



MYANMAR SALARY SURVEY

2021



CCI FRANCE MYANMAR

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Introduction

Until the Covid-19 pandemic and the 2021 political crisis, Myanmar had been developing fast and had been offering a great potential of growth since its opening in 2011. Its demography and work force were some of its main assets:

- One of the largest populations 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.
- A very low unemployment rate under 2%.
- A relatively cheap work force.

Despite all this, the country was still facing challenges, especially due its lack of skilled and experienced labour, to its low average level of education, to its lack of standards, to its challenging legal framework and to a still fragile economy after decades of isolation.

These challenges were, of course, nothing compared to those that Myanmar and its population now face following the pandemic and the political crisis. These two crises have dramatically impacted all companies, as CCI France Myanmar detailed in the report on the survey published in last May 2021 (<https://bit.ly/reportsurvey2021>).

Our report shows that these crises especially impacted the human resources of all companies, regardless of their sectors, nationalities, sizes, or years of operating in the country. Their cumulative effects led to hundreds of thousands of terminations of employment contracts, to drastic reductions in salaries, to the implementation of unpaid leaves, part-time work, without mentioning their toll on the physical and mental health of employees.

These events are completely rewriting the anticipated evolution of the Myanmar economy as it was forecast before 2020 based on 10 years of continuous growth. The full extent of their disastrous effects on companies and on their employees is still unclear and will continue to be felt in the years to come.

Now, the present 2021 Myanmar Salary Survey was launched in January 2021, after almost one year of Covid, but just before the starting point of the political crisis. Therefore, it is safe to say that the data it presents is already obsolete and belongs to history.

In addition, this fourth edition of our annual Myanmar Salary Survey registered 30% less answers than previous years, with a total number of 302 respondents. Because of this, we were unable to provide an update on all positions in all sectors this year.

Still, this report remains extremely useful to all companies operating in Myanmar for the following reasons:

- It is the only survey of its kind available for free in Myanmar to provide data to employers and employees on the level of salaries per position and per sector.
- It provides a point of reference to companies on the overall state of the market in January 2021, before the beginning of the political crisis.
- It will be especially useful when we launch the fifth edition of our Myanmar Salary Survey in January 2022, since it will offer a way to compare and study the evolution of the market in 2021, following the political crisis.

To conclude, we remind you that this Myanmar Salary Survey should only be viewed as a guide. Our sample was spread across a variety of sectors and we received 302 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.

We thank you in advance for participating in the next edition of our annual Myanmar Salary Survey in 2022, to make sure that the results are as accurate as possible.

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September 2021



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KEY AREAS:

Sales, Marketing, Finance, IT, Engineering, Project & General Management, Legal, Education, Consulting, HR, Procurement & Supply Chain, Strategy, QA, R&D and more

- ✓ **DIGITAL** recruitment platform for blue collar, non-office and lightly skilled roles
- ✓ **FULLY** localized to Myanmar market

KEY SECTORS:

Manufacturing, Garments, Logistics, Distribution, Trading, Construction, Warehousing, Healthcare, F&B, Technical Services, Retail, Microfinance, Agriculture and more

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METHODOLOGY

This salary survey 2021 is the third edition of our annual Myanmar Salary Survey. Invitations to complete the survey were sent in January 2021. 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 = 1,377 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 amounts of salaries, the annual bonus, the commission for salespersons, the allowances and salary increase percentage for previous year, according to their respective departments and industries.

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 remove these corrupted data to ensure the integrity of the results.

This survey was launched one year after the beginning of the covid-19 pandemic. Therefore, it does show its impact on employment and on salaries in Myanmar.

Yet, this survey was launched in January 2021, before the beginning of the political crisis. 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. Su Eaindar Moe Myint at business.manager@ccifrance-myanmar.org.

EXECUTIVE SUMMARY

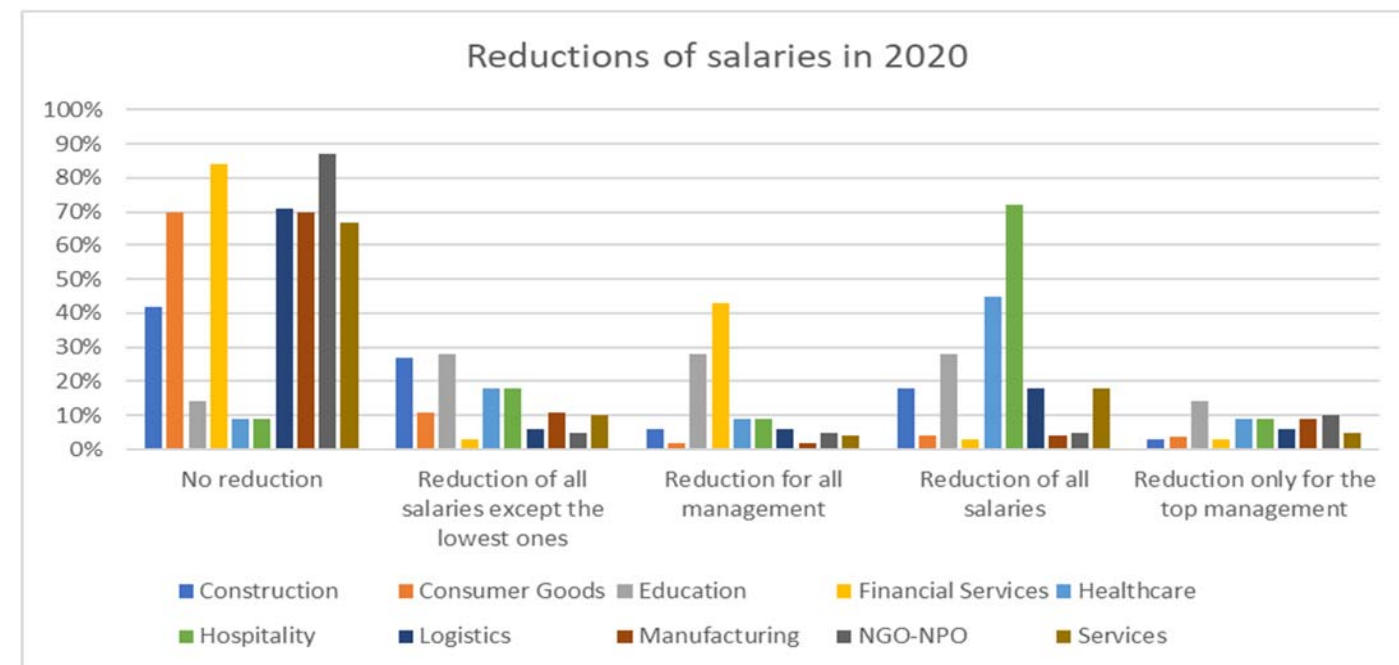
The answers provided in the questionnaire launched in April 2021 showed that the political crisis that followed February 2021, had a stronger negative impact on companies and on the Myanmar economy than one full year of Covid pandemic.

The report on this survey is available here for free: <https://bit.ly/reportsurvey2021>.

Now, the results of the present 2021 Myanmar Salary Survey confirm this analysis. Indeed, the answers provided by the 302 respondents show that most companies from all sectors had not implemented any reduction in salaries in January 2021.

