



**SINGAPORE**

# SINGAPORE

## ACCOUNTING & FINANCE

Our accounting & finance recruitment division specialises in the placement of finance professionals into organisations outside the financial services sector.

### Market Overview

2008 remained a candidate driven market and the shortage of strong professionals witnessed in 2007 continued. Good quality candidates received multiple job offers and many were counter-offered by their existing employer. Salary expectations continued to rise and hiring managers were frustrated as expectations were often unrealistic.

In quarter four, we began to see the first signs of market turmoil as the effects of the credit crunch began to trickle through to Asia. However, this did not have the anticipated negative effect on the commerce sector and recruitment continued. If the market dips and hiring levels reduce we may see some control return to hiring managers in 2009. As the market has remained candidate short for some time we do not anticipate major changes in hiring levels in the short-term.

### Skill Shortages in 2008

Despite the effects of the credit crunch filtering through to Singapore in quarter four we saw continued skill shortages in the following areas:

- Cost accounting - there were continued shortages of candidates in all areas of costing, from accountants to cost controllers.
- Internal audit - there were severe candidate shortages, especially for roles requiring more than 75% travel.
- Financial planning and analysis - the changing economic climate saw companies place greater focus on forecasting and measuring cost efficiencies; this led to increased demand for financial planning and analysis managers.

- Tax - ranging from tax accountants to director level. Demand for 'Big 4' accountants with tax and commercial experience continued to outstrip supply. Some companies widened their search strategies to India, Malaysia and the United States.

### Salary Levels

Salaries continued to rise in 2008. For external hires, average increases stayed within the 10 - 15% range with some peaks at 20 - 30%. It was rare for candidates to accept salaries at parity. We saw salary bands widen and in some cases, decrease from previous years as hiring managers sought to 'grow their own' by hiring candidates with less experience but with the necessary attributes to grow into a role.

### Advice for Hiring Managers

It may seem overly simplistic, but matching the right person to the right job, company culture and team work style will go a long way to ensuring retention in the long run. Companies should also continue to highlight their staff retention programmes - such as stock options, increased CPF contribution, flexi-working hours and job rotation policies etc. Organisations with strong retention strategies tend to be better positioned to attract the candidates they want. It is also critical that companies continue to interview top talent despite current economic conditions, so that when hiring needs arise, an available talent pool is already in place.

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## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM S\$	
	2008	2009
Chief Financial Officer	\$250 - 450k	<b>\$250 - 450k+</b>
Commercial Manager	\$140 - 180k	<b>\$140 - 200k</b>
Accountant (3 - 5 yrs' exp)	\$54 - 70k	<b>\$54 - 72k</b>
Accounts Payable/Receivable Accountants (3 - 5 yrs' exp)	\$48 - 60k	<b>\$42 - 60k</b>
Auditor (8+ yrs' exp)	\$90 - 120k	<b>\$104 - 170k</b>
Auditor (3 - 5 yrs' exp)	\$50 - 80k	<b>\$54 - 85k</b>
Business Analyst (6 - 10 yrs' exp)	\$100 - 150k	<b>\$90 - 170k</b>
Business Analyst (3 - 5 yrs' exp)	\$75 - 100k	<b>\$65 - 80k</b>
Corporate Finance (6+ yrs' exp)	\$120 - 180k	<b>\$120 - 170k</b>
Cost Accountant (3 - 5 yrs' exp)	\$70 - 90k	<b>\$58 - 90k</b>
Cost Controller (6 - 10 yrs' exp)	\$100 - 140k	<b>\$120 - 160k</b>
Credit Controller (6+ yrs' exp)	\$80 - 140k	<b>\$85 - 149k+</b>
Finance Director - Large Organisation	\$220 - 400k	<b>\$210 - 425k+</b>
Finance Director - Small/Medium Organisation	\$180 - 230k	<b>\$156 - 225k+</b>
Finance Manager (4 - 6 yrs' exp)	\$100 - 120k	<b>\$90 - 125k</b>
Finance Manager (0 - 3 yrs' exp)	\$78 - 96k	<b>\$72 - 104k</b>
Financial Analyst (6 - 10 yrs' exp)	\$85 - 130k	<b>\$91 - 120k</b>
Financial Analyst (3 - 5 yrs' exp)	\$65 - 80k	<b>\$55 - 85k</b>
Financial Controller - Large Organisation	\$150 - 200k	<b>\$160 - 200k+</b>
Financial Controller - Small/Medium Organisation	\$120 - 160k	<b>\$120 - 170k+</b>
Financial Planning & Analysis (6+ yrs' exp)	\$110 - 180k	<b>\$120 - 180k+</b>
Financial Planning & Analysis (3 - 5 yrs' exp)	\$80 - 100k	<b>\$70 - 95k</b>
Group Accountant - Consolidations	\$75 - 120k	<b>\$72 - 100k</b>
Internal Auditor - Director	\$220 - 260k	<b>\$220 - 300k</b>
Internal Auditor - Manager	\$120 - 180k	<b>\$104 - 195k</b>
Pricing Manager	\$120 - 150k	<b>\$130 - 160k</b>
Tax Accountant - Senior (6+ yrs' exp)	\$78 - 96k	<b>\$80 - 110k+</b>
Tax Accountant (3 - 5 yrs' exp)	\$58 - 72k	<b>\$50 - 84k</b>
Tax Director	\$160k+	<b>\$200k+</b>
Tax Manager	\$120 - 150k	<b>\$130 - 200k</b>
Treasury Manager	\$100 - 150k	<b>\$120 - 180k</b>
Treasury Analyst (6+ yrs' exp)	\$90 - 150k	<b>\$100 - 120k+</b>
Treasury Analyst (4 - 6 yrs' exp)	\$60 - 85k	<b>\$58 - 90k</b>

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

# SINGAPORE

## FINANCIAL SERVICES FRONT OFFICE

### Market Overview

#### Fund Management

2008 will be remembered as one of the most volatile periods in the equity markets as almost every Asian market witnessed lows not seen since the Asian financial crisis. Fund management firms saw assets move out of the region into safer, fixed income instruments and many took the more cautious approach of simply holding onto cash.

Whilst there was a slowdown in the fund management industry, private banks' headcount remained relatively stable, with some even adding new staff in their discretionary and research arms. As the equity markets became a difficult environment to invest in, asset management houses diversified into hiring credit analysts.

Interestingly, there was growth in the number of hedge funds in Singapore, with many new but smaller shops setting up in 2008. Unfortunately, their demise was also quick as they had very limited capital and leveraging became more difficult.

As management fees reduced and cost became a key concern, international fund management houses previously operating in both Singapore and Hong Kong also started to consolidate their operations in either of these two countries.

The early part of 2009 may still be volatile, particularly for the equity markets. However, we anticipate that firms will continue to explore the bond markets, especially high yields, as there is greater interest from foreign investors in this asset class.

#### Corporate/Institutional Banking

Corporate/institutional banking saw moderate growth in recruitment in the first half of 2008 but this slowed drastically towards quarter four. Many banks became cautious in extending credit facilities to new and even

existing clients. As a result, staff resources were redeployed to manage current facilities as opposed to bringing in new businesses.

Banks with relationship managers specialising in industries such as infrastructure and natural resources identified these sectors as key areas for growth. Others sought to downsize, redeploy manpower and build on their core business by leveraging its strengths in cash management and trade finance. As a result, overseas candidates with these skill sets, especially those from South East Asia, will be seen as an alternative source of talent to mitigate the cost of recruitment.

We also saw interest from off-shore financial institutions (especially Middle Eastern firms) setting up offices in Singapore and using this as a springboard into Asia. This led to a shortage of niche bankers with specialisation in Islamic banking, particularly those with regional exposure. As a result, banks sought to source talent from overseas.

Moving forward, we may see a forced return to the traditional relationship banking model where clients seek funding through corporate lending. Hence, we expect that there will be continued demand for corporate bankers with good credit and marketing skills throughout 2009.

The overall outlook for corporate banking remains moderate with key recruitment focused on more specialised skill sets. With the ongoing crisis in the financial markets, we do not expect an increase in salaries or incentives in 2009.

#### SME Banking

The recruitment of relationship managers focusing on small to medium enterprises (SMEs) experienced strong growth in 2008, as many SMEs continued to expand into the region and banks added headcount due to healthy profit margins in this sector. Leading

banks also enhanced their bankers' efficiency through cross selling and greater reliance on cash management and trade finance capabilities in order to reduce lending costs and risks. As a result, we saw increasing demand for bankers with these skill sets in a tight liquidity market.

The majority of 2008 saw foreign banks aggressively competing with their local counterparts to provide domestic corporates with lending and cash portfolio management services. Whilst local banks were still on a discretionary annual bonus structure, foreign banks offered a quarterly commission incentive programme to attract SME bankers. Moving into 2009, we expect the SME market segment to grow at a moderate pace.

#### Sales and Trading

Sales and trading saw a number of headcount casualties in 2008. Many of the Western banks downsized their staff or even closed desks in order to consolidate risk back to headquarters. This was a dramatic change from previous years, with the focus shifting to managing risk and cost. We even saw traders being laid off across almost every asset class, with the CDO and equity derivative traders most affected.

Fortunately, there was not massive retrenchment within sales teams and headcount remained relatively intact. Due to the volatile market, many desk heads faced a difficult task when budgeting for 2009. Whilst we expect low numbers of new trading positions in 2009, we do anticipate sales teams to grow at a moderate pace with a focus on institutional and wealthy individuals. Banks may also strengthen their commodity business in the region where there remains a demand from corporations for their hedging needs.

