



Construction Sector Salary Survey
First-ever Construction Sector Salary Report in Cambodia

December 2014

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1 Introduction and Survey Highlights

The Construction Sector Salary Survey is the first-ever survey conducted in Cambodia based on the requests of some companies in the industry. This survey would not be possible without the effort, data and time contribution from the 8 participating companies in the industry. We would like to sincerely thank all these companies that joined the survey.

The report consists of five main parts – (1) Introduction and survey highlights, (2) methodology and data interpretation, (3) participating companies’ profile, (4) salary findings, and (5) benefits findings.

One of the main challenges in the industry is the recruitment and retention of technical staff including Engineer and Driver like Bulldozer and Excavator Driver. As a result, the participating companies are paying higher for these staff categories comparing to office staff at the same job level.

A part from basic salary, the participating companies also provide a great deal of benefits and allowances to staff including telephone allowance, per-diem, performance bonus and overtime payment.

2 Methodology and Data Interpretation

The CENTER’s job evaluation methodology is used in this survey. It is an international job evaluation methodology but tailored to meet the job scale market in Cambodia. It is a job-to-job comparison and looks into the following job evaluation criteria.

Table 1: The CENTER’s Job Evaluation Criteria

Category	Criteria
Knowhow	Education
	Experience
	Practical knowledge
	Language Skills
Problem Solving	Cross cultural communications
	Thinking challenge
	Level of Influence
Responsibility	Impact of decision making
	Impact of communications
	# Staff managed directly
	# Staff managed indirectly
	Budget size management
Working environment	Physical environment
	Level of stress

The methodology has 14 job levels. The common positions for both field operations and office staff categories from all participating companies in this survey are presented in the table below. Not all the job levels had been provided with data, or those job levels are not matched to the job profile collected.

Table 2 Common Position in Overall

Job Level	Common Positions
1	President/CEO
2	Sr. Vice President
3	Vice President/COO
4	Group Manager
5	Sr. Manager
6	Manager
7	Supervisor
8	Expert/Team Leader
9	Sr. Specialist
10	Specialist
11	Officer
12	Assistant
13	Worker
14	Unskilled Worker

Table 3: Common Positions from Participating Companies

Job Level	Field Operations	Office Staff
1	N/A	N/A
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Project Manager	HR Manager/Admin Manager/Finance & Accounting Manager
6	Site Manager	Deputy HR Manager/Deputy Admin Manager/ Deputy Finance & Accounting Manager
7	Site Supervisor	HR Supervisor/Admin Supervisor/Finance & Accounting Supervisor
8	N/A	N/A
9	Foreman/Engineer/Architect	Lab Engineer/Nurse/Sr. Accountant/Sr. HR & Admin
10	Draftsman/Mechanic Team Leader	Accountant/HR & Admin Executive
11	Project & Maintenance Officer/ Jr. Site Engineer	Sales Representative/Stock Controller/Store Keeper/Admin Officer
12	N/A	N/A
13	Driver (Bulldozer/Excavator...)	Messenger/Office Car Driver
14	General Worker/Guard	Office Guard

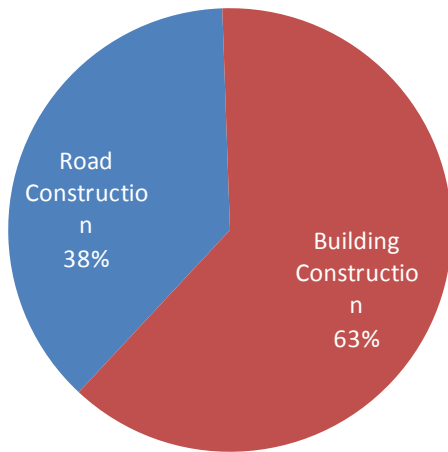
3 Participating Companies' Profile

All the 8 companies participated in this survey include:

1. Borey Lim Chheang Hor
2. Borey Mongkul Phnom Penh
3. Diamond Construction & Import Export Co., Ltd
4. Ly Sok Heng Group
5. MBA Engineering & Construction (Cambodia) Co., Ltd.
6. Meng Hong Ing Builder Co., Ltd.
7. PHV Construction Co., Ltd
8. SKW

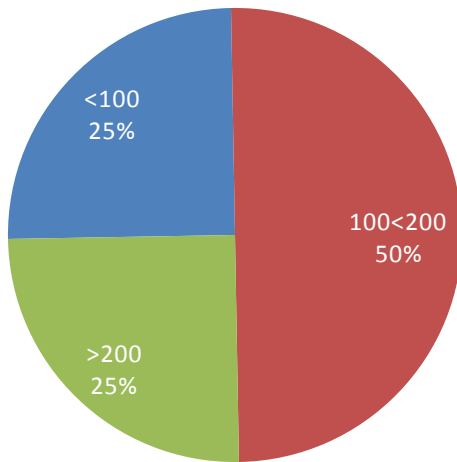
More than half of companies participated in this survey are from building construction other than road construction.