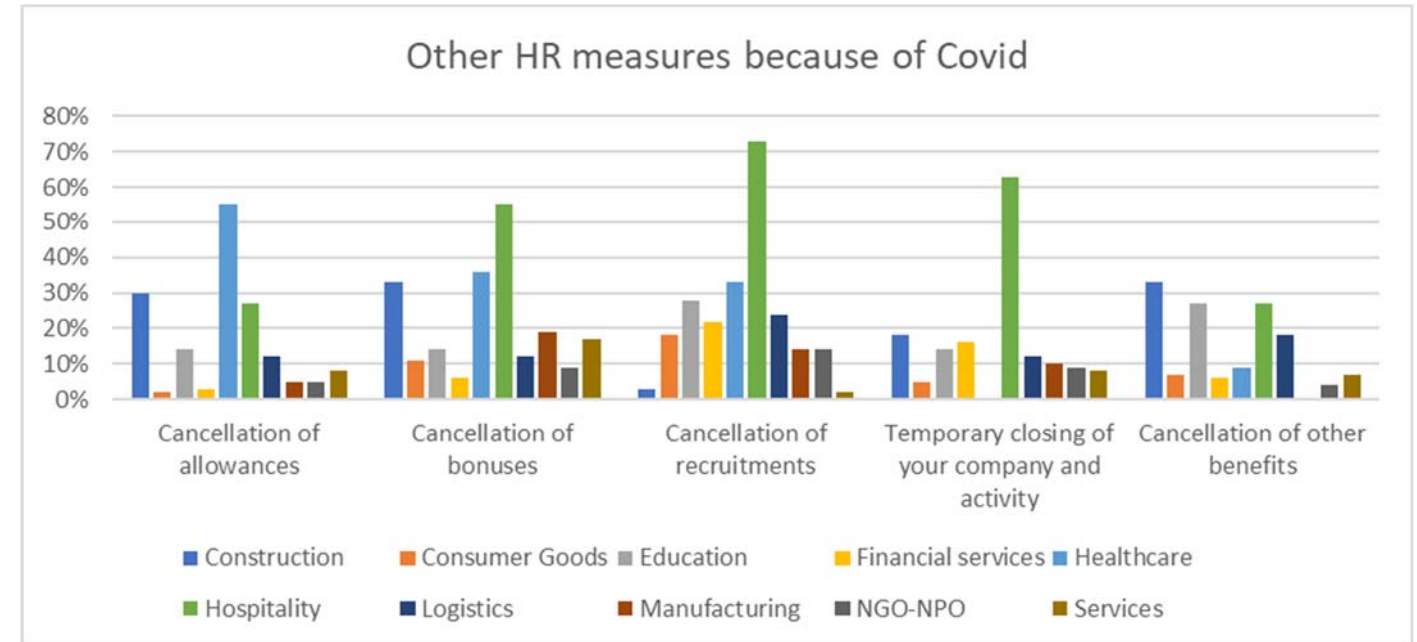
As the graph here below demonstrates, only a majority of companies from industries which were the most directly and severely hit by the pandemic, like education, healthcare and hospitality, had to decrease their employee's salaries. It also shows that when they did it, they avoided reducing the lowest wages and chose to mostly target managers instead.

While our Myanmar Salary Survey doesn't show a comparison between years, the median salaries presented in the present document for each position in each sector, show indeed that most salaries remain almost the same compared to those of the previous year. Except, again, in some specific sectors or for some specific positions, in relation to the impact of the pandemic.



Data for the survey also shows that other measures were taken by companies because of the pandemic, mostly in the same industries which had been the most impacted by the pandemic. Yet, in addition to the sectors of education, healthcare and hospitality, we can see that the construction sector, which was not concerned by reductions in salaries, appears to be the second one in which most alternative measures have been implemented by companies because of the Covid.

These measures include the cancellation of allowances and bonuses, and the freezing of all recruitment. Hotels, restaurants and companies in the tourist sectors were almost the only ones which had to temporarily close and/or cease all their activities for most of the year.



All in all, we can see that the Covid pandemic already had an impact on human resources in Myanmar. In January 2021, after almost one full year of pandemic, the impact still remained limited according to the answers gathered for the survey.

It was mostly concentrated in 3 to 4 sectors, the ones which had to terminate or temporarily stop their activities because of the health crisis. In most sectors apart from these ones, no general reduction of salaries had been implemented and no other drastic measures impacting the standard of living of employees had been taken.

The only common decision made by a large number of companies in all sectors was to cancel all recruitments.

In conclusion, it is fair to say that while it is interesting that the survey shows the limited impact of the Covid on salaries in Myanmar after one year, the data which the present report contains has already been made obsolete by the political crisis which started in February 2021.

The present document cannot serve as a reference for the levels of salaries in the current state of the Myanmar market. But it will be useful when the fifth edition of the Salary Survey is launched in January 2022, to show the impact that the political crisis, in addition to 2 years of pandemic, had on the salaries in particular and the human resources in general in the country.

2020 SALARY OUTLOOK

4,800 Ks
per day of
minimum wage

-10%
of anticipated
GDP loss in 2020

1.8 %
Unemployment
rate in 2020

8.8 %
Inflation
rate in 2020

1377 Ks
= 1 USD
in 2020

\$4,793
GDP per capita
PPP in 2020

KEY TRENDS

◆ Salary Increments

28% of all respondents said they saw salary increases of between 1 to 5% of salary for previous year 2020.

◆ Company Size by Industry

Industry	Salary Increase Percentage for previous year	Percentage for previous year
Construction	6 - 20%	21%
Consumer Goods	1 - >20%	31%
Education	11 - 20%	25%
Financial Services	1 - 15%	28%
Healthcare	1 - 10%	18%
Hospitality	6 - 15%	45%
Logistics	1 - 15%	35%
Manufacturing	1 - 10%	27%
NGO / NPO	1 - 20%	41%
Services	1 - 15%	25%

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

Industry	Size of the Organization
Construction	0-10 – 1,000+
Consumer Goods	0-10 – 1,000+
Education	0 - 10 - 500
Financial Services	0-10 – 1,000+
Healthcare	0-10 – 1,000+
Hospitality	0-10 – 1,000+
Logistics	0-10 – 1,000+
Manufacturing	0-10 – 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, 18% of respondents provide transport allowance, 7% provide meal allowance and 18% provide medical allowance. In the table below we have broken this down by industry.

◆ Repatriate Remuneration

Industry	Transport Allowance 2021	Meal Allowance 2021	Medical Allowance 2021
Construction	18%	6%	18%
Consumer Goods	20%	7%	15%
Education	12.5%	12.5%	12.5%
Financial Services	19%	6%	22%
Healthcare	9%	9%	9%
Hospitality	27%	27%	27%
Logistics	12%	6%	12%
Manufacturing	22%	5%	13%
NGO / NPO	18%	5%	27%
Services	18%	5%	17%

18% of the organizations in this survey employ repatriates.

