
CONTENTS

1. EXECUTIVE SUMMARY	<i>1</i>
2. SURVEY METHODOLOGY	<i>29</i>
3. PROFILE OF PARTICIPATING COMPANIES	<i>37</i>
3.1 Industrial Distribution.....	39
3.2 Geographical Distribution.....	41
3.3 Employment Size	42
3.4 Capital Ownership	43
3.5 Annual Sales Turnover	44
3.6 Unionised/Non Unionised Companies	45
3.7 Local/Multinational Companies.....	46
3.8 Average Monthly Turnover Rate of Non Executives	47
3.8.1 Average Monthly Turnover Rate	47
3.8.2 Reasons of Turnover for Non Executives.....	50
3.8.3 Measures adopted to retain Non Executives	55
3.8.4 Strategies in retaining Non Executives	58
4. PROFILE OF NON EXECUTIVES SURVEYED	<i>63</i>
5. SALARY POLICIES & SALARY ADMINISTRATION	<i>75</i>
5.1 Recruitment.....	77
5.1.1 Recruitment of Non Executives without prior working experience	77
5.1.2 Minimum Monthly Basic Salary for Non Executives without prior working experience.....	80
5.1.3 Minimum Qualifications and Experience Required.....	93
5.2 Salary Range/Salary Scale.....	106

6. PRODUCTIVITY/PERFORMANCE LINKED SALARY/WAGE SYSTEM 117

6.1	Salary/Wage Linked to Productivity/Performance	119
6.2	Criteria for Determining the Variable Components of Salary/Wage	125
6.3	Reasons for not linking the Variable Components of Salary/Wage to Productivity/Performance.....	128
6.4	Problems faced in implementing Productivity/Performance Linked Salary/Wage System	131

7. SALARY INCREASE & BONUS FOR NON EXECUTIVES 2013 135

7.1	Salary Increase.....	137
7.1.1	Criteria used in determining the quantum of Salary Increase	137
7.1.2	Month of granting Salary Increase	142
7.1.3	Salary Increase in 2013	145
7.1.4	Comparison of Salary Increase (2012 - 2013)	148
7.1.5	Types of Salary Increase.....	151
7.1.6	Performance-Based Salary Increase.....	154
7.1.7	Average Salary Increase based on Positions Surveyed.....	157
7.2	Bonus.....	171
7.2.1	Bonus in 2013	171
7.2.2	Types of Bonus granted.....	177
7.2.3	Criteria Adopted in Awarding Discretionary Bonus.....	180
7.2.4	Quantum of Bonus.....	184
7.2.5	Performance-Based Discretionary Bonus.....	188

7.3	Forecast of Salary Increase and Bonus for 2014.....	192
7.3.1	Forecast of Salary Increase Policy for 2014.....	192
7.3.2	Forecast of Salary Increase for 2014	195
7.3.3	Forecast of Bonus for 2014	198

8. ISSUES ON NATIONAL MINIMUM WAGES 207

8.1	Implementation of National Minimum Wages	209
8.1.1	Application for Deferment	209
8.1.2	Approval of application for deferment of National Minimum Wages.....	212
8.1.3	Percentage of Employees that are affected by the implementation of National Minimum Wages	215
8.1.3.1	Local Employees.....	215
8.1.3.2	Foreign Workers	217
8.1.4	Implementation of National Minimum Wages.....	219
8.1.4.1	Local Employees.....	219
8.1.4.2	Foreign Workers	225
8.1.5	Whether deferment of the implementation of National Minimum Wages had brought relief to the Companies	231
8.1.6	Measures adopted to cope with National Minimum Wages before the implementation date for foreign workers.....	234
8.1.7	Challenges in implementation of National Minimum Wages.....	239
8.1.8	Measures adopted to cope with the National Minimum Wages	244
8.1.9	Source of information and guidelines of National Minimum Wages	249
8.1.10	Measures that should be introduced by the Government to mitigate the effects of National Minimum Wages	254

8.1.11 Blanket approval for deduction of Levy and Cost of Accommodation.....	257
8.1.11.1 Deduction of Levy on prorated monthly basis for foreign worker	257
8.1.11.2 Deduction of Cost of Accommodation on prorated monthly basis for Foreign Worker	260
8.1.11.3 Application for higher deduction of the Cost of Accommodation for Foreign Worker	263
8.2 Impact of National Minimum Wages to Cost of Companies.....	266
8.2.1 Impact of National Minimum Wages to Direct Labour Cost	266

9. SALARIES OF NON EXECUTIVES SURVEYED 267

Administration/Supporting Services	267
Safety & Security	309
Human Resource	323
Finance	337
Information Technology	355
Sales & Marketing	367
Distribution	385
Production/Technical Services	423
Operation Services	495
Quality Assurance/Control	507
Property & Construction	521

10. LIST OF PARTICIPATING COMPANIES 600