HAYS Recruiting experts worldwide

THE 2010 HAYS SALARY GUIDE
SHARING OUR EXPERTISE

Salaries and recruiting trends across Asia.

Contents

THANK YOU

We would like to express our gratitude to all those organisations who participated in the collection of data for this year's survey. Your contribution has ensured that we can produce an informative document to help support your business decisions.

THE BEST DECISIONS ARE INFORMED DECISIONS

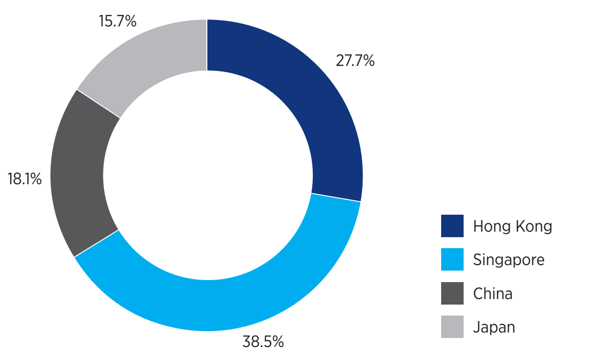
"2009 was a tough year for many but the beginning of a steady recovery is already taking place. There is new optimism in the market and many employers have indicated they will increase staff levels in 2010. The Hays Salary Guide aims to assist our stakeholders make informed decisions and successfully plan their recruitment activities for the coming year."

Nigel Heap, Managing Director of Hays Asia Pacific

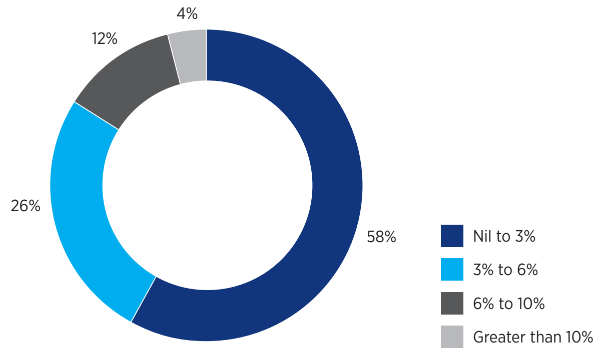
SECTION ONE
MARKET OVERVIEW & TRENDS

Confidence is returning to the market in Asia - 33 per cent of employers surveyed intend to award increases between three and six per cent.

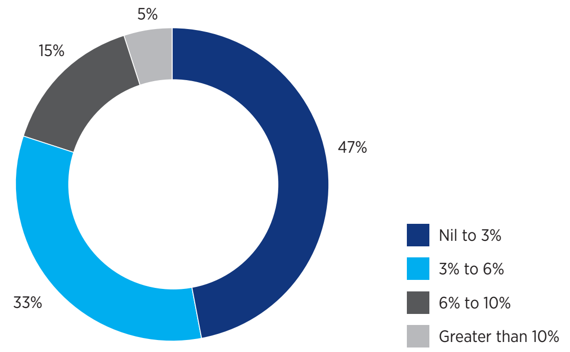
Your location (country):



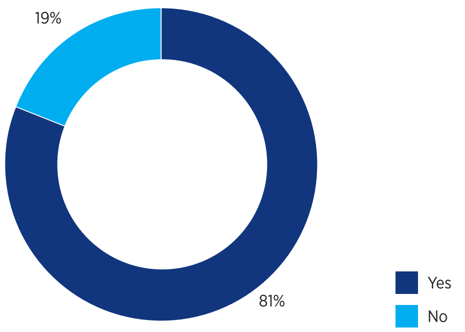
On average, by what percentage did you increase salaries in your last review?



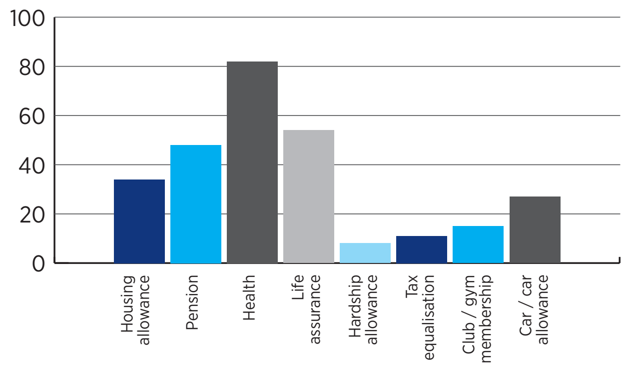
When you next review, by what percentage do you intend to increase salaries?



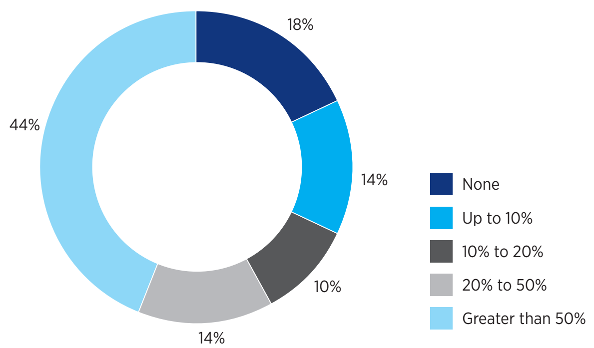
Do you give any benefits in addition to salary / bonus?



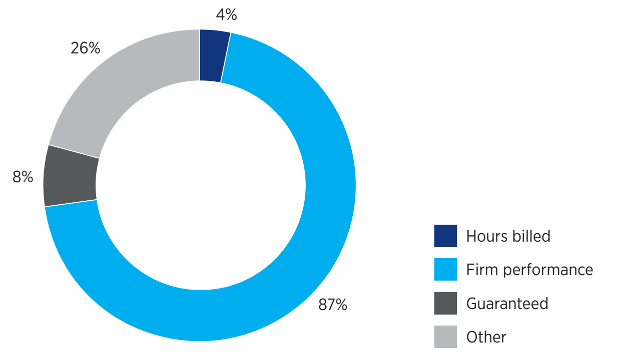
If yes, which of the following do you provide?



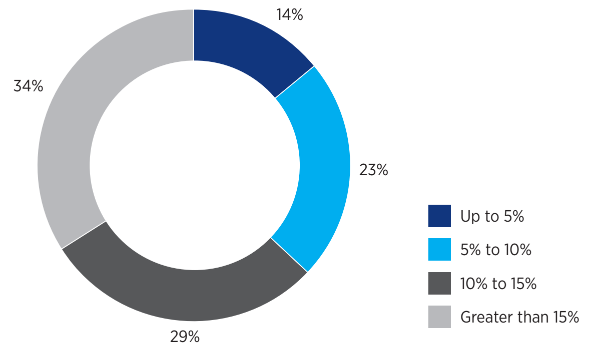
What percentage of staff do you intend to award a bonus to this year?



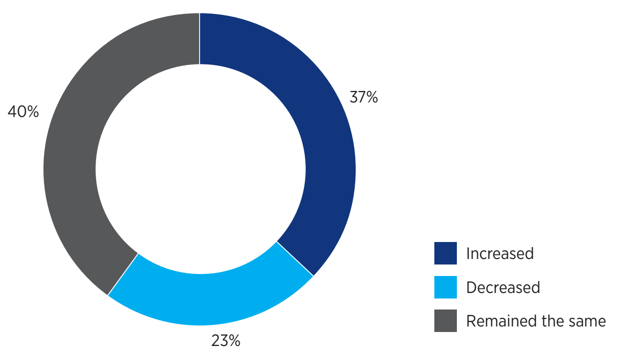
Are bonuses related to:



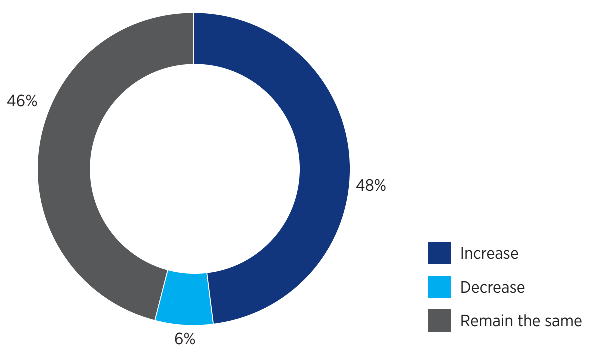
On average, what percentage of staff salary do you intend to award as a bonus?



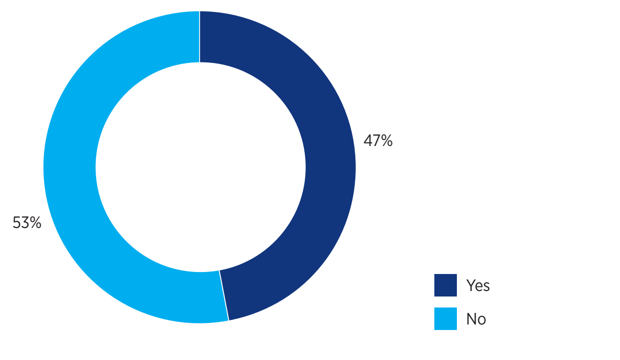
Over the last 12 months, have permanent staff levels in your department:



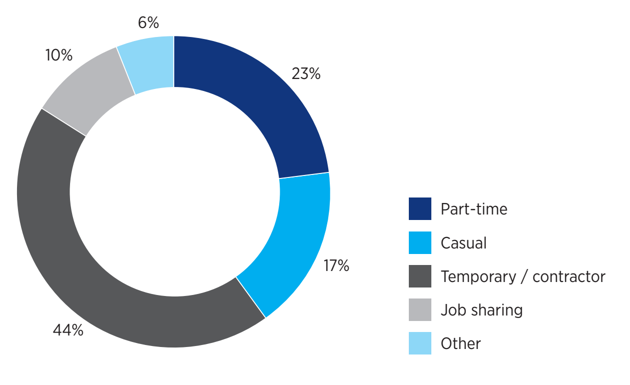
In the next 12 months, do you expect permanent staff levels to:



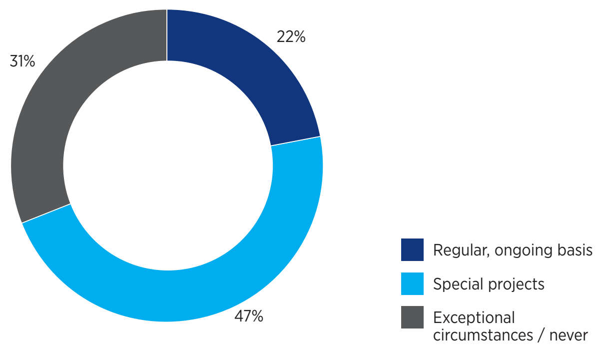
In the last 12 months, have you utilised a flexible staffing approach?



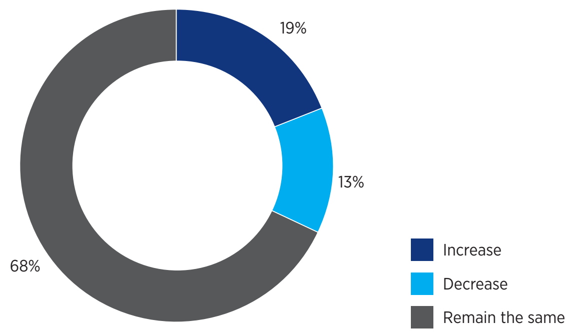
If yes, please specify:



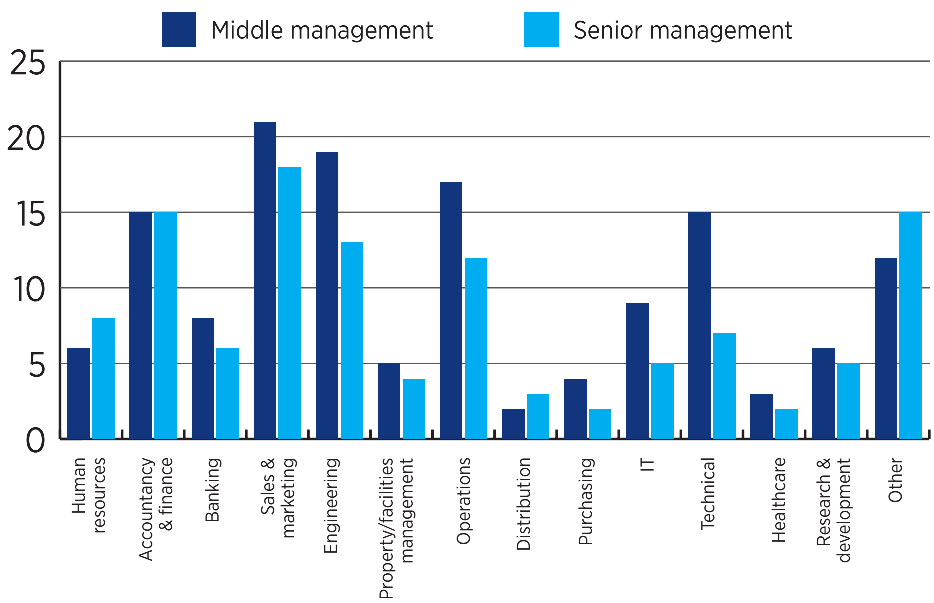
How often do you employ temporary / contract staff?



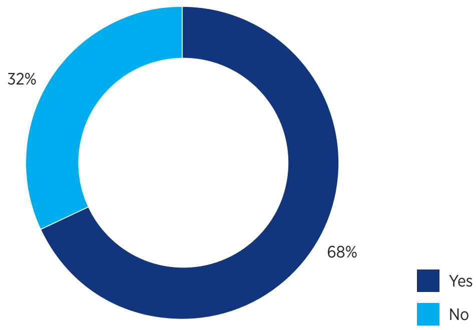
In the next 12 months, do you expect your use of temporary / contract staff to:



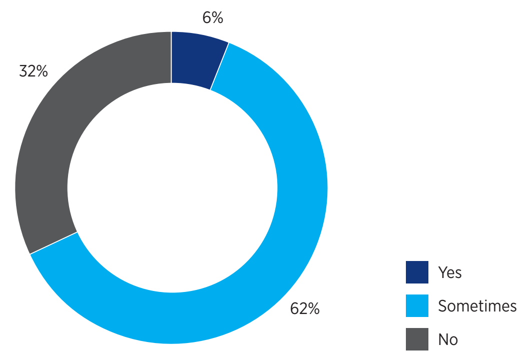
For which areas have you recently found it difficult to recruit?



In skill-short areas, would you consider employing or sponsoring a qualified overseas / expatriate candidate?



Is it your policy to counter-offer staff when they resign?



SECTION TWO
SALARY INFORMATION

Salaries remained fairly static in 2009. As economic conditions improve and employees become more confident to change jobs, we'll start to see salaries increase.

"Companies are adopting a more thorough recruiting process to ensure they match the right candidate to their needs."

Hong Kong

Demand for accounting professionals was fairly steady in 2009 despite difficult market conditions. Companies consolidated their finance teams rather than growing or reducing them. By the end of 2009 employers were increasing headcount, an obvious sign that the market was improving.

With increasing regulations and internal governance, we have seen higher demand for professionals within the Audit, Compliance, Financial Reporting and Internal Controls functions. There's also been similar growth within financial services, with skill shortages in areas such as IFRS, China GAAP and Basel II.

In most cases salary levels have not moved, however for those fortunate to receive an increase, between 5 and 10 per cent has been standard. Due to the increased availability of candidates there has been little or no need for organisations to compete based on salary. Technical specialists can however buck this trend.

Companies are adopting a more thorough recruiting process to ensure they match the right candidate to their needs. This includes a longer interview process, meeting with peers and other stakeholders and using psychometric testing more regularly.

