

# **SALARY SURVEY 2020**

## **GREATER CHINA & SOUTH EAST ASIA**



**“ WE ARE POWERING  
PEOPLE AND  
ORGANISATIONS TO  
FULFIL THEIR UNIQUE  
POTENTIAL. ”**

# WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,  
CHIEF EXECUTIVE OFFICER**

Since opening our doors over 30 years ago, people have been at the heart of everything we do, from the jobseeker to the hiring manager and those who bring them together. As a market-leading global recruitment group, we see our role as that of a trusted advisor – helping our candidates and clients to build fulfilling careers and grow effective teams both now and into the future.

As we continue to grow internationally, we remain committed to our founding principles: a strong team-based culture that puts clients and candidates first, a passion for quality in all that we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve.

These values lead us to prioritise building long-term relationships – we advise and consult but never force people into making decisions that aren't right for their business or career goals. We believe that our consultative approach sets us apart from the competition and continues to cement our reputation as a recruiter of choice, trusted by the world's leading organisations and professionals.

In addition, we are experts in the disciplines we recruit for, enabling us to provide our clients and candidates with quality insights into hiring and salary trends. Our regional Salary Surveys are designed to help you make informed hiring decisions and salary negotiations. If you would like to discuss these topics further, please don't hesitate to contact your local Robert Walters office listed in the back of this book.

## **Robert Walters**

CEO

Robert Walters Group

**69%**

OF OUR BUSINESS  
IS FOCUSED ON  
PERMANENT  
RECRUITMENT, 31%  
ON CONTRACT

---

# GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



# 31

**WE RECRUIT  
ACROSS 31  
COUNTRIES  
GLOBALLY**

---

AUSTRALIA

BELGIUM

BRAZIL

CANADA

CHILE

CHINA

CZECH REPUBLIC

FRANCE

GERMANY

HONG KONG

INDIA

INDONESIA

IRELAND

JAPAN

LUXEMBOURG

MALAYSIA

MEXICO

NETHERLANDS

NEW ZEALAND

PHILIPPINES

PORTUGAL

SINGAPORE

SOUTH AFRICA

SOUTH KOREA

SPAIN

SWITZERLAND

TAIWAN

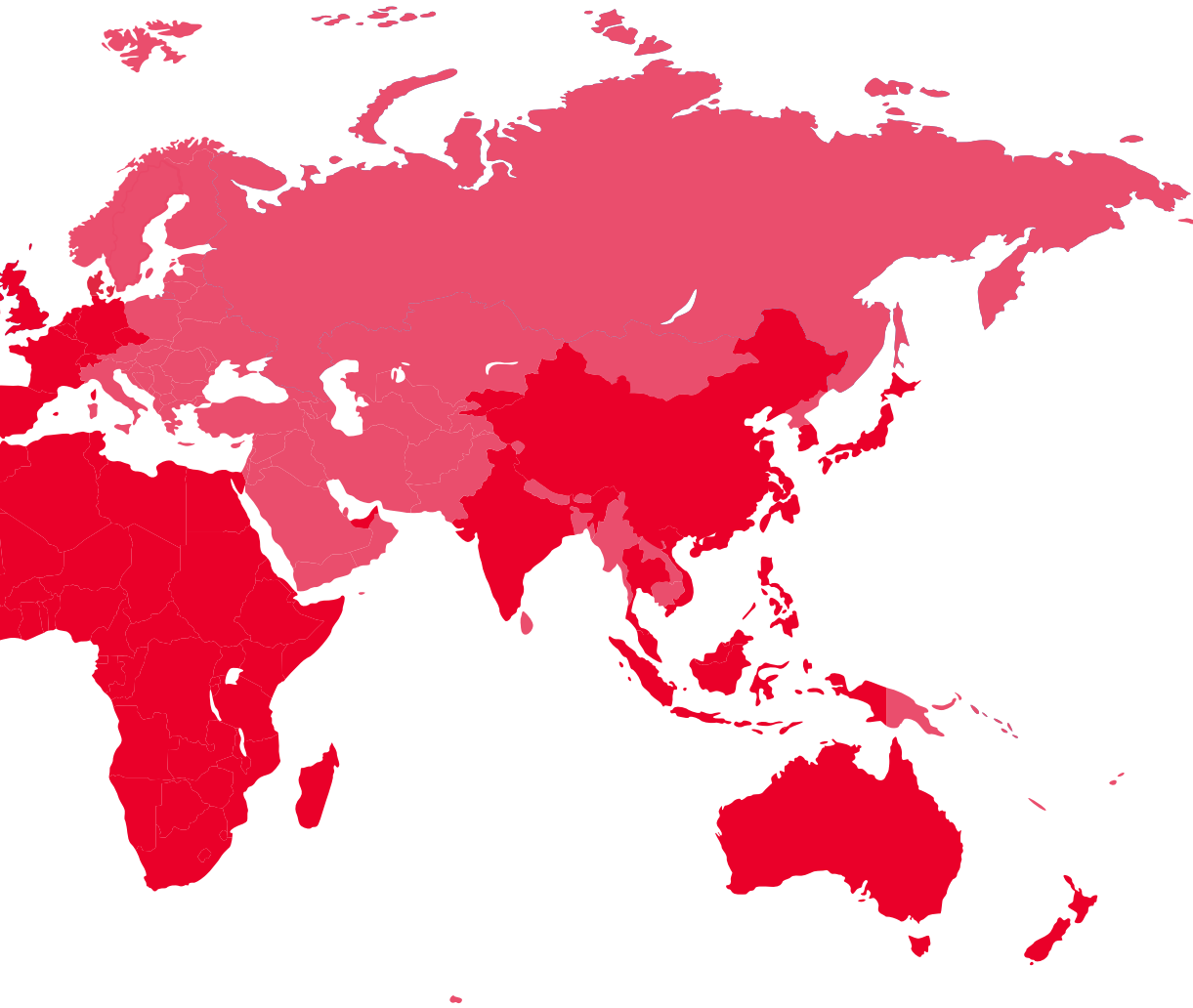
THAILAND

UAE

UK

USA

VIETNAM



---

## DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting [www.robertwalters.com/salary-survey](http://www.robertwalters.com/salary-survey)



## OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

### OUR CORE DISCIPLINES INCLUDE:

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology

### WHAT MAKES US DIFFERENT?

#### Bespoke, consultative service

---

##### 1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

---

##### 2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters is our preferred recruitment partner. They are able to identify talent that we would not have been able to find or engage with ourselves.

Razmig Hovaghimian,  
Founder & CEO,  
Hoodline, USA

”

“ Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I've enjoyed my experience working with Robert Walters over the last 10 years.

Atul Gaur, HR Director,  
L'Oréal, Singapore and  
Malaysia

”

“ Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I'd recommend using Robert Walters to any prospective organisation.

Shaq Mohajerani, Head  
of Development, Hanwha  
Energy, Australia

”

---

### 3. No individual commission

We operate a team-based profit-share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

---

### 4. Our people and culture

We promote long-term, international careers, which helps us to retain our top people, providing continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 22 years.

---

### 5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with an in-house innovation team which tests and trials the latest recruitment technologies.

---

### 6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long term and maintain our presence, even in tough times.

---

### 7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

# CONTENTS

## INTRODUCTION

Global Trends .....	10
Regional Trends .....	12

## REGIONAL OVERVIEWS

Australia & New Zealand .....	14
Greater China .....	16
Japan & South Korea .....	18
South East Asia .....	20
Europe .....	22
Middle East & Africa .....	24
US & Canada .....	26
Latin America .....	28

## MAINLAND CHINA

OVERVIEW .....	32
Tech & Transformation .....	34
Accounting & Finance .....	39
Healthcare .....	44
Human Resources .....	48
Operations & Engineering .....	53
Sales & Marketing .....	61
Supply Chain & Procurement .....	68

## HONG KONG

OVERVIEW .....	72
Financial Services .....	74
Tech & Transformation .....	81
Human Resources .....	86
Accounting & Finance .....	88
Legal & Compliance .....	90
Sales & Marketing .....	93
Secretarial & Business Support .....	98
Supply Chain, Procurement & Logistics .....	100

## INDONESIA

OVERVIEW .....	102
Tech & Transformation .....	104
Accounting & Finance .....	106
Banking & Financial Services .....	108
Human Resources .....	112
Legal .....	114
Sales & Marketing .....	116
Supply Chain, Procurement & Manufacturing .....	118

## MALAYSIA

OVERVIEW .....	120
Accounting & Finance .....	122
Banking & Financial Services .....	125
Engineering .....	129
Human Resources .....	132
Legal & Corporate Secretarial .....	134
Sales & Marketing .....	136
Supply Chain, Procurement & Logistics .....	139
Tech & Transformation .....	141

## PHILIPPINES

OVERVIEW .....	146
Tech & Transformation .....	148
Accounting & Finance .....	150
Banking & Financial Services .....	152
Human Resources .....	154
Sales & Marketing .....	156
Supply Chain, Procurement & Logistics .....	158

## SINGAPORE

OVERVIEW .....	160
Tech & Transformation .....	162
Accounting & Finance .....	166
Banking & Financial Services .....	168
Human Resources .....	174
Legal .....	177
Sales & Marketing .....	179
Supply Chain, Procurement & Logistics .....	184

## TAIWAN

OVERVIEW .....	186
Tech & Transformation .....	188
Accounting & Finance .....	190
Banking & Financial Services .....	192
Healthcare .....	194
Human Resources .....	196
Sales & Marketing .....	198
Supply Chain, Procurement & Logistics .....	200



## THAILAND

OVERVIEW .....	202
Accounting & Finance .....	204
Banking & Financial Services .....	207
Engineering & Manufacturing .....	210
Human Resources .....	213
Legal .....	216
Sales & Marketing .....	218
Supply Chain & Procurement .....	222
Tech & Transformation.....	225

## VIETNAM

OVERVIEW .....	228
Accounting & Finance .....	230
Engineering & Manufacturing .....	232
Human Resources .....	234
Legal .....	236
Sales & Marketing .....	238
Supply Chain, Procurement & Logistics .....	242
Tech & Transformation.....	244



# DOWNLOAD OUR SALARY SURVEYS


## DOWNLOAD OUR SALARY SURVEY BOOKS

Drawing on our local knowledge and expertise across six continents we've produced a series of books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting

[www.robertwalters.com/salary-survey](http://www.robertwalters.com/salary-survey)



“ WELCOME TO THE 21ST  
EDITION OF THE GLOBAL  
SALARY SURVEY PROVIDING  
CREDIBLE INSIGHT INTO  
HIRING AND SALARY TRENDS  
WORLDWIDE. ”

---



## ABOUT THE SALARY SURVEY

Welcome to the 21st edition of the annual Robert Walters Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2019, and our predictions for the year ahead.

### GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.

# GLOBAL TRENDS

## GLOBAL OVERVIEW

Overall the global hiring market was active in 2019 despite widespread economic and political uncertainty. Demand for specialist technology skill sets as well as risk, regulatory and compliance professionals led to candidate shortages in many markets.

Across Europe, we saw demand for talent outstripping supply as businesses continued to hire. In France, the recruitment market performed well in 2019 despite employers pausing hiring activity during times of difficulty such as the yellow vests (gilets jaunes) protests.

Belgium experienced strong economic growth in 2019, which led to an active hiring market and widespread talent shortages. Across the border in Germany, hiring was buoyant as traditional Mittelstand companies focused on digitalisation and foreign companies grew their presence. Similarly, in the Netherlands, a strong economy and an exceptionally low unemployment rate led to candidate shortages across all disciplines.

In Spain, hiring activity was high in the first half of 2019 but reduced in the

second half due to uncertainty caused by the US-China trade war, Brexit and the difficulty of building a stable government in Spain.

Brexit continued to dominate the headlines in the UK, impacting hiring in many sectors; however, there were pockets of hiring activity across technology, fintech, property and professional services.

In the Middle East, recruitment activity was high for most of 2019. Nationalisation remains a key priority in the UAE and Saudi Arabia, leading to local talent shortages, wage inflation and nationals moving roles more frequently. We saw similar trends across Africa as companies sought to adhere to government nationalisation policies.

Throughout Greater China, the local market outlook became increasingly uncertain in the latter half of 2019, with the US-China trade war weighing heavily on sentiment. Candidates became harder to source as professionals proved reluctant to change roles in uncertain market conditions. We also saw manufacturers taking action to avoid US tariffs by

moving specific aspects of production out of Mainland China to locations such as Taiwan and South East Asia, which impacted hiring.

South East Asia experienced a predominantly buoyant hiring market in 2019, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Demand for 'glocal' talent – professionals with a strong understanding of both global business practices and local cultural mindsets – continued as more businesses internationalised.

In Japan, acute talent shortages continued due to the nation's declining and ageing population as well as high demand for bilingual professionals with international expertise. Companies specialising in cloud computing, AI,

“

As top talent prioritise keeping their skills up to date, we recommend employers offer clear learning and development opportunities to attract in-demand professionals.

”

future mobility and smart factories increased hiring in 2019 in preparation for the rollout of 5G in 2020.

In Australia and New Zealand, the economic environment looks set to prevent any widespread jobs and salary growth in the near to mid-future. The exceptions will be in sectors where demand outstrips supply – most notably in technology, financial services and infrastructure.

## KEY TRENDS

### Acute tech talent shortages

Across most markets the demand for technology professionals with specialist skill sets will continue to outstrip supply in 2020. Digital transformations are continuing apace across many industries in China, Hong Kong, Australia and New Zealand, so in 2020 we expect to see employers vying for professionals with expertise in AI, big data, UX, development and cyber security.

Digital experts, data scientists and cyber security specialists will also be in high demand across Brazil, Chile and Mexico as companies migrate their businesses online and deal with the extra security challenges this presents. In San Francisco, companies will struggle to hire software and machine learning engineering specialists due to a shortage of qualified professionals.

### Demand for risk and compliance skill sets

As regulatory requirements evolve alongside digitalisation, companies are seeking professionals with expertise in risk, compliance and audit. South East Asia saw strong demand for

these skill sets within the banking and financial services sector as businesses sought to adhere to new regulations and guidelines set by their central banks. Japan continued to strengthen its financial regulations and companies faced greater scrutiny over their handling of personal data, leading to high demand for audit, risk and compliance professionals. In the Netherlands, salaries for compliance, regulatory reporting and risk management specialists are expected to rise in 2020 due to extreme talent shortages.

### Advice to employers

In order to secure top talent with specialist skill sets we recommend employers run swift and efficient recruitment processes, ensuring offers are made in a timely manner. As in-demand professionals consider moving roles they will focus on more than the salary on offer – they are keenly aware of the need to keep their specialist skills up to date, so we recommend businesses offer clear learning and development opportunities to attract the best talent on the market.



IN 2020 WE EXPECT TO SEE EMPLOYERS VYING FOR TALENT WITH EXPERTISE IN AI, BIG DATA, UX, DEVELOPMENT AND CYBER SECURITY.



# REGIONAL TRENDS

With our presence spanning 31 countries across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2019 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Greater China
- Japan & South Korea
- South East Asia
- Europe
- Middle East & Africa
- US & Canada
- Latin America



**THE GROUP'S INTERNATIONAL NETWORK OF OFFICES SPANS 31 COUNTRIES AND SIX CONTINENTS ENABLING US TO MEET THE DEMANDS OF CLIENTS AND CANDIDATES WHOSE NEEDS EXTEND BEYOND LOCAL MARKETS**



# AUSTRALIA & NEW ZEALAND

## INTRODUCTION

The prevailing global and local economic headwinds look set to prevent any widespread jobs and salary growth in the near to mid future. That said, in the Australia and New Zealand markets, 2020 offers some reasons for cautious optimism, as we anticipate salary growth in selected sectors where there is high demand and limited supply — most notably in technology, financial services and infrastructure.

## BRIGHT FUTURE FOR TECH SPECIALISTS

Technology transformations are continuing unabated across every industry in Australia and New Zealand. As a result, 2020 will see employers vying for professionals with expertise in development, UX, data management

and cyber security. For professionals with these more niche skill sets, we anticipate further salary increases and premium rates for contractors.

Concerns about widespread unemployment due to automation and artificial intelligence have, so far, proved unfounded. In 2020, we expect some transactional roles to become obsolete, but new technology jobs will be created in areas such as design, programming and analysis.

## REPAIR JOBS AT THE BANKS

In the wake of Australia's recent Royal Commission, financial institutions are under enormous pressure from regulators, legislators, government, media and their customers. The result is an unprecedented focus on risk,

## Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Christchurch
- Melbourne
- Perth
- Sydney
- Wellington

remediation and compliance projects across the banking, financial services and insurance sectors — on both sides of the Tasman. Experienced professionals who can deliver these



massive programs are relatively scarce, and so demand (and salaries) are likely to remain high.

## CAUTIOUS GROWTH IN INFRASTRUCTURE

Australia and New Zealand will remain committed to long-term nation-building programs throughout 2020. Investment in traditional infrastructure projects such as transport, health and education will continue to stimulate demand for civil engineers and project managers, as well as professionals in ancillary sectors. And while the emerging renewables sector is showing signs of promise, and the creation of some new jobs, uncertainty may linger until the Australian Government articulates a more comprehensive energy policy.

## ADVICE FOR EMPLOYERS

Where skills shortages exist, hiring managers have much to do in 2020. Money talks, of course, but high salaries and premium rates may not be enough to entice specialists to join your organisation. Apart from flexible working, which remains a high priority for many, professionals are acutely aware of the need to keep their specialist skills up-to-date, so employers who can offer cutting-edge projects and substantial personal development opportunities will be those who attract and retain the best talent.

'Potential' should be the watchword for many employers in 2020. During selection processes, employers should remain open-minded when candidates are a good cultural fit but short on technical experience. A comprehensive learning and development strategy can help plug technical gaps, whilst also

helping to ease the disconnect between skills that the next generation of talent are being taught and what businesses need.

“

In 2020, we anticipate salary growth in selected sectors of high demand and limited supply, most notably in technology, financial services and infrastructure.

”

## ADVICE FOR CANDIDATES

2020 will be a year of opportunity for professionals with skills in the aforementioned areas of high demand and short supply. Approaches and offers from prospective employers are likely to be common, but our advice to these individuals is that not every job is equal. Do your research about possible employers, know what your market value is, and remember that in a fast-moving jobs market this golden moment may not last long. In 2020, we recommend that in-demand specialists seize the day.

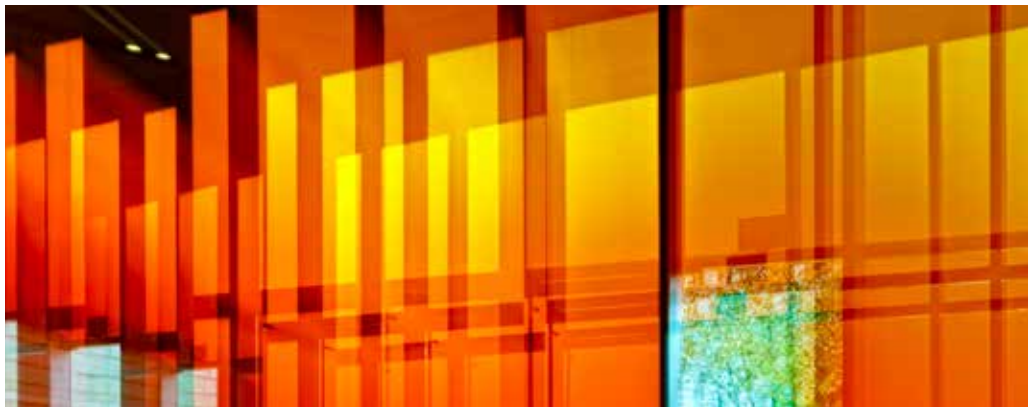
## POLITICAL LANDSCAPE IN 2020

While the outcome of New Zealand's 2020 general election currently appears

too close to call, we can predict two possible knock-on effects. First, many employers are likely to wait until after the election before embarking upon any major hiring campaigns. Second, the jobs market in Wellington will be dominated by contract and contingent roles until after the election result is known.

In Australia, 2020 will see local elections in Queensland and the Australian Capital Territory. Enterprise employers in these states may see elections as an opportunity to gain an advantage over their competitors. Aggressive hiring campaigns in areas of skills shortages during election season could yield a windfall of talent, as many other employers may have scaled down their recruitment activity.

Both the Australian and New Zealand governments are currently tightening immigration restrictions. For many employers, this means that their best chance of hiring overseas talent in 2020 will be to work with a recruitment partner who can offer access to an international talent network as well as expert, up-to-the-minute skilled migration advice and support.





# GREATER CHINA

## GREATER CHINA

The global economy and local market outlook became increasingly uncertain in the second half of 2019, with the impact of the US-China trade war continuing to weigh on sentiment, particularly in Hong Kong and Mainland China.

Despite the risks, we saw demand for candidates in key growth areas. The technology industry was one of the fastest-growing markets across Greater China and, because of the innovative and highly skilled nature of the industry, there was an ongoing shortage of suitably qualified candidates. Employers found talent harder to source, as professionals were reluctant to switch roles because of the uncertainty caused by changing market conditions.

## MAINLAND CHINA

The impact of lingering economic trade frictions and market uncertainties put pressure on the job market in 2019. The slowdown in hiring was more apparent in the manufacturing sector where companies are trying to avoid tariffs by moving specific aspects of production out of Mainland China.

Organisations in the region took steps to adapt by adding value to their existing products and considering expansion into international markets through free trade zones and the Belt and Road initiative. This drove demand for candidates with strong technical skills, solid business development capabilities and international work experience. Despite relatively slower growth, the country continues to strengthen its digital transformation

## Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

capabilities, through initiatives such as the development of Shenzhen as a hi-tech model city. Technology will remain a growth sector with employers looking to secure experienced professionals in R&D, big data and artificial intelligence.

In 2020, we expect both candidates and hiring managers to remain cautious due to uncertain market conditions.

While the total number of jobs may decline, demand is expected to continue for highly skilled professionals.

## HONG KONG

With ongoing political and economic uncertainty, Hong Kong has faced a challenging period in 2019, from trade and tourism to consumer sentiment and capital markets. Nevertheless, it retains its appeal to companies as a global business and finance hub.

In 2019, financial services firms took a relatively cautious approach to hiring, with the exception of virtual banking and fintech. With the issue of eight virtual banking licences, the demand for specialists ranging from C-level to managers has been on the rise in all areas of finance, legal, technology and risk and compliance, as well as operational and HR roles. This has been the backbone of financial services hiring over the last 12 months and we expect to see strong growth in this area in 2020.

Organisations across a range of different industries will continue their digital transformations, leading to sustained demand for analytics, big data, DevOps and digital specialists. At the same time, we have seen a noticeable shift towards contract hiring as businesses looked to build an agile workforce that can adapt to the fluid economic conditions. We expect this trend to continue in 2020.

## TAIWAN

Taiwan started 2019 with better-than-expected economic growth, resulting in buoyant hiring levels across several industries, including technology, FMCG and healthcare.

Towards the second half of the year, export-oriented companies became more conservative in their operations due to the US-China trade war. We saw manufacturers and electronics companies reshoring some production

“

There is an atmosphere of cautiousness across the region and the outcome of the US-China trade war will play a determining role in the market and employment conditions in 2020.

”

lines from Mainland China to other regions in Asia, including Taiwan. The inflow of investment has driven demand for technology and software talent. At the same time, there is continuous demand for engineering specialists within renewable energy industries. Compensation is expected to be steady, with levels set on a case-by-case basis, depending on individuals' expertise and performance.

## OUTLOOK FOR 2020

Demand for specialists is likely to continue in 2020, despite the uncertain economic situation. With skills shortages likely to be exacerbated, companies are expected to place greater emphasis on retention strategies. Moderate salary rises are anticipated across Greater China, and companies are advised to promote clear career development and smart workplace policies like flexible working, which are increasingly valued by employees.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in a changing job market. In-demand professions and specialist roles will continue to command premiums and yield lucrative new opportunities, but general salary inflation will be subject to, and defined by, the outcome of the variable macroeconomic conditions.





## JAPAN & SOUTH KOREA

### JAPAN

Despite global economic and geopolitical uncertainty, demand for talent far outstripped supply in 2019 with a job openings-to-applicants ratio of 1.6 to 1. Japan's labour shortages continued unabated due to its declining and ageing population, as well as increased demand for talent with English-language skills and international expertise. Both foreign-affiliated firms and Japanese companies operating internationally are driving this demand for bilingual talent with international or global business exposure. Other businesses operating locally, such as transport networks, retailers, hotels and service and entertainment companies, are beginning to follow suit.

Companies specialising in cloud computing, artificial intelligence (AI),

mobility (connected cars and autonomous driving), smart factories and medtech increased hiring in 2019 in preparation for the rollout of 5G in 2020. In addition, the digital sector has seen strong growth in smartphone payment services, with many new offerings launching in quick succession. As a result, talented individuals have flocked to the industry, including candidates with financial backgrounds, app developers, security experts and other professionals able to draw from a diverse range of experience and skills.

The medical industry continues to hire in order to keep pace with Japan's ageing population, with life sciences specialists in particularly high demand. Medical device firms and pharmaceutical companies are searching for professionals specialising

### Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

in central nervous system disorders, and oncology and regenerative medicine. Following Japan's interest in the 100-year lifespan concept, which focuses on positive longevity, hiring has increased at manufacturers producing ingredients for dietary supplements and organic food products.

In 2019, Japan continued to strengthen its financial regulations following several high-profile incidents involving

cryptocurrencies and smartphone payment fraud. Similarly, companies are under increased scrutiny regarding their collection and usage of personal data, which requires compliance with the Personal Information Protection Law. Both these things have led to increased demand for cyber security, audit, risk and compliance professionals.

In 2020, legislation designed to ensure equal pay for equal work will come into force. This will give those in part-time and temporary work more stable employment conditions, an uplift in wages and an increase in opportunities to receive full-time employment. On the employer side, we expect to see companies utilising contractors even more as they seek to secure specialised talent at short notice in order to launch new projects or move into new markets.

## **SOUTH KOREA**

With the implementation of the 52-hour workweek, another rise in the minimum wage and prolonged US-China trade tensions, foreign direct investment (FDI) in Korea declined in the first half of 2019 compared to 2018. Despite this, FDI in the first half of 2019 actually surpassed the 10-year average, indicating that general upward movement continues.

In 2019, the Korean government invested heavily in the biotechnology sector, along with future mobility (autonomous and electric vehicles) and renewable energy, to lead the country's economic growth into the future. As a result, the biotechnology industry drew exceptional attention from foreign investors in 2019, with demand for highly skilled talent in this potentially

high-growth field remaining strong. In addition, the rapid growth of the biotechnology industry has expanded the market for analytical devices and diagnostics, leading to increased hiring in these areas.

“

Both foreign-affiliated firms and Japanese companies operating internationally are driving demand for bilingual talent with overseas experience.

”

Competition for technology specialists continued to intensify with the development of new business models converging IT and healthcare, as well as across-the-board digitalisation of many industries including retail, logistics, manufacturing and finance. Demand for new technology skills remains strong in the manufacturing sector, where a

transition to smart factories is taking place as part of the Fourth Industrial Revolution. Whereas manufacturers of internal-combustion engine vehicles experienced a decline against a backdrop of poor business performance in South Korea, the autonomous and electric car industries continued to boom. With that, the demand for bilingual data scientists, deep learning engineers and autonomous system platform specialists in the manufacturing field will continue in 2020.

Turning to new and renewable energy, the Korean government has announced the 'Renewable Energy 3020 Implementation Plan', with the goal of producing 20% of the country's energy from renewable sources by 2030. With the accelerated introduction of infrastructure for solar, wind and hydroelectric power generation, the demand for top talent in these areas is growing steadily.





# SOUTH EAST ASIA

## A SOLID GROWTH TRAJECTORY

In 2019, hiring activity in South East Asia was predominantly buoyant, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Elections in the first half of the year saw businesses take a more conservative approach to hiring, but activity recovered in the latter half of 2019. In Malaysia and Singapore, hiring showed steady signs of growth, with robust activity in technology.

Across the region, technology and transformation remains a major focus for businesses, which is in turn shaping hiring trends.

## KEY HIRING TRENDS

### Hybrid skill sets sought after

As companies continue their digitalisation journeys, hiring managers are looking for experienced technology professionals with hybrid skill sets. Specifically, they are seeking mid-level and senior managers who can help their teams navigate change and ensure the successful adoption of new technologies.

Outside of the technology function, employers are seeking professionals with the ability to leverage new technology within their work to drive the business forward. For example, HR professionals who are well-versed in workforce analytics and finance professionals with expertise in business intelligence are increasingly in demand.

### Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

Across the board, there is strong demand for professionals who are able to apply their technical expertise to a broader commercial context that positions the organisation for growth. 'Glocal' talent, or professionals who have a good understanding of both global and local cultures and mindsets, are also in demand as businesses continue to internationalise.

## Risk and compliance professionals in demand

Regulatory requirements and guidelines across the region have evolved alongside digitalisation. This has resulted in strong demand for risk and compliance professionals as businesses within the banking and financial services sector seek to align themselves with new regulations and guidelines set by their central banks.

As digital banking, fintech and online payment solutions continue to grow, so does the demand for risk, compliance and legal talent with specialist knowledge in technology.

## Manufacturing growth drives hiring activity

The manufacturing industries in Thailand and Vietnam saw healthy growth in 2019, driven by a multitude of factors, including the Eastern Economic Corridor project in Thailand, the establishment of free trade agreements in Vietnam and growing external confidence in these markets. The US-China trade war also played a part as manufacturers and electronics companies moved some production lines from Mainland China to South East Asia to avoid tariffs.

This has spurred demand for professionals within the industry across key functions, such as human resources, accounting & finance, engineering, supply chain & procurement and logistics.

## HIRING TOP TALENT

Broadly speaking, demand outstrips the supply of well-rounded talent who demonstrate strong expertise in their own field, the ability to leverage new technologies to drive efficiencies in their own work and a commercial mindset. As such, forward-thinking employers are starting to emphasise potential and transferrable skill sets over market

“ Across functions, employers are seeking professionals with the ability to apply their technical expertise to a broader commercial context. ”

sector experience. For instance, businesses in fast-moving consumer goods (FMCG) are starting to hire technology talent from other industries such as financial services or retail.

The talented, modern jobseeker is looking for fresh challenges and the opportunity to deliver value to a business through their role. To secure and retain top professionals, hiring managers will need to show

a commitment to learning and development, while also demonstrating how the role contributes to the wider organisation.

To meet the need for ‘glocal’ talent, we encourage employers to search internationally, thereby tapping into the pool of local professionals based overseas. Organisations in the region have found high-quality local talent with niche skill sets and international expertise via our ‘Return Home’ campaigns – [Pulang Kampung](#) (Indonesia), [Balik Bayan](#) (Philippines), [Balik Kampung](#) (Singapore) and [Come Home Phở Good](#) (Vietnam).

## LOOKING AHEAD

Global events like the US-China trade war may negatively influence hiring activity in specific industries and markets, but overall, we expect healthy levels of hiring across the region. Digitalisation will continue to build momentum and be a major driver of hiring trends in the coming year, and there will be growing demand for well-rounded, ‘glocal’ professionals, particularly for both mid-level and senior positions.





# EUROPE

## 2019

Despite much publicised economic and political uncertainty across Europe, businesses continued to recruit in 2019.

In France, businesses adopted a “stop-and-go” approach to hiring. Concerns about the economy and the yellow vests (gilets jaunes) protests meant companies were quick to stop recruitment activity in times of distress. However, in general the recruitment market performed well in 2019 as companies had to make up for talent shortages in all sectors. Real estate and construction were particularly busy as Paris geared up for the 2024 Olympic Games and worked on delivering the Greater Paris project.

The Dutch economy was in great shape in 2019. The unemployment

rate was at an all-time low, resulting in increased scarcity of candidates across all disciplines, especially at the junior and mid levels. In a market where candidates were calling the shots, employers were forced to act fast to secure the best candidates. To overcome candidate shortages companies hired more expats, from countries both within and outside the EU, such as Turkey and South Africa.

Belgium continued to benefit from strong economic growth in 2019, which led to a busy hiring market. However, businesses were still constrained by widespread candidate shortages. This resulted in companies hiring permanent staff more quickly than in previous years whilst increasing interim recruitment in the fields of finance and project management.

### Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom

While the UK was defined by a year of political and economic instability due to Brexit, the hiring market performed better than anticipated. There were pockets of hiring activity within sectors that received



notable VC funding such as technology and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

In 2019 there was a lot of negative press in Germany concerning the economic environment, political uncertainty and difficulties within the automotive industry. However, these stories did not lead to a slowdown in hiring. The professional skills shortage across finance, legal, technology and digital marketing showed no sign of abating and the market remained busy as traditional Mittelstand companies focused on digitalisation and international businesses grew their footprints in Germany.

Hiring activity in Spain was very high in the first half of the year as the strength of the economy facilitated growth. Businesses in the technology, automation, renewable energy, construction, chemical, pharmaceutical and tourism sectors were busiest. The second half of the year saw a reduction in hiring activity as commercial conflicts surrounding the USA and China, the UK's exit from the European Union and the difficulty of building a stable government in Spain reduced the appetite for hiring.

## 2020

It's very hard to predict what the European hiring market will look like in 2020 due to the unknown outcome of Brexit (at the time of writing) and ongoing economic and political uncertainty. However, we are confident that widespread candidate shortages will continue, resulting in demand for skilled professionals.

Recruitment has become less cyclical than it once was as business leaders have realised the value of being quick to adapt to market conditions, whilst remaining right-sized in order to take advantage of future growth.

In Belgium, we expect businesses will continue to expand in 2020. As a result, we will see an increase in demand for support professionals in HR, marketing, administration and supply chain. Like previous years, support staff with strong language capabilities in Dutch, French and English will be highly desirable.

The French hiring market is expected to remain relatively strong. For the first time in years the unemployment rate has fallen, causing further candidate shortages. As a result, companies will place greater emphasis on staff retention and succession planning.

In Spain, the technology sector will continue to be one of the biggest drivers of hiring. The focus on digital transformation is set to increase, which will lead to businesses recruiting specialist technology professionals. These professionals will need to have strong communication skills in order to work effectively and efficiently with departments outside of technology.

Whatever the outcome of Brexit in the UK, we will still see plenty of hiring activity amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies try to attract more risk-averse talent who are conscious about job moves during a time of uncertainty.

In the Netherlands, the scarcity of candidates is expected to continue in 2020 at all levels of seniority and across all disciplines. After two years of substantial growth, salaries are expected to stabilise in 2020. However, pay for specialists in compliance, regulatory reporting, risk management and technology will continue to grow, as these specialists are extremely scarce.

In Germany, hiring volumes in financial services will be dependent on the outcome of Brexit. If economic conditions worsen, we may see finance departments hire professionals who focus on cost efficiencies rather than business partnering and growth. Due to candidate scarcity we will continue to see salary increases across the market.





## MIDDLE EAST

### 2019

Recruitment activity was high across the Middle East for the majority of 2019, following a relatively flat first quarter. Businesses in the UAE, Saudi Arabia and Kuwait benefited from improved economic optimism and were the most active hirers.

In the UAE, the growing demand for nationals increased. Companies attempted to comply with 'Emiratization' legislation but struggled, due to available talent pools still being dominated by foreign expats. As a result, we have seen wage inflation for nationals at all levels and a trend of local candidates moving roles more frequently.

Multinationals continued to open their regional headquarters in Dubai, bringing further opportunities for skilled professionals. Digitalisation was at the forefront as companies looked to optimise performance and stay relevant. This led to greater demand for marketing and sales professionals with digital experience.

The job market in Saudi Arabia continued to be busy for government roles, with the

private sector starting to follow suit in the second half of the year. The rush to hire good-quality Gulf candidates resulted in increased candidate movement, especially in Saudi Arabia. Kuwait, often overshadowed by its larger neighbours, significantly increased hiring activity and continued to be a growing market.

“ In 2020, the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. ”

### 2020

In 2020 the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. While Expo 2020 is not the silver bullet to solve everything, it is expected to act as a catalyst to kick-start 2020. With an optimistic economy forecasted, we expect a positive hiring market.

There will be a renewed focus on nationalisation, especially in the UAE and Saudi Arabia. Saudi Arabia has been the most stringent in enforcing nationalisation policies. This trend will accelerate throughout the year and we expect other GCC countries to follow suit.

The expected growth in Saudi Arabia means there are excellent career opportunities for Western-educated Saudi nationals and expats bringing best-practice skill sets from multinationals. The nation has immense hiring-potential and tangible opportunities that continue to grow in number. Social changes, such as the introduction of cinemas and women being permitted to drive, will continue at a steady pace and further investment into infrastructure is expected to support business growth. Kuwait will continue to be an area of focus for many companies and as a result we predict an active hiring market.

As the wider Middle East economic environment continues to improve, we expect to see salaries increasing during 2020.



# AFRICA

## **SOUTH AFRICA** **2019**

2019 was characterised by cautious hiring due to the general elections, a sluggish economy and unemployment of up to 29%. When businesses did hire, they sought internationally minded professionals with high adaptability and strong business acumen to minimise the downtime during onboarding.

The demand for employment equity (EE) professionals continued to influence hiring processes, resulting in salary increases of 10-15% for applicable candidates. Legal and finance specialists with high levels of technical competence and industry knowledge also received premium salaries.

## **2020**

In 2020, we expect to see high demand for professionals with both technical ability and strategic acumen. Productivity and effectiveness of employees will be the highest priorities. Historically, specialist skill sets in candidates were considered a 'value-add', but we expect this to be a minimum requirement moving forward.

The modernity and agile approach of SMEs has made them more competitive in the hiring market than their larger competitors. In order to compete, larger businesses need to have a clear picture of the professional they are looking to hire and operate swift recruitment processes. Due to continued economic instability, salary increases are expected to be in line with inflation.

## **REST OF AFRICA** **2019**

Across Africa there was an increasing drive towards nationalisation and a demand for diaspora professionals. The development of employees, succession planning and youth development were key focus areas for companies. Experienced finance professionals were highly sought after as companies looked to train and develop local staff.

Recruitment in both East and West Africa was particularly fast-paced due to the increased need for mid to senior level professionals within finance, legal, sales and operations. Across Central Africa the need for sales, marketing and finance professionals continued, with

an increased focus on digitalisation and engineering. As companies sought to adhere to government nationalisation policies while also facing a lack of local talent, we saw increased salary offers made to nationals for roles previously held by expats.

## **2020**

The competition for skilled nationals will remain high across the continent. In East Africa, international companies can expect inflated salary demands due to candidate shortages. Businesses in more developed parts of Africa, such as the Indian Ocean region, can expect to see multiple counter-offers presented to top talent. With increased stability across North Africa, salary increases of 3-7% are likely.

Investment in skills development, staff retention and competitive benefits will be key trends in 2020. Employers looking for skilled nationals with international and cross-border experience will struggle to recruit these roles themselves and will need to rely more on specialist recruiters.



## US & CANADA

### SAN FRANCISCO

In 2019, we saw an unprecedented demand for talent across the Bay area. Strategic, hands-on leaders were the most highly sought after.

Hiring activity spiked across design functions as companies realised the impact that design-led thinking can have on business success. Sectors with the highest levels of recruitment included AI, autonomous vehicles, robotics, online marketplaces and fintech.

In 2020, machine learning and AI will remain challenging areas to recruit in, with demand for talent far outweighing the availability of qualified professionals. Hiring managers should streamline their recruitment processes in order to attract more candidates and remain competitive in securing top talent.

We have seen a significant increase in salaries across the board, in part due to the change in law in California which prohibited employers from asking job applicants for salary history information. Salaries continued to rise due to the highly competitive nature of the market, and we expect this to continue in 2020.

### LOS ANGELES

In LA, businesses faced a shortage of CPA-qualified controllers with audit backgrounds, especially those with start-up experience. We expect this to continue in 2020.

Demand for operational leaders remained high in 2019. Many start-ups sought general managers and operational heads to manage the P&L, launch new markets, evaluate M&A possibilities, and provide insightful product and marketing feedback.

### Our presence in the US & Canada:

- Los Angeles
- New York
- San Francisco
- Toronto

LA will continue to be at the centre of frontier categories such as e-commerce, direct to consumer, logistics, manufacturing and aerospace as well as AR/VR and gaming/esports in 2020. These categories will be powered by increases in venture capital, a pipeline of diverse engineering talent and a legacy of expertise in specialised industries.

In 2020, employers are advised to run swift and efficient hiring processes.

By engaging all relevant stakeholders at the outset, hiring managers can build a clearer profile of their ideal candidate and move quickly to make an offer to promising candidates.

## NEW YORK

2019 saw high demand for talent in areas such as technology, data privacy, cyber security, AI and machine learning, leading to candidate shortages in these areas. Hiring activity was more measured in traditional areas such as accounting and finance, financial services operations and support functions. However, businesses in the fintech space and in pockets of the investment management industry were still strong hirers.

In many cases, interview processes were drawn out and due to the lack of swift decision making, clients missed out on securing top talent.

Demand for professionals in revenue generating roles, such as sales professionals across all industries and lawyers in private practice, remained high, and we expect this to continue in 2020.

In the financial services sector, highly quantitative candidates will remain in high demand, both in research and trading strategy roles and risk management positions.

VC-backed high-growth tech start-ups were major hirers in 2019. The need for hands-on leadership candidates will still be a high priority for all early stage firms looking to scale.

## TORONTO

Canada witnessed a buoyant recruitment market in 2019 as the

economy continued to grow and unemployment rates reached their lowest levels in decades.

Large cohorts of baby boomers retiring combined with low numbers of millennials with STEM (science, technology, engineering, mathematics) skill sets entering the workforce is causing an acute skills shortage in the Canadian market.

“

Hiring managers should streamline their recruitment processes in order to effectively increase candidate attraction and remain competitive in securing top talent.

”

Accounting and finance professionals who remained in their current roles either did not receive a salary review or had

their salary adjusted in line with inflation (2% forecast for end of 2019). Those who did start new roles saw an average increase in base salary of 14%. This caused significant movement in the market.

In 2020, top calibre candidates will have multiple opportunities to consider when moving jobs. The Canadian government will continue turning towards mass immigration for highly skilled workers to ensure all skill gaps are filled.

Salaries for lawyers in private practice will increase \$10-20k with each year post-call, before stabilising at the nine-year post-call mark at between \$150k (in small- to medium-sized law firms) and \$220k (for national or Seven Sister firms). Lawyers who move firms will see an average increase of 7% on base salary, while compliance professionals moving firms will receive pay increases of up to 10%.





## LATIN AMERICA

### 2019

Brazil, Chile and Mexico all experienced a challenging economic environment in 2019, which saw central banks cut interest rates to stimulate their economies.

Chile's economic slowdown was driven by weakening domestic demand and a slumping copper price, which drives many aspects of the economy. In Mexico, it was widely agreed that signs of economic stagnation were due to decisions made by the new president, most notably the cancellation of several high-profile construction projects, which shook investor confidence and dampened hopes for growth. In Brazil, early optimism that the new government would be good for business quickly cooled, following a series of distracting scandals and

ongoing delays with the vote on pension reforms.

Despite these economic challenges the demand for specialist technology talent remained consistent across all countries. While construction suffered in Mexico, the energy sector grew in Chile and there was an increased shortage of cyber security specialists in Brazil.

### 2020

Brazil, Chile and Mexico could all take very different paths in 2020, leading to a very mixed recruitment outlook for the region.

After years of economic misery, Brazil may finally see a long-awaited recovery spurred on by pension reform, which will most likely increase the level of foreign direct investment. The recovery

### Our presence in Latin America:

- Brazil
- Chile
- Mexico

of the oil and gas sectors, as well as the construction industry, will also start to have an impact on the economy in 2020, but the overall gains will still be modest by international standards.

The government's focus on economic equality policies at the expense of economic growth and decisions such as the cancellation of government contracts will likely have a negative impact on the economy, especially in the

construction and energy industries. However, it remains to be seen if the government's budget stabilisation fund will be needed and if confidence will return.

Across the Andes, in Chile, where the business community has more confidence in the government's ability to manage economic challenges, the planned injection of USD \$600 million into the country's budget (for road construction, subsidised housing, healthcare and water projects) throughout 2020 should see the economy weather any challenges better than most in the region.

### HIRING TRENDS

With independent and diverse economic challenges across the region there are unique hiring environments in each country; however, there are also some common trends.

In all markets the recruitment of professionals with a high level of business English will remain a key challenge, especially for finance, commercial and engineering roles. This is driven by two factors. Firstly, in many global firms, expats are being replaced with local employees, but as these roles are the main interface with head office, professionals with a high level of fluency in English are needed. Secondly, many domestic firms are looking to expand internationally, so they are now competing with global companies for the same talent.

In all countries there are shortages of digital experts, data scientists and cyber security specialists, as firms look to migrate their businesses

online and deal with the extra security challenges this presents. In many cases 'digital-first' businesses are taking most of the talent due to the attractiveness of this business model.

“

Despite economic challenges the demand for specialist technology talent remained consistent across all countries.

”

As a rule, employers seeking digital skill sets are looking for multi-skilled profiles, hoping to add greater value to their businesses, so there will be more demand for commercial finance profiles as well as digital natives who combine technology and marketing expertise.

There is increasing demand from candidates for better work-life balance, with firms having to offer flexible and innovative working options, which, in many cases, are just as important as salary increases to professionals looking for their next career move. In addition to this, employers need to be able to demonstrate equal opportunities for women in the workplace with proven examples of women progressing their careers while having a family.

Firms should also consider hiring from international talent pools, where they can attract professionals who will often be in the role for longer, which easily compensates for the time and cost of arranging work visas.



