Foreword

This year’s annual salary survey of the CIMA community in Sri Lanka highlighted another year of rapid career progression across all areas of a business and attractive salaries well above the country average.

93% of members and students express that the CIMA qualification created career opportunities and strengthened international employability, thus proving that there is still growing demand for professionally qualified management accountants who are focused on helping organisations – in both the public and private sectors - to develop strategies that are successful and sustainable in the long term.

Amid the continuing global economic uncertainty and dampened domestic demand, the Sri Lankan economy is forecast to grow by 6.3% in 2013 and 2014 and the survey show an ongoing trend towards greater employment stability with fewer concerns about falls in business profits, budget cuts or recruitment and salary freezes.

Ambition is a key driver for both members and students, 65% expressed how they want to develop their leadership skills and 63% expect to be in a different role within two years, of which just under half plan to move abroad to fulfil this ambition. However, there is still a considerable gender gap among members where on average women earn less than their male counterparts, something CIMA is working hard to address.

Overall, our members and students told us that they are heading for a dynamic future with promotion and attractive earnings packages on the horizon. On average, CIMA members are earning just under Rs.250,870 per month and students’ earnings are a healthy 4.5% above the national average.

Further, their confidence may well have been boosted by CIMA’s joint venture with the American Institute of Certified Public Accountants. The result of this alliance is a new global designation, the Chartered Global Management Accountant (CGMA). The CGMA designation is rapidly gaining globally acceptance as a mark of unparalleled excellence in business and financial management.

Bradley Emerson
Regional Director – Middle East, South Asia and North Africa
CIMA
Salary survey results

Sri Lanka average salary figures

In 2013, qualified CIMA members in Sri Lanka are earning on average Rs.219,381 in basic monthly salary plus Rs.20,742 in bonus payments, totalling Rs.240,123 per month.

Part qualified students in Sri Lanka are earning on average Rs.58,769 in basic monthly salary plus Rs.6,046 in bonus payments, totalling Rs.64,814.1

Salary satisfaction

Overall 62% of CIMA members and students are satisfied with their current salary. The figure is higher among Fellows (FCMAs) at 73% and Associate members (ACMAs) at 65%.

Students at the operational and management levels of the CIMA qualification report much higher salary satisfaction in 2013 (61%) than in 2012 (39%). However, decreased satisfaction among students at the T4 professional competence level and among qualified ACMAs and FCMAs has led to an overall reduction from 72% in 2012 to 62% this year.

Bonus is an important part of total salary

Bonus forms an important part of total monthly salary for more than one-half (62%) of members and students. The average monthly bonus payment among those who anticipate one is expected to be 15.3%. This average includes 29% who will receive a proportionately large bonus of 20% or more of basic monthly salary.

Substantial salary increases anticipated

CIMA members and students are very optimistic about personal salary rises over the next 12 months. 92% of members expect a pay rise at an average rate of 11.6%, and 96% of part qualified students expect to receive an average increase of 14.1%. In real terms these rises will be well above the price inflation forecast of 7.9%.2

Qualification boosts salary deals

Members and students in Sri Lanka are very positive about the benefits of the CIMA qualification on employability and salary. Three-quarters (75%) agree that the CIMA qualification strengthens their position in salary negotiations. The proportion rises to 83% among part qualified students. Furthermore, 93% agree that the CIMA qualification creates career opportunities and strengthens international employability, and 88% say that it widens career choice.

Figure 1: Monthly remuneration by CIMA level

\[\text{CIMA member FCMAs, CGMAs}\]
\[\text{Rs.429,826}\]
\[\text{Rs.195,376}\]
\[\text{Rs.66,403}\]
\[\text{Rs.75,610}\]
\[\text{Rs.50,671}\]

1 Figures may not sum due to rounding.
Salary patterns

Monthly remuneration by job role
Among part qualified students, those working as accountants earn Rs.69,519 per month in total salary and those working as finance/business analysts earn Rs.58,087. Those working as accounts assistants/executives earn Rs.38,723 per month.