Jobseekers should be realistic in terms of salary expectations, and take the advice of recruiting experts on their market worth. 'Job hopping' can potentially be detrimental to career prospects so they need to be objective and rely on first impressions of a potential employer. Once the decision has been made to move, they shouldn't be tempted by a counter offer.

Singapore

With improvement in the market most sectors are now more confident to hire. In the FMCG, retail and other consumer based sectors we've seen renewed momentum and there are signs that construction and oil & gas are beginning to stir again. The Big Four accounting firms are also hiring which is an encouraging sign for 2010.

We've also seen an increase in Corporate Governance related roles across all sectors, in particular opportunities within Internal Audit, Risk & Compliance. In financial services, the demand for regulatory reporting has risen in the wake of the economic crisis. Experienced Cost & Management Accountants who maximise cost efficiencies are also highly sought after.

Project Accountants are also in demand which is a positive indicator that businesses are initiating projects which may not have been feasible six months prior.

Salaries remained fairly static and there is still reluctance from employers to offer significant increases, with the norm being around 12 per cent. Some employers have implemented policies that put a limit on the percentage increment they can offer new hires.

Businesses are more careful when it comes to negotiating offers and candidates are generally more realistic in their expectations. However, there have been signs that this may change in line with 2010's increasing market strength.

Cost savings will remain a major factor for all businesses for the foreseeable future. Therefore the quality of the role, the organisation and the opportunities on offer should be at the top of the wish list for candidates rather than salary.

China

The past 12 months brought significant changes to this sector's landscape. Despite some businesses closing their doors, a growing number of international companies opened in China which created demand for candidates with strong English skills.

The Chinese Government's stimulus package assisted recovery and after several months coping with headcount freezes, confidence returned and multinational companies again started recruiting in late 2009.

Candidates who have experience within MNC internal auditing and compliance are in huge demand due to tightened risk controls globally. There are also opportunities for Financial Controllers, Financial Planners, Analysis Managers and Accounting Managers. Certified accounting certificates have become extremely important for the latter as they require competency in IFRS, US GAAP and PRC GAAP.

Those quality candidates who were made redundant during the financial crisis tend to be flexible on salary requirements but extremely conservative about future stability. On the other hand, candidates currently employed tend to ask for a 15 to 20 per cent pay rise when considering their next move.

Many employers have implemented more attractive staff retention plans. Some common practices have included employing additional staff, full family insurance coverage and additional retirement funds.

Candidates who have experience with a Chartered Firm are always highly regarded however combined with a commercial field they have a major advantage. Furthermore, the most successful candidates will be flexible with their location and travel frequency so they'll need to be clear on needs and wants before making their next career move.

Japan

Over the past six months there has been an influx of available candidates. Consequently searches are taking much longer and there is a misconception that employers are able to get exactly what they are looking for. Unfortunately this isn't the case as many applicants do not have the right qualifications.

There has been a shift in demand, with more opportunities now available for candidates at the junior level but fewer for those at the senior level. In the banking industry the number of vacancies in regulatory reporting is increasing while in commercial areas there's an increase in junior financial analysts and business planning roles.

Salary increases when moving jobs reduced drastically in 2009. Now candidates who are not currently employed are more willing to take a pay cut as they realise the market is extremely competitive. Those already employed are being offered a slight increase to move to another company. Salaries in the finance industry have come down while in commerce and consulting, salaries have remained static.

In general the recruiting process is taking longer as employers look for a perfect match whilst arranging internal headcount and signoff.

Choice is limited so candidates will need to be both flexible and realistic in their expectations. Salary increases in this market are rare, so overconfident demands could mean a missed opportunity. Also, they should consider taking a job that could lead to something better in the future.

Finance Director / CFO

	SME	MID	MNC
Hong Kong	900 - 1,200	1,000 - 1,800	1,200 - 2,300
Singapore	170 - 230	250 - 300	320 - 400
China	600 - 800	800 - 1,000	1,000 - 1,600
Japan	10 - 15	15 - 20	18 - 23

Financial Controller

	SME	MID	MNC
Hong Kong	600 - 800	700 - 900	800 - 1,200
Singapore	150 - 180	175 - 240	220 - 270
China	350 - 450	450 - 600	600 - 800
Japan	8 - 12	10 - 15	15 - 18

Senior Finance Manager

	SME	MID	MNC
Hong Kong	475 - 575	500 - 650	600 - 800
Singapore	90 - 120	100 - 150	125 - 170
China	250 - 350	350 - 500	450 - 600
Japan	8 - 10	10 - 12	14 - 18

Finance Manager

	SME	MID	MNC
Hong Kong	300 - 450	400 - 520	500 - 580
Singapore	65 - 90	90 - 115	100 - 140
China	150 - 250	250 - 350	350 - 500
Japan	7 - 10	10 - 12	13 - 16

Assistant Finance Manager

	SME	MID	MNC
Hong Kong	240 - 375	300 - 420	375 - 500
Singapore	45 - 75	60 - 85	75 - 100
China	100 - 200	150 - 250	250 - 350
Japan	6 - 8	8 - 10	10 - 12

Senior Management Accountant

	SME	MID	MNC
Hong Kong	380 - 440	400 - 500	450 - 575
Singapore	75 - 90	85 - 100	90 - 110
China	150 - 220	150 - 250	250 - 350
Japan	6 - 8	8 - 10	10 - 12

Management Accountant

	SME	MID	MNC
Hong Kong	220 - 360	300 - 420	350 - 500
Singapore	55 - 75	75 - 90	80 - 100
China	80 - 120	100 - 150	150 - 250
Japan	7 - 8	8 - 9	9 - 12

Notes

- Typical Salary Range in '000 (excluding Japan which is stated in millions) • These salaries do not include bonuses • Top of range in MNC's implies regional role
- All Salaries are represented in local currencies • Job titles in global organisations vary greatly from European/American/North American companies
- SME - Small to medium enterprise; MID - Medium to large; MNC Multinational companies

Senior Financial Accountant

	SME	MID	MNC
Hong Kong	320 - 400	350 - 475	450 - 540
Singapore	75 - 90	85 - 100	90 - 110
China	100 - 200	150 - 250	250 - 350
Japan	6 - 8	8 - 10	10 - 15

Financial Accountant

	SME	MID	MNC
Hong Kong	200 - 300	250 - 350	320 - 460
Singapore	55 - 75	75 - 90	80 - 100
China	80 - 120	100 - 150	150 - 250
Japan	4 - 5	5 - 6	6 - 7

Financial Analyst

	SME	MID	MNC
Hong Kong	280 - 350	300 - 440	380 - 500
Singapore	55 - 75	75 - 90	80 - 100
China	80 - 120	100 - 150	150 - 250
Japan	4 - 6	6 - 8	8 - 12

Tax Director / Head

	SME	MID	MNC
Hong Kong	600 - 800	750 - 1,000	850 - 1,400
Singapore	130 - 170	150 - 220	220 - 300
China	400 - 550	600 - 700	700 - 1,100
Japan	8 - 12	12 - 15	15 - 20

Tax Manager

	SME	MID	MNC
Hong Kong	480 - 640	550 - 730	600 - 800
Singapore	80 - 130	110 - 150	130 - 180
China	300 - 450	450 - 550	600 - 700
Japan	8 - 10	10 - 12	12 - 15

Tax Accountant

	SME	MID	MNC
Hong Kong	400 - 500	450 - 520	480 - 660
Singapore	60 - 90	80 - 110	100 - 150
China	200 - 300	250 - 350	300 - 400
Japan	6 - 8	8 - 10	10 - 12

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Head of Internal Audit

	SME	MID	MNC
Hong Kong	650 - 800	700 - 1,000	900 - 1,400
Singapore	110 - 150	145 - 200	240 - 350
China	400 - 500	500 - 650	600 - 750
Japan	8 - 10	10 - 12	12 - 15

Internal Audit Manager

	SME	MID	MNC
Hong Kong	450 - 550	500 - 650	700 - 900
Singapore	75 - 90	90 - 140	130 - 190
China	250 - 400	300 - 450	400 - 550
Japan	8 - 10	10 - 12	12 - 15

Assistant Audit Manager

	SME	MID	MNC
Hong Kong	240 - 360	340 - 480	420 - 600
Singapore	58 - 70	65 - 95	85 - 120
China	200 - 300	250 - 350	300 - 400
Japan	6 - 8	8 - 10	10 - 12

Senior Treasury Manager

	SME	MID	MNC
Hong Kong	480 - 580	540 - 720	600 - 1,100
Singapore	90 - 120	110 - 150	140 - 210
China	300 - 450	400 - 550	550 - 700
Japan	10 - 12	12 - 15	15 - 18

Treasury Manager

	SME	MID	MNC
Hong Kong	380 - 420	400 - 600	540 - 720
Singapore	60 - 90	80 - 120	110 - 165
China	250 - 350	300 - 450	400 - 550
Japan	8 - 10	10 - 12	12 - 15

Treasury Accountant

	SME	MID	MNC
Hong Kong	200 - 300	300 - 420	360 - 540
Singapore	50 - 65	65 - 90	75 - 110
China	100 - 200	150 - 250	250 - 350
Japan	5 - 7	7 - 9	9 - 10

Notes

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Financial Executives

Head of Compliance

	SME	MID	MNC
Hong Kong	620 - 740	650 - 800	950 - 1,300
Singapore	120 - 150	145 - 190	210 - 300
Japan	10 - 15	15 - 20	18 - 30

Senior Compliance Manager

	SME	MID	MNC
Hong Kong	450 - 600	550 - 780	780 - 960
Singapore	100 - 125	110 - 170	165 - 200
Japan	10 - 12	10 - 15	15 - 20

Compliance Manager

	SME	MID	MNC
Hong Kong	360 - 420	400 - 550	420 - 650
Singapore	72 - 90	90 - 115	100 - 160
Japan	10 - 12	12 - 14	14 - 16

Compliance Specialist

	SME	MID	MNC
Hong Kong	180 - 250	200 - 300	260 - 430
Singapore	45 - 55	55 - 65	60 - 80
Japan	8 - 10	10 - 12	12 - 15

Notes

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Accounting Support

Graduates

	Assistant Accountant	Graduate Accountant
Hong Kong	145 - 270	155 - 215
Singapore	42 - 52	30 - 45
China	120 - 160	45 - 100
Japan	3.5 - 5.5	4 - 6

Support

	Accounts Receivable	Accounts Payable	Credit Control	Bookkeepers
Hong Kong	150 - 250	180 - 240	180 - 360	240 - 360
Singapore	22 - 38	22 - 38	22 - 38	26 - 42
China	45 - 65	45 - 65	45 - 55	45 - 75
Japan	3.5 - 7.5	4 - 6.5	4 - 8.5	4 - 5

Notes

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• All Salaries are representative of the total package value • Salaries are represented in local currencies

Financial Services

	Finance Director / CFO	Financial Controller	Senior Finance Manager
Hong Kong	1,300 - 2,500	1,300 - 1,800	700 - 1,000
Singapore	270 - 500	180 - 300	120 - 200
Japan	18 - 30	12 - 18	12 - 16

	Finance Manager	Assistant Finance Manager	Tax Director / Head of Tax
Hong Kong	500 - 850	360 - 480	1,000 - 1,750
Singapore	60 - 120	45 - 65	250 - 380
Japan	10 - 14	7 - 9	18 - 30

	Tax Manager	Tax Accountant	Head Internal Audit	Senior Audit Manager
Hong Kong	600 - 1,000	300 - 420	1,500 - 2,000	660 - 950
Singapore	85 - 180	50 - 70	270 - 400	180 - 280
Japan	12 - 18	12 - 18	15 - 25	12 - 15

	Audit Manager	Asstistant Audit Manager	Dept Head Product Control	Senior Product Controller
Hong Kong	600 - 800	300 - 420	1,000 - 1,750	600 - 950
Singapore	60 - 130	50 - 70	200 - 250	90 - 150
Japan	8 - 12	10 - 13	18 - 25	15 - 18

	Product Controller	Senior Treasury Manager	Treasury Manager	Treasury Accountant
Hong Kong	375 - 550	900 - 1,200	600 - 750	360 - 480
Singapore	45 - 85	200 - 320	50 - 130	40 - 85
Japan	10 - 15	15 - 18	8 - 12	6 - 10

	Head of Compliance / Risk	Senior Compliance / Risk Manager	Compliance / Risk Manager
Hong Kong	1,000 - 1,500	850 - 1,000	550 - 780
Singapore	300 - 450	180 - 250	75 - 160
Japan	20 - 35	15 - 25	11 - 16

	Compliance / Risk Specialist	Accounts Receivable	Accounts Payable	Credit Control
Hong Kong	300 - 420	180 - 260	180 - 260	180 - 340
Singapore	55 - 110	18 - 33	18 - 33	18 - 36
Japan	10 - 14	5 - 8	5 - 8	5 - 8

Notes

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- All Salaries are representative of the total package value • Investment banking salaries are at the higher end of ranges stated; consumer banking at the lower
- Salaries are represented in local currencies

Audit

	Consultant	Senior Associate / Assistant Manager
Hong Kong	200 - 260	275 - 475
Singapore	36 - 48	48 - 65
Japan	6 - 8	8 - 12

	Manager	Senior Manager	Director / Partner
Hong Kong	550 - 800	800 - 1,100	1,200 +
Singapore	68 - 95	110 - 180	200 +
Japan	12 - 14	14 - 18	18 - 30

Advisory Practices

	Consultant	Senior Associate / Assistant Manager
Hong Kong	200 - 260	275 - 475
Singapore	36 - 48	48 - 65
Japan	6 - 8	8 - 10

	Manager	Senior Manager	Director / Partner
Hong Kong	550 - 800	800 - 1,100	1,200 +
Singapore	68 - 95	110 - 180	200 +
Japan	10 - 14	14 - 18	18 - 30

Tax

	Tax Consultant	Senior Tax Consultant	Tax Manager
Hong Kong	200 - 260	275 - 475	550 - 800
Singapore	36 - 48	48 - 65	68 - 95
Japan	6 - 8	8 - 10	10 - 15

	Senior Tax Manager	Tax Director
Hong Kong	800 - 1,100	1,200 +
Singapore	110 - 180	200 +
Japan	15 - 18	18 - 25

Notes

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"Many banks are planning a substantial increase in their recruiting for 2010."

Hong Kong

2009 was one of the most challenging years in the banking sector following the dramatic events of late 2008. Throughout most of the year there was a level of cautiousness with employers opting to consolidate their teams. However from mid to late 2009 onwards we saw a definite improvement in market conditions, with high demand for front office traders and in middle office areas such as risk and compliance.

There was also an increase in corporate finance and structured finance vacancies. Additionally, corporate banking and wealth management picked up significantly with hiring occurring across most of the major banks.

Most banks are confident in their recruiting plans for 2010 so we expect an increase in hiring. This will come as the middle and back office start to meet the demand created by front office and candidates become more confident to move to new opportunities.

Salary levels stayed fairly static during 2009, but we saw some increases averaging 10 per cent. Given the challenging economic climate, costs were scrutinised and organisations had less competition for candidates, which reduced the need for incentives to be offered. For specialist roles in certain areas, we saw some higher increases.

The banking industry has experienced a turbulent 12 months and employers are being cautious about who they hire and when. As a result interview processes and approvals are more stringent and taking longer to complete. They have been reluctant to consider overseas candidates, preferring to source only local talent. This trend is likely to change in 2010 with the improving market conditions.

While jobseekers can be more confident, they still need to be strategic. 2010 will not be a year where money should be the primary focus, instead look at the longer term career development and exposure instead. Increases will probably be available but be realistic in expectations.

