

SALARY SURVEY 2017



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ABOUT THE GLOBAL SALARY SURVEY

Welcome to the eighteenth edition of the Robert Walters annual Global Salary Survey.

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

Our Global Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2016, and our predictions for the year ahead. With the opening of our new offices in Portugal, Canada and the Philippines, the Global Salary Survey now covers data across 27 countries including the UK and Ireland, Continental Europe, the Middle East, Africa, Asia, Australia and New Zealand as well as North and South America.

GLOBAL OVERVIEW

Despite the economic and political uncertainty created by Brexit and the US election, many markets across the world experienced strong economic growth and an increase in hiring activity during 2016.

Recruitment in Southeast Asia was buoyed by strong economic growth, rising business confidence and more international companies establishing bases in the region. There was further pressure on already limited talent pools, particularly in Vietnam, Indonesia and the Philippines, with countries focusing on tempting overseas professionals back home. Salaries continued to rise with some sectors offering average increases of 25-30% for those moving companies.

Japan too continued to face significant talent shortages as unemployment declined and demand outstripped supply, leading to a sustained lack of specialists across many sectors and increasing pressure on salaries. As the globalisation of both foreign-affiliated and Japanese companies progressed, bilingual professionals were in highest demand. Despite the slowdown in China's traditional sectors of manufacturing and engineering, the drive to adopt new technology meant hiring levels were steady, with more modest salary rises anticipated in 2017.

Australia's economy continued to rebalance in 2016, with specific areas of high demand, although salaries remained broadly flat. However, those with in-demand specialist skill sets commanded much higher financial rewards as organisations battled for new skills and technological knowledge. Favourable economic conditions led to consistent hiring levels across New Zealand, with jobseekers frequently able to select from multiple opportunities.

There were candidate shortages across Europe, with Belgium in particular experiencing high demand – 83% of employers stated they were affected by talent shortages in 2016. Likewise, Ireland faced a critical scarcity of talent, leading companies to seek out international candidates.

The Spanish and Portuguese economies continued to improve and global businesses set up new operations and shared service centres, creating jobs in accounting, IT, finance and engineering. The Netherlands and Germany both saw strong business growth, increased hiring levels and candidate shortages with many German companies turning to professional contractors to fill business critical vacancies.

In the UK, uncertainty around the EU referendum impacted hiring levels in some sectors such as financial services. However, recruitment levels were less affected across non-financial services markets, in particular manufacturing and exports were boosted by the drop in the value of the pound creating opportunities for supply chain, procurement and finance professionals.

Across the Middle East and Africa hiring levels in some sectors were negatively affected by the fall in oil and gas prices, however there were still shortages of local talent. Governments responded with ongoing drives across both regions to implement nationalisation programmes to promote the hiring of local talent.

Across the US hiring managers were cautious in the first part of the year but overall recruitment levels remained buoyant. There was growing appetite for digital media and technology skills as well as rising demand for accountants with compliance and regulatory backgrounds.

KEY TRENDS

There continued to be strong global demand for professionals with the technical expertise to help companies implement digitalisation projects in 2016. Skill sets in highest demand included big data, cloud computing, DevOps, analytics, e-commerce, cyber security and fintech.

Digital transformation across multiple industries will continue to drive recruitment in 2017. In particular, IT professionals with niche skill sets and good business acumen will be in a strong position to negotiate higher salaries and choose between multiple job offers. There will also be strong competition for digital marketing specialists.

As the banking and financial services industry faced a toughening regulatory environment, demand grew for legal, risk and compliance specialists in 2016. Many countries experienced a shortage of candidates. Hiring managers looking to secure top talent in 2017 are advised to shorten recruitment processes, and offer competitive salaries, flexible working and career development opportunities.

Across the world jobseekers were increasingly influenced by structured career paths, training opportunities and work-life balance when choosing a new role. There was also a noticeable shift seen in Asia as candidates showed a growing interest in working for companies with strong employer branding, a positive company culture and an open, collaborative work environment.

Likewise, companies recognised the value of a strong HR function to drive change programmes, organisational development and talent acquisition strategy. In particular, businesses will look for HR professionals specialising in employer branding, compensation & benefits, employee retention programmes, and learning & development as organisations seek to retain and attract top talent.

GET IN TOUCH

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

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DESPITE UNCERTAINTY AROUND THE EU REFERENDUM, BUSINESSES MAINTAINED A ROBUST ATTITUDE TOWARDS RECRUITMENT. EXPORTERS, TECHNOLOGY FIRMS AND SHARED SERVICE CENTRES DROVE DEMAND ACROSS A RANGE OF DISCIPLINES.

2016 INSIGHT

Uncertainty around the EU referendum and the 'leave' result made recruiting within some areas of the market more challenging in 2016, particularly financial services. However, hiring levels did not decline dramatically as some had predicted and recruitment was robust across non-financial services markets.

In addition to large companies taking on staff, SMEs and start-ups represented major growth areas and opportunities for recruitment, particularly across fintech and other digital-related firms. Following the referendum, the comparatively low value of the pound provided a boost to manufacturing and exports by increasing sales, creating opportunities for supply chain, procurement and finance professionals.

Regional hubs experienced high levels of recruitment, driven by local business growth and an increasing number of multinational shared

service centres creating and migrating middle and back office associated roles.

2017 EXPECTATIONS

Initial plans communicated by the government around timelines and the process for leaving the EU provided some certainty for businesses, and in turn, increased confidence levels among jobseekers and employers.

Financial services and related industries may continue to be impacted by global macroeconomic and geopolitical factors, including the knock-on effects from elections in the USA and Europe. However, the control functions of risk, compliance and audit should continue growing strongly. With the possibility of financial market instability, some hedge funds, broker/dealers and other investment management firms could benefit from changing economic conditions, and therefore may look to increase headcount.

Outside financial services, we anticipate that corporate hiring trends will be consistent with the second half of 2016, particularly in the growing digital and technology sector. E-commerce, fintech and big data analytics should represent growth areas in the UK, with specialists in these fields highly sought after.

The reduced value of the pound will continue to benefit exporters and encourage investment from overseas entities, where the relative value of the pound has made the UK an attractive prospect for international investors. As the government begins directly negotiating trade agreements outside the EU, we anticipate growth in demand for legal negotiators, project managers and financial specialists, as the UK establishes new international trading relationships.

Salaries were largely stable throughout 2016 and we expect this to continue in 2017. Specialist skill sets will still command a premium, particularly in areas suffering from candidate shortages. Experts in emerging fields such as fintech should be able to negotiate relatively high salaries compared to other more established industries. Finance, procurement, supply chain, digital and technology will also continue providing a premium to those candidates with in-demand skills.

In 2017, attracting top professionals will require flexibility around hiring criteria (at all levels), with many employers being required to focus on transferable skills. For more senior roles, employers are increasingly considering hiring professionals from outside their sector to bring fresh perspectives.



Global macroeconomic trends, in parallel with Brexit, will create a changing environment for financial services, resulting in more opportunities for risk, compliance, legal and projects professionals.



MOTIVATION FOR CHANGING JOBS

42% (Pay & Bonus Survey 2016)

Of professionals motivated by career progression

28% (Pay & Bonus Survey 2016)

Motivated by a pay rise

94% (Whitepaper)

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

KEY FINDINGS

Shared service centres were a major source of hiring in regional hubs outside of London, particularly the North West, the Midlands and the South East.

The low value of the pound encouraged foreign investment and provided a boost to exporters.

TOP FOUR IN-DEMAND SKILL SETS

(Salary Survey 2017)



Digital



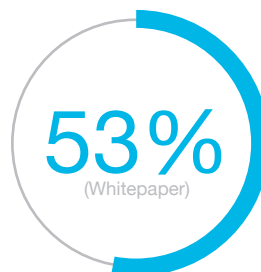
Legal



Compliance



Projects



Of professionals base job decisions on employee review sites

Whitepaper: Engineering New Talent Pools to Combat Skills Shortages, 2015.

OVERVIEW

ACCOUNTING & FINANCE

Across the first half of 2016, demand for accountancy and finance professionals was consistent within commerce and industry. While there was a brief downturn in hiring in the immediate wake of Britain's referendum on the EU, recruitment activity quickly recovered. After the vote, many employers favoured temporary over permanent hiring, while new long-term strategies were developed. However, the decline in job volumes was less serious than anticipated, with the media, FMCG and hospitality sectors remaining buoyant.

Employers faced skills shortages when looking to recruit part-qualified and newly-qualified CIMA professionals into 'core' transactional roles with the aim of long-term retention and internal upskilling.

Across the UK regions, high levels of investment drove demand for junior and mid-level finance professionals with a mixture of core and strategic skills. Despite a slight fall in job volumes immediately following the referendum, the number of vacancies recovered quickly, with employers looking to increase headcount in the second half of the year. In addition, shared service centres for major international firms based in the North West and the Midlands drove demand.

Financial services by contrast experienced a challenging year with many banks and financial institutions restricting recruitment in light of the uncertainty around Britain's future relationship

with the European Union. The busiest areas for recruitment were in regulatory roles, with highest demand for junior professionals.

In 2017 we anticipate that demand for finance professionals will remain high across commerce and industry, with SMEs in the Midlands and the North West playing a growing role in driving demand. Tech, e-commerce, digital and media are all expected to be high growth areas and new start-ups in these sectors will create vacancies for finance professionals.

Salaries for junior to mid-level candidates are likely to see the strongest growth, with employers also embracing flexible working and other initiatives to improve work-life balance in order to secure top talent.

Contract hiring is likely to increase across commerce and industry and financial services with employers looking for a more flexible workforce as business conditions change due to the impact of Brexit. Within investment management we also expect to see contract roles become available for professionals with regulatory experience, while London-based SMEs within fintech and insurance are less likely to actively increase headcount.

COMPLIANCE

Despite uncertainty in the first half of 2016 ahead of the EU referendum, the Market Abuse Regime and MIFID regulations drove steady demand for compliance professionals throughout the year. Employers favoured

specialists over generalists, particularly in financial crime compliance, with junior to mid-level professionals accounting for the bulk of hiring, leading to a shortage of suitable candidates and driving up salaries at this level.

We anticipate a degree of uncertainty will persist among banks and financial services as Britain's status outside Europe is decided. However, high confidence among employers, combined with the ongoing need to ensure compliance with regulations, will lead many employers to take on compliance monitoring personnel at the VP and AVP level.

Salaries are likely to see the strongest growth in frontline advisory roles on the trading floor, particularly for junior and mid-level professionals in these areas. We also anticipate that employers will become more open to candidates from non-traditional backgrounds such as asset management, hedge funds and insurance.

HUMAN RESOURCES

HR hiring started slowly in 2016, with uncertainty ahead of the EU referendum leading many employers to delay hiring processes. Internal recruitment and talent specialists did however see demand for their skills, in contrast to 2015 where HR generalists were particularly sought after. Mid-level and senior professionals saw the highest demand for their skills, though junior roles were still available. While temporary and permanent positions were largely balanced in the first half of the year, employers favoured contract roles following the outcome of the EU referendum.

KEY TRENDS

- ▶ Skills shortages remain a challenge for employers. A positive working culture, good work-life balance and prospects for structured career progression will be key to securing top talent.
- ▶ Digital, technology and e-commerce were major growth sectors in 2016 and are expected to remain so in 2017, driving demand for a range of IT specialists.
- ▶ Demand for legal negotiators, project managers and financial specialists will grow as the UK establishes international trading relationships outside the EU.
- ▶ While financial services will be impacted by international economic and political factors, control functions such as risk, compliance and audit are expected to see continued growth.

In 2017 compensation and benefits specialists will be actively sought, particularly for contract positions, as large organisations move to comply with new regulations requiring them to publish relative rates of pay for men and women. With few employers having taken on generalists this year it is likely that these professionals will be in higher demand in 2017. To attract top talent, employers will need to offer competitive salaries as well as emphasising positive working culture and career development.

INFORMATION TECHNOLOGY

In 2016 we saw demand for IT professionals continue to rise, with e-commerce, retail and digital specialists in high demand. Mid-level roles such as project managers with experience in business intelligence and big data were particularly common. Developers were also highly sought after as employers looked to optimise their online and mobile revenue streams.

Demand for IT professionals remained high before and after the referendum, with the volume of permanent vacancies in particular increasing in the wake of the vote. Overall, demand for candidates outstripped supply, with

employers prepared to offer training to high potential professionals with long-term retention a central aim.

Employers will continue to actively hire in 2017, with predictive analytics specialists expected to be highly sought after by government agencies, financial services firms and large retailers. In addition, cyber security specialists can expect to be in demand from these sectors, while SMEs and start-up firms will be active in recruiting software developers.

LEGAL

Recruitment activity across financial services, commerce and private practice increased following the results of the EU referendum, despite a sluggish start to 2016. Demand from offshore employers was steady throughout the year, with activity increasing somewhat due to the Panama Papers leak. In financial services, senior professionals such as general counsels were in demand as smaller banks looked to bring their legal functions in-house in favour of outsourcing.

Across commerce and industry, demand was highest for junior and mid-level candidates,

though more senior positions became available in the second half of the year. With the exception of oil and gas, hiring levels across all sectors remained strong through 2016. In the Midlands, local firms moved to increase salaries for mid to senior level professionals as competition for talent became fiercer in the second half of the year. Demand was particularly high for corporate, commercial and real estate specialists.

In 2017 pressure from regulators will drive demand in financial services, particularly for contractors. MIFID, margin reform and repapering for uncleared OTC derivatives will play key roles motivating employers to take on compliance professionals, particularly at the senior end of the market. Offshore firms will also look to hire regulatory specialists, as well as transactional lawyers.

Outside financial services, demand will focus on junior professionals with experience in corporate, commercial and tech industries. Private practice firms will drive demand for regulatory legal professionals, and those with a background in trade and EU law, as firms prepare for Brexit.

OPERATIONS

Uncertainty around the EU referendum stifled recruitment somewhat in 2016 with much non-essential hiring placed on hold. Demand was highest for professionals at the senior to mid-level, with candidates possessing structured or exotic product experience particularly sought after. Professionals with regulatory experience in reporting, transactions and CASS were also in demand. Changes in collateral management and uncertainty caused by the EU referendum led many employers to favour contract roles over permanent ones to manage costs.

The specialist nature of the skills needed for complex product roles, combined with banks investing more into these areas led to a shortage of suitably qualified professionals. Additionally, ongoing regulatory reform continued, driving demand for candidates with a compliance background and creating fierce competition for top talent. Despite this, salaries remained relatively stable with the exception



OVERVIEW

OPERATIONS (CONTINUED)

of certain regulatory roles such as CASS and transaction reporting, where professionals moving jobs could secure salary increases of 5-10%. We anticipate similar trends in 2017.

With deadlines fast approaching for regulatory reform, we expect strong demand for compliance operations specialists. In 2017, with conditions somewhat more predictable, employers will become more active in hiring for these roles again. Given the largely static nature of salaries in 2016, it is also likely that wages will rise, particularly in the case of contractors.

PROJECTS, CHANGE & TECHNOLOGY

Hiring was muted in the first half of 2016 with many financial services firms freezing non-essential recruitment, attributing their decisions to global financial uncertainty rather than the EU referendum. In the second half of the year, hiring volumes increased significantly as confidence rose among employers and jobseekers. Recruitment activity was driven in particular by UK banks ring-fencing deposit activity from investment banking in order to comply with recommendations from the Vickers Report, spurring demand for projects professionals.

In 2017 demand for data, compliance and regulatory change professionals will dominate hiring, reflecting trends we have seen for the past few years. As a result of ongoing demand, hiring managers are likely to struggle to recruit professionals with MIFID and bank ring-fencing experience. Employers looking to secure top talent will need to focus on making hiring processes more efficient and moving quickly to make an offer as candidates are likely to be interviewing with several firms simultaneously. Despite demand for junior and mid-level professionals outstripping supply, we do not expect to see significant salary increases as hiring managers may still struggle to gain sign off for more generous compensation and are restricted by internal salary bandings.

RISK

During the first half of 2016, hiring managers took a cautious approach to recruitment, delaying non-essential hiring until the results of the EU referendum were known. Following the result, market risk hiring in particular rose in London, with talent shortages driving front office risk managers into more regulatory focused roles such as Volcker, FRTB and regulatory liaison. Risk professionals were also in demand in the Midlands, Northern England and Scotland, as a result of some banks relocating risk functions outside of London.

Most banks looked to improve operational risk frameworks to achieve key regulatory deliverables. Large and mid-sized businesses increased external hiring as they were unable to source the required skills internally and were reluctant to outsource risk functions. As a result, demand increased for generalist risk professionals to cover all aspects of the risk and regulatory framework.

Hiring is likely to increase in 2017 with regulatory deliverables and a more robust attitude to risk management driving activity. Talent across all disciplines will remain in short supply within both the permanent and contract markets. Professionals specialising in emerging risks such as information security risk and cyber risk will be at the forefront of hiring, in addition to those with risk methodology/change expertise.

SECRETARIAL & SUPPORT

Secretarial and support recruitment was buoyant throughout 2016. Junior professionals were highly sought after across all industries, with employers favouring high-potential candidates as opposed to those with specific skill sets. We also saw companies becoming more open to flexible working hours, part-time positions and job share roles, with this trend expected to persist in 2017. With many financial and professional services firms streamlining their support functions, team assistants with a proven track record of supporting large teams have been in high demand.

With confidence still high among employers, we expect demand for support professionals to continue in 2017, particularly mid-level professionals with office and project management experience and high-potential junior candidates.

SUPPLY CHAIN & PROCUREMENT

Procurement recruitment was limited in the first half of 2016 as employers held off making hiring decisions ahead of the EU referendum, though demand for supply chain professionals was less impacted. Hiring increased following the vote, with mid-level procurement contractors particularly popular in financial services. Mid-level supply chain and logistics professionals were also highly sought after, particularly in retail.

The volume of senior roles increased as smaller financial firms looked to develop their own in-house procurement functions. Industry regulations such as SYSC8 drove demand for vendor management professionals, pushing up salaries for those with relevant experience. Outside of financial services, demand was focused on procurement professionals who could deliver immediate return on investment, with leisure and hospitality being major growth sectors.

In 2017 demand for senior procurement contractors will continue, with professionals possessing IT procurement experience most sought after. Employers in pharmaceuticals, FMCG and e-commerce will actively look to recruit supply chain professionals, particularly category managers. Employers outside of financial services are likely to be more resistant to salary increases, though highly desirable candidates will still be able to secure pay rises.

TAXATION

In 2016 compliance and reporting tax professionals were most sought after, particularly those at junior to mid-level. Hiring was consistent despite economic uncertainty surrounding Brexit. Employers faced skills shortages at the junior level, which pushed up

salaries for newly-qualified tax professionals. Permanent roles dominated recruitment with few interim contracts available.

Early 2017 will see activity in terms of interim hiring as businesses prepare for the first periods of BEPS and FATCA reporting, with vacancies across all levels of seniority. Job volumes are also likely to continue increasing in moderate advisory and restructuring work, creating opportunities for mid-level candidates. Salaries will remain stable at the senior end while junior and newly-qualified professionals will enjoy pay increases when moving roles.

TREASURY

2016 was an active year for treasury recruitment with a particular shortage of candidates at the junior end for positions such as treasury analyst and treasury dealer. Despite this, hiring managers maintained strict hiring criteria, compounding the lack of candidates.

Hiring activity was largely unaffected by the EU referendum. However, the declining value of the pound following the vote led many employers to recruit treasury professionals to oversee international risk and cash management.

2017 will see demand for junior professionals continue, with employers potentially offering higher salaries to secure top talent, as well as offering more generous benefits packages and structured career progression.



LONDON

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Financial Control/Management Reporting				
Director (8+ yrs' PQE)	110k+	110k+	550+	550+
Vice President (5 - 10 yrs' PQE)	75 - 110k	75 - 110k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	65 - 80k	65 - 80k	350 - 425	350 - 425
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	275 - 375	275 - 375
Product Control				
Director (8+ yrs' PQE)	115k+	115k+	550+	550+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	65 - 85k	60 - 80k	350 - 450	350 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	50 - 65k	275 - 375	275 - 375
Internal Audit				
Director (8+ yrs' PQE)	110k+	110k+	550+	550+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	70 - 90k	75 - 90k	375 - 450	375 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	60 - 75k	275 - 375	275 - 375
Regulatory Policy				
Director	115k+	120k+	650+	650+
VP	80 - 120k	85 - 120k	450 - 600	450 - 600
AVP	70 - 85k	70 - 85k	350 - 450	350 - 450
Regulatory Reporting				
Director	110k+	110k+	650+	650+
VP	80 - 100k	80 - 110k	450 - 600	450 - 600
AVP	60 - 80k	60 - 90k	350 - 450	350 - 450
Valuations				
Director	110k+	120k+	600+	600+
VP	85 - 110k	85 - 120k	450 - 600	450 - 600
AVP	60 - 80k	60 - 80k	350 - 500	350 - 500
Treasury - Financial Services				
Treasury Accountant (3 - 5 yrs' PQE)	55 - 70k	55 - 70k	450 - 550	450 - 550
Capital Management (3 - 5 yrs' PQE)	60 - 80k	60 - 80k	475 - 600	475 - 600

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

LONDON

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
CFO (FTSE 100)	500k+	500k+	1200+	1200+
Finance Director (large org)	250k+	250k+	1200+	700+
Financial Controller (large org)	160k+	160k+	700+	700+
Finance Director (small/med org)	80 - 140k	80 - 140k	500 - 700	400 - 700
Financial Controller (small/med org)	65 - 85k	65 - 85k	300 - 450	330 - 500
Finance Manager	65 - 85k	65 - 85k	275 - 380	300 - 400
FP&A Manager	65 - 90k	65 - 90k	325 - 400	350 - 500
Analyst	55 - 80k	50 - 80k	280 - 380	275 - 350
Group Accountant	50 - 75k	50 - 75k	275 - 400	300 - 450
Newly-qualified ACA	45 - 52k	47 - 53k	250 - 275	250 - 275
Newly-qualified CIMA	45 - 52k	45 - 52k	200 - 250	225 - 275
Newly-qualified ACCA	42 - 52k	42 - 52k	200 - 250	225 - 250
Part and Non-qualified				
ACCA Part 3/CIMA Strategic	38 - 45k	38 - 45k	180 - 225	190 - 225
ACCA Part 2/CIMA Management	34 - 38k	34 - 38k	155 - 190	160 - 200
ACCA Part 1/CIMA Operational	26 - 32k	28 - 32k	125 - 160	130 - 160
Finance Manager	40 - 60k	40 - 60k	200 - 260	180 - 260
Credit Control Manager	38 - 100k	40 - 100k	160 - 300	180 - 300
Revenue/Billings Manager	35 - 65k	38 - 65k	145 - 240	180 - 250
Business/Financial Analyst	35 - 65k	38 - 50k	180 - 300	180 - 230
Payroll Manager	40 - 80k	45 - 80k	150 - 250	170 - 275
Purchase/Sales Ledger Manager	35 - 50k	38 - 65k	150 - 250	150 - 250
Purchase/Sales Ledger Assistant	23 - 30k	21 - 28k	100 - 140	100 - 140
Accounts Assistant	24 - 30k	24 - 30k	100 - 140	105 - 140
Credit Controller	25 - 35k	25 - 35k	110 - 150	110 - 150
Payroll Officer	22 - 32k	22 - 32k	100 - 130	100 - 135
Graduate	20 - 27k	20 - 28k	85 - 120	85 - 120

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

LONDON

ACCOUNTING & FINANCE INVESTMENT MANAGEMENT FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Financial Control				
CFO/Finance Director	150k+	150k+	700+	700+
Financial Controller	90 - 140k	90 - 140k	500+	500+
Finance Manager	75 - 90k	75 - 90k	400+	400+
Financial Accountant (3+ yrs' PQE)	65 - 75k	60 - 75k	350+	350+
Financial Accountant (0 - 3 yrs' PQE)	55 - 65k	50 - 60k	275+	275+
Assistant Accountant	25 - 35k	27 - 40k	180 - 250	180 - 250
Mgt Reporting/Financial Planning & Analysis				
Head of Management Reporting/FP&A	90 - 115k	85 - 110k	450+	450+
Senior Management Accountant/FP&A Manager (3+ yrs' PQE)	70 - 85k	70 - 85k	375+	375+
Management Accountant/FP&A Analyst (0 - 3 yrs' PQE)	55 - 70k	50 - 70k	300+	300+
Fund Accounting				
Fund Controller	90 - 110k	80 - 110k	550+	550+
Fund Accountant (3+ yrs' PQE)	75 - 90k	65 - 80k	475+	475+
Fund Accountant (0 - 3 yrs' PQE)	55 - 70k	50 - 65k	275+	275+
Internal Audit				
Head of Internal Audit	110 - 130k	115 - 140k	800 - 1200	800 - 1200
Internal Audit Manager	90 - 110k	90 - 115k	500 - 750	500 - 750
Internal Auditor (3+ yrs' PQE)	70 - 90k	70 - 90k	350 - 500	350 - 500
Internal Auditor (0 - 3 yrs' PQE)	55 - 70k	55 - 70k	275 - 350	275 - 350

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

LONDON

ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2016	2017
Audit		
Director	85 - 130k	90 - 130k
Senior Manager	67.5 - 85k	70 - 85k
Manager	55 - 65k	55 - 65k
Senior	43 - 47k	44 - 50k
Corporate Finance		
Director	100 - 140k	100 - 140k
Senior Manager	65 - 90k	65 - 90k
Manager	55 - 70k	55 - 70k
Senior	45 - 53k	45 - 55k

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

LONDON

COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Central Compliance				
6+ yrs' exp	100k+	115k+	700+	700+
4 - 6 yrs' exp	75 - 90k	75 - 90k	550 - 650	500 - 600
2 - 4 yrs' exp	60 - 75k	60 - 75k	400 - 500	300 - 400
0 - 2 yrs' exp	40 - 55k	40 - 55k	250 - 375	200 - 300
Trade Surveillance/Control Room				
6+ yrs' exp	100k+	100k+	650+	650+
4 - 6 yrs' exp	70 - 95k	70 - 95k	500 - 600	500 - 600
2 - 4 yrs' exp	50 - 70k	50 - 70k	375 - 500	375 - 500
0 - 2 yrs' exp	35 - 50k	35 - 50k	200 - 375	200 - 375
Product Advisory				
6+ yrs' exp	130 - 150k	130 - 150k	850+	800+
4 - 6 yrs' exp	85 - 125k	90 - 130k	600 - 800	600 - 800
2 - 4 yrs' exp	60 - 85k	60 - 90k	450 - 600	450 - 600
Financial Crime				
6+ yrs' exp	100k+	100k+	750+	750+
4 - 6 yrs' exp	75 - 95k	65 - 95k	500 - 700	500 - 700
2 - 4 yrs' exp	50 - 75k	45 - 65k	350 - 475	350 - 475
0 - 2 yrs' exp	35 - 50k	35 - 45k	200 - 350	200 - 350
Regulatory Affairs				
6+ yrs' exp	100k+	110k+	800+	800+
4 - 6 yrs' exp	80 - 95k	80 - 100k	600 - 750	600 - 750
2 - 4 yrs' exp	50 - 75k	50 - 75k	375 - 600	375 - 600
Monitoring/Assurance				
6+ yrs' exp	110k+	120k+	700+	700+
4 - 6 yrs' exp	80 - 100k	80 - 110k	450 - 650	450 - 650
2 - 4 yrs' exp	50 - 75k	50 - 75k	350 - 450	350 - 450
0 - 2 yrs' exp	30 - 45k	30 - 45k	200 - 350	200 - 350

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LONDON

INTERNAL AUDIT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Internal Audit - Commerce & Industry				
Director of Internal Audit/VP of Internal Audit	140 - 180k	150 - 200k	700 - 1000	700 - 1000
Head of Internal Audit	110 - 140k	110 - 140k	600 - 800	600 - 800
Audit Director	90 - 110k	90 - 110k	500 - 650	500 - 650
Senior Internal Audit Manager	80 - 110k	80 - 100k	450 - 550	450 - 550
Internal Audit Manager	60 - 80k	60 - 90k	350 - 450	350 - 450
Senior Internal Auditor	50 - 70k	50 - 70k	250 - 350	250 - 350
Internal Auditor	45 - 55k	45 - 55k	250 - 300	250 - 300
Newly-qualified (still in practice)	40 - 50k	45 - 50k	220 - 275	220 - 275
Auditor (part-qualified)	35 - 45k	35 - 45k	180 - 250	180 - 250
Risk Management - Commerce & Industry				
CRO	140 - 180k	150 - 220k	700 - 1000	700 - 1000
Head of Risk	110 - 140k	100 - 150k	600 - 800	600 - 800
Risk Director/Senior Manager	80 - 110k	100 - 150k	450 - 650	450 - 650
Risk Manager	60 - 80k	100 - 150k	350 - 450	350 - 450
IT Audit - Commerce & Industry				
Head of IT Audit	100 - 140k	110 - 150k	550 - 800	550 - 800
IT Audit Senior Manager	80 - 100k	90 - 110k	450 - 600	450 - 600
IT Audit Manager	65 - 80k	70 - 90k	375 - 500	375 - 500
IT Auditor	50 - 70k	50 - 70k	275 - 400	275 - 400
Internal Controls - Commerce & Industry				
Head of Internal Control	80 - 110k	90 - 120k	450 - 650	450 - 650
Internal Control Manager	60 - 85k	65 - 90k	350 - 500	350 - 500
Internal Control Analyst	45 - 65k	50 - 65k	250 - 400	250 - 400

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

LONDON

LEGAL COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
IT/Telecoms/Business Services/Pharma				
General Counsel/Legal Director	115k+	120k+	450+	450+
7 - 8 yrs' PQE	85 - 115k	90 - 120k	350 - 500	400 - 500
4 - 6 yrs' PQE	70 - 100k	70 - 105k	300 - 420	325 - 400
1 - 3 yrs' PQE	50 - 80k	55 - 80k	220 - 325	250 - 325
Newly-qualified	45 - 55k	48 - 60k	175 - 220	180 - 225
Contracts Manager	30 - 60k	35 - 60k	150 - 250	180 - 300
Paralegal	25 - 35k	27 - 36k	120 - 160	125 - 150
Construction/Energy/Manufacturing/Engineering				
General Counsel/Legal Director	115k+	120k+	475+	450+
7 - 8 yrs' PQE	85 - 125k	90 - 130k	350 - 525	400 - 500
4 - 6 yrs' PQE	70 - 100k	70 - 105k	300 - 450	320 - 380
1 - 3 yrs' PQE	55 - 80k	55 - 85k	230 - 350	240 - 320
Newly-qualified	45 - 55k	48 - 58k	180 - 230	175 - 220
Contracts Manager	30 - 60k	35 - 60k	175 - 275	170 - 250
Paralegal	26 - 40k	27 - 42k	125 - 170	125 - 150
Media/FMCG/Retail/Leisure				
General Counsel/Legal Director	100k+	110k+	450+	450+
7 - 8 yrs' PQE	75 - 110k	80 - 115k	350 - 450	375 - 450
4 - 6 yrs' PQE	62 - 90k	65 - 95k	280 - 380	300 - 375
1 - 3 yrs' PQE	48 - 70k	55 - 75k	200 - 300	240 - 300
Newly-qualified	45 - 50k	48 - 55k	160 - 200	170 - 210
Contracts Manager	25 - 35k	28 - 38k	120 - 200	160 - 250
Paralegal	24 - 32k	27 - 35k	110 - 140	125 - 150

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

LONDON

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Investment Banking				
10+ yrs' PQE	120k+	130k+	75+	95+
7 - 9 yrs' PQE	110 - 175k	110 - 180k	65 - 85	70 - 90
5 - 6 yrs' PQE	90 - 150k	90 - 150k	55 - 75	60 - 80
4 yrs' PQE	85 - 120k	85 - 120k	45 - 70	50 - 75
3 yrs' PQE	70 - 110k	70 - 110k	40 - 60	45 - 65
2 yrs' PQE	65 - 95k	65 - 95k	35 - 65	40 - 70
1 yr PQE	50 - 75k	50 - 75k	30 - 50	35 - 55
Investment Management/Private Wealth				
10+ yrs' PQE	120k+	130k+	80+	90+
7 - 9 yrs' PQE	95 - 140k	95 - 140k	65 - 85	70 - 90
5 - 6 yrs' PQE	90 - 120k	90 - 120k	60 - 80	65 - 85
4 yrs' PQE	85 - 110k	85 - 110k	55 - 75	60 - 80
3 yrs' PQE	80 - 100k	80 - 100k	50 - 70	55 - 75
2 yrs' PQE	75 - 90k	75 - 90k	45 - 65	50 - 70
1 yr PQE	70 - 85k	70 - 85k	30 - 50	35 - 55
Retail Banking & Insurance				
10+ yrs' PQE	90 - 130k	90 - 140k	70+	80+
7 - 9 yrs' PQE	80 - 110k	80 - 110k	60 - 80	65 - 85
5 - 6 yrs' PQE	70 - 90k	70 - 90k	55 - 75	60 - 80
4 yrs' PQE	60 - 80k	60 - 80k	50 - 70	55 - 75
3 yrs' PQE	55 - 75k	55 - 75k	45 - 65	50 - 70
2 yrs' PQE	50 - 70k	50 - 70k	35 - 55	40 - 60
1 yr PQE	45 - 60k	45 - 60k	30 - 45	35 - 50

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

LONDON

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Documentation				
10+ yrs' PQE	120k+	130k+	90+	95+
7 - 9 yrs' PQE	95 - 125k	100 - 125k	70 - 90	75 - 95
5 - 6 yrs' PQE	85 - 115k	90 - 110k	55 - 70	60 - 80
4 yrs' PQE	80 - 110k	80 - 100k	50 - 65	50 - 75
3 yrs' PQE	75 - 95k	65 - 85k	45 - 60	45 - 70
2 yrs' PQE	65 - 85k	55 - 70k	35 - 55	30 - 45
1 yr PQE	50 - 75k	45 - 65k	30 - 45	25 - 40

COMPANY SECRETARY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Plc				
Company Secretary	130 - 300k	130 - 300k	80+	85+
Deputy Company Secretary	85 - 150k	85 - 150k	30 - 65	30 - 70
Assistant Company Secretary	55 - 80k	55 - 85k	30 - 50	30 - 55
Company Secretarial Assistant	35 - 45k	35 - 50k	20 - 25	20 - 30
Ltd Company				
Company Secretary	90 - 150k	90 - 155k	65+	70+
Deputy Company Secretary	70 - 100k	70 - 110k	30 - 60	30 - 65
Assistant Company Secretary	45 - 60k	45 - 60k	20 - 35	20 - 40
Company Secretarial Assistant	30 - 40k	30 - 40k	15 - 25	15 - 25

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

LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
US Firm (New York)				
7 yrs' PQE - Partner	170k+	230k+	70+	70+
6 yrs' PQE	145 - 170k	190 - 230k	55 - 65	60 - 70
5 yrs' PQE	130 - 160k	175 - 210k	50 - 55	55 - 65
4 yrs' PQE	122 - 142k	160 - 195k	45 - 55	50 - 60
3 yrs' PQE	115 - 132k	145 - 176k	42 - 55	45 - 55
2 yrs' PQE	110 - 123k	130 - 157k	40 - 50	40 - 50
1 yr PQE	98 - 108k	115 - 135k	35 - 46	35 - 45
Newly-qualified	94 - 103k	100 - 125k	30 - 40	30 - 40
Paralegal	35 - 45k	35 - 45k	22 - 35	25 - 30
US Firm (Mid-Atlantic)				
7 yrs' PQE - Partner	140k+	150k+	60+	65+
6 yrs' PQE	120 - 150k	120 - 180k	50 - 60	60 - 65
5 yrs' PQE	110 - 140k	110 - 170k	45 - 55	55 - 60
4 yrs' PQE	97 - 120k	100 - 135k	40 - 50	50 - 55
3 yrs' PQE	90 - 112k	90 - 140k	35 - 45	45 - 50
2 yrs' PQE	80 - 110k	80 - 120k	35 - 40	40 - 45
1 yr PQE	75 - 98k	75 - 110k	30 - 38	35 - 40
Newly-qualified	67 - 92k	67 - 100k	28 - 35	30 - 35
Paralegal	30 - 40k	30 - 40k	20 - 25	20 - 25

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

LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
City Firm				
7 yrs' PQE - Partner	120k+	140k+	45+	60+
6 yrs' PQE	93 - 130k	93 - 150k	40 - 50	55 - 60
5 yrs' PQE	87 - 120k	87 - 130k	35 - 47	50 - 55
4 yrs' PQE	77 - 108k	77 - 120k	35 - 42	45 - 50
3 yrs' PQE	72 - 115k	72 - 115k	30 - 40	40 - 45
2 yrs' PQE	65 - 104.5k	65 - 110k	25 - 38	35 - 40
1 yr PQE	63 - 92.6k	63 - 100k	25 - 32	30 - 35
Newly-qualified	70 - 78.5k	60 - 90k	22 - 30	25 - 30
Paralegal	24 - 34k	24 - 34k	13 - 25	15 - 25
West End Firm				
7 yrs' PQE - Partner	90k+	90k+	42+	55+
6 yrs' PQE	64 - 86k	64 - 86k	30 - 40	40 - 55
5 yrs' PQE	57 - 80k	57 - 80k	30 - 36	40 - 50
4 yrs' PQE	54 - 74k	54 - 74k	28 - 33	40 - 45
3 yrs' PQE	49 - 70k	49 - 70k	23 - 32	35 - 40
2 yrs' PQE	45 - 66k	45 - 66k	23 - 29	30 - 35
1 yr PQE	40 - 58k	40 - 58k	20 - 27	25 - 30
Newly-qualified	38 - 52k	38 - 52k	20 - 25	20 - 25
Paralegal	20 - 28k	20 - 28k	15 - 21	15 - 20

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

LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2016	2017
Law Firm Compliance		
Head of Risk*	100 - 200k	120 - 250k
Deputy Head/Compliance Manager	50 - 100k	60 - 120k
Senior Risk* Lawyer/Analyst	50 - 100k	60 - 120k
Mid-Level Risk* Lawyer/Analyst	40 - 60k	40 - 70k
Junior Risk* Lawyer/Analyst	25 - 45k	25 - 45k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified. *Risk = General risk as well as conflict risk and AML focused roles.

OFFSHORE

ROLE	PERMANENT SALARY PER ANNUM	
	2016	
	2016	2017
Channel Islands GBP (£)		
Partner	100 - 170k	100 - 180k
5 - 9 yrs' PQE	90 - 160k	90 - 170k
1 - 4 yrs' PQE	63 - 95k	63 - 95k
Newly-qualified	53 - 60k	55 - 60k
Caribbean USD (\$)		
Partner	220k+	230k+
5 - 9 yrs' PQE	170 - 290k	170 - 300k
1 - 4 yrs' PQE*	130 - 185k	130 - 185k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.
*There is a minimum level of three years' post-qualification experience required in the Cayman Islands and the BVI.

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Securities Settlements & Confirmations				
VP	80k+	85k+	300 - 450	300 - 450
AVP/Associate	50 - 65k	50 - 65k	220 - 300	220 - 300
Analyst	28 - 50k	28 - 50k	160 - 220	160 - 220
Commodities: Settlements/Trade Support				
VP	80k+	85k+	300 - 450	300 - 450
AVP/Associate	45 - 65k	45 - 65k	250 - 300	250 - 300
Analyst	30 - 50k	30 - 50k	160 - 250	160 - 250
Derivatives Settlements & Confirmations				
VP	80k+	85k+	350 - 450	350 - 450
AVP/Associate	45 - 65k	45 - 65k	250 - 350	250 - 350
Analyst	30 - 50k	30 - 50k	160 - 250	160 - 250
Securities Trade Support, Client Services, Middle Office				
VP	85k+	85k+	350 - 450	350 - 450
AVP/Associate	50 - 70k	50 - 70k	250 - 300	250 - 300
Analyst	40 - 50k	40 - 50k	160 - 250	160 - 250
OTC Derivatives Trade Support, Client Services, Middle Office				
VP	85k+	85k+	350 - 450	350 - 450
AVP/Associate	50 - 75k	50 - 75k	250 - 330	250 - 300
Analyst	40 - 50k	40 - 50k	160 - 250	160 - 250
ETD Derivatives Trade Support, Client Services, Middle Office				
VP	85k+	85k+	350 - 450	350 - 450
AVP/Associate	50 - 65k	50 - 65k	220 - 300	220 - 300
Analyst	35 - 50k	35 - 50k	160 - 220	160 - 220
OTC Clearing, Prime Brokerage & Stock Lending				
VP	85k+	85k+	350 - 500	350 - 500
AVP/Associate	50 - 75k	50 - 75k	220 - 350	220 - 350
Analyst	40 - 55k	40 - 55k	160 - 220	160 - 220

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

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Asset Servicing				
VP	75k+	75k+	300 - 450	300 - 450
AVP/Associate	50 - 70k	50 - 70k	220 - 300	220 - 300
Analyst	28 - 50k	28 - 50k	150 - 250	150 - 250
Loans Operations				
VP	85k+	85k+	300 - 450	300 - 450
AVP/Associate	48 - 60k	48 - 60k	220 - 300	220 - 300
Analyst	28 - 48k	28 - 48k	160 - 220	160 - 220
Data				
VP	85k+	85k+	300 - 450	300 - 450
AVP/Associate	50 - 75k	50 - 75k	220 - 300	220 - 300
Analyst	35 - 55k	35 - 55k	160 - 220	160 - 220
Collateral, Liquidity, Valuations & Margining				
VP	80k+	80k+	300 - 450	300 - 450
AVP/Associate	50 - 75k	50 - 75k	250 - 350	250 - 350
Analyst	40 - 55k	40 - 55k	160 - 250	160 - 250
Operations Risk & Control				
VP	85k+	85k+	350 - 500	350 - 500
AVP/Associate	55 - 85k	55 - 85k	280 - 400	280 - 350
Analyst	40 - 55k	40 - 55k	160 - 280	160 - 280
Regulatory & Client Money				
VP	100k+	100k+	450 - 550	450 - 550
AVP/Associate	55 - 90k	55 - 90k	300 - 400	300 - 400
Analyst	40 - 60k	40 - 60k	160 - 280	160 - 280
Project Management/Change Management				
Programme Manager	150k+	150k+	700 - 1100	700 - 1100
Project Manager	110k+	110k+	600 - 800	600 - 800
Business Analyst	50 - 110k	50 - 110k	400 - 700	250 - 700
PMO	50 - 110k	50 - 110k	400 - 650	200 - 650

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 7 YRS' EXP		MANAGEMENT	
	2016	2017	2016	2017	2016	2017
Head of Operations/COO					100k+	100k+
Relationship Management			50 - 75k	50 - 75k	75 - 95k	75 - 95k
Oversight	32 - 47k	32 - 47k	45 - 70k	45 - 70k	60 - 90k	60 - 90k
Loans Operations	32 - 45k	32 - 45k	40 - 60k	40 - 60k	50 - 80k	50 - 80k
Hedge Fund Operations	32 - 47k	32 - 47k	45 - 70k	45 - 70k	65 - 95k	65 - 95k
Performance	35 - 55k	35 - 55k	50 - 80k	50 - 80k	70 - 95k	70 - 95k
Transitions	30 - 45k	30 - 45k	45 - 65k	45 - 65k	60 - 100k	60 - 100k
Fund Accounting (non-qualified)	28 - 48k	28 - 48k	45 - 60k	45 - 60k	60 - 90k	60 - 90k
Fund Administration	30 - 42k	30 - 42k	45 - 60k	45 - 60k	50 - 80k	50 - 80k
Regulatory Reporting	30 - 50k	30 - 50k	55 - 80k	55 - 80k	75 - 100k	75 - 100k
CASS	30 - 50k	30 - 50k	50 - 75k	50 - 75k	75 - 100k	75 - 100k
Corporate Trust	28 - 50k	28 - 50k	60 - 80k	60 - 80k	80k+	80k+
Client Reporting	27 - 48k	27 - 48k	45 - 60k	45 - 60k	65 - 85k	65 - 85k
Client Services	25 - 40k	25 - 40k	45 - 55k	45 - 55k	55 - 85k	55 - 85k
Asset Pricing	28 - 45k	28 - 45k	45 - 60k	45 - 60k	60 - 80k	60 - 80k
Data Management	30 - 45k	30 - 45k	45 - 65k	45 - 65k	60 - 85k	60 - 85k
Corporate Actions/Dividends	30 - 40k	30 - 40k	40 - 55k	40 - 55k	55 - 75k	55 - 75k
Settlements	25 - 38k	25 - 38k	35 - 50k	35 - 50k	48 - 70k	48 - 70k
Securities Trade Support	30 - 50k	30 - 50k	48 - 65k	48 - 65k	65 - 85k	65 - 85k
Cross-product Trade Support	32 - 55k	32 - 55k	48 - 65k	48 - 65k	65 - 85k	65 - 85k
Reconciliations	25 - 40k	25 - 40k	38 - 45k	38 - 45k	48 - 65k	48 - 65k
Fund Manager's Assistant	30 - 50k	30 - 50k	45 - 70k	45 - 70k		
Private Banking Assistant	30 - 40k	30 - 40k	35 - 55k	35 - 55k		
Business Analyst	30 - 50k	30 - 50k	50 - 80k	50 - 80k	90k+	90k+
Project Manager/PMO	30 - 50k	30 - 50k	50 - 80k	50 - 80k	90k+	90k+

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	CONTRACT RATE PER DAY (PAYE) GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP/MANAGEMENT	
	2016	2017	2016	2017	2016	2017
Head of Operations/COO					800+	800+
Relationship Management	144 - 192	150 - 200	192 - 240	200 - 250	240 - 360	250 - 400
Oversight	160 - 208	160 - 210	216 - 256	210 - 280	256 - 320	280 - 320
Loans Operations	144 - 176	140 - 180	176 - 208	180 - 220	208 - 280	220 - 300
Hedge Fund Operations	144 - 208	140 - 200	192 - 256	200 - 260	256 - 320	260 - 320
Performance	160 - 240	160 - 240	240 - 360	240 - 320	360 - 400	320 - 400
Transitions	128 - 200	140 - 200	200 - 256	200 - 260	256 - 280	260 - 300
Fund Accounting (non-qualified)	144 - 200	140 - 200	200 - 280	200 - 280	280 - 360	280 - 360
Fund Administration	128 - 192	120 - 190	192 - 224	190 - 230	224 - 240	230 - 250
Regulatory Reporting	208 - 256	180 - 250	240 - 360	250 - 350	360 - 400	350 - 400
CASS	120 - 200	140 - 200	200 - 296	200 - 300	296 - 400	300 - 400
Corporate Trust	160 - 200	140 - 200	200 - 280	200 - 280	280 - 320	280 - 320
Client Reporting	144 - 192	150 - 200	192 - 224	200 - 230	224 - 256	230 - 260
Client Services	128 - 160	130 - 160	160 - 192	160 - 190	192 - 256	190 - 250
Asset Pricing	128 - 160	130 - 160	160 - 200	160 - 200	200 - 240	200 - 240
Data Management	112 - 114	120 - 160	160 - 200	160 - 200	200 - 240	200 - 250
Corporate Actions/Dividends	128 - 160	128 - 160	160 - 200	180 - 250	200 - 240	200 - 270
Settlements	112 - 144	120 - 180	144 - 176	180 - 220	176 - 200	200 - 230
Securities Trade Support	144 - 192	140 - 190	192 - 256	190 - 250	256 - 304	240 - 280
Cross-product Trade Support	160 - 200	140 - 200	200 - 240	200 - 240	240 - 296	240 - 280
Reconciliations	120 - 168	120 - 170	168 - 184	170 - 200	184 - 200	200 - 220
Fund Manager's Assistant	160 - 200	160 - 200	200 - 240	200 - 240	240 - 280	240 - 280
Private Banking Assistant	120 - 160	120 - 160	160 - 200	160 - 200	200 - 224	200 - 230
Business Analyst	280 - 360	250 - 350	360 - 520	350 - 500	520 - 720	500 - 750
Project Manager/PMO	280 - 400	200 - 400	400 - 600	400 - 600	600 - 640	500 - 600

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LONDON

PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2016	2017	2016	2017
Commerce & Industry				
Chief Procurement Officer	140k+	150k+	900+	900+
Regional Head/Director of Procurement	90 - 140k	85 - 140k	750+	750+
Category Lead	68 - 93k	75 - 95k	450 - 700	500 - 750
Procurement Manager (End-to-end)	50 - 75k	65 - 75k	350 - 525	400 - 600
Category Manager	55 - 85k	55 - 70k	400 - 675	400 - 650
Sourcing Specialist/Senior Buyer	48 - 80k	45 - 55k	300 - 500	300 - 500
Buyer	25 - 48k	32 - 40k	150 - 350	150 - 300
Procurement Analyst	25 - 55k	28 - 42k	150 - 275	150 - 300
Financial Services				
Chief Procurement Officer	180k+	180k+	900+	900+
Regional Head/Director of Procurement	80 - 150k	90 - 160k	750+	750+
Category Lead	70 - 100k	80 - 120k	500 - 675	550 - 700
Procurement Manager (End-to-end)	50 - 85k	60 - 85k	300 - 500	400 - 600
Category Manager	65 - 100k	70 - 100k	450 - 650	450 - 650
Sourcing Specialist/Senior Buyer	45 - 70k	45 - 70k	250 - 450	300 - 500
Buyer	30 - 52k	30 - 45k	300 - 500	150 - 300
Procurement Analyst	30 - 52k	30 - 45k	200 - 325	150 - 300
Vendor Management/SRM				
Head of Vendor Management	75 - 120k	80 - 120k	500 - 800	600 - 900
Vendor Manager	50 - 80k	50 - 85k	300 - 600	400 - 650
Vendor Analyst	30 - 45k	30 - 50k	200 - 400	250 - 425

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2016	2017	2016	2017
PMO				
PMO Manager/Portfolio Manager	60 - 120k	60 - 120k	600 - 800	600 - 800
PMO	45 - 80k	45 - 80k	450 - 650	450 - 650
PMO Analyst	35 - 50k	35 - 50k	300 - 450	300 - 450
Re-engineering/Transformation/Consulting				
Business Architecture	80 - 140k	80 - 140k	650 - 900	650 - 900
Programme Manager	80 - 140k	80 - 140k	750 - 1100	750 - 1100
Project Manager	70 - 110k	70 - 110k	600 - 850	600 - 850
Business Analyst	50 - 90k	50 - 90k	500 - 700	500 - 700
Front Office				
Programme Manager	120 - 200k	120 - 200k	800 - 1300	800 - 1200
Project Manager	75 - 150k	75 - 150k	700 - 1000	700 - 1000
Business Analyst	50 - 100k	50 - 100k	550 - 850	550 - 850
Finance				
Programme Manager	100 - 150k	100 - 150k	750 - 1000	750 - 1000
Project Manager	60 - 120k	60 - 120k	600 - 800	600 - 800
Business Analyst	45 - 90k	45 - 90k	450 - 700	450 - 700
Operations				
Programme Manager	90 - 150k	90 - 150k	700 - 1100	700 - 1000
Project Manager	60 - 110k	60 - 110k	600 - 800	600 - 800
Business Analyst	40 - 75k	40 - 75k	400 - 700	400 - 700
Risk & Controls				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	80 - 130k	80 - 130k	650 - 900	650 - 900
Business Analyst	50 - 110k	50 - 110k	500 - 800	500 - 800

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2016	2017	2016	2017
Compliance				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	60 - 100k	450 - 700	450 - 700
Investment Management				
Programme Manager	90 - 120k	90 - 120k	600 - 800	600 - 800
Project Manager	65 - 95k	65 - 95k	500 - 650	500 - 650
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Wealth Management/Private Banking				
Programme Manager	90 - 120k	90 - 120k	600 - 800	600 - 800
Project Manager	65 - 95k	65 - 95k	500 - 650	500 - 650
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Reference Data				
Programme Manager	80 - 130k	80 - 130k	750 - 1000	750 - 1000
Project Manager	60 - 110k	60 - 110k	600 - 800	600 - 800
Business Analyst	35 - 75k	35 - 75k	400 - 650	400 - 650
Regulatory				
Programme Manager	100 - 170k	100 - 170k	800 - 1200	800 - 1200
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	60 - 100k	450 - 750	450 - 750

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2016	2017	2016	2017
Financial Services Technology				
Programme Manager	95 - 140k	95 - 140k	750 - 1200	750 - 1200
Project Manager	70 - 110k	70 - 110k	550 - 900	550 - 900
Business Analyst	70 - 100k	70 - 100k	450 - 700	450 - 700
Test/QA Manager	60 - 80k	60 - 80k	450 - 600	450 - 600
Test Analyst	45 - 60k	45 - 60k	300 - 450	300 - 450
Order Management Project Manager	75 - 105k	75 - 105k	650 - 900	650 - 900
Order Management Business Analyst	70 - 90k	70 - 90k	550 - 750	550 - 750
Order Management Support	50 - 65k	50 - 65k	350 - 450	350 - 450
Data Analytics				
Head of Data Analytics (10+ yrs' exp)	85 - 150k	85 - 150k	750 - 1200	750 - 1200
Head of Data Analytics (5 - 10 yrs' exp)	75 - 130k	75 - 150k	850 - 1200	850 - 1200
Data Scientist (5 - 10 yrs' exp)	60 - 110k	60 - 110k	500 - 800	500 - 800
Data Scientist (1 - 5 yrs' exp)	45 - 70k	45 - 80k	400 - 600	400 - 600
Data Analyst (5 - 10 yrs' exp)	40 - 60k	40 - 60k	400 - 600	400 - 600
Data Analyst (1 - 5 yrs' exp)	32 - 50k	32 - 50k	300 - 450	300 - 450
Big Data Engineer (5 - 10 yrs' exp)	50 - 80k	50 - 80k	400 - 650	600 - 800
Big Data Engineer (1 - 5 yrs' exp)	40 - 50k	40 - 50k	370 - 600	400 - 650
IT Security				
Head of Information Security (10+ yrs' exp)	90 - 150k	95 - 155k	750 - 1100	800 - 1150
Information Security Manager (5 - 10 yrs' exp)	75 - 115k	80 - 120k	600 - 800	650 - 900
Information Security Analyst (5 - 10 yrs' exp)	60 - 95k	60 - 95k	500 - 750	550 - 800
Information Security Analyst (1 - 5 yrs' exp)	40 - 60k	45 - 70k	300 - 500	350 - 550
Information Security Risk Manager (5 - 10 yrs' exp)	75 - 110k	80 - 115k	600 - 800	650 - 900
Information Security Manager (1 - 5 yrs' exp)	55 - 75k	60 - 80k	450 - 600	500 - 650

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Market Risk Management				
10+ yrs' exp	110 - 150k	110 - 150k	850+	850+
7 - 10 yrs' exp	80 - 110k	80 - 110k	700 - 800	700 - 800
5 - 7 yrs' exp	60 - 80k	60 - 80k	600 - 700	600 - 700
3 - 5 yrs' exp	45 - 70k	50 - 70k	500 - 600	450 - 550
1 - 3 yrs' exp	30 - 45k	40 - 50k	300 - 450	300 - 400
Market Risk Reporting				
10+ yrs' exp	90 - 140k	90 - 140k	700+	700+
7 - 10 yrs' exp	70 - 90k	70 - 90k	500+	600+
5 - 7 yrs' exp	55 - 70k	55 - 70k	475 - 575	475 - 575
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	400 - 450
1 - 3 yrs' exp	30 - 40k	30 - 40k	250 - 350	250 - 350
Credit Analysis				
10+ yrs' exp	95 - 140k	95 - 140k	500+	500+
7 - 10 yrs' exp	75 - 95k	80 - 95k	450 - 500	450 - 500
5 - 7 yrs' exp	60 - 80k	65 - 80k	350 - 450	350 - 400
3 - 5 yrs' exp	45 - 60k	45 - 65k	250 - 350	250 - 350
1 - 3 yrs' exp	30 - 40k	30 - 40k	200 - 250	200 - 250
Credit Risk Reporting				
10+ yrs' exp	90 - 140k	90 - 140k	500+	700+
7 - 10 yrs' exp	75 - 90k	75 - 90k	500 - 600	550 - 600
5 - 7 yrs' exp	50 - 75k	50 - 75k	450 - 500	450 - 500
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	300 - 400
1 - 3 yrs' exp	30 - 40k	30 - 40k	300 - 450	200 - 250
Credit Risk Modelling/Stress Testing				
10+ yrs' exp	120 - 160k	120 - 160k	800 - 1100	900 - 1100
7 - 10 yrs' exp	90 - 120k	90 - 120k	750 - 850	750 - 850
5 - 7 yrs' exp	70 - 85k	70 - 85k	650 - 750	600 - 700
3 - 5 yrs' exp	50 - 70k	50 - 70k	450 - 550	450 - 550
1 - 3 yrs' exp	30 - 45k	30 - 45k	350 - 450	300 - 400

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Quantitative Analysis				
10+ yrs' exp	120 - 160k	120 - 160k	950+	900+
7 - 10 yrs' exp	95 - 120k	95 - 120k	850+	700+
5 - 7 yrs' exp	70 - 95k	70 - 95k	750+	550+
3 - 5 yrs' exp	50 - 75k	50 - 75k	500 - 600	400 - 500
1 - 3 yrs' exp	30 - 50k	40 - 50k	300 - 450	250 - 350
Performance & Investment Risk Analysis				
10+ yrs' exp	100 - 150k	100 - 150k	750+	750+
7 - 10 yrs' exp	80 - 100k	80 - 100k	650+	600+
5 - 7 yrs' exp	60 - 80k	60 - 80k	550 - 650	500 - 550
3 - 5 yrs' exp	50 - 60k	50 - 60k	500 - 550	400 - 450
1 - 3 yrs' exp	30 - 50k	30 - 50k	300 - 450	250 - 350
Operational Risk				
10+ yrs' exp	100 - 150k	100 - 150k	750+	750+
7 - 10 yrs' exp	80 - 100k	80 - 100k	650+	650+
5 - 7 yrs' exp	65 - 80k	65 - 80k	500 - 600	550 - 600
3 - 5 yrs' exp	45 - 65k	45 - 65k	400 - 500	400 - 500
1 - 3 yrs' exp	30 - 45k	30 - 45k	250 - 350	250 - 350
Business Analysts/Project Managers				
10+ yrs' exp	100 - 150k	100 - 150k	1000+	900+
7 - 10 yrs' exp	80 - 100k	80 - 100k	875+	750+
5 - 7 yrs' exp	60 - 80k	60 - 80k	650 - 750	650 - 700
3 - 5 yrs' exp	45 - 65k	45 - 65k	550 - 600	500 - 600
1 - 3 yrs' exp	30 - 45k	30 - 45k	300 - 450	300 - 400

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LONDON

TAXATION

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2016	2017
FTSE 100		
Head of Tax	140 - 300k	140 - 300k
Group Tax Manager/Senior Manager	80 - 100k	80 - 100k
International Tax Manager	75 - 100k	75 - 100k
UK Tax Manager	55 - 75k	55 - 75k
Tax Accountant	45 - 60k	50 - 65k
Mid-cap/Non-listed		
Head of Tax	80 - 120k	80 - 110k
Group Tax Manager/Senior Manager	75 - 90k	75 - 90k
International Tax Manager	65 - 80k	65 - 80k
UK Tax Manager	55 - 75k	55 - 75k
Tax Accountant	40 - 55k	45 - 60k
Financial Services		
Head of Tax	120 - 350k	130 - 350k
Group Tax Manager/Senior Manager	90 - 140k	90 - 140k
International Tax Manager	80 - 100k	80 - 110k
UK Tax Manager	70 - 90k	70 - 90k
Tax Accountant	45 - 65k	55 - 70k

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LONDON

TREASURY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Senior Treasury				
Group Treasurer - FTSE 100	150k+	150k+	1000+	1000+
Group Treasurer - FTSE 250	125k+	125k+	750+	750+
Treasurer	95k+	95k+	550+	550+
Assistant Treasurer - FTSE 100	125k+	125k+	600+	600+
Assistant Treasurer - FTSE 250	100k+	100k+	550+	550+
Treasury Manager				
3+ yrs' exp	75 - 80k	75 - 80k	390+	390+
0 - 3 yrs' exp	60 - 65k	60 - 65k	320+	320+
Treasury Analyst				
3+ yrs' exp	55k+	55k+	300+	300+
0 - 3 yrs' exp	45k+	45k+	230+	230+
Treasury Accountant/Controller				
5+ yrs' exp	70k+	70k+	390+	390+
2 - 5 yrs' exp	55 - 70k	55 - 70k	280 - 380	280 - 380
0 - 2 yrs' exp	45 - 55k	45 - 55k	175 - 280	175 - 280

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MIDLANDS

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
Finance Director	65 - 130k	65 - 130k	35 - 70	35 - 70
Financial Controller	50 - 80k	50 - 80k	30 - 60	30 - 60
Finance Manager	45 - 60k	45 - 60k	25 - 30	25 - 30
Head of Audit	60k+	60k+	30 - 40	30 - 40
Financial Accountant	30 - 50k	30 - 50k	15 - 30	15 - 30
Project Accountant	30 - 60k	30 - 60k	15 - 25	15 - 25
Management Accountant	30 - 50k	30 - 50k	15 - 30	15 - 30
Systems Accountant	25 - 50k	30 - 60k	15 - 25	15 - 25
Financial Analyst	25 - 50k	30 - 50k	14 - 20	14 - 20
Part-qualified & Transactional Services				
CIMA/ACCA/AAT				
Strategic/Part 3	25 - 32k	25 - 32k	14 - 19	14 - 19
Management/Part 2	22 - 30k	22 - 30k	12 - 17	12 - 17
Operational Level/Part 1	18 - 24k	18 - 24k	10 - 14	10 - 14
AAT	18 - 22k	18 - 22k	10 - 13	10 - 13
Manager				
Credit Control	35 - 80k	35 - 80k	20 - 46	20 - 46
Accounts Payable	30 - 60k	35 - 70k	17 - 35	17 - 35
Accounts Receivable	30 - 50k	35 - 60k	17 - 29	17 - 29
Payroll	30 - 70k	35 - 70k	17 - 35	17 - 35
Team Leader/Supervisor				
Credit Control	28 - 35k	28 - 35k	16 - 21	16 - 21
Accounts Receivable	25 - 35k	28 - 35k	14 - 21	14 - 21
Accounts Payable	25 - 35k	28 - 35k	14 - 21	14 - 21
Payroll	25 - 35k	28 - 35k	14 - 21	14 - 21
Clerks				
Credit Control	18 - 24k	18 - 24k	10 - 14	10 - 14
Accounts Payable	18 - 23k	18 - 23k	10 - 13	10 - 13
Accounts Receivable	17 - 22k	17 - 22k	9 - 12	9 - 12
Payroll	18 - 24k	18 - 24k	10 - 14	10 - 14

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

MIDLANDS

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		6+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Fraud	18 - 38k	18 - 38k	35 - 50k	35 - 50k	50k+	50k+
Client Services	18 - 25k	18 - 25k	25 - 32k	25 - 32k	32 - 40k	32 - 40k
Trade Support	18 - 23k	18 - 23k	23 - 30k	23 - 30k	30 - 40k	30 - 40k
Paraplanner	28 - 32k	28 - 32k	33 - 38k	33 - 38k	40k+	40k+
Collections	28 - 35k	28 - 35k	35 - 45k	35 - 45k	50 - 65k	50 - 65k
Corporate Actions	21 - 26k	21 - 26k	27 - 35k	27 - 35k	40 - 50k	40 - 50k
Settlements	18 - 25k	18 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Cash Management	20 - 25k	20 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Transfers	18 - 23k	18 - 23k	23 - 27k	23 - 27k	30 - 40k	30 - 40k
Reconciliation	18 - 22k	18 - 22k	20 - 26k	20 - 26k	30k+	35k+
Compliance						
Compliance Advisory	25 - 30k	25 - 30k	30 - 40k	30 - 40k	50k+	50k+
Compliance Monitoring	20 - 27k	20 - 27k	30 - 35k	30 - 35k	45k+	45k+
Middle & Front Office						
Investment Manager	30 - 35k	30 - 35k	30 - 45k	30 - 45k	60k+	60k+
Credit Risk	25 - 35k	25 - 35k	35 - 45k	35 - 45k	60k+	60k+
Regulatory Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	45k+	45k+
Anti-Money-Laundering	25 - 26k	25 - 26k	28 - 40k	28 - 40k	45k+	50k+
Business Development	25 - 35k	25 - 35k	30 - 45k	30 - 45k	55k+	55k+
Market Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+

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MIDLANDS

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2016	2017	2016	2017
HR Director	90 - 170k	90 - 170k	700 - 1100	700 - 1100
Head of Human Resources	65 - 90k	65 - 90k	450 - 900	450 - 900
Head of Reward, Compensation & Benefits	75 - 110k	75 - 110k	450 - 750	450 - 750
Organisational Development Consultant	60 - 85k	60 - 85k	400 - 700	400 - 700
Head of Learning & Development	65 - 90k	70 - 95k	300 - 650	300 - 650
Head of Recruitment	55 - 80k	55 - 80k	350 - 600	350 - 600
Senior HR Business Partner	55 - 85k	55 - 85k	350 - 500	350 - 500
HR Business Partner	40 - 60k	45 - 65k	250 - 400	275 - 420
HR Manager	40 - 55k	40 - 55k	250 - 400	250 - 400
Compensation & Benefits Manager	50 - 65k	50 - 65k	375 - 500	375 - 500
Compensation & Benefits Analyst	30 - 45k	35 - 50k	200 - 350	200 - 375
Reward Advisor	30 - 40k	35 - 45k	175 - 275	200 - 300
Recruitment Manager	40 - 55k	40 - 55k	250 - 400	250 - 400
Graduate Recruiter	20 - 35k	20 - 35k	100 - 180	100 - 180
Training Manager	35 - 50k	35 - 50k	200 - 400	200 - 400
Training Officer	24 - 30k	25 - 30k	125 - 175	125 - 175
Employee Relations Advisor	28 - 40k	28 - 40k	150 - 275	150 - 275
Global Mobility Specialist	40 - 55k	40 - 55k	250 - 400	250 - 400
HR Advisor	26 - 35k	26 - 35k	125 - 200	125 - 225
HR Officer	22 - 30k	24 - 30k	125 - 175	150 - 200
HR Administrator	15 - 22k	15 - 24k	90 - 125	90 - 150

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

MIDLANDS

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Development				
Development Manager	55 - 80k	60 - 100k	500 - 750	500 - 750
C#/ASP.Net Developer/VB.Net Developer	35 - 65k	35 - 60k	350 - 500	300 - 500
Software Architect	60 - 80k	55 - 70k	500 - 700	500 - 700
Java/J2EE Developer	40 - 65k	40 - 60k	375 - 600	375 - 600
Mobile Developer	35 - 60k	35 - 60k	400 - 600	400 - 600
BI Senior/Analyst/Developer	35 - 70k	30 - 65k	350 - 600	350 - 600
Web Developer/Open Source/PHP Developer	30 - 50k	25 - 45k	350 - 500	350 - 500
Senior Appointments				
Head of IT/IT Director/CIO/Chief Data Officer	85 - 180k	90 - 180k	700 - 1200	700 - 1200
Service Delivery Manager/Director	50 - 85k	60 - 85k	400 - 800	400 - 700
Business Process Change Mgr/Business Analyst	50 - 65k	50 - 65k	400 - 550	400 - 550
PMO/Project Manager/Programme Manager	45 - 80k	45 - 65k	350 - 700	350 - 700
Infrastructure				
Enterprise/Solutions Cloud Architect	80 - 100k	80 - 95k	600 - 850	600 - 850
Technical Architect	70 - 90k	60 - 85k	450 - 700	450 - 700
Tech Services - Infrastructure Manager	50 - 75k	50 - 75k	450 - 550	450 - 550
Systems Administrator	35 - 45k	35 - 45k	250 - 350	250 - 350
Infrastructure Analyst	30 - 38k	30 - 38k	250 - 350	200 - 350
Field Support Engineer/Helpdesk/Service Desk Support	25 - 38k	25 - 38k	200 - 350	200 - 300
Testing				
Test Manager	45 - 65k	50 - 60k	450 - 600	450 - 600
Test Analyst	28 - 38k	30 - 38k	300 - 400	300 - 400
Digital				
Chief Digital Officer	90 - 140k	90 - 140k	600 - 1000	600 - 1000
UX/UI Architect/Design	70 - 120k	80 - 120k	500 - 800	400 - 700
Security				
CISO	70 - 150k	70 - 130k	700 - 1200	700 - 1200
Head of Cyber Security	70 - 130k	70 - 110k	700 - 1000	700 - 1000
Security Analyst	40 - 60k	35 - 50k	300 - 600	300 - 600
Security Support	35 - 45k	30 - 48k	300 - 500	300 - 500

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

MIDLANDS

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Private Practice				
9+ yrs' PQE	70k+	70k+	38+	38+
7 - 9 yrs' PQE	49 - 76k	49 - 76k	28 - 55	28 - 55
6 yrs' PQE	47 - 69k	47 - 69k	25 - 47	25 - 47
5 yrs' PQE	46 - 65k	46 - 65k	24 - 44	24 - 44
4 yrs' PQE	41 - 56k	41 - 56k	23 - 36	23 - 36
3 yrs' PQE	38 - 48k	38 - 49k	21 - 34	21 - 34
2 yrs' PQE	35 - 46k	35 - 46.5k	18 - 31	18 - 31
1 yr PQE	33 - 44k	33 - 44.5k	17 - 29	17 - 29
Newly-qualified	30 - 41k	31 - 41.5k	14 - 25	14 - 25
Paralegal/Contract Manager	18 - 55k	18 - 55k	11 - 24	11 - 24
In-house				
9+ yrs' PQE	80k+	80k+	38+	38+
7 - 9 yrs' PQE	70 - 95k	70 - 95k	28 - 55	28 - 55
6 yrs' PQE	54 - 85k	54 - 85k	25 - 47	25 - 47
5 yrs' PQE	50 - 68k	50 - 68k	24 - 44	24 - 44
4 yrs' PQE	47 - 64k	47 - 64k	23 - 36	23 - 36
3 yrs' PQE	45 - 58k	45 - 58k	21 - 34	21 - 34
2 yrs' PQE	40 - 53k	40 - 54k	18 - 31	18 - 31
1 yr PQE	32 - 50k	32 - 50k	17 - 29	17 - 29
Newly-qualified	30 - 42k	31 - 43k	14 - 25	14 - 25
Paralegal/Contract Manager	23 - 57k	23 - 57k	11 - 24	11 - 24

