


SALARY SURVEY 2020

GREATER CHINA & SOUTH EAST ASIA

ROBERT WALTERS



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PEOPLE AND
ORGANISATIONS TO
FULFIL THEIR UNIQUE
POTENTIAL. ”**

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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

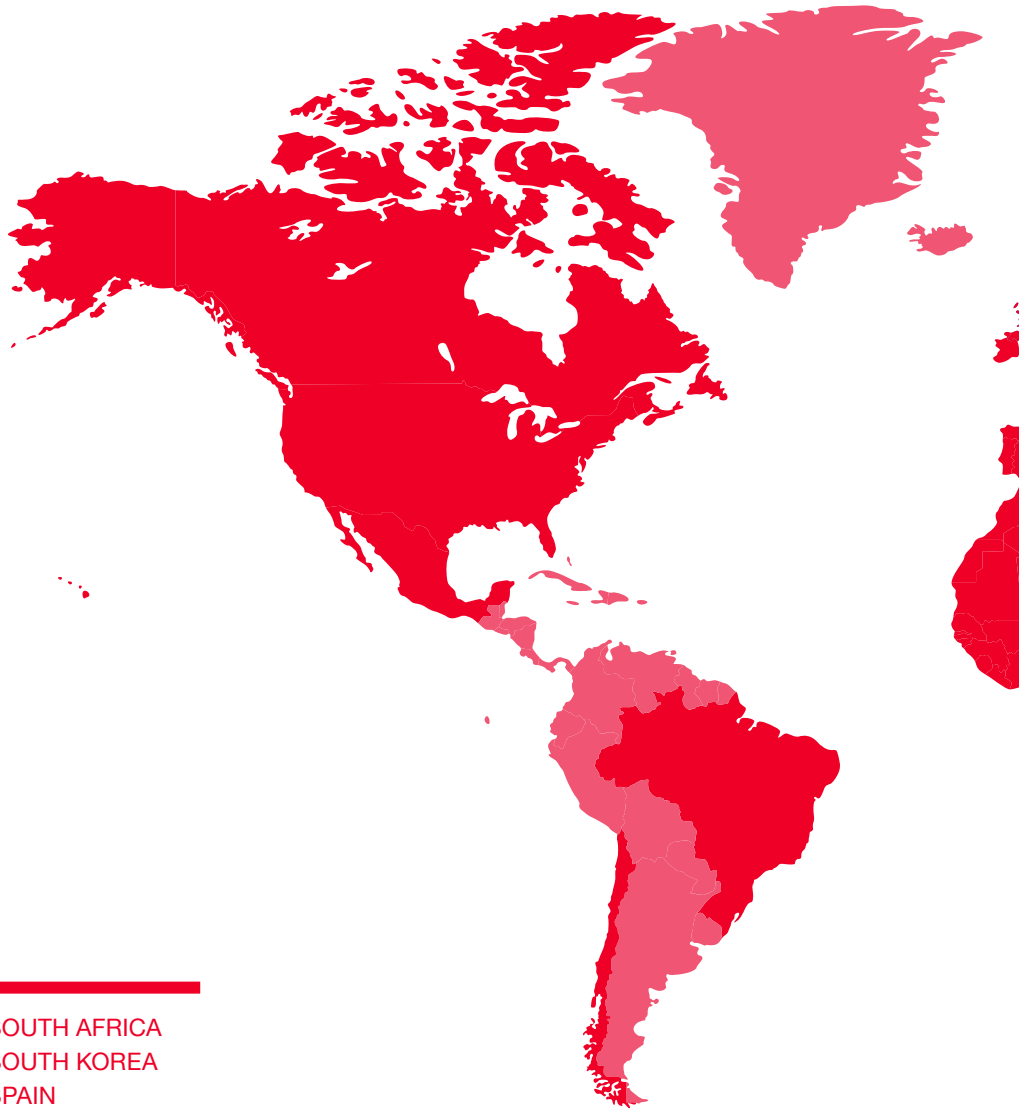
Robert Walters Group

69%

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

GLOBAL REACH, LOCAL EXPERTISE

 Locations we operate in



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

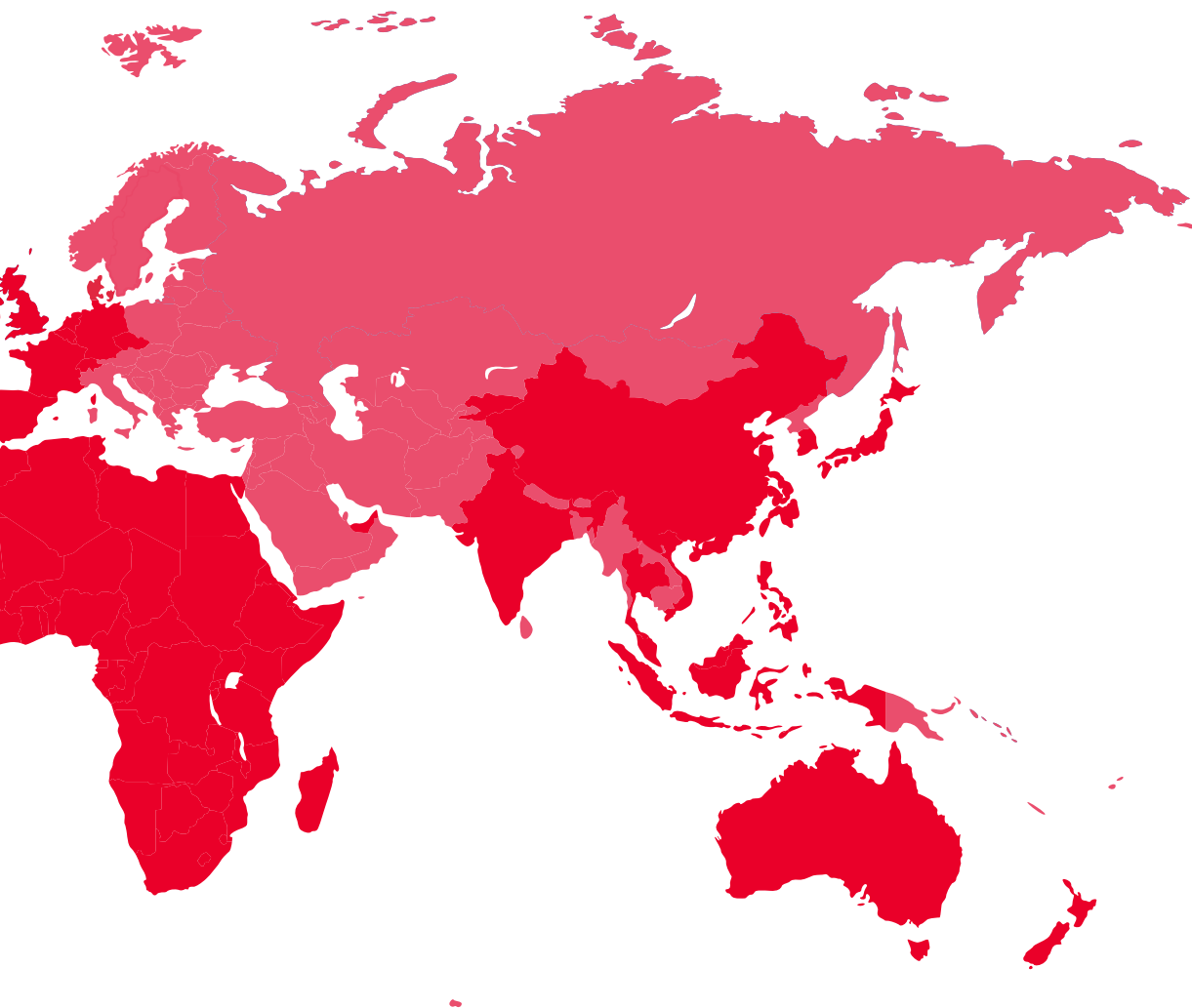
THAILAND

UAE

UK

USA

VIETNAM



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

- Australia & New Zealand
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- 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



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.

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“ 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 locations 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 LOCATIONS 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.

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

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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.

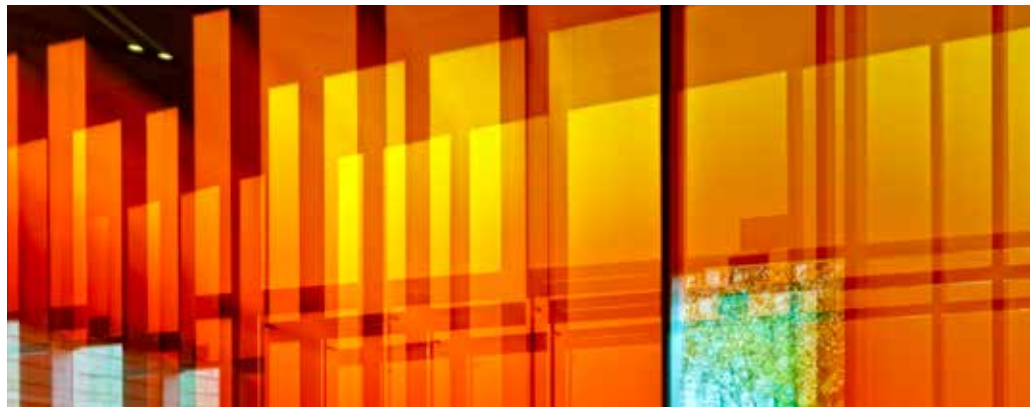
POLITICAL LANDSCAPE IN 2020

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

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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.

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

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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.

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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.

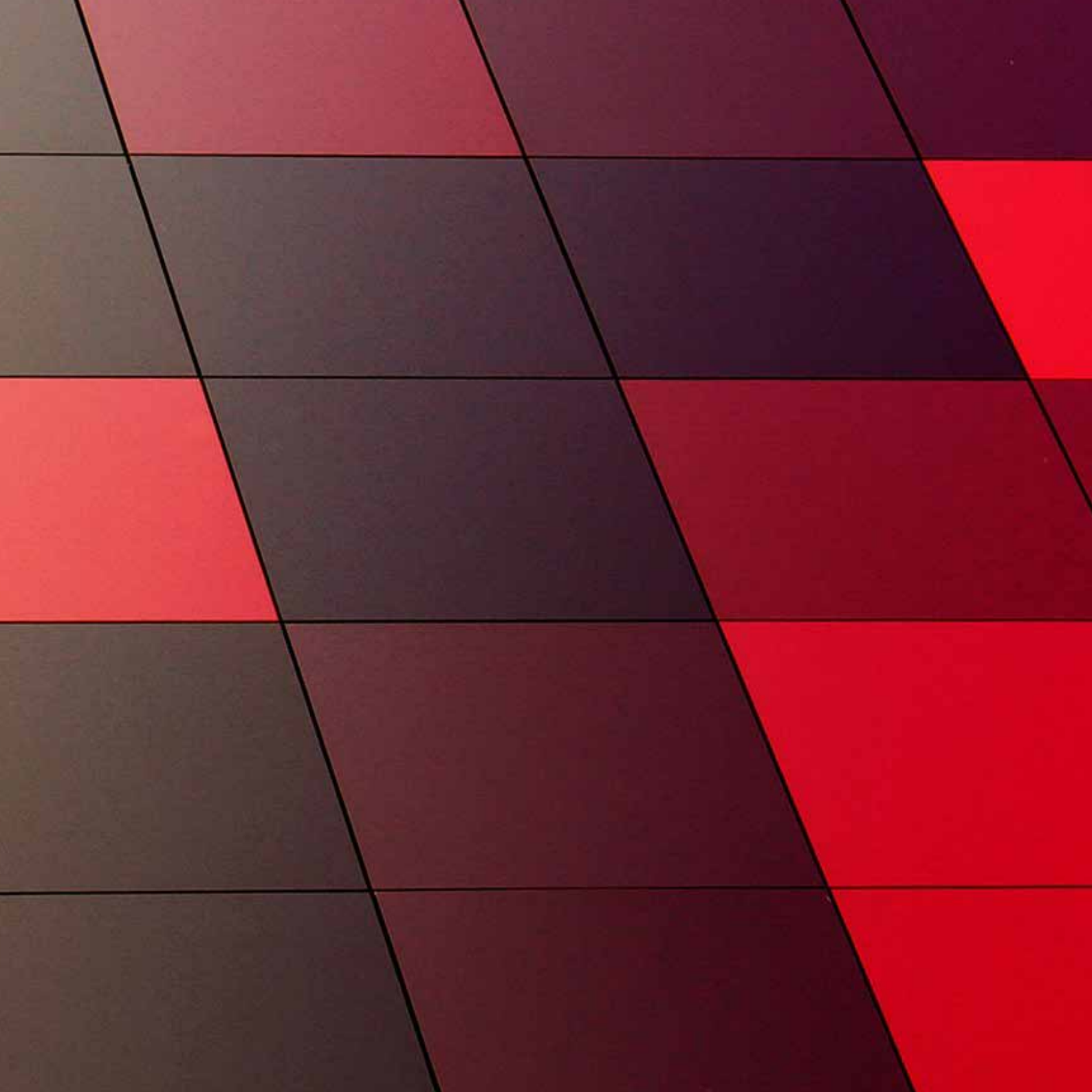


LOCAL TRENDS - GREATER CHINA & SOUTH EAST ASIA

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.

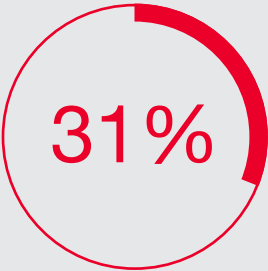
E-commerce will continue to gain momentum due to the increasingly demanding consumer market, for example the rise of one-stop-shop 'super-apps'. This is expected to increase the demand

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

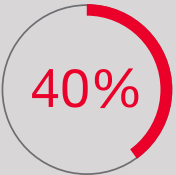


Artificial intelligence

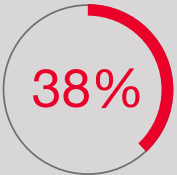


Innovation

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 10-20% annual salary increment

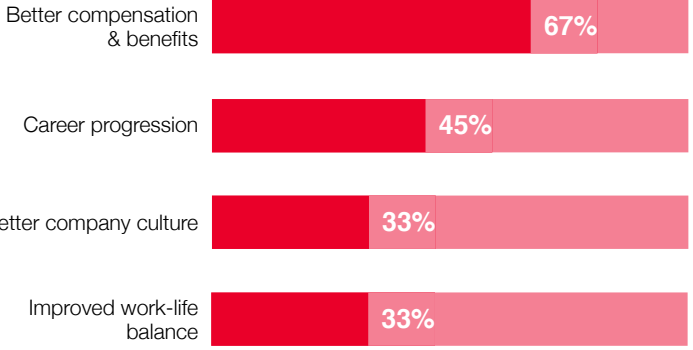


Expect a bonus of 11-20% of yearly salary

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

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

TECH & TRANSFORMATION

SHANGHAI

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

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

TECH & TRANSFORMATION

SUZHOU

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

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	2.0 - 3.0m
Software Architect	600k - 1.5m	700k - 1.5m
Senior Big Data Engineer	800k - 2.0m	1.0 - 3.0m
PMO	700k - 2.0m	700k - 2.0m
Senior Back-end Engineer	700k - 1.5m	700k - 1.5m
Senior Web Front-end Engineer	700k - 1.5m	700k - 1.5m
Senior UI/UE Designer	600 - 800k	700k - 1.0m
Senior Mobile Developer	500k - 1.0m	700k - 1.0m
Senior Product Manager	500 - 800k	700k - 1.0m
Senior QA	500 - 900k	500 - 900k
Project Manager	400 - 800k	400 - 800k

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

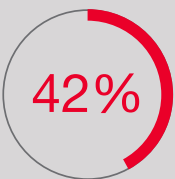


Corporate finance

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment



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



ACCOUNTING & FINANCE

BEIJING

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

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	2.0 - 4.0m
Regional Finance Director	1.5 - 1.8m	1.8 - 2.0m
Finance Director	1.0 - 1.5m	1.2 - 1.8m
Merger & Acquisitions Director	1.2 - 1.8m	1.4 - 2.0m
Financial Controller	800k - 1.2m	800k - 1.2m
Internal Audit Manager	500 - 900k	500 - 900k
FP&A Manager	600 - 900k	650k - 1.0m
Tax Manager	600 - 850k	600 - 850k
Treasury Manager	500 - 900k	500 - 900k
Finance Manager	400 - 650k	400 - 650k
Financial Analyst	250 - 400k	300 - 450k
Internal Auditor	250 - 450k	250 - 450k

ACCOUNTING & FINANCE

SUZHOU

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

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	1.5 - 3.5m
Regional Finance Director	1.2 - 1.5m	1.3 - 1.8m
Finance Director	900k - 1.2m	1.0 - 1.3m
Tax Director	800k - 1.2m	800k - 1.2m
Audit Director	700k - 1.0m	800k - 1.2m
Treasury Director	700 - 900k	800k - 1.0m
Financial Controller	650 - 850k	700 - 900k
FP&A Manager	550 - 600k	500 - 600k
Senior Finance Manager	450 - 650k	400 - 600k
Treasury Manager	400 - 500k	400 - 500k
Audit Manager	400 - 600k	400 - 650k
Tax Manager	350 - 600k	350 - 600k
Finance Manager	300 - 600k	300 - 550k

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

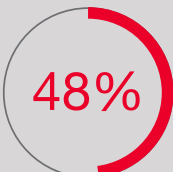


Regulatory/quality assurance

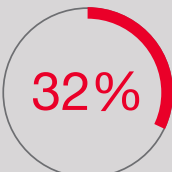
33%

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 82%

Better compensation & benefits 67%

Flexible working options 38%

More training opportunities 30%

HEALTHCARE

SHANGHAI

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

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

HEALTHCARE

SHANGHAI

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

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	800k - 1.2m
Quality Director	600k - 1.0m	600k - 1.0m
R&D Director	1.0 - 1.5m	1.0 - 1.5m
Regulatory Affairs Director	600k - 1.0m	600k - 1.0m
R&D Manager	500 - 800k	500 - 800k
Operations Manager	450 - 750k	450 - 750k
Quality Manager	400 - 600k	400 - 600k
Regulatory Affairs Manager	400 - 600k	400 - 600k

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

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP AREAS SEEING DEMAND



38%

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

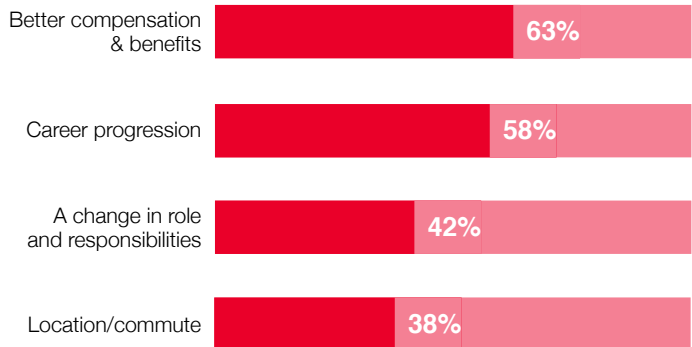
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	1.5 - 3.0m
HR Director	800k - 3.0m	800k - 3.0m
Head of Compensation & Benefits	750k - 1.3m	750k - 1.3m
Head of Talent Acquisition	800k - 1.2m	800k - 1.2m
Head of Organisational Development	800k - 1.5m	800k - 1.5m
Recruitment Manager	400 - 800k	400 - 800k
Compensation & Benefits Manager	400 - 800k	400 - 800k
Talent Acquisition Manager	400 - 800k	400 - 800k
HR Business Partner	400 - 800k	400 - 800k
HR Manager	400 - 800k	400 - 800k
Learning & Development Manager	400 - 880k	400 - 880k
Office Manager	200 - 350k	200 - 350k

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	2.0 - 3.5m
HR Director	1.0 - 1.6m	1.2 - 1.8m
Head of Compensation & Benefits	1.0 - 1.5m	1.2 - 1.8m
Head of Organisational Development	800k - 1.2m	1.0 - 1.4m
Head of Learning & Development	800k - 1.2m	1.0 - 1.4m
Head of Talent Acquisition	800k - 1.2m	1.0 - 1.4m
Compensation & Benefits Manager	450 - 600k	500 - 650k
Talent Acquisition Manager	450 - 600k	500 - 650k
Learning & Development Manager	400 - 600k	500 - 650k
HR Business Partner	500 - 700k	500 - 800k
HR Manager	450 - 600k	450 - 600k
Office Manager	300 - 400k	300 - 400k
Executive Assistant	250 - 350k	250 - 350k

HUMAN RESOURCES

SUZHOU

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

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	1.5 - 2.5m
HR Director	800k - 1.0m	800k - 1.2m
Head of Compensation & Benefits	500 - 750k	600 - 800k
Head of Organisational Development	500 - 800k	600 - 800k
Head of Learning & Development	500 - 650k	500 - 750k
Head of Talent Acquisition	400 - 500k	400 - 600k
Compensation & Benefits Manager	300 - 500k	350 - 500k
Talent Acquisition Manager	300 - 500k	350 - 550k
Learning & Development Manager	300 - 500k	300 - 550k
HR Business Partner	300 - 700k	400 - 750k
HR Manager	300 - 500k	300 - 600k
Office Manager	300 - 400k	300 - 400k

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

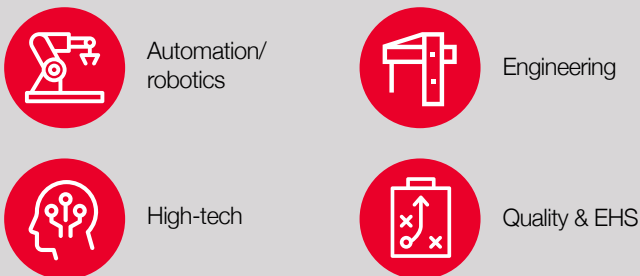
OPERATIONS & ENGINEERING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP AREAS SEEING DEMAND