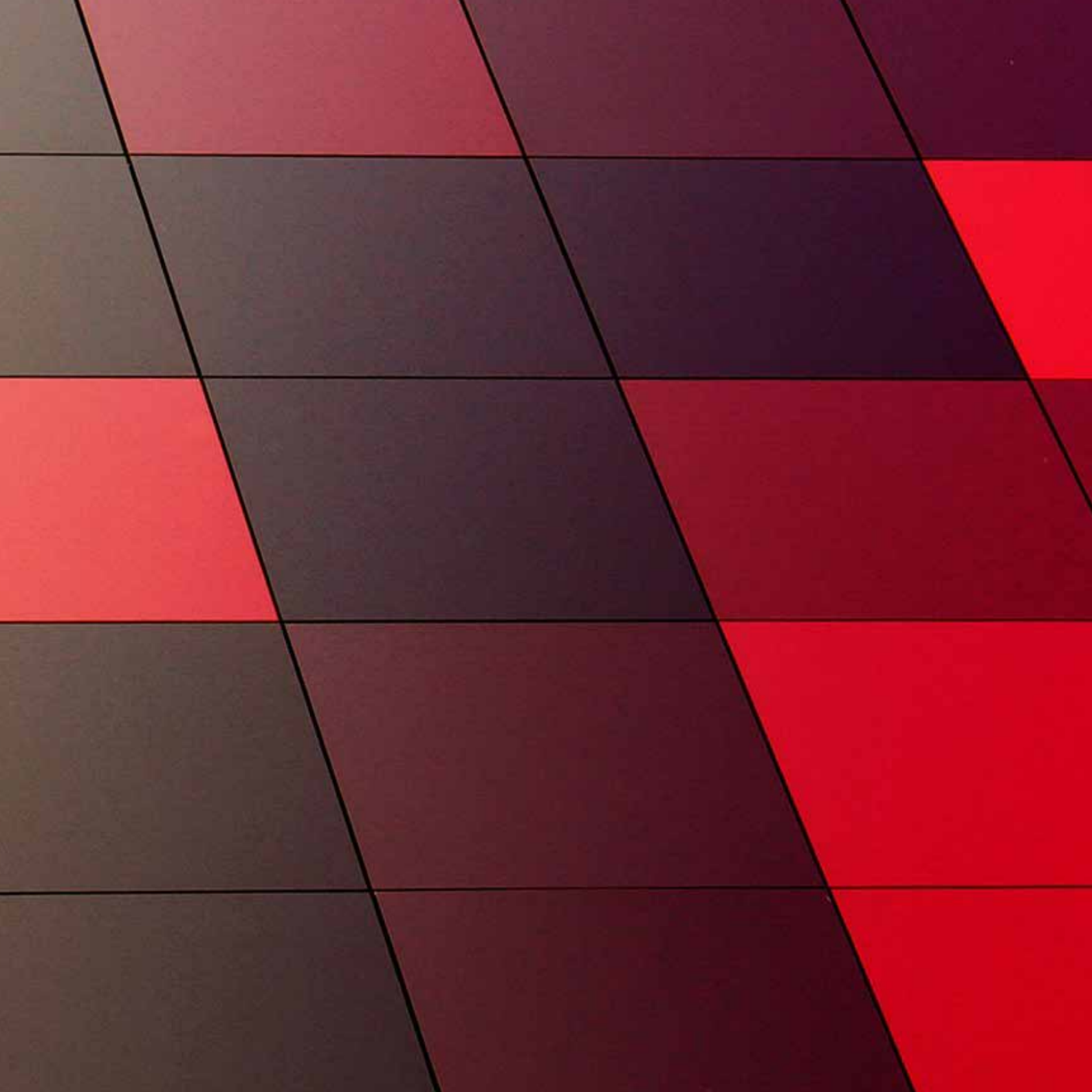
# LOCAL TRENDS - GREATER CHINA & SOUTH EAST ASIA

In this section we delve deeper into the hiring and salary trends we expect to see across our local markets in 2020.

The locations covered are:

- Mainland China
- Hong Kong
- Indonesia
- Malaysia
- Philippines
- Singapore
- Taiwan
- Thailand
- Vietnam





## MAINLAND CHINA

**The US-China trade war weighed on the world's second largest economy in 2019 and affected the hiring volumes in some industries.**

### 2019 INSIGHT

The biggest impact on the recruitment landscape was seen in manufacturing. The slide in demand and the relocation of some labour-intensive manufacturing production abroad caused a significant decline in hiring. Manufacturing companies also cut down functional hiring, such as finance, HR and supply chain, to reduce costs. Despite these headwinds, manufacturers made the next leap to upgrade to high-tech and higher value products, leading to a demand for talent with skills and experience in research and development (R&D), innovation and technology.

On the other hand, sectors related to domestic consumption and services, such as healthcare, food and beverages, and education, were comparatively less affected. For healthcare, the investment from local players was particularly strong, from pharmaceuticals to medical devices and healthcare services. However, there was scarce supply of talent, in particular those with PhDs and international working experience.

The rapid development and adoption of technology in various sectors focused on implementing digital transformation and slicker processes to remain competitive. This further drove the demand for candidates who were technically proficient and innovative, with those specialised in data science, artificial intelligence (AI), cloud, cyber security and solutions architecture most in demand.

The economic slowdown and the US-China trade war created uncertainty and candidates were less willing to move roles as swiftly as they had in previous years. At the same time, hiring managers set the bar much higher and were selective in hiring new roles, prolonging the interview process in order to find the ideal candidates.

# 95%

**OF PROFESSIONALS ARE OPEN  
TO JOB APPROACH WHEN NOT  
ACTIVELY LOOKING**

“

While salaries remained stable in 2019, companies were willing to increase remuneration for specialists with niche skills in order to attract them.

”



**MATTHEW BENNETT,  
MANAGING DIRECTOR,  
GREATER CHINA**

### 2020 EXPECTATIONS

Any development or outcomes of the US-China trade war will play a determining role in the market and employment conditions for 2020.

If the conflict escalates, it could potentially exacerbate downward pressure on the job market.

It is expected that the government will champion support through various initiatives to improve market confidence. In 2019, the government announced its plan to turn Shenzhen into a model city and an international city of innovation by 2025. With multinational companies, local conglomerates and start-ups encouraged to set up headquarters and branches in Shenzhen, the demand for innovative and highly skilled talent is expected to increase further. With a shortage of the local talent necessary to fuel the Greater Bay Area's high-tech ambitions, we expect to see companies actively attracting candidates from around the world.

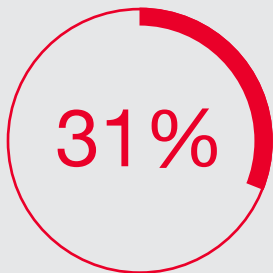
E-commerce will continue to gain momentum due to the increasingly demanding consumer market, for example the rise of one-stop-shop 'super-apps'. This is expected to increase the demand

for mobile payment, e-commerce, data and AI experts in 2020.

At the same time, there will be competition for business development and digital marketing candidates with a focus on search engine marketing (SEM), analytics, content and social media skills in order to increase market share.

To manage the changing environment and stay competitive, candidates with a strong mix of both technical and commercial awareness across various functions, and who could step up to become a strategic business partner will be highly sought after.

Professionals are focusing more on flexible working conditions, work-life balance and whether they will be able to participate fully in new technologies through their work. Companies are advised to build a smart workplace in order to attract and retain the best talent in a competitive environment.



Of professionals staying in the same roles expect to receive a pay rise of 7-10% in 2020

### TOP 4 FACTORS DETERMINING JOB SATISFACTION



Remuneration and benefits



Growth and promotion opportunities



Good work culture and environment



Sense of autonomy

*\*All statistics are drawn from Robert Walters industry research.*

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 33%

Of tech professionals are optimistic about job opportunities in 2020

### TOP SKILLS IN DEMAND



Data science



E-commerce

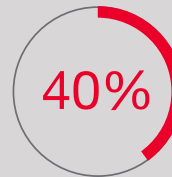


Artificial intelligence

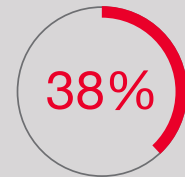


Innovation

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 10-20% annual salary increment



Expect a bonus of 11-20% of yearly salary

# 56%

Of tech professionals stay in the same role for 3-5 years

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## BEIJING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Management</b>		
Country Manager	2.0 - 4.0m	<b>2.0 - 4.0m</b>
Regional IT Director	1.1 - 1.8m	<b>1.1 - 1.8m</b>
Regional SAP Director	1.0 - 1.9m	<b>1.0 - 1.9m</b>
Application Director	600k - 1.3m	<b>600k - 1.3m</b>
<b>PMO</b>		
Commercial Systems Manager	400 - 700k	<b>400 - 700k</b>
Project Management Officer	300 - 650k	<b>300 - 650k</b>
Application Manager	350 - 600k	<b>350 - 600k</b>
Service Manager	300 - 500k	<b>300 - 500k</b>
<b>ERP</b>		
SAP Manager	400 - 700k	<b>400 - 700k</b>
SAP Consultant	250 - 600k	<b>250 - 600k</b>
Business Analyst	300 - 600k	<b>300 - 600k</b>
<b>Infrastructure</b>		
Data Center Manager	400 - 550k	<b>400 - 550k</b>
Infrastructure Manager	300 - 500k	<b>300 - 500k</b>
<b>Development</b>		
Software Architect	500k - 1.3m	<b>500k - 1.3m</b>
Senior Software Developer	350 - 650k	<b>350 - 650k</b>
UI Designer	250 - 450k	<b>250 - 450k</b>
<b>Internet</b>		
Mobile Developer	250 - 450k	<b>250 - 450k</b>
Data Statistics	300 - 500k	<b>300 - 500k</b>
Product Manager	300 - 400k	<b>300 - 400k</b>
<b>Sales</b>		
Sales VP	1.5 - 2.5m	<b>1.5 - 2.5m</b>
National Sales Director	1.1 - 1.5m	<b>1.1 - 1.5m</b>
Regional Sales Manager	600k - 1.0m	<b>600k - 1.0m</b>
Account Director	550 - 900k	<b>550 - 900k</b>
Business Development Manager	450 - 900k	<b>450 - 900k</b>
Strategy Alliance Manager	450 - 900k	<b>450 - 900k</b>
Account/Channel Manager	350 - 800k	<b>350 - 800k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Management</b>		
Regional IT Director	1.2 - 2.0m	<b>1.2 - 2.0m</b>
Regional Digital Director	1.5 - 1.9m	<b>1.5 - 2.0m</b>
Application IT Director	650k - 1.3m	<b>800k - 1.3m</b>
<b>PMO</b>		
Commercial Systems Manager	500 - 700k	<b>500 - 700k</b>
Project Management Officer	300 - 600k	<b>400 - 600k</b>
Service Manager	300 - 600k	<b>400 - 600k</b>
Application Manager	450 - 600k	<b>450 - 600k</b>
<b>ERP</b>		
SAP Manager	400 - 700k	<b>400 - 700k</b>
SAP Consultant	300 - 500k	<b>300 - 500k</b>
Business Analyst	300 - 650k	<b>300 - 650k</b>
<b>Infrastructure</b>		
Data Center Manager	400 - 550k	<b>400 - 600k</b>
Infrastructure Manager	300 - 450k	<b>450 - 600k</b>
<b>Development</b>		
Software Architect	500k - 1.3m	<b>500k - 1.3m</b>
Senior Software Developer	350 - 650k	<b>350 - 650k</b>
UI Designer	200 - 400k	<b>200 - 400k</b>
<b>Internet</b>		
Mobile Developer	200 - 500k	<b>400 - 600k</b>
Data Statistics	300 - 700k	<b>500 - 900k</b>
Product Manager	300 - 600k	<b>500 - 700k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Management</b>		
Regional IT Director	700k - 1.2m	<b>700k - 1.2m</b>
IT Manager	300 - 450k	<b>350 - 600k</b>
Application Manager	250 - 400k	<b>300 - 400k</b>
Infrastructure Manager	150 - 300k	<b>200 - 350k</b>
MES Manager	150 - 300k	<b>200 - 400k</b>
<b>ERP</b>		
SAP Manager	260 - 450k	<b>260 - 500k</b>
SAP Consultant	200 - 450k	<b>200 - 450k</b>
Oracle Consultant	180 - 400k	<b>180 - 400k</b>
Business Analyst	150 - 350k	<b>200 - 450k</b>
<b>AI</b>		
Product Manager	400 - 800k	<b>400 - 800k</b>
Algorithms Engineer	400k - 1.2m	<b>450k - 1.2m</b>
Software Engineer/Architect	300 - 800k	<b>300 - 800k</b>
<b>IoT</b>		
Digital Solution Manager	400 - 700k	<b>400 - 700k</b>
Project Manager	350 - 600k	<b>350 - 600k</b>
Software Engineer	150 - 400k	<b>150 - 400k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
CTO/CIO	1.5 - 3.0m	<b>2.0 - 3.0m</b>
Software Architect	600k - 1.5m	<b>700k - 1.5m</b>
Senior Big Data Engineer	800k - 2.0m	<b>1.0 - 3.0m</b>
PMO	700k - 2.0m	<b>700k - 2.0m</b>
Senior Back-end Engineer	700k - 1.5m	<b>700k - 1.5m</b>
Senior Web Front-end Engineer	700k - 1.5m	<b>700k - 1.5m</b>
Senior UI/UE Designer	600 - 800k	<b>700k - 1.0m</b>
Senior Mobile Developer	500k - 1.0m	<b>700k - 1.0m</b>
Senior Product Manager	500 - 800k	<b>700k - 1.0m</b>
Senior QA	500 - 900k	<b>500 - 900k</b>
Project Manager	400 - 800k	<b>400 - 800k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 50%

Of accounting & finance professionals are not planning to change jobs but are open for discussion

### TOP SKILLS IN DEMAND



Finance business partner



Commerce finance



Corporate finance

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 25%

Expect a 7-10% annual salary increment

# 42%

Expect a 11-15% annual salary increment

# 25%

Expect a 15%+ annual salary increment

# 67%

Of accounting & finance professionals stay in a role for 3-5 years

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

83%

Better compensation & benefits

75%

Better company culture

42%

Fringe benefits

28%

# ACCOUNTING & FINANCE

## BEIJING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Chief Financial Officer	1.2 - 3.0m	<b>1.2 - 3.0m</b>
Commercial Director	900k - 1.5m	<b>900k - 1.5m</b>
Finance Director	700k - 1.0m	<b>700k - 1.0m</b>
Internal Audit Manager	500 - 900k	<b>500 - 900k</b>
FP&A Manager	500 - 600k	<b>500 - 600k</b>
Treasury Manager	450 - 650k	<b>450 - 650k</b>
Shared Services Manager	400 - 600k	<b>400 - 600k</b>
Tax Manager	400 - 800k	<b>400 - 800k</b>
Finance Manager	400 - 600k	<b>400 - 600k</b>
Accounting Manager	300 - 450k	<b>300 - 450k</b>
Reporting Manager	300 - 450k	<b>300 - 450k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Chief Financial Officer	2.0 - 3.8m	<b>2.0 - 4.0m</b>
Regional Finance Director	1.5 - 1.8m	<b>1.8 - 2.0m</b>
Finance Director	1.0 - 1.5m	<b>1.2 - 1.8m</b>
Merger & Acquisitions Director	1.2 - 1.8m	<b>1.4 - 2.0m</b>
Financial Controller	800k - 1.2m	<b>800k - 1.2m</b>
Internal Audit Manager	500 - 900k	<b>500 - 900k</b>
FP&A Manager	600 - 900k	<b>650k - 1.0m</b>
Tax Manager	600 - 850k	<b>600 - 850k</b>
Treasury Manager	500 - 900k	<b>500 - 900k</b>
Finance Manager	400 - 650k	<b>400 - 650k</b>
Financial Analyst	250 - 400k	<b>300 - 450k</b>
Internal Auditor	250 - 450k	<b>250 - 450k</b>

# ACCOUNTING & FINANCE

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Chief Financial Officer	1.2 - 1.8m	<b>1.2 - 2.0m</b>
Finance Director	600k - 1.0m	<b>600k - 1.2m</b>
Financial Controller	450 - 700k	<b>500 - 700k</b>
Internal Audit Manager	300 - 600k	<b>350 - 600k</b>
Financial Analysis Manager	300 - 500k	<b>350 - 500k</b>
Finance Manager	300 - 500k	<b>300 - 500k</b>
Credit Control Manager	260 - 400k	<b>260 - 400k</b>
Tax Manager	280 - 400k	<b>300 - 400k</b>
Accounting Manager	250 - 300k	<b>250 - 300k</b>
Costing Manager	250 - 400k	<b>300 - 400k</b>
Treasury Manager	250 - 400k	<b>250 - 400k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Chief Financial Officer	1.5 - 3.5m	<b>1.5 - 3.5m</b>
Regional Finance Director	1.2 - 1.5m	<b>1.3 - 1.8m</b>
Finance Director	900k - 1.2m	<b>1.0 - 1.3m</b>
Tax Director	800k - 1.2m	<b>800k - 1.2m</b>
Audit Director	700k - 1.0m	<b>800k - 1.2m</b>
Treasury Director	700 - 900k	<b>800k - 1.0m</b>
Financial Controller	650 - 850k	<b>700 - 900k</b>
FP&A Manager	550 - 600k	<b>500 - 600k</b>
Senior Finance Manager	450 - 650k	<b>400 - 600k</b>
Treasury Manager	400 - 500k	<b>400 - 500k</b>
Audit Manager	400 - 600k	<b>400 - 650k</b>
Tax Manager	350 - 600k	<b>350 - 600k</b>
Finance Manager	300 - 600k	<b>300 - 550k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HEALTHCARE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

### TOP SKILLS IN DEMAND



Research & development



Clinical trials/testing

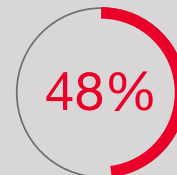


Regulatory/quality assurance

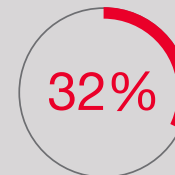
# 33%

Of healthcare professionals are looking for jobs in 2020

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment



Expect a 15%+ annual salary increment

# 42%

Of healthcare professionals feel optimistic about job opportunities in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression



Better compensation & benefits



Flexible working options



More training opportunities



# HEALTHCARE

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Pharmaceutical</b>		
Research Biology Director	2.0 - 2.3m	<b>2.0 - 2.3m</b>
Research Chemistry Director	2.0 - 2.3m	<b>2.0 - 2.3m</b>
Process Development Director	1.8 - 2.4m	<b>1.8 - 2.4m</b>
Medical Director	1.5 - 2.6m	<b>1.5 - 2.6m</b>
Head of Regulatory Affairs	1.5 - 2.3m	<b>1.5 - 2.3m</b>
Formulation Director	1.5 - 2.1m	<b>1.5 - 2.1m</b>
Research Biology Associate Director	1.5 - 1.8m	<b>1.5 - 1.8m</b>
Clinical Operations Director	1.2 - 2.2m	<b>1.2 - 2.2m</b>
Marketing Director	900k - 1.2m	<b>900k - 1.2m</b>
Sales BU Director	800k - 1.0m	<b>800k - 1.0m</b>
Marketing Manager	700 - 800k	<b>700 - 800k</b>
Medical Affairs Manager	500 - 800k	<b>500 - 800k</b>
Clinical Pharmacology Manager	500 - 800k	<b>500 - 800k</b>
Clinical Physician	450 - 850k	<b>450 - 850k</b>
Regulatory Affairs Manager	450 - 850k	<b>450 - 850k</b>
Clinical Trials Study Manager	400 - 800k	<b>400 - 800k</b>
Sales Manager	300 - 400k	<b>300 - 400k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HEALTHCARE

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Medical Devices</b>		
Business Unit Head	2.0 - 2.5m	<b>2.0 - 2.5m</b>
Asia Pacific Quality Director	1.5 - 2.5m	<b>1.5 - 2.5m</b>
Asia Pacific Regulatory Affairs Director	1.5 - 2.5m	<b>1.5 - 2.5m</b>
China Regulatory Affairs Director	1.2 - 1.6m	<b>1.2 - 1.6m</b>
China Quality Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
National Sales Manager	700 - 850k	<b>700 - 850k</b>
Marketing Manager	500 - 800k	<b>500 - 800k</b>
Product Manager	400 - 500k	<b>400 - 500k</b>
Quality Manager	500 - 800k	<b>500 - 800k</b>
Regulatory Affairs Manager	500 - 800k	<b>500 - 800k</b>
Regional Sales Manager	500 - 600k	<b>500 - 600k</b>
District Sales Manager	400 - 500k	<b>400 - 500k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.



# HEALTHCARE

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Plant Manager	800k - 1.2m	<b>800k - 1.2m</b>
Quality Director	600k - 1.0m	<b>600k - 1.0m</b>
R&D Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Regulatory Affairs Director	600k - 1.0m	<b>600k - 1.0m</b>
R&D Manager	500 - 800k	<b>500 - 800k</b>
Operations Manager	450 - 750k	<b>450 - 750k</b>
Quality Manager	400 - 600k	<b>400 - 600k</b>
Regulatory Affairs Manager	400 - 600k	<b>400 - 600k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive & benefits

### TOP AREAS SEEING DEMAND



Business partnering



Change management



Talent acquisition

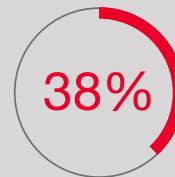


Retention & development

# 38%

Of HR professionals do not feel optimistic about job opportunities in the sector

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment



Expect a 15%+ annual salary increment

# 81%

Of HR professionals stay in a role for 3-5 years

### TOP 4 MOTIVATORS TO MOVE JOBS



# HUMAN RESOURCES

## BEIJING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
HR Head	1.5 - 3.0m	<b>1.5 - 3.0m</b>
HR Director	800k - 3.0m	<b>800k - 3.0m</b>
Head of Compensation & Benefits	750k - 1.3m	<b>750k - 1.3m</b>
Head of Talent Acquisition	800k - 1.2m	<b>800k - 1.2m</b>
Head of Organisational Development	800k - 1.5m	<b>800k - 1.5m</b>
Recruitment Manager	400 - 800k	<b>400 - 800k</b>
Compensation & Benefits Manager	400 - 800k	<b>400 - 800k</b>
Talent Acquisition Manager	400 - 800k	<b>400 - 800k</b>
HR Business Partner	400 - 800k	<b>400 - 800k</b>
HR Manager	400 - 800k	<b>400 - 800k</b>
Learning & Development Manager	400 - 880k	<b>400 - 880k</b>
Office Manager	200 - 350k	<b>200 - 350k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
HR VP	1.8 - 3.0m	<b>2.0 - 3.5m</b>
HR Director	1.0 - 1.6m	<b>1.2 - 1.8m</b>
Head of Compensation & Benefits	1.0 - 1.5m	<b>1.2 - 1.8m</b>
Head of Organisational Development	800k - 1.2m	<b>1.0 - 1.4m</b>
Head of Learning & Development	800k - 1.2m	<b>1.0 - 1.4m</b>
Head of Talent Acquisition	800k - 1.2m	<b>1.0 - 1.4m</b>
Compensation & Benefits Manager	450 - 600k	<b>500 - 650k</b>
Talent Acquisition Manager	450 - 600k	<b>500 - 650k</b>
Learning & Development Manager	400 - 600k	<b>500 - 650k</b>
HR Business Partner	500 - 700k	<b>500 - 800k</b>
HR Manager	450 - 600k	<b>450 - 600k</b>
Office Manager	300 - 400k	<b>300 - 400k</b>
Executive Assistant	250 - 350k	<b>250 - 350k</b>

# HUMAN RESOURCES

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
HR VP	1.2 - 1.6m	<b>1.2 - 1.8m</b>
HR Director	700k - 1.2m	<b>700k - 1.2m</b>
Organisational & Development Manager	600 - 800k	<b>600 - 800k</b>
Senior HR Manager/HR Manager	300 - 700k	<b>350 - 700k</b>
Compensation & Benefits Manager	350 - 600k	<b>350 - 600k</b>
Talent Acquisition Manager	350 - 600k	<b>350 - 600k</b>
Training Manager	350 - 600k	<b>350 - 600k</b>
HR Business Partner	350 - 600k	<b>350 - 600k</b>
Administration Manager	200 - 400k	<b>250 - 500k</b>
Executive Assistant	150 - 250k	<b>150 - 250k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
HR VP	1.2 - 2.5m	<b>1.5 - 2.5m</b>
HR Director	800k - 1.0m	<b>800k - 1.2m</b>
Head of Compensation & Benefits	500 - 750k	<b>600 - 800k</b>
Head of Organisational Development	500 - 800k	<b>600 - 800k</b>
Head of Learning & Development	500 - 650k	<b>500 - 750k</b>
Head of Talent Acquisition	400 - 500k	<b>400 - 600k</b>
Compensation & Benefits Manager	300 - 500k	<b>350 - 500k</b>
Talent Acquisition Manager	300 - 500k	<b>350 - 550k</b>
Learning & Development Manager	300 - 500k	<b>300 - 550k</b>
HR Business Partner	300 - 700k	<b>400 - 750k</b>
HR Manager	300 - 500k	<b>300 - 600k</b>
Office Manager	300 - 400k	<b>300 - 400k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# OPERATIONS & ENGINEERING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

### TOP AREAS SEEING DEMAND



Automation/robotics



Engineering



High-tech



Quality & EHS

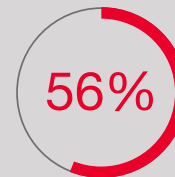
# 67%

Of engineering & operations professionals are willing to accept a lower salary for a more interesting job

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-10% annual salary increment

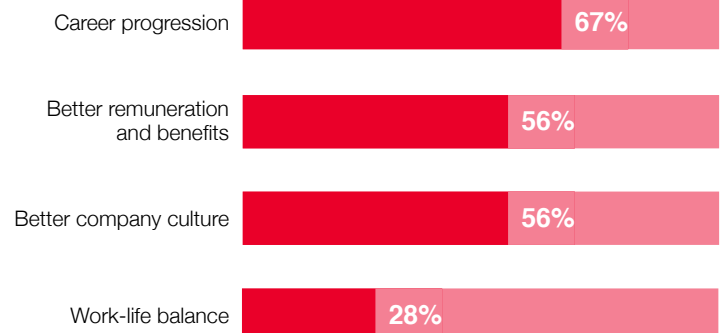


Expect a 11-15% annual salary increment

# 89%

Of professionals are open to a job approach when not actively looking

### TOP 4 MOTIVATORS TO MOVE JOBS



# OPERATIONS

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Operations VP	1.5 - 2.0m	<b>1.8 - 2.5m</b>
Operations Director	1.0 - 1.5m	<b>1.2 - 1.8m</b>
Quality Director	800k - 1.2m	<b>800k - 1.2m</b>
Plant Manager	650 - 900k	<b>650 - 900k</b>
Operations Manager	650 - 900k	<b>650 - 900k</b>
Lean Manager	400 - 600k	<b>400 - 600k</b>
Quality Manager	400 - 600k	<b>400 - 600k</b>
EHS Manager	400 - 550k	<b>400 - 550k</b>
Project Manager	350 - 500k	<b>400- 550k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# ENGINEERING

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
R&D Director	800k - 1.3m	<b>800k - 1.5m</b>
R&D Director (Battery/New Energy/ADAS)	800k - 1.5m	<b>800k - 2.0m</b>
Manufacturing Engineering Director	800k - 1.0m	<b>800k - 1.2m</b>
R&D Manager	450 - 650k	<b>450 - 800k</b>
Manufacturing Engineering Manager	450 - 650k	<b>450 - 650k</b>
Application Engineering Manager	450 - 650k	<b>450 - 650k</b>
Automation Manager	450 - 800k	<b>500k - 1.0m</b>
Maintenance Manager	300 - 500k	<b>300 - 650k</b>
Technical/NPI Project Manager	250 - 650k	<b>250 - 650k</b>
Tooling Manager	300 - 450k	<b>300 - 650k</b>
Design Engineer	200 - 400k	<b>200 - 400k</b>
Mechanical Engineer	180 - 300k	<b>180 - 300k</b>
Application Engineer	180 - 350k	<b>180 - 350k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# OPERATIONS & LEAN

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
General Manager	1.0 - 2.0m	<b>1.0 - 1.8m</b>
Regional Operations Director	900k - 1.5m	<b>900k - 1.5m</b>
Regional Business Excellence Manager	800k - 1.2m	<b>800k - 1.2m</b>
Plant Manager	700k - 1.0m	<b>700k - 1.0m</b>
Manufacturing Manager	550 - 700k	<b>550 - 700k</b>
Operations Manager	550 - 800k	<b>550 - 800k</b>
Lean Manager	450 - 600k	<b>450 - 600k</b>
Six Sigma Manager	450 - 600k	<b>450 - 600k</b>
Production Manager	350 - 600k	<b>350 - 600k</b>
IE/Lean Engineer	250 - 300k	<b>250 - 300k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Technical Director	800k - 1.3m	<b>800k - 1.3m</b>
R&D Director	800k - 1.3m	<b>800k - 1.3m</b>
Engineering Director	700k - 1.2m	<b>700k - 1.2m</b>
Intelligent/Digital Manufacturing Director	800k - 1.0m	<b>800k - 1.0m</b>
R&D Manager	450 - 650k	<b>450 - 650k</b>
Engineering Manager	450 - 650k	<b>450 - 650k</b>
Automation Manager	350 - 650k	<b>350 - 650k</b>
Maintenance Manager	300 - 500k	<b>300 - 500k</b>
Project Manager	250 - 650k	<b>250 - 650k</b>
IE Manager	300 - 500k	<b>300 - 500k</b>
Design Engineer	200 - 400k	<b>200 - 400k</b>
Tooling Manager	300 - 450k	<b>300 - 450k</b>
ME Engineer	180 - 300k	<b>180 - 300k</b>
Application Engineer	180 - 350k	<b>180 - 350k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# QUALITY & EHS

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Regional RA & QA Director	800k - 1.2m	<b>800k - 1.2m</b>
Regional Quality Director	600k - 1.0m	<b>600k - 1.0m</b>
Regional EHS Manager	500 - 700k	<b>500 - 700k</b>
SQE Manager	300 - 500k	<b>300 - 500k</b>
EHS Manager	300 - 500k	<b>300 - 500k</b>
Quality Manager	300 - 500k	<b>300 - 500k</b>
Regulatory Affairs Manager	250 - 500k	<b>250 - 500k</b>
Customer Quality Manager	250 - 400k	<b>250 - 400k</b>
Quality Control Manager	250 - 400k	<b>250 - 400k</b>
Quality Systems Manager	250 - 400k	<b>250 - 400k</b>
Supplier Quality Engineer	200 - 300k	<b>200 - 300k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING & OPERATIONS

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Operations</b>		
General Manager	1.2 - 1.6m	<b>1.2 - 1.7m</b>
Operations Director	800k - 1.3m	<b>800k - 1.2m</b>
Operations Manager/Plant Manager	400 - 650k	<b>450 - 650k</b>
Lean Manager	400 - 500k	<b>400 - 550k</b>
<b>Engineering</b>		
Engineering Director	600 - 850k	<b>600 - 900k</b>
Manufacturing Engineering Manager	350 - 450k	<b>400 - 500k</b>
Project Manager	350 - 550k	<b>300 - 500k</b>
New Product Introduction Manager	360 - 450k	<b>360 - 480k</b>
Product Development Manager	300 - 450k	<b>330 - 450k</b>
Product Manager	400 - 550k	<b>400 - 600k</b>
Mechanical Engineering Manager	300 - 450k	<b>350 - 450k</b>
Electronic Engineering Manager	350 - 500k	<b>400 - 600k</b>
Electrical Engineering Manager	350 - 500k	<b>400 - 600k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# QUALITY

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Quality Director	750k - 1.3m	<b>700k - 1.3m</b>
Quality Manager	450 - 600k	<b>400 - 600k</b>
Product Compliance Manager	350 - 450k	<b>350 - 500k</b>
Supplier Quality Manager	350 - 600k	<b>400 - 650k</b>
Quality Improvement Manager	350 - 550k	<b>350 - 600k</b>
Quality System Manager	300 - 450k	<b>350 - 450k</b>
Testing Manager	300 - 400k	<b>350 - 450k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 56%

Of sales & marketing professionals are willing to accept a lower salary for a more interesting job

### TOP AREAS SEEING DEMAND



E-commerce



Education

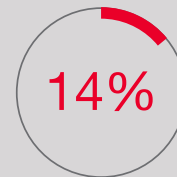


Digital marketing

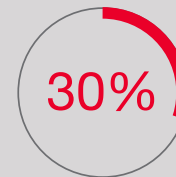


Content marketing

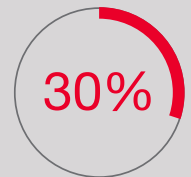
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment



Expect a 15%+ annual salary increment

# 67%

Of sales & marketing professionals stay in a same role for 3-5 years

### TOP 4 MOTIVATORS TO MOVE JOBS



# SALES & MARKETING

## BEIJING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Industrial</b>		
Sales General Manager	800k - 1.7m	<b>800k - 1.7m</b>
Country Manager	1.0 - 2.3m	<b>1.0 - 2.3m</b>
Head of Sales	800k - 1.7m	<b>800k - 1.7m</b>
National Sales Director	500k - 1.7m	<b>500k - 1.7m</b>
Head of Retail	800k - 1.5m	<b>800k - 1.5m</b>
Head of Product	600k - 1.2m	<b>600k - 1.2m</b>
National Retail Operations Manager	500k - 1.0m	<b>500k - 1.0m</b>
Regional Sales Manager	400 - 800k	<b>400 - 800k</b>
Business Development Manager	400 - 800k	<b>400 - 800k</b>
Training Manager	300 - 500k	<b>300 - 500k</b>
Product Manager	300 - 600k	<b>300 - 600k</b>
Store Manager	250 - 400k	<b>250 - 400k</b>
Visual Merchandising Manager	250 - 400k	<b>250 - 400k</b>
Area Manager	250 - 600k	<b>250 - 600k</b>
Global Key Account Manager	500k - 1.0m	<b>500k - 1.0m</b>
Project Sales Manager	400 - 700k	<b>400 - 700k</b>
Key Account Manager	300 - 500k	<b>300 - 500k</b>
<b>Professional Services</b>		
General Manager	1.2 - 2.5m	<b>1.2 - 2.5m</b>
National Sales Director	1.2 - 1.5m	<b>1.2 - 1.5m</b>
Business Development Director	700k - 1.0m	<b>700k - 1.0m</b>
Regional Sales Director	500k - 1.2m	<b>500k - 1.2m</b>
Account Director	500 - 800k	<b>500 - 800k</b>
Global Key Account Manager	500 - 800k	<b>500 - 800k</b>
Business Development Manager	400 - 900k	<b>400 - 900k</b>
Regional Sales Manager	450 - 700k	<b>450 - 700k</b>
Account Manager	300 - 550k	<b>300 - 550k</b>
Sales Manager	300 - 550k	<b>300 - 550k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# SALES & MARKETING

## SHANGHAI

### FMCG

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>FMCG - Marketing/Digital</b>		
Marketing VP	1.5 - 2.0m	<b>1.5 - 2.0m</b>
Marketing Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Marketing Manager	600 - 900k	<b>600 - 900k</b>
Digital Marketing Manager	400 - 800k	<b>400 - 800k</b>
Senior Brand Manager	450 - 720k	<b>450 - 750k</b>
Brand Manager	300 - 500k	<b>300 - 500k</b>
Trade Marketing/Special Event Manager	500 - 800k	<b>500 - 800k</b>
Public Relations Manager	300 - 600k	<b>400 - 700k</b>
Training Manager	300 - 500k	<b>400 - 700k</b>
<b>FMCG - Sales/E-commerce</b>		
Sales General Manager	1.5 - 2.5m	<b>1.5 - 2.5m</b>
National Sales Director	1.2 - 1.6m	<b>1.2 - 1.6m</b>
National Key Account Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
E-commerce Director	800k - 1.5m	<b>800k - 1.5m</b>
National Sales Operations Director	800k - 1.0m	<b>800k - 1.0m</b>
National Sales Manager	500 - 750k	<b>500 - 800k</b>
Regional Sales Manager	300 - 500k	<b>450 - 800k</b>
E-commerce Manager	300 - 600k	<b>300 - 600k</b>
National Key Account Manager	400 - 600k	<b>400 - 700k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## SHANGHAI

### INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Industrial</b>		
Sales VP	1.5 - 2.5m	<b>1.5 - 2.5m</b>
Sales Director	1.2 - 1.6m	<b>1.2 - 1.6m</b>
Marketing Director	1.0 - 1.5m	<b>1.0 - 1.6m</b>
Key Account Manager	300 - 450k	<b>350 - 550k</b>
Channel Sales Manager	400 - 600k	<b>400 - 600k</b>
Business Development Manager	400 - 600k	<b>350 - 650k</b>
Area Sales Manager	300 - 550k	<b>300 - 600k</b>
Online Sales Manager	350 - 400k	<b>350 - 450k</b>
Strategy Marketing Manager	450 - 600k	<b>500 - 800k</b>
Product Marketing Manager	400 - 500k	<b>400 - 600k</b>
Marketing Communications Manager	350 - 550k	<b>350 - 550k</b>
Digital Marketing Manager	400 - 500k	<b>400 - 500k</b>
Marketing Intelligence Manager	400 - 550k	<b>400 - 550k</b>
Sales Operation Manager	300 - 600k	<b>350 - 700k</b>
Sales Excellence Manger	400 - 500k	<b>400 - 600k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## SHANGHAI

### PROFESSIONAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Professional Services</b>		
General Manager	1.7 - 2.2m	<b>1.7 - 2.2m</b>
Business Development Director	850k - 1.4m	<b>900k - 1.4m</b>
Marketing Director	800k - 1.3m	<b>700k - 1.3m</b>
Sales Director	650k - 1.3m	<b>600k - 1.3m</b>
Account Director	600 - 900k	<b>600 - 900k</b>
Business Development Manager	350 - 650k	<b>350 - 700k</b>
Marketing Manager	350 - 600k	<b>300 - 650k</b>
Sales Manager	400 - 800k	<b>400 - 800k</b>
Account Manager	300 - 600k	<b>250 - 600k</b>
<b>Professional Services – Education</b>		
General Manager	900k - 1.5m	<b>900k - 1.5m</b>
Regional Director	600k - 1.0m	<b>600k - 1.0m</b>
Centre Director	400 - 800k	<b>400 - 800k</b>
Marketing Director	600 - 800k	<b>600 - 800k</b>
Principal	800k - 1.5m	<b>800k - 1.5m</b>
Vice Principal	350 - 450k	<b>350 - 450k</b>
Principal (Operations)	400 - 700k	<b>400 - 700k</b>
Head of Marketing and Admission	500k - 1.2m	<b>500k - 1.2m</b>
Business Development Director	800k - 1.5m	<b>800k - 1.5m</b>
Admission/Recruitment Manager	300 - 500k	<b>300 - 500k</b>
Marketing Manager	300 - 450k	<b>300 - 450k</b>
Operation Director	500 - 800k	<b>500 - 800k</b>
Academic Director	450 - 750k	<b>450 - 750k</b>
Franchising Support Manager	350 - 600k	<b>350 - 600k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## SHANGHAI

### RETAIL & LUXURY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
<b>Retail &amp; Luxury – Management</b>		
Country Manager	2.0 - 3.0m	<b>2.0 - 3.0m</b>
Head of Sales	1.0 - 1.5m	<b>1.2 - 1.5m</b>
Head of Marketing	850k - 1.2m	<b>800k - 1.2m</b>
Regional Director	1.0 - 1.25m	<b>800k - 1.2m</b>
<b>Retail &amp; Luxury – National/Regional</b>		
National Sales Manager	800k - 1.2m	<b>600 - 800k</b>
National Retail Operations Manager	450 - 600k	<b>400 - 550k</b>
Merchandising Manager	350 - 600k	<b>350 - 500k</b>
Retail Marketing Manager	350 - 600k	<b>400 - 600k</b>
Area Manager	350 - 600k	<b>300 - 500k</b>
Digital Marketing Manager	350 - 600k	<b>400 - 550k</b>
Marketing Communications Manager	400 - 550k	<b>450 - 600k</b>
Store General Manager	300 - 800k	<b>500 - 600k</b>
Purchasing Manager	300 - 500k	<b>300 - 400k</b>
Business Development Manager	400 - 600k	<b>300 - 500k</b>
PR & Events Manager	250 - 500k	<b>250 - 400k</b>
PR Manager	250 - 500k	<b>250 - 500k</b>
Product Manager	250 - 450k	<b>250 - 300k</b>
Regional Sales Manager	250 - 400k	<b>350 - 500k</b>
Area Sales Manager	250 - 400k	<b>200 - 350k</b>
Training Manager	300 - 450k	<b>200 - 450k</b>
Visual Merchandising Manager	250 - 350k	<b>200 - 350k</b>
Store Manager	180 - 250k	<b>150 - 250k</b>
Division Manager	120 - 200k	<b>120 - 150k</b>
Department Manager	120 - 200k	<b>150 - 200k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## SUZHOU

### INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Sales General Manager	1.0 - 1.8m	<b>1.0 - 1.8m</b>
Sales Director	800k - 1.5m	<b>800k - 1.5m</b>
Marketing Director	800k - 1.2m	<b>800k - 1.2m</b>
Global Key Account Manager	500 - 800k	<b>500 - 800k</b>
Product Manager	400 - 650k	<b>400 - 650k</b>
Marketing Manager	500 - 800k	<b>500 - 800k</b>
Business Development Manager	400 - 600k	<b>400 - 800k</b>
Regional Sales Manager	350 - 450k	<b>350 - 450k</b>
Marketing Communications Manager	350 - 450k	<b>350 - 450k</b>
Key Account Manager	350 - 500k	<b>350 - 500k</b>
Customer Service Manager	350 - 550k	<b>350 - 550k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SUPPLY CHAIN & PROCUREMENT

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

### TOP AREAS SEEING DEMAND



Omni-channel retaining



E-commerce



Supplier quality management

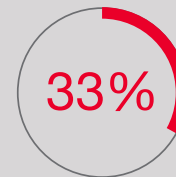


Project management

# 40%

Of supply chain & procurement professionals are optimistic about job opportunities in the sector

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment



Expect a 15%+ annual salary increment

# 40%

Of supply chain & procurement professionals are looking for jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS



# SUPPLY CHAIN & PROCUREMENT

## SHANGHAI

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Supply Chain VP	2.5 - 4.0m	<b>2.5 - 4.0m</b>
Sourcing Office Country Manager	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Supply Chain Director	800k - 2.0m	<b>800k - 2.0m</b>
Sourcing Director	800k - 1.2m	<b>800k - 1.2m</b>
Logistic Director	750 - 950k	<b>800k - 1.0m</b>
Supply Chain Manager	400 - 600k	<b>400 - 600k</b>
Sourcing Manager	500 - 700k	<b>500 - 700k</b>
Logistics Manager	350 - 550k	<b>350 - 550k</b>
Planning Manager	350 - 550k	<b>350 - 550k</b>
Social Responsibility Manager	500 - 650k	<b>500 - 650k</b>
Merchandiser/Buyer	160 - 180k	<b>180 - 200k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SUPPLY CHAIN & PROCUREMENT

## SUZHOU

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Supply Chain VP	1.0 - 2.0m	<b>1.0 - 2.0m</b>
Supply Chain Director	700k - 1.2m	<b>700k - 1.2m</b>
Sourcing Director	700k - 1.2m	<b>700k - 1.2m</b>
Supply Chain Manager	350 - 600k	<b>350 - 550k</b>
Sourcing Manager	300 - 600k	<b>300 - 600k</b>
Warehouse Manager	250 - 500k	<b>250 - 400k</b>
Logistics Manager	250 - 500k	<b>250 - 450k</b>
Planning Manager	250 - 500k	<b>250 - 400k</b>
Procurement Manager	250 - 500k	<b>250 - 500k</b>
Commodity Manager	250 - 450k	<b>250 - 450k</b>
Customer Service Manager	250 - 350k	<b>250 - 350k</b>
Sourcing Supervisor	200 - 250k	<b>200 - 250k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# SUPPLY CHAIN & PROCUREMENT

## SOUTHERN CHINA

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2019	2020
Supply Chain Director	800k - 1.3m	<b>800k - 1.5m</b>
Sourcing Director	750k - 1.2m	<b>700k - 1.3m</b>
Product Costing Manager	400 - 500k	<b>350 - 500k</b>
Sourcing Manager	350 - 550k	<b>350 - 550k</b>
Planning Manager	300 - 550k	<b>360 - 600k</b>
Merchandise Manager	300 - 500k	<b>350 - 450k</b>
Commodity Manager	350 - 550k	<b>400 - 550k</b>
Logistic Manager	300 - 550k	<b>350 - 550k</b>
Warehouse Manager	300 - 450k	<b>300 - 450k</b>
Transportation Manager	300 - 550k	<b>350 - 550k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HONG KONG

**After a steady start in the first half of 2019, companies in Hong Kong have adopted cautious hiring plans due to political instability and concerns about a global economic slowdown.**

## 2019 INSIGHT

With the rising geopolitical tensions, including the US-China trade war and dampening investor sentiment in Hong Kong, the Hong Kong Government revised its economic growth forecast for quarter four of 2019 down from 2-3% to 0-1%.

Against a backdrop of financial uncertainty, we saw a slowdown in hiring for trading and equity-related financial services positions. However, recruitment remained active for private banking and wealth management roles, and private bankers and relationship managers with a significant book of business are in particularly high demand. On the other hand, there is a new arms race to acquire top talent from the fintech and virtual banking spaces, with the issuing of eight virtual banking licences in early 2019. The sought-after talent ranged from business chiefs to operational professionals, covering finance, risk, legal and compliance, and system developers.

On the technology side, recruitment activity remained busy, particularly in cloud computing, big data and digital transformation. High-tech companies and start-ups also invested in Hong Kong due to its strategic position within the region. This drove demand for talent specialised in data, innovation, artificial intelligence (AI) and the Internet of Things (IoT), as well as software development.

Regarding salaries, top performers continued to be sought after and received salary increases ranging between 10% and 15% when changing jobs, with those offering niche skill sets or in-demand technical knowledge able to command a premium.

