

SALARY SURVEY 2011

ROBERT WALTERS



WELCOME TO THE TWELFTH EDITION OF THE ANNUAL ROBERT WALTERS GLOBAL SALARY SURVEY. FIRST RELEASED IN 2000, THE SURVEY IS THE MOST COMPREHENSIVE REVIEW OF GLOBAL RECRUITMENT MARKET CONDITIONS AND SALARY LEVELS AVAILABLE.

Compiled by our dedicated research division, the Survey is based on the analysis of permanent, interim and contract placements made across each of the Group's geographies and recruitment disciplines during 2010.

Should you wish to discuss market and salary information with one of our specialist consultants, contact details for each of our offices across the globe can be found on pages 411 and 412.

About Robert Walters

Robert Walters (LSE: RWA) is one of the world's leading specialist professional recruitment consultancies.

Through our global network of offices spanning over 20 countries, we manage the careers of the highest-calibre professionals across the fields of accounting and finance, banking, human resources, information technology, legal and compliance, sales and marketing, secretarial and support, engineering and supply chain and procurement.

Our unrivalled global client base comprises leading blue-chip multinationals and major financial services organisations through to SMEs, start-ups and the public sector.

Our consultants are specialists in their fields and, unlike the majority of the recruitment industry, work on a non-commission basis. Our business is about the building of long-term and trusted relationships with both our clients and candidates.



We saw an increase in hiring at the start of 2010 and these high recruitment levels were maintained throughout the year. The FMCG, retail, pharmaceutical, professional services, IT&T, financial services and logistics industries hired in the greatest volumes.

While many organisations recruited to compensate for hiring freezes implemented during the global financial crisis, new revenue-generating business initiatives also led to more newly-created roles coming to the market. Throughout the year, we saw particular recruitment demand from compliance, risk management (credit and risk), corporate and private banking functions.

As the Malaysian government aims to achieve 6% growth in 2011 (supported by private and government-linked investments, expansions of existing infrastructure and public facilities and private sector consumption and exports), we anticipate a surge in hiring activity as a number of state and government-initiated projects are implemented. There is a large emphasis on tourism and infrastructure development as the country seeks to continue attracting foreign companies to establish hubs – and especially shared services operations – in Malaysia.

With the market candidate short, 2010 proved to be a year where employers were more open to sourcing talent without industry-specific experience. As the year progressed and more opportunities became available, candidates were more willing to make career moves and the job market gradually became employee-driven.

While salary levels remained steady across most industries, some firms were willing to offer premiums to attract good local and foreign talent with niche skills. Organisations were also keen to retain their best staff and many provided attractive incentives and clear career opportunities. We anticipate that this trend will continue into 2011.

MALAYSIA

ACCOUNTING & FINANCE

Our accounting & finance division recruits mid to senior level accounting and finance professionals across all commercial industries. Key sectors we recruit for include manufacturing, engineering, oil and gas, FMCG, retail, telecommunications, IT, media and broadcasting, market research, real estate, education, pharmaceuticals and healthcare.

The roles we recruit for range from typical accounting functions to business finance positions such as financial planning and analysis, corporate finance, internal audit, tax, systems accounting and project financing. Our established client base includes Malaysian and multinational companies with local and regional recruitment needs.

Market Overview

2010 saw continuous growth and high levels of recruitment activity with the majority of companies actively hiring for a variety of mid to senior level positions in accounting and finance. Employers were optimistic about future prospects and were constantly on the lookout for high quality and professionally qualified candidates.

In the second half of the year, spurred by a surge in business growth, expansion plans and the opening of new markets in the region, companies were actively hiring for senior level positions. Candidates with a strong financial background and experience in business development and strategic planning were particularly sought-after. Positions in demand were mainly within the FMCG, professional services, retail, trading, manufacturing (including both industrial and consumer) and oil and gas industries.

Candidates were generally positive about looking for new employment with the exception of more senior professionals, who were only prepared to move for more attractive roles where they could secure

higher salaries. Salary levels on average rose between 10-20%. Due to regional and overseas postings, we saw a slight decline in the local talent pool. However, employers still preferred to hire local talent, unless they were recruiting for niche roles which required specific skill sets that were not readily available in the local market.

Outlook for 2011

As a result of the government stimulus and initiatives in growing foreign direct investments (FDI), we anticipate demand for top accounting and finance talent will remain strong as companies continue to recruit to meet growing business needs.

We expect hiring trends to remain positive with a strong demand for roles in accounting, business planning and analysis. Key sectors which are actively hiring will be similar to those in 2010, including manufacturing, shipping, logistics, consumer services, FMCG, industrial, trading and oil and gas. Employers will be particularly keen to hire candidates with overseas work experience and advanced qualifications such as ACCA, CPA, MIA or an MBA.

We expect salary rises to fluctuate between 10-15% with more on offer for professionals with niche skill sets that are in higher demand. However, inflation rates and market conditions will partially influence the salary rises that candidates are able to secure.

We anticipate that more organisations, including new business setups from multinational corporations, will shift their focus to the shared service framework whilst moving towards more strategic planning and business development to ensure continuous business growth.