Average total monthly salaries for qualified members are substantially higher, with finance managers earning Rs.180,651. Results indicate that CIMA members in very senior non-finance positions, such as CEO/MD, head or director of a non-accounting division, tend to earn in excess of Rs.300,000 per month.

Monthly remuneration by sector
The survey findings indicate that, at Rs.290,681, members working in the manufacturing and engineering sector earn 21% more than the national average of Rs.240,123 for CIMA members.

Figures suggest that students working in the banking sector earn 22% more than the national average. In contrast, average monthly salary in the accountancy sector is 33% lower than the national figure. This is because students tend to begin their career in an accountancy practice so they tend to be younger and with fewer years of relevant experience than those working in the banking sector.

Monthly remuneration by business size
The majority (69%) of members and students are employed in large businesses with 250 or more employees. On average, these large businesses pay 4.5% above the national averages for CIMA members (Rs.250,870) and students (Rs.67,792). The higher than average salaries can be explained by the greater availability of senior finance-related and non-finance roles available in large businesses.

Figure 2: Monthly remuneration by sector

<table>
<thead>
<tr>
<th></th>
<th>Basic salary</th>
<th>Bonus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sri Lanka - part qualified students</td>
<td>RM58,769</td>
<td>RM64,814</td>
<td>RM71,583</td>
</tr>
<tr>
<td>Banking</td>
<td>RM70,015</td>
<td>RM80,935</td>
<td>RM89,950</td>
</tr>
<tr>
<td>Manufacturing and engineering</td>
<td>RM64,575</td>
<td>RM64,575</td>
<td>RM64,575</td>
</tr>
<tr>
<td>Financial services</td>
<td>RM52,028</td>
<td>RM58,204</td>
<td>RM60,232</td>
</tr>
<tr>
<td>Accountancy</td>
<td>RM44,280</td>
<td>RM48,805</td>
<td>RM53,085</td>
</tr>
<tr>
<td>Manufacturing and engineering</td>
<td>RM240,123</td>
<td>RM240,123</td>
<td>RM240,123</td>
</tr>
<tr>
<td>ICT, technology and telecoms</td>
<td>RM247,404</td>
<td>RM247,404</td>
<td>RM247,404</td>
</tr>
<tr>
<td>Financial services</td>
<td>RM239,490</td>
<td>RM239,490</td>
<td>RM239,490</td>
</tr>
<tr>
<td>Banking</td>
<td>RM233,245</td>
<td>RM233,245</td>
<td>RM233,245</td>
</tr>
</tbody>
</table>

*Caution: Low base, under 30.
Lowest base: Manufacturing and engineering (23*)
Highest base: Financial services (28*)

Sri Lanka - qualified members

Manufacturing and engineering | RM265,859   | RM265,859 | RM265,859 |
ICT, technology and telecoms   | RM219,786   | RM219,786 | RM219,786 |
Financial services             | RM222,453   | RM222,453 | RM222,453 |
Banking                       | RM239,490   | RM239,490 | RM239,490 |

*Caution: Low base, under 30.
Lowest base: ICT, technology and telecoms (19*)
Highest base: Manufacturing and engineering (28*)
Business and the economy

Expectations for future pay and conditions

Amid continuing global economic uncertainty and dampened domestic demand, the Sri Lankan economy is forecast to grow by 6.3% in 2013 and by a similar percentage in 2014, lower than the 8% growth seen in 2010 and 2011. At the same time, inflation is set to remain at 7.9% in 2013, squeezing domestic incomes, although there have been dramatic improvements from the high double-digit inflation seen in 2007–2008.

The economic slowdown is leading to falls in expectations for key indicators, which have continued since 2011: increases in business profits (down from 52% in 2011 to 40% in 2013), salary increases (37% to 27%), staff recruitment (36% to 27%) and business investment (32% to 16%).

On the other hand, at 8%, the percentage of members and students anticipating job cuts remains low. Furthermore, although lower than in 2011, 40% anticipate an increase in the profitability of the business in which they work, and a similar percentage (42%) anticipate business process changes, perhaps as a response to the challenges faced.