Singapore

Several of Singapore's major banks have ramped up their hiring activity. The migration and expansion of business areas, and the announcement of healthier profits compared to the previous 12 months created a positive outlook for this sector in 2010 which has led to increased demand.

Hot spots exist within ISDA Documentation, Fixed Income Settlements, Corporate Actions and Project Management. Business Analysts with solid proven experience managing stakeholders and running major business critical projects, Product Control, Valuations control and price testing candidates with significant experience with exotic and structured products are also sought after.

Salaries remained static in 2009, with increases circa 10 to 20 per cent. The only tangible fluctuations came from those banks in a position to pay sign on bonuses and pay out bonuses in the last quarter of 2009.

Candidates looking for a new role in 2010 need to keep their salary expectations realistic. They should sell their strengths - it's is not the ideal time to look for a significant move away from core skill sets.

China

Following the financial crisis, banks implemented tighter cost controls in 2009. As part of this efficiency drive, they were only willing to recruit experienced staff that could add value and clearly demonstrate their worth.

Many also started to recruit staff from Chinese banks, which they view as possessing good local knowledge, strong business connections and extensive experience onshore.

As the Chinese market grows and many banks obtain RMB licences, demand for front office staff is increasing. Global market sales personnel in particular are in high demand, although there are very few candidates who are confident in these products.

Experienced relationship managers remain an area of constant growth as Banks continue to expand their wholesale banking business and consumer banking across China. With many banks opening new branches and sub-branches across China, personal financial service staff ranging from wealth managers to sub-branch managers are in increasing demand.

Base salaries at the Director and Managing Director level are now comparable to those in Hong Kong, while junior salaries remain much lower. Personal taxation will always be a concern to candidates.

Many banks are planning their forward recruiting needs for 2010, with a substantial increase in activity expected after March as employers look to minimise sign-on bonuses.

With emphasis on the Chinese market and local onshore products, candidates looking for a new role in 2010 should familiarise themselves with RMB related products along with associated rules and regulations.

Japan

Significant market changes took place in 2009. There were redundancies in the first half of the year however there were improvements in the second half and this is set to continue. Candidates again anticipate a bonus when just 12 months ago this was not a realistic expectation. Compared to late 2008 when there were very few positions in the market, there are many more job opportunities now available.

There is high demand for candidates experienced in Market Risk as banks aim to minimize the effects of the GFC. Many businesses are also seeking investment and strategic advice relating to mergers, acquisitions, and other financial services. This is generating opportunities within the IBD area. There's also increasing demand within Credit - specifically risk and underwriting as well as Trading and Sales. We also expect headcounts to increase further within Research and possibly Finance in 2010.

Salary bases in general remained steady however there were instances of slight increases. Employees are expecting higher bonuses this year especially on the fixed income and credit side.

Candidates that receive an offer of employment should act quickly as it may not stay open for long.

Project Finance

	Analyst	Associate	Vice President	Director	Managing Director
Hong Kong	400 - 500	500 - 750	800 - 1,200	1,300 - 1,800	2,000 - 2,300
Singapore	67 - 85	90 - 125	133 - 200	220 - 300	330 - 350
Japan	7 - 11	9 - 13	14 - 25	25 - 35	30 +

Leverage Finance

	Analyst	Associate	Vice President	Director	Managing Director
Hong Kong	600 - 700	800 - 1,000	2,000 - 3,000	4,000 - 6,000	7,000 - 8,000
Singapore	100 - 120	135 - 160	130 - 190	180 - 310	270 - 450
Japan	9 - 14	12 - 18	15 - 30	35 +	65 +

Asset Management

	Research Analyst	Equity Analyst	Senior Equity Analyst	Assistant Portfolio Manager	Portfolio Manager
Hong Kong	275 - 400	400 - 600	600 - 900	900 - 1,200	1,100 +
Singapore	55 - 68	78 - 90	93 - 150	180 - 250	250 +
China	120 - 300	250 - 500	300 - 600	N/A	N/A
Japan	10 - 15	15 - 25	25 - 35	15 - 20	22 - 40

Private Equity

	Associate	Analaypst	Senior Analyst	Assistant Portfolio Manager	Portfolio Manager
Hong Kong	400 - 580	550 - 780	780 - 1,200	1,100 - 1,350	1,200 - 2,000
Singapore	72 - 110	90 - 150	150 - 180	180 - 250	220 +
China	120 - 300	250 - 500	300 - 600	N/A	N/A
Japan	10 - 15	14 - 20	20 - 25	25 +	35 +

Hedge Fund - Investment

	Associate	Analaypst	Senior Analyst	Assistant Fund Manager	Fund Manager
Hong Kong	400 - 580	550 - 780	780 - 1,200	1,100 - 1,350	1,200 - 2,500
Singapore	78 - 110	90 - 150	140 - 190	170 - 230	230 +
Japan	12 - 16	15 - 22	22 - 30	28 +	40 +

Hedge Fund - Execution

	Risk Analyst	Risk Manager	Quantitative Analyst
Hong Kong	550 - 950	1,300 +	900 - 1,350
Singapore	90 +	N/A	150 - 200
Japan	12 - 16	15 - 25	15 - 25

	Senior Quantitative Analyst	Trader	Senior Trader
Hong Kong	1,500 +	800 - 1,250	1,500 +
Singapore	180 +	180 - 250	250 +
Japan	20 - 30	35 +	50 +

Typical Benefits

• Performance based bonuses

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions) • Salaries are annual and represented in local currencies

Corporate Finance Mergers & Acquisitions

	Analyst	Associate	Senior Associate	Vice President	Director
Hong Kong	350 - 400	500 - 900	900 - 1,300	700 - 1,000	1,200 - 1,600
Singapore	58 - 67	83 - 150	150 - 217	200 - 417	250 +
China	120 - 144	120 - 240	300 - 400	600 +	1,000 +
Japan	10 - 15	12 - 16	15 - 20	30 +	65 +

Global Markets

	Entry-level Trader	Trader	Senior Trader	Head of Financial Markets
Hong Kong	360 - 420	550 - 1,000	1,000 - 1,300	1,500 - 2,500
Singapore	58 - 67	83 - 150	150 - 217	250 +
China	84 - 120	200 - 432	500 - 800	800 +
Japan	10 - 20	15 - 35	25 +	80 +

Financial Markets

	Financial Sales	Senior Financial Sales	Institutional Sales	Head of Institutional Sales
Hong Kong	300 - 350	350 - 400	500 - 1,000	1,000 - 1,500
Singapore	50 - 58	67 - 83	83 - 134	167 - 250
China	170 - 300	240 - 420	420 - 600	800 +
Japan	15 - 25	25 - 45	40 +	80 +

Financial Planning & Wealth Management

	Wealth Manager	Senior Wealth Manager	Premier Banking Relationship Manager	Private Banking Client Services Officer
Hong Kong	300 - 480	480 - 720	360 - 600	300 - 540
Singapore	34 - 42	42 - 58	50 - 85	42 - 58
China	300 - 360	360 +	N/A	N/A
Japan	15 - 30	20 - 40	15 - 20	12 - 15

	Private Banking Relationship Manager	Senior Private Banking Relationship Manager	Sales Manager	Sales Director
Hong Kong	540 - 1,200	1,200 - 3,000	600 - 1,200	1,200 +
Singapore	60 - 150	150 - 250	70 - 100	120 - 180
China	N/A	N/A	300 - 360	N/A
Japan	15 - 20	35 +	15 - 30	35 +

Typical Benefits

• Performance based bonuses

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions) • Salaries are annual and represented in local currencies

Credit

	Associate	Senior Associate	Associate Vice President	Vice President	Director
Hong Kong	300 - 500	500 - 600	600 - 800	800 - 1,000	1,000 - 1,400
Singapore	40 - 55	50 - 70	70 - 115	160 - 210	280 +
China	120 - 144	120 - 240	300 - 360	480 +	1,000 +
Japan	8 - 10	11 - 14	13 - 16	14 - 18	18 - 25

Risk

	Associate	Senior Associate	Associate Vice President	Vice President	Director
Hong Kong	300 - 500	420 - 600	600 - 780	780 - 1,000	1,000 - 1,500
Singapore	40 - 55	60 - 80	75 - 115	150 - 220	220 +
China	60 - 120	144 - 180	240 - 360	480 +	1,000 +
Japan	8 - 11	10 - 13	12 - 16	15 - 20	20 - 30

Compliance

	Associate	Senior Associate	Associate Vice President	Vice President	Director
Hong Kong	360 - 550	550 - 780	600 - 780	780 - 1,000	1,000 - 2,500
Singapore	21 - 44	40 - 60	65 - 115	160 - 210	220 +
China	96 - 140	215 - 300	240 - 360	600 +	850 +
Japan	8 - 11	10 - 13	12 - 16	15 - 20	20 - 35

Typical Benefits

• Education Costs • Performance based bonuses

Notes

• Typical Salary Range in ‘000 (excluding Japan which is stated in millions) • Salaries are annual and represented in local currencies

Corporate Actions

	Analyst	Senior Analyst	Associate Director	Director
Hong Kong	300 - 360	360 - 540	550 - 800	700 - 900
Singapore	48 - 66	66 - 80	80 - 130	160 - 240
Japan	7 - 10	8 - 12	10 - 16	15 - 20

Settlements

	Officer	Assistant Manager	Manager
Hong Kong	200 - 300	300 - 350	350 - 550
Singapore	22 - 34	36 - 60	60 - 90
China	80 - 100	100 - 120	120 - 160
Japan	7 - 10	8 - 12	10 - 16

Secretary / Admin Assistant

	Secretary	Senior Secretary	Personal Assistant	Executive Assistant
Hong Kong	180 - 250	200 - 300	300 - 400	350 - 400
Singapore	21 - 28	30 - 40	36 - 50	42 - 60
China	40 - 50	72 - 144	150 - 170	100 - 500
Japan	4 - 5	5.5 - 7	7 - 8	8 - 10

Documentation / Treasury Operations

	Analyst	Senior Analyst	Associate Director	Director
Hong Kong	250 - 350	300 - 450	500 - 600	600 - 800
Singapore	40 - 55	55 - 70	80 - 120	150 - 220
China	150 - 280	280 - 350	750 +	750 - 1,100
Japan	7 - 8	8 - 12	10 - 15	15 - 20

Trade Support / Treasury Operations Money Market / FX / Derivatives / Capital Market

	Analyst	Senior Analyst	Associate Director	Director	Head
Hong Kong	310 - 380	380 - 540	650 - 800	850 - 1,200	1,200 - 1,700
Singapore	35 - 50	50 - 70	80 - 120	150 - 200	220 - 280
China	150 - 280	280 - 350	400 - 650	750 - 1,100	1,100 - 1,500
Japan	7 - 8	8.5 - 12	11.5 - 14	15 - 20	20 +

Funds Operations

	Administrator	Senior Administrator	Manager	Business Development Manager	General Manager
Hong Kong	250 - 350	350 - 450	500 - 600	700 - 900	1,000 - 1,200
Singapore	50 - 58	58 - 67	82 - 117	117 - 167	200 - 267
China	72 - 96	120 - 168	180 - 420	180 - 480	600 +
Japan	7 - 9	10 - 15	15 - 25	30 +	65 +

Typical Benefits

• Education Costs • Performance based bonuses

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions) • Salaries are annual and represented in local currencies

Branch Staff

	Teller	Customer Service Advisor	Branch Supervisor
Hong Kong	100 - 150	100 - 150	200 - 250
Singapore	20 - 30	22 - 32	42 - 47
China	36 - 72	60 - 108	180 - 420

Branch Management

	Lending Officer	Branch Manager	Regional / District Manager
Hong Kong	200 - 280	300 - 420	700 - 900
Singapore	30 - 45	50 - 75	80 - 110
China	96 - 144	360 - 480	480 +
Japan	7 - 9	12 - 15	15 - 23

Corporate & Commercial Lending

	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Team Head	Division Head
Hong Kong	300 - 360	360 - 420	420 - 550	700 - 1.000	1,000 - 1,300
Singapore	50 - 60	60 - 70	80 - 92	116 - 167	167 - 217
China	48 - 120	60 - 240	180 - 480	240 - 1,000	600 - 1,000

SME Banking

	Assistant Relationship Manager	Relationship Manager	Senior Relationship Manager	Team Head	Division Head
Hong Kong	180 - 300	240 - 420	420 - 540	540 - 660	660 - 840
Singapore	30 - 55	40 - 75	75 - 100	90 - 120	120 +

Cash Management

	Sales Officer	Assistant Manager	Manager
Hong Kong	180 - 260	260 - 360	360 - 540
Singapore	30 - 55	48 - 72	80 +

Residential Lending

	Mortgage Assessor / Credit Analyst	Senior Mortgage Assessor / Credit Analyst	Mobile Lending Manager	Senior Manager
Hong Kong	150 - 200	200 - 250	300 - 400	400 - 450
Singapore	33 - 42	40 - 47	67 - 75	85 - 100
China	120 - 240	180 - 300	240 - 300	300 - 360

Trade Finance

	Processing Officer	Senior Processing Officer	Team Leader	Manager
Hong Kong	300 - 350	350 - 400	480 - 600	600 - 800
Singapore	50 - 58	58 - 67	67 - 100	100 - 134
China	96 - 140	120 - 240	240 - 600	240 - 1,000

Typical Benefits

• Performance based bonuses

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions) • Salaries are annual and represented in local currencies

"The Asian economies will continue to grow so for candidates within the insurance market, or looking to enter the insurance market, 2010 will be a very good year for them."

Hong Kong and China

Hong Kong and China's insurance market survived the global financial crisis relatively unscathed. Demand for Senior Project and Program Managers was particularly high across all insurance sectors. Such roles are responsible for delivering and implementing key strategic plans and initiatives which is particularly important as the market conditions change.

A number of major life insurers re-aligned their distribution strategies following a difficult financial year. This created the need for experienced candidates to fill management roles.

There is high demand for experienced Life Underwriters at the mid-management level. Marine claims candidates are highly sought after within the non-life sector.

Employers within the agency channel have focused on training and developing their agents in order to deliver a market-leading service and products. This is expected to reduce the high turnover typical in this channel.

Despite the relative strength of the insurance market during 2009, employers preferred to keep salary increases minimal in line with the broader economic climate.

Consequently, the insurance market saw a more careful approach to salaries compared to the last four years. In general salaries increased by 10 to 15 per cent, rather than the 15 to 20 per cent typical of recent years.

There were however some exceptions. High demand for senior finance, actuarial, capital management, projects and business development skills ensured good candidates received higher salary increases of up to 20 to 25 per cent. For those at the CFO, CDO, CMO and Chief Actuary level, we did see increases of 25 to 30 per cent with large retention buyouts subject to clawbacks.

There were little or no changes to benefits although candidates still seek greater work/life balance, particularly those with young families.

An increasing number of overseas candidates applied for work in Hong Kong in 2009. These candidates were often affected by redundancies and a lack of hiring activity in their home country, and so looked to Hong Kong's more rapidly recovering economy for job opportunities. However employers are more inclined to employ local talent, which has increased and is highly competent, with the added advantage of local language skills.

Over the next 12 months we anticipate salary movements to remain between 10 and 15 per cent. Rather than negotiate, employers are making their final offer far more quickly than in previous years. So 2010 is not the year to be motivated by salary alone. Candidates considering a new role should instead focus on the long-term career benefits offered.

Singapore

Similarly to the situation in Hong Kong and China, Singapore's insurance market remained fairly buoyant throughout 2009. We did not witness the job cuts that were prevalent in other areas of financial services. As with the emerging Asian economies, the insurance market is still seeing substantial growth in many areas.