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## FINANCIAL SERVICES FRONT OFFICE

### Private Banking

During the first half of the year, some major private banks continued their expansion plans with the opening of new private banking centres outside of Singapore in onshore operations across Australia, China, Indonesia, Korea and India. However, after the unprecedented worldwide financial turmoil in the second half of year, the wealth management business was significantly affected.

The private banking subsidiaries of some of the world's investment banks faced an uncertain future as their parent groups suffered huge credit losses. We anticipate a slowdown or 'modest' growth of their assets in 2009 as a result. Many established private banks suffered large outflows of assets under management to local and boutique set ups, due to the security and stability these businesses could offer. Clients also became more discerning and were less likely to move their assets to a rival bank when their relationship manager changed organisations.

The US recession and consequences of the ongoing sub-prime crisis tarnished bankers' confidence and clients in the wealth management sector adopted a 'wait and see' approach to investment. Recruitment will shift towards attracting more experienced private bankers with a good pool of loyal clients and a strong track record.

2009 will mark the start of an even more competitive phase within the industry and 'the survival of the fittest' seems to be the guiding principle. Banks which were crippled by massive sub-prime related losses may need many years to restore the brand image of their wealth management businesses and the market will weed out under achievers just as a result of continuing competition.

### Investment Banking

The investment banking market saw a drop in completed deals which resulted in a massive slowdown in recruitment activity, extensive job cuts and firm-wide restructuring efforts.

Asia has predominantly been a debt and equities focused market but due to the financial crisis the market witnessed a sharp drop in deals. With the lack of liquidity in the market, debt deals were almost non-existent, equities deals were holding on for the right time to list, and M&A deals were in discussion.

The 2007 market experienced high levels of recruitment, talent shortages and salary surges with sign-on bonuses and guarantees offered to attract candidates. The talent shortage forced the market to look outside of Asia for resources and overseas bankers without Asian experience filled the resourcing gaps in the first half of 2008. The latter half of the year saw a different and challenging environment with many banks laying off more than 50% of their junior staff. Research indicated that the majority of the bankers affected by the job cuts were external hires outside of Asia.

With the consolidation and breakdown of financial institutions, we expect to see more recruitment activity in the areas of FIG and M&A in 2009. Additionally, the market has been seeing more deals in the infrastructure and natural resources sectors which should result in increased demand for bankers.

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## FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM S\$					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
<b>Front Office</b>						
Client Services	\$38 - 80k	<b>\$36 - 78k</b>	\$85 - 140k	<b>\$78 - 132k</b>	\$140k+	<b>\$132k+</b>
Corporate Banking (Credit Analyst)	\$40 - 85k	<b>\$32 - 80k</b>	\$85 - 145k	<b>\$80 - 138k</b>	\$145k+	<b>\$138k+</b>
Corporate Banking (Relationship Manager)	\$45 - 90k	<b>\$42 - 85k</b>	\$90 - 170k	<b>\$85 - 165k</b>	\$170k+	<b>\$165k+</b>
Custody/Trust Sales*	\$45 - 90k	<b>\$42 - 86k</b>	\$90 - 185k	<b>\$86 - 180k</b>	\$185k+	<b>\$180k+</b>
Debt Capital Market*	\$60 - 120k	<b>\$60 - 110k</b>	\$120 - 200k	<b>\$110 - 180k</b>	\$200k+	<b>\$180k+</b>
Enterprise Banking (Relationship Manager)	\$35 - 85k	<b>\$32 - 80k</b>	\$85 - 140k	<b>\$80 - 130k</b>	\$140k+	<b>\$130k+</b>
Equities Capital Market*	\$60 - 120k	<b>\$54 - 110k</b>	\$120 - 190k	<b>\$110 - 165k</b>	\$190k+	<b>\$165k+</b>
Institutional Marketing	\$55 - 110k	<b>\$48 - 105k</b>	\$110 - 180k	<b>\$105 - 165k</b>	\$180k+	<b>\$165k+</b>
Investment Banking*	\$85 - 150k	<b>\$85 - 150k</b>	\$150 - 230k	<b>\$150 - 230k</b>	\$230k+	<b>\$230k+</b>
Priority Banking (Relationship Manager)*	\$48 - 90k	<b>\$45 - 144k</b>	\$90 - 150k	<b>\$84 - 144k</b>	\$150k+	<b>\$144k+</b>
Private Banking (Relationship Manager)*	\$90 - 110k	<b>\$84 - 110k</b>	\$110 - 200k	<b>\$110 - 200k</b>	\$200k+	<b>\$200k+</b>
Private Banking (Investment Advisor)*	\$50 - 105k	<b>\$50 - 100k</b>	\$105 - 180k	<b>\$100 - 160k</b>	\$180k+	<b>\$160k+</b>
Private Equity#	\$85 - 150k	<b>\$85 - 150k</b>	\$150 - 230k	<b>\$150 - 230k</b>	\$230k+	<b>\$230k+</b>
Structuring*	\$80 - 140k	<b>\$68 - 120k</b>	\$140 - 280k	<b>\$120 - 230k</b>	\$280k+	<b>\$230k+</b>
Trading*	\$50 - 120k	<b>\$50 - 96k</b>	\$120 - 220k	<b>\$96 - 180k</b>	\$220k+	<b>\$180k+</b>
Treasury Sales*	\$50 - 105k	<b>\$48 - 90k</b>	\$105 - 185k	<b>\$90 - 175k</b>	\$185k+	<b>\$175k+</b>
<b>Fund Mangement</b>						
Portfolio Management#	\$60 - 100k	<b>\$60 - 100k</b>	\$100 - 180k	<b>\$100 - 180k</b>	\$180k+	<b>\$180k+</b>
Research	\$60 - 105k	<b>\$50 - 96k</b>	\$105 - 180k	<b>\$96 - 180k</b>	\$180k+	<b>\$180k+</b>

NB: Figures are basic salaries and exclude employer's CPF contributions.  
 \* Variable bonuses may be a large contributing factor to overall compensation.  
 # Carried interest may be a large contributing factor to overall compensation.

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## FINANCIAL SERVICES MIDDLE & BACK OFFICE

### Market Overview

2008 witnessed many financial institutions being 'nationalised' or merging due to the sub-prime crisis. As a leading shared services centre for banking infrastructure activities, Singapore was relatively sheltered compared to the more exposed financial centres of London, New York and Tokyo. Although the economic troubles in Europe and the US had limited direct impact on Singapore, the chain of subsequent events marked by the Federal Bank's intervention at AIG, followed by the foreclosures of a number of US investment banks, had far larger implications on market confidence.

Outlined below are the key recruitment trends witnessed across the middle and back office in 2008.

### Operations

- Market challenges in front office trading led to a corresponding slowdown in back office settlement recruitment towards the end of 2008.
- The evolving COO structure focused on controls, support and new products rather than back end operations staff.
- We witnessed the off-shoring of vanilla product roles away from Singapore (e.g to India) as local teams focused on more complex products.
- Derivatives operations experienced a high requirement for candidates during the first half of 2008, however after quarter three, demand decreased due to lack of confidence in exotic products.
- Collateral, margin management and corporate actions personnel were in high demand as banks were wary of credit events and counterparty exposure.
- Prime brokerage desks were set up to accommodate the business from small hedge funds.
- There was an increase in the number of captive and third party fund administrators targeting small fund managers

and sovereign wealth funds with a corresponding demand for custody and transfer agency talent.

### Finance

- The slowdown in credit trading had a corresponding effect on the demand for credit product controllers.
- Volatility in the equities markets placed continued focus on equities or equities derivatives product controllers (although Singapore is primarily a credit focused market).
- Foreign exchange activities remained strong and financial control experience in this field remained in favour (compared to other structured product areas).
- Product controllers who service specific traders rather than specific products remain at risk due to the decline of the derivatives business and reduced trading limits on exotics.
- Residual demand for cost controllers persists as Singapore is a key banking service hub housing large infrastructure costs.
- We witnessed the up-skill of fund accounting work away from bespoke services to highly customised and technical accounting driven services.

### Strategy, Project Management and Business Analysis

- Niche strategy roles still exist within selected institutions headquartered in Singapore as well as in the private banking and cards businesses. A background with a top management consultancy and an MBA from a prestigious business school are deemed essential.
- Both cost and process related re-engineering functional projects roles emerged in operations and finance with domains across financial markets, private banking, transaction banking, broking, fund management and insurance.

- Select project roles also emerged in governance related areas such as the setting up of a credit, AML or compliance framework.
- There was demand for project managers at the local business level and at the more centralised Project Management Office (PMO).
- Demand reduced for domain-only functional experts in preference for a skilled project management pedigree (methodology) or professionals from a consultancy environment. A related project management qualification continued to be viewed favourably.
- We witnessed some revival in Six Sigma related roles which were not in demand in 2007.
- The threat of budget scaling, off-shoring work and the absorption of project initiatives away from the centralised Project Management Office (PMO), may affect the demand for project professionals in 2009.

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## FINANCIAL SERVICES MIDDLE & BACK OFFICE

### Governance

Due to the sub-prime crisis there was increased focus on controls and risk in the second half of 2008. In addition, huge losses resulting from rogue trading and record FSA fines (citing "lack of adequate systems and controls") highlighted the importance of keeping a closer watch on business activities.

Internal Audit and Operational Risk:

- Audit and operational risk tend to prosper in times of corporate challenges. We expect continued hiring at the middle management and executive levels throughout 2009.
- Demand for Sarbanes-Oxley expertise is likely to increase in institutions with increased regulatory exposure to the US markets.