Industry	Repat Employment Rate 2021	What is the average difference in salary you pay a repat over a local for the same position? 2021
Construction	18%	9%
Consumer Goods	13%	18%
Education	25%	12.5%
Financial Services	22%	19%
Healthcare	9%	9%
Hospitality	27%	27%
Logistics	12%	12%
Manufacturing	18%	13%
NGO / NPO	23%	18%
Services	18%	13%

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

23% 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? 2021	Commission or incentive bonus paid directly related to their performance / revenue generated 2021
Construction	<1% - 20%	18%
Consumer Goods	< 1% - 100%	38%
Education	11% - 20%	29%
Financial Services	1 - 100%	17%
Healthcare	1 - 100%	36%
Hospitality	< 1% - 5%	18%
Logistics	1 - 100%	18%
Manufacturing	1% - 5%	10%
NGO-NPO	1% - 5%	18%
Services	<1% - 20%	20%

◆ **Are bonuses fixed or variable?**

Industry	Fixed 2021	Variable 2021
Construction	9%	12%
Consumer Goods	7%	31%
Education	100%	100%
Financial Services	6%	16%
Healthcare	9%	36%
Hospitality	9%	27%
Logistics	12%	24%
Manufacturing	5%	29%
NGO / NPO	18%	9%
Services	4%	16%

Impact on Covid - 19

◆ **Salaries Reduction in 2020**

Industry	No reduction	Reduction of all salaries except the lowest ones	Reduction for all management	Reduction of all salaries	Reduction only for the top management
Construction	42%	27%	6%	18%	3%
Consumer Goods	70%	11%	2%	4%	3.6%
Education	14%	28%	28%	28%	14%
Financial Services	84%	3%	43%	3%	3%
Healthcare	9%	18%	9%	45%	9%
Hospitality	9%	18%	9%	72%	9%
Logistics	71%	6%	6%	18%	6%
Manufacturing	70%	11%	2%	4%	9%
NGO-NPO	87%	5%	5%	5%	10%
Services	67%	10%	4%	18%	5%

◆ **General percentage of reduction applied to salaries**

Industry	In average, what was the general percentage of reduction applied to salaries in your company?	Was the percentage of reduction in salaries the same for all levels?
Construction	5 - 70%	21%
Consumer Goods	5 - 50%	13%
Education	5 - < 70%	43%
Financial Services	10 - 50%	3%
Healthcare	>5% - 70%	27%
Hospitality	10 - < 70%	55%
Logistics	5 - 50%	24%
Manufacturing	10 - 50%	5%
NGO-NPO	5 - 50%	5%
Services	>5% - 70%	20%

◆ **Other additional specific measures in 2020 because of the Covid-19 crisis?**

Industry	Cancellation of allowances	Cancellation of bonuses	Cancellation of new recruitments	Temporary/seasonal closing of your company and activity	Cancellation of other benefits
Construction	30%	33%	3%	18%	33%
Consumer Goods	2%	11%	18%	5%	7%
Education	14%	14%	28%	14%	27%
Financial Services	3%	6%	22%	16%	6%
Healthcare	55%	36%	33%	0%	9%
Hospitality	27%	55%	73%	63%	27%
Logistics	12%	12%	24%	12%	18%
Manufacturing	5%	19%	14%	10%	0%
NGO-NPO	5%	9%	14%	9%	4%
Services	8%	17%	2%	8%	7%

Industry	Part-time work	Mandatory earned leaves	Mandatory unpaid leaves	Voluntary unpaid leaves	Termination of employment contracts
Construction	9%	6%	6%	3%	36%
Consumer Goods	9%	4%	4%	0%	13%
Education	14%	14%	14%	14%	14%
Financial Services	0%	0%	0%	0%	0%
Healthcare	18%	0%	0%	0%	18%
Hospitality	18%	9%	9%	9%	36%
Logistics	12%	6%	12%	0%	12%
Manufacturing	0%	0%	0%	0%	5%
NGO-NPO	9%	5%	0%	0%	23%
Services	5%	4%	1%	6%	17%

◆ **Expected duration before salaries can be increased back to their original level after the Covid-19 crisis (Salaries Reduction Companies Responses)**

Industry	We didn't reduce salaries	In 1 month	In 3 months	In 6 months	In 9 months	In 1 year	In more than 1 year
Construction	21%	6%	12%	12%	0%	3%	3%
Consumer Goods	14%	1%	1%	2%	0%	2%	0%
Education	29%	14%	29%	0%	0%	0%	0%
Financial Services	44%	0%	6%	0%	0%	14%	0%
Healthcare	27%	0%	0%	18%	0%	9%	18%
Hospitality	0%	0%	18%	9%	18%	9%	0%
Logistics	41%	12%	0%	5%	0%	6%	0%
Manufacturing	24%	0%	0%	0%	0%	0%	6%
NGO-NPO	27%	0%	9%	5%	0%	0%	0%
Services	17%	5%	4%	8%	2%	1%	1%

◆ **Expected duration before the other specific measures will be lifted?**

Industry	We didn't implement other specific measures	In 1 month	In 3 months	In 6 months	In 9 months	In 1 year	In more than 1 year
Construction	15%	3%	0%	12%	6%	6%	12%
Consumer Goods	14%	4%	4%	8%	2%	5%	2%
Education	14%	43%	0%	14%	0%	0%	0%
Financial Services	16%	6%	6%	0%	0%	6%	0%
Healthcare	18%	0%	9%	9%	0%	9%	0%
Hospitality	0%	0%	9%	27%	9%	9%	27%
Logistics	18%	6%	12%	0%	0%	6%	6%
Manufacturing	10%	0%	14%	10%	0%	5%	0%
NGO-NPO	18%	0%	5%	0%	0%	9%	9%
Services	14%	4%	7%	6%	0%	9%	2%



CONSTRUCTION

CONSTRUCTION - 33 respondents

POSITION	SALARY RANGE (PER MONTH)					
	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / CEO	1M	75M	6M	14M	0.5 - > 3 Months	Fixed and Variable
CFO / COO / CTO	1M	12M	5.8M	6.6M	0.5 - > 3 Months	Variable
Sales						
Sales Director	700K	11M	4M	5M	1 - > 3 Months	Fixed and Variable
Senior Sales Manager	400K	4M	2.2M	2.4M	0.5 - 2 Months	Fixed and Variable
Sales Manager	400K	3.5M	2M	1.8M	0.5 - > 3 Months	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	350K	3M	900K	1.2M	0.5 - 2 Months	Fixed and Variable
Sales Specialist	350K	2.5M	760K	1M	1 - > 3 Months	Fixed and Variable
Sales Staff	200K	1.5M	525K	638K	0.5 - > 3 Months	Fixed and Variable
Marketing						
Marketing Manager	500K	2M	700K	1M	1 Month	Fixed and Variable
Marketing Supervisor	400K	1.2M	725K	762K	1 Month	Fixed and Variable
Marketing Specialist	350K	400K	375K	375K	1 Month	Variable
Marketing Staff	300K	600K	375K	412K	1 Month	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	1.8M	11M	5.5M	6.4M	1 - > 3 Months	Fixed and Variable
Senior Accounting & Finance Manager	500K	15.6M	1.4M	3.5M	0.5 - 2 Months	Fixed and Variable
Accounting & Finance Manager	450K	4M	1.1M	1.7M	1 Month	Fixed and Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	300K	3M	1.1M	1.3M	1 Month	Fixed and Variable
Accounting & Finance Specialist	400K	1.2M	815K	853K	0.5 - 1 Month	Fixed and Variable
Accounting & Finance Staff	150K	1M	466K	473K	0.5 - 2 Months	Fixed and Variable
Administration						
Admin Manager	500K	1.5M	900K	950K	0.5 Month - 1 month	Variable
Admin Staff	350K	800K	475K	479K	0.5 - 2 Months	Variable
Information & Technology						
Senior IT Manager	1M	1.6M	1.35M	1.32M	0.5 - 1 Month	Variable
IT Manager	600K	1M	800K	800K	1 Month	Fixed and Variable
IT Supervisor	450K	600K	525K	525K	1 Month	Variable
IT Specialist	350K	1.3M	550K	675K	1 - 2 Months	Variable
IT Staff	350K	700K	450K	487K	2 Months	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Human Resources						
HR Director	3M	4.5M	3.8M	3.8M	3 Months	Variable
Senior HR Manager	500K	2M	1.5M	1.15M	0.5 - 1 Month	Variable
HR Manager	1.1M	1.5M	1.3M	1.3M	2 Months	Variable
HR Supervisor / Assistant HR Manager	400K	1.3M	900K	875K	1 Month	Variable
HR Specialist	400K	600K	500K	500K	0.5 - 1 Month	Variable
HR Staff	180K	1M	375K	461K	1 - 2 Months	Variable
Engineering						
Engineering Director	1.2M	7.8M	4.7M	4.4M	0.5 - 2 Months	Variable
Senior Engineering Manager (s)	700K	6M	3M	2.6M	0.5 - 1 Month	Fixed and Variable
Engineering Manager	600K	4M	2.7M	2.2M	0.5 - 1 Month	Fixed and Variable
Engineering Specialist / Senior Engineering	500K	3M	1.7M	1.7M	1 - 2 Months	Fixed and Variable
Engineering Staff	250K	2.76M	500K	800K	0.5 - 2 Months	Fixed and Variable
Supply Chain						
Supply Chain Supervisor	1.3M	1.8M	1.6M	1.6M	2 Months	Variable
Supply Chain Staff	500K	900K	700K	700K	2 Months	Variable