# 92%

**OF PROFESSIONALS IN HONG KONG  
ARE OPEN TO A JOB APPROACH  
WHEN NOT ACTIVELY LOOKING.**

“

The market was adversely affected by a variety of factors over the course of 2019 and organisations have taken a careful approach to growth and hiring strategies.

”



**RICKY MUI**  
**MANAGING DIRECTOR,**  
**HONG KONG**

### 2020 EXPECTATIONS

Precise predictions are difficult to make for 2020 because so much depends on the current political situation, which remains a significant source

of uncertainty for both employers and jobseekers. Employers will be adopting a cautious approach to recruitment and insisting on candidates with specific niche skill sets. Hiring processes are expected to be lengthened and additional interview stages added, with more rigorous due diligence on candidates.

The legal and compliance market is expected to continue its growth as the need for robust legal and compliance teams remains a priority for business due to strong regulatory requirements. Working experience of and cultural familiarity with the Greater China region and its languages will be increasingly required.

We expect the demand for talent in both permanent and contract roles to continue in the fintech space, predominately in data analytics/science, AI and machine learning. With the Hong Kong Monetary Authority processing four more virtual bank applications and the expectation that banks will begin to offer retail and

commercial services in 2020, the demand for technology talent is set to continue.

Contracting engagements are expected to grow further, while salaries will remain steady. Contracting professionals experienced in project management, data science and business analysis will be highly sought after.

On the HR side, HR business partners with previous transformation experience and employer branding expertise are expected to be in high demand for talent attraction and retention.

With niche skills in short supply and candidates cautious about moving roles in 2020, hiring managers need to be decisive about the attributes they are looking for, ensuring an efficient and well-communicated hiring process. In a period where salary budgets are tight, companies need to demonstrate to candidates the presence of a positive workplace culture where flexible working, workspace design and digital technology all play an important role.



Of professionals staying in the same roles expect to receive a pay rise of 4-6% in 2020

### TOP 4 FACTORS DETERMINING JOB SATISFACTION



Good work culture and environment



Remuneration and benefits



Growth and promotion opportunities



Achieving status and positions of responsibility

*\*All statistics are drawn from Robert Walters industry research*

# FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

### TOP AREAS OF JOB GROWTH



Virtual banking



Insurtech



Private banking

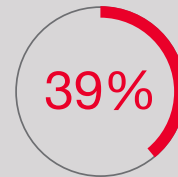


Distressed debt and special situations funds

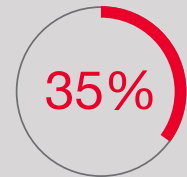
# 88%

Of fintech professionals are optimistic about job opportunities in 2020

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a bonus of 11-20% of yearly salary



# 64%

Of financial services professionals stay in a role for 3-5 years

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits 75%

Career progression 58%

Better company culture 42%

Improved work-life balance 30%

# FINANCIAL SERVICES

## HONG KONG

### FRONT OFFICE

ROLE	BASE SALARY PER ANNUM HKD (\$)	BONUS PER ANNUM (PERCENTAGE OF ANNUAL SALARY)
	2020	2020

#### Non-bulge Bracket Investment Banks

Experienced Analyst	540 - 720k	25 - 50%
Associate (2.5 - 6 yrs' exp)	720 - 900k	33 - 70%
Vice President (7+ yrs' exp)	960k - 1.44m	33 - 70%
Director (10+ yrs' exp)	1.6 - 2.2m	50 - 75%
Managing Director (15+ yrs' exp)	1.95 - 2.4m	Dependent on P&L

#### Bulge Bracket Investment Banks

Experienced Analyst	720 - 960k	25 - 50%
Associate (2.5 - 6 yrs' exp)	840k - 1.38m	25 - 50%
Vice President (7+ yrs' exp)	1.4 - 1.9m	50%+
Director (10+ yrs' exp)	1.8 - 2.4m	75%+
Managing Director (15+ yrs' exp)	1.95 - 2.5m	Dependent on P&L

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# FINANCIAL SERVICES

## HONG KONG

### FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Wealth Management</b>						
Relationship Manager	550 - 800k	<b>650 - 800k</b>	700k - 1.2m	<b>800k - 1.3m</b>	900k - 2.4m	<b>900k - 2.4m</b>
Product Specialist	400 - 600k	<b>500 - 700k</b>	600 - 900k	<b>700k - 1.0m</b>	800k - 2.2m	<b>800k - 2.2m</b>
Investment Analyst	400 - 600k	<b>400 - 600k</b>	600 - 900k	<b>600 - 900k</b>	900k - 2.2m	<b>900k - 2.2m</b>
Client Services	360 - 480k	<b>360 - 480k</b>	420 - 600k	<b>420 - 600k</b>	600 - 800k	<b>600 - 800k</b>
<b>Private Equity</b>						
Investment Professional (Global Fund)	900k - 1.2m	<b>900k - 1.3m</b>	1.5 - 2.0m	<b>1.45 - 2.0m</b>	2.0 - 2.4m	<b>2.0 - 2.4m</b>
Investment Professional (Regional Fund)	700 - 900k	<b>700 - 900k</b>	1.0 - 1.2m	<b>1.0 - 1.3m</b>	1.5 - 1.8m	<b>1.4 - 1.8m</b>
Investment Professional (Fund of Funds)	600 - 800k	<b>650 - 850k</b>	900k - 1.2m	<b>950k - 1.25m</b>	1.2 - 1.4m	<b>1.25 - 1.5m</b>
Investor Relations	600 - 800k	<b>600 - 850k</b>	900k - 1.2m	<b>900k - 1.2m</b>	1.4 - 1.8m	<b>1.3 - 1.75m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# FINANCIAL SERVICES

## HONG KONG

### FRONT OFFICE

	BASE SALARY PER ANNUM HKD (\$)	
	2019	2020
<b>Asset Management – Investment Research</b>		
Investment Analyst (1 - 3 yrs' exp)	450 - 780k	<b>470 - 800k</b>
Senior Investment Analyst (5+ yrs' exp)	1.2 - 1.6m	<b>1.2 - 1.6m</b>
Assistant Portfolio Manager (10+ yrs' exp)	1.8 - 2.4m	<b>1.7 - 2.5m</b>
Portfolio Manager (13+ yrs' exp)	2.5 - 4.0m	<b>2.5 - 4.2m</b>
<b>Asset Management – Execution Trading</b>		
Junior Trader (3 - 4 yrs' exp)	550 - 800k	<b>500 - 800k</b>
Senior Trader (5 - 8 yrs' exp)	800k - 1.2m	<b>750k - 1.25m</b>
Head of Trading (10+ yrs' exp)	1.4 - 2.0m	<b>1.35 - 2.0m</b>
<b>Asset Management – Institutional Sales</b>		
Associate/Assistant (Client services) (3 - 5 yrs' exp)	480 - 660k	<b>400 - 700k</b>
VP/Manager (Client facing) (5 - 10 yrs' exp)	1.0 - 1.5m	<b>900k - 1.4m</b>
Head of Sales (15+ yrs' exp)	1.8 - 2.5m	<b>1.55 - 2.5m</b>
<b>Hedge Fund – Investment Research</b>		
Junior Analyst (3 - 5 yrs' exp)	800k - 1.2m	<b>750k - 1.2m</b>
Analyst (5 - 8 yrs' exp)	1.2 - 2.0m	<b>1.2 - 2.0m</b>
Senior Analyst (8 - 12 yrs' exp)	1.6 - 2.2m	<b>1.7 - 2.3m</b>
<b>Hedge Fund – Portfolio Management</b>		
Assistant/Junior Portfolio Manager (10 - 15 yrs' exp)	1.5 - 3.0m	<b>1.7 - 2.7m</b>
Portfolio Manager (15+ yrs' exp)	2.0 - 4.0m	<b>2.2 - 3.2m</b>
Senior PM/CIO (20+ yrs' exp)	2.0 - 3.5m	<b>2.5 - 4.0m</b>
<b>Hedge Fund Execution Trading</b>		
Junior Trader (3 - 5 yrs' exp)	550 - 900k	<b>550 - 950k</b>
Senior Trader (5 - 8 yrs' exp)	800k - 1.3m	<b>850k - 1.3m</b>
Head of Trading (10+ yrs' exp)	1.4 - 2.0m	<b>1.4 - 1.9m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# FINANCIAL SERVICES

## HONG KONG

### MIDDLE & BACK OFFICE – PERMANENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Accounting &amp; Finance</b>						
Change Management	240 - 480k	<b>240 - 480k</b>	480 - 850k	<b>480 - 850k</b>	850k - 1.5m	<b>850k - 1.5m</b>
Financial & Regulatory Reporting	300 - 450k	<b>240 - 360k</b>	450 - 750k	<b>360 - 750k</b>	750k - 1.6m	<b>750k - 1.5m</b>
Fund Accounting & Admin	156 - 420k	<b>187 - 480k</b>	420 - 800k	<b>450 - 800k</b>	800k+	<b>800k+</b>
Management Reporting	300 - 450k	<b>240 - 360k</b>	450 - 750k	<b>360 - 750k</b>	750k - 1.5m	<b>750k - 1.5m</b>
Product Control & Valuation	300 - 450k	<b>300 - 450k</b>	450 - 800k	<b>450 - 800k</b>	800k - 2.0m	<b>800k - 2.0m</b>
Tax Planning & Advisory	300 - 500k	<b>300 - 500k</b>	500 - 800k	<b>500 - 800k</b>	800k - 2.0m	<b>800k - 2.0m</b>
Treasury	300 - 500k	<b>240 - 480k</b>	500 - 800k	<b>480 - 840k</b>	800k - 2.0m	<b>840k - 2.5m</b>
<b>Internal Audit</b>						
Fund & Wealth Management	420 - 600k	<b>420 - 600k</b>	600 - 960k	<b>600 - 960k</b>	960k+	<b>960k+</b>
IBD & Markets	420 - 600k	<b>420 - 600k</b>	600 - 960k	<b>600 - 960k</b>	960k+	<b>960k+</b>
Insurance	420 - 540k	<b>300 - 540k</b>	540 - 960k	<b>540 - 960k</b>	960k+	<b>960k+</b>
Information Technology	450 - 660k	<b>450 - 660k</b>	660 - 980k	<b>660 - 980k</b>	980k+	<b>980k+</b>
Retail & Commercial Banking	400 - 550k	<b>300 - 550k</b>	550 - 820k	<b>550 - 820k</b>	820k+	<b>820k+</b>
<b>Risk Management</b>						
Counterparty Risk	400k - 550k	<b>240 - 420k</b>	550 - 900k	<b>420 - 900k</b>	900k - 1.5m	<b>900k - 1.8m</b>
Credit Risk	400k - 550k	<b>240 - 420k</b>	550 - 780k	<b>550 - 780k</b>	780k - 1.5m	<b>900k - 1.8m</b>
Market Risk	400k - 600k	<b>240 - 480k</b>	600k - 1.0m	<b>600k - 1.0m</b>	1.0 - 1.8m	<b>900k - 1.8m</b>
Operational Risk	400k - 550k	<b>240 - 420k</b>	550 - 800k	<b>550 - 800k</b>	800k - 1.4m	<b>900k - 1.5m</b>
<b>Operations</b>						
Change Management	360 - 480k	<b>360 - 500k</b>	480 - 900k	<b>500 - 900k</b>	900k - 1.6m	<b>900k - 1.8m</b>
Client Servicing & Corporate Actions	300 - 480k	<b>300 - 480k</b>	480 - 700k	<b>480 - 700k</b>	700k - 1.2m	<b>700k - 1.2m</b>
Collateral Management	300 - 540k	<b>300 - 540k</b>	540 - 800k	<b>540 - 800k</b>	800k - 1.5m	<b>800k - 1.5m</b>
KYC/Client Onboarding	300 - 540k	<b>300 - 540k</b>	540 - 800k	<b>540 - 800k</b>	800k - 1.4m	<b>800k - 1.4m</b>
Trade Support & Settlement	300 - 540k	<b>300 - 540k</b>	540 - 840k	<b>540 - 840k</b>	840k - 1.3m	<b>800k - 1.3m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# FINANCIAL SERVICES

## HONG KONG

### INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)			
	5 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020
<b>Application &amp; Development</b>				
Java, C++, .NET Developer	630 - 880k	<b>630 - 880k</b>	880k - 1.4m	<b>880k - 1.4m</b>
UI/UX Developer	500 - 700k	<b>480 - 720k</b>	720k - 1.0m	<b>720k - 1.2m</b>
Quantitative Analyst	620 - 750k	<b>660 - 900k</b>	840k - 1.5m	<b>900k - 1.5m</b>
Quality Assurance/Testing	420 - 480k	<b>400 - 480k</b>	540 - 780k	<b>480 - 750k</b>
Application Support	480 - 600k	<b>500 - 650k</b>	660 - 960k	<b>650 - 960k</b>
Software Architect	660 - 840k	<b>700 - 900k</b>	840k - 1.4m	<b>840k - 1.4m</b>
Big Data Architect	480 - 660k	<b>600 - 840k</b>	720k - 1.0m	<b>840k - 1.4m</b>
<b>Infrastructure &amp; Cyber Security</b>				
Cloud & Storage	750k - 1.0m	<b>825k - 1.1m</b>	1.0 - 1.3m	<b>1.1 - 1.5m</b>
Helpdesk Administrator	360 - 480k	<b>396 - 528k</b>	480 - 840k	<b>528 - 924k</b>
Network Engineer	600 - 720k	<b>660 - 792k</b>	720 - 960k	<b>792k - 1.0m</b>
Database Administrator	540 - 660k	<b>540 - 660k</b>	660 - 800k	<b>660 - 800k</b>
Cybersecurity	480 - 840k	<b>600 - 840k</b>	840k - 1.5m	<b>840k - 1.5m</b>
Technology Risk	480 - 840k	<b>650 - 900k</b>	840k - 1.5m	<b>900k - 1.5m</b>
<b>Project &amp; Change Management</b>				
Program Manager	480 - 850k	<b>600 - 950k</b>	850k - 1.8m	<b>950k - 1.8m</b>
Project Manager	560 - 850k	<b>560 - 850k</b>	850k - 1.3m	<b>850k - 1.3m</b>
Change Manager	560 - 850k	<b>560 - 850k</b>	850k - 1.5m	<b>850k - 1.5m</b>
PMO	610 - 730k	<b>610 - 730k</b>	730k - 1.5m	<b>730k - 1.5m</b>
Business Analyst	480 - 730k	<b>480 - 730k</b>	730k - 1.5m	<b>730k - 1.5m</b>
Project Coordinator/Analyst	360 - 540k	<b>360 - 540k</b>	540 - 600k	<b>540 - 600k</b>
Scrum Master & Agile Evangelist	540 - 720k	<b>600 - 840k</b>	720k - 1.0m	<b>840k - 1.5m</b>
<b>Digital Transformation</b>				
Digital Product Manager	700k - 1.0m	<b>700k - 1.0m</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>
Digital Project Manager	700 - 900k	<b>700 - 900k</b>	900k - 1.5m	<b>850k - 1.3m</b>
UX/UI Lead	600 - 900k	<b>600 - 900k</b>	900k - 1.5m	<b>900k - 1.5m</b>
Digital Transformation Manager	600 - 900k	<b>600 - 900k</b>	900k - 1.8m	<b>900k - 1.8m</b>
Lean Consultant	480 - 730k	<b>560 - 850k</b>	730k - 1.5m	<b>850k - 1.8m</b>
<b>Business Intelligence</b>				
Business Intelligence Analyst	490 - 670k	<b>490 - 670k</b>	620 - 800k	<b>620 - 800k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# FINANCIAL SERVICES

## HONG KONG

### MIDDLE & BACK OFFICE - CONTRACT

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Finance</b>						
Project Management	25 - 50k	<b>18 - 50k</b>	60 - 80k	<b>50 - 80k</b>	90 - 135k	<b>80k+</b>
Financial & Regulatory Reporting	30 - 40k	<b>20 - 45k</b>	50 - 80k	<b>45 - 80k</b>	70 - 100k	<b>70 - 100k</b>
Fund Accounting & Admin	25 - 40k	<b>15 - 40k</b>	50 - 80k	<b>35 - 70k</b>	60 - 80k	<b>70k+</b>
Product Control & Valuation	25 - 50k	<b>25 - 50k</b>	50 - 60k	<b>50 - 75k</b>	75 - 80k	<b>75k+</b>
Management Reporting	30 - 45k	<b>30 - 48k</b>	45 - 65k	<b>48 - 80k</b>	65 - 90k	<b>80k+</b>
Treasury	20 - 35k	<b>20 - 35k</b>	35 - 60k	<b>35 - 60k</b>	60 - 90k	<b>60k+</b>
<b>Governance</b>						
Compliance - AML/Surveillance	25 - 60k	<b>25 - 60k</b>	60 - 120k	<b>60 - 120k</b>	120k+	<b>120k+</b>
Compliance - Control Room	25 - 50k	<b>25 - 50k</b>	60 - 120k	<b>60 - 120k</b>	120k+	<b>120k+</b>
Compliance Advisory	40 - 80k	<b>40 - 80k</b>	80 - 130k	<b>80 - 130k</b>	130k+	<b>130k+</b>
Project Compliance	40 - 80k	<b>41 - 80k</b>	80 - 130k	<b>81 - 130k</b>	130k+	<b>130k+</b>
<b>Business Operations</b>						
Change Management	25 - 50k	<b>25 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 120k	<b>75 - 120k</b>
Client Servicing	25 - 45k	<b>22 - 45k</b>	40 - 60k	<b>40 - 70k</b>	60 - 100k	<b>60 - 110k</b>
Collateral Management	25 - 40k	<b>25 - 40k</b>	40 - 65k	<b>40 - 65k</b>	60 - 90k	<b>60 - 90k</b>
Confirmation	20 - 35k	<b>20 - 35k</b>	35 - 45k	<b>35 - 45k</b>	45 - 60k	<b>45 - 60k</b>
Corporate Actions	20 - 40k	<b>20 - 45k</b>	35 - 65k	<b>35 - 70k</b>	65 - 90k	<b>65 - 90k</b>
Data Management	20 - 45k	<b>20 - 55k</b>	40 - 80k	<b>55 - 90k</b>	80 - 100k	<b>100k+</b>
KYC/Client Onboarding	20 - 50k	<b>20 - 45k</b>	50 - 80k	<b>45 - 90k</b>	80k+	<b>90k+</b>
Settlements	20 - 38k	<b>20 - 35k</b>	38 - 55k	<b>35 - 55k</b>	55 - 75k	<b>55 - 75k</b>
Trade Support	25 - 45k	<b>24 - 45k</b>	45 - 60k	<b>45 - 70k</b>	55 - 75k	<b>60 - 80k</b>
<b>Operations &amp; Projects</b>						
Business Analyst	20 - 45k	<b>18 - 45k</b>	45 - 80k	<b>40 - 80k</b>	80 - 120k	<b>80 - 120k</b>
<b>Risk Management</b>						
Operational Risk	22 - 60k	<b>22 - 60k</b>	60 - 85k	<b>60 - 85k</b>	85 - 105k	<b>85 - 105k</b>
Credit Risk	20 - 50k	<b>20 - 50k</b>	50 - 80k	<b>50 - 80k</b>	80 - 100k	<b>80 - 100k</b>
Market Risk	20 - 60k	<b>20 - 60k</b>	60 - 90k	<b>60 - 90k</b>	90 - 120k	<b>90 - 120k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Company's technological adaptability



Good working culture & environment



Good work-life balance

# 53%

Of tech professionals stay in a role for 3-5 years

### TOP SKILLS IN DEMAND



Advanced analytics



Cloud technology



Enterprise architecture



Internet-of-Things

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 24%

Expect a 1-6% annual salary increment

# 49%

Expect a 7-15% annual salary increment

# 13%

Expect a 15%+ annual salary increment

# 50%

Of tech professionals expect a bonus of 11-20% of yearly salary in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits

75%

Career progression

57%

Better company culture

45%

Improved work-life balance

32%

# TECH & TRANSFORMATION

## HONG KONG

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	3 - 7 YRS' EXP		8 - 14 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Management</b>						
Chief Information Officer					1.5 - 2.5m	<b>1.5 - 2.5m</b>
IT Director			800k - 1.2m	<b>1.0 - 1.2m</b>	1.2 - 2.0m	<b>1.2 - 2.0m</b>
Program Director					1.2 - 2.2m	<b>1.2 - 2.5m</b>
IT Manager	450 - 550k	<b>450 - 550k</b>	550 - 750k	<b>550 - 800k</b>		
<b>Infrastructure</b>						
Data Centre	240 - 300k	<b>240 - 300k</b>				
Network Pre-sale	360 - 550k	<b>360 - 550k</b>				
Help Desk	240 - 360k	<b>240 - 360k</b>				
IT Security Pre-sale	450 - 550k	<b>450 - 550k</b>	600k - 1.0m	<b>700k - 1.2m</b>		
IT Security Technical Specialist	336 - 650k	<b>336 - 650k</b>	650k - 1.2m	<b>650k - 1.2m</b>	1.0 - 1.5m	<b>1.2 - 1.5m</b>
System Administration	240 - 420k	<b>240 - 420k</b>	550 - 850k	<b>550 - 800k</b>		
Network Admin	300 - 420k	<b>300 - 420k</b>	600 - 800k	<b>600 - 800k</b>		
Telco Pre-sale	300 - 540k	<b>300 - 540k</b>	650k - 1.2m	<b>650k - 1.2m</b>		
Service Delivery	360 - 540k	<b>360 - 540k</b>	700k - 1.2m	<b>700k - 1.2m</b>	1.0 - 1.2m	<b>1.0 - 1.2m</b>
AWS/Microsoft Azure Expert	360 - 650k	<b>360 - 650k</b>	650k - 1.2m	<b>650k - 1.2m</b>	1.2 - 1.5m	<b>1.2 - 1.5m</b>
Solution Architect	480 - 650k	<b>480 - 650k</b>	700k - 1.3m	<b>800k - 1.2m</b>	1.0 - 1.3m	<b>1.0 - 1.3m</b>
<b>Projects</b>						
Business Analyst	300 - 450k	<b>300 - 450k</b>	450 - 600k	<b>450 - 600k</b>		
Implementation Consultant	336 - 450k	<b>336 - 450k</b>	550 - 900k	<b>550 - 900k</b>	900k - 1.2m	<b>900k - 1.2m</b>
Project Manager	300 - 540k	<b>300 - 540k</b>	600k - 1.0m	<b>600k - 1.0m</b>	950k - 1.5m	<b>1.0 - 1.2m</b>
<b>Software</b>						
Developer	240 - 420k	<b>240 - 420k</b>	450 - 650k	<b>500 - 800k</b>	750k - 1.2m	<b>1.0 - 1.2m</b>
Data Science	360 - 540k	<b>360 - 540k</b>	550 - 800k	<b>550 - 800k</b>	800k - 1.5m	<b>800k - 1.5m</b>
DevOps	350 - 450k	<b>350 - 450k</b>	500 - 800k	<b>500 - 800k</b>		
RPA	400 - 500k	<b>400 - 500k</b>	500 - 850k	<b>500 - 850k</b>		

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## HONG KONG

### CONTRACT – IT PROJECTS & TRANSFORMATION MANAGEMENT

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	3 - 7 YRS' EXP		8 - 14 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Digital Transformation</b>						
Transformation Management	60 - 70k	<b>63 - 73k</b>	70 - 80k	<b>73 - 85k</b>	80 - 125k	<b>85 - 130k</b>
Customer Experience Management	35 - 65k	<b>37 - 68k</b>	65 - 85k	<b>68 - 88k</b>	85 - 120k	<b>88 - 125k</b>
Digital Product Owner	30 - 67k	<b>35 - 70k</b>	67 - 80k	<b>70 - 83k</b>	80 - 120k	<b>83 - 125k</b>
Digital Project Manager	53 - 63k	<b>56 - 66k</b>	63 - 75k	<b>66 - 78k</b>	75 - 120k	<b>78 - 125k</b>
Digital Business Analyst	30 - 48k	<b>37 - 53k</b>	48 - 58k	<b>53 - 63k</b>	58 - 73k	<b>62 - 77k</b>
Lean/Process Reengineering Consultant	35 - 58k	<b>37 - 61k</b>	58 - 88k	<b>61 - 92k</b>	88 - 120k	<b>92 - 125k</b>
Robotic Process Automation	30 - 55k	<b>32 - 58k</b>	55 - 88k	<b>58 - 92k</b>		
UX/UI Designer	30 - 55k	<b>32 - 58k</b>	52 - 92k	<b>58 - 100k</b>		
<b>Data &amp; Analytics</b>						
Data Strategy & Planning	35 - 48k	<b>38 - 50k</b>	45 - 80k	<b>47 - 83k</b>	75 - 115k	<b>78 - 120k</b>
Data Management & Governance	30 - 52k	<b>32 - 56k</b>	50 - 80k	<b>53 - 83k</b>	75 - 105k	<b>78 - 110k</b>
Data & Business Analyst	32 - 45k	<b>35 - 48k</b>	45 - 83k	<b>47 - 88k</b>	80 - 95k	<b>84 - 100k</b>
Project Manager	45 - 60k	<b>47 - 63k</b>	55 - 75k	<b>58 - 78k</b>	70 - 95k	<b>73 - 100k</b>
Datawarehouse Specialist	25 - 45k	<b>28 - 48k</b>	40 - 75k	<b>43 - 78k</b>	70 - 87k	<b>73 - 90k</b>
Business Intelligent & Reporting	32 - 45k	<b>35 - 48k</b>	45 - 75k	<b>47 - 78k</b>	70 - 87k	<b>73 - 90k</b>
<b>Infrastructure</b>						
Infrastructure Project Manager	39 - 55k	<b>41 - 58k</b>	55 - 70k	<b>58 - 73k</b>	70 - 95k	<b>78 - 99k</b>
Cloud Project Manager	50 - 75k	<b>52 - 78k</b>	75 - 110k	<b>80 - 118k</b>	100 - 130k	<b>105 - 135k</b>
Technology Risk & Security Consultant	40 - 70k	<b>42 - 73k</b>	70 - 110k	<b>73 - 115k</b>	100 - 125k	<b>105 - 130k</b>

# TECH & TRANSFORMATION

## HONG KONG

### CONTRACT – IT PROJECTS & TRANSFORMATION MANAGEMENT

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	3 - 7 YRS' EXP		8 - 14 YRS' EXP		15+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Application</b>						
Program Management	58 - 75k	<b>61 - 78k</b>	75 - 95k	<b>78 - 99k</b>	95 - 150k	<b>99 - 156k</b>
PMO	35 - 55k	<b>38 - 58k</b>	55 - 85k	<b>58 - 90k</b>	90 - 110k	<b>95 - 115k</b>
Change Management	50 - 63k	<b>52 - 66k</b>	63 - 75k	<b>66 - 78k</b>	75 - 130k	<b>78 - 136k</b>
Project Manager	50 - 60k	<b>52 - 63k</b>	60 - 75k	<b>63 - 78k</b>	75 - 110k	<b>78 - 115k</b>
Business Analyst (Applications)	35 - 55k	<b>37 - 58k</b>	55 - 65k	<b>58 - 68k</b>	65 - 95k	<b>68 - 99k</b>
Business Analyst (E-commerce)	35 - 55k	<b>37 - 58k</b>	55 - 65k	<b>58 - 68k</b>	65 - 95k	<b>68 - 99k</b>
Business Analyst (Insurance)	35 - 55k	<b>37 - 58k</b>	55 - 65k	<b>58 - 68k</b>	65 - 85k	<b>68 - 88k</b>
Business Analyst (Banking FO-BO)	43 - 60k	<b>45 - 63k</b>	55 - 85k	<b>58 - 89k</b>	75 - 130k	<b>78 - 135k</b>
Solution Engineering	35 - 55k	<b>37 - 58k</b>	55 - 70k	<b>58 - 73k</b>	70 - 90k	<b>73 - 94k</b>
Delivery Management	48 - 63k	<b>50 - 66k</b>	63 - 90k	<b>66 - 94k</b>	90 - 100k	<b>94 - 104k</b>
Technical Consultant (ERP, SAP, CRM)	55 - 60k	<b>58 - 63k</b>	60 - 100k	<b>63 - 104k</b>	100 - 140k	<b>104 - 146k</b>
Scrum Master & Agile Evangelist	50 - 75k	<b>52 - 78k</b>				
<b>Testing</b>						
Automation Engineering	30 - 50k	<b>32 - 53k</b>	50 - 80k	<b>52 - 82k</b>	80 - 92k	<b>82 - 95k</b>
Testing/Quality Assurance	25 - 32k	<b>26 - 34k</b>	32 - 45k	<b>34 - 47k</b>	45 - 58k	<b>47 - 61k</b>
<b>Procurement</b>						
Procurement and vendor management	25 - 40k	<b>26 - 42k</b>	40 - 80k	<b>42 - 84k</b>	80 - 120k	<b>84 - 125k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

HONG KONG

## CONTRACT – IT APPLICATION DEVELOPMENT & INFRASTRUCTURE

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	0 - 3 YRS' EXP		3 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Data</b>						
Data Lineage, Governance and Management (Metadata/Colibra )	19 - 35k	<b>20 - 35k</b>	35 - 75k	<b>35 - 80k</b>	60 - 110k	<b>60 - 110k</b>
Data Analytics	18 - 35k	<b>19 - 35k</b>	30 - 70k	<b>35 - 85k</b>		
Data Scientist – Financial Institutions/Consultancies	25 - 40k	<b>25 - 45k</b>	30 - 80k	<b>30 - 85k</b>	60 - 120k	<b>60 - 120k</b>
Data Scientist – Non-FS	18 - 30k	<b>20 - 38k</b>	30 - 75k	<b>30 - 80k</b>	50 - 100k	<b>50 - 100k</b>
Data Architect			40 - 90k	<b>45 - 95k</b>	80 - 160k	<b>80 - 160k</b>
Data Modeller			40 - 85k	<b>40 - 85k</b>	60 - 120k	<b>60 - 120k</b>
Data Engineer	20 - 40k	<b>25 - 45k</b>	35 - 70k	<b>35 - 80k</b>	60 - 120k	<b>60 - 120k</b>
<b>Infrastructure</b>						
Middleware Specialist/Architect	28 - 45k	<b>30 - 47k</b>	45 - 70k	<b>47 - 73k</b>	45 - 75k	<b>45 - 75k</b>
Database Administrator/Architect	25 - 50k	<b>26 - 52k</b>	50 - 78k	<b>52 - 82k</b>	50 - 78k	<b>50 - 78k</b>
Helpdesk/Helpdesk Lead	20 - 45k	<b>21 - 47k</b>	45 - 60k	<b>47 - 63k</b>	60 - 80k	<b>63 - 84k</b>
Network Engineer/Architect	25 - 50k	<b>26 - 52k</b>	50 - 75k	<b>52 - 78k</b>	75 - 100k	<b>78 - 104k</b>
Windows Systems Administrator	25 - 50k	<b>26 - 52k</b>	50 - 65k	<b>52 - 68k</b>	65 - 80k	<b>68 - 84k</b>
Unix Systems Administrator	30 - 58k	<b>40 - 61k</b>	58 - 75k	<b>61 - 78k</b>	75 - 90k	<b>78 - 90k</b>
Information Security/Cyber Security Specialist	30 - 50k	<b>32 - 52k</b>	50 - 75k	<b>52 - 78k</b>	75 - 100k	<b>78 - 104k</b>
Cloud Engineer/Architect	20 - 60k	<b>21 - 63k</b>	60 - 80k	<b>63 - 84k</b>	80 - 120k	<b>84 - 140k</b>
<b>Software</b>						
Solution/Technical Architect	45 - 55k	<b>47 - 58k</b>	55 - 80k	<b>58 - 84k</b>	80 - 95k	<b>84 - 99k</b>
Software Developer (Non-banking )	25 - 45k	<b>26 - 47k</b>	45 - 65k	<b>47 - 68k</b>	65 - 80k	<b>68 - 84k</b>
Software Developer (Banking Systems)	25 - 55k	<b>26 - 58k</b>	55 - 80k	<b>58 - 84k</b>	80 - 140k	<b>84 - 146k</b>
Application Support (Banking Applications )	20 - 35k	<b>20 - 35k</b>	40 - 80k	<b>40 - 80k</b>	50 - 90k	<b>50 - 90k</b>
Application Support (Non-banking )	20 - 33k	<b>20 - 33k</b>	20 - 40k	<b>20 - 60k</b>	50 - 70k	<b>50 - 70k</b>
Mobile Developer	25 - 40k	<b>26 - 42k</b>	40 - 60k	<b>42 - 63k</b>	60 - 75k	<b>63 - 78k</b>
DevOps Engineer	20 - 40k	<b>20 - 40k</b>	40 - 90k	<b>40 - 70k</b>	60 - 90k	<b>65 - 100k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

### TOP SKILLS IN DEMAND



Compensation & benefits



Business partnering



Employee engagement



Learning & development

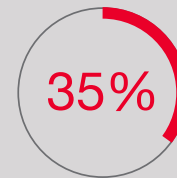
# 64%

Of HR professionals stay in a role for 3-5 years

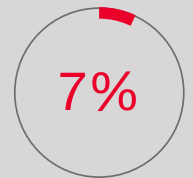
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 45%

Of HR professionals are looking to change jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS





# HUMAN RESOURCES

## HONG KONG

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2019	2020	2019	2020
<b>Commerce &amp; Industry</b>				
HR Director	1.1 - 1.5m	<b>1.0 - 1.6m</b>	90 - 115k	<b>90 - 115k</b>
Head of Compensation & Benefits	1.0 - 1.6m	<b>1.0 - 1.6m</b>	95 - 120k	<b>90 - 120k</b>
HR Manager	550 - 800k	<b>585 - 754k</b>	35 - 60k	<b>35 - 60k</b>
Organisational Development Manager	650k - 1.0m	<b>650 - 910k</b>	45 - 80k	<b>45 - 80k</b>
Payroll Manager	520 - 715k	<b>520 - 845k</b>	45 - 75k	<b>40 - 75k</b>
Recruitment Manager	540 - 780k	<b>585 - 780k</b>	50 - 85k	<b>55 - 85k</b>
Shared Services Manager	540 - 845k	<b>624 - 884k</b>	45 - 80k	<b>45 - 80k</b>
Training & Development Manager	520 - 780k	<b>598 - 910k</b>	45 - 80k	<b>45 - 80k</b>
HR Generalist (Non-managerial)/BP	360 - 585k	<b>374 - 608k</b>	30 - 50k	<b>35 - 50k</b>
Recruitment Specialist	300 - 455k	<b>309 - 468k</b>	35 - 75k	<b>35 - 75k</b>
Payroll Specialist	240 - 420k	<b>247 - 432k</b>	30 - 60k	<b>30 - 60k</b>
HRIS Analyst	330 - 420k	<b>343 - 436k</b>	25 - 45k	<b>25 - 45k</b>
C&B Officer/Specialist	216 - 400k	<b>224 - 416k</b>	25 - 40k	<b>25 - 40k</b>
<b>Financial Services</b>				
HR Director	1.2 - 1.6m	<b>1.2 - 1.8m</b>	110 - 130k	<b>110 - 130k</b>
Head of Compensation & Benefits	1.2 - 1.6m	<b>1.2 - 1.6m</b>	115 - 140k	<b>115 - 140k</b>
HR Manager	650 - 920k	<b>585 - 975k</b>	45 - 90k	<b>50 - 90k</b>
HRIS Manager	550 - 750k	<b>585 - 845k</b>	60 - 100k	<b>65 - 100k</b>
ER/Organisational Development Manager	850k - 1.25m	<b>850k - 1.25m</b>	50 - 100k	<b>50 - 100k</b>
Shared Services Manager	600 - 900k	<b>660 - 949k</b>	50 - 85k	<b>50 - 85k</b>
Training & Development Manager	600 - 900k	<b>650 - 975k</b>	65 - 100k	<b>65 - 100k</b>
HR Generalist (Non-managerial)/BP	420 - 580k	<b>455 - 585k</b>	35 - 65k	<b>35 - 65k</b>
Payroll Specialist	400 - 520k	<b>455 - 715k</b>	35 - 50k	<b>35 - 50k</b>
Recruitment Specialist	400 - 550k	<b>390 - 550k</b>	35 - 80k	<b>35 - 80k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 77%

Of accounting & finance professionals are optimistic about job opportunities in the next year

### TOP ROLES IN DEMAND



Financial analysts



Business analysts

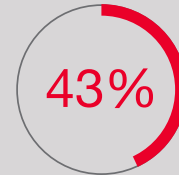


Controllers

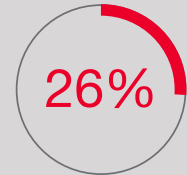


Internal auditors

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 4-6% annual salary increment



Expect a bonus of 6-10% of yearly salary

# 43%

Of accounting & finance professionals are looking to change jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits **75%**

Career progression **58%**

Better company culture **46%**

Improved work-life balance **32%**

# ACCOUNTING & FINANCE

## HONG KONG

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2019	2020	2019	2020
Chief Financial Officer (Large co.)	2.2 - 4.0m	<b>2.2 - 4.0m</b>		
Finance Director (Large co.)	1.6 - 2.7m	<b>1.7 - 2.7m</b>	85 - 120k	<b>80 - 120k</b>
Finance Director – (SME)	1.2 - 1.8m	<b>1.1 - 2.0m</b>	85 - 115k	<b>80 - 100k</b>
Financial Controller – (Large co.)	1.2 - 1.8m	<b>1.0 - 1.8m</b>	78 - 88k	<b>75 - 90k</b>
Financial Controller – (SME)	950k - 1.4m	<b>910k - 1.5m</b>	62 - 82k	<b>60 - 80k</b>
FP&A Director – Regional	1.4 - 1.6m	<b>1.4 - 1.7m</b>		
FP&A Manager – Business Partner	700k - 1.2m	<b>720k - 1.2m</b>	50 - 65k	<b>50 - 70k</b>
Finance Manager – Control & Reporting	600 - 800k	<b>700 - 900k</b>	55 - 65k	<b>50 - 65k</b>
Accounting Manager (GL, AP, AR)	580 - 800k	<b>540 - 840k</b>	45 - 55k	<b>40 - 60k</b>
Senior Accountant			40 - 55k	<b>35 - 45k</b>
Senior Financial/Business Analyst	500 - 720k	<b>520 - 720k</b>	45 - 65k	<b>45 - 65k</b>
Financial/Business Analyst			30 - 50k	<b>30 - 45k</b>
Corporate Development/M&A Director	1.5 - 3.2m	<b>1.5 - 3.5m</b>		
Corporate Development/M&A Manager	800k - 1.5m	<b>780k - 1.5m</b>	50 - 68k	<b>50 - 70k</b>
Corporate Development/M&A Analyst	600 - 900k	<b>600 - 900k</b>	38 - 55k	<b>40 - 55k</b>
Tax Director	1.5 - 2.3m	<b>1.5 - 2.5m</b>		
Tax Manager	700k - 1.2m	<b>700k - 1.3m</b>	52 - 72k	<b>50 - 70k</b>
Audit Director	1.2 - 2.2m	<b>1.3 - 2.5m</b>		
Audit Manager	650k - 1.0m	<b>700k - 1.1m</b>	45 - 55k	<b>45 - 55k</b>
Treasury Director	1.4 - 2.3m	<b>1.5 - 2.5m</b>		
Treasury Manager	650k - 1.2m	<b>600k - 1.2m</b>	48 - 68k	<b>45 - 70k</b>
Investor Relations Director	1.5 - 2.8m	<b>1.6 - 3.0m</b>		
Investor Relations Manager	660k - 1.1m	<b>660k - 1.3m</b>		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# LEGAL & COMPLIANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Growth opportunities



Competitive remuneration & benefits



Good working culture & environment

### TOP AREAS OF DEMAND



Technology lawyer



Funds lawyer



Investment compliance

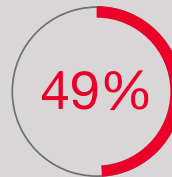


Regulatory compliance

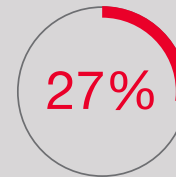
# 49%

Of legal & compliance professionals stay in a role for 3-5 years

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment

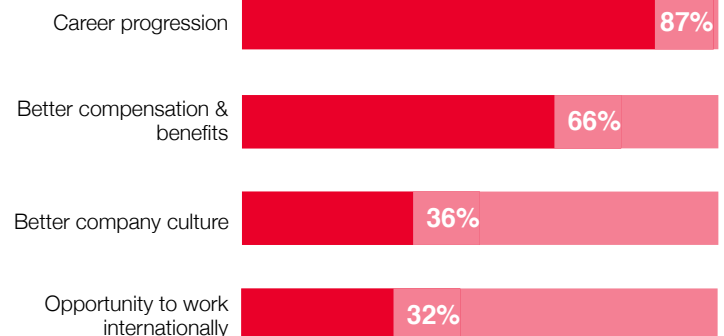


Expect a 15%+ annual salary increment

# 67%

Of legal & compliance professionals feel optimistic about job opportunities in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS



# LEGAL & COMPLIANCE

HONG KONG

## LEGAL

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)							
	ANALYST/ASSOCIATE NQ-3 PQE		AVP 4-7 PQE		VP 7-12 PQE		DIRECTOR/HEAD OF LEGAL 12+ PQE	
	2019	2020	2019	2020	2019	2020	2019	2020
<b>In-house Legal – Financial Services</b>								
International Banks	700k - 1.0m	<b>700k - 1.0m</b>	1.0 - 1.5m	<b>1.0 - 1.5m</b>	1.2 - 2.0m	<b>1.2 - 2.0m</b>	1.7 - 2.5m+	<b>1.7 - 2.5m+</b>
Regional/Local Banks			700k - 1.2m	<b>700k - 1.2m</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>	1.5 - 2.0m+	<b>1.5 - 2.0m+</b>
Asset Managers/Hedge Funds/Private Equity	500k - 1.0m	<b>500k - 1.0m</b>	700k - 1.4m	<b>700k - 1.5m</b>	1.0 - 1.8m	<b>1.0 - 2.0m</b>	1.8 - 2.0m+	<b>1.8 - 2.2m+</b>
Fintech		<b>500 - 800k</b>		<b>600k - 1.2m</b>		<b>1.0 - 1.6m</b>		<b>1.2 - 2.0m+</b>
Insurance	700 - 900k	<b>700 - 900k</b>	800k - 1.3m	<b>800k - 1.4m</b>	1.0 - 1.8m	<b>1.1 - 1.8m</b>	1.7m+	<b>1.8m+</b>
Regulators	500 - 800k	<b>500 - 850k</b>	800k - 1.3m	<b>800k - 1.4m</b>	1.0 - 1.8m	<b>1.1 - 1.8m</b>	1.5m+	<b>1.6m+</b>
<b>In-house Legal – Commerce &amp; Industry</b>								
TMT	600 - 800k	<b>600 - 800k</b>	750k - 1.6m	<b>800k - 1.6m</b>	960k - 1.6m	<b>960k - 1.6m</b>	1.4 - 2.4m	<b>1.6 - 2.6m</b>
Retail	550 - 800k	<b>550 - 800k</b>	700k - 1.3m	<b>700k - 1.3m</b>	850k - 1.4m	<b>850k - 1.4m</b>	1.2 - 1.7m	<b>1.2 - 1.5m</b>
Real Estate & Hospitality	600 - 900k	<b>600 - 900k</b>	900k - 1.6m	<b>800k - 1.6m</b>	1.1 - 1.6m	<b>1.1 - 1.6m</b>	1.6 - 2.4m	<b>1.6 - 2.4m</b>
Manufacturing	600 - 800k	<b>600 - 800k</b>	700k - 1.4m	<b>650k - 1.4m</b>	1.0 - 1.6m	<b>1.2 - 1.6m</b>	1.2 - 1.8m	<b>1.2 - 1.8m</b>
Others	550 - 850k	<b>550 - 850k</b>	700k - 1.3m	<b>700k - 1.3m</b>	900k - 1.4m	<b>800k - 1.4m</b>	1.2 - 1.6m	<b>1.2 - 1.6m</b>
<b>Private Practice</b>								
US	1.0 - 1.5m	<b>1.0 - 1.6m</b>	1.5 - 2.4m	<b>1.5 - 2.5m</b>	2.0 - 2.5m	<b>2.0 - 2.7m</b>	2.6m+	<b>2.7m+</b>
International & Offshore	750k - 1.2m	<b>750k - 1.3m</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>	1.5 - 2.0m	<b>1.5 - 2.2m</b>	1.75m+	<b>1.8m+</b>
Regional & Local	500 - 900k	<b>500 - 950k</b>	700k - 1.5m	<b>700k - 1.6m</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>	1.5m+	<b>1.5m+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# LEGAL & COMPLIANCE