67%

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

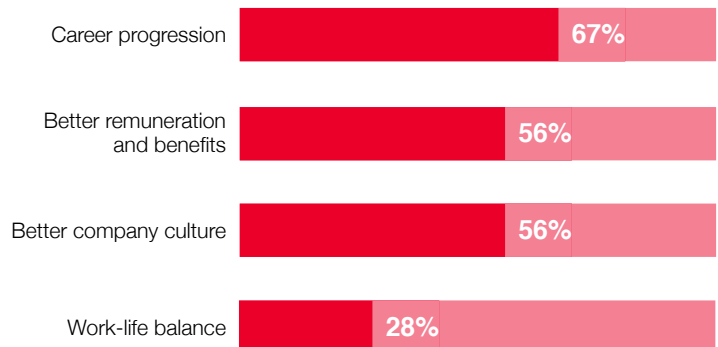
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	1.8 - 2.5m
Operations Director	1.0 - 1.5m	1.2 - 1.8m
Quality Director	800k - 1.2m	800k - 1.2m
Plant Manager	650 - 900k	650 - 900k
Operations Manager	650 - 900k	650 - 900k
Lean Manager	400 - 600k	400 - 600k
Quality Manager	400 - 600k	400 - 600k
EHS Manager	400 - 550k	400 - 550k
Project Manager	350 - 500k	400- 550k

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	800k - 1.5m
R&D Director (Battery/New Energy/ADAS)	800k - 1.5m	800k - 2.0m
Manufacturing Engineering Director	800k - 1.0m	800k - 1.2m
R&D Manager	450 - 650k	450 - 800k
Manufacturing Engineering Manager	450 - 650k	450 - 650k
Application Engineering Manager	450 - 650k	450 - 650k
Automation Manager	450 - 800k	500k - 1.0m
Maintenance Manager	300 - 500k	300 - 650k
Technical/NPI Project Manager	250 - 650k	250 - 650k
Tooling Manager	300 - 450k	300 - 650k
Design Engineer	200 - 400k	200 - 400k
Mechanical Engineer	180 - 300k	180 - 300k
Application Engineer	180 - 350k	180 - 350k

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	1.0 - 1.8m
Regional Operations Director	900k - 1.5m	900k - 1.5m
Regional Business Excellence Manager	800k - 1.2m	800k - 1.2m
Plant Manager	700k - 1.0m	700k - 1.0m
Manufacturing Manager	550 - 700k	550 - 700k
Operations Manager	550 - 800k	550 - 800k
Lean Manager	450 - 600k	450 - 600k
Six Sigma Manager	450 - 600k	450 - 600k
Production Manager	350 - 600k	350 - 600k
IE/Lean Engineer	250 - 300k	250 - 300k

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	800k - 1.3m
R&D Director	800k - 1.3m	800k - 1.3m
Engineering Director	700k - 1.2m	700k - 1.2m
Intelligent/Digital Manufacturing Director	800k - 1.0m	800k - 1.0m
R&D Manager	450 - 650k	450 - 650k
Engineering Manager	450 - 650k	450 - 650k
Automation Manager	350 - 650k	350 - 650k
Maintenance Manager	300 - 500k	300 - 500k
Project Manager	250 - 650k	250 - 650k
IE Manager	300 - 500k	300 - 500k
Design Engineer	200 - 400k	200 - 400k
Tooling Manager	300 - 450k	300 - 450k
ME Engineer	180 - 300k	180 - 300k
Application Engineer	180 - 350k	180 - 350k

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	800k - 1.2m
Regional Quality Director	600k - 1.0m	600k - 1.0m
Regional EHS Manager	500 - 700k	500 - 700k
SQE Manager	300 - 500k	300 - 500k
EHS Manager	300 - 500k	300 - 500k
Quality Manager	300 - 500k	300 - 500k
Regulatory Affairs Manager	250 - 500k	250 - 500k
Customer Quality Manager	250 - 400k	250 - 400k
Quality Control Manager	250 - 400k	250 - 400k
Quality Systems Manager	250 - 400k	250 - 400k
Supplier Quality Engineer	200 - 300k	200 - 300k

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

ENGINEERING & OPERATIONS

SOUTHERN CHINA

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

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	700k - 1.3m
Quality Manager	450 - 600k	400 - 600k
Product Compliance Manager	350 - 450k	350 - 500k
Supplier Quality Manager	350 - 600k	400 - 650k
Quality Improvement Manager	350 - 550k	350 - 600k
Quality System Manager	300 - 450k	350 - 450k
Testing Manager	300 - 400k	350 - 450k

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

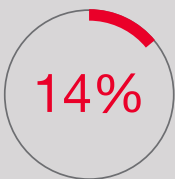


Digital marketing



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
Industrial		
Sales General Manager	800k - 1.7m	800k - 1.7m
Country Manager	1.0 - 2.3m	1.0 - 2.3m
Head of Sales	800k - 1.7m	800k - 1.7m
National Sales Director	500k - 1.7m	500k - 1.7m
Head of Retail	800k - 1.5m	800k - 1.5m
Head of Product	600k - 1.2m	600k - 1.2m
National Retail Operations Manager	500k - 1.0m	500k - 1.0m
Regional Sales Manager	400 - 800k	400 - 800k
Business Development Manager	400 - 800k	400 - 800k
Training Manager	300 - 500k	300 - 500k
Product Manager	300 - 600k	300 - 600k
Store Manager	250 - 400k	250 - 400k
Visual Merchandising Manager	250 - 400k	250 - 400k
Area Manager	250 - 600k	250 - 600k
Global Key Account Manager	500k - 1.0m	500k - 1.0m
Project Sales Manager	400 - 700k	400 - 700k
Key Account Manager	300 - 500k	300 - 500k
Professional Services		
General Manager	1.2 - 2.5m	1.2 - 2.5m
National Sales Director	1.2 - 1.5m	1.2 - 1.5m
Business Development Director	700k - 1.0m	700k - 1.0m
Regional Sales Director	500k - 1.2m	500k - 1.2m
Account Director	500 - 800k	500 - 800k
Global Key Account Manager	500 - 800k	500 - 800k
Business Development Manager	400 - 900k	400 - 900k
Regional Sales Manager	450 - 700k	450 - 700k
Account Manager	300 - 550k	300 - 550k
Sales Manager	300 - 550k	300 - 550k

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

SALES & MARKETING

SHANGHAI

FMCG

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

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

SALES & MARKETING

SHANGHAI

INDUSTRIAL

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

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

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
Retail & Luxury – Management		
Country Manager	2.0 - 3.0m	2.0 - 3.0m
Head of Sales	1.0 - 1.5m	1.2 - 1.5m
Head of Marketing	850k - 1.2m	800k - 1.2m
Regional Director	1.0 - 1.25m	800k - 1.2m
Retail & Luxury – National/Regional		
National Sales Manager	800k - 1.2m	600 - 800k
National Retail Operations Manager	450 - 600k	400 - 550k
Merchandising Manager	350 - 600k	350 - 500k
Retail Marketing Manager	350 - 600k	400 - 600k
Area Manager	350 - 600k	300 - 500k
Digital Marketing Manager	350 - 600k	400 - 550k
Marketing Communications Manager	400 - 550k	450 - 600k
Store General Manager	300 - 800k	500 - 600k
Purchasing Manager	300 - 500k	300 - 400k
Business Development Manager	400 - 600k	300 - 500k
PR & Events Manager	250 - 500k	250 - 400k
PR Manager	250 - 500k	250 - 500k
Product Manager	250 - 450k	250 - 300k
Regional Sales Manager	250 - 400k	350 - 500k
Area Sales Manager	250 - 400k	200 - 350k
Training Manager	300 - 450k	200 - 450k
Visual Merchandising Manager	250 - 350k	200 - 350k
Store Manager	180 - 250k	150 - 250k
Division Manager	120 - 200k	120 - 150k
Department Manager	120 - 200k	150 - 200k

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	1.0 - 1.8m
Sales Director	800k - 1.5m	800k - 1.5m
Marketing Director	800k - 1.2m	800k - 1.2m
Global Key Account Manager	500 - 800k	500 - 800k
Product Manager	400 - 650k	400 - 650k
Marketing Manager	500 - 800k	500 - 800k
Business Development Manager	400 - 600k	400 - 800k
Regional Sales Manager	350 - 450k	350 - 450k
Marketing Communications Manager	350 - 450k	350 - 450k
Key Account Manager	350 - 500k	350 - 500k
Customer Service Manager	350 - 550k	350 - 550k

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

40%

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

TOP AREAS SEEING DEMAND



Omni-channel retaining



E-commerce

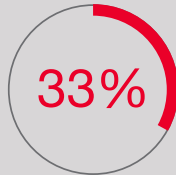


Supplier quality management

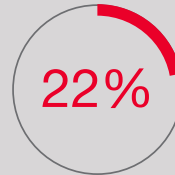


Project management

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-10% annual salary increment



Expect a 11-15% annual salary increment

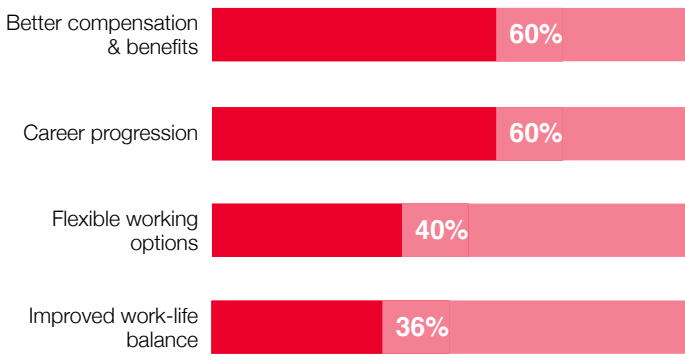


Expect a 15%+ annual salary increment

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	2.5 - 4.0m
Sourcing Office Country Manager	1.0 - 1.5m	1.0 - 1.5m
Supply Chain Director	800k - 2.0m	800k - 2.0m
Sourcing Director	800k - 1.2m	800k - 1.2m
Logistic Director	750 - 950k	800k - 1.0m
Supply Chain Manager	400 - 600k	400 - 600k
Sourcing Manager	500 - 700k	500 - 700k
Logistics Manager	350 - 550k	350 - 550k
Planning Manager	350 - 550k	350 - 550k
Social Responsibility Manager	500 - 650k	500 - 650k
Merchandiser/Buyer	160 - 180k	180 - 200k

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	1.0 - 2.0m
Supply Chain Director	700k - 1.2m	700k - 1.2m
Sourcing Director	700k - 1.2m	700k - 1.2m
Supply Chain Manager	350 - 600k	350 - 550k
Sourcing Manager	300 - 600k	300 - 600k
Warehouse Manager	250 - 500k	250 - 400k
Logistics Manager	250 - 500k	250 - 450k
Planning Manager	250 - 500k	250 - 400k
Procurement Manager	250 - 500k	250 - 500k
Commodity Manager	250 - 450k	250 - 450k
Customer Service Manager	250 - 350k	250 - 350k
Sourcing Supervisor	200 - 250k	200 - 250k

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	800k - 1.5m
Sourcing Director	750k - 1.2m	700k - 1.3m
Product Costing Manager	400 - 500k	350 - 500k
Sourcing Manager	350 - 550k	350 - 550k
Planning Manager	300 - 550k	360 - 600k
Merchandise Manager	300 - 500k	350 - 450k
Commodity Manager	350 - 550k	400 - 550k
Logistic Manager	300 - 550k	350 - 550k
Warehouse Manager	300 - 450k	300 - 450k
Transportation Manager	300 - 550k	350 - 550k

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.

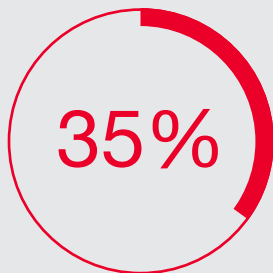
We expect the demand for talent in both permanent and contract roles to continue in the fintech space, predominately in data analytics/science, AI and machine learning. With the Hong Kong Monetary Authority processing four more virtual bank applications and the expectation that banks will begin to offer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

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

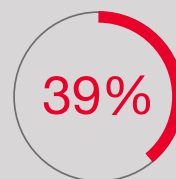


Distressed debt and special situations funds

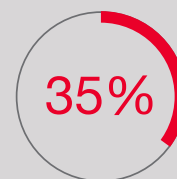
88%

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



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
Wealth Management						
Relationship Manager	550 - 800k	650 - 800k	700k - 1.2m	800k - 1.3m	900k - 2.4m	900k - 2.4m
Product Specialist	400 - 600k	500 - 700k	600 - 900k	700k - 1.0m	800k - 2.2m	800k - 2.2m
Investment Analyst	400 - 600k	400 - 600k	600 - 900k	600 - 900k	900k - 2.2m	900k - 2.2m
Client Services	360 - 480k	360 - 480k	420 - 600k	420 - 600k	600 - 800k	600 - 800k
Private Equity						
Investment Professional (Global Fund)	900k - 1.2m	900k - 1.3m	1.5 - 2.0m	1.45 - 2.0m	2.0 - 2.4m	2.0 - 2.4m
Investment Professional (Regional Fund)	700 - 900k	700 - 900k	1.0 - 1.2m	1.0 - 1.3m	1.5 - 1.8m	1.4 - 1.8m
Investment Professional (Fund of Funds)	600 - 800k	650 - 850k	900k - 1.2m	950k - 1.25m	1.2 - 1.4m	1.25 - 1.5m
Investor Relations	600 - 800k	600 - 850k	900k - 1.2m	900k - 1.2m	1.4 - 1.8m	1.3 - 1.75m

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

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
Accounting & Finance						
Change Management	240 - 480k	240 - 480k	480 - 850k	480 - 850k	850k - 1.5m	850k - 1.5m
Financial & Regulatory Reporting	300 - 450k	240 - 360k	450 - 750k	360 - 750k	750k - 1.6m	750k - 1.5m
Fund Accounting & Admin	156 - 420k	187 - 480k	420 - 800k	450 - 800k	800k+	800k+
Management Reporting	300 - 450k	240 - 360k	450 - 750k	360 - 750k	750k - 1.5m	750k - 1.5m
Product Control & Valuation	300 - 450k	300 - 450k	450 - 800k	450 - 800k	800k - 2.0m	800k - 2.0m
Tax Planning & Advisory	300 - 500k	300 - 500k	500 - 800k	500 - 800k	800k - 2.0m	800k - 2.0m
Treasury	300 - 500k	240 - 480k	500 - 800k	480 - 840k	800k - 2.0m	840k - 2.5m
Internal Audit						
Fund & Wealth Management	420 - 600k	420 - 600k	600 - 960k	600 - 960k	960k+	960k+
IBD & Markets	420 - 600k	420 - 600k	600 - 960k	600 - 960k	960k+	960k+
Insurance	420 - 540k	300 - 540k	540 - 960k	540 - 960k	960k+	960k+
Information Technology	450 - 660k	450 - 660k	660 - 980k	660 - 980k	980k+	980k+
Retail & Commercial Banking	400 - 550k	300 - 550k	550 - 820k	550 - 820k	820k+	820k+
Risk Management						
Counterparty Risk	400k - 550k	240 - 420k	550 - 900k	420 - 900k	900k - 1.5m	900k - 1.8m
Credit Risk	400k - 550k	240 - 420k	550 - 780k	550 - 780k	780k - 1.5m	900k - 1.8m
Market Risk	400k - 600k	240 - 480k	600k - 1.0m	600k - 1.0m	1.0 - 1.8m	900k - 1.8m
Operational Risk	400k - 550k	240 - 420k	550 - 800k	550 - 800k	800k - 1.4m	900k - 1.5m
Operations						
Change Management	360 - 480k	360 - 500k	480 - 900k	500 - 900k	900k - 1.6m	900k - 1.8m
Client Servicing & Corporate Actions	300 - 480k	300 - 480k	480 - 700k	480 - 700k	700k - 1.2m	700k - 1.2m
Collateral Management	300 - 540k	300 - 540k	540 - 800k	540 - 800k	800k - 1.5m	800k - 1.5m
KYC/Client Onboarding	300 - 540k	300 - 540k	540 - 800k	540 - 800k	800k - 1.4m	800k - 1.4m
Trade Support & Settlement	300 - 540k	300 - 540k	540 - 840k	540 - 840k	840k - 1.3m	800k - 1.3m

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

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
Finance						
Project Management	25 - 50k	18 - 50k	60 - 80k	50 - 80k	90 - 135k	80k+
Financial & Regulatory Reporting	30 - 40k	20 - 45k	50 - 80k	45 - 80k	70 - 100k	70 - 100k
Fund Accounting & Admin	25 - 40k	15 - 40k	50 - 80k	35 - 70k	60 - 80k	70k+
Product Control & Valuation	25 - 50k	25 - 50k	50 - 60k	50 - 75k	75 - 80k	75k+
Management Reporting	30 - 45k	30 - 48k	45 - 65k	48 - 80k	65 - 90k	80k+
Treasury	20 - 35k	20 - 35k	35 - 60k	35 - 60k	60 - 90k	60k+
Governance						
Compliance - AML/Surveillance	25 - 60k	25 - 60k	60 - 120k	60 - 120k	120k+	120k+
Compliance – Control Room	25 - 50k	25 - 50k	60 - 120k	60 - 120k	120k+	120k+
Compliance Advisory	40 - 80k	40 - 80k	80 - 130k	80 - 130k	130k+	130k+
Project Compliance	40 - 80k	41 - 80k	80 - 130k	81 - 130k	130k+	130k+
Business Operations						
Change Management	25 - 50k	25 - 50k	50 - 75k	50 - 75k	75 - 120k	75 - 120k
Client Servicing	25 - 45k	22 - 45k	40 - 60k	40 - 70k	60 - 100k	60 - 110k
Collateral Management	25 - 40k	25 - 40k	40 - 65k	40 - 65k	60 - 90k	60 - 90k
Confirmation	20 - 35k	20 - 35k	35 - 45k	35 - 45k	45 - 60k	45 - 60k
Corporate Actions	20 - 40k	20 - 45k	35 - 65k	35 - 70k	65 - 90k	65 - 90k
Data Management	20 - 45k	20 - 55k	40 - 80k	55 - 90k	80 - 100k	100k+
KYC/Client Onboarding	20 - 50k	20 - 45k	50 - 80k	45 - 90k	80k+	90k+
Settlements	20 - 38k	20 - 35k	38 - 55k	35 - 55k	55 - 75k	55 - 75k
Trade Support	25 - 45k	24 - 45k	45 - 60k	45 - 70k	55 - 75k	60 - 80k
Operations & Projects						
Business Analyst	20 - 45k	18 - 45k	45 - 80k	40 - 80k	80 - 120k	80 - 120k
Risk Management						
Operational Risk	22 - 60k	22 - 60k	60 - 85k	60 - 85k	85 - 105k	85 - 105k
Credit Risk	20 - 50k	20 - 50k	50 - 80k	50 - 80k	80 - 100k	80 - 100k
Market Risk	20 - 60k	20 - 60k	60 - 90k	60 - 90k	90 - 120k	90 - 120k

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

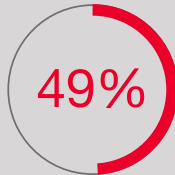


Internet-of-Things

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 7-15% annual salary increment



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



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
Management						
Chief Information Officer					1.5 - 2.5m	1.5 - 2.5m
IT Director			800k - 1.2m	1.0 - 1.2m	1.2 - 2.0m	1.2 - 2.0m
Program Director					1.2 - 2.2m	1.2 - 2.5m
IT Manager	450 - 550k	450 - 550k	550 - 750k	550 - 800k		
Infrastructure						
Data Centre	240 - 300k	240 - 300k				
Network Pre-sale	360 - 550k	360 - 550k				
Help Desk	240 - 360k	240 - 360k				
IT Security Pre-sale	450 - 550k	450 - 550k	600k - 1.0m	700k - 1.2m		
IT Security Technical Specialist	336 - 650k	336 - 650k	650k - 1.2m	650k - 1.2m	1.0 - 1.5m	1.2 - 1.5m
System Administration	240 - 420k	240 - 420k	550 - 850k	550 - 800k		
Network Admin	300 - 420k	300 - 420k	600 - 800k	600 - 800k		
Telco Pre-sale	300 - 540k	300 - 540k	650k - 1.2m	650k - 1.2m		
Service Delivery	360 - 540k	360 - 540k	700k - 1.2m	700k - 1.2m	1.0 - 1.2m	1.0 - 1.2m
AWS/Microsoft Azure Expert	360 - 650k	360 - 650k	650k - 1.2m	650k - 1.2m	1.2 - 1.5m	1.2 - 1.5m
Solution Architect	480 - 650k	480 - 650k	700k - 1.3m	800k - 1.2m	1.0 - 1.3m	1.0 - 1.3m
Projects						
Business Analyst	300 - 450k	300 - 450k	450 - 600k	450 - 600k		
Implementation Consultant	336 - 450k	336 - 450k	550 - 900k	550 - 900k	900k - 1.2m	900k - 1.2m
Project Manager	300 - 540k	300 - 540k	600k - 1.0m	600k - 1.0m	950k - 1.5m	1.0 - 1.2m
Software						
Developer	240 - 420k	240 - 420k	450 - 650k	500 - 800k	750k - 1.2m	1.0 - 1.2m
Data Science	360 - 540k	360 - 540k	550 - 800k	550 - 800k	800k - 1.5m	800k - 1.5m
DevOps	350 - 450k	350 - 450k	500 - 800k	500 - 800k		
RPA	400 - 500k	400 - 500k	500 - 850k	500 - 850k		