One of the major challenges for organisations is to address the evident issue of the local talent drain, particularly with many highly

qualified Malaysians working and living abroad. With a surge in regional roles based out of Malaysia, we will see more candidates being drawn to explore career opportunities in overseas markets. As a result, we expect companies to place a stronger focus on attraction and retention strategies to try and hold onto their key employees.

MALAYSIA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM MYR	
	2010	2011
Chief Financial Officer	RM260 - 480k+	RM260 - 500k
Finance Director - Large Organisation	RM240 - 290k	RM240 - 320k
Finance Director - Small/Medium Organisation	RM192 - 260k	RM192 - 280k
Financial Controller - Large Organisation	RM170 - 260k+	RM170 - 300k+
Corporate Finance (6+ yrs' exp)	RM140 - 210k+	RM140 - 210k+
Financial Controller - Small/Medium Organisation	RM145 - 200k+	RM145 - 220k+
Tax Manager	RM145 - 180k	RM145 - 200k
Commercial Manager	RM110 - 180k	RM110 - 180k
Treasury Manager	RM140 - 175k	RM140 - 190k
Pricing Manager	RM110 - 160k	RM110 - 180k
Finance Manager (4 - 6 yrs' exp)	RM105 - 150k	RM105 - 150k
Credit Controller (6+ yrs' exp)	RM80 - 135k+	RM80 - 144k+
Financial Analyst (6 - 10 yrs' exp)	RM68 - 120k	RM68 - 120k
Internal Auditor - Director	RM216 - 300k+	RM240 - 300k+
Business Analyst (6 - 10 yrs' exp)	RM82 - 115k	RM82 - 115k
Internal Auditor - Manager	RM80 - 115k	RM80 - 115k
Cost Controller (6 - 10 yrs' exp)	RM78 - 110k	RM78 - 120k
Finance Manager (0 - 3 yrs' exp)	RM78 - 105k	RM78 - 105k
Financial Analyst (3 - 5 yrs' exp)	RM54 - 96k	RM54 - 96k
Auditor (8 yrs' exp)	RM90k+	RM100k+
Auditor (3 - 5 yrs' exp)	RM46 - 88k	RM46 - 88k
Cost Accountant (3 - 5 yrs' exp)	RM60 - 85k	RM60 - 85k
Tax Accountant - Senior (6+ yrs' exp)	RM60 - 80k+	RM60 - 80k+
Business Analyst (3 - 5 yrs' exp)	RM50 - 78k	RM50 - 78k
Accountant (3 - 5 yrs' exp)	RM45 - 72k	RM45 - 72k
Tax Accountant (3 - 5 yrs' exp)	RM40 - 65k	RM40 - 85k
Accounts Payable/Receivable (3 - 5 yrs' exp)	RM42 - 62k	RM42 - 84k

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

MALAYSIA

BANKING & FINANCIAL SERVICES

The banking & financial services recruitment division has established boutique teams which specialise in front, middle and back office functions. The front office division recruits for the wealth management, corporate and institutional banking, corporate finance, fund management, capital markets, private equity and venture capital sectors. The middle and back office divisions recruit in the areas of finance, operations, projects, governance (internal audit and compliance) and risk management.

Key financial services organisations we recruit for include leading local and foreign banks, fund management, private equity, securities and insurance firms, as well as regulatory bodies.

Market Overview

In 2010, the volume of job opportunities increased significantly compared to 2009. We witnessed hiring activity start to increase in January and gain momentum throughout the year and employers made competitive offers to attract the best talent. Those with an edge over the rest had made a concerted effort to position themselves as 'employers of choice' in terms of brand value, career progression opportunities and remuneration.

Front Office

Front office hiring took off in line with aggressive business expansion plans as banks pushed forward for greater market share. Areas where we saw most hiring included transaction banking (mainly in sales but also in product), corporate banking (mainly senior relationship managers or credit analysts with mid-level experience), corporate finance, M&A advisory and debt capital markets (mid to senior level experience in structuring or syndication).

Governance

The governance sector saw the return of Shariah compliance advisory and Islamic

finance hiring. Compliance processing also continued to be in high demand, particularly in the areas of Know Your Client (KYC) and Anti-Money Laundering (AML) due to an increased focus on money laundering, errant financing and theft. Companies preferred local talent with expertise on the ground, which led to a demand for local candidates and caused salary hikes across all levels.

Companies also had a preference for individuals with existing experience in the internal audit field, particularly those who were certified (CCP - Certified Credit Professional). Extensive travel was required for more branch-related internal audit roles which proved to be a challenge, especially at the mid to senior levels.

Risk Management

Demand for risk professionals remained strong across all key disciplines of credit, market and operational risk, with employers similarly displaying a preference for local talent. Business continuity planning continued to be in demand within financial services due to its commitment to maintain service levels and prevent loss of revenue and disruption to the business.

There was also a high demand for risk professionals with five to seven years' experience within market and credit risk. This sector of the market was candidate short which resulted in higher salaries being offered. We also saw a rise in the number of companies opting to train less experienced candidates for long-term succession planning. These individuals at the junior level typically possessed actuarial, mathematical and quantitative related qualifications.

Operations

Increased sales and trading activities translated into a demand for additional headcount to cope with market volume, particularly in investment banking and treasury

operations. Global markets and treasury operations specialists at the mid to senior level were particularly in demand.