Early to mid 2010 should see a significant increase in hiring activity. Experienced Senior Actuarial and Underwriters are still in high demand in Singapore. Staff retention remains a challenge for most insurance employers. Candidates typically move to other industries, including investment banking, where salaries are higher when directly compared.

Salaries remained relatively unchanged during 2009. Variable bonuses ranged from 10 to 20 per cent, decreasing slightly from recent years. Candidates are unable to negotiate a salary increase of more than 10 to 15 per cent when changing roles. Employers are unwilling to offer salaries above market rate. This has also led to a decrease in expatriate hires. Employers instead prefer to recruit local candidates with more realistic salary expectations.

The Asian economies will continue to grow so for candidates within the insurance market, or looking to enter the insurance market, 2010 will be a very good year for them. Insurance Investment products are also becoming increasingly complex, making insurance more exciting and attractive to candidates.

The insurance industry is becoming as dynamic as its Financial Services counterparts, and will provide a strong career path.

Actuarial

	Department Head	Vice President	Senior Actuarial Manager	Actuarial Manager
Hong Kong	1,440 - 2,760	960 - 1,920	600 - 960	480 - 660
Singapore	260 - 400	180 - 330	130 - 180	90 - 120

Sales & Marketing / Bancassurance

	Chief Marketing Officer	Department Head	Senior Product / Brand Manager
Hong Kong	900 - 2,000	1,000 - 1,400	800 - 1,200

	Marketing Manager	Bancassuance Manager	Business Development Manager	Channel Account Manager
Hong Kong	500 - 800	500 - 800	400 - 700	300 - 500

Distribution / Agency Management

	Chief Distribution Officer	Department Head	Distribution / Agency Manager
Hong Kong	1,000 - 2,500	800 - 1,300	600 - 800

Finance

	Chief Finance Officer	Department Head	Financial Controller	Senior Finance Manager
Hong Kong	1,300 - 3,000	1,000 - 1,600	800 - 1,200	650 - 800
Singapore	250 - 320	180 - 250	150 - 210	120 - 170
Japan	15 - 20	14 - 18	12 - 16	10 - 14

	Finance Manager	Department Head	Senior Internal Audit Manager	Internal Audit Manager
Hong Kong	500 - 650	900 - 1,500	650 - 900	450 - 800
Singapore	90 - 140	140 - 165	120 - 140	80 - 120
Japan	8 - 12	15 - 18	12 - 15	10 - 14

Compliance / ORM

	Department Head	Senior Manager	Manager
Hong Kong	1,080 - 1,700	600 - 1,000	420 - 660
Singapore	250 - 350	120 - 180	80 - 120

Underwriting / Claims

	Department Head	Manager	Assistant Manager
Hong Kong	800 - 1,200	500 - 800	400 - 800
Singapore	150 - 185	95 - 150	75 - 100

Projects

	Transformation / Program Manager	Program Manager	Project Manager	Business / Research Analyst
Hong Kong	1,000 - 1,500	900 - 1,400	500 - 800	400 - 500

Strategic / Corporate Planning

	Manager	Regional Manager	Assistant Manager	Business / Research Analyst
Hong Kong	1,000 - 1,500	800 - 1,100	800 - 1,100	400 - 500

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions)
• All Salaries are represented in local currencies • Job titles in global organisations vary greatly from European/American/North American companies
• These salaries do not include bonuses • Top of range in MNC's implies regional role

"Recruitment activity will continue to increase throughout 2010 as various projects enter phase one and two..."

Hong Kong

There are still obvious effects of the downturn and many companies remain cautious with a 'wait and see' approach to their HR needs. Confidence will slowly return and this sector will continue to improve throughout 2010. The job market will be extremely competitive, with professionals and an increasing number of overseas applicants all vying for the same positions.

There is strong demand for specialised developers and application support professionals in equities and fixed income. Many positions are business specific with a few development positions within program and algorithmic trading. Most roles are focusing on Microsoft development particularly .NET.

Salaries will remain stable however there will be increases for specialised front office development and support positions.

Most companies will remain very strict in their recruitment processes, only considering candidates who satisfy all job requirements with direct experience in the specific area. Therefore, like with many other industries, the recruitment process is taking much longer.

With a large base of candidates to choose from, retention and long term career growth is a key theme. It is important for candidates to understand the position and show that stability and career growth is of high priority to them, as clients are more cautious with candidates who they believe might leave after one or two years.

Singapore

With a faster than expected recovery from the global financial crisis, there has been an increase in hiring of senior level Finance Technology professionals and leaders. Many global banking and financial employers are conducting aggressive talent acquisitions. The hiring patterns align with strategic moves to invest further in Singapore due to lower technology costs, organisational mergers and expansion into new lines of banking assets.

With Singapore's healthy finance technology recruitment market, favourable time zone, political stability and infrastructural capabilities, the major banks have favoured Singapore as their regional hub for application support and the nerve centre for their data farms that host UNIX, Wintel, Mainframes and Databases.

The major programmes across top tier financial and investment banks have provided many permanent and fixed term contract roles, particularly in the areas of project related technology heads, development, production support, engineering and business analysis. The infrastructure domain has also seen an increase in AVP to VP level hires as the banks gear up to support these new initiatives. Some other key areas include Grid Computing, Capacity Planning, Network Infrastructure, Service Delivery and various Infrastructure Management positions as well as Database engineering and architectural related positions.

In 2009 salaries increased between 10 and 15 per cent due to conservative remuneration benchmarking. However, there are exceptions where salaries have increased up to 30 per cent to attract exceptional talent usually from the international talent pool. These employees will steer the organisations' strategic visions and technology agendas.

Recruitment activity will continue to increase throughout 2010 as various projects enter phase one and two, with support roles seeing a similar trend as infrastructure readiness comes into place. Dictated by demand, more niche technologies are expected to flow into Singapore. This will be spurred by economic growth as the country moves towards a top tier Asia Financial Technology Hub. As a direct result recruitment strategies will be aimed at professionals found in mature markets such as Europe, America, Australia and India.

Japan

In mid-2009 the majority of jobseekers were unemployed and able to start immediately. With confidence returning to the market, they are now competing with an increasing number of employed candidates who are eager to advance their careers and are also applying for vacancies.

There is demand for all positions relating to electronic trading including Developers, Support, BA's, PM's, Network and Managers. While each job requires different skills they all need an understanding of FIX and the electronic trading business.

There has also been a spike in demand for hands-on developers. Banks are now playing catch up as many projects were put on hold throughout the last two years.

While the average salary has remained fairly static, qualified candidates have received raises of between 10 and 20 per cent. This is a reflection of the talent war developing amongst the major banks competing for candidates in high demand areas.

There are a number of things a candidate can do to ensure they're in the best possible position to get the job. Firstly they should review their resume and cover letter. These should communicate clearly they are an experienced professional with strong skills that can benefit their organisation. Relationships are also important so working with an expert recruiter is also a good idea.

Application Development - Front Office

	C++ / Java / C# Developer	Excel / Visual Basic Developer	FIX Client Connectivity Developer	Database Developer
Hong Kong	400 - 850	600 - 800	510 - 1,200	500 - 850
Singapore	125 - 175	115 - 160	100 - 150	90 - 140
Japan	16 - 25	16 - 22	17 - 25	14 - 20

	Application Architect / Lead Developer	Development Manager	Algo Developer	Quantitative Developer
Hong Kong	500 - 850	1,200 - 1,800	800 - 950	850 - 1,000
Singapore	95 - 140	170 - 250	170 - 240	190 - 280
Japan	14 - 20	20 - 40	17 - 30	17 - 30

Application Development - Middle / Back Office

	C++ / Java / C# Developer	Excel / Visual Basic Developer	Database Developer
Hong Kong	300 - 600	350 - 500	300 - 500
Singapore	70 - 90	70 - 95	60 - 90
Japan	14 - 18	13 - 18	13 - 18

	Application Architect	Application Architect / Lead Developer	Development Manager
Hong Kong	500 - 750	500 - 750	1,000 - 1,500
Singapore	95 - 170	95 - 140	120 - 170
Japan	15 - 20	14 - 20	18 - 28

Application Support - Front Office

	Application Support	Team Leader	FIX Connectivity Support	Market Data Engineer
Hong Kong	350 - 550	500 - 700	500 - 750	450 - 750
Singapore	80 - 120	100 - 150	80 - 120	70 - 120
Japan	13 - 17	16 - 20	13 - 18	12 - 18

Application Support - Middle / Back Office

	Application Support	Team Leader	Manager
Hong Kong	330 - 450	400 - 600	500 - 700
Singapore	60 - 85	80 - 140	120 - 180
Japan	12 - 15	14 - 17	16 - 22

Notes

- Typical Salary Range in '000 (excluding Japan which is stated in millions)
- The first figure denotes typical annual salary, including bonuses • The second figure denotes typical salary range, depending on seniority and size of team
- Salaries are represented in local currencies

Finance Technology

Others

	Business Analyst (Front Office)	Business Analyst (Back Office)	Quantitative Analyst
Hong Kong	480 - 960	360 - 600	480 - 1,100
Singapore	120 - 190	80 - 140	N/A
Japan	15 - 20	13 - 18	16 - 25

	IT Security / IT Risk	IT Audit	Business Continuity Planning Manager
Hong Kong	600 - 840	600 - 860	800 - 950
Singapore	80 - 140	90 - 130	110 - 180
Japan	15 - 20	13 - 18	15 - 20

	Project Manager (Front Office)	Project Manager (Back Office)	Program Manager	Project Co-ordinator
Hong Kong	850 - 950	600 - 860	720 - 1,200	480 - 840
Singapore	160 - 230	130 - 190	180 - 260	70 - 110
Japan	16 - 22	15 - 18	17 - 23	12 - 18

	Service Delivery Manager	Tester	Test Manager
Hong Kong	720 - 1,200	480 - 720	600 - 840
Singapore	120 - 160	70 - 95	100 - 150
Japan	15 - 18	12 - 14	13 - 16

Management

	Infrastructure Manager	Development Manager - Front Office	Development Manager - Middle / Back
Hong Kong	600 - 1,100	1,500 - 2,000	1,000 - 1,500
Singapore	120 - 190	170 - 250	120 - 170
Japan	25 - 40	25 - 40	19 - 28

	IT Director	Chief Information Officer	Application Support Manager
Hong Kong	960 - 1,500	2,000 - 4,000	500 - 700
Singapore	200 - 330	350 - 550	120 - 180
Japan	30 - 50	40 - 80	15 - 22

Notes

• Typical Salary Range in '000 (excluding Japan which is stated in millions)
• The first figure denotes typical annual salary, including bonuses • The second figure denotes typical salary range, depending on seniority and size of team
• Salaries are represented in local currencies

"With the economy recovering, now is a good time for employers to recruit ambitious and talented individuals who are looking for career enhancement."

Hong Kong

Having seen an increase in available candidate numbers, employers became more specific in their requirements in order to hire the best talent even if that means it costs more. Due to this and as with other countries in the region the interview process can be extended to three up to potentially five rounds. However with recruitment now back on the agenda, competition for talent will mean that some of these lengthy processes will need to be reviewed.

Toward the end of 2009 demand for System Analysts was high as employers developed their back end functions and servers to facilitate their growth plans for the coming 12 months.

The senior end of the market has not yet shown signs of movement however this should change as new strategies emerge from a wide range of industries following the uncertainty over the past 12 to 18 months. New management within IT will be expected to once again look at efficiency, productivity and new methods or technology to give the company a competitive edge while reducing costs.

Over the course of 2009 salaries remained static. However with 2010 looking more positive it is expected that salaries will rise again with expected levels between 10 and 15 per cent.

With the economy recovering, now could be a good time for employers to recruit ambitious and talented individuals who are looking for career enhancement.

Singapore

Cost cutting in the first half of 2009 was followed by a welcome increase in vacancies in the second half of the year. Restructures, the creation of new roles and a willingness to recruit for vacant roles fuelled this activity. Employers recruited various skills across application, infrastructure and technical sales and activity is expected to continue throughout 2010.

For most of 2009 candidates preferred the security of their current role. However by late 2009 confidence had returned and they began to look for new opportunities. Given improving conditions, they recognised that new challenging jobs were available, and this also helped increase overall recruitment momentum.

When creating a new role, employers often combine multiple responsibilities in the job function. Employers now expect only the best candidate that closely matches the required skills and who is prepared to accept additional responsibilities. As a result, employers are conducting up to four interviews to ensure they select the best talent.

There will be ongoing demand for application support staff, infrastructure-related roles and technical sales candidates who can manage pre-sales through to post sales and project delivery. There's also been consistent demand for senior managers with a consulting background. Most industries need sales professionals at all levels, including internal and external IT Solution providers.

During 2010 base salaries are expected to increase by 10 to 15 per cent. The increase will be as high as 20 per cent for senior managers with good experience in consulting; this is because companies seek good technical sales professionals in their specialism.

Candidates need to be patient and work with a recruiting expert to find the right job with the right level of compensation. They could also take the time to improve their soft skills and accept additional responsibilities.

China

China's IT jobs market remained relatively strong despite a major drop in IT headcounts and projects within the banking and finance industry. In the face of economic conditions, the country maintained this strength due to its popularity as a base for Global Shared Service Centres. Companies continue to establish their technical centres locally in order to support global IT projects and infrastructures. Most of these centres are established in second tier cities, which has created jobs for local candidates.

English communication skills remain vital to securing a position in such a centre. Java/J2EE and Microsoft .NET candidates with the latest framework and methodologies are in high demand. In network and infrastructure, virtualisation technology is becoming increasingly popular, with VMWare and Citrix the market leaders.

Given the general economic environment of 2009, salaries did not rise. Expatriate packages were reduced and now are rarely offered. Instead of employing an expatriate, employers prefer returnees who have studied abroad and possess international experience. While these returnees receive higher salaries than local candidates, their package is still less than the traditional expatriate package and thus is a cost-effective measure for employers.

Candidates seeking a new role should take up latest certifications on technologies and project management methodologies. In addition, improving their English oral communication skills will broaden their opportunities to work with MNCs.

Japan

Following a challenging 12 months and a substantial decline in the number of jobs, economic stability did return by the end of 2009. This generated confidence across all industries and prompted employers to start hiring IT staff again, albeit gradually. In addition to the stabilising economy, the decision to recruit was also motivated by the desire to hire the best talent before competitors.

Vacancies will vary from company to company. System Engineers, Presales Engineers, Support Engineers, and the Managers of such functions have been sought. PM and Director level positions have also been recruited. The telecommunication industry has been very active. Due to high demand of wireless technology the telecom industry will keep investing infrastructure for such technology in coming years.

Salaries remained flat during 2009 and there will be little movement in 2010. Candidates with extensive experience and a strong track record may command a salary increase. Clients will continue searching for the best talent in the market. Clients will continue to pay competitively for candidates who show key strengths in area's that they perceive as weak in their organisation.

Given the cautious approach to hiring, the recruitment process is more in-depth and consequently decisions are taking much longer compared to previous years. Employers often require additional interviews or references in order to be certain of a candidate's past track record.

Jobseekers should act quickly when an offer is received. In the current market it is difficult to compare several job opportunities simultaneously. Given levels of candidate availability, when an offer is made, it is advisable to make a decision sooner rather than later.

