



MYANMAR

# SALARY SURVEY

2020



**CCI FRANCE MYANMAR**

FRENCH MYANMAR CHAMBER OF COMMERCE & INDUSTRY





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## WHO TRUSTS ERA?



Contact us at [integrate@eramyanmar.com](mailto:integrate@eramyanmar.com)

# Introduction

Myanmar has been developing fast since its opening in 2011. The country offers a great potential of growth, in part thanks to its demography:

- Around 51 million inhabitants, which makes it one of the largest population in ASEAN;
- A young and active population (25% between 0 and 14 years old, 67.5% under 64 years old);
- 2.5% of annual urban population growth rate and 2% of annual population growth rate;
- An unemployment rate under 2%.

Yet, despite these strengths, Myanmar is also facing tremendous challenges, partly due to its long isolation, which need to be tackled in order to allow the country to achieve its potential and to realize its objectives, as well as a sustainable development.

One of the main challenges is the human resources and the issues which are related to them: low average level of education, lack of professional skills and of experience, difficulties in implementing international standards and processes, challenging legal & labour framework, misunderstandings in crosscultural work environments, important staff turnover, and so on.

In this context, CCI France Myanmar has decided to launch this survey for the following reasons:

- Myanmar doesn't have an accurate salary survey available for free, so companies have no way to see if they are under or overpaying their staff.
- All businesses benefit from data on salary ranges in their industry as well as other industries.
- All developed markets have an accurate salary survey, but the salary surveys in Myanmar are only getting information from a small number of companies and are not an accurate representation of the market.

This 2020 edition is the third edition of our annual Myanmar Salary Survey.

This Myanmar Salary Survey should only be viewed as a guide. Our survey group was spread across a variety of industries and we received 510 responses, mostly from companies from the Yangon region.

The small number of answers received for some positions in some sectors may affect the reliability of some data in this guide, but still manage to provide information on the rough level of salaries in main sectors in Myanmar.

This survey was done before the beginning of the covid-19 pandemic and therefore doesn't account for the impact of this crisis on the Myanmar economy in 2020. The latter will certainly show in the next edition of the survey in 2021. We thank you in advance for participating in it, to make sure that the results are as accurate as possible.



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### OUR GROUP SERVICES

♦ Online Recruitment and Talent Management Platform



♦ Biggest Premium Job Fairs for Professionals



♦ Organizer of the Myanmar Employer Awards and HR Industry conferences



The Myanmar Employer Awards are a national program committed to Employers and developing the Human Resources community in Myanmar. The awards program is driven by the industry's most trusted opinion leaders as judges and each year features hundreds of entrants by companies all aiming to be recognized as the best employers.

- ★ The Awards establish a benchmark of excellence in HR practices in Myanmar
- ★ Bring your HR team and company management together and be recognized as an employer of choice
- ★ Document your achievements and track your progress every year



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Services  
*IT services, audit firms, business services*





## PROCEDURE

This salary survey 2020 is the third edition of our annual Myanmar Salary Survey. Invitations to complete the survey were sent in February 2020. Respondents were invited to submit their responses online, anonymously, in MMK (Myanmar Kyat).

The average exchange rate used for this survey was the following: 1 USD = 1,500 MMK.

A user guide was provided to explain to participants how to take the survey.

Participants were asked to provide information about the industry to which they belong, the size of the organization in which they work, the minimum and maximum amount of salaries, the annual bonus, the commission for sales persons, the allowances and salary increase percentage for previous year, according to their respective departments and industries.

## EXECUTIVE OVERVIEW

Myanmar is one of Asia's last frontier market, promising to become the next South-East Asian rising star. After years of isolation, the country opened up in 2011 and implemented substantial reforms that established the fundamental basis for the real development of the country.

The average annual growth Myanmar's GDP is now between 6 and 7%, making it one of the highest in Asia and in the World. While the covid-19 will impact its growth in 2020, the forecast is that the country will continue to develop at a similar pace in the future, thanks to its many resources, thus offering a great potential for companies investing and operating in the country.

It also faces challenges that all are potential opportunities for foreign investors. Its population is the second poorest in Asia but the demographic profile of the country is also a strong catalyst for economic expansion, with more than half of the 51 million people in Myanmar aged 27 or less. Even though Myanmar was previously known as the "missing link" between China and India, it has benefited across the last five years from massive public and private investments in infrastructure, which have turned the country into a new trade outpost for investors in the region.

Participants were not asked any other personal/company details or company's confidential information, so that employees feel comfortable giving the accurate information. Therefore, this survey is 100% anonymous and free.

In the present document, results are set out by industry in alphabetical order. Each job category and level is listed but, in some cases, positions or levels were removed or changed, if didn't exist in the category or industry, to improve the presentation of the survey.

This survey only concerns gross salaries (allowances and benefits excluded) for employees working in Myanmar under local contracts, both Myanmar Nationals and Foreigners.

In some cases, we noticed that salaries were extremely low or high and we therefore realized that some members in the survey group may not have understood the goal and rules of the survey. Therefore, we decided to removed these corrupted data to ensure the integrity of the results.

This survey was launched before the beginning of the covid-19 pandemic. Therefore, it doesn't show its impact on employment and on salaries in Myanmar.

If you have any questions about this survey and the results, please contact Mrs. Pascaline Grifon at [business.manager@ccifrance-myanmar.org](mailto:business.manager@ccifrance-myanmar.org).



# 2019 SALARY OUTLOOK

**4,800Ks**  
Per day of  
minimum wage

**6.3%**  
GDP growth  
rate in 2019

**1.6%**  
Unemployment  
rate in 2019

**8.6%**  
Inflation  
rate in 2019

**1,530Ks**  
= 1 US\$  
in 2019

**\$6,000**  
GDP per capita  
PPP in 2019



## KEY TRENDS

### ♦ Salary Increments

39% of all respondents said they saw salary increases of between 1 to 5% of salary for previous year 2020.

| Industry           | Salary Increase Percentage for 2019 | Percentage 2019 |
|--------------------|-------------------------------------|-----------------|
| Construction       | 1-10%                               | 81%             |
| Consumer Goods     | 1-10%                               | 76%             |
| Education          | 1-5%                                | 80%             |
| Financial Services | 1-10%                               | 83%             |
| Healthcare         | 6-15%                               | 100%            |
| Hospitality        | 1-5%                                | 63%             |
| Logistics          | 1-10%                               | 100%            |
| Manufacturing      | 6-15%                               | 67%             |
| NGO / NPO          | 6-10%                               | 53%             |
| Services           | 1-10%                               | 76%             |

### ♦ Company Size by Industry

The below table shows the sizes of organizations we reached out to by Industry.

| Industry           | Size of the Organization 2020 |
|--------------------|-------------------------------|
| Construction       | 0-10 – 1,000+                 |
| Consumer Goods     | 0-10 – 1,000 +                |
| Education          | 0-10 – 1,000+                 |
| Financial Services | 0-10 – 1,000+                 |
| Healthcare         | 0-10 – 1,000+                 |
| Hospitality        | 0-10 – 1,000+                 |
| Logistics          | 0-10 – 1,000+                 |
| Manufacturing      | 10 – 1,000+                   |
| NGO / NPO          | 0-10 – 1,000+                 |
| Services           | 0-10 – 1,000+                 |

### ♦ Benefits and Allowances

For allowances like travel allowance, medical allowance and meal allowance, 56% of respondents provide transport allowance, 37% provide meal allowance and 54% provide medical allowance. In the table below we have broken this down by industry.

| Industry           | Transport Allowance 2020 | Meal Allowance 2020 | Medical Allowance 2020 |
|--------------------|--------------------------|---------------------|------------------------|
| Construction       | 62%                      | 33%                 | 62%                    |
| Consumer Goods     | 57%                      | 50%                 | 43%                    |
| Education          | 57%                      | 43%                 | 43%                    |
| Financial Services | 62.5%                    | 50%                 | 38%                    |
| Healthcare         | 75%                      | 50%                 | 50%                    |
| Hospitality        | 28.5%                    | 43%                 | 43%                    |
| Logistics          | 64%                      | 36%                 | 64%                    |
| Manufacturing      | 82%                      | 73%                 | 55%                    |
| NGO / NPO          | 33%                      | 27%                 | 87%                    |
| Services           | 57%                      | 23%                 | 52%                    |

### ♦ Repatriate Remuneration

43% of the organizations in this survey employ repatriates.