Market and Credit Risk:

- 2008 saw significant upheavals in risk management within financial institutions and the credit crisis led to significant decreases in the volume of credit transactions. Certain risk divisions in the credit area were impacted leading to some internal reshuffling of roles.
- Due to the scarcity of good talent in this field, professionals with strong product knowledge (commodities, exotic derivatives) and quantitative modelling skills will continue to be in demand.
- Employers are likely to be more selective when hiring and it is anticipated that more rigorous testing will be applied in the recruitment process.
- Credit professionals with exposure to emerging markets and cross functional skill sets (i.e. across credit analysis, documentation and risk monitoring) remained in high demand. This is likely to persist in 2009. Credit functions are expected to become more sophisticated

requiring individuals with strong scenario modelling and evaluation skills.

- Any further deterioration of market conditions will lead to a stronger focus on back end related credit areas such as collection, recovery and workout.

### Contract Opportunities

Contracting is fast becoming a popular staffing solution in Singapore. This is part of an overall resourcing strategy to employ a flexible workforce, particularly in the face of volatile market conditions. Other regulatory developments that facilitated the hiring of contractors included:

- The introduction of the Personal Employment Pass (PEP) by the Singapore authorities. Robert Walters will be able to advise candidates who are seeking opportunities in Singapore, even while the candidate is off-shore and yet to find a sponsor in Singapore (subject to mandated qualification criteria).
- The Working Holiday Permit (WHP) - the holder of the WHP can work and holiday for a period of up to six months in Singapore (subject to a set of qualification criteria). Robert Walters maintains a database of contract professionals on WHP in Singapore.

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## FINANCIAL SERVICES FINANCE

ROLE	PERMANENT SALARY PER ANNUM S\$					
	ANALYST/TEAM LEADER		MANAGER/AVP		VICE PRESIDENT/HOD	
	2008	2009	2008	2009	2008	2009
<b>Financial Control and Tax</b>						
Regulatory Reporting	\$40 - 55k	<b>\$40 - 55k</b>	\$56 - 120k	<b>\$60 - 105k</b>	\$121 - 210k	<b>\$110 - 180k+</b>
Financial Reporting	\$36 - 60k	<b>\$40 - 60k</b>	\$61 - 125k	<b>\$65 - 115k</b>	\$126 - 225k	<b>\$120 - 210k+</b>
Tax Accounting	\$36 - 60k	<b>\$40 - 60k</b>	\$61 - 130k	<b>\$65 - 115k</b>	\$131 - 245k	<b>\$120 - 220k+</b>
<b>Management Reporting</b>						
Strategic Planning & Analysis	\$40 - 60k	<b>\$40 - 60k</b>	\$61 - 140k	<b>\$70 - 120k</b>	\$141 - 280k	<b>\$130 - 275k+</b>
Revenue & Cost Reporting	\$40 - 60k	<b>\$40 - 60k</b>	\$61 - 125k	<b>\$70 - 105k</b>	\$126 - 230k	<b>\$110 - 200k+</b>
MIS Reporting	\$40 - 55k	<b>\$40 - 55k</b>	\$56 - 125k	<b>\$65 - 95k</b>	\$126 - 210k	<b>\$105 - 180k+</b>
<b>Product Control</b>						
Commodities & Exotics	\$40 - 75k	<b>\$40 - 75k</b>	\$76 - 165k	<b>\$80 - 130k</b>	\$166 - 330k	<b>\$145 - 320k+</b>
Fixed Income & Equities	\$40 - 70k	<b>\$40 - 70k</b>	\$71 - 155k	<b>\$80 - 125k</b>	\$156 - 330k	<b>\$145 - 300k+</b>
Cash	\$36 - 60k	<b>\$40 - 60k</b>	\$61 - 130k	<b>\$65 - 100k</b>	\$131 - 250k	<b>\$120 - 220k+</b>

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

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## FINANCIAL SERVICES GOVERNANCE

ROLE	PERMANENT SALARY PER ANNUM S\$					
	ANALYST/TEAM LEADER		MANAGER/AVP		VICE PRESIDENT/HOD	
	2008	2009	2008	2009	2008	2009
<b>Internal Audit</b>						
Global Markets	\$40 - 65k	<b>\$40 - 65k</b>	\$65 - 155k	<b>\$65 - 155k</b>	\$155 - 350k+	<b>\$155 - 350k+</b>
Finance	\$40 - 55k	<b>\$40 - 55k</b>	\$55 - 130k	<b>\$50 - 120k</b>	\$130 - 270k+	<b>\$130 - 270k+</b>
IT	\$40 - 60k	<b>\$40 - 55k</b>	\$60 - 140k	<b>\$50 - 130k</b>	\$140 - 300k+	<b>\$140 - 300k+</b>
Credit	\$40 - 60k	<b>\$40 - 60k</b>	\$60 - 140k	<b>\$50 - 130k</b>	\$140 - 300k+	<b>\$140 - 300k+</b>
Investment/Wealth Management	\$40 - 65k	<b>\$40 - 60k</b>	\$65 - 155k	<b>\$65 - 155k</b>	\$155 - 350k+	<b>\$155 - 350k+</b>
<b>Operational Risk Management</b>						
Global Markets	\$40 - 65k	<b>\$40 - 60k</b>	\$65 - 155k	<b>\$80 - 165k</b>	\$155 - 350k+	<b>\$160 - 350k+</b>
Infrastructure	\$40 - 60k	<b>\$40 - 60k</b>	\$60 - 140k	<b>\$65 - 150k</b>	\$140 - 300k+	<b>\$150 - 300k+</b>
<b>Market Risk</b>						
Management/Modelling	\$40 - 80k	<b>\$40 - 80k</b>	\$80 - 165k	<b>\$80 - 175k</b>	\$165 - 350k+	<b>\$175 - 350k+</b>
Controlling/Reporting	\$40 - 65k	<b>\$40 - 65k</b>	\$65 - 155k	<b>\$65 - 155k</b>	\$155 - 350k+	<b>\$155 - 350k+</b>
<b>Credit Risk</b>						
Analysis/Basel II	\$40 - 75k	<b>\$40 - 70k</b>	\$75 - 160k	<b>\$70 - 150k</b>	\$160 - 350k+	<b>\$150 - 350k+</b>
Consumer Banking Operations	\$40 - 55k	<b>\$40 - 55k</b>	\$55 - 130k	<b>\$55 - 125k</b>	\$130 - 270k+	<b>\$125 - 270k+</b>
Investment/Corporate Banking	\$40 - 60k	<b>\$40 - 65k</b>	\$60 - 140k	<b>\$65 - 140k</b>	\$140 - 300k+	<b>\$140 - 300k+</b>
Investment/Wealth Management	\$40 - 65k	<b>\$40 - 65k</b>	\$65 - 155k	<b>\$65 - 155k</b>	\$155 - 350k+	<b>\$155 - 350k+</b>

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

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## FINANCIAL SERVICES OPERATIONS & PROJECTS