Analyst Programmer

	MS.Net / J2EE	VB6 / ASP / SQL / Delphi / C++	Oracle Forms / Reports
Hong Kong	350 - 450	350 - 550	300 - 500
Singapore	36 - 55	36 - 48	36 - 60
China	130 - 220	120 - 220	130 - 220
Japan	6 - 10	7 - 10	8 - 12

Senior Analyst Programmer

	MS.Net / J2EE	VB6 / ASP / SQL / Delphi / C++	Oracle Forms / Reports
Hong Kong	500 - 600	400 - 550	450 - 600
Singapore	40 - 60	40 - 60	60 - 80
China	150 - 260	140 - 250	160 - 280
Japan	8 - 12	8 - 12	8 - 12

Data Specialists

	Data Architect	Database Administrator	Data Modeller	Data Warehouse Consultant
Hong Kong	500 - 750	400 - 550	400 - 650	400 - 650
Singapore	72 - 130	72 - 130	100 - 150	60 - 120
China	200 - 330	200 - 350	200 - 330	180 - 320
Japan	8 - 12	8 - 15	7 - 12	6 - 10

Management roles

	Development Team Leader	Development Manager
Hong Kong	900 - 1,500	1,000 - 2,000
Singapore	90 - 150	150 - 220
China	220 - 400	300 - 550
Japan	8 - 15	10 - 16

Notes

• Typical Salary Range in ‘000 (excluding Japan which is stated in millions)
• All salaries are representative of the total package value • Salaries are represented in local currencies

WAN

	Cisco Engineer	Voice / Comms Engineer	Network Design	Technical Architect	Solutions & Enterprise Architect	NOC Engineer
Hong Kong	450 - 600	400 - 600	450 - 600	650 - 750	850 - 1,000	N/A
Singapore	36 - 60	36 - 60	72 - 120	70 - 120	80 - 150	48 - 60
China	150 - 230	150 - 250	150 - 250	190 - 400	200 - 450	N/A
Japan	7 - 12	7 - 12	7 - 12	8 - 15	8 - 15	N/A

Systems Administration

	Unix Admin	Sybase / Oracle / MS SQL DBA	Storage Engineer	Voice Engineer	Network Engineer	Windows (Wintel) Admin
Hong Kong	480 - 600	450 - 600	500 - 700	350 - 500	480 - 600	350 - 550
Singapore	48 - 82	60 - 120	48 - 80	48 - 72	42 - 120	48 - 80
Japan	8 - 15	8 - 16	8 - 15	6 - 8	7 - 15	7 - 14

Technical Specialist

	Security Engineer	Security Consultant	Messaging Specialist	Unix Consultant	Pre Sales Engineer
Hong Kong	500 - 600	600 - 800	600 - 800	400 - 600	400 - 600
Singapore	60 - 100	60 - 96	60 - 90	72 - 120	80 - 130
China	170 - 300	220 - 420	220 - 400	200 - 300	200 - 300
Japan	7 - 14	6 - 12	7 - 14	7 - 14	8 - 14

Management roles

	Helpdesk Manager	Network Manager	IT Manager
Hong Kong	400 - 850	400 - 800	500 - 1,200
Singapore	66 - 120	72 - 130	80 - 150
China	200 - 400	250 - 450	400 - 800
Japan	8 - 12	8 - 14	12 - 18

Notes

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Analysis & Project

	Technical Business Administration	Business / Process Analyst	Systems Analyst
Hong Kong	550 - 750	450 - 800	400 - 700
Singapore	100 - 150	100 - 130	72 - 100
China	220 - 320	220 - 320	180 - 250
Japan	8 - 10	8 - 10	8 - 10

	Project Manager	Project / Program Director	IT Audit
Hong Kong	600 - 1,500	1,000 - 2,000	350 - 550
Singapore	80 - 150	150 - 250	80 - 150
China	150 - 400	400 - 800	200 - 350
Japan	8 - 12	8 - 14	8 - 11

ERP / CRM

	PeopleSoft Technical	PeopleSoft Functional	Basis Administration	SAP Analyst
Hong Kong	550 - 750	550 - 700	350 - 500	350 - 550
Singapore	70 - 120	90 - 150	80 - 110	60 - 150
China	200 - 350	250 - 400	180 - 300	180 - 300
Japan	8 - 12	7 - 12	7 - 10	8 - 14

	SAP Functional Consultant	ABAP Developer	Oracle Developer	ERP Project Manager
Hong Kong	450 - 650	350 - 550	600 - 800	N/A
Singapore	70 - 140	48 - 85	60 - 100	110 - 180
China	200 - 350	180 - 280	200 - 350	450 - 650
Japan	8 - 12	8	7 - 12	8 - 12

Notes

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Management roles

	Data Centre Manager	Service Delivery Manager	Client Relationship Manager	Professional Services Manager
Hong Kong	800 - 1,000	850 - 1,500	650 - 800	1,500 - 2,500
Singapore	90 - 150	150 - 250	150 - 220	130 - 220
China	250 - 400	300 - 500	250 - 450	430 - 600
Japan	10 - 20	10 - 20	10 - 20	10 - 20

	IT Director	Chief Information Officer	Project Manager	Director Network Operations
Hong Kong	1,500 - 2,500	2,000 - 3,000	N/A	N/A
Singapore	220 - 350	300 - 500	80 - 180	120 - 220
China	600 - 1,000	700 - 1,500	300 - 550	350 - 650
Japan	15 - 40	20 - 40	8 - 15	13 - 18

Business Development

	Manager	Senior Manager	Sales Director	Account Manager
Hong Kong	750 - 950	1,000 - 2,000	1,500 - 2,500	600 - 800
Singapore	60 - 130	90 - 180	200 - 450	60 - 130
China	250 - 400	350 - 700	500 - 1,000	250 - 400
Japan	8 - 12	12 - 20	15 - 40	16 +

	Presales Consultant	Presales Manager	Technical Sales Manager	Industry Consultants
Hong Kong	350 - 550	450 - 700	N/A	N/A
Singapore	80 - 180	150 - 230	170 - 230	350 - 600
China	250 - 450	300 - 500	400 - 600	250 - 450
Japan	8 - 13	10 - 14	N/A	N/A

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Telecom | Development

Billing

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	60 - 120	72 - 130	60 - 100	72 - 130	80 - 120	80 - 150

CRM

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 120	72 - 110	60 - 100	72 - 150	80 - 120	90 - 150

SDP

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 130	80 - 130	72 - 110	90 - 150	72 - 120	80 - 160

OSS

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 120	60 - 110	60 - 120	80 - 150	75 - 120	90 - 180

BSS

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 100	60 - 120	60 - 100	80 - 140	72 - 110	80 - 160

VAS

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 100	60 - 110	60 - 120	80 - 140	72 - 120	80 - 150

EAI

	Development	Integration	Support	Architect	Business	Analyst Manager
Singapore	72 - 100	72 - 110	60 - 100	100 - 140	80 - 120	100 - 180

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Telecom | Infrastructure

MPLS Network

	Engineer	Integration	Support	Architect	Presales	Manager
Singapore	48 - 120	60 - 80	60 - 90	72 - 140	80 - 150	90 - 160

Fixed and Mobile Network

	Engineer	Integration	Support	Architect	Presales	Manager
Singapore	48 - 100	60 - 90	60 - 100	72 - 130	90 - 150	90 - 140

BTS / Microwave

	Field Service Engineer	Senior Engineer	Lead	Manager
Singapore	50 - 70	60 - 80	72 - 110	90 - 110

VAS Network

	Engineer	Senior Engineer	Manager
Singapore	72 - 120	80 - 110	90 - 120

Telecom | Business

Analysis & Project

	Business Transformation	Project Manager	Project / Program Director
Singapore	100 - 190	80 - 150	150 - 250

Management roles

	Service Delivery Manager	Managed Services Manager	Chief Solution Architect	Director Services
Singapore	140 - 250	140 - 230	180 - 290	300 - 400

Business Development

	Senior Manager	Account Manager	Presales Consultant	Presales Manager	Technical Sales Manager	Industry Consultants
Singapore	90 - 180	60 - 120	80 - 150	130 - 200	170 - 230	350 - 600

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"Organisations are focusing on retaining their talent and positioning themselves for an upturn in the economy"

Hong Kong

In late 2009 the market began to stabilise and will continue to improve throughout 2010.

There will be an increasing number of opportunities for candidates at the junior to middle level, particularly for HR generalists.

PRC and regional exposure as well as experience in organisational development and change management are highly sought after. Talent management and learning & development remain a hotspot as employers further develop and strengthen the skills of their existing workforce.

Candidates are now more willing to accept a job offer with little or no increase in pay. Those currently unemployed on the other hand are prepared to accept a pay cut to secure a permanent role. Those candidates securing an increase in excess of 10 per cent are very fortunate.

During 2009, employers replaced some permanent staff with temporary and short-term contractors. For those currently looking for a permanent position, this is a sensible move. Employers question gaps in CVs, so temporary assignments or study fill these breaks.

Jobseekers should be realistic in salary expectations and be prepared to justify their worth to a potential employer. Emphasis should be placed on the vacancy's scope, prospects and the company rather than the salary on offer. Having said this, there is still room to negotiate, so do not drop your expectations drastically.

Candidates should also be strategic in their job search. We advise them not apply for roles outside their area of expertise or at a lower level to their experience as employers will question their motivation and commitment.

Singapore

2009 was a year where waves of recruiting activity took place in different parts of the market at different times of the year. The commerce and industry sector took the lead, although the recruitment process lengthened significantly in this market in response to larger candidate availability. Recruiting activity in the banking and finance sector was focused on refilling critical roles. The public sector's activity steadily increased.

The demand for Business Partners has increased and with an increase in the number of global companies basing their APAC headquarters in Singapore, new roles are being created at the Director level and we expect substantial growth in opportunities in this market throughout 2010.

Organisations are also focusing on retaining their talent and positioning themselves for the upturn in the economy. This is creating a need for Learning & Development, Organisational Development and Change Management professionals.

HR salaries remained consistent during 2009, and candidates became more inclined to be realistic and flexible to secure a position. Employees can look forward to improved salary prospects in 2010, although they will be moderate compared to the salary rises seen prior to the credit crunch.

Candidates are advised to be cautious with their expectations over 2010 and to keep an open mind, considering contract or temporary assignments while looking for right permanent roles. Candidates who have stable CVs are far more marketable now than they have been before.

China

China's HR market remained relatively stable throughout 2009. There were no significant changes for HR Professionals, who were expected to lead a company's conservative measures in response to the global environment.

Employers have indicated they expect better economic conditions in 2010, which has created a need for Compensation & Benefits professionals in preparation for future hires. These professionals are required to carry out policy alignment and harmonisation projects when there are changes across different regions when it comes to C&B adjustment within the group.

In China, most foreign enterprises took precautionary measures by freezing salary increases in 2009. Unless there were obvious discrepancies within the structure, it was rare for anyone to get a pay increase. Some companies implemented compulsory cost-saving measures such as leave without pay or shortened working weeks in order to decrease salaries and manpower expenses. Salary levels are however expected increase in 2010 as the market improves.

Employers now take longer to make their recruiting decisions. They have far more stringent requirements, one of which is industry background. This means a candidate with the relevant industry background will be viewed far more favourably than someone with a cross-industry background.

Those looking for a new role are advised to be patient and wait for the right opportunity. Companies are expected to start hiring again this year with new plans and natural attrition of staff.

Japan

The past 12 months were challenging for HR professionals. The collapse of Lehman Brothers resulted in job losses across most industries. HR managed the restructuring process and was responsible for protecting the company from legal repercussions. As a result, employee relations was a particularly busy area.

Those companies that downsized their HR teams are now finding themselves short staffed. This will create opportunities as they plan to increase headcount over the coming months.

An area that experienced an increase in demand is Talent Management. Companies came to recognise the value of their human resources and made a concerted effort to retain their top talent. There was demand in industries such as retail, pharma and foreign banks, where competition for skilled talent was high.

While base salaries remained level throughout 2009, key people were rewarded for their hard work and loyalty by being given more responsibility, promotions and other perks. Fewer positions were available to the more senior job seekers with many taking less responsibility and pay than their previous role.

In such a market, employers have been waiting for the perfect applicant to fill their vacancies. With the market improving, having the luxury of both time to make decisions and a high volume of candidates may not last long.

As the market continues to improve, HR professionals can approach the market with confidence and can again consider new opportunities.

Human Resources

	Department Head (2-5yrs)	Department Head (5-10yrs)	Department Head (10+yrs)
Hong Kong	NA	480 - 800	800 - 1,000
Singapore	N/A	75 - 180	145 +
China	100 - 300	300 - 500	400 - 800
Japan	10 - 12	12 - 22	N/A

	Generalist (2-5yrs)	Generalist (5-10yrs)	Generalist (10+yrs)	Org Development / Change Management
Hong Kong	250 - 350	350 - 700	700 - 1,200	800 - 1,200
Singapore	30 - 60	65 - 110	110 +	75 - 120
China	50 - 130	100 - 250	300 - 600	400 - 800
Japan	6 - 9	8 - 12	N/A	8 - 15

	Recruitment Coordinator	Recruitment Specialist	Recruitment Manager	L&D / Talent Development
Hong Kong	175 - 300	300 - 550	500 - 700	250 - 600
Singapore	35 - 40	60 - 80	90 - 120	75 - 120
China	50 - 130	100 - 180	200 - 500	100 - 300
Japan	5 - 7	6 - 9	10 - 12	7 - 12

	Training Manager (2-5yrs)	Training Manager (5-10yrs)	Training Manager (10+yrs)
Hong Kong	280 - 400	400 - 720	720 - 1,000
Singapore	45 - 75	72 - 110	100 +
China	100 - 160	200 - 500	300 - 700
Japan	8 - 12	8 - 12	8 - 12

	Compensation & Benefits (2-5yrs)	Compensation & Benefits (5-10yrs)	Compensation & Benefits (10+yrs)
Hong Kong	360 - 480	480 - 800	800 - 1,200
Singapore	50 - 75	60 - 120	100 - 250
China	140 - 250	300 - 700	500 - 1,000
Japan	7 - 12	7 - 12	7 - 12

Notes

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"Recruitment freezes are slowly lifting and strategic as well as replacement hires are receiving the approval to proceed."

Hong Kong, China and Singapore

The impact of the global economic downturn was felt during quarters one and two of 2009, but the market turned a corner in quarter three. During the second half of the year, positivity started to return and recruitment activity increased among both the international law firm market and the banking and financial services sectors.

This upward trend in vacancy activity should continue throughout 2010. Recruitment freezes are slowly lifting, while strategic as well as replacement hires are receiving the approval to proceed.

Despite this, caution remains. The recruitment process has lengthened as employers take their time to select from the larger pool of candidates now available.

Across Asia, senior level recruitment has increased significantly as law firms attempt to strengthen their market position. Demand exists in the in-house market for mid to senior level consumer banking and private wealth management lawyers. Those with specialist finance experience across distressed debt, capital markets and equity derivatives have also found themselves in high demand.

In Hong Kong and China, demand is highest for litigation lawyers in response to market conditions. Mandarin-speaking corporate lawyers with at least three to four years PQE also remain in demand. While we have seen an increase in the availability of such candidates, only those with a solid background from top tier international law firms are receiving offers.

In Singapore, the main focus in the international law firm market has been at the mid to senior level. We can therefore expect to see an increase in junior level opportunities as the markets pick up and work flow increases. We have also witnessed demand for in-house corporate/commercial lawyers (all levels) from software/telecoms, manufacturing and transportation/logistics companies.

Over the past year salaries remained at 2008-2009 levels. While recruiting law firms remain competitive, candidates cannot expect the significant salary increases seen in the past. The gap between mainland salaries and Hong Kong salaries did not widen in 2009.

Within the banking sector, employers are becoming less willing to provide guaranteed, sign-on and buy-out bonuses.

Candidate supply remains high. Consequently candidates need to be patient and flexible in their requirements when job searching. It is important to instruct and work closely with a reputable recruiting expert. This will ensure you are advised about suitable opportunities. An application is made only upon your consent, avoiding wasted and duplicate submissions.