Figure 2: Expectations for the business environment over the coming 12 months – selected indicators


4 Ibid.
Working conditions

Working hours
On average, Sri Lankan members and students work 46 hours per week. Two-fifths (39%) expect their working hours to increase over the coming 12 months, primarily due to career progression: taking on more responsibility was cited by 72%. Other contributory factors are understaffing/lack of resource (37%), company culture (36%) and company growth (35%).

Motivators at work
The key motivators at work for both members and students are flexibility/work-life balance (50%) and a good working environment (47%). A challenging workload (39%) and financial reward (35%) are other important drivers.

53% of part qualified students working in micro/small businesses mentioned training and development as their most prevalent motivator.5

5 Although this finding is based on the responses of only 24 students, it represents a statistically significant difference against the national total and against figures among those students working in medium or large businesses.

The CIMA qualification creates career opportunities me you

93% agree

The CIMA qualification strengthens my ability to move internationally with my career

93% agree

The CIMA qualification strengthens my ability to move across all areas of the business

88% agree

‘93% of members and students agree that the CIMA qualification strengthens their ability to move internationally with their career.’
Career plans

Seeking new opportunities

93% of members and students say that the CIMA qualification creates career opportunities and strengthens international employability. 88% say it widens career choice by enabling one to work across all areas of the business.

The mobility of CIMA members and students in Sri Lanka remains strong, with 96% expecting to be in a different role within three years’ time.

While around one-third (36%) see themselves in a senior finance-related role such as finance manager, financial director, financial controller, CFO, head of accounting/finance or self-employed practitioner, a similar proportion (30%) anticipate being in a very senior non-finance role such as CEO/MD, head, director or manager of a non-finance division.

Among those already working as a management accountant, 51% expect to progress to finance manager or CFO within the next three years.

Among all members and students, 29% are planning to find another job over the next six months and a total of 66% are planning to move job within the next two years. Of those, a high percentage (43%) plan to move abroad.

A global career

Among members and students who plan to seek employment abroad, Australia is by far the most frequently named destination, mentioned by 67%. The United Arab Emirates (34%), UK (21%), Qatar (20%), New Zealand (18%) and Singapore (18%) are also popular destinations for relocation.

Seeking an improved quality of life is cited as a reason by the vast majority (78%) of those wishing to relocate, along with an improved salary (71%), better employment opportunities (60%) and taking up a new position (57%). In addition, around one-half seek a stronger economy (50%) or want to experience a different culture (47%).
Building skill sets

Over the coming 12 months, two-thirds (65%) of part qualified students will be focusing on developing their leadership skills. A range of other skill sets are also important: communication skills (57%) and personal development skills such as time management (53%) are favoured by more than one-half of students. A similar proportion wish to develop their managerial skills, including decision making (54%) and strategic planning and implementation (47%), alongside more technical management accounting skills.

For qualified CIMA members, developing strong leadership skills (50%) and strategic planning and implementation (45%) are the leading priorities, underpinned by management accounting skills – risk management (40%) and decision making (36%). Interpersonal skills are also important, with 39% saying they wish to develop their relationship management skills, along with skills for developing others (34%), communication skills (32%), and persuading and influencing (29%).

Figure 3: Top skills that students and members wish to develop

<table>
<thead>
<tr>
<th>Part qualified students</th>
<th>Qualified members</th>
</tr>
</thead>
<tbody>
<tr>
<td>65% Leadership</td>
<td>50% Leadership</td>
</tr>
<tr>
<td>57% Communication</td>
<td>45% Strategic planning and implementation</td>
</tr>
<tr>
<td>54% Decision making</td>
<td>40% Risk management</td>
</tr>
<tr>
<td>53% Personal development</td>
<td>39% Relationship management</td>
</tr>
<tr>
<td>47% Strategic planning and implementation</td>
<td>36% Decision making</td>
</tr>
<tr>
<td>45% Problem solving</td>
<td>34% Skills for developing others</td>
</tr>
<tr>
<td>42% Risk management</td>
<td>34% Personal development</td>
</tr>
<tr>
<td>39% Financial reporting</td>
<td>32% Communication</td>
</tr>
<tr>
<td>37% Relationship management</td>
<td>29% Persuading and influencing</td>
</tr>
<tr>
<td>36% Data analysis</td>
<td>26% Project management</td>
</tr>
<tr>
<td></td>
<td>25% Change management</td>
</tr>
</tbody>
</table>
Appendix

