minimum wage continues to rise much faster than the cost of living (as measured by the Consumer Price Index).
 - January 2018, 11% increase, from USD153 to USD170 per month.
 - January 2019, 7% increase to USD182.
 - January 2020: ??
2. Plus the mandatory allowance of USD17 per month
 - attendance bonus USD10 and
 - transportation and accommodation USD7
3. New Minimum wages will be introduced in the coming years – priority sectors targeted include Hotel and Accommodation sector and Construction sector
4. **By comparison, consumer prices are rising by just over 3% each year.**

KEY FACTORS IMPACTING COMPENSATION AND BENEFITS PLANNING IN CAMBODIA

1. Continued Economic Growth
2. Mismatch of the education system: Skills not meeting the needs of the employment market
3. Poaching and paying higher wages over and over and not investing in the long term sustainability of a company's human capital and an industries human capital
4. Increase of minimum wages has been rapid in the Garment & Footwear sector, having a marked impact on other sectors
5. Introduction of new laws and regulations (Prakas 443, Seniority pay, introduction of pension scheme, development of NSSF, minimum wages, reduction in holidays etc.)



A NEED TO BE AGILE AND CREATIVE AND CONSISTENT IN YOUR APPROACHES AND HAVE A CLEAR VISION OF WHAT YOU WANT TO ACHIEVE IN HUMAN RESOURCE MANAGEMENT



- Is HR truly linked to the Business Plan? What is the vision of HR? How do you market and communicate your message? Does your board view HR as a strategic partner? Is your board prioritizing HR?
 - What is the strategy to source talent? Is talent acquisition and learning and development linked? Is every team member in the Organisation contributing to the talent sourcing process?
 - Offer more than salary.
 - Understand market and industry trends more broadly. Participate in public surveys so you get value out of the results. (HRINC Employer Branding Survey)
 - Understand employee engagement & satisfaction and address challenges actively and celebrate your successes with the whole organisation
- Growth and diversification:
- Revisit and rethink your jobs so that you add diversity to work, ensure a challenging environment, but also allowing for higher salary payments
 - Are you training and developing “in time” to have the skills that you need?
 - Are you planning for the future or managing a crises all the time?

Keep up to date with the external environment affecting HR:

- Survey report
 - New or update regulation, law, prakas – e.g.. Seniority payment, pension fund
-

Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



THANK YOU!
QUESTIONS & ANSWERS

sandra.damico@hrinc.asia

Telegram: +855 12 766 748

www.hrinc.asia

OUR AGENDA FOR THE DAY

1. Session 1: The Labour Market Challenges

- *Global Trends*
- *Cambodia's Labour Market and Challenges*
- *Key Factors impacting Compensation and Benefits in Cambodia today*

2. Session 2: Launching our Annual Compensation Surveys

- *The 15th Edition of the Cambodia Annual Compensation Survey 2019-2020*
 - Benefits
 - Methodology
 - Results
- *Public initiatives underway that may be of interest*
 - Employer Branding Survey
 - www.hrincjobs.com



BIG DATA

BIG DATA



HRInc. Cambodia

**THE 15TH EDITION OF THE ANNUAL
CAMBODIA PRIVATE SECTOR
COMPENSATION & BENEFITS SURVEY**

YOU BENEFIT SIGNIFICANTLY FROM OUR CONSULTING EXPERTISE...

1. HRINC does the job matching to ensure consistency across all the participants in the survey.
2. We help you to update your Job Descriptions and identify where your job descriptions are not accurately reflecting the jobs that you current have in place
3. As a participant, reduced pricing on any salary survey report you wish to purchase
 - *The sectorial report you participate: Fixed price for all participants (at least 60% higher for non-participants)*
 - *Participant prices on any other salary surveys you wish to purchase (Unless an industry has a specific condition in place where we are unable to sell data or require to introduce differential pricing)*
 - *25% discount on special or customised reports*
4. For companies who participate and purchase reports,
 - *free consultation of 2 hours to help management and team understand data and start your analytical processes*
5. **What is Free:**
 - *Participant Report outlining the highlights of the survey*
 - *Your company data sheet (See next slide) Comparing your company to the market data (this will give you a highlevel snapshot of where you stand in the market)*

GIVING YOU BACK YOUR DATA AND MARKET BENCHMARK GIVES YOU A VERY QUICK AND CLEAR SNAP SHOT OF YOUR COMPETITIVENESS

1. Get the salary spreadsheet for free which presents the comparison between your individual salary versus the market salary range (all the percentile and average), by Level – *ELECTRONIC data for each access and review of your internal grades*

Position Title	Company Grade	KESAR Level (HRINC)	Internal Grade	Monthly Gross Salary	Market Gross Monthly Salary from the survey							
					10th P	25th P	Median	75th P	90th P	Average	# Data Points	# of Comp.
HR Manager	Manager	3	--	2500	1111	1460	1912	2400	2700	1900	246	31
HR Officer	Officer	6	--	350	240	318	417	521	640	430	1272	38
Accounting Officer	Sup.	5	--	750	436	526	642	743	895	652	749	34
Head of Finance	Manager	2	--	3520	2066	2677	3482	4406	5560	3500	69	19
Receptionist	Clerk	8	--	200	139	199	209	263	330	233	838	24
A & P Executive	Officer	6	--	560	244	318	417	521	641	430	1272	38
Call Center Officer	Officer	7	--	191	163	188	256	314	391	266	2515	35
Call Center Officer	Officer	7	--	246	163	188	256	314	391	266	2515	35
Call Center Officer	Officer	7	--	191	163	188	256	314	391	266	2515	35
Call Center Officer	Officer	7	--	198	163	188	256	314	391	266	2515	35
Cashier	Officer	7	--	200	163	188	256	314	391	266	2515	35
Cashier	Officer	7	--	201	163	188	256	314	391	266	2515	35

Our Vision:

To be ASEAN'S most valued knowledge and
respected HR services provider.

www.hrinc.asia



SURVEY METHODOLOGY AND JOB MATCHING

HRINC KESAR JOB MATCHING – INTERNATIONAL AND STANDARD METHODOLOGY



Knowledge: includes

- Education,
- Experience or exposure to the workplace and
- Practical relevant knowledge required to do the job



Skills and **A**ptitude: includes

- Interpersonal skills
- Language
- Other key skills required to do the job – negotiation and influencing skill, impact of communication

Environment: includes

- The cultural environment and
- Physical environments (hazards)



Responsibility: includes

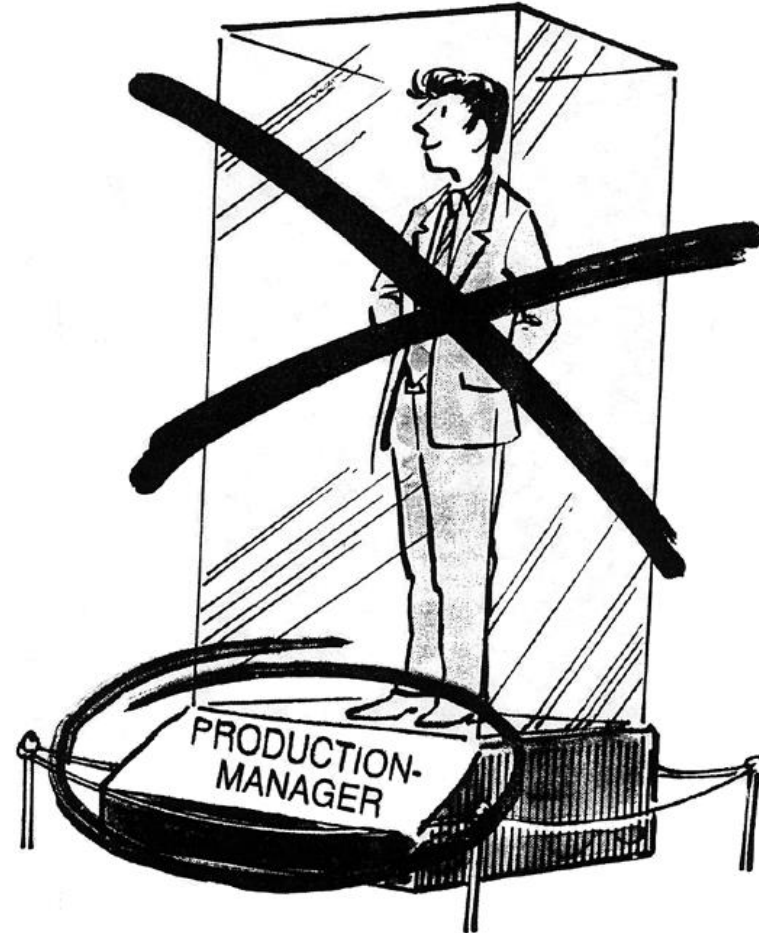
- Problem solving and judgement
- Decision making and the impact
- Number of people being managed and the impact of the person's decisions on the company.

HRINC KESAR JOB MATCHING – INTERNATIONAL AND STANDARD METHODOLOGY

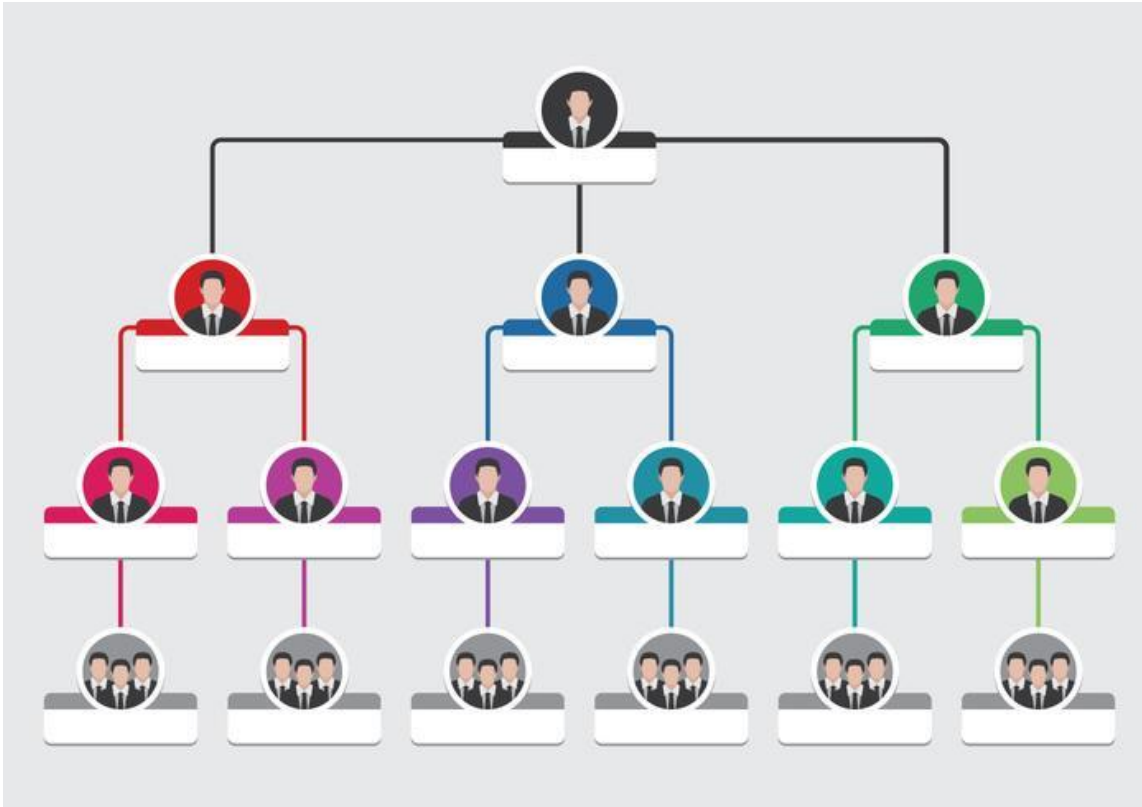
1. Each KESAR factor is clearly defined and broken down
 - *A weighting of importance is allocated.*
 - *The KESAR factors and their criteria include standard job matching criteria to ensure that jobs are matched accurately.*
2. Each Job Description is Scored returning a total value (job score / job size)
3. Discussed and confirmed with the HR Manager / Compensation Manager
4. Once confirmed the levels and jobs are put into the compensation data with their corresponding data and compensation values.