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
Digital Transformation						
Transformation Management	60 - 70k	63 - 73k	70 - 80k	73 - 85k	80 - 125k	85 - 130k
Customer Experience Management	35 - 65k	37 - 68k	65 - 85k	68 - 88k	85 - 120k	88 - 125k
Digital Product Owner	30 - 67k	35 - 70k	67 - 80k	70 - 83k	80 - 120k	83 - 125k
Digital Project Manager	53 - 63k	56 - 66k	63 - 75k	66 - 78k	75 - 120k	78 - 125k
Digital Business Analyst	30 - 48k	37 - 53k	48 - 58k	53 - 63k	58 - 73k	62 - 77k
Lean/Process Reengineering Consultant	35 - 58k	37 - 61k	58 - 88k	61 - 92k	88 - 120k	92 - 125k
Robotic Process Automation	30 - 55k	32 - 58k	55 - 88k	58 - 92k		
UX/UI Designer	30 - 55k	32 - 58k	52 - 92k	58 - 100k		
Data & Analytics						
Data Strategy & Planning	35 - 48k	38 - 50k	45 - 80k	47 - 83k	75 - 115k	78 - 120k
Data Management & Governance	30 - 52k	32 - 56k	50 - 80k	53 - 83k	75 - 105k	78 - 110k
Data & Business Analyst	32 - 45k	35 - 48k	45 - 83k	47 - 88k	80 - 95k	84 - 100k
Project Manager	45 - 60k	47 - 63k	55 - 75k	58 - 78k	70 - 95k	73 - 100k
Datawarehouse Specialist	25 - 45k	28 - 48k	40 - 75k	43 - 78k	70 - 87k	73 - 90k
Business Intelligent & Reporting	32 - 45k	35 - 48k	45 - 75k	47 - 78k	70 - 87k	73 - 90k
Infrastructure						
Infrastructure Project Manager	39 - 55k	41 - 58k	55 - 70k	58 - 73k	70 - 95k	78 - 99k
Cloud Project Manager	50 - 75k	52 - 78k	75 - 110k	80 - 118k	100 - 130k	105 - 135k
Technology Risk & Security Consultant	40 - 70k	42 - 73k	70 - 110k	73 - 115k	100 - 125k	105 - 130k

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

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

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

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP SKILLS IN DEMAND



Compensation & benefits



Business partnering



Employee engagement

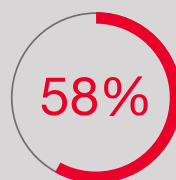


Learning & development

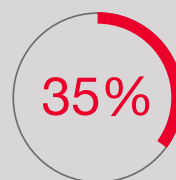
64%

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

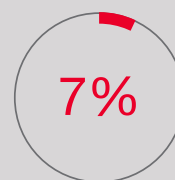
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

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

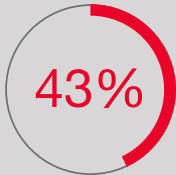


Controllers

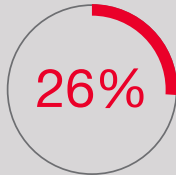


Internal auditors

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 4-6% annual salary increment

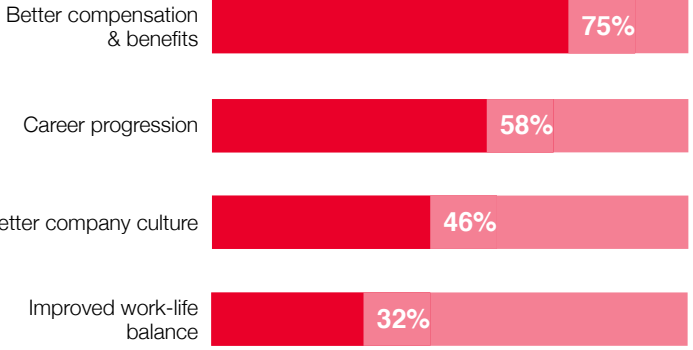


Expect a bonus of 6-10% of yearly salary

43%

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

TOP 4 MOTIVATORS TO MOVE JOBS



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

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

49%

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

TOP AREAS OF DEMAND



Technology lawyer



Funds lawyer

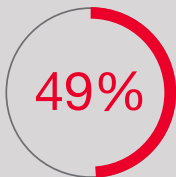


Investment compliance



Regulatory compliance

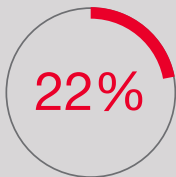
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

Career progression

87%

Better compensation & benefits

66%

Better company culture

36%

Opportunity to work internationally

32%

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
In-house Legal – Financial Services								
International Banks	700k - 1.0m	700k - 1.0m	1.0 - 1.5m	1.0 - 1.5m	1.2 - 2.0m	1.2 - 2.0m	1.7 - 2.5m+	1.7 - 2.5m+
Regional/Local Banks			700k - 1.2m	700k - 1.2m	1.0 - 1.8m	1.0 - 1.8m	1.5 - 2.0m+	1.5 - 2.0m+
Asset Managers/Hedge Funds/Private Equity	500k - 1.0m	500k - 1.0m	700k - 1.4m	700k - 1.5m	1.0 - 1.8m	1.0 - 2.0m	1.8 - 2.0m+	1.8 - 2.2m+
Fintech		500 - 800k		600k - 1.2m		1.0 - 1.6m		1.2 - 2.0m+
Insurance	700 - 900k	700 - 900k	800k - 1.3m	800k - 1.4m	1.0 - 1.8m	1.1 - 1.8m	1.7m+	1.8m+
Regulators	500 - 800k	500 - 850k	800k - 1.3m	800k - 1.4m	1.0 - 1.8m	1.1 - 1.8m	1.5m+	1.6m+
In-house Legal – Commerce & Industry								
TMT	600 - 800k	600 - 800k	750k - 1.6m	800k - 1.6m	960k - 1.6m	960k - 1.6m	1.4 - 2.4m	1.6 - 2.6m
Retail	550 - 800k	550 - 800k	700k - 1.3m	700k - 1.3m	850k - 1.4m	850k - 1.4m	1.2 - 1.7m	1.2 - 1.5m
Real Estate & Hospitality	600 - 900k	600 - 900k	900k - 1.6m	800k - 1.6m	1.1 - 1.6m	1.1 - 1.6m	1.6 - 2.4m	1.6 - 2.4m
Manufacturing	600 - 800k	600 - 800k	700k - 1.4m	650k - 1.4m	1.0 - 1.6m	1.2 - 1.6m	1.2 - 1.8m	1.2 - 1.8m
Others	550 - 850k	550 - 850k	700k - 1.3m	700k - 1.3m	900k - 1.4m	800k - 1.4m	1.2 - 1.6m	1.2 - 1.6m
Private Practice								
US	1.0 - 1.5m	1.0 - 1.6m	1.5 - 2.4m	1.5 - 2.5m	2.0 - 2.5m	2.0 - 2.7m	2.6m+	2.7m+
International & Offshore	750k - 1.2m	750k - 1.3m	1.0 - 1.8m	1.0 - 1.8m	1.5 - 2.0m	1.5 - 2.2m	1.75m+	1.8m+
Regional & Local	500 - 900k	500 - 950k	700k - 1.5m	700k - 1.6m	1.0 - 1.8m	1.0 - 1.8m	1.5m+	1.5m+

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
Banking						
AML, Advisory/Policy	340 - 450k	340 - 540k	600k - 1.0m	660k - 1.1m	1.1m+	1.2m+
AML, Transaction Monitoring/Surveillance/Investigations	260 - 400k	300 - 450k	540 - 800k	540 - 840k	840k - 1.2m	900k - 1.5m
Control Room	300 - 430k	450 - 600k	700k - 1.0m	720k - 1.1m	1.2 - 1.5m	1.2 - 1.8m
Compliance Testing	320 - 450k	320 - 450k	650 - 900k	650k - 1.0m	1.0 - 1.5m	1.1 - 1.6m
Regulatory Advisory	350 - 450k	400 - 650k	600 - 900k	800k - 1.2m	1.0m+	1.2 - 2.0m
Sales and Trading, Monitoring/Surveillance	350 - 450k	350 - 450k	660k - 1.0m	660k - 1.0m	1.0m - 1.9m	1.0 - 1.8m
Sales and Trading, Product Advisory (e.g. FI, Equities, IBD)	350 - 500k	400 - 700k	660k - 1.0m	800k - 1.2m	1.2m+	1.2m+
Buy-Side						
Investment Compliance	360 - 540k	360 - 550k	540 - 840k	550 - 900k	1.0m+	1.0m+
General Compliance	240 - 420k	240 - 450k	540 - 840k	550 - 900k	960k - 1.4m	1.0m+
Private Equity (Usually Sole Operator)			690 - 960k	690k - 1.0m	1.4m+	1.4m+
Hedge Fund	360 - 600k	360 - 700k	660k - 1.0m	650k - 1.0m	1.5m+	1.5m+
Securities/Brokerage						
Securities Industry (Local/Regional)	240 - 360k	240 - 400k	360 - 600k	360 - 600k	660k - 1.0m	700k - 1.0m
Global Securities/Brokerage (International Firms)	360 - 420k	360 - 450k	540 - 740k	550 - 800k	840k - 1.4m	850k - 1.5m+
Corporate/MNCs						
Investigations (AML/Financial Crime)			420 - 600k	350 - 600k	840k - 1.2m	700k - 1.2m
Internal Controls (ABC, FCPA, AML)			540 - 720k	540 - 720k	840k - 1.2m	700k - 1.3m

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	450 - 700k	650 - 900k	700 - 950k	850k - 1.5m	800k - 1.5m
Non-listed Companies	450 - 650k	450 - 650k	650 - 850k	650 - 850k		
Financial Services	600 - 720k	550 - 720k	600 - 850k	600 - 800k	850k - 1.2m	750k - 1.2m

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

SALES & MARKETING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP AREAS SEEING DEMAND



66%

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

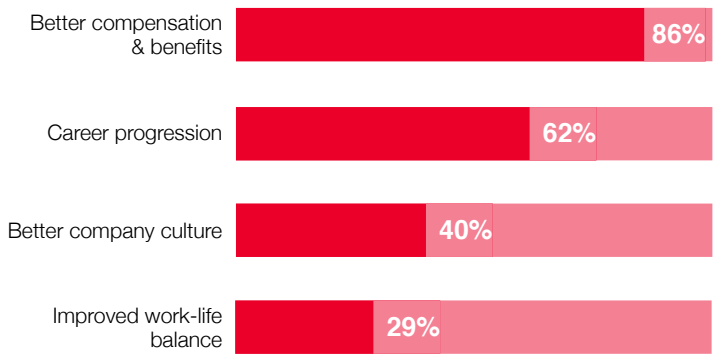
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



50%

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

TOP 4 MOTIVATORS TO MOVE JOBS



SALES & MARKETING

HONG KONG

PERMANENT

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

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
IT&T		
General Manager	2.0 - 2.5m	2.0 - 2.5m
Account Director	1.0 - 1.5m	1.0 - 1.5m
Carrier Sales Director	1.0 - 1.5m	1.0 - 1.5m
Marketing Director	1.0 - 1.5m	1.2 - 1.8m
Sales Director	1.3 - 2.0m	1.3 - 2.0m
Account Manager	750 - 900k	750 - 900k
Alliances Manager	800k - 1.3m	800k - 1.3m
Business Development Manager	700k - 1.2m	750k - 1.4m
Channel Manager	700k - 1.3m	700k - 1.3m
Digital Marketing Manager	540 - 660k	550 - 750k
Marketing Manager	480 - 600k	500 - 650k
Sales Manager	700k - 1.0m	700k - 1.0m

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
Consumer Markets		
Sales Director	1.0 - 1.5m	1.2 - 2.0m
General Manager	1.5 - 2.0m	1.5 - 2.5m
Brand Director	1.0 - 1.5m	1.0 - 1.5m
Marketing Director	1.0 - 1.5m	1.2 - 2.0m
Retail Operations Director	960k - 1.3m	1.0 - 1.5m
Key Account Manager	480 - 720k	500 - 800k
Area Sales Manager	480 - 660k	500 - 800k
Brand Manager	480 - 720k	550 - 800k
Marketing Manager	480 - 660k	500 - 750k
Visual Merchandising Manager	480 - 600k	500 - 650k
PR Manager	600 - 900k	625 - 950k
Content Marketing Manager	480 - 600k	500 - 650k
E-commerce Manager	600 - 800k	625 - 850k

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
Financial Services		
Corporate Communications Manager	50 - 80k	50 - 80k
Events Manager	45 - 60k	40 - 55k
Internal Communications Manager	45 - 70k	45 - 65k
Marketing Manager	45 - 60k	45 - 60k
Events Executive	25 - 50k	23 - 45k
Internal Communications Executive	30 - 45k	35 - 45k
Marketing Executive	25 - 38k	25 - 35k
Roadshow Executive	25 - 45k	30 - 45k
FMCG		
Brand Manager	35 - 60k	35 - 60k
Marketing Manager	35 - 48k	35 - 50k
IT&T		
Marketing Manager	35 - 55k	35 - 55k
Marketing Executive	25 - 40k	25 - 40k
Retail		
Brand Manager	40 - 58k	40 - 58k
Marketing Manager	35 - 45k	35 - 45k

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
Commerce & Industry		
Administration Manager	35 - 45k	35 - 45k
Assistant Administrative Manager	28 - 35k	28 - 35k
Administrator	20 - 32k	20 - 30k
Administrative Assistant	15 - 30k	15 - 25k
Office Manager	35 - 50k	35 - 50k
Personal Assistant	20 - 35k	20 - 35k
Legal Secretary	25 - 40k	25 - 40k
Executive Secretary	30 - 48k	25 - 45k
Team Secretary	30 - 40k	30 - 40k
Receptionist	15 - 28k	15 - 20k
Financial Services		
Administration Manager	35 - 60k	35 - 60k
Assistant Administrative Manager	30 - 45k	30 - 45k
Administrator	25 - 35k	25 - 35k
Administrative Assistant	15 - 30k	15 - 30k
Office Manager	45 - 60k	45 - 55k
Personal Assistant	35 - 65k	35 - 40k
Legal Secretary	32 - 45k	25 - 45k
Executive Secretary/Executive Assistant	35 - 50k	35 - 50k
Team Secretary	30 - 48k	30 - 45k
Receptionist	18 - 30k	18 - 25k
Customer Service		
Customer Service Officer	12 - 18k	12 - 18k

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

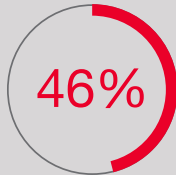


Analytical skills

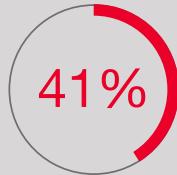


Blockchain knowledge

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

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.

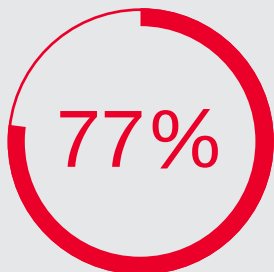
Such talent is in short supply and to secure these professionals, hiring managers will need to showcase career development opportunities, as well as offer benefits such as remote working or flexible hours.

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

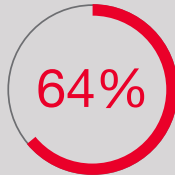


Artificial intelligence

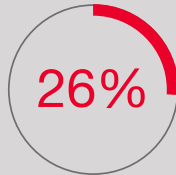
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



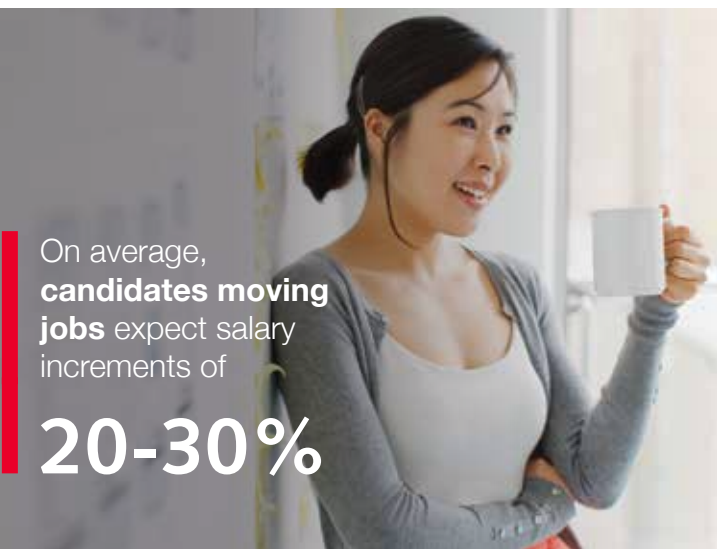
Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

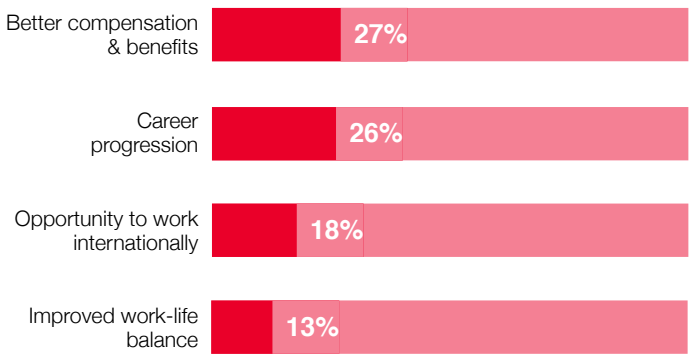


Expect a 15%+ annual salary increment



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	1100 - 1900m
Project Director	700 - 1400m	700 - 1400m
Head of IT	750 - 1400m	750 - 1500m
Head of Engineering	600 - 1100m	700 - 1200m
Head of Data	700 - 1200m	700 - 1300m
Head of Infrastructure	500 - 850m	500 - 900m
IT Manager	450 - 800m	450 - 800m
Engineering Manager	300 - 600m	300 - 750m
Infrastructure Manager	350 - 600m	350 - 650m
Program Manager	550 - 1200m	550 - 1200m
Project Manager	450 - 800m	450 - 800m
Business Intelligence Manager	400 - 600m	400 - 750m
Lead Architect	700 - 1100m	700 - 1200m
Software Developer	300 - 600m	300 - 650m
Systems Engineer	200 - 400m	200 - 400m
Business Analyst	250 - 500m	250 - 500m
Data Scientist	200 - 500m	200 - 750m

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	700 - 1500m
Head of E-commerce	600 - 1200m	600 - 1400m
Head of Product	1000 - 1700m	1000 - 1850m
E-commerce Manager	400 - 750m	400 - 800m
Product Manager	350 - 800m	350 - 850m
Partnership Manager	350 - 600m	400 - 650m
SEO Manager	250 - 400m	250 - 400m
UX/UI Manager	200 - 400m	250 - 500m
Social Media Manager	200 - 400m	200 - 450m

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

TOP SKILLS IN DEMAND



Strategic
analytical skills



Business
acumen



Understanding
of capital markets

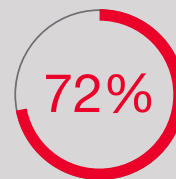
17%

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

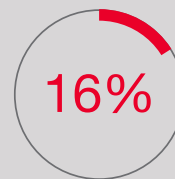
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a
0-6% annual salary
increment



Expect a
7-15% annual salary
increment



Expect a
15%+ annual salary
increment

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
Finance		
Chief Financial Officer	1800 - 3000m	1800 - 3000m
Finance Director	1200 - 1800m	1200 - 2000m
Financial Controller	700 - 1000m	700 - 1100m
Plant Controller	480 - 960m	480 - 980m
Finance Manager	400 - 600m	400 - 650m
Accounting & Taxation		
Head of Tax	800 - 1000m	800 - 1100m
Tax Manager	400 - 550m	400 - 590m
Tax Supervisor	200 - 300m	200 - 325m
Group Accountant	420 - 600m	420 - 630m
Accountant	150 - 250m	150 - 250m
Financial Planning & Analysis		
Commercial Finance Manager	500 - 700m	500 - 780m
Senior Financial Analyst	350 - 450m	350 - 480m
Financial Analyst	200 - 300m	200 - 330m
Treasury		
Treasury Manager	400 - 500m	400 - 550m
Treasury Analyst	200 - 300m	200 - 300m
Internal Audit		
Internal Audit Director	850 - 1200m	900 - 1200m
Internal Audit Manager	450 - 650m	450 - 700m
Internal Auditor	240 - 300m	240 - 330m

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

BANKING & FINANCIAL SERVICES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



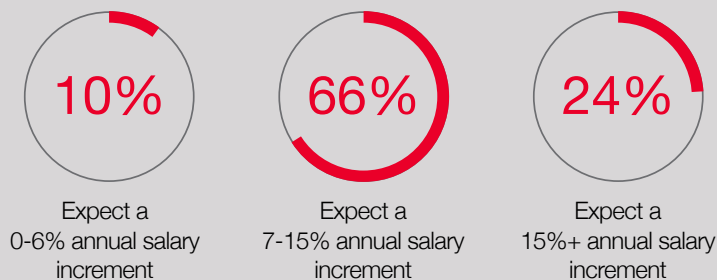
TOP AREAS IN DEMAND



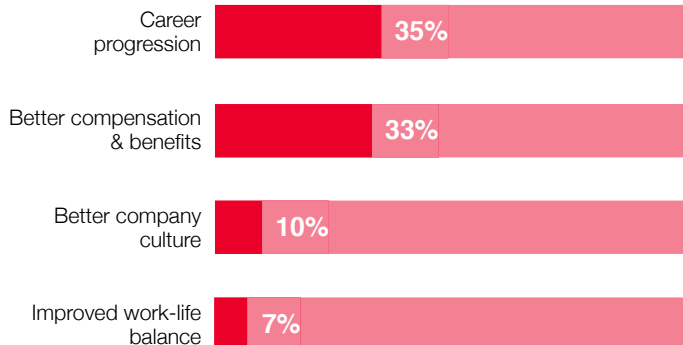
26%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, candidates moving jobs expect salary increments of