| Industry           | Repat Employment Rate 2020 | What is the average difference in salary you pay a repat over a local for the same position?<br>2020 |
|--------------------|----------------------------|--|
| Construction       | 43%                        | 5 - 40%  |
| Consumer Goods     | 40%                        | 5 - 40%  |
| Education          | 57%                        | 5 - 15%  |
| Financial Services | 50%                        | 5 - 25%  |
| Healthcare         | 50%                        | 10%  |
| Hospitality        | 38%                        | 5 - 35%  |
| Logistics          | 55%                        | 5 - 20%  |
| Manufacturing      | 18%                        | 10 - 20%   |
| NGO / NPO          | 67%                        | 5 - 35%  |
| Services           | 48%                        | 5 - 30%  |



◆ **Commission or Incentive Bonus Directly Related to their Performance / Revenue Generated for Sales Staff**

70% of companies from this survey pay their Sales Staff commissions or an incentive bonus directly related to their performance / revenue generated

| Industry           | What is the rough percentage of revenue they are entitled to receive? 2020 | Commission or incentive bonus paid directly related to their performance / revenue generated 2020 |
|--------------------|--|---|
| Construction       | <1 - 20%   | 78%   |
| Consumer Goods     | <1 - 40%   | 82%   |
| Education          | 1 -10 %  | 40%   |
| Financial Services | 1 -10 %  | 50%   |
| Healthcare         | 1 -10 %  | 67%   |
| Hospitality        | <1 - 40%   | 56%   |
| Logistics          | <1 - 10%   | 100%  |
| Manufacturing      | <1 - 40%   | 78%   |
| NGO-NPO            | 1 -10 %  | 100%  |
| Services           | <1 - 20%   | 59%   |

◆ **Are bonuses fixed or variable?**

| Industry           | Fixed 2020 | Variable 2020 |
|--------------------|------------|---------------|
| Construction       | 0%         | 100%          |
| Consumer Goods     | 30%        | 70%           |
| Education          | 20%        | 80%           |
| Financial Services | 38%        | 63%           |
| Healthcare         | 0%         | 100%          |
| Hospitality        | 22%        | 78%           |
| Logistics          | 0%         | 100%          |
| Manufacturing      | 25%        | 75%           |
| NGO / NPO          | 67%        | 33%           |
| Services           | 6%         | 94%           |



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## CONTACT US

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# CONSTRUCTION

## CONSTRUCTION - 55 respondents

| POSITION   | SALARY RANGE (PER MONTH) |           |             |                |                  |                            |
|--|--------------------------|-----------|-------------|----------------|------------------|----------------------------|
|  | MIN (MMK)                | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management   |                          |           |             |                |                  |                            |
| Country Manager / CEO  | 600K                     | 60M       | 5.6M        | 7.8M           | 0.5 - > 3 Months | Fixed and Variable         |
| CFO / COO / CTO  | 1.2M                     | 20M       | 5M          | 5.6M           | 1 - > 3 Months   | Fixed and Variable         |
| Sales  |                          |           |             |                |                  |                            |
| Sales Director   | 1M                       | 8M        | 3M          | 3.2M           | 1 - > 3 Months   | Variable                   |
| Senior Sales Manager   | 900K                     | 7.3M      | 1.9M        | 2.5M           | 0.5 - > 3 Months | Variable                   |
| Sales Manager  | 600K                     | 3M        | 1.5M        | 1.7M           | 0.5 - > 3 Months | Variable                   |
| Sales Supervisor / Assistant Sales Manager                               | 300K                     | 2M        | 1.4M        | 1.2M           | 0.5 > 2 Months   | Variable                   |
| Sales Specialist   | 800K                     | 1.5M      | 1M          | 1M             | 1 - 2 Months     | Variable                   |
| Sales Staff  | 200K                     | 2M        | 550K        | 640K           | 0.5 - 2 Months   | Variable                   |
| Marketing  |                          |           |             |                |                  |                            |
| Marketing Director   | 2.5M                     | 5M        | 3.5M        | 3.6M           | 1 Month          | Variable                   |
| Marketing Manager  | 1M                       | 5M        | 2.1M        | 2.5M           | 1 - 3 Months     | Fixed and Variable         |
| Marketing Supervisor / Assistant Marketing Manager                       | 500K                     | 1.7M      | 1.4M        | 1.2M           | 0.5 - 2.5 Months | Variable                   |
| Marketing Staff  | 600K                     | 1.2M      | 900K        | 883K           | 1 - 3 Months     | Variable                   |
| Accounting & Finance   |                          |           |             |                |                  |                            |
| Accounting & Finance Director  | 400K                     | 5M        | 2M          | 2.1M           | 0.5 - 1 Month    | Variable                   |
| Senior Accounting & Finance Manager                                      | 500K                     | 7.5M      | 1.7M        | 2M             | 0.5 - > 3 Month  | Fixed and Variable         |
| Accounting & Finance Manager   | 500K                     | 7.5M      | 2M          | 2.5M           | 0.5 - > 3 Month  | Fixed and Variable         |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 250K                     | 3M        | 600K        | 992K           | 0.5 - 2 Months   | Fixed and Variable         |
| Accounting & Finance Staff   | 200K                     | 1.2M      | 500K        | 594K           | 0.5 - 2 Months   | Fixed and Variable         |



| POSITION                                    | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
|---|--------------|--------------|----------------|-------------------|------------------|-------------------------------|
| <b>Administration</b>                       |              |              |                |                   |                  |                               |
| Admin Manager                               | 700K         | 2.2M         | 1.4M           | 1.4M              | 1 - 3 Months     | Fixed and Variable            |
| Admin Supervisor / Assistant Admin Manager  | 200K         | 2.5M         | 1.2M           | 1.2M              | 0.5 - 3 Months   | Variable                      |
| Admin Staff                                 | 150K         | 1M           | 500K           | 555K              | 0.5 - 3 Months   | Fixed and Variable            |
| <b>Human Resources</b>                      |              |              |                |                   |                  |                               |
| HR Director                                 | 2M           | 4.5M         | 2.9M           | 3M                | 2 - 3 Months     | Variable                      |
| Senior HR Manager                           | 1.2M         | 2.5M         | 1.6M           | 1.7M              | 1 - 1.5 Months   | Variable                      |
| HR Manager                                  | 700K         | 2.2M         | 1.7M           | 1.6M              | 1 - 3 Months     | Fixed and Variable            |
| HR Supervisor / Assistant HR Manager        | 800K         | 1.6M         | 1M             | 1.1M              | 1 - 2.5 Months   | Variable                      |
| HR Staff                                    | 300K         | 1M           | 625K           | 594K              | 1 - 2 Months     | Fixed and Variable            |
| <b>Procurement</b>                          |              |              |                |                   |                  |                               |
| Procurement Staff                           | 200K         | 1M           | 600K           | 608K              | 0.5 - 2 Months   | Fixed and Variable            |
| <b>Engineering</b>                          |              |              |                |                   |                  |                               |
| Engineering Director                        | 1M           | 8M           | 4.1M           | 4.4M              | 0.5 - > 3 Months | Fixed and Variable            |
| Senior Engineering Manager (s)              | 600K         | 7.7M         | 3.2M           | 3.8M              | 0.5 - > 3 Months | Fixed and Variable            |
| Engineering Manager                         | 500K         | 5M           | 2.3M           | 2.4M              | 1 - 3 Months     | Fixed and Variable            |
| Engineering Specialist / Senior Engineering | 250K         | 3.5M         | 1.1M           | 1.4M              | 1 - 3 Months     | Fixed and Variable            |
| Engineering Staff                           | 200K         | 2M           | 750K           | 827K              | 0.5 - > 3 Months | Fixed and Variable            |

# DFDL

## A TRULY INTEGRATED ASEAN LAW FIRM

Our international experience coupled with local knowledge of practices and legal idiosyncrasies allows us to help clients navigate the complexities of engaging employees or contractors in developing legal frameworks.

### EMPLOYMENT & LABOUR

As the Mekong Region and other emerging markets continue to thrive, DFDL is uniquely positioned to secure your access to promising international growth opportunities.

DFDL's Employment and Labour Practice Group firmly believes that clear, legally compliant HR documentation creates a solid foundation for a good working relationship between employers and their people. Our Employment and Labour Practice Group is dedicated to preparing that solid basis, and advising clients on employment and labour issues which arise.

Our clients benefit from our extensive experience in preparing employment agreements, internal regulations, and consultancy/contractor agreements which comply with local law and practice, and meet the entity's operational needs. We can provide advice on matters including: employment entitlements, working hours, overtime, restrictions on foreign workers, employee transfers, secondments, termination, severance, retirement, and dispute resolution.

Our varied client base includes global companies with subsidiaries throughout Southeast Asia, as well as embassies, international non-governmental organizations (INGOs), and international organizations operating in the region. We provide personalized and comprehensive services tailored to the unique needs of our clients.