Figure 1: Participant Profile by Industry



Half of the participating companies have relatively fair workforce between 100 and 200.

Figure 2: Participant Profile – Workforce



4 Salary Findings

All salary data were collected in October 2014. Salary information below is presented in gross monthly salary for all job functions and levels.

Table 4: Salary Findings

Job Category	Job Level	10th P	25th P	Median	75th P	90th P	Average	# Company	# Data Point
Top Executive	1	--	--	--	--	--	--	--	--
	2	--	--	--	--	--	--	--	--
	3	--	--	--	--	--	--	--	--
Management	4	--	--	--	--	--	--	--	--
	5	1,750	2,000	2,000	2,000	2,250	2,000	4	6
	6	695	1,031	1,125	1,200	1,500	1,113	4	10
	7	1,000	1,000	1,163	1,500	1,650	1,291	4	8
Professional	8	--	--	--	--	--	--	--	--
	9	450	500	600	600	620	591	6	39
	10	290	315	350	438	510	381	6	27
	11	196	242	275	275	322	262	8	29
	12	--	--	--	--	--	--	--	--
Worker	13	231	260	350	400	400	342	5	93
	14	160	160	160	215	215	184	4	145

Salary information is presented in percentile (P) which should be interpreted i.e. at job level 9 as follow:

- 10th P means 10% of 39 staff are receiving salary less than or equal to US\$450.
- 25th P means 25% of 39 staff are receiving salary less than or equal to US\$500.
- Median or 50th P means 50% of 39 staff are receiving salary less than or equal to US\$600.
- 75th P means 75% of 39 staff are receiving salary less than or equal to US\$600.

- 90th P means 90% of 39 staff are receiving salary less than or equal to US\$620.
- Average is commonly known being the average amount of all data set in a particular job level.
- # Company is the number of companies that have salary data in a particular job level.
- # Data Point is the number of people/staff in a particular job level.

5 Benefit Findings

Below is a list of benefits provided by all the 8 participating companies in addition to basic salary provide to staff.

Table 5: Benefits Findings

Benefits	# Respondents	% Respondents	Comments
Telephone Allowance	8	100%	6 or 75% of participating companies provide telephone allowance at average monthly amount of: <ul style="list-style-type: none"> • Manager: \$50 • Supervisor: \$20 • Office Staff: \$15
Per-diem	8	100%	6 or 75% of participating companies provide per-diem to staff when travelling on mission. The average daily amount is: <ul style="list-style-type: none"> • Manager: \$30 • Supervisor and Office Staff: \$20
Group Personal Accident Insurance	8	100%	4 or 50% participating companies provide Group Personal Accident Insurance to staff by contracting with private insurance service providers.
Medical Health Insurance	8	100%	3 or 37% of participating companies provide medical health insurance.
Medical Out-patient	8	100%	50% of participating companies provide medical out-patient. 3 of the 4 companies also provide in-patient insurance contracted with insurance providers. The annual amount is varied and ranged from \$50 - \$300.

Benefits	# Respondents	% Respondents	Comments
Overtime Pay	8	100%	75% of participating companies provide overtime payment to worker and staff.
Meal Allowance	8	100%	5 or 62% of participating companies provide meal to staff.
Uniform Allowance	8	100%	62% of participating companies provide uniform to staff.
Annual Performance Bonus	8	100%	37% of participating companies provide performance bonus though it is at a low rate.
Monthly/Quarterly Incentive	8	100%	Only 1 or 12% of participating company provides either monthly or quarterly incentive to staff.
Education Allowances	8	100%	Only 2 or 25% of participating companies provide education allowance to staff with full 100% support.

Office staff enjoys better working conditions than field staff in this industry. For 50% of the participating companies, office staff works only 5.5 days per week while field staff and workers work full days up to 67% of the respondents – result from total of 6 respondents for field staff and worker working days. In this case overtime pay or daily wage is applied.

Table 6: Working Hours

Type of Staff	Full Week	6 days	5.5 days	# Respondents
Office Staff	2	2	4	8
Field Staff and Worker	4	1	1	6