20-35%

BANKING & FINANCIAL SERVICES

INDONESIA

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

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
Banks		
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+
Insurance		
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+
Asset Management		
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
Securities		
Chief Executive Officer	3250m+	3250m+
Chief Financial Officer	1235m+	1300m+
Chief Operating Officer	1235m+	1300m+
Compliance	1235m+	1300m+
Financial Technology		
Chief Executive Officer	2000m+	2100m+
Chief Financial Officer	1450m+	1600m+
Chief Marketing Officer	1250m+	1300m+
Chief Risk Officer	1450m+	1600m+
Compliance	1450m+	1600m+
Chief Audit Officer	1450m+	1600m+
Multi Finance		
Chief Executive Officer	1900m+	2000m+
Chief Financial Officer	1235m+	1300m+
Chief Operating Officer	1235m+	1300m+
Chief Marketing Officer	1235m+	1300m+
Chief Risk Officer	1235m+	1300m+
Compliance	1235m+	1300m+
Chief Audit Officer	1235m+	1300m+

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

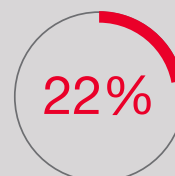
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

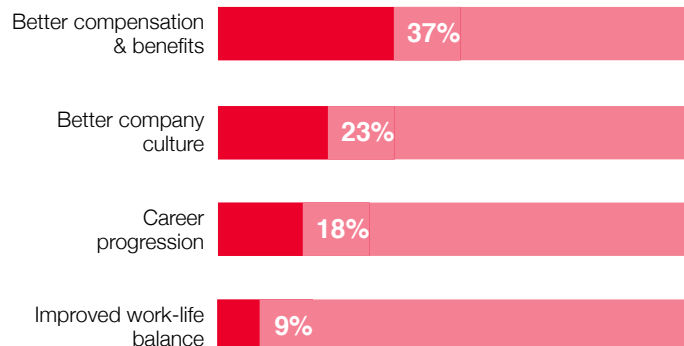


Expect a 15%+ annual salary increment

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
Banking & Financial Services						
HR Business Partner	468 - 624m	468 - 624m	728 - 871m	728 - 884m	1040m+	1040m+
HR Generalist	468 - 520m	468 - 520m	741 - 858m	741 - 884m	910m+	1040m+
Compensation & Benefits	468 - 520m	468 - 520m	650 - 767m	650 - 767m	806m+	845m+
Training & Development	468 - 520m	468 - 520m	650 - 767m	650 - 767m	910m+	910m+
Organisational Development	455 - 520m	455 - 520m	650 - 767m	650 - 767m	910m+	936m+
HR Information Systems (HRIS)	390 - 494m	390 - 494m	559 - 676m	559 - 676m	806m+	845m+
Commerce & Industry						
HR Business Partner	468 - 520m	468 - 520m	741 - 858m	741 - 858m	975m+	988m+
HR Generalist	468 - 520m	468 - 520m	741 - 858m	741 - 858m	910m+	988m+
Compensation & Benefits	364 - 494m	364 - 494m	650 - 754m	650 - 754m	754m+	780m+
Organisational Development	364 - 494m	364 - 494m	650 - 780m	650 - 780m	858m+	884m+
Training & Development	364 - 494m	364 - 494m	650 - 780m	650 - 780m	858m+	858m+
HR Information Systems (HRIS)	390 - 494m	390 - 494m	559 - 676m	559 - 676m	806m+	806m+

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

Career progression

40%

Opportunity to work internationally

27%

Better compensation & benefits

20%

Improved work-life balance

7%

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

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

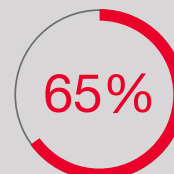


Trade marketing

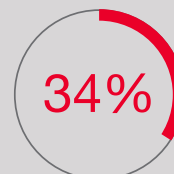
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

Career
progression

30%

Better compensation
& benefits

24%

Improved work-life
balance

13%

Better company
culture

12%

SALES & MARKETING

INDONESIA

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

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

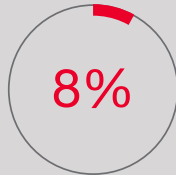


Research & development (R&D)



Project management

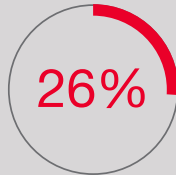
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



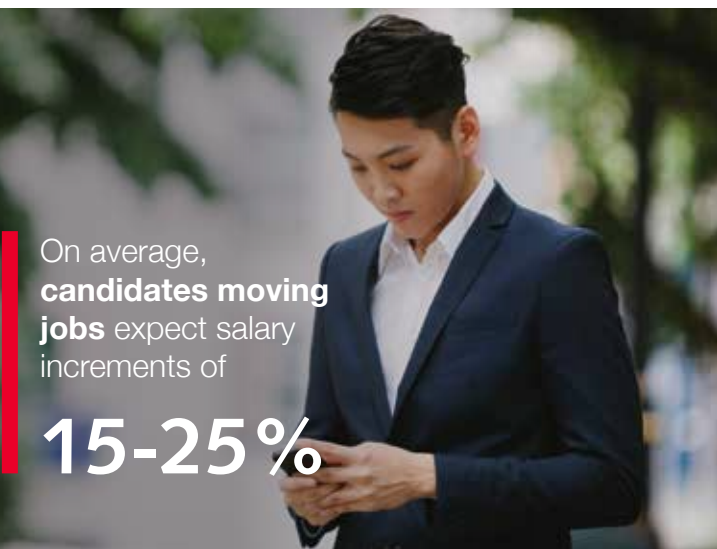
Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

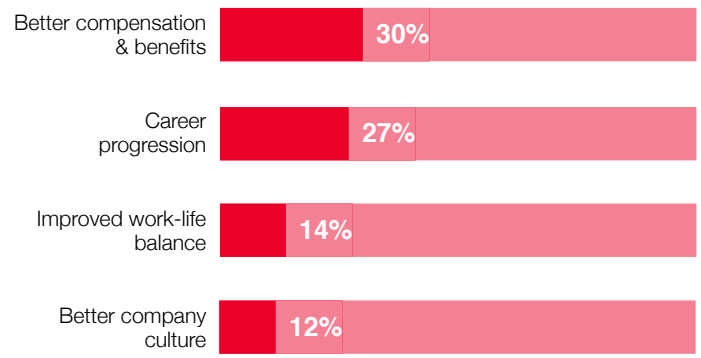


Expect a 15%+ annual salary increment



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
Procurement		
Procurement Director	1200 - 1600m	1300 - 1700m
GM Procurement	800 - 1200m	850 - 1300m
Procurement Manager	400 - 700m	450 - 750m
Assistant Procurement Manager	200 - 300m	250 - 350m
Supply Chain & Logistics		
Supply Chain Director	1700 - 2500m	1800 - 2500m
Customer Service & Logistics Director	1200 - 1700m	1300 - 1800m
GM Supply Chain	900 - 1100m	1000 - 1300m
Operations Manager	450 - 750m	500 - 850m
Customer Service Manager	350 - 600m	350 - 650m
Logistics Manager	350 - 700m	450 - 800m
Supply Planning Manager	400 - 650m	450 - 700m
Demand Planning Manager	400 - 650m	500 - 700m
Supply Chain Manager	350 - 550m	400 - 700m
Supply Chain Analyst	200 - 300m	250 - 400m

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.

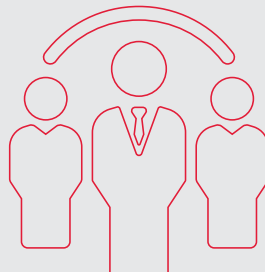
Ongoing digitalisation will drive demand for talent beyond the tech sector. Companies will seek digitally savvy talent with a progressive mindset across all functions to bring fresh ideas and perspectives to the table, accelerating digitalisation efforts. Particularly in areas such as marketing, candidates 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

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

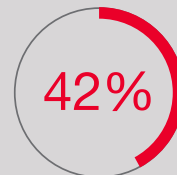


Senior financial/
business analyst

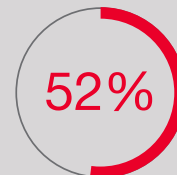


Financial controller

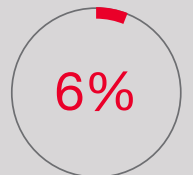
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

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
Finance		
Head of Shared Services	360 - 600k	360 - 600k
Finance Director	300 - 480k	300 - 480k
Financial Controller	196 - 384k	196 - 384k
Finance Manager/Senior Manager	108 - 222k	108 - 222k
FP&A Manager	120 - 192k	120 - 192k
Accounting & Taxation		
Tax Manager	120 - 156k	120 - 156k
Credit Controller	96 - 144k	96 - 144k
Internal Auditor – Manager	120 - 168k	120 - 168k
Cost Controller	96 - 144k	96 - 144k
Accountant	60 - 108k	60 - 120k
AP/AR Analyst	54 - 96k	54 - 96k
Tax Analyst	60 - 96k	60 - 96k
Analyst		
Senior Financial/Business Analyst	96 - 132k	96 - 132k
Financial/Business Analyst	66 - 108k	66 - 108k

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

BANKING & FINANCIAL SERVICES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



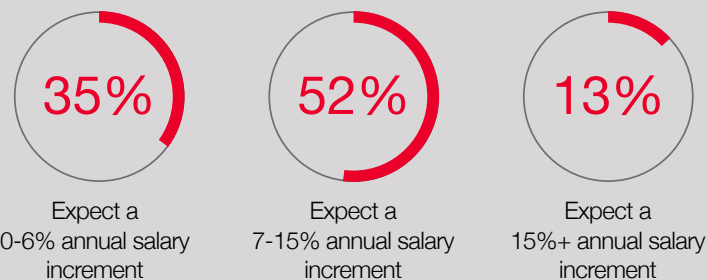
TOP AREAS SEEING DEMAND



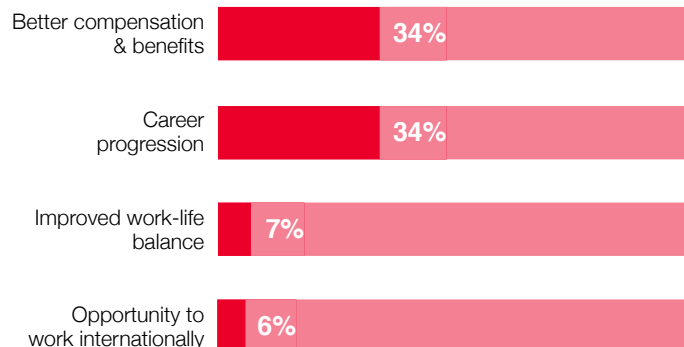
25%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



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

20-25%

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
Global Markets						
Treasury Sales	78 - 192k	78 - 192k	192 - 360k	192 - 360k	360k+	360k+
Treasury Trader	78 - 192k	78 - 192k	192 - 360k	192 - 360k	360k+	360k+
Investment Banking						
Corporate Finance	72 - 144k	84 - 144k	144 - 264k	144 - 192k	264k+	192k+
Mergers & Acquisitions	84 - 144k	84 - 144k	144 - 240k	144 - 240k	240k+	240k+
Debt/Equity Capital Markets	72 - 156k	72 - 192k	156 - 300k	192 - 300k	300k+	300k+
Investment Management						
Private Equity	96 - 240k	108 - 240k	240 - 360k	240 - 400k	360k+	400k+
Fund Manager	84 - 180k	84 - 216k	180 - 300k	216 - 400k	300k+	400k+
Research Analyst	84 - 180k	60 - 180k	180 - 300k	180 - 300k	300k+	300k+
Transaction Banking						
Cash Management	60 - 96k	60 - 120k	96 - 240k	120 - 240k	240k+	240k+
Trade Finance	60 - 96k	60 - 120k	96 - 240k	120 - 240k	240k+	240k+
Wholesale Banking						
Corporate Banking (RM)	55 - 120k	55 - 120k	120 - 240k	120 - 240k	240k+	240k+
SME & Commercial Banking (RM)	55 - 108k	55 - 108k	108 - 180k	108 - 180k	180k+	180k+
Digital Banking						
Digital Sales	60 - 96k	60 - 96k	96 - 168k	96 - 168k	168k+	168k+
Digital Products	72 - 120k	72 - 120k	120 - 204k	120 - 204k	204k+	204k+

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
Operations						
Banking Operations	36 - 96k	36 - 96k	96 - 144k	96 - 144k	144k+	144k+
Project/Change Management	72 - 120k	72 - 120k	120 - 204k	120 - 240k	204k+	240k+
Strategy	60 - 96k	72 - 120k	96 - 180k	120 - 204k	180k+	204k+
Customer Experience	60 - 96k	60 - 96k	96 - 240k	96 - 240k	240k+	240k+
Data Analytics	60 - 120k	60 - 120k	120 - 180k	120 - 240k	180k+	240k+
Finance						
Financial & Performance Management	60 - 120k	60 - 120k	120 - 180k	120 - 180k	180k+	180k+
Regulatory Reporting	72 - 90k	72 - 90k	90 - 168k	90 - 168k	168k+	168k+
Capital Balance Sheet Management	60 - 108k	72 - 108k	108 - 180k	108 - 180k	180k+	180k+
Business Finance	60 - 102k	60 - 102k	102 - 168k	102 - 168k	168k+	168k+
Insurance						
Actuarial – Pricing & Valuation	84 - 180k	90 - 180k	180 - 240k	180 - 264k	240k+	264k+
Claims	48 - 102k	48 - 102k	96 - 156k	102 - 156k	156k+	156k+
Underwriting	48 - 102k	48 - 102k	96 - 168k	102 - 168k	168k+	168k+
Product Development	44 - 105k	48 - 108k	96 - 168k	108 - 180k	180k+	180k+
Internal Audit						
Investment Banking/Treasury	84 - 178k	84 - 180k	178 - 216k	180 - 216k	216k+	216k+
Credit Audit	78 - 164k	78 - 164k	164 - 226k	164 - 226k	226k+	226k+
Branch/Corporate Services	76 - 156k	76 - 156k	156 - 214k	156 - 214k	214k+	214k+
Risk Management						
Market Risk	87 - 181k	87 - 181k	181 - 249k	181 - 249k	249k+	249k+
Operations Risk	88 - 174k	88 - 174k	174 - 246k	174 - 246k	246k+	246k+
Credit Risk	88 - 174k	88 - 174k	174 - 234k	174 - 240k	234k+	240k+

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

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

TOP AREAS SEEING DEMAND



Automation



Plant operations
management



Maintenance

81%

Of engineering 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

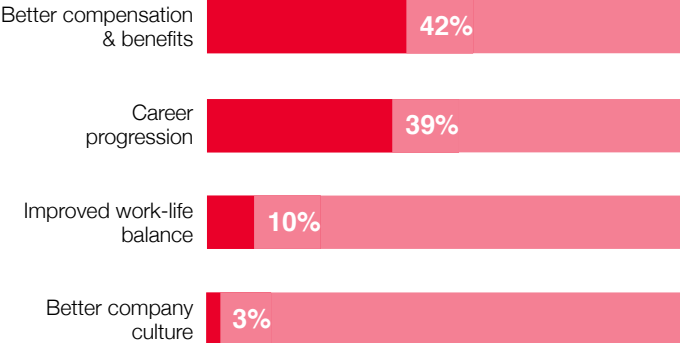


Expect a
15%+ annual salary
increment

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

20-25%

TOP 4 MOTIVATORS TO MOVE JOBS



ENGINEERING

KUALA LUMPUR

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

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	240 - 420k
Operations Manager/Director	240 - 420k	240 - 480k
Quality Director	240 - 324k	240 - 324k
HSE Director	240 - 324k	240 - 324k
Plant Manager	180 - 300k	180 - 300k
Project Manager/Senior Manager	120 - 240k	120 - 240k
HSE Manager/Senior Manager	120 - 240k	120 - 240k
Production Manager/Senior Manager	96 - 180k	96 - 180k
Maintenance Manager/Senior Manager	96 - 216k	96 - 216k
Continuous Improvement Manager/Senior Manager	96 - 240k	96 - 240k
Quality Manager/Senior Manager	96 - 180k	96 - 180k
Facilities Manager/Senior Manager	72 - 180k	72 - 180k
R&D Manager/Senior Manager	96 - 180k	96 - 180k
Application Technologist/Manager	96 - 180k	96 - 180k
Civil & Infrastructure Engineer	96 - 120k	96 - 120k
Project Engineer	60 - 120k	60 - 120k
Maintenance/Service Engineer	60 - 108k	60 - 108k
Chemist	48 - 72k	48 - 72k

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

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



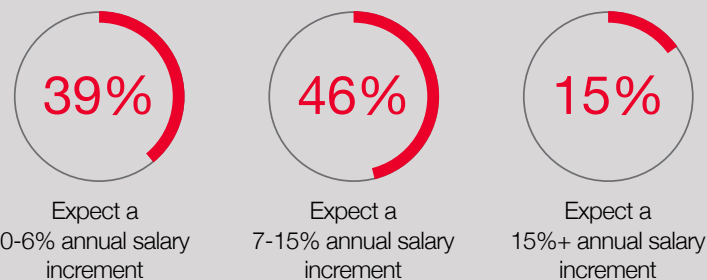
TOP JOBS IN DEMAND



26%

Of HR professionals stay less than two years in a role

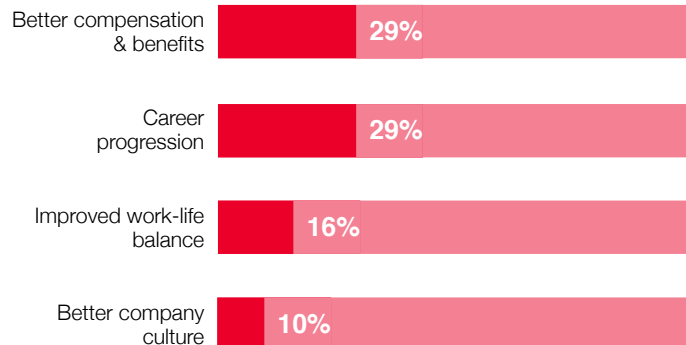
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	330 - 750k
Compensation & Benefits	120 - 240k	120 - 240k	240 - 480k	240 - 480k
Talent Management	120 - 240k	144 - 240k	240 - 480k	240 - 480k
HR Business Partner	96 - 180k	144 - 240k	180 - 300k	240 - 300k
Organisation Development	108 - 216k	120 - 216k	216 - 300k	216 - 300k
HR Manager/Senior Manager	96 - 180k	96 - 180k	180 - 264k	180 - 264k
Talent Acquisition	90 - 150k	96 - 180k	150 - 240k	180 - 240k
HR Information Systems (HRIS)	84 - 144k	84 - 144k	144 - 168k	144 - 168k
Learning & Development	84 - 144k	96 - 168k	144 - 360k	168 - 360k
Industrial Relations/Employee Relations	72 - 120k	72 - 120k	120 - 240k	120 - 240k

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	240 - 540k
HR Manager/Senior Manager	72 - 264k	96 - 240k
Compensation & Benefits	96 - 180k	96 - 180k
HR Business Partner	72 - 108k	72 - 108k
Organisation Development	78 - 144k	78 - 144k
Talent Acquisition Specialist/Manager	48 - 120k	48 - 120k
HR Information Systems (HRIS)	60 - 132k	60 - 132k
Learning & Development	72 - 108k	72 - 108k
HR Generalist	48 - 144k	48 - 144k

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

LEGAL & CORPORATE SECRETARIAL

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



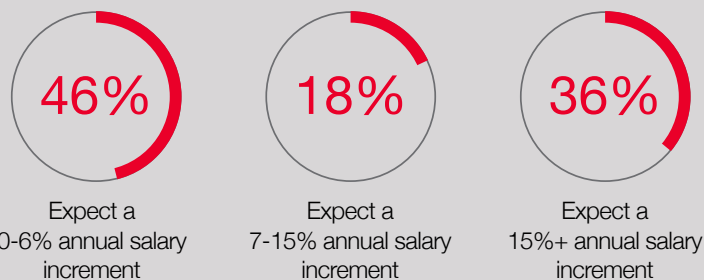
TOP AREAS SEEING DEMAND



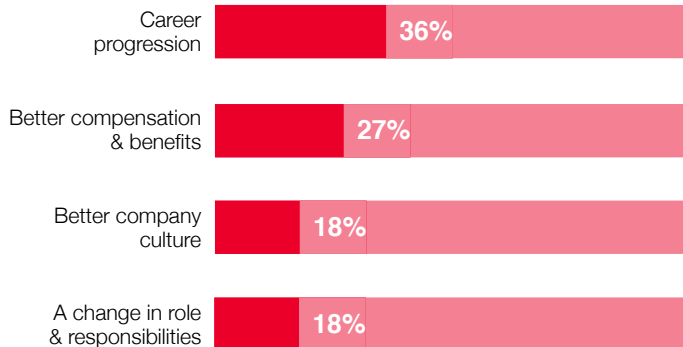
18%

Of legal professionals stay less than two years in a role

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, candidates moving jobs expect salary increments of