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- Employment and Labour Law Advice
- Compliance with local law procedures, obligations, and entitlements
- Employment termination procedures and liabilities
- Employment redundancies – employer options and risk assessments
- Separation agreements
- Independent Contractor agreements
- Employment Contracts
- Employment contract preparation/compliance review
- Employee Handbook
- Internal regulations/human resources manuals

Our team's in-depth knowledge of the law and practices in the countries in which we operate allows us to provide specialized, practical advice on issues that arise in employment relationships.

*"DFDL has an extremely professional outlook, is very prompt in its response times and availability, and has a network across the Mekong region that works well, containing people with different skill sets."*

(Chambers Asia Pacific 2020)



**Marion Carles Salmon**  
 Regional Legal Adviser  
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# CONSUMER GOODS

## CONSUMER GOODS - 97 respondents

| SALARY RANGE (PER MONTH)                           |              |              |                |                   |                  |                               |
|--|--------------|--------------|----------------|-------------------|------------------|-------------------------------|
| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| Executive Management                               |              |              |                |                   |                  |                               |
| Country Manager / Managing Director / CEO          | 800K         | 60M          | 5M             | 8.7M              | 0.5 - > 3 Months | Fixed and Variable            |
| CFO / COO / CTO                                    | 1M           | 25M          | 7.6M           | 8.4M              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales  |              |              |                |                   |                  |                               |
| Sales Director                                     | 1M           | 18M          | 5M             | 5.9M              | 0.5 - > 3 Months | Fixed and Variable            |
| Senior Sales Manager                               | 1M           | 11M          | 2.8M           | 3.5M              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales Manager                                      | 500K         | 7M           | 1.2M           | 1.7M              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales Supervisor / Assistant Sales Manager         | 220K         | 3.5M         | 700K           | 950K              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales Specialist / Senior Sales                    | 150K         | 2M           | 500K           | 666K              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales Staff  | 100K         | 930K         | 275K           | 330K              | 0.5 - > 3 Months | Fixed and Variable            |
| Marketing  |              |              |                |                   |                  |                               |
| Marketing Director                                 | 1.8M         | 17.2M        | 5.3M           | 6.1M              | 0.5 - > 3 Months | Fixed and Variable            |
| Senior Marketing Manager                           | 900K         | 9M           | 3M             | 3.6M              | 1 - > 3 Months   | Fixed and Variable            |
| Marketing Manager                                  | 500K         | 5M           | 2M             | 2.1M              | 1 - > 3 Months   | Fixed and Variable            |
| Marketing Supervisor / Assistant Marketing Manager | 300K         | 2.5M         | 800K           | 897K              | 0.5 - > 3 Months | Fixed and Variable            |
| Marketing Specialist / Senior Marketing            | 237K         | 900K         | 475K           | 506K              | 0.5 - > 3 Months | Fixed and Variable            |
| Marketing Staff                                    | 144K         | 2.1M         | 300K           | 450K              | 0.5 - > 3 Months | Fixed and Variable            |



| POSITION   | SALARY RANGE (PER MONTH) |              |                |                   |                  |                               |
|--|--------------------------|--------------|----------------|-------------------|------------------|-------------------------------|
|  | MIN<br>(MMK)             | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| <b>Accounting &amp; Finance</b>  |                          |              |                |                   |                  |                               |
| Accounting & Finance Director  | 1M                       | 14M          | 4.1M           | 5.3M              | 1 - > 3 Months   | Fixed and Variable            |
| Senior Accounting & Finance Manager                                      | 1M                       | 6M           | 2M             | 2.4M              | 0.5 - > 3 Months | Fixed and Variable            |
| Accounting & Finance Manager   | 500K                     | 7.9M         | 1.6M           | 2M                | 1 - > 3 Months   | Fixed and Variable            |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 220K                     | 3.6M         | 800K           | 1M                | 0.5 - > 3 Months | Fixed and Variable            |
| Accounting & Finance Specialist / Senior Accounting & Finance            | 239K                     | 4.5M         | 500K           | 833K              | 0.5 - > 3 Months | Fixed and Variable            |
| Accounting & Finance Staff   | 160K                     | 770K         | 300K           | 330K              | 0.5 - > 3 Months | Fixed and Variable            |
| <b>Information &amp; Technology</b>                                      |                          |              |                |                   |                  |                               |
| IT Manager   | 800K                     | 4.3M         | 1.6M           | 2M                | 1.5 - > 3 Months | Variable                      |
| IT Supervisor / Assistant IT Manager                                     | 330K                     | 5M           | 800K           | 1.4M              | 1 - 3 Months     | Fixed and Variable            |
| IT Specialist / Senior IT  | 210K                     | 3.6M         | 425K           | 777K              | 1 - > 3 Months   | Fixed and Variable            |
| IT Staff   | 200K                     | 2.2M         | 290K           | 500K              | 1 - > 3 Months   | Fixed and Variable            |
| <b>Administration</b>  |                          |              |                |                   |                  |                               |
| Admin Manager  | 350K                     | 3.6M         | 1M             | 1.1M              | 1 - > 3 Months   | Fixed and Variable            |
| Admin Supervisor / Assistant Admin Manager                               | 250K                     | 1M           | 525K           | 580K              | 0.5 - 3 Months   | Fixed and Variable            |
| Admin Staff  | 160K                     | 1.7M         | 260K           | 380K              | 0.5 - > 3 Months | Fixed and Variable            |

| POSITION   | SALARY RANGE (PER MONTH) |              |                |                   |                  |                               |
|--|--------------------------|--------------|----------------|-------------------|------------------|-------------------------------|
|  | MIN<br>(MMK)             | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| <b>Human Resources</b>                                   |                          |              |                |                   |                  |                               |
| HR Director  | 1.2M                     | 8M           | 5.7M           | 5.3M              | 1 - > 3 Months   | Fixed and Variable            |
| Senior HR Manager  | 800K                     | 5.4M         | 2.4M           | 2.6M              | 1.5 - > 3 Months | Fixed and Variable            |
| HR Manager   | 500K                     | 4M           | 1.1M           | 1.6M              | 1 - > 3 Months   | Fixed and Variable            |
| HR Supervisor / Assistant HR Manager                     | 300K                     | 2.4M         | 725K           | 953K              | 0.5 - > 3 Months | Variable                      |
| HR Specialist / Senior HR                                | 200K                     | 950K         | 425K           | 466K              | 0.5 - 3 Months   | Fixed and Variable            |
| HR Staff   | 150K                     | 1.2M         | 300K           | 363K              | 1 - > 3 Months   | Fixed and Variable            |
| <b>Supply Chain</b>                                      |                          |              |                |                   |                  |                               |
| Senior Supply Chain Manager                              | 1M                       | 6.4M         | 2.1M           | 2.3M              | 0.5 - > 3 Months | Fixed and Variable            |
| Supply Chain Manager                                     | 815K                     | 4M           | 1.2M           | 1.6M              | 1.5 - 3 Months   | Variable                      |
| Supply Chain Supervisor / Assistant Supply Chain Manager | 420K                     | 2.9M         | 775K           | 1M                | 1.5 - > 3 Months | Fixed and Variable            |
| Supply Chain Staff                                       | 150K                     | 600K         | 310K           | 341K              | 0.5 - > 3 Months | Fixed and Variable            |
| <b>Procurement</b>                                       |                          |              |                |                   |                  |                               |
| Senior Procurement Manager                               | 915K                     | 5M           | 2.5M           | 2.8M              | 2 - >3 Months    | Variable                      |
| Procurement Manager                                      | 1M                       | 4M           | 2.3M           | 2.3M              | 1.5 - 3 Months   | Fixed and Variable            |
| Procurement Supervisor / Assistant Procurement Manager   | 400K                     | 2.2M         | 575K           | 805K              | 1 - 3 Months     | Fixed and Variable            |
| Procurement Staff  | 150K                     | 550K         | 250K           | 280K              | 1 - >3 Months    | Fixed and Variable            |



SALARY RANGE (PER MONTH)

| POSITION                                    | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
|---|--------------|--------------|----------------|-------------------|------------------|-------------------------------|
| Engineering                                 |              |              |                |                   |                  |                               |
| Senior Engineering Manager                  | 1.1M         | 5M           | 1.9M           | 2.4M              | 1 - >3 Months    | Fixed and Variable            |
| Engineering Manager                         | 1M           | 3.3M         | 1.2M           | 1.6M              | 1 - >3 Months    | Variable                      |
| Engineering Specialist / Senior Engineering | 300K         | 1.5M         | 550K           | 648K              | 1 - 3 Months     | Fixed and Variable            |
| Engineering Staff                           | 150K         | 400K         | 250K           | 278K              | 0.5 - > 3 Months | Variable                      |
| Operations                                  |              |              |                |                   |                  |                               |
| Operations Staff                            | 200K         | 400K         | 290K           | 297K              | 1 - >3 Months    | Fixed and Variable            |