Finance

Finance professionals were also in demand, particularly in the areas of accounting, business planning and analysis support. This included 'Big 4' accountants who had exposure in the financial services sector and strong communication skills. CPA/ACCA/CA-qualified accountants were also sought-after, especially those with first time passes. Accountants who came from a 'Big 4' environment and entered the commerce field at junior levels were being considered for executive level roles in the financial services sector.

Outlook for 2011

We anticipate good career opportunities for versatile bankers with a combination of product and sales experience in the front office. While the sell side led the way with hiring activities in 2010, the year ahead holds potential on the buy side as sustained economic growth gradually translates into more optimistic hiring budgets. Financial institutions will need to remain competitive on salaries to attract the best talent.

Within the middle office, continuous growth is expected in the areas of risk management and compliance due to increased levels of regulation, as well as the ongoing expansion of market activities and product types. 'Big 4' accountants will also be highly sought-after to fulfil finance functions. Banking operations candidates with strong product knowledge and project management experience, as well as those with a management consulting background, will also be in high demand.

MALAYSIA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM MYR					
	ANALYST		TEAM LEADER/MANAGER/AVP		HOD/VP	
	2010	2011	2010	2011	2010	2011
Front Office Banking						
Investment Banking	RM85 - 150k	RM89 - 180k	RM157 - 240k	RM180 - 288k	RM240k+	RM288k+
Private Banking	RM84 - 110k	RM96 - 120k	RM100 - 200k	RM120 - 220k	RM200k+	RM220k+
Private Equity	RM80 - 145k	RM84 - 160k	RM126 - 240k	RM160 - 264k	RM240k+	RM264k+
Debt Capital Markets	RM63 - 126k	RM69 - 140k	RM126 - 210k	RM140 - 238k	RM210k+	RM238k+
Equity Capital Markets	RM63 - 126k	RM69 - 140k	RM126 - 210k	RM140 - 238k	RM210k+	RM240k+
Trade Sales	RM55 - 125k	RM60 - 144k	RM132 - 240k	RM144 - 252k	RM240k+	RM252k+
Corporate Banking	RM52 - 100k	RM58 - 110k	RM99 - 192k	RM110 - 216k	RM192k+	RM216k+
Cash/Treasury Sales	RM50 - 110k	RM60 - 120k	RM110 - 200k	RM120 - 220k	RM200k+	RM220k+
Commercial Banking	RM45 - 96k	RM47 - 108k	RM78 - 132k	RM108 - 145k	RM132k+	RM145k+
Priority Banking	RM45 - 75k	RM47 - 79k	RM63 - 132k	RM79 - 144k	RM132k+	RM144k+
Banking Operations						
Treasury Settlements	RM42 - 72k	RM42 - 78k	RM82 - 156k	RM78 - 174k	RM156k+	RM174k+
Cash Management	RM40 - 74k	RM40 - 78k	RM78 - 145k	RM78 - 174k	RM144k+	RM174k+
Custody	RM40 - 72k	RM40 - 72k	RM82 - 156k	RM72 - 156k	RM156k+	RM156k+
Trade Support	RM40 - 72k	RM40 - 78k	RM72 - 140k	RM78 - 162k	RM152k+	RM162k+
Corporate Governance						
Compliance	RM48 - 99k	RM52 - 109k	RM99 - 185k	RM109 - 212k	RM190k+	RM212k+
Market Risk	RM45 - 99k	RM49 - 120k	RM99 - 201k	RM120 - 241k	RM210k+	RM241k+
Operations Risk	RM45 - 90k	RM48 - 108k	RM90 - 185k	RM108 - 222k	RM185k+	RM222k+
Internal Audit	RM44 - 89k	RM45 - 98k	RM89 - 185k	RM98 - 212k	RM185k+	RM212k+
Credit Risk	RM44 - 88k	RM45 - 96k	RM90 - 172k	RM96 - 198k	RM192k+	RM198k+
Financial Accounting						
Business Analysis	RM50 - 72k	RM50 - 84k	RM72 - 115k	RM84 - 156k	RM130k+	RM156k+
Fund Accounting	RM42 - 70k	RM42 - 78k	RM70 - 96k	RM78 - 108k	RM96k+	RM108k+
Finance Operations	RM42 - 68k	RM42 - 84k	RM66 - 115k	RM84 - 156k	RM130k+	RM156k+

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

MALAYSIA

HUMAN RESOURCES

Our human resources division specialises in the placement of mid to senior level HR professionals into the financial services and commercial sectors. We recruit for specialist HR positions ranging from administrators and officers through to HR director and VP level, across all market sectors and functions such as: change management, HRIS (HR information systems), compensation and benefits, employee relations, HR business partner, HR projects, in-house recruitment, learning and development and organisational development.

Market Overview

We saw a strong and stable demand for HR professionals throughout 2010. This was mostly due to favourable economic conditions boosted by strong domestic demand and exports. The recruitment freeze in 2009 had also resulted in a pent-up demand across various sectors and companies were eager to hire again to backfill positions that were left vacant since the market downturn.

The Malaysian economy was naturally more insulated from the financial crisis due to the government's strong focus on the private sector. These initiatives and other proactive government policies led to a strong demand for candidates with skills in talent management, organisation development, performance management, compensation and benefits and HRIS.