ROLE	PERMANENT SALARY PER ANNUM S\$		ANALYST/TEAM LEADER		MANAGER/AVP		VICE PRESIDENT/HOD	
	2008	2009	2008	2009	2008	2009	2008	2009
<b>Settlements &amp; Processing</b>								
FX/MM	\$40 - 70k	<b>\$40 - 65k</b>	\$80 - 145k	<b>\$70 - 115k</b>	\$145 - 185k+	<b>\$130 - 175k+</b>		
Fixed Income/Equities	\$40 - 70k	<b>\$40 - 60k</b>	\$110 - 150k	<b>\$70 - 125k</b>	\$150 - 185k+	<b>\$130 - 180k+</b>		
Derivatives/Commodities/Futures	\$40 - 80k	<b>\$40 - 80k</b>	\$110 - 150k	<b>\$110 - 135k</b>	\$150 - 185k+	<b>\$145 - 270k+</b>		
Private Banking	\$40 - 80k	<b>\$40 - 80k</b>	\$110 - 150k	<b>\$110 - 135k</b>	\$150 - 185k+	<b>\$145 - 270k+</b>		
Fund Management	\$40 - 60k	<b>\$40 - 60k</b>	\$65 - 100k	<b>\$70 - 100k</b>	\$150 - 185k+	<b>\$130 - 220k+</b>		
Alternative Investment/Prime Brokerage	\$40 - 80k	<b>\$40 - 80k</b>	\$110 - 150k	<b>\$110 - 135k</b>	\$150 - 185k+	<b>\$140 - 220k+</b>		
Insurance	\$30 - 50k	<b>\$30 - 50k</b>	\$60 - 80k	<b>\$60 - 80k</b>	\$100 - 150k+	<b>\$100 - 150k+</b>		
<b>Middle Office &amp; Trade Support</b>								
Operations Control	\$40 - 65k	<b>\$40 - 65k</b>	\$85 - 140k	<b>\$85 - 125k</b>	\$140 - 180k+	<b>\$140 - 180k+</b>		
Client Services	\$45 - 75k	<b>\$45 - 75k</b>	\$85 - 140k	<b>\$85 - 120k</b>	\$140 - 180k+	<b>\$130 - 160k+</b>		
Derivatives/Commodities/Futures	\$40 - 80k	<b>\$40 - 80k</b>	\$100 - 150k	<b>\$110 - 135k</b>	\$150 - 200k+	<b>\$145 - 190k+</b>		
Other Products	\$40 - 70k	<b>\$40 - 60k</b>	\$90 - 140k	<b>\$70 - 125k</b>	\$140 - 180k+	<b>\$130 - 175k+</b>		
<b>Asset Servicing</b>								
Documentation	\$40 - 85k	<b>\$40 - 85k</b>	\$125 - 160k	<b>\$100 - 130k</b>	\$160 - 200k+	<b>\$150 - 240k+</b>		
Collateral Management	\$40 - 70k	<b>\$40 - 60k</b>	\$100 - 145k	<b>\$80 - 120k</b>	\$145 - 180k+	<b>\$135 - 175k+</b>		
Corporate Actions	\$40 - 70k	<b>\$40 - 60k</b>	\$85 - 140k	<b>\$75 - 100k</b>	\$140 - 180k+	<b>\$135 - 160k+</b>		
Reconciliation & Investigation	\$40 - 65k	<b>\$40 - 60k</b>	\$85 - 140k	<b>\$85 - 120k</b>	\$140 - 180k+	<b>\$130 - 170k+</b>		
Data Management	\$40 - 70k	<b>\$40 - 60k</b>	\$85 - 140k	<b>\$80 - 120k</b>	\$140 - 180k+	<b>\$130 - 160k+</b>		
Fund Administration	\$40 - 70k	<b>\$40 - 70k</b>	\$75 - 110k	<b>\$75 - 110k</b>	\$125 - 160k+	<b>\$125 - 170k+</b>		
Credit Administration	\$40 - 60k	<b>\$40 - 60k</b>	\$70 - 90k	<b>\$75 - 110k</b>	\$110 - 150k+	<b>\$120 - 160k+</b>		
<b>Project Management &amp; Business Analysis</b>								
Strategy	\$50 - 90k	<b>\$50 - 90k</b>	\$110 - 140k	<b>\$110 - 140k</b>	\$160 - 280k+	<b>\$160 - 280k+</b>		
Financial Markets	\$40 - 65k	<b>\$40 - 65k</b>	\$65 - 155k	<b>\$80 - 130k</b>	\$155 - 350k+	<b>\$140 - 250k+</b>		
Wealth Management	\$40 - 65k	<b>\$40 - 65k</b>	\$65 - 155k	<b>\$80 - 130k</b>	\$155 - 350k+	<b>\$140 - 250k+</b>		
Transaction Banking	\$40 - 60k	<b>\$40 - 60k</b>	\$70 - 90k	<b>\$70 - 90k</b>	\$130 - 180k+	<b>\$130 - 200k+</b>		
Consumer Banking	\$40 - 60k	<b>\$40 - 60k</b>	\$70 - 90k	<b>\$70 - 90k</b>	\$130 - 180k+	<b>\$130 - 180k+</b>		
Finance/Infrastructure	\$40 - 60k	<b>\$40 - 80k</b>	\$60 - 140k	<b>\$90 - 130k</b>	\$140 - 300k+	<b>\$140 - 225k+</b>		

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

# SINGAPORE

## ENGINEERING

Our engineering recruitment division in Singapore specialises in the placement of permanent and contract engineering professionals, focusing on middle to senior level appointments, across the following industry sectors:

- Aerospace
- Automotive
- Building and Construction
- Chemical
- Electrical
- Electronics
- Energy
- Healthcare
- Manufacturing
- Marine
- Medical
- Oil and Gas
- Petrochemicals
- Pharmaceuticals
- Research and Development
- Semiconductor
- Utilities

### Market Overview

The engineering sector experienced high levels of growth in 2008, especially in the first half of the year. The most prominent growth areas were aerospace, building and construction, chemical, energy, marine, oil and gas, petrochemical and pharmaceuticals. Further growth and hiring is expected in 2009 as a result of government led initiatives such as integrated resorts, the Marine Offshore Seletar Aerospace Hub and the R&D Centre of Excellence.

The launch of the Seletar Aerospace Hub in 2006 led many global aviation players to expand as they prepared facilities for operation in 2008. Operations included: modification, maintenance, repair and overhaul which led to growth in demand for professionals with skills in high end design, manufacturing, quality and process improvement. There was also demand for reliability/test engineers. We

anticipate demand for these professionals to continue well into 2010.

The renewable energy sector continued to grow, particularly in the last two quarters of 2008. Many global renewable energy companies targeted Asia Pacific markets to meet rising energy demands in China and India and many set up research and development centres in Singapore. We anticipate this will lead to an increase in demand for engineering/R&D professionals specialising in mechanical and electrical engineering. Those with project management experience will also be in demand.

Despite the downturn in the market a number of chemical/petrochemical companies continued to expand and Singapore remained one of the top oil refining centres in the world. Demand for engineering professionals continued and those with project management, mechanical, electrical/instrumentation, inspection, maintenance, reliability and safety experience were in highest demand. With expansion projects continuing, we anticipate further demand for engineering procurement construction (EPC) professionals throughout 2009.

Marine offshore activity increased in 2008 and growth is expected to continue for the next three to five years. This led to higher demand for engineering professionals in design, manufacturing and project management. The construction sector continued to be buoyant and we anticipate this continuing through to 2010. This was largely due to project backlog from the integrated resorts and the Marina Bay financial centre projects.

The global financial crisis had the greatest impact on the electronics/semiconductor sectors, where tighter margins forced companies to streamline or relocate their entire operations outside Singapore. As skill sets in

this sector are highly transferable, we do not anticipate an increased volume of candidates in the market.

### Outlook for 2009

Although the economy is anticipated to slow further in 2009, we still expect to see strong demand for engineering professionals across a variety of sectors, in particular across chemicals/petrochemicals, marine, energy and aerospace. Companies may take a slightly more cautious approach to recruitment campaigns but recruitment is expected to continue at all levels. We also anticipate demand for overseas candidates to undertake very specialised engineering roles in Singapore.

# SINGAPORE

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM S\$					
	ENGINEER/SENIOR ENGINEER 1 - 5 YRS' EXP		ASSISTANT MANAGER/MANAGER 5 - 9 YRS' EXP		DIRECTOR 10+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
Chemical	\$45 - 90k	<b>\$45 - 90k</b>	\$91 - 120k	<b>\$91 - 120k</b>	\$121 - 200k	<b>\$121 - 200k</b>
Consultant (ISO/TS, Six Sigma, Lean, Industrial)	\$45 - 90k	<b>\$45 - 85k</b>	\$91 - 110k	<b>\$86 - 110k</b>	\$111 - 220k	<b>\$111 - 210k</b>
Contracts	\$45 - 80k	<b>\$50 - 85k</b>	\$81 - 110k	<b>\$86 - 115k</b>	\$111 - 150k	<b>\$116 - 160k</b>
Design	\$45 - 90k	<b>\$45 - 85k</b>	\$91 - 120k	<b>\$86 - 115k</b>	\$121 - 200k	<b>\$116 - 200k</b>
EHS	\$45 - 70k	<b>\$50 - 70k</b>	\$71 - 110k	<b>\$71 - 110k</b>	\$111 - 220k	<b>\$111 - 220k</b>
Electrical	\$45 - 90k	<b>\$45 - 85k</b>	\$91 - 120k	<b>\$86 - 115k</b>	\$121 - 220k	<b>\$116 - 210k</b>
Electronics	\$45 - 70k	<b>\$45 - 70k</b>	\$71 - 110k	<b>\$71 - 110k</b>	\$111 - 150k	<b>\$111 - 150k</b>
Instrumentation & Control	\$45 - 80k	<b>\$45 - 80k</b>	\$81 - 110k	<b>\$81 - 110k</b>	\$111 - 220k	<b>\$111 - 220k</b>
Maintenance	\$45 - 100k	<b>\$50 - 100k</b>	\$101 - 120k	<b>\$101 - 125k</b>	\$121 - 220k	<b>\$126 - 220k</b>
Mechanical	\$45 - 90k	<b>\$45 - 85k</b>	\$91 - 120k	<b>\$86 - 115k</b>	\$121 - 200k	<b>\$116 - 200k</b>
Process	\$45 - 90k	<b>\$45 - 85k</b>	\$91 - 110k	<b>\$86 - 105k</b>	\$111 - 150k	<b>\$106 - 150k</b>
Product	\$45 - 70k	<b>\$45 - 70k</b>	\$71 - 110k	<b>\$71 - 110k</b>	\$111 - 150k	<b>\$111 - 150k</b>
Production/Manufacturing	\$45 - 70k	<b>\$45 - 70k</b>	\$71 - 110k	<b>\$71 - 110k</b>	\$111 - 150k	<b>\$111 - 150k</b>
Project	\$45 - 100k	<b>\$50 - 100k</b>	\$101 - 120k	<b>\$101 - 120k</b>	\$121 - 220k	<b>\$121 - 220k</b>
Quality Assurance	\$45 - 70k	<b>\$45 - 70k</b>	\$71 - 110k	<b>\$71 - 110k</b>	\$111 - 150k	<b>\$111 - 150k</b>
Research & Development	\$45 - 90k	<b>\$45 - 90k</b>	\$91 - 120k	<b>\$91 - 125k</b>	\$121 - 200k	<b>\$126 - 210k</b>
Service	\$45 - 80k	<b>\$45 - 80k</b>	\$81 - 110k	<b>\$81 - 110k</b>	\$111 - 150k	<b>\$111 - 150k</b>
Technical	\$45 - 80k	<b>\$45 - 80k</b>	\$81 - 110k	<b>\$81 - 110k</b>	\$111 - 200k	<b>\$111 - 200k</b>

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

# SINGAPORE

## HUMAN RESOURCES

Our dedicated human resources recruitment division recruits for generalist and specialist HR positions on a permanent and temporary basis across major industry sectors including banking and finance, FMCG, information technology, telecommunications, pharmaceuticals, real estate, retail, hospitality, manufacturing, semiconductors, energy and professional services. We specialise in placing candidates with a minimum of three years' experience in junior management through to senior director level positions.