CONSUMER GOODS

CONSUMER GOODS - 97 respondents

POSITION	SALARY RANGE (PER MONTH)					
	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1M	60M	7M	11.3M	0.5 - > 3 Months	Fixed and Variable
CFO / COO / CTO	800K	60M	4M	9.2M	0.5 - > 3 Months	Fixed and Variable
Sales						
Sales Director	1.3M	15M	3.9M	5.4M	1 - > 3 Months	Variable
Senior Sales Manager	300K	12M	2M	2.7M	1 - > 3 Months	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	200K	5M	500K	896K	1 - > 3 Months	Fixed and Variable
Sales Specialist / Senior Sales	198K	1M	425K	480K	1 - > 3 Months	Fixed and Variable
Sales Staff	100K	1M	300K	338K	0.5 - > 3 Months	Fixed and Variable
Marketing						
Marketing Director	5M	15M	8M	9.3M	1 - > 3 Months	Fixed and Variable
Senior Marketing Manager	650K	5M	1.5M	2.2M	1 - > 3 Months	Fixed and Variable
Marketing Manager	500K	5M	1.9M	1.9M	0.5 - > 3 Months	Fixed and Variable
Marketing Supervisor / Assistant Marketing Manager	216K	2.5M	700K	815K	1 - > 3 Months	Fixed and Variable
Marketing Specialist / Senior Marketing	198K	1.2M	350K	467K	0.5 - > 3 Months	Fixed and Variable
Marketing Staff	180K	1.4M	375K	404K	0.5 - > 3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	5.5M	20M	12.5M	12M	2 - 3 Months	Fixed and Variable
Senior Accounting & Finance Manager	500K	10M	2M	2.4M	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Manager	275K	3.5M	1.5M	1.5M	1 - 2 Months	Fixed and Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	300K	2M	550K	744K	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Specialist / Senior Accounting & Finance	198K	5M	655K	1M	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Staff	180K	1.4M	300K	370K	0.5 - > 3 Months	Fixed and Variable
Information & Technology						
Senior IT Manager	975K	4.5M	1.5M	1.1M	1 - 2 Months	Fixed and Variable
IT Manager	800K	1.5M	1M	1M	1 Month	Fixed and Variable
IT Supervisor / Assistant IT Manager	450K	2M	525K	787K	1 - 2 Months	Fixed
IT Specialist / Senior IT	350K	1.6M	600K	665K	1 - > 3 Months	Fixed and Variable
IT Staff	200K	505K	300K	310K	1 Month	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Human Resources						
HR Director	5.1M	15M	6.6M	8.3M	1.5 - 3 Months	Fixed and Variable
Senior HR Manager	1M	5M	2.4M	2.5M	1 - 2 Months	Fixed and Variable
HR Manager	500K	3.5M	1.1M	1.4M	1 - 2 Months	Fixed and Variable
HR Supervisor / Assistant HR Manager	200K	2.5M	800K	925K	1 - 2 Months	Fixed and Variable
HR Specialist / Senior HR	400K	900K	600K	606K	1 Month	Fixed and Variable
HR Staff	150K	650K	300K	338K	0.5 - 1 Month	Fixed and Variable
Supply Chain						
Supply Chain Director	7M	15M	11M	11M	3 Months	Fixed
Supply Chain Manager	450K	3.5M	1.3M	1.6M	1 - 2 Months	Fixed and Variable
Supply Chain Supervisor / Assistant Supply Chain Manager	330K	2.5M	500K	946K	1 - 2 Months	Fixed
Supply Chain Staff	180K	842K	375K	476K	1 - 2 Months	Fixed
Procurement						
Senior Procurement Manager	3.5M	5M	4.2M	4.2M	3 Months	Fixed
Procurement Supervisor / Assistant Procurement Manager	300K	2.5M	910K	1.16M	1 - > 3 Months	Fixed and Variable
Procurement Staff	230K	650K	340K	390K	1 - >3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Engineering						
Engineering Manager	900K	3.5M	2M	2.1M	1 - 2 Months	Fixed and Variable
Engineering Staff	350K	800K	575K	583K	0.5 - 1 Month	Variable
Operations						
Operations Director	1.8M	2M	1.9M	1.9M	1 Month	Variable
Operations Manager	500K	1.3M	850K	875K	1 Month	Variable
Operations Supervisor	400K	550K	475K	475K	1 Month	Fixed
Operations Staff	200K	400K	300K	300K	1 Month	Fixed
Admin						
Admin Director	8M	15M	11.5M	11.5M	3 Months	Fixed
Senior Admin Manager	1M	2.5M	1.3M	1.4M	1 - >3 Months	Variable
Admin Manager	700K	2.5M	1.3M	3.6M	2 - 3 Months	Fixed
Admin Supervisor	320K	1.6M	1.3M	1.1M	1 - 3 Months	Fixed and Variable
Admin Staff	200K	1.2M	350K	401K	1 - > 3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Facility & Property Management						
F&P Manager	620K	1.5M	925K	992K	0.5 - 1 Month	Fixed and Variable
F&P Staff	150K	550K	365K	357K	0.5 - 1 Month	Fixed and Variable
Legal						
Senior Legal Manager	2.6M	2.6M	2.6M	2.6M	1.5 Months	Variable
Legal	5.4M	5.4M	5.4M	5.4M	1 Months	Fixed
Food & Beverages						
F& B Director	1.5M	2M	1.7M	1.7M	1 Month	Fixed
Senior F&B Manager	1M	1.3M	1.1M	1.1M	1 Month	Variable
F&B Manager	500K	800K	650K	650K	1 Month	Variable
F&B Supervisor	500K	600K	550K	550K	1 Month	Fixed
F&B Staff	150K	200K	175K	175K	1 Month	Fixed

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EDUCATION

EDUCATION - 7 respondents

SALARY RANGE (PER MONTH)

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / CEO	1.2M	15M	3.7M	4.7M	1 - 3 Months	Fixed and Variable
CFO / COO / CTO	1.9M	1.9M	1.9M	1.9M	1 Month	Variable
Sales						
Sales Director	2.5M	5M	3.7M	3.7M	1 Month	Variable
Sales Manager	700K	2.5M	775K	1.2M	1 Month	Variable
Sales Specialist	300K	2M	475K	812K	1 - 2 Months	Fixed and Variable
Sales Staff	180K	1.5M	325K	582K	1 - 2 Months	Fixed and Variable
Accounting & Finance						
Finance Director	10M	17M	13.5M	13.5M	2 Months	Variable
Accounting & Finance Manager	700K	5M	2.4M	2.6M	1 - 2 Months	Fixed and Variable
Accounting & Staff	250K	1.5M	375K	625K	1 Month	Fixed and Variable
Information & Technology						
IT Manager	500K	2M	1M	1.1M	1 Month	Fixed and Variable
IT Specialist	800K	1.2M	1M	1M	1 Month	Variable