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

MIDLANDS

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Supply Chain				
Operations Director	70 - 135k	75 - 135k	500 - 900	500 - 1000
Logistics Director	65 - 135k	70 - 135k	500 - 900	500 - 1000
Supply Chain Director	65 - 135k	70 - 135k	500 - 900	500 - 1000
General Manager	55 - 90k	55 - 90k	400 - 750	500 - 750
Head of Supply Chain	55 - 80k	60 - 80k	350 - 750	400 - 800
Logistics Manager	45 - 70k	45 - 75k	225 - 325	250 - 350
Transport Manager	35 - 60k	35 - 60k	150 - 300	150 - 300
Planning Manager	30 - 50k	30 - 50k	150 - 250	150 - 300
Operations Manager	35 - 50k	35 - 55k	150 - 300	150 - 350
Shift Manager	30 - 38k	30 - 40k	120 - 180	120 - 180
First Line Manager	25 - 31k	25 - 33k	120 - 150	120 - 150
Planner	25 - 31k	25 - 35k	120 - 220	120 - 220
Procurement				
Head of Procurement	55 - 90k	55 - 90k	500 - 900	500 - 950
Procurement Manager	45 - 65k	45 - 70k	350 - 500	350 - 600
Category Director	40 - 55k	40 - 55k	180 - 275	180 - 300
Senior Buyer	38 - 45k	40 - 45k	170 - 300	170 - 300
Buyer	30 - 38k	30 - 40k	120 - 200	120 - 225

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

MILTON KEYNES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
Finance Director	75 - 150k	75 - 150k	50 - 80	50 - 80
Head of Audit	70 - 90k	70 - 90k	42 - 55	42 - 55
Group Reporting Manager	65 - 85k	65 - 85k	38 - 50	38 - 50
FP&A Manager	65 - 85k	65 - 85k	38 - 50	38 - 50
Financial Controller	60 - 95k	60 - 95k	35 - 55	35 - 55
Internal Audit Manager	50 - 60k	50 - 60k	29 - 35	29 - 35
Financial/Business Analyst	45 - 55k	45 - 55k	25 - 32	25 - 32
Finance Manager	45 - 60k	45 - 60k	25 - 35	25 - 35
Financial Accountant	45 - 60k	45 - 60k	25 - 35	25 - 35
Management Accountant	45 - 60k	45 - 60k	25 - 35	25 - 35
Internal Auditor	40 - 55k	40 - 55k	21 - 32	21 - 32
Newly-qualified (ACA, CIMA, ACCA)	40 - 45k	40 - 45k	21 - 25	21 - 25

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

MILTON KEYNES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Part-qualified				
CIMA Passed Finalist	35 - 42k	35 - 42k	21 - 25	21 - 25
CIMA Strategic	30 - 40k	30 - 40k	17 - 23	17 - 23
CIMA Management	25 - 33k	25 - 33k	15 - 19	15 - 19
CIMA Operational	20 - 28k	20 - 28k	12 - 17	12 - 17
ACCA Part 3	30 - 42k	30 - 42k	17 - 25	17 - 25
ACCA Part 2	28 - 33k	28 - 33k	16 - 19	16 - 19
ACCA Part 1	20 - 28k	20 - 28k	12 - 17	12 - 17
Credit Control Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Accounts Payable Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Accounts Payable/Receivable Clerk	19 - 25k	19 - 25k	11 - 15	11 - 15
Payroll Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Credit Controller	19 - 25k	19 - 25k	11 - 15	11 - 15
Payroll Clerk	19 - 26k	19 - 26k	11 - 16	11 - 16

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Group Finance Director	95 - 155k	110 - 170k	650 - 1000	550 - 850
Finance Director	75 - 140k	75 - 140k	400 - 650	375 - 700
Group Financial Controller	75 - 110k	75 - 120k	350 - 500	375 - 600
Financial Controller	55 - 80k	60 - 90k	275 - 400	300 - 450
Head of Audit	75 - 105k	75 - 105k	300 - 550	375 - 500
Head of FP&A	60 - 80k	70 - 90k	250 - 325	350 - 450
Internal Audit/Risk	35 - 70k	35 - 75k	200 - 275	175 - 375
Systems Accountant	35 - 55k	35 - 55k	200 - 300	175 - 275
Finance Manager	45 - 60k	45 - 65k	225 - 275	225 - 325
Project Accountant	35 - 60k	40 - 60k	200 - 350	200 - 300
Financial Accountant	35 - 50k	35 - 50k	200 - 250	175 - 250
Management Accountant	35 - 45k	35 - 50k	150 - 225	175 - 250
Financial Analyst	35 - 50k	35 - 50k	150 - 200	175 - 250
Financial Planning Analyst	35 - 55k	35 - 55k	175 - 275	175 - 225
In-house Tax				
Corporate	40 - 115k	40 - 115k	225 - 700	200 - 550
Indirect/VAT	35 - 105k	30 - 110k	200 - 600	150 - 550
Treasury				
Head of Treasury/Treasury Manager	50 - 70k	55 - 75k	250 - 375	275 - 375
Group Treasurer	80 - 125k	75 - 120k	400 - 800	375 - 600
Assistant Group Treasurer	60 - 90k	60 - 90k	300 - 450	300 - 450
Treasury Analyst	25 - 40k	25 - 45k	150 - 200	125 - 225

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2016	2017
Audit		
Senior Manager	50 - 80k	50 - 80k
Manager	42 - 55k	42 - 55k
Assistant Manager	35 - 45k	35 - 45k
Senior	28 - 38k	28 - 38k
Tax		
Senior Manager	50 - 80k	50 - 90k
Manager	40 - 50k	40 - 55k
Assistant Manager	30 - 45k	30 - 45k
Senior	25 - 35k	30 - 38k
Corporate Finance		
Director	75 - 115k	75 - 130k
Senior Manager	60 - 85k	60 - 85k
Manager	45 - 60k	45 - 65k
Executive	38 - 45k	35 - 40k
Other		
Transaction Services	50 - 105k	45 - 120k
Private Equity/Investment	55 - 120k	55 - 120k

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE TRANSACTIONAL ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Transactional Services				
Payroll Manager	37 - 52k	40 - 70k	18 - 25	21 - 36
Transactional Processing Manager	45 - 80k	60 - 90k	20 - 40	31 - 46
Credit Control Manager	35 - 65k	40 - 70k	18 - 35	21 - 36
Accounts Payable Manager	35 - 55k	40 - 70k	17 - 30	21 - 36
Credit Control Supervisor	28 - 38k	30 - 40k	13 - 20	15 - 21
Payroll Supervisor	28 - 38k	30 - 40k	14 - 20	15 - 21
Accounts Receivable Manager	28 - 38k	40 - 60k	17 - 27	21 - 31
Accounts Payable Supervisor	28 - 38k	30 - 40k	13 - 20	15 - 21
Accounts Receivable Supervisor	28 - 38k	30 - 40k	13 - 20	15 - 21
Credit Control Clerk	22 - 28k	22 - 30k	10 - 15	11 - 15
Accounts Payable Clerk	20 - 25k	20 - 25k	9 - 14	10 - 13
Accounts Assistant	20 - 26k	20 - 26k	9 - 14	10 - 13
Payroll Clerk	22 - 30k	24 - 30k	10 - 15	12 - 15
Accounts Receivable Clerk	20 - 26k	22 - 26k	10 - 14	11 - 13
CIMA/ACCA				
Strategic/Part 3	26 - 35k	30 - 35k	14 - 20	15 - 18
Managerial/Part 2	24 - 30k	26 - 30k	13 - 16	13 - 15
Certificate/Part 1	21 - 28k	23 - 28k	9 - 13	12 - 14

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

NORTH OF ENGLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		6+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Collections	28 - 35k	24 - 35k	35 - 45k	35 - 45k	50 - 65k	50 - 65k
Fraud	18 - 38k	18 - 38k	35 - 60k	35 - 60k	60k+	60k+
Corporate Actions	21 - 26k	21 - 26k	27 - 35k	27 - 35k	40 - 50k	40 - 50k
Settlements	18 - 25k	18 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Cash Management	20 - 25k	20 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Client Services	18 - 25k	18 - 26k	25 - 32k	25 - 32k	32 - 40k	32 - 40k
Transfers	18 - 23k	18 - 23k	23 - 27k	23 - 27k	30 - 40k	30 - 40k
Trade Support	18 - 23k	20 - 25k	23 - 30k	23 - 30k	30 - 40k	30 - 40k
Paraplanner	25 - 30k	25 - 30k	30 - 35k	30 - 35k	35k+	35k+
Reconciliations	18 - 22k	18 - 22k	20 - 26k	20 - 26k	35k+	35k+
Compliance						
Compliance Advisory	20 - 27k	30 - 40k	30 - 37k	40 - 55k	50 - 65k	50 - 70k
Compliance Monitoring	18 - 25k	28 - 35k	27 - 35k	40 - 50k	45 - 60k	50 - 65k
Middle & Front Office						
Asset and Liability Management	25 - 35k	25 - 35k	30 - 45k	30 - 45k	60k+	60k+
Investment Manager	30 - 35k	30 - 35k	40 - 45k	40 - 45k	50k+	50k+
Credit Risk	25 - 35k	25 - 35k	35 - 45k	35 - 55k	50 - 75k	50 - 80k
Business Development	25 - 35k	25 - 35k	30 - 45k	30 - 45k	50k+	50k+
Regulatory Risk	27 - 32k	30 - 38k	35 - 45k	40 - 55k	50 - 65k	50 - 70k
Market Risk	25 - 35k	30 - 40k	35 - 45k	40 - 60k	55 - 75k	60 - 80k
Research Analyst	22 - 30k	22 - 30k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	27 - 32k	30 - 40k	35 - 45k	40 - 55k	50 - 65k	55 - 70k
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+
Anti-Money-Laundering	22 - 26k	25 - 30k	25 - 35k	30 - 45k	45 - 60k	50 - 65k

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

NORTH OF ENGLAND

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2016	2017	2016	2017
HR Director	80 - 150k	80 - 150k	350 - 800	350 - 800
Head of HR	60 - 100k	60 - 100k	300 - 650	300 - 650
Head of Reward, Compensation & Benefits	60 - 100k	65 - 105k	300 - 700	350 - 750
Head of Organisational Development	60 - 100k	60 - 100k	300 - 700	300 - 700
Head of Learning & Development	60 - 100k	60 - 100k	300 - 500	300 - 500
Head of Talent/Recruitment	45 - 85k	50 - 90k	300 - 400	350 - 500
Senior HR Business Partner	60 - 75k	60 - 75k	300 - 350	300 - 350
HR Business Partner	45 - 60k	45 - 60k	200 - 300	200 - 300
HR Manager	40 - 60k	40 - 60k	200 - 300	200 - 300
Recruitment Manager	35 - 55k	35 - 55k	150 - 300	150 - 300
Learning & Development Manager	30 - 55k	30 - 55k	150 - 250	150 - 250
HR/Reward Analyst	30 - 50k	30 - 50k	150 - 250	150 - 250
Global Mobility Specialist	30 - 50k	30 - 50k	150 - 250	150 - 250
HR Advisor	30 - 40k	30 - 40k	140 - 200	140 - 200
Employee Relations Advisor	25 - 35k	25 - 35k	130 - 180	130 - 180
Recruitment Advisor	25 - 35k	25 - 35k	130 - 180	130 - 180
Learning & Development Advisor	25 - 35k	25 - 35k	100 - 180	100 - 180
HR Officer	22 - 32k	22 - 32k	120 - 150	120 - 150
HR Administrator	18 - 25k	18 - 25k	90 - 130	90 - 130

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

NORTH OF ENGLAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
CIO/CTO	80 - 170k	90 - 150k	750 - 1250	750 - 1000
IT Director	80 - 130k	80 - 130k	700 - 1200	700 - 1000
IT Manager/Head of IT	65 - 110k	65 - 100k	650 - 1000	600 - 900
Head of Digital	70 - 110k	70 - 110k	500 - 850	500 - 800
Head of Architecture	85 - 135k	85 - 135k	800 - 1200	750 - 1200
Enterprise/Solutions Architect	65 - 90k	70 - 90k	500 - 850	500 - 900
Programme Manager/Director	75 - 120k	75 - 120k	650 - 1000	600 - 1000
Project Manager/Snr Project Manager	55 - 70k	55 - 70k	400 - 600	400 - 600
PMO Manager/Lead	55 - 70k	55 - 70k	400 - 600	400 - 600
Development Manager/Head of Development	65 - 90k	70 - 100k	450 - 750	450 - 750
Service Delivery Mgr/Head of Service Delivery	55 - 85k	55 - 85k	500 - 650	500 - 650
Infrastructure Manager/Head of Infrastructure	65 - 100k	65 - 100k	500 - 750	500 - 750
BI Consultant/Architect	45 - 75k	45 - 75k	450 - 600	450 - 600
BI Developer	35 - 50k	35 - 50k	350 - 450	350 - 450
Java/J2EE Developer/Senior	45 - 55k	40 - 70k	400 - 550	400 - 550
C#/ASP.Net Developer	45 - 60k	40 - 70k	350 - 500	350 - 500
Mobile, Android and iOS Developer	40 - 60k	40 - 60k	350 - 500	350 - 500
Test Manager	52 - 70k	50 - 70k	375 - 550	375 - 550
Information Security Consultant/Manager	55 - 70k	55 - 70k	450 - 600	450 - 600
Business Analyst	35 - 55k	38 - 60k	300 - 500	300 - 500
PMO Analyst	35 - 40k	35 - 45k	350 - 450	350 - 450
Test Analyst	28 - 40k	30 - 40k	275 - 400	300 - 400
1st/2nd Line Infrastructure Support	18 - 24k	18 - 25k	120 - 180	120 - 180
3rd Line Infrastructure Wintel	35 - 45k	35 - 45k	250 - 400	250 - 400
3rd Line Infrastructure CISCO	40 - 55k	40 - 55k	375 - 450	375 - 450

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

NORTH OF ENGLAND

MANUFACTURING & ENGINEERING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2016	2017	2016	2017
Operations Director	65 - 120k	70 - 100k	500 - 900	400 - 700
Factory/Plant Manager	45 - 95k	60 - 85k	370 - 600	400 - 600
Engineering Manager	40 - 75k	40 - 65k	360 - 575	400 - 550
Health and Safety Manager	35 - 52k	35 - 55k	310 - 525	310 - 525
Production Manager	40 - 70k	35 - 45k	295 - 500	200 - 250
CI Manager	40 - 60k	40 - 60k	275 - 475	300 - 400
Quality Manager	35 - 55k	40 - 60k	250 - 450	300 - 400
Process Engineer	25 - 45k	30 - 50k	150 - 275	225 - 400
Manufacturing Engineer	25 - 37k	35 - 45k	140 - 275	200 - 250

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

NORTH OF ENGLAND

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Executive Assistant	25 - 40k	28 - 38k	15 - 22	15 - 22
Personal Assistant	22 - 30k	22 - 35k	12 - 18	12 - 18
Office Manager	25 - 35k	23 - 38k	13 - 18	13 - 18
Senior Project Coordinator	25 - 35k	25 - 35k	12 - 19	12 - 19
Project Coordinator	18 - 28k	18 - 28k	9 - 14	9 - 14
Senior Admin Assistant	18 - 25k	19 - 25k	9 - 15	9 - 15
Receptionist	16 - 21k	15 - 21k	8 - 11	8 - 12
Admin Assistant	15 - 22k	15 - 23k	7 - 12	7 - 13
Junior Admin Assistant	14 - 16k	15 - 17k	7.5 - 8.5	7 - 9
Data Entry Operator	15 - 19k	15 - 19k	7 - 8.5	7 - 9
Legal Secretary	20 - 28.5k	20 - 28.5k	9 - 15	9 - 15
Secretary	18 - 25k	18 - 28k	9 - 13	9 - 13
Audio Typist	17 - 19k	17 - 20k	8.5 - 9.5	8 - 10
Medical Secretary	17 - 24k	17 - 25k	8.5 - 12	8 - 15
Customer Service Assistant	15.5 - 19k	15 - 19k	7.5 - 9.5	7 - 10
HR Administrator	17 - 20k	16 - 21k	8 - 9.5	8 - 10
Recruitment Administrator	17 - 20k	17 - 21k	8 - 9.5	8 - 10
Team Secretary	19 - 21k	19 - 23k	9.5 - 12	9 - 14

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

NORTH OF ENGLAND

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2016	2017	2016	2017
Procurement				
Procurement Director	80 - 125k	80 - 125k	500 - 1000	500 - 1000
Procurement/Category Manager	45 - 75k	45 - 75k	350 - 575	350 - 575
Supplier Relationship Manager	60 - 80k	60 - 80k	325 - 500	325 - 500
Buying Manager	50 - 80k	50 - 80k	300 - 450	300 - 450
Senior Buyer	40 - 50k	40 - 50k	320 - 425	320 - 425
Buyer/Junior Buyer	25 - 45k	25 - 45k	125 - 300	125 - 300
Supply Chain				
Supply Chain Director	90 - 160k	90 - 160k	600 - 1200	600 - 1200
Supply Chain Manager	55 - 85k	55 - 85k	360 - 550	360 - 550
Demand Planning Manager	55 - 80k	55 - 80k	280 - 600	280 - 600
Supply Planning Manager	50 - 70k	50 - 70k	250 - 550	250 - 550
Planner	28 - 38k	28 - 38k	210 - 330	210 - 330
Logistics				
Logistics Director	85 - 150k	85 - 150k	600 - 1200	600 - 1200
Operations Director	90 - 150k	90 - 150k	650 - 1200	650 - 1200
General Manager	75 - 95k	75 - 95k	325 - 450	325 - 450
Transport Manager	55 - 70k	55 - 70k	250 - 425	250 - 425
Logistics Manager	50 - 80k	50 - 80k	225 - 400	225 - 400
Warehouse Manager	45 - 65k	45 - 65k	215 - 350	215 - 350
Operations Manager	45 - 55k	45 - 55k	215 - 240	215 - 240
Distribution Manager	55 - 65k	55 - 65k	237 - 300	237 - 300
Shift Manager	35 - 50k	35 - 50k	150 - 215	150 - 215

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

SOUTHERN HOME COUNTIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
Finance Director	70 - 250k	70 - 250k	50 - 120	50 - 120
Financial Controller	60 - 90k	60 - 90k	30 - 50	30 - 50
Head of Audit	80 - 150k	80 - 150k	40 - 70	40 - 70
Group Reporting Manager	60 - 80k	60 - 80k	35 - 50	35 - 50
FP&A Manager	60 - 80k	60 - 80k	30 - 50	30 - 50
Internal Audit Manager	55 - 75k	55 - 75k	35 - 50	35 - 50
Financial/Business Analyst	50 - 65k	50 - 65k	30 - 45	30 - 45
Finance Business Partner	50 - 75k	50 - 75k	40 - 60	40 - 60
Finance Manager	50 - 70k	50 - 70k	30 - 40	30 - 40
Financial Accountant	50 - 60k	50 - 60k	28 - 35	28 - 35
Internal Auditor	45 - 65k	45 - 65k	25 - 35	25 - 35
Newly-qualified (ACA, CIMA, ACCA)	45 - 55k	45 - 55k	25 - 30	25 - 30
Part-qualified				
CIMA Passed Finalist	42 - 45k	42 - 45k	20 - 25	20 - 25
CIMA Strategic Level	37 - 45k	37 - 45k	18 - 25	18 - 25
CIMA Managerial Level	32 - 35k	32 - 35k	15 - 20	15 - 20
CIMA Certificate Level	22 - 28k	22 - 28k	12 - 15	12 - 15
ACCA Finalist/Passed Finalist	37 - 45k	37 - 45k	20 - 25	20 - 25
ACCA Professional Level	28 - 35k	28 - 35k	15 - 20	15 - 20
ACCA Fundamental Level	22 - 25k	22 - 25k	12 - 15	12 - 15
Transactional Accounting				
Finance Operations Manager	40 - 65k	40 - 65k	20 - 35	20 - 35
Credit Control Manager	40 - 60k	40 - 60k	20 - 35	20 - 35
Payroll Manager	35 - 55k	35 - 55k	17 - 30	17 - 30
Accounts Payable Manager	30 - 50k	30 - 50k	17 - 30	17 - 30
Accounts Receivable Manager	30 - 50k	30 - 50k	17 - 30	17 - 30
Credit Control Clerk	20 - 25k	20 - 25k	12 - 18	12 - 18
Accounts Assistant	22 - 28k	22 - 28k	12 - 18	12 - 18
Payroll Clerk	18 - 28k	18 - 28k	12 - 18	12 - 18
Accounts Payable/Receivable Clerk	20 - 26k	20 - 26k	12 - 18	12 - 18

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

THAMES VALLEY

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
Finance Director (CFO)	80 - 250k	80 - 250k	500 - 1500	500 - 1500
Head of Audit	80 - 150k	80 - 150k	450 - 800	450 - 800
Group Reporting Manager	60 - 90k	60 - 90k	400 - 600	400 - 600
FP&A Manager	65 - 85k	65 - 85k	425 - 550	425 - 550
Financial Controller	65 - 120k	65 - 120k	400 - 600	400 - 600
Financial/Business Analyst	50 - 75k	50 - 75k	300 - 450	300 - 450
Finance Manager	50 - 70k	50 - 70k	300 - 450	300 - 450
Financial Accountant	50 - 65k	50 - 65k	250 - 350	250 - 350
Internal Auditor	50 - 75k	50 - 75k	250 - 450	250 - 450
Management Accountant	45 - 60k	45 - 60k	250 - 350	250 - 350
Newly-qualified (ACA)	45 - 50k	45 - 50k	220 - 270	220 - 270
Newly-qualified (CIMA/ACCA)	45 - 50k	45 - 50k	200 - 300	200 - 300
Part-qualified				
CIMA Strategic/ACCA Part 3	35 - 45k	35 - 45k	160 - 200	160 - 200
CIMA Managerial/ACCA Part 2	28 - 35k	28 - 35k	150 - 170	150 - 170
CIMA Certificate/ACCA Part 1	22 - 28k	22 - 28k	120 - 150	120 - 150

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

ST ALBANS

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2016	2017	2016	2017
Qualified				
Finance Director	85 - 140k	81 - 140k	50 - 125	50 - 125
Financial Controller	60 - 75k	60 - 75k	45 - 75	45 - 75
Group Reporting Manager	50 - 65k	50 - 65k	30 - 60	30 - 60
FP&A Manager	50 - 65k	50 - 65k	30 - 60	30 - 60
Financial/Business Analyst	40 - 50k	40 - 50k	22 - 35	22 - 35
Systems Accountant	50 - 60k	50 - 60k	30 - 50	30 - 50
Finance Manager	55 - 65k	55 - 65k	35 - 55	35 - 55
Financial Accountant	45 - 55k	45 - 55k	30 - 40	30 - 40
Management Accountant	40 - 50k	40 - 50k	25 - 35	25 - 35
Newly-qualified (ACA, CIMA, ACCA)	42 - 48k	42 - 48k	20 - 30	20 - 30
Part-qualified				
CIMA Passed Finalist	35 - 40k	35 - 40k	17 - 25	17 - 25
CIMA Strategic	35 - 40k	35 - 40k	16 - 23	16 - 23
CIMA Managerial	25 - 32k	25 - 32k	15 - 20	15 - 20
CIMA Certificate	20 - 30k	20 - 30k	12 - 17	12 - 17
ACCA Part 3	30 - 40k	30 - 40k	16 - 23	16 - 23
ACCA Part 2	25 - 35k	25 - 35k	10 - 12	10 - 12
ACCA Part 1	20 - 30k	20 - 30k	15 - 28	15 - 28
Systems Accountant	30 - 50k	30 - 50k	25 - 35	25 - 35
Credit Control Manager	30 - 45k	30 - 45k	14 - 26	14 - 26
Accounts Payable/Receivable	18 - 23k	18 - 23k	10 - 18	10 - 18
Payroll/Billings Supervisor	25 - 40k	25 - 40k	12 - 24	12 - 24
Credit Controller	20 - 25k	20 - 25k	12 - 15	12 - 15

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

STRONG ECONOMIC GROWTH AND SURGING BUSINESS CONFIDENCE MEANT HIRING MANAGERS FACED TALENT SHORTAGES AND AN INCREASINGLY COMPLEX AND COMPETITIVE RECRUITMENT MARKET IN 2016.

2016 INSIGHT

As the year started, we saw businesses shift from focusing largely on cutting costs to actively increasing headcount and pursuing business growth. Demand for professionals to fill permanent controller positions remained high across a range of sectors. Despite layoffs being announced in the banking sector, those with audit, risk analysis, compliance and digitalisation skills were highly sought after. SMEs in Belgium enjoyed a year of strong business expansion and were seeking support professionals in human resources and administration to aid further growth.

Candidates were also in demand to fill temporary roles in e-commerce firms, with many employers hiring supply chain and customer service specialists. The majority of temporary assignments were linked to business improvement projects, resulting in high demand for operational roles such as assistant accountants, credit collectors and data analysts.

Experienced interim managers, who could quickly bring added value to businesses undergoing change, were also in demand.

2017 EXPECTATIONS

As the economy continues to grow, rising confidence will mean that professionals will increasingly look for new opportunities, seeking higher salaries or better work-life balance. Despite increased candidate mobility, many employers are likely to face skills shortages as businesses across the country look to expand, with the tax shift reducing the tax burden on employers and further spurring business growth.

Risk and compliance professionals will remain highly sought after, alongside audit, controlling and investment specialists, to provide strategic insights to help support business growth. Temporary recruitment will rise as businesses recruit for operational roles in accounting, finance and administration to support ongoing business improvement projects.

To acquire top calibre professionals, employers will need to offer a stimulating and open working environment as well as transparent communication. Salaries for temporary workers in Belgium will remain relatively stable, with

slight increases anticipated for trilingual professionals who can also demonstrate strong soft skills. Interim management fees are also expected to remain stable.

Professionals in high-demand roles such as controlling, audit, accounting and consolidation may be able to secure minor salary increases when changing roles in 2017. Tech and IT specialists will be required to provide expertise for digitalisation projects, resulting in higher salaries for professionals in this field.

With flexible working hours and a good work-life balance becoming a growing priority, an increasing number of professionals, particularly at mid-level, are giving up permanent roles in order to become independent interim managers. To encourage retention in an increasingly competitive market, we recommend employers tailor reward packages to include flexible working conditions and career development opportunities. In a candidate short market, employers will also need to act quickly to ensure that positions are filled with their first choice candidate. Allowing a team to be understaffed for a protracted period incurs the added risk of losing additional team members, as extreme workloads could lead other employees to resign.



Despite layoffs in the banking sector, new jobs will be created to support the digitalisation trend.



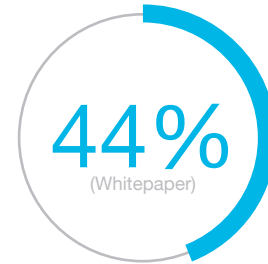
16% (Whitepaper)

of companies use career progression opportunities to deter counter-offers

The number of employers affected by talent shortages in 2016



Belgian companies that hire interim or contract staff to manage candidate shortages



KEY FINDINGS

Logistics and customer service professionals will remain highly sought after due to growing e-commerce activities.

Finance is playing a more important role in defining company strategy.

Employers will need to move fast in order to secure the best professionals.

75% (SQ)

of employers believe their staff are satisfied with their salaries

65% (SQ)

of candidates were not satisfied with the salary rise they received in 2016

(IMS)

INTERIM MANAGERS ACHIEVE QUICK RESULTS

Number one reason for hiring an interim manager

SQ: Robert Walters and Walters People Salary Questionnaire 2016.

IMS: Robert Walters Interim Management Survey 2016.

Whitepaper: Recruiting Professionals in a Candidate Short Market, June 2016.

OVERVIEW

BANKING & FINANCIAL SERVICES

In 2016 we saw many Belgian and foreign family offices and holdings opting to manage part of their capital in-house, leading to increased demand for equity and private equity investment specialists. Digitalisation projects, regulatory constraints and improving the cost-to-income share also drove demand for banking and financial services professionals across a range of fields. Auditors, risk managers and compliance officers were in high demand and we expect this trend to continue in 2017.

As financial institutions overhauled and reviewed internal processes and business models in 2016, some layoffs for permanent employees were announced and numerous local agencies are expected to close in 2017. However, the new focus on digitalisation created opportunities for IT security officers, digital managers and all round mobile banking specialists, and we expect this trend to continue.

Looking at temporary hiring trends, banks recruited junior professionals for back office roles. Demand for financial advisors was also relatively high, mainly because of internal staff movement and to replace permanent employees on sick leave.

Permanent salaries remained relatively stable, although specialists in risk management, compliance and digitalisation were able to negotiate higher salaries due to significant shortages of strong, qualified candidates in these areas. Rates for temporary roles remained stable but employers were ready to offer increases for compliance, anti-money-laundering (AML) and Know Your Customer (KYC) analysts with the exact skills and experience required.

Hiring managers became more insistent on finding candidates who were an exact fit for the role in question, resulting in longer recruitment processes during 2016. Many companies missed out on their preferred choice of candidate as a result. To secure top talent in 2017, we advise hiring managers to look beyond salary, and to highlight long-term career development and progression.

BUSINESS SUPPORT

In 2016 we saw employers significantly increase hiring activity. This marked a contrast to the past few years where the focus was largely on cost cutting. In particular, specialists in sourcing, payroll and social legislation were highly sought after. Demand for trilingual management assistants, receptionists and marketing professionals remained stable throughout the year.

Meanwhile, due to a rise in e-commerce activity, logistics and customer service professionals were highly sought after, both for long-term temporary positions and permanent roles. More than ever, hiring managers focused on sector experience and specific software knowledge, as well as strong language skills. Candidates who met these requirements often received multiple job offers, with employers competing for top talent.

With SMEs looking to expand in 2017, demand will increase for experienced support professionals in logistics, supply chain, customer service and human resources to support business growth. We anticipate that companies of all sizes will assign further budget for recruitment in 2017 and as a result hiring managers will be challenged when sourcing highly qualified candidates with strong analytical skills. Law firms, international companies and European institutions will continue to hire administrative professionals to support their businesses in Belgium.

Salaries remained relatively stable in 2016 and no major changes are anticipated in 2017. We expect hiring managers will become more insistent on finding professionals who are a precise match for their hiring criteria, focusing on finding the perfect candidate, before committing to making an offer. This could lead to an increase in assessments and tests during the hiring process. However, to secure the best talent, employers should shorten their recruitment process, offer broader roles and consider wider incentives such as flexible work and training opportunities.

COMMERCE & INDUSTRY

Hiring activity was low at the start of 2016, despite hiring managers being given higher budgets for recruitment. However, as Belgian SMEs and international companies increased investment in new projects in 2016, a significant number of newly created positions became available, especially in accounting, internal audit, analysis and controlling. The Antwerp region specifically saw higher levels of recruitment, with a strong increase in the hiring of permanent finance staff.

With finance professionals playing an increasingly prominent role in shaping growth strategies for companies, hiring managers were highly selective when recruiting and were particularly interested in hiring controllers and analysts with strong business acumen and the ability to bring added value to the business. Finance professionals, particularly those possessing these high demand skills, became more confident and were again willing to change jobs. As a result, accounting practices had difficulty retaining staff, leading to a growing demand for multilingual accountants, and we expect this trend to continue in 2017.

Across temporary recruitment we saw significant demand for high potential professionals who were available for more junior operational roles such as assistant accountant, general ledger accountant, credit collector and data analyst, to support companies in their process improvement projects. Finance professionals demonstrating strong language, communication and commercial skills, on top of their numerical and technical abilities, will remain the most sought after in 2017.

As the competition for talent remains strong, hiring managers will need to keep recruitment processes short and efficient in order to avoid losing the right candidates and risking buy-back offers. The salary rises we saw in 2016 for permanent positions will increase in 2017 with companies also offering additional fringe benefits and flexibility to provide a better work-life balance. Rates for temporary roles will mainly remain stable, however employers are more flexible around negotiating salaries if candidates meet all expectations.

INTERIM MANAGEMENT

The finance, human resources and supply chain sectors were responsible for driving the bulk of demand for interim managers throughout 2016. The majority of interim management positions were linked to process optimisation projects in lean structured organisations lacking a specific competence. The pharmaceutical, telecom, aviation, energy, retail and industrial sectors were all active in recruiting interim professionals to oversee such projects.

Many senior professionals chose to move from permanent roles into independent interim management positions. Entrepreneurial mid-level professionals were also looking for a better work-life balance and more flexibility and many became available for interim management assignments, giving hiring managers a wider pool of talent to choose from.

Companies undergoing organisational changes preferred to recruit specialist interim managers rather than generalist permanent staff, especially for projects related to digitalisation, cost optimisation, compensation and benefits, talent management and supply chain management.

Fees for interim managers remained stable and we do not expect increases in 2017. Companies will continue to hire interim HR managers, controllers and treasury managers with sector experience, particularly as they prove to provide quick results and add value to the business.



BELGIUM

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 9 YRS' EXP		9 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Managing Director					207 - 400k	207 - 400k
Finance Director/CFO	102 - 189k	102 - 189k	103 - 195k	103 - 195k	155 - 300k	155 - 300k
Internal Auditor/Manager/Director	79 - 145k	79 - 145k	103 - 215k	103 - 215k	155 - 300k	155 - 300k
Risk Manager/Director	85 - 130k	85 - 130k	93 - 160k	93 - 160k	155 - 300k	155 - 300k
Legal/Compliance Manager	90 - 150k	90 - 150k	110 - 210k	110 - 210k	165 - 260k	165 - 260k
Life/Non-life Actuary	74 - 125k	74 - 125k	83 - 142k	83 - 142k	106 - 186k	106 - 186k
HR Manager/Director	74 - 111k	74 - 111k	93 - 150k	93 - 150k	104 - 250k	104 - 250k
Institutional Sales Manager	74 - 105k	74 - 105k	83 - 121k	83 - 121k	95 - 222k	95 - 222k
Financial Controller/Analyst	60 - 105k	60 - 105k	80 - 121k	80 - 121k	80 - 150k	80 - 150k
Corporate Finance Specialist	69 - 100k	69 - 100k	83 - 121k	83 - 121k	95 - 179k	95 - 179k
Asset/Portfolio Manager	69 - 100k	69 - 100k	72 - 105k	72 - 105k	90 - 142k	90 - 142k
Private/Corporate Banker	69 - 100k	69 - 100k	83 - 121k	83 - 121k	95 - 222k	95 - 222k
Accounting Manager	63 - 111k	63 - 111k	88 - 127k	88 - 127k	100 - 148k	100 - 148k
BI Manager	75 - 90k	75 - 95k	80 - 100k	80 - 105k	100 - 120k	110 - 130k
IT Security Risk Officer	55 - 65k	55 - 70k	60 - 75k	60 - 80k	70 - 110k	70 - 115k

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

BELGIUM

COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Chief Financial Officer					150 - 400k	150 - 400k
Finance Director					110 - 200k	115 - 200k
F&A Manager			75 - 90k	75 - 100k	90 - 115k	95 - 120k
Internal Audit	60 - 80k	60 - 80k	80 - 105k	80 - 100k	100 - 120k	110 - 130k
Accounting Manager/Director			70 - 85k	70 - 90k	80 - 125k	90 - 125k
Financial Analyst/Controller	50 - 70k	50 - 75k	70 - 95k	75 - 100k	90 - 120k	95 - 120k
Business Analyst/Controller	55 - 80k	60 - 85k	75 - 100k	80 - 105k	90 - 130k	95 - 135k
Legal Manager/Director			90 - 125k	90 - 125k	100 - 190k	100 - 190k
Consolidation Manager			80 - 90k	80 - 95k	90 - 115k	95 - 120k
Treasurer/Group Treasurer	65 - 75k	65 - 80k	85 - 115k	85 - 120k	110 - 140k	115 - 140k
Treasury Analyst	55 - 65k	60 - 70k	70 - 85k	70 - 85k		
Tax Manager/Director			85 - 125k	90 - 125k	120 - 180k	125 - 180k
Legal Counsel	70 - 90k	75 - 95k	95 - 125k	95 - 130k	100 - 140k	100 - 145k

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

BELGIUM

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Expert & Technical						
Research & Development	55 - 72k	55 - 72k	65 - 90k	65 - 90k	85 - 150k	85 - 150k
Process Design	50 - 75k	50 - 75k	60 - 75k	60 - 75k	75 - 95k	75 - 95k
Product/Application Engineering	50 - 65k	50 - 65k	68 - 82k	68 - 82k	82 - 105k	82 - 105k
Infrastructure & Construction						
Project Management	55 - 70k	55 - 70k	65 - 85k	65 - 90k	90 - 130k	90 - 150k
Infrastructure Engineering	50 - 75k	55 - 75k	60 - 75k	65 - 85k	90 - 120k	90 - 130k
Specialised Engineering	50 - 70k	50 - 70k	65 - 100k	65 - 100k	90 - 130k	90 - 130k
Projects/Methods						
Contract Management	50 - 65k	50 - 65k	65 - 90k	65 - 90k	90 - 150k	90 - 150k
Construction Engineering	50 - 70k	50 - 70k	65 - 85k	65 - 85k	85 - 150k	85 - 150k
Methods/Technology Engineering	50 - 65k	50 - 65k	80 - 100k	80 - 100k	100 - 150k	100 - 150k
Health/Safety/Environmental	50 - 65k	50 - 65k	70 - 95k	70 - 95k	90 - 135k	95 - 135k
Quality Assurance/Methods	45 - 60k	45 - 60k	60 - 80k	60 - 80k	80 - 110k	80 - 110k

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

BELGIUM

INTERIM MANAGEMENT

ROLE	DAILY CLIENT RATE EUR (€)	
	2016	2017
General Management		
CEO/Business Unit Director	1400 - 1800	1400 - 1800
Finance		
Chief Financial Officer	1140 - 1400	1140 - 1400
Group Controller/Finance Director	1000 - 1350	1000 - 1350
Controller/Finance Manager	900 - 1100	900 - 1100
Risk/Tax/Treasury Manager	900 - 1100	900 - 1100
Senior Financial Analyst	750 - 950	750 - 950
Accounting Manager	720 - 900	720 - 900
Human Resources		
Group HR Director	1200 - 1400	1200 - 1400
HR Manager	1000 - 1250	1000 - 1250
HR Business Partner	900 - 1100	900 - 1100
Production/Logistics/Purchasing		
Plant Director	1000 - 1350	1000 - 1350
Supply Chain Director	1000 - 1350	1000 - 1350
ERP Specialist	1000 - 1300	1000 - 1300
Purchase Manager	860 - 1100	860 - 1100
Quality/Safety Manager	800 - 1000	800 - 1000
IT		
Chief Information Officer	1100 - 1400	1100 - 1400
IT Manager	950 - 1200	950 - 1200
Programme/Project Management		
Programme Manager	1200 - 1500	1200 - 1500
Project Manager	1000 - 1300	1000 - 1300

NB: Interim management figures are daily client rates.

BELGIUM

CONTRACT BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Student Job	1600 - 1900	1600 - 1900				
Administration						
Office Assistant	1800 - 2100	1800 - 2100	2000 - 2500	2000 - 2500	2400 - 2800	2400 - 2800
Management Assistant	1800 - 2400	1800 - 2400	2200 - 2900	2200 - 2900	2500 - 3500	2500 - 3500
Personal/Executive Assistant			2400 - 3000	2400 - 3000	2800 - 4800	2800 - 4800
Office Manager			2300 - 3000	2300 - 3000	2500 - 3800	2500 - 3800
Legal Assistant/Secretary	1800 - 2500	1800 - 2500	2100 - 2800	2100 - 2800	2500 - 3400	2500 - 3400
Internal Sales & Logistics						
Sales Assistant	1850 - 2300	1850 - 2300	2300 - 2700	2300 - 2700	2400 - 3200	2400 - 3200
Customer Service Representative	1850 - 2500	1850 - 2500	2200 - 2800	2200 - 2800	2500 - 3500	2500 - 3500
Customer Service Team Leader	1850 - 2500	1850 - 2500	2500 - 3800	2500 - 3800	3000 - 5000	3000 - 5000
Supply Chain Officer	1850 - 2400	1850 - 2400	2200 - 2800	2200 - 2800	2500 - 3300	2500 - 3300
Purchasing Officer	1800 - 2250	1800 - 2250	2100 - 2800	2100 - 2800	2500 - 3200	2500 - 3200
Logistics Administrator	1700 - 2300	1700 - 2300	2200 - 2600	2200 - 2600	2300 - 3000	2300 - 3000
Marketing & Communications Officer	1800 - 2400	1800 - 2400	2300 - 2800	2300 - 2800	2500 - 3000	2500 - 3000
Human Resources						
HR Assistant	1800 - 2200	1800 - 2200	2200 - 2800	2200 - 2800	2400 - 3200	2400 - 3200
HR Officer	2000 - 2500	2000 - 2500	2200 - 3000	2200 - 3000	2500 - 4000	2500 - 4000
Payroll Officer	1800 - 2500	1800 - 2500	2300 - 3200	2300 - 3200	2500 - 4000	2500 - 4000
HR Business Partner			2500 - 3200	2500 - 3200	3000 - 4000	3000 - 4000

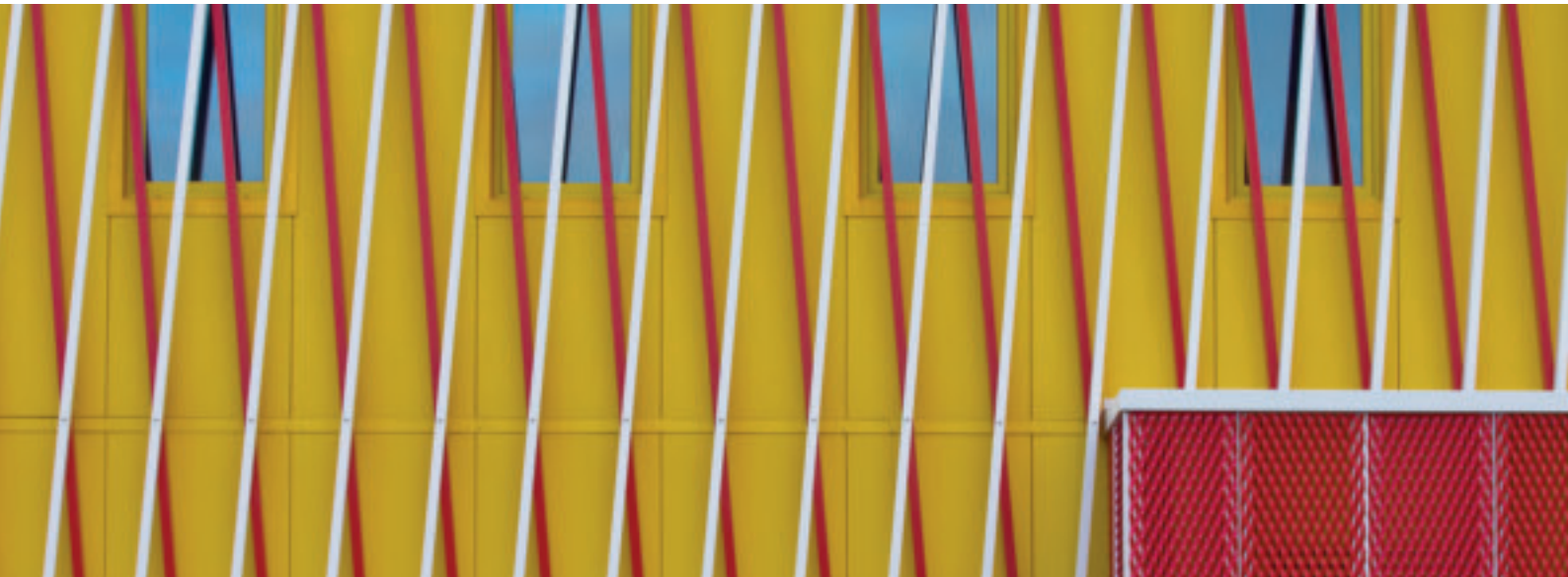
NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BELGIUM

CONTRACT FINANCE

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Brussels						
Student Job	1600 - 1900	1600 - 1900				
Junior Accountant	1900 - 2000	1900 - 2000				
Assistant Accountant (AP/AR)	1900 - 2300	1900 - 2300	2100 - 2800	2100 - 2800	2800 - 3200	2800 - 3200
General Ledger Accountant	1800 - 2100	1800 - 2100	2400 - 3100	2400 - 3100	3000 - 3600	3000 - 3600
Senior/Chief Accountant			3000 - 3700	3000 - 3700	3300 - 4500	3300 - 4500
Credit Collector	2000 - 2600	2000 - 2600	2400 - 3000	2400 - 3000	2800 - 3600	2800 - 3600
Payroll Specialist	2000 - 2600	2000 - 2600	2500 - 3300	2500 - 3300	3100 - 4100	3100 - 4100
Business Analyst	2100 - 2700	2100 - 2700	2600 - 3600	2600 - 3600	3400 - 4500	3400 - 4500
Financial Controller	2200 - 2800	2200 - 2800	2700 - 3700	2700 - 3700	3500 - 4900	3500 - 4900
Back Office Employee	2200 - 2500	2200 - 2500	2500 - 3200	2500 - 3200	3200 - 3500	3200 - 3500
Middle Office Employee	2400 - 2800	2400 - 2800	2800 - 3500	2800 - 3500	3500 - 4000	3500 - 4000
Antwerp, East Flanders & Flemish Brabant						
Student Job	1600 - 1900	1600 - 1900				
Junior Accountant	1800 - 2100	1800 - 2100				
Assistant Accountant (AP/AR)	1800 - 2100	1800 - 2100	2100 - 2800	2100 - 2800	2800 - 3200	2800 - 3200
General Ledger Accountant	1800 - 2100	1800 - 2100	2300 - 2900	2300 - 2900	2900 - 3400	2900 - 3400
Senior/Chief Accountant			2800 - 3500	2800 - 3500	3100 - 4300	3100 - 4300
Credit Collector	1900 - 2400	1900 - 2400	2100 - 2700	2100 - 2700	2600 - 3100	2600 - 3100
Payroll Specialist	1900 - 2500	1900 - 2500	2400 - 3000	2400 - 3000	2800 - 3600	2800 - 3600
Business Analyst	2000 - 2500	2000 - 2500	2400 - 3000	2400 - 3000	2600 - 3600	2600 - 3600
Financial Controller	2100 - 2600	2100 - 2600	2600 - 3500	2600 - 3500	3300 - 4100	3300 - 4100

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



AFTER A SLOW START TO 2016, EMPLOYERS IN FRANCE SHOWED SIGNS OF GROWING CONFIDENCE IN THE SECOND HALF OF THE YEAR WITH AN INCREASE IN DIGITAL AND HIGH TECH PROJECTS CONTRIBUTING TO RISING HIRING LEVELS.

2016 INSIGHT

As the French economy improved throughout 2016, employers responded by increasing recruitment levels to acquire staff for new projects. IT system overhauls, digitalisation and change projects were all major sources of demand for professionals across all levels of seniority.

As confidence grew among employers, senior professionals were particularly sought after to develop and implement long-term growth plans.

2017 EXPECTATIONS

In 2016 we saw hiring managers prioritise the recruitment of junior candidates with strong interpersonal skills, high potential and the ability to adapt. As employers prepare for new roles appearing in the next 5-10 years, we expect to see this trend continue in 2017.

With growing demand for talent, hiring managers will be increasingly open to recruiting candidates with diverse experience and from a broader range of professional backgrounds. Professionals with international experience will be particularly highly sought after.

Given the shortage of candidates who meet this criteria, there will be strong competition amongst hiring managers to secure top talent. While salaries will remain stable for all but the

most niche skill sets, training opportunities, career development, international exposure, and an agile working environment will have a significant impact on jobseekers' choices.

Healthcare, luxury consumer products and engineering will represent major growth sectors, with professionals in high demand for both permanent and interim roles.



In 2017 we expect competition for top talent to increase, with employers willing to offer more development opportunities and shortening the recruitment process in order to secure their ideal candidates.



+ 34% (EJI)

Year-on-year increase in the number of jobs advertised in France

2016 INCREASE IN JOBS ADVERTISED (EJI)

LILLE

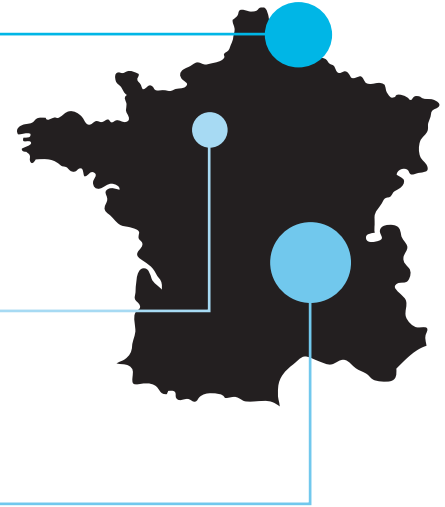
38%

PARIS

29%

LYON

69%

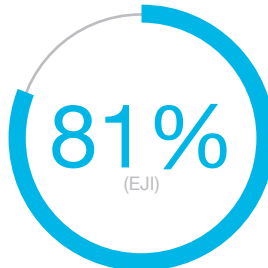


KEY FINDINGS

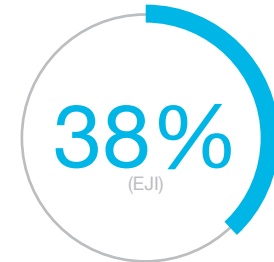
Employers will focus on planning for the next 5-10 years with a view to hiring candidates with strong soft skills, high potential and the ability to adapt.

Healthcare, luxury consumer products and engineering will be major growth sectors, with professionals in high demand for both permanent and interim roles.

French professionals who take internal progression opportunities into consideration before accepting a job offer



Increase in advertised sales jobs in France



EJI: Robert Walters European Job Index, Q3 2015 v Q3 2016.

OVERVIEW

ACCOUNTING & FINANCE

PERMANENT

In 2016, employers consistently looked for experts in consolidation and CISA (Certified Information Systems Auditor) with candidates possessing international experience in particularly high demand – this trend will continue in 2017. Candidates were especially sought after if they were willing to move geographically to work in newly developed shared service centres outside of traditional business hubs.

Retailers and FMCG firms are expected to enjoy strong growth in 2017, creating opportunities for finance professionals to fill both 'core' finance roles and other strategic positions. Succession planning will be a high priority for finance directors to ensure business growth remains sustainable as senior finance professionals reach retirement age. As a result, candidates who can demonstrate leadership skills, ambition and adaptability will be highly sought after.

INTERIM

In 2017 hiring managers will continue seeking interim staff to oversee large-scale change projects and process reviews. In particular, interim professionals with experience in consolidation, treasury, IFRS accountancy and industrial business controls will see high demand for their skills.

CONTRACT

In 2016 demand was high for operational professionals with vocational qualifications and a strong command of English and ERP systems. In 2017 we expect hiring managers to become more open to hiring candidates with diverse educational backgrounds in order to overcome a shortage of junior finance professionals. Temporary contracts are increasingly being used by companies as a way to assess candidates before offering permanent positions.

BANKING & FINANCIAL SERVICES

PERMANENT

In 2016 banks and financial services firms were focused on hiring professionals for front office roles. In 2017, candidates with a background in sales will be the most sought after by retail banks as employers look to replace professionals who are retiring.

Banks are also eager to recruit specialists in French and EU risk management and compliance regulations, along with private banking and M&A professionals. In addition, larger firms will drive demand for IT specialists with a thorough knowledge of the banking sector in order to oversee digitalisation projects.

INTERIM

While salaries are expected to remain stable for contract professionals, hiring managers have become more selective and will favour

candidates with a strong technical background and excellent references. Fintech will provide the bulk of opportunities for interim managers as the industry has to deal with regulatory changes. Therefore, risk and compliance officers will be particularly sought after.

CONTRACT

While salaries are expected to remain stable for contract professionals, hiring managers have become more selective and will favour candidates with vocational training (from BTS to DSCG) and excellent references. Fintech and online banking services will provide the bulk of opportunities for contract jobseekers.

Compliance experts will be sought after to help banks to limit their risks in 2017. Multilingual professionals will also be in demand by foreign banks as they look to open French subsidiaries, while real estate investment trusts will create opportunities for local contractors.

BUSINESS SUPPORT

We expect salaries for business support professionals to remain stable in 2017, with employers seeking candidates with industry-specific skills and a strong command of English. Bilingual executive assistant roles will account for the bulk of demand but we also expect to see rising levels of recruitment for office managers and flexible team assistants.

KEY TRENDS

- ▶ We expect top talent in all markets and disciplines to command salary rises of 10-20% in 2017.
- ▶ We witnessed a growing enthusiasm among candidates to work in the regions.
- ▶ Professionals are increasingly demanding a stimulating and open working environment, where communication and collaborative skills are highly valued.
- ▶ The most popular hires of 2017 will be those that enable digital transformation. Roles in demand will include: chief digital officer, data scientist, traffic manager, e-CRM manager, m-commerce manager and online customer service professionals.

CONSULTING

Consulting firms saw strong growth in 2016 due to increased demand for their services from financial services and industrial firms. This in turn spurred high levels of recruitment, with consultancies increasing the size of their workforce by up to 25%, with much of this hiring at the junior end. In 2017 we anticipate a chronic shortage of mid-level professionals and employers will need to consider candidates from a more diverse range of talent pools, such as those with an industry background, to fill business critical roles.

ENGINEERING & SUPPLY CHAIN

PERMANENT

Demand for technical experts remained high thanks to growth within the industrial sector in 2016. In 2017, employers will seek engineers who can demonstrate business acumen in addition to strong technical knowledge. Candidates with the ability to act as strategic business partners will be set apart from the

competition and highly sought after. The automotive industry is expected to see strong growth in particular, and will be the source of much of the demand for engineering and supply chain professionals.

Hiring managers will focus on recruiting heads of programmes and project managers with a client-centred approach and the ability to add value to international projects. We also expect employers will continue adding headcount to supply chain teams, creating opportunities for professionals with experience managing complex projects. In addition, specialist engineers will also be in demand from firms adopting new purchasing, delivery and transportation technologies.

INTERIM

In 2016 we saw high levels of growth in the utilities, automotive and aeronautics industries, spurring demand for mid-level interim professionals to oversee restructuring programmes. In particular, vacancies for plant directors and heads of procurement were common.

In 2017, demand will remain high for experienced interim experts to provide support to the aeronautics and automotive sectors. Engineering firms are also likely to make use of interim professionals as a short-term solution to support growth as they look to expand. Candidates with international mobility and previous experience working overseas will also be highly sought after, with many employers looking for candidates who are ready to work in Eastern Europe, Northern Africa and Asia.

CONTRACT

In 2016 many firms recruited sales administration assistants on a contract basis to cope with the influx of new business and to process client orders. However, despite the rising need for contractors, salaries will remain stable in 2017.

Employers will favour technical experts with sector specific knowledge in 2017. In addition to procurement assistants and database officers, we expect SAP specialists with a strong command of English to remain the most sought-after contractors.

HEALTHCARE

In 2017 we expect healthcare employers to recruit heavily across a number of disciplines, with the focus on developing innovative solutions to meet rising consumer demand. In addition, the growth of the biotechnology industry and the rise in the number of firms listed on the stock market are also expected to drive recruitment across the industry. Growing international demand for French-made medical devices and equipment will also spur increased hiring, with Lyon in particular a major hub for orthopaedic prosthetic production and research.

R&D and business development professionals will be highly sought after by biotechnology companies while experts in regulatory affairs, quality control and technical sales will be in demand from medical device manufacturers. Senior and mid-level professionals will be most sought after, with a particular emphasis on those with international experience in the USA or Japan.



OVERVIEW

HUMAN RESOURCES

PERMANENT

In 2016, HR professionals were under pressure to develop long-term talent management and succession strategies to ensure future sustainability of the company. As a result, demand was high for professionals who could demonstrate strong communication skills and the ability to provide strategic insights to the business. We anticipate this trend will continue in 2017, with mid-level professionals with experience in employer branding in particularly high demand.

Hiring managers will need to provide potential candidates with long-term career prospects and collaborate closely with other departments to develop recruitment strategies for filling business critical roles. Attracting top talent will also be heavily dependent on employers demonstrating that they have policies in place to promote work-life balance.

INTERIM

In 2016, extensive change projects within companies across a range of industries drove demand for interim HR managers. As the economy recovered, mergers and acquisitions, offshoring and internal restructuring programmes were common, requiring short-term HR professionals to oversee these changes.

Many companies also moved towards outsourcing or centralising their HR support functions in 2016, creating further opportunities for interim HR professionals to manage the transition process.

With economic growth expected to continue in 2017, these trends are likely to persist, leaving interim HR managers highly sought after. We also anticipate distribution and e-commerce companies to be active in recruiting specialists who can support their growth by developing their HR management processes.

CONTRACT

Following the implementation of new Déclaration Sociale Nominative (DNS) regulations, HR

contractors in payroll and administrative roles were highly sought after.

In 2017, employers will continue seeking HR contractors to fill payroll officer, training officer and recruitment officer positions, using contractors as a 'safe' way to fill business critical roles before hiring permanent staff. In a candidate short market, professionals will be increasingly selective when choosing an employer and hiring managers will need to ensure that recruitment processes are quick and efficient to secure the best talent.

INFORMATION TECHNOLOGY

PERMANENT

As firms across a range of industries move to embrace digitalisation, demand for IT professionals was high across all levels of seniority in 2016. In 2017, data project managers will be particularly highly sought after. In addition, IT experts who can demonstrate strong operational and technical skills will see an increase in job opportunities, especially if they can show business acumen.

In a candidate short market, hiring managers will need to demonstrate career development opportunities when interviewing a promising candidate and then move quickly to make an offer. Hiring managers should also be prepared to consider candidates from more diverse backgrounds in terms of previous career history and education to ensure roles are not left vacant.

INTERIM

In 2016 interim CIOs were sought by employers to oversee relocation projects such as the opening or closing of subsidiaries. They were also in demand to deploy strategic, company-wide change projects with a strong focus on re-investment, cost effectiveness and agility.

In 2017, we expect to see an increased number of large-scale projects such as setting up skill centres, insourcing initiatives and process re-engineering. Managers who can demonstrate strong business acumen and high levels of technical proficiency will be in particular demand to oversee these projects.

CONTRACT

Demand for IT contractors was high in 2016 leading to a 3% rise in salaries, allowing professionals to secure pay rises when changing employers. In 2017, IT contractors will be highly sought after for transformation and innovation projects, particularly in the software industry, where junior to mid-level professionals will see highest demand for their skills.

INSURANCE

PERMANENT

Actuaries were in high demand in 2016, particularly professionals who were able to combine strong technical expertise with the ability to collaborate across divisions within the company. This trend is expected to continue in 2017, with actuaries demonstrating this skill set being able to negotiate salary increases when changing roles.

The implementation of the Accord National Interprofessionnel (ANI) regulations will continue to motivate employers to recruit key account managers, underwriters and qualified managers. We expect companies to favour internal promotion when filling management roles in order to retain the best talent.

INTERIM

In 2016 health insurance companies increased hiring levels to help manage the introduction of new SOLVENCY II regulations and we expect this trend to continue in 2017. Actuaries, along with other interim compliance and business control experts will be highly sought after to continue implementing deployment plans and measure their efficiency.

CONTRACT

In 2016 contractors across the insurance sector were in high demand with salary levels rising to reflect market conditions. In 2017 demand will be more focused on personal insurance professionals, specifically in estate planning and unclaimed/dormant assets. Due to a lack of professionals with the required qualifications and experience, both candidates and

companies will become more selective, making hiring more challenging.

Hiring managers looking to secure top talent will need to ensure that they provide a clear detailed description of the project and offer training and career development. In 2017, there will be steady demand for professionals to fill providence and loan insurance vacancies. However, companies will also be hiring more client-facing professionals in order to take advantage of clients switching insurance providers.

REAL ESTATE

PERMANENT

Hiring levels were high for real estate professionals in 2016 and we expect this to continue throughout 2017. With mid-sized companies setting ambitious goals in order to compete with large development firms and commercial real estate development companies opening residential operations, real estate experts will be sought after in 2017, along with professionals to fill technical management jobs from conception to construction.

INTERIM

In 2016, investment funds and property companies re-entered the residential and commercial markets. Consequently, in 2017, we expect high demand for interim financial directors, programme and project directors. Professionals with diverse experience, including former managing directors, will be the most sought after due to their ability to add immediate

value. Employers will also favour technical professionals with demonstrable experience in fund and rental management.

CONTRACT

In 2016 a new wave of professionals joined the workforce from university programmes focused on property management, wealth management and assisted living home management, giving employers access to a large talent pool of junior candidates. In 2017, demand for these candidates will remain high as real estate jobs will continue to diversify, providing opportunities in several disciplines including property, investment, wealth and transaction management. In 2016 the construction industry drove steady demand for mid-level professionals with 5-10 years of experience. Temping has increased which provided opportunities for many newly-qualified professionals.

The Grand Paris project, a huge, €30 billion initiative that encompasses major work in infrastructure and transportation, with a goal of creating over 70,000 housing units per year over the next two decades, will also provide a constant source of opportunities for real estate contractors.

SALES & MARKETING

In 2016, digital experts saw a significant increase in demand for their skills, with firms ranging from blue-chip companies to start-ups looking to invest in e-commerce offerings. This trend will continue in 2017 with retail, luxury, and FMCG companies looking to expand, creating opportunities for sales professionals, business

development managers and key account managers. Marketing candidates who can demonstrate creativity, curiosity and the ability to manage complex digital strategies will be most highly sought after.

TAX & LEGAL

PERMANENT

In 2016, professionals with expertise in regulated sectors such as banking and insurance were in high demand, and managers were flexible in terms of salary in order to secure the most desirable candidates. This trend will continue in 2017 with employers looking to recruit legal professionals who can provide strategic insights to help guide company policy. Moreover, the scope of legal counsels is broadening with the creation of roles such as data privacy officer, trade compliance, corporate governance and contract manager, with more of these vacancies anticipated.

Throughout 2016 private practice firms focused their recruitment on corporate law specialists, with experts in M&A, private equity and capital market being the first to benefit from this trend. However, after years of continued growth, demand for labour law specialists is winding down. In 2017, law firms will seek associates with a large client portfolio in order to reinforce their position. This trend will also impact tax professionals where teams will want to hire seasoned candidates. The creation of new practices, from spin-offs to the opening of subsidiaries abroad, will continue.

INTERIM

In 2016, companies hired more interim experts to manage their tax team, process redesign, M&A and transfer price issues. This trend will remain strong in 2017 and the growing number of tax audits and regulatory constraints will compound an already active need for interim managers.

45%

Increase in **Human Resources** job volumes in France

21%

Increase in **Accounting & Finance** job volumes in France

15%

Increase in **IT** job volumes in France

PARIS

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Generalist						
CFO					200 - 350k	200 - 370k
Finance Director - SME					120 - 200k	120 - 200k
Finance Director - BU			80 - 100k	80 - 100k	100 - 130k	100 - 130k
Internal Auditor/Manager/Director	50 - 70k	50 - 70k	75 - 110k	75 - 110k	110 - 150k	110 - 150k
Controlling Manager/Director	50 - 70k	50 - 70k	70 - 100k	70 - 100k	100 - 150k	100 - 150k
Accounting Manager/Director	50 - 75k	50 - 75k	75 - 100k	75 - 100k	90 - 150k	90 - 150k
FP&A Manager/Director	45 - 65k	45 - 65k	60 - 90k	60 - 90k	90 - 110k	90 - 110k
Specialist						
M&A Manager/Director	50 - 80k	50 - 80k	90 - 130k	90 - 130k	130 - 200k	130 - 200k
Treasury Manager/Director	45 - 65k	45 - 65k	65 - 100k	65 - 100k	110 - 160k	110 - 160k
Consolidation Manager/Director	55 - 80k	55 - 80k	80 - 110k	80 - 110k	110 - 130k	110 - 130k

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

PARIS

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking						
COO					150k+	150k+
Private Equity	60 - 80k	60 - 80k	80 - 150k	80 - 150k	150k+	150k+
Asset Manager	50 - 85k	50 - 85k	95 - 130k	95 - 130k	140k+	140k+
M&A	60 - 85k	60 - 85k	80 - 140k	80 - 140k	140k+	140k+
Coverage/Corporate Banking	55 - 90k	55 - 90k	85 - 130k	85 - 130k	130k+	130k+
Compliance Department	40 - 65k	40 - 65k	70 - 110k	70 - 110k	120k+	120k+
Private Banking	50 - 70k	50 - 70k	75 - 95k	75 - 95k	100k+	100k+
Product Specialist			65 - 90k	65 - 90k	95k+	95k+
Finance Director	50 - 65k	50 - 65k	60 - 95k	60 - 95k	90k+	90k+
Retail Banking						
Risk Manager	50 - 65k	50 - 65k	65 - 90k	65 - 90k		
Branch Manager	45 - 60k	45 - 60k	60 - 75k	60 - 75k		
Enterprise Adviser	45 - 60k	55 - 65k	55 - 75k	55 - 75k		
Private Banking Manager	45 - 55k	45 - 65k	55 - 70k	55 - 80k		
Private Banking Relationship Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k		
Credit Analyst	45 - 55k	45 - 55k	55 - 65k	60 - 70k		

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

PARIS

SALARIES

CONSULTING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Strategy	60 - 80k	60 - 80k	90 - 150k	90 - 150k	160k+	160k+
Organisation & Management	50 - 65k	50 - 65k	65 - 110k	65 - 110k	120k+	120k+

ENGINEERING & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Research & Development						
Head of R&D			80 - 110k	80 - 110k	110k+	110k+
Specialist			75k+	75k+	80k+	80k+
Manufacturing & Project						
COO			100k+	100k+	130k+	130k+
Maintenance Manager			60 - 90k	60 - 90k	80 - 100k	80 - 100k
UAP Manager	55 - 70k	55 - 70k	65 - 85k	65 - 85k	80k+	80k+
Programme Director	55 - 70k	55 - 70k	65 - 85k	65 - 85k		
Continuous Improvement						
Quality Manager/Director			75 - 100k	75 - 100k	95k+	95k+
Lean Manufacturing Manager/Director	55 - 70k	55 - 70k	65 - 85k	65 - 85k	80 - 110k	80 - 110k
HSE Manager/Director	50 - 65k	50 - 65k	65 - 80k	65 - 80k	75 - 100k	75 - 100k
Supply Chain & Procurement						
Supply Chain Manager/Director			90k+	90k+	115k+	115k+
Procurement Manager/Director			75 - 95k	75 - 95k	110k+	110k+
Buyer	45 - 60k	45 - 60k	55 - 75k	55 - 75k		

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

PARIS

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Generalist						
HR Director International	80 - 100k	80 - 110k	90 - 140k	90 - 140k	120k+	130k+
HR Director France	65 - 90k	65 - 95k	90 - 120k	90 - 125k	120k+	130k+
HR Business Partner	55 - 70k	55 - 75k	65 - 85k	65 - 90k	90k+	90k+
Training & Development						
HR Development Manager	60 - 75k	60 - 75k	70 - 90k	75 - 90k	90k+	90k+
Talent Acquisition Manager	60 - 70k	60 - 75k	70 - 90k	75 - 95k	90k+	90k+
Training Manager	55 - 65k	55 - 70k	60 - 80k	65 - 85k	75k+	80k+
Specialist						
Labour Relations Manager/Director	65 - 80k	70 - 85k	75 - 95k	80 - 95k	100k+	100k+
Comp & Ben Manager	60 - 75k	60 - 80k	75 - 90k	80 - 95k	95k+	95k+
Payroll Manager	55 - 65k	55 - 75k	60 - 75k	60 - 80k	75 - 90k	75 - 90k
Social Business Controlling Mgr	55 - 65k	55 - 70k	60 - 75k	65 - 75k	75 - 90k	80 - 90k
Labour Law Jurist	50 - 60k	55 - 65k	60 - 80k	65 - 80k	80k+	80k+
HRIS Manager	55 - 65k	55 - 65k	60 - 70k	65 - 75k	70k+	75k+

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

PARIS

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Management						
CIO			95 - 140k	90 - 140k	145k+	145k+
Chief Digital Officer			80 - 110k	90 - 120k	100k+	110k+
Chief Information Security Officer	80 - 85k	85 - 90k	85 - 105k	105 - 110k	105k+	110k+
Project Management						
BI Manager	60 - 65k	60 - 65k	65 - 75k	65 - 75k	75k+	75k+
IT Key Account Manager	50 - 60k	55 - 65k	60 - 70k	60 - 70k	70k+	70k+
Delivery Manager/Service Delivery Mgr			60 - 75k	65 - 75k	80 - 95k	80 - 95k
Digital						
Digital Project Manager	45 - 55k	50 - 60k	55 - 65k	60 - 70k	70k+	70k+
SEO Project Leader	45 - 55k	48 - 58k	55 - 65k	58 - 68k	65k+	70k+
Data Manager	52 - 58k	55 - 65k	60 - 70k	62 - 70k	70k+	75k+
E-CRM Project Manager	50 - 55k	50 - 55k	55 - 65k	55 - 65k	65 - 80k	65 - 80k
Data Scientist	55 - 65k	60 - 68k	60 - 75k	65 - 85k	85k+	85k+
ERP						
Domain Leader			80 - 85k	80 - 85k	90k+	90k+
ERP Consultant	50 - 60k	50 - 60k	60 - 70k	60 - 70k		
Competency Centre Director			100 - 105k	100 - 105k	100 - 120k	100 - 120k
Technical						
Technical Leader	50 - 60k	55 - 65k	70 - 75k	70 - 75k	75k+	75k+
IS Architect			60 - 80k	65 - 85k	85 - 100k	85 - 100k
IT Security Consultant	70 - 75k	80 - 85k	80 - 95k	85 - 100k	100k+	100k+
Infrastructure Engineer	45 - 55k	45 - 60k	50 - 65k	50 - 65k	60k+	65k+
IT Project Manager	52 - 55k	50 - 55k	55 - 65k	55 - 65k	70 - 85k	70 - 85k

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

PARIS

INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Actuary	55 - 70k	55 - 70k	70 - 100k	70 - 100k	100k+	110k+
Underwriter	45 - 60k	45 - 60k	60 - 90k	70 - 100k	90k+	100k+
Key Account Manager	40 - 50k	50 - 60k	45 - 60k	60 - 80k		
Back Office Manager			40 - 55k	45 - 55k	60 - 70k	60 - 70k

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

PARIS

REAL ESTATE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Asset Management						
Investment Manager/Director	45 - 75k	45 - 75k	70 - 110k	70 - 110k	110 - 200k	110 - 200k
Asset Manager/Director	45 - 60k	45 - 60k	75 - 120k	75 - 120k	100 - 180k	100 - 180k
Property Manager/Director	45 - 55k	45 - 55k	55 - 75k	55 - 75k	80 - 120k	80 - 120k
Property Development						
Programme Manager/Director	45 - 55k	45 - 55k	65 - 115k	65 - 115k	100 - 130k	100 - 130k
Development Manager/Director	55 - 60k	55 - 60k	60 - 65k	60 - 65k	85 - 100k	85 - 100k
Technical Director					70k+	70k+
Sales Director	45 - 75k	45 - 75k	55 - 90k	55 - 90k	70 - 120k	70 - 120k
Buyer Counselling						
Real Estate Manager/Director	45 - 65k	45 - 65k	55 - 75k	55 - 75k	100 - 170k	100 - 170k
Broker	25 - 60k	25 - 60k	60 - 90k	60 - 90k	90 - 150k	90 - 150k
Investment Broker	30 - 60k	30 - 60k	60 - 90k	60 - 90k	90 - 150k	90 - 150k
Corporate Consultant	45 - 65k	45 - 65k	55 - 80k	55 - 80k		
Construction						
Site Engineer/Construction Director	45 - 60k	50 - 65k	65 - 85k	65 - 90k	90 - 140k	95 - 145k
Technical Manager/Director	45 - 60k	50 - 65k	60 - 80k	65 - 85k	85 - 145k	90 - 150k
Design Methods & Cost Planning Engineer/Mgr	45 - 55k	45 - 55k	55 - 65k	60 - 70k	65 - 95k	70 - 100k
Plant Procurement Engineer/Director	45 - 55k	45 - 55k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
QSE Engineer/Manager	45 - 55k	45 - 55k	55 - 70k	55 - 70k	70 - 90k	70 - 90k
Survey Engineer/Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 75k	65 - 75k
Commercial Engineer/Director	45 - 55k	45 - 55k	55 - 65k	55 - 65k	65 - 145k	65 - 145k

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

PARIS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Finance		
CFO	1200 - 2000	1200 - 2000
Accounting Director	950 - 1300	950 - 1300
Financial Controller	950 - 1300	950 - 1300
Tax, Legal & Compliance		
Legal Manager/Director	1000 - 2000	1200 - 2300
Tax Manager/Director	1200 - 2300	1400 - 2500
Corporate Manager	1000 - 1500	1100 - 1600
Contract Manager	800 - 1200	900 - 1300
Compliance Officer	1000 - 2000	1200 - 2200
Human Resources		
HR Director International	1200 - 1600	1500 - 1800
Restructuring Director	1000 - 1500	1000 - 1600
Compensation & Benefits Director	900 - 1500	1000 - 1500
HR Business Partner	800 - 1100	900 - 1200
Engineering		
Chief Restructuring Officer	1500 - 2500	1500 - 3000
Industrial Site Director	1200 - 1500	1000 - 1500
Procurement Director	800 - 1400	900 - 1600
Supply Chain Director	900 - 1300	900 - 1300
Information Technology		
IS Director	1200 - 2500	1200 - 3000
CTO	1200 - 1700	1200 - 2000
Programme Manager	900 - 1500	900 - 1500
Banking & Insurance		
HR Director	1000 - 1500	1000 - 1500
Risk & Compliance Director	900 - 1400	900 - 1400
Technical Director	900 - 1400	900 - 1400
Real Estate		
Managing Director	1500 - 2200	1500 - 2200
Programme Director	900 - 1600	900 - 1600

NB: Interim management figures are daily rates.

