

A circular metal stamp with intricate embossed floral patterns. The design features two large, stylized floral motifs at the top and two at the bottom, arranged in a symmetrical pattern. The background of the stamp is filled with a fine, repeating geometric pattern. A teal rectangular box is overlaid on the center of the stamp, containing the word "MALAYSIA" in white, uppercase letters.

**MALAYSIA**

# MALAYSIA

## BANKING & FINANCIAL SERVICES

At Robert Walters, we pride ourselves on our consultative service to clients and candidates. For candidates, we offer long-term career management and guidance on finding the right role and provide introductions to some of the most dynamic banking and financial services organisations operating in Malaysia and worldwide.

### Market Overview

2008 marks the third year of the Malaysian government's 9th Malaysia Plan (9mP). With the implementation of 9mP in full swing, project financing of infrastructure projects through 2007 has contributed to growth in the banking sector and a stronger economy. Increased capital spending from the private sector and greater momentum in consumer loans also gave rise to a profitable year for Malaysian banks.

Government initiatives were driving the development of three key regions outside the capital city. Implementation of major projects such as the Southern business corridor (Iskandar Development Region) began to take shape in 2007, with the creation of new jobs across various sectors and at all levels. Following this trend, the recent launch of the Northern and Eastern corridors will also lead to the creation of strategic and functional roles in these regions as foreign direct investment flows in.

Although the Malaysian banking sector is still relatively protected, in anticipation of the business needs of global companies in these developmental regions, foreign banks who were granted additional branch licences also established new operations - particularly in Penang and Johor, whilst also expanding their geographical footprint in the Klang Valley region.

The positioning of Malaysia as an Islamic financial hub on the global scene has major implications on the supply and demand of

financial services professionals. On the foreign front, investment bankers, risk management professionals and experienced managers who could establish or lead banking operations were highly sought-after by banks in the Middle East. Bankers with Islamic product development experience will be in even greater demand in 2008 as banks in other financial centres look into offering 'Halal' investment instruments abroad. On the domestic front, the government granted licences to foreign Islamic banks while several others with existing window licences are awaiting approval for full licences. As such, poaching of staff in the banking industry was intense in 2007 and shows no sign of slowing down in the year ahead.

Similar to regional trends, Malaysian banks are implementing core banking systems to cater for the full range of their product offerings. Project implementation remains an active area which requires experienced business professionals. Banks were also gearing up for further liberalisation of the domestic market, especially with respect to trading of the ringgit currency. Increasing demand for treasury professionals was therefore seen across sales, trading, risk management and new systems implementations.

Internal audit functions and skills in SOX and Basel are still highly sought-after. This arose from the need for better corporate governance and more stringent regulatory requirements on publicly traded companies.

Other skill sets that remained in high demand were accounting (especially with overseas qualifications and local experience), financial reporting and control. Demand also remained strong for senior finance directors, especially those with regional experience and more strategic business leading roles, particularly in Islamic banking.

Several large multinational companies have established Malaysia as their financial operations hub for claims, payroll, accounting, reporting, assurance and control. As these centres prove themselves over time, we foresee an increasing number of processes will migrate from higher labour cost centres to Malaysia. Likewise, several banks are also hubbing their banking operations into Malaysia. The challenge for these centres has been to find suitably qualified local talent, especially in the area of derivatives.

### Salary Increases

Salary increases were seen across the board for banking and were more significant for sales and business development roles. Some key impediments to hiring the right people included having to pay compensation to the Staff Training Fund (which requires all banks hiring from another bank to pay 6 months of the new employees salary into the STF), longer notice periods (which have increased from one month to an average of two to three months) and more aggressive retention strategies, where some banks were offering retention bonuses to key staff on a selective basis. In order to reduce the loss of talent to competitors, banks need to pay closer attention to staff engagement strategies, provide clear and realistically achievable career development pathways within the organisation, and cultivate an inclusive corporate culture and team environment.

### Moving on to 2008

Trends anticipated in 2008 include continued demand for experienced talent and further consolidation within the financial services industry. It is worth noting that the battle for experienced financial services professionals will stem from both foreign markets as well as domestic competitors. As the financial sector expands, demand for talent will remain equally competitive. We expect the trend of increasing salaries to continue in the year ahead.

