

A. COMPANY PROFILE

1. Company Name (*In Full*) : _____
 Company Address : _____

 FMM Membership No : _____ E-mail : _____
 Telephone : _____ Fax : _____
 Submitted by : _____
 Designation : _____

Please tick (✓) **Company's core business activity/main product:**

<input type="checkbox"/> Chemicals & Chemical Products	<input type="checkbox"/> Machinery & Equipment
<input type="checkbox"/> Food, Beverages & Tobacco	<input type="checkbox"/> Electrical & Electronic Products
<input type="checkbox"/> Fabricated Metal Products	<input type="checkbox"/> Medical, Precision & Optical Instruments
<input type="checkbox"/> Electrical Machinery & Apparatus	<input type="checkbox"/> Rubber & Rubber Products
<input type="checkbox"/> Non-Metallic Mineral Products	<input type="checkbox"/> Textiles & Apparel including Leather
<input type="checkbox"/> Basic Metal	<input type="checkbox"/> Motor Vehicles
<input type="checkbox"/> Plastics & Plastic Products	<input type="checkbox"/> Other Transport Equipment
<input type="checkbox"/> Wood, Paper & Furniture Products	<input type="checkbox"/> Other Manufacturing Activities
<input type="checkbox"/> Others, please specify: _____	

2. **Company Ownership: (please ✓)**

<input type="checkbox"/> Malaysian Majority-Owned	<input type="checkbox"/> 50:50 Ownership	<input type="checkbox"/> 100% Malaysian-Owned
<input type="checkbox"/> Foreign Majority-Owned		<input type="checkbox"/> 100% Foreign-Owned

3. **Sales Turnover for Jan to Dec 2022 based on size of company**
(can be based on estimate if full year figures are not yet available) (please ✓ relevant box)

< RM300,000	<input type="checkbox"/>
RM300,000 < RM3,000,000	<input type="checkbox"/>
RM3,000,000 < RM15,000,000	<input type="checkbox"/>
RM15,000,000 < RM20,000,000	<input type="checkbox"/>
RM20,000,000 ≤ RM50,000,000	<input type="checkbox"/>
> RM50,000,000	<input type="checkbox"/>

4. **Present workforce (including contract, part-time and foreign workers)**

a. Total number of executives : _____

b. Total number of non-executives : _____

5. **Unionised workforce**

c. Are the workers unionised? : Yes No

d. Total number of union members in your company : _____

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

B. PRESENT EMPLOYMENT CONDITION

1. Employee Turnover

Total number of employees who **left (resigned/dismissed) the company** from Jan to Dec 2022 (*excluding retirement & retrenchment*)

Executive

Non-Executive

Please fill in the **number of employees at the end of each month** (from Jan 2022 to Dec 2022):

No. of employees at end of month	Year 2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov*	Dec*
Executive												
Non-exec												

* Please provide an estimate if actual numbers are not available

2. Retrenchment, Recruitment and Vacancies (Jan to Dec 2022):

Number of employees retrenched
 Number of employees retired
 Number of employees recruited
 Number of vacancies (as at current date)

Executives

Non-Executives

3. Number of expatriates (**EXCLUDING key posts**) employed in 2022

4. Number of foreign workers employed in 2022

C. SALARY POLICY AND ADMINISTRATION

1. Salary Scale/Range and Increment

– **Please complete the attached APPENDIX**

2. What is the salary structure for your company? (✓ relevant box(es))

- Salary scale (with Minimum and Maximum salary & fixed annual increment)
 Salary range (with Minimum and Maximum but no fixed annual increment)
 Salary scale open (with fixed minimum but no maximum salary)
 No salary scale/range [Skip Question 3]

3. Complete the following salary range/scale for **EXECUTIVE** and **NON-EXECUTIVE** positions:

Types of Positions		AVERAGE Salary Scale /Range (RM)	
		Minimum	Maximum
Executive	Top Management (CEO, ED, COO, GM, etc)		
	Division/Department Director/Head (Finance, HR, etc)		
	Senior Managers		
	Managers		
	Assistant Managers		
	Senior Engineers		
	Engineers		
	Senior Executives		
Non-Executive	Executives		
	Supervisors		
	Clerks		
	Non Clerical Staff		
	Skilled Workers/Craftmen (technicians, charginman, etc)		
	Semi-Skilled Workers (line leaders, etc)		
	Unskilled Workers (operators, general workers, etc)		

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

4. Salary Review/Adjustment (across-the-board) (not including annual increment)

Did your company undertake any of the following exercises in 2022?