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Marketing						
Senior Marketing Manager	3.5M	5M	4.2M	4.2M	1.5 Months	Variable
Marketing Manager	750K	2.2M	1.2M	1.3M	1 Month	Fixed and Variable
Marketing Staff	600K	1.5M	1M	1M	1 Month	Variable
Administration						
Senior Admin Manager	750K	750K	750K	750K	0.5 Month	Variable
Admin Staff	180K	1M	500K	513K	0.5 - 1 Month	Fixed and Variable
Human Resources						
HR Senior Manager	2M	3.5M	2.7M	2.7M	1.5 Months	Variable
HR Supervisor	800K	1M	900K	900K	1 Month	Fixed and Variable
HR Staff	180K	800K	400K	445K	1 - 1.5 Month	Fixed and Variable



FINANCIAL SERVICES

FINANCIAL SERVICES - 32 respondents

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / CEO	900K	40M	3.5M	8.5M	0.5 - > 3 Months	Fixed and Variable
CFO / COO / CTO	1.25M	30M	8M	10.4M	0.5 - > 3 Months	Fixed and Variable
Sales						
Sales Director	800K	20M	6M	7M	1 - 3 Months	Fixed and Variable
Senior Sales Manager	490K	7M	2.5M	3.1M	1 - > 3 Months	Fixed and Variable
Sales Manager	800K	4M	2.1M	2.2M	1 - > 3 Months	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	300K	2.1M	1.1M	1.1M	0.5 - 2.5 Months	Fixed and Variable
Sales Specialist / Senior Sales	300K	2.1M	950K	1M	0.5 - 1.5 Months	Fixed and Variable
Sales Staff	150K	1.5M	325K	461K	0.5 - 3 Months	Fixed and Variable
Marketing						
Marketing Director	4M	10M	5.4M	6.2M	0.5 - 1.5 months	Fixed and Variable
Senior Marketing Manager	1.5M	7M	4M	4.2M	0.5 - 2 Months	Fixed and Variable
Marketing Manager	800K	3.5M	2M	2.1M	0.5 - > 3 Months	Fixed and Variable
Marketing Supervisor	500K	2.5M	1.2M	1.3M	0.5 - 2 Months	Fixed and Variable
Marketing Specialist	500K	2.3M	1.2M	1.3M	0.5 - 2 Months	Fixed and Variable
Marketing Staff	200K	1M	500K	510K	0.5 - > 3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	2M	15M	7M	7.4M	1 - 1.5 Months	Fixed and Variable
Senior Accounting & Finance Manager	800K	10M	2.5M	3.4M	1 - 3 Months	Fixed and Variable
Accounting & Finance Manager	800K	3.5M	1.1M	1.4M	1 Month	Fixed and Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	400K	1.5M	1M	940K	1 - 3 Months	Fixed and Variable
Accounting & Finance Specialist / Senior Accounting & Finance	300K	2.5M	900K	1M	1 - > 3 Months	Fixed and Variable
Accounting & Finance Staff	200K	1.3M	500K	577K	1 - 2 Months	Fixed and Variable
Information & Technology						
IT Director	3M	4M	3.5M	3.5M	1 Month	Fixed
IT Manager	600K	2M	900K	1.1M	1 - 2.5 Months	Fixed and Variable
IT Supervisor / Assistant IT Manager	500K	1.5M	800K	883K	1 - 2 Months	Fixed and Variable
IT Specialist / Senior IT	500K	1.5M	725K	792K	1 - > 3 Months	Fixed and Variable
IT Staff	200K	1.5M	300K	485K	1 - 2 Months	Fixed and Variable
Operations						
Operations Director	2M	3M	2.5M	2.5M	1 month	Fixed
Operations Manager	1.2M	1.5M	1.3M	1.3M	1 month	Fixed

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Human Resources						
HR Director	3.8M	15M	8M	8.1M	1 - 2 Months	Fixed and Variable
Senior HR Manager	3M	4M	3.5M	3.5M	1 - 2 Months	Fixed and Variable
HR Manager	570K	3M	1.4M	1.5M	1 - 2 Months	Fixed and Variable
HR Supervisor / Assistant HR Manager	350K	2.1M	750K	882K	1 - 2 Months	Fixed and Variable
HR Specialist / Senior HR	500K	650K	575K	575K	1 Month	Fixed
HR Staff	200K	1.2M	425K	501K	1 - 2 Months	Fixed and Variable
Legal						
Senior Legal Manager	2M	3M	2.5M	2.5M	1 Month	Fixed
Legal Manager	400K	4M	1.3M	1.5M	1 - 2 Months	1 - 2 Months
Legal Staff Senior Legal	200K	1.5M	1.1M	981K	1.5 - 2 Months	Fixed and Variable
Supply Chain						
Supply Chain Staff	250K	450K	350K	350K	1 Month	Variable
Administration						
Senior Admin Manager	2M	3.5M	2.7M	2.7M	2 Months	Variable
Admin Manager	700K	3.5M	1.6M	1.7M	1 - 2 Months	Fixed and Variable
Admin Supervisor / Assistant Admin Manager	1.5M	2M	2M	1.7M	1 - > 3 Months	Fixed and Variable
Admin Staff	200K	800K	425K	438K	1 - 2 Months	Fixed and Variable



HEALTHCARE

HEALTHCARE - 11 respondents

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	SALARY RANGE (PER MONTH)	
					ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	2M	16.3M	4.5M	6.4M	0.5 - 3 Months	Fixed and Variable
CFO / COO / CTO	2M	9.2M	6M	5.8M	0.5 - 1 Month	Variable
Sales						
Sales Director	3M	3.5M	3.3M	3.3M	1 Month	Fixed
Senior Sales Manager	2.5M	4.5M	4M	3.9M	0.5 - 1 Month	Fixed and Variable
Sales Manager	1.2M	2.5M	1.5M	1.7M	1 - 3 Months	Variable
Sales Supervisor / Assistant Sales Manager	450K	1.5M	1M	1.01M	0.5 - 2 Months	Fixed and Variable
Sales Specialist / Senior Sales	500K	2.5M	1.2M	1.3M	1 - > 3 Months	Variable
Sales Staff	200K	1M	600K	575K	0.5 - 2 Months	Variable
Information & Technology						
IT Manager	2M	2.3M	2.1M	2.1M	0.5 Month	Variable
Marketing						
Marketing Director	5.1M	6.4M	5.8M	5.8M	0.5 - 1 Month	Variable
Senior Marketing Manager	2.5M	3.5M	3M	3M	0.5 - 1 Month	Variable
Marketing Manager	1M	4M	2.1M	2.2M	1 - 3 Months	Variable
Marketing Staff	200K	1.4M	590K	695K	0.5 Month	Variable
Accounting						
Accounting & Finance Manager	1.8M	3.1M	2.45M	2.45M	0.5 month	Fixed
Accounting & Finance Supervisor	1.2M	2.1M	1.65M	1.65M	0.5 month	Variable
Accounting & Finance Specialist	420K	1M	710K	710K	0.5 month	Variable
Accounting & Finance Staff	200K	480K	340K	340K	0.5 month	Variable