# MALAYSIA

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM MYR					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2007	2008	2007	2008	2007	2008
<b>Commerce &amp; Industry</b>						
Accountant	RM30 - 40k	<b>RM36 - 48k</b>	RM40 - 50k	<b>RM48 - 60k</b>	RM50k+	<b>RM60k+</b>
Business Analyst	RM36 - 50k	<b>RM40 - 72k</b>	RM60 - 75k	<b>RM75 - 100k</b>	RM75k+	<b>RM100k+</b>
Financial Analyst	RM36 - 50k	<b>RM40 - 72k</b>	RM40 - 60k	<b>RM60 - 80k</b>	RM60k+	<b>RM80k+</b>
Auditor	RM36 - 70k	<b>RM40 - 85k</b>	RM48 - 70k	<b>RM50 - 80k</b>	RM70k+	<b>RM80k+</b>
Corporate Finance	RM48 - 72k	<b>RM72 - 96k</b>	RM90 - 120k	<b>RM120 - 180k</b>	RM120k+	<b>RM180k+</b>
Finance Manager			RM60 - 72k	<b>RM78 - 96k</b>	RM84 - 96k	<b>RM100 - 120k</b>
Treasury Analyst			RM60 - 70k	<b>RM60 - 85k</b>	RM80 - 100k	<b>RM90 - 150k</b>
Tax Manager					RM90 - 120k	<b>RM120 - 150k</b>
Treasury Manager					RM90 - 120k	<b>RM120 - 150k</b>
Financial Controller					RM115 - 140k	<b>RM120 - 160k</b>
Finance Director					RM180 - 216k	<b>RM180 - 230k</b>
Chief Financial Officer					RM207 - 350k	<b>RM250 - 450k</b>
<b>Front Office</b>						
Priority Banking	RM30 - 60k	<b>RM42 - 72k</b>	RM48 - 96k	<b>RM60 - 120k</b>	RM96k+	<b>RM120k+</b>
Commercial Banking	RM42 - 72k	<b>RM48 - 84k</b>	RM60 - 96k	<b>RM72 - 120k</b>	RM96k+	<b>RM120k+</b>
Trade Sales	RM45 - 100k	<b>RM50 - 120k</b>	RM100 - 190k	<b>RM120 - 220k</b>	RM190k+	<b>RM220k+</b>
Cash/Treasury Sales	RM45 - 90k	<b>RM50 - 105k</b>	RM90 - 175k	<b>RM105 - 185k</b>	RM175k+	<b>RM185k+</b>
Corporate Banking	RM45 - 90k	<b>RM48 - 96k</b>	RM90 - 160k	<b>RM90 - 170k</b>	RM160k+	<b>RM170k+</b>
Debt Capital Market	RM60 - 110k	<b>RM60 - 120k</b>	RM110 - 180k	<b>RM120 - 200k</b>	RM180k+	<b>RM200k+</b>
Equities Capital Market	RM60 - 110k	<b>RM60 - 120k</b>	RM110 - 180k	<b>RM120 - 200k</b>	RM180k+	<b>RM200k+</b>
Investment Banking	RM80 - 125k	<b>RM85 - 150k</b>	RM125 - 200k	<b>RM150 - 230k</b>	RM200k+	<b>RM230k+</b>
Private Banking	RM70 - 100k	<b>RM90 - 110k</b>	RM90 - 160k	<b>RM110 - 200k</b>	RM160k+	<b>RM200k+</b>
Private Equity	RM48 - 96k	<b>RM80 - 140k</b>	RM96 - 170k	<b>RM120 - 230k</b>	RM170k+	<b>RM230k+</b>
<b>Banking Operations</b>						
Cash Management	RM40 - 65k	<b>RM40 - 70k</b>	RM75 - 140k	<b>RM75 - 140k</b>	RM140k+	<b>RM140k+</b>
Treasury Settlements	RM40 - 65k	<b>RM40 - 70k</b>	RM75 - 140k	<b>RM80 - 145k</b>	RM140k+	<b>RM145k+</b>
Trade Support	RM40 - 65k	<b>RM40 - 70k</b>	RM90 - 140k	<b>RM90 - 140k</b>	RM140k+	<b>RM145k+</b>
<b>Corporate Governance</b>						
Compliance	RM40 - 70k	<b>RM42 - 90k</b>	RM60 - 120k	<b>RM90 - 160k</b>	RM120k+	<b>RM160k+</b>
Internal Audit	RM36 - 70k	<b>RM40 - 85k</b>	RM60 - 120k	<b>RM85 - 165k</b>	RM140k+	<b>RM165k+</b>
Market Risk	RM36 - 70k	<b>RM42 - 90k</b>	RM60 - 140k	<b>RM90 - 180k</b>	RM150 - 250k	<b>RM180 - 310k</b>
Credit Risk	RM36 - 65k	<b>RM40 - 80k</b>	RM60 - 135k	<b>RM85 - 160k</b>	RM140 - 240k	<b>RM165 - 260k</b>
Operations Risk	RM36 - 70k	<b>RM42 - 90k</b>	RM60 - 130k	<b>RM90 - 180k</b>	RM140 - 240k	<b>RM180 - 310k</b>