PARIS

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
Sales Manager/Director			90 - 110k	90 - 110k	90 - 130k	90 - 130k
Export Manager/Director	45 - 60k	45 - 65k	65 - 80k	65 - 80k	75 - 110k	75 - 110k
National Sales Director			70 - 90k	70 - 90k	80 - 110k	80 - 110k
Retail/Regional Sales Manager	40 - 60k	40 - 60k	65 - 90k	65 - 90k	90 - 130k	90 - 130k
Key Account Manager/Director			60 - 80k	60 - 80k	100k+	100k+
E-commerce Manager/Director			65 - 70k	70 - 90k	100k+	100k+
Flagship/Store Manager/Director	45 - 60k	45 - 60k	55 - 70k	55 - 70k	80 - 110k	80 - 110k
Marketing						
Marcomms Manager/Director	45 - 65k	45 - 65k	65 - 85k	65 - 85k	90 - 140k	90 - 140k
Digital Marketing Manager/Director	40 - 60k	40 - 60k	65 - 85k	65 - 85k	100k+	100k+
Category Manager/Director	45 - 60k	45 - 60k	55 - 70k	55 - 70k	90k+	90k+
Product Manager/Director	45 - 55k	45 - 55k	50 - 70k	50 - 70k	60 - 80k	60 - 80k
Trade Marketing Manager	45 - 60k	45 - 60k	55 - 75k	55 - 75k		
PR Specialist	35 - 55k	35 - 55k	50 - 80k	50 - 80k		

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

PARIS

TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Legal						
Legal Director			80k+	80k+	100k+	100k+
Corporate M&A Legal Counsel	45 - 65k	45 - 65k	65 - 90k	65 - 90k	90k+	90k+
Business/Contract Law Counsel	45 - 60k	45 - 60k	65 - 80k	65 - 80k	80k+	80k+
Intellectual Property Law Counsel	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75k+	75k+
Labour Law Counsel	45 - 60k	45 - 60k	65 - 85k	65 - 85k	85k+	85k+
Tax						
Tax Director					105k+	105k+
Tax Generalist	55 - 70k	55 - 70k	75 - 90k	75 - 90k	90k+	90k+
International Tax Officer	55 - 75k	55 - 75k	75 - 95k	75 - 95k	95k+	95k+
VAT/Indirect Tax Specialist	55 - 70k	55 - 70k	75 - 85k	75 - 85k	85k+	85k+
Transfer Pricing Specialist	55 - 75k	55 - 75k	75 - 95k	75 - 95k	95k+	95k+
Compliance						
Compliance Officer	55 - 70k	55 - 70k	75 - 95k	75 - 95k	105k+	105k+
Corporate Affairs/Lobbying						
Corporate Affairs Specialist	45 - 60k	45 - 60k	65 - 85k	65 - 85k	85k+	85k+

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

PARIS

PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2016	2017
US Firms		
Equity Partner (8+ yrs' exp)	500k+	500k+
Counsel/Local Partner (8+ yrs' exp)	160 - 450k	160 - 450k
Associate (8+ yrs' exp)	160k+	160k+
Associate (5 - 7 yrs' exp)	115 - 210k	115 - 210k
Associate (2 - 4 yrs' exp)	85 - 160k	85 - 160k
UK Firms		
Equity Partner (8+ yrs' exp)	400k+	400k+
Counsel/Local Partner (8+ yrs' exp)	150 - 300k	150 - 300k
Associate (8+ yrs' exp)	150k+	150k+
Associate (5 - 7 yrs' exp)	110 - 155k	110 - 155k
Associate (2 - 4 yrs' exp)	80 - 110k	80 - 110k
French Firms		
Partner (8+ yrs' exp)	150k+	150k+
Associate (8+ yrs' exp)	120k+	120k+
Associate (5 - 7 yrs' exp)	90 - 160k	90 - 160k
Associate (2 - 4 yrs' exp)	65 - 130k	65 - 130k

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

PARIS

CONTRACT

ACCOUNTING & FINANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Accounting				
General Accountant	30 - 45k	30 - 44k	19 - 25	19 - 24
Accounting Officer	29 - 32k	29 - 33k	15 - 19	15 - 20
Accounts Receivable	24 - 32k	26 - 32k	13 - 18	14 - 18
Accounts Payable	24 - 32k	24 - 32k	13 - 18	13 - 18
Accounting Clerk	21 - 29k	21 - 30k	11 - 13	11 - 14
Finance				
Treasury Officer	36 - 48k	36 - 50k	21 - 27	21 - 28
Credit Manager	37 - 45k	36 - 47k	20 - 23	19 - 25
Junior Business Controller	33 - 44k	33 - 46k	19 - 24	19 - 25
Payroll Administrator	30 - 36k	28 - 34k	16 - 20	15 - 19
Debt Recovery Officer	26 - 32k	26 - 32k	14 - 18	14 - 18

BANKING & FINANCIAL SERVICES

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Back Office	26 - 34k	26 - 34k	14 - 19	14 - 19
Middle Office	32 - 40k	32 - 40k	18 - 22	18 - 22
Compliance Officer	35 - 45k	35 - 45k	19 - 25	19 - 25
Financial Analyst	28 - 35k	28 - 35k	15 - 19	15 - 19
Online Banking Customer Advisor	24 - 26k	24 - 26k	13 - 14	13 - 14
Bank Receptionist	21 - 25k	21 - 25k	12 - 14	12 - 14

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

PARIS

CONTRACT

BUSINESS SUPPORT

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Personal Assistant	45 - 55k	45 - 55k	25 - 30	25 - 30
Office Manager	35 - 40k	35 - 40k	19 - 23	19 - 23
Executive Assistant	40 - 45k	40 - 45k	23 - 25	23 - 25
Team Assistant	34 - 37k	34 - 37k	18 - 20	18 - 20
Administration Assistant	20 - 25k	20 - 25k	11 - 14	11 - 14

HUMAN RESOURCES & LEGAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Junior Legal Counsel	35 - 45k	35 - 45k	19 - 25	19 - 25
Legal Assistant	28 - 32k	28 - 32k	15 - 18	15 - 18
Recruitment Officer	30 - 38k	30 - 38k	16 - 21	16 - 21
HR Officer	30 - 36k	30 - 36k	16 - 20	16 - 20
Training Officer	32 - 38k	32 - 38k	18 - 21	18 - 21
HR Assistant	25 - 32k	25 - 32k	14 - 18	14 - 18

INFORMATION TECHNOLOGY

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Technical Project Manager	40 - 50k	40 - 50k	22 - 27	22 - 27
Design & Development Engineer	30 - 38k	38 - 40k	15 - 20	20 - 22
System & Network Manager	30 - 38k	30 - 38k	16 - 21	16 - 21
Web Designer/Webmaster	28 - 35k	28 - 35k	14 - 18	14 - 18
Helpdesk Technician	18 - 24k	21 - 26k	12 - 14	13 - 15

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

PARIS

CONTRACT

INSURANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Underwriter	35 - 45k	35 - 45k	19 - 25	19 - 25
Insurance Accountant	30 - 35k	32 - 38k	16 - 19	17 - 20
Claims Manager	28 - 35k	30 - 35k	15 - 19	16 - 19
Production Manager	25 - 35k	27 - 35k	14 - 19	15 - 19
Call Centre Operator	24 - 28k	24 - 28k	14 - 15	14 - 15

SUPPLY CHAIN

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Database Manager	28 - 35k	28 - 35k	15 - 19	15 - 19
Procurement Officer	26 - 32k	26 - 32k	14 - 18	14 - 18
Sales Assistant	23 - 28k	23 - 28k	12 - 15	12 - 15
Sales Administration Assistant	22 - 28k	22 - 28k	12 - 15	12 - 15
Logistics Assistant	22 - 27k	22 - 27k	12 - 15	12 - 15
Customer Service Assistant	19 - 22k	19 - 22k	12 - 13	12 - 13

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

PARIS

CONTRACT

REAL ESTATE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Residential				
Co-ownership Manager	32 - 45k	32 - 50k	18 - 25	18 - 28
Rental Manager	27 - 35k	27 - 35k	14 - 19	14 - 19
Principal Accountant	30 - 38k	30 - 38k	16 - 21	16 - 21
Co-ownership Accountant	28 - 38k	28 - 38k	15 - 21	15 - 21
Rental Accountant	28 - 38k	28 - 38k	15 - 21	15 - 21
Co-ownership Admin Assistant	25 - 32k	25 - 32k	13 - 18	13 - 18
Rental Administration Assistant	23 - 28k	23 - 28k	12 - 15	12 - 15
Commercial				
Property Manager	32 - 50k	32 - 50k	18 - 27	18 - 27
Accountant	34 - 45k	34 - 45k	18 - 25	18 - 25
Administration Assistant	28 - 33k	28 - 33k	15 - 18	15 - 18
Technical				
Estate Technical Manager	32 - 45k	32 - 45k	18 - 25	18 - 25
Estate Technical Assistant	28 - 33k	28 - 33k	15 - 18	15 - 18
Construction				
Construction Site Manager	45 - 60k	46 - 60k	24 - 33	25 - 33
Senior Construction Site Supervisor	35 - 45k	36 - 46k	20 - 24	21 - 25
Junior Construction Site Supervisor	26 - 35k	26 - 36k	14 - 20	14 - 21
Architect/Project Manager	28 - 45k	28 - 45k	15 - 24	15 - 24
Cost Estimation Technician	25 - 45k	25 - 45k	14 - 24	14 - 24

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ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
CFO (€500m+ turnover)			100 - 150k	100 - 150k	130k+	130k+
CFO (< €500m turnover)			70 - 90k	80 - 120k	120k+	120k+
Consolidation (statutory)	60 - 90k	60 - 90k	70 - 100k	70 - 100k	90 - 130k	90 - 130k
Accounting Manager	50 - 60k	50 - 60k	60 - 90k	60 - 90k	70 - 110k	70 - 110k
Treasury & Cash Manager	50 - 70k	50 - 70k	60 - 85k	60 - 85k	70 - 100k	75 - 100k
Internal Auditor	50 - 70k	50 - 70k	70 - 90k	70 - 90k	80 - 110k	80 - 110k
Business Controller	50 - 70k	50 - 70k	60 - 80k	60 - 85k	80k+	80k+

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Research & Development						
R&D Director			80k+	80k+	90k+	90k+
Technical Expert			65k+	70k+	80k+	80k+
Manufacturing & Project						
COO			80k+	80k+	110k+	110k+
Maintenance Manager	45 - 60k	45 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 100k
UAP Manager	45 - 65k	45 - 65k	65 - 80k	65 - 85k	70 - 95k	75 - 95k
Continuous Improvement						
Quality Director			65 - 80k	65 - 80k	85k+	85k+
Lean Manufacturing Manager	45 - 60k	50 - 60k	60 - 70k	60 - 70k	75 - 90k	75 - 95k
HSE Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k	75 - 85k	75 - 85k
Supply Chain & Procurement						
Supply Chain Director			75 - 90k	75 - 90k	100k+	100k+
Procurement Director			75 - 85k	75 - 85k	90k+	90k+
Purchasing Engineer	45 - 55k	45 - 55k	50 - 65k	55 - 65k		

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HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Regulatory Affairs Manager	60 - 70k	60 - 75k	70 - 75k	75 - 80k	75 - 100k	80 - 120k
Quality Assurance Manager	80 - 120k	60 - 75k	70 - 75k	75 - 80k	75 - 100k	80 - 120k
R&D Project Manager	50 - 60k	50 - 60k	60 - 80k	60 - 80k	80 - 90k	80 - 100k
Clinical Research Manager	50 - 60k	55 - 65k	60 - 80k	65 - 80k	80 - 100k	80 - 100k
Medical Marketing Manager	55 - 70k	60 - 75k	70 - 80k	75 - 90k	80 - 100k	90 - 110k
Business Developer	50 - 70k	60 - 80k	70 - 90k	80 - 100k	90 - 120k	100 - 120k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
HR Director			90 - 120k	100 - 120k	100 - 150k	100 - 150k
Plant HR Manager	50 - 65k	50 - 65k	60 - 85k	60 - 85k	70 - 90k	70 - 100k
Labour Law Specialist	50 - 60k	50 - 60k	60 - 80k	60 - 80k	70 - 100k	70 - 100k
Comp & Bens Specialist	50 - 65k	50 - 85k	65 - 80k	70 - 85k		
Talent Manager	40 - 60k	40 - 60k	55 - 75k	60 - 80k		

LEGAL

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Legal Director			70 - 90k	70 - 100k	100k+	100k+
Legal Manager	50 - 60k	50 - 60k	55 - 65k	55 - 65k	70 - 80k	70 - 80k
Legal Expert	45 - 60k	45 - 55k	60 - 70k	55 - 70k		

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INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
CIO			90 - 120k	90 - 120k	120k+	120k+
Head of Applications			70 - 90k	70 - 90k	90k+	90k+
Head of Infrastructure			60 - 80k	60 - 80k	80k+	80k+
Security Manager	45 - 65k	45 - 65k	70 - 80k	70 - 80k	80 - 120k	80 - 120k
Programme Manager			70 - 95k	70 - 95k	85 - 120k	85 - 120k
Project Manager	50 - 65k	50 - 65k	65 - 80k	65 - 80k	80 - 100k	80 - 100k

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
Sales Manager/Director	70 - 80k	70 - 90k	80 - 100k	80 - 100k	110k+	110k+
Business Development Manager	60 - 70k	50 - 70k	70 - 80k	70 - 80k	90k+	90k+
Key Account Manager	45 - 60k	45 - 60k	55 - 70k	55 - 70k	65 - 80k	65 - 80k
Marketing						
Marketing Manager/Director	60 - 70k	70 - 80k	70 - 90k	80 - 100k	90k+	100k+
Product Manager	45 - 60k	45 - 60k	60 - 80k	60 - 80k		

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

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Accounting, Finance & Human Resources				
General Accountant	28 - 35k	28 - 35k	15 - 19	15 - 19
Payroll Administrator	28 - 30k	28 - 30k	15 - 16	15 - 16
Business Support				
Sales Administration Assistant	22 - 26k	22 - 26k	12 - 14	12 - 14
Sales Assistant	20 - 25k	20 - 25k	11 - 14	11 - 14
Information Technology & Digital				
System and Network Administrator	28 - 32k	28 - 35k	15 - 18	15 - 19
Helpdesk Technician	22 - 28k	22 - 28k	12 - 15	12 - 15

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

TOULOUSE

SALARIES

SALES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales Manager	70 - 80k	70 - 80k	80 - 100k	80 - 110k	100k+	110k+
Business Development Manager	60 - 70k	60 - 70k	70 - 80k	70 - 90k	90k+	90k+
Export Sales Manager			70 - 80k	70 - 90k	90 - 120k	90 - 120k
Key Account Manager	50 - 60k	50 - 60k	60 - 80k	60 - 80k		
Sales Engineer	45 - 60k	50 - 60k	60 - 90k	60 - 90k		

FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
CFO (Group)			80 - 120k	80 - 120k	120k+	120k+
CFO (SME)			65 - 85k	80 - 85k	80 - 110k	80 - 110k
Accounting Director	45 - 60k	40 - 55k	60 - 85k	55 - 70k	70 - 95k	70 - 95k
Business Analyst	40 - 55k	40 - 55k	50 - 65k	50 - 65k	60 - 75k	60 - 75k
Financial Controller	45 - 60k	45 - 60k	55 - 70k	55 - 70k	65 - 80k	65 - 80k
Accounting Manager	35 - 40k	35 - 40k	40 - 50k	40 - 50k	50 - 60k	50 - 60k
Treasury Manager			60 - 70k	60 - 70k	70 - 90k	70 - 90k

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

TOULOUSE

MANUFACTURING/SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Manufacturing						
UAP Manager	45 - 60k	45 - 60k	60 - 75k	60 - 75k	70 - 90k	70 - 90k
Maintenance Manager			55 - 75k	60 - 75k	75 - 85k	75 - 90k
Production Manager			65 - 80k	65 - 80k	75 - 90k	75 - 90k
Plant Manager					80 - 100k	80 - 110k
Supply Chain						
Supply Chain Manager			65 - 75k	65 - 75k	80k+	80k+
Procurement Manager			65 - 75k	65 - 75k	75k+	75k+

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

TOULOUSE

SALARIES

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Data Scientist	45 - 55k	50 - 60k	55 - 80k	75 - 100k	80 - 110k	90 - 130k
IS Architect			60 - 70k	65 - 75k	70 - 90k	80 - 100k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
HR Director			80 - 100k	80 - 100k	100 - 130k	120 - 140k
HR Manager	50 - 60k	50 - 60k	60 - 85k	60 - 85k	70 - 90k	80 - 100k

RESEARCH & DEVELOPMENT - ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
R&D - Engineering Manager			70 - 90k	70 - 90k	100 - 130k	110 - 140k
Project/Programme Manager			60 - 80k	60 - 80k	80 - 100k	80 - 100k
Technical Expert	50 - 60k	50 - 60k	65 - 75k	65 - 75k	80k+	80k+

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

2016 SAW INCREASING HIRING LEVELS AS BUSINESSES CONTINUED TO GROW, CREATING A CANDIDATE SHORT MARKET ACROSS ALL SECTORS. THIS TREND IS LIKELY TO CONTINUE IN 2017.

2016 INSIGHT

Business activity increased in 2016 across all company sizes and there was steady growth in demand for professionals across a range of sectors, with many employers facing skills shortages as a result. In particular, as SMEs grew they struggled to recruit professionals with the skills to help these smaller firms adopt new technology designed to increase competitiveness. In order to prevent skills gaps, many employers turned to professional contractors to fill business critical vacancies, preferring to wait to find the ideal candidate for permanent hiring.

2017 EXPECTATIONS

Despite ongoing economic and political uncertainty following Brexit, businesses will continue to focus on growth in 2017 with employer and candidate confidence set to remain strong across all sectors. Germany is becoming an increasingly attractive European base for international firms and this

foreign investment is supporting demand for candidates and compounding skills shortages across all sectors.

Accounting and business controllers will be highly sought after, particularly within commerce, while in financial services, the need for companies to comply with banking and financial legislation will drive demand for candidates with experience in German and EU financial regulations. Regulatory changes will also continue to spur demand for private practice lawyers within commerce and financial services. In addition, IT professionals will continue to be highly sought after, particularly technical experts within the ICT sector as businesses prioritise digitalisation, improving their intelligence systems and shifting to cloud-based technology.

ACCOUNTING & FINANCE

Increasing business activity in 2016 led to growth in demand for accountancy and finance professionals. In many cases employers were forced to compete for top talent by offering flexible working and structured career progression. Offering positions which allowed candidates to work across functions rather than specialising in a single area were also key to attracting top talent.

However, the low interest rate set by the European Central Bank (ECB) had a negative impact on businesses within the banking sector, leading many to implement hiring freezes. As a result, qualified professionals were available to fill new roles in other sectors.

Due to the international focus of local companies, demand rose for finance professionals with international accounting experience and fluency in English. In particular, bilingual business and financial controllers will be highly sought after in 2017.

Demand was also high for candidates with a mixture of experience in industry and with one of the 'Big 4' accountancy firms, particularly in the case of tax advisors and certified accountants. Similarly, audit and assurance specialists with a strong and demonstrable background in delivering return on investment were sought after by employers.

BANKING & FINANCIAL SERVICES

Low interest rates set by the ECB spurred banks and financial services firms to hire staff for front, mid and back office roles and hiring activity grew steadily in the first half of 2016. However, in the UK, recruitment slowed down in the wake of the Brexit vote, with many banks

implementing hiring freezes and restructuring programmes. We expect this to have a positive impact on hiring activity in Germany in 2017, particularly for fee-earning roles in front and middle office.

Employers faced significant candidate shortages, especially in the areas of risk, compliance and regulation in 2016. Despite the regulatory requirements and complexity of risk topics, employers were reluctant to increase salaries for non-revenue generating roles. As a result, hiring managers often struggled to source candidates for these positions as professionals rarely had financial motivation to change jobs.

Given the turbulent nature of the economy employers are unlikely to commit to raising salaries in 2017. However, professionals in high demand front office positions and regulatory reporting roles may be able to secure pay rises. The terms of Brexit will also play a key role in shaping hiring decisions in 2017, with banks potentially relocating some functions from London to Frankfurt, driving demand for professionals to fill those roles.

INFORMATION TECHNOLOGY

The demand for IT professionals increased in 2016 as employers focused on big data, cloud computing, cyber security and mobile platforms. This trend will continue in 2017. Employers struggled to attract and retain specialists but generalist professionals were in more plentiful supply. In particular, software developers and candidates with Java experience will be sought after. The automotive, logistics and engineering sectors will dominate demand for IT professionals as growing industries that are heavily reliant on effective IT departments.

Salaries will largely remain static in 2017. Candidates with strong project management and systems operations experience will find no shortage of opportunities and may see further upward pressure on salaries as demand outstrips supply for their skills.

LEGAL

Demand rose steadily for legal professionals across all levels of seniority. Local and international law firms enjoyed steady growth with commercial specialists particularly sought after.

Despite economic uncertainty, confidence remained high among employers, leading many to push forward with recruitment. This active hiring market had an impact on salaries, driving up remuneration particularly at the senior level. Securing top talent meant offering competitive salaries and flexible working conditions.

In 2017 junior and mid-level professionals will be particularly sought after, especially those with experience in M&A, banking, capital markets, real estate and litigation/arbitration.

Local law firms will face strong competition for talent as international firms prepare to increase salaries by up to 20% to attract top calibre lawyers. Candidates with a first class degree, PhD or international experience will be in demand and therefore well positioned to select their law firm of choice.

Overall salaries will increase within international law firms as they compete against local firms and try to win candidates by offering higher salaries, creating fierce competition among employers.

SALES & MARKETING

Recruitment of sales and marketing professionals was steady throughout 2016. IT and tech played a major role in driving demand for sales and marketing specialists as companies continued to invest in digitalisation and data analysis systems. Mid-level professionals with strong communication skills and technical product knowledge were highly sought after for roles such as sales engineers and consultants. This trend is likely to persist in 2017.

In 2017, ICT sector firms specialising in providing business intelligence and big data solutions will seek account and business development managers who have experience working with large enterprises and wholesalers.

Social and digital marketing candidates with experience in relevant online tools and the ability to track ROI, will be in highest demand.

As candidate shortages increase we advise employers to consider candidates with transferable skills and the capacity to adapt in order to fill business critical vacancies.

Salaries will remain largely stable, with exceptions for professionals with specialist digital and tech skills. Additional factors, such as work-life balance, flexible working hours and opportunities for training will become more important for candidates.

KEY TRENDS

- ▶ We expect increased hiring activity in accounting and finance as many banks consider relocating certain functions from the UK to Germany following Brexit.
- ▶ Junior and mid-level professionals within the legal sector with a background in M&A, banking, capital markets, real estate and litigation/arbitration will be highly sought after in 2017.
- ▶ In a candidate short market employers with shorter recruitment processes will be at an advantage when looking to secure top talent.

GERMANY

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Finance						
CFO			150k+	160k+	900+	900+
Finance Director	90 - 145k	90 - 145k	90 - 170k	110 - 180k	650 - 1050	650 - 1050
Finance Manager	70 - 120k	80 - 100k	85 - 130k	95 - 140k	550 - 850	550 - 850
Accounting						
Chief Accountant	60 - 80k	70 - 100k	70 - 100k	90 - 130k	550 - 750	550 - 750
Senior Accountant	55 - 75k	55 - 75k	60 - 90k	60 - 90k	350 - 550	350 - 550
Financial Analyst	50 - 75k	55 - 75k			350 - 550	350 - 550
Tax						
Tax Manager	75 - 100k	75 - 100k	90 - 140k	90 - 140k	500 - 850	500 - 850
Tax Consultant	55 - 75k	55 - 75k			350 - 550	350 - 550
Treasurer	60 - 90k	60 - 90k	70 - 110k	75 - 120k	450 - 700	450 - 700
Credit Manager	45 - 70k	60 - 80k	50 - 80k	75 - 110k	450 - 650	450 - 650
Controlling						
Head of Controlling	80 - 110k	80 - 110k	100 - 140k	100 - 140k	600 - 850	600 - 850
Controller	55 - 85k	55 - 85k	65 - 90k	70 - 100k	400 - 600	400 - 600
Assistant Controller	45 - 60k	45 - 60k			300 - 400	300 - 400
'Big 4'						
Partner Audit Firms			200k+	200k+	1100+	1100+
Manager Audit Firms	65 - 95k	70 - 90k	70 - 100k	80 - 120k	500 - 700	500 - 700
Associate	40 - 65k	45 - 70k			300 - 500	300 - 500
Internal Audit Manager	75 - 110k	75 - 110k	80 - 120k	80 - 120k	500 - 700	500 - 700
M&A						
M&A Manager/Director	100 - 130k	100 - 130k	120 - 180k	120 - 180k	700 - 1100	700 - 1100
Senior Consultant M&A	55 - 85k	55 - 85k	70 - 100k	70 - 100k	400 - 600	400 - 600

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

GERMANY

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2016	2017	2016	2017
Corporate & Investment Banking				
M&A Executive	75 - 115k	75 - 130k	120 - 160k	120 - 180k
Leveraged Finance Executive	65 - 100k	65 - 100k	80 - 160k	80 - 160k
Credit Analyst	60 - 90k	60 - 90k	70 - 130k	70 - 130k
Relationship Mgt/Client Coverage	70 - 140k	70 - 140k	90 - 150k	90 - 150k
Risk				
CRO			140 - 180k	140 - 180k
Risk Controller	60 - 80k	60 - 90k	80 - 160k	80 - 160k
Credit Risk Manager	55 - 85k	55 - 85k	80 - 140k	80 - 140k
Operational/Market Risk Manager	60 - 95k	65 - 100k	90 - 150k	90 - 160k
Corporate Functions				
CFO/COO			150k+	150k+
Financial Controller	55 - 85k	55 - 85k	75 - 110k	75 - 110k
Accounting	45 - 70k	45 - 75k	70 - 110k	70 - 110k
Tax Manager	50 - 80k	55 - 90k	80 - 130k	85 - 140k
Internal Audit	50 - 90k	50 - 90k	85 - 160k	85 - 160k
Regulatory Reporting	70 - 100k	70 - 100k	80 - 120k	80 - 120k
Compliance				
Head of Compliance			120 - 170k	120 - 170k
Compliance Manager	65 - 110k	65 - 110k	95 - 170k	95 - 170k
AML/Financial Crime Officer	60 - 100k	60 - 100k	90 - 160k	90 - 160k
Investment Management				
Private Equity Analyst	65 - 80k	75 - 100k		
Quantitative Analyst	60 - 95k	60 - 95k	90 - 130k	90 - 130k
Middle & Back Office	50 - 85k	50 - 85k	70 - 130k	70 - 130k

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

GERMANY

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Management						
Chief Information Officer			130 - 230k	130 - 230k	850 - 1300	850 - 1300
Chief Technology Officer			120 - 210k	120 - 210k	700 - 1200	700 - 1200
Head of Enterprise Architecture	90 - 110k	90 - 110k	100 - 130k	100 - 130k	600 - 750	600 - 750
Head of ERP/CRM/BI	90 - 110k	90 - 110k	100 - 130k	100 - 130k	600 - 750	600 - 750
Head of Application Management	75 - 120k	75 - 120k	85 - 130k	85 - 130k	500 - 750	500 - 750
Head of Infrastructure & Operations	75 - 90k	75 - 90k	85 - 100k	85 - 100k	500 - 750	500 - 750
Team Leader Software Engineering	70 - 95k	70 - 95k	85 - 100k	85 - 100k	500 - 750	500 - 750
Team Leader Infrastructure & Operations	65 - 75k	65 - 75k	70 - 85k	70 - 85k	400 - 700	400 - 700
Software Engineering						
Project Leader	65 - 80k	65 - 80k	70 - 85k	70 - 85k	400 - 500	400 - 500
Project Manager	55 - 85k	60 - 70k	75 - 100k	65 - 75k	400 - 500	400 - 500
Enterprise Architect	75 - 85k	75 - 85k	80 - 95k	80 - 95k	500 - 600	500 - 600
Solution Architect	70 - 80k	70 - 80k	75 - 85k	75 - 85k	450 - 550	450 - 550
SAP In-house Consultant	70 - 90k	65 - 75k	80 - 120k	75 - 80k	450 - 550	450 - 550
Senior Software Engineer	55 - 70k	55 - 70k	65 - 75k	65 - 75k	400 - 500	400 - 500
Software Engineer	50 - 70k	50 - 60k	65 - 80k	55 - 65k	300 - 400	300 - 400
Technical						
IT Security Specialist	55 - 70k	55 - 75k	60 - 75k	60 - 80k	350 - 500	350 - 500
Mobile Developer	50 - 60k	50 - 65k	55 - 70k	55 - 75k	350 - 450	350 - 450

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

GERMANY

LEGAL

PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2016	2017
US Firm		
Equity Partner	500k+	500k+
Counsel/Local Partner	170 - 400k	175 - 400k
Senior Associate	120 - 250k	125 - 260k
Associate	100 - 145k	100 - 160k
UK Firm		
Equity Partner	400k+	400k+
Counsel/Local Partner	150 - 320k	150 - 320k
Senior Associate	115 - 160k	120 - 160k
Associate	90 - 125k	95 - 130k
German Firm		
Equity Partner	250k+	260k+
Counsel/Local Partner	150 - 250k	160 - 250k
Senior Associate	95 - 150k	100 - 160k
Associate	75 - 120k	75 - 125k

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

IN-HOUSE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
General Counsel	130k+	130k+	80+	80+
Senior/Deputy General Counsel	100 - 135k	100 - 135k	65 - 100	65 - 100
Legal Counsel	70 - 90k	75 - 90k	55 - 70	55 - 70

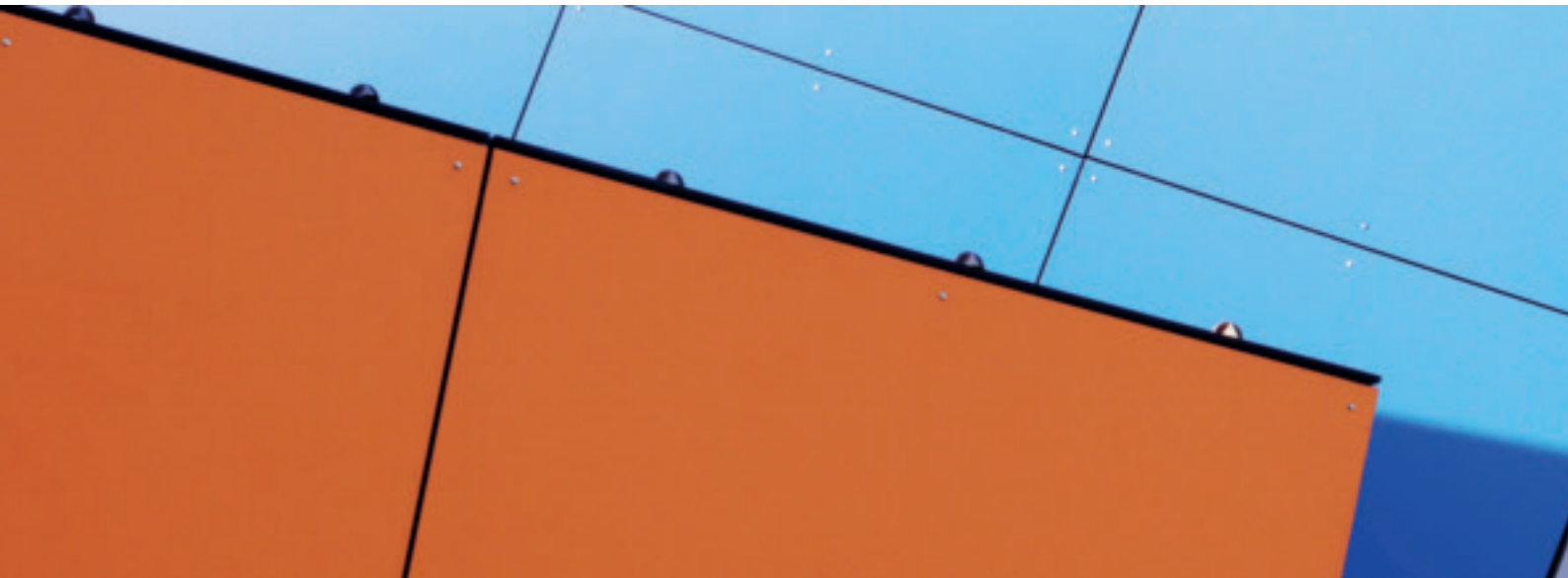
NB: Figures are salaries inclusive of benefits/bonuses unless otherwise specified.

GERMANY

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2016	2017	2016	2017
Sales				
National/Sales Director			125 - 150k	140 - 190k
Regional Sales Director			100 - 140k	100 - 140k
Sales Manager	90 - 125k	100 - 140k	100 - 130k	120 - 150k
Key Account Manager Automotive	65 - 90k	70 - 100k	90 - 130k	90 - 150k
Key Account Manager FMCG	70 - 110k	70 - 110k	85 - 130k	85 - 130k
Key Account Manager Manufacturing	65 - 90k	65 - 90k	80 - 120k	80 - 120k
Key Account Manager Retail	60 - 85k	60 - 85k	75 - 120k	75 - 120k
Key Account Manager Telco/IT-hardware	65 - 90k	65 - 90k	80 - 125k	80 - 130k
Key Account Manager Software	70 - 110k	70 - 120k	90 - 150k	90 - 160k
Key Account Manager Life Science	70 - 110k	70 - 110k	85 - 130k	90 - 150k
Key Account Manager Pharma	70 - 110k	70 - 110k	85 - 130k	90 - 150k
Sales Representative	50 - 80k	50 - 80k	60 - 95k	60 - 95k
Business Development Manager	65 - 95k	70 - 95k	75 - 130k	85 - 130k
Pre-sales Consultant	65 - 90k	65 - 90k	90 - 130k	90 - 130k
Sales Engineer	70 - 100k	70 - 110k	90 - 130k	90 - 130k
Marketing				
Marketing Director	65 - 90k	65 - 90k	80 - 150k	80 - 150k
Marketing Manager	50 - 75k	50 - 75k	65 - 95k	65 - 95k
Online Marketing Manager	55 - 75k	55 - 75k	60 - 80k	60 - 80k
Social Media Marketing Manager	50 - 75k	50 - 75k	60 - 80k	60 - 80k
Brand Manager	50 - 75k	50 - 75k	60 - 80k	60 - 80k
Category Manager	50 - 75k	50 - 75k	60 - 80k	60 - 80k
Product Manager B2B	55 - 80k	55 - 80k	75 - 100k	75 - 100k
Product Manager B2C	50 - 75k	50 - 75k	75 - 100k	75 - 100k

NB: Figures are salaries including benefits/bonuses/full OTE.



IRELAND'S RECRUITMENT MARKET WAS EXTREMELY BUOYANT IN 2016, WITH CONFIDENCE AMONG JOBSEEKERS AND BUSINESSES GROWING RAPIDLY ACROSS ALL SECTORS. WE ANTICIPATE CONTINUED ECONOMIC GROWTH IN 2017, LEADING TO AN INCREASE IN HIRING LEVELS. HOWEVER, AS WITH 2016, A SHORTAGE OF SPECIALIST PROFESSIONALS WILL REMAIN A CRITICAL ISSUE.

2016 INSIGHT

Recruitment throughout 2016 remained buoyant in Ireland despite some temporary slowdowns due to wider political and economic uncertainty.

Skills shortages were widely experienced in sectors such as IT, finance and regulatory affairs, and we witnessed increased competition amongst hiring managers seeking to secure talented individuals, in particular those with international experience.

Counter-offers were rife as organisations struggled to retain their talented workforce. As a result, staff retention was high on priority lists for hiring managers across Ireland.

2017 EXPECTATIONS

We expect this momentum to continue into 2017, and similar to last year we envisage specific shortages occurring in finance, regulatory, compliance, risk, funds, digital marketing and data analytics.

Emerging sectors such as cyber security will present recruitment challenges for hiring managers due to a lack of experienced professionals in Ireland. As a result, overseas candidates experienced in these sectors will be in high demand and command premium salaries.

Professionals experienced in data analysis and big data will continue to be highly sought after as organisations look to improve their decision making and better leverage business intelligence.

Staff retention will continue to be a top priority for all organisations and we advise salary benchmarking studies be undertaken by firms to ensure they are paying in line with or above market rate.

In order to retain top talent, companies need to examine multiple factors in terms of hiring and

retention plans, such as employer branding, learning and development opportunities, career progression and international mobility. Offering fast-track programmes for employees who show high potential should also be considered.

Similar to 2016, a well executed recruitment process and the ability to make quick hiring decisions will be vital in 2017. Employers who put time and effort into ensuring a superior interview experience for candidates will fare better than their competitors in securing talent.

Sourcing quality candidates nationally and internationally will be a priority for all organisations seeking to hire in 2017. The ability to attract overseas talent in particular will be a key point of differentiation in 2017, with the importing of skill sets from continental Europe, the United States and Asia becoming a necessity.



With high levels of candidate movement and quality professionals in short supply, we advise hiring managers that a well executed recruitment process, and the ability to make quick hiring decisions, will prove vital in 2017.



+ 7% (EJI)

Year-on-year increase in the number of jobs advertised in Ireland

+ 26% (EJI)

Year-on-year increase in advertised roles in **supply chain & procurement**

+ 15% (EJI)

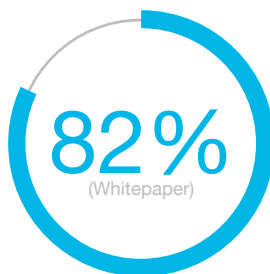
Year-on-year increase in advertised roles in **accounting and finance**



KEY FINDINGS

Staff retention will continue to be a top priority for all organisations.

Businesses that provide a superior interview experience for candidates will fare better than their competitors in securing talent.



The number of hiring managers affected by talent shortages in the past 12 months

TOP 3 SECTORS BY ADVERTISED JOB VOLUME (EJI)

- 1 Information technology
- 3 Accounting & finance

- 2 Risk & compliance

EJI: Robert Walters European Job Index, Q2 2015 v Q2 2016.
Whitepaper: Robert Walters 'Recruiting Professionals in a Candidate Short Market' Whitepaper 2016.

ACCOUNTING & FINANCE

While certain sectors within financial services experienced challenges due to wider economic and political issues, demand for qualified accountants in the Irish market remained generally strong. In a candidate short market, demand for professionals with process improvement, data interrogation and regulatory knowledge and skills increased, while direct sector experience became less important for employers.

The aircraft leasing sector continued to expand during 2016, experiencing high levels of international investment and M&A activity throughout the year. We expect these trends to continue in 2017, creating further demand for accountancy and finance professionals in this sector.

Irish banks also hired in record numbers in 2016 as they continued to restructure and increase their talent pool. We expect demand for newly-qualified accountants with up to five years' post-qualification experience to remain high in 2017. In addition, we anticipate more movement at the senior end of the market.

While accounting and finance in Ireland is predominantly a permanent employment market, fixed term and temporary contracts are increasingly being utilised for maternity cover and project-based roles. Across commerce and industry, companies continued to seek financial accountants, financial analysts and internal auditors due to ongoing replacement hiring. As a result of candidate shortages, hiring managers in the commercial sector were required to be more flexible when seeking to hire, often considering professionals from a financial services background.

As basic salaries have increased by up to 15% over the past two years we advise employers to offer clear career progression opportunities coupled with competitive remuneration packages in order to attract and retain top talent.

BANKING & FINANCIAL SERVICES

Hiring in banking and financial services grew steadily throughout 2016 as confidence in the Irish economy continued to improve. Ireland's pillar banks increased headcount across all disciplines of risk management as they returned to profitability and started lending more aggressively. Operational risk professionals experienced in governance, methodology development, and overseeing first line of defence and business activities, were most sought after. Demand was also strong for credit risk analysts.

Deal flow returned to investment banking and corporate finance in 2016 as Irish firms with additional capital became acquisitive. There was visible movement across private banking, stockbroking and asset management, as firms continue to lean towards private client advisory and tailored wealth management solutions in the retail and corporate client markets.

The Irish funds market was buoyant in 2016, supporting increased movement in the market as candidate confidence continued to grow. The alternative fund services market also remained strong with steady demand for fund accounting, investor services and trustee professionals. The number of permanent roles being offered increased and we witnessed a large number of counter-offer situations in the market which in turn drove salaries up, a trend we expect to continue in 2017.

Hiring across all areas of fintech remained buoyant in 2016 as start-ups and organisations increased new hire budgets due to increased profitability from improving economic conditions – a trend we expect to see maintained throughout 2017. In a competitive jobs market, we advise organisations to offer clear, well defined career paths for existing staff, alongside a competitive remuneration package.

COMPLIANCE

The compliance market was buoyant in 2016, with particular demand for professionals with experience in AML and financial crime, conduct risk, AIFM, MiFID II, MiFIR, regulatory risk, consumer protection and data protection. This was attributable to the continued focus on the financial services sector from local, European and US regulators.

There was a significant increase in the number of senior level placements in 2016 as increased candidate movement in the market resulted in ongoing replacement hiring. Key developments in 2016 included the redefining of the role of MLRO within compliance, a greater focus on conduct and ethics, an increased emphasis on cyber security and the growing potential of 'RegTech'. We witnessed a steady increase in recruitment for temporary and contract compliance roles, particularly in relation to AML and financial crime remediation projects, regulatory risk and data protection, a trend we expect to see continuing in 2017.

Salaries increased for professionals with four to eight years' experience mainly due to the high demand for professionals at this level. As a result, counter-offers and revised offers were frequent in the market as organisations sought to attract and retain specialist knowledge, a trend we expect will continue in 2017.

KEY TRENDS

- ▶ Counter-offers will continue to be commonplace in 2017 as organisations look to retain their key people.
- ▶ Hiring managers are advised to offer compensation and benefits in line with the market, coupled with clear career progression opportunities.
- ▶ The ability to attract overseas talent will be a key point of differentiation for employers in 2017.

OVERVIEW

ENGINEERING, SUPPLY CHAIN & PROCUREMENT

Ireland saw increased demand across engineering, procurement and supply chain during 2016. The main industries with recruitment requirements continued to be within pharmaceutical, food and manufacturing.

We expect procurement professionals across all industries will continue to be popular hires in 2017 as multinational organisations look to set up global procurement centres in Ireland. Demand for procurement managers, category managers, senior buyers and procurement analysts will remain high as companies look to focus on cost savings.

Within engineering, demand for civil and construction professionals remains high due to a continued increase in commercial and office development and large infrastructure projects within the utilities sector.

Candidate shortages will lead to higher remuneration packages from employers across the board and aspects such as flexibility on working hours, office location and distance from home will become key deciding factors for professionals considering a career move.

INFORMATION TECHNOLOGY

Foreign direct investment into Ireland continued in 2016, leading to growth in demand for skilled IT professionals. Hiring levels within the sector increased, with an overwhelming volume of open IT vacancies available throughout the year.

Companies sought to recruit junior and mid-level professionals with a view to developing them for the future. Meanwhile, demand for senior candidates such as programme and PMO managers was often met by contract hiring due to the business critical nature of these appointments. The most sought-after professionals included data analysts, data scientists and BI consultants. In addition, Dublin's emergence as a centre for new technology led to a steady demand for programmers, QA testers and solutions architects.

Candidate shortages meant those with niche skills could demand premium salaries, especially

for time-sensitive interim and contract positions. Organisations offering strong overall salary packages, coupled with opportunities for progression and flexibility, fared better in securing talent than their peers. These trends look likely to continue in 2017, with salaries expected to rise further due to the ongoing shortage of readily-available IT talent, particularly data scientists.

LEGAL

In 2016, the private practice sector experienced growth within corporate, funds, banking and property, with the strongest demand evident at the one to five year post-qualification level. There was a notable increase in experienced hires from senior associate to partner level as firms continued to attract new business and build up their teams. Demand for company secretaries increased, particularly for those with one to four years' experience, due to the Companies (Accounting) Bill 2016, which also caused salary increases at this level.

There was continued demand for in-house lawyers with commercial law expertise within the technology, pharma and telecommunications sectors. The majority of hiring was seen at the one to five year post qualification level, with a number of head of function opportunities available due to replacement hiring and newly-created roles resulting from new business acquisition. We also saw an increase in qualified Irish solicitors based in the UK expressing interest in returning to Ireland post-Brexit.

Salaries increased within private practice at junior to mid-levels as firms competed to retain top talent. We expect this to continue in 2017 with a renewed focus on benefits packages, which have traditionally not included healthcare or pension. In a competitive market with counter-offer and multiple-offer situations, hiring managers will need to turn processes around quickly and offer attractive packages in order to secure preferred candidates.

SALES & MARKETING

Demand for sales and marketing professionals remained buoyant throughout 2016, particularly within the telecommunications and fintech industries. Digital marketing, insights and data analytics continued to be an area of hiring growth.

This trend was most visible within the area of financial services, particularly insurance and investment banking, as institutions competed for customers.

Hiring within FMCG remained steady. Demand for digital marketing professionals from junior to management level continued to grow as companies focused on developing and enhancing their online commercial capabilities. Demand for candidates with hands on digital marketing experience increased as SEO, social media and customer user experience became an increasingly integral part of organisations' digital marketing strategies.

With foreign direct investment continuing to flow into Ireland, we anticipate candidate supply will continue to be an issue in the junior to mid-level market. Hiring managers will need to be innovative with benefits packages, employer branding and other methods of attraction in order to secure talent.

SECRETARIAL & BUSINESS SUPPORT

Steady economic recovery and a drive for business growth were the key factors behind a buoyant jobs market for secretarial and business support candidates in 2016. We witnessed a healthy mix of replacement and newly-created roles across the market, particularly in the insurance, financial services and real estate sectors.

An increase in candidate confidence prompted high levels of movement in the support jobs market in 2016. Movement was driven by increased salaries and improved benefits packages being offered by employers seeking top talent, with support professionals receiving an approximate 5% salary increase when moving roles. We anticipate this trend will continue in 2017.

Salary trends over 2017 will remain similar to 2016 as competition for professionals with solid skills and experience increases. We continue to see the return of annual bonuses based on individual and company performance. To secure the best talent in 2017, competitive salaries combined with additional benefits, such as training opportunities, will be key.

IRELAND

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Financial Services				
Finance Director	120 - 180k	120 - 180k	62 - 92	62 - 92
Financial Controller	90 - 110k	90 - 110k	46 - 56	46 - 56
Head of Internal Audit	100 - 130k	100 - 130k	51 - 67	51 - 67
FP&A Manager	75 - 85k	75 - 85k	38 - 44	38 - 44
Project Accountant	60 - 80k	60 - 80k	30 - 40	30 - 40
Internal Auditor	50 - 75k	55 - 75k	25 - 38	28 - 38
Financial Accountant	50 - 65k	50 - 65k	25 - 33	25 - 33
Management Accountant	50 - 65k	50 - 65k	25 - 33	25 - 33
Financial Analyst	50 - 65k	50 - 65k	25 - 33	25 - 33
Newly-qualified Accountant	45 - 52k	50 - 55k	23 - 26	25 - 28
Part-qualified Accountant	30 - 45k	30 - 45k	15 - 23	15 - 23
Commerce & Industry				
Finance Director (MNC)	150 - 210k	150 - 210k	76 - 108	76 - 108
Finance Director (SME)	100 - 130k	100 - 130k	50 - 66	50 - 66
Financial Controller	75 - 100k	75 - 100k	38 - 50	38 - 50
Head of Internal Audit	80 - 100k	90 - 120k	40 - 50	46 - 62
FP&A Manager	70 - 80k	75 - 90k	36 - 40	38 - 46
Financial Analyst	50 - 65k	50 - 65k	25 - 33	25 - 33
Financial Accountant	50 - 65k	50 - 65k	25 - 33	25 - 33
Management Accountant	50 - 60k	50 - 60k	25 - 30	25 - 30
Newly-qualified Accountant	50 - 55k	50 - 55k	25 - 28	25 - 28
Payroll Manager	50 - 60k	50 - 60k	25 - 30	25 - 30
Credit Control Manager	50 - 65k	50 - 65k	25 - 33	25 - 33
Accounts Payable Manager	50 - 65k	50 - 65k	25 - 33	25 - 33

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

IRELAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2016	2017	2016	2017
Fund Administration				
Head of Fund Accounting	90 - 140k	90 - 140k	346 - 538	346 - 538
Fund Accounting Manager	55 - 80k	55 - 80k	212 - 308	212 - 308
Fund Accounting Supervisor	42 - 48k	42 - 50k	162 - 185	162 - 192
Fund Accountant	27 - 42k	27 - 45k	104 - 162	104 - 173
Trustee Manager	55 - 85k	55 - 85k	212 - 327	212 - 327
Trustee Associate	28 - 42k	28 - 49k	108 - 162	108 - 188
Head of Transfer Agency	90 - 140k	90 - 140k	346 - 538	346 - 538
Transfer Agency Supervisor/Team Leader	40 - 50k	40 - 50k	154 - 192	154 - 192
Transfer Agency Administrator	28 - 40k	28 - 40k	108 - 154	108 - 154
Client Services Administrator	28 - 38k	28 - 45k	108 - 146	108 - 173
Insurance				
Senior Actuary	110 - 160k	110 - 160k	423 - 615	423 - 615
Actuary (newly-qualified)	40 - 80k	50 - 80k	154 - 308	192 - 308
Senior Underwriter	55 - 85k	55 - 85k	212 - 327	212 - 327
Junior Underwriter	35 - 50k	35 - 50k	135 - 192	135 - 192
Claims Manager	40 - 70k	40 - 70k	154 - 270	154 - 270
Claims Handler	25 - 35k	30 - 35k	96 - 135	115 - 135
Asset Management				
Senior Fund/Portfolio Manager	100 - 170k	100 - 170k	385 - 654	385 - 654
Senior Investment Analyst	80 - 110k	80 - 110k	307 - 423	307 - 423
Investment Analyst	40 - 70k	45 - 70k	154 - 270	173 - 270
Treasury & Securities Trading				
Senior Research Analyst	70 - 100k	75 - 100k	270 - 385	288 - 385
Research Analyst	40 - 70k	45 - 75k	154 - 270	173 - 288

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

IRELAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2016	2017	2016	2017
Corporate/Commercial Banking				
Senior Relationship Manager	90 - 120k	90 - 120k	346 - 462	346 - 462
Relationship Manager	60 - 90k	65 - 90k	230 - 346	250 - 346
Corporate Credit Manager	55 - 75k	65 - 90k	212 - 288	250 - 346
Loans Administration Officer (QFA)	28 - 35k	30 - 38k	108 - 135	115 - 146
Corporate Finance & Advisory				
Corporate Finance Director	100 - 160k	110 - 175k	385 - 615	423 - 673
Corporate Finance Manager	60 - 100k	70 - 110k	230 - 385	269 - 423
Corporate Finance Executive	40 - 65k	40 - 65k	154 - 250	154 - 250
Wealth Management				
Senior Private Client Portfolio Manager	80 - 120k	100 - 150k	308 - 462	385 - 577
Private Client Portfolio Manager	60 - 80k	70 - 100k	230 - 308	269 - 385
Retail Banking				
Head of Product	90 - 150k	90 - 150k	346 - 577	346 - 577
Product Manager	50 - 85k	50 - 85k	192 - 327	192 - 327
Risk				
Chief Risk Officer	100 - 250k	130 - 275k	385 - 962	500 - 1058
Divisional Head of Risk	90 - 150k	100 - 170k	346 - 577	385 - 654
Senior Risk Manager	75 - 100k	85 - 115k	288 - 385	327 - 442
Risk Manager	55 - 80k	70 - 92k	212 - 308	269 - 354
Senior Risk Analyst	50 - 65k	55 - 70k	192 - 250	212 - 269
Risk Analyst	38 - 56k	38 - 56k	146 - 215	146 - 215
Middle Office & Operations				
Middle Office/Operations Manager	55 - 80k	55 - 80k	212 - 308	212 - 308
Middle Office/Operations Analyst	35 - 55k	35 - 55k	135 - 212	135 - 212

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

IRELAND

SALARIES

COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2016	2017	2016	2017
Chief Compliance Officer	140 - 190k	140 - 190k	538 - 730	538 - 730
Divisional Head of Compliance	110 - 140k	110 - 140k	423 - 538	423 - 538
Senior Compliance Manager	90 - 110k	90 - 110k	346 - 423	346 - 423
Compliance Officer/Manager	60 - 90k	65 - 90k	231 - 346	250 - 346
Compliance Analyst	45 - 60k	45 - 60k	173 - 231	173 - 231
Compliance Administrator/Assistant	28 - 45k	28 - 45k	108 - 173	108 - 173
MLRO	90 - 130k	90 - 130k	346 - 500	346 - 500
AML/Financial Crime Manager	60 - 90k	60 - 90k	231 - 346	231 - 346
AML Analyst	40 - 60k	40 - 60k	154 - 231	154 - 231
AML Administrator	28 - 40k	28 - 40k	108 - 154	108 - 154
Fraud Manager	65 - 90k	65 - 90k	250 - 346	250 - 346
Data Protection Officer	70 - 100k	70 - 100k	269 - 385	269 - 385

ENGINEERING, SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2016	2017
Supply Chain Manager	75 - 95k	75 - 100k
Procurement/Purchasing Manager	65 - 90k	65 - 95k
Demand/Supply Planner	45 - 60k	45 - 60k
Warehouse Manager	45 - 65k	45 - 65k
Production Manager	55 - 75k	55 - 80k
Operations Manager	65 - 90k	65 - 95k
Engineering Manager	75 - 95k	75 - 95k
Quality Manager	60 - 80k	60 - 80k
Facilities Manager	50 - 70k	50 - 70k
Project Manager	50 - 75k	55 - 75k
Project Engineer	40 - 60k	45 - 60k
Health & Safety Manager	50 - 70k	55 - 70k

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

IRELAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2016	2017	2016	2017
IT Director	100 - 180k	100 - 180k	600 - 1000	600 - 1000
IT Manager	80 - 120k	80 - 120k	500 - 750	500 - 750
Programme Manager	90 - 120k	90 - 120k	600 - 850	600 - 850
Project Manager	75 - 100k	75 - 100k	500 - 700	500 - 700
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Network Engineer CCNA - CCIE	35 - 90k	35 - 90k	300 - 600	300 - 600
.Net/C# Developer	55 - 80k	55 - 80k	400 - 500	400 - 500
Java/J2EE Developer	60 - 80k	60 - 80k	400 - 500	400 - 500
Senior Technical Architect	80 - 100k	80 - 100k	500 - 700	500 - 700
Web Designer	50 - 70k	50 - 70k	400 - 500	400 - 500
IT Helpdesk	35 - 45k	35 - 45k	250 - 300	250 - 300
QA & Testers	35 - 70k	35 - 70k	300 - 450	300 - 450

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

IRELAND

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2016	2017	2016	2017
Private Practice				
Salaried Partner	150k+	150k+		
Senior Associate	90 - 120k	95 - 125k	345 - 460	365 - 480
Associate (3 - 8 yrs' exp)	75 - 95k	80 - 95k	290 - 365	308 - 365
Associate (1 - 3 yrs' exp)	55 - 75k	62 - 80k	211 - 290	238 - 308
In-house				
General Counsel	120 - 150k+	140 - 220k+	460 - 575+	538 - 846+
Senior Legal Counsel (8+ yrs' exp)	90 - 120k	95 - 120k	345 - 460	365 - 460
Legal Counsel (4 - 8 yrs' exp)	70 - 90k	80 - 95k	270 - 345	308 - 365
Legal Counsel (1 - 4 yrs' exp)	55 - 75k	55 - 80k	211 - 290	211 - 308
Company Secretarial				
Director of Company Secretarial	75 - 100k+	80 - 100k+	290 - 385+	308 - 385+
Company Secretarial Manager	55 - 75k	60 - 80k	211 - 290	231 - 308
Listings Executive	35 - 55k	40 - 60k	135 - 211	154 - 231
Company Secretarial Assistant	35 - 55k	38 - 60k	135 - 211	146 - 231

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

IRELAND

SALARIES

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2016	2017
Marketing Director	90 - 150k	90 - 150k
Sales Director	90 - 140k	90 - 150k
Head of Communications	80 - 125k	80 - 130k
Sales Manager	70 - 100k	70 - 100k
Consumer Insights/Activation Manager	65 - 100k	65 - 100k
Channel Manager	55 - 75k	55 - 75k
Brand Manager	50 - 80k	50 - 80k
Category Manager	50 - 70k	55 - 75k
Marketing Executive	30 - 45k	30 - 45k
Field Sales Representative	25 - 35k	25 - 35k

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2016	2017	2016	2017
Customer Service Manager	35 - 50k	35 - 50k	18 - 26	18 - 26
Customer Service Team Leader	30 - 38k	33 - 38k	15 - 20	17 - 20
Bilingual Customer Service Agent	25 - 32k	28 - 32k	13 - 17	14 - 17
Customer Service Agent	22 - 32k	24 - 32k	11 - 17	12 - 17
Executive Assistant	40 - 50k	40 - 55k	20 - 26	20 - 29
Personal Assistant	30 - 40k	35 - 40k	15 - 21	18 - 21
Office Manager	30 - 40k	35 - 45k	15 - 21	18 - 24
Legal Secretary	26 - 38k	32 - 42k	13 - 20	16 - 22
Secretary	22 - 32k	28 - 35k	11 - 17	14 - 18
Receptionist	20 - 30k	22 - 30k	10 - 16	11 - 16
Administrator	20 - 30k	22 - 30k	10 - 16	11 - 16
Accounts Assistant	25 - 35k	28 - 35k	13 - 18	14 - 18

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

LUXEMBOURG

HIRING ACTIVITY REMAINED HIGH THROUGHOUT 2016 AND LUXEMBOURG CONTINUED TO BE A POPULAR DESTINATION FOR PROFESSIONALS FROM OVERSEAS.

2016 INSIGHT

In order to compensate for local talent shortages, employers in Luxembourg were active in recruiting professionals from abroad, with foreign workers representing a majority of the total Luxembourg workforce.

The introduction of foreign talent helped fuel strong economic growth, as the mix of multilingual and multicultural specialists in finance, accounting, law and IT, encouraged the development of new niche markets, and the launch of innovative start-ups.

As a result of this growth, specialists across a range of fields were in high demand, particularly within accounting and finance, banking and financial services, business support and IT.

2017 EXPECTATIONS

With further economic growth predicted for 2017, we expect to see increased demand for accounting and tax professionals, particularly within the banking sector. As companies increase investment they will look to hire investment analysts, ideally with a legal background. Demand for digital managers and all-round mobile banking specialists will be high, as the financial sector undergoes a process of digitalisation. As the UK begins the process of withdrawing from the European Union, major banks may shift some functions from London to Luxembourg, creating new opportunities in the region.

BANKING & FINANCIAL SERVICES

Banks and financial institutions struggled to source high calibre professionals in 2016, with other major financial centres such as London, Paris and Singapore often attracting the bulk of top talent. Compliance and risk professionals remain in high demand, due to ongoing governance and regulatory change projects.

Accounting will continue to be an important area of recruitment, as firms adapt to meet complex fiscal demands. Candidates with the most sought-after skills in these fields will be in a strong position to secure pay increases in 2017.

KEY TRENDS

- ▶ Compliance and risk professionals remain in high demand due to ongoing governance and regulatory change projects.
- ▶ As the largest private banking finance centre within the Eurozone, recruitment of asset and wealth management professionals was high in 2016, and is likely to remain so in 2017.
- ▶ Hiring volumes in accounting and finance will remain high, as firms take on professionals to meet the complex fiscal demands of many companies based in Luxembourg.

LUXEMBOURG

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
CFO					125 - 250k	130 - 260k
Head of Treasury			90 - 120k	95 - 125k	110 - 160k	115 - 170k
Head of Fund Administration					110 - 150k	115 - 160k
Finance Manager/Director			85 - 110k	90 - 115k	100 - 200k	105 - 210k
Accounting Manager/Director			80 - 110k	85 - 115k	90 - 130k	95 - 135k
Fund Manager	50 - 70k	52 - 75k	70 - 120k	75 - 125k	120 - 180k	125 - 190k
Risk Manager			85 - 130k	90 - 135k	135 - 150k	145 - 160k
Private Banker	65 - 85k	68 - 90k	75 - 105k	78 - 110k	95 - 135k	100 - 140k
Internal Audit	50 - 75k	52 - 78k	75 - 95k	78 - 100k	95 - 125k	100 - 130k
Accountant	55 - 65k	60 - 68k	70 - 100k	75 - 105k	95 - 130k	100 - 135k

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



RECRUITMENT LEVELS GREW FURTHER IN 2016, SALARIES ROSE AND THE PACE OF HIRING QUICKENED AS THE YEAR PROGRESSED. SEVERAL INDUSTRIES EXPERIENCED CANDIDATE SHORTAGES, WITH HIGHLY EDUCATED JUNIOR STAFF AND MID-LEVEL PROFESSIONALS PARTICULARLY SOUGHT AFTER.

2016 INSIGHT

Growing confidence in the market led to a greater demand for candidates and an increasing number of specialists moving roles in 2016. This resulted in a scarcity of highly qualified candidates in accountancy and finance, legal and human resources. In particular, finance professionals with specialist skills in IT and data analytics were highly sought after. Across financial services there was strong demand for specialists in compliance and risk management. In addition to this, legal sector professionals with compliance and data privacy skills were in high demand.

Demand for finance professionals to fill interim, contract and permanent roles grew steadily throughout 2016. Mid to senior level professionals increasingly moved roles and

organisations experienced a growing shortage of candidates with specialist knowledge.

Low hiring levels during the economic downturn resulted in a shortage of highly educated finance professionals with three to eight years' experience. In addition, ongoing digitalisation of finance processes created strong demand for finance specialists with IT software and systems knowledge, which in turn caused a shift towards hiring higher educated professionals in the contracting market.

The introduction of the DBA Act in May, which established new conditions for the hiring of self-employed staff, led to uncertainty among hiring managers and interim professionals. If organisations hiring interim professionals didn't comply with this law, they would risk having to pay additional wage taxes and social contributions. As a result, a number of financial institutions froze interim recruitment while they researched the exact conditions under which they could safely hire interim professionals. In part, this unwelcome effect led the government to suspend most of the legislation until 2018 while a new approach is worked out.

2017 EXPECTATIONS

We expect high demand for specialist professionals with strong educational backgrounds in 2017, leading to a shortage of mid-level and junior candidates across most sectors. Amongst senior professionals we expect to see a willingness to move jobs, leading to organisations increasing salaries and pay rates to attract top talent.

In this candidate short market, employers will need to make job offers quickly to secure the best professionals, emphasising their ability to offer training opportunities and a clear career development path.

With the DBA Act largely suspended until 2018, we expect the uncertainty around hiring interim professionals will be temporarily resolved and hiring levels will continue to grow throughout the year. The implications of Brexit are still uncertain, but it may result in multinational firms relocating some functions to the Netherlands, resulting in demand for candidates with international experience, as well as demand for operational and support staff with multilingual skills.



In order to secure top talent, organisations should optimise their hiring process and offer employees extensive opportunities for training and development.



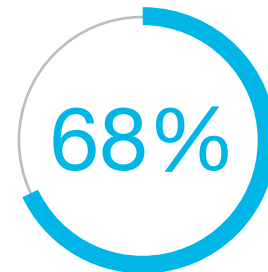
61%

of Dutch professionals expect to change jobs in 2017

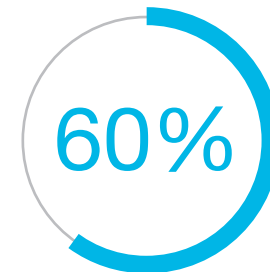


of professionals feel optimistic about the Dutch economy

Employees expecting a salary increase in 2017



Interim professionals expecting a wider choice of roles in 2017



24%

expect Brexit to positively impact the Dutch economy

Robert Walters Employee Insights Survey 2016



KEY FINDINGS

As the Dutch economy continues to grow we expect to see increased demand for finance professionals leading to a candidate shortage in various sectors.

With the DBA Act largely suspended until 2018, we anticipate demand for interim professionals to increase in 2017 with steady rates of pay.

THE NETHERLANDS

OVERVIEW

ACCOUNTING & FINANCE

Hiring volumes for accounting and finance professionals increased throughout 2016 against a backdrop of strong economic growth and growing business confidence. As businesses looked to expand they hired finance professionals across core and strategic roles. Employers were forced to compete for a limited supply of mid-level candidates, with skills shortages at this level attributable to low levels of hiring at the junior level during the economic downturn. In 2017 we also expect more senior professionals to move jobs which will drive up salaries as employers compete for top talent.

The fallout from the 2008 financial crisis and increasingly tough regulatory climate continued to impact hiring decisions as firms sought professionals who could develop strategies for ensuring the long-term sustainability of their businesses during challenging economic periods. As a result, professionals who could support the delivery of transparent financial information, provide strategic insight, communicate effectively with senior stakeholders, and ensure compliance with legislation, were highly sought after during 2016 and will remain so in 2017.

In accounting, the ongoing process of digitalisation meant IT and software skills were increasingly highly valued and will be much sought after by organisations in 2017.

The demand for interim finance professionals has been growing steadily, with hourly rates increasing accordingly, but the DBA Act shook up the market upon its introduction in May 2016. To avoid the risk of paying additional taxes and social contributions, some organisations stopped hiring self-employed staff after the Act was introduced. However, with the DBA Act now largely suspended

until 2018, we expect demand for qualified interim professionals to increase in 2017, with rates of pay stable throughout the year.

The demand for contract finance professionals grew rapidly in 2016, resulting in a candidate-driven market. Digitalisation programmes within organisations boosted demand for staff with a Bachelor's or Master's degree and analytical skills, replacing more operational and transactional staff. As a result, contracting salary rates increased in 2016, especially for specialised and experienced accountants. We expect demand for mid-level professionals with these analytical skills will continue to rise in 2017, with junior controllers and junior accountants also expected to be highly sought after by international organisations. In addition, legislation that limits repeated extension of flexible contracts has led many organisations to favour recruiting on a temp-to-perm basis, offering flexibility for a longer period.

BANKING & FINANCIAL SERVICES

In 2016 internal restructuring programmes within many large banking and financial services firms led to a decline in permanent recruitment volumes. However, increased pressure from regulations such as MiFID II, EMIR, CRD IV, and IFRS 9 spurred demand for professionals skilled in compliance, regulatory reporting and financial and operational risk, with their salaries rising accordingly. This focus on risk and compliance will continue in 2017, with salaries expected to continue rising in line with demand.

With banks under pressure to bring their legacy IT systems up to date and adopt highly demanding regulatory procedures, finance professionals with specialist IT knowledge are also expected to be in great demand in 2017.

Regulatory pressure was also responsible for driving the interim market in 2016. Consultants specialising in this space were in high demand and we expect this trend to continue in 2017. Uncertainty was caused by the DBA Act as employers became concerned about paying additional tax and social contributions when hiring interim/self-employed professionals leading some larger institutions to freeze hiring in 2016.

With the DBA Act largely suspended throughout 2017 we expect interim hiring to recover. Demand for interim staff is expected to be high for compliance, risk and finance roles and we anticipate hourly rates will rise for specialists in these areas.

In 2016 contractors were sought after to provide support to back office teams as they worked to adapt processes for regulatory compliance. We therefore expect demand for those specialising in risk and compliance to continue to outstrip supply in 2017. There was a slight increase in contract rates during 2016 and we anticipate specialists and high potential graduates will also benefit from modest gains.

Brexit is an interesting development for the Dutch financial services market. It is possible some international firms may relocate certain business functions from London to the Netherlands, which could drive demand at all levels of seniority.

HEALTHCARE

Within healthcare, hiring managers were keen to recruit finance professionals to manage complex funding streams from government and municipal sources. Changing regulations forced care facilities to adopt a robust approach to financial management, making multi-year financial planning increasingly challenging.

KEY TRENDS

- ▶ Salaries and pay rates for specialist and high potential professionals have increased across all sectors and this trend will continue in 2017.
- ▶ In an increasingly candidate short market, offering a fast and effective recruitment process and clear career opportunities are essential for securing the best talent.
- ▶ The contracting market for finance will remain candidate-driven, with specific demand for specialist accountants, junior controllers and junior accountants.

Hiring managers in 2016 were therefore searching for professionals who had previously managed equally complex funding streams and had experience working in commercial surroundings. This is an unusual and specific combination of skills and we believe it will remain challenging for the sector to recruit professionals with such a range of strengths in 2017. Employers will therefore need to consider offering increased salaries and hourly rates.

LEGAL

Employers faced shortages of candidates for roles such as legal counsel and candidate civil law notary, with demand for specialists in compliance, data privacy and real estate also outstripping supply. Private practice firms in particular struggled to secure top talent as legal professionals increasingly chose to move to in-house roles.

In 2017 we expect general counsels and senior legal counsels to continue moving to new roles, creating career progression opportunities for junior and mid-level legal counsels in both private practice and corporate businesses.