## HONG KONG

### COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	OFFICER, ASSISTANT, ANALYST		MANAGER, AVP - JUNIOR VP		VP, SVP, DIRECTOR, HEAD OF COMPLIANCE	
	2019	2020	2019	2020	2019	2020
<b>Banking</b>						
AML, Advisory/Policy	340 - 450k	<b>340 - 540k</b>	600k - 1.0m	<b>660k - 1.1m</b>	1.1m+	<b>1.2m+</b>
AML, Transaction Monitoring/Surveillance/Investigations	260 - 400k	<b>300 - 450k</b>	540 - 800k	<b>540 - 840k</b>	840k - 1.2m	<b>900k - 1.5m</b>
Control Room	300 - 430k	<b>450 - 600k</b>	700k - 1.0m	<b>720k - 1.1m</b>	1.2 - 1.5m	<b>1.2 - 1.8m</b>
Compliance Testing	320 - 450k	<b>320 - 450k</b>	650 - 900k	<b>650k - 1.0m</b>	1.0 - 1.5m	<b>1.1 - 1.6m</b>
Regulatory Advisory	350 - 450k	<b>400 - 650k</b>	600 - 900k	<b>800k - 1.2m</b>	1.0m+	<b>1.2 - 2.0m</b>
Sales and Trading, Monitoring/Surveillance	350 - 450k	<b>350 - 450k</b>	660k - 1.0m	<b>660k - 1.0m</b>	1.0m - 1.9m	<b>1.0 - 1.8m</b>
Sales and Trading, Product Advisory (e.g. FI, Equities, IBD)	350 - 500k	<b>400 - 700k</b>	660k - 1.0m	<b>800k - 1.2m</b>	1.2m+	<b>1.2m+</b>
<b>Buy-Side</b>						
Investment Compliance	360 - 540k	<b>360 - 550k</b>	540 - 840k	<b>550 - 900k</b>	1.0m+	<b>1.0m+</b>
General Compliance	240 - 420k	<b>240 - 450k</b>	540 - 840k	<b>550 - 900k</b>	960k - 1.4m	<b>1.0m+</b>
Private Equity (Usually Sole Operator)			690 - 960k	<b>690k - 1.0m</b>	1.4m+	<b>1.4m+</b>
Hedge Fund	360 - 600k	<b>360 - 700k</b>	660k - 1.0m	<b>650k - 1.0m</b>	1.5m+	<b>1.5m+</b>
<b>Securities/Brokerage</b>						
Securities Industry (Local/Regional)	240 - 360k	<b>240 - 400k</b>	360 - 600k	<b>360 - 600k</b>	660k - 1.0m	<b>700k - 1.0m</b>
Global Securities/Brokerage (International Firms)	360 - 420k	<b>360 - 450k</b>	540 - 740k	<b>550 - 800k</b>	840k - 1.4m	<b>850k - 1.5m+</b>
<b>Corporate/MNCs</b>						
Investigations (AML/Financial Crime)			420 - 600k	<b>350 - 600k</b>	840k - 1.2m	<b>700k - 1.2m</b>
Internal Controls (ABC, FCPA, AML)			540 - 720k	<b>540 - 720k</b>	840k - 1.2m	<b>700k - 1.3m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

### COMPANY SECRETARIAL

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	ASSISTANT MANAGER/MANAGER 5-8 YRS' EXP		DEPUTY COMPANY SECRETARY 8+ YRS' EXP		NAMED COMPANY SECRETARY 8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
HK Listed Companies	450 - 650k	<b>450 - 700k</b>	650 - 900k	<b>700 - 950k</b>	850k - 1.5m	<b>800k - 1.5m</b>
Non-listed Companies	450 - 650k	<b>450 - 650k</b>	650 - 850k	<b>650 - 850k</b>		
Financial Services	600 - 720k	<b>550 - 720k</b>	600 - 850k	<b>600 - 800k</b>	850k - 1.2m	<b>750k - 1.2m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 66%

Of sales & marketing professionals are optimistic about job opportunities in the next year

### TOP AREAS SEEING DEMAND



Digital marketing



Communications



E-commerce



Brand management

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 40%

Expect a 1-6% annual salary increment

# 38%

Expect a 7-15% annual salary increment

# 10%

Expect a 15%+ annual salary increment

# 50%

Of sales & marketing professionals expect a bonus of 11-20% yearly salary in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits

86%

Career progression

62%

Better company culture

40%

Improved work-life balance

29%

# SALES & MARKETING

## HONG KONG

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2019	2020
<b>Financial Services</b>		
Head of Corporate Communications	1.5 - 2.5m	<b>1.5 - 2.5m</b>
Head of Corporate Access	1.5 - 2.5m	<b>1.5 - 2.5m</b>
Head of Events	1.4 - 1.8m	<b>1.5 - 2.0m</b>
Head of Internal Communications	1.2 - 1.5m	<b>1.3 - 1.6m</b>
Head of Marketing	1.5 - 2.5m	<b>1.5 - 2.5m</b>
Media Relations Director	1.2 - 1.6m	<b>1.5 - 1.8m</b>
Digital Director	1.4 - 2.0m	<b>1.5 - 2.2m</b>
Corporate Communications Manager	720k - 1.0m	<b>750k - 1.1m</b>
Digital Marketing Manager	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Events Manager	600 - 900k	<b>650k - 1.0m</b>
Internal Communications Manager	650 - 950k	<b>700k - 1.0m</b>
Marketing Communications Manager	650 - 950k	<b>650 - 950k</b>
Marketing Manager	550 - 800k	<b>550 - 850k</b>
Media Relations Manager	720k - 1.0m	<b>720k - 1.0m</b>
Product Development Manager	800k - 1.3m	<b>800k - 1.3m</b>
Media Relations Executive	420 - 500k	<b>425 - 525k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# SALES & MARKETING

## HONG KONG

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2019	2020
<b>IT&amp;T</b>		
General Manager	2.0 - 2.5m	<b>2.0 - 2.5m</b>
Account Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Carrier Sales Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Marketing Director	1.0 - 1.5m	<b>1.2 - 1.8m</b>
Sales Director	1.3 - 2.0m	<b>1.3 - 2.0m</b>
Account Manager	750 - 900k	<b>750 - 900k</b>
Alliances Manager	800k - 1.3m	<b>800k - 1.3m</b>
Business Development Manager	700k - 1.2m	<b>750k - 1.4m</b>
Channel Manager	700k - 1.3m	<b>700k - 1.3m</b>
Digital Marketing Manager	540 - 660k	<b>550 - 750k</b>
Marketing Manager	480 - 600k	<b>500 - 650k</b>
Sales Manager	700k - 1.0m	<b>700k - 1.0m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## HONG KONG

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2019	2020
<b>Consumer Markets</b>		
Sales Director	1.0 - 1.5m	<b>1.2 - 2.0m</b>
General Manager	1.5 - 2.0m	<b>1.5 - 2.5m</b>
Brand Director	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Marketing Director	1.0 - 1.5m	<b>1.2 - 2.0m</b>
Retail Operations Director	960k - 1.3m	<b>1.0 - 1.5m</b>
Key Account Manager	480 - 720k	<b>500 - 800k</b>
Area Sales Manager	480 - 660k	<b>500 - 800k</b>
Brand Manager	480 - 720k	<b>550 - 800k</b>
Marketing Manager	480 - 660k	<b>500 - 750k</b>
Visual Merchandising Manager	480 - 600k	<b>500 - 650k</b>
PR Manager	600 - 900k	<b>625 - 950k</b>
Content Marketing Manager	480 - 600k	<b>500 - 650k</b>
E-commerce Manager	600 - 800k	<b>625 - 850k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## HONG KONG

### CONTRACT

ROLE	CONTRACT SALARY PER MONTH HKD (\$)	
	2019	2020
<b>Financial Services</b>		
Corporate Communications Manager	50 - 80k	<b>50 - 80k</b>
Events Manager	45 - 60k	<b>40 - 55k</b>
Internal Communications Manager	45 - 70k	<b>45 - 65k</b>
Marketing Manager	45 - 60k	<b>45 - 60k</b>
Events Executive	25 - 50k	<b>23 - 45k</b>
Internal Communications Executive	30 - 45k	<b>35 - 45k</b>
Marketing Executive	25 - 38k	<b>25 - 35k</b>
Roadshow Executive	25 - 45k	<b>30 - 45k</b>
<b>FMCG</b>		
Brand Manager	35 - 60k	<b>35 - 60k</b>
Marketing Manager	35 - 48k	<b>35 - 50k</b>
<b>IT&amp;T</b>		
Marketing Manager	35 - 55k	<b>35 - 55k</b>
Marketing Executive	25 - 40k	<b>25 - 40k</b>
<b>Retail</b>		
Brand Manager	40 - 58k	<b>40 - 58k</b>
Marketing Manager	35 - 45k	<b>35 - 45k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SECRETARIAL & BUSINESS SUPPORT

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 67%

Of secretarial & business support professionals stay less than two years in a role

### TOP ROLES IN DEMAND



Administrative support



Secretaries



Office managers

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 46%

Expect a 4-6% annual salary increment

# 31%

Expect a bonus of 16-20% of yearly salary

# 42%

Of secretarial & business support professionals are looking to change jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits

75%

Better fringe benefits including medical and annual leave

58%

Career progression

50%

Better company culture

25%

# SECRETARIAL & BUSINESS SUPPORT

## HONG KONG

### CONTRACT

ROLE	CONTRACT	
	SALARY PER MONTH HKD (\$)	
	2019	2020
<b>Commerce &amp; Industry</b>		
Administration Manager	35 - 45k	<b>35 - 45k</b>
Assistant Administrative Manager	28 - 35k	<b>28 - 35k</b>
Administrator	20 - 32k	<b>20 - 30k</b>
Administrative Assistant	15 - 30k	<b>15 - 25k</b>
Office Manager	35 - 50k	<b>35 - 50k</b>
Personal Assistant	20 - 35k	<b>20 - 35k</b>
Legal Secretary	25 - 40k	<b>25 - 40k</b>
Executive Secretary	30 - 48k	<b>25 - 45k</b>
Team Secretary	30 - 40k	<b>30 - 40k</b>
Receptionist	15 - 28k	<b>15 - 20k</b>
<b>Financial Services</b>		
Administration Manager	35 - 60k	<b>35 - 60k</b>
Assistant Administrative Manager	30 - 45k	<b>30 - 45k</b>
Administrator	25 - 35k	<b>25 - 35k</b>
Administrative Assistant	15 - 30k	<b>15 - 30k</b>
Office Manager	45 - 60k	<b>45 - 55k</b>
Personal Assistant	35 - 65k	<b>35 - 40k</b>
Legal Secretary	32 - 45k	<b>25 - 45k</b>
Executive Secretary/Executive Assistant	35 - 50k	<b>35 - 50k</b>
Team Secretary	30 - 48k	<b>30 - 45k</b>
Receptionist	18 - 30k	<b>18 - 25k</b>
<b>Customer Service</b>		
Customer Service Officer	12 - 18k	<b>12 - 18k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

# 66%

Of supply chain, procurement & logistics professionals are optimistic about job opportunities in 2020

### TOP AREAS SEEING DEMAND



Process management

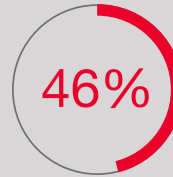


Analytical skills

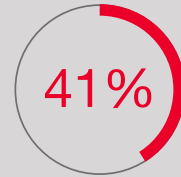


Blockchain knowledge

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 4-6% annual salary increment



Expect a bonus of 11-15% of yearly salary

# 54%

Of professionals are willing to accept a lower salary for a more interesting job

### TOP 4 MOTIVATORS TO MOVE JOBS



# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## HONG KONG

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2019	2020
<b>Commercial/Industrial</b>		
Head of Supply Chain	1.5 - 3.0m	<b>1.5 - 3.0m</b>
Head of Procurement	1.2 - 2.5m	<b>1.2 - 2.5m</b>
Logistics/Operations Director	1.3 - 2.0m	<b>1.3 - 2.0m</b>
Logistics/Warehouse Manager	550 - 900k	<b>550 - 900k</b>
Procurement Manager	700k - 1.0m	<b>700k - 1.0m</b>
Demand/Supply Planner	500 - 800k	<b>500 - 800k</b>
<b>Retail Sourcing Office/Agent</b>		
Managing Director/EVP	2.5 - 4.0m	<b>2.5 - 4.0m</b>
Sourcing Director/VP	1.3 - 2.3m	<b>1.3 - 2.3m</b>
Quality Director	1.2 - 2.0m	<b>1.2 - 2.0m</b>
QA/QC Manager	650k - 1.1m	<b>650k - 1.1m</b>
Merchandising Manager	550 - 950k	<b>400 - 900k</b>
Product Development/Technical	600k - 1.1m	<b>600k - 1.1m</b>
<b>3PL</b>		
Sales/Operations Director	1.0 - 2.0m	<b>1.0 - 2.0m</b>
Operations/Logistics Manager	700k - 1.2m	<b>500k - 1.0m</b>
Trade Lane Manager	700k - 1.1m	<b>700k - 1.1m</b>
Key Account/Business Development Manager	480k - 1.1m	<b>480k - 1.1m</b>
<b>Banking &amp; Financial Services</b>		
Category Manager	800k - 1.2m	<b>800k - 1.2m</b>
Sourcing Manager	800k - 1.2m	<b>800k - 1.2m</b>
Head of Vendor Risk Management	1.0 - 1.3m	<b>1.0 - 1.3m</b>
Head of Procurement	1.7 - 2.5m	<b>1.7 - 2.5m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# INDONESIA

**Businesses in Indonesia took a more conservative stance towards hiring in the first half of 2019, as they waited for more clarity of political direction amid elections and other global events, such as the US–China trade war. In the second half of the year, hiring recovered and is expected to continue to remain active in 2020 despite a global economic slowdown.**

## 2019 INSIGHT

Continuing the trends from previous years, e-commerce and digital continued to be major drivers of the economy and, in turn, hiring activity throughout 2019. There was exponential growth observed in these areas, with e-commerce, fintech and other digital businesses expanding in both numbers and size, and traditional companies embarking on their own digital journeys. This drove high demand for skilled technology and digital talent, particularly for those able to showcase commercial ability and business acumen.

Aside from technology and digital roles, however, hiring levels were more subdued in the first half of the year. Recruitment was largely limited to replacement hires, particularly for senior positions, as businesses were less inclined to make important hiring decisions during the general elections. However, hiring activity for more junior roles remained relatively healthy.

# 15-30%

SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020

“

Across all functions, we expect employers to look beyond technical skills when hiring.

”





**ERIC MARY,  
COUNTRY MANAGER,  
INDONESIA**

## 2020 EXPECTATIONS

Hiring is expected to be more active in 2020 than in 2019. There will continue to be growth in the areas

of e-commerce and fintech, and we also expect to see hypergrowth for start-ups in new business verticals, such as logistics, payments, digital health and edtech. Traditional businesses will continue to accelerate their digital efforts and, as such, the need for technology and digital talent is expected to intensify further.

Across all functions, we expect employers to look beyond technical skills when hiring. Business partnership and stakeholder management skills will be particularly sought after, as businesses look to their people to drive growth and expansion.

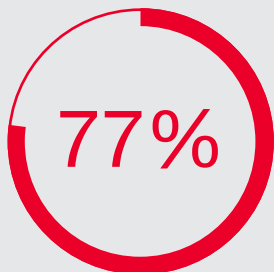
Such talent is in short supply and to secure these professionals, hiring managers will need to showcase career development opportunities, as well as offer benefits such as remote working or flexible hours.

Additionally, given the skill sets in demand are in short supply within the

country, employers should consider tapping into Indonesian talent who reside overseas. Our [Pulang Kampung](#) campaign helps businesses find the people they need by connecting with overseas Indonesians and helping them to move home to relieve skills shortages.

Employers are also encouraged to think longer-term and consider hiring based on a candidate's potential and training them in skills that may be lacking. In Indonesia, we see forward-thinking employers reaching out to universities to attract high potential individuals and building structured learning and development programs to create a strong pipeline of talent who are equipped with the relevant skill sets.

Those remaining within a role can expect, on average, 8% increments to their yearly salaries. For those getting promoted or moving jobs, they can expect 15-30% depending on their skills sets and seniority.



Of professionals expect bonuses of 15%+ of their yearly salaries



A good working culture and environment is the top driver of job satisfaction



30% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# TECH & TRANSFORMATION

## KEY FINDINGS

### NEW GROWTH VERTICALS



Payments



Digital health



Edtech

# 31%

Of tech & transformation professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Machine learning



Big data

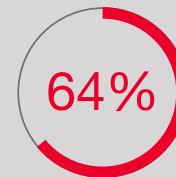


Artificial intelligence

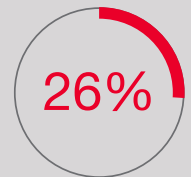
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

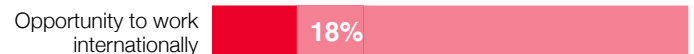


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
CTO/CIO	1000 - 1700m	<b>1100 - 1900m</b>
Project Director	700 - 1400m	<b>700 - 1400m</b>
Head of IT	750 - 1400m	<b>750 - 1500m</b>
Head of Engineering	600 - 1100m	<b>700 - 1200m</b>
Head of Data	700 - 1200m	<b>700 - 1300m</b>
Head of Infrastructure	500 - 850m	<b>500 - 900m</b>
IT Manager	450 - 800m	<b>450 - 800m</b>
Engineering Manager	300 - 600m	<b>300 - 750m</b>
Infrastructure Manager	350 - 600m	<b>350 - 650m</b>
Program Manager	550 - 1200m	<b>550 - 1200m</b>
Project Manager	450 - 800m	<b>450 - 800m</b>
Business Intelligence Manager	400 - 600m	<b>400 - 750m</b>
Lead Architect	700 - 1100m	<b>700 - 1200m</b>
Software Developer	300 - 600m	<b>300 - 650m</b>
Systems Engineer	200 - 400m	<b>200 - 400m</b>
Business Analyst	250 - 500m	<b>250 - 500m</b>
Data Scientist	200 - 500m	<b>200 - 750m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

## DIGITAL

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
Head of Digital	700 - 1300m	<b>700 - 1500m</b>
Head of E-commerce	600 - 1200m	<b>600 - 1400m</b>
Head of Product	1000 - 1700m	<b>1000 - 1850m</b>
E-commerce Manager	400 - 750m	<b>400 - 800m</b>
Product Manager	350 - 800m	<b>350 - 850m</b>
Partnership Manager	350 - 600m	<b>400 - 650m</b>
SEO Manager	250 - 400m	<b>250 - 400m</b>
UX/UI Manager	200 - 400m	<b>250 - 500m</b>
Social Media Manager	200 - 400m	<b>200 - 450m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Competitive remuneration & benefits



Good working culture & environment

# 17%

Of accounting & finance professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Strategic analytical skills



Business acumen

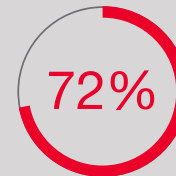


Understanding of capital markets

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 25-30%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

37%

Better compensation & benefits

21%

Better company culture

13%

Opportunity to work internationally

10%

# ACCOUNTING & FINANCE

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>Finance</b>		
Chief Financial Officer	1800 - 3000m	<b>1800 - 3000m</b>
Finance Director	1200 - 1800m	<b>1200 - 2000m</b>
Financial Controller	700 - 1000m	<b>700 - 1100m</b>
Plant Controller	480 - 960m	<b>480 - 980m</b>
Finance Manager	400 - 600m	<b>400 - 650m</b>
<b>Accounting &amp; Taxation</b>		
Head of Tax	800 - 1000m	<b>800 - 1100m</b>
Tax Manager	400 - 550m	<b>400 - 590m</b>
Tax Supervisor	200 - 300m	<b>200 - 325m</b>
Group Accountant	420 - 600m	<b>420 - 630m</b>
Accountant	150 - 250m	<b>150 - 250m</b>
<b>Financial Planning &amp; Analysis</b>		
Commercial Finance Manager	500 - 700m	<b>500 - 780m</b>
Senior Financial Analyst	350 - 450m	<b>350 - 480m</b>
Financial Analyst	200 - 300m	<b>200 - 330m</b>
<b>Treasury</b>		
Treasury Manager	400 - 500m	<b>400 - 550m</b>
Treasury Analyst	200 - 300m	<b>200 - 300m</b>
<b>Internal Audit</b>		
Internal Audit Director	850 - 1200m	<b>900 - 1200m</b>
Internal Audit Manager	450 - 650m	<b>450 - 700m</b>
Internal Auditor	240 - 300m	<b>240 - 330m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 26%

Of banking & financial services professionals stay less than two years in a role

### TOP AREAS IN DEMAND



Risk & compliance (fintech & insurance)



Sales (securities & fintech)

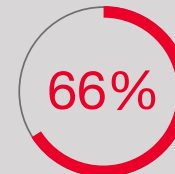


Investment (asset management)

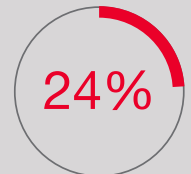
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-35%

### TOP 4 MOTIVATORS TO MOVE JOBS



# BANKING & FINANCIAL SERVICES

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	AVP		VP		SVP	
	2019	2020	2019	2020	2019	2020
<b>Banking Operations</b>						
Cash Management Operations	420 - 700m	<b>440 - 700m</b>	650 - 1000m	<b>675 - 1000m</b>	925m+	<b>950m+</b>
Credit Administrations	420 - 700m	<b>440 - 700m</b>	650 - 1000m	<b>675 - 1000m</b>	925m+	<b>950m+</b>
Trade/Treasury Operations	420 - 700m	<b>440 - 700m</b>	650 - 1000m	<b>675 - 1000m</b>	920m+	<b>950m+</b>
Client Onboarding	420 - 700m	<b>440 - 700m</b>	650 - 1000m	<b>675 - 1050m</b>	930m+	<b>980m+</b>
<b>Corporate Governance</b>						
Compliance	480 - 800m	<b>520 - 850m</b>	680 - 980m	<b>720 - 1025m</b>	1050m+	<b>1050m+</b>
Financial Crime Compliance/ AML	480 - 800m	<b>520 - 850m</b>	700 - 980m	<b>720 - 1025m</b>	1050m+	<b>1050m+</b>
Internal Audit	480 - 800m	<b>500 - 800m</b>	700 - 980m	<b>700 - 1000m</b>	1050m+	<b>1050m+</b>
Retail Credit Risk	480 - 800m	<b>520 - 850m</b>	700 - 980m	<b>725 - 1050m</b>	1050m+	<b>1080m+</b>
Wholesale Credit Reviewer	480 - 800m	<b>520 - 850m</b>	700 - 980m	<b>700 - 1025m</b>	1050m+	<b>1080m+</b>
Market Risk	500 - 780m	<b>500 - 800m</b>	710 - 1000m	<b>710 - 1025m</b>	1050m+	<b>1050m+</b>
Operational Risk	500 - 780m	<b>500 - 800m</b>	680 - 1000m	<b>700 - 1025m</b>	1050m+	<b>1050m+</b>
<b>Finance/Accounting</b>						
Financial Control	480 - 850m	<b>500 - 880m</b>	735 - 980m	<b>750 - 1000m</b>	1150m+	<b>1150m+</b>
Strategic Planning & Analysis	480 - 850m	<b>500 - 880m</b>	735 - 980m	<b>750 - 1025m</b>	1100m+	<b>1150m+</b>
Group/Regulatory Reporting	480 - 850m	<b>500 - 880m</b>	735 - 980m	<b>750 - 1000m</b>	1050m+	<b>1050m+</b>
<b>Front Office</b>						
Bancassurance	350 - 500m	<b>420 - 600m</b>	580 - 850m	<b>550 - 900m</b>	900m+	<b>950m+</b>
Corporate Banking	370 - 585m	<b>400 - 600m</b>	600 - 950m	<b>600 - 975m</b>	1050 - 1500m+	<b>1050 - 1500m+</b>
Cash Management Sales	320 - 500m	<b>350 - 550m</b>	580 - 780m	<b>600 - 825m</b>	1050 - 1380m+	<b>1050 - 1400m+</b>
Trade Sales	320 - 500m	<b>350 - 550m</b>	580 - 780m	<b>600 - 825m</b>	1050 - 1350m+	<b>1050 - 1350m+</b>
Treasury Sales	360 - 620m	<b>360 - 650m</b>	600 - 950m	<b>600 - 950m</b>	1150 - 1600m+	<b>1050 - 1500m+</b>
<b>Capital Market</b>						
Investment Banking						
Research Analyst	500 - 650m	<b>525 - 700m</b>	600 - 1000m	<b>625 - 1050m</b>	1100m+	<b>1100m+</b>
Equity Sales	500 - 700m	<b>550 - 750m</b>	750 - 1000m	<b>775 - 1050m</b>	1400m+	<b>1400m+</b>
Fund Manager	600 - 750m	<b>650 - 800m</b>	700 - 1000m	<b>725 - 1050m</b>	1400m+	<b>1400m+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## INDONESIA

### MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>Banks</b>		
Chief Executive Officer	4800m+	5000m+
Chief Financial Officer	2685m+	2800m+
Chief Operating Officer	1725m+	2100m+
Chief Marketing Officer	2685m+	1800m+
Chief Risk Officer	2685m+	2800m+
Compliance	2685m+	2800m+
Chief Audit Officer	2025m+	2100m+
<b>Insurance</b>		
Chief Executive Officer	4300m+	4500m+
Chief Financial Officer	2400m+	2500m+
Chief Operating Officer	1450m+	1500m+
Chief Marketing Officer	1245m+	1300m+
Chief Risk Officer	1055m+	1100m+
Compliance	1925m+	2000m+
Chief Audit Officer	1345m+	1400m+
Chief Investment Officer	1775m+	1850m+
<b>Asset Management</b>		
Chief Executive Officer	3100m+	3250m+
Chief Financial Officer	1250m+	1300m+
Chief Operating Officer	1250m+	1300m+
Chief Marketing Officer	1250m+	1300m+
Compliance	1250m+	1300m+
Chief Audit Officer	950m+	1000m+
Chief Investment Officer	1800m+	2000m+

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.



# BANKING & FINANCIAL SERVICES

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>Securities</b>		
Chief Executive Officer	3250m+	<b>3250m+</b>
Chief Financial Officer	1235m+	<b>1300m+</b>
Chief Operating Officer	1235m+	<b>1300m+</b>
Compliance	1235m+	<b>1300m+</b>
<b>Financial Technology</b>		
Chief Executive Officer	2000m+	<b>2100m+</b>
Chief Financial Officer	1450m+	<b>1600m+</b>
Chief Marketing Officer	1250m+	<b>1300m+</b>
Chief Risk Officer	1450m+	<b>1600m+</b>
Compliance	1450m+	<b>1600m+</b>
Chief Audit Officer	1450m+	<b>1600m+</b>
<b>Multi Finance</b>		
Chief Executive Officer	1900m+	<b>2000m+</b>
Chief Financial Officer	1235m+	<b>1300m+</b>
Chief Operating Officer	1235m+	<b>1300m+</b>
Chief Marketing Officer	1235m+	<b>1300m+</b>
Chief Risk Officer	1235m+	<b>1300m+</b>
Compliance	1235m+	<b>1300m+</b>
Chief Audit Officer	1235m+	<b>1300m+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 25%

Of HR professionals stay less than two years in a role

### HIRING ADVICE



Be clear about career development

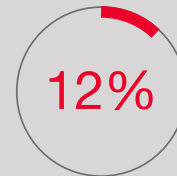


Build strong vision and company values

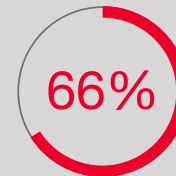


Offer learning opportunities

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

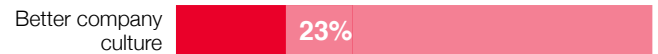


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# HUMAN RESOURCES

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Banking &amp; Financial Services</b>						
HR Business Partner	468 - 624m	<b>468 - 624m</b>	728 - 871m	<b>728 - 884m</b>	1040m+	<b>1040m+</b>
HR Generalist	468 - 520m	<b>468 - 520m</b>	741 - 858m	<b>741 - 884m</b>	910m+	<b>1040m+</b>
Compensation & Benefits	468 - 520m	<b>468 - 520m</b>	650 - 767m	<b>650 - 767m</b>	806m+	<b>845m+</b>
Training & Development	468 - 520m	<b>468 - 520m</b>	650 - 767m	<b>650 - 767m</b>	910m+	<b>910m+</b>
Organisational Development	455 - 520m	<b>455 - 520m</b>	650 - 767m	<b>650 - 767m</b>	910m+	<b>936m+</b>
HR Information Systems (HRIS)	390 - 494m	<b>390 - 494m</b>	559 - 676m	<b>559 - 676m</b>	806m+	<b>845m+</b>
<b>Commerce &amp; Industry</b>						
HR Business Partner	468 - 520m	<b>468 - 520m</b>	741 - 858m	<b>741 - 858m</b>	975m+	<b>988m+</b>
HR Generalist	468 - 520m	<b>468 - 520m</b>	741 - 858m	<b>741 - 858m</b>	910m+	<b>988m+</b>
Compensation & Benefits	364 - 494m	<b>364 - 494m</b>	650 - 754m	<b>650 - 754m</b>	754m+	<b>780m+</b>
Organisational Development	364 - 494m	<b>364 - 494m</b>	650 - 780m	<b>650 - 780m</b>	858m+	<b>884m+</b>
Training & Development	364 - 494m	<b>364 - 494m</b>	650 - 780m	<b>650 - 780m</b>	858m+	<b>858m+</b>
HR Information Systems (HRIS)	390 - 494m	<b>390 - 494m</b>	559 - 676m	<b>559 - 676m</b>	806m+	<b>806m+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# LEGAL

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Training & learning opportunities

### TOP AREAS SEEING DEMAND



Online/digital start-ups



Fintech



Energy & infrastructure

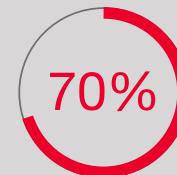
# 27%

Of legal professionals stay less than two years in a role

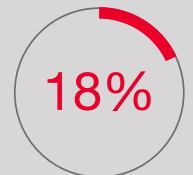
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

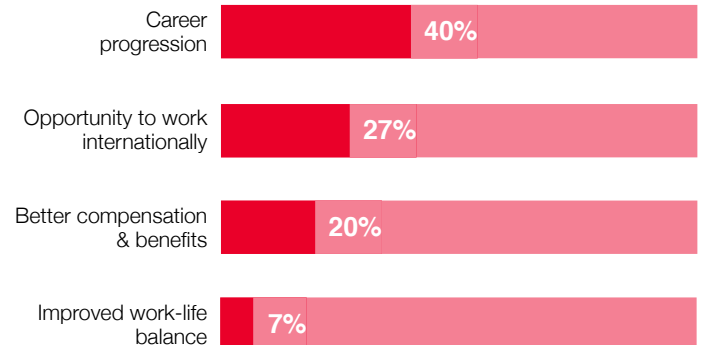


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-21%

### TOP 4 MOTIVATORS TO MOVE JOBS



ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>In-house Counsel</b>		
Legal Director/General Counsel	1600 - 2200m	<b>1750 - 2400m</b>
Vice President Legal/Deputy General Counsel	1500 - 1800m	<b>1600 - 1900m</b>
Head of Legal & Compliance/Head of Legal/Head of Corporate Secretary	850 - 1300m	<b>900 - 1300m</b>
Legal Manager/Compliance Manager/Corporate Secretary Manager	500 - 900m	<b>600 - 1000m</b>
Legal Officer/Compliance Officer/Corporate Secretary Officer	350 - 700m	<b>370 - 750m</b>
Legal Counsel (Sole Contributor)	700 - 1300m	<b>800 - 1300m</b>
<b>Private Practice (Foreign Affiliated)</b>		
Partner	1600 - 2200m	<b>1800 - 2400m</b>
Senior Associate	1100 - 1300m	<b>1300 - 1500m</b>
Associate	700 - 1100m	<b>750 - 1300m</b>
Junior-Mid Associate	250 - 500m	<b>300 - 600m</b>
<b>Private Practice (Non-Foreign Affiliated)</b>		
Partner	800 - 1800m	<b>900 - 1800m</b>
Senior Associate	450 - 900m	<b>500 - 1000m</b>
Associate	350 - 600m	<b>400 - 650m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Good working culture & environment



Competitive remuneration & benefits

# 28%

Of sales & marketing professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



E-commerce



Consumer insights

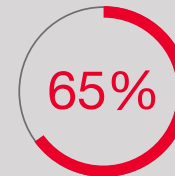


Trade marketing

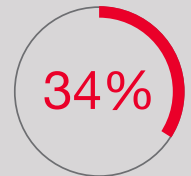
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# SALES & MARKETING

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>Business Development</b>		
Sales & Marketing Director	1300 - 1760m+	<b>1500 - 2000m+</b>
Sales Director	1200 - 1705m+	<b>1200 - 1800m+</b>
Account Director	1050 - 1205m+	<b>1200 - 1400m+</b>
National Sales Manager	760 - 865m+	<b>800 - 950m+</b>
National Key Account Manager	760 - 865m+	<b>760 - 865m+</b>
Senior Business Development Manager	760 - 910m+	<b>760 - 950m+</b>
Business Development Manager	500 - 660m+	<b>500 - 700m+</b>
Key Account Manager	500 - 660m+	<b>500 - 700m+</b>
Sales & Marketing Manager	500 - 660m+	<b>500 - 700m+</b>
Regional Sales Manager	420 - 510m+	<b>450 - 550m+</b>
<b>Marketing</b>		
Chief Marketing Officer	1500 - 2935m+	<b>1500 - 3000m+</b>
Marketing Director	1300 - 2345m+	<b>1300 - 2500m+</b>
Marketing Manager	735 - 1170m+	<b>750 - 1300m+</b>
Head of Trade Marketing	840 - 1040m+	<b>850 - 1200m+</b>
Senior Marketing Communications Manager	330 - 640m+	<b>350 - 700m+</b>
Channel Marketing Manager	420 - 640m+	<b>450 - 700m+</b>
Senior Brand Manager	410 - 620m+	<b>450 - 700m+</b>
Marketing Research Manager	400 - 560m+	<b>400 - 700m+</b>
Visual Merchandising Manager	340 - 640m+	<b>350 - 650m+</b>
Head of Digital	525 - 1270m+	<b>600 - 1500m+</b>
Digital Manager	420 - 745m+	<b>450 - 800m+</b>
PR Manager	320 - 610m+	<b>350 - 650m+</b>
Brand Manager	340 - 535m+	<b>340 - 600m+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SUPPLY CHAIN, PROCUREMENT & MANUFACTURING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 22%

Of supply chain, procurement & manufacturing professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Continuous improvement

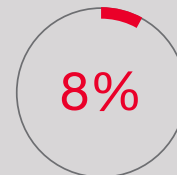


Research & development (R&D)

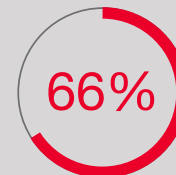


Project management

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS





# SUPPLY CHAIN, PROCUREMENT & MANUFACTURING

## INDONESIA

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2019	2020
<b>Procurement</b>		
Procurement Director	1200 - 1600m	<b>1300 - 1700m</b>
GM Procurement	800 - 1200m	<b>850 - 1300m</b>
Procurement Manager	400 - 700m	<b>450 - 750m</b>
Assistant Procurement Manager	200 - 300m	<b>250 - 350m</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain Director	1700 - 2500m	<b>1800 - 2500m</b>
Customer Service & Logistics Director	1200 - 1700m	<b>1300 - 1800m</b>
GM Supply Chain	900 - 1100m	<b>1000 - 1300m</b>
Operations Manager	450 - 750m	<b>500 - 850m</b>
Customer Service Manager	350 - 600m	<b>350 - 650m</b>
Logistics Manager	350 - 700m	<b>450 - 800m</b>
Supply Planning Manager	400 - 650m	<b>450 - 700m</b>
Demand Planning Manager	400 - 650m	<b>500 - 700m</b>
Supply Chain Manager	350 - 550m	<b>400 - 700m</b>
Supply Chain Analyst	200 - 300m	<b>250 - 400m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# MALAYSIA

Hiring activity was more buoyant and active in 2019, compared to 2018. However, companies still remained relatively cautious amid uncertainties driven by new government policies and global events, such as the US–China trade war. We expect to see similar levels of hiring activity in the first half of 2020, with companies likely to become more ambitious with their growth plans and hiring in the second half of the year.

## 2019 INSIGHT

Digitalisation continued to gather pace within Malaysia, with companies across every industry looking to accelerate their transformation efforts in order to scale and grow. As a result, digital and technology talent were highly sought after. In particular, we saw demand for developers – front-end, back-end and mobile – as well as talent in the fields of artificial intelligence (AI) and machine learning. There was also a need for talent across functions with experience in leading transformation projects, to ensure smooth and seamless adoption and transition.

We also saw strong demand for risk and compliance professionals, as businesses sought to ensure they were aligned with the regulations and guidelines set by Bank Negara Malaysia (BNM). Given the relatively small talent pool, the demand for these professionals is expected to continue into 2020.

# 15-20%

SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020

“

Companies will seek digitally savvy talent with a progressive mindset across all functions.

”



**KIMBERLYN LU,  
COUNTRY MANAGER,  
MALAYSIA**

Outside these fields, recruitment was largely focused on replacement hires, with employers showing more commitment to filling vacancies

compared to the previous year. However, the creation of new roles was comparatively limited, as businesses were holding off in anticipation of global events and domestic policy changes.

### **2020 EXPECTATIONS**

In 2020, we expect hiring activity to pick up, particularly in the second half of the year, as the impact of global events and the direction of domestic policies become clearer.

Ongoing digitalisation will drive demand for talent beyond the tech sector. Companies will seek digitally savvy talent with a progressive mindset across all functions to bring fresh ideas and perspectives to the table, accelerating digitalisation efforts. Particularly in areas such as marketing, candidates with more traditional backgrounds will need to develop their digital expertise in order to secure good roles, as businesses are seeking digital experience in all their marketers.

We will see high demand for professionals who are not only skilled at what they do, but also possess business acumen and the ability to leverage new technology to effectively innovate and drive the business. These professionals are often motivated and ambitious and they want to bring value to the organisation through their work. Employers looking to attract such talent will need to communicate clear career development pathways, as well as demonstrate how their work can bring positive impact to the business. For senior candidates, go a step further by talking about how their work can help build and benefit the nation.

Yearly salary increments for those staying in their jobs will range from 3-8% in 2020. Most professionals who move or get promoted can expect increments of 15-20%, but those possessing niche skill sets can expect up to 30%.



Of professionals expect bonuses of 15%+ of their yearly salaries



A good working culture and environment is the top driver of job satisfaction



33% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 75%

Of accounting & finance professionals are optimistic about job opportunities in the sector

### TOP JOBS IN DEMAND



FP&A manager

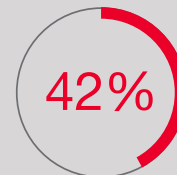


Senior financial/business analyst

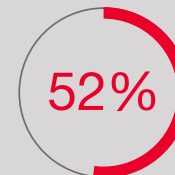


Financial controller

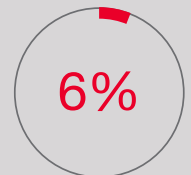
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-20%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

39%

Better compensation & benefits

28%

Improved work-life balance

8%

Opportunity to work internationally

6%

# ACCOUNTING & FINANCE

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Finance</b>		
Chief Financial Officer	420 - 720k+	<b>420 - 720k+</b>
Head of Shared Services	360 - 660k+	<b>420 - 660k+</b>
Finance Director – MNC	360 - 480k+	<b>360 - 480k+</b>
Finance Director – SME	240 - 360k+	<b>264 - 360k+</b>
Financial Controller – MNC	240 - 360k+	<b>240 - 360k+</b>
Head of Functions – RTR, OTC, PTP	276 - 360k+	<b>300 - 360k+</b>
Financial Controller – SME	216 - 300k+	<b>180 - 300k+</b>
Senior Finance Manager	180 - 240k+	<b>180 - 240k+</b>
FP&A Manager	180 - 240k+	<b>180 - 240k+</b>
Corporate Finance Manager	144 - 216k+	<b>144 - 216k+</b>
Finance Manager/Team Lead	120 - 180k+	<b>120 - 192k+</b>
<b>Accounting &amp; Taxation</b>		
Tax Manager	144 - 228k+	<b>168 - 240k+</b>
Credit Controller	96 - 180k+	<b>96 - 180k+</b>
Internal Auditor – Manager	132 - 216k+	<b>168 - 240k+</b>
Cost Controller	108 - 180k+	<b>156 - 216k+</b>
Accountant	84 - 132k+	<b>84 - 132k+</b>
AP/AR Analyst	54 - 96k+	<b>54 - 96k+</b>
<b>Analyst</b>		
Senior Financial/Business Analyst	120 - 180k+	<b>120 - 180k+</b>
Financial/Business Analyst	84 - 120k+	<b>84 - 120k+</b>
<b>Treasury</b>		
Treasury Manager	144 - 216k+	<b>144 - 216k+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Finance</b>		
Head of Shared Services	360 - 600k	<b>360 - 600k</b>
Finance Director	300 - 480k	<b>300 - 480k</b>
Financial Controller	196 - 384k	<b>196 - 384k</b>
Finance Manager/Senior Manager	108 - 222k	<b>108 - 222k</b>
FP&A Manager	120 - 192k	<b>120 - 192k</b>
<b>Accounting &amp; Taxation</b>		
Tax Manager	120 - 156k	<b>120 - 156k</b>
Credit Controller	96 - 144k	<b>96 - 144k</b>
Internal Auditor – Manager	120 - 168k	<b>120 - 168k</b>
Cost Controller	96 - 144k	<b>96 - 144k</b>
Accountant	60 - 108k	<b>60 - 120k</b>
AP/AR Analyst	54 - 96k	<b>54 - 96k</b>
Tax Analyst	60 - 96k	<b>60 - 96k</b>
<b>Analyst</b>		
Senior Financial/Business Analyst	96 - 132k	<b>96 - 132k</b>
Financial/Business Analyst	66 - 108k	<b>66 - 108k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 25%

Of banking & financial services professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Digital banking

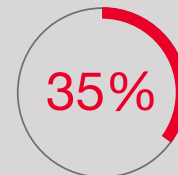


Strategy, projects & transformation

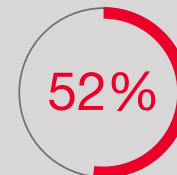


Risk & governance

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS



# BANKING & FINANCIAL SERVICES

## KUALA LUMPUR

### FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Global Markets</b>						
Treasury Sales	78 - 192k	<b>78 - 192k</b>	192 - 360k	<b>192 - 360k</b>	360k+	<b>360k+</b>
Treasury Trader	78 - 192k	<b>78 - 192k</b>	192 - 360k	<b>192 - 360k</b>	360k+	<b>360k+</b>
<b>Investment Banking</b>						
Corporate Finance	72 - 144k	<b>84 - 144k</b>	144 - 264k	<b>144 - 192k</b>	264k+	<b>192k+</b>
Mergers & Acquisitions	84 - 144k	<b>84 - 144k</b>	144 - 240k	<b>144 - 240k</b>	240k+	<b>240k+</b>
Debt/Equity Capital Markets	72 - 156k	<b>72 - 192k</b>	156 - 300k	<b>192 - 300k</b>	300k+	<b>300k+</b>
<b>Investment Management</b>						
Private Equity	96 - 240k	<b>108 - 240k</b>	240 - 360k	<b>240 - 400k</b>	360k+	<b>400k+</b>
Fund Manager	84 - 180k	<b>84 - 216k</b>	180 - 300k	<b>216 - 400k</b>	300k+	<b>400k+</b>
Research Analyst	84 - 180k	<b>60 - 180k</b>	180 - 300k	<b>180 - 300k</b>	300k+	<b>300k+</b>
<b>Transaction Banking</b>						
Cash Management	60 - 96k	<b>60 - 120k</b>	96 - 240k	<b>120 - 240k</b>	240k+	<b>240k+</b>
Trade Finance	60 - 96k	<b>60 - 120k</b>	96 - 240k	<b>120 - 240k</b>	240k+	<b>240k+</b>
<b>Wholesale Banking</b>						
Corporate Banking (RM)	55 - 120k	<b>55 - 120k</b>	120 - 240k	<b>120 - 240k</b>	240k+	<b>240k+</b>
SME & Commercial Banking (RM)	55 - 108k	<b>55 - 108k</b>	108 - 180k	<b>108 - 180k</b>	180k+	<b>180k+</b>
<b>Digital Banking</b>						
Digital Sales	60 - 96k	<b>60 - 96k</b>	96 - 168k	<b>96 - 168k</b>	168k+	<b>168k+</b>
Digital Products	72 - 120k	<b>72 - 120k</b>	120 - 204k	<b>120 - 204k</b>	204k+	<b>204k+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.