High salary increases or large sign-on bonuses are unrealistic at present. Rather than short-term financial benefits, we advise candidates to focus on the long-term advantages of joining an employer such as their organisational health.

Private Practice

	Hong Kong Salary Range Internationally Qualified	Hong Kong Salary Range US Qualified	Singapore Salary Range
Paralegal	180 - 520	336 - 520	50 - 65
Newly qualified	576 - 820	975 - 1,200	60 - 100
1 year PQE	720 - 960	980 - 1,250	70 - 120
2 years PQE	780 - 990	1,053 - 1,300	80 - 150
3 years PQE	840 - 1,050	1,100 - 1,375	90 - 160
4 years PQE	948 - 1,260	1,400 +	100 - 170
5 years PQE	1,022 - 1,380	1,560 +	110 - 220
6 years PQE	1,344 - 1,812	N/A	140 - 250
7 years PQE	1,380 - 2,004	N/A	160 - 280
8 years PQE	1,452 - 2,184	N/A	180 - 300
Salaried Partner (Junior)	1,100 +	N/A	200 - 400
Salaried Partner (Senior)	1,600 +	N/A	250 - 500
Professional Support Lawyer	660 - 1,200	N/A	60 - 100

In House

	Hong Kong Salary Range	Singapore Salary Range	China Salary Range
Paralegal	300 - 600	25 - 45	N/A
ISDA negotiator	480 - 1,080	30 - 50	N/A
Newly Qualified	600 - 720	45 - 55	30 - 80
1 year PQE	660 - 840	50 - 60	40 - 90
2 years PQE	720 - 900	55 - 70	60 - 100
3 years PQE	840 - 1,020	60 - 80	80 - 140
4 years PQE	900 - 1,080	70 - 90	100 - 170
5 years PQE	960 - 1,200	80 - 100	190 - 280
6 years PQE	1,080 - 1,320	100 - 120	250 - 350
7 years PQE	1,200 - 1,360	110 - 130	300 - 450
8 years PQE	1,320 - 1,800	130 - 150	400 - 450
Senior Legal Counsel	1,560 - 2,160	140 - 250	450 - 700
Deputy Head of Legal	1,800 - 2,400	180 - 300	500 - 800
Head of Legal	2,160 - 3,000	250 - 400	700 - 1,000
Company Secretary	480 - 1,200	40 - 250	N/A

Notes

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- These salaries do not include bonuses

> "Given current hiring plans, vacancy activity will add momentum in 2010 with a return to a candidate-short market expected mid calendar year."

Hong Kong

Towards the end of 2009 demand was high for candidates in retail operations, corporate communications and strategic sales/business development. This was in response to the broader economic recovery, which has seen organisations become more confident to rebuild their teams.

Increased IPO and M&A activity has created a significant need for corporate communications candidates, including investor relations. Those with specialised skill sets in the financial sectors have been able to secure salary increases.

Senior executives in the FMCG sector, including Retail Operations Directors Category Managers and Sourcing Directors, are needed as major retailers focus on increasing market share. Trilingual language skills, regional exposure and relevant experience in the Chinese market are three keys factors for employers when looking to hire new staff. There have been only marginal salary increases. Given the availability of quality candidates there will be no significant increases until later in 2010.

Organisations are continuing to develop and implement salary packages that include bonuses linked to both the company's performance and the individual's contribution. Such packages now extend to marketing as well as sales and business development roles.

In recognition of the importance of retention, employers are once again investing in the training and development of their staff. They want to ensure their focus is on maximising revenue and profit rather than recruiting. When employers do need to recruit, the process is extremely vigorous.

Now is not the time to change roles for a slight salary increase. Loyalty and stability can provide more value than a five per cent salary increase. When seeking a new opportunity, we also suggest candidates develop a detailed resume focused on outstanding achievements and detailing any relevant MNC and China experience.

Singapore

While recruiting activity was slow in the first six months of 2009, demand strengthened noticeably in the second half of the year. As the Singaporean economy recovered, organisations across most industries planned for and started to recruit new or replacement staff.

Given current hiring plans, vacancy activity will continue this upward momentum in 2010, with a return to a candidate-short market expected by mid calendar year.

The demand for sales staff has increased most markedly in the FMCG, information technology and telecommunications sectors. Strong Product Managers are also sought by FMCG employers as Singapore continues its expansion as a regional centre for this sector.

Across most sectors a steady demand exists for communications professionals at all levels. This includes internal and external communications, media and public relations experts.

Marketing candidates with specific experience in product development and marketing, in particular FMCG experience, and marketing communications candidates can expect a base salary increase of between 10 and 15 per cent this year. Typical base/OTE splits are now set at circa 80/20 per cent.

Those sales professionals with a proven track record, an excellent network and industry expertise can expect a base salary increase of up to 25 per cent, with an average increase of 15 per cent. For these roles, base/OTE splits now sit at 60/40 per cent. More aggressive organisations set them at circa 55/45 per cent.

As the market becomes candidate short once again, employers will focus on retaining critical staff members. Along with increased salaries, training and tailored career plans will feature in the retention plans of human resources departments and line managers.

China

Despite economic conditions, 2009 was a successful year for China's retail industry. The Chinese consumer maintained their previous consumption levels so market remained steady. By comparison, the advertising and media industry endured a trying first six months of the year. However by September 2009 this area had improved in response to the push towards digital, customer relationship management (CRM) and below-the-line (BTL) advertising.

Area Managers for retail roles and Brand Managers for FMCG and luxury brands are skills in demand. Within the advertising and media industry, firms are recruiting for middle to high level positions. Advertising employers in particular need Group Account Directors with a specialisation in Digitian and BTL. Media employers want Planners.

Firms were conservative in their salary offerings. Any increases were minimal, determined on a case-by-case basis. The only notable increases were offered to those in very senior positions.

An intense push towards localisation for nearly all roles in retail, FMCG, advertising and media was the most salient change in this industry. Consequently, Chinese candidates returning from overseas need a network of useful connections and should be prepared to accept a lower salary.

Employers also became increasingly selective about a candidate's background. They now demonstrate a strong preference for candidates from select firms.

Those looking for a new role should be prepared to market and sell themselves. They need to emphasise their network of connections and be ready to accept long working hours. Advertising and media candidates need to gain a deeper understanding of e-commerce, digital and CRM – there is a strong trend towards being more integrated between these three fields.

Japan

Vacancy activity is rising in this sector. In line with this increase in available jobs has been an increase in employer expectations. As candidates are employed, the quality and quantity of the available candidate pool reduces. Compared to early 2009, employers have less candidate choice. Yet their demand for quality is higher than ever.

Consequently, employers have extended the interview process. To ensure they select the best candidate that matches their strict criteria, more interviews are taking place.

There is high demand for aggressive mid-level salespeople. Sales candidates in niche sectors such as pharma are also needed. On the consumer side, marketing and public relations vacancies are rising in sharp contrast to much of 2009.

Salary increases in 2009 were minimal, less than five per cent compared with the 15 to 20 per cent of 2008. With high candidate availability, employers had no need to negotiate on salary. Those candidates not already employed were offered up to 10 per cent less than their previous salary.

2010 is not the year to be overly selective. Jobseekers should look for opportunities that might provide short-term benefits and add to their experience rather than stay focused a long-term career move. Also, those who get an interview should prepare thoroughly. Contact details for background and reference checks have become a standard procedure in the recruiting process.

Sales & Marketing

	Group Account Director	Account Director	Account Manager	Advertising Account Manager	Product / Brand Manager
Hong Kong	480 - 720	360 - 540	240 - 360	300 - 480	300 - 480
Singapore	190 - 300	100 - 180	75 - 105	55 - 90	90 - 175
China	400 - 600	250 - 300	200 - 250	220 - 280	180 - 250
Japan	N/A	10 - 15	6 - 9	5 - 14	6 - 8

	Business Development Manager	Channel Manager	Customer Service Manager	Direct Marketing Manager	Marketing Communications Manager
Hong Kong	400 - 600	480 - 600	360 - 480	400 - 550	520 - 800
Singapore	60 - 110	90 - 140	80 - 150	70 - 120	100 - 180
China	200 - 350	200 - 300	120 - 180	216 - 280	240 - 300
Japan	6 - 14	6 - 12	N/A	6 - 9	7 - 10

	Marketing Director	Marketing Executive	Merchandising Manager	Sales Manager	National Sales Director
Hong Kong	900 - 1,000	300 - 480	400 - 600	480 - 720	1,200 - 1,800
Singapore	170 - 250	45000 - 75	90 - 145	90 - 180	200 - 350
China	600 - 800	100 - 150	300 - 400	72 - 150*	1,000 - 1,500^
Japan	10 - 15	N/A	5 - 7	8 - 9	14 - 20

*(base) ^ (w/bonus)

	Country Manager	Public Relations / Communications Manager	Visual Merchandising Manager	Service Delivery Manager	Sales Operations Manager
Hong Kong	960 - 1,200	450 - 600	300 - 360	360 - 480	450 - 600
Singapore	300 - 450	80 - 130	90 - 150	160 - 300	160 - 250
China	800 - 1,000	400 - 550	250 - 300	200 - 300	350 - 450
Japan	15 - 40	7 - 10	5 - 8	6 - 9	6 - 9

Notes

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"In a candidate short market, pharma companies will pay a premium for good candidates."

Singapore

Singapore has traditionally been a trading hub for the Asian region and more recently has established itself as a prime location for biomedical and Pharma operations. Singapore is attractive for candidates as it meets key criteria: high standard of living, political and economic stability, government-led commitment to the sector, strong life sciences and logistical infrastructure & low taxes.

The Pharma sector has been relatively resilient during a lengthy period of uncertainty and a demand for talented candidates remains high. Employee motivation and retention are seen as the most critical people-related issues to be addressed in the near future. Attraction of the right talent, particularly in a candidate-short market, requires a detailed knowledge of the client's organisation, the specific roles for which they are seeking the talent, and of course, access to the best candidates to fill those roles.

Demand for life science experts ranges across all dug cycle but there is a higher demand for Scientific and Engineering jobs. This is due to the notable multinational investments that have been made by GSK, Lonza, Genentech (Roche), Schering-Plough and others, who have chosen Singapore as their global manufacturing base.

For more senior level positions, employers will find it difficult to source local talent with the skills and experience they need. Therefore they are focused on talent development, reviewing compensation and benefits in order to retain employees. In a candidate short market, pharma companies will pay a premium for good candidates. This has seen candidates obtaining an increase of 30 – 40 per cent on their base salaries. Experience and specialist skills are the principal reasons for employing candidates from other Asian countries as well as hiring candidates who have not worked for a long time.

Candidates should research prospective employers carefully and ensure they take a long term perspective to their career. In this market, skilled workers know they have a choice so many will favour recognised industry leaders, or may simply aspire to the financial benefits. Still others may be drawn to the excitement and agility of a biotech or a smaller pharmaceutical company over the traditional big players.

China

Most companies in this sector experienced steady growth during 2009, while some big pharmaceutical companies established regional headquarters in China. In addition, an increasing number of companies centralised their regional projects or businesses to improve their overall efficiency.

Meanwhile, several world leading pharmaceutical companies and Contract Research Organisations (CRO) have merged with other big companies. For example Pfizer has acquired Wyeth worldwide; MSD has absorbed Schering Plough on a global scale whilst PPD has taken over Excel PharmaStudies and BioDuro.

For many this situation is creating a feeling of uncertainty about their future with the company. Consequently they are looking for other opportunities. Some senior staff on the other hand believe they will have a more promising future if they remain with this employer.

The candidates most sought after by employers include those in Sales & Marketing, Regulatory Affairs, Medical Affairs, Clinical Operations, Biostatistics and Clinical Data Management. Demand also exists within early development areas including pre-formulation, formulation, chemical research, biological research and pre-clinical.

For senior management roles, employers in most cases prefer to recruit an overseas returnee or a candidate with an international background in a specialist sector.

Salary levels rose slightly at the mid-level during 2009. For senior or regional roles, salaries were, in some cases, open to negotiation.

Those looking for new opportunities this year should consider that employers value candidates with long-term work histories over those with a record of short-term tenure. Therefore it is important they remain focused on their specialisation, rather than over-diversifying work experience.

Japan

During the past year a steady stream of job opportunities were available in comparison to many other sectors. Mergers and acquisitions led to some hiring freezes in key high profile pharma, but generally a steady flow of opportunities existed in both commercial and R&D.

There are still major shortages in Japan for highly qualified bilingual candidates. Agents who are able to source such candidates will become key partners for the life science industry.

A number of key launches saw demand for Medical Representatives grow exponentially. Clinical Development and CRA candidates remained in high demand. Oncology has become an active area and specialists with this background have solid opportunities available. Regulatory Affairs and Quality Assurance remain sort-after skills, in both device and pharma. For Regulatory Affairs and Quality Assurance, proven relationships with regulators and experience with NDA approvals will prove indispensible to employers.

Salaries rose for Medical Representatives in response to both increased demand and competition among life science organisations. Demand for bilingual CRA's led to a slight increase in salary ranges for those with more than two years experience. As always, salaries remain highly competitive for strong QA/RA candidates.

Given Japan's conservative Life Science Industry, we have not seen any real difference to recruitment process thus far. However as competition intensifies for strong candidates, organisations will need to adjust their hiring practices to ensure they secure the best talent.

There are numerous opportunities available for skilled candidates, so those seeking their next role are advised to attend interviews with more than one company. Do not be afraid to enter the market.

Commercial

	Country Manager	Sales Director	Medical Rep	Account Manager	Area Sales Manager
Singapore	100 - 150	80 - 100	25 - 35	50 - 70	65 - 90
China	1.5 - 2.5	600 - 1,000	80 - 140	120 - 200	200 - 350
Japan	20 - 40	15 - 30	6 - 12	8 - 15	12 - 18

	Regional Sales Manager	Product Manager	Marketing Associate	Marketing Manager	Marketing Director
Singapore	70 -100	50 - 70	25 - 40	45 - 70	70 - 100
China	350 - 600	150 - 300	N/A	300 - 600	600 - 1,200
Japan	16 - 30	10 - 17	7 - 12	14 - 22	16 - 30

	Business Development Manager	Business Development Director	PR/Corp Comm
Singapore	50 - 70	130 - 150	25 - 40
China	300 - 600	600 - 1,000	N/A
Japan	10 - 16	16 - 25	8 - 14

Technical

	Good Clinical Practice Manager	Good Manufacturing Practice Manager	Project Leaders	Drug Safety Manager	Drug Safety Senior Specialist
Singapore	70 - 80	60 - 90	60 - 80	45 - 55	35 - 45
China	N/A	N/A	N/A	250 - 400	150 - 250
Japan	10 - 16	10 - 16	12 - 16	10 -15	8 - 11

	Medical Affairs Officer	Medical Affairs Manager	Medical Affairs Director	Research & Development Director	Regulatory Affairs Director
Singapore	60 - 90	125 - 155	175 - 225	200 +	650 - 1,000
China	120 - 200	200 - 450	450 - 900	800 - 1,500	650 - 1,000
Japan	8 - 14	16 - 25	18 - 40	18 - 30	16 - 22

Notes

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Pharma

Technical

	Regulatory Affairs Manager	Regulatory Affairs Staff	Quality Assurance Manager	Corporate Affairs Manager	Corporate Affairs Director
Singapore	50 - 60	35 - 45	70 - 80	N/A	N/A
China	300 - 600	150 - 250	250 - 400	250 - 400	700 - 1,000
Japan	8 - 14	7 - 10	8 - 12	N/A	N/A

	Clinical Research Associate	Senior Clinical Research Associate	Clinical Research Manager	Clinical Research Director	Data Management Specialist
Singapore	25 - 40	40 - 60	770 - 90	150 - 200	25 - 40
China	50 - 150	150 - 200	200 - 450	450 - 700	80 - 150
Japan	8 - 12	12 - 16	12 - 16	14 - 24	6 - 10

	Data Manager	SAS Programmer	BioStatistic Manager	Information Services Specialist	Scientist
Singapore	45 - 60	35 - 50	60 - 85	N/A	25 - 35
China	250 - 450	80 - 200	250 - 450	N/A	100 - 250
Japan	10 - 12	6 - 10	7 - 10	7 - 10	6 - 12

	Scientist Leader	Head Scientist	Study Monitor	Physician	Medical Writer
Singapore	50 - 70	100 - 150	30 - 45	150 - 250	35 - 45
China	250 - 500	600 - 1,300	150 - 300	400 - 800	N/A
Japan	8 - 14	12 - 18	N/A	8 - 16	8 - 12

Notes

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"With China held in higher renown throughout the world, more qualified teachers see the benefit of teaching here."