<table>
<thead>
<tr>
<th>Sri Lanka</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>175</td>
<td>58,769</td>
<td>6,046</td>
<td>64,814</td>
<td>186</td>
<td>219,381</td>
<td>20,742</td>
<td>240,123</td>
</tr>
</tbody>
</table>

**Age**

<table>
<thead>
<tr>
<th>Age</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 25 years</td>
<td>48</td>
<td>33,026</td>
<td>3,218</td>
<td>36,244</td>
</tr>
<tr>
<td>25–34 years</td>
<td>105</td>
<td>62,487</td>
<td>6,600</td>
<td>69,086</td>
</tr>
<tr>
<td>35–44 years</td>
<td>20*</td>
<td>97,773</td>
<td>8,143</td>
<td>105,916</td>
</tr>
<tr>
<td>45+ years</td>
<td>2</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
</tbody>
</table>

**Age**

<table>
<thead>
<tr>
<th>Age</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 31 years</td>
<td>66</td>
<td>134,621</td>
<td>13,134</td>
<td>147,755</td>
</tr>
<tr>
<td>31–35 years</td>
<td>43</td>
<td>211,732</td>
<td>22,007</td>
<td>233,739</td>
</tr>
<tr>
<td>36–40 years</td>
<td>26*</td>
<td>243,570</td>
<td>17,133</td>
<td>260,703</td>
</tr>
<tr>
<td>41 years and over</td>
<td>51</td>
<td>316,983</td>
<td>32,183</td>
<td>349,166</td>
</tr>
</tbody>
</table>

**Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>112</td>
<td>66,477</td>
<td>6,689</td>
<td>73,166</td>
</tr>
<tr>
<td>Female</td>
<td>63</td>
<td>44,261</td>
<td>4,834</td>
<td>49,096</td>
</tr>
<tr>
<td></td>
<td>133</td>
<td>241,851</td>
<td>21,811</td>
<td>263,663</td>
</tr>
<tr>
<td></td>
<td>53</td>
<td>162,385</td>
<td>18,029</td>
<td>180,415</td>
</tr>
</tbody>
</table>

**Level**

<table>
<thead>
<tr>
<th>Level</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational/ Management</td>
<td>41</td>
<td>45,269</td>
<td>5,402</td>
<td>50,671</td>
</tr>
<tr>
<td>Strategic</td>
<td>52</td>
<td>69,038</td>
<td>6,572</td>
<td>75,610</td>
</tr>
<tr>
<td>T4 professional competence</td>
<td>82</td>
<td>60,610</td>
<td>5,794</td>
<td>66,403</td>
</tr>
<tr>
<td>Associate</td>
<td>153</td>
<td>178,922</td>
<td>16,455</td>
<td>195,376</td>
</tr>
<tr>
<td>Fellow</td>
<td>33</td>
<td>390,909</td>
<td>38,917</td>
<td>429,826</td>
</tr>
</tbody>
</table>

**Size of organisation**

<table>
<thead>
<tr>
<th>Size of organisation</th>
<th>Base</th>
<th>Basic salary (Rs. per month)</th>
<th>Bonus (Rs. per month)</th>
<th>Total package (Rs. per month)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro/small (1–50 employees)</td>
<td>24*</td>
<td>43,791</td>
<td>3,715</td>
<td>47,506</td>
</tr>
<tr>
<td>Medium (50–249 employees)</td>
<td>30</td>
<td>63,318</td>
<td>3,150</td>
<td>66,468</td>
</tr>
<tr>
<td>All Large (250+ employees)</td>
<td>121</td>
<td>60,600</td>
<td>7,192</td>
<td>67,792</td>
</tr>
<tr>
<td>250–999</td>
<td>31</td>
<td>58,983</td>
<td>8,320</td>
<td>67,303</td>
</tr>
<tr>
<td>1,000–9,999</td>
<td>62</td>
<td>62,418</td>
<td>7,639</td>
<td>70,057</td>
</tr>
<tr>
<td>10,000 or more</td>
<td>28</td>
<td>58,292</td>
<td>4,975</td>
<td>63,267</td>
</tr>
</tbody>
</table>