We also witnessed the HR function moving away from traditional personnel administrative practices towards more performance-linked HR roles. Recruiting top talent remained a key priority for high growth companies and this led to an increased demand for agency recruiters to move into internal recruitment roles to help fulfil these growth plans.

Candidates were generally confident and open to exploring new job opportunities within Malaysia and other South-East Asian

countries. The demand for Malaysian talent also remained strong due to competitive salary advantage, multilingual skills and their willingness to relocate.

Outlook for 2011

We anticipate that the Malaysian economy will grow by 5-6% throughout 2011. The government has allocated RM230 billion to transform the economy and develop the country to become a high income nation by 2020 under the 10th Malaysia Plan. These measures and the government's other public-private partnerships and private-led financing plans are expected to attract a high level of investment. As such, the private sector is expected to spearhead growth and spur a higher demand for HR talent.

Skills in Demand

Malaysia will continue to be a popular hub in Asia Pacific as a centre of excellence for regional HR shared services, given its economic advantage of low base salary cost, robust infrastructure and investor friendly government policies. HR candidates with cross-border experience and skills in payroll, HRIS and compensation and benefits, in addition to a willingness to work shifts, will be highly sought-after by HR shared services companies. Other roles in demand will include HR business partners with skills in talent and performance management, in-house recruitment and learning and development.

Candidates with HRIS knowledge and a performance-based mindset will also be highly sought-after as a result of companies moving into performance-related pay systems.

Recruitment Trends

We anticipate multinational organisations in the services sector to actively hire in a variety of sectors including financial services, technology, telecommunications, education, health, tourism and business services. HR professionals can expect increased levels of

talent movement and should adopt a more proactive stance to manage an increasingly diverse workforce.

Salaries for HR employees largely remained steady between 2009 and 2010, although key talent did receive modest pay rises when they were promoted. In 2011, we anticipate a gradual salary increase ranging between 5-8% for existing employees. Candidates who change jobs can expect to see salary increases of 15-20%.

There will also be a stronger organisational focus on talent retention and leadership management programmes. HR professionals will be critical in helping their organisations identify and develop a team of high-calibre staff, design career progression and job enrichment programmes and offer both monetary and non-monetary incentives for key employees.

Whilst the talent pool for HR professionals in Malaysia remains fairly limited, there is increased competition for top talent as other South-East Asian countries continue to extend lucrative job opportunities, with an exceptional focus on the 'Generation Y' workforce who now make up an increasing component of the working population in Malaysia.

MALAYSIA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM MYR			
	5 - 10 YRS' EXP		10+ YRS' EXP	
	2010	2011	2010	2011
HR Director	RM120 - 220k	RM130 - 240k	RM180 - 350k	RM240 - 380k
Organisation Development	RM75 - 140k	RM85 - 150k	RM120 - 220k	RM150 - 240k
Talent Management	RM75 - 140k	RM85 - 150k	RM120 - 200k	RM150 - 210k
HR Business Partner	RM70 - 110k	RM80 - 140k	RM120 - 200k	RM140 - 210k
Compensation & Benefits	RM70 - 120k	RM75 - 130k	RM110 - 180k	RM130 - 185k
HR Manager	RM75 - 120k	RM75 - 120k	RM100 - 180k	RM120 - 190k
Recruitment Specialist	RM50 - 85k	RM50 - 90k	RM90 - 140k	RM90 - 140k
Training Specialist	RM60 - 100k	RM60 - 105k	RM85 - 140k	RM105 - 145k
HR Information Systems (HRIS)	RM65 - 80k	RM70 - 85k	RM85 - 120k	RM90 - 130k

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

MALAYSIA

INFORMATION TECHNOLOGY

Our information technology division specialises in permanent recruitment within banking and financial services, telecommunications, commerce and consulting. We recruit IT professionals in technical, operational and strategic positions from analyst programmers, systems engineers, solution architects, pre-sales consultants, technical consultants, programme managers and infrastructure architects, through to chief information officers.

In addition to partnering closely with blue-chip companies, we also recruit for many small to medium enterprises in Klang Valley and Cyberjaya. With excellent industry expertise and local knowledge, our IT specialist recruitment division strives to set the industry benchmark for a high level of service quality and speed of delivery.

Market Overview

2010 saw several multinational companies moving their global IT shared services and regional hubs to Malaysia. We witnessed strong and steady economic growth with robust hiring activity in application outsourcing, data centres, desktop services and software innovation centres. The Malaysian government also continued to promote the country's competitive advantage, focusing on its cost efficient, stable IT infrastructure and investment friendly incentives.

Technical skills in high demand included SAP, Oracle, Java, .Net, C++, Unix, Siebel, Cisco and Windows Server. There was also a strong demand for IT audit and security, project management, ITIL (IT infrastructure library) management, data warehousing, business intelligence and quality assurance specialists. Candidates with cross-cultural, overseas experience and a proven track record of working on large-scale projects were also highly sought-after.

We saw positive business growth and a healthy demand for IT talent throughout 2010. This was largely due to the base salary advantage and multilingual skills these professionals offered, along with their willingness to relocate. Given the limited IT talent pool in Malaysia, the competition to attract local IT professionals became more intense as candidates often had the opportunity to pursue overseas opportunities in China and other South-East Asian countries.