WHY DOES HRINC DO THE JOB MATCHING?

1. Save Time
2. Remove Bias and preferential treatment of staff
3. Ensure objectivity, we focus on Job to Job comparison
4. Our team has a deep understanding and knowledge of the sectors, ensuring we are matching jobs and maintaining a consistent and comparable compensation dataset



INFORMATION YOU NEED TO SHARE FOR JOB MATCHING



1. Organization chart
2. Organisation levels and structure if there is a policy document
3. Job descriptions as many as you have
4. If you don't have, we help you to develop generic job descriptions

HRINC JOB LEVELS HAVE DEVELOPED AND EXPANDED AS THE EMPLOYER AND EMPLOYMENT MARKET HAVE BECOME MORE SOPHISTICATED

MANAGEMENT	Level 1
	Level 2
	Level 3
PROFESSIONALS	Level 4
	Level 5
	Level 6
	Level 7
WORKFORCE	Level 8
	Level 9
	Level 10

15 YEARS AGO...

Employers did not have hierarchy's

Simple organization structures

Simple reporting lines

All MNCs agreed to limit the number of job levels given the characteristics of employers at the time.

MANAGEMENT	Level 1
	Level 2
	Level 3
PROFESSIONALS	Level 4
	Level 5
	Level 6
	Level 7
WORKFORCE	Level 8
	Level 9
	Level 10

TODAY

Today, organizations and organization structures are different in Cambodia...

We have more sophisticated organization structures, and more hierarchy

We also have bigger workforces that require more job levels and distinction of jobs

A need for data to reflect such a hierarchy. And so levels are split (**blue levels**) where the majority of workforce is represented.

WHAT INFORMATION IS NEEDED FROM PARTICIPANTS?

1. Updated Organization Charts

2. Updated 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 organization structure.*
 - *If you don't have JDs, the HRINC team can support by providing Job Description architecture to help you start setting up clear job descriptions.*
- *HRINC team will work closely with each client on doing the job evaluation.*
- *Based on the information received above, HRINC will strictly analyze the job through all the criteria of KESAR and the participants will receive the job grade from HRINC and discuss together to finalise the grading.*

3. Individual Salary data for each employee in the organization (No personal data is requested, only job title, internal grade and associated Gross Earnings (salaries, variables etc.)