20-25%

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
Commerce & Industry						
Manufacturing/Engineering	58 - 98k	60 - 100k	98 - 198k	100 - 198k	198k+	198k+
Pharmaceutical/Chemical	58 - 98k	60 - 100k	98 - 180k	100 - 186k	180k+	186k+
Contracts Manager	50 - 92k	52 - 94k	92 - 168k	94 - 170k	168k+	170k+
FMCG/Retail	50 - 92k	52 - 94k	92 - 170k	94 - 170k	170k+	170k+
Company Secretary						
Group Company Secretary	48 - 94k	50 - 96k	94 - 168k	96 - 174k	168k+	174k+
Assistant Company Secretary	42 - 78k	44 - 80k	78 - 108k	80 - 110k	108k+	110k+
Financial Services						
Investment Banking – Global	66 - 110k	70 - 112k	110 - 200k	112 - 204k	200k+	204k+
Corporate/Transaction Banking	66 - 108k	70 - 110k	108 - 198k	110 - 198k	198k+	198k+
Consumer Banking/Insurance	50 - 98k	50 - 100k	98 - 162k	100 - 168k	162k+	168k+
Private Practice						
Corporate/M&A	50 - 108k	50 - 110k	108 - 180k	110 - 182k	180k+	182k+
Financial Services	48 - 108k	50 - 110k	108 - 180k	110 - 182k	180k+	182k+
Intellectual Property	48 - 92k	50 - 94k	92 - 158k	94 - 160k	158k+	160k+
Litigation	48 - 92k	50 - 94k	92 - 158k	94 - 160k	158k+	160k+

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

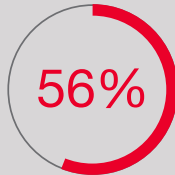


Retail operations

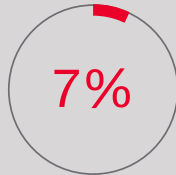
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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
General Management						
Managing Director	480 - 960k	480 - 840k	480 - 960k	480 - 960k	360 - 550k	360 - 550k
Country Manager/General Manager	240 - 420k	240 - 480k	240 - 420k	240 - 420k	240 - 360k	240 - 360k
Sales						
Sales Director	300 - 504k	240 - 504k	300 - 504k	300 - 504k	240 - 360k	240 - 360k
National Sales Manager	216 - 300k	180 - 300k	216 - 300k	216 - 300k	84 - 144k	84 - 144k
Regional Sales Manager	156 - 216k	156 - 216k	156 - 216k	156 - 240k	120 - 192k	120 - 192k
Group Key Account Manager	144 - 216k	144 - 216k	144 - 216k	150 - 216k	–	–
Account Manager	72 - 102k	72 - 102k	72 - 102k	72 - 120k	72 - 108k	72 - 108k
Business Development Manager	84 - 144k	84 - 144k	84 - 144k	84 - 144k	72 - 180k	72 - 180k
E-commerce Sales Manager	96 - 144k	120 - 180k	96 - 144k	96 - 144k	96 - 120k	96 - 120k
Marketing						
Marketing Director	360 - 480k	240 - 480k	360 - 480k	360 - 480k	240 - 360k	240 - 360k
Marketing Manager	240 - 348k	144 - 240k	240 - 348k	240 - 360k	120 - 180k	120 - 180k
Brand/Product Manager	72 - 120k	96 - 120k	72 - 120k	84 - 120k	72 - 108k	72 - 108k
Trade/Channel Marketing Manager	84 - 156k	84 - 156k	84 - 156k	84 - 180k	96 - 144k	96 - 144k
Digital Marketing Manager	96 - 180k	96 - 216k	96 - 180k	96 - 180k	96 - 140k	96 - 140k
Public Relations Manager	72 - 144k	96 - 144k	72 - 144k	72 - 144k	72 - 120k	72 - 120k
Marketing Communications Manager	120 - 156k	120 - 180k	120 - 156k	120 - 156k	72 - 120k	72 - 120k
Corporate Communications Manager	120 - 156k	120 - 180k	120 - 156k	120 - 156k	96 - 144k	96 - 144k
Market Research Manager	96 - 144k	96 - 144k	96 - 144k	96 - 144k	96 - 144k	96 - 144k
Retail						
Leasing Manager	–	–	72 - 120k	72 - 120k	72 - 120k	84 - 144k
Merchandiser/Buyer	48 - 84k	48 - 108k	48 - 84k	48 - 84k	–	–
Area/Operations Manager	120 - 180k	120 - 180k	120 - 180k	120 - 180k	–	–

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
General Management		
Managing Director	336 - 550k	336 - 576k
Country Manager/General Manager	240 - 492k	240 - 492k
Sales		
Regional Sales Manager	96 - 180k	144 - 216k
Account Manager	72 - 132k	84 - 144k
Business Development Manager	72 - 132k	96 - 144k
Marketing		
Marketing Director	264 - 396k	264 - 396k
Marketing Manager	84 - 144k	84 - 144k
Trade/Channel Marketing Manager	72 - 144k	72 - 144k
Public Relations Manager	60 - 120k	60 - 120k
Marketing Communications Manager	84 - 216k	84 - 216k

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	120 - 192k
Market Access Manager	120 - 204k	108 - 204k
Clinical Research Manager	144 - 192k	144 - 204k
Regulatory Affairs Manager	120 - 180k	120 - 216k
QA/QC Manager	108 - 144k	108 - 144k
SFE Manager	120 - 180k	108 - 180k
Medical Scientific Liaison	72 - 108k	72 - 108k

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

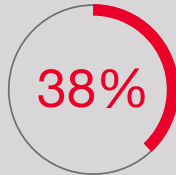


Senior demand/supply planner



Logistics manager

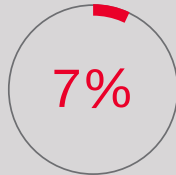
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



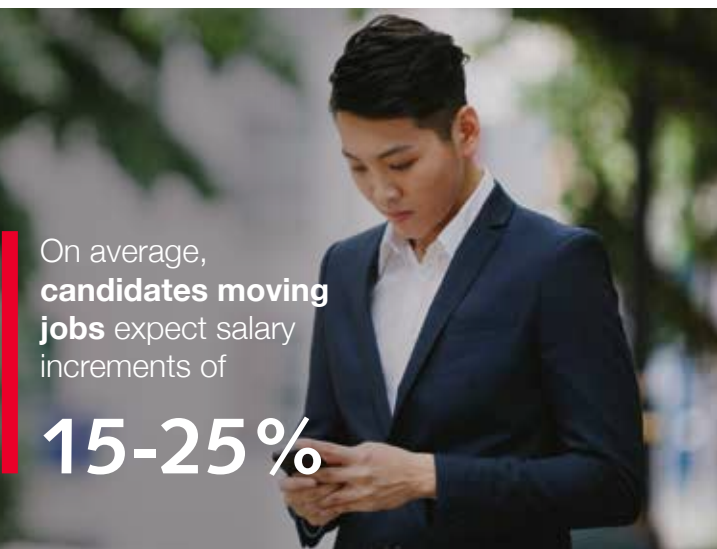
Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

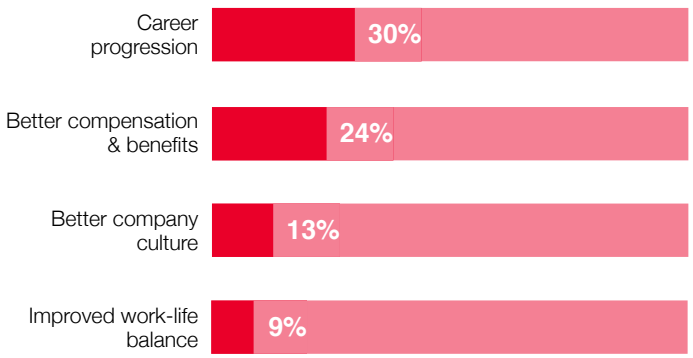


Expect a 15%+ annual salary increment



On average, **candidates moving jobs** expect salary increments of **15-25%**

TOP 4 MOTIVATORS TO MOVE JOBS



SUPPLY CHAIN, PROCUREMENT & LOGISTICS

KUALA LUMPUR

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

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

TECH & TRANSFORMATION

KEY FINDINGS

TOP TRENDS



TOP SKILLS IN DEMAND



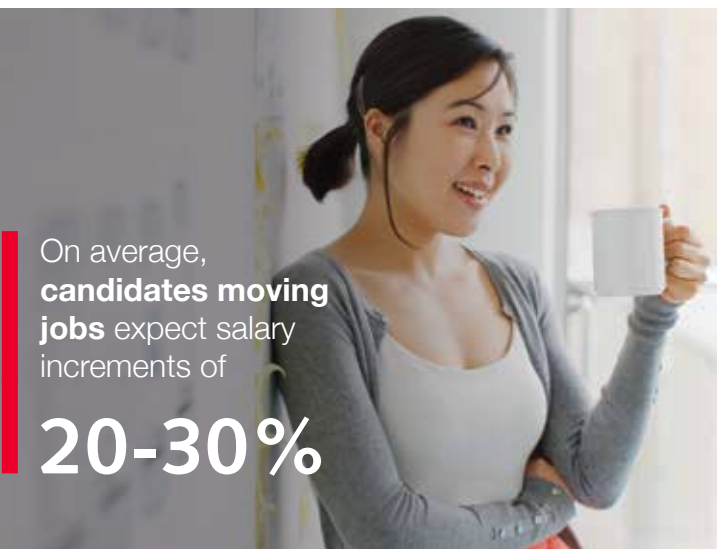
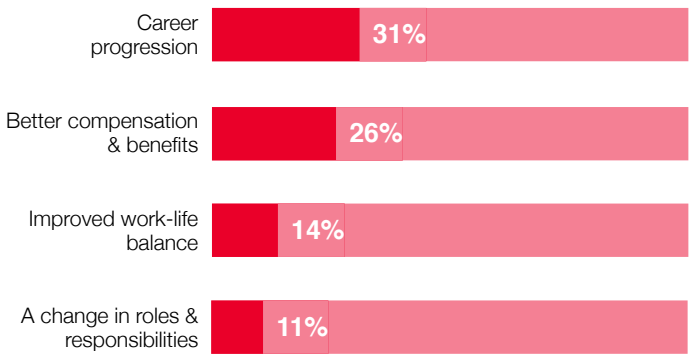
18%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, candidates moving jobs expect salary increments of

20-30%

TECH & TRANSFORMATION

KUALA LUMPUR

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

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

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

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
IT Governance & Information/Cybersecurity		
Security Manager	144 - 216k	144 - 216k
Security Specialist	60 - 120k	60 - 120k
IT Auditor	102 - 198k	102 - 216k
IT Infrastructure		
Infrastructure Manager	120 - 246k	120 - 264k
Service Desk Manager	84 - 108k	84 - 120k
Systems Administrator	60 - 108k	60 - 120k
Database Administrator	84 - 144k	84 - 180k
Network Administrator	72 - 120k	72 - 144k
Cloud Engineer	96 - 144k	96 - 144k
Infrastructure Architect	96 - 144k	96 - 144k
IT Sales		
Sales Director	300 - 432k	300 - 432k
Pre-Sales Manager	126 - 180k	126 - 180k
Account Manager	60 - 120k	60 - 144k
Product Manager	60 - 120k	60 - 144k

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.

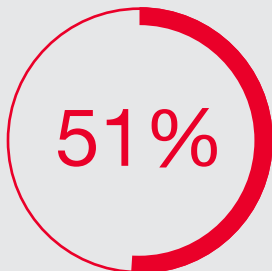
Finance business partners, enterprise architects, data scientists and analysts, digital marketers, human resources transformation professionals and heads of supply chain are some of the roles we expect to be in high demand. Hiring managers will specifically be seeking professionals with a commercial 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

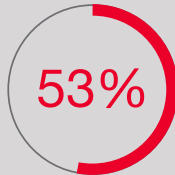


DevOps engineers

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



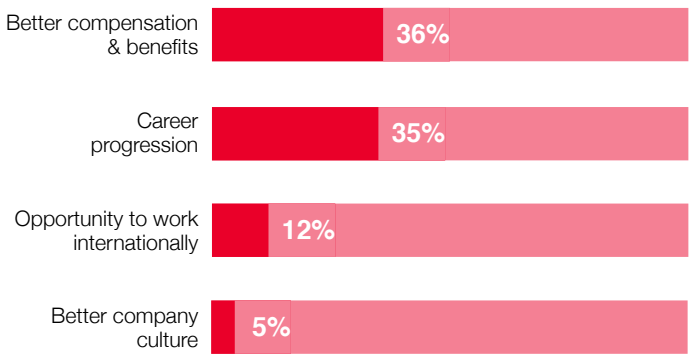
Expect a 7-15% annual salary increment



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

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

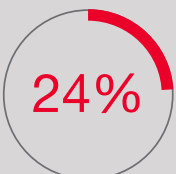


Transformation in shared services

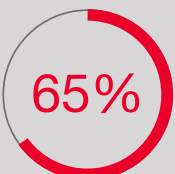


Tax

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

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
Finance		
Chief Financial Officer	6.0 - 9.0m	6.0 - 9.0m
Head of Shared Services	4.6 - 9.0m	4.8 - 9.5m
Finance Director	3.8 - 5.5m	4.0 - 5.8m
Head of Functions – RTR, OTC, PTP	1.5 - 3.9m	1.8 - 4.2m
Business Partner	1.1 - 2.3m	1.5 - 3.0m
Financial Controller	3.0 - 5.0m	3.2 - 5.2m
Senior Finance Manager	2.8 - 4.0m	2.8 - 4.0m
FP&A Manager	1.6 - 3.3m	1.8 - 3.5m
Corporate Finance Manager	1.5 - 3.3m	1.5 - 3.3m
Finance Analyst	0.8 - 1.7m	0.8 - 1.7m
Accounting & Taxation		
Accounting Manager	1.0 - 2.0m	1.0 - 2.0m
Tax Manager	2.0 - 3.8m	2.0 - 3.8m
Financial Reporting Manager	1.1 - 2.0m	1.1 - 2.0m
Internal Audit Manager	1.3 - 2.5m	1.3 - 2.5m
Treasury Manager	1.8 - 2.5m	2.0 - 2.8m
Accounts Receivable Manager	1.1 - 2.0m	1.1 - 2.0m
Accounts Payable Manager	1.1 - 2.0m	1.1 - 2.0m

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

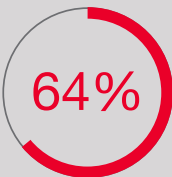


Risk & compliance

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

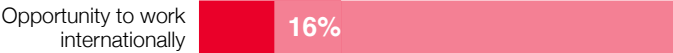


Expect a 15%+ annual salary increment

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

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

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP SECTORS SEEING DEMAND



Shared services & BPO



Start-ups



Pharmaceutical

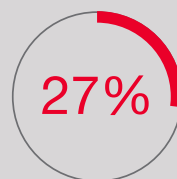


Consumer goods

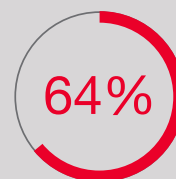
23%

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

TOP 4 MOTIVATORS TO MOVE JOBS

Career progression

25%

Better compensation & benefits

20%

Opportunity to work internationally

16%

Better company culture

13%

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

20-25%

HUMAN RESOURCES

PHILIPPINES

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

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

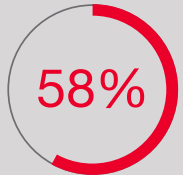


Construction

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

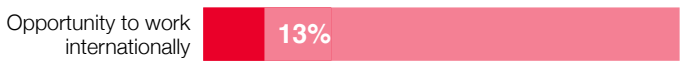
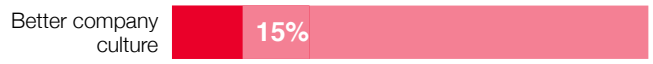
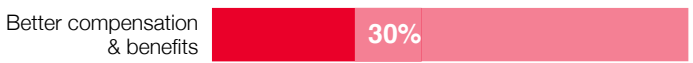


Expect a 15%+ annual salary increment

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

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

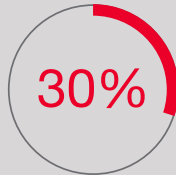


Purchasing manager

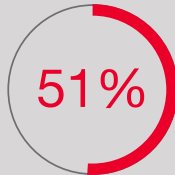


Demand planning manager

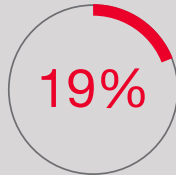
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



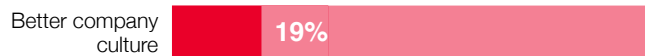
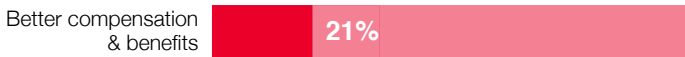
Expect a 7-15% annual salary increment



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
Procurement		
Procurement Director	3.6 - 4.5m	3.6 - 5.0m
Regional Procurement Manager	2.6 - 3.3m	2.8 - 3.8m
Category Procurement Manager	1.7 - 2.4m	1.7 - 2.6m
Purchasing Manager	1.1 - 2.0m	1.1 - 2.2m
Supply Chain & Logistics		
Supply Chain/Operations Director	3.6 - 5.0m	3.6 - 5.2m
Supply Chain Manager	1.3 - 3.0m	1.3 - 3.3m
Demand/Supply Planning Manager	1.3 - 2.8m	1.5 - 3.0m
Logistics		
General Manager Logistics/Transportation	2.4 - 4.5m	2.4 - 4.8m
Logistics Manager	1.1 - 2.1m	1.1 - 2.3m
Warehouse/Inventory Manager	1.1 - 2.1m	1.1 - 2.3m

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.

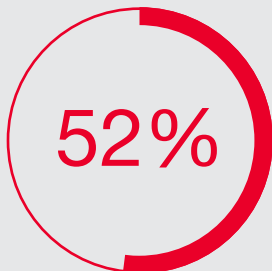
To ease the skills gap and transition towards becoming a Smart Nation, the Singapore Government will continue introducing initiatives that encourage Singaporeans to up-skill. In the short term, however, talent with both niche skill sets and a commercial mindset will remain in short supply. Employers 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



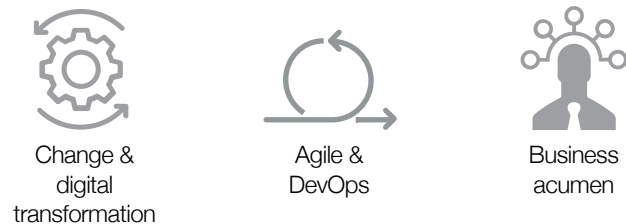
35% say career progression is their primary motivation in changing jobs

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

TECH & TRANSFORMATION

KEY FINDINGS

TOP SKILLS IN DEMAND



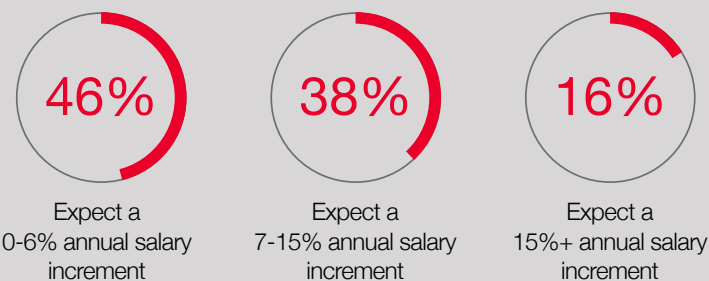
27%

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

TOP JOBS IN DEMAND



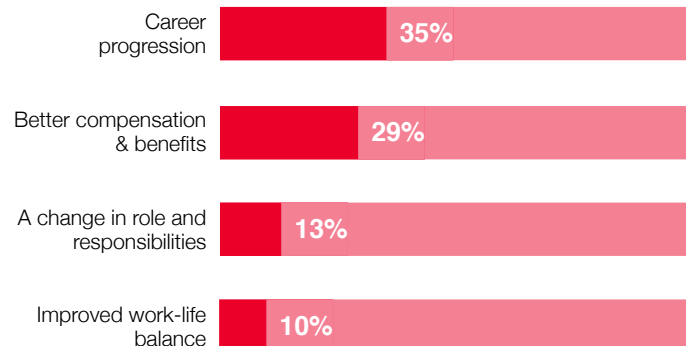
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

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

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	150 - 250k
Data Engineer	100 - 200k	100 - 200k
Data Scientist	85 - 300k	100 - 200k
Data Analyst	60 - 96k	60 - 100k
Machine Learning Engineer	120 - 240k	120 - 240k
Business Intelligence Analyst	72 - 96k	80 - 120k

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

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

ACCOUNTING & FINANCE

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



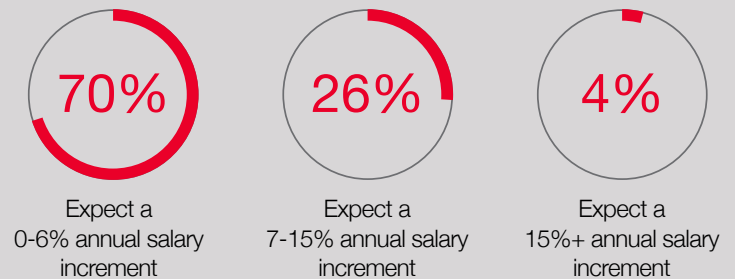
TOP SKILLS IN DEMAND



15%

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

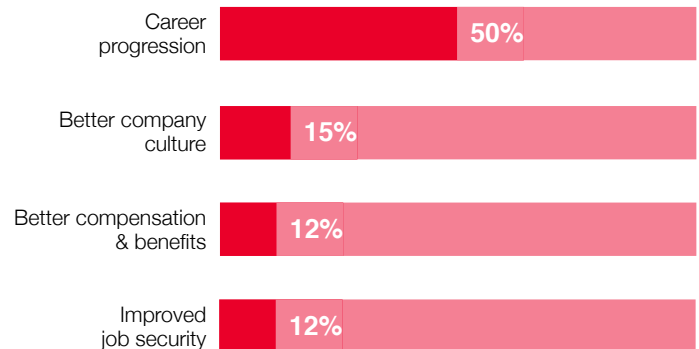
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