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# EDUCATION

## EDUCATION - 11 respondents

| POSITION   | SALARY RANGE (PER MONTH) |           |             |                |                  |                            |
|--|--------------------------|-----------|-------------|----------------|------------------|----------------------------|
|  | MIN (MMK)                | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management   |                          |           |             |                |                  |                            |
| Country Manager / CEO  | 1M                       | 10M       | 5.5M        | 5.3M           | 0.5 - 2 Months   | Variable                   |
| CFO / COO / CTO  | 500K                     | 1.5M      | 800K        | 900K           | 0.5 - 1 Month    | Variable                   |
| Sales  |                          |           |             |                |                  |                            |
| Sales Director   | 1.5M                     | 3.5M      | 2.1M        | 2.3M           | 0.5 - 1.5 Months | Fixed and Variable         |
| Senior Sales Manager   | 700K                     | 3M        | 1.6M        | 1.7M           | 0.5 - 1.5 Months | Fixed and Variable         |
| Sales Manager  | 450K                     | 2M        | 1.6M        | 1.4M           | 0.5 - 1 Month    | Fixed and Variable         |
| Sales Supervisor / Assistant Sales Manager                               | 320K                     | 350K      | 335K        | 335K           | 0.5 - 1 Month    | Variable                   |
| Sales Staff  | 180K                     | 1.1M      | 550K        | 593K           | 0.5 - 1 Month    | Fixed and Variable         |
| Accounting & Finance   |                          |           |             |                |                  |                            |
| Senior Accounting & Finance Manager                                      | 1M                       | 3M        | 2M          | 2M             | 0.5 Month        | Variable                   |
| Accounting & Finance Manager   | 750K                     | 3M        | 1.7M        | 1.8M           | 0.5 - 1 Month    | Variable                   |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 500K                     | 1M        | 950K        | 863K           | 0.5 - 1 Month    | Variable                   |
| Information & Technology   |                          |           |             |                |                  |                            |
| IT Staff   | 400K                     | 930K      | 800K        | 733K           | 0.5 Month        | Variable                   |
| Administration   |                          |           |             |                |                  |                            |
| Senior Admin Manager   | 1M                       | 3M        | 2M          | 2M             | 0.5 Month        | Variable                   |





# FINANCIAL SERVICES

## FINANCIAL SERVICES - 39 respondents

| SALARY RANGE (PER MONTH)                           |           |           |             |                |                  |                            |
|--|-----------|-----------|-------------|----------------|------------------|----------------------------|
| POSITION   | MIN (MMK) | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management                               |           |           |             |                |                  |                            |
| Country Manager / CEO                              | 1M        | 50M       | 5.5M        | 10.2M          | 0.5 - > 3 Months | Fixed and Variable         |
| CFO / COO / CTO                                    | 1.4M      | 30M       | 5M          | 8M             | 0.5 - > 3 Months | Fixed and Variable         |
| Sales  |           |           |             |                |                  |                            |
| Sales Director                                     | 2M        | 20M       | 5M          | 7.3M           | 1 - 3 Months     | Fixed and Variable         |
| Senior Sales Manager                               | 1.5M      | 5.5M      | 2.5M        | 2.9M           | 1 - > 3 Months   | Variable                   |
| Sales Manager                                      | 500K      | 3M        | 1M          | 1.3M           | 1 - > 3 Months   | Fixed and Variable         |
| Sales Supervisor / Assistant Sales Manager         | 300K      | 2.1M      | 650K        | 830K           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Specialist / Senior Sales                    | 230K      | 800K      | 350K        | 385K           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Staff  | 144K      | 700K      | 300K        | 340K           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing  |           |           |             |                |                  |                            |
| Senior Marketing Manager                           | 900K      | 3M        | 1.5M        | 1.7M           | 1 - 3 Months     | Variable                   |
| Marketing Manager                                  | 300K      | 2M        | 1.1M        | 1.1M           | 1 - > 3 Months   | Fixed and Variable         |
| Marketing Supervisor / Assistant Marketing Manager | 300K      | 1M        | 575K        | 631K           | 1 - > 3 Months   | Fixed and Variable         |
| Marketing Specialist / Senior Marketing            | 300K      | 700K      | 450K        | 475K           | 3 - > 3 Months   | Variable                   |
| Marketing Staff                                    | 144K      | 660K      | 300K        | 355K           | 1 - > 3 Months   | Fixed and Variable         |



| POSITION   | SALARY RANGE (PER MONTH) |              |                |                   |                  |                               |
|--|--------------------------|--------------|----------------|-------------------|------------------|-------------------------------|
|  | MIN<br>(MMK)             | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| <b>Accounting &amp; Finance</b>  |                          |              |                |                   |                  |                               |
| Accounting & Finance Director  | 2M                       | 15M          | 4M             | 7.2M              | 0.5 - > 3 Months | Fixed and Variable            |
| Senior Accounting & Finance Manager                                      | 650K                     | 2M           | 1.4M           | 1.3M              | 1 - 3 Months     | Fixed and Variable            |
| Accounting & Finance Manager   | 600K                     | 2.8M         | 1.4M           | 1.3M              | 0.5 - > 3 Months | Fixed and Variable            |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 300K                     | 1.6M         | 900K           | 863K              | 1 - > 3 Months   | Fixed and Variable            |
| Accounting & Finance Specialist / Senior Accounting & Finance            | 300K                     | 1M           | 600K           | 625K              | 3 - > 3 Months   | Fixed and Variable            |
| Accounting & Finance Staff   | 150K                     | 700K         | 300K           | 352K              | 0.5 - > 3 Months | Fixed and Variable            |
| <b>Information &amp; Technology</b>                                      |                          |              |                |                   |                  |                               |
| IT Director  | 2M                       | 15M          | 8M             | 8.3M              | 1 - 3 Months     | Variable                      |
| Senior IT Manager  | 1.5M                     | 7M           | 3.8M           | 4M                | 1 - 3 Months     | Variable                      |
| IT Manager   | 800K                     | 5M           | 1.8M           | 2.1M              | 0.5 - 3 Months   | Fixed and Variable            |
| IT Supervisor / Assistant IT Manager                                     | 300K                     | 2.5M         | 775K           | 1.1M              | 1 - > 3 Months   | Fixed and Variable            |
| IT Specialist / Senior IT  | 300K                     | 2M           | 750K           | 950K              | 0.5 - > 3 Months | Fixed and Variable            |
| IT Staff   | 150K                     | 1.2M         | 300K           | 457K              | 0.5 - > 3 Months | Fixed and Variable            |

| POSITION                                   | SALARY RANGE (PER MONTH) |              |                |                   |                  |                               |
|--|--------------------------|--------------|----------------|-------------------|------------------|-------------------------------|
|  | MIN<br>(MMK)             | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| <b>Administration</b>                      |                          |              |                |                   |                  |                               |
| Senior Admin Manager                       | 1M                       | 2.5M         | 1.5M           | 1.6M              | 0.5 - 1 Month    | Variable                      |
| Admin Manager                              | 700K                     | 2M           | 1M             | 1.1M              | 0.5 - > 3 Months | Fixed and Variable            |
| Admin Supervisor / Assistant Admin Manager | 300K                     | 1M           | 500K           | 575K              | 1 - > 3 Months   | Fixed and Variable            |
| Admin Staff                                | 150K                     | 1.8M         | 325K           | 557K              | 0.5 - > 3 Months | Fixed and Variable            |
| <b>Human Resources</b>                     |                          |              |                |                   |                  |                               |
| Senior HR Manager                          | 1.3M                     | 3.6M         | 1.7M           | 2M                | 0.5 - 1.5 Months | Variable                      |
| HR Manager                                 | 700K                     | 2M           | 1M             | 1.2M              | 0.5 - > 3 Months | Fixed and Variable            |
| HR Supervisor / Assistant HR Manager       | 300K                     | 1.5M         | 725K           | 756K              | 0.5 - > 3 Months | Fixed and Variable            |
| HR Specialist / Senior HR                  | 300K                     | 1.2M         | 500K           | 650K              | 1 - > 3 Months   | Fixed and Variable            |
| HR Staff                                   | 150K                     | 600K         | 300K           | 357K              | 0.5 - > 3 Months | Fixed and Variable            |
| <b>Legal</b>                               |                          |              |                |                   |                  |                               |
| Senior Legal Manager                       | 1M                       | 2.5M         | 1.5M           | 1.6M              | 1 Month          | Fixed and Variable            |
| Legal Manager                              | 600K                     | 1.7M         | 950K           | 1.1M              | 1 - 1.5 Months   | Variable                      |
| Legal Specialist / Senior Legal            | 300K                     | 1.5M         | 750K           | 833K              | 0.5 - 1.5 Months | Variable                      |
| Legal Staff Senior Legal                   | 200K                     | 600K         | 370K           | 385K              | 1 Month          | Variable                      |