*Caution: Low base, under 30. **Figures may not sum due to rounding. *** Data unavailable due to low base numbers.
<table>
<thead>
<tr>
<th></th>
<th>Part qualified students</th>
<th>Qualified members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Base</td>
<td>Basic salary (Rs. per month)</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>175</td>
<td>58,769</td>
</tr>
<tr>
<td>Experience since enrolling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 2 years</td>
<td>43</td>
<td>32,856</td>
</tr>
<tr>
<td>2–5 years</td>
<td>51</td>
<td>57,579</td>
</tr>
<tr>
<td>5 years plus</td>
<td>42</td>
<td>86,136</td>
</tr>
<tr>
<td>Experience since qualifying</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>24*</td>
<td>104,870</td>
</tr>
<tr>
<td>1–3 years</td>
<td>36</td>
<td>127,917</td>
</tr>
<tr>
<td>4–5 years</td>
<td>34</td>
<td>175,208</td>
</tr>
<tr>
<td>6–9 years</td>
<td>32</td>
<td>242,699</td>
</tr>
<tr>
<td>10–19 years</td>
<td>42</td>
<td>300,015</td>
</tr>
<tr>
<td>20+ years</td>
<td>18*</td>
<td>391,257</td>
</tr>
<tr>
<td>Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountancy</td>
<td>27*</td>
<td>44,280</td>
</tr>
<tr>
<td>Banking</td>
<td>26*</td>
<td>70,015</td>
</tr>
<tr>
<td>Financial services</td>
<td>28*</td>
<td>52,028</td>
</tr>
<tr>
<td>ICT, technology and telecoms</td>
<td>13*</td>
<td>***</td>
</tr>
<tr>
<td>Manufacturing and engineering</td>
<td>23*</td>
<td>60,737</td>
</tr>
<tr>
<td>Job role</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountant</td>
<td>21*</td>
<td>64,796</td>
</tr>
<tr>
<td>Accounts assistant/ executive</td>
<td>31</td>
<td>35,746</td>
</tr>
<tr>
<td>Financial analyst/business analyst</td>
<td>25*</td>
<td>54,653</td>
</tr>
<tr>
<td>Finance manager</td>
<td>8*</td>
<td>***</td>
</tr>
<tr>
<td>Manager (other than finance)</td>
<td>13*</td>
<td>***</td>
</tr>
</tbody>
</table>

*Caution: Low base, under 30. **Figures may not sum due to rounding. *** Data unavailable due to low base numbers.
Technical information

Survey responses were collected by CIMA among active qualified members and part qualified students between 25 April and 19 May 2013, via an online survey. The data was analysed and reported by an independent specialist consultancy.

Approximately 25,000 qualified members and just over 21,000 part qualified students and were selected and invited to participate in the international study, which covers 23 markets in total. Within the study period 6,039 responded internationally, including 361 from Sri Lanka.

The response data presented in this report has been weighted to reflect the profile of CIMA qualified members and part qualified students by market and level of study. All base numbers quoted in figures report the unweighted base; i.e. the number of responses.

Further information

For further information on technical matters relating to this survey, contact yourvoice@cimaglobal.com

For further country specific analysis and reports, visit CIMA MY JOBS at http://myjobs.cimaglobal.com

Acknowledgements

This research was conducted by CIMA in conjunction with Spotlight Market Research & Editing. The Chartered Institute of Management Accountants is a Market Research Society Company Partner. Both CIMA and Spotlight abide by the Market Research Society’s Code of Conduct and the Data Protection Act.