7-12%

TOP 4 MOTIVATORS TO MOVE JOBS



ACCOUNTING & FINANCE

SINGAPORE

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

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

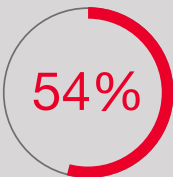


AML/Financial crime/KYC

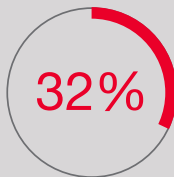


Private equity analyst (fintech/e-commerce)

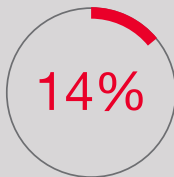
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

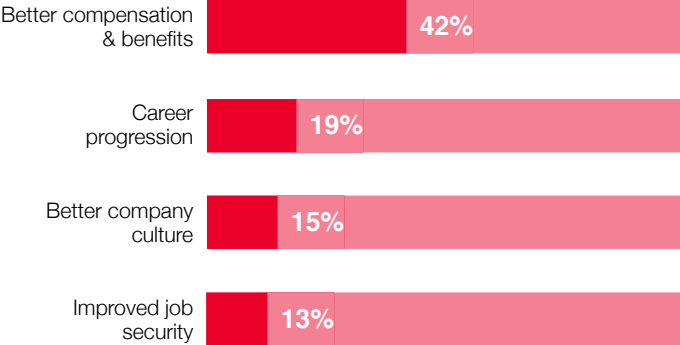


Expect a 15%+ annual salary increment

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
Financial Control						
Financial Reporting	60 - 100k	60 - 100k	100 - 150k	100 - 150k	150 - 250k+	150 - 250k+
Regulatory Reporting	50 - 90k	50 - 90k	90 - 140k	90 - 140k	140 - 250k+	140 - 250k+
Credit Control	40 - 80k	40 - 80k	80 - 120k	80 - 120k	120 - 220k+	120 - 220k+
Technical Accounting (Insurance)	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 130k+	80 - 130k+
Management Reporting						
Management Accounting	50 - 90k	50 - 90k	90 - 120k	90 - 120k	120 - 220k+	120 - 220k+
Financial Planning & Analysis	50 - 90k	50 - 90k	90 - 140k	90 - 140k	140 - 300k+	140 - 300k+
Revenue & Cost Reporting	50 - 80k	50 - 80k	80 - 130k	80 - 130k	130 - 240k+	130 - 240k+
Product & Valuations Control						
Product Control	50 - 80k	50 - 80k	80 - 130k	80 - 130k	130 - 250k+	130 - 250k+
Valuations Control	50 - 80k	50 - 80k	90 - 140k	90 - 140k	140 - 300k+	140 - 300k+
Internal Audit						
Investment Banking & Wealth / Fund Management	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 350k+	160 - 350k+
Corporate Banking	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 330k+	150 - 330k+
Consumer Banking	40 - 70k	40 - 70k	70 - 130k	70 - 130k	130 - 280k+	130 - 280k+
Tax						
Tax Compliance	50 - 90k	50 - 90k	90 - 140k	90 - 140k	140 - 300k+	140 - 300k+
Tax Accounting	50 - 90k	50 - 90k	90 - 120k	90 - 120k	120 - 220k+	120 - 220k+

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	5 - 7k	7 - 9k	7 - 9k	9 - 12k	9 - 12k+
Regulatory Reporting	5 - 7.5k	5 - 7k	7 - 9k	7 - 9k	9 - 12k	9 - 12k+
Tax	5 - 7k	5 - 7k	7 - 9k	7 - 9k	9 - 12k	9 - 12k+
Strategic Planning & Analysis	5 - 8k	5 - 8k	8 - 10k	8 - 10k	10 - 13k	10- 13k+
MIS Reporting	5 - 7k	5 - 7k	7 - 9k	7 - 9k	9 - 12k	9 - 12k+
Revenue & Cost Reporting	5 - 7k	5 - 7k	7 - 9k	7 - 9k	9 - 12k	9 - 12k+
Product Control	5 - 7k	5 - 7k	8 - 9.5k	8 - 9.5k	9.5 - 13k	9.5 - 13k+

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	110 - 130k	150 - 200k	150 - 200k	200 - 330k	200 - 300k
Corporate Banking (ARM)	60 - 100k	60 - 100k	105 - 160k	105 - 160k	160 - 300k	160 - 300k
Investment Research	60 - 90k	65 - 90k	90 - 130k	90 - 130k	130 - 200k	130 - 200k
Private Banking FO Support (ARM)	60 - 84k	60 - 90k	90 - 110k	100 - 120k	–	–
Institutional Sales Support	84 - 100k	84 - 100k	110 - 120k	110 - 120k	120 - 200k	120 - 200k
Client Services	55 - 95k	60 - 95k	100 - 150k	105 - 160k	150 - 280k	150 - 280k
Portfolio Support	50 - 70k	50 - 70k	70 - 120k	70 - 120k	120 - 200k	120 - 200k
Commodity Trade Support	48 - 72k	48 - 72k	80 - 110k	80 - 110k	110 - 200k	110 - 200k

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	65 - 105k	110 - 160k	110 - 160k	180 - 320k+	180 - 320k+
Client Onboarding/KYC/AML	65 - 110k	65 - 110k	110 - 160k	110 - 160k	160 - 320k+	160 - 320k+
Data Specialist	60 - 105k	60 - 105k	105 - 160k	105 - 160k	150 - 300k+	150 - 300k+
Private Banking	60 - 105k	60 - 105k	100 - 150k	100 - 150k	160 - 300k+	161 - 300k+
Fund Management/Custody	65 - 105k	65 - 105k	100 - 150k	100 - 150k	150 - 280k+	150 - 280k+
Client Services	55 - 95k	55 - 95k	100 - 150k	100 - 150k	150 - 280k+	150 - 280k+
Collateral Management	55 - 95k	55 - 95k	100 - 150k	100 - 150k	150 - 280k+	150 - 280k+
Corporate/Transactional	50 - 95k	50 - 95k	100 - 150k	100 - 150k	140 - 280k+	140 - 280k+
Trade Support	55 - 95k	55 - 95k	100 - 150k	100 - 150k	150 - 280k+	150 - 280k+
Commodities	50 - 95k	50 - 95k	100 - 150k	100 - 150k	130 - 200k+	130 - 200k+
Investment Banking	55 - 95k	55 - 95k	100 - 150k	100 - 150k	140 - 280k+	140 - 280k+
Securities/Brokerage	55 - 95k	55 - 95k	100 - 150k	105 - 155k	130 - 250k+	155 - 280k+
Trade Finance	48 - 72k	50 - 75k	72 - 96k	75 - 100k	120 - 180k	120 - 185k+

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	5 - 7k	8 - 11k	8 - 11k	12 - 20k	12 - 20k
Commodities	4 - 7k	4 - 7k	7 - 12k	7 - 12k	12 - 20k	12 - 20k
Corporate/Transaction Banking	3 - 6k	3.5 - 6.5k	6 - 11k	7 - 12k	12 - 20k	13 - 21k
Investment Banking	4 - 7k	5 - 7k	7 - 12k	8 - 13k	13 - 21k	14 - 22k
Private Banking	4 - 7k	4 - 7k	7 - 12k	7 - 12k	13 - 21k	13 - 21k
Securities/Brokerage	3 - 6k	3 - 6k	6 - 10k	7 - 11k	11 - 20k	12 - 21k
Client Onboarding/KYC/AML	4 - 7k	4 - 7k	7 - 12k	7 - 12k	13 - 21k	13 - 21k
Client Services/ARM	3 - 7k	3 - 7k	6 - 12k	7 - 13k	13 - 21k	14 - 22k
Data Specialist	4 - 7k	4 - 7k	7 - 12k	7 - 12k	13 - 21k	13 - 21k
Trade Support	4 - 7k	4.5 - 7.5k	7 - 12k	7.5 - 12.5k	13 - 21k	13.5 - 21.5k

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
Corporate Banking, Private Banking & Wealth Management						
Head of Compliance	–	–	–	–	220 - 450k+	220 - 450k+
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k+	170 - 350k+
Regulatory Compliance/Advisory	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k+	170 - 350k+
Retail Banking						
Head of Compliance	–	–	–	–	220 - 450k+	220 - 450k+
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	50 - 90k	75 - 160k	75 - 160k	140 - 300k	140 - 300k
Regulatory Compliance/Advisory	50 - 90k	50 - 90k	75 - 160k	75 - 160k	140 - 300k	140 - 300k
Investment Banking/Capital Markets						
Head of Compliance	–	–	–	–	220 - 450k+	220 - 450k+
AML/Transaction Monitoring/Sanctions/Fraud	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k+	180 - 350k+
Regulatory Compliance/Advisory	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k+	180 - 350k+
Fund Management/Investment Management						
Chief Compliance Officer/Head of Compliance	–	–	–	–	220 - 450k+	220 - 450k+
Compliance Officer	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 320k+	160 - 320k+
AML/Financial Crime	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 320k+	160 - 320k+

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
Credit Risk						
Structured Trade/Commodity Finance	80 - 140k	80 - 140k	140 - 200k	140 - 200k	220k+	200k+
Wholesale/Investment Banking	80 - 140k	80 - 140k	140 - 200k	140 - 200k	200k+	200k+
Portfolio Risk & Analytics	70 - 140k	70 - 140k	130 - 200k	130 - 200k	200k+	200k+
Private Banking	70 - 130k	70 - 130k	120 - 200k	120 - 200k	200k+	200k+
Restructuring	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+
SME/Consumer	60 - 110k	60 - 110k	100 - 150k	100 - 150k	150k+	150k+
Market Risk						
Management/Modelling	90 - 150k	90 - 150k	140 - 220k	140 - 220k	200k+	220k+
Asset Management/Investment Risk	70 - 120k	70 - 120k	120 - 180k	120 - 180k	180k+	180k+
Commodities Risk	65 - 120k	65 - 120k	130 - 180k	130 - 180k	200k+	180k+
Controlling/Reporting	65 - 110k	65 - 110k	110 - 200k	110 - 200k	200k+	200k+
Operational Risk						
Business Risk & Assurance	70 - 140k	70 - 140k	150 - 200k	140 - 200k	200k+	200k+
Operational Risk Management	70 - 140k	70 - 140k	150 - 200k	140 - 200k	200k+	200k+
Technology Risk	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+

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

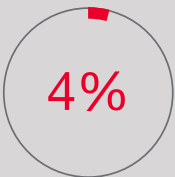
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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+	220 - 300k+	18 - 25k+	18 - 25k+
Senior HR Business Partner	150 - 200k	150 - 220k	12 - 15k	12 - 15k
HR Business Partner	100 - 150k	100 - 150k	6 - 10k	6 - 10k
HR Manager	90 - 160k	90 - 160k	7 - 12k	7 - 12k
HR Executive/Senior Executive	40 - 90k	40 - 90k	4 - 6k	3.5 - 6k
Talent Management	120 - 200k	150 - 240k	9 - 12k	9 - 12k
HR Information Systems (HRIS)/HR Project Management	100 - 170k	100 - 170k	7 - 12k	6 - 12k
Payroll Manager	90 - 150k	90 - 150k	7 - 10k	6 - 10k
Payroll Executive	40 - 90k	40 - 90k	3.5 - 5k	3.5 - 5k
Compensation & Benefits				
Director	200k+	240k+	15k+	15k+
Manager	120 - 180k	120 - 180k	12k+	12k+
Analyst	60 - 100k	60 - 100k	6k+	6k+
Learning & Development				
Director	170 - 200k	170 - 200k	16k+	16k+
Manager	90 - 170k	90 - 170k	8 - 12k	8 - 12k
Trainer	55 - 90k	55 - 90k	5 - 7k	5 - 7k
Recruitment/Talent Acquisition				
Director	160k+	180k+	15 - 20k+	15 - 20k+
Manager	120 - 160k	120 - 160k	10 - 14k	10 - 14k
Specialist	50 - 120k	50 - 120k	5 - 9k	4.5 - 9k

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
Secretarial				
Executive Assistant	60 - 90k	70 - 120k	4 - 7k	5 - 8k
Personal Assistant	50 - 80k	60 - 90k	4 - 6k	4.5 - 6k
Legal Secretary	48 - 72k	48 - 72k	4 - 6k	4 - 6k
Team Secretary/Team Executive Assistant	50 - 70k	50 - 70k	4 - 7k	4 - 7k
Business Support				
Office Manager	60 - 110k	60 - 100k	6 - 10k	6 - 10k
Administrator/Admin Assistant	40 - 50k	40 - 50k	3 - 5k	3 - 5k
Receptionist	30 - 48k	30 - 48k	2.5 - 3.5k	2.5 - 3.5k

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

66%

Of legal professionals are optimistic about job opportunities in the sector

TOP SKILLS IN DEMAND



Expertise in the tech sector



Singapore-qualified



Fluency in Mandarin

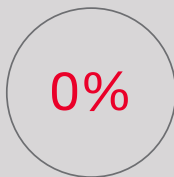
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

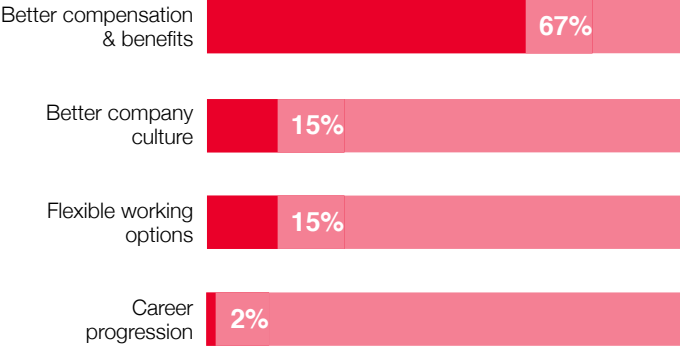


Expect a 15%+ annual salary increment

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
Legal Counsel – Commerce						
IT Services/e-Commerce	60 - 100k	70 - 110k	120 - 200k	120 - 200k	180 - 300k+	180 - 300k+
Pharmaceutical/Chemical	60 - 100k	60 - 100k	90 - 160k	90 - 160k	140 - 250k+	140 - 250k+
FMCG/Retail	65 - 100k	65 - 100k	100 - 160k	100 - 160k	130 - 220k+	130 - 220k+
Legal Counsel – Financial Services						
Banking	70 - 130k	70 - 130k	140 - 220k	140 - 220k	180 - 400k+	180 - 400k+
Fund/Asset Management	70 - 90k	70 - 90k	80 - 150k	80 - 150k	120 - 200k+	120 - 200k+

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

SALES & MARKETING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



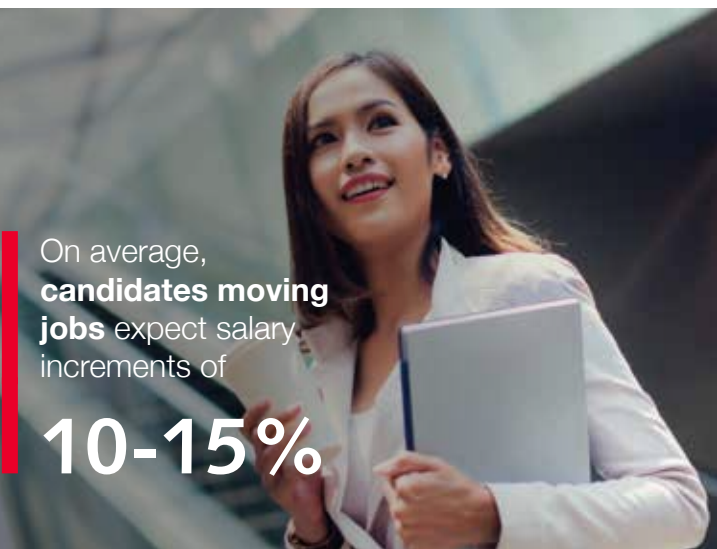
DIGITAL MARKETING SKILLS IN DEMAND



25%

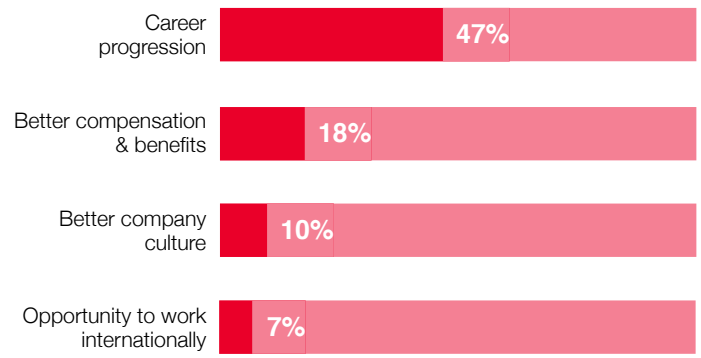
Of sales & marketing professionals stay less than two years in a role

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



On average, **candidates moving jobs** expect salary increments of **10-15%**

TOP 4 MOTIVATORS TO MOVE JOBS



SALES & MARKETING

SINGAPORE

CONSUMER & TECHNICAL HEALTHCARE

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

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
Technical Healthcare		
Medical Affairs Director	220 - 250k+	220 - 250k+
Business Unit Director	180 - 240k	180 - 240k
Marketing Director	200 - 240k	200 - 240k
Regulatory Affairs Director	200 - 240k+	200 - 240k+
Sales Director	180 - 200k	180 - 200k
Clinical Research Director	180 - 200k	180 - 200k
Medical Affairs Manager	150 - 180k	150 - 180k
Marketing Manager	120 - 180k	120 - 180k
Market Access Manager	120 - 150k	120 - 150k
Sales Manager	120 - 140k	120 - 140k
Commercial Excellence Manager	150 - 180k	150 - 180k
Product Manager	100 - 140k	100 - 140k
Clinical Research Manager	100 - 120k	100 - 120k
Regulatory Affairs Manager	100 - 150k+	100 - 150k+
Medical Science Liaison	80 - 100k+	80 - 100k+

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

SALES & MARKETING

SINGAPORE

B2B & INDUSTRIAL

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

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
Financial Services		
Marketing Director	190 - 250k	190 - 250k
Marketing Manager	120 - 180k	120 - 180k
Digital Marketing Manager	120 - 200k	150 - 220k
Corporate Communications Manager	120 - 180k	120 - 180k
Communications Director	180 - 250k	180 - 250k
Internal Communications Manager	150 - 200k	150 - 200k
Corporate Affairs Manager	150 - 250k	150 - 250k
Professional Services		
Marketing Director	190 - 250k	190 - 250k
Marketing Manager	120 - 180k	120 - 180k
Digital Marketing Manager	120 - 200k	150 - 200k
Corporate Communications Manager	120 - 180k	120 - 180k
Communications Director	180 - 250k	180 - 250k
Internal Communications Manager	150 - 200k	150 - 200k
Corporate Affairs Manager	150 - 220k	150 - 220k
Sales Director	180 - 250k	180 - 250k
Sales Manager	120 - 160k	120 - 160k
Account Director	90 - 150k	100 - 180k
Account Manager	70 - 100k	80 - 120k
Business Development Director	180 - 240k	180 - 240k
Business Development Manager	120 - 150k	120 - 150k

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

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP SKILLS IN DEMAND



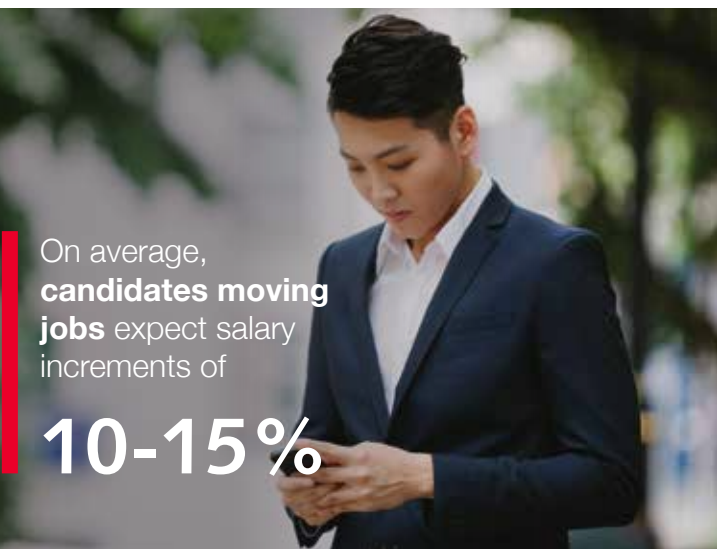
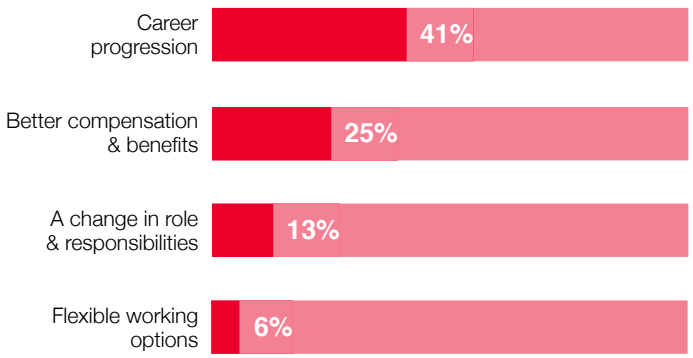
16%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

Procurement

Head of Global Sourcing	300k+	300k+	25k+	25k+
Regional Procurement Director	200 - 250k	200 - 250k	17 - 22k	17 - 22k
Strategic Sourcing Manager	130 - 180k	130 - 180k	9 - 13k+	9 - 13k+
Regional Procurement Manager	100 - 160k	100 - 160k	8 - 13k+	8 - 13k+
Indirect Spend/Category Manager	120 - 160k	120 - 160k	7 - 10k+	7 - 10k+
Direct Spend/Category Manager	120 - 160k	120 - 160k	7 - 10k	7 - 10k
Procurement Executive	50 - 80k	50 - 80k	3.5 - 4.5k	3.5 - 4.5k

Supply Chain & Logistics

Supply Chain Director	250k+	250k+	13 - 18k+	13 - 18k+
Customer Service & Logistics Director	150 - 250k	150 - 250k	13 - 18k+	13 - 18k+
Project Manager	100 - 150k	100 - 150k	8 - 15k+	8 - 15k+
Logistics Manager	80 - 120k	80 - 120k	7 - 11k+	7 - 11k+
Planning Manager	80 - 130k	80 - 130k	6 - 9k	6 - 9k
Supply Chain Manager	80 - 120k	80 - 120k	7 - 10k+	7 - 10k+
Facilities Manager	60 - 120k	60 - 120k	6 - 10k	6 - 10k
Customer Service Manager	60 - 100k	60 - 100k	5 - 8k	5 - 8k
Planner	40 - 80k	40 - 80k	5 - 7k	5 - 7k
Customer Service Executive	40 - 60k	40 - 60k	3 - 4k	3.5 - 4.5k

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.