Interim legal vacancies have shown steady growth since 2015 and while the introduction of the DBA legislation has made hiring processes more complicated and drawn out in 2016, it did not dampen demand for interim legal professionals.

Salaries for legal professionals increased in 2016, a trend that is expected to continue into next year for both permanent and interim roles. Candidates will find themselves in a position to choose between a number of offers and able to compare remuneration packages, meaning hiring managers will have to ensure offers are competitive. Interim staff, especially the specialist professionals among them, will be able to command significantly higher rates.

HUMAN RESOURCES

HR hiring volumes increased significantly in 2016 after several years of stagnation and we expect hiring levels will continue to rise in 2017. With the buoyant economy encouraging many businesses to expand, talent acquisition experts were highly sought after, especially those able to recruit IT and data analytics specialists. HR business

partners with solid experience in HR analytics were in high demand to help align organisations' policies with the demands of today's employees.

In most industries, HR salaries remained stable during the year, however sectors which are exposed to more challenging conditions, such as financial services, are likely to face salary cuts in 2017. Specialists in talent management and talent acquisition in the more prosperous industries may enjoy an increase in their salaries, especially when changing jobs.

TAX & TREASURY

The chronic shortage of tax professionals persisted in 2016, with demand for candidates continuing to outstrip supply. The number of tax vacancies increased during the year, particularly at the mid to senior management level, while the number of tax professionals remained stable.

In 2017 we anticipate that tax advisors with more than six years' experience in international practice will be the most highly sought after, with the rising cost of outsourcing tax functions encouraging many businesses to bring this function in-house. This will create higher demand for in-house tax specialists in TP, VAT and tax compliance.

Salaries for tax professionals increased by 5% on average in 2016 and a similar increase is expected for 2017. However, we advise hiring managers looking to secure top calibre tax professionals to focus on other benefits such as flexible working hours and working from home opportunities.

Demand for treasury professionals remained stable in 2016. Senior level treasury professionals are expected to be in highest demand in 2017, with salaries remaining generally stable.

CONTRACT SECRETARIAL & BUSINESS SUPPORT

Economic growth in 2016 led many businesses to expand which created new opportunities for secretarial and support professionals, a trend we expect to see continue in 2017. Providing support to managers within an international environment requires knowledge of various tools and systems, as well as bilingual or multilingual fluency, and professionals with this combination

of skills will be highly sought after, as will those with a Bachelor's degree.

In 2017, hiring managers looking to attract and retain secretarial and support staff will need to focus on providing opportunities for career development to secure the best talent. As demand outstrips supply for skilled secretarial and support professionals, salaries are expected to increase.

CONTRACT IT

Demand for IT staff showed rapid growth in 2016, with high potential IT graduates often landing their first job before they finished their degree. Junior level professionals with one to two years' experience and an MBO4 IT degree will be highly sought after in 2017.

Increased outsourcing of IT departments created high demand from hosting companies for service desk staff in 2016. However, wages in outsourcing companies were traditionally below market rate and as a result turnover rates were high. We believe this creates opportunities for organisations recruiting in-house IT support staff and therefore expect salaries to increase. In 2017, companies are advised to offer training and development programmes as these are highly valued by IT support professionals.

CONTRACT SUPPLY CHAIN

Organisations are placing greater emphasis on achieving operational excellence through seamless and cost efficient logistics processes without compromising customer service. However, experienced professionals who can contribute to setting up these high quality processes are scarce.

With organisations also finding it challenging to attract candidates with management potential and multilingual skills, we believe the market for experienced candidates will tighten further in 2017, resulting in continued growth in salaries for these professionals.

NETHERLANDS

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
VP Finance/CFO					150k+	150k+
Finance Director			80 - 100k	80 - 100k	100 - 150k	100 - 150k
Planning						
FP&A Manager			60 - 90k	60 - 90k	90 - 110k	90 - 110k
M&A Manager/Director			80 - 120k	80 - 120k	120 - 140k	120 - 140k
Business Analyst	45 - 65k	45 - 65k	65 - 75k	65 - 75k	75 - 90k	75 - 90k
Financial Analyst	40 - 60k	45 - 65k	60 - 70k	65 - 75k		
Governance						
Internal Audit Manager/Director			80 - 110k	80 - 110k	110 - 130k	110 - 130k
Internal Auditor	50 - 70k	50 - 70k	70 - 85k	70 - 85k	85 - 100k	85 - 100k
Risk Analyst/Manager	45 - 60k	45 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 100k
Control						
Group Controller/FD			80 - 125k	80 - 125k	120 - 150k	125 - 150k
Division Controller			70 - 100k	70 - 100k	100 - 115k	100 - 120k
Business Controller	45 - 65k	45 - 65k	65 - 90k	65 - 95k	90 - 110k	95 - 115k
Financial Controller	45 - 65k	45 - 65k	65 - 90k	65 - 95k	80 - 100k	85 - 110k
Accounting						
Shared Services Manager			75 - 100k	75 - 100k	100 - 130k	100 - 130k
AP/AR/GL Team Leader	45 - 60k	45 - 60k	60 - 65k	60 - 65k	65 - 70k	65 - 70k
Senior Credit Controller	40 - 50k	45 - 55k	50 - 60k	55 - 65k	60 - 70k	65 - 70k
Finance Manager			50 - 80k	50 - 90k	80 - 100k	80 - 110k
Senior Financial Accountant	40 - 50k	45 - 55k	50 - 55k	55 - 65k	55 - 65k	60 - 70k
Management Accountant	40 - 60k	45 - 65k	60 - 70k	65 - 70k		
'Big 4'						
Consultancy	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95 - 140k	95 - 140k
Auditor	45 - 65k	45 - 65k	65 - 95k	65 - 95k	95 - 135k	95 - 135k

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

NETHERLANDS

BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Finance & Control						
Manager	45 - 65k	45 - 65k	65 - 90k	65 - 90k	90 - 150k	90 - 150k
Financial Controller	45 - 70k	45 - 70k	70 - 90k	70 - 90k	90 - 150k	90 - 150k
Business Controller	50 - 65k	50 - 65k	65 - 80k	65 - 80k	80 - 120k	80 - 120k
Financial Analyst	45 - 60k	45 - 60k	60 - 80k	60 - 80k	75 - 85k	75 - 85k
Audit, Risk & Compliance						
Head of Compliance			150 - 175k	150 - 175k	175 - 200k	175 - 200k
Compliance Officer	35 - 60k	40 - 60k	65 - 100k	65 - 100k	100 - 130k	100 - 130k
Risk Manager (Market & Credit Risk)	50 - 70k	50 - 70k	70 - 110k	70 - 110k	110 - 180k	110 - 180k
Operational Risk Manager	35 - 65k	40 - 65k	65 - 100k	65 - 100k	100 - 130k	100 - 130k
Auditor	55 - 70k	55 - 70k	70 - 100k	70 - 100k	100 - 150k	100 - 150k
Quantitative Analyst	40 - 70k	45 - 70k	70 - 110k	70 - 110k	110 - 150k	110 - 150k

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

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Senior Financial Accountant	560 - 720	560 - 760
Financial Controller	680 - 840	720 - 880
Business Controller	760 - 920	800 - 1000
Reporting Specialist	800 - 960	800 - 1040
Compliance Officer	960 - 1200	960 - 1320
Regulatory Specialist	880 - 1200	920 - 1400
Risk Manager (Operational, Credit & Financial)	720 - 1120	760 - 1200
Project Manager	760 - 880	760 - 900
Programme Manager	1000 - 1240	1000 - 1300

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

NETHERLANDS

HEALTHCARE

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Board Member/CFO	720 - 1300	720 - 1300
Financial Director/Manager Finance	570 - 720	570 - 720
Manager Planning & Control	500 - 720	500 - 720
Financial Manager	500 - 650	500 - 650
Business Controller	475 - 500	475 - 500
Financial Controller	360 - 400	360 - 400
Senior Financial Accountant	325 - 400	325 - 400
Manager Care Administration	500 - 720	500 - 720
Coordinator Care Administration	325 - 500	325 - 500
Employee Care Administration	290 - 325	290 - 325

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

NETHERLANDS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Accounting & Finance		
VP Finance/CFO	900 - 1700	1200 - 2000
Finance Manager	600 - 850	640 - 880
Team Leader	450 - 750	480 - 800
Senior Financial Accountant	400 - 520	440 - 560
Senior GL Accountant	400 - 560	440 - 580
Senior Payroll Specialist	350 - 520	450 - 600
Auditor (RA/ACCA)	560 - 1000	540 - 1000
Corporate Recovery Expert	1000 - 2500	1000 - 2500
Planning		
FP&A Manager	600 - 800	600 - 800
Business Analyst	450 - 550	500 - 600
Financial Analyst	450 - 550	500 - 600
Control		
Group Financial Controller	700 - 1000	700 - 1200
Financial/Business Controller	520 - 800	560 - 800
Assistant Financial Controller	450 - 550	500 - 600
Projects		
Programme Manager	1000 - 1300	1000 - 1300
Transition Manager	800 - 1200	800 - 1200
Project Manager	800 - 1000	800 - 1000
Service Delivery Employee	450 - 650	450 - 650

NB: Interim management figures are daily rates and do not include benefits/bonuses.

NETHERLANDS

LEGAL

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
In-house						
General Counsel					125k+	140k+
Manager Legal Affairs			85k+	90k+	110k+	110k+
Legal Counsel	45 - 60k	45 - 60k	60 - 85k	65 - 90k	85 - 110k	90 - 115k
Compliance Officer	50 - 60k	50 - 60k	60 - 90k	60 - 90k	90 - 120k	90 - 120k
Private Practice						
US & UK Firms - Partner					250k+	250k+
Dutch Firms - Partner					250k+	250k+
US & UK Firms - Associate	45 - 70k	45 - 70k	70 - 105k	70 - 105k	110 - 150k	110 - 150k
Dutch Firms - Associate	40 - 65k	40 - 65k	60 - 90k	65 - 95k	90 - 125k	95 - 125k

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

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Interim Lawyer (Private Practice)	800 - 1200	900 - 1300
Specialised Legal Counsel	900 - 1200	900 - 1300
Compliance	800 - 1200	800 - 1200
Contract Manager	800 - 1200	800 - 1200
Civil Notary	800 - 1100	900 - 1200
Legal Counsel	750 - 1200	800 - 1200

NB: Interim figures are daily rates and do not include benefits/bonuses.

NETHERLANDS

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
HR Director					90k+	100k+
Compensation Manager			75 - 95k	75 - 95k	90 - 150k	90 - 150k
HR Manager	52 - 65k	55 - 65k	65 - 90k	65 - 90k	90 - 125k	90 - 125k
HR Business Partner	52 - 65k	55 - 65k	65 - 90k	65 - 90k	90 - 110k	90 - 110k
Recruitment Manager	50 - 65k	55 - 65k	65 - 80k	65 - 80k	80 - 110k	80 - 110k
HR Advisor	42 - 55k	42 - 55k	55 - 72k	55 - 72k	70 - 90k	70 - 90k
Corporate Recruiter	42 - 60k	42 - 60k	60 - 75k	60 - 75k	75 - 90k	75 - 90k

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

NETHERLANDS

TAX & TREASURY

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Treasury						
Head of Treasury					110 - 220k	110 - 220k
Treasurer			75 - 90k	75 - 90k	90 - 110k	90 - 110k
Assistant Treasurer	40 - 65k	40 - 65k	60 - 75k	60 - 75k	75 - 95k	75 - 95k
Cash Manager	35 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 90k	65 - 90k
Treasury Accountant/Analyst	35 - 60k	40 - 60k	55 - 70k	55 - 70k	65 - 80k	65 - 80k
Tax						
Vice-President Tax					150 - 300k	150 - 300k
Tax Director					90 - 150k	90 - 150k
Senior Tax Manager					90 - 120k	90 - 130k
Tax Manager			60 - 85k	65 - 90k	80 - 110k	85 - 120k
Tax Consultant	45 - 65k	50 - 70k	55 - 75k	60 - 80k		
Tax Analyst	40 - 50k	40 - 50k				

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

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2016	2017
Cash Manager/Assistant Treasurer	500 - 800	600 - 800
Treasurer	800 - 1100	800 - 1100
Tax Manager	650 - 950	700 - 1000
Tax Director	900 - 1200	900 - 1200

NB: Interim figures are daily rates and do not include benefits/bonuses.

NETHERLANDS

CONTRACT SECRETARIAL & BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2016	2017
Executive & Personal Assistant	35 - 53k	35 - 53k
Office Manager	30 - 45k	30 - 45k
Legal Secretary	28 - 40k	28 - 40k
HR & Recruitment Support	25 - 36k	28 - 40k
Management Assistant	24 - 38k	26 - 38k
Receptionist	23 - 31k	23 - 31k
Data Entry	23 - 31k	23 - 31k
Graduate (Bachelor/Master)	20 - 32k	20 - 32k

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

NETHERLANDS

CONTRACT FINANCE

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2016	2017
Accounts Payable Team Leader	40 - 50k	40 - 50k
Accounts Payable Specialist	30 - 40k	35 - 45k
Accounts Payable Administrator	25 - 35k	25 - 35k
Accounts Receivable Team Leader	40 - 50k	40 - 50k
Accounts Receivable Specialist	30 - 40k	35 - 45k
Credit Controller	25 - 35k	25 - 35k
Junior Credit Controller	33 - 40k	35 - 40k
Senior Financial Administrator	35 - 40k	40 - 50k
Payroll Officer	40 - 50k	40 - 50k
Graduate (Bachelor/Master)	30 - 40k	30 - 40k
Graduate (MBO/Secondary Vocational)	20 - 30k	25 - 35k

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

NETHERLANDS

CONTRACT BANKING & FINANCIAL SERVICES

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2016	2017
Payment Officer	30 - 35k	30 - 35k
Accounts Receivable Officer	30 - 35k	30 - 35k
Accounts Assistant	30 - 35k	32 - 37k
Underwriting Support	30 - 35k	30 - 35k
Junior Risk Analyst	35 - 40k	35 - 40k
Junior Credit Analyst	35 - 40k	37 - 42k
Junior Compliance Officer	35 - 40k	35 - 40k
Financial Accountant	40 - 45k	42 - 47k

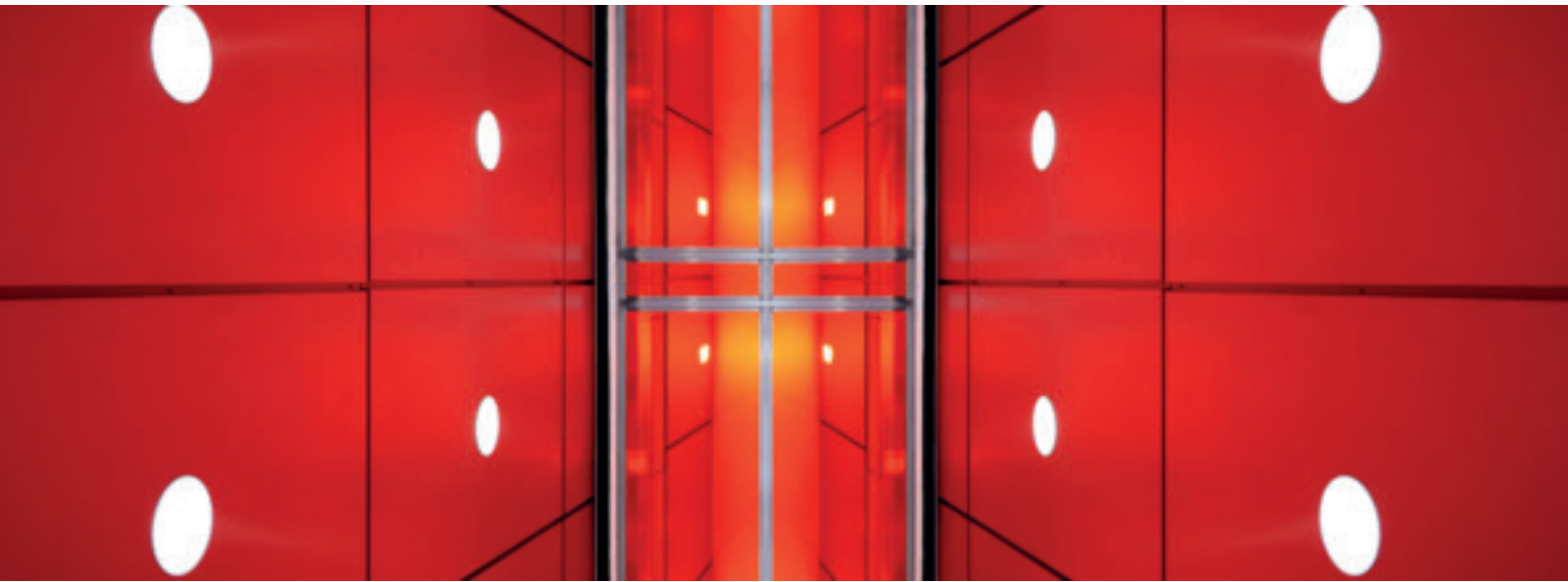
CONTRACT IT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2016	2017
System Administrator	30 - 58k	30 - 58k
Application Administrator	30 - 60k	32 - 60k
Network Administrator	30 - 60k	32 - 60k
IT Helpdesk (1st/2nd/3rd line)	25 - 40k	27 - 42k

CONTRACT SUPPLY CHAIN

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2016	2017
Operations Manager	36 - 52k	36 - 55k
Demand & Supply Chain Planner	35 - 58k	36 - 60k
Logistics Analyst/Third Party Logistics	35 - 58k	36 - 60k
Supply Chain Coordinator	30 - 42k	31 - 44k
Inside Sales Support	25 - 45k	25 - 45k
Export Associate	25 - 42k	26 - 42k
Sales Representative	23 - 42k	23 - 42k
Order Management Specialist	25 - 38k	28 - 40k
Customer Service Representative (multilingual)	23 - 33k	24 - 35k

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



ECONOMIC GROWTH, RISING LEVELS OF TOURISM AND INVESTMENT FROM OVERSEAS ARE SET TO DRIVE AN INCREASE IN HIRING LEVELS IN 2017.

2016 INSIGHTS

After several years of recession, Portuguese employers and professionals were cautiously optimistic as the economy began to show signs of recovery in 2016. Despite only modest GDP growth there were rising levels of hiring activity in sectors such as services, industry, retail, logistics and IT. Following government policy reforms, unemployment decreased to 11.6%.

Tax policy changes encouraged international companies to set up operations in the country during the past few years, offering financial incentives to create new jobs. As a result, Portugal has become more competitive, with companies starting to move their shared service centres, customer service centres and centres of excellence to the country, creating opportunities for IT, finance and engineering professionals.

Both job volumes and salaries increased due to the rise in foreign investment, particularly by exporters and related industries such as logistics and supply chain firms.

IT was one of the strongest sectors, with new businesses and start-ups, as well as banking and insurance companies, seeking professionals with a combination of technical and management skills, particularly SAP and security expertise.

Industry and manufacturing were also growth sectors, with senior professionals needed to fill operational, sales, quality and maintenance positions, as companies looked to optimise processes, diversify, and increase production.

The retail sector remained strong, thanks to increased consumer spending, a record year for tourism and international investment in FMCG, publicity and e-commerce. Demand was high for sales and marketing professionals, such as export managers, to manage distribution channels. Key account managers with technical knowledge were also being hired to manage clients, and brand managers were in demand to help position company brands and boost sales.

As a result of the economic downturn in 2008/09, many top calibre professionals left the country to find opportunities overseas. Consequently, employers struggled to secure top talent. With many Portuguese professionals still hesitant to change jobs, and those living overseas reluctant to return, this trend looks set to continue.

Overall in 2016, salaries in Portugal remained relatively flat despite the increased demand for professionals. However, employers began offering other benefits, such as flexible working or subsidised medical insurance, to secure top talent.

2017 EXPECTATIONS

In 2017, we expect the economic recovery to continue and demand for professionals who can take an active role in shaping company strategy to increase. Start-ups and SMEs are expected to increase hiring across a range of sectors, as will large companies operating in the logistics, services, finance, industry, retail and energy sectors.

Businesses will remain cautiously confident and begin growing headcount and increasing the number of new projects. The most active sectors in terms of hiring will be IT, engineering and sales and marketing, where employers will continue to struggle with skills shortages.

Portuguese tech and digital firms may struggle to find IT specialists to support their growth, such as developers, programmers, IT systems and infrastructure experts. Given the high demand for professionals with these skills across Europe, Portuguese employers will have to offer competitive salaries to secure top talent,

with wages expected to increase by up to 10%.

As companies look to increase headcount, demand is expected to grow for HR professionals who can help develop effective talent management strategies in order to secure the best employees in a candidate short market. HR business partners, and HR managers in particular, will be in demand to help develop these strategies.

Foreign investment in Portugal is expected to rise, leading to a growth in demand for real estate professionals, particularly those with three to five years' post-qualified experience, and fluency in one or more foreign languages. Despite the increase in confidence, the construction industry is likely to remain quiet in 2017, with any financing for new projects coming almost exclusively from overseas investors.

The economic recovery is also expected to drive demand for finance professionals, with companies particularly investing in their support functions. Junior professionals, mostly newly-qualified accountants, will be highly sought after to fill back office roles, while mid to senior level professionals such as auditors, CFOs and plant controllers will be in demand to take on strategic roles related to controlling costs and supporting international development. Demand for finance professionals is expected to be highest from companies in the logistics, industrial, banking and financial services and pharmaceutical sectors.

In 2017 we also anticipate slight increases in demand for professionals in the insurance sector, with life and non-life actuaries who have knowledge of Solvency II in highest demand. Commercial underwriters as well as risk and digital professionals will also be sought after.

Digital transformation projects are also expected to play a major role in driving recruitment in 2017, creating demand for customer relationship management specialists and relational marketing professionals, particularly those with a background in e-commerce. In order to secure top talent for these roles, employers are expected to increase salaries by up to 5%.

ENGINEERING

Due to the high number of skilled candidates with a wide variety of experience currently available, we expect salaries to remain steady in 2017, with employers focusing on promoting other benefits to secure the best people.

During the economic downturn a large number of Portuguese engineers moved overseas to secure roles, with many relocating to Africa and Latin America. As a result, employers will need to offer mid to long-term projects and other benefits, such as a good work environment, to encourage these professionals to return.

Process leaders, mechanical engineers, electrical engineers, operations directors and maintenance managers were highly sought after to design, manage and coordinate the different processes for the infrastructure and utilities sectors.

Portuguese engineers have a reputation for possessing strong technical knowledge, and as a result, a number of competence centres were established in the country by international firms. These centres will create opportunities for professionals with international experience and a high level of technical competence.

In 2017, renewable energy and engineering consultancies will seek professionals to develop business strategy and boost sales. Commercial directors, business development managers and sales managers with language skills (English, Spanish or German as a second language), strong commercial skills and the capacity to travel, will be in high demand.

The construction sector will continue to feel the impact of the economic downturn in 2017. As a result, wages in this area will remain frozen or even decrease, as will those for professionals involved in international projects, such as site construction managers and project managers.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

Hiring volumes for supply chain, procurement and logistics professionals increased in 2016 due to rising levels of internal consumption,

a growth in exports, and the introduction of foreign investment. Strong performance from the FMCG, e-commerce and retail sectors also played a role in driving demand for professionals, largely thanks to the increase in tourism. These trends are likely to continue in 2017 with companies keen to recruit supply chain, procurement and logistics professionals.

In 2017 the drive towards optimisation, innovation, improving efficiency and lowering procurement and manufacturing costs will remain a high priority for the industrial sector, creating opportunities for procurement and logistics professionals. Local and multinational firms in the agribusiness, food and beverages and automotive sectors will drive much of this demand. Manufacturing professionals such as lean or Six Sigma specialists, purchasing managers and QA/QC managers will receive moderate salary rises (5%).

Professionals with technical and sales skills, such as sales engineers, who are able to travel and who can help companies increase their market share, will also be highly sought after, particularly by SMEs.

As Portuguese companies look to expand into international markets, demand for transport and logistics operators is set to increase. Mid-level managers with five to eight years' experience, and the ability to speak several languages, will be particularly sought after. Roles on offer will include logistics directors and key account managers for which salaries will increase by around 7-8%.

Multinational firms that established a presence in Portugal because of its competitive salary levels will respond to rising wages by offering higher levels of performance-related pay, rather than increasing base salary levels. In addition to offering a competitive salary, employers looking to secure top professionals will need to emphasise their ability to provide training in new technologies.

PORTUGAL

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Manufacturing						
Operations Manager	30 - 50k	30 - 50k	40 - 75k	40 - 70k	65 - 90k	70 - 95k
Plant Manager	35 - 45k	40 - 55k	50 - 70k	60 - 75k	70 - 105k	75 - 110k
Production Manager	25 - 40k	30 - 40k	35 - 55k	40 - 60k	55 - 70k	55 - 75k
Planning Manager	25 - 35k	25 - 35k	35 - 45k	35 - 45k	45 - 60k	45 - 70k
Maintenance/Facility Manager	20 - 30k	25 - 35k	30 - 45k	30 - 45k	40 - 55k	40 - 60k
Process Engineer	20 - 30k	20 - 30k	30 - 40k	30 - 40k	35 - 45k	40 - 45k
Sales						
Commercial Director			50 - 85k	50 - 95k	65 - 115k	65 - 120k
Business Development Manager	30 - 50k	35 - 50k	45 - 90k	45 - 95k	60 - 125k	65 - 135k
Sales Manager	25 - 40k	25 - 40k	30 - 45k	30 - 50k	40 - 80k	40 - 85k
Senior Sales Engineer		20 - 30k	25 - 35k	25 - 40k	35 - 45k	40 - 50k
Expert & Technical						
R&D Manager	20 - 30k	25 - 30k	30 - 40k	30 - 40k	40 - 50k	45 - 60k
Continuous Improvement Manager	25 - 35k	25 - 35k	35 - 50k	35 - 55k	50 - 60k	50 - 65k
HSE Manager	25 - 30k	25 - 35k	30 - 40k	35 - 45k	40 - 65k	45 - 70k
Construction						
Technical Director	30 - 55k	30 - 45k	45 - 70k	45 - 70k	65 - 95k	65 - 100k
Project Director	35 - 50k	35 - 50k	60 - 90k	60 - 90k	70 - 110k	65 - 110k
Site Construction Manager	40 - 65k	40 - 60k	55 - 85k	50 - 80k	70 - 100k	65 - 95k
Project Manager	30 - 50k	25 - 45k	40 - 70k	40 - 70k	70 - 90k	65 - 85k
Energy						
Operations Director			55 - 80k	60 - 80k	65 - 100k	65 - 105k
Contract Manager			45 - 65k	45 - 65k	55 - 85k	55 - 85k
Commissioning Manager	35 - 50k	35 - 50k	40 - 55k	40 - 55k	50 - 75k	50 - 80k

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

PORTUGAL

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Supply Chain						
Supply Chain Director			40 - 70k	45 - 75k	60 - 90k	65 - 90k
Business Development Manager	30 - 50k	30 - 50k	45 - 65k	50 - 80k	65 - 95k	65 - 100k
Purchasing Manager	25 - 30k	25 - 35k	30 - 40k	40 - 55k	45 - 60k	50 - 70k
Engineering Manager	30 - 40k	30 - 40k	35 - 50k	35 - 50k	50 - 75k	50 - 75k
Maintenance Manager	25 - 30k	25 - 30k	30 - 45k	30 - 40k	45 - 60k	45 - 55k
QA/QC Manager	30 - 40k	30 - 45k	35 - 45k	35 - 50k	50 - 60k	50 - 65k
Sales Manager	30 - 40k	35 - 40k	40 - 45k	40 - 45k	50 - 60k	55 - 70k
Sales Engineer/Product Manager	25 - 30k	30 - 35k	35 - 45k	40 - 50k	45 - 55k	45 - 60k
Procurement						
Procurement Manager	45 - 50k	45 - 50k	50 - 60k	55 - 65k	60 - 65k	60 - 75k
Demand Planning Manager	30 - 45k	30 - 40k	35 - 50k	35 - 50k	50 - 70k	50 - 70k
Customer Service Manager	25 - 30k	25 - 30k	30 - 40k	40 - 50k	45 - 60k	45 - 60k
Senior Buyer	25 - 30k	25 - 30k	30 - 45k	40 - 50k	45 - 50k	45 - 55k
Logistics						
Operations Director			40 - 70k	45 - 75k	55 - 95k	60 - 90k
Logistics Director	30 - 45k	35 - 50k	40 - 55k	45 - 60k	50 - 80k	55 - 85k
Technical Director	30 - 45k	35 - 45k	45 - 55k	50 - 60k	50 - 70k	55 - 80k
Logistics Manager	30 - 40k	30 - 40k	40 - 50k	45 - 55k	60 - 70k	60 - 70k
Distribution Manager	30 - 40k	30 - 40k	35 - 45k	35 - 45k	40 - 60k	40 - 65k
Warehouse Manager	20 - 30k	20 - 35k	25 - 35k	25 - 40k	35 - 45k	35 - 55k
Regional Sales Manager	20 - 30k	20 - 30k	30 - 40k	35 - 40k	40 - 50k	40 - 55k
Sales Manager	25 - 40k	30 - 40k	30 - 50k	35 - 55k	40 - 65k	45 - 65k
Key Account Manager	25 - 35k	30 - 35k	30 - 40k	35 - 45k	40 - 55k	45 - 60k

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

AS THE SPANISH ECONOMY CONTINUED TO IMPROVE IN 2016, CONFIDENCE AMONGST HIRING MANAGERS AND CANDIDATES ROSE, LEADING TO AN INCREASE IN HIRING LEVELS.

2016 INSIGHT

In 2016, Spain's economic recovery continued with global businesses increasing investment and setting up new operations, driving demand for professionals across a range of sectors.

Record-breaking levels of tourism boosted hospitality, transport, retail, leisure and FMCG, which increased hiring activity. Several multinational companies based their European shared service centres in Spain, creating jobs in accounting, payroll and IT. Spain has also become a centre for the European e-commerce industry. At the same time, the country continued to attract professionals from overseas, due to Spain's good quality of life and low cost of living, ensuring that multinational employers could convince staff to transfer to new subsidiaries based in the country.

The engineering sector was able to sell its expertise abroad during the downturn, developing an impressive infrastructure, with industries such as oil and gas, renewable energies, roads and railway facilities playing a key role in driving demand for Spanish engineers. Where these

companies had head offices in Spain, they were an important source of hiring activity, especially for finance and projects professionals.

As the economy recovered, many of these companies were active in recruiting FP&A managers, financial controllers, HR managers and legal counsellors. Tax legal specialists were also highly sought after by professional services firms to help their SME and larger clients develop and grow in an increasingly complex and globalised market.

2017 EXPECTATIONS

Generally speaking, hiring levels increased in 2016 and we expect this trend to continue in 2017, with employers potentially facing skills shortages, particularly in IT and hospitality.

We also expect to see high demand for professionals with strong digital skills across a range of sectors. IT developers, IT architects and digital marketing specialists will be in highest demand. Project managers specialising in facilities and infrastructure construction who are willing to spend time abroad will also be highly sought after. Companies will also look for financial planners and HR specialists who can provide strategic insight and help shape business policy.

Britain's decision to leave the EU may play a role in shaping demand for financial services

professionals if banks relocate some middle and back office functions from London to Spain or other cities in Europe.

Increasingly, employers are looking for people working in HR and finance who can provide strategic insight and guidance, collaborating with stakeholders across several departments. IT professionals who can add tangible value, such as CTOs, CIOs and project leaders, will be highly sought after. Companies will also be keen to recruit sales and marketing professionals to work across multiple channels, particularly digital and e-commerce. Across all fields, employers will favour professionals with fluent English and experience of working in an international environment.

Employers who want to attract and retain the best candidates will need to offer a competitive salary and emphasise their positive working culture, good work-life balance and opportunities for career progression. Increasingly, jobseekers also value employers who are committed to integrating the latest systems and technology into their operations.

As demand for candidates increases, we expect to see salaries rise by an average of 8%. Spain will continue to be an attractive location for multinationals to base shared service centres, and for e-commerce firms.



Across all sectors, employers will favour professionals with fluent English and experience of working in an international environment.



400k (EJI)

Average number of roles advertised in Spain per quarter



Number of employers that have adopted flexible or remote working to attract and retain employees

(EJI)

TOP THREE AREAS BY ADVERTISED JOB VOLUME

- 1 Sales
- 2 Information technology
- 3 Marketing

(Salary Survey 2017)

5% SALARY INCREASES EXPECTED FOR THESE SKILL SETS



Actuary



Building information modelling



(Whitepaper)

9 out of 10 professionals in Spain rate competitive pay and bonus as important in their jobs

EJI: Robert Walters European Job Index, Q4 2016.

Whitepaper: Robert Walters 'Attracting and Retaining Millennial Professionals', 2016.



KEY FINDINGS

Spain will continue to be seen as an attractive location for e-commerce firms and as a base for multinationals' shared service centres.

As demand for candidates increases we expect to see salaries rise by an average of 8%.

OVERVIEW

ACCOUNTING & FINANCE

Demand was high for finance professionals who could provide strategic guidance to leaders at larger and smaller start-up companies in 2016. In particular, commercial finance analysts and business controllers were highly sought after, as companies developed their finance teams to provide support for strategic decision making. The creation of shared service centres in Spain for the EMEA region also played a role in creating demand for senior and mid-level candidates to fill management positions.

As was the case in 2015, recruitment levels remained high for newly and part-qualified accountants in 2016, with local companies in the telecommunications, digital, FMCG and pharmaceutical sectors driving hiring activity. There was also a strong demand for business controllers and accounting managers specialising in SSC who could support the transformation of finance teams.

Hiring managers recruited IT financial controllers to manage their IT systems overhauls and to improve their efficiency and profitability. Professionals with FP&A and controlling expertise will remain in highest demand in 2017 as companies continue to up-skill their finance functions and improve operational efficiency. However, it could be challenging to fill these positions due to a shortage of available candidates in this field with international work experience. Organisations will also recruit corporate finance and treasury professionals to maintain effective cash flow management.

BANKING & INSURANCE

Political instability in Spain made 2016 a challenging year for banking and financial services firms. Regulated firms were concerned about possible regulatory change, and held back on plans for growth. As a result, recruitment slowed to 2015 levels. The political uncertainty meant retail banks put on hold planned recruitment for digitalisation projects.

However, we believe that 2017 will be a strong year as confidence increases. This, coupled with rising foreign investment, will encourage private equity and venture capital firms to grow. In turn, this will create jobs for financial analysts, M&A analysts and investment directors, and salaries will rise. As new, smaller financial firms grow and expand in 2017, business development managers with a financial background will be in demand.

In the insurance sector, the number of available jobs rose in 2016, as did salaries. Actuaries were in particularly high demand due to the rapidly changing risk landscape. They had a key role to play in implementing Solvency II, which will continue in the coming year. We expect actuaries' salaries to rise by 5% as a result.

As companies digitise more of their functions, big data and analytics professionals will be highly sought after. Front and middle office positions, such as key account managers and underwriters, will still be in demand due to the critical role they play in business development.

ENGINEERING

The sharp drop in oil prices meant that 2016 was a challenging year for oil and gas and

EPC industrial firms. However, roles were still available for project directors, contract managers, QA/QC managers and project control managers who speak more than one language and who were willing to work outside Spain.

Spanish equipment manufacturers servicing the oil and gas industry were less affected by the drop in oil prices and recruited sales and project managers. In 2017, we expect salaries to remain largely stable, or even decrease, except where there is a shortage of jobseekers, when salaries could increase by up to 5%.

The Spanish renewable energy sector had a difficult year due to regulatory changes. Spain is a pioneer of renewable energy technologies so Spanish engineers are highly valued internationally. There was still demand for business development managers, project development managers, project managers and site managers, although salaries across the sector were unchanged. We expect this to continue in 2017.

While reforms across the energy industry have been a blow to established utilities companies, they are creating opportunities for new start-up firms. These firms are particularly keen to recruit origination managers (who can lead negotiations for power contracts and client management), operations managers, energy market analysts, traders and commercial positions. Such roles are key to project implementation, sales and cost control.

A fall in the price of key minerals led to a decline in recruitment across the mining sector and stagnating or falling salaries. However, several

KEY TRENDS

- ▶ Start-ups will have a growing impact on demand for talent, compounding the shortage of top quality candidates.
- ▶ Britain's decision to leave the EU may lead some banks to relocate certain middle and back office functions from London to Spain.
- ▶ We expect to see high demand throughout 2017 for professionals with strong digital skills across a range of sectors such as IT developers, IT architects and digital marketing specialists.

Spanish firms are focusing on the cement sector, which Spain has extensive experience of, with major projects in LATAM. This focus contributed to demand for engineers, project managers and site managers.

Industry and supply chain professionals had a slight increase in wages in 2016, and candidates were more confident about looking for bigger projects and a higher salary. Quality control and maintenance process professionals were highly sought after in production plants, while technical sales engineers and product managers were recruited to increase market share. We expect the automotive and food sectors will be recruiting this year and that bonuses will increase by at least 10%.

In 2016, salaries in infrastructure and construction were stagnant. However, the real estate sector was able to capitalise on Spain's economic recovery and hiring managers recruited professionals who could develop new strategies for attracting international investors.

Wages will increase in 2017 as the political and economic climate stabilises, and could rise by up to 10% for roles with a highly specialised skill set. Project managers will be in demand, as will professionals who are qualified for technical roles, such as BIM managers. Their pay will rise by around 5%.

IT & DIGITAL

In 2017, employers will increasingly look for IT professionals with strong soft skills to complement their technical abilities. Businesses are also embracing big data analytics, leading to higher demand for mathematicians, computer science engineers and professionals with a background in statistics. Demand for data architects will outstrip supply, but they will become easier to find as they are developing their own online communities.

Salaries increased marginally in 2016, but in 2017 wages will see a significant surge as employers compete to secure top talent. Professionals working in disciplines like data management and information security will see their salaries rise by at least 8%. Banks and insurers are likely to offer the highest rates of pay.

Technology focused start-ups will also put pressure on talent pools by offering a better work-life balance and working culture. Companies that want to keep top employees will have to offer something similar, as well as a competitive salary.

SALES & MARKETING

In 2016, domestic consumption and investment continued to rise, spurring demand for sales and marketing professionals at the mid and senior level. The FMCG, consumer electronics, services, media, healthcare and biotech industries all enjoyed significant growth and were active in seeking specialists in e-commerce, CRM, customer excellence and business development.

Throughout 2017 hiring volumes for sales and marketing professionals will remain high, with online and start-up firms playing a significant role in driving demand. As employers look to expand their digital and e-commerce presence, professionals at junior to senior level will be sought after to fill roles in performance marketing and mobile sales, as well as higher level strategic positions in customer excellence, CLM & CRM, programmatic and RTB operations. Candidates with international experience and knowledge of two or more languages will be in particular demand as firms look to expand their businesses abroad, with employers recruiting extensively for export managers and international sales directors.

After years of stagnating or declining salaries, in 2016, wages and performance-related pay increments increased for professionals with an international background and we expect this trend to continue throughout 2017. As a result of the growing talent shortage, counter-offers are becoming popular to retain staff. Hiring managers who want to secure top talent must ensure that salaries and bonuses are competitive whilst also emphasising the potential for career development and work-life balance.

TAX & LEGAL

In 2017 legal professionals with expertise in criminal litigation and compliance will be in high

demand due to reforms to the Spanish criminal code. The economic recovery means experts in commercial law, banking and real estate will also be highly sought after. Financial operators will want to hire financial regulatory specialists to provide advisory services.

Salary levels for real estate experts could rise significantly - welcome news for these professionals as many of them experienced a drop in salary during the recession. The best lawyers will see a substantial increase in their salary and benefit packages, across both private practice and in-house. However, in general, remuneration in this sector will remain stable in 2017. Although hiring managers may struggle to recruit the people they need, especially if they remain inflexible over their hiring criteria.

SPAIN

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Generalist						
Chief Financial Officer			80 - 120k	80 - 110k	120 - 200k	120 - 200k
Finance Director - SME	50 - 65k	50 - 65k	65 - 85k	65 - 85k	70 - 95k	70 - 95k
Head of Controlling			55 - 80k	55 - 75k	70 - 100k	70 - 100k
FP&A Manager	35 - 55k	35 - 55k	50 - 70k	50 - 70k	70 - 110k	70 - 110k
Financial Controller	35 - 50k	35 - 55k	55 - 70k	55 - 70k	70 - 95k	70 - 95k
Accounting Manager	40 - 50k	40 - 55k	55 - 70k	55 - 75k	70 - 85k	75 - 85k
Treasurer	40 - 50k	40 - 50k	50 - 65k	50 - 65k	65 - 80k	65 - 80k
Business Analyst	35 - 50k	35 - 50k	55 - 70k	55 - 65k	70 - 85k	65 - 80k
Specialist						
Plant Controller	40 - 55k	40 - 55k	55 - 80k	55 - 80k	80 - 95k	80 - 95k
Internal Auditor	35 - 50k	35 - 50k	55 - 75k	55 - 75k	75 - 95k	75 - 95k
Consolidation Manager	40 - 50k	40 - 50k	50 - 70k	50 - 75k	75 - 90k	75 - 95k
Project Finance Analyst	45 - 70k	45 - 75k	70 - 110k	70 - 110k	110 - 160k	110 - 160k
Strategy Consultant	45 - 60k	45 - 60k	65 - 85k	65 - 85k	90 - 125k	90 - 125k
Finance Business Partner	35 - 50k	35 - 55k	50 - 70k	55 - 75k	70 - 90k	75 - 95k

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

SPAIN

BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Banking						
Institutional Sales	45 - 90k	45 - 90k	80 - 130k	90 - 120k	110 - 170k	120 - 170k
M&A	50 - 85k	40 - 75k	70 - 130k	75 - 120k	110 - 170k	120 - 170k
Private Equity	50 - 85k	45 - 85k	70 - 130k	85 - 140k	115 - 160k	140 - 180k
Risk Analyst	35 - 45k	35 - 50k	45 - 65k	45 - 70k	75 - 85k	80 - 90k
Real Estate Asset Manager	50 - 80k	50 - 75k	75 - 125k	75 - 125k	90 - 140k	100 - 140k
Portfolio Manager	35 - 50k	40 - 50k	45 - 70k	50 - 70k	70 - 120k	75 - 125k
Capital Markets Analyst	35 - 45k	35 - 50k	45 - 65k	50 - 70k	70 - 95k	70 - 100k
Compliance & AML Officer	50 - 75k	35 - 60k	70 - 100k	60 - 90k	100 - 150k	100 - 150k
Financial Controller	45 - 65k	45 - 60k	60 - 90k	60 - 90k	100 - 110k	90 - 110k
Product Manager	45 - 70k	45 - 65k	55 - 80k	60 - 75k	75 - 95k	75 - 100k
Credit Analyst	55 - 70k	40 - 50k	65 - 85k	50 - 70k	70 - 90k	70 - 90k
Middle Office	32 - 42k	30 - 42k	40 - 60k	40 - 60k	50 - 80k	50 - 80k
Back Office	25 - 38k	25 - 35k	35 - 58k	35 - 50k	50 - 70k	50 - 65k
Insurance						
Chief Actuary			70 - 100k	75 - 100k	100 - 150k	100 - 160k
Actuary	30 - 45k	35 - 47k	45 - 65k	47 - 68k		
Underwriter	30 - 45k	30 - 45k	45 - 65k	45 - 65k	60 - 85k	75 - 90k
Claims Manager	35 - 55k	35 - 60k	60 - 90k	65 - 90k	90 - 125k	90 - 130k
Key Account Manager	40 - 55k	40 - 60k	55 - 80k	60 - 80k	90 - 120k	90 - 120k
Audit Manager	40 - 55k	40 - 55k	50 - 65k	50 - 65k	65 - 85k	65 - 85k
Senior Auditor	45 - 55k	40 - 55k	50 - 70k	55 - 70k	70 - 85k	70 - 85k
Financial Controller	35 - 45k	35 - 45k	40 - 60k	40 - 60k	60 - 85k	60 - 85k

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

SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Oil & Gas/Conventional						
Business Development Manager	45 - 60k	45 - 60k	80 - 100k	80 - 100k	100 - 160k	100 - 160k
Operations Director			85 - 100k	85 - 100k	110 - 130k	110 - 130k
Project Director	45 - 65k	45 - 65k	65 - 85k	65 - 85k	85 - 110k	85 - 110k
Engineering Manager	40 - 60k	40 - 60k	75 - 80k	65 - 75k	85 - 100k	75 - 95k
Procurement Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	70 - 90k	70 - 90k
Process Leader	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Lead Mechanical Engineer	45 - 50k	40 - 50k	55 - 60k	50 - 60k	65 - 75k	60 - 75k
Site Construction Manager	75 - 90k	75 - 90k	90 - 120k	90 - 120k	120 - 150k	120 - 150k
Site Contract Manager			90 - 120k	90 - 120k	120 - 150k	120 - 150k
Site Commissioning Manager	75 - 85k	75 - 85k	90 - 110k	90 - 110k	120 - 140k	120 - 140k
Site Project Control Manager	70 - 75k	70 - 75k	85 - 100k	85 - 100k	120 - 150k	120 - 150k
Site HSE Manager	60 - 80k	50 - 75k	80 - 90k	75 - 90k	90 - 120k	90 - 120k
Renewable Energy/T&D						
Business Development Manager	50 - 60k	50 - 60k	55 - 80k	55 - 80k	70 - 120k	70 - 120k
Project Development Manager	40 - 45k	40 - 45k	55 - 70k	55 - 70k	60 - 80k	60 - 80k
Project Manager	40 - 55k	40 - 55k	50 - 70k	50 - 70k	65 - 100k	65 - 100k
Engineering Manager	40 - 55k	40 - 55k	50 - 70k	50 - 70k	65 - 100k	65 - 100k
Procurement Manager	35 - 55k	35 - 55k	45 - 65k	45 - 65k	55 - 75k	55 - 75k
Site Construction Manager	40 - 55k	40 - 55k	50 - 70k	50 - 70k	65 - 100k	65 - 100k
Site Commissioning Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	65 - 95k	65 - 95k
O&M Manager	35 - 55k	35 - 55k	45 - 65k	45 - 65k	55 - 75k	55 - 75k
Senior Sales Manager	45 - 55k	45 - 55k	50 - 65k	50 - 65k	60 - 95k	60 - 95k
Asset Manager	35 - 55k	35 - 55k	50 - 65k	50 - 65k	60 - 90k	60 - 90k

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

SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Mining						
Project Director (Mining)			85 - 110k	85 - 110k	110 - 160k	110 - 160k
Mechanical Leader (Mining)	35 - 50k	35 - 50k	50 - 70k	50 - 75k	70 - 90k	75 - 100k
Process Leader (Mining)	35 - 50k	35 - 50k	50 - 65k	50 - 75k	65 - 90k	75 - 100k
Site Manager (Mining)			70 - 100k	70 - 90k	100 - 150k	90 - 130k
Industry & Supply Chain						
Business Development Manager	50 - 70k	45 - 65k	70 - 90k	70 - 100k	100 - 130k	110 - 140k
Regional Sales Manager	40 - 50k	45 - 50k	50 - 60k	50 - 60k	65 - 80k	70 - 85k
Sales Engineer/Product Manager	35 - 55k	40 - 45k	50 - 75k	55 - 70k	80 - 95k	75 - 90k
QA/QC Manager	45 - 60k	40 - 50k	50 - 65k	50 - 70k	65 - 80k	70 - 85k
Industrial/Plant Manager	45 - 60k	45 - 60k	65 - 80k	65 - 90k	90 - 110k	90 - 120k
Technical Director	40 - 60k	45 - 60k	60 - 80k	65 - 75k	90 - 110k	80 - 100k
Production Manager	40 - 60k	35 - 50k	60 - 80k	50 - 70k	90 - 110k	70 - 95k
Process Engineer	30 - 45k	35 - 45k	45 - 60k	45 - 65k	60 - 75k	70 - 85k
Logistics/Supply Chain Manager	35 - 50k	40 - 55k	50 - 65k	60 - 75k	70 - 90k	80 - 110k
Purchasing Manager	30 - 40k	35 - 45k	40 - 50k	50 - 65k	60 - 80k	70 - 95k
Maintenance/Facility Manager	35 - 45k	35 - 45k	45 - 60k	45 - 55k	60 - 80k	60 - 75k
Infrastructure						
Project Director	80 - 90k	80 - 95k	90 - 100k	90 - 105k	130 - 150k	120 - 150k
Project Manager	85 - 95k	85 - 100k	95 - 105k	95 - 110k	115 - 125k	115 - 130k
Site Construction Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	110 - 130k	110 - 130k
Planning & Cost Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	110 - 130k	110 - 130k
Technical Office Manager	75 - 85k	75 - 85k	85 - 95k	85 - 95k	95 - 105k	95 - 105k
Procurement Manager	60 - 70k	60 - 70k	70 - 80k	75 - 85k	80 - 90k	85 - 95k
MEP Manager	60 - 70k	65 - 75k	80 - 90k	80 - 90k	90 - 100k	90 - 100k

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SPAIN

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Management						
Chief Information Officer	75 - 85k	80 - 90k	85 - 115k	90 - 120k	100 - 170k	110 - 190k
Chief Technology Officer	70 - 80k	70 - 85k	80 - 110k	80 - 115k	100 - 160k	100 - 170k
Chief Operations Officer	50 - 60k	50 - 65k	60 - 100k	65 - 105k	95 - 165k	100 - 170k
IT Director	55 - 70k	60 - 75k	70 - 100k	75 - 110k	85 - 120k	90 - 130k
Head of Infrastructure	60 - 65k	65 - 70k	70 - 75k	70 - 80k	90 - 95k	90 - 100k
IT Manager	45 - 55k	50 - 60k	55 - 75k	60 - 75k	75 - 95k	75 - 95k
Development						
Development Director	55 - 70k	60 - 75k	70 - 95k	75 - 100k	90 - 125k	95 - 130k
Enterprise Architect	70 - 85k	70 - 85k	70 - 100k	80 - 110k	95 - 135k	100 - 140k
Development Project Manager	45 - 60k	45 - 60k	55 - 70k	55 - 70k	60 - 80k	65 - 85k
Front-end Developer	40 - 50k	40 - 50k	45 - 65k	50 - 70k		
Back-end Developer	35 - 40k	35 - 45k	40 - 50k	45 - 60k		
DevOps Engineer	35 - 50k	35 - 55k	45 - 60k	55 - 70k		
Mobile (iOS/Android) Engineer	35 - 45k	35 - 45k	40 - 55k	45 - 60k		
Tester/QA Analyst	40 - 45k	40 - 55k	45 - 65k	50 - 70k		
ERPs						
SAP Manager	50 - 55k	50 - 60k	50 - 60k	60 - 70k	70 - 75k	70 - 85k
SAP Analyst	45 - 50k	45 - 50k	50 - 55k	50 - 55k		
SAP Developer	35 - 45k	35 - 45k	45 - 50k	45 - 50k		
Security						
Chief Security Officer	50 - 70k	55 - 75k	60 - 80k	65 - 85k	80 - 110k	85 - 120k
Network Security Engineer	40 - 50k	40 - 55k	45 - 60k	45 - 65k	60 - 80k	60 - 85k
Reverse Engineer/Hacker	40 - 45k	40 - 55k	55 - 60k	55 - 65k		

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

SPAIN

INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Systems						
Systems Director	80 - 85k	80 - 95k	95 - 100k	95 - 110k	110 - 130k	110 - 130k
Systems Administrator	40 - 45k	40 - 55k	55 - 60k	55 - 65k		
SysOps	40 - 55k	45 - 55k	55 - 75k	55 - 80k		
Site Reliability Engineer	40 - 45k	45 - 50k	45 - 55k	50 - 60k	55 - 75k	60 - 80k
Helpdesk/Support Manager	40 - 45k	40 - 45k	45 - 55k	45 - 55k	55 - 75k	55 - 75k
Network Engineer	40 - 50k	40 - 50k	45 - 60k	45 - 60k	60 - 80k	60 - 80k
Data & Analytics						
Data & Analytics Manager	45 - 65k	45 - 70k	55 - 70k	60 - 75k	60 - 85k	65 - 90k
Data Architect	45 - 55k	50 - 60k	55 - 70k	60 - 75k	70 - 90k	75 - 95k
BI Specialist	35 - 40k	40 - 45k	40 - 50k	45 - 55k	45 - 65k	50 - 70k
Big Data Specialist	40 - 50k	45 - 55k				
Data Scientist	45 - 60k	45 - 65k				
DBA	40 - 50k	40 - 55k	55 - 65k	55 - 65k		
Sales						
Business Development Director	65 - 75k	65 - 80k	80 - 90k	80 - 95k	90 - 110k	90 - 115k
Account Manager Enterprise	45 - 50k	45 - 55k	55 - 65k	55 - 75k	75 - 80k	75 - 85k
Sales Director	60 - 65k	60 - 65k	65 - 80k	65 - 80k	80 - 90k	80 - 95k
Pre-sales Manager	40 - 55k	40 - 55k	55 - 70k	55 - 70k	65 - 75k	65 - 80k
Account Executive SMB	35 - 45k	35 - 50k	50 - 60k	50 - 65k	60 - 75k	65 - 80k

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

SPAIN

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
Sales Director	80 - 100k	80 - 100k	100 - 120k	110 - 135k	105 - 150k	120 - 180k
Trade Marketing Manager	40 - 60k	40 - 60k	70 - 90k	60 - 85k	80 - 100k	70 - 90k
Key Account Manager	50 - 70k	50 - 65k	70 - 85k	60 - 85k	75 - 120k	75 - 110k
Marketing						
Marketing Director	70 - 90k	60 - 85k	85 - 120k	70 - 105k	105 - 150k	110 - 140k
Brand Manager	40 - 60k	40 - 60k	55 - 70k	70 - 85k	75 - 90k	75 - 95k
Export Manager	40 - 50k	40 - 55k	50 - 70k	55 - 75k	65 - 85k	70 - 90k
Area Manager	35 - 45k	35 - 45k	50 - 65k	50 - 65k	65 - 80k	65 - 80k
Business Development Manager	35 - 55k	35 - 55k	45 - 65k	50 - 70k	60 - 85k	65 - 90k
Purchasing Manager	30 - 45k	30 - 45k	40 - 60k	40 - 60k	60 - 90k	60 - 90k
Digital						
Online Marketing Manager	45 - 75k	45 - 70k	80 - 95k	75 - 90k	100 - 120k	85 - 115k
E-commerce Manager	45 - 70k	50 - 75k	80 - 115k	70 - 130k		
CRM Manager	35 - 45k	40 - 50k	50 - 80k	55 - 85k		
SEM/SEO Manager	35 - 45k	35 - 45k	50 - 60k	50 - 70k		
Account Manager	35 - 50k	30 - 55k	45 - 70k	55 - 80k	65 - 85k	70 - 95k
Social Media Manager	35 - 45k	35 - 45k	40 - 50k	40 - 50k		
Start-up Country Manager	55 - 75k	60 - 75k	65 - 85k	65 - 90k	80 - 120k	85 - 135k
New Business Manager	30 - 50k	35 - 50k	55 - 80k	60 - 85k		
CLM/Customer Excellence	45 - 60k	45 - 60k	60 - 80k	60 - 85k		
Head of Programmatic	45 - 70k	45 - 75k	75 - 95k	75 - 105k		
Trafficker	30 - 35k	30 - 35k	35 - 45k	40 - 50k		
Email Marketing Manager	30 - 35k	30 - 35k	40 - 50k	40 - 55k		

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

SPAIN

TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
In-house						
Legal Counsel	35 - 75k	35 - 75k	70 - 100k	70 - 100k	100 - 150k	100 - 150k
Tax Manager			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Compliance Manager			70 - 100k	70 - 100k	100 - 150k	100 - 150k
Compliance - AML Officer	35 - 75k	35 - 75k	45 - 80k	50 - 85k		
Private Practice - Law Firms						
Banking/Finance Lawyer	50 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Corporate/M&A Lawyer	50 - 75k	50 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
Litigation Lawyer	50 - 75k	40 - 75k	75 - 130k	75 - 130k	120 - 160k	120 - 160k
EU & Competition Lawyer	50 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
IP/IT Lawyer	45 - 70k	45 - 70k	70 - 100k	70 - 100k	120 - 160k	120 - 160k
Labour Lawyer	50 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Regulatory Lawyer	50 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Tax Lawyer	50 - 70k	40 - 70k	70 - 120k	70 - 120k	120 - 160k	120 - 160k
Legal Secretary/PA	28 - 35k	28 - 35k	35 - 45k	35 - 45k	45 - 60k	45 - 60k

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

BUSINESS CONFIDENCE HAS RISEN AND EMPLOYERS WILL CONTINUE TO FACE THE CHALLENGE OF OPERATING IN A CANDIDATE SHORT MARKET AS THEY COMPETE WITH OTHER FIRMS FOR A FINITE POOL OF TALENT.

2016 INSIGHT

Hiring levels were consistent across all professions throughout 2016 and we expect this trend to persist in 2017, with Switzerland's stable economy continuing to represent an attractive prospect to foreign investment.

2017 EXPECTATIONS

As employers continue to compete for candidates, particularly those with niche skill sets, legal, compliance and risk professionals will be particularly sought after as financial institutions adapt to new financial regulations imposed by the Swiss Financial Market Supervisory Authority (FINMA). Within accounting and finance, companies will generally seek experienced professionals with native language skills at the mid-level.

Switzerland remains a global leader in innovation and as a result, companies within the information communications technology (ICT) sector will continue to grow their presence in the local

market. We expect to see particularly healthy demand for sales professionals with suitable technical backgrounds to support this expansion.

We also anticipate an increase in interim hires at mid-management level in 2017 as employers look to take on staff on a flexible basis to complete specific projects related to restructuring and overhauling processes to ensure regulatory compliance.

Given the candidate short market, efficient hiring processes and the ability to make a prompt offer will be essential to securing top talent as the positive business climate means the best candidates often receive multiple job offers.

ACCOUNTING & FINANCE

After a stable start to 2016, hiring activity among accountancy and finance professionals increased during the course of the year. Junior and mid-level candidates with local market knowledge in consolidations and accounting systems were particularly sought after.

Demand was significantly lower for senior finance professionals in the German speaking region due to large-scale restructurings among international businesses which saw some senior functions moved offshore. As a result, senior

candidates have widely turned to consulting and interim management roles.

In 2017 specialists will be in high demand for permanent roles. We anticipate that industrial controllers focused on CAPEX and cost reduction will be especially sought after. Finance professionals with strong IT knowledge who can drive efficiencies and improve system processes in aid of cost-saving programmes, will also be in demand. In addition, we anticipate companies will seek M&A and management consulting professionals for in-house roles to assist with corporate finance growth strategies and acquisitions.

Local candidates who are fluently bilingual and possess international experience will be particularly sought after in 2017, but employers will be competing for a limited pool of available talent to secure professionals with these skills. In many cases employers are turning to interim recruitment to fill junior roles on a short-term basis until a permanent candidate can be found.

Hiring will continue to increase, albeit slowly, with the market remaining largely employer driven. Salaries will also remain consistent overall in 2017. However, specialists with a niche skill set will be most likely to command a premium.

OVERVIEW

BANKING & FINANCIAL SERVICES

Financial services recruitment was driven by the need to maintain profitability in an increasingly controlled regulatory risk environment in 2016. Consequently, hiring was focused on both revenue generating positions such as sales, as well as regulatory focused positions within risk, legal and compliance.

As cooperation increased between the EU and Switzerland, policies have been implemented to remove secrecy in Swiss banking. As a result, financial services firms have bolstered headcount within their legal and compliance divisions, particularly in the anti-money-laundering (AML), cross border and regulatory space, in order to ensure that they are compliant with new legislation.

Interim managers were in demand within compliance, legal and project management. This was largely due to regulatory requirements from FINMA leading to financial services organisations implementing large-scale projects around specific regulations such as the Foreign Account Tax Compliance Act (FATCA).

Hiring managers are expected to continue preferring Swiss qualified lawyers for both legal and compliance positions in 2017, only hiring regulatory experts able to implement the regulator's guidance. We also expect buoyant demand for regulatory risk candidates with strong IT skills and the ability to understand technical requirements and translate them into operating manuals for businesses.

Overall, permanent salaries will remain stable across financial services in 2017. Specialists in risk, legal and compliance represent an exception to this trend, with candidates

possessing niche skills able to command significant salary increases when moving roles. Daily rates for interim roles widely remained constant in 2016, but in some cases decreased for generalist positions as companies became more cost conscious. We expect this trend to continue in 2017.

SALES & MARKETING

Businesses were active in recruiting sales and marketing professionals in 2016, as M&A activity among IT and tech firms in the Swiss market led to extensive restructuring, which in turn created new roles.

High demand continued for technical sales and pre-sales professionals specialising in ICT, particularly those with an existing track record of business development and experience stretching over more than five years.

Luxury goods companies also played a key role in driving demand for sales talent as these firms looked to grow. Junior to mid-level candidates, especially those with a solid understanding of products and processes within this sector, were highly sought after.

Across all sectors, marketers with established management skills and the ability to track ROI were sought after in 2016, alongside digital and social media specialists, as companies focused on targeted online activities.

We anticipate professionals who speak local languages with a track record in the Swiss market will be in particularly high demand in 2017. In order to attract these candidates hiring managers will need to offer competitive salaries as well as structured career paths and development programmes. The offer of flexible

working policies and initiatives to promote work-life balance will also be crucial in attracting top sales and marketing talent.

Employers will need to offer competitive remuneration to attract the best candidates, but incentives will need to be more than just financial.

KEY TRENDS

- ▶ International companies will continue to look for specialists with local language skills and market knowledge as they establish themselves in the Swiss market.
- ▶ Hiring interim professionals will remain a cost-effective solution for companies looking to mitigate skills shortages.
- ▶ Reducing time to hire and offering clear career progression will help to acquire top talent in a very competitive market.

SWITZERLAND

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Accounting & Finance						
Chief Financial Officer			160 - 250k	160 - 250k	1000+	1000+
Finance Director			160 - 200k	160 - 200k	800 - 1000	800 - 1000
Group Controller			140 - 190k	140 - 190k	700 - 1000	700 - 1000
Finance Manager	120 - 160k	120 - 160k	160 - 200k	160 - 200k	700 - 900	700 - 900
Chief Accountant/Accounting Manager	100 - 140k	100 - 140k	120 - 160k	120 - 160k	700 - 850	600 - 850
Audit Manager	130 - 160k	130 - 160k	150 - 180k	150 - 180k	600 - 800	600 - 800
Auditor	100 - 130k	100 - 130k	120 - 150k	120 - 150k	500 - 700	500 - 700
Consolidation Accountant	120 - 150k	120 - 150k	130 - 170k	130 - 170k	700 - 850	700 - 850
FP&A Manager	120 - 150k	120 - 150k	140 - 170k	140 - 170k	550 - 650	550 - 650
Controller (Management Accounting)	120 - 150k	120 - 150k	140 - 170k	140 - 170k	500 - 700	500 - 700
Cost Controller	110 - 140k	110 - 140k	140 - 170k	140 - 170k	550 - 750	550 - 750
Business Analyst/Financial Analyst	90 - 120k	90 - 120k	110 - 140k	110 - 140k	550 - 650	550 - 650
Tax Specialist	120 - 150k	120 - 150k	140 - 180k	140 - 180k	500 - 700	500 - 700
Treasury Manager	110 - 160k	110 - 160k	160 - 200k	160 - 200k	600 - 850	600 - 850
General Ledger Accountant	70 - 110k	70 - 110k	70 - 110k	70 - 110k	300 - 480	300 - 480
Credit Controller/Analyst	70 - 110k	70 - 110k	70 - 110k	70 - 110k	300 - 480	350 - 480
Payroll Accountant	60 - 110k	60 - 110k	60 - 110k	60 - 110k	260 - 480	300 - 480
Projects						
Project Manager					700 - 1000	700 - 1200
SAP/ERP Specialist					700 - 1200	700 - 1200

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

SWITZERLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Compliance & Legal						
Head of Legal/Compliance			200 - 350k	200 - 350k	1000 - 1500	1000 - 1800
Legal Counsel	150 - 180k	140 - 180k	180 - 300k	180 - 300k	700 - 1000	600 - 950
Compliance Manager	150 - 190k	140 - 180k	190 - 300k	190 - 300k	650 - 850	650 - 900
Regulatory Compliance Officer	130 - 150k	120 - 140k	150 - 190k	150 - 190k	500 - 600	500 - 750
Financial Crime Compliance Officer	100 - 120k	90 - 120k	120 - 140k	120 - 150k	500 - 600	500 - 750
Onboarding & KYC	90 - 120k	90 - 110k	120 - 140k	120 - 130k	500 - 600	400 - 600
Risk						
CRO			220 - 300k	220 - 300k	800 - 1200	800 - 1400
Market Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Credit Risk	110 - 130k	110 - 130k	130 - 160k	130 - 160k	500 - 700	500 - 700
Operational Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Corporate Functions						
CFO/COO			220 - 300k	250 - 350k	1200+	1200+
Financial Controller	110 - 140k	110 - 140k	140 - 160k	150 - 180k	700 - 1000	700 - 1000
Financial/Tax Accountant	90 - 110k	95 - 120k	110 - 140k	120 - 170k	500 - 700	500 - 700
Internal Audit	110 - 140k	120 - 150k	140 - 300k	150 - 300k	500 - 700	500 - 700
Product Control	90 - 110k	90 - 120k	110 - 150k	120 - 180k		
Investment Management						
Portfolio Manager	100 - 120k	100 - 120k	120 - 180k	120 - 180k		
Equity/Fixed Income/PE Analyst	100 - 120k	100 - 120k	120 - 220k	120 - 220k		
Quantitative Analyst	100 - 120k	100 - 120k	120 - 180k	120 - 180k	550 - 800	550 - 800
Marketing & Communications	100 - 120k	100 - 120k	120 - 160k	120 - 160k	550 - 700	550 - 700
Sales	100 - 160k	100 - 160k	150 - 220k	150 - 220k		
Middle & Back Office	90 - 120k	90 - 120k	120 - 160k	120 - 160k	500 - 700	500 - 800

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

SWITZERLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Corporate Banking						
Credit Analyst	80 - 110k	80 - 110k	110 - 130k	120 - 140k	500 - 600	500 - 600
Trade Finance Officer	80 - 110k	80 - 110k	110 - 130k	110 - 140k	500 - 600	500 - 600
Relationship Manager	110 - 140k	110 - 140k	140 - 180k	140 - 180k		
Middle & Back Office	80 - 110k	80 - 110k	110 - 140k	110 - 140k	450 - 550	450 - 600
Projects						
Programme Manager/PMO					1200+	1200+
Project Manager					800 - 1200	800 - 1200
Business Analyst					700 - 1000	700 - 1000
Regulatory Implementation Project					800 - 1000	800 - 1000

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

SWITZERLAND

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
National Sales Director			160 - 190k	160 - 190k	180 - 220k	180 - 220k
Regional Sales Director			150 - 180k	150 - 180k	170 - 200k	170 - 200k
Key Account Manager Industry	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager FMCG	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Software	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Retail	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager TELCO/IT	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Luxury	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Inside Sales Representative	70 - 100k	50 - 80k	80 - 110k	70 - 90k	90 - 120k	80 - 100k
Business Development Manager	90 - 120k	90 - 120k	100 - 130k	100 - 130k	110 - 150k	110 - 150k
Channel Sales Manager	90 - 120k	90 - 120k	100 - 130k	100 - 130k	110 - 150k	110 - 150k
Marketing						
Marketing Director	100 - 130k	100 - 130k	120 - 160k	120 - 160k	120 - 180k	120 - 180k
Marketing Manager	80 - 120k	80 - 120k	100 - 140k	100 - 140k	120 - 160k	120 - 160k
Online Marketing Manager	80 - 130k	80 - 130k	115 - 140k	115 - 140k	120 - 150k	120 - 150k
Brand Manager	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k
Category Manager	75 - 110k	75 - 110k	95 - 120k	95 - 120k	110 - 130k	110 - 130k
Product Manager B2B	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k
Product Manager B2C	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k

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



AGRIBUSINESS, FINTECH AND E-COMMERCE FIRMS CONTRIBUTED TO A SLIGHT RISE IN HIRING LEVELS DURING 2016, WITH MOST OTHER SECTORS ADOPTING A CAUTIOUS APPROACH TO RECRUITMENT.

2016 INSIGHTS

Many firms across manufacturing, construction and banking reduced headcount by up to 10% in 2016 and there was a significant decline in business confidence ahead of the impeachment of President Dilma Rousseff in August.

More encouragingly, agribusiness, fintech and e-commerce related sectors were active recruiters in 2016 as they looked to take advantage of the availability of good candidates at reasonable salary levels. Tax professionals remained in strong demand, especially those with an understanding of e-commerce. Fintech professionals were also much sought after owing to the growth of the sector with few suitable candidates available. Fluency in English was considered valuable in professionals across all professions and levels of seniority.

Due to the high number of available candidates, time to hire increased. Employers were willing to wait to find professionals who were the ideal fit for a role, often involving multiple stakeholders

before reaching a decision. Employee confidence remained low, with professionals often reluctant to move to new roles, due to concerns over job security.

2017 EXPECTATIONS

We expect professionals and employers to be cautiously optimistic in 2017 as political and economic stability returns to Brazil. Hiring levels will increase gradually as businesses look to increase headcount in departments which saw large-scale layoffs in 2016.

Demand for professionals with experience in fintech, digital, mobile software and online commerce will outstrip supply as Brazilian firms adapt to expand their online business offering and embrace digitalisation.

Faced with candidate shortages in these sectors, companies will need to be flexible around hiring criteria, for example, considering professionals who have been unemployed for an extended period – such professionals are often the most likely to stay with one employer long-term. We predict salaries will generally remain flat in 2017 due to candidate supply outstripping demand, and the after effects of the wage inflation Brazil experienced in 2011/12.

ACCOUNTING & FINANCE

In the first quarter of 2016 demand was low for accounting and finance professionals, as multinational firms scaled back operations in Brazil, and smaller fintech and technology firms adopted a conservative approach to hiring. However, in the second quarter, as the political situation stabilised, business confidence began to recover, and hiring levels rose slightly.

Finance professionals who were able to provide strategic insight and help shape company policy by collaborating with other departments, were highly sought after. Among candidates, the top priority was finding an employer who could offer long-term job security, and the potential for career development.

In 2017, we expect continuing availability of high numbers of top quality candidates. Replacement hiring will account for the majority of vacancies, with only select employers actively looking to increase headcount.

In 2016, wages rose broadly in line with inflation, with increases ranging from 6-10%. However, in 2017, salaries are likely to remain stagnant, even for professionals changing roles.

OVERVIEW

HUMAN RESOURCES

Demand was low for HR professionals in 2016 as employers prioritised cutting costs and reducing headcount. As a result, demand was highest for professionals with experience in restructuring, especially those who could work closely with senior management to drive efficiencies, ensuring compliance with Brazil's complex labour laws.

Following widespread downsizing, we saw many roles being consolidated, creating demand for professionals with a range of skills that would allow them to cover the broad multi-functional responsibilities of these redefined positions.

In 2017, experts in labour compliance laws will be in demand, as will professionals familiar with the eSocial process. Candidates with industry-specific experience will be sought after as employers look to develop their HR departments so that they can take an active role as a strategic business partner. Those with a background in direct hiring campaigns will be in particular demand.