### Market Overview

2008 proved to be a challenging year for the Singapore market as the impact of the financial crisis in the United States and Europe was felt to varying degrees across both the banking and commerce sectors. Demand for HR professionals stabilised, following the strong growth experienced in 2007.

### Banking & Financial Services

Recruitment activity in 2008 reduced across the sector as a result of the ongoing sub-prime crisis, with many foreign banks with substantial Singapore based operations implementing hiring freezes. Local banks with less exposure also took a more cautious approach to recruitment.

Despite these challenges, high calibre HR business partners and reward specialists at middle management level remained in demand and HR professionals with project management experience were also highly sought after. In addition, consulting firms sought to build their teams and increase their regional profiles, and as a result HR consultants with business development skills were in particular demand.

### Commerce & Industry

Across most sectors within commerce, demand for HR professionals remained strong, particularly in IT & telecommunications, FMCG, property, energy, healthcare, retail, manufacturing and hospitality.

2008 witnessed increased demand for local talent as HR departments sought to reduce their dependence on foreign qualified professionals. As a result there was a shortage of local, commercially focused HR professionals, particularly at the mid management level. There was also a continued shortage of high quality HR business partners with talent management experience.

### Outlook for 2009

We anticipate that challenging market conditions will continue in 2009 as further effects of the global financial crisis become evident. Companies will continue to create shared service HR operations and will also outsource their transactional HR activities in order to reduce costs. As a result, we expect HR professionals to actively develop their skill sets in order to keep pace with these changes and deliver value to their businesses in the year ahead.

# SINGAPORE

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM S\$					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2008	2009	2008	2009	2008	2009
<b>Commerce &amp; Industry</b>						
HR Generalist/Business Partner	\$55 - 100k	<b>\$55 - 105k</b>	\$100 - 160k	<b>\$105 - 165k</b>	\$160 - 400k+	<b>\$165 - 400k+</b>
Training & Development Specialist	\$55 - 90k	<b>\$55 - 90k</b>	\$90 - 165k	<b>\$90 - 165k</b>	\$165 - 250k+	<b>\$160 - 250k+</b>
Recruitment Specialist	\$55 - 80k	<b>\$50 - 75k</b>	\$80 - 130k	<b>\$75 - 120k</b>	\$130 - 250k+	<b>\$120 - 250k+</b>
Compensation & Benefits Specialist	\$55 - 100k	<b>\$55 - 105k</b>	\$100 - 160k	<b>\$105 - 165k</b>	\$160 - 250k+	<b>\$165 - 250k+</b>
HRIS Specialist	\$45 - 75k	<b>\$45 - 75k</b>	\$75 - 115k	<b>\$75 - 120k</b>	\$115 - 170k+	<b>\$120 - 170k+</b>
Payroll Specialist	\$35 - 50k	<b>\$35 - 50k</b>	\$50 - 80k	<b>\$50 - 80k</b>	\$80 - 110k+	<b>\$80 - 110k+</b>
Mobility Specialist	\$40 - 60k	<b>\$40 - 60k</b>	\$60 - 95k	<b>\$60 - 95k</b>	\$95 - 145k+	<b>\$95 - 145k+</b>
Organisational Development Specialist			\$90 - 240k	<b>\$90 - 240k</b>	\$240 - 300k+	<b>\$240 - 300k+</b>
<b>Banking &amp; Financial Services</b>						
HR Generalist/Business Partner	\$55 - 100k	<b>\$55 - 105k</b>	\$100 - 160k	<b>\$105 - 165k</b>	\$160 - 400k+	<b>\$165 - 400k+</b>
Training & Development Specialist	\$55 - 90k	<b>\$55 - 90k</b>	\$90 - 170k	<b>\$90 - 170k</b>	\$170 - 250k+	<b>\$170 - 250k+</b>
Recruitment Specialist	\$55 - 90k	<b>\$55 - 85k</b>	\$90 - 150k	<b>\$85 - 140k</b>	\$150 - 275k+	<b>\$140 - 275k+</b>
Compensation & Benefits Specialist	\$60 - 120k	<b>\$60 - 120k</b>	\$120 - 200k	<b>\$120 - 200k</b>	\$200 - 270k+	<b>\$200 - 270k+</b>
HRIS Specialist	\$50 - 75k	<b>\$50 - 75k</b>	\$75 - 160k	<b>\$75 - 160k</b>	\$160 - 200k+	<b>\$160 - 200k+</b>
Payroll Specialist	\$35 - 50k	<b>\$35 - 50k</b>	\$50 - 80k	<b>\$50 - 80k</b>	\$80 - 100k+	<b>\$80 - 100k+</b>
Mobility Specialist	\$40 - 70k	<b>\$40 - 70k</b>	\$70 - 110k	<b>\$70 - 120k</b>	\$110 - 190k+	<b>\$120 - 190k+</b>
Organisational Development Specialist	\$55 - 90k	<b>\$55 - 90k</b>	\$90 - 240k	<b>\$90 - 240k</b>	\$240 - 300k+	<b>\$240 - 300k+</b>

NB: Figures are basic salaries and exclude employer's CPF contribution.  
 Figures will vary dependent on whether the incumbent is holding a regional/global role.

# SINGAPORE

## INFORMATION TECHNOLOGY

Our information technology recruitment division recruits mid to senior level IT professionals across permanent and contract assignments. These range from analyst programmers to solutions architects, pre-sales consultants and project managers through to chief information officers incorporating cross functional roles such as business analysis, IT audit and service delivery management.

### Market Overview

The IT recruitment sector was buoyant in the first half of 2008, continuing the trend witnessed in 2007. Significant growth in the market was driven by the expansion of regional headquarters, regional and global IT support/development functions and by an increased demand for IT services and solutions. However, in the last quarter of 2008 the demand for IT professionals declined across most sectors, particularly in financial services. This reduction in demand is expected to continue in the first half of 2009 as organisations adjust to the slowdown in the global economy.

### Commerce and Industry

In the end user space across manufacturing, logistics, pharmaceuticals and petrochemicals, steady growth was witnessed throughout the year. However, as organisations move towards outsourcing non-core IT functions to service providers we expect to see headcount reductions in this area, particularly at the junior to mid level. As outsourcing becomes more prevalent across the market, employers will look for candidates with experience in vendor, contract and relationship management when recruiting mid to senior level professionals in 2009. We also anticipate high demand for experienced SAP consultants, service delivery managers and quality assurance professionals.

### Financial Services

In the first half of 2008 many international financial services organisations continued to expand their IT operations in Singapore. Many

recruited large numbers of IT professionals from both Singapore and overseas to support regional and global business functions. Towards the end of 2008 hiring became more cautious as most companies were directly affected by the credit issues that originated in the US market.

We anticipate a slower recruitment market in 2009 with reduced demand across most job categories. Salaries are expected to remain static and any rises will be moderate. The candidate shortage seen in the last two years will also begin to abate. We still, however, anticipate continued demand for candidates with experience in service delivery, project management, risk and regulatory applications, systems architecture, application support and infrastructure operations.

### Technology Vendors, Consulting and Telecommunications

The majority of 2008 saw aggressive expansion and the demand for IT software, hardware and services remained at high levels. Telecommunications organisations continued to move into the IT services area, resulting in increased demand for project managers, service managers, pre-sales and solutions professionals with managed or professional services experience. In the second half of the year some of the international telecommunications players reduced hiring activities in Asia due to higher costs and lower profit margins guaranteed in their home markets.

In 2009 we anticipate end-users having less appetite for new IT investment and as a result focus is likely to shift to outsourcing, managed services and security, with a corresponding demand for professionals with pre-sales, solutions, service delivery and project management experience in the areas of transition management, managed services and full scale outsourcing (including headcount and asset transfer).

### Contract Employment

The number of available contract roles is likely to increase significantly in 2009 as organisations look for flexible recruitment solutions in order to circumvent permanent headcount restrictions. Many roles traditionally offered as permanent opportunities will become contract positions, with potential to change to permanent status when the market improves. We also anticipate that more professionals will become open to contract roles as the perceived job security of permanent roles lessens.

With organisations looking to justify each and every permanent headcount we would expect the majority of requirements for project initiatives to be offered as contract opportunities. As such, the demand for candidates with experience in project management, service delivery, business analysis, network implementation and infrastructure consolidation will be particularly strong throughout 2009.

### Outlook for 2009

Looking ahead to 2009 most organisations will re-evaluate their IT investment strategy and implementation roadmaps, potentially deferring non business critical initiatives and focusing only on those initiatives necessary to comply with regulatory and legal requirements.