China

Despite the financial crisis that hit the world economy, the education sector was left relatively unscathed. Even with the slight reduction in expatriate families in China, the most immediate impact for International schools was a reduced waiting list. In some cases there has been a temporary hold on expansion plans, at least until the economy stabilises.

As the economy continues to grow and links with international markets are highly valued by employers, many Chinese parents seek a western education for their children prior to their attendance at international universities. This has resulted in higher demand for a western style curriculum offered inside China by private educational institutes.

With the education market burgeoning in China, there is high demand for qualified, experienced school starters and school leaders with a number of years experience in setting up and running secondary schools. Those with international experience as well as science teachers, especially Maths, Physics and Chemistry, are in great demand.

Even with the recession salaries remained stable during 2009 and will see moderate increases in 2010.

With China held in higher renown throughout the world, more qualified teachers see the benefit of teaching here. As a result, schools can be more selective in the educators they employ. This means that opportunities for teachers holding degrees, including Master and Doctoral degrees, but without a formal teaching qualification are reducing. Educational institutions now seek internationally recognised approaches to teaching that include a student centred approach and best education practice. Consequently, fully qualified teachers are in high demand.

Education

Early Years

	Manager / Head Teacher	Deputy	Early Years Teacher
China	236 - 464	278 - 435	278 - 434

Primary

	Head Teacher	Deputy Head Teacher	Key Stage 1 Coordinator	Key Stage 2 Coordinator
China	236 - 495	200 - 465	130 - 465	130 - 465

	Literacy (English) Coordinator	Numeracy (Maths) Coordinator	SEN Coordinator
China	130 - 465	130 - 465	150 - 465

Secondary

	Head Teacher	Deputy Head Teacher	Head of Year
China	236 - 700	200 - 600	130 - 550

	Subject Specialists	Bursar & Bursar / Business Director	SEN Coordinator
China	110 - 550	250 - 1,500	130 - 550

Notes

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"The construction and engineering industry increased its acceleration of localisation during 2009."

Hong Kong

We expect the construction industry to continue to build momentum as more infrastructure projects come on line. This will create high demand for experienced engineers with exposure to rail transport and infrastructure related projects in particular.

Given the increase in large infrastructure projects and high-end mixed-use developments in the Asia region, professional candidates, especially those who possess both Chinese and English language skills, will be extremely desirable to both international and local companies.

This is positive news for the many Hong Kong and Chinese nationals who are now looking to return home from places such as North America, the United Kingdom and Australia. Given the recent financial crisis most countries are favouring local candidates as a cost saving measure.

There has been little movement in salaries. The exception to this is within civil and structural construction where salaries are set to rise. As a number of large infrastructure projects peak towards the middle to end of 2010, demand will again outweigh supply.

Employers are looking for stability and commitment from candidates. They are always very wary of those who jump from job to job as it makes them question their commitment and whether they can truly invest in the candidate's career and their future.

Candidates should make sure they research the company they've applied for a job with. Ask questions in the interview about their career growth opportunities, responsibilities, projects they'll work on, as well as anything else that will influence their decision to stay longer.

Singapore

Singapore's construction sector remained steady throughout the downturn given the ongoing flow of government-funded construction projects including rail (MRT), road and reclamation works. The most significant change has been a decline in the private building sector which has virtually ceased recruiting while both new commercial and residential projects remain on hold. 2010 will be crucial to this sector to determine whether these projects will be given approval to proceed. If not, we will see a construction industry very heavily dominated by infrastructure works.

There is a strong and constant demand for middle management and senior specialists such as quantity surveyors, construction managers and senior engineers to help strengthen existing teams and upper management. The big demand on the engineering side comes from tunnel, geotechnical, civil and structural engineers. Little demand exists for HVAC, electrical or mechanical engineers. Again this is a reflection of the construction market, as demand has shifted from commercial and residential projects to infrastructure work.

The salary expectations of foreign executives seeking a role in Singapore are beyond most organisations within the construction industry. We expect salary movements will be moderate with no significant increases in the early part of 2010. However we may see an increment in annual bonuses, dependent on the growth of the sector.

Competition to retain experienced individuals has increased. Both candidate and employer interest in temporary assignments has also risen.

With supply higher than demand at present, candidates are encouraged to have realistic salary expectations and develop their core skill set and expertise by updating qualifications and site certificates.

China

The Chinese construction market has shifted dramatically over the past year. High-end commercial and mixed-used projects previously provided a lot of senior level, high paying opportunities to expatriates. Many of these projects were delayed or cancelled due to the global financial crisis, leaving many of these candidates out of work. The focus has now shifted to large-scale industrial investments. Companies focused on automobiles, pharmaceutical, food processing, cosmetics and other high-end consumer goods are eyeing China's mass market.

The construction and engineering industry increased its acceleration of localisation during 2009. Local candidates with technological skills are now in high demand. As global companies continue to cut costs, local candidates are replacing more expensive expatriates. However given the uncertainty in the market, many local candidates do not feel comfortable changing positions at this time.

Employers are not willing to offer monetary incentives to attract employees. Instead those with the money to invest are looking for deals. Many expatriates find themselves settling for drastically lower salaries or returning to their home country.

Many employers have implemented cost-cutting measures in their projects such as localisation of their staff. In this market, many people are being promoted early and are offered positions they are not qualified to do.

We advise candidates to make a slow and intelligent decision about where and when to change their jobs. Seek advice from an expert recruitment consultant to determine if the position you are taking is right for you.

Construction Civil

	Foreperson	Site Engineer	Project Engineer	Design Manager	Project Manager
Hong Kong	N/A	300 - 420	420 - 540	600 - 900	540 - 900
Singapore	48 -72	42 - 54	48 - 72	78 +	72 - 96
China	78 - 104	104 - 130	130 - 169	N/A	325 - 390

	Senior Project Manager	Construction Manager	Resident Technical Officer	Planner	Estimator
Hong Kong	900 +	720 - 1,500	N/A	420 - 840	360 - 720
Singapore	96 +	84 - 120	48 - 66	72 - 96	60 - 84
China	416 - 520	156 - 234	N/A	N/A	78 - 104

	Contracts Administrator / Quantity Surveyor - Entry-level	Contracts Administrator / Quantity Surveyor - Senior
Hong Kong	240 - 360	360 - 780
Singapore	36 - 48	66 - 84
China	91 - 195	455 - 585

Construction Building

	Foreperson	Site Engineer	Project Engineer	Design Manager
Hong Kong	N/A	240 - 360	360 - 420	480 - 870
Singapore	48 -72	42 - 54	48 - 72	78 +
China	78 - 104	104 - 130	130 - 169	N/A

	Project Manager	Senior Project Manager	Construction Manager	Planner
Hong Kong	480 - 840	840 +	600 - 1,200	360 - 780
Singapore	72 - 96	96 +	84 - 120	72 - 96
China	325 - 390	416 - 520	156 - 234	N/A

	Estimator	Contracts Administrator / Quantity Surveyor - Entry-level	Contracts Administrator / Quantity Surveyor - Senior
Hong Kong	360 - 720	240 - 360	360 - 780
Singapore	60 - 84	36 - 48	54 +
China	78 - 104	91 - 195	455 - 585

Construction Development

	Development Manager	Project Manager	Business Development Manager	Development Director
Hong Kong	600 - 1,020	540 - 900	480 - 720	1,020 +
Singapore	120 - 180	102 - 120	120 - 144	180 +
China	390 - 520	325 - 455	260 - 780	780 +

Notes

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Engineering

Design Consultancy - Building Services

	CAD Design Drafter	CAD Manager	Graduate Design Engineer	Design Engineer	Senior Design Engineer
Hong Kong	240 - 420	360 - 540	200 - 280	280 - 440	400 - 600
Singapore	30 - 42	42 - 60	30 - 36	48 - 60	60 - 84

	Principal Design Engineer	Project Manager	Associate / Senior Associate	Principal / Director	Resident Engineer
Hong Kong	500 - 700	420 - 840	600 - 960	960 +	400 - 660
Singapore	96 +	72 - 96	96 - 120	120 +	78 - 96

Design Consultancy - Civil & Structural

	CAD Design Drafter	CAD Manager	Graduate / Design Engineer	Design Engineer	Senior Design Engineer
Hong Kong	240 - 420	360 - 540	200 - 280	300 - 440	440 - 650
Singapore	30 - 42	42 - 60	30 - 36	48 - 72	72 - 96

	Principal Design Engineer	Project Manager	Associate / Senior Associate	Principal / Director	Resident Engineer
Hong Kong	550 - 800	420 - 900	600 - 990	960 +	400 - 800
Singapore	102 +	84 - 102	96 - 120	120 +	78 - 96

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"It is a particularly exciting time for candidates who really have a passion for this industry."

The architectural market got off to a slow start in 2009, largely due to the financial crisis which forced most companies to put their projects on hold. There was also the add-on effect of oversupply in the commercial real estate sector, especially in Shanghai and Beijing.

By the end of 2009 however there was increased activity among architectural firms due to a heightened interest in second and third tier cities, such as Chengdu and Wuhan. The actions of investors and developers in the China market have shown that there is an undeniable push westwards, with over one hundred cities with populations in the one million range.

Companies are certainly looking for talent in the upper echelons of design. There has been high demand from large consultancies for Urban Planners and Landscape Designers, reflecting the developers' focus on second tier cities. On the interior design side, several firms need Design Directors, especially in the commercial sector.

Salaries have remained constant for upper-level positions, but have dropped slightly for mid-level roles. Expatriate workers are finding that salaries for foreigners are becoming more localised, meaning they are significantly lower than previous years and with fewer benefits.

The recruiting process has lengthened, with employers much more cautious as to whom they employ.

Employers have raised their standards and also look for employees with excellent presentation skills. Architects need to market their projects convincingly. Firms are hiring on a project-by-project basis, and as many of these are on new frontiers, it is a particularly exciting time for candidates who really have a passion for their industry.

Architecture

Architecture

	Graduate Architect	Architect (2-5yrs)	Architect (5-10yrs)	Associate / Senior Associate	Principal / Director
Hong Kong	215 - 300	300 - 420	420 - 660	660 - 1,000	1,000 - 1,500
Singapore	30 +	36 - 60	60 - 84	110 +	120 +
China	60 - 120	120 - 348	360 - 540	540 - 660	780 - 948
Japan	3 - 5	3 - 6	6 - 9	9 - 12	12 - 16

	Graduate Interior Designer	Interior Designer (2-5yrs)	Interior Designer (5-10yrs)	Senior Interior Designer	Project Manager
Hong Kong	150 - 240	240 - 360	360 - 480	540 - 720	360 - 600
Singapore	30 +	42 - 50	48 - 72	72 +	48 - 72
China	36 - 60	48 - 108	96 - 240	240 - 360	240 - 500
Japan	2 - 3	3 - 5	5 - 7	7 - 9	N/A

	Design Director	CAD Drafter	Landscape Architect (2-5yrs)	Landscape Architect (5-10yrs)	Director Of Landscape
Hong Kong	720 +	180 - 360	240 - 360	360 - 720	720 +
Singapore	120 +	30 - 42	42 - 50	48 - 72	120 +
China	360 - 600	120 - 264	120 - 264	180 - 420	480 - 660
Japan	9 - 11	2.5 - 5	N/A	N/A	N/A

	Urban Designer (2-5yrs)	Urban Designer (5-10yrs)	Principal Urban Designer
Hong Kong	240 - 360	360 - 600	600 - 900
Singapore	48 - 60	60 - 84	84 +
China	480 - 720	N/A	N/A

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"The outlook for the next 12 months is positive with most companies aiming to grow rather than reduce headcount."

Hong Kong

The property market has improved significantly compared to 12 months ago. A lot of projects that were stalled have now been resumed. This means many candidates who were made redundant have again secured employment.

The main focus remains on China with new development projects in second and third tier cities. Those working in Hong Kong seem to be more receptive to moving for these opportunities than the many Hong Kong and Chinese nationals now returning home from overseas.

Professionals in project management, surveying, leasing, property and facility management, as well as sales & marketing are in high demand throughout the emerging property markets in Hong Kong and China. With the increase in large-scale development projects across Asia, candidates who can speak both Mandarin & English with PRC experience will be highly sought-after by both international and local companies.

Salaries in general will remain fairly static over the next 12 months. However those with solid experience in PRC and willing to relocate to China may experience slight salary increases.

Companies are more understanding of the importance of branding and how they can utilise it to attract the best talent. This has become a key focus as the marketplace is increasingly competitive. Candidates are primarily attracted to companies where they can see long term career growth opportunities.

As the property trend is continuously pointing towards China, candidates are advised to factor in relocation as one of the options for the next career development move.

Singapore

The local market is entering a critical stage in its recovery that will determine how quickly it rebounds. Many larger developers have placed new and ongoing projects on hold, although there is an optimistic feeling that Chinese New Year will mark a turning point and projects will again be allowed to commence.

Continuous recruiting activity is taking place within facilities management as employers invest in the maintenance of buildings and more building owners or investors outsource the management of these buildings to property management companies.

As competition to recruit and retain experienced individuals increases, the use of international recruiting experts is rising to service needs quickly and effectively.

The architecture industry is yet to rebound and firms are struggling to maintain headcount against the decline in projects.

Salary movements will be moderate, with no significant increases expected in the early part of 2010. Salaries at the senior level are driven predominantly by increased demand for experienced property professionals to strengthen regional offices and projects located in geographies outside Singapore.

Candidates trained in energy efficiency, LEED and sustainability receive a lot of attention. Experienced candidates are generally from Australia and the UK. We expect more employers to prefer candidates trained in this area, or who are able to perform energy audits on existing buildings.

China

The property market is improving with opportunities on the rise over the last several months. Cities such as Shanghai however are dotted with many unfinished projects; such as the pair of incomplete six star hotels in Xian Tian Di. There will be some movement here as the government is pressuring developers to clean up the city prior to the 2010 Expo which is themed "Better City, Better Life".

So, finishing existing and delayed projects will be where the property market grows in the coming year. As a result there will be increasing demand for candidates experienced in development and project management. In particular, Asset Managers, Site/Project Managers and Contract managers will be needed to close out the projects, plus there will be an increase in demand for Sales/Leasing and Retail Managers to work on new developments.

There has been a dramatic shift away from relocating Asia Expats into China. Property Developers now seek people with hands on experience in China. The trend of localising is extremely efficient as not only is it less expensive, local candidates tend to perform better given their experience. Even people with rich experiences in Hong Kong and Singapore tend to have a high fall out rate and are becoming less effective in China.

Therefore roles for expats will continue to decrease while localisation is increasing demands for local and returning Chinese. As you'd expect, salaries will increase for local candidates but decrease for expats.