In 2016, salaries declined for some professionals as they accepted lower wages to get back into the workforce. We expect salaries to remain flat while the economy stabilises in 2017.

INFORMATION TECHNOLOGY

Hiring within IT remained relatively steady in 2016 despite the economic downturn. Many businesses saw effective IT departments as vital in optimising infrastructure and internal processes, delivering cost savings.

Professionals specialising in e-commerce, web development, infrastructure projects (particularly cyber security) and ERP implementations, were particularly sought after, and will remain so in 2017, with salaries expected to rise by around 3%.

With e-commerce expected to remain a growth area, managers will be looking for web developers with Java and .NET experience, strong business acumen and fluency in English. Demand for cyber security and web development professionals is likely to outstrip supply in 2017, particularly for those with fluent English and a strong academic background.

SALES & MARKETING

While political and economic uncertainty in 2016 dampened demand for sales and marketing professionals, the effect was less serious than for other sectors. Professionals who could help businesses grow market share and deliver swift return on investment were highly sought after, with IT firms driving much of the demand.

Candidates who can offer immediate, data driven ROI will remain in high demand in 2017, as will those with foreign language skills who can help expand the business outside the Brazilian market. As fintech continues to be one of the strongest growth industries in Brazil, sales professionals with a background in this area will find themselves in a strong position.

We advise hiring managers to provide clear and uncapped compensation structures for sales professionals to attract top talent. For marketing professionals, the opportunity to help shape strategic business decisions will be a top priority when choosing a role.

Base salaries were largely stable in 2016 but commission packages rose by 10-15% as companies increasingly focused on motivating sales professionals to deliver immediate results. In 2017, base salaries will see some increases but performance-related pay is still expected to account for the majority of salary growth.

SUPPLY CHAIN

In 2016, recruitment of supply chain professionals was limited due to the decline in manufacturing volumes. Hiring was restricted to professionals who could drive efficiencies in challenging conditions, while more generalist supply roles were often cut from budgets.

High numbers of candidates will still be looking for roles in 2017 until industrial production volumes recover. We anticipate a gradual recovery of the market, with hiring activity increasing during the third and fourth quarters.

However, online commerce fulfilment remains a growth area and specialists in this field will be highly sought after, as will those with experience

in integrated global supply chains. In order to control costs, employers will prefer to hire junior candidates to take on more senior roles.

In 2016 salaries remained stagnant, and even declined in some areas, as unemployed professionals accepted pay cuts to get back into work. We expect salaries will remain flat in 2017, unless there is a significant increase in industrial production. The trend to cut costs by placing junior professionals into more senior positions is also expected to continue, and hiring processes will remain drawn out, as employers focus on finding candidates who are an ideal fit for the role.

TAX

In contrast to other sectors, demand for tax professionals was high as efficient tax functions remained a critical area for employers. As a result, vacancies were filled quickly, and law firms were very active, handling cases relating to compliance, corruption, employment and lay-offs. In many cases lawyers were heavily overworked, but turnover remained low in contrast to 2015, when many legal professionals were actively seeking new roles.

Due to the fallout from the "Lava-Jato" corporate corruption scandal, many companies also sought compliance professionals in 2016, and this looks set to continue in 2017. The high unemployment rate and the predisposition of the government to create new taxes, will all help to generate significant demand for tax professionals.

BRAZIL

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Chief Financial Officer			335 - 530k	335 - 560k	450 - 655k	450 - 694k
Finance & Administrative Manager	130 - 200k	130 - 215k	160 - 240k	169 - 254k	285 - 420k	300 - 445k
Head of Controlling			160 - 270k	160 - 285k	220 - 340k	230 - 360k
Business Controller	145 - 190k	145 - 200k	160 - 250k	169 - 265k	220 - 350k	220 - 340k
Cost Controller	120 - 140k	120 - 145k	120 - 140k	120 - 145k	160 - 240k	160 - 240k
FP&A Manager	145 - 190k	145 - 200k	160 - 250k	169 - 265k	220 - 350k	220 - 340k
Treasury Manager	170 - 280k	170 - 280k	190 - 310k	190 - 330k	230 - 380k	230 - 400k
Accounting Manager	130 - 190k	130 - 190k	155 - 260k	155 - 260k	160 - 330k	160 - 350k
Internal Audit Manager	130 - 180k	130 - 180k	140 - 210k	140 - 210k	160 - 240k	160 - 240k

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

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Generalist						
HR Director			335 - 530k	335 - 560k	450 - 655k	450 - 694k
Head of HR			335 - 530k	335 - 560k	450 - 655k	450 - 694k
HR Business Partner	145 - 190k	145 - 200k	160 - 250k	169 - 265k	220 - 350k	220 - 340k
HR Manager	145 - 190k	145 - 200k	160 - 260k	169 - 265k	220 - 350k	220 - 340k
Specialist						
Head of Compensation & Benefits			300 - 500k	300 - 510k	400 - 600k	400 - 620k
Compensation & Benefits Manager	130 - 180k	130 - 200k	150 - 220k	150 - 250k	200 - 310k	200 - 310k
Payroll Manager	110 - 165k	110 - 175k	110 - 180k	110 - 180k	150 - 190k	150 - 210k
Training & Development Manager	130 - 180k	130 - 200k	150 - 220k	150 - 250k	200 - 310k	200 - 310k
Labour Relations Manager	110 - 165k	110 - 175k	110 - 180k	110 - 180k	150 - 190k	150 - 210k

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

BRAZIL

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Management						
CTO	240 - 270k	250 - 280k	320 - 340k	330 - 350k	440 - 470k	465 - 485k
CIO/IT Director	325 - 335k	335 - 345k	435 - 470k	470 - 485k	655 - 675k	680 - 695k
IT Manager	150 - 165k	155 - 170k	205 - 215k	210 - 220k	240 - 260k	250 - 270k
IT Project Manager	100 - 110k	105 - 115k	155 - 165k	160 - 170k	195 - 205k	200 - 210k
COO/Operations Director	330 - 340k	340 - 350k	465 - 475k	475 - 485k	660 - 670k	680 - 690k
Development						
Development Director	235 - 245k	245 - 255k	275 - 285k	285 - 295k	380 - 390k	395 - 405k
System Architect	110 - 120k	115 - 125k	135 - 145k	140 - 150k	180 - 190k	190 - 200k
BI Specialist	100 - 110k	115 - 125k	130 - 140k	135 - 145k	155 - 165k	160 - 170k
Software Engineer	100 - 110k	105 - 115k	130 - 140k	135 - 145k	155 - 165k	160 - 170k
SAP Consultant	100 - 110k	105 - 115k	130 - 140k	135 - 145k	235 - 245k	240 - 250k
Web Developer	100 - 110k	105 - 115k	130 - 140k	135 - 145k	155 - 165k	160 - 170k
Infrastructure						
Infrastructure Director	330 - 340k	340 - 350k	465 - 475k	475 - 485k	660 - 670k	680 - 690k
Infrastructure Manager	240 - 250k	245 - 255k	280 - 290k	290 - 300k	375 - 385k	385 - 395k
Infrastructure Specialist - Telecom	100 - 110k	105 - 115k	155 - 165k	160 - 170k	215 - 225k	220 - 230k
Network Security Engineer	100 - 110k	105 - 115k	160 - 170k	165 - 175k	195 - 205k	200 - 210k
Others						
Mobile Developer (IOS, Android)	75 - 85k	80 - 90k	100 - 110k	105 - 115k	155 - 165k	160 - 170k
Data Scientist	100 - 110k	105 - 115k	155 - 165k	160 - 170k	180 - 190k	185 - 195k

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BRAZIL

SALARIES

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
Sales Director			308 - 401k	339 - 442k	352 - 528k	450 - 570k
National Sales Manager	187 - 242k	213 - 259k	209 - 308k	266 - 335k	275 - 345k	293 - 360k
Technical Sales Manager	120 - 146k	133 - 159k	154 - 200k	170 - 213k	186 - 245k	200 - 266k
New Business Development Manager	126 - 150k	133 - 160k	143 - 175k	146 - 186k	198 - 279k	213 - 293k
Key Account Manager	126 - 160k	133 - 160k	154 - 209k	173 - 226k	198 - 300k	226 - 266k
Marketing						
Marketing Director	253 - 363k	270 - 380k	340 - 440k	380 - 460k	440 - 550k	470 - 600k
Digital Marketing Manager	143 - 181k	155 - 200k	170 - 231k	200 - 239k	231 - 330k	266 - 320k
Trade Marketing Manager	148 - 180k	160 - 193k	165 - 220k	180 - 230k	231 - 280k	240 - 300k
Marketing & Pricing Manager	178 - 225k	186 - 240k	195 - 239k	220 - 253k	213 - 270k	239 - 293k
Market Research Manager	105 - 165k	133 - 173k	126 - 192k	160 - 200k	165 - 247k	195 - 269k

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

SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Supply Chain Director	293 - 333k	306 - 373k	399 - 466k	426 - 493k	444 - 533k	475 - 570k
General Manager	239 - 293k	266 - 333k	333 - 399k	359 - 426k	373 - 466k	445 - 493k
Supply Chain Manager	133 - 159k	133 - 173k	173 - 213k	199 - 239k	226 - 266k	239 - 293k
Demand Planning Manager	159 - 199k	173 - 226k	226 - 279k	253 - 293k	266 - 329k	279 - 346k
Production Planning Manager	159 - 199k	173 - 226k	226 - 279k	253 - 293k	259 - 333k	280 - 353k
Operations Manager	106 - 159k	133 - 173k	133 - 199k	159 - 226k	199 - 266k	239 - 293k

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

BRAZIL

TAX

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Tax Director			300 - 430k	240 - 430k	340 - 600k	340 - 600k
Tax Manager	120 - 250k	120 - 175k	190 - 265k	200 - 290k	230 - 385k	265 - 400k
Tax Planning Manager	165 - 275k	120 - 175k	210 - 330k	200 - 290k	275 - 440k	265 - 400k
Tax Compliance Manager	100 - 190k	100 - 160k	180 - 200k	180 - 250k	250 - 300k	250 - 350k
Tax Consultant	55 - 120k	55 - 110k	95 - 145k	95 - 160k		

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



RECRUITMENT WAS STEADY THROUGHOUT 2016, WITH COMPANIES FOCUSING ON IMPROVING COST EFFICIENCIES, ADOPTING NEW TECHNOLOGIES AND REVIEWING INCENTIVE STRATEGIES.

2016 INSIGHTS

Changes in compliance legislation played a key role in driving hiring decisions among banks and financial services firms during 2016. Institutions remained keen to hire candidates who could help them adapt to the toughening regulatory landscape and contribute to the development of innovative products and services. We see these trends continuing in 2017, with exceptional talent being sought for technology (particularly fintech), regulatory and compliance roles.

Retirement of senior professionals continued to be a challenge for employers in 2016, leading many to seek high-potential junior and mid-level candidates. Those with the ability to overhaul systems through the exploitation of new technologies were particularly sought after.

2017 EXPECTATIONS

A strong academic and professional background, coupled with good interpersonal skills were hallmarks of top talent in 2016, and these

qualities will continue to be sought by employers throughout 2017. Due to high demand and a candidate short market, employers will have to compete for top calibre professionals, particularly within risk, compliance, regulatory accountancy and IT development.

Hiring managers looking to attract and retain top Millennial talent are advised to emphasise the potential for career development and variety through, for instance, job rotation and overseas secondments. Ensuring recruitment processes are efficient and job offers are made quickly will also be essential, as top-tier professionals are likely to receive multiple offers.

As the economy continues to feel the effect of falling oil and gas prices, we expect salaries will remain subdued, with exceptions for top talent in risk, compliance and IT. Hiring activity will also be impacted by wider economic trends, including the American presidential election, Britain's exit from the EU and the implementation of any new infrastructure programmes by Canada's new Liberal government.

ACCOUNTING & FINANCE

Hiring levels were stable throughout 2016, with the trend towards offshoring and automation of certain functions continuing from 2015. The

bulk of hiring was in regulatory accounting, policy and advisory and financial reporting, as employers continued to face pressure from regulators.

In 2017, we expect to see demand for candidates with strong process and controls experience, particularly CPA/CAs trained in major public accounting firms, and those with up to date knowledge of changing accounting standards, such as IFRS 9. Solid communication skills will also be highly sought after as the role of accountancy professionals broadens to include shaping policy and engaging with senior stakeholders.

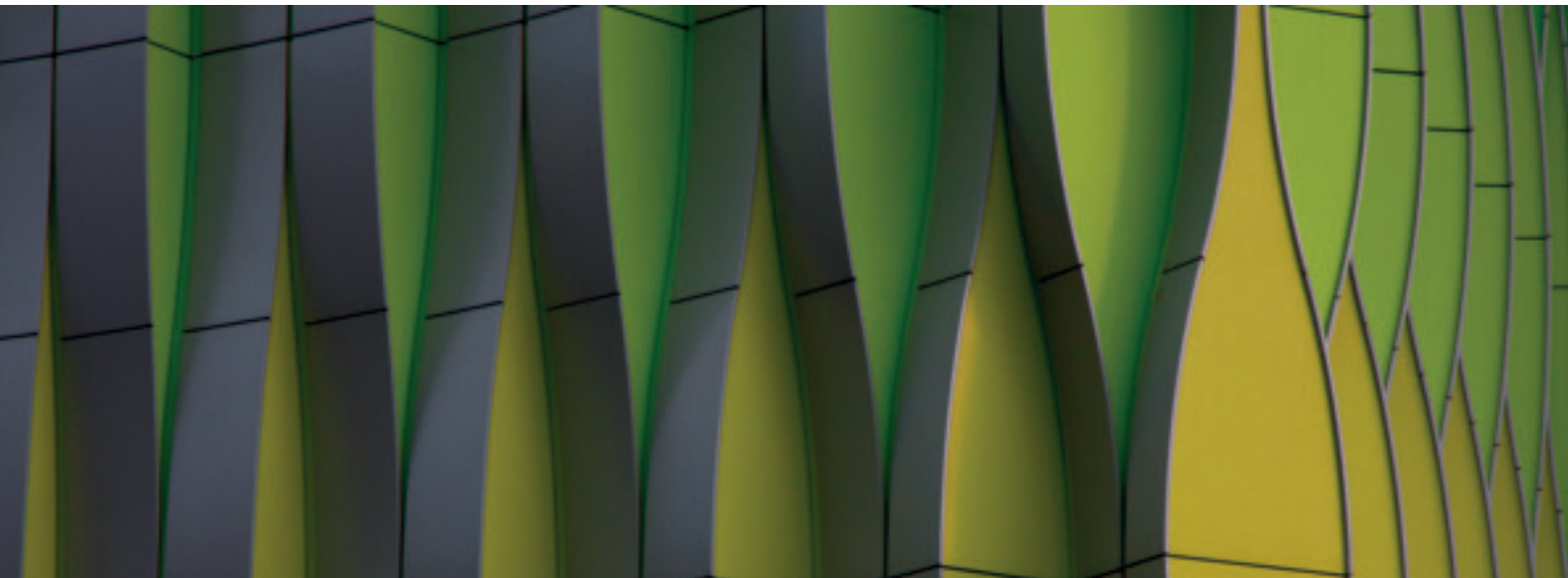
With asset managers less impacted by regulatory pressure than banking, we expect to see many professionals migrating to asset management firms, particularly given the appeal of improved work-life balance and the more varied nature of the work. It is also possible that Toronto will see an influx of accounting and finance professionals from the US and the UK, depending on the impact of the American presidential election and the long-term impact of Brexit. This will mean a more competitive market for candidates, with professionals needing to demonstrate exceptional communication and relationship building skills, alongside solid technical abilities.

CANADA

ACCOUNTING & FINANCE

ROLE	PERMANENT	
	SALARY PER ANNUM CAD (\$)	
	2016	2017
Financial Control/Reporting/Product Control		
Chief Financial Officer/EVP (18+ yrs' PQE)	186 - 305k	190 - 312k
Finance Director/SVP (12 - 18 yrs' PQE)	168 - 247k	172 - 250k
Corporate Controller/VP (8 - 12 yrs' PQE)	138 - 186k	141 - 188k
Manager/AVP (5 - 8 yrs' PQE)	103 - 144k	108 - 148k
Associate (3 - 5 yrs' PQE)	85 - 105k	86 - 107k
Analyst (1 - 3 yrs' PQE)	78 - 86k	80 - 88k
Newly-qualified Accountant/Analyst	72 - 77k	73 - 78k
Fund/Investment Accounting		
Fund Controller/VP (8 - 12 yrs' PQE)	130 - 151k	134 - 160k
Fund Accountant/AVP (5 - 8 yrs' PQE)	100 - 130k	105 - 133k
Analyst/Associate (0 - 5 yrs' PQE)	75 - 100k	77 - 102k
Internal Audit		
Director/SVP (10 - 15+ yrs' PQE)	170 - 246k	175 - 253k
Manager/VP (5 - 10 yrs' PQE)	102 - 166k	104 - 170k
Analyst/Associate (0 - 5 yrs' PQE)	78 - 104k	80 - 108k
Tax		
Director/SVP (10 - 15+ yrs' PQE)	175 - 250k	180 - 260k
Manager/VP (5 - 10 yrs' PQE)	105 - 175k	107 - 180k
Analyst/Associate (0 - 5 yrs' PQE)	80 - 107k	82 - 110k

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NEW YORK

2016 INSIGHT

Recruitment volumes were muted across many sectors in the first half of 2016, with the exception of accountancy and finance, where recruitment levels remained stable throughout the year. In the second half of 2016, hiring volumes increased, though the presidential election remained a significant source of uncertainty for both employers and jobseekers.

Uncertainties ahead of the election led many employers to adopt a cautious approach to recruitment, insisting on candidates with specific niche skill sets. Hiring processes often lasted up to two months, as additional interview stages were added.

In financial services, pressure from regulators continued to drive strong demand for specialists in compliance, risk and legal. With demand for top talent outstripping supply, professionals in these fields were able to secure significant pay increases when they changed jobs.

Elsewhere, digital media and technology represented major growth areas, particularly for IT professionals, as well as creating attractive opportunities for sales, marketing and finance

specialists. Software engineers were also highly sought after across all levels of seniority, with employers forced to compete for top talent by offering generous salaries and bonus packages.

2017 EXPECTATIONS

In 2017 we expect regulatory compliance to remain a priority for financial services firms. Demand for accountancy professionals with a compliance or regulatory background will therefore be strong, and as a result, these professionals will be able to command generous salaries.

Digital media and technology will also continue to grow in 2017. As companies in these sectors look to expand, junior to mid-level business development professionals will be highly sought after, particularly those who can demonstrate a strong understanding and awareness of the product. As media and digital firms continue to face a chronic shortage of software developers, swift and efficient hiring processes will be vital to secure top talent.

Overall, we expect 2017 to be a buoyant year for recruitment, with many firms looking to

actively increase headcount. However, with the exception of certain niche skill sets, it is likely salaries will remain stable. In this climate, employers looking to secure top talent should focus on their ability to offer a positive company culture, work-life balance initiatives, and potential for long-term career development, particularly when looking to recruit Millennial professionals.

ACCOUNTING & FINANCE

Job volumes were high throughout 2016, despite uncertainty surrounding the presidential election. Candidates were somewhat hesitant to move roles earlier in the year, despite the buoyant market, but their willingness to change jobs increased in the second half of 2016.

Demand was highest for finance and accountancy professionals with strong technical skills in US GAAP and IFRS. An increase in M&A activity also resulted in a healthy demand for those with extensive experience in valuation and corporate finance. Given the high demand for these skill sets, employers were forced to become more adaptable in terms of salaries and other benefits, in order to secure top talent.

OVERVIEW

In 2017, we expect to see a continuing rise in salaries for accountancy professionals with strong regulatory skills. The number of roles relating to M&A is also expected to increase, with candidates possessing strong technical skills in this area highly sought after.

BANKING OPERATIONS & FINANCE

Hiring activity was subdued in 2016 as uncertainty in the financial markets caused many employers to postpone non-essential recruitment. Senior hiring was most significantly impacted, with more roles available for junior professionals. A continued focus on regulatory compliance shaped hiring activity, with many firms nearshoring regulatory functions outside major business centers, driving up job volumes in these regions.

In 2017, demand for regulatory professionals may fall slightly compared to 2016, with employers favouring product control and operations staff. In these areas, employers will face skills shortages as a result of having downsized significantly over the past five years due to their focus on controlling costs and rebuilding balance sheets after the global financial crisis.

While salary growth in 2017 is expected to be limited, managers looking to secure top talent will still need to offer competitive packages – ensuring they move quickly with offers to avoid losing out on the best candidates.

INFORMATION TECHNOLOGY

After a steady start in the first half of 2016, IT hiring picked up in the second half of the year, with demand for software engineers particularly high. Increased hiring, coupled with a shortage of candidates with in-demand skills meant that employers were keen to retain good staff, and counter-offers were a popular strategy to avoid losing employees to rivals.

When looking to attract top talent, some start-ups struggled to compete with larger firms in terms of base compensation and benefits, particularly as blue-chip firms increased salaries to secure the best candidates.

We anticipate demand for software engineers will remain high in 2017, with employers continuing

to compete for top talent by offering generous compensation and benefits. For smaller firms, unable to compete with larger players on salary and compensation, it may be vital to adopt a more flexible approach to recruitment, perhaps by taking on staff who do not have all the required skills, but who demonstrate high potential, and can be trained internally.

LEGAL & COMPLIANCE

Hiring within compliance was steady at the start of 2016, with activity increasing modestly in the second half of the year. Uncertainties ahead of the presidential election left many employers reluctant to engage in non-essential hiring. The outlook is promising for compliance, however, and we expect to see recruitment activity increase in 2017.

While hiring activity remained broadly steady in 2016, we witnessed employers becoming increasingly specific with regards to the kind of professionals they wanted to recruit, with demand for niche skills such as fixed income, equities, swaps and futures especially strong. With employers becoming less flexible in their recruitment criteria, time to hire increased.

Banks were active in seeking professionals with a background in risk management and legal compliance, and we expect this requirement to remain evident in 2017. Among the fast growing sectors, digital media and technology are likely to be the biggest drivers of demand in 2017.

Hiring managers are likely to face skills shortages for key roles such as internal auditors and technologists with niche skill sets. Employers looking to secure top talent will need to be flexible with their recruitment criteria and act quickly to make an offer when faced with a high-potential candidate.

The potential for structured career progression is also key to attracting top talent, as long as compensation is competitive.

RISK MANAGEMENT & QUANTITATIVE ANALYTICS

Risk hiring was inconsistent throughout 2016, with many larger banks scaling back recruitment, having met new regulatory

requirements. However, smaller firms that had yet to meet compliance deadlines were hiring in larger volumes. While bigger firms focused on keeping risk teams in-house, smaller firms and some smaller international banks continued to outsource their risk functions.

Regulatory risk roles dominated recruitment, with market risk roles far less common. Mid-level professionals with CCAR modelling experience were in notably short supply. As a result, salaries rose for those with specialist regulatory skill sets prepared to change roles, especially when willing to transfer to smaller banks with a more flexible approach to salaries than larger counterparts.

In 2017, smaller financial institutions will see the highest rate of job growth. Over the longer term, the outcome of the election may lead to further changes to compliance legislation, increasing hiring activity. Candidates with strong CCAR and stress testing experience are likely to remain in high demand in 2017. Employers prepared to look outside major financial centers to source talent are likely to be able to secure high quality candidates for these roles.

SALES & MARKETING

After a slow start to the year, hiring increased during the second half of 2016, with businesses adopting a steady approach to recruitment despite uncertainty ahead of the presidential election. Demand was particularly high for roles relating to business growth, such as business development and sales executives.

Employers looking to secure top talent showed a strong willingness to pay for it, with businesses offering increasingly creative benefits packages. SMEs in particular were innovative in developing new pay and compensation structures, and offering equity and profit sharing as incentives to attract top talent, forcing more established blue-chip companies to review their own remuneration packages as a result.

In 2017, we expect demand for business development specialists to remain high, given the vital role these professionals play in helping businesses grow. Employers will have to review compensation structures to secure top talent in this field.

SAN FRANCISCO

2016 INSIGHT

2016 began with uncertainty over the venture capital backed start-up market, with companies adopting cautious hiring plans in the first quarter in particular. There were notable layoffs at several late stage start-ups, and additional venture funding was not as free flowing as it had been in previous years - with investors worried over inflated valuations and unrealistic business models. The 'growth at all costs' mentality began to be phased out, and real world economics were being applied more than we have seen in previous years. However, by the second quarter hiring activity returned to 2015 levels and remained buoyant throughout the rest of the year.

Demand for talent remained strong across most functions, with software developers at all levels of experience especially sought after. The increased emphasis on measuring profitability led to high demand for financial professionals at the mid to senior levels, with start-ups looking to hire these roles earlier than they have in previous years. We continued to see high demand for experienced designers and data scientists, as well as sales and business development leaders, who could significantly improve the bottom line.

Companies prioritized building robust business operations and growth functions in 2016, beginning a trend that will continue in 2017. There was also a shift in marketing recruitment during the latter half of 2016, with companies focusing more on securing retention and engagement marketing specialists, in addition to user acquisition experts.

2017 EXPECTATIONS

Software developer hiring will remain the top priority for all hiring managers in 2017, with demand continuing to outstrip supply at all levels of seniority. Design and data recruitment will continue to be challenging due to a chronic shortage of candidates.

Employers looking to secure top talent in 2017 must act decisively to bring new candidates onboard. Hesitancy will often lead to employers missing out on high quality candidates, and the best professionals in the market expect companies to move through the recruitment process quickly and smoothly.

Salary levels and overall compensation structures varied depending on the stage and size of the business. Given the higher degree of

caution seen among employers in the first half of 2016, many candidates sought to prioritize salary over equity. This trend lessened over the course of the year, with equity returning to be the top consideration for many candidates. Larger companies such as Google, Facebook and Netflix continued to offer the highest salaries in the market.

In 2017, we expect hiring levels to remain extremely high. Companies will continue to compete for top candidates and will not lower their expectations just to get someone onboard to fill a role. Start-ups working in emerging technologies such as virtual reality, machine learning and artificial intelligence, are also set to have a significant impact on the recruitment market, as they drive demand for staff across a range of functions.

ACCOUNTING, FINANCE & BUSINESS OPERATIONS

Finance and operations hiring experienced steady growth throughout 2016 as companies moved to focus more on profit margins over a 'growth at all costs' mentality. As a result, professionals who could provide strategic insight to senior stakeholders were highly

OVERVIEW

sought after, as these functions continued to take on an increasingly important role in the success of the business.

Due to this shift in priorities, financial controllers with experience at one of the 'Big 4' accountancy firms, particularly those with start-up experience, were highly sought after. Demand for candidates with an investment banking background also remained high at mid and senior levels, though employers were careful to ensure candidates were prepared to work in a start-up environment with fewer financial resources available to them.

Demand for finance and operations professionals was highest across the SaaS, shared economy, fintech, biotech and healthcare sectors. Hiring in the on-demand sector slowed down compared to 2015, with firms for the most part hiring less aggressively.

While it is likely that some functions will be hiring less during 2017, start-ups will continue looking to increase headcount within their finance and business operations departments. With top calibre candidates in limited supply, and competition for them fierce, employers will have to ensure salaries are competitive, and move quickly to make an offer to promising candidates.

BUSINESS DEVELOPMENT, MARKETING & SALES

In 2016, start-ups focused on reaching profitability, leading hiring managers to concentrate on revenue generating roles – intensifying the skills shortage at the mid-level across sales and marketing. We anticipate demand will remain high for data driven marketers and sales professionals who have a strong understanding of their product, and the ability to effectively communicate the solution it provides.

With an overall candidate shortage across sales and marketing, employers looking to secure top talent will need to focus on emphasising their company culture and the potential for long-term career development. Securing the best candidates will also require employers to offer competitive salaries, with larger firms driving

up compensation. For smaller firms unable to match these higher salaries, offering equity in the company is an effective strategy to acquire and retain top talent.

Emerging technologies such as virtual reality, robotics and self-driving cars, are likely to trigger an increase in consumer focused start-ups. New companies operating in the B2B sector are also expected to grow, as they capitalize on software developments based on artificial intelligence and machine learning.

PRODUCT MANAGEMENT, DESIGN & ANALYTICS

Salaries were generally consistent throughout 2016, though top calibre professionals moving to start-ups entering their growth stage were able to secure significant equity stakes.

In 2017, hiring managers will increasingly look for professionals who can bridge two functions, such as growth analysts or growth product managers. As a result, candidates who can demonstrate adaptability and proficiency outside of their core discipline will be in high demand. Due to the difficulty in finding professionals with the required hybrid skills to perform these roles effectively, such positions will frequently be difficult to fill, with suitable candidates much sought after.

Design will also become a growing priority in consumer and enterprise companies and professionals in this field will be highly sought after. Attracting the best visual designers will require employers to give professionals the opportunity to have a greater say in product creation, for example, through working alongside product and engineering teams. This should provide employers with the opportunity to secure new and innovative professionals. However, they will also need to ensure hiring processes run smoothly and quickly, to secure top talent.

While the supply of product designers has grown, employers have become increasingly discerning with regard to the professionals they will hire and are paying closer attention to the quality of candidate portfolios. However, designers rarely have updated portfolios unless actively job hunting, and they are quickly

recruited when they do seek a new role. This means companies have a very limited window to assess candidates and must act quickly when hiring to secure the best.

The need for product managers continues to be high, because regardless of funding or hiring trends, a start-up always has to ensure it has a strong product organization to facilitate growth.

To secure top talent in 2017 employers will need to demonstrate that they provide regular feedback and performance reviews to employees. Hiring managers should also review their company culture, and ensure that they are following best practice workplace policies. Increasing pressure from venture capitalist backers to show ROI combined with positive market conditions, means hiring volumes are likely to continue increasing in 2017.

SOFTWARE ENGINEERING

Global uncertainty at the outset of 2016 led to a slowdown in venture capital investment in the sector, leaving start-ups hesitant to continue growing their teams. However, in the second half of the year recruitment increased in line with market confidence. Software engineers were in demand across all levels of seniority. Professionals with experience in Python, artificial intelligence and machine learning were particularly sought after. In addition, professionals with strong backgrounds in computer science and big data saw high demand for their skills.

In 2017 we expect front-end engineers with REACT experience to be in high demand as more companies adopt this technology. Professionals with a background in top-tier start-ups and those who have experience scaling systems, will also be highly sought after.

While current talent shortages are expected to persist in 2017, we anticipate salaries will remain steady. However, Android engineers, and those with skills in emerging technologies such as virtual reality, may be exceptions to this trend. Hiring managers looking to secure top talent will need to implement efficient recruitment processes and consider being more flexible with hiring policies, including sourcing candidates from overseas.

NEW YORK

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Chief Financial Officer	250 - 400k	250 - 400k
VP Finance	180 - 250k	180 - 250k
Controller	160 - 225k	160 - 225k
Finance Director	140 - 180k	140 - 180k
FP&A Manager	100 - 130k	100 - 135k
Accounting Manager	100 - 130k	100 - 135k
Financial Analyst	75 - 100k	75 - 100k
Senior Accountant	70 - 90k	70 - 90k
Tax Specialist	110 - 225k	110 - 225k
Internal/IT Audit Specialist	95 - 175k	95 - 180k
Accounts Payable Specialist	45 - 65k	45 - 70k
Accounts Receivable Specialist	45 - 65k	45 - 70k
Payroll Specialist	50 - 100k	50 - 100k

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

NEW YORK

BANKING OPERATIONS & FINANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting, Control & Audit		
Chief Financial Officer	260 - 500k	250 - 500k
Finance Director	170 - 300k	160 - 280k
Taxation Manager - SVP	170 - 200k	180 - 220k
Taxation Manager Pricing - VP	130 - 160k	140 - 180k
Controller - SVP	190 - 370k	180 - 350k
Controller/Deputy - VP	150 - 190k	160 - 200k
Auditor Chief - SVP	170 - 300k	180 - 310k
Auditor Chief - VP	100 - 160k	110 - 170k
Senior Financial Analyst	85 - 145k	75 - 130k
Product Control/Middle Office		
Head of Product Control	180 - 270k	150 - 250k
Product Control/Pricing - SVP	160 - 270k	140 - 230k
Product Control/Pricing - VP	115 - 190k	110 - 180k
Product Control - AVP	70 - 90k	60 - 85k
Head of Middle Office	200 - 370k	180 - 350k
SVP Middle Office	180 - 350k	160 - 320k
VP Middle Office	160 - 310k	140 - 290k
VP Project Manager	155 - 210k	130 - 190k
VP Business Analyst	145 - 200k	135 - 180k
Banking Operations & Finance		
Chief Operating Officer	160 - 230k	150 - 220k
Lending/Credit Manager/Officer	80 - 120k	70 - 110k
SVP Cross-product Settlements	65 - 130k	55 - 120k
VP Cross-product Settlements	65 - 130k	55 - 120k
VP Fixed Income & Equity	60 - 130k	50 - 115k
Associate Fixed Income & Equity	35 - 55k	30 - 50k
VP Foreign Exchange	50 - 140k	40 - 130k
Associate Foreign Exchange	30 - 60k	25 - 55k
Project Manager, Prince 2, Six Sigma	130 - 200k	140 - 210k

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

NEW YORK

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Software Engineering		
Chief Technology Officer	200 - 300k	200 - 325k
Director of Engineering	180 - 225k	180 - 250k
Android/iOS Engineer	140 - 180k	140 - 180k
Big Data Engineer	140 - 180k	140 - 180k
Full Stack Engineer/Microsoft	140 - 180k	140 - 180k
Full Stack Engineer/Open-source	140 - 180k	140 - 180k
Back-end Engineer	140 - 180k	140 - 180k
Front-end Engineer	140 - 180k	140 - 180k
Development Operations Engineer	150 - 200k	150 - 200k
Automation Engineer	130 - 150k	130 - 150k
Product Management & Design		
VP of Product	200 - 300k	200 - 300k
Director of Product	175 - 225k	175 - 225k
Senior Product Manager	130 - 160k	140 - 170k
Director of Design	200 - 300k	200 - 300k
Senior Designer	150 - 200k	150 - 200k

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NEW YORK

SALARIES

LEGAL

ROLE	PERMANENT SALARY PER ANNUM USD (\$)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Private Practice Associate	160 - 210k	180 - 235k	210 - 280k	235 - 315k	280 - 290k	315 - 345k
In-house Attorney - Financial Services	130 - 200k	140 - 220k	200 - 250k	220 - 270k	250 - 300k	270 - 350k
In-house Attorney - Commerce	120 - 190k	130 - 210k	190 - 230k	210 - 250k	230 - 270k	250 - 290k

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COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Investment Banking		
Managing Director	250 - 550k	250 - 550k
Director (SVP)	200 - 250k	180 - 250k
VP	130 - 200k	130 - 200k
AVP	90 - 130k	90 - 130k
Analyst/Associate	60 - 90k	60 - 90k
Hedge Fund (AUM \$2B - \$5B)		
Chief Compliance Officer (10+ yrs' exp)	200 - 300k	230 - 300k
Compliance Manager (5 - 10 yrs' exp)	120 - 200k	120 - 200k
Compliance Associate (1 - 5 yrs' exp)	70 - 120k	70 - 120k
Hedge Fund (AUM \$5B+)		
Chief Compliance Officer (15+ yrs' exp)	300 - 500k	300 - 500k
Compliance Manager (8 - 15 yrs' exp)	150 - 300k	150 - 300k
Compliance Officer (5 - 8 yrs' exp)	100 - 150k	100 - 150k
Compliance Associate (1 - 5 yrs' exp)	65 - 100k	55 - 100k
Anti-Money-Laundering		
Director (SVP)	190 - 250k	190 - 250k
Team Leader (AVP)	95 - 120k	95 - 120k
Analyst	60 - 95k	60 - 95k
KYC/EDD Analyst	50 - 70k	50 - 70k

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NEW YORK

RISK MANAGEMENT & QUANTITATIVE ANALYTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Market Risk		
Managing Director	500k - 1.25m	450k - 1.25m
Director/Senior Vice President	300 - 500k	300 - 450k
Vice President	200 - 300k	200 - 300k
Associate	100 - 175k	100 - 175k
Analyst	60 - 100k	60 - 100k
Credit Risk		
Managing Director	450k - 1.0m	450k - 1.0m
Director/Senior Vice President	300 - 450k	300 - 450k
Vice President	150 - 250k	150 - 250k
Associate	100 - 175k	100 - 175k
Analyst	60 - 100k	60 - 100k
Quantitative Risk		
Managing Director	500k - 1.2m	500k - 1.2m
Director/Senior Vice President	300 - 500k	300 - 500k
Vice President	200 - 300k	200 - 300k
Associate	100 - 175k	100 - 175k
Analyst	80 - 100k	80 - 100k
Operational Risk		
Managing Director	400 - 650k	400 - 650k
Director/Senior Vice President	250 - 400k	250 - 400k
Vice President	125 - 250k	125 - 250k
Associate	80 - 125k	80 - 125k
Analyst	50 - 80k	50 - 80k

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

NEW YORK

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Marketing		
Vice President Marketing	180 - 250k	190 - 250k
Marketing Director	150 - 225k	150 - 225k
Product Marketing Manager/Director	130 - 190k	130 - 190k
Marketing Manager	100 - 150k	100 - 150k
Public Relations Manager	90 - 140k	90 - 140k
Communications Manager	90 - 120k	90 - 120k
Sales		
Vice President Sales	200 - 300k	200 - 300k
National Sales Manager/Director	120 - 180k	120 - 200k
Regional Sales Manager/Director	100 - 150k	100 - 150k
Account Manager	85 - 120k	85 - 120k
Business Development Manager/Director	90 - 150k	90 - 150k

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

SAN FRANCISCO

ACCOUNTING, FINANCE & BUSINESS OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Finance & Accounting		
Chief Financial Officer	260 - 500k	260 - 500k
VP Finance	210 - 300k	210 - 300k
Finance Director	170 - 220k	170 - 220k
Controller - VP	190 - 250k	190 - 250k
Controller	140 - 180k	140 - 180k
Manager FP&A	110 - 170k	110 - 170k
Accounting Manager	110 - 160k	110 - 160k
Senior Financial Analyst	90 - 150k	90 - 150k
Business Operations		
Chief Operations Officer	250 - 350k	250 - 350k
Director Business Operations	180 - 220k	180 - 220k
Manager Business Operations	180 - 220k	180 - 220k
General Manager - City Launcher	130 - 180k	130 - 180k
Human Resources		
VP of People	170 - 300k	170 - 300k
Director of People	150 - 200k	150 - 200k

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

SAN FRANCISCO

BUSINESS DEVELOPMENT, MARKETING & SALES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Sales		
VP of Business Development	180 - 250k	180 - 250k
Business Development Director	140 - 170k	140 - 170k
Business Development Manager	80 - 125k	80 - 125k
VP Sales	170 - 200k	170 - 200k
Sales Director	130 - 170k	130 - 170k
Account Executive Enterprise	90 - 130k	90 - 130k
Account Executive Mid-market	70 - 110k	70 - 110k
Account Executive SMB	50 - 80k	50 - 80k
Account Director	100 - 140k	100 - 140k
Account Manager	60 - 100k	60 - 100k
Ad Operations Manager	70 - 110k	70 - 110k
Marketing		
VP of Marketing	170 - 250k	180 - 230k
Product Marketing Director	140 - 175k	100 - 175k
Product Marketing Manager	90 - 140k	90 - 140k
PR Director	130 - 180k	130 - 180k
PR Manager	80 - 120k	80 - 120k
Brand Marketing Director	130 - 175k	125 - 170k
Brand Marketing Manager	90 - 130k	90 - 130k
Demand Generation Director	140 - 170k	140 - 170k
Demand Generation Manager	95 - 130k	95 - 140k
User Acquisition Director	130 - 180k	130 - 180k
User Acquisition Manager	80 - 120k	80 - 120k
Digital Marketing Director	130 - 165k	130 - 165k
Digital Marketing Manager	90 - 130k	90 - 130k
Content Marketing Director	110 - 140k	120 - 140k
Content Marketing Manager	70 - 120k	70 - 120k

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

SAN FRANCISCO

PRODUCT MANAGEMENT, DESIGN & ANALYTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
VP of Product	180 - 250k	190 - 275k
Director of Product	160 - 200k	170 - 200k
Senior Product Manager	125 - 160k	130 - 170k
Product Manager	100 - 125k	110 - 130k
Associate Product Manager	70 - 100k	80 - 110k
VP of Data Science/Analytics	180 - 250k	200 - 275k
Director of Data Science/Analytics	160 - 200k	170 - 200k
Manager of Data Science/Analytics	140 - 175k	140 - 170k
Data Analyst (IC)	75 - 125k	75 - 120k
Data Scientist (IC)	125 - 175k	125 - 175k
VP of Design/Creative Director	180 - 250k	180 - 250k
Manager/Director of Design	150 - 200k	150 - 180k
Senior Designer	140 - 170k	145 - 170k
Designer	100 - 140k	100 - 145k

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

SAN FRANCISCO

SOFTWARE ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
VP of Engineering	200 - 250k	200 - 250k
Director of Engineering	180 - 200k	180 - 220k
Engineering Manager	150 - 180k	150 - 180k
Senior Android Engineer	140 - 180k	140 - 180k
Android Engineer	130 - 150k	130 - 150k
Senior iOS Engineer	140 - 160k	140 - 160k
iOS Engineer	120 - 150k	120 - 150k
Senior Big Data Engineer	140 - 180k	140 - 180k
Big Data Engineer	130 - 150k	130 - 150k
Senior Full Stack Engineer	140 - 180k	140 - 180k
Full Stack Engineer	130 - 150k	130 - 150k
Senior Back-end Engineer	130 - 180k	130 - 180k
Back-end Engineer	120 - 150k	120 - 150k
Senior Front-end Engineer	140 - 160k	140 - 160k
Front-end Engineer	120 - 140k	120 - 140k
Dev Ops Engineer	150 - 200k	150 - 200k
Snr Software Engineer in Test Automation	130 - 150k	130 - 150k
Software Engineer in Test Automation	120 - 130k	120 - 130k

NB: Salaries are subject to change depending on the equity portion of an offer.



THE RECRUITMENT MARKET ACROSS AUSTRALIA PROVED MORE BUOYANT IN 2016, WITH SPECIFIC AREAS OF HIGH DEMAND.

2016 INSIGHT

The Australian economy continued to rebalance to a 'new normal' without the previous powerhouses of resources and construction propelling it forward. Despite an unconvincing re-election of the federal government and continued pressure on global economic indicators, the local recruitment market was relatively robust, especially within technology and corporate governance.

Salaries and wage inflation remained broadly flat in 2016. However, for those with in-demand specialist skills, opportunities to move for enhanced financial reward were available as organisations battled for new skills or technological knowledge to enable productivity gains. The trend for enhanced flexibility in working conditions continued unabated.

The unemployment rate continued to improve, although there were some differences between states. The New South Wales and Victorian economies performed better than their counterparts. More candidates began

seeking new opportunities and companies were more prepared to complete recruitment processes at all levels.

Service sector demand proved strong as was IT hiring. Western Australia continued to invest at a state level in transport, utilities and infrastructure. A re-skilling of the technical workforce is underway and will continue for some time.

South East Queensland stabilised, with the downturn in resources now having largely been absorbed, although regional/inland Queensland struggled to rebalance their economy. Skill shortages have become evident in some areas across ICT and engineering and any improvement in the economy will cause further pressures. The Queens Wharf project, due to start in early 2017, should further enhance confidence locally.

2017 EXPECTATIONS

We expect increased hiring across IT, corporate governance, and state government infrastructure projects. Within the technology sector, we anticipate intensified competition for big data, data security, DevOps and data analytics skill sets.

Across all major corporates, further regulation and focus on risk management and compliance will drive further growth. Close cost management and a requirement to extract maximum value from major long-term contracts will ensure demand for skilled procurement professionals.

Federal and state government infrastructure spending will heighten the need for civil engineering specialists across roads, rail and tunnelling, among other areas. This demand will lead to increased salary pressures above and beyond market averages.

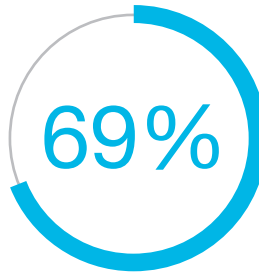
Whilst financial reward remains a key incentive for jobseekers it is not the major driver. Both generational change and technological advancements have influenced jobseekers to place higher value on flexibility as well as reward, culture and long-term career development. Across high demand industries, we strongly advise hiring managers wishing to retain the best staff to become competitive in these areas, not just focusing on salary and financial incentives.



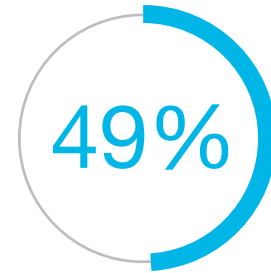
The overall recruitment market across Australia was more buoyant in 2016 and experienced high demand within specific areas of technology and corporate governance.



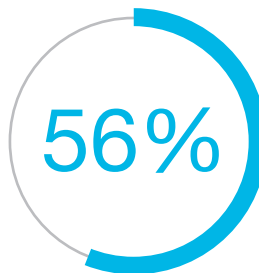
Professionals who are expecting a salary increase in 2017



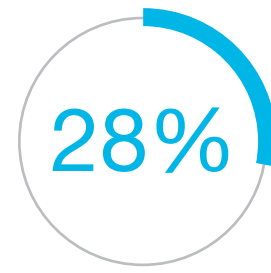
Professionals expecting to receive a bonus in 2017



Australian professionals who will be looking to move jobs in the next 12 months



Australian employees changing jobs for a better salary



KEY FINDINGS

As the Australian economy looks set to develop momentum, infrastructure projects at both federal and state government levels will drive improved salaries for construction and engineering professionals.

Jobseekers across all sectors are placing increasing importance on flexible work environments and similar cultural values.

CAREER PROGRESSION

Number one reason for employees to change jobs

Robert Walters Pay & Bonus Survey 2016, 753 respondents.

OVERVIEW

ACCOUNTING & FINANCE

2016 followed a similar pattern to the prior 12 months with steady recruitment activity seen throughout the year.

In New South Wales, improved demand for high-calibre, mid-level accountants continued to impact the market, leading to the best chartered accountants receiving multiple job offers. Due to the growing trend towards streamlining finance processes, demand rose for systems savvy, multi-skilled accountants who could cope with a range of tasks.

In Victoria, several large corporates underwent significant restructures in 2016 and we expect to see increased levels of hiring in these businesses as the new structures and leadership teams are formed. We predict an increased demand for emerging finance leaders, and for the most active sectors in Melbourne to be FMCG, digital and health/aged care.

In Queensland, demand for accounting and finance professionals remained positive. However, due to the downturn in the mining sector over the past few years, salaries typically decreased for senior executive level roles as there was an oversupply of candidates at this level – salaries also reduced for some entry level positions. In 2017, we expect gradual hiring increases in infrastructure, health, education and financial services. Demand for traditional 'Big 4' trained candidates, with the ability to influence decision making, is likely to remain.

The recruitment market appeared steady in Western Australia, though lower commodity

prices and fewer resources projects reduced salaries and contract rates. This shifted demand from salaried roles to contracting positions.

In South Australia, hiring levels remained stable and candidates with strong business partnering capabilities were highly sought after. Hiring skilled individuals at mid-career level proved challenging due to a lack of movement across firms. Companies competed to retain their top talent by providing transparent career progression pathways. Organisations focused on developing initiatives to improve job security and continuous development opportunities to attract quality professionals.

BANKING & FINANCIAL SERVICES

The recruitment market outlook across banking and financial services was optimistic in 2016, despite some geopolitical fears such as Brexit and the US election. Such fears are likely to persist in 2017, with banks and financial services firms being very measured when recruiting to contain cost. Nonetheless, the majority of organisations are planning to increase headcount over the next 12 months, indicating signs of further improvement.

In New South Wales, the market was buoyant across all sectors. Ongoing legislative amendments created a candidate short market as banks were forced to address concerns on access to client information.

Victoria experienced a shortage of fund accountants due to a lack of candidates with investment management experience. Higher demand for accountants in technical

areas such as treasury, regulatory and capital management was also observed. Niche skill sets remained in short supply in South Australia, where professionals remained cautious when considering career moves.

Those working in banking and financial services can generally expect a moderate increase in salary in 2017, unless they can offer specialist skills and performance delivery above the norm. Economic conditions have led hiring managers to demonstrate moderation when offering remuneration packages.

Hiring managers will be seeking revenue generators who can drive an increased share of wallet for roles with small businesses, mortgage lenders and financial planners. Individuals working in areas such as compliance, assurance or operational risk with experience in change delivery will also be highly sought after. The superannuation industry will be more competitive and there will be demand for more commercially minded candidates due to changes around default funds.

HUMAN RESOURCES

2016 saw an increase in both permanent and contract hiring, with greater emphasis given to strategic HR roles across public services and the private sector. There was also an increasing focus on employee relations specialists, given the higher volume of shared service functions implemented across financial services. Demand for interim HR professionals with sound systems and analytical skills was also strong. We expect similar trends in 2017.

KEY TRENDS

- ▶ With subdued economic activity, candidates who can demonstrate a proven track record of increasing revenue or optimising efficiencies will be in highest demand.
- ▶ IT hiring levels increased as organisations responded to the introduction of numerous regulatory requirements; jobseekers with strong customer service and stakeholder engagement skills will differentiate themselves.
- ▶ Hiring managers in the risk sector were active, though headcount restrictions resulted in an increasing number of roles being offered on a contract basis.

Due to a surplus of tertiary qualified safety professionals in the market, candidates are facing intense competition and must differentiate themselves in order to succeed.

Salaries remained stable in 2016 and this is expected to continue in 2017. As a result, HR professionals are looking for organisations that can offer other workplace benefits such as flexibility, up-skilling and continuous training opportunities. HR professionals are beginning to view flexibility as a primary job choice factor, with remuneration a close second.

Senior HR business partners are expected to receive salary increases in 2017 due to a shortage of experienced professionals with strategic skills. Internal recruitment hiring will remain strong as businesses strive to strengthen their HR functions and as a result salaries will increase slightly. Change professionals will also be able to command higher salaries as transformation projects across the public and private sector drive demand. Overall, jobseekers with the ability to leverage research, analytics

and industry insights to help develop and execute strategic programmes will be in most demand during 2017.

INFORMATION TECHNOLOGY

Digital technology continued to drive the market across Australia in 2016, as large transformation projects were high on the agenda for many companies looking to remain competitive in an increasingly service-oriented world.

As a result of digital transformation projects, IT professionals with niche and emerging skill sets such as big data, DevOps, cyber security and cloud collaboration were in high demand and could command higher rates of pay in 2016.

The contracting market has been mature in Australia for a number of years; however in 2016 we witnessed a greater shift towards contracting with a significant amount of IT professionals prioritising interesting project work above the stability of permanent opportunities. Employers were also giving professionals confidence with

increased volume and longevity in contract positions.

In 2017 we expect to see similar trends continue Australia-wide. As demand for emerging skill sets increases and the skill gap widens, this will create a scarcity in the market and companies will need to be prepared to pay higher salaries, focus on flexible work arrangements and offer defined career pathways to win over professionals with these specialist skill sets. Companies will also need to look at investing in up-skilling their existing employees in agile methodologies and new technologies.

The IT market in Western Australia was a little more challenging due to the continued decline in the resources sector, with many large-scale projects ending or put on hold. This resulted in redundancies across generalist roles and limited senior opportunities for project managers, business analysts and architects. Contract rates and salaries declined as a result, and we expect to see this continue in 2017.

LEGAL

The market in 2016 was heavily weighted towards key infrastructure areas such as construction, planning and environment as well as transactional corporate work. During 2017 this is likely to continue and we expect to see significant increases in salaries for mid-level professionals who are most sought after. Demand continued for lawyers with three to six years' post qualification experience and specialist areas of construction, corporate, property, banking and finance were also candidate short.

High levels of merger and acquisition activity resulted in demand for corporate lawyers and those with equity capital markets experience. The infrastructure boom, driven by government initiatives, led to a surge of infrastructure and leasing specific roles in the property market.

Regulatory changes created strong demand for senior lawyers with relevant experience, particularly those who have worked internationally. Australian banks were also growing out their remediation teams, as regulatory bodies worked to identify non-compliant advice.



OVERVIEW

LEGAL (CONTINUED)

Salaries in 2016 did grow and this will continue to be the case in 2017 as demand continues to outstrip supply. We also anticipate further expansion of global firms across Australia, creating disruption in an already competitive market.

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

Hiring for project procurement and logistics roles was subdued in a deflated market across Queensland in 2016. Demand for category specialists in ICT, medical and financial services remained high due to the transition from generalist to more specialised category areas. Analysts and specialist consultants continued to be sought after as organisations reviewed their procurement strategies and identified opportunities to implement best practice in their procurement functions.

The Queensland Government has been investing heavily in procurement contractors, with many departments undertaking transformational projects to achieve customer centric procurement practices. In 2017, demand will remain high for category specialists, analysts and candidates familiar with government procurement practices. Hiring will continue to focus on contract roles as opposed to permanent placements.

Top global talent moving to Australia who are able to share international best practices remain key targets. Contract opportunities will continue to be abundant in 2017, especially through the New South Wales Government as it implements numerous large-scale infrastructure projects in the region.

Commercially focused supply chain professionals who can implement and drive International Business Planning (IBP) will continue to command increased salaries. As more supply chain functions consolidate and restructure, change and project management experts will be in high demand.

Businesses are increasingly looking for fully integrated logistics solutions and specialist candidates experienced in network optimisation

and Continuous Improvement (CI). Import specialists, as well as strategically focused manufacturing and quality professionals, are likely to be highly sought after in 2017.

RESOURCES, ENGINEERING & CONSTRUCTION

2016 was a transitional year for the sector in Queensland, with continued challenging market conditions in mining and oil & gas, while civil infrastructure has experienced some growth and construction remains the strongest market. The lack of major projects across all industries resulted in talent migrating to New South Wales and Victoria to take up opportunities.

Salaries have been stagnant or reduced in most areas with the exception of certain specialisations in civil engineering disciplines, such as design managers in rail and roads, rail engineers and estimators. Towards the end of 2016 there were positive signs in the mining sector with more projects announced, indicating the potential for improved activity for 2017.

We expect roles in the civil infrastructure and commercial construction sectors to increase in demand due to a number of major projects coming online, including large road, rail and port initiatives.

In Western Australia, the recruitment market in 2016 slowed somewhat due to the over supply in the residential sector, which decreased salary expectations. Generally, salaries were either flat or shifted downwards and we anticipate this will continue in 2017.

Large infrastructure projects, particularly in the road and rail sector, will generate growth in Western Australia. Candidates with a civil background from design to project delivery and niche candidates from road, rail and tunnelling are expected to be most sought after.

RISK, COMPLIANCE & AUDIT

There were consistently high levels of recruitment activity in 2016. Domestic banks continued to build out their risk and compliance functions, requiring experienced managers with the ability to remain commercially focused whilst building effective relationships with

the business. We expect this high demand to continue in 2017.

Monitoring and surveillance has been the busiest area of recruitment in institutional banking, where entire functional teams were built by local banks and to a lesser extent, international banks.

An increasing proportion of hiring in 2017 will be on a contract basis as permanent headcount approvals remain challenging in the current climate. Risk and regulatory compliance focused projects will drive the bulk of this demand, including conduct risk programmes which have emerged in response to the regulatory focus on behaviours within the banking industry.

'Big 4' first-movers with financial services client experience and strong stakeholder management skills, were in demand for internal audit or relatively new assurance roles. A shortage of available talent with five to eight years' experience (manager level) is still evident due to the impact of a reduced graduate hiring period between 2008 and 2011 following the global financial crisis. As a result, we expect salaries to increase for those moving jobs.

SALES & MARKETING

With the rise of digital and data driven marketing, appetite for qualified professionals consolidated throughout 2016. There was continued focus on data centric marketing, creating demand for marketers with these skills. A shift to more project based working methods in larger institutions contributed to an increase in demand for contractors in various sectors.

Digital marketing skills will be in greater demand due to the rapid rate of technological change, creating a skills gap. As a result, finding qualified sales and marketing professionals with sufficient technical, creative and business proficiencies will be a challenge in 2017. Marketing and sales salaries saw some growth in 2016 and remuneration is expected to increase for professionals with solid industry expertise in 2017.

Business confidence consolidated in New South Wales, generating demand across industries.

Salaries remained stable, with the exception of digital marketing, where demand has forced an increase across the board. A shift to more project based assignments in larger institutions contributed to greater demand for contractors, particularly in communications roles.

In 2016 there was a noticeable shift toward contract employment in the Victorian market, particularly in change management and communication roles due to digital transformation projects. The focus on digital across consumer-based industries will continue to create demand for digital marketers in 2017. Professionals with these skill sets will be able to command higher salaries as companies look to digitalise.

The shortage of corporate sales and digital marketing professionals in Queensland has created greater competition between organisations looking to attract top talent. Hiring managers will need to offer greater work flexibility and advantageous career progression opportunities along with good employer branding.

In Western Australia, recruitment remained strong across building, construction, civil engineering and agribusiness, with healthy demand for digital skill sets placing high strategic value on driving sales and brand awareness. The demand for sales professionals in the financial planning sector continues to grow in line with the ageing population and

changes in superannuation legislation; however traditional banking experienced numerous redundancies in 2016.

Employment remained stable in South Australia, with salary increases in 2017 likely for candidates who have two to five years' commercial experience. Candidates with experience in social media administration, digital marketing and advertising sales will continue to be highly sought after.

In 2017, we expect to see more movement across industries, as companies look to replicate best practices and advancements currently seen in more developed digital marketing sectors.

SECRETARIAL & BUSINESS SUPPORT

Business support hiring activity proved to be quite buoyant with some industry sectors experiencing steady growth in 2016. With a candidate driven market, hiring managers had to shorten the hiring process to secure talent. Quality candidates often received multiple offers although salary levels remained stable.

There continues to be optimism predicted for 2017, with high demand for office all-rounders with transferable skills and excellent customer service, from administration assistants to receptionists.

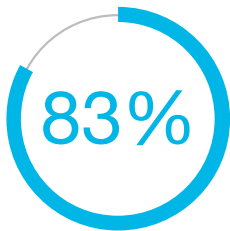
The downturn in the resources sector in Western Australia resulted in an oversupply

of professionals in the market and decline in contract rates and permanent salaries. This will remain unchanged as costs and operational efficiencies are monitored.

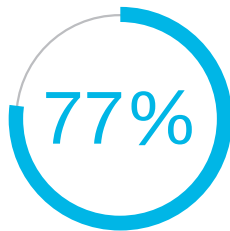
As the public sector looks to continue investment in the infrastructure space in Queensland, candidates with significant project experience will be sought after in 2017. In South Australia local defence projects are promising to have the biggest impact on the recruitment landscape.

Overall, companies are becoming more inclined to hire talent based on attitude and cultural fit, coupled with well-rounded technical ability. Hence, retention of quality staff is predicted to be a key focus for most organisations in 2017.

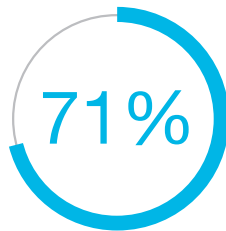
SECTOR COMPARISON: WHO IS EXPECTING A PAY RISE IN 2017?



Supply chain & procurement professionals



Banking & financial services professionals



Accounting professionals

Robert Walters Pay & Bonus Survey 2016.

ADELAIDE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	140 - 400k	150 - 400k	70 - 125	70 - 125
Financial Controller	130 - 200k	130 - 200k	60 - 100	60 - 100
Tax Manager	120 - 140k	120 - 140k	60 - 80	60 - 80
Group Accountant	90 - 110k	90 - 120k	50 - 65	50 - 65
Qualified				
Audit Manager	120 - 140k	120 - 140k	60 - 85	60 - 85
Financial/Business Analyst	85 - 115k	85 - 115k	45 - 65	45 - 65
Finance Manager	90 - 120k	90 - 130k	45 - 70	45 - 70
Financial Accountant	80 - 100k	80 - 110k	40 - 55	40 - 55
Management Accountant	90 - 110k	90 - 115k	50 - 60	50 - 60
Assistant Accountant	55 - 65k	55 - 65k	30 - 40	30 - 40

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

ADELAIDE

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Professional Business Banking				
Senior Relationship Manager	130 - 140k	130 - 140k	65 - 70	65 - 70
Business Banking Manager	100 - 115k	110 - 115k	57 - 65	55 - 57
Assistant Relationship Manager	55 - 60k	58 - 65k	27 - 30	29 - 32
Lending Manager	75 - 90k	70 - 85k	37 - 45	35 - 42
Wealth Management				
Financial Planner	80 - 120k	80 - 120k	40 - 60	40 - 60
Paraplanner	55 - 85k	55 - 85k	27 - 42	27 - 42
Contact Centre				
Client Services	45 - 65k	45 - 65k	22 - 32	22 - 32
Customer Service/Collections	52 - 55k	53 - 58k	26 - 27	26 - 29

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

ADELAIDE

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Management				
CIO/CTO	195 - 300k	175 - 300k	145 - 270	135 - 250
Infrastructure/Development/BI Manager	130 - 185k	110 - 185k	120 - 155	100 - 150
Change Manager	130 - 175k	100 - 160k	110 - 165	100 - 150
Senior Project Manager	110 - 155k	100 - 145k	120 - 155	100 - 130
Project Manager	90 - 145k	80 - 120k	85 - 130	60 - 100
Senior Business Analyst	100 - 145k	100 - 135k	95 - 135	95 - 120
Business Analyst	75 - 130k	75 - 120k	65 - 100	55 - 90
ERP/CRM/BI				
Senior Consultant	120 - 155k	110 - 155k	110 - 165	100 - 150
Consultant	100 - 130k	95 - 120k	75 - 130	75 - 120
Architecture				
Enterprise Architect	130 - 200k	130 - 200k	120 - 150	120 - 150
Solutions/Technical/Security Architect	130 - 200k	130 - 200k	120 - 150	120 - 150
Development/Testing				
Senior Developer	110 - 150k	110 - 140k	80 - 120	80 - 110
Web Developer	70 - 110k	70 - 100k	60 - 85	60 - 85
Developer	70 - 100k	70 - 100k	50 - 95	50 - 85
Test Lead	100 - 150k	100 - 150k	75 - 130	75 - 130
Test Analyst	75 - 95k	75 - 95k	60 - 80	60 - 80
Infrastructure				
Network/System Engineer	75 - 145k	75 - 120k	45 - 120	45 - 120
System Administrator	70 - 130k	70 - 110k	45 - 110	45 - 100
Database Administrator	80 - 105k	80 - 105k	70 - 95	70 - 95
Helpdesk/Desktop Support	50 - 75k	50 - 75k	30 - 55	30 - 60

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

ADELAIDE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Sales		
Business Manager	105 - 135k	105 - 135k
Business Development Manager	85 - 120k	90 - 125k
Account Manager	75 - 125k	75 - 125k
Regional Sales Manager	120 - 135k	125 - 140k
Sales Manager	95 - 135k	100 - 140k
Sales Executive	75 - 85k	80 - 90k
Relationship Manager	85 - 95k	90 - 100k
Marketing		
Marketing Manager	100 - 130k	105 - 135k
Marketing Executive	75 - 85k	75 - 85k
Marketing Coordinator	50 - 65k	55 - 65k
Product Manager	90 - 110k	90 - 110k
Brand Manager	80 - 110k	80 - 110k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

ADELAIDE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Business Support				
Executive Assistant	65 - 80k	65 - 80k	30 - 35	35 - 40
Office Manager	65 - 80k	70 - 85k	30 - 35	35 - 40
Personal Assistant	60 - 70k	60 - 70k	25 - 35	28 - 35
Secretary	50 - 60k	50 - 60k	27 - 33	27 - 33
Receptionist	45 - 55k	48 - 53k	25 - 30	25 - 30
Data Entry Operator	45 - 55k	45 - 55k	25 - 30	25 - 30
Finance				
Bookkeeper	50 - 65k	55 - 70k	25 - 35	30 - 35
Credit Controller	55 - 70k	55 - 70k	28 - 35	30 - 35
Payroll Officer	55 - 70k	55 - 70k	28 - 35	30 - 35
Accounts Payable/Receivable	50 - 65k	50 - 60k	26 - 35	26 - 35

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

ACCOUNTING & FINANCE

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Corporate Services				
Financial Controller	150 - 230k	150 - 230k	75 - 125	75 - 125
Compliance/Risk Manager	120 - 150k	120 - 150k	55 - 75	55 - 75
Accountant	85 - 130k	85 - 130k	40 - 65	40 - 65
Banking				
Relationship Manager (Institutional)	120 - 160k	120 - 160k	60 - 80	60 - 80
Relationship Manager (Corporate)	110 - 140k	110 - 140k	55 - 70	55 - 70
Credit Analyst	65 - 90k	65 - 90k	35 - 45	35 - 45
Superannuation/Insurance				
Underwriter	80 - 120k	80 - 120k	40 - 60	40 - 60
Claims Manager	50 - 80k	50 - 80k	25 - 40	25 - 40

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	150 - 300k	150 - 300k	85 - 150	85 - 150
Financial Controller	120 - 230k	120 - 230k	60 - 100	60 - 100
Commercial/Planning Manager	140 - 200k	120 - 200k	65 - 100	60 - 100
Tax Manager	140 - 180k	140 - 180k	70 - 95	60 - 95
Finance Manager	110 - 140k	110 - 140k	55 - 70	50 - 70
Qualified				
Senior Financial Accountant	90 - 130k	90 - 130k	45 - 65	40 - 65
Tax Accountant	90 - 130k	85 - 130k	40 - 60	40 - 60
Senior Business/Financial Analyst	100 - 135k	100 - 140k	55 - 65	50 - 70
Business/Financial Analyst	80 - 100k	80 - 100k	40 - 50	40 - 60
Systems Accountant	80 - 125k	80 - 125k	40 - 55	40 - 70
Senior Management Accountant	95 - 125k	90 - 125k	50 - 60	50 - 70
Financial Accountant	65 - 95k	70 - 95k	40 - 55	40 - 55
Management Accountant	65 - 90k	70 - 95k	40 - 50	40 - 60
Part-qualified & Transactional				
Accounts Payable/Receivable Manager	70 - 100k	70 - 100k	35 - 50	35 - 50
Payroll Manager	85 - 110k	85 - 110k	40 - 60	40 - 60
Payroll Officer	55 - 70k	55 - 70k	25 - 35	25 - 35
Bookkeeper	50 - 70k	50 - 70k	30 - 40	30 - 40
Assistant Accountant	45 - 65k	45 - 65k	30 - 40	30 - 40
Credit Controller	50 - 60k	50 - 60k	25 - 30	25 - 30
Accounts Assistant	40 - 55k	40 - 55k	25 - 30	25 - 30
Accounts Payable/Receivable Officer	45 - 55k	45 - 55k	25 - 30	25 - 30

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

ACCOUNTING & FINANCE PUBLIC SECTOR

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	150 - 270k	180 - 280k	70 - 125	80 - 125
Director of Audit	160 - 300k	160 - 300k	80 - 150	80 - 150
Head of Corporate Services	200 - 250k	200 - 250k	100 - 125	100 - 125
Financial Controller	100 - 125k	100 - 150k	55 - 65	60 - 70
Qualified				
Senior Management Accountant	85 - 110k	90 - 120k	45 - 60	50 - 60
Senior Financial Accountant	85 - 110k	90 - 120k	45 - 60	50 - 60
Business Analyst	75 - 120k	90 - 120k	40 - 60	40 - 60
Financial/Management Accountant	65 - 85k	65 - 100k	40 - 50	40 - 60
Part & Non-qualified				
Payroll Officer	45 - 55k	45 - 60k	25 - 35	25 - 35
Accounts Receivable/Credit Officer	45 - 55k	45 - 60k	25 - 30	25 - 30
Accounts Payable Officer	45 - 52k	45 - 60k	25 - 30	25 - 30

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

HUMAN RESOURCES & SAFETY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Generalist				
HR Director	200 - 250k	200 - 250k	120 - 135	100 - 135
HR Manager	120 - 180k	120 - 165k	75 - 110	70 - 110
HR Business Partner	110 - 140k	110 - 130k	65 - 80	60 - 80
HR Advisor (5+ yrs' exp)	95 - 110k	90 - 110k	50 - 55	45 - 55
HR Advisor (1 - 4 yrs' exp)	75 - 95k	75 - 85k	45 - 50	40 - 50
HR Officer	70 - 80k	65 - 75k	35 - 40	30 - 40
HR Coordinator	55 - 60k	55 - 65k	30 - 35	30 - 35
Specialist				
Change Manager	145 - 165k	145 - 165k	80 - 100	100 - 125
Remuneration & Benefits Consultant	120 - 150k	120 - 150k	80 - 100	80 - 100
Industrial/Employee Relations Manager	120 - 150k	120 - 180k	80 - 100	80 - 100
Organisational Development Manager	120 - 150k	120 - 150k	80 - 100	80 - 100
Learning & Development Manager	120 - 150k	120 - 150k	80 - 100	80 - 100
Industrial/Employee Relations Advisor	110 - 125k	110 - 125k	55 - 70	55 - 70
Organisational Development Advisor	100 - 130k	100 - 130k	55 - 70	55 - 70
Learning & Development Advisor	85 - 100k	85 - 100k	45 - 60	45 - 60
Recruitment Manager	90 - 100k	90 - 110k	50 - 60	50 - 60
Workforce Planning Consultant	90 - 110k	90 - 110k	80 - 100	80 - 100
Recruitment Officer	60 - 75k	60 - 75k	35 - 45	35 - 45
Trainer	100 - 110k	100 - 110k	80 - 100	80 - 100
OH&S				
Manager	150 - 220k	150 - 200k	95 - 120	80 - 100
Advisor	95 - 110k	85 - 100k	55 - 65	55 - 65
Return to Work Coordinator	75 - 90k	75 - 90k	50 - 60	45 - 50

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

BRISBANE

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Management				
CIO/CTO	180 - 250k	200 - 260k	130 - 160	130 - 160
Programme Manager	160 - 210k	150 - 210k	130 - 160	130 - 170
Infrastructure/Development/BI Manager	140 - 170k	130 - 170k	100 - 140	100 - 140
Change Manager	100 - 150k	90 - 140k	85 - 140	90 - 140
Senior Project Manager	120 - 155k	120 - 155k	100 - 140	105 - 140
Project Manager	90 - 135k	100 - 130k	90 - 115	95 - 120
Senior Business Analyst	95 - 140k	95 - 135k	90 - 120	85 - 115
Business Analyst	70 - 100k	70 - 100k	75 - 90	75 - 90
Architecture				
Enterprise Architect	140 - 185k	140 - 180k	115 - 150	120 - 155
Solutions/Technical/Security Architect	130 - 175k	140 - 180k	95 - 125	100 - 135
Development/Testing				
Senior Developer	95 - 130k	100 - 140k	85 - 110	85 - 115
Developer	65 - 90k	60 - 95k	65 - 85	65 - 85
Test Manager/QA Manager	110 - 150k	110 - 150k	100 - 125	100 - 125
Test Analyst	70 - 100k	65 - 100k	65 - 85	65 - 85
Infrastructure				
Senior Network/System Engineer	110 - 135k	115 - 140k	85 - 115	90 - 120
Senior System Administrator	85 - 120k	95 - 120k	80 - 95	80 - 100
System Administrator	75 - 95k	75 - 95k	60 - 80	60 - 85
Network/System Engineer	80 - 100k	80 - 100k	60 - 80	65 - 85
Database Administrator	85 - 135k	80 - 120k	70 - 100	60 - 90
Helpdesk/Desktop Support	50 - 75k	50 - 75k	26 - 45	24 - 45