4. Benefits questionnaire filled in

Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



DATA PRESENTATION OF THE COMPENSATION SURVEY

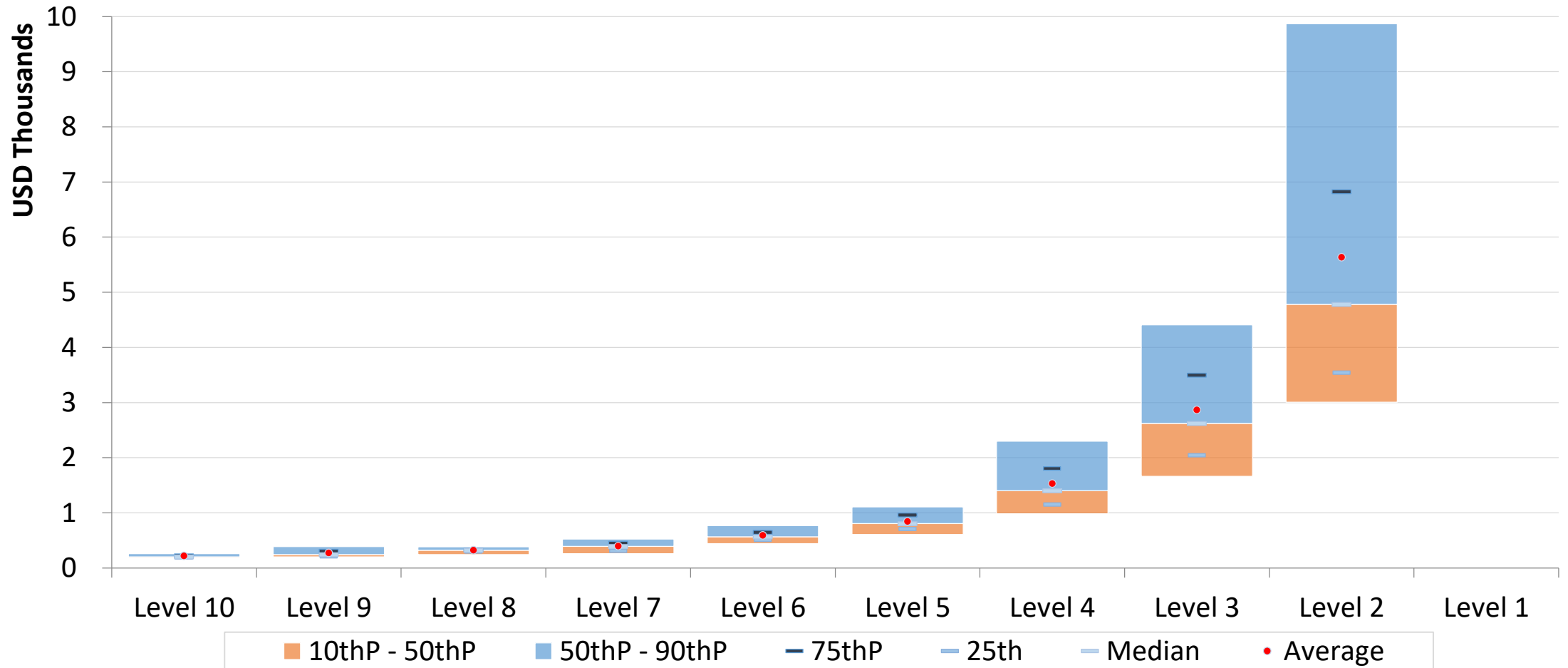
EXAMPLE: GROSS MONTHLY SALARY TABLE – BY LEVEL AND BY FUNCTION

KESAR LEVEL	10thP	25thP	Median	75thP	90thP	Average	# data point	# Company
Level 1	--	--	--	--	--	14,455	3	3
Level 2	3,007	3,542	4,782	6,827	9,871	5,634	63	55
Level 3A	5,661	2,043	2,624	3,500	4,411	2,867	173	55
Level 3B	984	1,148	1,400	1,800	2,300	1,529	579	56
Level 4A	1,123	1,352	1,764	2,300	2,691	1,845	252	55
Level 4B	909	1,055	1,240	1,465	1,750	1,288	331	54
Level 5A	608	707	807	963	1,108	842	635	55
Level 5B	441	508	568	650	770	592	1,272	55
Level 6A	477	541	590	700	825	629	529	54
Level 6B	411	497	557	613	706	563	680	54
Level 7A	300	350	402	477	545	421	888	55
Level 7B	240	250	280	320	400	299	430	51
Level 8	243	297	320	326	384	322	246	55
Level 9	200	211	242	306	389	270	110	52
Level10	180	190	203	222	261	219	241	55

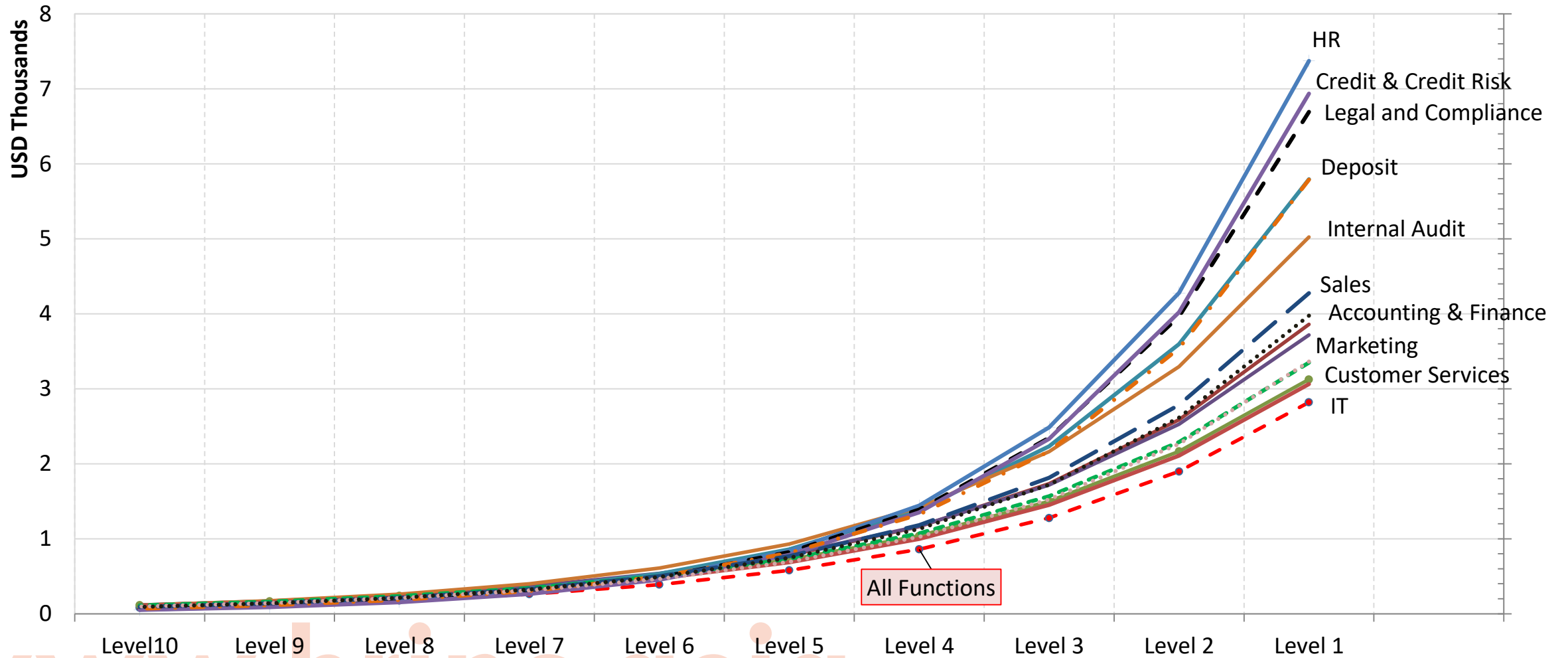
MEDIAN GROSS MONTHLY SALARY, % DIFFERENCE BETWEEN FUNCTION SALARY AND ALL FUNCTIONS SALARY