# BANKING & FINANCIAL SERVICES

KUALA LUMPUR

## MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Operations</b>						
Banking Operations	36 - 96k	<b>36 - 96k</b>	96 - 144k	<b>96 - 144k</b>	144k+	<b>144k+</b>
Project/Change Management	72 - 120k	<b>72 - 120k</b>	120 - 204k	<b>120 - 240k</b>	204k+	<b>240k+</b>
Strategy	60 - 96k	<b>72 - 120k</b>	96 - 180k	<b>120 - 204k</b>	180k+	<b>204k+</b>
Customer Experience	60 - 96k	<b>60 - 96k</b>	96 - 240k	<b>96 - 240k</b>	240k+	<b>240k+</b>
Data Analytics	60 - 120k	<b>60 - 120k</b>	120 - 180k	<b>120 - 240k</b>	180k+	<b>240k+</b>
<b>Finance</b>						
Financial & Performance Management	60 - 120k	<b>60 - 120k</b>	120 - 180k	<b>120 - 180k</b>	180k+	<b>180k+</b>
Regulatory Reporting	72 - 90k	<b>72 - 90k</b>	90 - 168k	<b>90 - 168k</b>	168k+	<b>168k+</b>
Capital Balance Sheet Management	60 - 108k	<b>72 - 108k</b>	108 - 180k	<b>108 - 180k</b>	180k+	<b>180k+</b>
Business Finance	60 - 102k	<b>60 - 102k</b>	102 - 168k	<b>102 - 168k</b>	168k+	<b>168k+</b>
<b>Insurance</b>						
Actuarial – Pricing & Valuation	84 - 180k	<b>90 - 180k</b>	180 - 240k	<b>180 - 264k</b>	240k+	<b>264k+</b>
Claims	48 - 102k	<b>48 - 102k</b>	96 - 156k	<b>102 - 156k</b>	156k+	<b>156k+</b>
Underwriting	48 - 102k	<b>48 - 102k</b>	96 - 168k	<b>102 - 168k</b>	168k+	<b>168k+</b>
Product Development	44 - 105k	<b>48 - 108k</b>	96 - 168k	<b>108 - 180k</b>	180k+	<b>180k+</b>
<b>Internal Audit</b>						
Investment Banking/Treasury	84 - 178k	<b>84 - 180k</b>	178 - 216k	<b>180 - 216k</b>	216k+	<b>216k+</b>
Credit Audit	78 - 164k	<b>78 - 164k</b>	164 - 226k	<b>164 - 226k</b>	226k+	<b>226k+</b>
Branch/Corporate Services	76 - 156k	<b>76 - 156k</b>	156 - 214k	<b>156 - 214k</b>	214k+	<b>214k+</b>
<b>Risk Management</b>						
Market Risk	87 - 181k	<b>87 - 181k</b>	181 - 249k	<b>181 - 249k</b>	249k+	<b>249k+</b>
Operations Risk	88 - 174k	<b>88 - 174k</b>	174 - 246k	<b>174 - 246k</b>	246k+	<b>246k+</b>
Credit Risk	88 - 174k	<b>88 - 174k</b>	174 - 234k	<b>174 - 240k</b>	234k+	<b>240k+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## KUALA LUMPUR

### MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020

#### Compliance

Regulatory/Compliance Advisory	96 - 181k	<b>102 - 185k</b>	181 - 249k	<b>185 - 252k</b>	249k+	<b>252k+</b>
Monitoring/Assurance	87 - 144k	<b>87 - 150k</b>	144 - 180k	<b>150 - 186k</b>	180k+	<b>186k+</b>
Project Compliance	96 - 144k	<b>102 - 180k</b>	144 - 192k	<b>180 - 198k</b>	192k+	<b>198k+</b>
AML Policy/Advisory	96 - 181k	<b>102 - 185k</b>	181 - 249k	<b>185 - 252k</b>	249k+	<b>252k+</b>
Transaction Monitoring	80 - 120k	<b>87 - 126k</b>	120 - 144k	<b>126 - 180k</b>	144k+	<b>180k+</b>
KYC	60 - 102k	<b>66 - 108k</b>	102 - 132k	<b>108 - 156k</b>	132k+	<b>156k+</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# ENGINEERING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Good working culture & environment



Training & learning opportunities

# 81%

Of engineering professionals are optimistic about job opportunities in the sector

### TOP AREAS SEEING DEMAND



Automation



Plant operations management



Maintenance

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

38%

Expect a 0-6% annual salary increment

37%

Expect a 7-15% annual salary increment

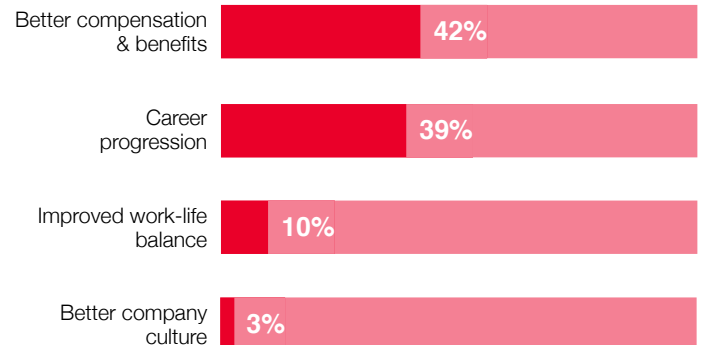
25%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS



# ENGINEERING

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
General Manager	240 - 360k	<b>240 - 420k</b>
Operations Manager/Director	240 - 420k	<b>240 - 480k</b>
Quality Director	240 - 324k	<b>240 - 324k</b>
HSE Director	240 - 324k	<b>240 - 324k</b>
Plant Manager	180 - 300k	<b>180 - 300k</b>
Project Manager/Senior Manager	120 - 240k	<b>120 - 240k</b>
HSE Manager/Senior Manager	120 - 240k	<b>120 - 240k</b>
Production Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Maintenance Manager/Senior Manager	96 - 216k	<b>96 - 216k</b>
Continuous Improvement Manager/Senior Manager	96 - 240k	<b>96 - 240k</b>
Quality Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Facilities Manager/Senior Manager	72 - 180k	<b>72 - 180k</b>
R&D Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Application Technologist/Manager	96 - 180k	<b>96 - 180k</b>
Civil & Infrastructure Engineer	96 - 120k	<b>96 - 120k</b>
Project Engineer	60 - 120k	<b>60 - 120k</b>
Maintenance/Service Engineer	60 - 108k	<b>60 - 108k</b>
Chemist	48 - 72k	<b>48 - 72k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
General Manager	240 - 360k	<b>240 - 420k</b>
Operations Manager/Director	240 - 420k	<b>240 - 480k</b>
Quality Director	240 - 324k	<b>240 - 324k</b>
HSE Director	240 - 324k	<b>240 - 324k</b>
Plant Manager	180 - 300k	<b>180 - 300k</b>
Project Manager/Senior Manager	120 - 240k	<b>120 - 240k</b>
HSE Manager/Senior Manager	120 - 240k	<b>120 - 240k</b>
Production Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Maintenance Manager/Senior Manager	96 - 216k	<b>96 - 216k</b>
Continuous Improvement Manager/Senior Manager	96 - 240k	<b>96 - 240k</b>
Quality Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Facilities Manager/Senior Manager	72 - 180k	<b>72 - 180k</b>
R&D Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>
Application Technologist/Manager	96 - 180k	<b>96 - 180k</b>
Civil & Infrastructure Engineer	96 - 120k	<b>96 - 120k</b>
Project Engineer	60 - 120k	<b>60 - 120k</b>
Maintenance/Service Engineer	60 - 108k	<b>60 - 108k</b>
Chemist	48 - 72k	<b>48 - 72k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Feedback & encouragement from management

# 26%

Of HR professionals stay less than two years in a role

### TOP JOBS IN DEMAND



HR business partner

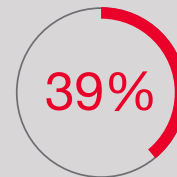


Talent acquisition & employer branding

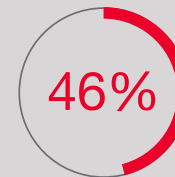


Talent management

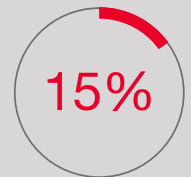
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-20%

### TOP 4 MOTIVATORS TO MOVE JOBS



# HUMAN RESOURCES

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)			
	5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020
HR Director	-	-	330 - 750k	<b>330 - 750k</b>
Compensation & Benefits	120 - 240k	<b>120 - 240k</b>	240 - 480k	<b>240 - 480k</b>
Talent Management	120 - 240k	<b>144 - 240k</b>	240 - 480k	<b>240 - 480k</b>
HR Business Partner	96 - 180k	<b>144 - 240k</b>	180 - 300k	<b>240 - 300k</b>
Organisation Development	108 - 216k	<b>120 - 216k</b>	216 - 300k	<b>216 - 300k</b>
HR Manager/Senior Manager	96 - 180k	<b>96 - 180k</b>	180 - 264k	<b>180 - 264k</b>
Talent Acquisition	90 - 150k	<b>96 - 180k</b>	150 - 240k	<b>180 - 240k</b>
HR Information Systems (HRIS)	84 - 144k	<b>84 - 144k</b>	144 - 168k	<b>144 - 168k</b>
Learning & Development	84 - 144k	<b>96 - 168k</b>	144 - 360k	<b>168 - 360k</b>
Industrial Relations/Employee Relations	72 - 120k	<b>72 - 120k</b>	120 - 240k	<b>120 - 240k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
HR Director	168 - 456k	<b>240 - 540k</b>
HR Manager/Senior Manager	72 - 264k	<b>96 - 240k</b>
Compensation & Benefits	96 - 180k	<b>96 - 180k</b>
HR Business Partner	72 - 108k	<b>72 - 108k</b>
Organisation Development	78 - 144k	<b>78 - 144k</b>
Talent Acquisition Specialist/Manager	48 - 120k	<b>48 - 120k</b>
HR Information Systems (HRIS)	60 - 132k	<b>60 - 132k</b>
Learning & Development	72 - 108k	<b>72 - 108k</b>
HR Generalist	48 - 144k	<b>48 - 144k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# LEGAL & CORPORATE SECRETARIAL

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Training & learning opportunities

# 18%

Of legal professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Banking



Private practice



E-commerce

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 46%

Expect a 0-6% annual salary increment

# 18%

Expect a 7-15% annual salary increment

# 36%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

36%

Better compensation & benefits

27%

Better company culture

18%

A change in role & responsibilities

18%



# LEGAL & CORPORATE SECRETARIAL

KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	1 - 4 YRS' PQE		5 - 8 YRS' PQE		8+ YRS' PQE	
	2019	2020	2019	2020	2019	2020
<b>Commerce &amp; Industry</b>						
Manufacturing/Engineering	58 - 98k	<b>60 - 100k</b>	98 - 198k	<b>100 - 198k</b>	198k+	<b>198k+</b>
Pharmaceutical/Chemical	58 - 98k	<b>60 - 100k</b>	98 - 180k	<b>100 - 186k</b>	180k+	<b>186k+</b>
Contracts Manager	50 - 92k	<b>52 - 94k</b>	92 - 168k	<b>94 - 170k</b>	168k+	<b>170k+</b>
FMCG/Retail	50 - 92k	<b>52 - 94k</b>	92 - 170k	<b>94 - 170k</b>	170k+	<b>170k+</b>
<b>Company Secretary</b>						
Group Company Secretary	48 - 94k	<b>50 - 96k</b>	94 - 168k	<b>96 - 174k</b>	168k+	<b>174k+</b>
Assistant Company Secretary	42 - 78k	<b>44 - 80k</b>	78 - 108k	<b>80 - 110k</b>	108k+	<b>110k+</b>
<b>Financial Services</b>						
Investment Banking – Global	66 - 110k	<b>70 - 112k</b>	110 - 200k	<b>112 - 204k</b>	200k+	<b>204k+</b>
Corporate/Transaction Banking	66 - 108k	<b>70 - 110k</b>	108 - 198k	<b>110 - 198k</b>	198k+	<b>198k+</b>
Consumer Banking/Insurance	50 - 98k	<b>50 - 100k</b>	98 - 162k	<b>100 - 168k</b>	162k+	<b>168k+</b>
<b>Private Practice</b>						
Corporate/M&A	50 - 108k	<b>50 - 110k</b>	108 - 180k	<b>110 - 182k</b>	180k+	<b>182k+</b>
Financial Services	48 - 108k	<b>50 - 110k</b>	108 - 180k	<b>110 - 182k</b>	180k+	<b>182k+</b>
Intellectual Property	48 - 92k	<b>50 - 94k</b>	92 - 158k	<b>94 - 160k</b>	158k+	<b>160k+</b>
Litigation	48 - 92k	<b>50 - 94k</b>	92 - 158k	<b>94 - 160k</b>	158k+	<b>160k+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 18%

Of sales & marketing professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Export sales



Brand management

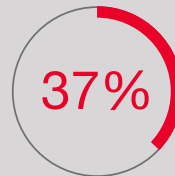


Programmatic marketing

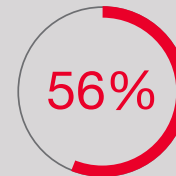


Retail operations

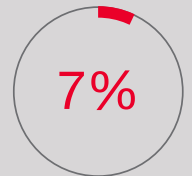
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-20%

### TOP 4 MOTIVATORS TO MOVE JOBS



# SALES & MARKETING

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	PROFESSIONAL SERVICES		CONSUMER		INDUSTRIAL	
	2019	2020	2019	2020	2019	2020
<b>General Management</b>						
Managing Director	480 - 960k	<b>480 - 840k</b>	480 - 960k	<b>480 - 960k</b>	360 - 550k	<b>360 - 550k</b>
Country Manager/General Manager	240 - 420k	<b>240 - 480k</b>	240 - 420k	<b>240 - 420k</b>	240 - 360k	<b>240 - 360k</b>
<b>Sales</b>						
Sales Director	300 - 504k	<b>240 - 504k</b>	300 - 504k	<b>300 - 504k</b>	240 - 360k	<b>240 - 360k</b>
National Sales Manager	216 - 300k	<b>180 - 300k</b>	216 - 300k	<b>216 - 300k</b>	84 - 144k	<b>84 - 144k</b>
Regional Sales Manager	156 - 216k	<b>156 - 216k</b>	156 - 216k	<b>156 - 240k</b>	120 - 192k	<b>120 - 192k</b>
Group Key Account Manager	144 - 216k	<b>144 - 216k</b>	144 - 216k	<b>150 - 216k</b>	–	–
Account Manager	72 - 102k	<b>72 - 102k</b>	72 - 102k	<b>72 - 120k</b>	72 - 108k	<b>72 - 108k</b>
Business Development Manager	84 - 144k	<b>84 - 144k</b>	84 - 144k	<b>84 - 144k</b>	72 - 180k	<b>72 - 180k</b>
E-commerce Sales Manager	96 - 144k	<b>120 - 180k</b>	96 - 144k	<b>96 - 144k</b>	96 - 120k	<b>96 - 120k</b>
<b>Marketing</b>						
Marketing Director	360 - 480k	<b>240 - 480k</b>	360 - 480k	<b>360 - 480k</b>	240 - 360k	<b>240 - 360k</b>
Marketing Manager	240 - 348k	<b>144 - 240k</b>	240 - 348k	<b>240 - 360k</b>	120 - 180k	<b>120 - 180k</b>
Brand/Product Manager	72 - 120k	<b>96 - 120k</b>	72 - 120k	<b>84 - 120k</b>	72 - 108k	<b>72 - 108k</b>
Trade/Channel Marketing Manager	84 - 156k	<b>84 - 156k</b>	84 - 156k	<b>84 - 180k</b>	96 - 144k	<b>96 - 144k</b>
Digital Marketing Manager	96 - 180k	<b>96 - 216k</b>	96 - 180k	<b>96 - 180k</b>	96 - 140k	<b>96 - 140k</b>
Public Relations Manager	72 - 144k	<b>96 - 144k</b>	72 - 144k	<b>72 - 144k</b>	72 - 120k	<b>72 - 120k</b>
Marketing Communications Manager	120 - 156k	<b>120 - 180k</b>	120 - 156k	<b>120 - 156k</b>	72 - 120k	<b>72 - 120k</b>
Corporate Communications Manager	120 - 156k	<b>120 - 180k</b>	120 - 156k	<b>120 - 156k</b>	96 - 144k	<b>96 - 144k</b>
Market Research Manager	96 - 144k	<b>96 - 144k</b>	96 - 144k	<b>96 - 144k</b>	96 - 144k	<b>96 - 144k</b>
<b>Retail</b>						
Leasing Manager	–	–	72 - 120k	<b>72 - 120k</b>	72 - 120k	<b>84 - 144k</b>
Merchandiser/Buyer	48 - 84k	<b>48 - 108k</b>	48 - 84k	<b>48 - 84k</b>	–	–
Area/Operations Manager	120 - 180k	<b>120 - 180k</b>	120 - 180k	<b>120 - 180k</b>	–	–

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>General Management</b>		
Managing Director	336 - 550k	<b>336 - 576k</b>
Country Manager/General Manager	240 - 492k	<b>240 - 492k</b>
<b>Sales</b>		
Regional Sales Manager	96 - 180k	<b>144 - 216k</b>
Account Manager	72 - 132k	<b>84 - 144k</b>
Business Development Manager	72 - 132k	<b>96 - 144k</b>
<b>Marketing</b>		
Marketing Director	264 - 396k	<b>264 - 396k</b>
Marketing Manager	84 - 144k	<b>84 - 144k</b>
Trade/Channel Marketing Manager	72 - 144k	<b>72 - 144k</b>
Public Relations Manager	60 - 120k	<b>60 - 120k</b>
Marketing Communications Manager	84 - 216k	<b>84 - 216k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

## HEALTHCARE & LIFE SCIENCES

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
Medical Affairs Manager	120 - 192k	<b>120 - 192k</b>
Market Access Manager	120 - 204k	<b>108 - 204k</b>
Clinical Research Manager	144 - 192k	<b>144 - 204k</b>
Regulatory Affairs Manager	120 - 180k	<b>120 - 216k</b>
QA/QC Manager	108 - 144k	<b>108 - 144k</b>
SFE Manager	120 - 180k	<b>108 - 180k</b>
Medical Scientific Liaison	72 - 108k	<b>72 - 108k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 89%

Of supply chain, procurement & logistics professionals are optimistic about job opportunities in the sector

### TOP JOBS IN DEMAND



Regional category procurement



Senior demand/supply planner



Logistics manager

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 38%

Expect a 0-6% annual salary increment

# 55%

Expect a 7-15% annual salary increment

# 7%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

30%

Better compensation & benefits

24%

Better company culture

13%

Improved work-life balance

9%

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Procurement</b>		
Chief Procurement Director	360 - 600k	<b>360 - 600k</b>
Procurement Director	240 - 336k	<b>240 - 360k</b>
Regional Procurement Manager	156 - 216k	<b>180 - 300k</b>
Category Procurement Manager	120 - 180k	<b>108 - 180k</b>
Procurement/Contract Manager	96 - 180k	<b>96 - 180k</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain/Operations Director	312 - 480k	<b>312 - 600k</b>
Supply Chain Manager	120 - 216k	<b>120 - 216k</b>
Demand/Supply Planning Manager	96 - 156k	<b>96 - 168k</b>
Production/Material Planning Manager	84 - 156k	<b>84 - 156k</b>
Customer Service Manager	108 - 150k	<b>96 - 150k</b>
Demand/Supply Planner	54 - 100k	<b>66 - 102k</b>
<b>Logistics</b>		
General Manager Logistics/Transportation	192 - 300k	<b>192 - 300k</b>
Distribution/Transportation Manager	84 - 120k	<b>84 - 150k</b>
Logistics Manager	96 - 180k	<b>96 - 180k</b>
Warehouse/Inventory Manager	84 - 120k	<b>96 - 144k</b>
Business Development Director	192 - 264k	<b>216 - 288k</b>
Business Development Manager	84 - 144k	<b>84 - 168k</b>
Airfreight/Seafreight Director	192 - 300k	<b>216 - 336k</b>
Airfreight/Seafreight Manager	84 - 120k	<b>96 - 132k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP TRENDS



Emerging  
tech & digital  
transformation



Digital forensics  
& cyber  
security



E-wallets &  
payments

# 18%

Of tech & transformation professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Cyber security

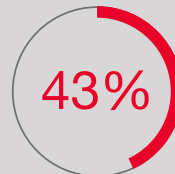


Agile & scrum

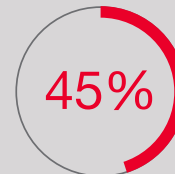


Big data & AI

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a  
0-6% annual salary  
increment



Expect a  
7-15% annual salary  
increment

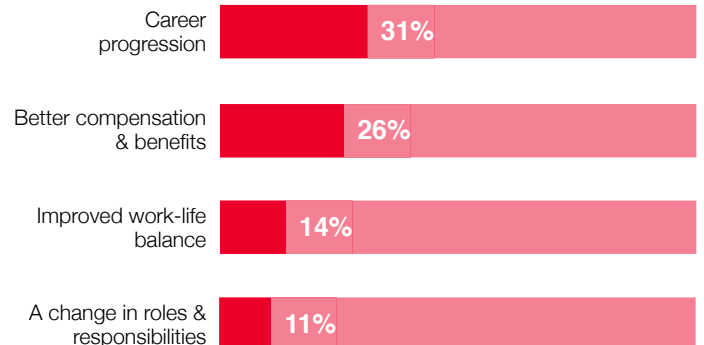


Expect a  
15%+ annual salary  
increment

On average,  
**candidates moving  
jobs** expect salary  
increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Management</b>		
Chief Technology Officer	390 - 660k	<b>390 - 660k</b>
IT Director	294 - 450k	<b>294 - 450k</b>
<b>Digital</b>		
Chief Digital Officer	360 - 700k	<b>360 - 720k</b>
Digital Transformation Manager	204 - 288k	<b>204 - 300k</b>
Product Manager	120 - 228k	<b>156 - 276k</b>
<b>Projects &amp; Delivery</b>		
Program Manager	246 - 372k	<b>246 - 372k</b>
Project Manager	216 - 360k	<b>216 - 360k</b>
Change Manager	180 - 300k	<b>180 - 300k</b>
Scrum Master	144 - 216k	<b>156 - 240k</b>
Service Delivery Manager	144 - 300k	<b>144 - 300k</b>
IT Business Analyst	84 - 162k	<b>90 - 168k</b>
<b>ERP</b>		
ERP Director	360 - 480k	<b>360 - 480k</b>
ERP Manager	180 - 276k	<b>180 - 276k</b>
ERP Consultant	100 - 216k	<b>100 - 216k</b>
<b>Business Intelligence &amp; Data Analytics</b>		
Business Intelligence Consultant	96 - 168k	<b>96 - 180k</b>
Data Analyst	72 - 144k	<b>90 - 156k</b>
Data Engineer	108 - 180k	<b>108 - 180k</b>
Data Scientist	156 - 240k	<b>174 - 276k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# TECH & TRANSFORMATION

## KUALA LUMPUR

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Software Development</b>		
Solution Architect	180 - 336k	<b>180 - 336k</b>
Development Manager	156 - 312k	<b>156 - 312k</b>
Software Developer	96 - 204k	<b>96 - 216k</b>
Application Support	78 - 132k	<b>78 - 144k</b>
UI/UX Designer	96 - 192k	<b>96 - 192k</b>
Test Manager	150 - 180k	<b>156 - 198k</b>
Quality Assurance Engineer	84 - 144k	<b>84 - 144k</b>
<b>IT Governance &amp; Information/Cybersecurity</b>		
Chief Information Security Officer	300 - 516k	<b>360 - 540k</b>
Business Information Security Officer	216 - 280k	<b>216 - 300k</b>
Security Manager	144 - 216k	<b>144 - 228k</b>
Security Governance	96 - 144k	<b>96 - 168k</b>
Security Specialist	72 - 132k	<b>72 - 144k</b>
Penetration Tester	72 - 120k	<b>72 - 156k</b>
IT Audit Manager	102 - 198k	<b>102 - 204k</b>
IT Risk Manager	120 - 240k	<b>120 - 240k</b>
<b>IT Infrastructure</b>		
Infrastructure Manager	120 - 246k	<b>120 - 246k</b>
Service Desk Manager	96 - 180k	<b>96 - 180k</b>
Systems Administrator	60 - 108k	<b>60 - 120k</b>
Database Administrator	60 - 108k	<b>60 - 120k</b>
Network Administrator	60 - 108k	<b>60 - 120k</b>
Cloud Engineer	84 - 180k	<b>90 - 192k</b>
Infrastructure Architect	180 - 336k	<b>180 - 336k</b>
<b>IT Sales</b>		
Sales Director	300 - 432k	<b>300 - 444k</b>
Pre-Sales Manager	126 - 180k	<b>126 - 180k</b>
Account Manager	96 - 180k	<b>96 - 180k</b>
Product Manager	96 - 180k	<b>96 - 180k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>Management</b>		
Chief Technology Officer	390 - 660k	<b>420 - 660k</b>
IT Director	294 - 450k	<b>300 - 480k</b>
<b>Digital</b>		
Chief Digital Officer	420 - 600k	<b>420 - 600k</b>
Digital Transformation Manager	180k - 240k	<b>180k - 240k</b>
Product Manager	180k - 240k	<b>180k - 240k</b>
<b>Projects &amp; Delivery</b>		
Program Manager	246 - 372k	<b>240 - 420k</b>
Project Manager	216 - 360k	<b>180 - 360k</b>
Change Manager	144 - 300k	<b>144 - 300k</b>
Scrum Manager	216 - 300k	<b>216 - 300k</b>
Service Delivery Manager	144 - 300k	<b>144 - 300k</b>
IT Business Analyst	84 - 162k	<b>84 - 180k</b>
<b>ERP</b>		
ERP Director	144 - 264k	<b>144 - 300k</b>
ERP Manager	108 - 228k	<b>108 - 240k</b>
ERP Consultant	100 - 216k	<b>100 - 216k</b>
<b>Software Development</b>		
Solution Architect	180 - 336k	<b>180 - 336k</b>
Development Manager	156 - 312k	<b>156 - 312k</b>
Software Developer	96 - 204k	<b>96 - 216k</b>
Application Support	60 - 120k	<b>60 - 120k</b>
UI/UX Designer	60 - 120k	<b>60 - 120k</b>
Test Manager	150 - 180k	<b>150 - 216k</b>
Quality Assurance Engineer	60 - 120k	<b>60 - 120k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## NORTHERN REGION

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2019	2020
<b>IT Governance &amp; Information/Cybersecurity</b>		
Security Manager	144 - 216k	<b>144 - 216k</b>
Security Specialist	60 - 120k	<b>60 - 120k</b>
IT Auditor	102 - 198k	<b>102 - 216k</b>
<b>IT Infrastructure</b>		
Infrastructure Manager	120 - 246k	<b>120 - 264k</b>
Service Desk Manager	84 - 108k	<b>84 - 120k</b>
Systems Administrator	60 - 108k	<b>60 - 120k</b>
Database Administrator	84 - 144k	<b>84 - 180k</b>
Network Administrator	72 - 120k	<b>72 - 144k</b>
Cloud Engineer	96 - 144k	<b>96 - 144k</b>
Infrastructure Architect	96 - 144k	<b>96 - 144k</b>
<b>IT Sales</b>		
Sales Director	300 - 432k	<b>300 - 432k</b>
Pre-Sales Manager	126 - 180k	<b>126 - 180k</b>
Account Manager	60 - 120k	<b>60 - 144k</b>
Product Manager	60 - 120k	<b>60 - 144k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# PHILIPPINES

There were good levels of hiring activity in 2019, with companies investing more heavily in recruiting strong senior talent to lead their teams and businesses. While companies are still eager to hire technology talent to drive their digitalisation efforts, they are increasingly seeking out digitally savvy talent across all functions, who can leverage these new systems and processes to drive the business.

## 2019 INSIGHT

Spurred by continued transformation within the country, we saw a rise in digital banking, fintech and alternative financial services such as microfinancing. This increase has driven the need for risk and compliance professionals to ensure organisations are aligned with regulations throughout their transformation journeys.

Outside the financial services sector, we saw the Build, Build, Build program, a government initiative aimed at accelerating public spending on infrastructure, and driving growth and job opportunities within the industrial sector and related industries.

Across all functions and seniority, we saw a significant growth in demand for Filipinos with international experience. As more multinational companies set up operations in the country and as more domestic businesses globalise, hiring managers are looking for talent who can understand and appreciate cultural nuances, both within and outside the Philippines.

# 20-40%

SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020

“

Driven and ambitious professionals will be looking for career progression and learning and development opportunities.

”



**MONTY SUJANANI,  
DIRECTOR,  
PHILIPPINES**

## 2020 EXPECTATIONS

In 2020, we expect businesses across all industries to continue their digital

transformations and transition towards becoming data-driven businesses. Organisations will continue to seek tech professionals to support this transition, but we expect there to be strong demand for technologically and digitally savvy professionals across all functions, to help ensure a successful, organisation-wide transformation.

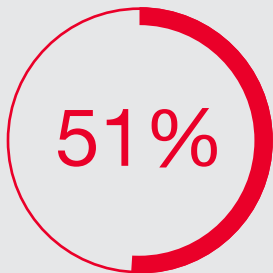
Finance business partners, enterprise architects, data scientists and analysts, digital marketers, human resources transformation professionals and heads of supply chain are some of the roles we expect to be in high demand. Hiring managers will specifically be seeking professionals with a commercial mindset who can leverage their industry expertise, new technology platforms and available data to make good business recommendations and decisions.

Companies looking to secure these highly skilled professionals will need to understand that salary is often no longer

the sole motivator for most professionals. Driven and ambitious professionals will be looking for career progression and learning and development opportunities. Flexible benefits and working arrangements are also highly attractive to talent within the country.

Demand for Filipino talent with international experience will continue to grow. Companies are encouraged to look outside of the domestic market to meet their needs, tapping into channels such as [Balik Bayan](#), a campaign that reaches out to skilled overseas-based Filipino professionals, to encourage them to move home in a bid to ease skill shortages.

Professionals looking to stay within their roles can expect salary increments of up to 10%. Those moving jobs can expect to receive 20-40%, depending on their seniority levels and skill sets.



Of professionals expect bonuses of 15%+ of their yearly salaries



Competitive remuneration & benefits are the top drivers of job satisfaction



29% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 32%

Of tech & transformation professionals stay less than two years in a role

### TOP JOBS IN DEMAND



IT security professionals

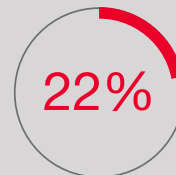


Data analysts, engineers & scientists

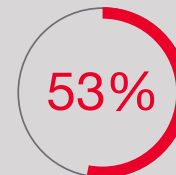


DevOps engineers

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 30-60%

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2019	2020
<b>Management</b>		
Chief Digital Officer	6.5 - 12.0m	<b>7.0 - 14.0m</b>
Chief Technology Officer	6.0 - 11.0m	<b>6.0 - 11.0m</b>
Chief Information Officer	6.0 - 11.0m	<b>6.0 - 11.0m</b>
IT Director	4.5 - 6.5m	<b>4.5 - 6.5m</b>
<b>Projects</b>		
Program Manager	2.6 - 5.2m	<b>3.0 - 6.0m</b>
Project Manager	1.7 - 3.7m	<b>2.0 - 4.0m</b>
Business Analyst	1.4 - 2.6m	<b>1.5 - 3.0m</b>
Scrum Master	1.4 - 2.6m	<b>1.4 - 2.6m</b>
Agile Coach	2.3 - 4.0m	<b>2.3 - 4.0m</b>
Service Delivery Manager	2.6 - 4.0m	<b>2.6 - 4.0m</b>
<b>Development</b>		
Development Manager	3.0 - 4.6m	<b>3.0 - 4.6m</b>
Test Manager	3.0 - 4.6m	<b>3.0 - 4.6m</b>
Architect	2.6 - 5.8m	<b>3.0 - 6.5m</b>
Web Developer	1.1 - 2.9m	<b>1.3 - 3.0m</b>
Mobile Application Developer	1.1 - 2.9m	<b>1.3 - 3.0m</b>
Test Analyst	1.0 - 1.9m	<b>1.0 - 1.9m</b>
ERP Technical Consultant	1.5 - 2.6m	<b>1.5 - 2.5m</b>
Systems Administrator	1.3 - 2.8m	<b>1.3 - 2.8m</b>
Network Engineer	1.0 - 2.6m	<b>1.0 - 2.6m</b>
Security Specialist	1.3 - 3.0m	<b>1.3 - 3.0m</b>
Infrastructure Manager	2.6 - 4.0m	<b>2.6 - 4.0m</b>
<b>Analytics</b>		
Data Scientist	1.5 - 2.9m	<b>1.5 - 2.9m</b>
Data Analytics Manager	3.2 - 4.5m	<b>3.2 - 4.5m</b>
Business Intelligence Manager	3.9 - 5.5m	<b>3.9 - 5.5m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 98%

Of accounting & finance professionals are optimistic about job opportunities in the sector

### TOP AREAS SEEING DEMAND



Finance business partnering



Transformation in shared services



Tax

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 24%

Expect a 0-6% annual salary increment

# 65%

Expect a 7-15% annual salary increment

# 11%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

33%

Opportunity to work internationally

22%

Better compensation & benefits

16%

Better company culture

16%



# ACCOUNTING & FINANCE

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2019	2020
<b>Finance</b>		
Chief Financial Officer	6.0 - 9.0m	<b>6.0 - 9.0m</b>
Head of Shared Services	4.6 - 9.0m	<b>4.8 - 9.5m</b>
Finance Director	3.8 - 5.5m	<b>4.0 - 5.8m</b>
Head of Functions – RTR, OTC, PTP	1.5 - 3.9m	<b>1.8 - 4.2m</b>
Business Partner	1.1 - 2.3m	<b>1.5 - 3.0m</b>
Financial Controller	3.0 - 5.0m	<b>3.2 - 5.2m</b>
Senior Finance Manager	2.8 - 4.0m	<b>2.8 - 4.0m</b>
FP&A Manager	1.6 - 3.3m	<b>1.8 - 3.5m</b>
Corporate Finance Manager	1.5 - 3.3m	<b>1.5 - 3.3m</b>
Finance Analyst	0.8 - 1.7m	<b>0.8 - 1.7m</b>
<b>Accounting &amp; Taxation</b>		
Accounting Manager	1.0 - 2.0m	<b>1.0 - 2.0m</b>
Tax Manager	2.0 - 3.8m	<b>2.0 - 3.8m</b>
Financial Reporting Manager	1.1 - 2.0m	<b>1.1 - 2.0m</b>
Internal Audit Manager	1.3 - 2.5m	<b>1.3 - 2.5m</b>
Treasury Manager	1.8 - 2.5m	<b>2.0 - 2.8m</b>
Accounts Receivable Manager	1.1 - 2.0m	<b>1.1 - 2.0m</b>
Accounts Payable Manager	1.1 - 2.0m	<b>1.1 - 2.0m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

# 16%

Of banking & financial services professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Corporate banking & wealth management

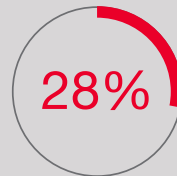


Data privacy

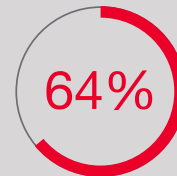


Risk & compliance

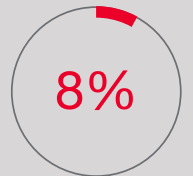
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

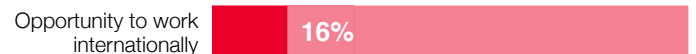
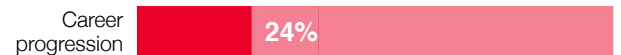


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# BANKING & FINANCIAL SERVICES

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)					
	AM/M		SM/AVP		VP	
	2019	2020	2019	2020	2019	2020
<b>Operations/Change Management</b>						
Head of Operations/COO	810k - 1.8m	<b>850k - 1.8m</b>	1.9 - 3.0m	<b>2.0 - 3.5m</b>	3.5 - 6.5m	<b>4.0 - 7.0m</b>
<b>Risk &amp; Corporate Governance</b>						
Market Risk/Liquidity Risk/ICAAP	975k - 2.3m	<b>975k - 2.3m</b>	1.8 - 3.6m	<b>1.8 - 3.6m</b>	3.6 - 6.2m	<b>3.9 - 6.2m</b>
Credit Risk	975k - 2.3m	<b>1.1 - 2.3m</b>	1.8 - 3.6m	<b>1.9 - 3.9m</b>	3.6 - 6.2m	<b>3.9 - 6.5m</b>
Operational Risk	975k - 2.3m	<b>1.1 - 2.3m</b>	1.8 - 3.6m	<b>2.0 - 3.8m</b>	3.6 - 6.2m	<b>3.9 - 6.5m</b>
Regulatory Compliance/Financial Crime/AML	960k - 2.0m	<b>1.1 - 2.3m</b>	1.6 - 3.2m	<b>1.8 - 3.2m</b>	3.3 - 6.5 m	<b>3.5 - 8.0m</b>
Internal Audit	900k -1.8m	<b>950k - 2.0m</b>	1.4 - 2.9m	<b>1.5 - 2.9m</b>	3.0 - 5.5m	<b>3.5 - 6.5m</b>
<b>Finance &amp; Accounting</b>						
Head of Finance & Accounting	910k - 2.1m	<b>920k - 2.3m</b>	2.3 - 3.9m	<b>2.4 - 4.5m</b>	5.2 - 10m	<b>5.2 - 10.5m</b>
Fund Services	850k - 1.9m	<b>850k - 1.9m</b>	2.3 - 3.9m	<b>2.4 - 4.5m</b>	4.3 - 7.8m	<b>4.5 - 7.8m</b>
Product Control	850k - 1.9m	<b>850k - 1.9m</b>	2.3 - 3.9m	<b>2.3 - 3.9m</b>	4.2 - 5.8m	<b>4.2 - 5.8m</b>
<b>Front Office</b>						
Relationship Management – Corporate	750k - 1.8m	<b>800k - 1.8m</b>	1.8 - 2.9m	<b>1.8 - 3.1m</b>	3.0 - 5.2m	<b>3.5 - 5.3m</b>
Relationship Management – Retail	750k - 1.8m	<b>800k - 1.7m</b>	1.8 - 3.0m	<b>1.8 - 3.1m</b>	3.2 - 5.2m	<b>3.5 - 5.3m</b>
Treasury Sales	850k - 1.9m	<b>850k - 1.9m</b>	2.0 - 4.0m	<b>2.0 - 4.0m</b>	4.0 - 7.2m	<b>4.0 - 7.2m</b>
Investment Banking	750k - 1.8m	<b>750k - 1.8m</b>	1.8 - 2.9m	<b>1.8 - 2.9m</b>	4.0 - 7.2m	<b>4.0 - 7.2m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

### TOP SECTORS SEEING DEMAND



Shared services & BPO



Start-ups



Pharmaceutical

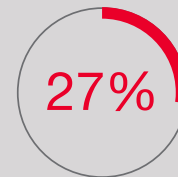


Consumer goods

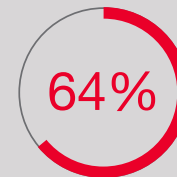
# 23%

Of HR professionals stay less than two years in a role

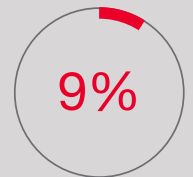
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

25%

Better compensation & benefits

20%

Opportunity to work internationally

16%

Better company culture

13%

# HUMAN RESOURCES

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2019	2020
Vice-President (HR)	4.5 - 9.0m	<b>4.5 - 9.0m</b>
HR Director	2.6 - 4.5m	<b>2.6 - 4.5m</b>
HR Shared Services Director	2.3 - 4.5m	<b>2.6 - 5.2m</b>
HR Shared Services Manager	1.3 - 1.8m	<b>1.3 - 1.9m</b>
Senior HR Manager	1.6 - 2.0m	<b>1.6 - 2.3m</b>
HR Manager	1.0 - 1.5m	<b>1.0 - 1.5m</b>
Senior HR Business Partner	2.0 - 2.8m	<b>2.3 - 3.2m</b>
HR Business Partner	1.0 - 1.7m	<b>1.0 - 1.9m</b>
Recruitment Director	1.6 - 3.6m	<b>2.3 - 5.2m</b>
Recruitment Manager	1.0 - 1.4m	<b>1.0 - 2.0m</b>
Compensation & Benefits Director	2.2 - 5.2m	<b>2.3 - 5.2m</b>
Compensation & Benefits Manager	1.1 - 2.0m	<b>1.1 - 2.0m</b>
Learning & Development Manager	1.0 - 1.4m	<b>1.0 - 1.9m</b>
Learning & Development Director	2.2 - 3.9m	<b>2.3 - 4.5m</b>
Organisation & Development Manager	1.1 - 1.5m	<b>1.1 - 1.9m</b>
Employee Relations Manager	1.0 - 1.3m	<b>1.0 - 1.6m</b>
Payroll Manager	1.1 - 1.5m	<b>1.1 - 1.9m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 19%

Of sales & marketing professionals stay less than two years in a role

### TOP SECTORS SEEING DEMAND



Fintech & e-commerce



FMCG & retail

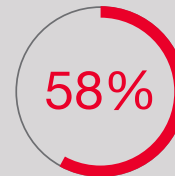


Construction

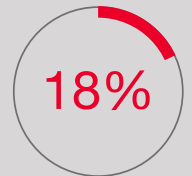
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# SALES & MARKETING

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2019	2020
<b>Management</b>		
General Manager/Managing Director	6.5 - 14.9m	<b>6.5 - 14.9m</b>
Country Manager	2.9 - 7.3m	<b>2.9 - 7.3m</b>
<b>Marketing</b>		
Regional Marketing Director	4.5 - 5.2m	<b>5.2 - 6.5m</b>
Business Unit Manager/Head	3.9 - 5.9m	<b>3.9 - 5.9m</b>
Marketing Director	3.9 - 5.9m	<b>3.9 - 5.9m</b>
Marketing Manager	2.6 - 5.7m	<b>2.3 - 3.2m</b>
Group Product Manager	2.6 - 5.7m	<b>2.6 - 5.7m</b>
Category Manager	2.2 - 2.8m	<b>2.2 - 2.8m</b>
Senior Product/Brand Manager	1.6 - 2.6m	<b>1.9 - 2.6m</b>
Brand & Advertising Manager	1.3 - 2.1m	<b>1.9 - 2.3m</b>
Brand/Product Manager	1.3 - 1.7m	<b>1.3 - 1.7m</b>
<b>Sales</b>		
Regional Sales Director	4.5 - 5.2m	<b>5.2 - 6.5m</b>
Commercial Director	3.5 - 5.9m	<b>3.5 - 5.9m</b>
Sales Manager	1.3 - 5.1m	<b>1.3 - 5.1m</b>
Category Development Manager	1.6 - 2.5m	<b>1.6 - 2.5m</b>
Merchandising Manager	1.3 - 2.4m	<b>1.3 - 1.6m</b>
Business Development Manager	1.6 - 2.9m	<b>1.6 - 2.9m</b>
Retail Manager	1.5 - 4.4m	<b>1.0 - 1.5m</b>
Sales Force Effectiveness	1.5 - 2.7m	<b>1.5 - 2.7m</b>
Key Account Manager	1.0 - 1.6m	<b>1.3 - 1.6m</b>
<b>Digital</b>		
Digital Marketing Manager	1.5 - 2.1m	<b>1.9 - 2.3m</b>
Digital Channel Manager	1.9 - 2.7m	<b>1.9 - 2.7m</b>
Product Marketing Manager	1.9 - 2.7m	<b>1.9 - 2.7m</b>
<b>Strategy</b>		
Strategic Planning Director	4.4 - 5.1m	<b>4.5 - 5.2m</b>
Project Portfolio & Business Planning Manager	1.9 - 2.6m	<b>1.9 - 2.6m</b>
<b>E-commerce</b>		
Brand/Category Manager	1.6 - 2.6m	<b>1.6 - 2.6m</b>
Senior Category Manager	2.4 - 4.4m	<b>2.4 - 4.4m</b>
Head of Marketing	3.2 - 7.4m	<b>4.5 - 5.2m</b>
Online Sales	1.5 - 2.9m	<b>1.5 - 2.9m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

# 20%

Of supply chain, procurement & logistics professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Logistics manager



Supply chain manager

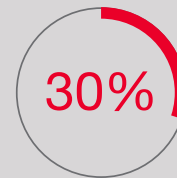


Purchasing manager

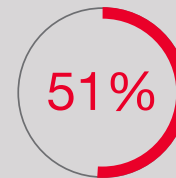


Demand planning manager

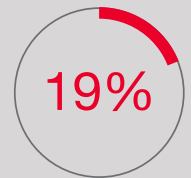
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

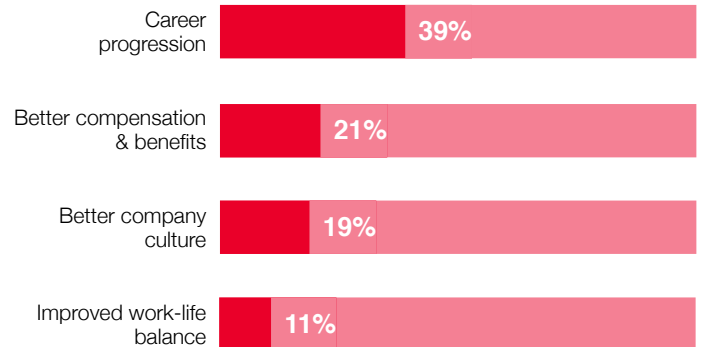


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS





# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## PHILIPPINES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2019	2020
<b>Procurement</b>		
Procurement Director	3.6 - 4.5m	<b>3.6 - 5.0m</b>
Regional Procurement Manager	2.6 - 3.3m	<b>2.8 - 3.8m</b>
Category Procurement Manager	1.7 - 2.4m	<b>1.7 - 2.6m</b>
Purchasing Manager	1.1 - 2.0m	<b>1.1 - 2.2m</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain/Operations Director	3.6 - 5.0m	<b>3.6 - 5.2m</b>
Supply Chain Manager	1.3 - 3.0m	<b>1.3 - 3.3m</b>
Demand/Supply Planning Manager	1.3 - 2.8m	<b>1.5 - 3.0m</b>
<b>Logistics</b>		
General Manager Logistics/Transportation	2.4 - 4.5m	<b>2.4 - 4.8m</b>
Logistics Manager	1.1 - 2.1m	<b>1.1 - 2.3m</b>
Warehouse/Inventory Manager	1.1 - 2.1m	<b>1.1 - 2.3m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SINGAPORE

**Hiring activity remained steady despite an economic slowdown during 2019. We expect to continue to see similar levels of hiring in 2020, though international events, such as the US–China trade war, may impact manufacturing and see organisations become more conservative with their hiring in the short term.**

## 2019 INSIGHT

Tech and transformation remained the dominant focus for companies hiring in Singapore. Start-ups, disruptors and established businesses alike became increasingly data-centric in their business approach.

This has driven continued high demand for tech and digital professionals, but also for technologically and digitally savvy talent across all functions. On the other hand, we saw a slight decline in hiring activity – particularly in the financial services, industrial and manufacturing sectors – for roles perceived to be more traditional in nature, such as transactional accounting and operations.

The continued rise of a more flexible approach to working has started to change entrenched negative perceptions around contract and interim roles, and job seekers were more open to non-permanent roles that offer good learning opportunities and exposure.

## 2020 EXPECTATIONS

In 2020, we expect to see technology and transformation continue to drive hiring activity and trends. Mobile and app developers, cyber security specialists, data scientists and data analysts are expected to continue to be sought after, but there will also be a consistent growing need for talent with hybrid skills who are able to leverage new ways of

# 5-15%

**SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020**

“

Hiring managers will seek well-rounded candidates with business acumen who can bridge the gap between technical expertise and large-scale commercial application.

”



**ROB BRYSON,  
MANAGING DIRECTOR,  
SINGAPORE**

working, and the new systems and processes being introduced.

Hiring managers will increasingly seek well-rounded candidates with

business acumen who can bridge the gap between technical expertise and large-scale commercial applications. For example, a data analyst who can breakdown the data and translate it into concrete business recommendations would likely have multiple offers.