# SINGAPORE

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM S\$		CONTRACT RATE PER DAY S\$	
	2008	2009	2008	2009
	Chief Information Officer/Chief Technology Officer	\$350k+	<b>\$350k+</b>	
IT Director	\$220 - 350k	<b>\$180 - 350k</b>	\$900 - 1400	<b>\$900 - 1400</b>
Manager - MIS	\$130 - 190k	<b>\$120 - 170k</b>	\$700 - 900	<b>\$650 - 850</b>
Manager - IT	\$180 - 250k	<b>\$160 - 240k</b>	\$900 - 1100	<b>\$800 - 1000</b>
Manager - Infrastructure Services	\$190 - 260k	<b>\$170 - 240k</b>	\$900 - 1100	<b>\$700 - 1000</b>
Manager - Data Centre	\$130 - 200k	<b>\$130 - 180k</b>	\$700 - 1000	<b>\$600 - 900</b>
Manager - Development	\$190 - 260k	<b>\$170 - 240k</b>	\$900 - 1100	<b>\$750 - 1000</b>
Manager - Help Desk	\$130 - 190k	<b>\$100 - 170k</b>	\$600 - 900	<b>\$450 - 700</b>
Manager - Testing - Applications & Infrastructure	\$130 - 180k	<b>\$130 - 180k</b>	\$600 - 900	<b>\$500 - 800</b>
Programme Manager	\$220 - 350k	<b>\$200 - 350k</b>	\$1200 - 1500	<b>\$1100 - 1500</b>
Director - Service Delivery	\$220 - 320k	<b>\$200 - 320k</b>	\$800 - 900	<b>\$800 - 1200</b>
Manager - Service Delivery	\$120 - 140k	<b>\$120 - 140k</b>	\$450 - 650	<b>\$500 - 700</b>
Project Manager (5+ yrs' exp)	\$130 - 200k	<b>\$120 - 190k</b>	\$700 - 1100	<b>\$600 - 1000</b>
Project Manager (3 - 5 yrs' exp)	\$90 - 130k	<b>\$80 - 120k</b>	\$450 - 600	<b>\$400 - 500</b>
Business Analyst (5+ yrs' exp)	\$130 - 180k	<b>\$120 - 180k</b>	\$450 - 700	<b>\$400 - 650</b>
Business Analyst (3 - 5 yrs' exp)	\$85 - 130k	<b>\$70 - 120k</b>	\$400 - 500	<b>\$350 - 450</b>
Senior Consultant (8+ yrs' exp)	\$150 - 200k	<b>\$130 - 180k</b>	\$550 - 850	<b>\$500 - 750</b>
Consultant (3 - 5 yrs' exp)	\$100 - 150k	<b>\$90 - 140k</b>	\$350 - 650	<b>\$300 - 550</b>
ERP Project Manager (7+ yrs' exp)	\$130 - 200k	<b>\$120 - 190k</b>	\$800 - 1200	<b>\$800 - 1200</b>
ERP Consultant Functional (5 - 8 yrs' exp)	\$90 - 160k	<b>\$90 - 140k</b>	\$600 - 850	<b>\$500 - 900</b>
ERP Consultant Technical (3 - 5 yrs' exp)	\$70 - 110k	<b>\$80 - 100k</b>	\$300 - 450	<b>\$300 - 450</b>
Help Desk/Desktop Support (5+ yrs' exp)	\$70 - 100k	<b>\$70 - 100k</b>	\$190 - 275	<b>\$190 - 275</b>
Capacity Planning Engineer (3 - 5 yrs' exp)	\$70 - 110k	<b>\$60 - 90k</b>		
Application Support Manager	\$150 - 200k	<b>\$150 - 200k</b>		
Application Support Analyst (5+ yrs' exp)	\$85 - 120k	<b>\$90 - 120k</b>	\$300 - 450	<b>\$350 - 500</b>
Application Support Analyst (3 - 5 yrs' exp)	\$60 - 90k	<b>\$60 - 90k</b>	\$250 - 350	<b>\$250 - 350</b>
Network Support Analyst (5+ yrs' exp)	\$70 - 120k	<b>\$70 - 120k</b>	\$300 - 450	<b>\$300 - 450</b>
EAI Middleware Specialist	\$80 - 130k	<b>\$80 - 130k</b>	\$350 - 550	<b>\$350 - 550</b>
Infrastructure Security Specialist	\$95 - 140k	<b>\$90 - 140k</b>	\$450 - 650	<b>\$450 - 650</b>
IT Risk & Compliance Manager	\$80 - 140k	<b>\$90 - 150k</b>	\$400 - 600	<b>\$450 - 650</b>
IT Risk & Compliance Director	\$140 - 230k	<b>\$150 - 250k</b>	\$600 - 900	<b>\$700 - 1000</b>

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

# SINGAPORE

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM S\$		CONTRACT RATE PER DAY S\$	
	2008	2009	2008	2009
Systems Administrator - Unix, NT, Novell (5 - 8 yrs' exp)	\$90 - 130k	<b>\$90 - 120k</b>	\$350 - 450	<b>\$275 - 400</b>
Systems Administrator - Unix, NT, Novell (3 - 5 yrs' exp)	\$70 - 95k	<b>\$60 - 90k</b>	\$250 - 375	<b>\$225 - 325</b>
Database Administrator (5 - 8 yrs' exp)	\$90 - 140k	<b>\$90 - 130k</b>	\$350 - 500	<b>\$325 - 450</b>
Database Administrator (3 - 5 yrs' exp)	\$70 - 100k	<b>\$60 - 90k</b>	\$275 - 375	<b>\$225 - 325</b>
Software Architect (10+ yrs' exp)	\$140 - 210k	<b>\$140 - 200k</b>	\$700 - 1000	<b>\$700 - 1000</b>
Systems Analyst (5+ yrs' exp)	\$90 - 125k	<b>\$70 - 110k</b>	\$325 - 450	<b>\$300 - 400</b>
Mainframe Analyst Programmer (6+ yrs' exp)	\$80 - 100k	<b>\$80 - 90k</b>	\$200 - 225	<b>\$200 - 225</b>
Mainframe Analyst Programmer (3+ yrs' exp)	\$60 - 90k	<b>\$60 - 80k</b>	\$175 - 200	<b>\$175 - 200</b>
Software Engineer - Java, OO, C++ (5+ yrs' exp)	\$90 - 140k	<b>\$90 - 140k</b>	\$325 - 400	<b>\$300 - 400</b>
Software Engineer - Java, OO, C++ (3 - 5 yrs' exp)	\$60 - 100k	<b>\$60 - 90k</b>	\$250 - 350	<b>\$200 - 300</b>
Tester (5+ yrs' exp)	\$60 - 100k	<b>\$60 - 100k</b>	\$325 - 475	<b>\$300 - 450</b>
Solution Architect	\$140 - 220k	<b>\$140 - 200k</b>	\$600 - 900	<b>\$500 - 800</b>
Senior Solutions Manager - IT&T (10+ yrs' exp)	\$200 - 300k	<b>\$180 - 280k</b>		
Technical Sales Manager (8+ yrs' exp)	\$175 - 280k	<b>\$175 - 260k</b>		
Pre-Sales Consultant (8+ yrs' exp)	\$170 - 200k	<b>\$170 - 200k</b>		
Pre-Sales Consultant (5 - 8 yrs' exp)	\$120 - 180k	<b>\$110 - 170k</b>		
Pre-Sales Consultant (3 - 5 yrs' exp)	\$70 - 100k	<b>\$70 - 100k</b>		

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

# SINGAPORE

## LEGAL & COMPLIANCE

Our legal recruitment division handles both contingent and retained assignments at all levels and recruits into private practice, in-house and financial services.

### Market Overview

The increased regulatory burden placed on organisations during 2008 resulted in a healthy demand for legal and compliance professionals. As regulations continue to tighten and as investment banks work under a different regulatory regime, we anticipate a continued demand for talented legal and compliance professionals throughout 2009.

Within the commercial sector organisations faced a lack of funding during 2008, challenging their plans for growth. As a result, we anticipate that demand for legal advisors to work on new office/company branch openings will reduce in 2009.

### Legal, Private Practice

- As demand for private practice lawyers largely depends on the business environment affecting clients, we saw a reduced need for legal professionals in corporate finance and real estate.
- There was a consistent flow of legal professionals moving out of private practice in 2008. As a result firms will continue to recruit in 2009, albeit very cautiously.
- The expansion of off-shore legal markets (e.g. China) led firms to consider Singapore as a source market for legal professionals. As a result, we anticipate candidates with strong Chinese language skills to be in high demand in 2009.
- Demand for insolvency experts is likely to increase due to the expected challenging business conditions throughout 2009.
- The liberalisation of the legal industry in 2009 will lead to tougher international competition for local firms with many concerned about losing their top legal staff.

### Commerce Legal, In-house

- A challenging business environment and increased regulatory/compliance issues led to an increased demand for in-house counsels in 2008.
- Liberalisation in the sector and greater competition for lawyers in private practice led to talent shortages in the areas of contract renegotiations and financing.
- Industries such as healthcare, energy and the government sector are likely to remain stable in 2009, as well as related areas that require specialised work around intellectual property, clinical trials and regulatory laws.

### Financial Services Legal, In-house

- 2008 saw an emergence of hybrid roles, where employees were asked to perform paired 'functions', for example, legal and front office negotiations.
- 2009 will see an increasingly regulated environment leading to greater demand for legal professionals to review standards and documentation.

### Compliance

- Compliance professionals with legal backgrounds (e.g. private practice lawyers handling complex financial products) were in short supply in 2008 and will be in further demand during 2009.
- 2008 witnessed increased demand for several niche/specialist roles due to the increased maturity in Singapore's compliance structure. Roles in high demand included compliance trainers, project specialists, AML/KYC experts and 'on-boarding' specialists.