Salaries are basic exclusive of benefits or bonuses unless otherwise specified.

# MALAYSIA

## INFORMATION TECHNOLOGY

Our information technology division in Malaysia recruits across a broad spectrum of IT roles. Our permanent roles range from analyst programmer through to chief information officer and incorporate cross functional roles such as business analysis, IT audit and business continuity planning.

Our clients include major European and US multinationals, and leading local and regional institutions. This includes end-user clients, specialist vendors of products and services (incorporating outsourcing partners and shared services), systems integrators and management consultancies.

### Market Overview

The market demand for skilled IT professionals remained consistently high with new opportunities being created in various industry sectors, and particular skills in increasingly high demand. The setting up of global and regional IT hubs continued as more organisations took advantage of the lower cost of operations and 'MSC' (Multimedia Super Corridor) status, along with other IT incentives provided by the Malaysian Development Corporation.

The Malaysian government continued its drive to establish business corridors such as the Iskandar Development Region in Johor (IDR), East Coast Economic Corridor in Kelantan, Terengganu and Pahang (ECER) and Northern Region Development Plan covering Penang, Perak, Kedah and Perlis.

Out of these exciting developments, the one with the most significant impact on the IT industry will be the IDR corridor - which includes Cyber Cities, Intelligent Logistics Hubs, Edu Cities and Medical & Science Hubs.

The issuing of more broadband, 3G and Wi-Max licenses also encouraged more infrastructure builds and the development of

niche mobile solutions. This attracted more solutions vendors to set up operations and increased the demand for relevant IT skills in telecommunications.

### Salary Increases

Salary increases were common across industries and skill sets as employees had more choice and employers found themselves competing with one another for the available talent. As this competition became more intense, we saw organisations starting to focus on best practices in attraction and retention, which remained high on the strategic agenda for human capital management. Direct strategies such as higher salary increments, joining bonuses and counter offers also became more evident. Other initiatives included better managed and more dynamic career progression, flexible benefits and effective employee relation programmes.

### Skills in High Demand

Areas which experienced high demand included enterprise applications & communications, IT platforms & tools, IT security systems and data centres. Skill sets included project management, service delivery management, technology consulting, enterprise sales and pre-sales engagement skills. Project management in particular was an area with a relatively small pool of experienced candidates in Malaysia and this led to companies sourcing from overseas markets for IT professionals with the relevant expertise.

The demand for IT skills led to more companies using contractors and more candidates taking on contract positions. This filled the need for short-term requirements, periods of rapid growth and times of higher demand at critical points in project life-cycles. For companies with MSC status, the quicker turn-around time for processing of employment passes for IT knowledge-workers

gave more flexibility in the planning and implementation of their hiring strategies.