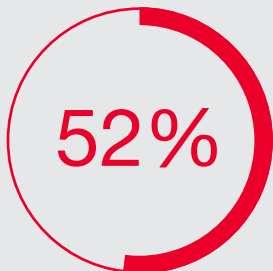
To ease the skills gap and transition towards becoming a Smart Nation, the Singapore Government will continue introducing initiatives that encourage Singaporeans to up-skill. In the short term, however, talent with both niche skill sets and a commercial mindset will remain in short supply. Employers should consider widening their search through campaigns such as [Balik Kampung](#), which reaches out to overseas-based Singaporeans to bring them home and help overcome talent shortages.

There will be growing focus on skill sets and potential over specific market sector experience, which will stiffen the competition for good talent. For example, a bank trying to hire a developer in 2020 will likely find themselves competing

against companies from other industries such as technology (both established businesses and start-ups), fast-moving consumer goods (FMCG) and retail, alongside other financial institutions.

To attract and retain top talent, hiring managers need to be flexible and empathetic towards what a modern candidate is looking for. Long-term career progression and stability are often not as important to current job seekers. Instead, they are likely seeking learning opportunities, continual challenge and variety, as well as strong, inspirational leadership.

In 2020, professionals staying in their jobs can expect 1-7% salary increments, though there will be some exceptions for those with niche skill sets. As ever, a gap will remain between a candidate's expectations when moving roles (5-20% salary increments) and what companies indicate that they are willing to pay (0-12% increments). Similarly, there will be exceptions based on role and circumstances.



Of professionals expect bonuses of 15%+ of their yearly salaries



A good working culture and environment is the top driver of job satisfaction



35% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP SKILLS IN DEMAND



Change & digital transformation



Agile & DevOps



Business acumen

# 27%

Of tech & transformation professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Cyber security specialist



Full-stack developer

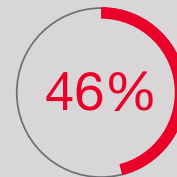


Data scientist & analyst

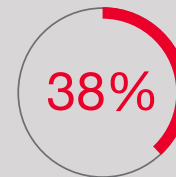


Technology sales

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

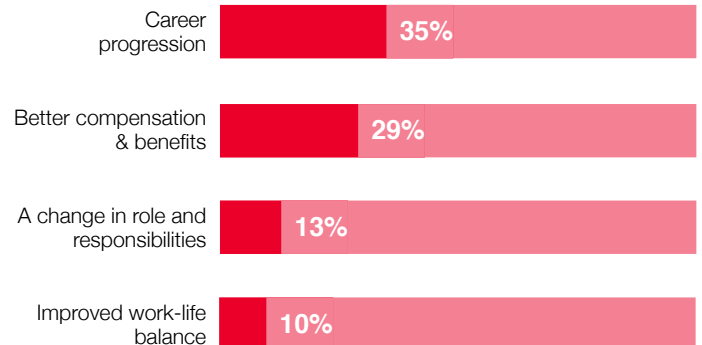


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 10-15%

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## SINGAPORE

### COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
<b>Management</b>				
Chief Information Officer	300 - 600k	<b>300 - 600k</b>	25 - 40k	<b>30 - 60k</b>
IT Director	150 - 300k	<b>150 - 300k</b>	14 - 25k	<b>15 - 25k</b>
<b>Projects &amp; Change</b>				
Program Manager	180 - 280k	<b>180 - 280k</b>	15 - 25k	<b>15 - 25k</b>
Infrastructure Project Manager	80 - 200k	<b>80 - 180k</b>	8 - 18k	<b>9 - 18k</b>
Applications Project Manager	80 - 200k	<b>80 - 180k</b>	8 - 18k	<b>9 - 15k</b>
Service Delivery Manager	100 - 170k	<b>100 - 170k</b>	10 - 16k	<b>8 - 18k</b>
Business Analyst	65 - 150k	<b>65 - 120k</b>	6 - 15k	<b>8 - 15k</b>
<b>Infrastructure</b>				
Head of Infrastructure	150 - 250k	<b>150 - 250k</b>	15 - 20k	<b>15 - 20k</b>
IT Manager	96 - 180k	<b>110 - 180k</b>	9 - 15k	<b>8 - 18k</b>
Technical Lead	90 - 170k	<b>100 - 170k</b>	10 - 15k	<b>10 - 20k</b>
Database Administrator	70 - 220k	<b>90 - 180k</b>	7 - 16k	<b>8 - 18k</b>
Solutions Architect	120 - 220k	<b>120 - 240k</b>	10 - 15k	<b>12 - 20k</b>
Cloud Engineer	70 - 150k	<b>110 - 170k</b>	8 - 12k	<b>8 - 12k</b>
Network/Systems Manager	90 - 170k	<b>100 - 160k</b>	9 - 13k	<b>8 - 16k</b>
Network/Systems Engineer	70 - 160k	<b>75 - 150k</b>	6 - 11k	<b>7 - 12k</b>
Systems Administrator	70 - 160k	<b>60 - 100k</b>	6 - 11k	<b>7 - 12k</b>
Help Desk	65 - 150k	<b>55 - 85k</b>	6 - 11k	<b>6 - 11k</b>
<b>Applications &amp; Development</b>				
Chief Technology Officer	180 - 450k	<b>200 - 550k</b>	15 - 38k	<b>15 - 40k</b>
VP Engineering	180 - 220k	<b>180 - 300k</b>	15 - 18k	<b>15 - 18k</b>
Solutions Architect	144 - 250k	<b>140 - 280k</b>	12 - 25k	<b>12 - 25k</b>
Software Engineer	100 - 140k	<b>85 - 180k</b>	7 - 15k	<b>7 - 15k</b>
Development Manager	100 - 200k	<b>95 - 200k</b>	10 - 17k	<b>10 - 18k</b>
Developer	80 - 160k	<b>85 - 180k</b>	7 - 15k	<b>7 - 15k</b>
Application Support Analyst	70 - 150k	<b>65 - 120k</b>	5.5 - 12.5k	<b>5.5 - 12.5k</b>
Systems Analyst/Tester	80 - 140k	<b>65 - 140k</b>	6.5 - 12k	<b>6.5 - 12k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# TECH & TRANSFORMATION

## SINGAPORE

### COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020

#### Cyber Security/Information Security

Chief Information Security Officer/Head of Cyber Security	190 - 350k	<b>180 - 350k</b>	16k+	<b>15k+</b>
IT Risk Manager	120 - 180k	<b>120 - 180k</b>	10.5 - 15.5k	<b>10 - 15k</b>
Cyber Security Analyst/Specialist	78 - 150k	<b>70 - 140k</b>	6.6 - 12.5k	<b>6 - 12k</b>
Penetration Tester	72 - 140k	<b>70 - 140k</b>	6 - 12k	<b>6 - 12k</b>
Malware Analyst	78 - 130k	<b>70 - 130k</b>	6.5 - 11.5k	<b>6 - 12k</b>
Forensic Specialist	60 - 150k	<b>60 - 130k</b>	5.5 - 12.5k	<b>5 - 12k</b>
Governance Risk Compliance	84 - 160k	<b>96 - 160k</b>	7 - 13.5k	<b>6 - 12k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

### EMERGING TECHNOLOGIES

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2019	2020
Data Architect	100 - 240k	<b>150 - 250k</b>
Data Engineer	100 - 200k	<b>100 - 200k</b>
Data Scientist	85 - 300k	<b>100 - 200k</b>
Data Analyst	60 - 96k	<b>60 - 100k</b>
Machine Learning Engineer	120 - 240k	<b>120 - 240k</b>
Business Intelligence Analyst	72 - 96k	<b>80 - 120k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# TECH & TRANSFORMATION

## SINGAPORE

### FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
<b>Management</b>				
Chief Technology Officer	200 - 400k	<b>250 - 500k</b>	–	–
<b>Projects &amp; Change</b>				
Program Manager	200 - 350k	<b>200 - 400k</b>	15 - 25k	<b>15 - 25k</b>
Project Manager	100 - 220k	<b>100 - 240k</b>	8 - 20k	<b>8 - 20k</b>
Business Analyst	70 - 150k	<b>70 - 150k</b>	6 - 15k	<b>6 - 15k</b>
Project Management Officer	100 - 220k	<b>100 - 240k</b>	8 - 18k	<b>6 - 15k</b>
Product Owners	120 - 200k	<b>120 - 200k</b>	10 - 16k	<b>10 - 20k</b>
Change Manager	120 - 220k	<b>120 - 240k</b>	12 - 16k	<b>10 - 20k</b>
<b>Applications &amp; Development</b>				
Software Architect	144 - 250k	<b>120 - 240k</b>	12 - 25k	<b>12 - 20k</b>
Development Manager	120 - 240k	<b>120 - 240k</b>	10 - 20k	<b>10 - 20k</b>
Application Support Manager	90 - 150k	<b>120 - 180k</b>	8 - 14k	<b>12 - 17k</b>
Developer (2-5 yrs' experience)	60 - 90k	<b>60 - 80k</b>	5 - 7.5k	<b>4 - 7k</b>
Developer (5-10 yrs' experience)	90 - 150k	<b>70 - 150k</b>	7.5 - 12k	<b>8 - 15k</b>
Application Support Analyst/Tester	70 - 140k	<b>70 - 140k</b>	5 - 12k	<b>8 - 12k</b>
<b>Infrastructure</b>				
Service Delivery Manager	100 - 200k	<b>100 - 200k</b>	10 - 17k	<b>10 - 18k</b>
IT Manager	100 - 200k	<b>100 - 200k</b>	9 - 17k	<b>10 - 18k</b>
Database Administrator	80 - 200k	<b>80 - 200k</b>	7 - 17k	<b>7 - 15k</b>
Network Engineer/Systems Admin/Help Desk (2-5 yrs' experience)	40 - 80k	<b>40 - 80k</b>	3 - 7k	<b>3 - 7k</b>
Network Engineer/Systems Admin/Help Desk (6-10 yrs' experience)	80 - 150k	<b>60 - 150k</b>	7 - 13k	<b>7 - 15k</b>
<b>Security</b>				
Cyber Security Specialist (2-5 yrs' experience)	70 - 120k	<b>60 - 120k</b>	6 - 10k	<b>6 - 12k</b>
Cyber Security Specialist (6-10 yrs' experience)	120 - 200k	<b>100 - 200k</b>	10 - 17k	<b>10 - 20k</b>
Application Security Specialist (2-5 yrs' experience)	70 - 120k	<b>60 - 120k</b>	6 - 10k	<b>6 - 10k</b>
Application Security Specialist (6-10 yrs' experience)	120 - 200k	<b>100 - 200k</b>	10 - 17k	<b>10 - 18k</b>
Infrastructure Security Specialist (2-5 yrs' experience)	70 - 120k	<b>60 - 120k</b>	6 - 10k	<b>6 - 10k</b>
Infrastructure Security Specialist (6-10 yrs' experience)	120 - 200k	<b>100 - 200k</b>	10 - 17k	<b>8 - 12k</b>

NB: Figures are basic salaries and exclude employer's CPF contributions.

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Training & learning opportunities

### TOP SKILLS IN DEMAND



Business controlling/FP&A



Transformation & strategy

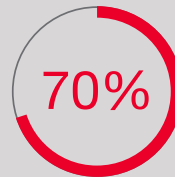


Financial controlling

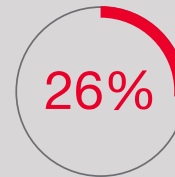
# 15%

Of accounting & finance professionals stay less than two years in a role

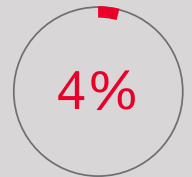
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



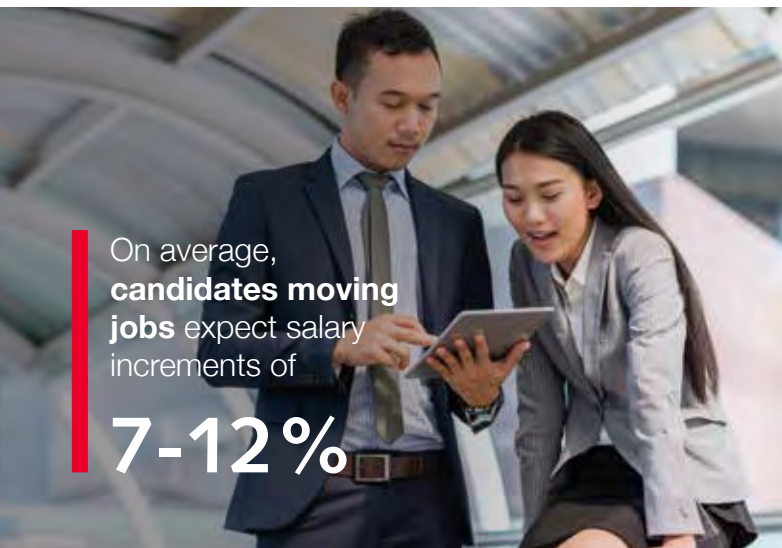
Expect a 15%+ annual salary increment

### TOP 4 MOTIVATORS TO MOVE JOBS



On average, candidates moving jobs expect salary increments of

# 7-12%





# ACCOUNTING & FINANCE

## SINGAPORE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
<b>Finance</b>				
Chief Financial Officer	300 - 450k	<b>300 - 450k</b>	22k+	<b>22k+</b>
Finance Director	250 - 300k	<b>220 - 300k</b>	18k+	<b>16 - 20k</b>
Finance Project/Process Improvement	180 - 240k	<b>180 - 240k</b>	12 - 20k	<b>12 - 20k</b>
Financial Controller	140 - 180k	<b>140 - 180k</b>	14k+	<b>11 - 15k</b>
Corporate Finance Manager	150 - 220k	<b>150 - 220k</b>	9 - 11k	<b>9 - 11k</b>
Commercial/FP&A/BP&A Manager	120 - 180k	<b>120 - 180k</b>	9 - 12k	<b>9 - 12k</b>
Pricing/Bid Manager	120 - 150k	<b>120 - 150k</b>	10 - 12k	<b>10 - 12k</b>
Shared Services Finance Manager	120 - 160k	<b>120 - 160k</b>	7 - 10k	<b>7 - 10k</b>
Business Analyst	90 - 130k	<b>90 - 130k</b>	6 - 9k	<b>6 - 9k</b>
Finance Manager	90 - 140k	<b>100 - 150k</b>	7 - 9k	<b>7 - 9k</b>
Financial Analyst	70 - 90k	<b>70 - 100k</b>	6 - 9k	<b>6 - 9k</b>
<b>Audit</b>				
Internal Audit Director	200 - 250k	<b>200 - 250k</b>	18 - 22k	<b>18 - 22k</b>
Internal Audit Manager	120 - 180k	<b>120 - 180k</b>	8 - 10k	<b>8 - 10k</b>
Senior Auditor/Auditor	75 - 110k	<b>75 - 110k</b>	5 - 7k	<b>5 - 7k</b>
<b>Accounting &amp; Taxation</b>				
Tax Director	220 - 300k	<b>220 - 300k</b>	18 - 22k	<b>18 - 22k</b>
Tax Manager	120 - 180k	<b>120 - 180k</b>	8 - 15k	<b>8 - 15k</b>
Group Accountant/Accountant	65 - 100k	<b>65 - 100k</b>	7 - 9k	<b>7 - 9k</b>
Cost Accountant	65 - 90k	<b>65 - 90k</b>	7 - 10k	<b>7 - 10k</b>
Accounts Executive	45 - 55k	<b>45 - 55k</b>	3.5 - 4.5k	<b>3 - 4.5k</b>
<b>Treasury</b>				
Treasury Director	200 - 250k	<b>200 - 250k</b>	18 - 21k	<b>18 - 21k</b>
Treasury Manager	120 - 180k	<b>120 - 180k</b>	10 - 14k	<b>10 - 14k</b>
Treasury Analyst	75 - 90k	<b>75 - 90k</b>	5.5 - 8k	<b>5.5 - 8k</b>

NB: Figures are basic salaries and exclude employer's CPF contributions.

# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 33%

Of financial services professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Auditor



Trade finance & support

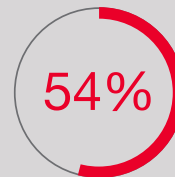


AML/Financial crime/KYC

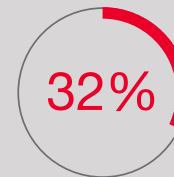


Private equity analyst (fintech/e-commerce)

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

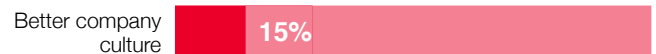


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 12-17%

### TOP 4 MOTIVATORS TO MOVE JOBS



# BANKING & FINANCIAL SERVICES

SINGAPORE

## ACCOUNTING & PRODUCT CONTROL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
<b>Financial Control</b>						
Financial Reporting	60 - 100k	<b>60 - 100k</b>	100 - 150k	<b>100 - 150k</b>	150 - 250k+	<b>150 - 250k+</b>
Regulatory Reporting	50 - 90k	<b>50 - 90k</b>	90 - 140k	<b>90 - 140k</b>	140 - 250k+	<b>140 - 250k+</b>
Credit Control	40 - 80k	<b>40 - 80k</b>	80 - 120k	<b>80 - 120k</b>	120 - 220k+	<b>120 - 220k+</b>
Technical Accounting (Insurance)	40 - 55k	<b>40 - 55k</b>	55 - 80k	<b>55 - 80k</b>	80 - 130k+	<b>80 - 130k+</b>
<b>Management Reporting</b>						
Management Accounting	50 - 90k	<b>50 - 90k</b>	90 - 120k	<b>90 - 120k</b>	120 - 220k+	<b>120 - 220k+</b>
Financial Planning & Analysis	50 - 90k	<b>50 - 90k</b>	90 - 140k	<b>90 - 140k</b>	140 - 300k+	<b>140 - 300k+</b>
Revenue & Cost Reporting	50 - 80k	<b>50 - 80k</b>	80 - 130k	<b>80 - 130k</b>	130 - 240k+	<b>130 - 240k+</b>
<b>Product &amp; Valuations Control</b>						
Product Control	50 - 80k	<b>50 - 80k</b>	80 - 130k	<b>80 - 130k</b>	130 - 250k+	<b>130 - 250k+</b>
Valuations Control	50 - 80k	<b>50 - 80k</b>	90 - 140k	<b>90 - 140k</b>	140 - 300k+	<b>140 - 300k+</b>
<b>Internal Audit</b>						
Investment Banking & Wealth / Fund Management	50 - 80k	<b>50 - 80k</b>	80 - 160k	<b>80 - 160k</b>	160 - 350k+	<b>160 - 350k+</b>
Corporate Banking	45 - 75k	<b>45 - 75k</b>	75 - 150k	<b>75 - 150k</b>	150 - 330k+	<b>150 - 330k+</b>
Consumer Banking	40 - 70k	<b>40 - 70k</b>	70 - 130k	<b>70 - 130k</b>	130 - 280k+	<b>130 - 280k+</b>
<b>Tax</b>						
Tax Compliance	50 - 90k	<b>50 - 90k</b>	90 - 140k	<b>90 - 140k</b>	140 - 300k+	<b>140 - 300k+</b>
Tax Accounting	50 - 90k	<b>50 - 90k</b>	90 - 120k	<b>90 - 120k</b>	120 - 220k+	<b>120 - 220k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# BANKING & FINANCIAL SERVICES

## SINGAPORE

### FINANCE (CONTRACT)

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
Financial Reporting	5 - 7k	<b>5 - 7k</b>	7 - 9k	<b>7 - 9k</b>	9 - 12k	<b>9 - 12k+</b>
Regulatory Reporting	5 - 7.5k	<b>5 - 7k</b>	7 - 9k	<b>7 - 9k</b>	9 - 12k	<b>9 - 12k+</b>
Tax	5 - 7k	<b>5 - 7k</b>	7 - 9k	<b>7 - 9k</b>	9 - 12k	<b>9 - 12k+</b>
Strategic Planning & Analysis	5 - 8k	<b>5 - 8k</b>	8 - 10k	<b>8 - 10k</b>	10 - 13k	<b>10- 13k+</b>
MIS Reporting	5 - 7k	<b>5 - 7k</b>	7 - 9k	<b>7 - 9k</b>	9 - 12k	<b>9 - 12k+</b>
Revenue & Cost Reporting	5 - 7k	<b>5 - 7k</b>	7 - 9k	<b>7 - 9k</b>	9 - 12k	<b>9 - 12k+</b>
Product Control	5 - 7k	<b>5 - 7k</b>	8 - 9.5k	<b>8 - 9.5k</b>	9.5 - 13k	<b>9.5 - 13k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

### FRONT OFFICE SUPPORT

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
Transaction Banking Global Markets (Sales)	110 - 130k	<b>110 - 130k</b>	150 - 200k	<b>150 - 200k</b>	200 - 330k	<b>200 - 300k</b>
Corporate Banking (ARM)	60 - 100k	<b>60 - 100k</b>	105 - 160k	<b>105 - 160k</b>	160 - 300k	<b>160 - 300k</b>
Investment Research	60 - 90k	<b>65 - 90k</b>	90 - 130k	<b>90 - 130k</b>	130 - 200k	<b>130 - 200k</b>
Private Banking FO Support (ARM)	60 - 84k	<b>60 - 90k</b>	90 - 110k	<b>100 - 120k</b>	–	–
Institutional Sales Support	84 - 100k	<b>84 - 100k</b>	110 - 120k	<b>110 - 120k</b>	120 - 200k	<b>120 - 200k</b>
Client Services	55 - 95k	<b>60 - 95k</b>	100 - 150k	<b>105 - 160k</b>	150 - 280k	<b>150 - 280k</b>
Portfolio Support	50 - 70k	<b>50 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 200k	<b>120 - 200k</b>
Commodity Trade Support	48 - 72k	<b>48 - 72k</b>	80 - 110k	<b>80 - 110k</b>	110 - 200k	<b>110 - 200k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# BANKING & FINANCIAL SERVICES

## SINGAPORE

### OPERATIONS (PERMANENT)

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
Change Management	65 - 105k	<b>65 - 105k</b>	110 - 160k	<b>110 - 160k</b>	180 - 320k+	<b>180 - 320k+</b>
Client Onboarding/KYC/AML	65 - 110k	<b>65 - 110k</b>	110 - 160k	<b>110 - 160k</b>	160 - 320k+	<b>160 - 320k+</b>
Data Specialist	60 - 105k	<b>60 - 105k</b>	105 - 160k	<b>105 - 160k</b>	150 - 300k+	<b>150 - 300k+</b>
Private Banking	60 - 105k	<b>60 - 105k</b>	100 - 150k	<b>100 - 150k</b>	160 - 300k+	<b>161 - 300k+</b>
Fund Management/Custody	65 - 105k	<b>65 - 105k</b>	100 - 150k	<b>100 - 150k</b>	150 - 280k+	<b>150 - 280k+</b>
Client Services	55 - 95k	<b>55 - 95k</b>	100 - 150k	<b>100 - 150k</b>	150 - 280k+	<b>150 - 280k+</b>
Collateral Management	55 - 95k	<b>55 - 95k</b>	100 - 150k	<b>100 - 150k</b>	150 - 280k+	<b>150 - 280k+</b>
Corporate/Transactional	50 - 95k	<b>50 - 95k</b>	100 - 150k	<b>100 - 150k</b>	140 - 280k+	<b>140 - 280k+</b>
Trade Support	55 - 95k	<b>55 - 95k</b>	100 - 150k	<b>100 - 150k</b>	150 - 280k+	<b>150 - 280k+</b>
Commodities	50 - 95k	<b>50 - 95k</b>	100 - 150k	<b>100 - 150k</b>	130 - 200k+	<b>130 - 200k+</b>
Investment Banking	55 - 95k	<b>55 - 95k</b>	100 - 150k	<b>100 - 150k</b>	140 - 280k+	<b>140 - 280k+</b>
Securities/Brokerage	55 - 95k	<b>55 - 95k</b>	100 - 150k	<b>105 - 155k</b>	130 - 250k+	<b>155 - 280k+</b>
Trade Finance	48 - 72k	<b>50 - 75k</b>	72 - 96k	<b>75 - 100k</b>	120 - 180k	<b>120 - 185k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

### OPERATIONS (CONTRACT)

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
Fund Management/Custody	5 - 7k	<b>5 - 7k</b>	8 - 11k	<b>8 - 11k</b>	12 - 20k	<b>12 - 20k</b>
Commodities	4 - 7k	<b>4 - 7k</b>	7 - 12k	<b>7 - 12k</b>	12 - 20k	<b>12 - 20k</b>
Corporate/Transaction Banking	3 - 6k	<b>3.5 - 6.5k</b>	6 - 11k	<b>7 - 12k</b>	12 - 20k	<b>13 - 21k</b>
Investment Banking	4 - 7k	<b>5 - 7k</b>	7 - 12k	<b>8 - 13k</b>	13 - 21k	<b>14 - 22k</b>
Private Banking	4 - 7k	<b>4 - 7k</b>	7 - 12k	<b>7 - 12k</b>	13 - 21k	<b>13 - 21k</b>
Securities/Brokerage	3 - 6k	<b>3 - 6k</b>	6 - 10k	<b>7 - 11k</b>	11 - 20k	<b>12 - 21k</b>
Client Onboarding/KYC/AML	4 - 7k	<b>4 - 7k</b>	7 - 12k	<b>7 - 12k</b>	13 - 21k	<b>13 - 21k</b>
Client Services/ARM	3 - 7k	<b>3 - 7k</b>	6 - 12k	<b>7 - 13k</b>	13 - 21k	<b>14 - 22k</b>
Data Specialist	4 - 7k	<b>4 - 7k</b>	7 - 12k	<b>7 - 12k</b>	13 - 21k	<b>13 - 21k</b>
Trade Support	4 - 7k	<b>4.5 - 7.5k</b>	7 - 12k	<b>7.5 - 12.5k</b>	13 - 21k	<b>13.5 - 21.5k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# BANKING & FINANCIAL SERVICES

SINGAPORE

## COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2019	2020	2019	2020	2019	2020
<b>Corporate Banking, Private Banking &amp; Wealth Management</b>						
Head of Compliance	–	–	–	–	220 - 450k+	<b>220 - 450k+</b>
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	<b>50 - 90k</b>	90 - 170k	<b>90 - 170k</b>	170 - 350k+	<b>170 - 350k+</b>
Regulatory Compliance/Advisory	50 - 90k	<b>50 - 90k</b>	90 - 170k	<b>90 - 170k</b>	170 - 350k+	<b>170 - 350k+</b>
<b>Retail Banking</b>						
Head of Compliance	–	–	–	–	220 - 450k+	<b>220 - 450k+</b>
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	<b>50 - 90k</b>	75 - 160k	<b>75 - 160k</b>	140 - 300k	<b>140 - 300k</b>
Regulatory Compliance/Advisory	50 - 90k	<b>50 - 90k</b>	75 - 160k	<b>75 - 160k</b>	140 - 300k	<b>140 - 300k</b>
<b>Investment Banking/Capital Markets</b>						
Head of Compliance	–	–	–	–	220 - 450k+	<b>220 - 450k+</b>
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	<b>50 - 90k</b>	90 - 180k	<b>90 - 180k</b>	180 - 350k+	<b>180 - 350k+</b>
Regulatory Compliance/Advisory	50 - 90k	<b>50 - 90k</b>	90 - 180k	<b>90 - 180k</b>	180 - 350k+	<b>180 - 350k+</b>
<b>Fund Management/Investment Management</b>						
Chief Compliance Officer/Head of Compliance	–	–	–	–	220 - 450k+	<b>220 - 450k+</b>
Compliance Officer	50 - 80k	<b>50 - 80k</b>	80 - 160k	<b>80 - 160k</b>	160 - 320k+	<b>160 - 320k+</b>
AML/Financial Crime	50 - 80k	<b>50 - 80k</b>	80 - 160k	<b>80 - 160k</b>	160 - 320k+	<b>160 - 320k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# BANKING & FINANCIAL SERVICES

SINGAPORE

## RISK

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	MANAGER/AVP		VP		DIRECTOR	
	2019	2020	2019	2020	2019	2020
<b>Credit Risk</b>						
Structured Trade/Commodity Finance	80 - 140k	<b>80 - 140k</b>	140 - 200k	<b>140 - 200k</b>	220k+	<b>200k+</b>
Wholesale/Investment Banking	80 - 140k	<b>80 - 140k</b>	140 - 200k	<b>140 - 200k</b>	200k+	<b>200k+</b>
Portfolio Risk & Analytics	70 - 140k	<b>70 - 140k</b>	130 - 200k	<b>130 - 200k</b>	200k+	<b>200k+</b>
Private Banking	70 - 130k	<b>70 - 130k</b>	120 - 200k	<b>120 - 200k</b>	200k+	<b>200k+</b>
Restructuring	70 - 130k	<b>70 - 130k</b>	130 - 200k	<b>130 - 200k</b>	200k+	<b>200k+</b>
SME/Consumer	60 - 110k	<b>60 - 110k</b>	100 - 150k	<b>100 - 150k</b>	150k+	<b>150k+</b>
<b>Market Risk</b>						
Management/Modelling	90 - 150k	<b>90 - 150k</b>	140 - 220k	<b>140 - 220k</b>	200k+	<b>220k+</b>
Asset Management/Investment Risk	70 - 120k	<b>70 - 120k</b>	120 - 180k	<b>120 - 180k</b>	180k+	<b>180k+</b>
Commodities Risk	65 - 120k	<b>65 - 120k</b>	130 - 180k	<b>130 - 180k</b>	200k+	<b>180k+</b>
Controlling/Reporting	65 - 110k	<b>65 - 110k</b>	110 - 200k	<b>110 - 200k</b>	200k+	<b>200k+</b>
<b>Operational Risk</b>						
Business Risk & Assurance	70 - 140k	<b>70 - 140k</b>	150 - 200k	<b>140 - 200k</b>	200k+	<b>200k+</b>
Operational Risk Management	70 - 140k	<b>70 - 140k</b>	150 - 200k	<b>140 - 200k</b>	200k+	<b>200k+</b>
Technology Risk	70 - 130k	<b>70 - 130k</b>	130 - 200k	<b>130 - 200k</b>	200k+	<b>200k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Training & learning opportunities



Feedback & encouragement from management

# 73%

Of HR professionals stay more than two years in a role

### TOP JOBS IN DEMAND



HR business partner

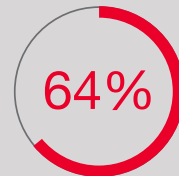


Talent acquisition in tech

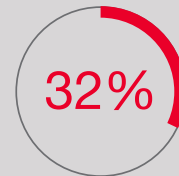


Talent management/development

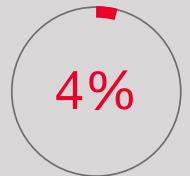
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 8-12%

### TOP 4 MOTIVATORS TO MOVE JOBS

Better company culture

36%

Better compensation & benefits

27%

Career progression

12%

Improved work-life balance

12%



# HUMAN RESOURCES

## SINGAPORE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
HR Director	220 - 300k+	<b>220 - 300k+</b>	18 - 25k+	<b>18 - 25k+</b>
Senior HR Business Partner	150 - 200k	<b>150 - 220k</b>	12 - 15k	<b>12 - 15k</b>
HR Business Partner	100 - 150k	<b>100 - 150k</b>	6 - 10k	<b>6 - 10k</b>
HR Manager	90 - 160k	<b>90 - 160k</b>	7 - 12k	<b>7 - 12k</b>
HR Executive/Senior Executive	40 - 90k	<b>40 - 90k</b>	4 - 6k	<b>3.5 - 6k</b>
Talent Management	120 - 200k	<b>150 - 240k</b>	9 - 12k	<b>9 - 12k</b>
HR Information Systems (HRIS)/HR Project Management	100 - 170k	<b>100 - 170k</b>	7 - 12k	<b>6 - 12k</b>
Payroll Manager	90 - 150k	<b>90 - 150k</b>	7 - 10k	<b>6 - 10k</b>
Payroll Executive	40 - 90k	<b>40 - 90k</b>	3.5 - 5k	<b>3.5 - 5k</b>
<b>Compensation &amp; Benefits</b>				
Director	200k+	<b>240k+</b>	15k+	<b>15k+</b>
Manager	120 - 180k	<b>120 - 180k</b>	12k+	<b>12k+</b>
Analyst	60 - 100k	<b>60 - 100k</b>	6k+	<b>6k+</b>
<b>Learning &amp; Development</b>				
Director	170 - 200k	<b>170 - 200k</b>	16k+	<b>16k+</b>
Manager	90 - 170k	<b>90 - 170k</b>	8 - 12k	<b>8 - 12k</b>
Trainer	55 - 90k	<b>55 - 90k</b>	5 - 7k	<b>5 - 7k</b>
<b>Recruitment/Talent Acquisition</b>				
Director	160k+	<b>180k+</b>	15 - 20k+	<b>15 - 20k+</b>
Manager	120 - 160k	<b>120 - 160k</b>	10 - 14k	<b>10 - 14k</b>
Specialist	50 - 120k	<b>50 - 120k</b>	5 - 9k	<b>4.5 - 9k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# HUMAN RESOURCES

## SINGAPORE

### SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
<b>Secretarial</b>				
Executive Assistant	60 - 90k	<b>70 - 120k</b>	4 - 7k	<b>5 - 8k</b>
Personal Assistant	50 - 80k	<b>60 - 90k</b>	4 - 6k	<b>4.5 - 6k</b>
Legal Secretary	48 - 72k	<b>48 - 72k</b>	4 - 6k	<b>4 - 6k</b>
Team Secretary/Team Executive Assistant	50 - 70k	<b>50 - 70k</b>	4 - 7k	<b>4 - 7k</b>
<b>Business Support</b>				
Office Manager	60 - 110k	<b>60 - 100k</b>	6 - 10k	<b>6 - 10k</b>
Administrator/Admin Assistant	40 - 50k	<b>40 - 50k</b>	3 - 5k	<b>3 - 5k</b>
Receptionist	30 - 48k	<b>30 - 48k</b>	2.5 - 3.5k	<b>2.5 - 3.5k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# LEGAL

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

### TOP SKILLS IN DEMAND



Expertise in the tech sector



Singapore-qualified

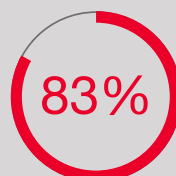


Fluency in Mandarin

# 66%

Of legal professionals are optimistic about job opportunities in the sector

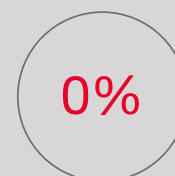
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

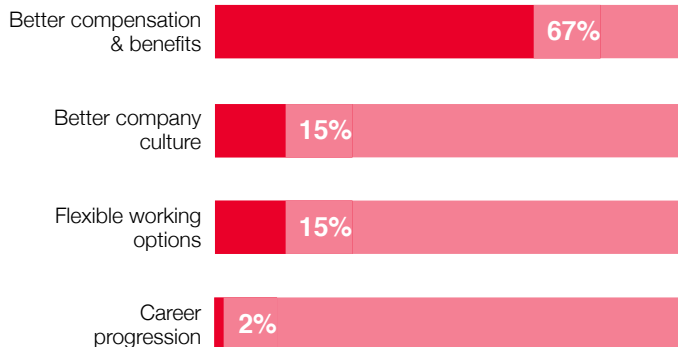


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 10-15%

### TOP 4 MOTIVATORS TO MOVE JOBS



ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	1 - 3 YRS' PQE		4 - 7 YRS' PQE		8+ YRS' PQE	
	2019	2020	2019	2020	2019	2020
<b>Legal Counsel – Commerce</b>						
IT Services/e-Commerce	60 - 100k	<b>70 - 110k</b>	120 - 200k	<b>120 - 200k</b>	180 - 300k+	<b>180 - 300k+</b>
Pharmaceutical/Chemical	60 - 100k	<b>60 - 100k</b>	90 - 160k	<b>90 - 160k</b>	140 - 250k+	<b>140 - 250k+</b>
FMCG/Retail	65 - 100k	<b>65 - 100k</b>	100 - 160k	<b>100 - 160k</b>	130 - 220k+	<b>130 - 220k+</b>
<b>Legal Counsel – Financial Services</b>						
Banking	70 - 130k	<b>70 - 130k</b>	140 - 220k	<b>140 - 220k</b>	180 - 400k+	<b>180 - 400k+</b>
Fund/Asset Management	70 - 90k	<b>70 - 90k</b>	80 - 150k	<b>80 - 150k</b>	120 - 200k+	<b>120 - 200k+</b>

NB: Figures are basic salaries and exclude employer's CPF contributions.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 25%

Of sales & marketing professionals stay less than two years in a role

### DIGITAL MARKETING SKILLS IN DEMAND



CRM



Social media



SEO/SEM



Content

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

63%

Expect a 0-6% annual salary increment

29%

Expect a 7-15% annual salary increment

8%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 10-15%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

47%

Better compensation & benefits

18%

Better company culture

10%

Opportunity to work internationally

7%

# SALES & MARKETING

## SINGAPORE

### CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2019	2020
<b>Business Development</b>		
Sales & Marketing Director	180 - 240k+	<b>180 - 240k+</b>
Sales Director	180 - 240k+	<b>180 - 240k+</b>
Account Director	140 - 200k+	<b>140 - 200k+</b>
Sales Manager	100 - 140k	<b>100 - 140k</b>
Business Development Manager	80 - 120k	<b>80 - 120k</b>
Key Account Manager	80 - 100k	<b>80 - 100k</b>
<b>Marketing</b>		
Marketing Director	180 - 240k+	<b>180 - 240k+</b>
Market Research Director	140 - 220k+	<b>140 - 220k+</b>
Marketing Manager	100 - 140k+	<b>100 - 140k+</b>
Brand Manager	85 - 100k	<b>85 - 100k</b>
Market Research Manager	80 - 120k	<b>80 - 120k</b>
Retail Operations Manager	80 - 100k	<b>80 - 100k</b>
Visual Merchandising Manager	80 - 100k	<b>80 - 100k</b>
Product Marketing Manager	80 - 120k	<b>80 - 120k</b>
Trade Marketing Manager	80 - 100k	<b>80 - 100k</b>
<b>PR &amp; Communications</b>		
Corporate Affairs Director	180 - 200k+	<b>180 - 200k+</b>
Public Relations Director	180 - 200k+	<b>180 - 200k+</b>
Digital Marketing Manager	100 - 160k+	<b>100 - 160k+</b>
Corporate Communications Manager	100 - 150k	<b>100 - 150k</b>
Public Relations Manager	80 - 120k	<b>80 - 120k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# SALES & MARKETING

## SINGAPORE

### CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2019	2020
<b>Technical Healthcare</b>		
Medical Affairs Director	220 - 250k+	<b>220 - 250k+</b>
Business Unit Director	180 - 240k	<b>180 - 240k</b>
Marketing Director	200 - 240k	<b>200 - 240k</b>
Regulatory Affairs Director	200 - 240k+	<b>200 - 240k+</b>
Sales Director	180 - 200k	<b>180 - 200k</b>
Clinical Research Director	180 - 200k	<b>180 - 200k</b>
Medical Affairs Manager	150 - 180k	<b>150 - 180k</b>
Marketing Manager	120 - 180k	<b>120 - 180k</b>
Market Access Manager	120 - 150k	<b>120 - 150k</b>
Sales Manager	120 - 140k	<b>120 - 140k</b>
Commercial Excellence Manager	150 - 180k	<b>150 - 180k</b>
Product Manager	100 - 140k	<b>100 - 140k</b>
Clinical Research Manager	100 - 120k	<b>100 - 120k</b>
Regulatory Affairs Manager	100 - 150k+	<b>100 - 150k+</b>
Medical Science Liaison	80 - 100k+	<b>80 - 100k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# SALES & MARKETING

## SINGAPORE

### B2B & INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2019	2020
<b>Sales</b>		
General Manager/Managing Director	250 - 400k	<b>250 - 400k</b>
Sales Director	180 - 300k	<b>180 - 300k</b>
Senior Business Development Manager	140 - 220k	<b>160 - 300k</b>
Account Director	140 - 220k	<b>160 - 220k</b>
Aftersales Manager	100 - 160k	<b>100 - 160k</b>
Business Development Manager	100 - 150k	<b>100 - 150k</b>
Pricing Manager	80 - 150k	<b>100 - 180k</b>
Key Account Manager	85 - 150k	<b>90 - 150k</b>
Sales Manager	80 - 150k	<b>80 - 150k</b>
Sales Engineer	80 - 90k	<b>80 - 90k</b>
<b>Marketing</b>		
Marketing Director	180 - 265k+	<b>180 - 265k+</b>
Head of Online Marketing	160 - 260k	<b>180 - 260k</b>
Marketing Research Manager	100 - 150k	<b>100 - 150k</b>
Strategic Marketing Manager	120 - 180k	<b>120 - 180k</b>
Senior Brand Manager	85 - 140k	<b>100 - 140k</b>
Marketing Manager	100 - 150k	<b>100 - 160k</b>
Product Marketing Manager	100 - 150k	<b>100 - 160k</b>
Online/Digital Marketing Manager	120 - 160k	<b>120 - 160k</b>
Digital Marketing Specialist	90 - 120k	<b>90 - 120k</b>
<b>PR &amp; Communications</b>		
Corporate Communications Director	160 - 250k	<b>180 - 250k</b>
Public Relations Director	130 - 200k	<b>150 - 200k</b>
Corporate Communications Manager	90 - 160k	<b>100 - 160k</b>
Public Relations Manager	90 - 120k	<b>90 - 120k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution. Figures will vary depending on whether the incumbent is holding a local/regional/global role.  
The above listed positions are also available on a contract basis of which the monthly rates will be prorated against the annual salary of permanent roles.



# SALES & MARKETING

## SINGAPORE

### FINANCIAL & PROFESSIONAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2019	2020
<b>Financial Services</b>		
Marketing Director	190 - 250k	<b>190 - 250k</b>
Marketing Manager	120 - 180k	<b>120 - 180k</b>
Digital Marketing Manager	120 - 200k	<b>150 - 220k</b>
Corporate Communications Manager	120 - 180k	<b>120 - 180k</b>
Communications Director	180 - 250k	<b>180 - 250k</b>
Internal Communications Manager	150 - 200k	<b>150 - 200k</b>
Corporate Affairs Manager	150 - 250k	<b>150 - 250k</b>
<b>Professional Services</b>		
Marketing Director	190 - 250k	<b>190 - 250k</b>
Marketing Manager	120 - 180k	<b>120 - 180k</b>
Digital Marketing Manager	120 - 200k	<b>150 - 200k</b>
Corporate Communications Manager	120 - 180k	<b>120 - 180k</b>
Communications Director	180 - 250k	<b>180 - 250k</b>
Internal Communications Manager	150 - 200k	<b>150 - 200k</b>
Corporate Affairs Manager	150 - 220k	<b>150 - 220k</b>
Sales Director	180 - 250k	<b>180 - 250k</b>
Sales Manager	120 - 160k	<b>120 - 160k</b>
Account Director	90 - 150k	<b>100 - 180k</b>
Account Manager	70 - 100k	<b>80 - 120k</b>
Business Development Director	180 - 240k	<b>180 - 240k</b>
Business Development Manager	120 - 150k	<b>120 - 150k</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Training & learning opportunities

# 16%

Of supply chain, procurement & logistics professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Change management

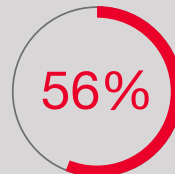


Planning & commercial partnering

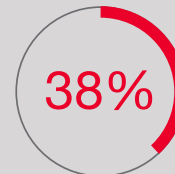


Stakeholder management

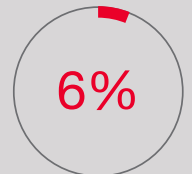
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 10-15%

### TOP 4 MOTIVATORS TO MOVE JOBS



# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## SINGAPORE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2019	2020	2019	2020
<b>Procurement</b>				
Head of Global Sourcing	300k+	<b>300k+</b>	25k+	<b>25k+</b>
Regional Procurement Director	200 - 250k	<b>200 - 250k</b>	17 - 22k	<b>17 - 22k</b>
Strategic Sourcing Manager	130 - 180k	<b>130 - 180k</b>	9 - 13k+	<b>9 - 13k+</b>
Regional Procurement Manager	100 - 160k	<b>100 - 160k</b>	8 - 13k+	<b>8 - 13k+</b>
Indirect Spend/Category Manager	120 - 160k	<b>120 - 160k</b>	7 - 10k+	<b>7 - 10k+</b>
Direct Spend/Category Manager	120 - 160k	<b>120 - 160k</b>	7 - 10k	<b>7 - 10k</b>
Procurement Executive	50 - 80k	<b>50 - 80k</b>	3.5 - 4.5k	<b>3.5 - 4.5k</b>
<b>Supply Chain &amp; Logistics</b>				
Supply Chain Director	250k+	<b>250k+</b>	13 - 18k+	<b>13 - 18k+</b>
Customer Service & Logistics Director	150 - 250k	<b>150 - 250k</b>	13 - 18k+	<b>13 - 18k+</b>
Project Manager	100 - 150k	<b>100 - 150k</b>	8 - 15k+	<b>8 - 15k+</b>
Logistics Manager	80 - 120k	<b>80 - 120k</b>	7 - 11k+	<b>7 - 11k+</b>
Planning Manager	80 - 130k	<b>80 - 130k</b>	6 - 9k	<b>6 - 9k</b>
Supply Chain Manager	80 - 120k	<b>80 - 120k</b>	7 - 10k+	<b>7 - 10k+</b>
Facilities Manager	60 - 120k	<b>60 - 120k</b>	6 - 10k	<b>6 - 10k</b>
Customer Service Manager	60 - 100k	<b>60 - 100k</b>	5 - 8k	<b>5 - 8k</b>
Planner	40 - 80k	<b>40 - 80k</b>	5 - 7k	<b>5 - 7k</b>
Customer Service Executive	40 - 60k	<b>40 - 60k</b>	3 - 4k	<b>3.5 - 4.5k</b>

NB: Figures are basic salaries and exclude employer's CPF contributions.