# SINGAPORE

## LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM S\$					
	ANALYST OR 1 - 4 YRS' EXP		MANAGER/AVP OR 4 - 8 YRS' EXP		VICE PRESIDENT/HOD	
	2008	2009	2008	2009	2008	2009
<b>Financial Services</b>						
<b>Legal</b>						
Investment Banking/Derivatives	\$40 - 75k	<b>\$40 - 80k</b>	\$75 - 150k	<b>\$80 - 155k</b>	\$155 - 350k	<b>\$160 - 350k+</b>
Investment/Wealth Management	\$40 - 75k	<b>\$40 - 75k</b>	\$75 - 155k	<b>\$70 - 160k</b>	\$160 - 350k	<b>\$165 - 350k+</b>
Corporate Secretarial	\$40 - 70k	<b>\$40 - 70k</b>	\$70 - 120k	<b>\$70 - 125k</b>	\$125 - 280k	<b>\$125 - 280k+</b>
<b>Compliance</b>						
Global Markets	\$40 - 60k	<b>\$40 - 65k</b>	\$60 - 140k	<b>\$65 - 155k</b>	\$140 - 350k	<b>\$155 - 350k+</b>
AML/Monitoring	\$36 - 50k	<b>\$40 - 55k</b>	\$50 - 120k	<b>\$55 - 130k</b>	\$120 - 270k	<b>\$130 - 270k+</b>
Control Group	\$40 - 60k	<b>\$40 - 65k</b>	\$60 - 140k	<b>\$65 - 155k</b>	\$140 - 350k	<b>\$155 - 350k+</b>
Investment/Wealth Management	\$36 - 50k	<b>\$40 - 60k</b>	\$50 - 130k	<b>\$60 - 140k</b>	\$130 - 300k	<b>\$140 - 300k+</b>
<b>Commerce and Private Practice</b>						
<b>Legal</b>						
Chief Legal Officer					\$400 - 500k+	<b>\$400 - 500k+</b>
Litigation & Dispute Resolution	\$48 - 90k	<b>\$50 - 90k</b>	\$90 - 170k	<b>\$95 - 175k</b>	\$170 - 400k+	<b>\$175 - 400k+</b>
Intellectual Property & Technology	\$48 - 95k	<b>\$50 - 95k</b>	\$95 - 180k	<b>\$95 - 185k</b>	\$180 - 400k+	<b>\$185 - 400k+</b>
Financial Services	\$50 - 100k	<b>\$50 - 100k</b>	\$100 - 190k	<b>\$100 - 190k</b>	\$190 - 400k+	<b>\$190 - 400k+</b>
Corporate Real Estate	\$48 - 90k	<b>\$50 - 90k</b>	\$90 - 160k	<b>\$90 - 165k</b>	\$160 - 400k+	<b>\$165 - 400k+</b>
Corporate & Commercial	\$48 - 95k	<b>\$50 - 95k</b>	\$95 - 180k	<b>\$95 - 185k</b>	\$180 - 400k+	<b>\$185 - 400k+</b>
Paralegal	\$30 - 50k	<b>\$30 - 50k</b>	\$50 - 75k	<b>\$50 - 75k</b>	\$75 - 100k	<b>\$75 - 100k+</b>

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

# SINGAPORE

## SALES & MARKETING

Our sales & marketing recruitment division recruits permanent, contract and interim mid to senior management roles across all disciplines within banks, financial and professional services, engineering, FMCG, information technology and telecommunications, media, pharmaceuticals/healthcare and retail.

### Market Overview

#### Banking & Financial Services

Demand for sales and marketing professionals increased within consumer banking during 2008. This was largely driven by the aggressive expansion plans of local and regional banks targeting affluent consumers across the region. New roles were created and many senior level roles became much more specialised (e.g. product development roles in e-commerce).

#### Engineering/Oil & Gas

Hiring levels grew throughout 2008 and the outlook for 2009 remains positive, despite the financial crisis. The early part of 2008 saw high levels of demand for sales and marketing professionals across the industrial equipment, transport engineering, aviation MRO and energy sectors. Many of these companies sought sales professionals with very specific product/technical knowledge, as a result demand outstripped supply. We expect to see increased demand as organisations continue to compete for the best talent.

#### FMCG

Recruitment within the FMCG sector was very active in 2008, driven by the expansion of distribution channels and by many organisations strengthening their regional presence. Brand managers, trade marketers, key account managers and consumer insights professionals were in highest demand.

#### Healthcare

Recruitment activity in the healthcare sector remained stable in 2008. With many

pharmaceuticals companies at a mature stage of development, there was higher demand for process orientated professionals, including those focused on sales force effectiveness, sales training and marketing excellence. Talent in these areas is challenging to find as these are still relatively new functions.

#### IT & Telecommunications

The start of 2008 witnessed strong hiring levels across the ICT sector, although volumes reduced following the downturn in the financial services markets. The convergence of IT and telecommunications, specifically in the area of developing services, will continue in 2009. Particular growth areas, including unified communications, information security, business process outsourcing, managed services and data centre development are likely to lead to consistent demand for sales and business development professionals, product/technical marketers and channel managers throughout 2009.

#### Retail

Retail recruitment activity was stable throughout the first half of 2008, primarily due to the continued demand for candidates with merchandising and brand management experience within retail operations - particularly in the areas of cosmetics, fashion and luxury watches. Recruitment activity increased towards the latter half of the year when new brands and retailers entered the market (e.g. Sephora) and initiated large recruitment drives. Looking ahead to 2009, we anticipate more job opportunities in the retail sector at the junior to mid-levels, especially when the new retail property developments and integrated resorts are completed.

#### Consumer Technology

Recruitment activity in the consumer technology sector remained healthy in 2008. The convergence of media, entertainment and mobile industries sparked a huge talent search for candidates with experience in

digital content. Channel sales/management candidates were also highly sought after in the mobile and consumer electronics sectors. As organisations in the consumer technology sector focused on developing the retail lifestyle experience for consumers, we saw a number of retail candidates crossing over into this space, leveraging their transferable skill sets and experience. We expect this trend to continue in 2009.

We anticipate hiring activity in the first half of 2009 will be cautious as organisations assess the impact of the current economic crisis. However, we expect to see a healthy demand in revenue generating roles, particularly those in the business development or sales functions.

# SINGAPORE

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM S\$	
	2008	2009
Account Director (8+ yrs' exp)	\$140 - 200k	<b>\$140 - 210k</b>
Account Manager (4 - 5 yrs' exp)	\$70 - 85k	<b>\$75 - 90k</b>
Aftersales Manager (5 - 8 yrs' exp)	\$70 - 120k	<b>\$70 - 120k</b>
Assistant Brand Manager (3 - 4 yrs' exp)	\$50 - 80k	<b>\$50 - 80k</b>
Brand Manager (4+ yrs' exp)	\$90 - 110k	<b>\$85 - 100k</b>
Business Development Manager (8+ yrs' exp)	\$130 - 200k+	<b>\$130 - 200k+</b>
Business Development Manager (4 - 5 yrs' exp)	\$85 - 120k	<b>\$85 - 120k</b>
Call Centre Manager (8+ yrs' exp)	\$110 - 120k	<b>\$110 - 120k</b>
Campaign Manager (3 - 5 yrs' exp)	\$65 - 95k	<b>\$60 - 95k</b>
Channel Manager (5 - 8 yrs' exp)	\$80 - 130k	<b>\$85 - 130k</b>
Direct Marketing Manager (5+ yrs' exp)	\$80 - 120k	<b>\$80 - 120k</b>
General Manager/Managing Director (6+ yrs' exp)	\$200 - 300k+	<b>\$200 - 300k+</b>
Marketing Communications Manager (4 - 5 yrs' exp)	\$75 - 110k	<b>\$75 - 110k</b>
Marketing Communications Manager (6+ yrs' exp)	\$120 - 180k	<b>\$120 - 180k+</b>
Marketing Director (6+ yrs' exp)	\$150 - 220k+	<b>\$155 - 220k+</b>
Marketing Manager (4 - 5 yrs' exp)	\$85 - 140k	<b>\$80 - 140k</b>
Marketing Research Director (6+ yrs' exp)	\$140 - 200k	<b>\$140 - 200k</b>
Marketing Research Manager (4 - 5 yrs' exp)	\$95 - 140k	<b>\$90 - 140k</b>
Product Marketing Manager (5 - 8 yrs' exp)	\$70 - 120k	<b>\$70 - 120k</b>
Public Relations Director (8+ yrs' exp)	\$130 - 190k+	<b>\$135 - 190k+</b>
Public Relations Manager (4 - 5 yrs' exp)	\$85 - 130k	<b>\$85 - 130k</b>
Sales & Marketing Director (8+ yrs' exp)	\$160 - 220k+	<b>\$160 - 230k+</b>
Sales & Marketing Manager (4 - 5 yrs' exp)	\$90 - 150k	<b>\$90 - 150k</b>
Sales Director (8+ yrs' exp)	\$130 - 200k+	<b>\$140 - 210k+</b>
Sales Manager (4 - 5 yrs' exp)	\$85 - 140k	<b>\$85 - 150k</b>
Sales Engineer (3 - 4 yrs' exp)	\$40 - 60k	<b>\$40 - 60k</b>
Trade Marketing Manager (4 - 5 yrs' exp)	\$75 - 100k	<b>\$75 - 100k</b>
Visual Merchandising Manager (4 - 5 yrs' exp)	\$80 - 100k	<b>\$80 - 100k</b>

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

# SINGAPORE

## SECRETARIAL & SUPPORT

In response to an increased demand for secretarial and support staff from clients, Robert Walters set up a new division in March 2008 specialising in the placement of secretarial and business support staff into the finance and commercial sectors. The division focuses on both permanent and contract recruitment and covers a broad range of roles including:

- Administrators
- Call centre managers
- Customer service representatives
- Data entry clerks
- Events coordinators
- Executive assistants
- Investment banking secretaries
- Medical secretaries
- Office managers
- Personal assistants/senior secretaries
- Project coordinators
- Receptionists
- Switchboard operators
- Team/legal secretaries

### Market Overview

#### Financial Services Sector

The demand for experienced and qualified secretaries and personal assistants within financial services was high and continued growth was seen throughout 2008, especially for contract/temporary hires. Although contracting is a relatively new concept in Singapore, the economic turmoil led to a growth in its popularity as many organisations saw it as a solution to headcount and budget issues. We anticipate further growth in the contract market in 2009.