HOSPITALITY

HOSPITALITY - 11 respondents

POSITION	SALARY RANGE (PER MONTH)					
	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1.3M	22.5M	4.5M	7.7M	0.5 - 1 Month	Variable
CFO / COO / CTO	500K	15M	5M	5.3M	0.5 - 1 Month	Variable
Sales						
Sales Director	500K	4M	2.5M	2.5M	1 - 2.5 Months	Variable
Senior Sales Manager	300K	3M	1.5M	1.5M	0.5 - 1 Month	Variable
Sales Manager	300K	2M	1M	1.2M	0.5 - 2.5 Months	Variable
Sales Supervisor / Assistant Sales Manager	250K	1.5M	775K	799K	0.5 - 2.5 Months	Variable
Sales Specialist / Senior Sales	400K	800K	465K	532K	0.5 - 1 Month	Variable
Sales Staff	150K	750K	350K	383K	0.5 - 1 Month	Variable
Marketing						
Senior Marketing Manager	1M	2.3M	2.1M	1.9M	1 Month	Variable
Marketing Manager	700K	900K	800K	800K	1 Month	Variable
Marketing Supervisor / Assistant Marketing Manager	150K	800K	575K	525K	0.5 - 1 Month	Variable
Marketing Specialist	260K	480K	427K	398K	1 - 2.5 Months	Variable
Marketing Staff	150K	1.2M	575K	608K	0.5 - 1 Month	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Senior Accounting & Finance Manager	1M	3.2M	2.1M	2M	0.5 - 2.5 Months	Variable
Accounting & Finance Manager	700K	3.2M	1.2M	1.6M	0.5 - 2.5 Months	Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	500K	1.5M	775K	887K	0.5 - 1 Month	Variable
Accounting & Finance Specialist / Senior Accounting & Finance	400K	1.3M	700K	747K	0.5 - 2.5 Months	Variable
Accounting & Finance Staff	150K	600K	300K	322K	0.5 - 2.5 Months	Variable
Information & Technology						
Senior IT Manager	3M	3.7M	3.4M	3.4M	1 Month	Variable
IT Manager	800K	1.5M	1.2M	1.2M	1 Month	Variable
IT Supervisor	400K	750K	600K	584K	1 - 2.5 Months	Variable
IT Specialist / Senior IT	300K	675K	675K	467K	1 - 2.5 Months	Variable
IT Staff	150K	375K	275K	262K	1 Month	Variable
Administration						
Senior Admin Manager	900K	1.2M	1M	1M	1 Month	Variable
Admin Supervisor	420K	525K	472K	472K	1 Month	Variable
Admin Staff	150K	450K	337K	318K	0.5 - 1 Month	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Procurement						
Senior Procurement Manager	1.5M	1.8M	1.6M	1.6M	1 Month	Variable
Procurement Supervisor / Assistant Procurement Manager	585K	1.5M	750K	870K	1 - 2.5 Months	Variable
Procurement Staff	150K	750K	350K	380K	0.5 - 2.5 Months	Variable
Engineering						
Senior Engineering Manager	1M	2M	1.5M	1.5M	1 Month	Variable
Engineering Manager	700K	2.5M	1.1M	1.2M	1 - 2.5 Months	Variable
Engineering Specialist / Senior Engineering	140K	650K	510K	452K	1 - 2 Months	Variable
Engineering Staff	140K	525K	350K	332K	1 - 2 Months	Variable
Operations						
Operations Director	1M	7.5M	4.6M	4.4M	1 Month	Variable
Senior Operations Manager	500K	2.5M	1.2M	1.4M	1 Month	Variable
Operations Manager	700K	1.5M	875K	987K	0.5 - 1 Month	Variable
Operations Supervisor / Assistant Operations Manager	500K	800K	650K	650K	0.5 Month	Variable
Operations Staff	150K	700K	350K	387K	0.5 Month	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
HR						
HR Director	7.5M	12.7M	10.1M	10.1M	1 Month	Variable
HR Senior Manager	1M	2M	1.6M	1.6M	1 Month	Variable
HR Manager	700K	6M	1.3M	1.8M	0.5 - 2.5 Months	Variable
HR Supervisor	500K	900K	625K	654K	0.5 - 1 Month	Variable
HR Specialist	400K	700K	490K	528K	0.5 - 2.5 Months	Variable
HR Staff	150K	520K	280K	321K	0.5 - 2.5 Months	Variable
Facility & Property Management						
F&P Manager	2M	3.2M	2.6M	2.6M	2.5 Months	Variable
F&P Supervisor	900K	1.5M	1.2M	1.2M	2.5 Months	Variable
F&P Staff	300K	520K	410K	410K	2 Months	Variable
Food & Beverages						
F&B Director	2M	4M	3M	3M	0.5 - 1 Month	Variable
Senior F&B Manager	1M	4M	1.6M	2M	1 Month	Variable
F&B Manager	350K	2M	750K	900K	1 - 2.5 Month	Variable
F&B Supervisor	250K	1.05M	575K	600K	1 - > 3 Months	Variable
F&B Staff	144K	480K	240K	257K	1 Month	Variable



LOGISTICS

SALARY RANGE (PER MONTH)						
POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1M	15M	6M	6.5M	1 - > 3 Months	Fixed and Variable
CFO / COO / CTO	1.5M	5M	3.2M	3.4M	1 - > 3 Months	Variable
Sales						
Sales Director	3M	7M	5M	4.8M	0.5 - 1 Month	Fixed and Variable
Senior Sales Manager	2M	3M	2.5M	2.5M	1 - > 3 Months	Fixed and Variable
Sales Manager	600K	2.5M	1.3M	1.4M	0.5 - > 3 Months	Variable
Sales Supervisor	400K	900K	550K	583K	1 - > 3 Months	Variable
Sales Staff	300K	1M	515K	567K	0.5 - 2 Months	Fixed and Variable
Marketing						
Marketing Director	4M	5M	4.5M	4.5M	1 Month	Variable
Senior Marketing Manager	1.5M	2M	1.7M	1.7M	1 Month	Variable
Marketing Manager	500K	1.2M	1M	950K	1 Month	Fixed and Variable
Marketing Supervisor / Assistant Marketing Manager	700K	900K	800K	800K	1 Month	Variable
Marketing Staff	300K	500K	400K	400K	1 Month	Variable
Procurement						
Procurement Manager	600K	1M	800K	800K	0.5 Month	Variable
Procurement Staff	300K	600K	450K	450K	1 Month	Fixed and Variable

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Senior Accounting & Finance Manager	1.2M	2M	1.6M	1.6M	1 - > 3 Months	Fixed and Variable
Accounting & Finance Manager	1.2M	3M	1.7M	1.8M	1 Month	Fixed and Variable
Accounting & Finance Supervisor	1M	1.5M	1.5M	972K	1 - 2 Months	Fixed and Variable
Accounting & Finance Specialist / Senior Accounting & Finance	500K	1.2M	900K	916K	0.5 - 2.5 Months	Fixed and Variable
Accounting & Finance Staff	210K	800K	400K	450K	0.5 - 2.5 Months	Fixed and Variable
Information & Technology						
Senior IT Manager	3M	4M	3.5M	3.5M	1 Month	Fixed and Variable
IT Specialist	600K	800K	700K	700K	2 Months	Fixed
Administration						
Admin Manager	800K	3.5M	2.3M	2.2M	0.5 Month	Variable
Admin Supervisor	700K	1M	850K	850K	1 Month	Variable
Admin Staff	300K	500K	350K	366K	0.5 - 1 Month	Variable
Human Resources						
HR Senior Manager	1.5M	3.5M	2.5M	2.5M	0.5 Month	Variable
HR Manager	1M	3.5M	1.4M	1.8M	0.5 - 2 Months	Fixed and Variable
HR Supervisor	400K	600K	500K	500K	1 Month	Fixed
HR Specialist	300K	800K	500K	525K	0.5 - 1 Month	Variable
HR Staff	250K	400K	300K	312K	0.5 - 1 Month	Variable
Operations						
Operations Manager	1.5M	1.7M	1.6M	1.6M	2 Months	Fixed
Operations Supervisor	600K	1M	650K	725K	1 Month	Variable
Operations Staff	400K	1M	550K	625K	1 - 2 Months	Fixed and Variable