KESAR LEVEL	Dept G	Dept F	Dept I	Dept H	Deposit	Dept Z	Dept x	Dept y	Dept A	Dept B	Dept C	Dept D	Dept E
Level 1	--	--	--	--	--	--	--	--	--	--	--	--	--
Level 2	5%	--	--	--	--	-27%	--	--	-10%	--	18%	-14%	5%
Level 3	2%	--	--	19%	2%	-12%	-2%	24%	25%	16%	-21%	13%	5%
Level 4	4%	-11%	-29%	0%	10%	13%	-25%	-2%	-2%	6%	3%	18%	-11%
Level 5	1%	-1%	20%	-3%	7%	-2%	-8%	-9%	-4%	-5%	5%	1%	0%
Level 6	0%	0%	-3%	-1%	6%	4%	-1%	-5%	-5%	0%	0%	13%	-2%
Level 7	10%	6%	2%	--	20%	24%	14%	-10%	-9%	-6%	-3%	7%	4%
Level 8	--	1%	--	--	--	--	--	--	--	--	--	--	--
Level 9	--	-7%	--	--	--	--	--	--	--	--	--	--	--
Level10	--	--	--	--	--	--	--	--	--	--	--	--	--

BOX PLOT OR VISUAL REPRESENTATION OF SALARIES SHOWS THE SPREAD OF SALARIES AT EACH LEVEL. GROSS MONTHLY SALARY, ALL LEVELS

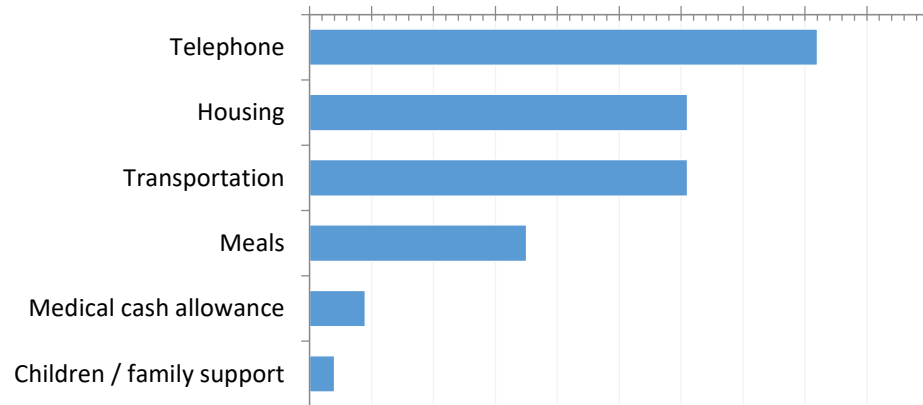


TREND LINES – COMPARISON OF WHICH JOB FUNCTIONS ARE PAYING THE MOST COMPETITIVELY



PRESENTATION OF ALLOWANCES SUMMARY

Personal Cash Allowances



1. Total of four types of allowances
 - *Personal Cash Allowances (6 – 10 items)*
 - *Variable Pay Provision (5 – 10 items)*
 - *Benefits Provision (11 – 15 items)*
 - *Work allowances for the position (5 – 10 items)*
2. All the above together, add up for total compensation
3. For each of the above, a detailed description and HR Practise is provided in the benefits report, so that HR Managers have access to understanding practises in the market and emerging trends

TOTAL CASH AND TOTAL COMPENSATION DEVELOPMENTS

1. Data Presentation is now showing advanced analytical outputs
 - *Gross Salary Tables (Gross Salary only)*
 - *Total Cash Take Home (All cash allowances received)*
 - *Annual Total compensation (including value of benefits)*
2. Every data table is accompanied with job titles as well as a position briefing (see our salary survey books)

AN EXAMPLE OF TOTAL COMPENSATION (INCLUDING WORK ALLOWANCES AND BENEFITS VALUES)

Part 1

	Annual Compensation Component Gross in USD	# employees receive amount	# companies provide amount	Average Amount Received	% Annual Total Remun. (Average)	% Annual Base Salary (Average)
A	Annual Base Salary	579	16	18,346	47%	100%
B	Personal Cash Allowances	300	8	11,126	29%	61%
	Telephone	300	8	431	1%	2%
	Meals	--	1	--	--	--
	Housing	--	0	--	--	--
	Medical cash	--	1	--	--	--
	Children/family support	--	0	--	--	--
	Transportation	32	3	4,538	12%	25%
	Other personal cash	--	1	--	--	--
C	Annual Guaranteed Cash	579	16	29,472	76%	161%
D	Variable Pay	579	16	5,534	14%	30%
	Attendance bonus	--	0	--	--	--
	13th month guaranteed	258	10	1,404	4%	8%
	Monthly incentive (*12)	--	2	--	--	--
	Annual bonus	548	12	3,324	9%	18%
	Other variable pay	--	0	--	--	--
E	Annual Total Cash	579	16	35,006	90%	191%

Part 2

	Annual Compensation Component Gross in USD	# employees receive amount	# companies provide amount	Average Amount Received	% Annual Total Remun. (Average)	% Annual Base Salary (Average)
F	Long Term Incentive (LTI)	268	5	2,433	6%	13%
G	Annual Total Cash + LTI	579	16	37,439	96%	204%
H	Benefits	400	14	1,366	4%	7%
	Hospitalisation policy	219	9	61	0%	0%
	Comprehensive medical cover	--	2	--	--	--
	Medical claim back	279	8	820	2%	4%
	Liability insurance	217	8	25	0%	0%
	Life insurance	154	7	73	0%	0%
	Other benefits	--	1	--	--	--
I	Annual Total Remuneration	579	16	38,805	100%	212%
J	Work Allowances for Position	474	13	8,187	21%	45%
	Telephone	375	8	469	1%	3%
	Meals/entertainment	--	1	--	--	--
	Transportation	--	2	--	--	--
	Depreciation allowance	--	1	--	--	--
	Uniform allowance	359	8	126	0%	1%
	Other work allowances	--	0	--	--	--
K	Employee Position Cost	579	16	46,992	121%	256%

Example only .

Please do not use the data for internal purposes. Provided for understanding only.

Contact consulting@hrinc.com.kh for data related to positions and functions.