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER DAY AUD (\$)	
	2016	2017	2016	2017
Procurement & Supply Chain				
Chief Procurement Officer	250 - 450k	275 - 400k	1200 - 1600	1200 - 1600
Procurement Manager	140 - 240k	140 - 220k	800 - 1200	800 - 1200
Procurement Analyst	80 - 110k	80 - 120k	350 - 600	400 - 650
Procurement/Purchasing Officer	70 - 90k	70 - 95k	250 - 500	300 - 550
Contracts Manager	140 - 190k	150 - 200k	550 - 1100	650 - 1200
Contracts & Procurement Administrator	80 - 140k	80 - 130k	450 - 800	450 - 800
Category Manager	130 - 180k	130 - 190k	700 - 1100	600 - 1100
Category Advisor	95 - 130k	95 - 140k	400 - 700	450 - 750
ICT Procurement Specialist	120 - 160k	120 - 160k	600 - 1100	600 - 1100
Procurement Consultant	90 - 120k	95 - 125k	500 - 700	550 - 800
Supply Chain				
Supply Chain Manager	120 - 200k	135 - 180k	500 - 850	600 - 850
Supply Chain Officer	95 - 130k	95 - 140k	400 - 700	450 - 750
Materials Coordinator	90 - 120k	100 - 130k	450 - 600	500 - 700
Materials Planner	80 - 110k	90 - 125k	400 - 550	400 - 600
Logistics				
Project Freight Manager	140 - 200k	140 - 200k	600 - 1100	600 - 1000
Branch Manager	80 - 145k	80 - 145k	400 - 600	400 - 600
Projects Freight Operations Coordinator	70 - 110k	75 - 120k	300 - 550	350 - 600
Logistics Manager	90 - 140k	100 - 150k	450 - 600	500 - 750
Logistics Officer	60 - 80k	75 - 90k	300 - 450	350 - 600
Operations Manager	140 - 180k	150 - 190k	500 - 800	500 - 800

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

BRISBANE

RESOURCES, ENGINEERING & CONSTRUCTION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Engineering Design				
Technical Director	210 - 230k	220 - 250k	120 - 140	135 - 160
Principal Design Manager	190 - 210k	210 - 230k	100 - 120	110 - 140
Design Manager	160 - 180k	180 - 210k	80 - 100	90 - 125
Engineering Manager	180 - 210k	190 - 220k	100 - 130	110 - 145
Principal Design Engineer (10+ yrs' exp)	150 - 170k	160 - 190k	70 - 90	80 - 110
Senior Design Engineer (8+ yrs' exp)	110 - 140k	120 - 150k	65 - 80	75 - 95
Design Engineer (3 - 8 yrs' exp)	80 - 100k	95 - 120k	55 - 70	65 - 90
Revit Drafter	90 - 110k	100 - 120k	50 - 65	60 - 80
Senior Designer	90 - 110k	100 - 120k	50 - 65	60 - 75
Designer	70 - 90k	80 - 100k	40 - 50	40 - 60
Project Delivery				
Project Director	240 - 260k	260 - 290k	120 - 140	135 - 160
Project Manager	160 - 200k	180 - 220k	90 - 110	100 - 120
Construction Manager	140 - 170k	160 - 200k	75 - 95	80 - 100
Site Manager	110 - 130k	110 - 130k	60 - 80	75 - 90
Senior Project Engineer	120 - 140k	130 - 160k	60 - 80	70 - 90
Project Engineer	110 - 130k	120 - 140k	65 - 85	70 - 95
Senior Estimator	160 - 200k	180 - 210k	85 - 100	90 - 120
Estimator (5 yrs' exp)	120 - 150k	130 - 170k	60 - 80	65 - 90
Project Controls/Planning Engineer	80 - 110k	90 - 120k	50 - 70	60 - 80
Senior Contracts Administrator	130 - 150k	130 - 150k	70 - 85	80 - 95
Contracts Administrator	80 - 110k	90 - 125k	45 - 60	55 - 80

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

BRISBANE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Sales		
Sales Director/National Sales Manager	160 - 250k	180 - 250k
Sales Manager	140 - 180k	140 - 180k
Senior Business Development Manager	120 - 150k	120 - 150k
Business Development Manager	70 - 130k	70 - 120k
Account Manager	70 - 100k	70 - 100k
Sales/Account Executive	50 - 80k	50 - 80k
Marketing		
Marketing Director	140 - 170k	150 - 180k
Marketing Manager	110 - 140k	110 - 140k
Marketing Executive	55 - 70k	65 - 80k
Marketing Assistant/Coordinator	50 - 65k	55 - 65k
Brand/Product Manager	80 - 120k	90 - 130k
Sponsorship & Events Manager	60 - 90k	70 - 100k
Digital Marketing Specialist	75 - 95k	85 - 100k
Communications		
Corporate Affairs Manager	140 - 200k	140 - 200k
Communications Director	140 - 170k	140 - 170k
Government/Relations Manager	120 - 170k	120 - 170k
Investor Relations Manager	110 - 170k	110 - 170k
Stakeholder Engagement Manager	110 - 130k	110 - 130k
Senior Communications Consultant	90 - 110k	90 - 110k
Social Responsibility Executive	85 - 95k	85 - 95k
Media Relations Manager	80 - 100k	80 - 100k
Communications Consultant	70 - 85k	70 - 85k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Business Support				
Project Coordinator	80 - 100k	80 - 100k	40 - 60	40 - 60
Executive Assistant	76 - 100k	76 - 100k	40 - 50	40 - 50
Facilities Coordinator	70 - 100k	70 - 100k	35 - 50	35 - 50
Document Controller	70 - 100k	70 - 100k	40 - 50	40 - 50
Office Manager	70 - 90k	70 - 90k	40 - 55	40 - 55
Personal Assistant	65 - 78k	65 - 78k	38 - 48	38 - 48
Travel Coordinator	65 - 75k	65 - 75k	33 - 45	33 - 45
Project Administrator	65 - 78k	68 - 80k	38 - 48	38 - 48
Desk Assistant	55 - 65k	58 - 68k	30 - 35	33 - 38
Legal Secretary	55 - 65k	58 - 68k	30 - 35	33 - 38
Team Secretary	50 - 65k	55 - 68k	28 - 37	28 - 37
Administration Assistant	40 - 55k	45 - 60k	28 - 36	28 - 36
Data Entry Operator	45 - 50k	48 - 58k	26 - 29	28 - 36
Receptionist	45 - 55k	48 - 60k	26 - 29	28 - 36
Office Junior	42 - 47k	43 - 48k	24 - 27	27 - 32
Call Centre				
Customer Service Manager	100 - 130k	100 - 130k	50 - 60	50 - 60
Customer Service Team Leader	65 - 75k	70 - 90k	40 - 48	40 - 48
Customer Service Representative	45 - 55k	50 - 60k	26 - 29	28 - 34
Public Sector				
Business Support Officer	58 - 64k	64 - 72k	30 - 40	34 - 38
Executive Support Officer	68 - 75k	76 - 82k	40 - 48	40 - 44
Project Officer	79 - 90k	88 - 95k	49 - 58	47 - 51
Policy Officer	88 - 95k	101 - 120k	50 - 58	53 - 57

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

MELBOURNE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Financial Controller	180 - 250k	180 - 250k	70 - 100	70 - 100
Finance Manager	130 - 170k	130 - 180k	60 - 80	60 - 90
Treasury Manager	125 - 180k	130 - 190k	70 - 90	70 - 95
Accounting				
Senior Finance Business Partner	140 - 190k	140 - 190k	70 - 100	70 - 100
Finance Business Partner	120 - 160k	120 - 170k	60 - 80	60 - 90
Management Accountant	80 - 130k	85 - 135k	40 - 65	40 - 65
Project Accountant	80 - 130k	85 - 140k	40 - 65	45 - 70
Internal Audit Manager	120 - 170k	120 - 180k	60 - 85	60 - 90
Internal Auditor	80 - 150k	80 - 150k	40 - 80	40 - 80
Tax Accountant	95 - 140k	100 - 150k	50 - 70	50 - 75
Product Controller	90 - 130k	100 - 150k	45 - 70	45 - 70
Financial Accountant	80 - 130k	85 - 135k	40 - 65	45 - 65
Fund Accountant	75 - 120k	80 - 120k	35 - 60	40 - 65
SMSF Accountant	70 - 110k	70 - 110k	35 - 55	35 - 55
Assistant Accountant	55 - 75k	60 - 80k	30 - 40	30 - 40

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	220 - 375k	220 - 375k	100 - 180	100 - 180
Financial Controller	160 - 240k	160 - 240k	80 - 120	80 - 120
Finance Manager	110 - 180k	120 - 180k	55 - 90	60 - 90
Tax Manager	140 - 220k	140 - 220k	70 - 110	70 - 110
Commercial Manager	150 - 200k	150 - 200k	75 - 100	75 - 100
Audit Manager	115 - 180k	120 - 190k	60 - 90	60 - 95
Qualified				
Auditor/Internal Auditor	80 - 140k	80 - 150k	40 - 70	40 - 75
Management Accountant	85 - 145k	85 - 145k	40 - 70	40 - 70
Financial Accountant	85 - 145k	80 - 145k	40 - 70	40 - 70
Tax Accountant	85 - 140k	85 - 150k	40 - 70	40 - 70
Financial Analyst	90 - 145k	90 - 150k	45 - 70	45 - 70
Business Analyst	90 - 140k	90 - 140k	45 - 70	45 - 70
Systems Accountant	90 - 135k	90 - 140k	45 - 65	45 - 70
Cost Accountant	85 - 120k	85 - 120k	40 - 60	40 - 60
Newly-qualified Accountant	75 - 85k	75 - 85k	37 - 42	37 - 42
Part-qualified & Transactional				
Credit Manager	90 - 120k	90 - 120k	45 - 60	45 - 60
Payroll Manager	100 - 125k	100 - 125k	50 - 60	50 - 60
Payroll Officer	60 - 70k	60 - 75k	30 - 35	30 - 37
Assistant Accountant	60 - 75k	60 - 75k	30 - 37	30 - 37
Credit Controller	60 - 80k	60 - 80k	30 - 40	30 - 40
Accounts Payable/Receivable	50 - 60k	50 - 70k	25 - 30	27 - 35
Graduate Accountant	50 - 55k	55 - 60k	25 - 27	27 - 30

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

BANKING OPERATIONS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Banking				
Corporate Banking Relationship Mgr	150 - 230k	150 - 230k	80 - 120	80 - 120
Commercial Banking Relationship Mgr	110 - 180k	110 - 180k	60 - 100	60 - 100
Small Business Banking Manager	90 - 125k	85 - 125k	40 - 65	40 - 65
Credit Analyst	70 - 110k	75 - 110k	35 - 60	35 - 60
Assistant Relationship Manager	75 - 90k	75 - 90k	35 - 40	35 - 40
Mortgage Lender	70 - 90k	70 - 90k	35 - 40	32 - 42
Branch Manager	90 - 150k	90 - 150k	45 - 80	45 - 80
Credit Assessment	60 - 80k	55 - 80k	30 - 35	28 - 37
Risk & Compliance				
Compliance Manager	110 - 170k	120 - 180k	55 - 90	55 - 90
Compliance Analyst	65 - 110k	70 - 120k	35 - 55	35 - 55
Operational Risk Manager	110 - 180k	120 - 180k	60 - 90	60 - 90
Operational Risk Analyst	80 - 110k	80 - 120k	40 - 60	40 - 60
Investment Operations				
Corporate Actions	50 - 80k	55 - 80k	25 - 35	27 - 37
Treasury Settlements	55 - 70k	55 - 75k	25 - 35	27 - 37
Equity Settlements	55 - 70k	55 - 75k	27 - 35	27 - 37
Derivative Operations	60 - 85k	60 - 90k	27 - 37	28 - 40
Portfolio Administration	55 - 80k	55 - 80k	27 - 37	27 - 37
Performance Analyst	65 - 110k	70 - 120k	32 - 45	35 - 45
Wealth Management & Superannuation				
Financial Planner	75 - 125k	80 - 125k	35 - 60	35 - 60
Paraplanner	55 - 95k	60 - 95k	25 - 45	25 - 45
Member Services	55 - 80k	55 - 80k	27 - 35	27 - 37

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

LEGAL

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Private Practice		
8+ yrs' PQE	220k+	210k+
7 yrs' PQE	160 - 200k	150 - 210k
6 yrs' PQE	140 - 175k	130 - 180k
5 yrs' PQE (Senior Associate Level)	125 - 165k	120 - 170k
4 yrs' PQE	110 - 150k	115 - 160k
3 yrs' PQE	90 - 95k	90 - 100k
2 yrs' PQE	82 - 95k	80 - 100k
1 yr PQE	70 - 85k	75 - 90k
Company Secretary		
6 - 8 yrs' exp	140 - 200k	140 - 210k
3 - 5 yrs' exp	80 - 140k	90 - 150k
In-house Counsel		
8+ yrs' PQE	200k+	200k+
7 yrs' PQE	170 - 200k	170 - 210k
6 yrs' PQE	150 - 190k	160 - 200k
5 yrs' PQE (Senior Associate Level)	130 - 170k	140 - 180k
4 yrs' PQE	105 - 135k	100 - 140k
3 yrs' PQE	95 - 115k	95 - 120k
2 yrs' PQE	90 - 110k	90 - 115k
1 yr PQE	70 - 95k	75 - 100k
Paralegal		
Senior	80 - 130k	85 - 140k
Junior	50 - 80k	50 - 80k
Document Reviewer	52 - 75k	55 - 80k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Management				
CIO/CTO	180 - 300k	180 - 300k	140 - 280	140 - 280
Projects				
Project Manager	130 - 180k	120 - 170k	90 - 120	90 - 120
Change Manager	110 - 180k	110 - 180k	100 - 140	100 - 140
Programme Manager	160 - 230k	160 - 230k	125 - 160	125 - 160
Business Analyst	80 - 140k	160 - 230k	55 - 110	55 - 110
Project Coordinator/Administrator	65 - 100k	70 - 100k	40 - 80	40 - 80
ERP/CRM/BI				
Senior Consultant	120 - 160k	120 - 160k	100 - 140	100 - 140
Consultant	90 - 120k	90 - 120k	70 - 100	100 - 140
Architecture				
Enterprise Architect	150 - 240k	160 - 250k	125 - 165	125 - 165
Solutions/Technical/Security Architect	125 - 200k	125 - 200k	100 - 120	100 - 120
IT Manager	100 - 150k	100 - 150k	70 - 110	70 - 110
Development/Testing				
DevOps	80 - 150k	90 - 160k	90 - 150	90 - 150
Senior Developer	100 - 140k	100 - 140k	75 - 100	80 - 110
Developer	60 - 100k	70 - 110k	40 - 80	40 - 80
UX/UI Designers/Digital Producer	80 - 180k	80 - 180k	40 - 150	40 - 150
Test Manager/QA Manager	115 - 160k	115 - 150k	100 - 125	90 - 110
Test Analyst	60 - 100k	60 - 100k	40 - 90	40 - 90
Infrastructure				
System Administrator	65 - 100k	65 - 100k	45 - 75	45 - 75
Helpdesk/Desktop Support	50 - 80k	50 - 80k	25 - 55	25 - 55

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Sales		
Sales Director	160 - 280k	170 - 300k
State Sales Manager	140 - 180k	140 - 180k
Sales Manager	130 - 180k	120 - 170k
Sales Executive	70 - 100k	65 - 95k
Account Manager	75 - 125k	65 - 125k
Business Development Manager	80 - 140k	80 - 140k
Marketing		
Marketing Director	150 - 280k	150 - 280k
Direct Marketing Manager	90 - 140k	90 - 140k
Digital Marketing Manager	100 - 140k	100 - 180k
Marketing Manager	110 - 150k	120 - 160k
Marketing Executive	70 - 95k	70 - 96k
Product/Brand Manager	90 - 150k	90 - 150k
Campaign Manager	85 - 120k	90 - 130k
Product Specialist	85 - 120k	85 - 120k
Communications		
Communications Manager	100 - 140k	100 - 140k
Communications Executive	65 - 90k	65 - 90k
Retail		
Head of Retail Operations	250 - 565k	250 - 500k
Area Manager	65 - 100k	65 - 100k
Buyer	80 - 150k	80 - 150k
General Manager Planning	265 - 430k	250 - 400k
Planning Manager	145 - 200k	145 - 200k
Planner	85 - 150k	85 - 150k
Store Manager (Big Box)	95 - 150k	95 - 150k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Business Support				
Executive Assistant - Banking	70 - 100k	70 - 110k	35 - 45	35 - 45
Executive Assistant	70 - 105k	70 - 110k	30 - 45	30 - 45
Office Manager	65 - 85k	65 - 90k	30 - 45	30 - 45
Personal Assistant	65 - 75k	65 - 90k	28 - 35	28 - 35
Legal Secretary/Assistant	57 - 80k	55 - 85k	30 - 40	28 - 40
Team Assistant	55 - 65k	45 - 65k	25 - 35	25 - 35
Human Resource Administrator	50 - 63k	45 - 65k	25 - 35	25 - 35
Facilities Coordinator	50 - 65k	50 - 65k	25 - 35	25 - 35
Administration Assistant	45 - 60k	45 - 65k	25 - 30	25 - 30
Receptionist	45 - 58k	45 - 65k	23 - 30	23 - 30
Data Entry Operator	40 - 50k	40 - 55k	23 - 28	23 - 28
Mail Room Assistant	40 - 45k	40 - 55k	23 - 25	23 - 25
Office Junior	40 - 45k	40 - 55k	23 - 25	23 - 25
Project Support				
Tender Coordinator	70 - 85k	60 - 80k	28 - 40	28 - 40
Tender Formatter	65 - 75k	55 - 75k	28 - 40	28 - 40
Document Controller	60 - 75k	55 - 90k	25 - 40	25 - 40
Project Administrator/Assistant	55 - 80k	55 - 80k	27 - 40	27 - 40
Call Centre Support				
Contact Centre Manager	80 - 120k	80 - 120k	45 - 65	45 - 65
Team Leader	65 - 80k	65 - 90k	30 - 45	30 - 45
Faults/Dispatch Consultant	55 - 60k	45 - 55k	25 - 30	25 - 30
Outbound Customer Service	45 - 55k	45 - 55k	23 - 28	23 - 28
Inbound Customer Service	45 - 55k	45 - 55k	23 - 28	23 - 28

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	180 - 300k	180 - 300k	100 - 150	90 - 125
Group Financial Controller	150 - 200k	150 - 200k	75 - 100	70 - 90
Financial Controller	130 - 180k	130 - 180k	65 - 75	60 - 75
Tax Manager	130 - 175k	140 - 200k	65 - 100	65 - 100
Qualified				
Senior Financial/Management Accountant	100 - 120k	100 - 130k	45 - 55	45 - 55
Financial/Management Accountant	75 - 100k	75 - 100k	40 - 45	40 - 50
Tax Accountant	85 - 120k	80 - 120k	45 - 55	45 - 55
Business/Financial Analyst	90 - 120k	80 - 120k	45 - 60	45 - 55
Part-qualified & Transactional				
Payroll Manager	75 - 100k	80 - 110k	45 - 60	40 - 50
Payroll Clerk	55 - 65k	55 - 70k	30 - 35	30 - 35
Accounts Payable Manager	70 - 85k	70 - 85k	35 - 45	35 - 45
Accounts Payable Clerk	55 - 65k	50 - 65k	27 - 33	27 - 33
Accounts Receivable Manager	70 - 100k	70 - 85k	40 - 50	40 - 50
Bookkeeper	60 - 75k	60 - 75k	30 - 40	30 - 38
Accounts Receivable Officer	50 - 65k	50 - 65k	27 - 33	27 - 33
Assistant Accountant	60 - 75k	55 - 70k	30 - 40	28 - 35
Accounts Assistant	50 - 65k	50 - 60k	27 - 33	27 - 32
Public Practice & Insolvency				
Manager	100 - 130k	100 - 120k		
Assistant Manager	90 - 115k	90 - 105k		
Senior/Supervisor	70 - 90k	70 - 90k		
Intermediate	55 - 70k	50 - 65k		

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Management				
Infrastructure/Development/BI Manager	120 - 160k	120 - 160k	100 - 125	100 - 120
Programme Manager	150 - 180k	150 - 175k	130 - 150	120 - 135
Senior Project Manager	140 - 155k	140 - 155k	100 - 130	95 - 115
Project Manager	110 - 140k	120 - 140k	85 - 100	80 - 100
Senior Business Analyst	120 - 145k	120 - 140k	90 - 105	85 - 100
Business Analyst	80 - 120k	90 - 120k	70 - 90	65 - 85
ERP/CRM/BI				
Senior Consultant	120 - 160k	130 - 160k	100 - 130	100 - 125
Consultant	90 - 130k	90 - 130k	75 - 100	75 - 100
Architecture/Development/Testing				
Solutions/Technical/Security Architect	130 - 170k	135 - 170k	100 - 130	95 - 125
Enterprise Architect	140 - 180k	150 - 175k	110 - 150	110 - 140
Senior Developer	90 - 120k	90 - 120k	75 - 90	75 - 90
Developer	65 - 90k	70 - 90k	50 - 75	50 - 75
Test Manager/Test Lead	90 - 135k	90 - 135k	75 - 110	75 - 100
Test Analyst	60 - 85k	60 - 85k	50 - 70	50 - 70
Infrastructure				
Senior Network/System Engineer	110 - 130k	110 - 130k	85 - 105	80 - 90
Network/System Engineer	85 - 110k	85 - 110k	65 - 85	65 - 85
Senior System Administrator	90 - 110k	90 - 105k	65 - 85	65 - 80
System Administrator	65 - 90k	70 - 90k	50 - 70	50 - 70
Helpdesk/Desktop Support	50 - 70k	55 - 70k	30 - 45	30 - 45
Sales				
Business Development Manager	110 - 180k*	120 - 180k*	100 - 130	100 - 120
Account Manager	90 - 170k*	80 - 160k*	60 - 100	60 - 100

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified. *OTE.

PERTH

RESOURCES, ENGINEERING & CONSTRUCTION

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Engineering		
Principal Engineer	160 - 180k	160 - 180k
Senior Engineer	117 - 160k	130 - 160k
Structural Engineer	110 - 145k	120 - 160k
Mechanical Engineer	120 - 160k	120 - 160k
Electrical Engineer	120 - 160k	120 - 160k
Construction		
Commercial Manager	200 - 230k	160 - 190k
Project Manager	160 - 250k	130 - 180k
Site Manager	130 - 180k	100 - 130k
Supervisor	120 - 150k	90 - 120k
Project Engineer	180 - 200k	100 - 140k
Estimator	150 - 180k	150 - 180k
Contract Administrator	120 - 180k	108 - 160k
Residential Construction		
Construction Manager	115 - 143k	100 - 130k
Supervisor	95 - 114k	85 - 100k
Estimator	80 - 100k	72 - 90k
Scheduler	60 - 76k	55 - 70k
Designer	66 - 85k	60 - 78k
Architecture		
Project Lead	100 - 130k	100 - 130k
Project Architect	90 - 120k	90 - 120k
Draftsperson	45 - 65k	45 - 65k
Graduate Architect	55 - 75k	55 - 75k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses and site uplifts unless otherwise specified.

PERTH

SALES, MARKETING & COMMUNICATIONS BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Retail		
Premium Relationship Manager	85 - 100k	80 - 100k
Portfolio Director	140 - 155k	140 - 155k
Business		
Agribusiness Relationship Manager	130 - 150k	130 - 150k
Emerging Markets Relationship Manager	120 - 140k	120 - 140k
Business Relationship Manager	100 - 120k	100 - 120k
SME Relationship Manager	80 - 100k	80 - 100k
Assistant Manager	60 - 85k	75 - 90k
Corporate		
Assistant Manager	80 - 90k	80 - 90k
Relationship Manager	145 - 160k	145 - 160k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

SALES, MARKETING & COMMUNICATIONS COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Sales				
National Sales Manager	130 - 200k	130 - 180k	50 - 100	50 - 100
State Sales Manager	120 - 140k	110 - 140k	50 - 70	50 - 70
Sales Executive	70 - 85k	70 - 85k	30 - 45	30 - 45
Business Development Manager	80 - 110k	80 - 110k	40 - 60	40 - 60
Key Account Manager	75 - 85k	75 - 85k	30 - 40	30 - 40
Territory Manager	70 - 80k	70 - 80k	35 - 45	35 - 45
Marketing				
Marketing Manager	100 - 140k	100 - 140k	55 - 75	55 - 75
Marketing Assistant	70 - 80k	60 - 80k	35 - 45	35 - 45
Communications				
Communications Executive	100 - 130k	100 - 130k	55 - 70	55 - 70
Digital Marketing Executive	80 - 100k	80 - 100k	40 - 55	40 - 55

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

SECRETARIAL, BUSINESS SUPPORT & HR

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Secretarial & Business Support				
Executive Assistant	75 - 90k	75 - 90k	35 - 45	35 - 45
Personal Assistant	65 - 80k	65 - 80k	30 - 40	30 - 40
Administration Assistant	45 - 65k	45 - 65k	24 - 30	26 - 30
Office Manager	65 - 80k	65 - 75k	30 - 40	30 - 40
Receptionist	45 - 55k	45 - 55k	24 - 28	26 - 29
Legal Secretary	60 - 80k	55 - 75k	30 - 40	30 - 40
Document Controller	70 - 90k	70 - 85k	35 - 45	35 - 45
Project Administrator	55 - 70k	55 - 70k	28 - 35	28 - 35
Data Entry Operator	40 - 50k	40 - 45k	23 - 26	26 - 28
Sales Administrator	55 - 65k	50 - 65k	28 - 30	28 - 30
Customer Service Representative	45 - 60k	45 - 60k	24 - 26	26 - 28
Human Resources				
HR Manager	110 - 150k	110 - 140k	50 - 70	50 - 60
HR Advisor	70 - 90k	70 - 90k	35 - 55	35 - 50
HR Administrator	55 - 70k	55 - 65k	28 - 35	28 - 35
HR Officer	60 - 75k	60 - 70k	30 - 40	30 - 35
Learning and Development Manager	120 - 140k	110 - 140k	50 - 70	50 - 70
Learning and Development Consultant	80 - 120k	80 - 110k	40 - 60	45 - 60
Recruitment Manager	110 - 140k	100 - 130k	50 - 65	45 - 60
Recruitment Advisor	80 - 110k	80 - 100k	35 - 50	35 - 45

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

ACCOUNTING & FINANCE

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	240 - 300k	240 - 300k	120 - 150	120 - 150
Financial Controller	160 - 210k	160 - 210k	90 - 115	90 - 115
Finance Manager	130 - 160k	130 - 160k	65 - 85	65 - 85
Qualified/Part-qualified				
Fund Accounting Manager	120 - 160k	120 - 160k	60 - 75	60 - 75
Senior Fund Accountant	85 - 110k	85 - 110k	50 - 70	50 - 70
Fund Accountant	70 - 90k	70 - 90k	40 - 55	40 - 55
Senior Financial Accountant	100 - 130k	100 - 130k	50 - 70	50 - 70
Financial Accountant	80 - 110k	80 - 110k	40 - 55	40 - 55
Tax Manager	130 - 170k	130 - 170k	65 - 90	65 - 90
Tax Accountant	90 - 120k	90 - 120k	45 - 65	45 - 65
Product Control Manager	140 - 160k	140 - 160k	65 - 80	65 - 80
Product Controller	100 - 140k	100 - 140k	50 - 70	50 - 70
FP&A Manager/Business Partner	150 - 200k	150 - 200k	70 - 90	79 - 90
Management Accountant	90 - 120k	90 - 120k	55 - 70	55 - 70
Assistant Accountant	65 - 80k	65 - 80k	35 - 50	35 - 50
Accounts Payable	60 - 85k	60 - 85k	30 - 45	30 - 45
Projects				
Project Manager	130 - 180k	130 - 180k	100 - 140	100 - 140
Senior Business Analyst	120 - 160k	120 - 160k	90 - 115	90 - 115
Business Analyst	100 - 130k	100 - 130k	70 - 95	70 - 95

NB: Salaries are inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	240k+	240k+	90 - 140	90 - 150
Financial Controller	150 - 180k+	150 - 180k+	70 - 100	70 - 100
Qualified PQE 3+ yrs'				
Commercial/FP&A Manager	150 - 180k	150 - 190k	70 - 80	70 - 85
Finance Manager	125 - 150k	120 - 140k	70 - 85	70 - 85
Tax Manager	130k+	135k+	70 - 85	70 - 85
Financial Accountant	75 - 110k	75 - 110k	40 - 65	40 - 70
Management Accountant	75 - 110k	75 - 110k	50 - 65	50 - 70
Treasury Accountant	75 - 110k	75 - 110k	45 - 65	45 - 65
Newly-qualified				
Business/Financial/Commercial Analyst	85 - 120k	90 - 120k	50 - 70	50 - 70
Systems Accountant	90 - 120k	90 - 120k	45 - 65	45 - 65
Tax Accountant	80 - 120k	80 - 115k	55 - 70	55 - 70
Management Accountant	75 - 120k	75 - 115k	45 - 55	45 - 55
Financial Accountant	75 - 120k	75 - 120k	40 - 55	40 - 55
Transactional				
Credit Manager	80 - 120k	80 - 120k	40 - 65	40 - 65
Payroll Manager	90 - 150k	90 - 160k	45 - 70	45 - 70
Accounts Payable/Receivable Manager	80 - 120k	80 - 120k	40 - 65	40 - 65
Bookkeeper	60 - 80k	60 - 85k	35 - 40	35 - 45
Accounts Payable/Receivable Officer	50 - 65k	50 - 65k	25 - 35	25 - 35
Payroll Officer	55 - 70k	55 - 70k	27 - 35	27 - 35
Assistant Accountant	55 - 75k	55 - 75k	30 - 35	30 - 35
Credit Controller	50 - 65k	50 - 70k	25 - 35	28 - 35
Accounts Assistant	48 - 65k	45 - 65k	27 - 35	27 - 35

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

BANKING OPERATIONS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Funds, Custody & Institutional Banking				
Head of Operations	160k+	160k+	75 - 90	75 - 90
Operations Manager	110 - 135k	120 - 150k	50 - 65	50 - 65
Corporate Actions Analyst	70 - 85k	70 - 90k	35 - 40	35 - 45
Trade Support	80 - 100k	80 - 100k	38 - 48	40 - 50
Performance Analyst	90 - 110k	90 - 110k	42 - 50	42 - 50
Client Services Officer	55 - 80k	55 - 80k	30 - 40	30 - 40
Fund/Operations Analyst	50 - 60k	60 - 80k	25 - 28	30 - 35
Client Onboarding Assistant	70 - 80k	75 - 90k	35 - 50	35 - 50
Retail Banking				
Team Leader	75 - 85k	75 - 85k	42 - 50	42 - 50
Mobile Lender	90 - 120k	90 - 120k		
Credit Analyst	75 - 100k	75 - 100k	35 - 50	35 - 50
Investment & Corporate Banking				
Director - Corporate and FI	240 - 310k	240 - 310k		
Associate Director - Corporate and FI	180 - 210k	180 - 210k		
Senior Associate	120 - 150k	120 - 150k		
Wealth Management				
Head of Advice	150 - 220k	150 - 220k	80 - 115	80 - 115
Practice Manager	110 - 130k	110 - 130k	55 - 65	55 - 65
Financial Planner/Senior Financial Planner	80 - 160k	80 - 160k	40 - 80	40 - 80
Paraplanner	75 - 110k	75 - 110k	35 - 42	40 - 60
Insurance				
Senior Claims Assessor	90 - 120k	90 - 120k	55 - 70	55 - 70
Claims Assessor	70 - 90k	70 - 90k	33 - 37	33 - 37

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

HUMAN RESOURCES & SAFETY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER DAY AUD (\$)	
	2016	2017	2016	2017
Generalist				
HR Director	240 - 350k	240 - 350k	1045 - 1520	1045 - 1520
HR Manager	135 - 190k	145 - 200k	590 - 850	630 - 869
HR Business Partner	110 - 140k	110 - 160k	480 - 610	480 - 695
HR Advisor	85 - 110k	85 - 110k	370 - 480	370 - 480
HR Officer/Coordinator	70 - 85k	70 - 85k	305 - 370	305 - 370
HR Administrator	60 - 70k	60 - 70k	260 - 300	260 - 300
Specialist				
Head of Remuneration & Benefits	180 - 285k	180 - 285k	1100 - 1240	1100 - 1240
Compensation & Benefits Manager	150 - 200k	150 - 200k	650 - 870	650 - 870
Compensation & Benefits Consultant	85 - 115k	85 - 115k	370 - 515	370 - 515
Organisational Development Specialist	110 - 150k	110 - 150k	480 - 650	480 - 650
HR Change Manager	150 - 200k	150 - 220k	800 - 1200	800 - 1200
Learning & Development Manager	130 - 165k	130 - 165k	565 - 720	565 - 720
Learning & Development Consultant	85 - 120k	85 - 120k	370 - 520	370 - 520
Instructional Designer	85 - 130k	85 - 125k	550 - 900	500 - 850
Recruitment Manager	120 - 150k	125 - 160k	520 - 650	580 - 700
Recruitment Advisor	80 - 120k	85 - 125k	350 - 550	400 - 650
Industrial/Employee Relations Manager	140 - 200k	140 - 200k	610 - 870	610 - 870
Workforce Planning Manager	150 - 200k	150 - 200k	650 - 870	650 - 870
Workforce Planning Consultant	85 - 130k	85 - 130k	370 - 565	370 - 565
HR Information Analyst	90 - 120k	90 - 120k	390 - 520	390 - 520
WHS				
WHS Manager	160 - 200k	160 - 200k	700 - 870	700 - 870
WHS Advisor	80 - 100k	85 - 120k	350 - 435	350 - 435

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

INFORMATION TECHNOLOGY BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER DAY AUD (\$)	
	2016	2017	2016	2017
Project Services				
Agile Coach	180 - 220k	180 - 220k	850 - 1100	900 - 1200
Scrum/Iteration Manager	170 - 230k	170 - 230k	800 - 1000	800 - 1000
Senior Project Manager	150 - 195k	160 - 210k	900 - 1250	900 - 1250
Project Manager	115 - 145k	120 - 160k	700 - 900	650 - 900
Programme/Portfolio Manager	170 - 240k	170 - 240k	1100 - 1500	1000 - 1550
Project Coordinator/PMO Analyst	80 - 110k	85 - 120k	320 - 640	350 - 650
Change Manager	135 - 185k	150 - 200k	800 - 1100	900 - 1150
Senior Business/Systems Analyst	110 - 140k	120 - 140k	650 - 900	650 - 900
Business/Systems Analyst	90 - 120k	90 - 120k	500 - 650	550 - 700
BI/ERP/CRM				
BI/DW Developer	100 - 145k	100 - 145k	625 - 875	600 - 900
Solutions/Technical Architect	130 - 175k	130 - 175k	800 - 1250	850 - 1250
ERP/CRM Consultant	100 - 155k	120 - 160k	700 - 900	700 - 1000
Testing/Development				
Tech Lead	110 - 160k	130 - 160k	850 - 1050	850 - 1050
Developer	90 - 150k	90 - 150k	450 - 700	500 - 750
Tester	70 - 130k	85 - 130k	400 - 600	450 - 650
UX/UI Designer	95 - 135k	100 - 140k	650 - 900	675 - 925
Mobile Developer	95 - 135k	100 - 140k	650 - 850	650 - 850
Infrastructure				
Security Analyst	80 - 120k	85 - 125k	550 - 900	650 - 800
Network Engineer	110 - 150k	110 - 140k	500 - 700	500 - 750
DevOps Engineer	90 - 110k	110 - 130k	480 - 680	500 - 700
Trade Floor Support	85 - 140k	85 - 140k	600 - 800	600 - 800

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

INFORMATION TECHNOLOGY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER DAY AUD (\$)	
	2016	2017	2016	2017
Management				
Programme Manager	150 - 210k	155 - 220k	950 - 1350	1000 - 1350
Change Manager	140 - 190k	145 - 200k	750 - 950	750 - 950
Agile Delivery Manager	140 - 200k	145 - 210k	700 - 1100	750 - 1100
Project Manager	90 - 130k	95 - 160k	600 - 900	650 - 1000
Project Coordinator/Administrator	60 - 95k	65 - 100k	320 - 580	330 - 600
Business Analyst	85 - 125k	85 - 125k	450 - 650	500 - 900
ERP/CRM/BI				
Senior Consultant	130 - 160k	135 - 170k	800 - 1200	850 - 1300
Consultant	95 - 135k	100 - 135k	600 - 900	650 - 950
Architecture				
Enterprise Architect	150 - 220k	160 - 230k	1000 - 1500	1000 - 1500
Solutions/Technical/Security Architect	130 - 180k	135 - 180k	900 - 1250	900 - 1300
Development/Testing				
UX/UI Designers	100 - 155k	100 - 160k	600 - 850	600 - 1000
Mobile Applications Developer	85 - 160k	90 - 160k	550 - 950	550 - 950
Senior Developer	100 - 145k	110 - 145k	600 - 850	650 - 900
Developer	70 - 110k	80 - 110k	400 - 600	400 - 600
Test Lead	90 - 115k	90 - 120k	600 - 750	600 - 750
Test Analyst	60 - 100k	60 - 100k	350 - 600	350 - 600
Infrastructure				
Network/System Engineer	75 - 110k	80 - 160k	400 - 680	700 - 950
Cyber Security Analyst	90 - 120k	95 - 130k	650 - 800	700 - 800
Systems Administrator	70 - 110k	80 - 120k	390 - 680	400 - 700
DevOps Engineer	80 - 140k	50 - 150k	500 - 1000	550 - 1000

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SYDNEY

LEGAL

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2016	2017
Private Practice		
8+ yrs' PQE	220k+	220k+
7 yrs' PQE	160 - 200k	160 - 200k
6 yrs' PQE	140 - 175k	145 - 180k
5 yrs' PQE (Senior Associate Level)	125 - 165k	125 - 165k
4 yrs' PQE	110 - 150k	115 - 150k
3 yrs' PQE	90 - 95k	90 - 115k
2 yrs' PQE	82 - 95k	85 - 98k
1 yr PQE	70 - 85k	70 - 90k
Company Secretary		
6 - 8 yrs' exp	140 - 200k	145 - 205k
3 - 5 yrs' exp	80 - 140k	85 - 145k
In-house Counsel		
8+ yrs' PQE	200k+	200k+
7 yrs' PQE	170 - 200k	170 - 200k
6 yrs' PQE	150 - 190k	150 - 190k
5 yrs' PQE (Senior Associate Level)	130 - 170k	130 - 170k
4 yrs' PQE	105 - 135k	105 - 135k
3 yrs' PQE	95 - 115k	95 - 115k
2 yrs' PQE	90 - 110k	90 - 110k
1 yr PQE	70 - 95k	70 - 95k
Paralegal		
Senior	80 - 130k	80 - 130k
Junior	50 - 80k	50 - 80k
Document Reviewer	52 - 75k	52 - 75k

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER DAY AUD (\$)	
	2016	2017	2016	2017
Procurement				
Chief Procurement Officer	325 - 450k	325 - 450k	1500 - 2500	1500 - 2500
Procurement Director	230 - 325k	240 - 330k	1000 - 1500	110 - 1600
Procurement Manager	175 - 240k	185 - 240k	750 - 1100	800 - 1100
Category Manager	110 - 180k	120 - 180k	425 - 750	450 - 750
Contracts Manager	120 - 160k	130 - 165k	475 - 625	480 - 650
Procurement Analyst	85 - 110k	90 - 110k	350 - 400	350 - 425
Procurement Officer	65 - 85k	60 - 80k	280 - 350	260 - 350
Supply Chain				
Supply Chain Director	230 - 350k	230 - 350k	1000 - 1500	1000 - 1500
Supply Chain/S&OP Manager	160 - 230k	150 - 220k	650 - 1200	650 - 1100
Demand Planner	90 - 120k	90 - 120k	375 - 500	375 - 500
Supply Planner	75 - 95k	75 - 100k	280 - 375	280 - 400
Supply Chain Coordinator	65 - 85k	65 - 90k	250 - 320	250 - 350
Logistics				
DC Manager	160 - 200k	160 - 200k	620 - 750	620 - 750
Operations Manager	125 - 160k	130 - 165k	500 - 620	520 - 600
Logistics Manager	110 - 165k	120 - 170k	440 - 640	440 - 650
Warehouse/Shift Manager	90 - 115k	85 - 115k	360 - 440	350 - 440
Inventory Controller	80 - 110k	85 - 115k	300 - 360	325 - 400
Transport Manager	90 - 110k	90 - 110k	360 - 440	360 - 440
Import/Export Manager	55 - 75k	60 - 80k	220 - 250	240 - 300
Manufacturing/Engineering				
Manufacturing Manager	150 - 180k	150 - 185k	650 - 700	650 - 750
Production Engineer/Technician	70 - 90k	75 - 95k	275 - 350	280 - 375

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SYDNEY

RISK MANAGEMENT, COMPLIANCE & AUDIT

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Risk Management						
Operational Risk Manager	65 - 100k	70 - 110k	100 - 160k	110 - 170k	160k+	170k+
Credit Risk Management	60 - 90k	70 - 100k	90 - 170k	100 - 180k	170k+	180k+
Market Risk	75 - 105k	75 - 105k	115 - 180k	115 - 180k	180k+	180k+
Quantitative Risk	80 - 120k	80 - 120k	120 - 200k	120 - 210k	220k+	220k+
Anti-Money-Laundering	75 - 130k	75 - 130k	130 - 200k	130 - 200k	200k+	200k+
Compliance						
Investment Banking	85 - 125k	85 - 130k	125 - 200k	130 - 200k	200k+	210k+
Retail Banking	70 - 110k	75 - 120k	110 - 170k	120 - 180k	170k+	180k+
Funds Management	80 - 120k	80 - 125k	120 - 180k	125 - 185k	180k+	185k+
Internal Audit						
Investment Banking	60 - 100k	65 - 110k	100 - 160k	110 - 165k	160k+	165k+
Retail Banking	60 - 90k	65 - 95k	90 - 150k	95 - 155k	150k+	155k+
Funds Management	60 - 90k	65 - 95k	90 - 150k	95 - 155k	150k+	155k+
Credit Analysis						
Retail Banking	55 - 75k	60 - 80k	75 - 135k	80 - 135k	135k+	135k+
Corporate Banking	70 - 90k	75 - 100k	90 - 150k	100 - 160k	150k+	170k+
Financial Institutions	70 - 100k	80 - 110k	100 - 160k	110 - 170k	160k+	180k+

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SYDNEY

SALES, MARKETING & COMMUNICATIONS BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Sales				
Head of Sales	180 - 275k	190 - 300k		
Business Development Manager	110 - 160k	110 - 180k		
Relationship Manager	100 - 140k	100 - 150k		
Marketing				
Head of Marketing	180 - 300k	180 - 300k		
Senior Marketing Manager	130 - 170k	130 - 180k		
Marketing Manager	100 - 140k	100 - 140k	55 - 75	55 - 75
Digital Marketing Manager	110 - 150k	110 - 150k	50 - 80	55 - 85
Marketing Executive	75 - 95k	75 - 96k	40 - 52	40 - 52
Marketing Coordinator	65 - 85k	65 - 85k	35 - 45	35 - 45
Product Manager	120 - 150k	120 - 150k	62 - 80	62 - 80
Communications Manager	120 - 140k	110 - 140k	62 - 75	62 - 75
Campaign Manager	90 - 120k	90 - 120k	45 - 60	45 - 60
Events Manager	100 - 120k	100 - 120k	50 - 60	50 - 60

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SYDNEY

SALES, MARKETING & COMMUNICATIONS COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
IT&T				
Sales Director	200 - 300k	200 - 300k	100 - 160	100 - 160
Sales Manager	120 - 200k	120 - 200k	65 - 100	65 - 100
Business Development Manager	85 - 180k	85 - 150k	55 - 110	55 - 110
Account Manager	80 - 160k	80 - 170k	50 - 90	50 - 90
Channel Manager	90 - 150k	90 - 150k	55 - 85	55 - 85
Inside Sales Executive	60 - 90k	60 - 90k	37 - 50	37 - 50
Pre-sales Consultant	110 - 190k	120 - 200k	60 - 100	60 - 100
Marketing Director	170 - 250k	170 - 250k	130 - 155	130 - 155
Channel Marketing Manager	120 - 160k	120 - 160k	65 - 85	65 - 85
Marketing Manager	100 - 145k	100 - 145k	60 - 75	60 - 75
Digital Marketing Manager	130 - 160k	130 - 160k	65 - 80	65 - 85
Product Manager	110 - 140k	110 - 140k	60 - 75	60 - 75
Marketing Executive	75 - 95k	75 - 95k	40 - 52	40 - 52

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SYDNEY

SALES, MARKETING & COMMUNICATIONS COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Industrial Sales				
Sales Director	175 - 210k	175 - 210k	100 - 130	100 - 130
Sales Manager	140 - 160k	140 - 160k	80 - 110	80 - 110
Sales Executive	55 - 75k	55 - 75k	28 - 37	28 - 37
National Business Development Manager	120 - 150k	85 - 185k	75 - 95	75 - 95
National Account Manager	110 - 130k	110 - 130k	68 - 90	68 - 90
Business Development Manager	85 - 120k	85 - 140k	60 - 85	60 - 85
Consumer Goods				
Sales Director	250k+	200 - 300k	150+	150+
National Sales Manager	180 - 250k	180 - 300k	100 - 150	100 - 150
National Business Manager	150 - 180k	150 - 180k	80 - 120	80 - 120
National Account Manager	100 - 150k	100 - 160k	60 - 80	60 - 80
Sales Executive	55 - 80k	55 - 80k	30 - 45	30 - 45
Marketing Director	170k+	170k+	125+	125+
Marketing Manager	140 - 190k	140 - 180k	80 - 130	80 - 130
Senior Brand Manager	125 - 150k	125 - 150k	70 - 85	70 - 80
Brand Manager	95 - 130k	95 - 130k	60 - 75	60 - 75
Digital Marketing Manager	130 - 160k	130 - 160k	60 - 80	65 - 85
Category Manager	110 - 150k	110 - 150k	65 - 85	65 - 85
Insights Manager	110 - 170k	110 - 170k	65 - 95	65 - 95

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SYDNEY

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2016	2017	2016	2017
Secretarial				
Executive Assistant	75 - 100k	80 - 110k	32 - 45	38 - 48
Office/Administration Manager	65 - 87k	70 - 90k	30 - 38	33 - 40
Personal Assistant	65 - 80k	65 - 82k	30 - 35	30 - 35
Legal Secretary	65 - 80k	65 - 85k	30 - 35	30 - 40
Desktop Publisher	70 - 80k	75 - 90k	35 - 45	38 - 50
Bid Coordinator	70 - 85k	75 - 85k	33 - 38	35 - 42
Team Assistant	55 - 65k	60 - 70k	26 - 30	29 - 32
Site Secretary	60 - 65k	60 - 70k	30 - 33	29 - 32
Project Coordinator	65 - 80k	65 - 85k	27 - 35	30 - 40
Sales Coordinator	60 - 65k	55 - 65k	28 - 30	28 - 30
Administration Assistant	50 - 60k	50 - 60k	24 - 27	25 - 29
Office Junior	40 - 48k	40 - 50k	23 - 25	25 - 27
Receptionist	45 - 60k	50 - 60k	23 - 27	26 - 28
Document Controller	65 - 75k	70 - 82k	32 - 38	35 - 43
Data Entry Operator	40 - 45k	45 - 55k	23 - 25	25 - 28
Mailroom Assistant	42 - 45k	45 - 50k	23 - 24	25 - 27
Facilities Manager	75 - 100k	75 - 100k	38 - 50	38 - 50
Facilities Coordinator	55 - 65k	60 - 75k	26 - 32	28 - 35
Customer Service				
Customer Service Manager	75 - 100k	80 - 110k	35 - 45	38 - 50
Customer Service Team Leader	60 - 70k	65 - 85k	27 - 30	32 - 42
Customer Service Representative	50 - 60k	50 - 60k	24 - 26	26 - 30

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.



FAVOURABLE ECONOMIC CONDITIONS LED TO CONSISTENT HIRING LEVELS ACROSS NEW ZEALAND IN 2016.

Despite continued weakness across the influential dairy industry, the New Zealand job market was buoyant across most sectors and the unemployment rate fell to 5.3%, a seven year low, in the first quarter of 2016. Consumer and business confidence, major infrastructure and technology projects, and continued growth in net migration all contributed to positive conditions for recruitment.

2016 INSIGHT

Hiring demand was particularly strong throughout the year for qualified professionals across accounting, financial services, IT, legal, sales, marketing, procurement, supply chain and property. Jobseekers were frequently able to select from multiple opportunities, prior to securing a new role, and those in greatest demand achieved a salary increase.

2017 EXPECTATIONS

We expect the New Zealand job market to remain buoyant in 2017. However, global economic conditions will influence business confidence and there may be some

uncertainty towards the end of 2017 due to the general election. Many businesses have highlighted a shortage of appropriately skilled candidates as a barrier to growth and we expect to see strong competition for in-demand skill sets during 2017.

Growth in the manufacturing, property and construction industries will drive newly created roles in 2017 as businesses in these sectors strive to increase production levels and deliver on major infrastructure projects. Competitive conditions across most other industries will create a fluid job market as we expect to see many companies go through restructuring phases as they attempt to increase productivity and efficiency, as well as control costs. These businesses will also invest in areas where they are able to gain a competitive advantage, such as technology, e-commerce, marketing and sales capability with a corresponding rise in demand for professionals with these backgrounds.

The financial services sector in New Zealand remains dominated by the four Australian owned banks. As superannuation funds continue to grow in 2017, we anticipate hiring demand will increase for professionals with fund management and fund administration expertise. Subject matter expertise in risk and

compliance will continue to be in demand as global and local regulatory requirements will need to be implemented.

Following salary increases across many job functions in 2016, we expect to see moderate increases again in 2017. Only those professionals with skills and experience in high demand will receive substantial increases. Many businesses are putting emphasis on the additional benefits they can offer to attract talent, such as flexible working conditions, training and education, bonuses and health and wellbeing programmes.

Due to the competitive job market, employers would be wise to make staff engagement and retention a high priority. As salaries increase we advise companies to ensure existing employees' salaries are in line with the market. This proactive approach to retention will help discourage employees from seeking new opportunities, and prevent the need to make counter-offers in order to retain valued employees.

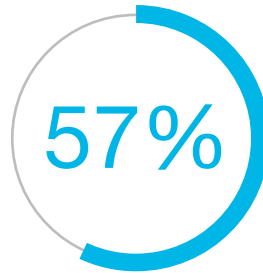
Employers seeking to hire in 2017 will be required to adopt timely and concise recruitment processes and clearly articulate why a candidate should join their business.



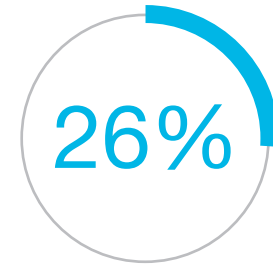
Due to growing competition for talent, hiring managers are advised to make staff engagement and retention a high priority in 2017.



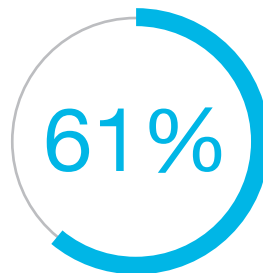
Professionals who are expecting a salary increase in 2017



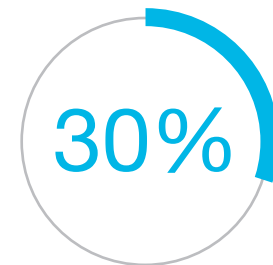
Professionals expecting to receive a bonus in 2017



Professionals who will be looking to move jobs in the next 12 months



Candidates motivated by salary when considering a new job



KEY FINDINGS

Many businesses are placing emphasis on additional benefits to attract talent, such as bonuses, flexible working conditions, training and education, and health and wellbeing programmes.

Companies have highlighted a shortage of appropriately skilled candidates as a barrier to growth in 2017.

CAREER PROGRESSION

Number one reason for employees to change jobs

Robert Walters Pay and Bonus Survey 2016, 300 respondents.

NEW ZEALAND

OVERVIEW

ACCOUNTING & FINANCE

Finance professionals with business partnering capabilities were in demand during 2016 and we expect this to continue in 2017. Candidates with proven commercial experience, and the ability to support sales growth and implement efficiencies, will be sought after. As a result, we expect demand will continue to be strong for commercial managers and analysts in 2017, along with technical financial controllers. Many of the commercial and analytical roles will be newly created, which will drive demand for these candidates. Salaries for these roles may increase accordingly due to the short supply of appropriate candidates.

While salaries for transactional finance roles have increased in the past two years due to demand for high quality candidates, we expect more moderate salary increases in 2017. In comparison, the steady supply of senior finance level candidates will keep their salary levels stable.

BANKING & FINANCIAL SERVICES

Given the demands placed on institutions by New Zealand's anti-money-laundering legislation and Financial Markets Conduct Act, compliance and risk roles were actively recruited in 2016. We believe demand will continue to grow in 2017 as organisations move into the monitoring and post-submission phases respectively. While fund managers and providers of managed investment schemes met some legislative deadlines in 2016, the focus for the majority of financial institutions in 2017 will be continued growth of internal risk and compliance capability to meet the ongoing legislative requirements.

Candidates with relationship management and corporate lending experience in banking will continue to be in demand, in part due to overseas investment in property and infrastructure. Overall, we expect salaries to remain stable with marginal increases at the junior level.

BUSINESS TRANSFORMATION

While demand for top talent remained strong in 2016, in Auckland we saw the desire to minimise costs resulting in reduced contractor numbers and increased pressure on permanent staff to deliver using existing resources. In Wellington, by contrast, there was a rise in demand for contractors.

In 2017 we expect to see a continued need for experienced candidates who can assist businesses in building digital capability as new projects are approved. We also anticipate greater demand for subject matter experts who can display high levels of business acumen.

Salaries and rates increased for project and programme managers in 2016. However, we expect any increases in 2017 to be minimal, unless the volume of new and approved transformational projects in the public sector and large corporates increases.

HUMAN RESOURCES

The Auckland HR market saw steady growth in 2016, especially in the second half of the year, and we expect this growth to continue in 2017. Demand remains high for strong candidates at the advisor level and salaries for junior level

positions have steadily increased as companies compete to attract experienced candidates.

In comparison, the Wellington market remained relatively steady as a result of organisations utilising HR as a support function rather than growing these teams. In 2017 we expect to see sustained demand for senior HR professionals who can demonstrate business partnering capability across both private and public organisations.

INFORMATION TECHNOLOGY

Digital transformation drove much of the IT recruitment demand in 2016. Many businesses sought to integrate digital strategy into their overall business approach and looked to build capability that enabled delivery of digital plans. This has led to huge demand for digitally astute candidates in all areas of technology.

In 2017 we expect to see digital transformation at the forefront of business strategy continuing to drive hiring demand, both in the public and private sectors. Organisations are increasingly embracing product and services models to run their IT services, with cloud, integrated and off-the-shelf solutions providing efficiencies and cost savings. This will mean that candidates with delivery, quality assurance and strategic experience will be highly sought after.

As new delivery models such as DevOps and Continuous Delivery are adopted, competition for candidates with these skill sets will increase. Candidates with big data and commercial analytics experience will also be in demand as organisations utilise their data assets to

KEY TRENDS

- ▶ Low unemployment rates and positive economic conditions means demand for skilled professionals will continue to outstrip supply across New Zealand in 2017.
- ▶ Due to the continued pressure of a candidate short market, salaries will increase for many professionals, leaving them in a powerful position to negotiate with their current employers.
- ▶ The general election is likely to impact public sector contract and project recruitment in the second and third quarters of the year, with permanent recruitment also likely to slow in the second half of 2017.

provide intelligent predictive insights and advice that can improve customer decision making, service customisation and overall experience.

LEGAL

The Wellington legal market remained strong in 2016 with candidates confident to take up new opportunities. As a result, we saw a 5-10% salary increase across most levels, with candidates at the two to seven years' post qualified experience level particularly sought after in commercial property and corporate law. The trend towards lawyers moving from private practice to in-house legal roles continues to be a dominant feature of the Wellington market. Candidates who can demonstrate excellent relationship management skills and the ability to provide pragmatic commercial solutions have seen good salary increases.

In Auckland, private practice demand remains high across all disciplines for top-tier candidates with two to five years' post qualified experience. A significant portion of New Zealand professionals at this experience level continue to head overseas. Candidates returning to New Zealand in 2017 will be in high demand and employers will need to move quickly to secure them.

POLICY & REGULATORY

With a number of reviews underway by regulatory agencies, and ministers looking to drive important policy projects before the general election, senior policy analysts will continue to be in high demand in 2017, resulting in salary increases of at least 10% for job movers. Candidates who possess strong economic backgrounds in addition to solid policy experience, will attract even greater salary increases.

With the impending general election, we expect contract hiring will increase in 2017 to meet demand for the completion of policy programmes. We also expect operational policy professionals with local government experience will be in demand following the 2016 local government elections.

PROCUREMENT & SUPPLY CHAIN

Increasing procurement capability continues to be a key focus for many organisations. The move to streamline procurement functions and focus on commercial practices has seen an increased need for capable commercial professionals who can think creatively and deliver value.

Restructures led by efficiency change programmes and the continued creation of centralised procurement functions continued throughout 2016, leading to a buoyant procurement job market in Auckland.

Candidates with specialised industry knowledge or complex negotiation experience were in high demand, leading to salary increases of up to 15%. Many organisations are now moving to a partnering model with their suppliers, so a key focus in 2017 will be sourcing candidates who have exposure to this approach.

In Wellington, the market continues to be candidate short across the ICT and construction specialisations, and the move towards commercial management is widening the scope of delivery for procurement professionals. This will drive demand for candidates in 2017 with strong procurement and commercial practices.

PROPERTY & FACILITIES MANAGEMENT

In 2016 we saw increased demand for technically skilled and more experienced candidates, such as asset and property project managers. This was due to a greater focus on property projects, in particular office relocations and refurbishments, coupled with a growing visibility and appreciation for quality facilities within the public sector. The property market also felt the effects of a Treasury driven audit of asset management procedures in 2016, with experienced candidates highly sought after.

We expect this demand to continue in 2017 and salaries across the industry to therefore remain steady.

SALES, MARKETING & COMMUNICATIONS

Demand for experienced sales, marketing and communications professionals were consistently high throughout 2016. Many businesses focused on the retention and expansion of sales teams in the IT&T, professional services and FMCG sectors in Auckland. In Wellington, 2016 saw increased opportunities for digital marketers with social media, automation, CRM and data experience.

In 2017 we expect overall recruitment activity to remain high. Hiring managers will look for strong sales representatives, e-commerce specialists and data driven marketers as most retail businesses grow their online trading presence. A continuation of general economic confidence will drive a level of high demand for business development managers and insights professionals.

While a candidate driven market drove salaries up in 2016, salaries are expected to stabilise in 2017. Candidates will be attracted to businesses with a strong brand, an attractive benefits package and flexible working conditions.

SECRETARIAL & BUSINESS SUPPORT

Hiring activity in 2016 was very active in the secretarial and business support space. Both Auckland and Wellington saw high demand across all roles and functions.

The Auckland market remained candidate driven throughout 2016 and this looks set to continue in 2017. There will be particularly high demand for experienced receptionists and customer service candidates with relevant New Zealand, Australian or UK experience.

In Wellington, large government projects and programmes saw an increase in project coordinators and administrators in 2016. Support staff with a varied skill set and ability to adapt in a changing environment will command higher salaries in 2017.

Demand for good candidates will continue to exceed supply in 2017 and this has led to an increase in remuneration for both contract and permanent roles.

AUCKLAND

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	170 - 300k	180 - 300k	100 - 150	100 - 150
Financial Controller	130 - 200k	140 - 200k	70 - 100	70 - 100
Commercial Manager	130 - 200k	130 - 200k	70 - 100	70 - 100
Finance Manager	110 - 140k	120 - 150k	55 - 75	60 - 80
Qualified				
Tax Accountant	80 - 120k	85 - 120k	45 - 70	45 - 70
Commercial Analyst	100 - 130k	100 - 130k	50 - 70	55 - 75
Financial Analyst (5+ yrs' exp)	100 - 130k	110 - 130k	50 - 70	55 - 75
Financial Analyst (0 - 4 yrs' exp)	70 - 95k	80 - 100k	35 - 45	40 - 50
Financial Accountant (5+ yrs' exp)	95 - 120k	95 - 120k	50 - 65	50 - 65
Financial Accountant (0 - 4 yrs' exp)	70 - 95k	80 - 100k	37 - 50	40 - 50
Management Accountant (5+ yrs' exp)	95 - 130k	110 - 130k	55 - 70	55 - 70
Management Accountant (0 - 4 yrs' exp)	70 - 95k	80 - 110k	40 - 55	40 - 55
Systems Accountant	80 - 130k	80 - 130k	45 - 85	45 - 85
Payroll Manager	65 - 100k	75 - 110k	37 - 50	40 - 55
Credit Manager	65 - 100k	75 - 100k	37 - 50	40 - 55
Part & Non-qualified				
Accounts Payable/Receivable - Manager	65 - 90k	70 - 100k	35 - 45	37 - 50
Financial Accountant - Degree	65 - 85k	70 - 85k	35 - 45	37 - 50
Assistant Accountant	60 - 70k	60 - 70k	27 - 35	30 - 35
Credit Controller	50 - 65k	55 - 65k	25 - 35	25 - 35
Accounts Assistant	50 - 60k	55 - 60k	25 - 30	25 - 30
Payroll Clerk/Payroll Officer	50 - 65k	55 - 70k	25 - 35	27 - 35
Accounts Payable/Receivable	50 - 60k	50 - 60k	23 - 30	23 - 30

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

AUCKLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Banking				
Relationship Manager	110 - 150k	110 - 150k	70 - 100	70 - 100
Relationship Associate	60 - 85k	60 - 85k	35 - 60	35 - 60
Business Development Manager/Sales	100 - 130k	100 - 130k	60 - 90	60 - 90
Business Analyst	90 - 120k	90 - 120k	60 - 100	60 - 100
Mortgage/Lending Manager	70 - 95k	70 - 95k	30 - 60	30 - 60
Risk, Compliance & Operations				
Credit Analyst	60 - 90k	60 - 90k	35 - 55	35 - 55
Market Risk Analyst	70 - 100k	80 - 120k	45 - 65	50 - 70
Compliance Officer	65 - 90k	65 - 110k	35 - 60	40 - 70
Risk & Compliance Manager	110 - 160k	110 - 170k	60 - 100	65 - 110
Settlements/Corporate Actions	55 - 70k	60 - 75k	30 - 50	35 - 55

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

AUCKLAND

HUMAN RESOURCES & OH&S

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Generalist				
HR Director	150 - 250k	150 - 250k	80 - 150	80 - 150
HR Manager	95 - 160k	95 - 160k	55 - 85	55 - 95
HR Business Partner	90 - 135k	90 - 140k	50 - 75	50 - 80
HR Consultant	80 - 110k	80 - 120k	40 - 65	50 - 85
HR Analyst	65 - 95k	65 - 95k	30 - 55	35 - 60
HR Advisor	65 - 90k	65 - 95k	30 - 55	30 - 60
HR Coordinator	50 - 65k	50 - 70k	25 - 32	25 - 40
HR Administrator	45 - 55k	50 - 60k	20 - 30	25 - 30
Specialist				
Change Manager	130k+	130k+	70 - 140	70 - 140
Organisational Development Manager	100 - 140k	100 - 140k	60 - 95	60 - 95
Remuneration Manager	95 - 150k	95 - 150k	50 - 80	50 - 80
Learning & Development Manager	95 - 135k	95 - 135k	50 - 75	50 - 75
Recruitment Manager	80 - 130k	90 - 140k	45 - 70	45 - 80
Organisational Development Consultant	80 - 115k	80 - 115k	50 - 75	50 - 75
Training Manager	70 - 100k	80 - 110k	40 - 60	40 - 65
Learning & Development Advisor	65 - 85k	70 - 90k	35 - 50	35 - 50
Remuneration Officer	60 - 85k	60 - 85k	30 - 40	30 - 40
Recruitment Advisor	65 - 85k	70 - 90k	30 - 45	30 - 45
Training Facilitator	50 - 75k	50 - 75k	25 - 40	25 - 40
Learning & Development Coordinator	50 - 65k	55 - 70k	20 - 30	20 - 30
OH&S				
Manager	80 - 150k	80 - 150k	50 - 80	50 - 80
Officer	55 - 80k	55 - 80k	30 - 50	30 - 50

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AUCKLAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Projects				
Programme Manager	140 - 180k	150 - 180k	130 - 150	130 - 150
Senior Project Manager	120 - 150k	120 - 150k	100 - 130	100 - 130
Senior Business Analyst	100 - 130k	120 - 140k	90 - 110	90 - 110
Project Manager	80 - 110k	80 - 115k	80 - 100	80 - 105
Business Analyst	75 - 100k	75 - 105k	75 - 90	75 - 90
Project/Programme Coordinator	70 - 100k	70 - 100k	65 - 90	65 - 90
Infrastructure				
CIO/CTO	180k+	180k+	150+	150+
Enterprise Architect	160 - 200k	160 - 210k	140 - 180	150 - 200
Solution Architect	110 - 160k	120 - 165k	100 - 130	100 - 150
IT Manager	100 - 140k	110 - 150k	80 - 120	80 - 140
Security Specialist	90 - 150k	100 - 180k	90 - 130	100 - 150
Network/Systems Engineer	70 - 120k	70 - 120k	50 - 80	60 - 90
Manager - Service Desk	75 - 100k	75 - 110k	60 - 80	60 - 85
Help Desk/Desktop/Apps Support	45 - 65k	45 - 70k	25 - 35	25 - 40
Development/Testing				
Test/Development Manager	120 - 140k	120 - 150k	90 - 120	90 - 120
Senior Developer	85 - 120k	90 - 125k	90 - 110	90 - 120
Developer	55 - 85k	55 - 85k	50 - 80	50 - 80
Senior Tester	75 - 95k	75 - 95k	60 - 90	60 - 90
Tester	50 - 75k	50 - 75k	40 - 70	40 - 70
Business Intelligence				
BI Manager	120 - 150k	120 - 150k	100 - 120	100 - 125
BI Analyst	70 - 120k	70 - 120k	70 - 95	70 - 95

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

AUCKLAND

LEGAL

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2016	2017
Private Practice		
Partner	125k+	150k+
Senior Associate	100 - 230k	110 - 235k
Associate	90 - 170k	90 - 170k
Senior Solicitor	75 - 165k	80 - 165k
3 yrs' PQE	55 - 85k	55 - 85k
2 yrs' PQE	45 - 70k	45 - 70k
1 yr PQE	40 - 60k	40 - 60k
Graduate	40 - 45k	40 - 45k
In-house		
General Counsel/Chief Legal Advisor	150k+	150k+
Senior Legal Counsel/Solicitor	80 - 170k	90 - 170k
Legal Counsel/Solicitor	55 - 100k	60 - 100k
Graduate	40 - 50k	40 - 50k

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

AUCKLAND

PROCUREMENT & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2016	2017
Procurement		
Procurement Director	125 - 200k	150 - 250k
Procurement Manager	100 - 160k	120 - 170k
Strategic Sourcing Manager	100 - 150k	120 - 170k
Contracts/Relationship Manager	90 - 135k	90 - 140k
Procurement Specialist	85 - 125k	85 - 125k
Supply Chain		
Demand/Supply Planning Manager	100 - 140k	100 - 140k
Operations Manager	90 - 160k	90 - 160k
Supply Chain Manager	90 - 140k	100 - 160k
Demand/Supply Planner	65 - 100k	70 - 100k
Logistics Manager	85 - 135k	85 - 135k

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

AUCKLAND

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Sales				
Sales Director	190 - 230k	190 - 230k	100 - 135	110 - 140
National Sales Manager	130 - 175k	140 - 180k	80 - 95	70 - 80
National Account Manager	100 - 135k	100 - 135k	55 - 65	60 - 65
Business Development Manager	85 - 115k	70 - 115k	45 - 55	45 - 50
Key Account Manager	90 - 125k	90 - 110k	45 - 55	50 - 55
Account Manager	70 - 85k	70 - 90k	45 - 50	50 - 55
Sales/Account Executive	60 - 80k	60 - 85k	35 - 45	40 - 45
Territory Manager/Sales Rep	55 - 75k	55 - 70k	35 - 45	40 - 45
Sales Coordinator	45 - 55k	50 - 55k	25 - 30	25 - 35
Marketing				
Marketing Director	180 - 240k	170 - 230k	100 - 130	100 - 120
Marketing Manager	125 - 145k	120 - 140k	55 - 65	50 - 60
Category Manager	95 - 125k	90 - 130k	50 - 65	45 - 60
Product Manager	90 - 135k	90 - 130k	45 - 65	45 - 65
Digital/Online Manager	90 - 130k	100 - 130k	45 - 60	50 - 65
Trade Marketing Manager	90 - 115k	90 - 120k	40 - 55	45 - 60
Insights Manager	75 - 110k	75 - 130k	40 - 55	45 - 65
Brand Manager	75 - 120k	80 - 120k	35 - 65	40 - 60
Assistant Brand Manager	65 - 75k	50 - 75k	30 - 40	25 - 35
Marketing Coordinator	48 - 60k	50 - 65k	25 - 30	25 - 35
Communications				
PR/Corporate Affairs Manager	90 - 130k	90 - 130k	45 - 70	45 - 60
Communications Manager	90 - 130k	80 - 110k	60 - 70	40 - 55

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

AUCKLAND

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Business Support				
Executive Assistant	70 - 90k	75 - 95k	32 - 45	35 - 45
Office Manager	50 - 70k	55 - 70k	25 - 30	25 - 35
Personal Assistant	55 - 70k	60 - 75k	25 - 35	25 - 35
Legal Secretary	50 - 60k	50 - 65k	25 - 30	25 - 32
Team Administrator	45 - 55k	45 - 55k	20 - 27	20 - 26
Corporate Receptionist	40 - 50k	40 - 50k	18 - 23	18 - 23
Sales Administrator	45 - 55k	45 - 55k	22 - 26	22 - 26
Office Administrator	40 - 55k	40 - 55k	20 - 26	20 - 26
Contact Centre				
Team Leader	55 - 70k	60 - 75k	25 - 28	26 - 32
Customer Service Officer	38 - 45k	40 - 50k	17 - 23	18 - 24