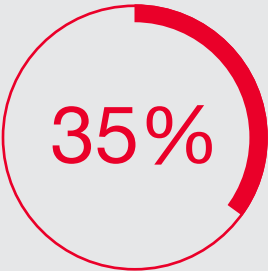
Tech talent will continue to be in high demand. Despite the impact of the decline in export demand on hardware manufacturing, there is a widespread view that the software market will continue to perform well, driving the need for software developers, programmers and full-stack engineers. At the same 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

TOP SKILLS IN DEMAND



Internet-of-Things (IoT)



Artificial intelligence



Automation

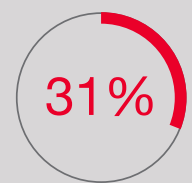


Software development

23%

Of tech professionals stay less than two years in a role

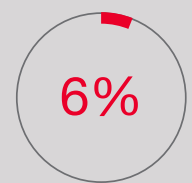
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment



Expect a 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
Electrical/Electronic Manufacturer		
Engineering Manager	2.5 - 3.0m	2.6 - 3.0m
Product & Program Manager	1.5 - 2.3m	1.6 - 2.4m
Senior Hardware Engineer	1.8 - 2.3m	1.9 - 2.5m
Senior Mechanical Engineer	1.8 - 2.3m	1.9 - 2.5m
Senior Software Engineer	1.5 - 2.1m	1.6 - 2.1m
Senior Firmware Engineer	1.6 - 2.1m	1.7 - 2.2m
Product Marketing Engineer	1.8 - 2.3m	1.8 - 2.4m
IT Solution		
Account Manager	3.0 - 3.7m	3.0 - 3.7m
Product Manager	1.7 - 2.0m	1.7 - 2.0m
Sales Engineer	1.6 - 2.1m	1.6 - 2.1m
Software Vendor		
Front-end Engineer	1.3 - 1.9m	1.3 - 1.9m
Backend Engineer	1.3 - 1.9m	1.3 - 1.9m
Application Developer	1.2 - 1.7m	1.2 - 1.7m
QA Manager	1.4 - 1.8m	1.4 - 1.8m
Fullstack Engineer	1.4 - 2.1m	1.4 - 2.1m
Project Manager/Scrum Master	1.5 - 1.9m	1.5 - 2.0m

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

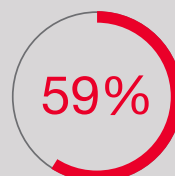


Business analysis

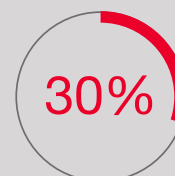


Internal auditing

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
Commerce & Industry		
Chief Financial Officer	3.0 - 4.5m+	3.0 - 4.5m+
Finance Director/Controller	2.5 - 3.2m+	2.5 - 3.5m+
Finance Manager	1.5 - 2.3m+	1.5 - 2.5m+
FP&A Manager	1.5 - 2.2m	1.8 - 2.7m
Pricing Manager	1.6 - 2.3m	1.6 - 2.3m
Cost Accounting Manager	1.1 - 1.8m	1.1 - 1.8m
Internal Audit Manager	1.5 - 2.3m	1.5 - 2.3m
Tax Director	2.0 - 3.0m	2.5 - 3.5m+
Tax Manager	1.3 - 2.2m	1.5 - 2.5m
Business Controller	1.2 - 1.6m	1.2 - 1.6m
Financial Analyst	700k - 1.3m	750k - 1.5m
Accounting Manager	1.0 - 1.8m	1.0 - 1.8m
Accountant	540k - 1.0m	540k - 1.0m

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

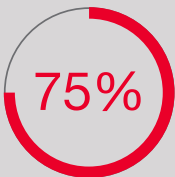


Compliance



AML/Financial crime

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 1-6% annual salary increment

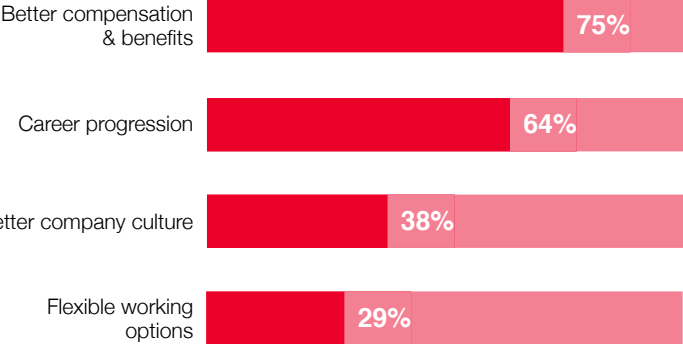


Expect a bonus of 6-10% of yearly salary

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
Back Office						
AML/Financial Crime	900k - 1.1m	900k - 1.1m	1.4 - 1.8m	1.4 - 1.9m	2.0 - 2.2m	2.0 - 2.4m
Compliance	900k - 1.1m	900k - 1.1m	1.2 - 1.8m	1.2 - 1.8m	2.5 - 4.0m	2.5 - 4.0m
Financial Reporting	450 - 700k	450 - 700k	900k - 1.3m	900k - 1.3m	1.5 - 1.6m	1.5 - 1.6m
Human Resources	550 - 800k	550 - 800k	1.0 - 1.4m	1.0 - 1.4m	1.6 - 2.0m	1.6 - 2.0m
Internal Audit	500 - 650k	500 - 650k	900k - 1.2m	900k - 1.2m	1.5 - 2.2m	1.5 - 2.2m
Legal	600 - 800k	600 - 800k	1.1 - 1.7m	1.1 - 1.7m	2.7m+	2.7m+
Risk	600 - 850k	600 - 850k	1.0 - 1.4m	1.0 - 1.5m	2.0m+	2.3m+
Operation/KYC	700 - 750k	700 - 750k	1.1 - 1.3m	1.1 - 1.3m	1.6 - 2.0m+	1.6 - 2.0m+
Asset Management						
Compliance	1.2 - 1.9m	1.2 - 1.9m	1.6 - 2.9m	1.6 - 2.9m	2.8 - 4.2m	2.8 - 4.2m
Internal Audit	1.0 - 1.2m	1.0 - 1.2m	1.2 - 2.0m	1.2 - 2.0m	2.0 - 3.0m	2.0 - 3.0m
Legal	1.1 - 1.7m	1.1 - 1.7m	1.7 - 3.2m	1.7 - 3.2m	3.0 - 4.0m	3.0 - 4.0m
Sales	900k - 1.1m	900k - 1.1m	1.1 - 2.5m	1.1 - 2.5m	2.5 - 3.9m	2.5 - 3.9m
Client Services	700 - 950k	700 - 950k	900k - 1.3m	900k - 1.3m	1.4 - 1.9m	1.4 - 1.9m

HEALTHCARE

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Competitive remuneration & benefits



Good work-life balance



Good working culture & environment

71%

Of healthcare professionals stay less than two years in a role

TOP AREAS SEEING DEMAND



Quality assurance



Medical affairs



Enterprise architecture

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
Pharmaceutical		
Business Unit Director	3.2 - 4.2m	3.5 - 4.5m
Medical Director	3.5 - 6.5m	3.5 - 6.5m
Medical Advisor	2.2 - 3.3m	2.2 - 3.3m
Medical Science Liaison	1.3 - 1.9m	1.2 - 2.0m
Regulatory Affairs Manager	1.6 - 2.5m	1.6 - 2.5m
Commercial Excellence Manager	1.9 - 2.6m	1.9 - 2.8m
National Sales Manager	2.1 - 2.6m	2.2 - 2.6m
District Sales Manager	1.6 - 2.3m	1.6 - 2.3m
Key Account Manager	1.5 - 2.5m	1.6 - 2.5m
Sales Effectiveness Manager	1.5 - 2.5m	1.6 - 2.5m
Head of Marketing	2.5 - 3.0m	2.5 - 3.2m
Marketing Manager	2.0 - 2.5m	2.0 - 2.5m
Senior Product Manager	1.5 - 2.2m	1.6 - 2.3m
Product Manager	1.3 - 1.6m	1.3 - 1.8m
Market Access Manager	1.6 - 2.3m	1.7 - 2.4m

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP AREAS SEEING DEMAND



67%

Of HR professionals are optimistic about job opportunities in the sector

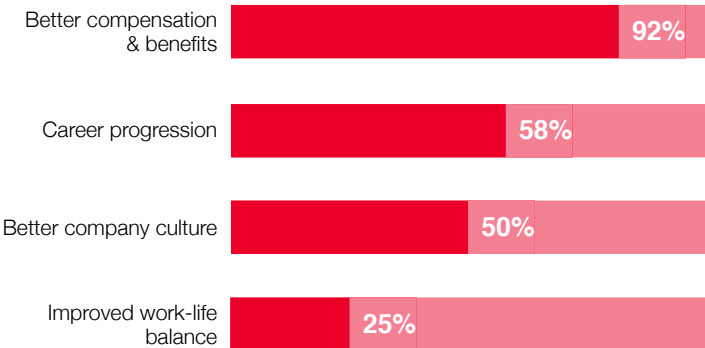
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	3.0 - 4.5m
HR Senior Manager	2.5 - 2.8m	2.5 - 2.8m
Business Partner	1.8 - 2.5m	1.6 - 2.5m
HR Manager	1.5 - 2.5m	1.5 - 2.0m
HR Assistant Manager	1.2 - 1.5m	1.0 - 1.4m
C&B Manager	1.3 - 1.6m	1.3 - 1.6m
HR Supervisor	800k - 1.0m	800k - 1.0m
Recruiter	800k - 1.0m	800k - 1.0m

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

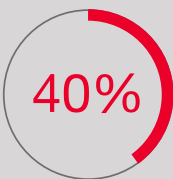


Social media

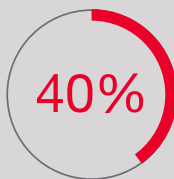
80%

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



SALES & MARKETING

TAIPEI

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

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

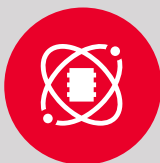
TOP AREAS SEEING DEMAND



Renewable energy



Semiconductor



Technology

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE

23%

Expect a 1-6% annual salary increment

46%

Expect a 7-15% annual salary increment

15%

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	3.5 - 4.8m
Supply Chain Director	3.4 - 4.2m	3.4 - 4.2m
Factory Director	3.0 - 4.0m	3.0 - 4.0m
Supply Chain Manager	1.8 - 2.6m	1.8 - 2.6m
Logistics Manager	1.6 - 2.2m	1.6 - 2.2m
Procurement Manager	1.8 - 2.5m	1.8 - 2.5m
3PL Transportation Manager	1.5 - 2.2m	1.5 - 2.2m
Sourcing Manager	1.6 - 2.2m	1.6 - 2.2m
Demand Planning Manager	1.6 - 2.2m	1.6 - 2.2m
IT & Tech Commodity Manager	1.8 - 2.2m	1.8 - 2.2m
3PL Customer Service Manager	1.5 - 1.8m	1.5 - 1.8m
Demand Planning Supervisor	1.2 - 1.6m	1.2 - 1.6m
3PL Warehouse Manager	900k - 1.4m	900k - 1.4m
Demand Planner	900k - 1.1m	900k - 1.1m

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



TOP SKILLS IN DEMAND



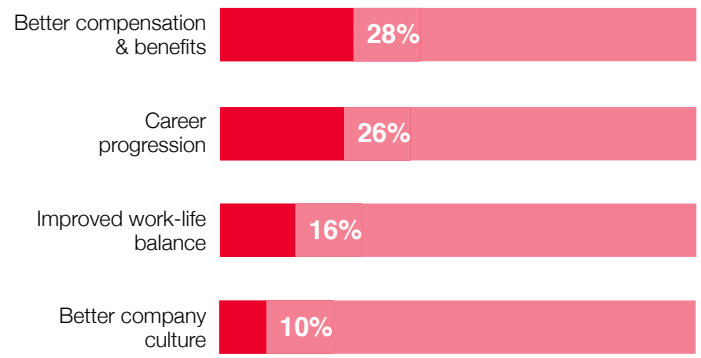
21%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, **candidates moving jobs** expect salary increments of **15-25%**

ACCOUNTING & FINANCE

BANGKOK

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

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

ACCOUNTING & FINANCE

EASTERN SEABOARD

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

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

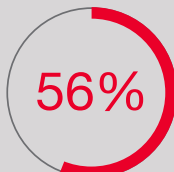


Roles related to
risk & compliance

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a
0-6% annual salary
increment



Expect a
7-15% annual salary
increment

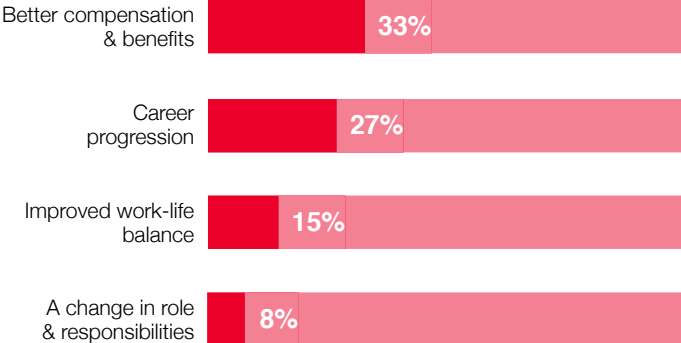


Expect a
15%+ annual salary
increment

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

20-25%

TOP 4 MOTIVATORS TO MOVE JOBS



BANKING & FINANCIAL SERVICES

BANGKOK

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

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
Insurance						
Chief Agency Officer	–	–	–	–	4.9m+	4.9m+
Chief Distribution Officer	–	–	–	–	6.1m+	6.0m+
Actuary	800k - 1.5m	800k - 1.5m	1.9 - 3.8m	2.0 - 3.8m	3.8 - 6.1m	4.0 - 7.0m
Risk Management	800k - 1.5m	800k - 1.5m	1.7 - 3.6m	1.7 - 3.6m	3.6m+	3.6m+
Underwriting	700k - 1.4m	700k - 1.4m	1.7 - 2.5m	1.4 - 2.5m	2.5 - 3.1m	2.5 - 3.0m
Claims	700k - 1.4m	700k - 1.4m	1.7 - 1.9m	1.4 - 1.9m	1.9 - 3.1m	1.9 - 3.0m
Bancassurance	700k - 1.4m	700k - 1.4m	1.6 - 2.5m	1.4 - 2.3m	2.5 - 3.8m	2.3 - 3.6m

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

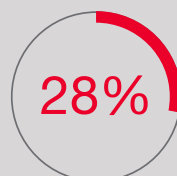


Quality control
manager

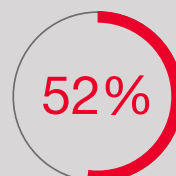


Project engineering
manager

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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



ENGINEERING & MANUFACTURING

BANGKOK

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

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	3.0 - 5.4m
Production Manager	1.0 - 2.0m	1.2 - 2.0m
Quality Manager	960k - 1.8m	1.0 - 1.8m
HSE Manager	960k - 1.8m	1.2 - 2.0m
Engineering Manager	1.2 - 1.8m	1.4 - 2.0m
Maintenance Manager	1.2 - 1.8m	1.2 - 1.8m
Project Engineering Manager	1.4 - 2.0m	1.6 - 2.2m
Quality Director	2.4 - 3.6m	2.4 - 3.6m
R&D Manager	1.2 - 2.8m	1.2 - 2.8m
Technical Manager	1.2 - 2.4m	1.4 - 2.4m
Service Manager	1.6 - 2.4m	1.6 - 2.4m

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

HUMAN RESOURCES

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



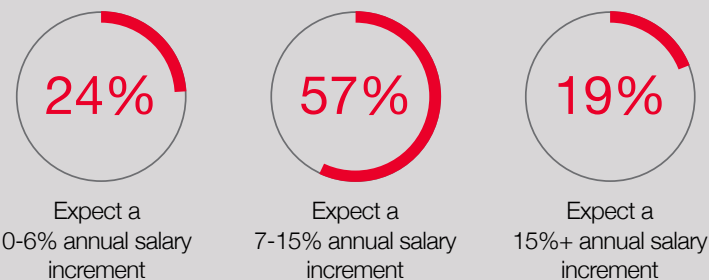
TOP SKILLS IN DEMAND



27%

Of HR professionals stay less than two years in a role

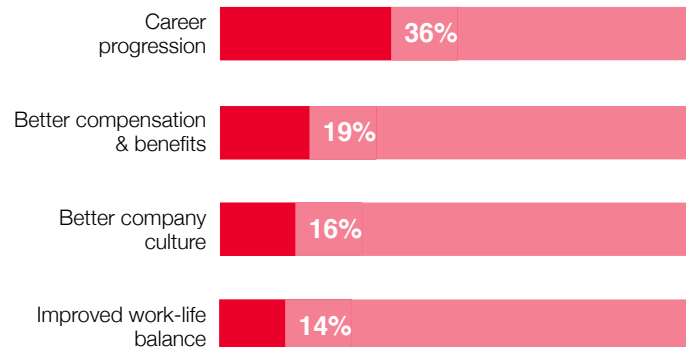
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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
Commerce & Industry				
Organisational Development	960k - 2.0m	960k - 2.0m	1.8 - 3.8m	1.8 - 4.0m
Compensation & Benefits	960k - 1.8m	960k - 2.0m	1.8 - 3.6m	1.8 - 3.6m
Business Partner	960k - 2.2m	960k - 2.4m	1.8 - 4.2m	1.8 - 4.2m
HR Generalist	1.0 - 2.4m	1.0 - 2.6m	2.2 - 3.7m	1.8 - 3.0m
Employee Relations	1.0 - 1.5m	1.0 - 1.5m	1.5 - 2.2m	1.5 - 2.2m
HRIS	720k - 1.2m	720k - 1.4m	1.2 - 2.5m	1.2 - 2.7m
Training & Development	1.0 - 2.0m	1.0 - 2.4m	1.8 - 2.6m	1.8 - 2.6m
HR Operation Service (Shared Services)	720k - 1.2m	720k - 1.2m	1.2 - 2.4m	1.2 - 2.4m
Recruitment	900k - 1.6m	900k - 1.8m	1.9 - 3.0m	1.9 - 3.0m
Payroll	700 - 920k	700 - 920k	1.0 - 1.8m	1.0 - 1.8m
Mobility	670 - 900k	670 - 900k	900k - 1.6m	900k - 1.6m
Banking & Financial Services				
Organisational Development	960k - 2.0m	960k - 2.0m	1.8 - 3.8m	1.8 - 4.0m
Compensation & Benefits	960k - 1.8m	960k - 2.0m	1.8 - 3.6m	1.8 - 3.6m
HRIS	720k - 1.2m	720k - 1.4m	1.2 - 2.5m	1.2 - 2.7m
Training & Development	1.2 - 2.2m	1.2 - 2.2m	1.8 - 2.6m	1.8 - 2.6m
Business Partner	960k - 2.2m	960k - 2.4m	1.8 - 4.2m	1.8 - 4.2m
HR Operation Service (Shared Services)	720k - 1.2m	720k - 1.2m	1.2 - 2.4m	1.2 - 2.4m
HR Generalist	1.0 - 2.4m	1.0 - 2.4m	2.2 - 3.7m	2.2 - 3.7m
Employee Relations	1.0 - 1.5m	1.0 - 1.5m	1.5 - 2.2m	1.5 - 2.2m
Recruitment	800k - 2.0m	800k - 2.0m	2.0 - 3.2m	2.0 - 3.2m
Payroll	800k - 1.4m	800k - 1.4m	1.4 - 1.8m	1.4 - 1.8m
Mobility	680k - 1.0m	680k - 1.0m	900k - 1.6m	900k - 1.6m