TABLE OF CONTENTS OF THE FULL REPORT

1. Economic Outlook and Review
2. Methodology and Report Interpretation
3. **Generic Job Description for Specific sector by each function**
4. Monthly Basic Salary data by Level, by Job Function
 - *Box plots*
 - *Cross functional comparison*
 - *Trend Line comparison of Job Functions*
5. **Monthly Salary data by Level, by key position (if data is available)**
6. **Annual Total Cash by Level and by Function, in percentile and in average**
7. Annual Total Compensation – by Level, in average
8. HR Practices and Challenges – including salary increase, staff turnover, Emerging innovative HR practices and so on
9. **Comprehensive Benefits Review – separate report to be more detail on each benefits and allowances**

SURVEY PRICING IN 2019 WILL REMAINS THE SAME

Private Sector 15 th Edition Participant Prices in USD		Industry Sectors Participant Prices in USD	
Hard copy Report	850	Hard copy Report	600
Hardcopy report & electronic data sets – salary by level and function	1200	Hardcopy report & electronic Data Sets	950
Hardcopy report & Salary by Level, Function, Total Cash and Total compensation tables and Regression Tables	1800	Hardcopy report & Salary by Level, Function, Total Cash and Total compensation tables and Regression Tables	1550
Benefits Review	300	Benefits Review	300

*Fees exclude VAT as required by law. Any courier charges are charged back to the client at cost
 HRINC reserves the right to change pricing based on market demands*

SURVEY PRICING IN 2019 WILL REMAINS THE SAME

Private Sector 15 th Edition Participant Prices in USD	Industry Sectors Participant Prices in USD
<p>Includes a selection of large companies and all MNCs operating in Cambodia which are comparable.</p>	<ol style="list-style-type: none">1. MFI Sector2. Banking and Financial Services3. Financial Sector (Combines above two)4. Trade and distribution5. Logistics sector6. Manufacturing and industrial services7. Not for profit8. Garment Sector9. Retail Sector Survey - New10. Hotel Sector11. Workers study on blue collar workers



Please say YES to joining the 15th HRINC Annual Compensation Survey

Any specific requirement please share!

Please also encourage your HR Colleagues in other sectors to join, or contact our team and we will be happy to approach them.

Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



**IMPORTANT PUBLIC INITIATIVES
UNDERWAY: PLEASE PARTICIPATE**



Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



**HRINC EMPLOYER BRANDING SURVEY –
PARTICIPATE AND GET EXCELLENT
UNDERSTANDING OF WHAT YOUR EMPLOYEES
THINK**

Cambodia's Employer Branding and Engagement Survey

Who are the top 10 employers?



Career Objectives

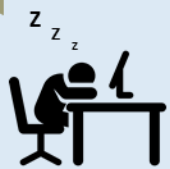


Leadership Styles



- Care
- Coach
- Connect & Collaboration
- Change management
- Communication
- Competence
- Charisma
- Commitment

Employee's Engagement



Strongly Disengaged,
but no
intention to
leave



Disengaged,
no
commitment
to do quality
work



Engaged,
but having
intention to
leave



Strongly Engaged,
who are
committed
to work

5,000
professionals

What are perspectives of career satisfaction of different generations?



1946-1964
Baby
Boomers



1965-1979
Gen X



1980-1995
Gen Y



>1995
Gen Z



Survey Objectives

01

**Who are the most attractive
Employer Brands in Cambodia?**

02

**What are the characteristics that job
seekers are seeking in the workplace
today?**

03

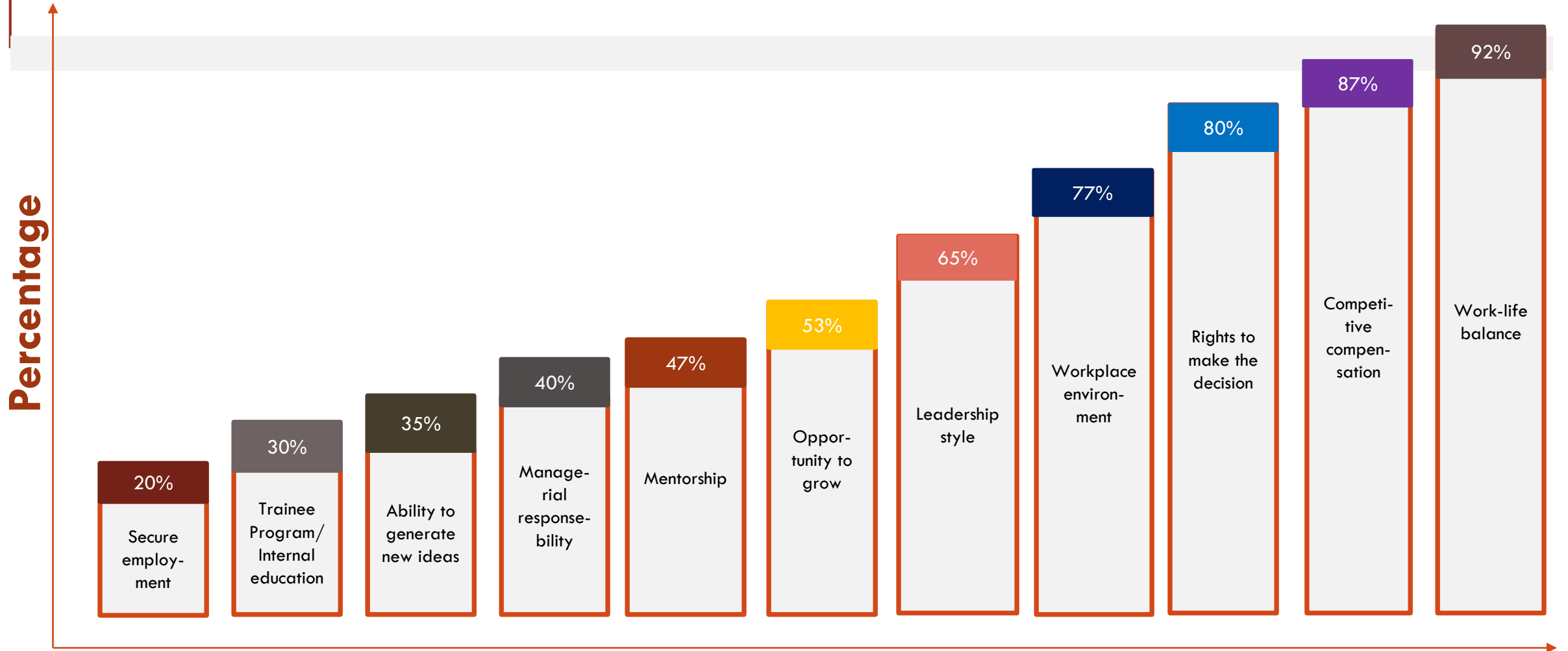
**To what extent do employees feel they
are engaged in the workplace?**