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

WELLINGTON

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Executive				
Chief Financial Officer	160 - 300k	160 - 300k	90 - 150	90 - 150
Financial Controller	130 - 180k	130 - 180k	80 - 120	80 - 120
Tax Accountant	80 - 120k	80 - 130k	60 - 75	60 - 85
Finance Manager	100 - 150k	100 - 150k	60 - 80	60 - 90
Qualified				
Management Accountant (6+ yrs' exp)	90 - 120k	90 - 120k	60 - 80	60 - 90
Financial Accountant CA (5+ yrs' exp)	90 - 120k	90 - 120k	60 - 75	60 - 75
Financial Analyst (5+ yrs' exp)	90 - 115k	90 - 115k	65 - 80	65 - 80
Cost Accountant	85 - 110k	85 - 110k	60 - 75	60 - 80
Treasury Accountant	85 - 110k	85 - 110k	60 - 75	60 - 75
Systems Accountant	85 - 110k	85 - 110k	60 - 75	60 - 80
Management Accountant (3 - 5 yrs' exp)	80 - 95k	80 - 95k	55 - 75	55 - 75
Financial Analyst (0 - 4 yrs' exp)	70 - 90k	70 - 90k	40 - 70	40 - 70
Financial Accountant CA (0 - 4 yrs' exp)	70 - 90k	70 - 90k	45 - 70	45 - 70
Credit Manager	60 - 90k	60 - 90k	30 - 50	30 - 50
Auditor	75 - 100k	75 - 100k	55 - 75	55 - 80
Part & Non-qualified				
Financial Accountant - Degree	60 - 75k	60 - 80k	40 - 50	40 - 55
Accounts Payable/Receivable - Manager	70 - 80k	70 - 85k	40 - 55	40 - 55
Assistant Accountant	50 - 65k	50 - 65k	30 - 40	30 - 40
Credit Controller	45 - 65k	45 - 65k	25 - 40	25 - 40
Accounts Assistant	45 - 55k	45 - 55k	25 - 40	25 - 40
Payroll Clerk/Payroll Officer	40 - 60k	40 - 60k	25 - 40	25 - 40
Accounts Payable/Receivable	50 - 60k	50 - 60k	25 - 40	25 - 40

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

WELLINGTON

BUSINESS TRANSFORMATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Business Transformation				
Programme Director	160 - 225k	160 - 250k	150 - 250	150 - 250
EPMO Manager	130 - 230k	150 - 250k	120 - 150	140 - 200
Risk & Assurance Consultant	140 - 180k	150 - 200k	150 - 200	150 - 200
IQA Professional	140 - 180k	150 - 200k	150 - 200	150 - 200
Programme Manager	140 - 180k	140 - 200k	130 - 170	140 - 200
Business Change Manager	145 - 185k	145 - 185k	110 - 150	110 - 150
Business Analyst	100 - 130k	100 - 130k	90 - 120	100 - 125
EPMO Analyst	90 - 125k	90 - 125k	95 - 125	100 - 130
Project Manager	110 - 140k	110 - 140k	100 - 140	100 - 140
Project/Programme Coordinator	60 - 90k	60 - 90k	55 - 90	60 - 90

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

WELLINGTON

HUMAN RESOURCES & OH&S

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Generalist				
HR Director	160 - 300k	160 - 300k	120 - 150	120 - 150
HR Manager	100 - 180k	120 - 180k	80 - 120	80 - 120
HR Consultant	90 - 140k	90 - 140k	50 - 120	70 - 120
HR Advisor	60 - 95k	60 - 90k	40 - 80	40 - 70
HR Analyst	65 - 100k	65 - 90k	40 - 100	40 - 80
HR Administrator	40 - 60k	40 - 60k	20 - 30	20 - 30
Specialist				
Learning & Development Manager	100 - 180k	120 - 160k	80 - 120	80 - 120
Organisational Development Consultant	110 - 180k	120 - 180k	90 - 150	100 - 150
Learning & Development Advisor	65 - 90k	65 - 95k	40 - 70	40 - 70
Learning & Development Coordinator	50 - 65k	50 - 65k	25 - 40	25 - 40

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

WELLINGTON

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
ICT				
Chief Information Officer	180 - 300k	180 - 300k	150 - 200	150 - 200
Chief Technology Officer	150 - 220k	150 - 220k	125 - 160	125 - 160
Enterprise Architect	140 - 200k	140 - 200k	125 - 160	130 - 160
Programme Manager	140 - 180k	160 - 200k	130 - 180	130 - 180
Manager - Development	110 - 150k	120 - 160k	80 - 120	90 - 120
Solution Architect - Infrastructure/Applications	120 - 160k	120 - 160k	120 - 140	110 - 150
Release Manager	110 - 130k	110 - 130k	80 - 110	80 - 110
Project Manager	90 - 140k	100 - 140k	100 - 140	100 - 140
Security Specialist	110 - 160k	115 - 170k	120 - 150	120 - 160
Business Analyst	90 - 125k	90 - 125k	90 - 120	90 - 120
Manager - Service Desk	80 - 100k	80 - 100k	70 - 90	70 - 90
Development/Testing				
Senior BI Specialist	110 - 140k	110 - 140k	90 - 130	90 - 130
UX Developer	90 - 125k	90 - 125k	75 - 100	90 - 110
Web Developer	70 - 100k	85 - 110k	65 - 85	85 - 100
Developer - .Net, Java	70 - 130k	85 - 130k	70 - 115	90 - 110
Test Analyst	60 - 110k	80 - 110k	55 - 100	80 - 110
Infrastructure				
Database Administrator	75 - 120k	80 - 120k	80 - 110	80 - 115
Network Engineer	70 - 130k	70 - 130k	70 - 110	70 - 110
Systems Administrator	70 - 110k	70 - 110k	55 - 90	60 - 90
Service Desk/Desktop/Apps Support	55 - 85k	55 - 85k	40 - 65	40 - 65

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

WELLINGTON

LEGAL

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2016	2017
Private Practice		
Partner	120k+	130k+
Senior Associate	130 - 180k	130 - 180k
Associate	90 - 150k	90 - 150k
Senior Solicitor	70 - 100k	80 - 115k
3 yrs' PQE	55 - 85k	60 - 85k
2 yrs' PQE	45 - 65k	50 - 70k
1 yr PQE	40 - 60k	45 - 55k
In-house		
General Counsel/Chief Legal Advisor	180k+	180k+
Senior Legal Counsel/Solicitor	100 - 180k	120 - 180k
Legal Counsel/Solicitor	60 - 80k	60 - 90k

POLICY & REGULATORY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Policy				
General Manager Policy	140 - 200k	140 - 200k	145 - 165	145 - 165
Chief Policy Analyst/Advisor	120 - 155k	120 - 155k	130 - 150	130 - 150
Principal Policy Analyst/Advisor	110 - 145k	120 - 150k	120 - 135	120 - 150
Policy Manager	100 - 150k	120 - 150k	135 - 155	135 - 155
Senior Policy Analyst/Advisor	80 - 110k	90 - 115k	95 - 120	100 - 120
Policy Analyst/Advisor	65 - 90k	65 - 90k	55 - 80	55 - 80
Research & Evaluation				
Manager, Research & Evaluation	135 - 175k	135 - 175k	135 - 155	135 - 155
Principal Research Analyst	100 - 140k	115 - 140k	115 - 135	100 - 150
Senior Research Analyst	80 - 105k	90 - 115k	95 - 110	95 - 110
Research Analyst	60 - 80k	60 - 80k	60 - 80	60 - 80

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

WELLINGTON

PROCUREMENT & SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Procurement				
Chief Procurement Officer	150 - 220k	150 - 220k	140 - 190	140 - 200
Commercial Manager	130 - 175k	130 - 180k	120 - 160	130 - 170
Procurement Manager	110 - 175k	110 - 175k	100 - 150	120 - 160
Category Manager	80 - 140k	80 - 140k	80 - 120	80 - 120
Procurement Specialist	70 - 120k	70 - 120k	70 - 125	70 - 130
Contracts Manager	75 - 120k	75 - 120k	65 - 100	75 - 120
Procurement Coordinator	45 - 55k	45 - 60k	30 - 50	30 - 70

PROPERTY & FACILITIES MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2016	2017
Facilities Management		
Facilities Manager	85 - 150k	90 - 150k
Facilities Advisor	75 - 110k	75 - 110k
Asset Manager	80 - 125k	75 - 130k
Facilities Coordinator	45 - 70k	45 - 70k
Contracts Manager	80 - 120k	70 - 120k
Project Manager	75 - 130k	80 - 130k
Project Coordinator	50 - 80k	55 - 80k
Property		
Director of Property	120 - 180k	120 - 180k
Property Manager	80 - 130k	75 - 130k
Property Specialist	60 - 110k	60 - 100k

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

WELLINGTON

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2016	2017	2016	2017
Sales				
National Sales Manager	90 - 170k	120 - 175k	80 - 100	90 - 110
Key Account Manager	75 - 165k	90 - 165k	45 - 60	60 - 90
Business Development Manager	60 - 170k	70 - 180k	45 - 70	50 - 80
Territory Manager	60 - 85k	65 - 85k	35 - 45	35 - 50
Sales/Account Manager	60 - 105k	70 - 110k	35 - 65	50 - 70
Sales Representative	50 - 80k	50 - 80k	35 - 45	40 - 50
Marketing				
Marketing Manager	85 - 160k	90 - 170k	90 - 130	95 - 135
Market Research/Insights Manager	80 - 135k	90 - 140k	80 - 100	85 - 110
Sponsorship & Events Manager	75 - 115k	75 - 115k	40 - 70	45 - 70
Channel Manager	75 - 120k	80 - 125k	70 - 100	75 - 110
Marketing Coordinator	60 - 75k	55 - 75k	40 - 50	35 - 55
Assistant Brand/Product Manager	60 - 85k	70 - 100k	60 - 80	60 - 85
Communications				
Communications Manager	85 - 155k	100 - 175k	80 - 130	90 - 135
Senior Communications Advisor	85 - 155k	85 - 135k	70 - 100	90 - 120
Internal/Change Communications Manager	100 - 140k	110 - 150k	90 - 130	95 - 135
Communications Advisor	55 - 75k	55 - 75k	40 - 60	40 - 60

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

WELLINGTON

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2016	2017
Executive Assistant	68 - 80k	70 - 85k
Office Manager	65 - 79k	60 - 75k
Personal Assistant	60 - 67k	60 - 70k
Legal Secretary	55 - 62k	50 - 65k
Project Administrator	45 - 53k	50 - 65k
Procurement Administrator	45 - 55k	45 - 55k
Office Administrator	41 - 52k	45 - 55k
General Administrator	45 - 58k	45 - 60k
Marketing Administrator	45 - 54k	45 - 55k
Corporate Receptionist	40 - 50k	45 - 55k
Receptionist	39 - 45k	40 - 50k
Data Entry Operator	38 - 43k	38 - 44k

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



THE ADOPTION OF NEW TECHNOLOGY AND E-COMMERCE CONTINUED TO DRIVE STRONG HIRING LEVELS IN 2016. HOWEVER, SLOWER BUT STEADY GROWTH SHOULD RESULT IN MORE MODERATE SALARY GROWTH IN 2017.

2016 INSIGHT

While China's GDP fell to single-digit growth, it remained well positioned to deliver sustained performance. There were a number of sectors with key pockets of hiring activity, supported by a shift in consumer behaviour and government initiatives.

With China's economy maturing and shifting towards value-added and consumption-led services, hiring was particularly active in e-commerce and finance. In response to this trend, bilingual professionals and those with both digital skills and sector-specific experience, were particularly popular hires.

Salary increments of 30% or more were no longer evident in any sector in 2016 and increases stabilised to an average of 10-15% for job movers and 5-7% for those staying in their current jobs. As seen in previous years, professionals were willing to accept existing salary levels when moving to high potential companies or projects they were interested in.

2017 EXPECTATIONS

Whilst hiring is likely to continue on its slower growth trajectory, there will be positive development as the drive to transition the Chinese economy to a high-tech and high-value market is stronger than ever.

Demand for IT professionals will continue to rise across many sectors due to the government's 'Internet Plus' strategy and the exponential growth of e-commerce and fintech. With demand outstripping supply, there will be a shortage of professionals with technical skills in big data, internet technology and e-commerce platforms.

Despite the slowdown in China's traditional sectors of manufacturing and engineering, specialist professionals from niche sectors will still be in demand. For example, professionals with experience in the robotics and automation industries, especially those with proven ability in developing innovative products, will be particularly sought after.

Strong demand for accounting and finance professionals who can provide support for business analysis will also continue. Those who are flexible and capable of adapting to structural changes will be in highest demand.

As the business landscape continues to mature, companies in China will increasingly realise the value of having a sound HR infrastructure to help drive organisational development. This will continue to stimulate the need for talent acquisition and business partner roles.

Professionals who are able to think strategically and demonstrate genuine business insight to deliver growth will be highly sought after across several sectors, including financial services and sales & marketing. Sales professionals who are able to expand new markets and marketers with strong digital skills will be seen as key hires in 2017.

Employers will need to emphasise both company reputation and the complete salary package, while also demonstrating a positive company culture, to secure the best professionals in 2017. As the job market matures in China, employees' desire for clearer career development plans will also be a determining factor in moving roles.

At the same time, hiring managers will be more selective, and bilingual professionals with strong communication skills and commercial acumen will be most favoured.



As the market matures, jobseekers are considering wider career progression and development opportunities, in addition to remuneration increases when changing jobs.



+ 22% (AJI)

Year-on-year increase in the number of jobs advertised in China

+ 31% (AJI)

Year-on-year increase in advertised roles in **human resources**

+ 15% (AJI)

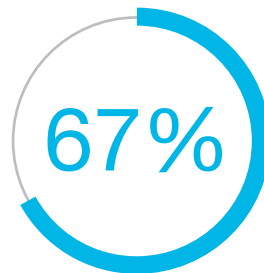
Year-on-year increase in advertised roles in **information technology**



KEY FINDINGS

The ever-growing popularity of e-commerce in China has led companies to rethink their marketing strategies and hire specialists in customer retention to help enhance their competitive edge.

In comparison to previous years, companies now have more complex and sophisticated hiring requirements, preferring to recruit talent with both an in-depth understanding of China and experience in international best practice.



Chinese professionals who use corporate social media profiles to gather information when job hunting

(Whitepaper)

TOP 4 SECTORS BY ADVERTISED JOB VOLUME (AJI)

- | | |
|--------------------------------|--------------------------|
| ① Sales & business development | ② Information technology |
| ③ Operations & manufacturing | ④ Accounting & finance |

AJ: Robert Walters Asia Job Index, Q1-Q3 2015 v 2016.

Whitepaper: 'Using Social Media in the Talent Acquisition Process in China', 2016, 289 respondents.

OVERVIEW

ACCOUNTING & FINANCE

BEIJING

Slower economic growth in 2016, combined with tough market conditions faced by the retail and FMCG sectors saw many MNCs halt hiring activity or even their expansion plans in China. However, in some sectors, notably ICT, hiring returned to healthier levels. The demand for financial analysts and FP&A managers was stable, with ongoing demand for digital talent. Overall, salaries are likely to remain flat in 2017.

SHANGHAI

We saw an uplift in hiring during 2016, especially for mid-range finance professionals. State-owned and local companies continued to develop at rapid speed, especially in growth sectors such as healthcare and high tech. Whilst experienced finance talent will continue to change roles in 2017, MNCs will attract those professionals better suited to operating in a more globally regulated environment.

Hiring managers will continue to seek accounting and finance professionals able to think strategically and demonstrate business insight to generate growth. With the market maturing, candidates are looking for long-term career progression beyond salaries. Hiring managers able to promote stability and development opportunities during the hiring process will be best placed to ensure their business secures top talent. We expect to see professionals receiving 10-20% increments when moving jobs in 2017, depending on tenure, stability, skills and seniority.

SUZHOU

The recruitment market for commerce finance professionals saw little change in 2016 and salaries remained static. Though the electronics, chemical and mechanics industries were affected by the economic slowdown, new roles were still available as factories closed in Shanghai and moved to Taicang and Changshu districts. As companies continued to streamline management structures, we increasingly saw local staff reporting directly to corporate level, instead of through regional mid-level managers.

Professionals who are flexible and capable of adapting to structural changes will be in highest demand.

The average salary increment in 2016 was 10-20% for job movers and 5-8% for those staying in the same roles; this is likely to continue in 2017.

BANKING & FINANCIAL SERVICES

We saw an overall slowdown in hiring for traditional positions in banks and financial institutions in 2016. The evolving digital landscape and development of new technologies in China enabled the emergence of new, non-traditional competitors - including internet banking and peer-to-peer (P2P) lenders. There was also a trend for professionals moving from Tier 1 banks to join these non-banking financial institutions.

For front office roles, recruitment levels remained steady for candidates across corporate and transaction banking, with the majority of hires being replacement-based.

Bilingual candidates with strong communication skills and the ability to liaise with local companies and overseas headquarters were particularly sought after.

In 2017, we anticipate business transformation and regulatory adherence will remain key recruitment drivers. Financial services firms are likely to strengthen middle and back office functions by continuing to recruit risk managers, and compliance and auditing professionals. In terms of risk and compliance, as the function continues to grow and the pool of available candidates remains relatively small, companies are likely to struggle to secure specialists. In particular, risk modelling, operation risk compliance, anti-money-laundering (AML) and fraud specialists will be in high demand.

Hiring managers will need to move fast and avoid lengthy recruitment processes if they want to secure their ideal candidates amongst fierce competition. While salaries in 2016 remained relatively stable, 2017 is likely to see a rise in salaries for key professionals, particularly risk and compliance candidates, due to the shortage of specialists in this area. Job movers commanded 15-20% salary increments while those staying in their roles received closer to 3-8%. We expect similar increases in 2017.

HUMAN RESOURCES

BEIJING

We saw a steady flow of activity across the Beijing HR recruitment market, with the financial services, internet, professional services and real estate sectors particularly active in 2016. In 2017, we believe the growing internet

KEY TRENDS

- ▶ Experienced sales professionals who can successfully bring new products to market, generate new business opportunities and drive revenue will be in high demand.
- ▶ E-commerce and digital professionals will command higher salaries in 2017 due to the shortage of candidates in this area.
- ▶ Companies must actively promote their company culture and demonstrate a long-term career path to attract the best talent.
- ▶ We expect brands to place a greater focus on experiential marketing to drive customer engagement and loyalty, creating demand for professionals skilled in brand and digital marketing with strong sales skills.

and recovering financial services sectors will continue to boost recruitment levels. In addition to demand from the private sector, HR talent will also be sought after by state-owned enterprises. To avoid losing talent, companies should focus on staff retention by designing development programmes and competitive remuneration packages.

SHANGHAI

In 2016 we saw an overall increase in HR recruitment. There was particular demand for specialists in compensation & benefits and HR regulations. We anticipate this continuing in 2017. In particular, compensation and benefits roles are becoming strategically important hires as companies seek to reform bonus and benefits schemes. HR specialists who can act as business partners will be in high demand in 2017. Those who are also experienced in HR systems with strong interpersonal skills will be particularly sought after. Excluding the manufacturing sector, HR managers who are bilingual, and have an understanding of both Chinese and international business practices will also be in high demand. Salary increments are expected to stay at 10-20% in 2017 for job movers.

SUZHOU

As HR continued its evolution from an administrative and supporting role to a more strategic function in Suzhou, we expect companies to seek experienced business development and talent development specialists to improve skill levels and build talent pipelines. Bilingual candidates with advanced levels of academic background will also be sought after. However, as Suzhou has traditionally been manufacturing focused, there is a limited pool of candidates to fulfil these requirements.

Overall, we expect the market to remain active in 2017. However, companies may become more pragmatic and focus on how candidate skill sets can add value to the business. The average salary increment for professionals moving jobs in 2016 was 10%, and this is likely to continue in 2017.

INFORMATION TECHNOLOGY

Despite external financial pressures in 2016, demand for IT professionals remained strong due to technological developments across China, a shortage of experienced professionals in emerging technology, and the government's

'Internet Plus' strategy. Consequently, there was strong competition to recruit experienced professionals – particularly those with internet, digital and e-commerce platform operation skills. We anticipate this will continue in 2017.

China's fintech industry has shown robust development in the past few years, and we predict further expansion in 2017. Companies will be competing for professionals with strong technical skills in fintech, internet and big data, as China becomes more technologically advanced, especially in e-commerce. In particular, data scientists with a good understanding of big data will be in highest demand. More candidates are willing to consider fintech start-ups or local companies over large or multinational companies in China, especially if the business is seen to have high growth potential.

Bilingual candidates with good educational attainment and strong technical skills will also be highly sought after. Professionals with leading-edge technology skills and payment, risk and big data experience will continue to be particularly valued. Candidates with international experience and the ability to work across different cultures will find even more opportunities.

Many candidates are now focusing on potential career path, employer branding and organisational culture when considering a new role. Therefore, hiring managers are emphasising long-term staff engagement and flexible staff development plans. In 2017, salaries for traditional information technology roles will remain at 2016 levels, while for software and internet related roles they are expected to rise quickly - with 15-20% increments as competition for talent increases.

OPERATIONS & MANUFACTURING

SUZHOU – ENGINEERING

Recruitment activity in the engineering market remained steady throughout 2016, with hiring linked to R&D, project management, electronics and equipment engineering. Overall we saw conservative hiring levels in engineering



OVERVIEW

SUZHOU – ENGINEERING (CONTINUED)

with a predominance of replacement-based recruitment, but there were still key pockets of mid-level management hiring.

Recruitment across the sector continued to be project-driven, with job movers looking for appealing new projects. A similar trend is expected in 2017. Candidates with experience in the robotics and automation industries, especially those able to pioneer innovative products, will be in high demand. In terms of salary, candidates moving jobs in 2017 could command an average increase of 15% compared to 10-15% increments for those staying in their current roles.

SUZHOU – OPERATIONS & LEAN

Companies continued to pay increasing attention to streamlining production and reducing costs in 2016. Whilst performance was slow, companies still looked for senior managers to support new market development. However, there was a limited supply of these top-level candidates who could oversee regional operations - competition for these professionals will be particularly high in 2017. We also expect demand to grow for product manager, operations manager/director, plant manager and continuous improvement manager candidates, especially those with hands-on experience.

Continued growth is also expected in the lean area, and an increase in automation will drive a need for such professionals. Job movers can expect a 10-15% salary increment, while those remaining in current roles can expect a 5-8% increase.

SUZHOU – QUALITY & EHS

The level of recruitment in quality and EHS was steady in 2016. On the EHS side, companies were more cautious in their approach, due to general economic uncertainty. The appetite for hiring was higher amongst larger companies in the automotive, medical and chemical sectors.

On the quality side, demand for experienced talent was particularly high from the life science and automotive sectors. Significant investment

in both industries provided the impetus for hiring experienced quality professionals. As demand for these sought-after professionals outstripped supply, we anticipate rising salaries in the life science sector during 2017.

Another noticeable trend saw many experienced quality professionals with over 10 years' experience moving from MNCs to local private companies for more senior positions and lucrative pay. As in 2016, the average salary increments in 2017 are likely to be 10-15% for job movers and 8-10% for employees staying in their roles.

SHANGHAI – OPERATIONS

There were positive hiring signs in operations with renewed hiring activity. The Tianjin explosion accident put the spotlight on the chemical industry, with the central government launching nationwide safety checks on companies dealing with dangerous chemicals. This drove demand for experienced professionals to implement the required regulations. Increased publicity of food safety problems and the government's willingness to address food safety control meant stricter rules were placed on food-related industries. As a result, companies will be keen to hire candidates able to train staff in modern approaches to food safety control.

New roles were also created in logistics and warehousing for professionals with technical knowledge in safety operations.

Average salary increments for job movers were 20%, while those staying in their roles received an increment of 5-7%. We expect similar trends in 2017.

SALES & MARKETING

SHANGHAI – FMCG

With the emergence of e-commerce stimulating consumption growth in China, the FMCG sector is in the midst of a transformation that offers tremendous new opportunities. Digital professionals, including e-commerce, communications and online marketing specialists, were highly sought after as a result. The candidate pool was limited though and hiring managers faced fierce

competition when trying to secure their ideal candidates.

Sales candidates with strong networks, specific industry experience and proven sales performance will be in demand to drive business growth in 2017. As online sales via mobile devices continue to surge, candidates will need to demonstrate creative ideas and strong market insight in order to secure roles. Professionals are looking beyond purely monetary factors when deciding their next career move and having a solid career progression plan in place has become increasingly important. Hiring managers will need to show candidates they have opportunities to learn and grow within the organisation. Job movers will command 15-20% increases, with higher increments for seasoned digital and e-commerce specialists.

SHANGHAI – INDUSTRIAL

Hiring activity in industrial sales and marketing was stable in 2016. Several industries, including high-tech medical devices, automotive and building solutions looked to upgrade their sales teams. Vacancies for more junior roles became scarce, while mid-level sales managers, key account managers and business development managers enjoyed a relatively steady number of opportunities as top-line growth remained a priority. Another noticeable trend saw companies seeking new specialist sales staff, bringing hands-on experience, technical knowledge, commercial insight and the ability to deliver results. However, multinational firms competed with local companies for these candidates, driving salaries higher. We anticipate similar trends in 2017. A focus on cultural values, development and opportunities for career progression will help attract high-quality staff. Existing employees can expect a 7-8% increment, and job movers are likely to receive a 15-17% increase.

SHANGHAI – PROFESSIONAL SERVICES

2016 was an exciting year for sales and marketing candidates as they found a range of new opportunities. The emergence of new media, especially in the entertainment industry, drove demand for professionals with experience in e-commerce and digital. In 2017 we expect

further hiring from sectors like e-commerce, IT, travel and education. With the two-child policy passed in late 2015, there will be strong demand for professionals from consulting and educational backgrounds to join the developing early-stage education and language training industries.

In 2017, hiring managers will continue to seek candidates with digital marketing, social media and data analysis skills. Bilingual candidates with an international mindset, high levels of business acumen and the ability to communicate with senior management will be highly sought after.

SHANGHAI – RETAIL & LUXURY

The job market for the retail and luxury sector showed signs of recovery in 2016. Some new international brands were still entering the Chinese market, despite the slowdown in the economy. We expect the sector to stabilise and mature in 2017. However, there are also signs of talent moving from the retail sector to the booming catering industry, particularly amongst those with strong customer service experience.

Brands are now placing a greater focus on experiential marketing, offering activities that focus on customer lifestyles to drive engagement and brand loyalty. Candidates who can demonstrate a strong understanding of customer behaviour and how to enhance

the shopping experience will be in particular demand. We anticipate job movers being able to command 10-20% increases in 2017.

SUZHOU – INDUSTRIAL

Hiring for industrial sales and marketing professionals remained very active in 2016. Companies sought sales and business development professionals able to create new business opportunities and expand their market share. This trend will continue in 2017 and even factories with no prior sales presence will look for professionals who can offer customised solutions to new clients. Whilst this is not a candidate short market, hiring managers may struggle to find specialist professionals able to deliver immediate sales performance. Companies offering competitive salaries alongside a solid business development strategy will find it easier to attract and secure talent. In 2017, professionals who stay in their job are likely to receive a 3-5% salary increase, while job movers can expect 15-25% increases.

BEIJING – SALES

Start-ups seeking sales managers were a key source of hiring growth in the first half of 2016. There were signs of talent returning to traditional industries and the IT&T sector in the second half of the year as professionals became more willing to enter the hiring market. Salaries remained

static and as the market improves, candidates who can demonstrate successful career progression and loyalty will be most in demand.

SUPPLY CHAIN & PROCUREMENT

SUZHOU

Overall there was a healthy level of hiring activity within the supply chain and procurement sector in 2016. The market continues to be candidate driven and those with relevant technical backgrounds who can demonstrate strong commercial acumen will be most sought after. A candidate short market in 2017 is likely to place upward pressure on salaries, particularly in niche areas where skills are scarce, for example, technical knowledge in commodities like iron, steel and minerals. Companies will also seek professionals who can improve supplier quality.

There were salary increases of 15-20% for job movers in 2016. Specialist professionals with strong industry knowledge were offered as much as 30% increments. Those staying in the same roles were offered 5-8% increments. We anticipate similar trends in 2017.

SHANGHAI

Supply chain and procurement recruitment levels remained stable in 2016 and similar steady hiring levels are expected in 2017. More companies set up global or regional sourcing centres in Shanghai, which led to an increase of available regional roles and corporate-based positions to facilitate the centralising of resources. We expect to see demand for regional sourcing roles in Shanghai in 2017, especially those with risk calculating and analytic skills, as companies restructure and add regional sourcing functions to increase efficiency and better manage costs.

Candidates with regional exposure, industry experience and strong communications skills will be in demand as the scope of roles broadens and firms expand their regional footprint. We anticipate job movers will be looking for 15-20% salary increments, while those staying in the same positions should receive a 5-7% increase.



BEIJING

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Chief Financial Officer	1.5 - 2.0m	1.2 - 2.0m
Finance Director	700k - 1.0m	700k - 1.0m
Financial Controller	600k - 1.0m	600 - 900k
Shared Services Manager	600k - 1.0m	400 - 600k
FP&A Manager	350 - 600k	500 - 600k
Treasury Manager	600 - 750k	450 - 650k
Internal Audit Manager	500 - 800k	500 - 900k
Tax Manager	500k - 1.0m	400 - 800k
Finance Manager	400 - 700k	300 - 500k
Accounting Manager	300 - 500k	300 - 450k
Reporting Manager	300 - 450k	300 - 450k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
HR Director	1.0 - 1.5m	800k - 2.0m
Head of Compensation & Benefits	800k - 1.0m	750k - 1.2m
Head of Resourcing	800k - 1.0m	800k - 1.0m
Head of Organisational Development	800k - 1.5m	800k - 1.5m
HR Manager	400 - 800k	400 - 800k
Learning & Development Manager	500 - 700k	400 - 800k
Recruitment Manager	400 - 600k	400 - 700k

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

BEIJING

SALES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
IT		
Sales VP	1.4 - 2.5m	1.4 - 2.5m
National Sales Director	1.0 - 1.5m	1.0 - 1.5m
Regional Sales Manager	550k - 1.0m	550k - 1.0m
Strategy Alliance Manager	400 - 800k	400 - 900k
Business Development Manager	400 - 800k	400 - 900k
Industrial		
Sales General Manager	800k - 1.8m	800k - 1.5m
Country Manager	1.5 - 2.0m	1.0 - 2.0m
Head of Sales	800k - 1.8m	800k - 1.5m
National Sales Director	800k - 1.8m	500k - 1.5m
Head of Retail	1.0 - 1.7m	800k - 1.5m
Head of Product	800k - 1.2m	600k - 1.2m
National Retail Operations Manager	600k - 1.2m	500k - 1.0m
Regional Sales Manager	400 - 800k	400 - 800k
Business Development Manager	400 - 800k	400 - 800k
Training Manager	300 - 500k	300 - 500k
Product Manager	300 - 500k	300 - 500k
Store Manager	200 - 450k	250 - 400k
Visual Merchandising Manager	250 - 400k	250 - 400k
Area Manager	200 - 450k	250 - 450k
Global Key Account Manager	600k - 1.0m	500k - 1.0m
Project Sales Manager	350 - 700k	350 - 700k
Key Account Manager	250 - 350k	250 - 500k

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

SHANGHAI

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Chief Financial Officer	1.7 - 3.3m	1.7 - 3.3m
Commercial Director	900k - 1.3m	900k - 1.4m
Regional Finance Director	1.0 - 1.4m	1.0 - 1.5m
Finance Director	900k - 1.4m	900k - 1.4m
Financial Controller	650 - 850k	650 - 900k
Internal Audit Manager	450 - 850k	450 - 850k
FP&A Manager	550 - 780k	550 - 800k
Tax Manager	550 - 850k	550 - 850k
Treasury Manager	450 - 850k	450 - 850k
Finance Manager	350 - 650k	350 - 650k
Financial Analyst	180 - 280k	180 - 320k
Internal Auditor	220 - 420k	220 - 450k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
HR Director	1.1 - 1.6m	900k - 1.8m
Head of Compensation & Benefits	1.1 - 1.6m	1.1 - 1.6m
Head of Organisational Development	1.1 - 1.6m	1.0 - 1.4m
Head of Learning & Development	900k - 1.3m	800k - 1.1m
Head of Talent Acquisition	900k - 1.3m	800k - 1.2m
Compensation & Benefits Manager	550 - 850k	500 - 800k
Talent Acquisition Manager	450 - 750k	500 - 800k
Learning & Development Manager	450 - 750k	450 - 750k
HR Business Partner	350 - 650k	400 - 700k
HR Manager	450 - 750k	400 - 750k
Office Manager	350 - 420k	300 - 400k
Executive Assistant	180 - 380k	150 - 300k

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

SHANGHAI

BANKING & FINANCIAL SERVICES FRONT, MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Front Office		
Treasury Sales	800k - 1.2m	800k - 1.2m
Product Manager	500 - 800k	500 - 800k
Senior Relationship Manager	600k - 1.2m	600k - 1.2m
Relationship Manager	420 - 600k	420 - 600k
Trade & Cash Sales	500 - 850k	500 - 850k
Middle Office		
Financial Controller	600k - 1.0m	700k - 1.0m
Senior Credit Approver	700k - 1.0m	700k - 1.0m
Credit Approver	400 - 700k	400 - 700k
Audit Manager	400 - 600k	450 - 600k
Compliance Manager	400 - 600k	420 - 600k
AML Manager	400 - 600k	420 - 600k
Back Office		
Head of Operational Risk	800k - 1.2m	800k - 1.2m
Head of Operations	700k - 1.3m	700k - 1.3m

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

SHANGHAI

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Management		
Regional IT Director	1.1 - 1.8m	1.1 - 1.8m
Regional SAP Director	1.0 - 1.9m	1.0 - 1.9m
Application Director	500k - 1.3m	600k - 1.3m
PMO		
Commercial Systems Manager	380 - 700k	400 - 700k
Project Management Officer	300 - 600k	300 - 600k
Service Manager	300 - 500k	300 - 500k
Application Manager	300 - 600k	320 - 600k
ERP		
SAP Manager	400 - 700k	400 - 700k
SAP Consultant	230 - 500k	250 - 500k
Business Analyst	220 - 600k	220 - 600k
Infrastructure		
Data Centre Manager	350 - 550k	350 - 550k
Infrastructure Manager	210 - 420k	210 - 420k
Development		
Software Architect	400k - 1.3m	400k - 1.3m
Senior Software Developer	250 - 500k	250 - 500k
UI Designer	180 - 350k	180 - 350k
Internet		
Mobile Developer	120 - 400k	150 - 400k
Data Statistics	200 - 500k	200 - 500k
Product Manager	150 - 400k	200 - 400k

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

SHANGHAI

OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Plant GM	800k - 1.5m	1.2m - 2.0m
Operations Director	800k - 1.5m	800k - 1.5m
Quality Director	700k - 1.2m	700k - 1.2m
Plant Manager	600 - 800k	600 - 800k
Operations Manager	600 - 800k	400 - 600k
Quality Manager	400 - 650k	350 - 550k
Production Manager	300 - 500k	300 - 450k
Environmental Health & Safety Manager	300 - 600k	350 - 550k
Project Manager	300 - 550k	400 - 600k
Lean Manager	350 - 600k	400 - 600k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Cosmetics		
Brand General Manager	1.2 - 1.6m	1.0 - 1.5m
National Sales Director	800k - 1.3m	800k - 1.2m
National Sales Manager	500 - 800k	500 - 800k
National Sales Operations Manager	350 - 550k	350 - 550k
Regional Sales Manager	350 - 550k	300 - 500k
Marketing Director	900k - 1.2m	800k - 1.2m
Marketing Manager	550 - 800k	500 - 700k
Digital Marketing Manager	300 - 550k	300 - 500k
Group Product Manager	350 - 550k	300 - 500k
Senior Product Manager	350 - 550k	250 - 350k
Trade Marketing/Special Event Manager	250 - 550k	250 - 350k
Public Relations Manager	300 - 500k	300 - 500k
Training Manager	300 - 550k	300 - 500k
Visual Merchandising Manager	300 - 400k	300 - 500k
FMCG - Sales/E-commerce		
Sales General Manager	1.6 - 2.3m	1.5 - 2.0m
National Sales Director	1.0 - 1.8m	1.0 - 1.5m
National Key Account Director	800k - 1.4m	700k - 1.2m
National Key Account Manager	350 - 550k	300 - 500k
National Sales Operations Director	550 - 900k	500 - 800k
National Sales Manager	600 - 800k	520 - 750k
Regional Sales Manager	350 - 650k	300 - 500k
E-commerce Director	700k - 1.1m	600k - 1.0m
E-commerce Manager	400 - 500k	300 - 500k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
FMCG - Marketing/Branding		
Marketing General Manager	1.5 - 2.1m	1.5 - 2.0m
National Marketing Director	850k - 1.5m	800k - 1.5m
National Marketing Manager	550 - 850k	500 - 800k
Regional Marketing Manager	350 - 500k	300 - 450k
National Trade Marketing Director	600k - 1.2m	600k - 1.2m
National Trade Marketing Manager	350 - 650k	300 - 600k
Regional Trade Marketing Manager	250 - 450k	250 - 400k
Senior Product/Brand Manager	350 - 550k	300 - 500k
Product/Brand Manager	250 - 400k	250 - 400k
Industrial		
Sales General Manager	1.1 - 1.4m	1.1 - 1.5m
Regional Sales Director	900k - 1.2m	900k - 1.3m
National Sales Director	800k - 1.1m	800k - 1.2m
Business Development Manager	500 - 800k	500 - 800k
Regional Sales Manager	400 - 700k	400 - 700k
Global Key Account Manager	400 - 600k	400 - 600k
Channel Sales Manager	300 - 500k	350 - 550k
Key Account Manager	300 - 500k	350 - 550k
Sales Manager	300 - 500k	300 - 500k
Project Sales Manager	250 - 500k	250 - 500k
Account Manager	300 - 450k	300 - 450k
Regional Marketing Director	1.0 - 1.2m	1.0 - 1.3m
Marketing Director	900k - 1.1m	900k - 1.2m
Marketing Manager	450 - 600k	450 - 650k
Product Marketing Manager	450 - 700k	450 - 700k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Professional Services		
Executive Director	1.5 - 1.8m	1.5 - 1.8m
Research Director - Agency	800k - 1.0m	800k - 1.0m
Research Manager - Agency	350 - 500k	350 - 500k
Engagement Manager - Consulting	1.2 - 1.8m	1.2 - 1.8m
Strategic Planning Manager - Corporate	600 - 800k	600 - 800k
PR Director	600k - 1.2m	600k - 1.2m
PR Manager	300 - 600k	300 - 600k
Business Development Director	800k - 1.2m	800k - 1.2m
Business Development Manager	350 - 600k	300 - 600k
Marketing Director	1.0 - 1.2m	800k - 1.2m
Marketing Manager	350 - 550k	300 - 550k
General Manager	1.5 - 2.0m	1.5 - 2.0m
Account Director	600 - 800k	500 - 800k
Account Manager	350 - 550k	300 - 500k
Sales Director	600k - 1.0m	600k - 1.0m
Sales Manager	350 - 550k	300 - 550k
Retail & Luxury - Management		
Country Manager	1.5 - 3.0m	1.8 - 3.0m
Head of Sales	1.0 - 2.0m	1.0 - 1.5m
Regional Director	800k - 1.2m	800k - 1.2m
Brand General Manager	800k - 1.6m	800k - 1.2m
Head of Product	800k - 1.5m	1.0 - 1.5m
Head of Marketing	800k - 2.0m	800k - 1.8m
Head of Retail	800k - 1.2m	1.0 - 1.2m

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Retail & Luxury - National/Regional		
National Sales Manager	500k - 1.0m	600k - 1.0m
National Retail Operations Manager	500 - 800k	500 - 800k
Merchandising Manager	400 - 700k	400 - 600k
Store General Manager	400 - 700k	400 - 700k
Area Manager	300 - 600k	350 - 500k
Regional Sales Manager	250 - 450k	250 - 400k
Training Manager	250 - 500k	200 - 500k
Business Development Manager	350 - 650k	300 - 500k
Digital Marketing Manager	300 - 600k	300 - 600k
Area Sales Manager	250 - 450k	200 - 350k
Marketing Communications Manager	300 - 500k	300 - 500k
Visual Merchandising Manager	250 - 450k	200 - 400k
PR Manager	300 - 500k	300 - 500k
PR & Events Manager	350 - 450k	350 - 500k
Product Manager	300 - 450k	300 - 450k
Purchasing Manager	300 - 500k	300 - 500k
Retail Marketing Manager	300 - 500k	350 - 500k
Store Manager	200 - 350k	200 - 350k
Department Manager	150 - 250k	150 - 250k
Division Manager	200 - 300k	150 - 300k

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

SHANGHAI

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Supply Chain VP	1.4 - 3.0m	2.5 - 4.0m
Supply Chain Director	800k - 2.0m	800k - 2.0m
Supply Chain Manager	400 - 600k	400 - 600k
Procurement Director	800k - 1.5m	800k - 1.5m
APAC Sourcing Manager	400 - 600k	400 - 600k
Logistics Manager	300 - 400k	300 - 500k
Planning Manager	350 - 450k	300 - 500k
Warehouse Manager	300 - 400k	300 - 500k

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

SUZHOU

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Chief Financial Officer	1.0 - 1.5m	1.0 - 1.5m
Finance Director	600k - 1.0m	600k - 1.0m
Financial Controller	400 - 800k	400 - 700k
Internal Audit Manager	300 - 600k	300 - 600k
Financial Analysis Manager	300 - 550k	300 - 500k
Finance Manager	300 - 500k	300 - 500k
Credit Control Manager	300 - 400k	300 - 400k
Tax Manager	250 - 400k	250 - 400k
Accounting Manager	200 - 300k	200 - 300k
Costing Manager	250 - 400k	250 - 400k
Treasury Manager	250 - 400k	250 - 400k

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Technical Director	900k - 1.3m	900k - 1.3m
R&D Director	800k - 1.6m	800k - 1.3m
Engineering Director	600k - 1.3m	700k - 1m
R&D Manager	500 - 650k	450 - 650k
Engineering Manager	450 - 650k	450 - 650k
Project Manager	250 - 500k	250 - 500k
Maintenance Manager	300 - 500k	300 - 500k
Design Engineer	180 - 300k	200 - 400k
ME Engineer	150 - 300k	180 - 300k
Application Engineer	180 - 300k	180 - 300k

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

SUZHOU

SALARIES

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
HR VP	1.2 - 1.7m	1.5 - 1.7m
HR Director	700k - 1.2m	900k - 1.5m
Organisational & Development Manager	400 - 500k	500 - 700k
HR Manager	400 - 700k	400 - 900k
Compensation & Benefits Manager	350 - 450k	400 - 700k
Talent Acquisition Manager	350 - 450k	350 - 550k
Training Manager	250 - 400k	500 - 700k
HR Business Partner	300 - 500k	400 - 700k
Administration Manager	200 - 400k	200 - 400k
Executive Assistant	150 - 250k	150 - 250k

INDUSTRIAL SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Sales General Manager	1.0 - 1.8m	1.0 - 1.8m
Regional Sales Director	900k - 1.5m	900k - 1.2m
Sales Director	700k - 1.2m	700k - 1.2m
Marketing Director	700k - 1.0m	800k - 1.0m
Global Key Account Manager	600 - 800k	500 - 800k
Product Manager	400 - 600k	400 - 600k
Marketing Manager	500 - 700k	500 - 800k
Business Development Manager	400 - 600k	400 - 600k
Regional Sales Manager	350 - 450k	350 - 450k
Marketing Communications Manager	350 - 500k	350 - 450k
Key Account Manager	300 - 450k	350 - 450k
Customer Service Manager	300 - 500k	300 - 500k

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

SUZHOU

OPERATIONS & LEAN

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
General Manager	1.2 - 2.0m	900k - 2.0m
Regional Operations Director	1.0 - 1.5m	900k - 1.5m
Plant Manager	600 - 900k	700 - 900k
Manufacturing Manager	500 - 650k	500 - 700k
Lean Manager	450 - 650k	450 - 650k
Production Manager	250 - 400k	250 - 500k

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

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Regional Quality Director	700k - 1.5m	700k - 1.2m
Regional RA & QA Director	800k - 1.5m	800k - 1.5m
Regional EHS Manager	500k - 1.0m	500k - 1.0m
SQE Manager	300 - 500k	300 - 500k
EHS Manager	300 - 500k	300 - 500k
Quality Manager	300 - 550k	300 - 550k
Customer Quality Manager	250 - 400k	250 - 400k
Quality Systems Manager	200 - 400k	200 - 400k
Quality Control Manager	250 - 400k	250 - 400k
Regulatory Affairs Manager	250 - 500k	250 - 500k
Supplier Quality Engineer	150 - 250k	200 - 250k

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

SUZHOU

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2016	2017
Supply Chain VP	1.5 - 2.0m	1.0 - 2.0m
Supply Chain Director	700k - 1.1m	700k - 1.2m
Sourcing Director	700k - 1.1m	700k - 1.2m
Supply Chain Manager	350 - 550k	350 - 600k
Sourcing Manager	300 - 500k	300 - 600k
Warehouse Manager	270 - 400k	270 - 400k
Logistics Manager	270 - 400k	270 - 400k
Planning Manager	270 - 400k	270 - 400k
Procurement Manager	270 - 400k	270 - 400k
Commodity Manager	250 - 450k	250 - 450k
Sourcing Supervisor	180 - 250k	180 - 250k
Customer Service Manager	250 - 350k	250 - 350k

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

HONG KONG

MARKET SENTIMENT REMAINED CAUTIOUS THROUGHOUT 2016 AND RECRUITMENT LEVELS WERE SUBDUED AS COMPANIES FOCUSED ON MAKING HIRING DECISIONS FOR BUSINESS CRITICAL FUNCTIONS.

2016 INSIGHT

After a slow start to 2016, Hong Kong's economy regained some momentum in the second half of the year, with private consumption expenditure improving slightly, despite a decline in overall investment spending.

Facing the challenge of economic instability, investment banks took steps to reposition their business portfolios to build on their core strengths which resulted in minimal headcount being added and, in some instances, redundancies being made.

The decline in the retail, consumer goods, luxury and retail sectors undoubtedly affected the market as employment of sales and marketing professionals dipped, but we see this as a short-term correction rather than a long-term trend.

Apart from the relatively stagnant financial services sector, hiring stayed broadly stable over the year.

2017 EXPECTATIONS

In general, 2017 looks set to follow the recruitment trends seen during 2016. For example, complex global economic and monetary conditions, coupled with a slowing Chinese economy, mean financial markets still face the risk of increased volatility.

The banking and financial services sector will therefore continue to face challenges. Ongoing advances in technology will disrupt banks' execution platforms, business models and operational processes in 2017 and beyond. As a result, professionals who are tech-savvy with a strong understanding of financial products will be highly sought after.

The entrance of tech start-ups and the drive from companies to strengthen their technology infrastructure will further stimulate demand for IT professionals. Those with specialist skills across mobile development, e-commerce, cloud technology and cyber security will continue to be in high demand. Some companies and financial institutions will also be looking at how they restructure, manage and invest in their operations teams.

With a growing focus on human resource related challenges, companies of all sizes will look to recruit HR specialists in compensation and benefits, talent acquisition and labour law in order to retain their workforce. However, we saw a drop in recruitment for secretarial and support roles as companies became more cost-conscious and minimised hiring for support functions.

Promoting social diversity will be one of the significant trends in 2017. Those companies able to reach out and recruit professionals from diverse cultural and academic backgrounds will increasingly be seen as more attractive employers by jobseekers. This will mark a move away from hiring purely on the basis of technical expertise.

Hiring managers should also be aware of shifting candidate priorities when recruiting in 2017. Whereas in recent years jobseekers were more concerned about remuneration, specialist professionals are increasingly demanding a stimulating and open working environment, where communication and collaborative skills are highly valued.

Overall, salary levels will remain broadly flat for most industries.



Opportunities will be greatest for those with specialist skills, particularly in digital and information technology. Salaries will remain broadly flat for most industries.



+ 17% (AJI)

Year-on-year increase in the number of jobs advertised in Hong Kong

+ 33% (AJI)

Year-on-year increase in advertised **legal and compliance roles**

+ 19% (AJI)

Year-on-year increase in advertised **information technology roles**

KEY FINDINGS

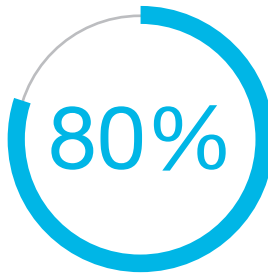
Banks and financial institutions are under increasing pressure to cut costs and exploit technological opportunities to reduce headcount in their support functions.

We expect employers to no longer just look at a candidate's operations experience, but also their ability to use technology to drive efficiencies.

The ongoing requirement to adhere to global regulatory frameworks ensured that legal and compliance headcount continued to increase.

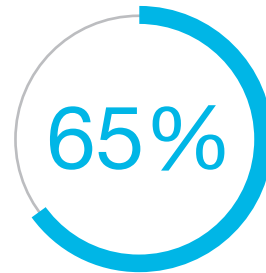
(Whitepaper)

Women who think they are under represented in leadership positions



(Whitepaper)

Jobseekers surveyed using social media to gain insights into company culture



TOP 4 SECTORS BY ADVERTISED JOB VOLUME (AJI)

1

Sales & marketing

2

Accounting & finance

3

Secretarial & business support

4

Information technology support

AJI: Robert Walters Asia Job Index, Q1-Q3 2015 v 2016.

Whitepaper: Empowering Women in the Workplace 2016. 4400 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Recruitment activity across accounting and finance grew steadily during 2016, with a focus on replacement hiring rather than new headcount growth. Technology and telecommunications were two of the most active markets. This was fuelled by the need for greater infrastructure to support the rapid growth in e-commerce and mobile payments in China, which is expected to hit US\$1 trillion by 2019.

We anticipate the Belt & Road Initiative will fuel accounting and finance hiring in 2016. As a result, candidates with experience across construction and public infrastructure developments will be sought after.

Industries such as pharmaceuticals, biotechnology and medical devices show promising growth as a result of Asia's ageing population. Coupled with an increased focus on health and wellbeing, we anticipate greater demand for experienced and newly-qualified specialists alike.

Treasury will also remain an active sector following the HKMA's launch of corporate incentives for global treasury centres to be established in Hong Kong.

As retail sales slowed, FMCG/retail organisations set increased targets for sales teams. As a result, demand for analysts capable of generating detailed reports and recommendations on enhancing business performance were in high demand.

Across all industries, companies will seek to hire commercially-aware accountants with strong technical skills who can advise on financial issues at a senior level. 'People management' in the traditional sense of leading large teams seems to be becoming less relevant. The focus has shifted to a more holistic view, referring mainly to business partnering and stakeholder management where professionals need to build relationships and influence members across business functions – both up and down.

Throughout 2016 recruitment processes have taken longer to conclude. Cost pressures bred caution and pragmatism so additional layers of approval were required to authorise new hires. Assessments and business plan presentations at interview stage were therefore more common than in previous years. In this candidate short market we advise hiring managers to carefully manage time to hire as taking too long can result in the preferred candidate taking another job offer.

BANKING & FINANCIAL SERVICES

FRONT OFFICE

In the face of economic instability, as well as changes in the global financial services sector, it is of little surprise that many global investment banks in Asia are realigning their business models and paring back staff numbers in certain business units. Global investment banks, which used to be the dominant players in originating and underwriting ECM, DCM and M&A deals in Hong Kong and Greater China, have also been losing significant market share to Chinese banks. Further layoffs and changes in strategy are expected at certain global investment

banks as they commit resources to business lines where they can achieve good quality market share.

On the asset management side, there was continued growth and hiring but significantly less than in 2015. Asset managers were keen to hire experienced institutional and intermediary sales professionals with strong networks and track records of raising AUM in Greater China. The demand for private banking relationship managers who were able to move assets continued. We anticipate the overall market for financial services recruitment to remain tough in 2017, with salaries remaining flat year-on-year.

MIDDLE/BACK OFFICE

2016 saw a continuation of the business model changing in middle/back office operations. Banks and financial institutions are under increasing pressure to cut costs and exploit the opportunities that technology offers to reduce headcount in support functions. This will mark a move away from hiring purely on the basis of a candidate's operations experience in 2017 and beyond.

Individuals who are tech-savvy, with strong capability in programming and an understanding of financial products, as well as the ability to translate business issues into technical solutions will be highly sought after. Banks will also be seeking candidates who can maximise the potential of new IT systems and translate the benefits to end-users. In order to attract and retain such talent, hiring managers are advised to outline to individuals what their career path will be and how their role can evolve over the next five years.

KEY TRENDS

- ▶ Hiring managers are likely to be fairly cautious in 2017, reflected in fairly static salary levels.
- ▶ Specialists in fintech, mobile development, e-commerce, big data and cyber security will continue to be in high demand.
- ▶ An ageing regional population will create demand for both experienced and newly-qualified professionals across pharmaceuticals, biotechnology and medical devices.
- ▶ Candidates with international experience, flexibility and language skills will have an added advantage in the recruitment market.

IT – FINANCIAL SERVICES

Banks and financial institutions also sharpened their focus on fintech innovation in 2016 and this trend will continue to change the landscape in 2017. Banks have taken significant steps to engage with fintech firms to automate more processes in their businesses. There will be continuous demand for cyber security talent and UI/UX developers who also possess good financial products knowledge. Competition amongst hiring managers will be very high for professionals with experience in cyber security as the field and range of risks evolve, leading to a general talent shortage in Hong Kong.

Better-qualified job movers can expect a 15% increment, which is on average the highest amongst all areas of financial services. Since this is an area where skilled candidates with the right blend of experience and product knowledge are scarce, hiring managers should ensure their best employees are constantly exposed to new technologies and products

so they stay informed of new trends and innovations in financial technology.

HUMAN RESOURCES

The HR recruitment market remained stable in 2016, with steady demand for professionals driven by replacement hiring. The hiring process lengthened as companies remained cautious due to budget constraints and activity was slow. Much of the hiring activity was driven by SMEs and local conglomerates.

As competition for talent intensified and organisations focused on retention, hiring managers struggled to find experienced talent management professionals and HR business partners to help drive business expansion.

We anticipate a continuation of these trends in 2017. There will also be a strong demand for candidates who specialise in employee engagement and compensation & benefits. In addition, companies will be looking for professionals who have the flexibility to carry out

a range of HR functions and can immediately add value to the business.

Hiring managers aiming to attract the most talented professionals are encouraged to ensure a positive interview experience. Companies who can effectively promote attractive long-term career prospects will gain a distinct advantage in attracting and retaining the talent they need.

There was little movement in HR salaries in 2016 but in order to attract talent, companies will need to meet the expected 15% salary increase for job movers. Those staying in their positions will receive 3-5% increases. Competitive rates and completion bonuses will be needed to retain contractors.

INFORMATION TECHNOLOGY

IT recruitment was extremely busy in 2016 as both in-house and external consulting firms sought new talent. The continued growth of cloud computing and cyber security meant solution architects, project managers, technical pre-sales professionals and engineers were in highest demand. We noted solid growth in most technology disciplines across both in-house and external consulting companies. Digital, mobile and e-commerce related businesses will also continue to grow in importance, increasing the demand for mobile/web developers, digital BA and project managers.

Companies continued to focus on cyber security due to the growing awareness of data protection and cloud security issues, which drove demand for experienced technical pre-sale professionals and engineers. However, professionals with cloud computing, big data analysis and cyber security experience will be particularly hard to source. As a result, companies are advised to train candidates from other IT disciplines to redeploy their skills.

Start-ups and pre-IPO companies seeking IT directors to build infrastructure and the IT function are set to be another source of growth in 2017. In order to expand into the Chinese market, companies will also be looking for IT directors who have experience in China e-commerce sites such as Tmall and Taobao.



OVERVIEW

INFORMATION TECHNOLOGY (CONTINUED)

Overall, the future for online and digital specialists appears very positive. In 2017 there will continue to be a strong need for specialists such as mobile developers, e-commerce specialists, cloud integration architects and cyber security engineers and consultants.

On the contract side there was a high demand for IT contractors to help roll out new solutions, drive transformation projects and develop new application features. We expect this to continue in 2017.

There has been a shift in mindset by employers as contractors are now viewed as the most cost-effective and efficient means of solving headcount issues and reshuffling of resources. For example, we have seen many more senior contract roles requiring regional, highly-matrixed project management experience and business analytic skills for specific domain knowledge. To attract and retain such candidates, companies are offering 10-15% higher than permanent hires.

LEGAL & COMPLIANCE

Legal and compliance hiring managers continued to benefit from more headcount resource than other disciplines and we expect this trend to continue in 2017. Whilst global market conditions require all businesses to invest in regulatory and compliance staff, there has been a significant shift in which industries are developing these practices the most.

Law firms in Hong Kong continue to focus on corporate and litigation work, with barriers to entry high for those who do not possess Mandarin language skills and a high quality of education.

The banking sector has seen substantial change as many banks have moved from a full service to core business model. This has led to less demand for products lawyers, mainly within litigation and regulatory teams.

Within financial services the momentum has been with the asset management, hedge funds,

private banks and private equity houses, of both international and mainland China/local Hong Kong origin. These businesses had strong demand for funds lawyers as the HK-Shanghai and now HK-Shenzhen Stock Connect have created more work.

We also saw large growth in the fintech sector in 2016. These companies needed lawyers to help them develop in previously unchartered territory (e.g. P2P, mobile financing) which involved challenging regulatory matters across multijurisdictional and often multicurrency platforms.

With the launch of the Independent Insurance Authority we expect growth in 2017 to move to the insurance sector. The non-financial sector has also seen distinct pockets of growth, such as IT, specifically in regards to disruptive technology. Hong Kong's recent decline in the consumer goods, luxury and retail sectors is seen as a short-term correction rather than a long-term trend.

Compliance issues such as anti-money-laundering (AML), fraud and policy review will remain hot topics. As a result, financial services firms will require more staff across their internal surveillance and control functions. This trend will expand to the corporate sector as it becomes more heavily regulated.

Most businesses in Hong Kong require new hires to have local language skills, and this requirement will grow in 2017 as hiring by Asian centric firms grows. However, this requirement is often relaxed at foreign businesses hiring into management roles.

In terms of salaries, in-house lawyers making lateral moves are likely to receive 10-15% increments in 2017, whereas those moving from law firms to in-house may face cuts of up to 10%. Compliance will remain the biggest candidate short market and increases could be as high as 30%. Bonuses will vary substantially but the general trend is that the smaller the organisation, the more incentive based the package will be. On average, legal and compliance staff will receive bonuses of 10-20% in 2017.

SALES & MARKETING

Hiring activity across sales and marketing was positive with steady levels of hiring in 2016. Some new online sectors began to grow across financial services, professional services, IT, telecommunications, retail, FMCG and consumer goods sectors with a corresponding rise in hiring.

Within financial services, buy side firms saw the most hiring activity, whereas sell side and banking were relatively quiet. There was an increase in demand for marketers within asset management, especially those with experience across retail or wholesale channels.

Fintech is another sector developing within Hong Kong and we anticipate that professionals with sales, digital marketing and general management experience will also be in demand. We expect these trends to continue in 2017. As the fintech sector grew we also saw a strong increase in Network Security Vendors and IT consultancies entering the market and expanding their APAC presence. This was mainly due to new innovative technology and the increase of security regulations and awareness in the market. We expect this trend to continue in 2017.

Telecommunications firms were looking to hire sales professionals with large and complex deal experience. As firms concentrated on gaining market share and acquiring large strategic clients, sales professionals for alliance and channel partner roles were in demand as organisations sought to enter new emerging markets across Asia.

There was a steady rate of hiring across law, accountancy, property and consulting firms, as marketing continues to develop as a key business function with larger team structures. Within professional services, business development hires slowed as firms sought to develop new channels through communications and digital marketing. In general, most companies hired digital marketers if they had any room for new headcount. Digital marketing, combined with generalist marketing skills will continue to be in high demand.

There will be particular competition for digital marketing candidates with a focus on SEM, analytics, content and social media skills in 2017. Professionals with a combination of e-commerce and digital marketing experience will be in demand from a broad range of clients across telecommunication, software and technology. Overall, organisations will prepare to hire marketers with an understanding of the local market and Chinese language skills.

SECRETARIAL & BUSINESS SUPPORT

In 2016, contract hiring took priority over permanent headcount for companies seeking secretarial and business support professionals. This was primarily because of extremely lean budgets and headcount freezes across several sectors, particularly banking and financial services. Most permanent hiring was focused on replacement positions, and this trend is likely to continue in 2017.

Demand was highest across permanent and contract markets for receptionists with a proven ability to multi-task and take on increased responsibilities - including office manager duties. Those with experience supporting large teams and displaying proficient Excel skills were in strongest demand. To find their ideal candidates, companies were willing to stretch recruitment cycles to four or five interview rounds.



In 2017, trilingual candidates will also continue to be sought after, as will those with customer service backgrounds. We also expect to see increased demand for business support staff to come from insurance providers, primarily for junior roles. Salaries were flat in 2016 and are expected to remain at similar levels in 2017. Secretarial and business support candidates should be flexible with their salary expectations as top performers are securing no more than 15% increases when moving jobs. To attract the best contract staff, we advise hiring managers to focus on offering competitive benefit plans, including medical care and gratuity bonuses.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

Multinational businesses reduced overseas trade in 2016 and sought to increase operational efficiency by shifting manufacturing to more local destinations, particularly in Southeast Asia. This was evident in the fashion and apparel markets, where production operations started to move out of Hong Kong and into offshore production sites in Bangladesh and Vietnam. Candidates with knowledge of sourcing from these locations will be in high demand throughout 2017. Many organisations struggled to deliver top line growth, so cost management skills will remain critical to maintain profit margins.

Professionals able to streamline the procurement and supply chain processes will be in high demand throughout 2017. Six Sigma practitioners will excel in this market, given their optimisation expertise. Strategic planners, involved with both raw material and production side functions, will be in strong demand. Highly technical positions such as garment technicians and product designers will prove difficult to fill due to the small number of candidates with these niche skills.

2016 has been a very challenging year for the logistics industry and its recruitment activity. Weak economic growth rates across many countries resulted in reduced trade and therefore little demand for shipping overseas freight. The sea freight industry has seen significant consolidation, whilst air freight yields continue to be volatile. Shipping line mergers have led to organisational restructuring and a number of redundancies.

Sales ability has become increasingly important, with many key account managers now tasked with a sizeable amount of business development responsibility. These professionals will be in demand throughout 2017 as freight companies compete for business. Individuals with strong expertise across particular freight lanes are likely to excel above their generalist peers, as customers seek a more tailored, localised approach.

E-commerce will have a significant impact on the logistics and supply chain industries. We expect to see continued investment into e-fulfilment, redesigning of warehouses and development of respective management software to ensure prompt and problem-free delivery of merchandise to customers. There is likely to be intense competition for talented candidates with expertise in this area and those who can demonstrate cultural fit to these entrepreneurial environments will be highly sought after.