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MANUFACTURING

MANUFACTURING - 21 respondents

SALARY RANGE (PER MONTH)

SALARY RANGE (PER MONTH)						
POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1M	46.6M	9.5M	12M	0.5 - > 3 Months	Fixed and Variable
CFO / COO / CTO	5M	15M	10M	9.8M	1 - > 3 Months	Variable
Sales						
Sales Director	6M	9M	7.3M	7.3M	1 - > 3 Months	Variable
Senior Sales Manager	1M	7.3M	4.5M	4.6M	1 - > 3 Months	Variable
Sales Manager	600K	4.7M	1.2M	2.1M	0.5 - > 3 Months	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	400K	4M	2M	2.2M	1 - > 3 Months	Fixed and Variable
Sales Specialist / Senior Sales	300K	1.5M	650K	750K	1 - 3 Months	Variable
Sales Staff	200K	2.2M	390K	816K	0.5 - > 3 Months	Fixed and Variable
Marketing						
Marketing Director	1.8M	7.3M	5.5M	5.1M	0.5 - > 3 Months	Fixed and Variable
Senior Marketing Manager	1.5M	2M	1.7M	1.7M	1 Month	Variable
Marketing Manager	1M	1.7M	1.3M	1.3M	1.5 Months	Variable
Marketing Staff	600K	800K	700K	700K	1.5 Months	Variable
Procurement						
Procurement Manager	1.1M	1.3M	1.2M	1.2M	1 Month	Fixed and Variable
Procurement Staff	500K	800K	620K	635K	1 - 2 Months	Fixed and Variable

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	1.5M	9M	4.5M	4.7M	1 - > 3 Months	Variable
Senior Accounting & Finance Manager	1M	3M	2.2M	2,1M	1 - 2 Months	Fixed and Variable
Accounting & Finance Manager	900K	2M	1.5M	1.4M	1 - 2 Months	Fixed and Variable
Accounting & Finance Staff	192K	900K	475K	463K	0.5 - > 3 Months	Fixed and Variable
Administration						
Admin Director	1.9M	2.4M	2.1M	2.1M	0.5 Month	Variable
Admin Manager	1.5M	2.4M	1.5M	1.7M	1 Month	Fixed
Admin Staff	300K	1M	375K	475K	0.5 - 2 Months	Fixed and Variable
Engineering						
Engineering Director	1M	2M	1.5M	1.5M	1.5 - 2 Months	Fixed and Variable
Engineering Specialist	600K	1M	800K	800K	1.5 - 2 Months	Variable
Engineering Staff	400K	1.35M	500K	666K	1 - 2 Months	Fixed and Variable
Human Resources						
HR Director	5M	7M	6M	6M	1 - 1.5 Months	Variable
HR Manager	800K	2M	1.5M	1.3M	0.5 - 2 Months	Fixed and Variable
HR Specialist / Senior HR	350K	1.5M	475K	700K	1 - > 3 Months	Fixed and Variable
HR Staff	180K	1M	400K	480K	0.5 - > 3 Months	Fixed and Variable

POSITION	SALARY RANGE (PER MONTH)					
	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Information Technology						
IT Manager	800K	2.5M	1.2M	1.4M	0.5 - 1.5 Months	Variable
IT Supervisor / Assistant IT Manager	400K	500K	425K	437K	0.5 - 1 Months	Fixed and Variable
IT Specialist / Senior IT	400K	1M	500K	600K	1 - 1.5 Months	Fixed and Variable
IT Staff	300K	480K	390K	390K	0.5 Month	Variable
Supply Chain						
Supply Chain Director	5M	8M	6.5M	6.5M	1.5 Months	Variable
Supply Chain Manager	1M	1.5M	1.25M	1.25M	1.5 Months	Variable
Supply Chain Staff	400K	1M	700K	700K	1.5 Months	Variable



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SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1M	15M	3.7M	6.1M	0.5 - 1 Months	Fixed and Variable
CFO / COO / CTO	850K	13M	1.8M	5M	0.5 - 1 Months	Fixed and Variable
Sales						
Senior Sales Manager	1.3M	4M	1.5M	2.1M	1 Month	Fixed and Variable
Sales Manager	1.3M	1.8M	1.6M	1.6M	1 Month	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	400K	550K	450K	462K	1 Month	Fixed and Variable
Sales Staff	280K	300K	300K	295K	1 Month	Fixed
Marketing						
Marketing Director	1.2M	9M	3.7M	4.4M	1 Month	Fixed
Senior Marketing Manager	1.3M	2.5M	1.5M	1.7M	0.5 - 1 Month	Fixed and Variable
Marketing Manager	1.3M	1.8M	1.6M	1.6M	0.5 - 1 Month	Fixed and Variable
Marketing Specialist	1.3M	1.4M	1.3M	1.3M	0.5 month	Variable
Marketing Staff	600K	800K	700K	700K	1 - > 3 Months	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	1.4M	6.5M	3.9M	3.9M	0.5 - > 3 Months	Fixed and Variable
Senior Accounting & Finance Manager	350K	3M	1.3M	1.3M	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Manager	350K	3M	1.3M	1.3M	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	500K	1.11M	720K	741K	0.5 - > 3 Months	Fixed and Variable
Accounting & Finance Specialist / Senior Accounting & Finance	230K	230K	450K	505K	1 - > 3 Months	Fixed and Variable
Accounting & Finance Staff	250K	1.95K	450K	595K	0.5 - > 3 Months	Fixed and Variable
Information & Technology						
IT Director	1.5M	5M	3.5M	3.5M	1 Month	Fixed and Variable
Senior IT Manager	1.1M	1.8M	1.4M	1.4M	0.5 - > 3 Months	Fixed and Variable
IT Manager	1M	1.5M	1.4M	1.3M	0.5 - > 3 Months	Fixed and Variable
IT Supervisor	400K	1.8M	920K	958K	0.5 - > 3 Months	Fixed and Variable
IT Specialist / Senior IT	300K	1M	775K	837K	0.5 - > 3 Months	Fixed and Variable
IT Staff	250K	750K	575K	510K	0.5 - > 3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Administration						
Admin Director	1.4M	5.2M	3M	3.1M	0.5 - > 3 Months	Fixed and Variable
Senior Admin Manager	800K	3.9M	1.4M	1.9M	1 - > 3 Months	Fixed and Variable
Admin Manager	500K	3.1M	1.3M	1.4M	1 - > 3 Months	Fixed and Variable
Admin Supervisor / Assistant Admin Manager	350K	1.1M	545K	637K	0.5 - > 3 Months	Fixed and Variable
Admin Staff	250K	810K	425K	446K	0.5 - > 3 Months	Fixed and Variable
Human Resources						
HR Director	1.4M	8.5M	3.1M	3.7M	0.5 - 1 Month	Fixed
HR Manager	1M	2.4M	1.4M	1.5M	0.5 - > 3 Months	Fixed and Variable
HR Supervisor / Assistant HR Manager	550K	1.1M	720K	583K	775K	Fixed and Variable
HR Specialist / Senior HR	570K	1.6M	880K	955K	0.5 - 1 Month	Fixed and Variable
HR Staff	300K	860K	475K	533K	1 - > 3 Months	Fixed and Variable
PROCUREMENT						
Procurement Director	1.4M	2.1M	1.7M	1.7M	0.5 - > 3 Months	Fixed
Senior Procurement Manager	1.2M	1.8M	1.5M	1.5M	0.5 - > 3 Months	Fixed
Procurement Manager	1M	1.5M	1.2M	1.2M	0.5 - > 3 Months	Fixed
Procurement Supervisor / Assistant Procurement Manager	740K	1.11M	1M	962K	0.5 Month	Fixed and Variable
Procurement Staff	400K	860K	550K	590K	0.5 - > 3 Months	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Program Management						
Program Director	1M	5.8M	2.8M	3M	0.5 - > 3 Months	Fixed and Variable
Senior Program Manager	1.2M	3.9M	1.9M	2.2M	0.5 - > 3 Months	Fixed and Variable
Program Manager	1M	3.12M	1.7M	1.9M	0.5 - > 3 Months	Fixed and Variable
Program Supervisor / Assistant Program Manager	740K	3.1M	1.1M	1.5M	0.5 - > 3 Months	Fixed and Variable
Program Staff	250K	1.8M	750K	759K	0.5 - > 3 Months	Fixed and Variable
Supply Chain						
Supply Chain Director	1.4M	5M	2.5M	2.9M	0.5 Month	Fixed
Senior Supply Chain Manager	1.1M	1.8M	1.5M	1.5M	1 Month	Fixed
Supply Chain Manager	1M	1.6M	1.3M	1.3M	0.5 - 1 Month	Fixed
Supply Chain Supervisor	400K	750K	600K	587K	1 Month	Fixed
Supply Chain Staff	180K	600K	325K	354K	0.5 - 1 Month	Fixed