Candidates were generally more optimistic and many readily explored job opportunities with foreign companies that were establishing their presence in Malaysia. Professionals were also attracted to opportunities outside Malaysia where they could benefit from regional exposure, more attractive salaries and cross-cultural experience.

Outlook for 2011

We anticipate that the Malaysian economy could potentially grow by 5-6% throughout 2011 as the government has allocated RM230 billion for development expenditure under the 10th Malaysia Plan. Information and communications technology is one of twelve national key economic areas and the private sector is expected to spearhead growth and spur a higher demand for IT talent.

Given Malaysia's lower salary costs, a robust infrastructure and investor-friendly government policies, we expect the country to continue to be a centre of excellence hub in Asia Pacific for regional IT shared services.

We also anticipate a continued demand for IT specialists with certain skill sets, including SAP, Oracle, Java, .Net, C++, Unix, Siebel, Cisco and Windows Server. Roles in demand will be similar to those seen in 2010, meaning businesses will be recruiting IT audit and security, project management, management, data warehousing, business intelligence and quality assurance specialists. The key sectors

that will be actively hiring include financial institutions, technology, telecommunications, education, business advisory and system integration services.

During 2011, we expect to see salary increases of between 5-10%. Employers are likely to adopt more innovative retention strategies, which will offer both monetary and non-monetary options. With the surge in project initiatives within the IT sector anticipated, we envisage a higher number of contract assignments for mid to senior level talent with relevant project management skills.

MALAYSIA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM MYR	
	2010	2011
Management		
Chief Information Officer/Chief Technology Officer	RM350 - 400k+	RM350 - 420k+
IT Director	RM280 - 340k+	RM280 - 350k+
IT Programme Manager	RM200 - 250k	RM200 - 260k
Service Delivery Manager	RM120 - 180k	RM120 - 192k
Project Manager	RM120 - 180k	RM120 - 192k
ERP/Business Application		
SAP Consultant	RM100 - 140k	RM100 - 150k
Consultants - Functional	RM95 - 120k	RM95 - 130k
Business Analyst Manager	RM90 - 110k	RM90 - 120k
Consultants - Technical	RM75 - 90k	RM75 - 100k
Application Support Analyst	RM50 - 65k	RM50 - 70k
Software Development & Application		
Development Manager	RM110 - 130k	RM110 - 135k
Solution Architect	RM100 - 120k	RM100 - 125k
Java/J2EE Software Engineer	RM85 - 100k	RM85 - 110k
Test Manager	RM80 - 100k	RM80 - 105k
C++ Software Engineer	RM70 - 90k	RM70 - 95k
ABAP	RM60 - 75k	RM60 - 80k
.Net/C# Software Engineer	RM58 - 70k	RM58 - 75k
Software Developer	RM55 - 70k	RM55 - 70k
Systems Administration		
Infrastructure Manager	RM120 - 140k	RM120 - 150k
Infrastructure Team Leader	RM85 - 100k	RM85 - 105k
Voice/Network Engineer	RM75 - 85k	RM75 - 90k
IT Business Analyst	RM65 - 75k	RM65 - 75k
Database Administrator	RM60 - 70k	RM60 - 75k
Server Administrator	RM50 - 60k	RM50 - 60k
Desktop Support Analyst	RM40 - 48k	RM40 - 48k
Help Desk Support Analyst	RM40 - 45k	RM40 - 45k
IT Security, Risk and Control		
IT Security Analyst	RM100 - 120k	RM100 - 125k
IT Auditor	RM85 - 100k	RM85 - 105k

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

MALAYSIA

SALES & MARKETING

Our established sales & marketing division in Malaysia specialises in the placement of permanent candidates from mid to senior management levels. We recruit primarily for the following sectors: FMCG, retail and luxury brands, media, advertising and entertainment, pharmaceutical and healthcare, supply chain and logistics, financial and professional services, telecommunications and information technology.

Market Overview

Recruitment activity throughout 2010 was relatively buoyant and there was a high demand for talent across the FMCG, retail, telecommunications, banking and financial services industries for both new and replacement positions. We also experienced a high demand for professionals with cross-functional experience in sales and marketing. As consumer spending increased, companies looked to capitalise on this opportunity to increase their market share.

In the FMCG sector, there was a high demand for trade marketing, customer marketing, branding and sales roles. Candidates with strong customer relationship management, loyalty marketing and retention experience across the FMCG, telecommunications and financial services industries were also highly sought-after, especially as companies realised the importance of retaining existing customers while expanding market share. The retail sector remained relatively subdued with the majority of hiring activity targeted at replacement positions.

Candidates were generally positive and ready to move jobs, expecting salary rises of between 20-30%. While the local talent pool was sufficient to fulfil the demand for junior to mid-level roles, there was an increased demand to tap into overseas Malaysian talent looking to return home to fill roles at the more senior levels. In addition to extra measures required to obtain employment passes, the

significantly higher cost of hiring expatriates generally resulted in most companies only looking to hire foreign talent for niche roles, particularly those that required highly specific skill sets which were unavailable in the local talent pool.

Companies increasingly saw the importance of reducing staff turnover to sustain their market share by retaining experienced professionals who planned and executed new and creative marketing campaigns that were not only aimed at attracting new consumers, but to also retain customers to minimise loss of market share.