# HEALTHCARE

## HEALTHCARE - 16 respondents

| SALARY RANGE (PER MONTH) |              |              |                |                   |                 |                               |                |                        |
|--------------------------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|----------------|------------------------|
| POSITION                 | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE | MEDIAN<br>2019 | VARIATION<br>2019-2020 |

### Executive Management

|   |      |     |      |      |                     |                       |
|---|------|-----|------|------|---------------------|-----------------------|
| Country Manager /<br>Managing Director /<br>CEO | 1M   | 30M | 3.9M | 6.9M | 0.5 - > 3<br>Months | Fixed and<br>Variable |
| CFO / COO / CTO                                 | 1.6M | 18M | 2.8M | 4.9M | 0.5 - > 3<br>Months | Fixed and<br>Variable |

### Sales

|   |      |      |      |      |                   |                       |
|---|------|------|------|------|-------------------|-----------------------|
| Sales Director                                  | 2M   | 18M  | 5M   | 6.7M | 1 Month           | Variable              |
| Senior Sales Manager                            | 600K | 3.5M | 1.3M | 1.6M | 1 - > 3<br>Months | Fixed and<br>Variable |
| Sales Manager                                   | 600K | 2M   | 1M   | 1.2M | 1 - 3<br>Months   | Variable              |
| Sales Supervisor / As-<br>sistant Sales Manager | 600K | 2M   | 850K | 1.1M | 1 - 3<br>Months   | Variable              |
| Sales Specialist /<br>Senior Sales              | 400K | 800K | 450K | 507K | 1 - > 3<br>Months | Variable              |
| Sales Staff                                     | 250K | 1M   | 350K | 458K | 1 - > 3<br>Months | Variable              |





# HOSPITALITY

## HOSPITALITY - 44 respondents

| POSITION | SALARY RANGE (PER MONTH) |           |             |                |              |                            |
|----------|--------------------------|-----------|-------------|----------------|--------------|----------------------------|
|          | MIN (MMK)                | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS | IS BONUS FIXED OR VARIABLE |

| Executive Management                               |      |      |      |      |                  |                    |
|--|------|------|------|------|------------------|--------------------|
| Country Manager / Managing Director / CEO          | 450K | 20M  | 3M   | 4.5M | 0.5 - > 3 Months | Fixed and Variable |
| CFO / COO / CTO                                    | 1.3M | 6M   | 3M   | 3.1M | 0.5 - > 3 Months | Variable           |
| Sales  |      |      |      |      |                  |                    |
| Sales Director                                     | 800K | 9.1M | 2.4M | 3M   | 1 - > 3 Months   | Variable           |
| Senior Sales Manager                               | 600K | 2.3M | 1.1M | 1.3M | 1 - > 3 Months   | Fixed and Variable |
| Sales Manager                                      | 500K | 1.7M | 950K | 990K | 0.5 - > 3 Months | Variable           |
| Sales Supervisor / Assistant Sales Manager         | 400K | 910K | 485K | 552K | 1 - > 3 Months   | Fixed and Variable |
| Sales Specialist / Senior Sales                    | 308K | 1.2M | 450K | 585K | 1 Month          | Variable           |
| Sales Staff  | 150K | 700K | 300K | 350K | 0.5 - > 3 Months | Fixed and Variable |
| Marketing  |      |      |      |      |                  |                    |
| Marketing Director                                 | 1M   | 3M   | 1.5M | 1.8M | 1 Month          | Variable           |
| Marketing Manager                                  | 600K | 2.5M | 1.2M | 1.3M | 1 - 2 Months     | Variable           |
| Marketing Supervisor / Assistant Marketing Manager | 500K | 1M   | 625K | 675K | 2 Months         | Variable           |
| Marketing Staff                                    | 222K | 800K | 322K | 398K | 1 - 2 Months     | Variable           |



**SALARY RANGE (PER MONTH)**

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
| <b>Accounting &amp; Finance</b>  |              |              |                |                   |                 |                               |
| Accounting & Finance Director  | 1.5M         | 10M          | 3.8M           | 4M                | 1 Month         | Variable                      |
| Senior Accounting & Finance Manager                                      | 800K         | 4M           | 1.8M           | 1.9M              | 1 - > 3 Months  | Fixed and Variable            |
| Accounting & Finance Manager   | 350K         | 2.5M         | 1M             | 991K              | 1 - > 3 Months  | Fixed and Variable            |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 300K         | 1.4M         | 530K           | 642K              | 1 - > 3 Months  | Variable                      |
| Accounting & Finance Specialist / Senior Accounting & Finance            | 225K         | 2M           | 563K           | 747K              | 1 - 2 Months    | Variable                      |
| Accounting & Finance Staff   | 150K         | 1.9M         | 333K           | 453K              | 1 - > 3 Months  | Fixed and Variable            |
| <b>Information &amp; Technology</b>                                      |              |              |                |                   |                 |                               |
| Senior IT Manager  | 300K         | 1.8M         | 969K           | 1M                | 1 Month         | Variable                      |
| IT Manager   | 300K         | 2M           | 850K           | 984K              | 1 - > 3 Months  | Variable                      |
| IT Specialist / Senior IT  | 240K         | 800K         | 370K           | 445K              | 2 Months        | Variable                      |
| IT Staff   | 150K         | 650K         | 303K           | 340K              | 1 - 2 Months    | Variable                      |
| <b>Administration</b>  |              |              |                |                   |                 |                               |
| Admin Staff  | 200K         | 450K         | 375K           | 350K              | 1 Month         | Variable                      |
| <b>Human Resources</b>   |              |              |                |                   |                 |                               |
| Senior HR Manager  | 300K         | 2M           | 850K           | 1.M               | 1 Month         | Variable                      |
| HR Manager   | 300K         | 2.5M         | 1.3M           | 1.2M              | 1 - 2 Months    | Variable                      |
| HR Supervisor / Assistant HR Manager                                     | 350K         | 1.7M         | 765K           | 938K              | 1 - 2 Months    |                               |
| HR Specialist /Senior HR   | 240K         | 1M           | 393K           | 506K              | 1 Month         | Variable                      |
| HR Staff   | 150K         | 500K         | 275K           | 280K              | 1 - 2 Months    | Variable                      |

**SALARY RANGE (PER MONTH)**

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
| <b>Procurement</b>                                     |              |              |                |                   |                 |                               |
| Procurement Supervisor / Assistant Procurement Manager | 250K         | 1.5M         | 350K           | 625K              | 1 - 2 Months    | Variable                      |
| Procurement Staff                                      | 180K         | 800K         | 300K           | 395K              | 2 Months        | Variable                      |
| <b>Engineering</b>                                     |              |              |                |                   |                 |                               |
| Engineering Director                                   | 1.1M         | 7M           | 1.1M           | 2.3M              | 1 - 1.5 Months  | Variable                      |
| Senior Engineering Manager                             | 400K         | 4.4M         | 1.6M           | 1.8M              | 1 Month         | Variable                      |
| Engineering Manager                                    | 536K         | 2.5M         | 1.1M           | 1.1M              | 1 - 1.5 Months  | Variable                      |
| Engineering Specialist / Senior Engineering            | 250K         | 983K         | 498K           | 502K              | 1 - 2 Months    | Variable                      |
| Engineering Staff                                      | 120K         | 800K         | 254K           | 323K              | 1 - 2 Months    | Variable                      |
| <b>Operations</b>                                      |              |              |                |                   |                 |                               |
| Operations Director                                    | 1.2M         | 8M           | 2.1M           | 3.1M              | 2 Months        | Variable                      |
| Senior Operations Manager                              | 800K         | 3M           | 1.5M           | 1.7M              | 1 Month         | Fixed                         |
| Operations Manager                                     | 250K         | 2.6M         | 1.2M           | 1.3M              | 1 - > 3 Months  | Fixed and Variable            |
| Operations Supervisor / Assistant Operations Manager   | 306K         | 700K         | 475K           | 486K              | 1 Month         | Fixed                         |
| Operations Staff                                       | 144K         | 1.2M         | 293K           | 357K              | 1 - > 3 Months  | Fixed and Variable            |