Yes No

Across-the-board **salary adjustment**

- Average rate of revision/adjustment in 2022: Executive _____ %
Non-executive _____ %

Renegotiated rate of salary adjustment with the Trade Union

- Average increase was: _____ %

Included a Cost of Living Allowance (COLA) in the review

- The amount was (in RM/month) Executive _____ RM
Non-executive _____ RM

5. Annual Increment

a. Did your company provide annual increment in 2022? Yes No

b. Average increment in 2022 was: Executive _____ % Non-Executive _____ %

c. Annual increment is **calculated** based on: (**✓ ONE only**)

	% of Basic Salary	% of Gross Salary	% of Minimum of salary scale	% of Maximum of salary scale	Fixed Quantum determined by salary schemes	Others, please specify:
Executive						
Non-exec						

d. Criteria used in determining quantum of increment: (**✓ relevant box(es)**)

	Company performance	Capacity to pay	Cost of living	Current market rate	Employee performance	Years of service	Job grade	Collective agreement
Executive								
Non-exec								

Others (please specify): _____

e. Percentage Increment provided in 2022 based on category of employee's performance: (**As % of basic salary**)

Explanation/Example: This question is geared towards ascertaining the industry average increment paid to employees based on their performance. Logically an employee graded with Outstanding performance will receive a higher increment versus an employee graded as High/Above Average/Average/Below Average.

Category of Performance	Executive	Non-Executive
Outstanding	_____ %	_____ %
High	_____ %	_____ %
Above Average	_____ %	_____ %
Average	_____ %	_____ %
Below Average	_____ %	_____ %

f. Does your company plan to pay increment in:

- 2023 **Yes** **No** **Not decided**
- 2024

g. What is your projected average % of increment in 2023 and 2024?

	Executive	Non-Executive
2023	_____ %	_____ %
2024	_____ %	_____ %

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

6. Bonus

- a. Did your company pay any bonus in 2022? Yes No
- b. If **YES**, the average quantum for each type of bonus(es), whichever is applicable, paid **in terms of number of months salary**
- | | <u>Executive</u>
(No. of months) | <u>Non-Executive</u>
(No. of months) |
|------------------------------------|-------------------------------------|---|
| • Contractual | _____ | _____ |
| • Non-contractual (discretionary) | _____ | _____ |
| • Both Contractual & Discretionary | _____ | _____ |
- c. Criteria for non-contractual (discretionary) bonus (**TICK (✓) ONE**)
- | | <u>Executive</u> | <u>Non-Executive</u> |
|-------------------------------------|--------------------------|--------------------------|
| • Company's performance | <input type="checkbox"/> | <input type="checkbox"/> |
| • Individual employee's performance | <input type="checkbox"/> | <input type="checkbox"/> |
| • Both | <input type="checkbox"/> | <input type="checkbox"/> |
- d. Does your company plan to pay bonus in:
- | | <u>Yes</u> | <u>No</u> | <u>Not decided</u> |
|--------|--------------------------|--------------------------|--------------------------|
| • 2023 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • 2024 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- e. What will be the projected average of non-contractual bonus **in terms of number of months salary in 2023 and 2024?**
- | | <u>Executive</u> | <u>Non-Executive</u> |
|------|---------------------------|---------------------------|
| 2023 | <input type="text"/> mths | <input type="text"/> mths |
| 2024 | <input type="text"/> mths | <input type="text"/> mths |

D. MANPOWER/SKILLS REQUIREMENTS

1. Technical Skills Requirement

- a. Please indicate the **number of skilled workers** currently in short supply (2023) in the appropriate boxes for the specific types of skills required.

Skill	Skill	Skill	Skill
Quality Control	Machinists	Boilerman	Foreman
Mechanical	R & D & Design	Electro-mechanical	Spraying
Plant Maintenance	Tool & Die Makers	Welders	Metallurgical
Electrician	Fabrication	Storeman	Extrusion
Chargeman	CNC Machinist	Plastic Moulding	IC Testing
Information Technology	CAD-CAM	Injection Moulding	Mechanic
Measurement & Calibration	Fitters	Material Handlers	Refractory
Manufacturing Systems	Instrumentation	Wireman	Carpentry
Environmental Technology	Mechatronics	Packaging	Energy Efficiency
Programmable Logic Control	Hydraulics	Prototyping	Tooling
Pneumatic & Electro-pneumatic	Robotics	Electronic	

- b. Kindly specify any other critical skills in short supply in your company and the number(s) required:
- _____
- _____

- c. What are the difficulties faced by your company in recruiting these skills?