Specific technical skills in high demand included - Java, .Net, SAP and ABAP, RPG and C language. Gaining post-graduate professional IT certifications continues to be very popular amongst candidates who were seeking to keep abreast of technological developments, and take advantage of government initiatives to continually educate the local IT workforce.

### Challenges

The challenges facing the IT industry in Malaysia include competition from overseas candidates seeking Malaysians to work in countries such as Singapore, China and Dubai. This led to an outflow of IT skills which the government is attempting to address in a highly aggressive campaign of pre and post-graduate education, in a bid to increase the country's own pool of knowledge workers.

Other initiatives such as the multimedia super corridor, which encourages the development of the IT sector, also creates more career opportunities for local talent, as well as foreigners seeking employment. Robert Walters' 'Returning Malaysians Programme' also seeks to attract Malaysians with overseas working experience to return to Malaysia and help the growth of the IT sector.

# MALAYSIA

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM MYR			
	BASE SALARY PER ANNUM		TOTAL COMPENSATION PER ANNUM	
	2007	2008	2007	2008
<b>IT Systems</b>				
IT Director	RM240k	<b>RM300k</b>	RM240k	<b>RM300k</b>
IT Programme Manager	RM150k	<b>RM200k</b>	RM150k	<b>RM200k</b>
Project Manager	RM100k	<b>RM120k</b>	RM130k	<b>RM140k</b>
Solution Architect	RM85k	<b>RM90k</b>	RM130k	<b>RM140k</b>
Software Developer	RM50k	<b>RM60k</b>	RM55k	<b>RM65k</b>
Development Manager	RM80k	<b>RM100k</b>	RM95k	<b>RM120k</b>
Application Support Analyst	RM45k	<b>RM48k</b>	RM45k	<b>RM55k</b>
Business Analyst Manager	RM60k	<b>RM96k</b>	RM80k	<b>RM120k</b>
Test Manager	RM70k	<b>RM80k</b>	RM95k	<b>RM110k</b>
.Net/C# S/W Engineers	RM50k	<b>RM55k</b>	RM50k	<b>RM55k</b>
Java/J2ee S/W Engineers	RM70k	<b>RM75k</b>	RM70k	<b>RM75k</b>
C++ S/W Engineers	RM60k	<b>RM65k</b>	RM60k	<b>RM65k</b>
IT Business Analyst	RM60k	<b>RM65k</b>	RM60k	<b>RM65k</b>
<b>ERP/Business Application</b>				
Consultants - Functional	RM70k	<b>RM100k</b>	RM80k	<b>RM120k</b>
Consultants - Technical	RM60k	<b>RM80k</b>	RM70k	<b>RM100k</b>
Project Managers	RM110k	<b>RM140k</b>	RM125k	<b>RM180k</b>
<b>Infrastructure</b>				
Service Delivery Manager	RM95k	<b>RM125k</b>	RM130k	<b>RM150k</b>
Desktop Support Analyst	RM40k	<b>RM45k</b>	RM43k	<b>RM50k</b>
Server Administrator	RM45k	<b>RM55k</b>	RM48k	<b>RM60k</b>
Database Administrator	RM60k	<b>RM65k</b>	RM65k	<b>RM70k</b>
Voice/Network Engineer	RM60k	<b>RM70k</b>	RM65k	<b>RM80k</b>
Infrastructure Manager	RM85k	<b>RM120k</b>	RM105k	<b>RM150k</b>
Infrastructure Team Lead	RM60k	<b>RM80k</b>	RM80k	<b>RM90k</b>
Project Manager	RM85k	<b>RM120k</b>	RM110k	<b>RM160k</b>
Helpdesk Support Analyst	RM35k	<b>RM40k</b>	RM38k	<b>RM45k</b>
<b>IT Security, Risk and Control</b>				
IT Auditor	RM60k	<b>RM80k</b>	RM70k	<b>RM100k</b>
IT Security Analyst	RM80k	<b>RM90k</b>	RM70k	<b>RM120k</b>

Salaries are basic exclusive of benefits or bonuses unless otherwise specified.

# MALAYSIA

## SALES & MARKETING

Our sales & marketing division in Malaysia recruits for permanent senior management roles across all disciplines within banks, financial and professional services, FMCG, information technology and telecommunications, media and entertainment, pharmaceutical and healthcare, professional services and retail and luxury brands.