# LOGISTICS

## LOGISTICS - 23 respondents

| POSITION   | SALARY RANGE (PER MONTH) |           |             |                |                  |                            |
|--|--------------------------|-----------|-------------|----------------|------------------|----------------------------|
|  | MIN (MMK)                | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management                               |                          |           |             |                |                  |                            |
| Country Manager / Managing Director / CEO          | 350K                     | 65M       | 5.2M        | 8M             | 0.5 - > 3 Months | Fixed and Variable         |
| CFO / COO / CTO                                    | 350K                     | 9M        | 2.5M        | 3.3M           | 1 - > 3 Months   | Variable                   |
| Sales  |                          |           |             |                |                  |                            |
| Sales Manager                                      | 700K                     | 3M        | 1.1M        | 1.5M           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Supervisor / Assistant Sales Manager         | 500K                     | 1.2M      | 700K        | 738K           | 1 - > 3 Months   | Fixed and Variable         |
| Sales Specialist / Senior Sales                    | 350K                     | 800K      | 500K        | 558K           | 0.5 - 1.5 Months | Variable                   |
| Sales Staff  | 200K                     | 1.5M      | 375K        | 563K           | 0.5 - > 3 Months | Variable                   |
| Marketing  |                          |           |             |                |                  |                            |
| Marketing Manager                                  | 700K                     | 1.5M      | 950K        | 1M             | 1 - > 3 Months   | Variable                   |
| Marketing Supervisor / Assistant Marketing Manager | 350K                     | 1M        | 700K        | 692K           | 1 - > 3 Months   | Fixed and Variable         |
| Marketing Staff                                    | 200K                     | 500K      | 325K        | 338K           | 1 - > 3 Months   | Variable                   |



| POSITION  | SALARY RANGE (PER MONTH) |              |                |                   |                 |                               |
|---|--------------------------|--------------|----------------|-------------------|-----------------|-------------------------------|
|   | MIN<br>(MMK)             | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
| <b>Accounting &amp; Finance</b>                               |                          |              |                |                   |                 |                               |
| Accounting & Finance Director                                 | 1.1M                     | 9M           | 5M             | 5M                | 2 Months        | Variable                      |
| Senior Accounting & Finance Manager                           | 700K                     | 4.5M         | 1.7M           | 2.1M              | 1 - > 3 Months  | Fixed and Variable            |
| Accounting & Finance Manager                                  | 700K                     | 4M           | 1.9M           | 1.8M              | 1 - > 3 Months  | Variable                      |
| Accounting & Finance Specialist / Senior Accounting & Finance | 800K                     | 2.5M         | 1.4M           | 1.5M              | 2.5 Months      | Variable                      |
| Accounting & Finance Staff                                    | 180K                     | 1.2M         | 550K           | 631K              | 1 - > 3 Months  | Fixed and Variable            |
| <b>Information &amp; Technology</b>                           |                          |              |                |                   |                 |                               |
| IT Supervisor / Assistant IT Manager                          | 600K                     | 2M           | 925K           | 1.1M              | 1 Month         | Fixed and Variable            |
| <b>Administration</b>   |                          |              |                |                   |                 |                               |
| Admin Manager   | 900K                     | 2M           | 1.2M           | 1.3M              |                 | Variable                      |
| Admin Staff   | 180K                     | 500K         | 300K           | 305K              | 1 - > 3 Months  | Variable                      |
| <b>Human Resources</b>  |                          |              |                |                   |                 |                               |
| HR Manager  | 700K                     | 4M           | 1.2M           | 1.6M              | 1 - > 3 Months  | Fixed and Variable            |
| HR Staff  | 180K                     | 700K         | 325K           | 388K              | 1 - > 3 Months  | Variable                      |
| <b>Supply Chain</b>   |                          |              |                |                   |                 |                               |
| Supply Chain Manager (s)                                      | 1.1M                     | 2.5M         | 2M             | 1.9M              | 1 Month         | Fixed and Variable            |
| Supply Chain Staff  | 350K                     | 1.2M         | 600K           | 688K              | 1 Month         | Fixed and Variable            |

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# MANUFACTURING

## MANUFACTURING - 31 respondents

| SALARY RANGE (PER MONTH)                           |              |              |                |                   |                  |                               |
|--|--------------|--------------|----------------|-------------------|------------------|-------------------------------|
| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS  | IS BONUS FIXED<br>OR VARIABLE |
| Executive Management                               |              |              |                |                   |                  |                               |
| Country Manager / Managing Director / CEO          | 1M           | 25M          | 3M             | 6.7M              | 1 - > 3 Months   | Fixed and Variable            |
| CFO / COO / CTO                                    | 600K         | 50M          | 5.5M           | 9.8M              | 0.5 - 3 Months   | Fixed and Variable            |
| Sales  |              |              |                |                   |                  |                               |
| Sales Director                                     | 1.5M         | 13.8M        | 3.8M           | 4.8M              | 0.5 - > 3 Months | Fixed and Variable            |
| Senior Sales Manager                               | 550K         | 5M           | 2M             | 2.1M              | 0.5 - > 3 Months | Fixed and Variable            |
| Sales Manager                                      | 500K         | 2.5M         | 1.5M           | 1.4M              | 0.5 - 2.5 Months | Fixed and Variable            |
| Sales Supervisor / Assistant Sales Manager         | 350K         | 3M           | 800K           | 1M                | 0.5 - 3 Months   | Fixed and Variable            |
| Sales Specialist / Senior Sales                    | 250K         | 1M           | 450K           | 507K              | 0.5 - 2 Months   | Fixed and Variable            |
| Sales Staff  | 150K         | 500K         | 250K           | 263K              | 0.5 - > 3 Months | Fixed and Variable            |
| Marketing  |              |              |                |                   |                  |                               |
| Marketing Director                                 | 2M           | 13.8M        | 6.6M           | 7.2M              | 1 - 3 Months     | Fixed and Variable            |
| Senior Marketing Manager                           | 1.5M         | 5M           | 2.5M           | 2.9M              | 1 - 2 Months     | Fixed and Variable            |
| Marketing Manager                                  | 400K         | 3M           | 1.3M           | 1.4M              | 0.5 - 2 Months   | Fixed and Variable            |
| Marketing Supervisor / Assistant Marketing Manager | 550K         | 1.5M         | 850K           | 938K              | 1 Month          | Fixed and Variable            |
| Marketing Specialist / Senior Marketing            | 400K         | 800K         | 600K           | 600K              | 1 Month          | Fixed and Variable            |
| Marketing Staff                                    | 200K         | 400K         | 300K           | 288K              | 0.5 - 1 Month    | Fixed and Variable            |



## SALARY RANGE (PER MONTH)

| POSITION | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|

| Accounting & Finance   |      |       |      |      |                  |                    |
|--|------|-------|------|------|------------------|--------------------|
| Accounting & Finance Director  | 1M   | 13.8M | 3.6M | 5.3M | 1 - > 3 Months   | Variable           |
| Senior Accounting & Finance Manager                                      | 600K | 3.5M  | 2.2M | 1.9M | 1 - > 3 Months   | Fixed and Variable |
| Accounting & Finance Manager   | 850K | 3M    | 1.5M | 1.7M | 1 - 2 Months     | Fixed and Variable |
| Accounting & Finance Supervisor / Assistant Accounting & Finance Manager | 350K | 1.5M  | 800K | 833K | 1 - 2 Months     | Fixed and Variable |
| Accounting & Finance Specialist / Senior Accounting & Finance            | 500K | 800K  | 675K | 663K | 1 Month          | Fixed and Variable |
| Accounting & Finance Staff   | 250K | 350K  | 300K | 300K | 1 - 2 Months     | Fixed and Variable |
| Administration   |      |       |      |      |                  |                    |
| Admin Director   | 500K | 10M   | 650K | 2.9M | 1 - > 3 Months   | Variable           |
| Senior Admin Manager   | 300K | 3.5M  | 2M   | 1.8M | 1 - > 3 Months   | Fixed and Variable |
| Admin Manager  | 300K | 850K  | 550K | 563K | 0.5 - > 3 Months | Variable           |
| Admin Supervisor / Assistant Admin Manager                               | 250K | 1.3M  | 575K | 658K | 1 - > 3 Months   | Variable           |
| Admin Staff  | 150K | 400K  | 225K | 248K | 0.5 - 2.5 Months | Fixed and Variable |