- | | |
|--|---|
| <input type="checkbox"/> High salaries expected | <input type="checkbox"/> Skills are not available locally |
| <input type="checkbox"/> Job-hopping | <input type="checkbox"/> Skills available locally but not of acceptable quality |
| <input type="checkbox"/> Location of place of work | <input type="checkbox"/> Short supply - available but not enough |
| <input type="checkbox"/> Others (<i>please specify</i>): _____ | |

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

2. Breakdown of Workforce

Category of Workers	Number of Workers in 2022	Number of Additional Workers Needed	
		In 2023	In 2024
Engineers			
Technicians*			
Supervisors / Production Co-ordinators			
Line Leaders			
Production / Machine Operators**			
General Workers***			
Others <i>(please specify)</i>			

* Technicians : Chargeman, Boilerman, Wireman, Foreman, Welder, Machinist, Fitter, Tool & Die Maker etc.,

** Production / Machine Operators : Operators, Packers, Storehand, Forklift Driver, etc.

*** General Workers : Cleaner, Painter, Deliveryman, Lorry Driver, etc.

3. Training

Please indicate the types of training programme most needed by your workers.

<input type="checkbox"/> Technical skills as stated above (No.1) <input type="checkbox"/> Information Technology <input type="checkbox"/> Human resource management (including IR, OSH) <input type="checkbox"/> Finance & Accounts <input type="checkbox"/> Distribution, Logistics & Warehousing <input type="checkbox"/> Sales, Marketing & Customer Services <input type="checkbox"/> Management <input type="checkbox"/> Green Technology and Environmental Management (Leadership, Strategic Planning, etc)	<input type="checkbox"/> Government policies and regulations <input type="checkbox"/> Industry standards (QC, QA, ISO, etc) <input type="checkbox"/> Product Design & Development <input type="checkbox"/> Maintenance <input type="checkbox"/> Productivity and Quality <input type="checkbox"/> Other <i>(please specify)</i>
--	--

E. FRINGE BENEFITS

1. Leave Entitlement

a. Please (✓) if based on Employment Act; **OR** indicate the number of days if based on years of service/others.

Based on	Annual Leave		Sick Leave		Hospitalisation		Maternity Leave	
	Exec	Non-exec	Exec	Non-exec	Exec	Non-exec	Exec	Non-exec
i Employment Act								
ii Years of service	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>	<i>No. of days</i>
Less than 2 years								
2 to less than 5 years								
5 to less than 10 years								
10 years and more								
iii Others (eg fixed)								

b. Other types of leave - Please indicate entitlement (*number of days*)

Compassionate:

- Own Marriage
- Marriage of son/daughter
- Death of close relatives (spouse, parents, children, etc)
- Calamity Leave (Flood, fire, etc)
- Hospitalisation of spouse, child, parents

Executive

Non-Executive

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

Special Paid Leave:

- Sitting for Examination
- Work OT/on emergency call beyond midnight
- Sport activities (related to company)

Executive

Non-Executive

Unpaid Leave:

- Study
- Pilgrimage
- Others (*please indicate*): _____

Prolonged Illness: (indicate number of months)

- Leave with Full basic pay
- Leave with Three-quarters of basic pay
- Leave with Half of basic pay
- Leave with One-quarter of basic pay
- No Pay

2. Public Holidays Entitlement

- Based on provisions in the *Employment Act 1955*
11 gazetted public holidays (5 compulsory and 6 on any public holidays under the Public Holidays Act 1951)
- All gazetted as Federal or States public holidays
- Other than the above (*indicate number of days*)

--

--

3. Loan - please indicate average maximum quantum, interest rate and repayment period, where applicable

Types of Loan	Executive			Non-Executive		
	Quantum (RM)	Interest rate	Repayment period	Quantum (RM)	Interest rate	Repayment period
Car loan						
Housing loan						
Purchase computer						
Purchase motorbike						
Purchase company products						
Study/education loan						
Personal loan						
Others (<i>Please specify</i>):						