# TAIWAN

**Taiwan started 2019 with stable economic growth and buoyant recruitment levels, supported by steady trade demand and continuous growth in various sectors.**

## 2019 INSIGHT

In the second half of the year, the Taiwan market was challenged by declining global export demand and unstable economic performance, but to some extent, the impact of these trends was offset by local manufacturers reshoring to Taiwan, driving capital inflow and the demand for local talent with relevant skill sets.

The technology industry was one of the fastest-growing markets in Taiwan and there was an ongoing shortage of suitably qualified candidates, especially in the software sector, where the demand for talent was high. The 'Five Plus Two' Innovative Industries plan, which aimed to establish Taiwan as an 'Asia Silicon Valley', also drove demand for talent specialised in the Internet of Things (IoT), automation, smart machinery, research and development (R&D), artificial intelligence (AI) and virtual reality (VR). E-commerce continued to gain momentum and thus digital marketing and e-commerce specialists remained a key hiring priority.

It was another year of growth for the green energy industry despite some changes in regulations and policies by the government, leading to high demand for professionals, mainly engineers, with relevant experience and skills. However, there were very few such specialists in Taiwan, meaning that some companies had to bring experts from overseas.

In order to retain and hire the best candidates in the market, companies sought HR professionals with a background in talent acquisition, internal recruitment and rewards and benefits, as well as HR information systems.

# 94%

**OF PROFESSIONALS ARE OPEN TO JOB APPROACH WHEN NOT ACTIVELY LOOKING**

“

Due to the persistent shortage of candidates in Taiwan and the effects of globalisation, multinationals and local companies are seeking talent with international experience and strong technical skills, a trend that will continue in 2020 and beyond.

”



**JOHN WINTER,  
GENERAL MANAGER,  
TAIWAN**

### 2020 EXPECTATIONS

Given that 2020 is an election year in both Taiwan and the US, macroeconomic drivers are difficult

to predict. Any instability in global demand will hopefully be offset by capital inflows to Taiwan from companies looking to reshore manufacturing from Mainland China.

Tech talent will continue to be in high demand. Despite the impact of the decline in export demand on hardware manufacturing, there is a widespread view that the software market will continue to perform well, driving the need for software developers, programmers and full-stack engineers. At the same time, the demand for specialists in the high-tech sectors, such as IoT, automation and big data, will continue to rise.

With the government's support for transforming Taiwan into a hub of biotech and medical R&D in Asia, there will be increasing competition for specialists in the healthcare sector in Taiwan in 2020. Local talent with the bilingual skills to communicate with regional offices will be key

hires. Even though the government has introduced measures to attract overseas talent in order to address the deficit, demand is expected to outstrip supply for a period of time.

Pay increases are expected to remain static, except for industry specialists and those with in-demand technical skills. For job movers, the expected salary increment will be around 10-15%, while it will be up to 4% for those staying in the same roles. Due to global economic instability, employees are likely to be more cautious than usual in pursuing job moves.

In order to recruit and attract in-demand professionals, it will become even more important to not only offer competitive remuneration during the interview process, but also to detail the company's growth potential, learning and development opportunities, and career progression within the company.



Of professionals staying in the same roles expect to receive a pay rise of 4-6% in 2020

### TOP 4 FACTORS DETERMINING JOB SATISFACTION



Good work culture and environment



Work-life balance



Remuneration and benefits



Feedback and encouragement from management

*\*All statistics are drawn from Robert Walters industry research*

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 23%

Of tech professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Internet-of-Things (IoT)



Artificial intelligence

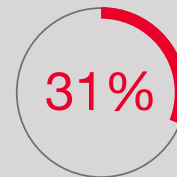


Automation

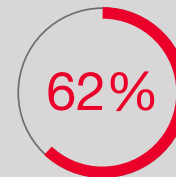


Software development

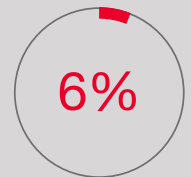
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 37%

Of tech professionals are actively looking to move jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
<b>Electrical/Electronic Manufacturer</b>		
Engineering Manager	2.5 - 3.0m	<b>2.6 - 3.0m</b>
Product & Program Manager	1.5 - 2.3m	<b>1.6 - 2.4m</b>
Senior Hardware Engineer	1.8 - 2.3m	<b>1.9 - 2.5m</b>
Senior Mechanical Engineer	1.8 - 2.3m	<b>1.9 - 2.5m</b>
Senior Software Engineer	1.5 - 2.1m	<b>1.6 - 2.1m</b>
Senior Firmware Engineer	1.6 - 2.1m	<b>1.7 - 2.2m</b>
Product Marketing Engineer	1.8 - 2.3m	<b>1.8 - 2.4m</b>
<b>IT Solution</b>		
Account Manager	3.0 - 3.7m	<b>3.0 - 3.7m</b>
Product Manager	1.7 - 2.0m	<b>1.7 - 2.0m</b>
Sales Engineer	1.6 - 2.1m	<b>1.6 - 2.1m</b>
<b>Software Vendor</b>		
Front-end Engineer	1.3 - 1.9m	<b>1.3 - 1.9m</b>
Backend Engineer	1.3 - 1.9m	<b>1.3 - 1.9m</b>
Application Developer	1.2 - 1.7m	<b>1.2 - 1.7m</b>
QA Manager	1.4 - 1.8m	<b>1.4 - 1.8m</b>
Fullstack Engineer	1.4 - 2.1m	<b>1.4 - 2.1m</b>
Project Manager/Scrum Master	1.5 - 1.9m	<b>1.5 - 2.0m</b>

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 35%

Of accounting & finance professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Financial planning & analysis

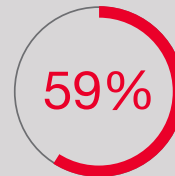


Business analysis

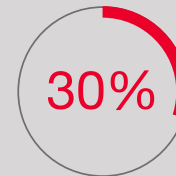


Internal auditing

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 18%

Of professionals are looking to change jobs in the next three months

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits **82%**

Career progression **71%**

Better company culture **35%**

Opportunity to work internationally **24%**



# ACCOUNTING & FINANCE

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
<b>Commerce &amp; Industry</b>		
Chief Financial Officer	3.0 - 4.5m+	<b>3.0 - 4.5m+</b>
Finance Director/Controller	2.5 - 3.2m+	<b>2.5 - 3.5m+</b>
Finance Manager	1.5 - 2.3m+	<b>1.5 - 2.5m+</b>
FP&A Manager	1.5 - 2.2m	<b>1.8 - 2.7m</b>
Pricing Manager	1.6 - 2.3m	<b>1.6 - 2.3m</b>
Cost Accounting Manager	1.1 - 1.8m	<b>1.1 - 1.8m</b>
Internal Audit Manager	1.5 - 2.3m	<b>1.5 - 2.3m</b>
Tax Director	2.0 - 3.0m	<b>2.5 - 3.5m+</b>
Tax Manager	1.3 - 2.2m	<b>1.5 - 2.5m</b>
Business Controller	1.2 - 1.6m	<b>1.2 - 1.6m</b>
Financial Analyst	700k - 1.3m	<b>750k - 1.5m</b>
Accounting Manager	1.0 - 1.8m	<b>1.0 - 1.8m</b>
Accountant	540k - 1.0m	<b>540k - 1.0m</b>

# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

# 75%

Of banking & financial services professionals stay in a role for 3-5 years

### TOP JOBS IN DEMAND



Legal

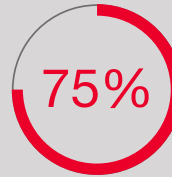


Compliance

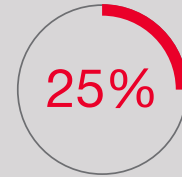


AML/Financial crime

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a bonus of 6-10% of yearly salary

# 50%

Of professionals are optimistic about job opportunities in the next year

### TOP 4 MOTIVATORS TO MOVE JOBS



# BANKING & FINANCIAL SERVICES

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Back Office</b>						
AML/Financial Crime	900k - 1.1m	<b>900k - 1.1m</b>	1.4 - 1.8m	<b>1.4 - 1.9m</b>	2.0 - 2.2m	<b>2.0 - 2.4m</b>
Compliance	900k - 1.1m	<b>900k - 1.1m</b>	1.2 - 1.8m	<b>1.2 - 1.8m</b>	2.5 - 4.0m	<b>2.5 - 4.0m</b>
Financial Reporting	450 - 700k	<b>450 - 700k</b>	900k - 1.3m	<b>900k - 1.3m</b>	1.5 - 1.6m	<b>1.5 - 1.6m</b>
Human Resources	550 - 800k	<b>550 - 800k</b>	1.0 - 1.4m	<b>1.0 - 1.4m</b>	1.6 - 2.0m	<b>1.6 - 2.0m</b>
Internal Audit	500 - 650k	<b>500 - 650k</b>	900k - 1.2m	<b>900k - 1.2m</b>	1.5 - 2.2m	<b>1.5 - 2.2m</b>
Legal	600 - 800k	<b>600 - 800k</b>	1.1 - 1.7m	<b>1.1 - 1.7m</b>	2.7m+	<b>2.7m+</b>
Risk	600 - 850k	<b>600 - 850k</b>	1.0 - 1.4m	<b>1.0 - 1.5m</b>	2.0m+	<b>2.3m+</b>
Operation/KYC	700 - 750k	<b>700 - 750k</b>	1.1 - 1.3m	<b>1.1 - 1.3m</b>	1.6 - 2.0m+	<b>1.6 - 2.0m+</b>
<b>Asset Management</b>						
Compliance	1.2 - 1.9m	<b>1.2 - 1.9m</b>	1.6 - 2.9m	<b>1.6 - 2.9m</b>	2.8 - 4.2m	<b>2.8 - 4.2m</b>
Internal Audit	1.0 - 1.2m	<b>1.0 - 1.2m</b>	1.2 - 2.0m	<b>1.2 - 2.0m</b>	2.0 - 3.0m	<b>2.0 - 3.0m</b>
Legal	1.1 - 1.7m	<b>1.1 - 1.7m</b>	1.7 - 3.2m	<b>1.7 - 3.2m</b>	3.0 - 4.0m	<b>3.0 - 4.0m</b>
Sales	900k - 1.1m	<b>900k - 1.1m</b>	1.1 - 2.5m	<b>1.1 - 2.5m</b>	2.5 - 3.9m	<b>2.5 - 3.9m</b>
Client Services	700 - 950k	<b>700 - 950k</b>	900k - 1.3m	<b>900k - 1.3m</b>	1.4 - 1.9m	<b>1.4 - 1.9m</b>

# HEALTHCARE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

### TOP AREAS SEEING DEMAND



Quality assurance



Medical affairs

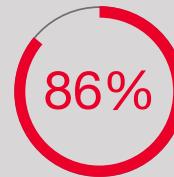


Enterprise architecture

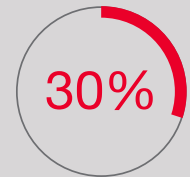
# 71%

Of healthcare professionals stay less than two years in a role

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a bonus of 11-15% of yearly salary

# 57%

Of professionals are optimistic about job opportunities in the sector

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression 86%

Better compensation & benefits 71%

Improved work-life balance 57%

Better company culture 29%

# HEALTHCARE

## TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
<b>Pharmaceutical</b>		
Business Unit Director	3.2 - 4.2m	<b>3.5 - 4.5m</b>
Medical Director	3.5 - 6.5m	<b>3.5 - 6.5m</b>
Medical Advisor	2.2 - 3.3m	<b>2.2 - 3.3m</b>
Medical Science Liaison	1.3 - 1.9m	<b>1.2 - 2.0m</b>
Regulatory Affairs Manager	1.6 - 2.5m	<b>1.6 - 2.5m</b>
Commercial Excellence Manager	1.9 - 2.6m	<b>1.9 - 2.8m</b>
National Sales Manager	2.1 - 2.6m	<b>2.2 - 2.6m</b>
District Sales Manager	1.6 - 2.3m	<b>1.6 - 2.3m</b>
Key Account Manager	1.5 - 2.5m	<b>1.6 - 2.5m</b>
Sales Effectiveness Manager	1.5 - 2.5m	<b>1.6 - 2.5m</b>
Head of Marketing	2.5 - 3.0m	<b>2.5 - 3.2m</b>
Marketing Manager	2.0 - 2.5m	<b>2.0 - 2.5m</b>
Senior Product Manager	1.5 - 2.2m	<b>1.6 - 2.3m</b>
Product Manager	1.3 - 1.6m	<b>1.3 - 1.8m</b>
Market Access Manager	1.6 - 2.3m	<b>1.7 - 2.4m</b>

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

### TOP AREAS SEEING DEMAND



Technology



Fast-moving consumer goods



Retail

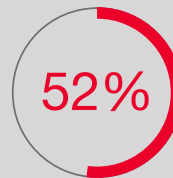


Healthcare

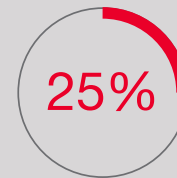
# 67%

Of HR professionals are optimistic about job opportunities in the sector

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 33%

Of HR professionals are actively looking for a job moving opportunity

### TOP 4 MOTIVATORS TO MOVE JOBS



# HUMAN RESOURCES

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
HR Director	3.0 - 4.5m	<b>3.0 - 4.5m</b>
HR Senior Manager	2.5 - 2.8m	<b>2.5 - 2.8m</b>
Business Partner	1.8 - 2.5m	<b>1.6 - 2.5m</b>
HR Manager	1.5 - 2.5m	<b>1.5 - 2.0m</b>
HR Assistant Manager	1.2 - 1.5m	<b>1.0 - 1.4m</b>
C&B Manager	1.3 - 1.6m	<b>1.3 - 1.6m</b>
HR Supervisor	800k - 1.0m	<b>800k - 1.0m</b>
Recruiter	800k - 1.0m	<b>800k - 1.0m</b>

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

### TOP SKILLS IN DEMAND



Digital marketing



E-commerce



Customer relationships management

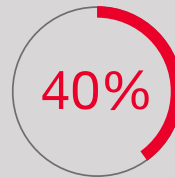


Social media

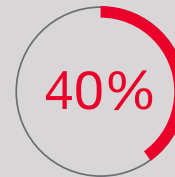
# 80%

Of sales & marketing professionals are optimistic about job opportunities in the sector

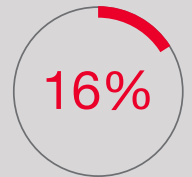
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 89%

Of candidates are open to job approach when they are not actively looking

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits **72%**

Career progression **66%**

Better company culture **52%**

Opportunity to work internationally **25%**



# SALES & MARKETING

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
<b>FMCG</b>		
Commercial Head	4.0 - 6.0m	<b>4.0 - 6.0m</b>
Sales Director	3.2 - 4.8m	<b>3.5 - 4.8m</b>
Channel Sales Manager	1.6 - 2.8m	<b>2.0 - 2.8m</b>
Marketing Director	3.5 - 4.8m	<b>3.5 - 4.8m</b>
Marketing Manager	2.4 - 2.8m	<b>2.4 - 2.8m</b>
Senior Brand Manager	1.6 - 2.5m	<b>1.7 - 2.5m</b>
Brand Manager	1.3 - 1.8m	<b>1.3 - 1.8m</b>
Trade Marketing Manager	1.6 - 2.6m	<b>1.7 - 2.6m</b>
Key Account Manager	1.2 - 1.9m	<b>1.3 - 1.9m</b>
E-commerce Manager	1.3 - 1.8m	<b>1.4 - 2.0m</b>
<b>Retail Cosmetics</b>		
Brand General Manager	3.5 - 4.5m	<b>3.5 - 4.5m</b>
Senior Product Manager	1.5 - 1.8m	<b>1.6 - 1.9m</b>
Product Manager	1.3 - 1.6m	<b>1.2 - 1.6m</b>
Sales Manager	1.8 - 2.8m	<b>1.8 - 2.8m</b>
Marketing Manager	1.6 - 2.8m	<b>1.8 - 2.8m</b>
E-commerce Manager	1.3 - 1.7m	<b>1.4 - 1.8m</b>
Training Manager	1.2 - 1.5m	<b>1.3 - 1.7m</b>
Social & PR Manager	1.2 - 1.6m	<b>1.3 - 1.6m</b>
<b>Luxury</b>		
Brand Head	2.5 - 4.0m	<b>2.6 - 4.0m</b>
Retail Manager	1.5 - 2.0m	<b>1.6 - 2.0m</b>
Marketing Manager	1.5 - 2.0m	<b>1.6 - 2.0m</b>
PR & Communications Manager	1.1 - 1.3m	<b>1.2 - 1.3m</b>
<b>Internet/Online</b>		
Country Manager	3.0 - 4.2m	<b>3.0 - 4.2m</b>
Category Lead	2.0 - 2.8m	<b>2.0 - 2.8m</b>
Marketing Manager	1.3 - 2.5m	<b>1.5 - 2.5m</b>
Business Development Manager	1.6 - 2.3m	<b>1.7 - 2.3m</b>

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 54%

of supply chain, procurement & logistics professionals stay in a role for 3-5 years

### TOP AREAS SEEING DEMAND



Renewable energy

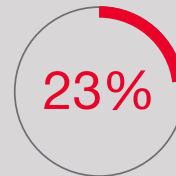


Semiconductor

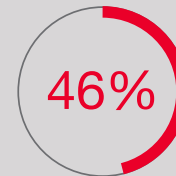


Technology

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

# 46%

Of professionals are actively looking to move jobs in 2020

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits 86%

Career progression 46%

Better company culture 38%

Improved work-life balance 31%

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

TAIPEI

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2019	2020
3PL Operation Director	3.5 - 4.8m	<b>3.5 - 4.8m</b>
Supply Chain Director	3.4 - 4.2m	<b>3.4 - 4.2m</b>
Factory Director	3.0 - 4.0m	<b>3.0 - 4.0m</b>
Supply Chain Manager	1.8 - 2.6m	<b>1.8 - 2.6m</b>
Logistics Manager	1.6 - 2.2m	<b>1.6 - 2.2m</b>
Procurement Manager	1.8 - 2.5m	<b>1.8 - 2.5m</b>
3PL Transportation Manager	1.5 - 2.2m	<b>1.5 - 2.2m</b>
Sourcing Manager	1.6 - 2.2m	<b>1.6 - 2.2m</b>
Demand Planning Manager	1.6 - 2.2m	<b>1.6 - 2.2m</b>
IT & Tech Commodity Manager	1.8 - 2.2m	<b>1.8 - 2.2m</b>
3PL Customer Service Manager	1.5 - 1.8m	<b>1.5 - 1.8m</b>
Demand Planning Supervisor	1.2 - 1.6m	<b>1.2 - 1.6m</b>
3PL Warehouse Manager	900k - 1.4m	<b>900k - 1.4m</b>
Demand Planner	900k - 1.1m	<b>900k - 1.1m</b>

# THAILAND

**In 2019, businesses in Thailand continued their transformation efforts, which fuelled demand across all industries and functions for mid-level and senior professionals who were able to lead and create change within organisations.**

## 2019 INSIGHT

Overall, hiring was active in Thailand. Businesses continued the advancement of their digital transformations, which drove sustained demand for tech and digital talent across all industries. The mobile-first nature of the market saw tech and digital teams play an increasingly integral role in driving business growth and expansion, which led to the strong need for technically skilled talent who possess business partnership skills and a commercial mindset.

Beyond the tech and digital sector, digital transformation also fuelled the need for strategic individuals who were able to lead change efforts. With the introduction of new systems and processes, companies increasingly saw the need to have strong business leaders who can help the company and individual teams through a period of transition and learning. These leaders will continue to be key in encouraging a change in mindset and behaviours, ensuring the successful adoption of new, innovative technologies and initiatives that drive business growth and expansion.

# 20-30%

**SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020**

“

To compete for skilled professionals, companies need to focus on creating a memorable candidate experience.

”



**PUNYANUCH  
SIRISAWADWATTANA,  
COUNTRY MANAGER,  
THAILAND**

While the domestic economy was on the conservative side, the export-

focused nature of manufacturing in Thailand meant that the industry continued to see positive hiring activity. Additionally, the Eastern Economic Corridor (EEC) project continued to encourage foreign companies to set up operations along the Eastern Seaboard, which in turn helped to drive sustained hiring activity in the region.

### **2020 EXPECTATIONS**

More businesses in Thailand are expected to embark on their digitalisation journeys, which will drive even greater demand for tech and digital talent, as well as change experts and strong leaders. Given the skill sets required for these roles are relatively new and niche, the pool for good talent is limited and growing at a slower rate than demand.

As such, companies will find the competition for skilled talent will intensify further. To be able to compete for skilled professionals, companies

will need to focus on creating a memorable candidate experience.

This begins with streamlining hiring processes to ensure candidates remain engaged and interested in the opportunity throughout. A clear hiring timeline should be provided, along with concrete feedback at each stage of the process. Candidates also value a positive company culture, centred around their people, and hiring managers should take note to communicate these values during the recruitment process.

On average, professionals staying in their roles can expect 2-7% salary increments. Job movers in back office functions can expect 15-20% increments, with the exception of tech, digital and client-facing professionals, who can expect higher increments of 20-30%.



Of professionals expect bonuses of 15%+ of their yearly salaries



A good working culture and environment is the top driver of job satisfaction



29% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Achieving positions of responsibility



Good work-life balance

# 21%

Of accounting & finance professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Stakeholder management & business acumen

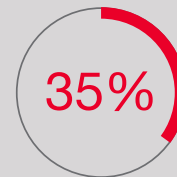


Ability to lead and oversee large teams

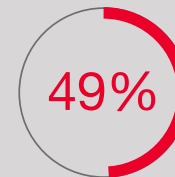


SAP/system implementation

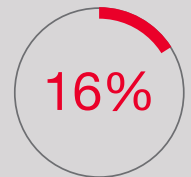
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS



# ACCOUNTING & FINANCE

BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Accounting</b>		
Internal Auditor – Director	3.6 - 5.2m	<b>3.6 - 5.4m</b>
Tax Director	3.6 - 5.2m	<b>3.6 - 5.4m</b>
Internal Auditor – Manager	1.4 - 2.2m	<b>1.4 - 2.4m</b>
Tax Manager	1.4 - 2.4m	<b>1.4 - 2.4m</b>
Group Accountant – Consolidations	1.2 - 2.4m	<b>1.2 - 2.6m</b>
Tax Supervisor	930k - 1.3m	<b>930k - 1.3m</b>
Accounting Director	2.1 - 2.6m	<b>2.1 - 3.0m</b>
Accounting Manager	960k - 2.0m	<b>960k - 2.2m</b>
<b>Finance</b>		
Chief Financial Officer	3.0 - 7.2m	<b>3.0 - 7.2m</b>
Finance Director – MNC	3.0 - 5.4m	<b>3.0 - 5.4m</b>
Finance Director – SME	2.2 - 4.5m	<b>2.2 - 4.5m</b>
Financial Controller – MNC	1.8 - 3.2m	<b>1.8 - 3.2m</b>
Financial Controller – SME	1.4 - 3.0m	<b>1.4 - 3.0m</b>
Head of Commercial Finance	3.0 - 3.6m	<b>3.0 - 4.4m</b>
Commercial Finance Manager	1.6 - 3.0m	<b>1.6 - 3.0m</b>
Senior FP&A	1.8 - 3.0m	<b>1.8 - 3.3m</b>
FP&A	1.2 - 2.0m	<b>1.2 - 2.0m</b>
Corporate Finance	1.5 - 2.7m	<b>1.5 - 3.0m</b>
Finance Manager	1.4 - 3.0m	<b>1.4 - 3.0m</b>
Treasury Manager	1.4 - 2.6m	<b>1.4 - 3.0m</b>
Plant Controller	2.1 - 2.6m	<b>2.1 - 3.0m</b>
Cost Controller	960k - 2.0m	<b>960k - 2.0m</b>
Senior Financial Analyst	1.2 - 2.0m	<b>1.2 - 2.0m</b>
Financial Analyst	840k - 1.2m	<b>960k - 1.2m</b>
Credit Controller	960k - 1.6m	<b>960k - 1.8m</b>
Treasury Analyst	840k - 1.2m	<b>960k - 1.2m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ACCOUNTING & FINANCE

## EASTERN SEABOARD

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Accounting</b>		
Accounting Manager	900k - 1.44m	<b>960k - 1.5m</b>
Tax Manager	840k - 1.44m	<b>840k - 1.5m</b>
Tax Supervisor	720k - 1.2m	<b>720k - 1.2m</b>
<b>Finance</b>		
Chief Financial Officer	3.0 - 5.4m	<b>3.0 - 5.4m</b>
Finance Director	2.8 - 4.5m	<b>2.8 - 4.5m</b>
Financial Controller	1.8 - 4.2m	<b>1.8 - 4.5m</b>
Finance Manager	1.2 - 2.4m	<b>1.2 - 2.8m</b>
Treasury Manager	960k - 1.56m	<b>960k - 1.56m</b>
Cost Controller	600k - 1.14m	<b>600k - 1.44m</b>
Senior Financial Analyst	840k - 1.44m	<b>840k - 1.6m</b>
Financial Analyst/Business controller	600k - 1.14m	<b>600k - 1.44m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# BANKING & FINANCIAL SERVICES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Good working culture & environment



Competitive remuneration & benefits

# 30%

Of banking & financial services professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Relationship managers (international investment)



Private bankers



Roles related to risk & compliance

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 20%

Expect a 0-6% annual salary increment

# 56%

Expect a 7-15% annual salary increment

# 24%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation & benefits

33%

Career progression

27%

Improved work-life balance

15%

A change in role & responsibilities

8%

# BANKING & FINANCIAL SERVICES

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	MANAGER/AVP		VICE PRESIDENT		SENIOR VICE PRESIDENT	
	2019	2020	2019	2020	2019	2020
<b>Front Office Banking</b>						
Transaction Banking (Sales)	1.0 - 1.6m	<b>1.0 - 1.6m</b>	1.2 - 2.3m	<b>1.2 - 2.4m</b>	2.3 - 3.3m	<b>2.4 - 3.6m</b>
Transaction Banking (Products)	1.0 - 1.5m	<b>1.0 - 1.5m</b>	1.6 - 2.1m	<b>1.6 - 2.1m</b>	2.1 - 3.4m	<b>2.1 - 3.4m</b>
Relationship Manager (Corporate Banking)	900k - 1.2m	<b>900k - 1.2m</b>	1.2 - 2.8m	<b>1.2 - 3.0m</b>	2.8 - 4.0m	<b>3.0 - 4.8m</b>
Relationship Manager (Financial Institution)	1.0 - 1.3m	<b>1.0 - 1.3m</b>	1.3 - 2.7m	<b>1.3 - 2.7m</b>	2.9 - 4.0m	<b>3.0 - 4.8m</b>
Credit Analyst	600 - 950k	<b>700k - 1.0m</b>	900k - 1.6m	<b>1.0 - 1.8m</b>	1.6 - 2.6m	<b>1.5 - 2.8m</b>
Global Market Sales	950k - 1.3m	<b>950k - 1.3m</b>	1.3 - 2.5m	<b>1.3 - 2.5m</b>	2.5 - 3.7m	<b>2.5 - 3.7m</b>
Private Banking	800k - 1.3m	<b>800k - 1.8m</b>	1.3 - 2.8m	<b>1.8 - 3.0m</b>	2.8 - 3.6m	<b>3.0 - 5.4m</b>
Investment Banking	750k - 1.5m	<b>750k - 1.5m</b>	1.6 - 2.9m	<b>1.6 - 2.9m</b>	3.0 - 4.1m	<b>3.0 - 4.2m</b>
Private Equity	1.1 - 1.6m	<b>1.1 - 1.6m</b>	1.4 - 2.8m	<b>1.4 - 2.8m</b>	2.9 - 3.9m	<b>3.0 - 5.0m</b>
Fund Management	850k - 1.3m	<b>850k - 1.3m</b>	1.3 - 1.9m	<b>1.3 - 2.0m</b>	1.9 - 3.3m	<b>2.0 - 3.3m</b>
Research	700k - 1.4m	<b>700k - 1.4m</b>	1.4 - 2.7m	<b>1.4 - 2.7m</b>	2.8 - 4.0m	<b>2.8 - 4.0m</b>
<b>Operations</b>						
Trade & Cash Operations	600 - 900k	<b>720k - 1.0m</b>	1.2 - 1.8m	<b>1.2 - 1.8m</b>	2.1 - 2.9m	<b>2.1 - 2.9m</b>
Treasury Operations	700 - 800k	<b>700 - 900k</b>	1.5 - 2.4m	<b>1.5 - 2.4m</b>	2.5 - 3.6m	<b>2.5 - 3.6m</b>
Securities Operations	750 - 850k	<b>720 - 900k</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>	2.0 - 2.5m	<b>2.0 - 2.5m</b>
Client Onboarding KYC	650k - 1.2m	<b>750k - 1.4m</b>	1.5 - 2.6m	<b>1.6 - 2.7m</b>	2.2 - 3.0m	<b>2.3 - 3.0m</b>
<b>Corporate Governance</b>						
Operational Risk	800k - 1.4m	<b>800k - 1.5m</b>	1.4 - 2.7m	<b>1.5 - 2.7m</b>	2.7 - 4.0m	<b>2.7 - 4.0m</b>
Credit Risk	900k - 1.6m	<b>900k - 1.6m</b>	1.6 - 3.0m	<b>1.6 - 3.0m</b>	3.0 - 4.0m	<b>3.0 - 4.0m</b>
Market Risk	900k - 1.6m	<b>900k - 1.6m</b>	1.6 - 3.0m	<b>1.6 - 3.0m</b>	3.0 - 4.0m	<b>3.0 - 4.0m</b>
Internal Audit	800k - 1.2m	<b>780k - 1.2m</b>	1.8 - 2.7m	<b>1.8 - 2.7m</b>	2.7m+	<b>1.8 - 2.7m</b>
Compliance & AML	800k - 1.8m	<b>840k - 1.8m</b>	1.8 - 3.4m	<b>1.8 - 3.4m</b>	3.4m+	<b>3.4m+</b>
<b>Finance &amp; Accounting</b>						
Business Analysis	800k - 1.5m	<b>800k - 1.5m</b>	1.5 - 2.4m	<b>1.5 - 2.4m</b>	2.7 - 3.5m	<b>2.7 - 3.5m</b>
Financial Analysis	700k - 1.2m	<b>700k - 1.2m</b>	1.2 - 2.7m	<b>1.2 - 2.7m</b>	2.7 - 3.5m	<b>2.7 - 3.5m</b>
Accounting	700k - 1.2m	<b>700k - 1.2m</b>	1.2 - 2.0m	<b>1.2 - 2.0m</b>	2.0 - 2.5m	<b>2.0 - 2.5m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# BANKING & FINANCIAL SERVICES

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Insurance</b>						
Chief Agency Officer	-	-	-	-	4.9m+	<b>4.9m+</b>
Chief Distribution Officer	-	-	-	-	6.1m+	<b>6.0m+</b>
Actuary	800k - 1.5m	<b>800k - 1.5m</b>	1.9 - 3.8m	<b>2.0 - 3.8m</b>	3.8 - 6.1m	<b>4.0 - 7.0m</b>
Risk Management	800k - 1.5m	<b>800k - 1.5m</b>	1.7 - 3.6m	<b>1.7 - 3.6m</b>	3.6m+	<b>3.6m+</b>
Underwriting	700k - 1.4m	<b>700k - 1.4m</b>	1.7 - 2.5m	<b>1.4 - 2.5m</b>	2.5 - 3.1m	<b>2.5 - 3.0m</b>
Claims	700k - 1.4m	<b>700k - 1.4m</b>	1.7 - 1.9m	<b>1.4 - 1.9m</b>	1.9 - 3.1m	<b>1.9 - 3.0m</b>
Bancassurance	700k - 1.4m	<b>700k - 1.4m</b>	1.6 - 2.5m	<b>1.4 - 2.3m</b>	2.5 - 3.8m	<b>2.3 - 3.6m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING & MANUFACTURING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Competitive remuneration & benefits



Achieving positions of responsibility

# 15%

Of engineering & manufacturing professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Continuous/  
Process improvement  
manager



Quality control  
manager



Project engineering  
manager

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 28%

Expect a  
0-6% annual salary  
increment

# 52%

Expect a  
7-15% annual salary  
increment

# 20%

Expect a  
15%+ annual salary  
increment

On average,  
**candidates moving  
jobs** expect salary  
increments of

# 15-30%

### TOP 4 MOTIVATORS TO MOVE JOBS

Better compensation  
& benefits

33%

Opportunity to work  
internationally

30%

Career  
progression

15%

Improved work-life  
balance

13%

# ENGINEERING & MANUFACTURING

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
Plant Director	2.8 - 5.4m	<b>2.8 - 5.8m</b>
Production Manager	950k - 1.8m	<b>1.0 - 1.9m</b>
Quality Manager	1.5 - 3.2m	<b>1.6 - 3.4m</b>
HSE Manager	950k - 1.8m	<b>1.0 - 2.2m</b>
Engineering Manager	950k - 1.8m	<b>1.2 - 2.2m</b>
Maintenance Manager	950k - 1.5m	<b>1.0 - 1.6m</b>
Project Engineering Manager	1.5 - 2.4m	<b>1.6 - 2.6m</b>
Quality Director	2.8 - 5.4m	<b>2.8 - 5.5m</b>
R&D Manager	1.8 - 2.6m	<b>1.9 - 2.8m</b>
Technical Manager	1.8 - 2.4m	<b>1.9 - 2.6m</b>
Service Manager	1.8 - 2.4m	<b>1.8 - 2.4m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING & MANUFACTURING

## EASTERN SEABOARD

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
Plant Director	3.0 - 5.4m	<b>3.0 - 5.4m</b>
Production Manager	1.0 - 2.0m	<b>1.2 - 2.0m</b>
Quality Manager	960k - 1.8m	<b>1.0 - 1.8m</b>
HSE Manager	960k - 1.8m	<b>1.2 - 2.0m</b>
Engineering Manager	1.2 - 1.8m	<b>1.4 - 2.0m</b>
Maintenance Manager	1.2 - 1.8m	<b>1.2 - 1.8m</b>
Project Engineering Manager	1.4 - 2.0m	<b>1.6 - 2.2m</b>
Quality Director	2.4 - 3.6m	<b>2.4 - 3.6m</b>
R&D Manager	1.2 - 2.8m	<b>1.2 - 2.8m</b>
Technical Manager	1.2 - 2.4m	<b>1.4 - 2.4m</b>
Service Manager	1.6 - 2.4m	<b>1.6 - 2.4m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Feedback & encouragement from management

# 27%

Of HR professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Business partnership

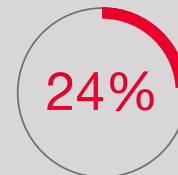


Strategic mindset

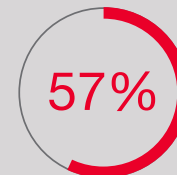


Logical & critical thinking

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

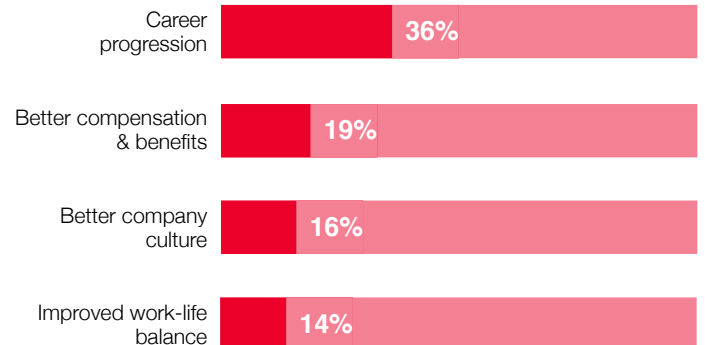


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# HUMAN RESOURCES

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)			
	6 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020
<b>Commerce &amp; Industry</b>				
Organisational Development	960k - 2.0m	<b>960k - 2.0m</b>	1.8 - 3.8m	<b>1.8 - 4.0m</b>
Compensation & Benefits	960k - 1.8m	<b>960k - 2.0m</b>	1.8 - 3.6m	<b>1.8 - 3.6m</b>
Business Partner	960k - 2.2m	<b>960k - 2.4m</b>	1.8 - 4.2m	<b>1.8 - 4.2m</b>
HR Generalist	1.0 - 2.4m	<b>1.0 - 2.6m</b>	2.2 - 3.7m	<b>1.8 - 3.0m</b>
Employee Relations	1.0 - 1.5m	<b>1.0 - 1.5m</b>	1.5 - 2.2m	<b>1.5 - 2.2m</b>
HRIS	720k - 1.2m	<b>720k - 1.4m</b>	1.2 - 2.5m	<b>1.2 - 2.7m</b>
Training & Development	1.0 - 2.0m	<b>1.0 - 2.4m</b>	1.8 - 2.6m	<b>1.8 - 2.6m</b>
HR Operation Service (Shared Services)	720k - 1.2m	<b>720k - 1.2m</b>	1.2 - 2.4m	<b>1.2 - 2.4m</b>
Recruitment	900k - 1.6m	<b>900k - 1.8m</b>	1.9 - 3.0m	<b>1.9 - 3.0m</b>
Payroll	700 - 920k	<b>700 - 920k</b>	1.0 - 1.8m	<b>1.0 - 1.8m</b>
Mobility	670 - 900k	<b>670 - 900k</b>	900k - 1.6m	<b>900k - 1.6m</b>
<b>Banking &amp; Financial Services</b>				
Organisational Development	960k - 2.0m	<b>960k - 2.0m</b>	1.8 - 3.8m	<b>1.8 - 4.0m</b>
Compensation & Benefits	960k - 1.8m	<b>960k - 2.0m</b>	1.8 - 3.6m	<b>1.8 - 3.6m</b>
HRIS	720k - 1.2m	<b>720k - 1.4m</b>	1.2 - 2.5m	<b>1.2 - 2.7m</b>
Training & Development	1.2 - 2.2m	<b>1.2 - 2.2m</b>	1.8 - 2.6m	<b>1.8 - 2.6m</b>
Business Partner	960k - 2.2m	<b>960k - 2.4m</b>	1.8 - 4.2m	<b>1.8 - 4.2m</b>
HR Operation Service (Shared Services)	720k - 1.2m	<b>720k - 1.2m</b>	1.2 - 2.4m	<b>1.2 - 2.4m</b>
HR Generalist	1.0 - 2.4m	<b>1.0 - 2.4m</b>	2.2 - 3.7m	<b>2.2 - 3.7m</b>
Employee Relations	1.0 - 1.5m	<b>1.0 - 1.5m</b>	1.5 - 2.2m	<b>1.5 - 2.2m</b>
Recruitment	800k - 2.0m	<b>800k - 2.0m</b>	2.0 - 3.2m	<b>2.0 - 3.2m</b>
Payroll	800k - 1.4m	<b>800k - 1.4m</b>	1.4 - 1.8m	<b>1.4 - 1.8m</b>
Mobility	680k - 1.0m	<b>680k - 1.0m</b>	900k - 1.6m	<b>900k - 1.6m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified. Figures vary depending on whether the incumbent is holding a regional/global role.



# HUMAN RESOURCES

## EASTERN SEABOARD

ROLE	PERMANENT SALARY PER ANNUM THB (฿)			
	6 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020
<b>Commerce &amp; Industry</b>				
Organisational Development	500 - 800k	<b>520 - 850k</b>	700k - 1.2m	<b>700k - 1.25m</b>
Compensation & Benefits	500 - 800k	<b>520k - 1.0m</b>	700k - 1.2m	<b>700k - 1.3m</b>
Business Partner	600k - 1.0m	<b>600k - 1.0m</b>	800k - 1.5m	<b>800k - 1.6m</b>
HR Generalist	500k - 1.4m	<b>500k - 1.5m</b>	1.0 - 3.0m	<b>1.0 - 3.0m</b>
Employee Relations	1.0 - 1.5m	<b>1.0 - 2.0m</b>	1.5 - 3.0m	<b>1.7 - 3.0m</b>
HRIS	500 - 800k	<b>550k - 1.0m</b>	700k - 1.8m	<b>750k - 1.9m</b>
Training & Development	500 - 800k	<b>500 - 800k</b>	700k - 1.85m	<b>700k - 1.85m</b>
Recruitment	480 - 840k	<b>480 - 840k</b>	1.0 - 1.4m	<b>1.0 - 1.4m</b>
Payroll	600 - 900k	<b>600 - 900k</b>	1.0 - 1.7m	<b>1.0 - 1.6m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified. Figures vary depending on whether the incumbent is holding a regional/global role.