## SALARY RANGE (PER MONTH)

| POSITION | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|

| Human Resources   |      |      |      |      |                |                    |
|---|------|------|------|------|----------------|--------------------|
| Senior HR Manager                                       | 1.7M | 4M   | 2.6M | 2.7M | 1 - 2 Months   | Fixed and Variable |
| HR Manager  | 1.5M | 3M   | 1.8M | 1.9M | 1 - 2.5 Months | Fixed and Variable |
| HR Supervisor / Assistant HR Manager                    | 400K | 1.5M | 825K | 944K | 1 - 2.5 Months | Fixed and Variable |
| HR Specialist / Senior HR                               | 300K | 800K | 450K | 494K | 1 - 2.5 Months | Fixed and Variable |
| HR Staff  | 200K | 400K | 300K | 300K | 1 - 3 Months   | Fixed and Variable |
| Information Technology                                  |      |      |      |      |                |                    |
| Senior IT Manager                                       | 1M   | 5M   | 2.2M | 2.6M | 2.5 Months     | Variable           |
| IT Manager  | 800K | 3M   | 1.4M | 1.6M | 2 Months       | Variable           |
| IT Supervisor / Assistant IT Manager                    | 400K | 2M   | 850K | 1M   | 1 - 2 Months   | Variable           |
| IT Specialist / Senior IT                               | 500K | 800K | 600K | 625K | 1 - 2 Months   | Variable           |
| IT Staff  | 250K | 500K | 325K | 350K | 1 - 2 Months   | Variable           |
| Supply Chain  |      |      |      |      |                |                    |
| Supply Chain Director                                   | 5M   | 6M   | 5M   | 5.3M | 1 - 2 Months   | Variable           |
| Supply Chain Manager                                    | 1.5M | 4.5M | 2.2M | 2.6M | 2 - 3 Months   | Variable           |
| Supply Chain Supervisor/ Assistant Supply Chain Manager | 650K | 1.5M | 725K | 900K | 3 - > 3 Months | Variable           |
| Supply Chain Staff                                      | 200K | 350K | 225K | 250K | 1- > 3 Months  | Variable           |



SALARY RANGE (PER MONTH)

| POSITION | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
|----------|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|

|  |      |      |      |      |                |                    |
|--|------|------|------|------|----------------|--------------------|
| Procurement  |      |      |      |      |                |                    |
| Procurement Manager                                    | 800K | 3M   | 1.6M | 1.8M | 1 - 2 Months   | Fixed and Variable |
| Procurement Supervisor / Assistant Procurement Manager | 400K | 700K | 550K | 550K | 1 Month        | Fixed and Variable |
| Procurement Staff                                      | 200K | 350K | 300K | 288K | 1 Month        | Fixed and Variable |
| Engineering  |      |      |      |      |                |                    |
| Engineering Director                                   | 500K | 5M   | 2M   | 2.4M | 1 Month        | Fixed and Variable |
| Engineering Manager                                    | 600K | 2M   | 1.1M | 1.2M | 1 - > 3 Months | Fixed and Variable |
| Engineering Specialist                                 | 400K | 1.2M | 650K | 733K | 1 - 3 Months   | Fixed and Variable |
| Engineering Staff                                      | 200K | 500K | 325K | 363K | 1 - > 3 Months | Fixed and Variable |

RECRUITMENT SERVICES

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# NGO / NPO

NGO / NPO - 61 respondents

| SALARY RANGE (PER MONTH)                           |           |           |             |                |                  |                            |
|--|-----------|-----------|-------------|----------------|------------------|----------------------------|
| POSITION   | MIN (MMK) | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management                               |           |           |             |                |                  |                            |
| Country Manager / Managing Director / CEO          | 930K      | 38M       | 4M          | 6.4M           | 0.5 - > 3 Months | Fixed and Variable         |
| CFO / COO / CTO                                    | 1.2M      | 22.5M     | 4M          | 6.7M           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales  |           |           |             |                |                  |                            |
| Sales Director                                     | 1.4M      | 5.4M      | 3.8M        | 3.7M           | 1 - > 3 Months   | Fixed and Variable         |
| Senior Sales Manager                               | 2M        | 3.5M      | 2.2M        | 2.5M           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Manager                                      | 1.5M      | 2.5M      | 1.7M        | 1.9M           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Supervisor / Assistant Sales Manager         | 1M        | 1.8M      | 1.4M        | 1.4M           | 1 - > 3 Months   | Fixed                      |
| Sales Staff  | 235K      | 1.5M      | 750K        | 814K           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing  |           |           |             |                |                  |                            |
| Senior Marketing Manager                           | 750K      | 3.2M      | 1.9M        | 1.8M           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing Manager                                  | 523K      | 2.5M      | 904K        | 1.2M           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing Supervisor / Assistant Marketing Manager | 750K      | 2.2M      | 1.5M        | 1.5M           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing Staff                                    | 123K      | 1.7M      | 475K        | 744K           | 1 - > 3 Months   | Fixed and Variable         |



SALARY RANGE (PER MONTH)

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS     | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|---------------------|-------------------------------|
| Accounting & Finance   |              |              |                |                   |                     |                               |
| Accounting & Finance Director  | 800K         | 7.5M         | 3M             | 3.5M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Senior Accounting & Finance<br>Manager   | 250K         | 4.9M         | 1.8M           | 2M                | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Accounting & Finance Manager   | 300K         | 4M           | 1.5M           | 1.6M              | 0.5 - 1 Month       | Fixed and<br>Variable         |
| Accounting & Finance Supervi-<br>sor / Assistant Accounting & Fi-<br>nance Manager | 300K         | 1.8M         | 900K           | 992K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Accounting & Finance Special-<br>ist / Senior Accounting & Fi-<br>nance            | 800K         | 1.5M         | 1.1M           | 1.1M              | 1 Month             | Fixed                         |
| Accounting &<br>Finance Staff  | 200K         | 2.1M         | 775K           | 816K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Information & Technology   |              |              |                |                   |                     |                               |
| Senior IT Manager  | 1.4M         | 2.2M         | 1.7M           | 1.8M              | 0.5 - 1 Month       | Fixed and<br>Variable         |
| IT Manager   | 1M           | 1.5M         | 1.4M           | 1.3M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| IT Specialist /<br>Senior IT   | 600K         | 1.1M         | 980K           | 940K              | 1 Month             | Fixed                         |
| IT Staff   | 150K         | 900K         | 600K           | 580K              | 1 - > 3<br>Months   | Fixed and<br>Variable         |

SALARY RANGE (PER MONTH)

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS     | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|---------------------|-------------------------------|
| Administration   |              |              |                |                   |                     |                               |
| Admin Director   | 1.3M         | 4.5M         | 2.5M           | 2.7M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| Senior Admin Manager   | 356K         | 3M           | 1.9M           | 1.7M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| Admin Manager  | 456K         | 1.8M         | 1.5M           | 1.3M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| Admin Supervisor / Assis-<br>tant Admin Manager                | 120K         | 1.2M         | 825K           | 803K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Admin Staff  | 235K         | 1.6M         | 552K           | 640K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Human Resources  |              |              |                |                   |                     |                               |
| HR Director  | 1.3M         | 7.5M         | 3.3M           | 3.6M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Senior HR<br>Manager   | 1.4M         | 3.6M         | 1.8M           | 2.2M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| HR Manager   | 600K         | 3M           | 1.6M           | 1.7M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| HR Supervisor / Assistant<br>HR Manager                        | 600K         | 2.3M         | 1.1M           | 1.2M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| HR Specialist / Senior HR                                      | 750K         | 2.6M         | 1.2M           | 1.5M              | 1 Month             | Fixed                         |
| HR Staff   | 250K         | 1M           | 550K           | 588K              | 1 - > 3<br>Months   | Fixed and<br>Variable         |
| Supply Chain   |              |              |                |                   |                     |                               |
| Senior Supply Chain Man-<br>ager                               | 2.1M         | 3M           | 2.5M           | 2.5M              | 1 Month             | Variable                      |
| Supply Chain Manager   | 1.5M         | 2.2M         | 1.9M           | 1.9M              | 1 Month             | Variable                      |
| Supply Chain Supervisor /<br>Assistant Supply Chain<br>Manager | 900K         | 1.5M         | 1.1M           | 1.2M              | 1 Month             | Fixed                         |
| Supply Chain Staff   | 400K         | 1.5M         | 713K           | 807K              | 1 Month             | Fixed and<br>Variable         |