What makes top companies attractive to job seekers?

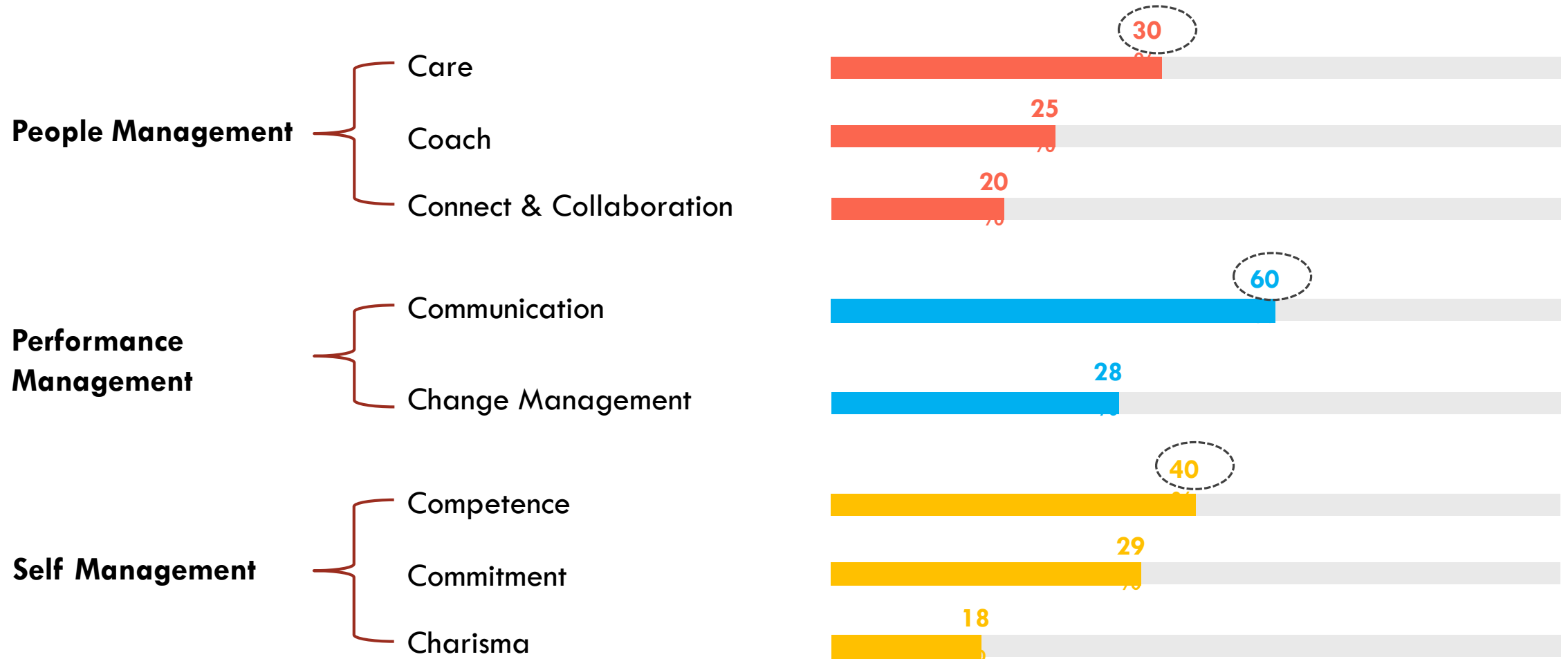


Attractive Employment Conditions



Employer Branding Attractiveness Conditions

What **Management Styles** are people looking for in their direct manager/supervisor?

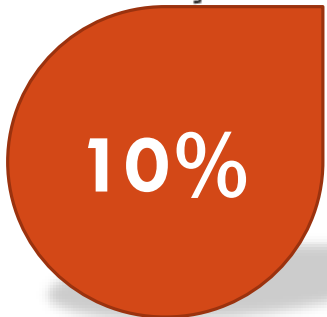




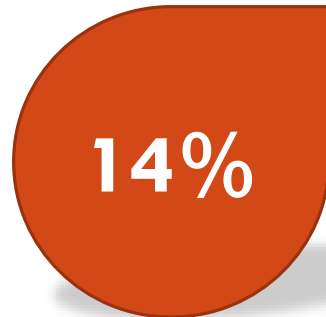
Intention to leave their current company



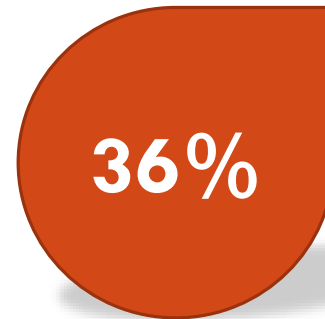
1946 – 1964
Baby Boomers



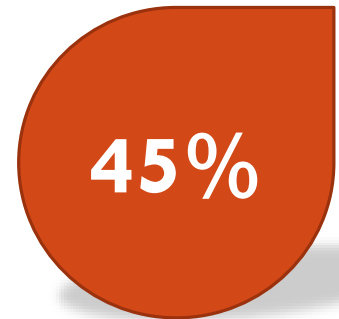
1965 – 1979
Generation X



1980 – 1995
Generation Y
a.k.a millennials



> 1995
Generation Z
a.k.a centennials



HOW MANY PERCENTAGE OF EMPLOYEES ARE ENGAGED WITH THEIR WORK?