# LEGAL

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 17%

Of legal professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Well-rounded expertise



Commercial mindset

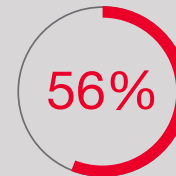


Good command of English

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS



ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
General Counsel	3.6 - 8.2m	<b>3.6 - 8.4m</b>
Legal Director	2.4 - 5.4m	<b>2.8 - 6.0m</b>
Legal Manager	1.2 - 2.4m	<b>1.2 - 2.8m</b>
Legal & Compliance Manager	1.2 - 2.4m	<b>1.4 - 3.0m</b>
Assistant Legal Manager	840k - 1.2m	<b>840k - 1.2m</b>
Legal Counsel	840k - 3.0m	<b>960k - 3.0m</b>
Company Secretary	840k - 2.4m	<b>1.2 - 2.4m</b>
Senior Associate	1.4 - 5.4m	<b>1.6 - 5.4m</b>
Associate	720k - 4.2m	<b>840k - 4.2m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

# 36%

Of sales & marketing professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Regional sales manager/director

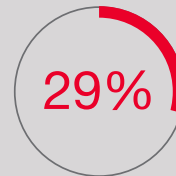


Key account manager

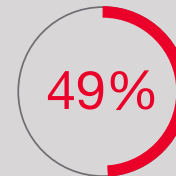


Digital marketing manager

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-30%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

34%

Better compensation & benefits

28%

Improved work-life balance

15%

Better company culture

10%

# SALES & MARKETING

## BANGKOK

### B2B & B2C

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Marketing</b>		
Marketing Director	2.2 - 4.5m	<b>2.2 - 4.8m</b>
Marketing Director (FMCG)	3.6 - 4.8m	<b>3.6 - 4.8m</b>
Marketing Manager	960k - 3.0m	<b>960k - 3.0m</b>
Marketing Manager (FMCG)	2.2 - 3.0m	<b>2.2 - 3.0m</b>
Senior Brand Manager (FMCG)	1.8 - 2.2m	<b>1.8 - 2.2m</b>
Brand Manager (FMCG)	960k - 1.4m	<b>960k - 1.4m</b>
Brand Manager (Retail)	1.8 - 2.4m	<b>1.8 - 2.4m</b>
Product Manager	840k - 1.5m	<b>865k - 1.6m</b>
Marketing Communication Manager	840k - 1.4m	<b>840k - 1.4m</b>
Public Relations Manager	840k - 1.6m	<b>840k - 1.6m</b>
Trade Marketing Director	3.0 - 3.6m	<b>3.0 - 3.6m</b>
Trade Marketing Manager	840k - 1.8m	<b>840k - 2m</b>
Head of Corporate Communications	1.8 - 3.6m	<b>1.8 - 4.2m</b>
Corporate Communications Manager	1.2 - 1.8m	<b>1.2 - 2.1m</b>
<b>Sales</b>		
Sales Director	2.0 - 4.5m	<b>2.0 - 4.8m</b>
Sales Director (FMCG)	3.3 - 6.6m	<b>3.3 - 6.6m</b>
Sales Manager	1.0 - 2.m	<b>1.0 - 2.0m</b>
Head of Modern Trade	2.4 - 3.0m	<b>2.4 - 3.0m</b>
National Sales Manager	2.4 - 3.0m	<b>2.4 - 3.0m</b>
Key Account Manager	840k - 1.8m	<b>840k - 2m</b>
Regional Sales Manager	1.4 - 2.0m	<b>1.4 - 2.2m</b>
Head of Strategic Planning	1.8 - 3.6m	<b>2.0 - 3.6m</b>
Business Development Manager	1.5 - 3.0m	<b>1.5 - 3.0m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## BANGKOK

### B2B & B2C

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Executive Management</b>		
Chief Executive Officer	6.0 - 9.6m	<b>6.0 - 9.6m</b>
Chief Commercial Officer	3.6 - 4.2m	<b>3.6 - 4.2m</b>
Chief Operation Officer	3.6 - 4.2m	<b>3.6 - 4.2m</b>
General Manager	3.0 - 3.6m	<b>3.0 - 3.6m</b>
Managing Director	4.2 - 6.0m	<b>4.2 - 6.0m</b>
Country Manager	3.0 - 3.6m	<b>3.0 - 3.6m</b>
<b>Commercial Operation</b>		
Operation Director	2.4 - 4.8m	<b>2.4 - 4.8m</b>
Operation Manager	1.2 - 2.2m	<b>1.2 - 2.2m</b>
Facilities Manager	1.2 - 3.6m	<b>1.2 - 3.6m</b>
Retail Manager	1.0 - 2.0m	<b>1.0 - 2.0m</b>
Area Manager	840k - 1.3m	<b>840k - 1.3m</b>
Store Manager/Boutique Manager	600k - 1.0m	<b>600k - 1.0m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

### DIGITAL & E-COMMERCE

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
Chief Digital Officer	3.0 - 6.0m	<b>3.0 - 6.0m</b>
Head of Digital	2.2 - 4.8m	<b>2.2 - 4.8m</b>
Digital Marketing Director	2.4 - 4.0m	<b>2.6 - 4.0m</b>
Digital Marketing Manager	960k - 2.3m	<b>960k - 2.4m</b>
E-commerce Director	2.6 - 4.8m	<b>2.6 - 4.8m</b>
E-commerce Manager	960k - 2.4m	<b>960k - 2.4m</b>
Account Director	1.8 - 3.0m	<b>1.8 - 3.0m</b>
Account Manager	720k - 1.5m	<b>720k - 1.5m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## BANGKOK

### HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Marketing</b>		
Marketing Director	3.0 - 5.0m	<b>3.2 - 5.0m</b>
Marketing Manager	1.6 - 3.2m	<b>2.2 - 3.2m</b>
Senior Product Manager	1.8 - 2.2m	<b>1.8 - 2.2m</b>
Product Manager	910k - 1.8m	<b>1.0 - 1.8m</b>
Market Access Manager	1.0 - 2.4m	<b>1.2 - 2.4m</b>
<b>Sales</b>		
Sales Director	2.8 - 3.8m	<b>2.8 - 3.8m</b>
Sales Manager	780k - 1.8m	<b>910k - 1.6m</b>
National Sales Manager	1.7 - 3.0m	<b>1.7 - 3.0m</b>
Key Account Manager	900k - 1.8m	<b>900k - 2.0m</b>
Business Development Manager	910k - 2.6m	<b>1.2 - 2.6m</b>
Sales Force Effectiveness Manager	1.0 - 3.0m	<b>1.0 - 3.0m</b>
Sales Training Manager	1.2 - 2.1m	<b>1.2 - 2.4m</b>
Sales & Marketing Excellence	1.0 - 1.2m	<b>1.2 - 2.0m</b>
<b>Business Management</b>		
General Manager/Country Manager	4.5 - 9.0m	<b>4.5 - 9.0m</b>
Business Unit Director	3.2 - 4.3m	<b>3.2 - 4.3m</b>
Business Unit Manager	2.0 - 3.2m	<b>2.0 - 3.2m</b>
<b>Technical</b>		
Medical Director	4.2 - 6.1m	<b>4.2 - 6.1m</b>
Medical Advisor/Scientific Affairs Manager	1.5 - 3.5m	<b>1.5 - 3.5m</b>
Medical Sciences Liaison	680k - 1.1m	<b>1.0 - 1.5m</b>
Regulatory Affairs Manager	1.0 - 2.0m	<b>1.0 - 2.0m</b>
Quality Assurance Manager	1.1 - 1.8m	<b>1.1 - 1.8m</b>
Service Engineer	910k - 2.0m	<b>910k - 2.0m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SUPPLY CHAIN & PROCUREMENT

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Achieving positions of responsibility



Good work-life balance

# 17%

Of supply chain & procurement professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Procurement/  
Purchasing manager



Demand/Supply  
planning manager

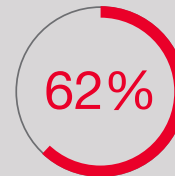


Logistics  
manager

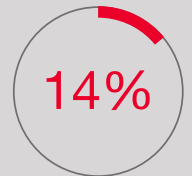
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a  
0-6% annual salary  
increment



Expect a  
7-15% annual salary  
increment



Expect a  
15%+ annual salary  
increment

On average,  
**candidates moving  
jobs** expect salary  
increments of

# 15-20%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career  
progression

29%

Better compensation  
& benefits

20%

Opportunities to work  
internationally

20%

Improved work-life  
balance

15%



# SUPPLY CHAIN & PROCUREMENT

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Procurement</b>		
Procurement Director	3.5 - 4.5m	<b>3.7 - 4.7m</b>
Procurement Manager	2.0 - 3.5m	<b>2.1 - 3.7m</b>
Category Manager	1.8 - 3.0m	<b>1.9 - 3.1m</b>
Sourcing Manager	1.8 - 3.0m	<b>1.9 - 3.1m</b>
Buyer & Sourcing Specialist	1.0 - 1.6m	<b>1.05 - 1.7m</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain Director	4.0 - 5.5m	<b>4.2 - 5.8m</b>
Logistics Director	3.9 - 5.2m	<b>4.1 - 5.4m</b>
Supply Chain Manager	1.8 - 3.4m	<b>1.9 - 3.6m</b>
Supply/Demand Planning Manager	2.0 - 3.4m	<b>2.1 - 3.6m</b>
Customer Service Manager	1.4 - 2.5m	<b>1.5 - 2.6m</b>
Operations Manager	1.4 - 2.4m	<b>1.5 - 2.5m</b>
Production Planning Manager	1.0 - 2.0m	<b>1.05 - 2.1m</b>
Logistics Manager	1.0 - 2.0m	<b>1.05 - 2.1m</b>
Warehouse Manager	800k - 2.0m	<b>840k - 2.1m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SUPPLY CHAIN & PROCUREMENT

## EASTERN SEABOARD

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Procurement</b>		
Procurement Director	2.4 - 4.8m	<b>2.5 - 4.9m</b>
Procurement Manager	1.4 - 2.4m	<b>1.45 - 2.5m</b>
Category Manager	1.2 - 1.8m	<b>1.25 - 1.85m</b>
Sourcing Manager	1.2 - 2.2m	<b>1.25 - 2.25m</b>
Buyer & Sourcing Specialist	960k - 1.4m	<b>990k - 1.45m</b>
<b>Supply Chain &amp; Logistics</b>		
Supply Chain Director	3.0 - 5.4m	<b>3.1 - 5.5m</b>
Logistics Director	2.4 - 4.2m	<b>2.5 - 4.3m</b>
Supply Chain Manager	1.4 - 2.4m	<b>1.45 - 2.5m</b>
Supply/Demand Planning Manager	1.2 - 2.2m	<b>1.25 - 2.25m</b>
Customer Service Manager	1.2 - 1.8m	<b>1.25 - 1.85m</b>
Operations Manager	1.2 - 1.8m	<b>1.25 - 1.85m</b>
Production Planning Manager	1.2 - 1.8m	<b>1.25 - 1.85m</b>
Logistics Manager	1.2 - 1.8m	<b>1.25 - 1.85m</b>
Warehouse Manager	960k - 1.4m	<b>990k - 1.45m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Good working culture & environment



Competitive remuneration & benefits

# 32%

Of tech & transformation professionals stay less than two years in a role

### TOP JOBS IN DEMAND



Full-stack/Mobile developers

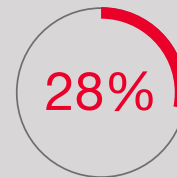


Data scientists

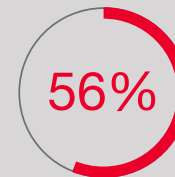


UI/UX engineers

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-30%

### TOP 4 MOTIVATORS TO MOVE JOBS



# TECH & TRANSFORMATION

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Technology Leadership</b>		
IT Director	3.7 - 5.2m	<b>3.6 - 5.2m</b>
Program Manager	1.9 - 3.2m	<b>1.9 - 3.5m</b>
Project Director	1.8 - 3.0m	<b>1.8 - 3.2m</b>
Chief Information Officer	1.5 - 4.0m	<b>2.0 - 4.2m</b>
Chief Technology Officer	1.5 - 4.0m	<b>2.0 - 4.5m</b>
Business Partner	1.5 - 3.0m	<b>1.5 - 3.0m</b>
IT Manager	900k - 1.6m	<b>900k - 1.7m</b>
Digital Transformation Manager/Director	2.4 - 6.5m	<b>2.4 - 6.7m</b>
<b>Project Management, Business Analysis &amp; Transformation</b>		
Project Manager	1.5 - 3.1m	<b>1.2 - 3.4m</b>
Business Analysis Manager	1.2 - 2.5m	<b>1.2 - 2.6m</b>
Business Analyst	950k - 1.6m	<b>850k - 1.6m</b>
IT Auditor	1.4 - 2.2m	<b>1.5 - 2.5m</b>
Functional Consultant	1.1 - 2.3m	<b>1.1 - 2.4m</b>
Technical Consultant	1.1 - 2.2m	<b>1.1 - 2.4m</b>
Data Analyst	1.2 - 2.1m	<b>1.2 - 2.4m</b>
<b>Infrastructure, Security &amp; Support</b>		
Service Delivery Manager	1.9 - 2.7m	<b>2.0 - 2.8m</b>
Project Manager	1.9 - 3.0m	<b>1.8 - 3.1m</b>
Helpdesk Support	800k - 1.2m	<b>800k - 1.5m</b>
Application Support	1.0 - 1.6m	<b>1.0 - 1.8m</b>
IT Security and Cyber Security Analyst/Manager	1.1 - 1.7m	<b>1.1 - 2.4m</b>
Cloud Engineer	1.7 - 2.0m	<b>1.8 - 2.4m</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## BANGKOK

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2019	2020
<b>Application Development</b>		
Development Manager	1.8 - 3.2m	<b>1.8 - 3.4m</b>
Solution Architect	1.1 - 3.0m	<b>1.1 - 3.2m</b>
Back-End Developer	1.2 - 2.1m	<b>800k - 2.2m</b>
QA Manager	1.1 - 1.7m	<b>1.1 - 1.7m</b>
Software Developer	950k - 1.7m	<b>950k - 1.8m</b>
DevOps Engineer	800k - 1.7m	<b>800k - 1.8m</b>
Product Owner/Manager	1.1 - 1.6m	<b>1.1 - 2.4m</b>
Full-Stack Developer	1.1 - 2.1m	<b>1.1 - 2.2m</b>
Technical Lead	1.3 - 1.8m	<b>1.3 - 2.0m</b>
Team Lead	1.3 - 1.8m	<b>1.3 - 2.0m</b>
RPA Developer	780k - 1.5m	<b>850k - 1.7m</b>
Data Scientist	1.0 - 3m	<b>750k - 3m</b>
Data Engineer	1.0 - 1.8m	<b>1.0 - 2.4m</b>
<b>Tech Sales</b>		
Account Manager	800k - 1.7m	<b>800k - 1.9m</b>
Sales Manager	1.0 - 2.3m	<b>1.0 - 2.6m</b>
Sales Director	1.5 - 3.6m	<b>1.5 - 4.0m</b>
Country Manager	2.5 - 7.2m	<b>2.5 - 7.2m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# VIETNAM

**Building upon momentum from previous years, hiring levels in Vietnam in 2019 remained healthy. The tech sector continued its rapid growth, as businesses across industries continued accelerating their digitalisation efforts. Manufacturing also saw strong demand for talent, as more companies moved their production facilities to Vietnam.**

## 2019 INSIGHT

Digitalisation continued to accelerate in Vietnam with companies starting to leverage tech and data to drive business. Shifts in consumer behaviour continued to fuel mobile usage, and e-commerce and consumer-facing businesses were constantly refining their online and mobile strategies to remain competitive. This drove the need for talented developers and UI/UX designers.

Outside of technology and digital, manufacturing also saw strong growth. This was in part due to global events such as the US–China trade war, as well as greater external confidence in Vietnam. This growth, in turn, spurred demand for professionals across the entire value chain, from planning and procurement, to production, export, and sales and marketing. In particular, senior-level professionals with a manufacturing background and the commercial skill sets to help businesses create forward-thinking strategies were in high demand but short supply.

Compared to previous years, construction and real estate saw smaller growth as regulations tightened. Other sectors and industries also saw more gradual and stable growth as businesses in Vietnam concentrated on consolidating their position within the market.

# 15-25%

**SALARY RISES EXPECTED FOR  
JOB MOVERS IN 2020**

“

For niche skill sets, particularly for tech or digital roles, it may also be worthwhile considering tapping into talent pools outside the country.

”



**ADRIEN BIZOUARD,  
COUNTRY MANAGER,  
VIETNAM**

## 2020 EXPECTATIONS

In 2020, we expect to see companies continue to move towards a more data-centric approach, resulting in

increasing demand for professionals to fill roles related to data science and analytics, business intelligence, machine learning and artificial intelligence (AI).

As Vietnam's economy continues to grow, we also expect there to be greater need for business and investment analysts, alongside regulation and compliance professionals, who can help businesses make more well-informed, proactive decisions.

The population demographic will mean that Vietnam will continue to face a shortage of middle management talent in 2020, but there are signs that this is starting to ease as more of the younger generation gain the experience and expertise required to take on managerial positions. There will also be a continued interest in hiring professionals with international exposure and strong bilingual communication skills, as Vietnam becomes an increasingly global player.

To recruit and retain top talent, heads of departments and line managers will need to be more involved with HR strategy and explore less conventional retention methods. Some of these could include financial incentives, such as retention bonuses or share options, particularly for more senior employees, or non-financial benefits such as internal mobility opportunities.

For niche skill sets, particularly for tech or digital roles, it may also be worthwhile considering tapping into talent pools outside the country. Our [Come Home Phở Good](#) campaign helps companies to reach out to overseas-based Vietnamese to bring them home and fill talent shortages.

Overall, candidates moving jobs can expect salary increments of 15-25%. In the technology sector, this could potentially go up to 50% for entry-level or mid-level roles requiring niche skill sets.



Of professionals expect bonuses of 15%+ of their yearly salaries



A good working culture and environment is the top driver of job satisfaction



25% say career progression is their primary motivation in changing jobs

*\*All statistics are drawn from Robert Walters industry research done in 2019.*

# ACCOUNTING & FINANCE

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Interesting day-to-day work

# 27%

Of accounting & finance professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Finance business partnering

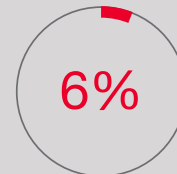


Commercial finance

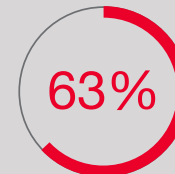


Corporate finance

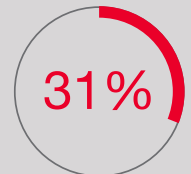
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

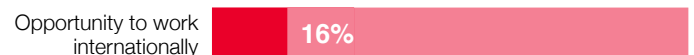


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-25%

### TOP 4 MOTIVATORS TO MOVE JOBS





# ACCOUNTING & FINANCE

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Accounting</b>		
Accounting Director	36 - 60k	<b>36 - 60k</b>
Accounting Manager	24 - 36k	<b>24 - 36k</b>
Tax Manager	24 - 60k	<b>24 - 60k</b>
Cost Controller/Manager	20 - 35k	<b>20 - 35k</b>
Chief Accountant	18 - 30k	<b>20 - 32k</b>
Credit Controller	18 - 24k	<b>18 - 24k</b>
<b>Finance</b>		
Chief Financial Officer	72 - 180k+	<b>75 - 185k+</b>
Finance Director – MNC	66 - 102k+	<b>68 - 110k+</b>
Finance Director – SME	60 - 70k+	<b>60 - 72k+</b>
Financial Controller – MNC	50 - 65k	<b>52 - 68k</b>
Financial Controller – SME	40 - 54k	<b>40 - 55k</b>
Finance Manager	32 - 52k	<b>32 - 52k</b>
Business Controller	20 - 42k	<b>20 - 42k</b>
Commercial/FP&A/BP&A Manager	26 - 45k	<b>26 - 45k</b>
Finance/Business Analyst	20 - 35k	<b>20 - 35k</b>
Treasury Manager/Director	36 - 60k	<b>36 - 60k</b>
Treasury Supervisor	20 - 26k	<b>20 - 26k</b>
Investment Director	75 - 150k	<b>78 - 155k</b>
Investment Manager	37 - 60k	<b>40 - 65k</b>
Investment Analyst	23 - 30k	<b>23 - 35k</b>
Head of Research	55 - 150k	<b>55 - 150k</b>
Research Manager	23 - 38k	<b>23 - 38k</b>
Research Analyst	15 - 23k	<b>15 - 23k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING & MANUFACTURING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Competitive remuneration & benefits

# 83%

Of professionals are optimistic or very optimistic about job opportunities in the sector

### TOP JOBS IN DEMAND



Lean manufacturing

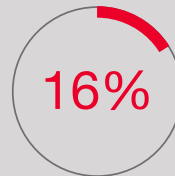


Quality manager

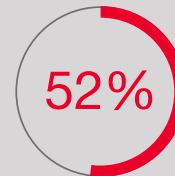


Production manager

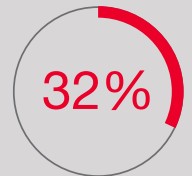
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 25%

### TOP 4 MOTIVATORS TO MOVE JOBS



# ENGINEERING & MANUFACTURING

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
Plant Manager/Operations Director	70 - 96k	<b>75 - 130k</b>
Continuous Improvement Manager	40 - 55k	<b>42 - 60k</b>
Engineering Manager	40 - 55k	<b>42 - 62k</b>
QA/QC Manager	40 - 55k	<b>42 - 58k</b>
Project Manager	40 - 65k	<b>40 - 65k</b>
Maintenance Manager	40 - 54k	<b>41 - 55k</b>
Production Manager	37 - 55k	<b>40 - 62k</b>
HSE Manager	35 - 50k	<b>36 - 55k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## KEY FINDINGS

### TOP SECTORS SEEING DEMAND



Manufacturing



Technology



Retail

# 30%

Of HR professionals stay less than two years in a role

### TOP JOBS IN DEMAND



HR director



HR business partner



Talent management

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

# 2%

Expect a 0-6% annual salary increment

# 59%

Expect a 7-15% annual salary increment

# 39%

Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

28%

Better compensation & benefits

26%

Better company culture

14%

Opportunity to work internationally

14%

# HUMAN RESOURCES

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Human Resources</b>		
HR Director	75 - 130k	<b>75 - 130k</b>
HR Shared Services Manager	40 - 60k	<b>42 - 60k</b>
HR Manager	40 - 60k	<b>40 - 62k</b>
Rewards Manager	32 - 60k	<b>32 - 60k</b>
Training & Development Manager	32 - 45k	<b>32 - 45k</b>
Talent Acquisition Manager	28 - 40k	<b>30 - 42k</b>
Organisation & Development Manager	35 - 55k	<b>40 - 60k</b>
Compensation & Benefits Manager	32 - 45k	<b>32 - 45k</b>
HR Business Partner Manager	30 - 55k	<b>30 - 70k</b>
HR Executive	12 - 20k	<b>15 - 25k</b>
<b>Business Support</b>		
Office Manager	20 - 26k	<b>22 - 30k</b>
Executive Assistant	18 - 30k	<b>18 - 30k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# LEGAL

KEY FINDINGS

## TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good working culture & environment



Good work-life balance

# 97%

Of legal professionals are optimistic about job opportunities in the sector

## TOP SECTORS SEEING DEMAND



Retail & consumer goods



Healthcare

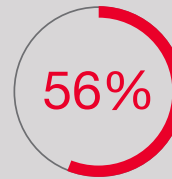


Real estate

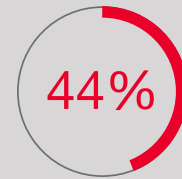


Fintech

## EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-15% annual salary increment

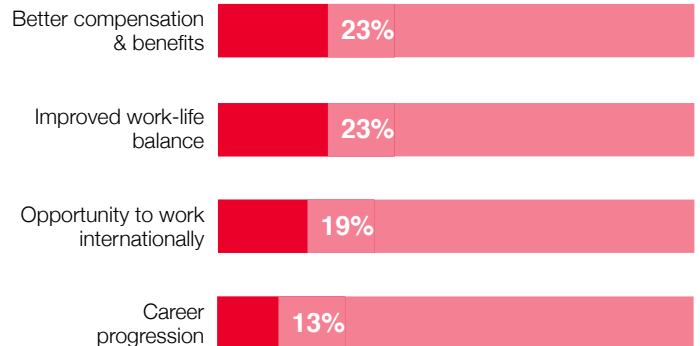


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20-30%

## TOP 4 MOTIVATORS TO MOVE JOBS



ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Private Practice</b>		
<b>Top-tier Foreign Firms</b>		
6+ yrs' PQE	75 - 140k	<b>80 - 150k</b>
< 6 yrs' PQE	40 - 70k	<b>40 - 70k</b>
<b>Regional Foreign Firms</b>		
6+ yrs' PQE	52 - 90k	<b>55 - 93k</b>
< 6 yrs' PQE	27 - 42k	<b>30 - 45k</b>
<b>Top-tier Vietnamese Firms</b>		
6+ yrs' PQE	70 - 120k	<b>70 - 125k</b>
< 6 yrs' PQE	40 - 70k	<b>42 - 70k</b>
<b>In-house</b>		
<b>Banking &amp; Financial Services</b>		
General Counsel/Head of Legal	80 - 190k	<b>80 - 190k</b>
Senior Legal Counsel (Manager)	45 - 85k	<b>55 - 90k</b>
Legal Counsel	20 - 35k	<b>20 - 45k</b>
Head of Compliance/Audit	50 - 150k	<b>55 - 150k</b>
Compliance/Internal Audit Manager	33 - 53k	<b>33 - 60k</b>
<b>Commerce Industries</b>		
General Counsel/Head of Legal	50 - 200k	<b>50 - 200k</b>
Senior Legal Counsel (Manager)	35 - 75k	<b>38 - 85k</b>
Legal Counsel	20 - 35k	<b>25 - 45k</b>
Head of Compliance/Risk/Audit/Internal Control	62 - 130k	<b>62 - 135k</b>
Compliance/Risk/Audit Senior Manager/Manager	30 - 60k	<b>33 - 65k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Competitive remuneration & benefits



Good work-life balance

# 21%

Of sales & marketing professionals stay less than two years in a role

### TOP SKILLS IN DEMAND



Trade marketing



Business development

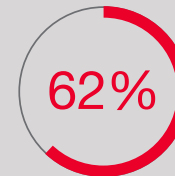


E-commerce

### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15-25%

### TOP 4 MOTIVATORS TO MOVE JOBS





# SALES & MARKETING

## VIETNAM

### CONSUMER, DIGITAL & TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Management</b>		
General Manager/Managing Director	160 - 230k	<b>150 - 240k</b>
Country Manager	95 - 130k	<b>120 - 180k</b>
<b>Sales</b>		
Sales Director	70 - 134k	<b>90 - 140k</b>
Key Account Manager	38 - 50k	<b>40 - 60k</b>
Area Sales Manager	27 - 40k	<b>27 - 40k</b>
<b>Marketing</b>		
Trade Marketing Director	100 - 130k	<b>80 - 130k</b>
Marketing Director	90 - 130k	<b>90 - 145k</b>
Marketing Manager	60 - 80k	<b>70 - 100k</b>
Trade Marketing Manager	40 - 52k	<b>50 - 80k</b>
Senior Brand Manager	26 - 45k	<b>25 - 45k</b>
<b>Digital Marketing</b>		
Head of Digital	60 - 78k	<b>60 - 100k</b>
Digital Marketing Manager	20 - 45k	<b>40 - 70k</b>
<b>Technology Startup/e-Commerce</b>		
General Manager/Country Manager	90 - 130k	<b>90 - 130k</b>
Business Development Manager/Partnership Manager	60 - 80k	<b>48 - 80k</b>
Account Manager/Customer Success Manager	18 - 38k	<b>18 - 38k</b>
Head of Marketing	50 - 78k	<b>40 - 60k</b>
<b>Retail &amp; Luxury</b>		
Country Manager/Brand Director	80 - 120k	<b>80 - 120k</b>
Head of Retail Operations	42 - 70k	<b>42 - 70k</b>
Marketing Manager	17 - 30k	<b>25 - 40k</b>
Retail Manager	15 - 24k	<b>17 - 30k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## VIETNAM

### HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Management</b>		
General Manager/Managing Director	150 - 200k	<b>150 - 220k</b>
Sales & Marketing Director	100 - 120k	<b>100 - 140k</b>
<b>Sales</b>		
Sales Director	80 - 100k	<b>80 - 100k</b>
Key Account Manager	30 - 45k	<b>30 - 45k</b>
Business Development Manager	40 - 60k	<b>40 - 60k</b>
Area Sales Manager	25 - 35k	<b>25 - 35k</b>
<b>Marketing</b>		
Trade Marketing Director	80 - 100k	<b>80 - 100k</b>
Corporate Affairs Director	100 - 120k	<b>100 - 120k</b>
Marketing Director	100 - 120k	<b>100 - 120k</b>
Marketing Manager	60 - 85k	<b>60 - 85k</b>
Trade Marketing Manager	30 - 40k	<b>30 - 40k</b>
Corporate Affairs Manager	36 - 50k	<b>36 - 50k</b>
Brand Manager	30 - 50k	<b>30 - 50k</b>
<b>Technical Healthcare</b>		
Medical Director	84 - 120k	<b>84 - 140k</b>
Medical Affairs Manager	36 - 55k	<b>36 - 55k</b>
Regulatory Affairs Manager	24 - 48k	<b>24 - 48k</b>
Clinical Research Manager	25 - 32k	<b>25 - 32k</b>
Medical Advisor	24 - 42k	<b>24 - 42k</b>
Medical Science Liaison	20 - 30k	<b>20 - 30k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SALES & MARKETING

## VIETNAM

### INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Management</b>		
General Manager/Managing Director	150 - 250k	<b>150 - 350k</b>
Sales & Marketing Director	85 - 120k	<b>85 - 140k</b>
<b>Sales</b>		
Sales Director	80 - 100k	<b>80 - 150K</b>
Key Account Manager	38 - 50k	<b>38 - 50k</b>
Business Development Manager	40 - 60k	<b>40 - 60k</b>
Area Sales Manager	25 - 35k	<b>25 - 35k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Good work-life balance



Achieving positions of responsibility

# 98%

Of supply chain, procurement & logistics professionals are optimistic about job opportunities in the sector

### HIRING ADVICE



Streamline recruitment process

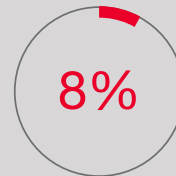


Hire based on potential

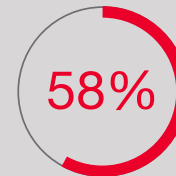


Offer growth opportunities

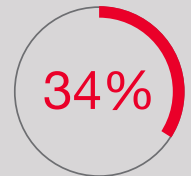
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

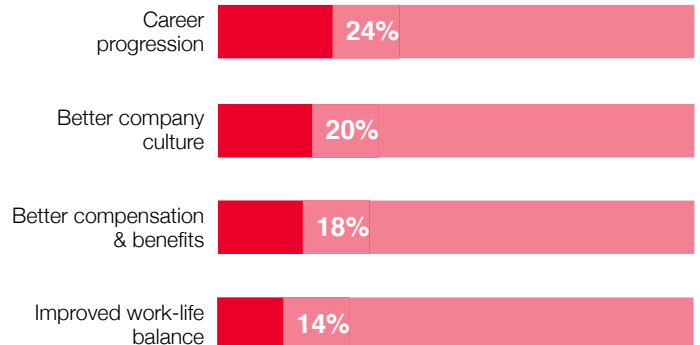


Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 20%

### TOP 4 MOTIVATORS TO MOVE JOBS



# SUPPLY CHAIN, PROCUREMENT & LOGISTICS

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
Supply Chain Director	57 - 113k	<b>60 - 119k</b>
Supply Chain Manager	34 - 65k	<b>36 - 68k</b>
Logistics Manager	35 - 50k	<b>37 - 53k</b>
Customer Service Manager	30 - 45k	<b>32 - 47k</b>
Planning Manager	35 - 50k	<b>37 - 53k</b>
Procurement Manager	35 - 48k	<b>37 - 51k</b>
Warehouse Manager	23 - 34k	<b>24 - 36k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## KEY FINDINGS

### TOP 3 DRIVERS OF JOB SATISFACTION



Good working culture & environment



Interesting day-to-day work



Good work-life balance

# 29%

Of tech & transformation professionals stay less than two years in a role

### TOP AREAS SEEING DEMAND



Digital product

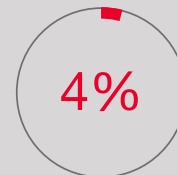


Applications & development

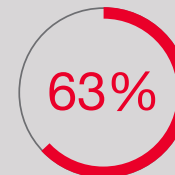


Cloud

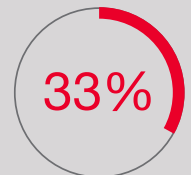
### EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



Expect a 15%+ annual salary increment

On average, candidates moving jobs expect salary increments of

# 15%+

### TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

27%

Better compensation & benefits

21%

Opportunity to work internationally

20%

Better company culture

14%

# TECH & TRANSFORMATION

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>User Interface</b>		
Product Director	60 - 120k	<b>60 - 120k</b>
Product Manager	36 - 72k	<b>36 - 72k</b>
Product Owner	24 - 42k	<b>24 - 42k</b>
Business Analyst	24 - 36k	<b>24 - 36k</b>
UX Director	60 - 96k	<b>60 - 96k</b>
UX Manager	36 - 60k	<b>36 - 60k</b>
UX/UI Designer	21 - 36k	<b>21 - 36k</b>
<b>Apps &amp; Development</b>		
Chief Technology Officer	120 - 240k	<b>120 - 240k</b>
Vice President of Engineering	84 - 144k	<b>84 - 144k</b>
Software Architect	60 - 96k	<b>60 - 96k</b>
Solutions Architect	60 - 96k	<b>60 - 96k</b>
Engineering Manager	60 - 96k	<b>60 - 96k</b>
Mobile Application Developer	24 - 48k	<b>24 - 48k</b>
Front End Developer	30 - 48k	<b>30 - 48k</b>
Back End Developer	30 - 48k	<b>30 - 48k</b>
Full Stack Developer	30 - 48k	<b>30 - 48k</b>
<b>Infrastructure</b>		
Solutions Architect	60 - 96k	<b>60 - 96k</b>
DevOps Engineer	30 - 48k	<b>30 - 48k</b>
Cyber Security Architect	96 - 144k	<b>96 - 144k</b>
<b>Business Solutions</b>		
ERP Manager	48 - 72k	<b>48 - 72k</b>
CRM Manager	48 - 72k	<b>48 - 72k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TECH & TRANSFORMATION

## VIETNAM

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2019	2020
<b>Projects &amp; Change</b>		
Project Director	48 - 96k	<b>48 - 96k</b>
Project Manager	42 - 60k	<b>42 - 60k</b>
Program Manager	48 - 96k	<b>48 - 96k</b>
Service Delivery Manager	42 - 60k	<b>42 - 60k</b>
<b>Management</b>		
Chief Information Officer	72 - 144k	<b>72 - 144k</b>
IT Director	48 - 72k	<b>48 - 72k</b>
IT Manager	30 - 48k	<b>30 - 48k</b>
<b>Emerging Technologies</b>		
Data Scientist	72 - 120k	<b>72 - 120k</b>
Data Architect	72 - 120k	<b>72 - 120k</b>
Data Engineer	30 - 48k	<b>30 - 48k</b>
Data Analyst	21 - 30k	<b>21 - 30k</b>
Machine Learning Engineer	36 - 54k	<b>36 - 54k</b>
Artificial Learning Engineer	36 - 54k	<b>36 - 54k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# CONTACT US

## GREATER CHINA & SOUTH EAST ASIA

### MAINLAND CHINA

#### BEIJING

Room 1579, 15/F, NCI Tower  
12A Jianguomenwai Ave  
Chaoyang District  
Beijing 100022  
China  
t: +86 10 8523 3026

#### SHANGHAI

2206-2207, 22nd Floor  
Park Place Office Tower  
No.1601 West Nanjing Road  
Shanghai 200040  
China  
t: +86 21 5153 5888

#### SHENZHEN

Level 3, Tower 1  
Kerry Plaza  
No.1 Zhong Xin Si Road  
Futian District  
Shenzhen 518048  
China  
t: +86 755 3304 0350

#### SUZHOU

Room 1906, Block A  
Building #58, Suzhou Centre  
Suzhou Industrial Park  
Suzhou 215021  
Jiangsu Province  
China  
t: +86 512 6873 5888

### HONG KONG

#### HONG KONG

20th Floor Nexus Building  
41 Connaught Road Central  
Central  
Hong Kong  
t: +852 2103 5300

### INDONESIA

#### JAKARTA

World Trade Centre 3  
18th Floor, Jl. Jend.  
Sudirman  
Kav. 29-31  
Jakarta  
12920  
Indonesia  
t: +62 (21) 2965 1500

### MALAYSIA

#### KUALA LUMPUR

Level 24, Menara 3 Petronas  
Persiaran KLCC  
Kuala Lumpur 50088  
Malaysia  
t: +603 2380 8700

#### NORTHERN REGION

t: +6010 931 9803  
e: penang@robertwalters.  
com.my

### PHILIPPINES

#### MANILA

37/F Philamlife Tower  
8767 Paseo De Roxas  
Makati City 1226  
Philippines  
t: +63 2 8816 4972

### SINGAPORE

#### SINGAPORE

6 Battery Road  
22nd Floor  
Singapore 049909  
t: +65 6228 0200

### TAIWAN

#### TAIPEI

Room F, 10th Floor  
No. 1 Songzhi Road  
Xin-yi District  
Taipei  
Taiwan  
t: +886 2 8758 0700

### THAILAND

#### BANGKOK

Q House Lumpini, 12th Floor  
Unit 1201  
1 South Sathorn Road  
Thungmahamek, Sathorn  
Bangkok 10120  
Thailand  
t: +66 (0) 2 344 4800

#### EASTERN SEABOARD

Level 12, Room No.1259-  
1260  
Harbor Mall Office  
4/222 Moo 10, Sukhumvit  
Road,  
Thungsukhla, Sriracha,  
Chonburi 20230  
Thailand  
t: +66 (0) 33 030 780

### VIETNAM

#### HO CHI MINH CITY

Unit 1, Level 9,  
The Metropolitan  
235 Dong Khoi Street  
District 1  
Ho Chi Minh City  
Vietnam  
t: +84 28 3520 7900

# CONTACT US

## REST OF WORLD

### AUSTRALIA

#### ADELAIDE

Level 20  
25 Grenfell Street  
Adelaide  
SA 5000  
Australia  
t: +61 (0) 8 8216 3500

#### BRISBANE

Level 27  
Waterfront Place  
1 Eagle Street  
Brisbane  
QLD 4000  
Australia  
t: +61 (0) 7 3032 2222

#### CHATSWOOD

Level 15  
67 Albert Avenue  
Chatswood  
NSW 2067  
Australia  
t: +61 (0) 2 8423 1000

### MELBOURNE

Level 41  
385 Bourke Street  
Melbourne  
VIC 3000  
Australia  
t: +61 (0) 3 8628 2100

### PERTH

Level 10  
109 St Georges Terrace  
Perth  
WA 6000  
Australia  
t: +61 (0) 8 9266 0900

### SYDNEY

Level 53  
Governor Phillip Tower  
1 Farrer Place  
Sydney  
NSW 2000  
Australia  
t: +61 (0) 2 8289 3100

### BELGIUM

#### ANTWERP

**ROBERT WALTERS**  
Antwerp Gate 1  
Uitbreidingstraat 2-8  
B-2600 Antwerp  
Belgium  
t: +32 (0) 3 202 79 00

#### WALTERS PEOPLE

t: +32 (0) 3 202 79 10

#### BRUSSELS

**ROBERT WALTERS**  
Avenue Louise 326  
10th Floor  
B-1050 Brussels  
Belgium  
t: +32 (0) 2 511 66 88

#### WALTERS PEOPLE

**Finance**  
t: +32 (0) 2 542 40 40

#### Business Support

t: +32 (0) 2 627 75 10

### GHENT

#### WALTERS PEOPLE

Axxess Business Park -  
Building C  
Guldensporenpark 25  
B-9820 Merelbeke  
Belgium  
t: +32 (0) 9 210 57 40

#### GROOT- BIJGAARDEN

#### WALTERS PEOPLE

West End - Building C  
Noordkustlaan 16c  
B-1702 Groot-Bijgaarden  
Belgium  
t: +32 (0) 2 609 79 00

#### ZAVENTEM

#### WALTERS PEOPLE

Leuvensesteenweg 555  
Entrance 3  
B-1930 Zaventem  
Belgium

#### Finance

t: +32 (0) 2 613 08 00

#### Business Support

t: +32 (0) 2 613 08 88

## BRAZIL

### SÃO PAULO

Rua do Rócio  
350, 4º andar  
Vila Olímpia  
São Paulo  
04552-000  
Brazil  
t: +55 (11) 2655 0888

## CANADA

### TORONTO

145 King Street West  
Suite 720  
Toronto  
ON M5H 1J8  
Canada  
t: +1 647 288 2438

## CHILE

### SANTIAGO

Rosario Norte, 555 - Oficina  
1802  
Piso 18  
Las Condes  
Santiago  
+56 9 4297 9475

## FRANCE

### LYON

**ROBERT WALTERS**  
63 quai Charles de Gaulle  
69006 Lyon  
France  
t: +33 4 72 44 04 18

### WALTERS PEOPLE

3 rue de l'Arbre Sec  
69001 Lyon  
France  
t: +33 4 72 69 77 15

### NANTES

12 avenue Carnot,  
44017 Nantes  
France  
t: +33 2 72 24 26 24

## PARIS

### ROBERT WALTERS

25 rue Balzac  
75008 Paris  
France  
t: +33 1 40 67 88 00

### WALTERS PEOPLE

251 boulevard Pereire  
75017 Paris  
France  
t: +33 1 40 76 05 05

### SAINT-QUENTIN

### WALTERS PEOPLE

41 avenue du Centre  
78180 Montigny-le-  
Bretonneux  
France  
t: +33 1 30 48 21 80

## TOULOUSE

56 - 58 rue d'Alsace  
Lorraine  
31000 Toulouse  
France  
t: +33 6 60 57 82 66

## GERMANY

### COLOGNE

Christophstraße 15-17  
50670 Cologne  
Germany  
t: +49 (0) 221 65086 160

### DUSSELDORF

Königsallee 76-78  
40212 Dusseldorf  
Germany  
t: +49 (0) 211 30180 000

### FRANKFURT

Main Tower  
Neue Mainzer Str. 52-58  
60311 Frankfurt am Main  
Germany  
t: +49 (0) 69 9203 840 000

### HAMBURG

Gorch-Fock-Wall 1a  
20354 Hamburg  
Germany  
t: +49 (0) 40 377 0739 90

# CONTACT US

## REST OF WORLD

### IRELAND

#### DUBLIN

Level 3  
Custom House Plaza 2  
IFSC  
Dublin 1  
Ireland  
t: +353 (0) 1 633 4111

### JAPAN

#### OSAKA

Pias Tower 15th Floor  
3-19-3 Toyosaki Kita-ku,  
Osaka-shi  
Osaka  
531-0072  
Japan  
t: +81 (0) 6 4560 3100

#### TOKYO

Shibuya Minami Tokyu  
Building 14th Floor  
3-12-18 Shibuya  
Shibuya-ku  
Tokyo  
150-0002  
Japan  
t: +81 (0) 3 4570 1500

### LUXEMBOURG

#### LUXEMBOURG

681, rue de Neudorf  
L-2220 Luxembourg  
Luxembourg  
t: +352 2647 8585

### MEXICO

#### MEXICO CITY

Av. Paseo de la Reforma  
296  
Piso 24  
Colonia Juarez 06600  
Mexico City  
Mexico  
t: +52 55 7100 4777

### NETHERLANDS

#### AMSTERDAM

**ROBERT WALTERS**  
WTC, Tower H 3rd Floor  
Zuidplein 28  
1077 XV Amsterdam  
Netherlands  
t: +31 (0) 20 644 4655

#### WALTERS PEOPLE

t: +31 (0) 20 796 9040

### EINDHOVEN

#### ROBERT WALTERS

Begijnenhof 4-6  
5611 EL Eindhoven  
Netherlands  
t: +31 (0) 40 799 9910

#### WALTERS PEOPLE

t: +31 (0) 40 799 9912

### ROTTERDAM

#### ROBERT WALTERS

Millenniumtoren  
Weena 690, 29th floor  
3012 CN Rotterdam  
Netherlands  
t: +31 (0) 10 799 8090

#### WALTERS PEOPLE

t: +31 (0) 10 752 7200

### UTRECHT

Herculesplein 44  
3584 AA Utrecht  
t: +31 (0) 30 799 8050

### NEW ZEALAND

#### AUCKLAND

Level 9  
22 Fanshawe Street  
Auckland  
New Zealand  
t: +64 (0) 9 374 7300

#### WELLINGTON

Level 15  
Harbour Tower  
2 Hunter Street  
Wellington  
New Zealand  
t: +64 (0) 4 471 9700

#### CHRISTCHURCH

4/248 St Asaph Street  
Christchurch Central  
New Zealand

### PORTUGAL

#### LISBON

Av. da Liberdade, 110  
1st floor  
1269-046, Lisbon  
Portugal  
t: +351 211 221 863

## SOUTH AFRICA

### JOHANNESBURG

19th Floor  
GreenPark Corner  
Cnr West Road South and  
Lower Road  
Morningside, Sandton  
Johannesburg  
2196  
South Africa  
t: +27 (0) 11 881 2400

## SOUTH KOREA

### SEOUL

21F, East Center, Center 1  
Building  
26 Eulji-ro 5-gil  
Jung-gu  
Seoul 04539  
South Korea  
t: +82 (0) 2 6454 7000

## SPAIN

### BARCELONA

**ROBERT WALTERS &  
WALTERS PEOPLE**  
Passeig de Gràcia nº 55-57  
3ª planta  
08007 Barcelona  
Spain  
t: +34 93 216 30 00

### MADRID

**ROBERT WALTERS &  
WALTERS PEOPLE**  
Paseo de Recoletos nº 7-9  
5ª - 6ª planta  
28004 Madrid  
Spain  
t: +34 91 309 79 88

### VALENCIA

Avenida de Aragón nº 30  
8ª planta  
46021 Valencia  
Spain  
t: +34 96 046 86 46

## SWITZERLAND

### GENEVA

Rue de la Cité 1  
1204 Geneva  
Switzerland  
t: +41 (0) 22 561 84 77

### ZURICH

Claridenstrasse 41  
8002 Zurich  
Switzerland  
t: +41 (0) 44 809 35 00

## UAE

### DUBAI

Unit C 1008  
10th floor Burj Daman  
DIFC  
P.O. Box 506851  
Dubai  
UAE  
t: +971 4 8180 100

## UNITED KINGDOM

### BIRMINGHAM

9th Floor  
11 Brindley Place  
Birmingham  
B1 2LP  
United Kingdom  
t: +44 (0) 121 281 5000

### BRACKNELL

The Lightbox  
Willoughby Road  
Bracknell  
RG12 8FB  
United Kingdom  
t: +44 (0) 134 423 3280

### LEEDS

17th Floor  
The Pinnacle  
67 Albion Street  
Leeds  
LS1 5AA  
United Kingdom  
t: +44 (0) 113 360 0090

# CONTACT US

## REST OF WORLD

### LIVERPOOL

3rd Floor  
No.1 Mann Island  
Liverpool  
L3 1BP  
United Kingdom  
t: +44 (0) 151 433 5612

### LONDON

#### **ROBERT WALTERS & WALTERS PEOPLE**

11 Slingsby Place  
St Martin's Courtyard  
London  
WC2E 9AB  
United Kingdom  
t: +44 (0) 207 379 3333

### MANCHESTER

9th Floor  
3 Hardman Street  
Manchester  
M3 3HF  
United Kingdom  
t: +44 (0) 161 214 7400

### MILTON KEYNES

1st Floor  
Altius House  
North Fourth Street  
Milton Keynes  
MK9 1NE  
United Kingdom  
t: +44 (0) 190 804 4000

### ST ALBANS

1st Floor  
4 Beaconsfield Road  
St Albans  
AL1 3RD  
United Kingdom  
t: +44 (0) 172 761 7010

## UNITED STATES

### LOS ANGELES

1925 Century Park E  
Suite 1700  
Los Angeles, CA 90067  
USA  
t: +1 424 204 8725

### NEW YORK

7 Times Square  
Suite 4301  
New York, NY 10036  
USA  
t: +1 212 704 9900

### SAN FRANCISCO

575 Market Street  
Suite 2950  
San Francisco, CA 94105  
USA  
t: +1 415 549 2000

# ABOUT ROBERT WALTERS

## ROBERT WALTERS IS A GLOBAL, SPECIALIST PROFESSIONAL RECRUITMENT GROUP.

Over the last 34 years the business has grown and so has our ambition. We now operate across 31 countries and employ over 4,200 people. It's a powerful success story built on the strength of our people. Organisations rely on us to find high-quality professionals for a range of specialist roles. Professionals who are looking for a new role, whether it's on a permanent, interim or contract basis, trust us to find them their ideal job.

## MISSION & VALUES

We want to be the world's leading specialist recruitment group, the first name the world's businesses choose whenever they need to hire the best. But it's not just about being the biggest, it's about having a clear differentiation based on the quality of service delivered to our clients and our candidates. Our focus on quality in all we do, acting with integrity, and focusing on team-work are values that run through the heart of the business. From the first office to the 31st country, our team-based profit-share model ensures the needs of our clients and candidates come first.

## OUR CORE RECRUITMENT DISCIPLINES

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology
- Recruitment Process Outsourcing

## OUR SERVICES

### SPECIALIST PROFESSIONAL RECRUITMENT

Permanent, contract and interim recruitment across the core disciplines of: banking & finance; business support; commerce; engineering & construction; human resources; legal; procurement & supply chain; sales & marketing; and technology.

### RECRUITMENT PROCESS OUTSOURCING

Resource Solutions is a market leader in recruitment process outsourcing (RPO) and managed services. Resource Solutions designs and deploys tailored recruitment outsourcing solutions for clients across the globe.

### FOLLOW US ON LINKEDIN

[linkedin.com/company/robert-walters](https://www.linkedin.com/company/robert-walters)







Robert Walters Group operations worldwide are fully carbon balanced through the World Land Trust Carbon Balanced Programme and The Woodland Trust.

AUSTRALIA  
BELGIUM  
BRAZIL  
CANADA  
CHILE  
CHINA  
CZECH REPUBLIC  
FRANCE  
GERMANY  
HONG KONG  
INDIA  
INDONESIA  
IRELAND  
JAPAN  
LUXEMBOURG  
MALAYSIA  
MEXICO  
NETHERLANDS  
NEW ZEALAND  
PHILIPPINES  
PORTUGAL  
SINGAPORE  
SOUTH AFRICA  
SOUTH KOREA  
SPAIN  
SWITZERLAND  
TAIWAN  
THAILAND  
UAE  
UK  
USA  
VIETNAM