**SALARY RANGE (PER MONTH)**

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|-----------------|-------------------------------|
| <b>PROCUREMENT</b>                                     |              |              |                |                   |                 |                               |
| Procurement Manager                                    | 1.5M         | 2.5M         | 1.9M           | 2M                | 1 Month         | Variable                      |
| Procurement Supervisor / Assistant Procurement Manager | 600K         | 1.6M         | 1M             | 1.1M              | 1 Month         | Fixed                         |
| Procurement Staff                                      | 250K         | 1.5M         | 638K           | 719K              | 1 Month         | Fixed and Variable            |
| <b>Program Management</b>                              |              |              |                |                   |                 |                               |
| Program Director                                       | 2M           | 7.5M         | 3.5M           | 3.8M              | 0.5 - 1 Month   | Fixed and Variable            |
| Senior Program Manager                                 | 1M           | 3M           | 2.2M           | 2.1M              | 0.5 - 1 Month   | Fixed and Variable            |
| Program Manager  | 1M           | 3M           | 1.5M           | 1.7M              | 0.5 - 1 Month   | Fixed and Variable            |
| Program Supervisor / Assistant Program Manager         | 735K         | 1.7M         | 1.1M           | 1.2M              | 1 Month         | Fixed                         |
| Program Staff  | 250K         | 3.7M         | 750K           | 968K              | 0.5 - 1 Month   | Fixed                         |

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# SERVICES

## SERVICES - 126 respondents

| SALARY RANGE (PER MONTH)                           |           |           |             |                |                  |                            |
|--|-----------|-----------|-------------|----------------|------------------|----------------------------|
| POSITION   | MIN (MMK) | MAX (MMK) | MEDIAN 2020 | AVERAGE SALARY | ANNUAL BONUS     | IS BONUS FIXED OR VARIABLE |
| Executive Management                               |           |           |             |                |                  |                            |
| Country Manager / Managing Director / CEO          | 750K      | 60M       | 4.5M        | 8.3M           | 0.5 - > 3 Months | Fixed and Variable         |
| CFO / COO / CTO                                    | 1M        | 45M       | 4.5M        | 8.21M          | 0.5 - > 3 Months | Fixed and Variable         |
| Sales  |           |           |             |                |                  |                            |
| Sales Director                                     | 300K      | 30M       | 5M          | 5.6M           | 0.5 - > 3 Months | Fixed and Variable         |
| Senior Sales Manager                               | 500K      | 12M       | 2.5M        | 3.2M           | 0.5 - > 3 Months | Variable                   |
| Sales Manager                                      | 300K      | 6M        | 1M          | 1.5M           | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Supervisor / Assistant Sales Manager         | 200K      | 4.6M      | 700K        | 1.M            | 0.5 - > 3 Months | Fixed and Variable         |
| Sales Specialist / Senior Sales                    | 200K      | 1M        | 648K        | 627K           | 1 - > 3 Months   | Variable                   |
| Sales Staff  | 120K      | 2M        | 425K        | 587K           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing  |           |           |             |                |                  |                            |
| Marketing Director                                 | 1M        | 10M       | 1.8M        | 3.7M           | 0.5 - > 3 Months | Fixed and Variable         |
| Senior Marketing Manager                           | 600K      | 4M        | 1.3M        | 1.7M           | 0.5 - > 3 Months | Fixed and Variable         |
| Marketing Manager                                  | 400K      | 2.4M      | 1M          | 1.2M           | 0.5 - 1.5 Months | Fixed and Variable         |
| Marketing Supervisor / Assistant Marketing Manager | 600K      | 1.5M      | 1M          | 1M             | 0.5 - 2 Months   | Fixed and Variable         |
| Marketing Specialist / Senior Marketing            | 400K      | 900K      | 600K        | 617K           | 0.5 - 1 Month    | Variable                   |
| Marketing Staff                                    | 180K      | 869K      | 400K        | 432K           | 0.5 - > 3 Months | Fixed and Variable         |



SALARY RANGE (PER MONTH)

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS     | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|---------------------|-------------------------------|
| Accounting & Finance   |              |              |                |                   |                     |                               |
| Accounting & Finance Director  | 300K         | 45M          | 2.3M           | 6.4M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Senior Accounting & Finance<br>Manager   | 300K         | 6M           | 1.2M           | 1.7M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Accounting & Finance Manager   | 300K         | 6.1M         | 1.3M           | 1.9M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Accounting & Finance Supervi-<br>sor / Assistant Accounting &<br>Finance Manager | 280K         | 5M           | 1M             | 1.3M              | 0.5 - 3<br>Months   | Fixed and<br>Variable         |
| Accounting & Finance Special-<br>ist / Senior Accounting & Fi-<br>nance          | 350K         | 1.3M         | 594K           | 673K              | 1 Month             | Fixed and<br>Variable         |
| Accounting & Finance Staff   | 200K         | 2M           | 400K           | 533K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Information & Technology   |              |              |                |                   |                     |                               |
| IT Director  | 770K         | 4M           | 2M             | 2.2M              | 1 Month             | Variable                      |
| Senior IT Manager  | 650K         | 5M           | 1.7M           | 2.4M              | 1 - > 3<br>Months   | Variable                      |
| IT Manager   | 850K         | 5M           | 1.6M           | 2.2M              | 0.5 - > 3<br>Months | Variable                      |
| IT Supervisor /<br>Assistant IT Manager  | 400K         | 1.5M         | 800K           | 850K              | 1 Month             | Fixed and<br>Variable         |
| IT Specialist /<br>Senior IT   | 350K         | 1.4M         | 650K           | 700K              | 1 - 1.5<br>Months   | Variable                      |
| IT Staff   | 250K         | 1.5M         | 450K           | 546K              | 0.5 - > 3<br>Months | Variable                      |
| Administration   |              |              |                |                   |                     |                               |
| Admin Director   | 1.6M         | 6M           | 2.2M           | 3.2M              | 1 - > 3<br>Months   | Variable                      |
| Senior Admin Manager   | 800K         | 5M           | 2M             | 2.3M              | 1 - 3 Months        | Fixed and<br>Variable         |
| Admin Manager  | 500K         | 3.5M         | 1M             | 1.3M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Admin Supervisor / Assistant<br>Admin Manager                                    | 500K         | 3M           | 800K           | 1.1M              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Admin Staff  | 180K         | 1.5M         | 360K           | 427K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |

SALARY RANGE (PER MONTH)

| POSITION   | MIN<br>(MMK) | MAX<br>(MMK) | MEDIAN<br>2020 | AVERAGE<br>SALARY | ANNUAL<br>BONUS     | IS BONUS FIXED<br>OR VARIABLE |
|--|--------------|--------------|----------------|-------------------|---------------------|-------------------------------|
| Human Resources  |              |              |                |                   |                     |                               |
| HR Director  | 1.5M         | 5.5M         | 3M             | 3.2M              | 1 - > 3<br>Months   | Fixed and<br>Variable         |
| Senior HR Manager  | 800K         | 5M           | 2.2M           | 2.5M              | 0.5 - 1<br>Month    | Fixed and<br>Variable         |
| HR Manager   | 500K         | 6M           | 1.5M           | 1.9M              | 0.5 - 3<br>Months   | Fixed and<br>Variable         |
| HR Supervisor / Assistant<br>HR Manager                          | 450K         | 1.8M         | 650K           | 792K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| HR Specialist / Senior HR  | 300K         | 1.2M         | 600K           | 604K              | 1 - > 3<br>Months   | Fixed and<br>Variable         |
| HR Staff   | 180K         | 1.5M         | 375K           | 471K              | 0.5 - > 3<br>Months | Fixed and<br>Variable         |
| Legal  |              |              |                |                   |                     |                               |
| Legal Manager  | 800K         | 1.5M         | 1M             | 1.1M              | 1 Month             | Fixed and<br>Variable         |
| Legal Specialist / Senior<br>Legal                               | 500K         | 900K         | 700K           | 700K              | 1 Month             | Variable                      |
| Supply Chain   |              |              |                |                   |                     |                               |
| Senior Supply Chain<br>Manager                                   | 1M           | 8M           | 4.5M           | 4.6M              | 1 - 1.5<br>Months   | Fixed and<br>Variable         |
| Supply Chain Supervi-<br>sor / Assistant Supply<br>Chain Manager | 400K         | 4M           | 650K           | 1.7M              | 1 - 2 Months        | Fixed and<br>Variable         |
| Supply Chain Staff   | 250K         | 1.7M         | 950K           | 950K              | 1 - 2 Months        | Fixed and<br>Variable         |
| Procurement  |              |              |                |                   |                     |                               |
| Procurement<br>Manager   | 700K         | 3.6M         | 1.1M           | 1.6M              | 1 Month             | Fixed                         |
| Procurement Supervisor /<br>Assistant Procurement<br>Manager     | 400K         | 1.2M         | 650K           | 700K              | 1 - 3 Months        | Fixed and<br>Variable         |
| Procurement Staff  | 200K         | 800K         | 350K           | 380K              | 1 - 2.5<br>Months   | Fixed and<br>Variable         |



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