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SALARY RANGE (PER MONTH)

SALARY RANGE (PER MONTH)						
POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Executive Management						
Country Manager / Managing Director / CEO	1M	30M	4.5M	5.9M	0.5 - > 3 Months	Fixed and Variable
CFO / COO / CTO	1M	15M	4.5M	5.1M	0.5 - > 3 Months	Fixed and Variable
Sales						
Sales Director	1.4M	8M	2M	2.8M	0.5 - > 3 Months	Variable
Senior Sales Manager	800K	5M	1.5M	2.1M	0.5 - > 3 Months	Fixed and Variable
Sales Manager	500K	3.6M	1.1M	1.3M	0.5 - > 3 Months	Fixed and Variable
Sales Supervisor / Assistant Sales Manager	330K	2.8M	900K	1.1M	0.5 - > 3 Months	Fixed and Variable
Sales Specialist / Senior Sales	300K	1.5M	550K	663K	0.5 - 1 Month	Fixed and Variable
Sales Staff	150K	1M	350K	440K	0.5 - > 3 Months	Fixed and Variable
Marketing						
Senior Marketing Manager	1M	4M	2M	2.1M	0.5 - 1 Month	Fixed and Variable
Marketing Manager	1M	4M	2M	2.1M	0.5 - 2 Months	Variable
Marketing Supervisor	1.2M	3M	1.7M	1.9M	2 - 3 Months	Variable
Marketing Specialist / Senior Marketing	400K	500K	450K	450K	1 Month	Variable
Marketing Staff	200K	800K	400K	418K	1 - 2 Months	Variable

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
Accounting & Finance						
Accounting & Finance Director	1M	6.5M	3.7M	3.5M	0.5 - 2 Months	Fixed and Variable
Senior Accounting & Finance Manager	900K	5.4M	2.3M	2.4m	0.5 - 2 Months	Fixed and Variable
Accounting & Finance Manager	700K	5.4M	1.9M	2.1M	0.5 - 2 Months	Fixed and Variable
Accounting & Finance Supervisor / Assistant Accounting & Finance Manager	650K	3.5M	1.2M	1.4M	0.5 - 2 Months	Fixed and Variable
Accounting & Finance Specialist / Senior Accounting & Finance	500K	1M	700K	675K	0.5 - 2 Months	Variable
Accounting & Finance Staff	250K	4M	500K	714K	0.5 - 2 Months	Fixed and Variable
Information & Technology						
IT Director	1.6M	2.5M	2M	1.6M	0.5 - > 3 Months	Variable
Senior IT Manager	800K	5.3M	1.6M	2.3M	0.5 - 1 Month	Variable
IT Manager	600K	5M	1.5M	1.8M	0.5 - 1 Month	Fixed and Variable
IT Supervisor / Assistant IT Manager	500K	800K	675K	662K	1 Month	Fixed and Variable
IT Specialist / Senior IT	350K	1.6M	700K	785K	0.5 - > 3 Months	Variable
IT Staff	200K	1M	400K	475K	0.5 - > 3 Months	Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
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Human Resources						
HR Director	2M	6M	4.7M	4.5M	1 Month	Fixed and Variable
Senior HR Manager	1.5M	4.5M	2.9M	2.9M	0.5 - 1 Month	Variable
HR Manager	500K	2.8M	1.3M	1.6M	0.5 - 2 Months	Variable
HR Supervisor / Assistant HR Manager	300K	2.5M	625K	870K	0.5 - 1 Month	Fixed and Variable
HR Specialist / Senior HR	300K	700K	475K	500K	1 Month	Fixed and Variable
HR Staff	200K	500K	300K	316K	0.5 - 1 Month	Fixed and Variable
Legal						
Senior Legal Manager	6M	6.5M	6.2M	6.2M	1 Month	Variable
Administration						
Senior Admin Manager	1.3M	3.4M	1.5M	2.1M	1 - 2 Months	Fixed and Variable
Admin Manager	500K	2.2M	1M	1.2M	0.5 - 2 Months	Fixed and Variable
Admin Supervisor / Assistant Admin Manager	500K	1M	900K	808K	0.5 - 2 Months	Variable
Admin Staff	180K	910K	400K	426K	0.5 - 1 Month	Fixed and Variable

SALARY RANGE (PER MONTH)

POSITION	MIN (MMK)	MAX (MMK)	MEDIAN 2021	AVERAGE SALARY	ANNUAL BONUS	IS BONUS FIXED OR VARIABLE
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Engineering						
Senior Engineering Manager	2M	4.6M	2.8M	3.1M	1 - > 3 Months	Variable
Engineering Manager	500K	2M	1.2M	1.3M	0.5 - 2.5 Months	Fixed and Variable
Engineering Specialist / Senior Engineering	400K	700K	575K	575K	2.5 - > 3 Months	Variable
Engineering Staff	200K	700K	320K	384K	1 - 2.5 Months	Fixed and Variable
Operations						
Senior Operations Manager	1.3M	1.3M	1.3M	1.3M	2 Months	Fixed
Supply Chain						
Supply Chain Director	2M	4M	3M	3M	1 Month	Variable
Supply Chain Staff	250K	350K	300K	300K	1 - 2 Months	Fixed and Variable
Procurement						
Procurement Director	2M	4M	3M	3M	1 Month	Variable
Procurement Manager	800K	2.4M	1.2M	1.4M	0.5 - 1 Month	Variable
Procurement Staff	250K	600K	375K	400K	0.5 - 1 Month	Variable



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