Our advice for Western expat candidates is that you should begin looking for opportunities outside of China and Hays has a strong network that can help. Asia Expats should come to China first prior to looking for work as they will find more opportunities in China. Now is a good time for local candidates to change as they are in more demand than ever.

Japan

Surprisingly, the first six months of 2009 were positive for this sector. High quality candidates were immediately available and forward-thinking firms made opportunistic hires. By the end of the year, companies had become more stable. While they are recruiting, companies are now much more selective in the candidates they consider.

Certain brokerage companies have indicated the only area that did suffer during the financial crisis was investment sales. However toward the end of 2009 there were an increasing number of deals in the pipeline. There is an excess of Class A assets on the market and provided financing is structured correctly a lot of firms will invest in 2010.

In high demand are Facilities and Asset Managers as companies consolidate costs internally and closely manage their portfolios to gain the best possible results. Valuation, Leasing and Asset Management were also strong performers with many companies looking to maximise cash flow and manage the cost of their investment portfolios. This is set to continue in 2010.

Recruiting processes moved quickly in early 2009 as companies acted to secure staff rather than lose headcount approval. By the end of the year, the pace had returned to normal.

Despite positive activity, salaries reduced during 2009 by between 10 to 35 per cent on average. However, there have been a number of very senior roles that paid market rate or above. There was consequently huge candidate competition for these positions.

The outlook for the next 12 months is positive with most companies aiming to grow rather than reduce head count. Passive and active candidates should consider 2010 with some excitement. High real estate deal activity should lead to a prosperous year for all. More opportunities should arise, but competition for the high quality roles will remain.

Property

	Manager (2-5yrs)	Manager (5-10yrs)	Senior Manager	Head Property Management	GM Property Management
Hong Kong	180 - 264	264 - 480	420 - 800	800 - 1,200	960 - 1,500
Singapore	36 - 48	48 - 72	72 - 84	96 +	N/A
China	96 - 180	180 - 360	360 - 600	600 +	600 +
Japan	N/A	N/A	N/A	N/A	N/A

	Centre Manager - Retail (5-10yrs)	Centre Manager - Retail (10+yrs)	Facilities Manager - soft services (2-5yrs)	Facilities Manager - soft services (5-10yrs)	Facilities Manager - soft services (10+yrs)
Hong Kong	420 - 696	696 +	180 - 264	264 - 540	480 - 800
Singapore	60 - 84	84 +	36 - 48	60 - 96	96
China	240 - 360	360 - 600	180 - 300	300 - 420	420 +
Japan	N/A	N/A	6 - 9	8 - 14	14 - 17

	Facilities Director (10+yrs)	Leasing Manager (2-5yrs)	Leasing Manager (5-10yrs)	Senior Leasing Manager	Leasing Director
Hong Kong	800 +	180 - 276	276 - 480	420 - 660	660 - 1,000
Singapore	120 +	36 - 48	48 - 72	84 - 96	96 +
China	400 +	120 - 216	216 - 360	360 - 600	600 +
Japan	N/A	5 - 8	8 - 14	14 - 20	20 +

	Asset Manager (2-5yrs)	Asset Manager (5-10yrs)	Senior Asset Manager	Asset Management Director / Head
Hong Kong	240 - 360	360 - 720	720 - 1,000	1,000 - 2,000
Singapore	60 - 72	72 - 96	96 - 140	140 +
China	240 - 360	360 - 600	600 - 840	840 +
Japan	9 - 12	12 - 15	15 - 16	16 - 20

	Property Investment Analyst	Property Investment Manager	Property Investment Associate	Property Investment Director
Hong Kong	300 - 480	480 - 780	780 - 1,000	1,000 +
Singapore	N/A	N/A	N/A	N/A
China	180 - 480	480 - 720	720 +	N/A
Japan	N/A	N/A	N/A	N/A

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Property

Property

	Acquisitions Surveyor / Manager (2-5yrs)	Acquisitions Surveyor / Manager (5-10yrs)	Senior Acquisitions Surveyor / Manager	Acquisitions Director
Hong Kong	240 - 360	360 - 700	700 - 960	960 +
China	240 - 360	360 - 600	600 - 840	840 +
Japan	8 - 10	10 - 15	15 - 20	20 +

	Quantity Surveyor - Unqualified (2-5yrs)	Quantity Surveyor - Qualified (5-10yrs)	Senior Quantity Surveyor - Qualified	Quantity Surveyor - Qualified Director
Hong Kong	240 - 360	360 - 600	600 - 960	960 +
Singapore	36 - 54	54 - 78	78	140 +
China	144 - 300	300 - 480	480 +	N/A
Japan	4 - 6	6 - 9	9 - 11	N/A

Property - Client Side

	Project Coordinator	Assistant Project Manager	Project Manager	Senior Project Manager	Projects Director
Hong Kong	144 - 360	420 - 600	600 - 960	960 - 1,200	1,200+
Singapore	48 - 72	72 - 96	96 - 132	144 - 180	180 +
China	240 - 360	360 - 600	600 - 840	N/A	840 +
Japan	5 - 7.5	7.5 - 10.5	11 - 16	14 - 20	20 - 22

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"Most employers are increasing their internal budget for their 2010 headcount."

China

In line with the economic recovery, most employers are increasing their internal budget for their 2010 headcount, which is helping to drive overall momentum in this sector.

Motivated by the great market potential and the cost/quality balance, an increasing number of companies are relocating their R&D or manufacturing facilities to China. There are also many companies proactively looking for local talent to research the China market.

Consequently R&D, Business Development, Manufacturing, Quality Control and Project Management are all areas of higher demand for 2010.

The Chinese government has implemented a range of measures and incentives to bolster the domestic economy. It is expected localisation will become an industry norm at not only the entry level but also at the senior level. Therefore outstanding local candidates may receive a reasonable increase in their salaries in 2010.

Employers have however become conservative in their approach to recruiting and the process has lengthened as they search for the right candidate.

Despite this candidates are more confident and have become more open to new opportunities. The focus may shift from job security to career development over the next 12 months. They are flexible regarding their job location and will consider those second tier cities with nice living environments, especially in the east coast and south east area.

Those looking for a new role in 2010 should place more emphasis on long-term career development rather than on the salary package.

Logistics **Manufacturing & Operations**

Shipping

	Coordinator	Supervisor	Manager	Director	Vice President
China	40 - 60	60 - 100	100 - 250	250 - 500	500 - 1,000

3PL

	Engineer	Supervisor	Manager	Director	Vice President
China	45 - 80	80 - 150	150 - 300	300 -600	600 - 1,500

Logistics (Forwarder)

	Engineer	Supervisor	Manager	Director	Vice President
China	20 - 50	50 - 100	100 - 250	250 - 500	500 - 1,000

Management roles

	GM	CTO	COO	CEO
China	800 - 1,500	1,000 - 2,000	1,000 - 2,000	1,000 - 2,000

Notes

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Production

	Engineer	Supervisor	Manager	Director	Vice President
China	90 - 120	120 - 225	225 - 450	450 - 900	900 - 2,000

Engineering

	Engineer	Supervisor	Manager	Director	Vice President
China	90 - 150	150 - 225	225 - 450	450 - 900	900 - 2,000

R&D

	Engineer	Supervisor	Manager	Director	Vice President
China	90 - 180	180 - 270	270 - 450	450 -1,000	1,000 - 2,000

Sourcing & Purchasing

	Engineer	Supervisor	Manager	Director	Vice President
China	90 - 150	150 - 225	225 - 375	375 - 900	900 - 1,500

Supply Chain

	Engineer	Supervisor	Manager	Director
China	90 - 135	135 - 180	180 - 375	375 -750

Quality

	Engineer	Supervisor	Manager	Director
China	80 - 135	135 - 225	225 - 375	375 - 800

Management roles

	GM	COO	CEO
China	750 - 1,000	900 - 1,200	1,000 - 2,000

Notes

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Production

	Engineer	Supervisor	Manager	Director	Vice President
China	80 - 150	150 - 200	200 - 350	350 - 800	800 - 1,500

Engineering

	Engineer	Supervisor	Manager	Director	Vice President
China	90 - 160	160 - 220	220 - 380	380 - 800	800 - 1,500

R&D

	Engineer	Supervisor	Manager	Director	Vice President
China	100 - 160	160 - 240	240 - 400	400 - 1,000	1,000 - 1,800

Procurement

	Engineer	Supervisor	Manager	Director	Vice President
China	60 - 130	130 - 180	180 - 350	350 - 800	800 - 1,200

Planning

	Engineer	Supervisor	Manager	Director
China	60 - 130	130 - 180	180 - 320	320 - 700

Quality

	Engineer	Supervisor	Manager	Director
China	80 - 150	150 - 200	200 - 350	350 - 800

Management roles

	GM	CTO	COO	CEO
China	800 - 1,500	1,000 - 2,000	1,500 - 2,500	2,000 - 5,000

Notes

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Production

	Engineer	Supervisor	Manager	Director	Vice President
China	36 - 120	84 - 144	180 - 480	360 - 800	800 - 1,500

Engineering

	Engineer	Supervisor	Manager	Senior Manager	Director
China	36 - 120	84 - 144	180 - 480	300 - 540	480 - 800

R&D

	Engineer	Supervisor	Manager	Senior Manager	Director
China	36 - 120	84 - 144	180 - 480	300 - 600	480 - 800

Sourcing

	Engineer	Supervisor	Manager	Director	Vice President
China	48 - 150	96 - 216	240 - 600	420 - 800	800 - 1,200

Quality

	Engineer	Supervisor	Manager	Senior Manager	Director
China	36 - 120	84 - 144	216 - 760	300 - 800	600 - 1,500

Management roles

	Operation Manager	GM	CEO
China	600 - 800	700 - 1,200	1,000 - 2,000

Notes

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"We have seen stability in the market as companies start to increase their spending. This will provide an upward swing going into 2010."

Singapore

The Asian oil and gas industry has been conservative in terms of project spending in light of the recent global financial crisis. This means exploration activities, large EPC contracts and talent acquisition has either been renegotiated or put on hold. However in the last quarter of 2009, we have seen stability in the market as companies start to increase their spending. This will provide an upward swing going into 2010 with steady growth for the year.

There has been a shift in skill requirements from technical to commercial, with growing demand for candidates with a strong commercial background and business development experience managing strategic investments. Moving into the second half of 2010, we will see stronger demand for candidates with an operational background to manage projects planned for completion.

The EPC market remains steady with little growth expected, especially in the area of floaters. The market is currently dominated by activities in Brazil which calls for local content and therefore fewer packages awarded in Asia.

Design engineers will be in demand by the second half of 2010, with more projects moving into FEED. We also expect high demand for Asian subsea engineers compared to previous years as companies aim to localise these roles.

With the exception of project engineers with installation experience, salaries have been stable for permanent staff positions due to limited growth over the last two years. Contract rates have decreased by at least 20 per cent over the last year and will continue to see a slight decline as companies are aiming to establish core teams instead of hiring contract staff.

Candidates need to be more realistic with salary expectations and not give up a permanent role for a short term contract with 20 per cent salary uplift especially when the EPC market is still going to be rather quiet in 2010.

Oil & Gas

Engineering Design (Onshore)

	Mechanical	Electrical	Instrumentation	Process / Safety	Civil / Structural
Graduate (Diploma)	24 - 30	24 - 30	24 - 30	N/A	24 - 30
Designer / Drafter	30 - 36	30 - 36	30 - 36	N/A	30 - 36
Senior Designer / Drafter	36 - 66	36 - 66	36 - 66	N/A	36 - 66
Lead Designer / Drafters	66 +	66 +	66 +	N/A	66 +
Design Manager	84 - 96	84 - 96	84 - 96	N/A	84 - 96
Graduate (Degree)	30 +	30 +	30 +	30 +	30 +
Engineer	36 - 72	36 - 72	36 - 72	36 - 72	36 - 60
Senior Engineer	72 - 120	72 - 120	72 - 120	72 - 120	60 - 84
Lead Engineer	96 - 120	120 - 144	120 - 144	132 - 156	84 - 108
Engineering Manager	144 +	144 +	144 +	156 +	144 +

Notes

- Typical Salary Range in '000
- All Salaries are in Singapore Dollars

Engineering Design (Offshore)

	Mechanical	Electrical	Instrumentation	Process / Safety
Graduate (Diploma)	24	24	24	N/A
Designer / Drafter	30 - 42	30 - 42	30 - 42	N/A
Senior Designer / Drafter	42 - 78	42 - 72	42 - 72	N/A
Lead Designer / Drafter	78 +	72 +	72 +	N/A
Design Manager	90 +	90+	90 +	N/A
Graduate (Degree)	30 +	30 +	30 +	30 +
Engineer	36 - 72	36 - 72	36 - 72	36 - 84
Senior Engineer	72 - 120	72 - 120	72 - 120	84 - 144
Lead Engineer	120 - 144	120 - 144	120 - 144	144 - 168
Engineering Manager	144 +	144 +	144 +	168 +

	Civil / Structural	Pipeline	Naval Architect
Graduate (Diploma)	24	N/A	N/A
Designer / Drafter	30 - 42	N/A	N/A
Senior Designer / Drafter	42 - 78	N/A	N/A
Lead Designer / Drafter	78 +	N/A	N/A
Design Manager	90 +	N/A	N/A
Graduate (Degree)	30 +	30 +	30 +
Engineer	36 - 84	36 - 84	36 - 78
Senior Engineer	84 - 144	84 - 144	78 - 132
Lead Engineer	120 - 132	120 - 144	132 - 156
Engineering Manager	132 +	144 +	144 +

Notes
• Typical Salary Range in '000
• All Salaries are represented in local currencies • Job titles in global organisations vary greatly from European/American/North American companies
• These salaries do not include bonuses • Top of range in MNC's implies regional role

Manufacturing

	Sales / BD	Service
Graduate	30 - 36	25 - 30
2-5yrs	36 - 48	36 - 60
5-10yrs	48 - 72	54 - 72
10+yrs	72 - 96	96 - 120
Manager	96 - 180	100 +

Project Services

	Planning	Cost	Contracts	Project Controls
Graduate	30 - 36	30 - 36	30 - 36	30 - 36
2-5yrs	36 - 72	36 - 72	36 - 72	36 - 72
5-10yrs	72 - 120	72 - 120	72 - 120	72 - 120
10+yrs	120 - 180	120 - 180	120 - 180	120 - 180
Manager	180 +	144 +	180 +	180 +

	Procurement	Estimating	Proposals
Graduate	30 - 36	30 - 36	30 - 36
2-5yrs	36 - 72	36 - 72	36 - 72
5-10yrs	72 - 120	72 - 120	72 - 120
10+yrs	120 - 180	120 - 180	120 - 180
Manager	144 +	180 +	180 +

Construction

	Onshore	Offshore
Graduate Engineer	30 - 36	42 - 48
Field / Site Engineer	36 - 60	72 - 144
Project Engineer	48 - 84	96 - 168
Construction Manager	96 - 144	192 - 240
Project Manager	120 - 180	216 - 288
Project Director	240 +	300 +

Notes

- Typical Salary Range in '000
- All Salaries are in Singapore Dollars

THE TALENT YOU NEED ISN'T ALWAYS EASY TO FIND

"Looking forward, competition for the best talent will be increasingly high. Planning now for your future workplace needs will ensure you're well prepared for the improved market conditions."

Nigel Heap, Managing Director of Hays Asia Pacific

10,000+

PEOPLE PLACED IN PERMANENT JOBS EACH YEAR

8,000+

TEMPORARY AND CONTRACT STAFF ENGAGED EACH WEEK

750+

CONSULTANTS IN ASIA PACIFIC

45

LOCATIONS ACROSS THE REGION

33+

YEARS OF EXPERIENCE

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