In 2008 we also observed a rise in temporary to permanent job offers. This 'try before you buy' strategy was seen as a way to reduce hiring risks and suited both organisations and candidates. This is common practice in the UK, US and Australian markets and we predict Singapore will follow this trend in 2009.

The secretarial and business support sector was candidate short in 2008 and there was strong competition for talent. This led to increased salary expectations and increased pressure on organisations to re-evaluate their salary packages. However, moving forward employers will need to focus on more than attractive salaries to secure the best talent. Candidates also based their career decisions on bonus structure, company benefits, flexible working hours and work-life balance.

In 2008, more candidates were subjected to testing and assessments, with organisations opting to perform standard psychometric tests or MS Office proficiency tests to ensure candidates met hiring requirements. We expect this trend to increase in 2009.

#### Commerce Sector

Recruitment activity in the commerce sector began steadily and continued to grow throughout 2008. Companies within the FMCG, retail and telecommunications industries underwent major expansion in the Asian market, particularly in Singapore, resulting in greater demand for candidates.

Looking ahead to 2009, we expect demand for candidates with MNC experience to remain high. In addition to basic secretarial skills, organisations will also look for candidates with a stable career history and solid work experience.

The most successful hiring organisations in 2008 were those who shortened their recruitment cycle and acted swiftly and decisively. We expect these factors to remain vitally important in the recruitment of quality secretarial and support staff during 2009.

# SINGAPORE

## SECRETARIAL & SUPPORT

ROLE	PERMANENT SALARY PER ANNUM S\$		CONTRACT RATE PER HOUR S\$	
	2008	2009	2008	2009
Senior Secretary	\$50 - 65k	<b>\$54 - 72k</b>	\$33+	<b>\$33+</b>
Office Manager	\$40 - 85k	<b>\$48 - 96k</b>	\$38+	<b>\$38+</b>
Call Centre Manager	\$40 - 50k	<b>\$45 - 60k</b>	\$27+	<b>\$27+</b>
Personal Assistant	\$35 - 65k	<b>\$42 - 78k</b>	\$31+	<b>\$31+</b>
Confidential Secretary	\$32 - 50k	<b>\$36 - 60k</b>	\$25+	<b>\$25+</b>
Executive Assistant	\$30 - 60k	<b>\$36 - 66k</b>	\$25+	<b>\$25+</b>
Legal Secretary	\$30 - 60k	<b>\$36 - 70k</b>	\$28+	<b>\$28+</b>
Investment Banking Secretaries	\$30 - 55k	<b>\$36 - 60k</b>	\$25+	<b>\$25+</b>
Medical Secretary	\$30 - 45k	<b>\$36 - 54k</b>	\$23+	<b>\$23+</b>
Project Coordinator	\$30 - 40k	<b>\$33 - 46k</b>	\$21+	<b>\$21+</b>
Team Secretary	\$25 - 40k	<b>\$30 - 54k</b>	\$22+	<b>\$22+</b>
Administrator	\$20 - 40k	<b>\$24 - 42k</b>	\$17+	<b>\$17+</b>
Events Coordinator	\$20 - 30k	<b>\$26 - 34k</b>	\$16+	<b>\$16+</b>
Trading Floor Secretary	\$20 - 30k	<b>\$24 - 42k</b>	\$17+	<b>\$17+</b>
Receptionist	\$18 - 22k	<b>\$21 - 30k</b>	\$13+	<b>\$13+</b>
Customer Service Representative	\$17 - 35k	<b>\$21 - 42k</b>	\$17+	<b>\$17+</b>
Data Entry Clerk	\$15 - 20k	<b>\$18 - 22k</b>	\$10+	<b>\$10+</b>
Switchboard Operator	\$12 - 15k	<b>\$15 - 18k</b>	\$10+	<b>\$10+</b>

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

# SINGAPORE

## SUPPLY CHAIN, PROCUREMENT & LOGISTICS

Our supply chain, logistics & procurement division specialises in the placement of results oriented supply chain and logistics management professionals within FMCG and manufacturing, through to procurement and indirect spend specialists within the commercial and banking sectors (including third party logistics providers). We recruit experienced professionals into various roles from associate through to director levels, with a focus on the following areas:

- Corporate real estate, facilities management
- Demand and supply planning
- Logistics
- Materials management
- Operations
- Procurement and sourcing
- Supply chain
- Transportation

### Market Overview Demand for Talent

Throughout 2008, procurement and sourcing roles continued to be in high demand as cost reduction remained a priority for many organisations. A high level of recruitment activity was seen in the FMCG sector throughout the year, particularly within the F&B industries. Sourcing the right candidates with the ability to implement proactive strategic procurement initiatives as opposed to reactive tactical processes remained a key challenge.

Financial services institutions saw strong hiring in the first half of the year, but fell behind the manufacturing sector from quarter three onwards due to the difficult market conditions. However, the drive to achieve cost efficiencies and streamline the supply chain did ensure that recruitment activity continued, albeit at reduced levels.

At the beginning of 2008, rising property costs also increased demand for professionals in the areas of corporate real estate services

and facilities management as their expertise was required to help organisations re-evaluate their existing leases and assist in relocating operations/offices to reduce rental costs. However, due to the market downturn we saw demand for these roles reduce after quarter three.

### Salary Levels

In the earlier part of 2008, employers were offering generous salary increments of up to 20% in a bid to attract candidates. However, the impact of the financial market volatility was felt more heavily during the second half of the year and salary increases became more modest, ranging from 5 - 10% for new starters.

Candidates also became more cautious about moving roles in 2008 due to the uncertain market. As a result, organisations wishing to secure the highest calibre professionals had to offer increased salaries in order to compensate for the potential risks involved.

### Outlook for 2009

Although we anticipate recruitment activity across the sector to remain relatively strong throughout 2009, we expect many companies will take a more prudent and selective approach to hiring. Candidates with international exposure (especially in emerging markets) the ability to work remotely with an overseas based manager, strong project management and cross functional team leading skills will be most sought after in 2009. Those with commercial acumen, a strong business focus and outstanding stakeholder management abilities will also remain in high demand. Candidates with at least two years' solid experience in their specialist area will be even more highly valued by potential employers.

# SINGAPORE

## SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM S\$	
	2008	2009
Head of Global Sourcing	\$300k+	<b>\$250 - 300k</b>
Head of Strategic Sourcing (Regional)	\$230 - 300k	<b>\$230 - 300k</b>
Category/Commodity Manager (7+ yrs' exp)	\$90 - 150k	<b>\$90 - 140k+</b>
Category/Commodity Manager (0 - 6 yrs' exp)	\$50 - 90k	<b>\$50 - 90k</b>
Demand Planner (5+ yrs' exp)	\$60 - 80k	<b>\$55 - 75k+</b>
Operations Manager (5+ yrs' exp)	\$90 - 140k	<b>\$90 - 130k+</b>
Planning Manager (6+ yrs' exp)	\$80 - 110k	<b>\$80 - 110k+</b>
Procurement/Sourcing Associate (4 - 6 yrs' exp)	\$60 - 75k	<b>\$60 - 75k</b>
Project Manager	\$80 - 120k	<b>\$80 - 130k</b>
Regional Logistics Director (10+ yrs' exp)	\$170 - 300k	<b>\$170 - 300k+</b>
Regional Logistics Manager (6 - 10yrs' exp)	\$90 - 140k	<b>\$90 - 140k</b>
Regional Procurement Director (10+ yrs' exp)	\$220 - 300k	<b>\$220 - 300k</b>
Regional Procurement Manager (6 - 8 yrs' exp)	\$75 - 130k	<b>\$75 - 130k</b>
Regional Real Estate/Facilities Manager (8+ yrs' exp)	\$140 - 180k	<b>\$140 - 180k+</b>
Strategic Sourcing (IT) Manager (6 - 8 yrs' exp)	\$75 - 120k	<b>\$75 - 130k</b>
Strategic Sourcing Manager (10+ yrs' exp)	\$140 - 180k	<b>\$140 - 180k+</b>
Strategic Sourcing Manager (6 - 8 yrs' exp)	\$75 - 120k	<b>\$75 - 120k</b>
Supply Chain Director (10+ yrs' exp)	\$170 - 300k	<b>\$170 - 300k+</b>
Supply Chain Manager (6+ yrs' exp)	\$70 - 130k	<b>\$70 - 130k+</b>
Supply Chain Consultant (5 - 8 yrs' exp)	\$65 - 120k	<b>\$65 - 120k</b>
Supply Planning Manager (5+ yrs' exp)	\$85 - 110k	<b>\$85 - 110k+</b>
Vice President of Logistics	\$170 - 250k	<b>\$170 - 250k</b>
Vice President of Strategic Sourcing (8+ yrs' exp)	\$140 - 200k+	<b>\$140 - 200k+</b>

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