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
Commerce & Industry				
Organisational Development	500 - 800k	520 - 850k	700k - 1.2m	700k - 1.25m
Compensation & Benefits	500 - 800k	520k - 1.0m	700k - 1.2m	700k - 1.3m
Business Partner	600k - 1.0m	600k - 1.0m	800k - 1.5m	800k - 1.6m
HR Generalist	500k - 1.4m	500k - 1.5m	1.0 - 3.0m	1.0 - 3.0m
Employee Relations	1.0 - 1.5m	1.0 - 2.0m	1.5 - 3.0m	1.7 - 3.0m
HRIS	500 - 800k	550k - 1.0m	700k - 1.8m	750k - 1.9m
Training & Development	500 - 800k	500 - 800k	700k - 1.85m	700k - 1.85m
Recruitment	480 - 840k	480 - 840k	1.0 - 1.4m	1.0 - 1.4m
Payroll	600 - 900k	600 - 900k	1.0 - 1.7m	1.0 - 1.6m

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

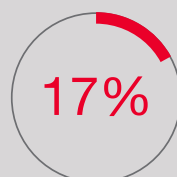


Commercial mindset

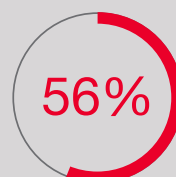


Good command of English

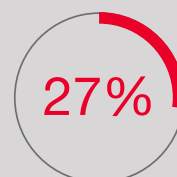
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

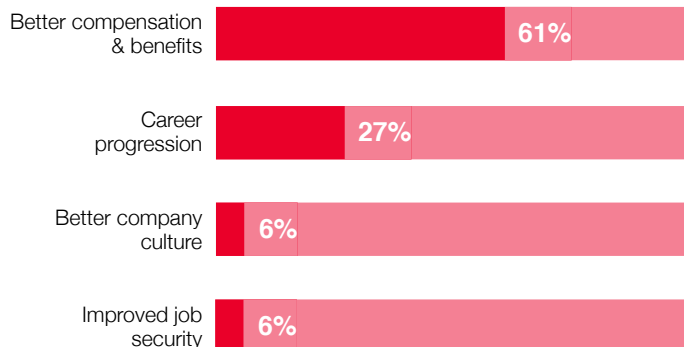


Expect a 15%+ annual salary increment

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	3.6 - 8.4m
Legal Director	2.4 - 5.4m	2.8 - 6.0m
Legal Manager	1.2 - 2.4m	1.2 - 2.8m
Legal & Compliance Manager	1.2 - 2.4m	1.4 - 3.0m
Assistant Legal Manager	840k - 1.2m	840k - 1.2m
Legal Counsel	840k - 3.0m	960k - 3.0m
Company Secretary	840k - 2.4m	1.2 - 2.4m
Senior Associate	1.4 - 5.4m	1.6 - 5.4m
Associate	720k - 4.2m	840k - 4.2m

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

SALES & MARKETING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP JOBS IN DEMAND



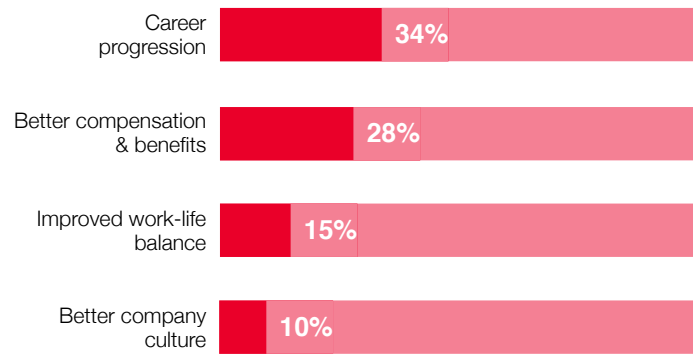
36%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, **candidates moving jobs** expect salary increments of **15-30%**

SALES & MARKETING

BANGKOK

B2B & B2C

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

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
Executive Management		
Chief Executive Officer	6.0 - 9.6m	6.0 - 9.6m
Chief Commercial Officer	3.6 - 4.2m	3.6 - 4.2m
Chief Operation Officer	3.6 - 4.2m	3.6 - 4.2m
General Manager	3.0 - 3.6m	3.0 - 3.6m
Managing Director	4.2 - 6.0m	4.2 - 6.0m
Country Manager	3.0 - 3.6m	3.0 - 3.6m
Commercial Operation		
Operation Director	2.4 - 4.8m	2.4 - 4.8m
Operation Manager	1.2 - 2.2m	1.2 - 2.2m
Facilities Manager	1.2 - 3.6m	1.2 - 3.6m
Retail Manager	1.0 - 2.0m	1.0 - 2.0m
Area Manager	840k - 1.3m	840k - 1.3m
Store Manager/Boutique Manager	600k - 1.0m	600k - 1.0m

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	3.0 - 6.0m
Head of Digital	2.2 - 4.8m	2.2 - 4.8m
Digital Marketing Director	2.4 - 4.0m	2.6 - 4.0m
Digital Marketing Manager	960k - 2.3m	960k - 2.4m
E-commerce Director	2.6 - 4.8m	2.6 - 4.8m
E-commerce Manager	960k - 2.4m	960k - 2.4m
Account Director	1.8 - 3.0m	1.8 - 3.0m
Account Manager	720k - 1.5m	720k - 1.5m

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

SALES & MARKETING

BANGKOK

HEALTHCARE

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

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

SUPPLY CHAIN & PROCUREMENT

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



TOP JOBS IN DEMAND



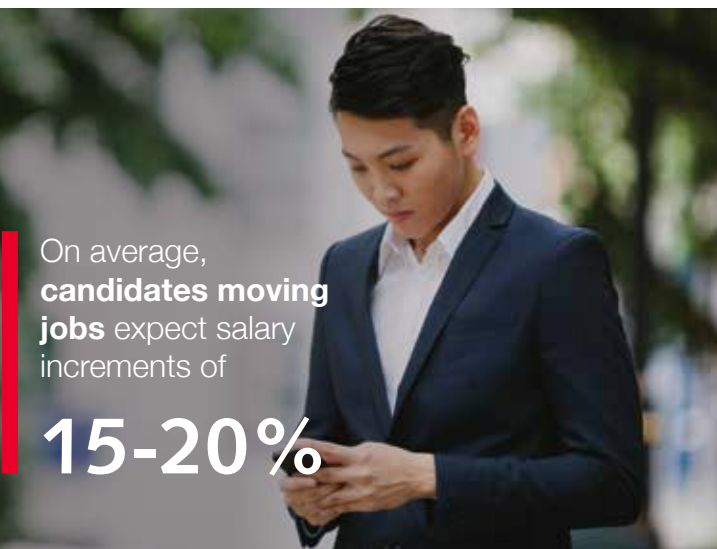
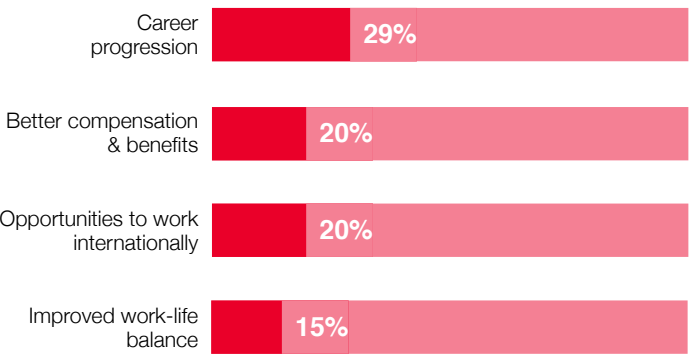
17%

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

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



TOP 4 MOTIVATORS TO MOVE JOBS



On average, **candidates moving jobs** expect salary increments of **15-20%**

SUPPLY CHAIN & PROCUREMENT

BANGKOK

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

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
Procurement		
Procurement Director	2.4 - 4.8m	2.5 - 4.9m
Procurement Manager	1.4 - 2.4m	1.45 - 2.5m
Category Manager	1.2 - 1.8m	1.25 - 1.85m
Sourcing Manager	1.2 - 2.2m	1.25 - 2.25m
Buyer & Sourcing Specialist	960k - 1.4m	990k - 1.45m
Supply Chain & Logistics		
Supply Chain Director	3.0 - 5.4m	3.1 - 5.5m
Logistics Director	2.4 - 4.2m	2.5 - 4.3m
Supply Chain Manager	1.4 - 2.4m	1.45 - 2.5m
Supply/Demand Planning Manager	1.2 - 2.2m	1.25 - 2.25m
Customer Service Manager	1.2 - 1.8m	1.25 - 1.85m
Operations Manager	1.2 - 1.8m	1.25 - 1.85m
Production Planning Manager	1.2 - 1.8m	1.25 - 1.85m
Logistics Manager	1.2 - 1.8m	1.25 - 1.85m
Warehouse Manager	960k - 1.4m	990k - 1.45m

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

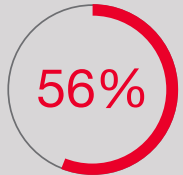


UI/UX engineers

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



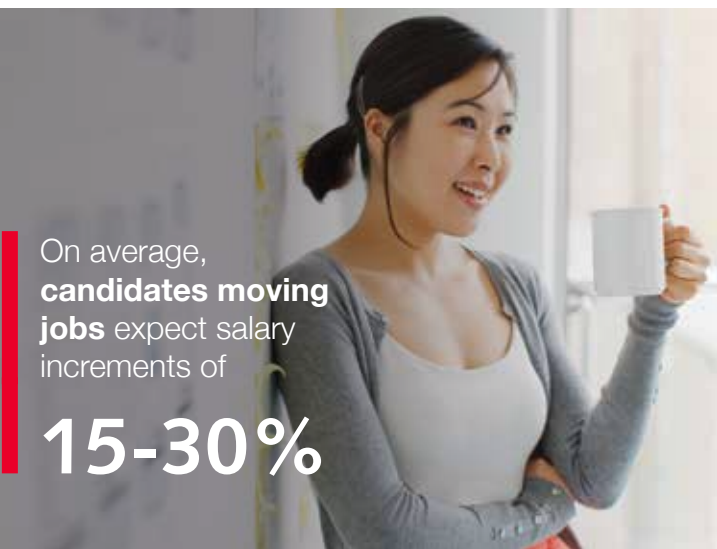
Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment



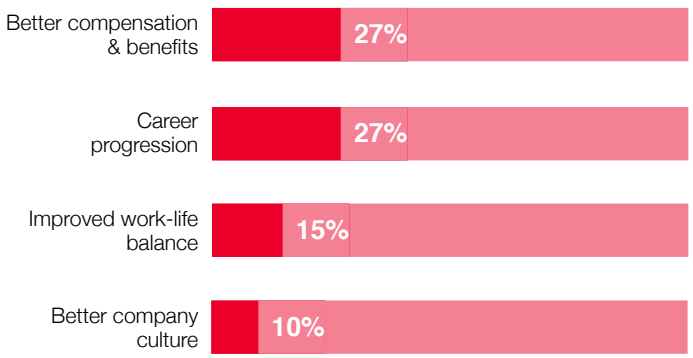
Expect a 15%+ annual salary increment



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

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

TECH & TRANSFORMATION

BANGKOK

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

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

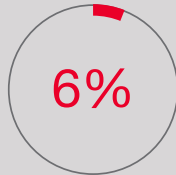


Commercial finance

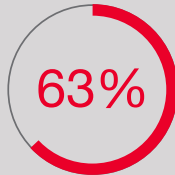


Corporate finance

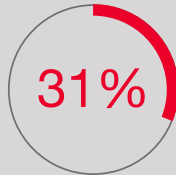
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 0-6% annual salary increment



Expect a 7-15% annual salary increment

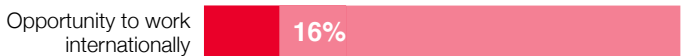
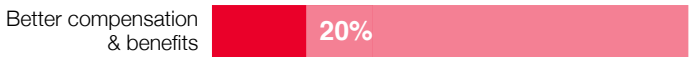


Expect a 15%+ annual salary increment



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

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

ENGINEERING & MANUFACTURING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



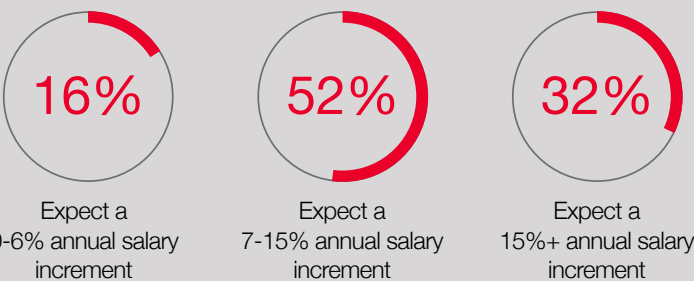
83%

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

TOP JOBS IN DEMAND



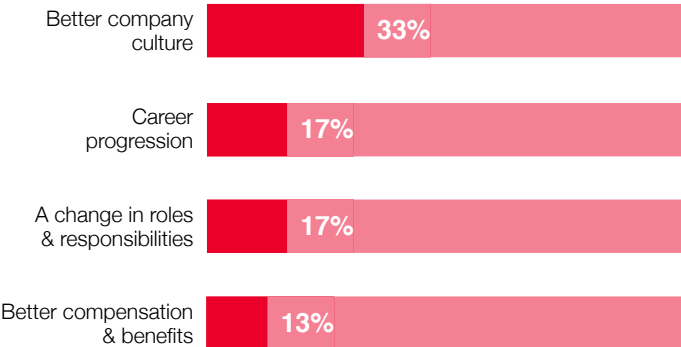
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	75 - 130k
Continuous Improvement Manager	40 - 55k	42 - 60k
Engineering Manager	40 - 55k	42 - 62k
QA/QC Manager	40 - 55k	42 - 58k
Project Manager	40 - 65k	40 - 65k
Maintenance Manager	40 - 54k	41 - 55k
Production Manager	37 - 55k	40 - 62k
HSE Manager	35 - 50k	36 - 55k

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

HUMAN RESOURCES

KEY FINDINGS

TOP SECTORS SEEING DEMAND



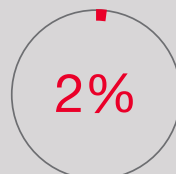
30%

Of HR professionals stay less than two years in a role

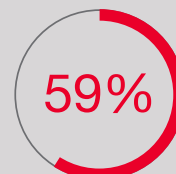
TOP JOBS IN DEMAND



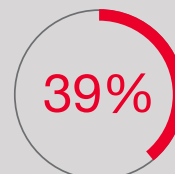
EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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

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
Human Resources		
HR Director	75 - 130k	75 - 130k
HR Shared Services Manager	40 - 60k	42 - 60k
HR Manager	40 - 60k	40 - 62k
Rewards Manager	32 - 60k	32 - 60k
Training & Development Manager	32 - 45k	32 - 45k
Talent Acquisition Manager	28 - 40k	30 - 42k
Organisation & Development Manager	35 - 55k	40 - 60k
Compensation & Benefits Manager	32 - 45k	32 - 45k
HR Business Partner Manager	30 - 55k	30 - 70k
HR Executive	12 - 20k	15 - 25k
Business Support		
Office Manager	20 - 26k	22 - 30k
Executive Assistant	18 - 30k	18 - 30k

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

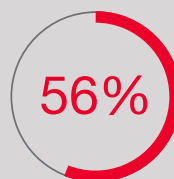


Real estate

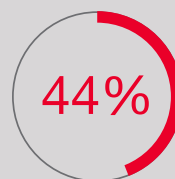


Fintech

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



Expect a 7-15% annual salary increment

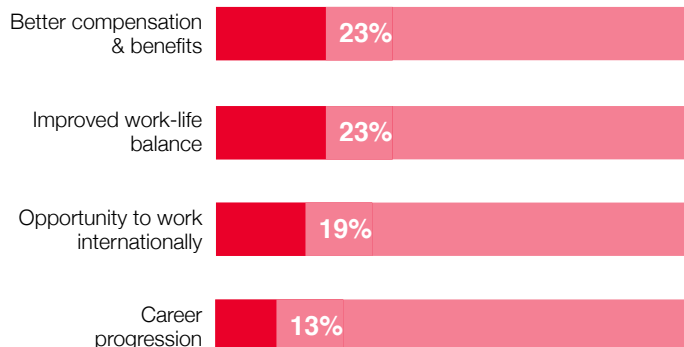


Expect a 15%+ annual salary increment

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

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

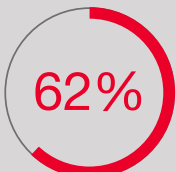


E-commerce

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

Career progression

30%

Better compensation & benefits

26%

Better company culture

10%

Opportunity to work internationally

10%

SALES & MARKETING

VIETNAM

CONSUMER, DIGITAL & TECHNOLOGY

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

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

SALES & MARKETING

VIETNAM

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

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

SALES & MARKETING

VIETNAM

INDUSTRIAL

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

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

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



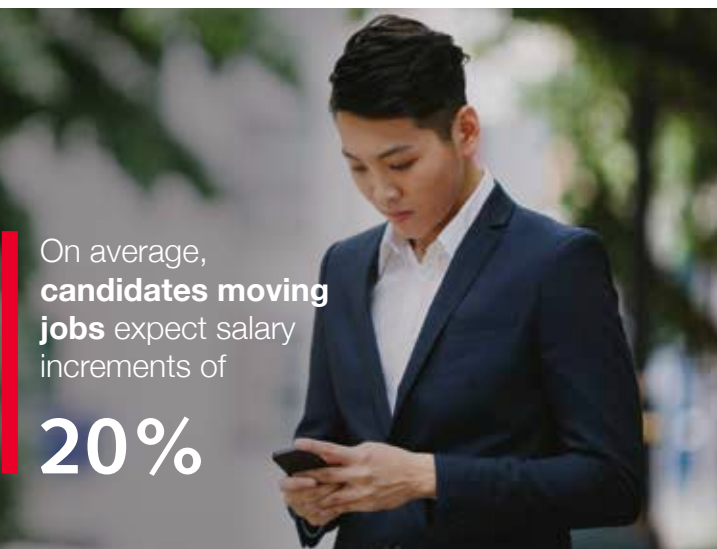
98%

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

HIRING ADVICE

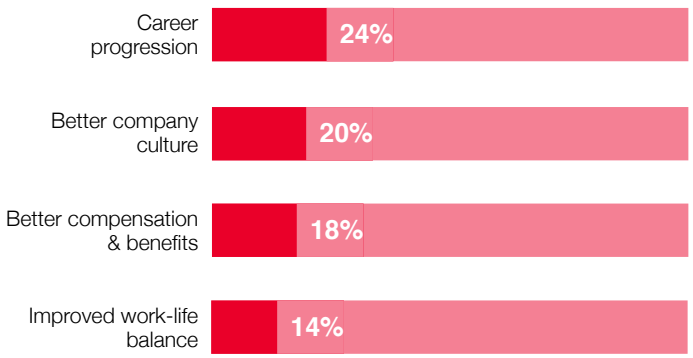


EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



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	60 - 119k
Supply Chain Manager	34 - 65k	36 - 68k
Logistics Manager	35 - 50k	37 - 53k
Customer Service Manager	30 - 45k	32 - 47k
Planning Manager	35 - 50k	37 - 53k
Procurement Manager	35 - 48k	37 - 51k
Warehouse Manager	23 - 34k	24 - 36k

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

TECH & TRANSFORMATION

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



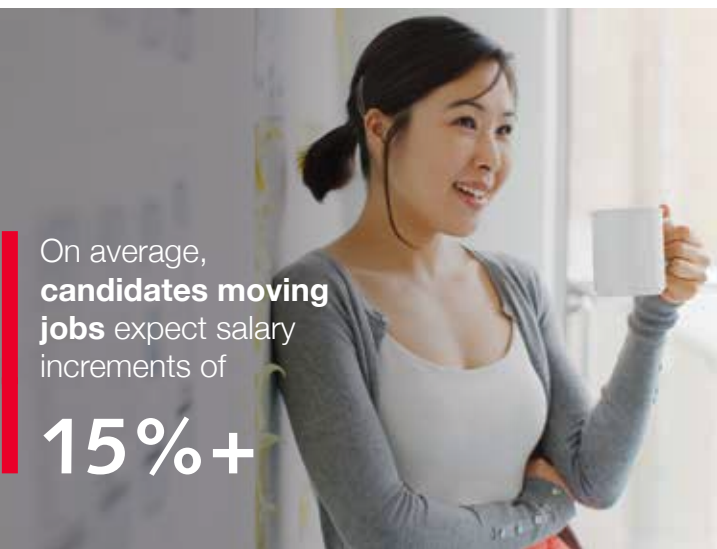
TOP AREAS SEEING DEMAND



29%

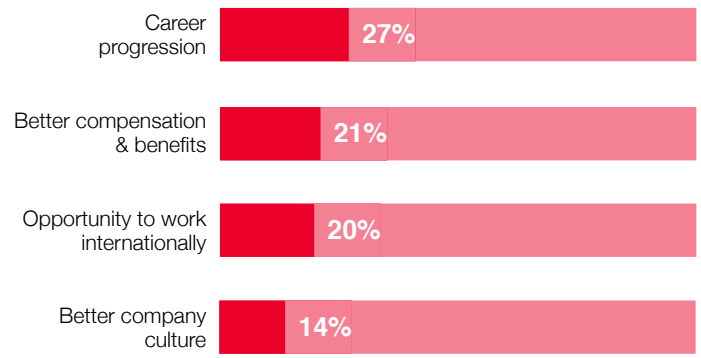
Of tech & transformation professionals stay less than two years in a role

EXPECTATIONS OF PROFESSIONALS STAYING IN A ROLE



On average, **candidates moving jobs** expect salary increments of **15%+**

TOP 4 MOTIVATORS TO MOVE JOBS



TECH & TRANSFORMATION

VIETNAM

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

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

TECH & TRANSFORMATION

VIETNAM

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

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

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ABOUT ROBERT WALTERS

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