4. Travelling Allowance / Reimbursement

a. Current mileage rates and/or transport allowances

		Manager		Executive		Non-executive	
		Sales	Non-Sales	Sales	Non-Sales	Sales	Non-Sales
Mileage (sen/km)	Car						
	Motorcycle						
Fixed monthly allowance (RM per month)							
Petrol card (RM per month)							

b. Outstation Allowance (within Malaysia) – please indicate maximum entitlement

- Hotel Accommodation Allowance (RM/day)
- Subsistence Allowance (RM/day)
- Lodging allowance – *in lieu of Hotel Accommodation Allowance* (RM/day)

Executive

Non-Executive

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

Country Travelled	Hotel Accommodation Allowance (RM/day)		Subsistence Allowance (RM/day)	
	Executive	Non-Executive	Executive	Non-Executive
South East Asia				
China/Korea/Taiwan				
Japan				
India				
Other Asian countries				
Middle East				
Europe/Russia				
African Countries				
North America				
South America				
Caribbean				
Australia				
New Zealand				

5. Retirement Benefit

EPF Contribution above statutory rate [indicate %]

Company's Retirement Fund [please tick (✓) if provided]

Gratuity [indicate quantum – no. of days or months of basic salary]

Other schemes: please state _____

No retirement benefit

Executive

Non-Executive

6. Shift Allowance

RM/per shift	1 st shift	2 nd shift	3 rd shift	Meal allowance
Executive				
Non-Executive				

7. Other Types of Allowance

Types of Allowance (Average amount given in RM per month; unless stated)							
Acting allowance	Attendance	Call-back (RM per call)	Food	Housing	Laundry	Transfer/Relocation (RM per occasion)	Incentive (in lieu of no sick leave) in RM/year
Executive							
Non-exec							

8. Other Types of Benefits [please tick (✓) if provided]

	Transport			Insurance				
	Company car	Company motorcycle	Other company transport	Group personal accident	Hospitalisation	Life	Maternity	Paternity
Managers								
Executive								
Non-executive								

	Uniform	Mobile phone	Employee share option	Winter clothing for overseas travel (in RM)	Death in service (in RM)
Executive					
Non-executive					

Other types of benefits (please state)	
Executive	
Non-executive	

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

SALARY SCALE/RANGE AND INCREMENT

APPENDIX

Job Title/ Position	AVERAGE Salary Scale /Range (RM)		Increment (%) (2022)	Minimum Qualification (Certificate/Diploma/ Advanced Diploma/Degree/Masters / PhD, Others)
	Minimum	Maximum		
NON-EXECUTIVE				
Administration / Finance	Admin/Personnel Assistant			
	Accounts Supervisor			
	Accounts Assistant			
	Accounts Clerk			
	General Clerk			
	Admin Clerk			
	Receptionist			
	Despatch/Office Boy			
	Safety/Security Supervisor			
	Security Guard (In-house)			
	Personal Driver			
Sales / Customer Service	Senior Salesman			
	Junior Salesman			
	Sales Supervisor			
	Customer Service Assistant			
	Sales / Marketing Assistant			
	Sales Clerk			
Distribution	Logistic/Purchasing/Shipping/ Warehouse Supervisor			
	Store Keeper/Warehouse Assistant			
	Store / Purchasing / Shipping Clerk			
	Forklift Driver			
	Lorry/Truck Driver			
Production / Engineering Support	Technician (General)			
	Technician (Maintenance)			
	Technician (Production)			
	Moulding Technician			
	Fitter			
	Welder			
	Boilerman			
	Machinist			
	Chargeman (AO - A4) (Low Voltage System) (Below 1000V)			
	Chargeman (BO - B4) (High Voltage System) (11kV or 33kV)			
	Wireman/Electrician			
	Tools & Die Makers			
	Lab Analyst/Assistant			
	Quality Control Inspector			
	Quality Assurance Inspector			
	Production Supervisor			
	Technical Supervisor			
	Line Leader			
	Foreman			
	Operator (Semi-skilled)			
	Operator (Unskilled)			
Packer				
General Unskilled Worker				