Outlook for 2011

We anticipate most companies will focus on further growth and expansion plans in 2011 due to an expected increase in consumer spending. In addition to introducing new product lines, companies will also look to offer value-added services aimed at cementing relationships with existing customers while attracting new ones. This will result in new product offerings within the FMCG industry as well as value-added solutions being offered by the telecommunication companies.

Within the financial services industry, the credit cards business will remain an important area of focus for both local and foreign banks. We expect financial institutions in this area will introduce more innovative card features and partnerships aimed at increasing usage. To stay competitive and cater to growing business needs, employers in the financial services sector will need to implement creative retention campaigns to reduce staff attrition and pay competitive salaries to attract and retain top talent.

Skills in Demand

Candidates with in-depth sales and cross functional marketing experience across various industries will be in high demand. With the influx of 'Generation Y' professionals who are

less likely to remain with a single employer for a long time, candidates with more stable career histories will continue to be in demand as companies look to hire for long-term growth and delivery of business objectives. Professionals with strong communication skills and the ability to engage with people across all levels of seniority will also be sought-after.

Recruitment Trends

We expect the FMCG, banking and financial services, IT and telecommunication industries to continue hiring throughout 2011. The retail and advertising sectors are likely to remain cautiously optimistic and hiring activity will largely revolve around replacement roles.

Internal salary hikes (excluding promotions) are expected to be in the region of 5-8% with stellar performers potentially receiving salary rises of up to 15%. Additionally, candidates will continue to seek career progression and regional opportunities. With an increasing number of 'Generation Y' professionals in the workforce, companies will need to adopt more innovative attraction and retention strategies to secure and retain the best talent.

Awards and incentives that could appeal to 'Generation Y' employees include both monetary and non-monetary perks, such as constant development and career progression, overseas development opportunities, travel incentives and education, job rotation opportunities, more creative challenges and flexible working hours or work from home options.

MALAYSIA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM MYR	
	2010	2011
Marketing Director	RM240 - 300k	RM280 - 420k
Sales Director	RM240 - 300k	RM280 - 420k
General Manager - Sales/Marketing	RM200 - 220k	RM215 - 240k
Sales & Distribution Manager	RM180 - 210k	RM180 - 210k
Regional Sales Manager	RM144 - 168k	RM144 - 168k
Marketing Manager	RM144 - 160k	RM160 - 180k
National Sales Manager	RM130 - 144k	RM144 - 180k
Marketing Research Manager	RM130 - 144k	RM130 - 144k
Corporate Affairs Manager	RM120 - 144k	RM120 - 150k
PR Manager	RM120 - 144k	RM120 - 144k
Category Manager	RM120 - 140k	RM120 - 150k
Division Manager	RM115 - 125k	RM115 - 130k
Brand Manager	RM100 - 120k	RM100 - 120k
Key Account Manager	RM96 - 120k	RM96 - 120k
Product Manager	RM90 - 96k	RM90 - 96k
Account Manager	RM90 - 96k	RM90 - 100k

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

MALAYSIA

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

Our supply chain, procurement & logistics division in Malaysia specialises in the placement of results-oriented supply chain, procurement and logistics management professionals within FMCG and manufacturing sectors through to procurement and indirect spend specialists within the commercial and banking and financial services sectors, including third party logistics providers.

Market Overview

Demand for supply chain professionals was steady throughout 2010, with a focus on the shipping and freight forwarding industries. Organisations and candidates were both optimistic and looked forward to new talent and opportunities respectively. Employers were selective in terms of hiring and were willing to wait up to six months or more to secure the best candidate with the right fit. There was a high level of recruitment activity amongst companies with restructuring or expansion plans, as well as those looking to fill newly-created roles.

There was a demand for strategic procurement managers, demand and supply managers, warehouse managers, transport and distribution managers, as well as business development managers within both the third party logistics and freight forwarding industries.

We also saw the manufacturing and services sectors actively hiring due to robust growth within the operations (e.g. warehouse, production and distribution roles) and commercial functions (e.g. sales and business development roles).

Employers in other sectors remained cautious and while they were on the lookout for fresh talent, they were also open to promoting employees internally. Candidates were generally more ready to change jobs,

especially those who had been with the same company for a period of at least five to seven years and had achieved their maximum level in terms of career progression.

We saw salary rises ranging between 20-30% for candidates looking to change jobs, which was dependent on the candidates' level of experience, education and regional exposure.

Outlook for 2011

Moving into 2011, we expect a fairly positive market outlook with expansions plans, mergers and acquisitions as well as new market entries from multinational corporations.

In the manufacturing and third party logistics sector, there will be a continued demand across similar areas to 2010, including: strategic indirect procurement professionals, sales and business development experts, distribution and transportation professionals, demand and supply planning professionals, warehousing professionals, production managers and facility managers.

These roles will be required to support the operations (warehousing and distribution) and business development functions of an organisation effectively whilst keeping cost at a minimum.

We also anticipate a demand for operations and material managers who are knowledgeable in supply chain operations, with the ability to implement cost cutting measures. Demand/supply planners with the ability to conduct forecast analysis and implement strategies to improve productivity and customer service will also be sought-after.

Salaries are set to increase by 20-30% especially for niche roles with a talent shortage, such as integrated warehouse management specialists, warehouse design specialists and product specialists for air and sea freight.