20%

- ▶ Strongly Engaged
- ▶ And strongly committed to work



35%

- ▶ Engaged
- ▶ But have intention to leave



23%

- ▶ Strongly Disengaged
- ▶ But no intention to leave



22%

- ▶ Disengaged
- ▶ And have intention to leave

PAY ATTENTION FOR “DISENGAGED AND NO INTENTION TO LEAVE” GROUP



23%

NO INTEND TO LEAVE



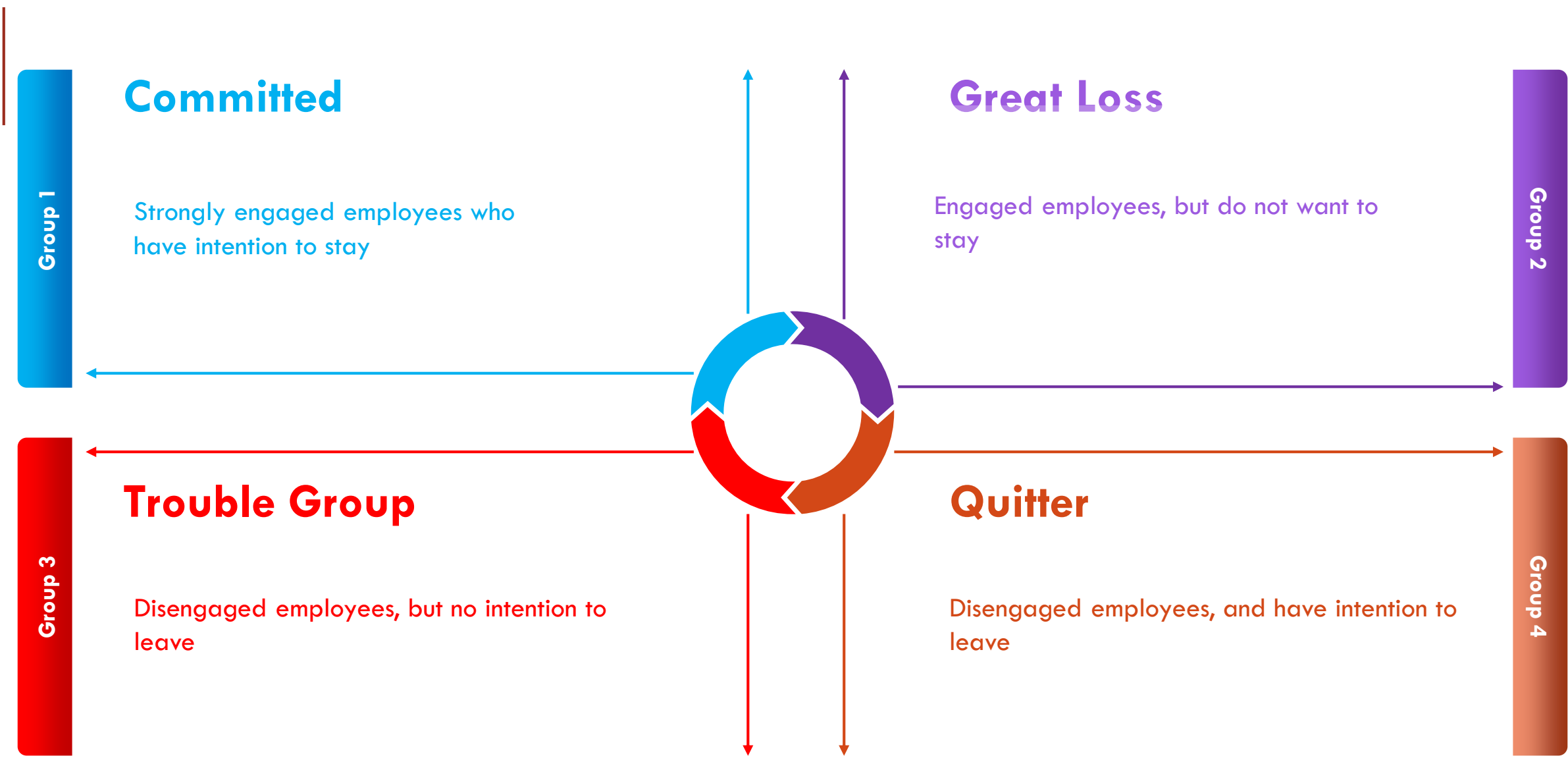
NO COMMITMENT TO DO QUALITY WORK



FEEL DEMOTIVATE AT WORK



KILL BUSINESS AND TEAM WITH THEIR ATTITUDES & BEHAVIORS



EMPLOYER BRANDING SURVEY CONTACT

VICHETH.Pisey@hrinc.com.kh

095 572 222

www.hrinc.asia



Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



NEW HRINC JOB PORTAL

www.hrincjobs.com (regional Job portal)

www.hrinc.asia (Corporate Website)

HRINC NEW JOB PORTAL TO LAUNCH IN 3RD QUARETER OF 2019

Our new job-portal will launch
Excellent advertising and employer branding
positioning opportunities

Manager of hrincjobs.com: Mr. Rous
Meas.rous@hrinc.asia
092 408 481

www.hrinc.asia

Our Vision:

To be ASEAN'S most valued knowledge and respected HR services provider.

www.hrinc.asia



THANK YOU! QUESTIONS & ANSWERS

Sandra.damico@hrinc.asia

www.hrinc.asia

Telegram: +855 12 766 748