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

Job Title/ Position	AVERAGE Salary Scale /Range (RM)		Increment (%) (2022)	Minimum Qualification (Certificate/Diploma/ Advanced Diploma/Degree/Masters / PhD, Others)
	Minimum	Maximum		
EXECUTIVE				
Top Management	Chief Executive/ Executive Director			
	Chief Operating Officer (COO)			
	Deputy CEO/ED			
	Deputy COO			
	Senior General Manager			
	General Manager (GM)			
	Assistant GM			
Administration	Administration/HR/Finance Manager			
	Administration Manager			
	Asst. Admin/HR/ Finance Manager			
	Asst. Administration Manager			
	Senior Administration Executive			
	Admin Executive			
	Chief Secretary			
	Executive Secretary/PA			
Secretary				
Corporate Affairs	Corporate Affairs/PR Manager			
	Asst. Corporate Affairs / PR Manager			
	Head Legal / Secretarial / External Affairs			
	Corporate / Company Advisor			
	Company Secretary			
	Corporate Affairs/PR Executive			
Human Resource / Industrial Relations / Training	Senior HR / IR / Training Manager			
	HR / IR / Training Manager			
	Senior Executive (HR/IR/ Training)			
	Executive (HR / IR / Training)			
Finance / Accounts	Financial Controller/ Director			
	Senior Finance /Accounts Manager			
	Finance / Accounts Manager			
	Asst. Finance /Accounts Manager			
	Accountant			
	Asst. Accountant			
	Internal Auditor			
	Senior Finance / Accounts Executive			
	Finance / Accounts Executive			
Credit Control Executive				
Information Technology / EDP	Senior IT/EDP Manager			
	IT/EDP Manager			
	Asst. IT/EDP Manager			
	Software Engineer			
	System Support Engineer			
	System Analyst			
	Programmer			
	IT/EDP Executive			
Logistics / Purchasing / Shipping / Warehouse	Senior Manager			
	Manager			
	Asst. Manager			
	Senior Executive			
	Executive			

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

Job Title/ Position	AVERAGE Salary Scale /Range (RM)		Increment (%) (2022)	Minimum Qualification (Certificate/Diploma/ Advanced Diploma/Degree/Masters / PhD, Others)
	Minimum	Maximum		
EXECUTIVE				
Sales / Marketing	Senior Sales / Marketing Manager			
	Senior Business Development Manager			
	Sales / Marketing Manager			
	Business Development Manager			
	Customer Service Manager			
	Market Communications Manager			
	Asst Manager (Sales/Marketing/ Business Development/Customer Service)			
	Asst Manager Market Communications			
	Sales Engineer			
	Senior Executive (Sales/Marketing/ Business Development/Customer Service)			
	Exec (Sales/Marketing/Business Development/Customer .Service)			
	Exec Market Communications			
	Sales Executive with Commission			
	Sales Executive without Commission			
Safety / Security	Senior Safety Manager			
	Senior Manager / Head of Security			
	Safety Manager			
	Security Manager			
	Assistant Manager (Safety)			
	Assistant Manager (Security)			
	Safety & Health Officer			
	Safety Executive / Officer			
Security Executive / Officer				
Research / Development	Senior R & D Manager			
	R & D Manager			
	R & D Engineer			
	R & D Executive			
	Design Engineer			
	Product / Brand Executive			
Market Research Executive				
Production / Technical	Senior Manager Production/Plant/Factory)			
	Senior Technical Manager			
	Manager (Production / Plant/ Factory)			
	Technical Manager			
	Maintenance Manager			
	Asst. Manager (Production/Plant/Factory)			
	Asst. Technical Manager			
	Asst. Maintenance Manager			
	Executive (Production /Plant/ Factory)			
Technical Executive				
Maintenance Executive				

FMM Salary, Benefits & Employment Conditions in the Manufacturing Sector 2022/2023

Job Title/ Position		AVERAGE Salary Scale /Range (RM)		Increment (%) (2022)	Minimum Qualification (Certificate/Diploma/ Advanced Diploma/Degree/Masters / PhD, Others)
		Minimum	Maximum		
EXECUTIVE					
Engineering	Chief Engineer / Engineering Manager				
	Electrical Engineer				
	Electronic Engineer				
	Mechanical Engineer				
	Production Engineer				
	Industrial Engineer				
	Test Engineer				
	Process Engineer				
	Technical Engineer				
	Product Engineer				
	Chemical Engineer				
	Project Engineer				
	Chemist				
	Quality Control / Quality Assurance	Senior QA Manager			
Senior Quality Control Manager					
Quality Assurance Manager					
Quality Control Manager					
Asst. Quality Assurance Manager					
Asst. Quality Control Manager					
Quality Assurance Engineer					
Quality Control Engineer					
Senior Quality Assurance Executive					
Senior Quality Control Executive					
Quality Assurance Executive					
Quality Control Executive					