We predict that the war for talent may continue and hence companies need to place a stronger focus on employee retention strategies. Employers should also speed up their recruitment and decision-making processes so as not to lose out on the hiring of key talent.

MALAYSIA

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM MYR	
	2010	2011
Head of Global Sourcing	RM300 - 420k	RM320 - 480k
Head of Strategic Sourcing (Regional)	RM240 - 300k	RM250 - 340k
Regional Procurement Director (10+ yrs' exp)	RM300 - 360k	RM315 - 360k
Supply Chain Director (10+ yrs' exp)	RM340 - 360k	RM360 - 480k
Regional Logistics Director (10+ yrs' exp)	RM300 - 340k	RM320 - 350k
Strategic Sourcing Manager (10+ yrs' exp)	RM180 - 215k	RM120 - 240k
Regional Logistics Manager (6 - 10 yrs' exp)	RM120 - 144k	RM144 - 180k
Operations Manager (5 - 8 yrs' exp)	RM100 - 120k	RM105 - 144k
Demand/Supply Planning Manager	RM120 - 180k	RM125 - 190k
Project Manager	RM84 - 120k	RM90 - 130k
Planning Manager (6+ yrs' exp)	RM100 - 110k	RM115 - 120k
Supply Chain Manager (6+ yrs' exp)	RM84 - 120k	RM90 - 120k
Regional Procurement Manager (6 - 8 yrs' exp)	RM120 - 180k	RM125 - 190k
Strategic Sourcing (IT) Manager (6 - 8 yrs' exp)	RM90 - 120k	RM95 - 125k
Strategic Sourcing Manager (6 - 8 yrs' exp)	RM90 - 120k	RM95 - 125k
Supply Chain Consultant (5 - 8 yrs' exp)	RM96 - 110k	RM100 - 120k
Procurement/Sourcing Associate (4 - 6 yrs' exp)	RM60 - 75k	RM80 - 100k
Supply/Demand Planner (5+ yrs' exp)	RM60 - 75k	RM80 - 100k
Customer Service Manager (5 - 8 yrs' exp)	RM90 - 95k	RM95 - 110k
Customer Service Manager (8+ yrs' exp)	RM120 - 144k	RM120 - 150k

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

CONTACT US

AUSTRALIA

Adelaide

Level 20
25 Grenfell Street
Adelaide SA 5000
Australia
T +61 (0) 8 8216 3500
F +61 (0) 8 8410 5155

Brisbane

Level 27
Waterfront Place
1 Eagle Street
Brisbane QLD 4000
Australia
T +61 (0) 7 3032 2222
F +61 (0) 7 3221 3877

Melbourne

Level 29
360 Collins Street
Melbourne VIC 3000
Australia
T +61 (0) 3 8628 2100
F +61 (0) 3 9600 4200

Perth

Level 10
109 St Georges Terrace
Perth WA 6000
Australia
T +61 (0) 8 9266 0900
F +61 (0) 8 9266 0999

Sydney

Level 47
2 Park Street
Sydney NSW 2000
Australia
T +61 (0) 2 8289 3100
F +61 (0) 2 8289 3200

BELGIUM

Brussels

Avenue Louise 149/Box 33
B-1050 Brussels
Belgium
T +32 (0) 2 511 66 88
F +32 (0) 2 511 99 69

Brussels (Walters People)

Avenue Louise 149/Box 32
1050 Brussels
Belgium
T +32 (0) 2 542 40 40
F +32 (0) 2 542 40 41

Groot-Bijgaarden (Walters People)

Access 40
1702 Groot-Bijgaarden
Belgium
T +32 (0) 2 609 79 00
F +32 (0) 2 609 79 01

Zaventem (Walters People)

Leuvensesteenweg 555
Entrance 3
1930 Zaventem
Belgium
T +32 (0) 2 613 08 00
F +32 (0) 2 613 08 01

BRAZIL

Sao Paulo

Rua do Rocio,
350 – 4th floor – Vila Olímpia
04552-000 – São Paulo – SP
T +55 (11) 2655 0888
F +55 (11) 2655 0889

CHINA

Beijing

Unit 1001, North Tower, Kerry Centre
No 1, Guang Hua Road
Chaoyang District
Beijing
China 100020
T +86 10 5282 1888
F +86 10 5282 1899

Shanghai

Suite 12B
Crystal Century Plaza
567 Wei Hai Road
Shanghai
China 200041
T +86 21 5153 5888
F +86 21 5153 5999

Suzhou

Suite 2106
Zhongyin Huilong Building
No. 8 Suhua Road
Suzhou Industrial Park
Jiangsu
China 215021
T +86 512 6873 5888
F +86 512 6873 5899

FRANCE

Lyon

94 Quai Charles de Gaulle
69006 Lyon
France
T +33 (0) 4 72 44 04 18

Paris

25 rue Balzac
75008 Paris
France
T +33 (0) 1 40 67 88 00
F +33 (0) 1 40 67 88 09

Paris (Walters People)

23 rue Balzac
75008 Paris
France
T +33 (0) 1 40 76 05 05
F +33 (0) 1 40 76 05 06

Strasbourg

3rd Floor
Centre d'Affaire Delta Bleu
5 Place du Corbeau
67000 Strasbourg
France
T +33 (0) 3 88 65 58 25