### Market Overview

The year started out with high levels of recruitment activity in the retail business - a major contributor to the Malaysian economy. Many new malls were launched, which saw retailers battling to compete for resources in an already tight recruitment market.

The high demand and short supply of professionally qualified, overseas educated and high quality candidates drove up salary levels and counter offers became more common. In an attempt to fill resource gaps, retailers increasingly sought to attract talent from right across Asia (especially in the service sectors).

Although we expect the growth trend to continue in 2008, we foresee a more challenging year as disposable income may be reduced. This is due to the imminent rise in petrol prices, toll rates and other essentials that will affect retail spending.

During 2007, talent retention and training (including regional posting and secondment) became a key initiative to retain high-potential employees. This resulted in a surge in demand for candidates with exceptional skills in learning & development and organisational development. Some organisations even set up their own training academies to cater for these growing needs. This trend in employee retention will continue into 2008 where strong demand is likely to persist for sales and marketing professionals.

### Recruitment Challenges

Most employers in Malaysia face the challenge of attracting and retaining good talent. Employers in consumer businesses also face a "brain drain" as high quality sales and marketing professionals often relocate to take on regional roles mainly in Singapore and China. Short employee tenure is another issue in a candidate-short market. On average, employees stay two years or less for mid to lower level positions and four years for middle to top level managerial positions.

Longer notice periods (i.e. two months for middle managers and three months for senior management) are very common in the Malaysian market. This makes the recruitment cycle longer and employers often lose candidates when they are presented with counter-offers or another higher paying job whilst serving notice. In this instance, we

usually advise our clients to either pay-in-lieu of notice or offer a sign-on bonus especially for skilled and talented professionals who are highly sought after.

### Skills in High Demand and 2008

We anticipate an upward trend in the demand for sales and marketing professionals in the FMCG and pharmaceutical sectors. Another new trend may be a rising demand for corporate communications and PR Managers as companies look to strengthen their brand identity and increase market share in a highly competitive marketplace. We expect the job market to remain positive with the Malaysian government's initiative to spur aggressive growth rates and infrastructure development to increase foreign direct investment in 2008.

# MALAYSIA

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM MYR			
	BASE SALARY PER ANNUM		TOTAL COMPENSATION PER ANNUM	
	2007	2008	2007	2008
Account Manager	RM84k	<b>RM90k</b>	RM84k	<b>RM100k</b>
Brand Manager	RM90k	<b>RM96k</b>	RM90k	<b>RM110k</b>
Category Manager	RM100k	<b>RM108k</b>	RM100k	<b>RM120k</b>
Corporate Affairs Manager	RM96k	<b>RM120k</b>	RM96k	<b>RM140k</b>
Division Manager	RM100k	<b>RM110k</b>	RM100k	<b>RM120k</b>
General Manager - Sales/Marketing	RM145k	<b>RM180k</b>	RM145k	<b>RM240k</b>
Marketing Manager	RM100k	<b>RM120k</b>	RM100k	<b>RM160k</b>
Marketing Research Manager	RM96k	<b>RM120k</b>	RM96k	<b>RM140k</b>
PR Manager	RM96k	<b>RM110k</b>	RM96k	<b>RM120k</b>
Product Manager	RM84k	<b>RM90k</b>	RM84k	<b>RM100k</b>
Regional Sales Manager	RM120k	<b>RM132k</b>	RM154k	<b>RM170k</b>
National Sales Manager	RM144k	<b>RM160k</b>	RM180k	<b>RM200k</b>
Key Account Manager	RM84k	<b>RM93k</b>	RM100k	<b>RM110k</b>
Sales & Distribution Manager	RM180k	<b>RM198k</b>	RM220k	<b>RM242k</b>
Marketing Director	RM240k	<b>RM264k</b>	RM300k	<b>RM330k</b>
Sales Director	RM240k	<b>RM264k</b>	RM300k	<b>RM330k</b>

Salaries are basic exclusive of benefits or bonuses unless otherwise specified.