St Quentin (Walters People)

43 avenue du centre
78180 Montigny-le-Bretonneux
T +33 (0) 1 30 48 21 80
F +33 (0) 1 30 48 21 99

La Défense (Walters People)

Grande Arche
1 parvis de la Défense
92044 Paris La Défense
T +33 (0) 1 49 67 82 00
F +33 (0) 1 49 67 82 29

GERMANY

Dusseldorf

Koenigsallee 92a
40212 Dusseldorf
Germany
T +49 (0) 211 5403 9690
F +49 (0) 211 5403 9520

HONG KONG

Hong Kong

20/F Nexxus Building
41 Connaught Road
Central
Hong Kong
T +852 2103 5300
F +852 2103 5301

IRELAND

Dublin

2nd Floor
Riverview House
21 - 23 City Quay
Dublin 2
Ireland
T +353 (0) 1 633 4111
F +353 (0) 1 633 4112

JAPAN**Osaka**

Pias Tower 15th Floor
3-19-3 Toyosaki
Kita-ku, Osaka-shi
Osaka
531-0072
Japan
T +81 (0) 6 4560 3100
F +81 (0) 6 4560 3101

Tokyo

Shibuya Minami Tokyu Building 14th Floor
3-12-18 Shibuya
Shibuya-ku
Tokyo
150-0002
Japan
T +81 (0) 3 4570 1500
F +81 (0) 3 4570 1599

KOREA**Seoul**

Korea First Bank Building 20th Floor
100 Gongpyung-dong
Jongno-gu
Seoul
110-702
South Korea
T +82 (0) 2 2076 8300
F +82 (0) 2 2076 8461

LUXEMBOURG**Luxembourg**

20 rue Eugène Ruppert
L-2453 Luxembourg
Luxembourg
T +352 2647 8585
F +352 2649 3434

MALAYSIA**Kuala Lumpur**

Level 45 Tower 2
Petronas Twin Towers
Kuala Lumpur City Center
50088 Kuala Lumpur
T +603 2380 8700
F +603 2380 8701

NETHERLANDS**Amsterdam**

WTC, Toren H
Zuidplein 28
1077 XV Amsterdam
Netherlands
T +31 (0) 20 644 4655
F +31 (0) 20 642 9005

Eindhoven

Begijnenhof 4 - 6
5611 EL Eindhoven
Netherlands
T +31 (0) 40 7999 910
F +31 (0) 40 7999 919

Rotterdam

Groothandelsgebouw, 3rd Floor
Stationsplein 45
P.O. Box 746
3000 AS Rotterdam
Netherlands
T +31 (0) 10 7998 090
F +31 (0) 10 7998 099

NEW ZEALAND**Auckland**

Level 9
22 Fanshawe Street
Auckland
New Zealand
T +64 (0) 9 302 2280
F +64 (0) 9 302 4930

Wellington

Level 8
Featherston House
119 - 123 Featherston Street
Wellington
New Zealand
T +64 (0) 4 499 7711
F +64 (0) 4 473 6039

SINGAPORE**Singapore**

6 Battery Road
11-07
Singapore
049909
T +65 6228 0200
F +65 6228 0201

SOUTH AFRICA**Johannesburg**

6th Floor
Fredman Towers
13 Fredman Drive
Sandton
South Africa
T +27 (0) 11 783 3570
F +27 (0) 11 783 3573

SPAIN**Madrid**

Plaza de la Independencia 2, 3º planta
28001 Madrid
T +34 91 3097988

SWITZERLAND**Zurich**

Brandschenkestrasse 6
8001 Zurich
Switzerland
T +41 (0) 44 809 35 00
F +41 (0) 44 809 35 01

THAILAND**Bangkok**

1 Zuellig House
3rd Floor Unit 302
Silom Road
Bangrak, Silom
Bangkok THAILAND 10500
T +66 (0) 2 344 4800
F +66 (0) 2 344 4888

UNITED KINGDOM**Birmingham**

9th Floor
11 Brindley Place
Birmingham
B1 2LP
United Kingdom
T +44 (0) 121 281 5000
F +44 (0) 87 0191 2040

Guildford

1st Floor
Meridian House
9 - 11 Chertsey Street
Guildford
Surrey
GU1 4HD
United Kingdom
T +44 (0) 1483 510 400
F +44 (0) 1483 510 401

London

55 Strand
London
WC2N 5WR
United Kingdom
T +44 (0) 20 7379 3333
F +44 (0) 20 7509 8714

Manchester

Suite 4a
6th Floor
55 King Street
Manchester
M2 4LQ
United Kingdom
T +44 (0) 161 214 7400
F +44 (0) 161 214 7401

UNITED STATES**New York**

7 Times Square
Suite 1606
New York
NY 10036
USA
T +1 212 704 9900
F +1 212 704 4312

AUSTRALIA
BELGIUM
BRAZIL
CHINA
FRANCE
GERMANY
HONG KONG
IRELAND
JAPAN
KOREA
LUXEMBOURG
MALAYSIA
NETHERLANDS
NEW ZEALAND
SINGAPORE
SOUTH AFRICA
SPAIN
SWITZERLAND
THAILAND
UK
USA