HONG KONG

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2016	2017
Part & Newly-qualified		
Internal Auditor	360 - 456k	360 - 420k
Financial Analyst	312 - 420k	336 - 420k
Junior Business Analyst	276 - 440k	288 - 360k
AR/AP Supervisor	288 - 400k	300 - 360k
Management Accountant	264 - 442k	300 - 420k
Senior Accountant	312 - 429k	360 - 420k
Financial Accountant	240 - 338k	264 - 336k
Assistant Accountant	180 - 300k	180 - 264k
Billing Specialist	162 - 276k	180 - 276k
Accounts Clerk	150 - 200k	144 - 180k

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

HONG KONG

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2016	2017	2016	2017
Chief Financial Officer	2.2m+	2.5 - 4.0m		
Finance Director - Regional	1.5 - 2.5m	1.5 - 2.4m	80 - 110k	80 - 110k
Finance Director - Country	1.1 - 1.6m	1.2 - 1.6m	80 - 90k	80 - 90k
Financial Controller - Regional	1.2 - 1.8m	1.2 - 1.8m	70 - 95k	75 - 85k
Financial Controller - Country	850k - 1.3m	900k - 1.2m	60 - 80k	60 - 80k
Tax Director	1.2 - 2.0m	1.2 - 2.0m		
Tax Manager	700k - 1.2m	660k - 1.2m	50 - 70k	50 - 70k
Audit Director	1.1 - 2.0m	1.1 - 1.8m		
Audit Manager	650k - 1.0m	600 - 960k	40 - 50k	40 - 50k
Corporate Auditor	500 - 700k	450 - 600k		
Treasury Director	1.2 - 2.0m	1.4 - 2.2m		
Treasury Manager	600k - 1.1m	700k - 1.2m	45 - 65k	45 - 65k
Corporate Development/M&A Director	1.6 - 3.0m	1.6 - 3.0m		
Corporate Development/M&A Manager	900k - 1.5m	850k - 1.4m	45 - 65k	45 - 65k
Corporate Development/M&A Analyst	600 - 800k	600 - 780k	35 - 50k	35 - 50k
FP&A Director - Regional	1.3 - 1.8m	1.2 - 1.8m		
FP&A Manager - Business Partner	700k - 1.1m	720k - 1.2m	45 - 60k	45 - 60k
Finance Manager - Control & Reporting	600 - 850k	600 - 900k	45 - 65k	50 - 65k
Accounting Manager (GL, AP, AR)	550 - 750k	580 - 780k	45 - 65k	40 - 50k
Senior Accountant	450 - 600k	480 - 600k	30 - 48k	40 - 55k
Senior Financial/Business Analyst	550 - 750k	480 - 700k	45 - 50k	40 - 70k
Financial/Business Analyst	450 - 600k	420 - 500k	30 - 45k	30 - 45k
Investor Relations Director	1.2 - 1.9m	1.2 - 2.0m		
Investor Relations Manager	600 - 900k	600k - 1.0m	45 - 65k	50 - 65k

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

HONG KONG

BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking						
M&A	780k - 1.1m	800k - 1.1m	1.1 - 1.6m	1.1m - 1.8m	1.6 - 2.0m	1.8 - 2.3m
Debt Capital Markets	660 - 960k	800k - 1.1m	960k - 1.4m	1.1 - 1.8m	1.4 - 2.0m	1.8 - 2.3m
Equity Capital Markets	600k - 1.0m	800k - 1.1m	1.0 - 1.4m	1.1 - 1.8m	1.4 - 2.0m	1.8 - 2.3m
Asset Management						
Credit Research	780k - 1.15m	1.0 - 1.5m	1.15 - 1.8m	1.5 - 2.0m	1.8 - 3.5m	2.0 - 3.5m
Equity Research	720k - 1.1m	775k - 1.5m	1.1 - 1.7m	1.5 - 2.3m	1.7 - 3.8m	2.3 - 4.0m
Institutional Sales	660k - 1.15m	720k - 1.1m	1.15 - 1.8m	1.1 - 2.0m	1.8 - 2.5m	2.0 - 2.5m
Wholesale Distribution	660 - 900k	450 - 720k	900k - 1.4m	720k - 1.5m	1.4 - 2.0m	1.5 - 2.0m
Private Banking						
Relationship Manager	480 - 720k	480 - 720k	600 - 960k	600 - 960k	840k - 1.4m	840k - 1.4m
Product Specialist	300 - 480k	300 - 480k	420 - 660k	420 - 660k	600k - 1.2m	600k - 1.2m
Investment Analyst	360 - 480k	360 - 480k	420 - 720k	420 - 720k	600k - 1.2m	600k - 1.2m
Client Services	240 - 420k	240 - 420k	360 - 540k	360 - 540k	420 - 720k	420 - 720k
Private Equity						
Investment Professional (Global Fund)	1.0 - 1.2m	1.0 - 1.3m	1.6 - 1.9m	1.5 - 1.9m	2.0 - 2.2m	2.0 - 2.4m
Investment Professional (Regional Fund)	750 - 900k	700 - 900k	1.0 - 1.3m	900k - 1.3m	1.5 - 1.8m	1.5 - 1.8m
Investment Professional (Fund of Funds)	700 - 900k	650 - 900k	1.0 - 1.2m	900k - 1.2m	1.4 - 1.7m	1.4 - 1.6m
Investor Relations	700 - 850k	700 - 850k	1.0 - 1.2m	1.0 - 1.2m	1.5 - 1.9m	1.5 - 1.9m
Hedge Funds						
Investment Analyst	775k - 1.2m	775k - 1.2m	1.2 - 1.5m	1.2m - 2.1m	1.5 - 3.5m	2.1 - 3.8m
Trader	775k - 1.3m	775k - 1.5m	1.3 - 1.9m	1.5 - 2.0m	1.9 - 3.8m	2.0 - 3.8m
Investor Relations	700k - 1.1m	850k - 1.1m	1.1 - 1.3m	1.1 - 1.5m	1.3 - 2.0m	1.5 - 2.3m
Operations	360 - 480k	360 - 480k	480 - 720k	480 - 720k	720k - 1.2m	720k - 1.2m
Information Technology	300 - 480k	300 - 480k	360 - 600k	360 - 600k	480k - 1.2m	480k - 1.2m

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

HONG KONG

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Risk Management						
Counterparty Risk	300 - 540k	300 - 500k	540 - 840k	500 - 900k	840k - 1.5m	900k - 1.5m
Credit Risk	300 - 540k	300 - 540k	540 - 720k	540 - 750k	720k - 1.5m	750k - 1.5m
Market Risk	300 - 540k	300 - 500k	540 - 960k	500 - 900k	960k - 1.5m	900k - 1.5m
Operational Risk	300 - 540k	300 - 600k	540 - 720k	600 - 750k	720k - 1.4m	750k - 1.5m
Accounting & Finance						
Change Management	240 - 480k	240 - 480k	480 - 850k	480 - 850k	850k - 1.5m	850k - 1.5m
Financial & Regulatory Reporting	360 - 540k	360 - 540k	540 - 900k	540 - 840k	900k - 1.7m	840k - 1.7m
Fund Accounting & Admin	156 - 420k	156 - 420k	420 - 864k	420 - 864k	864k - 1.4m	864k - 1.4m
Management Reporting	380 - 540k	380 - 480k	540 - 900k	480 - 900k	900k - 1.5m	900k - 1.5m
Product Control & Valuation	450 - 580k	450 - 580k	580 - 900k	580 - 900k	900k - 1.5m	900k - 1.5m
Tax Planning & Advisory	360 - 480k	360 - 480k	480k - 1.1m	480k - 1.0m	1.1 - 1.7m	1.0 - 1.7m
Treasury	240 - 444k	240 - 480k	444 - 840k	480 - 840k	840k - 1.3m	840k - 1.3m
Internal Audit						
Fund & Wealth Management	420 - 560k	420 - 560k	560 - 900k	560 - 900k	900k - 1.7m	900k - 1.7m
IBD & Markets	450 - 600k	450 - 650k	600 - 900k	650 - 950k	990k - 1.8m	920k - 1.8m
Insurance	430 - 550k	430 - 550k	550 - 900k	550 - 900k	900k - 1.6m	900k - 1.6m
Information Technology	420 - 600k	420 - 600k	600 - 950k	600 - 950k	950k - 1.6m	950k - 1.6m
Retail & Commercial Banking	400 - 540k	400 - 540k	540 - 800k	540 - 800k	800k - 1.45m	800k - 1.45m
Operations						
Change Management	300 - 540k	360 - 600k	540 - 960k	600k - 1.0m	1.0 - 1.4m	1.0 - 1.5m
Client Servicing & Corporate Actions	300 - 540k	300 - 480k	540 - 900k	480 - 750k	900k - 1.5m	750k - 1.2m
Collateral Management	300 - 540k	300 - 540k	540 - 900k	540 - 900k	950k - 1.5m	950k - 1.5m
KYC/Client Onboarding	240 - 480k	300 - 480k	480 - 960k	480 - 900k	960k - 1.5m	900k - 1.4m
Trade Support & Settlement	300 - 540k	300 - 500k	540 - 900k	540 - 800k	950k - 1.5m	800k - 1.3m

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

HONG KONG

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER MONTH HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
IT - Infrastructure & Cyber Security						
Cloud & Storage	500 - 700k	600 - 750k	700k - 1.0m	750k - 1.0m	1.0 - 1.2m	1.0 - 1.3m
Helpdesk Administrator	300 - 360k	300 - 600k	360 - 480k	360 - 480k	480 - 600k	480 - 600k
Network Engineer	480 - 600k	480 - 600k	600 - 720k	600 - 720k	720 - 960k	720 - 960k
Database Administrator	420 - 540k	420 - 800k	540 - 660k	540 - 660k	660 - 800k	660 - 800k
Cybersecurity Specialist	700 - 900k	720 - 960k	900k - 1.2m	960k - 1.25m	1.2 - 1.5m	1.25 - 1.6m
Computer Forensic	660 - 840k	720 - 900k	840k - 1.05m	900k - 1.1m	1.05 - 1.3m	1.1 - 1.3m
Penetration Testing	600 - 800k	720 - 840k	800k - 1.0m	840k - 1.05m	1.0 - 1.2m	1.05 - 1.3m
IT - Project & Change Management						
Program Manager	600 - 720k	600 - 730k	720 - 840k	730 - 850k	840k - 1.5m	850k - 1.8m
Project Manager	480 - 540k	500 - 560k	600 - 840k	560 - 850k	840k - 1.2m	850k - 1.3m
Change Manager	480 - 550k	500 - 560k	550 - 840k	560 - 850k	840k - 1.2m	850k - 1.3m
PMO	540 - 600k	550 - 620k	600 - 720k	610 - 730k	720k - 1.5m	730k - 1.5m
Business Analyst	360 - 450k	370 - 460k	460 - 720k	470 - 730k	720k - 1.2m	730k - 1.5m
Project Coordinators/Analyst	180 - 360k	190 - 384k	384 - 540k	390 - 550k	540 - 600k	550 - 620k
IT - Application & Development						
Java, C++, .NET Developer	300 - 420k	300 - 420k	420 - 600k	480 - 720k	600k - 1.2m	600k - 1.2m
UI/UX Developer	240 - 360k	240 - 360k	360 - 540k	360 - 540k	540 - 900k	600 - 900k
Quantitative Analyst	300 - 420k	300 - 420k	420k - 600k	420 - 600k	600k - 1.2m	600k - 1.2m
Quality Assurance/Testing	180 - 240k	180 - 240k	240 - 360k	240 - 360k	360 - 600k	360 - 600k
Application Support	360 - 480k	360 - 480k	480 - 600k	480 - 600k	600 - 900k	600 - 900k
Product Specialist (Murex, Calypso, etc.)	240 - 300k	240 - 300k	300 - 480k	300 - 480k	480 - 720k	480 - 720k
Software Architect	420 - 480k	420 - 480k	540 - 780k	540 - 780k	800k - 1.2m	800k - 1.2m
Big Data Architect	180 - 300k	240 - 360k	360 - 480k	400 - 540k	540 - 720k	600 - 900k
Scrum Master & Agile Evangelist	300 - 360k	360 - 420k	420 - 600k	480 - 660k	600 - 900k	720k - 1.0m

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

HONG KONG

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Finance						
Financial & Regulatory Reporting	30 - 45k	30 - 45k	45 - 70k	45 - 70k	70 - 100k	70 - 100k
Fund Accounting & Admin	25 - 35k	25 - 35k	35 - 45k	35 - 45k	45 - 70k	45 - 70k
Management Reporting	30 - 45k	30 - 45k	45 - 65k	45 - 65k	65 - 95k	65 - 95k
Product Control & Valuation	30 - 50k	30 - 50k	50 - 75k	50 - 75k	75 - 110k	75 - 110k
Treasury	18 - 35k	18 - 35k	35 - 60k	35 - 60k	60 - 90k	60 - 90k
Governance						
Compliance - AML/Surveillance	30 - 50k	30 - 50k	65 - 120k	65 - 120k	120 - 140k	120 - 140k
Compliance - Control Room	40 - 80k	40 - 80k	65 - 120k	65 - 120k	110 - 140k	110 - 140k
Compliance Advisory	45 - 75k	45 - 75k	60 - 120k	60 - 120k	115 - 130k	115 - 130k
Projects Compliance	45 - 75k	45 - 75k	75 - 115k	75 - 115k	115 - 130k	115 - 130k
Business Operations						
Change Management	35 - 70k	35 - 65k	70 - 100k	65 - 100k	100 - 130k	100 - 130k
Client Servicing	20 - 40k	25 - 45k	40 - 60k	45 - 70k	60 - 90k	70 - 100k
Collateral Management	20 - 40k	25 - 40k	35 - 50k	40 - 55k	50 - 75k	55 - 80k
Confirmation	18 - 35k	20 - 40k	35 - 45k	40 - 50k	45 - 65k	50 - 70k
Corporate Actions	20 - 40k	20 - 40k	40 - 50k	40 - 50k	50 - 70k	50 - 70k
Data Management	20 - 40k	20 - 40k	35 - 65k	35 - 65k	65 - 85k	65 - 85k
KYC/Client Onboarding	25 - 45k	25 - 45k	40 - 80k	40 - 80k	75 - 110k	75 - 110k
Settlements	18 - 35k	20 - 40k	35 - 50k	40 - 60k	50 - 70k	60 - 80k
Trade Support	25 - 45k	20 - 35k	45 - 60k	35 - 50k	60 - 80k	50 - 70k
Operations & Projects						
Business Analyst	20 - 50k	20 - 40k	50 - 90k	45 - 85k	75 - 120k	85 - 100k
Risk Management						
Operational Risk	20 - 45k	20 - 45k	45 - 70k	45 - 70k	70 - 90k	70 - 90k

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HONG KONG

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2016	2017	2016	2017
Commerce & Industry				
HR Director	1.2 - 1.6m	1.0 - 1.5m	90 - 110k	90 - 110k
Head of Compensation & Benefits	1.2 - 1.7m	1.2 - 1.7m	95 - 120k	95 - 120k
HR Manager	600 - 900k	600 - 900k	35 - 50k	35 - 55k
Organisational Development Manager	600k - 1.0m	700k - 1.1m	45 - 70k	45 - 72k
Payroll Manager	540 - 800k	500 - 780k	40 - 75k	40 - 75k
Recruitment Manager	540 - 800k	400 - 700k	55 - 80k	50 - 80k
Shared Services Manager	540 - 800k	480 - 750k	45 - 75k	45 - 80k
Training & Development Manager	540 - 840k	500 - 840k	45 - 60k	45 - 65k
HR Generalist (non-managerial)	360 - 600k	350 - 550k	30 - 45k	28 - 48k
Recruitment Specialist	300 - 500k	300 - 450k	35 - 60k	35 - 65k
Payroll Specialist	300 - 480k	300 - 450k	30 - 50k	30 - 55k
HRIS Analyst	210 - 400k	250 - 400k	18 - 30k	20 - 35k
C&B Officer/Specialist	200 - 330k	240 - 400k	15 - 25k	15 - 28k
Financial Services				
HR Director	1.3 - 1.8m	1.2 - 1.8m	100 - 125k	100 - 125k
Head of Compensation & Benefits	1.4 - 1.8m	1.2 - 1.8m	115 - 140k	115 - 140k
HR Manager	660k - 1.0m	600 - 900k	45 - 85k	45 - 85k
HRIS Manager	660k - 1.0m	600k - 850k	55 - 85k	55 - 85k
Organisational Development Manager	700k - 1.3m	800k - 1.3m	45 - 85k	50 - 85k
Shared Services Manager	600k - 1.0m	600 - 960k	50 - 80k	50 - 80k
Training & Development Manager	600k - 1.0m	600k - 1.0m	65 - 80k	65 - 85k
HR Generalist (non-managerial)	480 - 780k	420 - 540k	30 - 55k	30 - 58k
Payroll Specialist	300 - 500k	300 - 450k	40 - 50k	35 - 50k
Recruitment Specialist	360 - 550k	360 - 500k	30 - 60k	30 - 65k

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HONG KONG

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	3 - 7 YRS' EXP		8 - 14 YRS' EXP		15+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Management						
Chief Information Officer					1.6 - 2.7m	1.5 - 3.0m
IT Director			750k - 1.2m	750k - 1.2m	1.2 - 2.0m	1.2 - 2.0m
Program Director			850k - 1.0m	850k - 1.0m	1.0 - 1.4m	1.2 - 1.5m
IT Manager	440 - 540k	450 - 550k	540 - 740k	550 - 750k	850k - 1.2m	850k - 1.2m
Infrastructure						
Data Centre	435 - 765k	435 - 765k	715k - 1.15m	715k - 1.15m		
DBA - Oracle/SQL/Sybase	480 - 700k	450 - 700k	550 - 750k	550 - 850k		
Help Desk	500 - 720k	500 - 720k	560 - 800k	560 - 800k		
Incident Management	400 - 750k	400 - 600k	680 - 980k	680 - 980k		
Infrastructure Services	430 - 820k	450 - 850k	800k - 1.2m	820k - 1.3m		
System Administration	500 - 700k	500 - 800k	530 - 850k	530 - 850k		
Network Admin	500 - 700k	580 - 720k	700 - 800k	700 - 800k		
Security Specialist	480 - 750k	500 - 750k	750k - 1.2m	850k - 1.1m		
Service Delivery	440 - 720k	450 - 650k	720k - 1.0m	700k - 1.0m		
Cloud Technology	500 - 600k	600 - 750k	700k - 1.1m	850k - 1.1m		
Solution Architect	420 - 600k	480 - 650k	650k - 1.25m	700k - 1.3m	980k - 1.3m	980k - 1.3m
Projects						
Business Analyst	460 - 630k	460 - 650k	670 - 900k	670 - 900k	780 - 900k	750 - 900k
Implementation Consultant	500 - 580k	500 - 580k	740 - 910k	750 - 950k	780 - 965k	800k - 1.2m
Project Manager	560 - 800k	560 - 800k	820k - 1.0m	820k - 1.0m	940k - 1.5m	950k - 1.5m
Software						
Developer	480 - 580k	540 - 600k	650 - 900k	650 - 900k	725 - 950k	750k - 1.0m
Big Data	500 - 850k	500 - 850k				

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HONG KONG

INFORMATION TECHNOLOGY

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	3 - 5 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Projects						
Infrastructure Project Manager	35 - 45k	38 - 50k	45 - 55k	50 - 66k	55 - 80k	60 - 88k
Application Project Manager	45 - 55k	49 - 58k	55 - 65k	58 - 68k	65 - 80k	68 - 90k
Business Analyst	30 - 45k	35 - 50k	45 - 65k	50 - 68k	65 - 80k	68 - 85k
Business Analyst (Banking Systems)	30 - 45k	35 - 48k	45 - 70k	48 - 75k	70 - 100k	75 - 110k
Solution Architect	40 - 50k	45 - 55k	50 - 65k	55 - 68k	65 - 90k	68 - 95k
Change Management	50 - 60k	55 - 65k	60 - 70k	65 - 75k	70 - 120k	75 - 120k
PMO/Programme Manager	55 - 65k	55 - 65k	65 - 75k	65 - 75k	80 - 110k	80 - 110k
Technical Consultant	45 - 55k	46 - 56k	55 - 65k	56 - 68k	65 - 80k	68 - 85k
UAT Specialist	18 - 25k	20 - 25k	25 - 40k	25 - 40k		
Infrastructure & Network						
Data Center Manager	35 - 45k	40 - 50k	45 - 65k	50 - 70k	65 - 100k	65 - 100k
DBA	45 - 55k	45 - 58k	55 - 70k	58 - 75k	70 - 85k	75 - 88k
Helpdesk/Helpdesk Lead	28 - 40k	28 - 43k	40 - 55k	43 - 58k	50 - 70k	58 - 75k
Network Support Engineer	35 - 50k	38 - 55k	55 - 65k	58 - 68k	65 - 85k	68 - 90k
Windows Systems Administrator	35 - 48k	35 - 52k	45 - 60k	47 - 65k	55 - 75k	55 - 80k
Unix Systems Administrator	35 - 50k	38 - 55k	50 - 70k	55 - 75k	70 - 100k	75 - 100k
Information Security Specialist	48 - 60k	55 - 65k	60 - 70k	65 - 80k	70 - 120k	75 - 120k
Software						
Data Analytics	20 - 30k	25 - 35k	30 - 45k	35 - 45k	45 - 60k	48 - 60k
Quality Assurance Analytics	25 - 35k	25 - 37k	35 - 40k	37 - 45k	40 - 60k	45 - 60k
Software Developer	20 - 35k	25 - 35k	35 - 55k	35 - 60k	55 - 70k	60 - 70k
Software Developer (Banking Systems)	20 - 40k	25 - 45k	40 - 70k	45 - 75k	70 - 100k	75 - 100k
Mobile Developer	25 - 35k	30 - 35k	30 - 45k	35 - 50k	45 - 55k	50 - 60k
Application Support (Banking Systems)	30 - 45k	35 - 48k	45 - 60k	48 - 65k	60 - 80k	65 - 80k

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HONG KONG

LEGAL

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Legal						
In-house Commerce & Industry	500 - 950k	500k - 1.0m	750k - 1.5m	800k - 1.5m	1.3 - 2.0m	1.4 - 2.0m
In-house Financial Services	650k - 1.0m	650k - 1.1m	900k - 1.5m	1.0 - 1.6m	1.4 - 2.0m	1.5 - 2.0m
ISDA Negotiator	480 - 750k	480 - 750k	600k - 1.2m	700k - 1.2m	900k - 1.5m	1.0 - 1.5m
Private Practice - US Firms	1.0 - 1.6m	1.05 - 1.65m	1.5 - 2.3m	1.6 - 2.35m	2.0 - 2.5m	2.0 - 2.5m
Private Practice - International	750k - 1.35m	850k - 1.4m	1.15 - 2.0m	1.2 - 2.0m	1.4 - 2.0m	1.5 - 2.0m
Paralegal	250 - 480k	250 - 480k	350 - 550k	400 - 600k	500 - 750k	550 - 750k
Compliance						
Anti-Money-Laundering	300 - 420k	300 - 420k	420 - 750k	420 - 800k	800k - 1.8m	900k - 2.0m
Front Office	320 - 480k	330 - 500k	500 - 850k	500 - 900k	900k - 2.0m	1.0 - 2.0m
General Compliance	300 - 400k	300 - 420k	400 - 750k	420 - 800k	800k - 1.6m	900k - 1.8m
Insurance/Security Firms	280 - 380k	300 - 400k	380 - 700k	400 - 780k	750k - 1.5m	900k - 1.5m

COMPANY SECRETARIAL

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2016	2017
Group Company Secretary	1.4m+	1.4m+
Company Secretary	840k+	850k+
Deputy Company Secretary	600k - 1.0m	600k - 1.0m
Assistant Company Secretary	450 - 650k	400 - 650k
Company Secretarial Assistant	300 - 500k	300 - 500k

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HONG KONG

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2016	2017
Financial Services		
Head of Corporate Communications	1.5 - 2.2m	1.5 - 2.5m
Head of Corporate Access	1.7 - 2.5m	1.5 - 2.5m
Head of Events	1.3 - 1.7m	1.3 - 1.7m
Head of Internal Communications	1.3 - 1.7m	1.3 - 1.7m
Head of Marketing	1.5 - 2.2m	1.5 - 2.5m
Media Relations Director	1.3 - 1.5m	1.3 - 1.6m
Corporate Communications Manager	600k - 1.0m	720k - 1.0m
CSR Manager	600 - 900k	600 - 900k
Digital Marketing Manager	600k - 1.0m	700k - 1.1m
Events Manager	500 - 800k	500 - 800k
Internal Communications Manager	600 - 950k	600 - 950k
Marketing Communications Manager	600 - 950k	600 - 950k
Marketing Manager	500k - 1.0m	500k - 1.0m
Media Relations Manager	600k - 1.2m	720k - 1.2m
Product Development Manager	800k - 1.3m	800k - 1.3m
Events Executive	350 - 500k	420 - 500k
Media Relations Executive	350 - 500k	420 - 500k
FMCG		
General Manager	1.3 - 2.2m	1.3 - 2.2m
Marketing Director	900k - 1.6m	1.0 - 1.6m
Sales Director	900k - 1.7m	1.0 - 1.7m
Key Account Manager	500k - 1.0m	600k - 1.0m
Brand Manager	600k - 1.0m	720k - 1.0m
Marketing Manager	600k - 1.0m	720k - 1.0m
Product Manager	600k - 1.0m	720k - 1.0m

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

HONG KONG

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2016	2017
IT&T		
General Manager	1.6 - 2.3m	1.6 - 2.3m
Account Director	1.0 - 1.3m	1.0 - 1.4m
Carrier Sales Director	1.1 - 1.5m	1.1 - 1.6m
Marketing Director	900k - 1.3m	1.0 - 1.5m
Sales Director	1.0 - 1.5m	1.0 - 1.5m
Account Manager	600 - 900k	720 - 900k
Alliances Manager	750k - 1.1m	720k - 1.1m
Business Development Manager	700k - 1.2m	700k - 1.2m
Channel Manager	700k - 1.0m	700k - 1.1m
Digital Marketing Manager	600k - 1.0m	700k - 1.2m
Marketing Manager	500 - 950k	600k - 1.0m
Sales Manager	700k - 1.2m	700k - 1.3m
Retail		
General Manager	1.2 - 2.0m	1.2 - 2.0m
Brand Director	1.1 - 1.6m	1.1 - 1.6m
Marketing Director	1.1 - 1.7m	1.2 - 1.7m
Retail Operations Director	1.0 - 1.5m	1.0 - 1.5m
Area Sales Manager	600k - 1.0m	600k - 1.0m
Brand Manager	550k - 1.0m	600k - 1.0m
Marketing Manager	400 - 800k	420 - 900k
Visual Merchandising Manager	500 - 800k	500 - 800k
PR Manager	500 - 700k	600 - 900k
Senior Buyer	500 - 650k	500 - 700k

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

HONG KONG

SALES & MARKETING

ROLE	CONTRACT SALARY PER MONTH HKD (\$)	
	2016	2017
Financial Services		
Corporate Communications Manager	50 - 80k	55 - 80k
Events Manager	45 - 65k	45 - 60k
Internal Communications Manager	48 - 70k	48 - 70k
Marketing Manager	45 - 58k	45 - 55k
Events Executive	25 - 38k	20 - 40k
Internal Communications Executive	30 - 38k	30 - 38k
Marketing Executive	25 - 35k	23 - 35k
Roadshow Executive	25 - 36k	25 - 35k
FMCG		
Brand Manager	40 - 60k	40 - 60k
Marketing Manager	35 - 45k	35 - 45k
IT&T		
Marketing Manager	35 - 55k	35 - 55k
Marketing Executive	28 - 40k	28 - 40k
Retail		
Brand Manager	40 - 58k	40 - 58k
Marketing Manager	35 - 45k	35 - 45k

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

HONG KONG

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2016	2017	2016	2017
Commerce & Industry				
Administration Manager	350 - 450k	350 - 500k	35 - 45k	35 - 45k
Assistant Administrative Manager	260 - 390k	300 - 400k	28 - 35k	28 - 35k
Administrator	180 - 300k	200 - 300k	20 - 30k	20 - 30k
Administrative Assistant	160 - 250k	190 - 260k	13 - 22k	15 - 25k
Office Manager	320 - 500k	350 - 500k	35 - 60k	35 - 50k
Personal Assistant	260 - 560k	300 - 550k	27 - 50k	27 - 50k
Legal Secretary	180 - 460k	200 - 480k	33 - 40k	33 - 40k
Executive Secretary	360 - 540k	300 - 550k	25 - 45k	25 - 45k
Team Secretary	240 - 320k	240 - 360k	25 - 35k	25 - 35k
Receptionist	150 - 240k	180 - 240k	15 - 23k	15 - 23k
Financial Services				
Administration Manager	390 - 720k	400 - 720k	35 - 55k	35 - 55k
Assistant Administrative Manager	360 - 420k	360 - 420k	30 - 40k	30 - 40k
Administrator	240 - 360k	240 - 360k	25 - 35k	25 - 35k
Administrative Assistant	180 - 240k	180 - 280k	15 - 25k	15 - 25k
Office Manager	360 - 600k	360 - 780k	45 - 65k	45 - 65k
Personal Assistant	360 - 700k	300 - 700k	35 - 65k	35 - 65k
Legal Secretary	240 - 520k	300 - 540k	32 - 45k	32 - 45k
Executive Secretary/Executive Assistant	300 - 720k	300 - 700k	30 - 45k	30 - 45k
Team Secretary	300 - 650k	300 - 600k	30 - 40k	30 - 45k
Receptionist	220 - 320k	180 - 300k	16 - 23k	18 - 23k
Customer Service				
Business Development Executive	220 - 370k	220 - 370k		
Customer Service Officer	190 - 340k	180 - 340k	12 - 15k	12 - 15k

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

HONG KONG

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2016	2017
Corporate Services		
Head of Procurement	1.75 - 2.1m	1.4 - 2.0m
VP Sourcing/Procurement IT/Non-IT	900k - 1.3m	900k - 1.3m
Procurement Specialist	400 - 500k	400 - 500k
Logistics/Supply Chain		
Head of Logistics	1.5 - 1.85m	1.2 - 1.8m
Head of Procurement	1.4 - 1.85m	1.5 - 2.0m
Head of Supply Chain	1.4 - 1.85m	1.5 - 2.0m
Logistics/Warehouse Manager	550 - 750k	550 - 750k
Procurement Manager	650 - 850k	700 - 850k
Supply Chain Manager	750 - 950k	750 - 850k
Demand/Supply Planner	350 - 550k	400 - 600k
Sourcing/Merchandising		
General Manager/EVP	1.75 - 2.0m	2.0 - 3.0m
Sourcing Director/VP	1.3 - 1.8m	1.4 - 2.0m
General Merchandising Manager	1.35 - 1.5m	1.3 - 1.6m
QA/QC Manager	600 - 900k	650k - 1.0m
Social Compliance Manager	700 - 950k	700 - 950k
Merchandising Manager	450 - 650k	450 - 650k
Fabric Manager	400 - 600k	400 - 600k
Third Party Logistics/Freight Forwarding		
Sales Director	1.3 - 1.75m	1.4 - 2.0m
Operations/Logistics Manager/Director	800k - 1.6m	800k - 1.8m
Regional Key Account Manager/Director	650k - 1.1m	600k - 1.2m
Business Development Manager	700 - 800k	500 - 750k

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



A STABLE POLITICAL AND ECONOMIC ENVIRONMENT, A STEADY RUPIAH AND CONTROLLED INFLATION ENSURED CONSISTENT DEMAND FOR TALENT ACROSS MOST INDUSTRIES IN 2016, PLACING FURTHER PRESSURE ON AN ALREADY LIMITED TALENT POOL. THIS CHRONIC SHORTAGE OF QUALIFIED LOCAL CANDIDATES, ESPECIALLY AT MID-MANAGEMENT LEVEL, LOOKS SET TO CONTINUE IN 2017 AND BEYOND.

2016 INSIGHT

With the exception of the globally repressed oil and commodities sector, Indonesia saw growth across all markets in 2016. Most businesses prospered against a backdrop of political and economic stability. Additionally, the tax amnesty assisted the government in managing its budget deficit, preventing a drop in public sector spending. Domestic demand continued to be driven by population increase and a rapidly growing middle class, while the fast emergence of the e-commerce sector added a new dimension to growth.

As most organisations targeted double digit top line growth, the demand for high quality Indonesian candidates was robust. From large, established multinational companies

and domestic giants, to new, rapidly emerging players, the demand for talent outstripped supply across all corporate roles.

In particular, we saw shortages of candidates with bilingual communication skills (mostly English) and the necessary technical experience across finance/accounting, IT, general management, HR, legal, marketing, sales, and supply chain.

As Indonesia continues its march towards becoming one of the top 15 largest economies in the world, the shortage of qualified local candidates, especially at middle management level, is expected to continue for the foreseeable future.

2017 EXPECTATIONS

As a result of strong market conditions, we predict the median rise in salaries for job movers to continue in the 25-35% range during 2017.

Across particularly candidate short areas such as technical IT, compliance and digital marketing, salary rises of 40% or more will become increasingly common. As candidate expectations rise, company pay structures may struggle to keep pace, and recruiting the necessary talent will remain challenging in

2017 – especially in multinationals with offshore regional head offices.

The situation is likely to be exacerbated as barriers to entry for overseas workers remain high and companies continue driving to localise their workforce. As a result, the number of working visas currently active in Indonesia is at its lowest for more than a decade.

Given these market conditions, organisations with well thought through, timely and efficient recruitment processes, are most likely to succeed in their quest to attract the best talent.

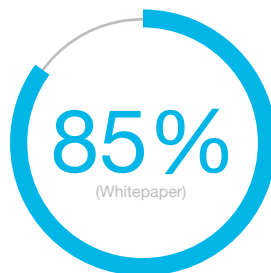
The majority of white collar professionals with international exposure will be considering at least two or three roles during any job search. Hiring managers who can present attractive career and development opportunities, in addition to the appropriate financial incentives, are most likely to secure the best candidates.



An imbalance between candidate expectations and company pay structures will mean recruitment remains challenging in 2017, especially in multinationals with offshore regional head offices.



Overseas Indonesians who are willing to return home for work



Whitepaper: Robert Walters 'Returning Asian Talent' 2015

Overseas Indonesians who believe their skills are in demand by local employers



40%+ SALARY RISES EXPECTED FOR THESE ROLES:

(Salary Survey 2017)



Technical IT



Compliance



Digital Marketing

20-30% SALARY RISES EXPECTED FOR:

(Salary Survey 2017)



Accounting professionals



Finance professionals

KEY FINDINGS

The median salary rise for job movers will continue in the 25-35% range in 2017.

A shortage of candidates with suitable bilingual communication skills (mostly English language) and the necessary technical experience exists across all sectors.

ACCOUNTING & FINANCE

The recruitment market for accounting and finance professionals was buoyant in 2016 with finance managers and controllers remaining highly sought after. Additionally, demand heightened for those with experience in external and internal audit, with the latter receiving salary increases of 30-40% when moving jobs.

Companies particularly sought professionals with strong technical skills, coupled with natural commercial acumen.

This trend was especially evident in multinational companies, where the key focus was on implementing efficient processes and controls, to increase the accuracy of reporting and improve local profitability. However, the limited supply of such candidates proved challenging for hiring managers.

General market growth and new market entrants, particularly in e-commerce, also drove employment opportunities for finance professionals, with strong commercial acumen.

As companies expand across Indonesia, bilingual skills will remain essential in order to establish strong working relationships and communication with regional partners.

We expect to see a continuation of talent shortages at all levels throughout 2017. As a result, professionals will expect 20-30% pay increases when moving between companies.

BANKING & FINANCIAL SERVICES

Hiring activity within the banking and financial services sector was largely influenced by the below par global performance of foreign banks in 2016. This resulted in several hiring and salary freezes. Recruitment in the insurance sector was also somewhat slower, with lower turnover levels in the back and middle offices. However, recruitment levels peaked during the second half of the year. Asset management hiring was particularly active due to Indonesia's tax amnesty programme, with senior professionals being the most sought after. In addition, turnover was relatively high for back office and middle office positions in banks, driving demand for those positions.

Professionals with expertise in client onboarding/KYC, were also highly sought after in 2016. As these positions are new in Indonesia, employers have faced a very limited talent pool. We expect this skills shortage to continue in 2017.

Talent shortages impacted salary levels in 2016. Despite many global banks announcing

reduced profit margins, salary increases were not uncommon, as hiring managers sought to avoid losing valuable talent to competitors. High performing candidates also sought large salary increments to remain in their existing role.

To secure the best talent in 2017, hiring managers are advised to give more junior employees the opportunity to grow their role and responsibilities – instead of paying premiums for more qualified candidates. In this competitive environment for talent, job movers can expect salary increments of 20-30%. Overseas talent will continue to be a good source of new talent in the market.

HUMAN RESOURCES

Businesses across industries encountered multiple hiring challenges during 2016. Chief among them was an imbalance between limited recruitment budgets and large hiring volumes. This made it difficult for organisations to achieve business objectives or transform their talent strategies. This trend is likely to continue in 2017.

As more companies focused on sourcing the right talent to strategically fulfil business needs, demand for experienced business partners, as well as corporate training and development specialists rose. Professionals with skills in these areas saw a rise of 20-30%

KEY TRENDS

- ▶ The government's requirement for companies to bring IT infrastructure (such as data centres) onshore, will create more demand for project and program managers, and subsequently IT operations and support roles.
- ▶ As social media becomes a country-wide phenomenon and with an explosion in growth of digital platforms, particularly online retail and mobile, there will be more opportunities for digitally focused professionals.
- ▶ HR professionals with experience in training and development were in demand as organisations channelled their efforts into expanding and improving the productivity of their businesses.
- ▶ In growing sectors such as e-commerce, pharmaceuticals, telecommunications, life sciences and banking there were numerous legal opportunities, in particular for qualified lawyers with English language skills.
- ▶ The demand for returning Indonesian nationals currently working or studying abroad will be particularly acute.

INDONESIA

OVERVIEW

in their salaries in 2016. This was particularly evident across banking and financial services, as well as commerce and industry.

In 2017, we also anticipate demand for C-suite and senior leaders will rise exponentially, with employers continuing to recruit quality candidates in short timeframes.

INFORMATION TECHNOLOGY

Jakarta has become a key location for start-up businesses based in Southeast Asia, with more of these companies setting up operations in the capital than any other city in the region. In addition, with many of Indonesia's multinational firms seeking multiple hires within their information technology departments, the IT recruitment market was extremely buoyant in 2016.

Banking and insurance businesses also continued their shift into mobile banking from traditional ATM or in branch banking. This boosted demand for candidates with skills in this area.

Salaries rose by around 3-4% for those remaining in their current roles in 2016. In 2017, given the scarcity of quality candidates, companies are advised to consider paying more to secure experienced individuals.

In 2017, we expect the demand for IT candidates to increase as digital technology across e-commerce, banks, insurance providers and start-up businesses continues to grow. Candidates with experience in building an online presence or developing user friendly web-based applications will be most sought after, as employers look to supersede their competitors. Competition for iOS developers will be high, given the limited number of suitable candidates.

As a result, we expect experts in software development, web development and product development to be highly sought after. Professionals applying for such roles can expect salary increments of 25-40%.

LEGAL

In 2016, the legal sector remained dynamic and fast-changing as new opportunities for growth presented themselves. Indonesia's law firms were able to adopt a new, quick and flexible approach towards several market changes.

These included more legal market liberalisation, economic integration, public infrastructure investment, increased M&A activity, an increase in lucrative arbitration work and the expansion of foreign companies.

With sustained demand for legal services from individuals, businesses, and all levels of government, we also observed a rise in salaries for lawyers in 2016. In particular, private practice lawyer salaries increased by 50% for those moving into new international law firms and by 20% for those moving to become in-house counsels.

We expect this trend to continue in 2017, and predict in-house counsel and private practice lawyers will be highly sought after by employers. However, asset management companies might struggle with hiring legal professionals due to a shortage of lawyers with sufficient specific expertise.

SALES & MARKETING

Recruitment for sales and marketing professionals remained buoyant in 2016. Online, digital and e-commerce roles were in high demand, due to rapid growth of these industries and companies faced intense competition for digital skills. Salary increments moved between 20-35%, especially for roles related to digital marketing, social media and digital strategy.

As business confidence is expected to grow further in 2017 we anticipate salary increments will be slightly higher, ranging from 25-50% due to the scarce supply of talent.

Hiring managers looking to retain their best employees should consider offering more lucrative pay packages given their relative shortage. This is especially true for candidates who demonstrate innovative approaches, with a strong grasp of integrated digital marketing.

Specifically, sales and marketing professionals who have international exposure, are bilingual, and have the most up-to-date skills, will be most sought after by employers. Demand for such skills will remain high given the increasing popularity and growth of the digital and e-commerce industry.

We also anticipate that pharmaceutical, hospital and healthcare providers will continue to increase headcount in 2017.

SUPPLY CHAIN

Recruitment activity across supply chain was quite positive in 2016, especially for mid-management positions. Roles in demand included demand/supply planning managers, logistic distribution managers and supply chain directors.

In terms of industry, FMCG, logistics and retail distribution hired the most actively.

Mirroring overall recruitment increases, salary levels also rose in 2016. Specifically, professionals working in the consumer goods industry received salary increments of up to 12%. This rise in salaries is expected to continue in 2017.

Hiring trends for 2017 are also predicted to remain positive in the supply chain sector. Given that the last two quarters of 2016 saw candidates reluctant to move jobs to ensure receipt of year-end bonuses, we expect improved activity with a larger number of available candidates looking for roles in 2017.

Bilingual candidates are set to be the most sought after by employers, as well as those with international experience.

Demand for senior professionals, such as distribution or logistics directors, will also rise as e-commerce businesses expand both in Indonesia and regionally.

INDONESIA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2016	2017
Finance		
Chief Financial Officer	1600 - 2000m	1600 - 2500m
Finance Director	1100 - 1400m	1100 - 1500m
Financial Controller	680 - 800m	700 - 1000m
Senior Finance Manager	350 - 605m	450 - 650m
Finance Manager	330 - 450m	360 - 500m
Accounting & Taxation		
Head of Tax	700 - 900m	700 - 900m
Tax Manager	200 - 240m	250 - 300m
Tax Accountant	140 - 180m	150 - 200m
Group Accountant	420 - 550m	420 - 550m
Accountant	140 - 180m	140 - 240m
Financial Planning & Analysis		
Commercial Finance Manager	430 - 550m	430 - 600m
Senior Financial Analyst	270 - 380m	270 - 400m
Financial Analyst	170 - 250m	180 - 300m
Treasury		
Treasury Manager	360 - 480m	360 - 500m
Treasury Analyst	140 - 180m	140 - 250m
Internal Audit		
Internal Audit Director	750 - 1000m	750 - 1000m
Internal Audit Manager	350 - 480m	350 - 520m
Internal Auditor	160 - 240m	180 - 300m

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

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BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	AVP		VP		SVP	
	2016	2017	2016	2017	2016	2017
Banking Operations						
Cash Management Operations	269 - 650m	390 - 650m	600 - 900m	640 - 940m	840m+	900m+
Credit Administrations	269 - 650m	390 - 650m	600 - 900m	640 - 940m	840m+	900m+
Trade/Treasury Operations	269 - 650m	390 - 650m	600 - 900m	640 - 940m	840m+	900m+
Client Onboarding	269 - 650m	390 - 650m	600 - 900m	640 - 940m	840m+	900m+
Corporate Governance						
Compliance/Legal	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Financial Crime Compliance	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Internal Audit	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Credit Risk	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Market Risk	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Operational Risk	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Finance/Accounting						
Financial Control	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Strategic Planning & Analysis	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
MIS Reporting	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Front Office						
Investment Banking	374 - 700m	392 - 735m	800 - 1200m	900 - 1300m	1200m+	1200m+
Corporate Banking	325 - 481m	341 - 505m	585 - 845m	615 - 887m	975 - 1300m	1020 - 1365m
Cash Management Sales	280 - 455m	294 - 477m	520 - 715m	546 - 750m	910 - 1170m	955 - 1230m
Trade Sales	280 - 455m	294 - 477m	520 - 715m	546 - 750m	910 - 1170m	955 - 1230m
Treasury Sales	300 - 520m	315 - 546m	600 - 850m	630 - 893m	975 - 1350m	1020 - 1365m
Project Management						
Business Analyst	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+
Project Management	334 - 780m	450 - 780m	600 - 900m	650 - 950m	860m+	920m+

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

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HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Banking & Financial Services						
HR Business Partner	494 - 585m	520 - 624m	650 - 845m	715 - 845m	975m+	1014m+
Compensation & Benefits	390 - 494m	455 - 520m	585 - 715m	624 - 754m	780m+	780m+
Training & Development	390 - 494m	455 - 520m	585 - 715m	624 - 754m	780m+	884m+
Organisational Development	390 - 494m	455 - 520m	585 - 715m	624 - 754m	780m+	884m+
HRIS	364 - 468m	390 - 494m	494 - 635m	520 - 650m	715m+	780m+
Commerce & Industry						
HR Business Partner	364 - 494m	455 - 520m	650 - 780m	715 - 845m	850m+	910m+
HR Generalist	364 - 494m	455 - 520m	650 - 780m	715 - 845m	800m+	884m+
Compensation & Benefits	325 - 455m	364 - 494m	520 - 715m	624 - 754m	715m+	715m+
Organisational Development	325 - 455m	364 - 494m	520 - 715m	624 - 754m	715m+	845m+
Training & Development	325 - 455m	364 - 494m	520 - 715m	624 - 754m	715m+	845m+

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

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INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2016	2017
CTO/CIO	850 - 1250m	850 - 1500m
IT Sales	650 - 1050m	650 - 1200m
Program Manager	550 - 650m	550 - 1000m
IT Manager	450 - 700m	450 - 720m
Project Manager	450 - 550m	450 - 600m
Pre-sales/Architect	440 - 660m	440 - 660m
Infrastructure Manager	350 - 550m	350 - 600m
Business Intelligence Consultant	330 - 440m	330 - 500m
E-commerce Manager	275 - 660m	300 - 700m
Software Developer	220 - 495m	220 - 500m
Business Analyst	220 - 440m	220 - 450m
Systems Engineer	150 - 350m	190 - 380m

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LEGAL

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2016	2017
In-house Counsel		
Legal Director	1250 - 1850m	1300 - 1900m
Head of Legal	1150 - 1450m	1200 - 1500m
Legal Counsel	750 - 950m	800 - 1000m
Compliance Officer	650 - 750m	700 - 800m
Legal Manager	450 - 550m	500 - 600m
Litigation Specialist	250 - 400m	300 - 450m
Senior Lawyer	250 - 350m	300 - 400m
Private Practice		
Senior Associate	850 - 1050m	900 - 1100m
Associate	450 - 650m	500 - 700m

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

INDONESIA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2016	2017
Business Development		
Sales & Marketing Director	1260 - 1400m	1300 - 1755m
Sales Director	1190 - 1330m	1200 - 1690m
Account Director	990 - 1155m	990 - 1155m
National Sales Manager	740 - 845m	750 - 845m
National Key Account Manager	740 - 845m	750 - 845m
Senior Business Development Manager	740 - 845m	750 - 900m
Business Development Manager	495 - 635m	495 - 650m
Key Account Manager	495 - 635m	495 - 650m
Sales & Marketing Manager	495 - 635m	500 - 650m
Regional Sales Manager	415 - 490m	415 - 490m
Marketing		
Chief Marketing Officer	1500 - 2850m	1500 - 2925m
Marketing Director	1300 - 1950m	1300 - 2340m
Marketing Manager	650 - 910m	700 - 1105m
Head of Trade Marketing	700 - 850m	800 - 975m
Senior Marketing Communications Mgr	395 - 585m	300 - 650m
Channel Marketing Manager	390 - 585m	400 - 600m
Senior Brand Manager	390 - 585m	390 - 590m
Marketing Research Manager	380 - 500m	380 - 525m
Visual Merchandising Manager	325 - 580m	325 - 600m
Head of Digital	500 - 780m	500 - 1200m
Digital Manager	400 - 600m	400 - 700m
PR Manager	325 - 500m	320 - 600m
Brand Manager	325 - 455m	325 - 500m

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

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SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2016	2017
Procurement		
Procurement Director	1100 - 1550m	1200 - 1600m
GM Procurement	720 - 1000m	720 - 1040m
Procurement Manager	360 - 600m	360 - 600m
Assistant Procurement Manager	180 - 240m	180 - 240m
Supply Chain & Logistics		
Supply Chain Director	1550 - 2300m	1600 - 2400m
Customer Service & Logistics Director	1080 - 1500m	1100 - 1560m
GM Supply Chain	780 - 1040m	780 - 1040m
Operations Manager	480 - 720m	480 - 780m
Customer Service Manager	300 - 540m	300 - 540m
Logistics Manager	300 - 600m	300 - 600m
Supply Planning Manager	360 - 600m	360 - 600m
Demand Planning Manager	360 - 600m	360 - 600m
Supply Chain Manager	360 - 600m	360 - 650m
Supply Chain Analyst	170 - 220m	180 - 240m

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2016 INSIGHT

The talent shortage in the Japanese labour market intensified in 2016 as unemployment rates continued to decline and the jobs-to-applicants ratio rose, leading to a sustained lack of specialists across a broad range of sectors.

As the globalisation of both foreign-affiliated and Japanese companies progressed, the demand for skilled, bilingual professionals continued to rise irrespective of industry or job title, making it challenging to attract talent.

2017 EXPECTATIONS

The candidate short market seen throughout 2016 looks set to continue in the year ahead as companies compete for scarce talent – especially bilingual professionals. Against a backdrop of a declining birth rate and population, coupled with a younger generation placing less importance on career progression, the challenge of securing sought-after professionals will continue.

With the 2020 Tokyo Olympics drawing closer, we anticipate increased demand for professionals in the entertainment, travel and hospitality sectors. In retail, demand for

sales staff will increase as a result of business expansion, with stronger demand for specialists with English and/or Chinese language skills. As online sales channels become an increasingly important tool to boost sales, the demand for digital marketing and IT professionals specialising in SNS and website development will also increase as companies invest in online marketing.

Demand for IT professionals will remain steady across a wide variety of related job roles. In particular, we anticipate an overwhelming shortage of data scientists, engineers and other data specialists, so competition to acquire these professionals is almost certain to intensify. In addition, the rise in demand for cyber security-related specialists, along with the rapid introduction of cloud systems will result in high, ongoing demand for cloud technology engineers and consultants.

Across financial services, we expect to see demand for accounting skills to grow, with an increase in the number of vacancies for bilingual junior candidates. Overall, the market for bilingual finance professionals remains candidate short, so to secure the best talent companies will need to offer attractive salaries and additional benefits.

There will be strong demand for bilingual sales and engineering professionals in 2017 across commerce and industry, accompanied by salary increases of up to 20% for the highest calibre job movers. In addition, the chemical industry will see high demand for R&D, technical, and sales specialists, where a shortage of talent will drive salaries up.

Across legal and compliance, a shortage of bilingual lawyers will persist, leading to increased competition in the market with salary increases reaching up to 10% when candidates change roles. Across IT, particularly in the IT finance sector, job movers will be able to command salary increases of 15-25%.

In this candidate short market hiring managers will need to offer both competitive salaries and non-financial benefits, such as career progression, in order to secure the best talent.



Japan's candidate led market looks set to continue in 2017 as companies compete for scarce talent, especially bilingual professionals.



KEY FINDINGS

Hiring the best professionals will continue to be a challenge in 2017 as Japan's declining birth rate and ageing population place further pressure on an already limited talent pool. In this candidate short market, companies will need to offer competitive salaries and career development opportunities to attract interest from jobseekers.



TOP 4 IN-DEMAND SKILL SETS IN JAPAN

- | | |
|-----------------------|--------------------|
| ① Sales professionals | ② Engineers |
| ③ IT professionals | ④ HR professionals |



Demand for **bilingual professionals** outstripped supply

OVER 20% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  Security and risk IT professionals
-  Senior sales professionals and account managers

UP TO 20% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  Factory/Plant managers
-  Sales managers – Chemical industry

UP TO 10% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  HR managers and directors
-  Fund managers

Salary Survey 2017.

OVERVIEW

ACCOUNTING & FINANCE

FINANCIAL SERVICES

Bilingual junior professionals with finance experience were in high demand in 2016 as firms looked to invest in their longer term future. The CPA qualification (Japan and US) remained highly desirable with increasing competition to secure these candidates. The Zeirishi, or certified public tax accountant qualification, was also in high demand with new tax positions created in both the consulting and industry sectors.

The consulting, insurance and real estate investment industries experienced significant growth, while banking and securities hiring was mainly focused on replacement hires.

Whilst we saw a general drop in the number of vacancies for non-Japanese speaking candidates, there remained a number of areas, such as product control and valuations, where Japanese language skills were not a requirement and as a result some non-Japanese speaking candidates still found roles. Overall, the candidate shortage for bilingual finance professionals will continue.

Hiring managers able to demonstrate agility during the hiring process will reap the rewards in 2017 – as will those who can effectively sell their business to candidates at interview stage.

COMMERCE

In 2016 we saw a busy job market for finance and accounting professionals, with the highest

demand for FP&A professionals. The shortage of qualified jobseekers led companies to offer competitive salaries and packages to attract and retain top talent. The talent shortage also meant that candidates who previously worked for major audit firms and financial services companies were also considered for roles within commercial companies.

During 2017 we expect continued demand across all areas of commerce, competitive hiring activity and companies changing their expectations to match the available talent pool.

In Osaka, there was ongoing demand for bilingual cost accountants and finance professionals with manufacturing industry experience to fill permanent roles. As demand for accounting skills grew, hiring managers became increasingly flexible about candidates' experience in order to secure talent. We recommend that other companies take this approach in 2017.

In the contract market, there was a noticeable shortage of candidates, especially accountants in 2016. Salaries for the most part remained steady, although the minimum went up slightly for junior positions. We saw an increased demand for candidates with knowledge of tax accounting.

FINANCIAL SERVICES

OPERATIONS

Operations recruitment remained steady throughout 2016 and we saw an increase in demand for professionals with management experience.

There was movement amongst junior candidates as they changed from operations to compliance and anti-money-laundering roles due to ongoing demand in those areas. Additionally, top-tier operations professionals continued to receive multiple job offers when they moved roles. This candidate led market is expected to continue throughout 2017.

FRONT OFFICE

In 2016, we saw steady demand from buy side businesses. In particular, institutional sales professionals were highly sought after in the pension fund and fixed income areas. While US/European investment banks experienced lower levels of hiring activity, particularly within equity divisions, Japanese financial institutions have been aggressively hiring those from foreign institutions to expand their businesses overseas.

Demand for candidates from management and strategic consulting companies steadily increased through 2016. We also observed movement of financial service professionals who were changing roles in the areas of M&A cross border consulting, strategic planning and business development. We anticipate these trends will continue in 2017.

In addition, experienced sell side contractors increasingly moved to the buy side in 2016; attracted by more competitive daily rates, and with a wider selection of jobs to choose from, more contractors found permanent roles.

KEY TRENDS

- ▶ In retail, demand for sales staff will increase, with stronger demand for specialists with English and/or Chinese language ability. Digital marketing and IT specialists will also be in high demand.
- ▶ Demand in IT will remain steady, and competition to acquire data scientists, engineers, and other data specialists is certain to intensify, coupled with a demand for cyber security specialists.
- ▶ Across financial services, we expect to see demand for accounting skills grow, while the market for bilingual finance professionals remains candidate short.
- ▶ There will be strong demand for bilingual sales and engineering professionals across the commerce and industrial sectors; likewise, the chemical industry will see high demand for technical and sales specialists.

GENERAL AFFAIRS & ADMINISTRATION

We saw a continued need for accomplished, bilingual office managers with the ability to oversee multiple general affairs, administration and HR support tasks. In addition, there was an ongoing shortage of bilingual specialists in facilities management and vendor management – we expect these trends to continue in 2017.

Demand for short-term contract positions (e.g. maternity cover) increased; however, there was a lack of candidates willing to accept such short-term roles. There was also a shortage of junior candidates with financial services backgrounds, leading clients to consider bilingual professionals from other industries.

Companies were increasingly open to temporary contract solutions while looking to fill permanent roles. There was a continuous need for bilingual staff across all financial service positions, with a 5% increase in average salaries for job movers owing to a shortage of junior bilingual candidates. Due to the increase in the number of positions, candidates were able to find jobs quickly.

HUMAN RESOURCES

There was an ongoing shortage of bilingual talent acquisition specialists, with highest demand for junior to mid-level candidates. This trend was particularly strong in the professional services, IT and healthcare sectors where a

shortage of internal recruiters will continue in 2017. There were many job openings for HR business partners, HR generalists, junior payroll specialists and mid to senior level compensation and benefit managers, driving salary increases of 5-15% for those who moved jobs in 2016. The demand for bilingual HR professionals caused a severe talent shortage in all specialisms, which is anticipated to continue throughout 2017. Likewise, in Osaka we saw a rise in back office hiring activity, including HR.

In the contract market, there was an abundance of roles in payroll, compensation and benefits and recruiting, but there were fewer candidates to fill these roles. Consequently, hiring managers were willing to be flexible with their salary packages for recruiting roles.

INFORMATION TECHNOLOGY

IT COMMERCE

Recruitment activity across commerce was very active in 2016 with a spike in hiring, particularly among pharmaceutical and manufacturing employers. However, the majority of hires were for replacement positions so jobseekers sought new challenges for the same salary or a minimal increase.

We anticipate further job increases from 2017 onwards due to the upcoming 2020 Olympics, especially for business application, customer

relationship management and enterprise resource planning positions in the leisure and hospitality industry.

IT FINANCE

During 2016, hiring across securities was limited to replacement hires for the first half of the year, particularly in business aligned functions such as application support. However there was an increase in hiring related to regulatory driven requirements in risk and security. Overall, as the year progressed, hiring remained low.

The demand for senior project managers and program managers remained high due to a shortage of qualified bilingual candidates with insurance industry experience. Securities and insurance candidates who changed roles received an average 15-25% increase in compensation.

Hiring increased at many fintech start-ups, particularly those covering payments, investing and personal finance. Professionals with web and mobile development experience, especially User Interface (UI)/User Experience (UX) exposure, were most sought after. Hiring will remain quiet in securities, steady in insurance and healthy in fintech related positions.

IT ONLINE

There was consistent demand for web producers, UI/UX designers, Unity and Python developers, and front and back-end programmers in gaming, social media and e-commerce companies throughout 2016, as many businesses shifted their marketing and customer sales channels to web/online to maximise market potential and reduce the operation costs of running bricks and mortar shops.

Omnichannel, online-to-offline (O2O) and other online business demands continued to drive the hiring of engineers. In an extremely competitive market to secure top engineers, employers that are willing to prioritise strong technical skills over Japanese language capability will be most able to successfully meet their hiring requirements.



OVERVIEW

IT VENDOR & CONSULTING

The urgent need for data scientists, data analysts, business intelligence engineers and consultants continued in 2016. The trend of increasing compensation backed by demand for data related roles will continue in 2017. Consumer demand for security services was not as high as expected leading to reduced demand for security engineers.

In 2017 we expect engineers and consultants with cloud technology experience to continue to be in high demand. Many companies will continue to move from on-premises to cloud solutions, resulting in a substantial need for software (SaaS) and infra/platform engineers (IaaS/PaaS) for both vendors and user side. As a result, consulting companies will compete for experienced candidates who can both deliver and control projects to deploy and integrate products.

IT CONTRACT

In 2017, we expect to see steady demand for bilingual junior talent and first level escalation support with salaries increasing across all infrastructure positions.

Candidates with web-related technology and SAP experience, particularly in retail, e-commerce, gaming and manufacturing will continue to be in high demand in 2017. Salaries for experienced project managers and consultants have increased since more companies have been looking to standardise IT systems globally.

In Osaka, professionals with expertise in user support, help desk, and CAD operations were actively seeking new roles.

LEGAL & COMPLIANCE

We saw a decline of in-house legal roles in 2016 with replacement hires outnumbering new roles, with the exception of the technology and pharmaceutical industries which were actively hiring for mid-level professionals. We anticipate a similar pattern moving into 2017, where the shortage of bilingual qualified lawyers will continue to cause steep competition amongst hiring managers.

Demand for compliance professionals continued within advisory, control room and surveillance. There were fewer new roles and more replacement hires than the previous year, but extensive movement of candidates between firms created an active job market. This is a trend we expect to continue in 2017, with anticipated demand from buy side financial services firms due to new and stricter regulations in this sector.

MANUFACTURING

AUTOMOTIVE

High demand for engineering professionals continued to drive salaries up in 2016. While salaries for most positions were generous, hiring managers also focused on drawing attention to benefits and career prospects.

There was a significant shortage of hardware and software engineers who could handle applications such as automated driving and connected cars, leading companies to seek out talent in industries such as telecommunications, industrial electronics and robotics. Increasing numbers of companies are relaxing their language requirements, with many dropping the requirement for bilingual proficiency as long as the candidate has strong technical acumen.

INDUSTRIAL

The need for bilingual sales, marketing and engineering professionals will further outstrip supply in 2017. As a result, salaries for job movers with the best talent will continue to grow by up to 20%. We expect the number of foreign manufacturing companies entering the Japan market to continue to increase in 2017.

In Osaka, bilingual sales engineers, as well as sales professionals will be highly sought after throughout 2017.

ENERGY & INFRASTRUCTURE

We continued to see further salary increases in 2016. On-site electrical engineers and civil engineers with licences were consistently in high demand across the renewables industry. We anticipate candidate shortages and increased

salaries will continue for other commercial roles and project financing functions in 2017. The emerging renewable energy market, along with the traditional energy sector, will show robust demand.

CHEMICAL

The global rise of electronics in vehicles has led to an increase in demand for high-end electronic materials, including battery materials and Japan is positioned as a leader in this space. Therefore, hiring activity remained buoyant in this area throughout 2016. Additionally, we observed growth in the life science chemicals sector as well as more traditional chemical manufacturing areas. We expect this trend to continue in 2017, with highest demand for R&D, technical services, sales, marketing and business development professionals, especially those with English language skills. The shortage of talent will drive salary levels up.

RISK

Risk hiring remained relatively static in 2016, with most businesses hiring on a replacement basis only. In the credit risk space, firms trimmed their respective teams as most businesses focused on increasing headcount in lower cost centres. Nonetheless, both foreign and domestic organisations were keen to hire Japanese and non-Japanese bilingual junior candidates to develop their talent pipelines, a trend we expect to continue in 2017.

On the market risk side, hiring activity stayed static. However, more technical and specialised groups within banking businesses increased headcount in areas such as risk analytics and model validation.

SALES & MARKETING

MEDICAL

With the growing number of foreign companies entering the Japanese medical device market, the demand for general manager level talent and professionals with start-up, regulatory affairs and quality assurance experience remained high. Additionally, employers increasingly made

requests for strategic-minded candidates with English proficiency.

We also witnessed a shift in product popularity. As patient needs are continuously evolving, the market followed suit and an increasing number of candidates preferred to work for companies producing innovative, high-end products. This resulted in more candidates applying to foreign start-up companies just entering the Japanese market with their cutting edge products.

PHARMACEUTICAL

Hiring needs remained high in CNS (Central Nervous System), oncology, immunology and rare diseases, as well as in medical affairs. The trend in both pharmaceutical and CSO (contract sales organisation) to hire inexperienced MSL (medical science liaison) candidates will continue in 2017. Medical roles that require a solid science background will help drive salary increases for medical doctors and medical affairs professionals.

In Osaka, medical outsourcing companies (CRO, CSO) will have a strong demand for technical candidates, MR and sales representatives. Generic drug companies and pharmaceutical companies will also be looking for high quality candidates.

CONSUMER & FMCG

The need for bilingual sales and marketing talent will continue to grow at all levels as organisations seek to grow their market share in 2017. Global retailers and manufacturers entering the Japanese market will be seeking commercial talent for country manager roles.

In addition, the need to develop closer retailer relationships is leading manufacturers to appoint new shopper marketing teams.

RETAIL & HOSPITALITY

Although tourist numbers remained consistently high in 2016, the slowdown in tourist spending affected retailers. In particular, luxury retailers suffered a decline in sales, while Japanese consumer spending remained stable. Nevertheless, the demand for English and Chinese speaking retail and sales staff remained high with an increase in demand for retail professionals across all levels due to expansion and new store openings.

DIGITAL & ONLINE

The expansion of global brands, travel and hospitality industries led to a greater need for automated services including online payment technology and optimised websites with robust e-commerce platforms. Additionally, advertising agencies have increasingly diversified services to keep up with their clients' needs and actively sought talented professionals. We anticipate that 2017 will be a big year for fintech and online/mobile payment solutions. In Western Japan, lower rates of pay have continued to attract web businesses to the region.

IT SOFTWARE

Marketing and direct sales professionals were highly sought after in 2016, with companies willing to pay a premium to secure quality talent. With cloud-based software becoming the de facto standard in enterprise

applications, recruitment demand was driven by the need to deliver an updated message and customer approach to the market. Companies will further boost investment in new talent to support market growth throughout 2017, whilst new consulting and business development roles are created to support the software as a service distribution model.

IT INFRASTRUCTURE & SERVICES

Competition remained intense for bilingual sales and marketing talent in 2016. Candidates received multiple offers and large salary increases, in particular those with cloud, cyber security and fintech sales skills.

We also saw companies hiring bilingual sales and marketing professionals outside of their technology vertical, for example business intelligence specialists were hired by hardware companies. This shows that companies are willing to train new staff instead of waiting for a candidate who perfectly matches the job description.

SUPPLY CHAIN

We saw a moderate increase in hiring, especially for supply chain, logistics, procurement, customer service and call centres in 2016. The demand for QA/QC remained steady, with a shift to more junior candidates at companies willing to invest for the long term. We also observed movement of FMCG and healthcare/pharmaceutical candidates between their respective industries.

Across healthcare, businesses have taken a cautious approach to hiring, whereas FMCG companies sought call centre professionals, most notably during the start of 2016. Purchasing and procurement hiring grew more than any other function.

In Osaka, we anticipate ongoing demand for bilingual supply chain and procurement professionals, especially at mid-manager level. A shortage of candidates for contract roles led to a slight 5-7% increase in salaries for job movers. We also saw growing numbers of roles for assistants within the supply chain/logistics space.



TOKYO

ACCOUNTING & FINANCE
BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking/Securities						
Product Control	6 - 10m	7 - 10m	10 - 18m	10 - 16m	18 - 20m	17 - 25m
Internal Audit	6 - 9m	7 - 10m	10 - 18m	10 - 16m	17 - 20m	16 - 25m
Financial/Mgt Accounting	6 - 8m	6 - 9m	8 - 15m	10 - 18m	15 - 20m	18 - 21m
Tax	6.5 - 8m	6.5 - 8m	8 - 18m	10 - 18m	14 - 18m	18 - 23m

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking/Securities						
Product Control	3000 - 5000	3000 - 5000	4200 - 8100	4200 - 8100	5300 - 10100	5300 - 10100
Internal Audit	2800 - 5000	2800 - 5000	3500 - 9200	3500 - 9200	6300 - 12000	6300 - 12000
Financial/Mgt Accounting	2800 - 3800	2800 - 4000	3000 - 8100	3000 - 8100	5000 - 11000	5000 - 11000
Tax	2800 - 4300	2900 - 4300	3000 - 6100	3000 - 6100	5000 - 8100	5000 - 8100

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

TOKYO

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Large Organisation				
Chief Financial Officer	25 - 50m	25 - 50m	8000 - 12000	8000 - 12000
Financial Controller	15 - 20m	15 - 21m	5000 - 9000	5000 - 9000
SME				
Chief Financial Officer	15 - 25m	15 - 25m	6000 - 10000	6000 - 10000
Financial Controller	11 - 16m	11 - 16m	4000 - 8000	4000 - 8000
Accounting				
Internal Audit Manager	11 - 15m	11 - 16m	4000 - 8000	4000 - 8000
Tax Manager	12 - 16m	12 - 16m	4500 - 8500	4500 - 8500
Financial Accounting Manager	10 - 14m	10 - 15m	4000 - 8000	4000 - 8000
Treasury Manager	8 - 12m	8 - 12m	4000 - 7000	4000 - 7000
Credit Manager	8 - 12m	8 - 12m	4000 - 7000	4000 - 7000
Senior Financial Accountant	8 - 10m	7 - 10m	4100 - 7600	4100 - 7600
Tax Accountant	8 - 11m	7 - 11m	3000 - 5700	3000 - 5700
Internal Auditor	8 - 10m	8 - 11m	4000 - 6100	4000 - 6100
Cost Accountant	7 - 9m	7 - 10m	2400 - 3200	2500 - 3200
Financial Accountant	6 - 8m	6 - 9m	2700 - 3600	2700 - 3600
Treasury Accountant	5 - 8m	5 - 8m	2700 - 3600	2700 - 3600
AP/AR Staff	4 - 6m	4 - 6m	2400 - 3200	2500 - 3200
Financial Planning & Analysis				
Financial Planning Manager	12 - 16m	12 - 16m	5000 - 8000	5000 - 8000
Business Controller	10 - 13m	10 - 14m	3000 - 6500	3000 - 6500
Senior Financial Analyst	10 - 13m	10 - 13m	3500 - 6300	3500 - 6300
Financial Analyst	7 - 10m	7 - 10m	2400 - 5200	2600 - 5200

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

TOKYO

FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Project Management	7.5 - 12m	7.5 - 12m	11 - 17m	11 - 17m	15 - 20m	15 - 20m
Middle Office	6 - 11m	6 - 11m	10 - 16.5m	10 - 16.5m	15 - 20m	15 - 20m
Settlements	6 - 10m	6 - 10m	9 - 14m	9 - 14m	15 - 18m	15 - 18m
Head of Marketing	6 - 11m	6 - 11m	10 - 16.5m	10 - 16.5m	15 - 23m	15 - 23m
Media/Press Relations	5 - 7.5m	5 - 7.5m	7 - 11m	7 - 11m	15 - 21m	15 - 21m
Corporate Communications	6 - 8.5m	6 - 8.5m	8 - 12m	8 - 12m	13 - 21m	13 - 21m
Investor Relations/Events	4.5 - 6.5m	4.5 - 6.5m	6 - 9.5m	6 - 9.8m	10 - 15m	10 - 15m

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Project Management	3100 - 5300	3200 - 5300	5200 - 13100	5200 - 13100	6500 - 13100	3500 - 13100
Middle Office	2700 - 3100	2800 - 3700	3300 - 6700	3300 - 6700	5000 - 10200	5000 - 10200
Settlements	2700 - 3100	2800 - 3200	2900 - 6700	2900 - 6700	5000 - 10200	5000 - 10200

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

TOKYO

GENERAL AFFAIRS & ADMINISTRATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Financial Services				
Administration Manager	8 - 11m	8 - 11m		
Executive Secretary	6 - 9m	6 - 9m	3000 - 5000	3200 - 5000
Translator/Interpreter	5.5 - 9.5m	5.5 - 9.5m	3500 - 10000	3500 - 11000
General Affairs Administrator	5 - 7.5m	5 - 7.5m	2800 - 4500	2900 - 4500
Office Administrator	5 - 7.5m	5 - 7.5m	2750 - 4000	2800 - 4000
Group Secretary	5 - 8m	5 - 8m	2900 - 4700	2900 - 4700
Receptionist	3.5 - 5.5m	3.5 - 5.5m	2600 - 3500	2600 - 3500
Commerce & Industry				
General Affairs Manager	7.5 - 14m	7.5 - 14.5m		
General Affairs Administrator	4 - 6.5m	4 - 7m	2500 - 4000	2600 - 4000
Office Manager	7 - 11m	7 - 11m	3000 - 4000	3000 - 4000
Administration Manager	6 - 10m	6 - 10m		
Administrative Assistant	4.5 - 6.5m	4.5 - 6.5m	2500 - 3300	2600 - 3500
Executive Secretary	5.5 - 8.5m	5.5 - 8.5m	2500 - 4000	2600 - 4000
Translator/Interpreter	5 - 9.5m	5 - 9.5m	2800 - 7000	2800 - 7000

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

TOKYO

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Banking & Financial Services				
Generalist				
HR Director	18.5 - 35.5m	18.5 - 35.5m		
HR Manager/Generalist (6+ yrs' exp)	8 - 21m	8 - 21m	4000 - 6000	4000 - 6000
HR Business Partner	10 - 21m	10 - 21m		
HR Generalist (0 - 6 yrs' exp)	5.5 - 9.5m	5.5 - 9.5m	3000 - 4000	3000 - 4000
Recruitment				
Recruitment/Staffing Manager	12 - 22m	12 - 22m	4000 - 6000	4000 - 6200
Recruitment/Staffing Coordinator	5.5 - 10m	5.5 - 10m	2500 - 4000	2700 - 4200
Learning & Development				
Learning & Development Head	14 - 20m	14 - 20m		
Training Specialist	5 - 16.5m	5 - 16.5m	2800 - 4000	2800 - 4000
Compensation & Benefits/Payroll				
Compensation & Benefits Mgr/Dir	12.5 - 22m	12.5 - 22m		
Compensation & Benefits Specialist	6 - 13m	6 - 13m	3000 - 4000	3000 - 4000
Payroll Specialist	5 - 7.5m	5 - 8m	2500 - 3500	2500 - 3500
Commerce & Industry				
HR Director/Head	13.5 - 35m	13.5 - 35m		
Head of Training/L&D/OD	10 - 22m	10 - 22m		
HR Manager	10 - 16.5m	10 - 16.5m	4000 - 6000	4000 - 6000
Recruitment/Staffing Manager	10 - 15m	10 - 15m		
Compensation & Benefits Manager	9.5 - 15.5m	9.5 - 16m		
HR Generalist	6.5 - 13.5m	6.5 - 13.5m	3000 - 4000	3000 - 4000
HR Specialist	5.5 - 10m	5.5 - 10m	3000 - 4000	3000 - 4000
HR Administrator	5 - 9m	5 - 9m	2500 - 3300	2500 - 3300

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

TOKYO

INFORMATION TECHNOLOGY

FINANCE

BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Information Officer	30 - 50m	30 - 50m	10000 - 12000	10000 - 12000
Head of Development/Support	22 - 30m	22 - 30m		
Head of Infrastructure	20 - 25m	20 - 25m	9000 - 10000	9000 - 10000
Program Manager	15 - 20m	15 - 20m	8000 - 9000	8000 - 9200
UNIX Manager	15 - 20m	15 - 20m	8000 - 9000	8000 - 9000
Senior Developer	13 - 19m	13 - 19m	8000 - 10000	8000 - 10000
Project Manager	10 - 16m	10 - 16m	8000 - 9000	8000 - 9000
Information Security Officer	15 - 20m	15 - 20m	7600 - 8200	7600 - 9000
Business Analyst	10 - 15m	10 - 15m	7500 - 9000	7500 - 9000
Database Administrator	8 - 12m	8 - 12m	7500 - 8500	7500 - 8500
UNIX Systems Administrator	8 - 15m	8 - 15m	6500 - 8000	7500 - 8200
Wintel Systems Administrator	8 - 12m	8 - 12m	7500 - 8500	7500 - 8500
FIX Specialist	8 - 15m	8 - 15m		
Applications Support	8 - 15m	8 - 15m	6500 - 7500	6500 - 7500
Market Data Engineer	8 - 13m	8 - 13m	6500 - 7500	6500 - 7500
Network Engineer	8 - 13m	8 - 13m	4800 - 7500	5500 - 7550

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

TOKYO

INFORMATION TECHNOLOGY FINANCE

NON-BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Information Officer	20 - 30m	20 - 30m	10000 - 12000	10000 - 12000
Head of Development	15 - 18m	15 - 18m		
Program Manager	10 - 15m	10 - 15m	9000 - 10000	9000 - 10000
BPR	8 - 12m	8 - 12m		
Information Security Officer	10 - 16m	10 - 16m	9000 - 10000	9000 - 10000
Infrastructure Manager	8 - 12m	8 - 12m	9000 - 10000	9000 - 10000
UNIX Systems Administrator	6 - 10m	6 - 10m	7500 - 8500	7500 - 8500
Systems Integration	5 - 10m	5 - 10m	7500 - 8500	7500 - 8500
Developer - Java	6 - 10m	6 - 10m	3500 - 6500	4000 - 7000
Business Analyst	6 - 10m	6 - 10m	4000 - 7000	4000 - 7000
Market Data Engineer	6 - 8m	6 - 8m	7500 - 8500	7500 - 8500
Database Administrator	6 - 8m	6 - 8m	7500 - 8500	7500 - 8500
Systems Analyst	6 - 9m	6 - 9m	7500 - 8500	7500 - 8500
Wintel System Administrator	5 - 8m	5 - 8m	7500 - 8500	7500 - 8500
Application Support	5 - 7m	5 - 7m	3500 - 7000	4000 - 8000
Associate Developer	4 - 5m	4 - 5m	3000 - 5000	3000 - 5000

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

TOKYO

INFORMATION TECHNOLOGY COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Director	15 - 20m	15 - 20m	7000 - 9000	7200 - 10500
Business Partner	10 - 15m	10 - 15m		
Service Delivery Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 8100
IT Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 8200
Application Manager	8 - 15m	8 - 15m		
Infrastructure Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 8200
Project Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 8000
ERP Engineer	6 - 10m	6 - 10m	3000 - 5000	3500 - 6000
CRM Engineer	6 - 10m	6 - 10m	4000 - 6000	4000 - 6000
Database Administrator	6 - 10m	6 - 10m	4500 - 6000	4500 - 7000
Network Engineer	5 - 8m	5 - 8m	4000 - 6500	4000 - 6500
Infrastructure Engineer	5 - 8m	5 - 8m	6000 - 6500	6000 - 6500
Systems Engineer	5 - 8m	5 - 8m	6000 - 6500	6000 - 6500
Systems Administrator	4 - 6m	4 - 6m	4500 - 7000	5000 - 7000
Help Desk	4 - 6m	4 - 6m	2800 - 3400	3000 - 4100
POS Engineer	4 - 8m	4 - 8m	3000 - 4500	3000 - 4500
E-commerce Engineer	6 - 10m	6 - 10m	4000 - 6000	4500 - 6500

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

TOKYO

INFORMATION TECHNOLOGY ONLINE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 7500
Infrastructure Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 7500
Product Manager	8 - 12m	8 - 12m	6000 - 9000	6000 - 9000
Project Manager	9 - 14m	9 - 14m	7000 - 7500	7000 - 7500
Database Administrator	6 - 10m	6 - 10m	6000 - 6500	6000 - 6500
Network Engineer	6 - 8m	6 - 8m	6000 - 6500	6000 - 6500
Infrastructure Engineer	4 - 7m	4 - 7m	6000 - 6500	6000 - 6500
Systems Engineer	5 - 10m	5 - 10m	6000 - 6500	6000 - 6500
Software Developer	5 - 10m	5 - 10m	4000 - 8000	4000 - 8000
Mobile Application Developer	5 - 9m	5 - 9m	4500 - 6500	4500 - 7000
Web Producer	5 - 8m	5 - 8m	3000 - 6000	3500 - 6500
Web Developer	5 - 10m	5 - 10m	3500 - 6500	3500 - 6500
Web Director	5 - 8m	5 - 8m	3000 - 5500	3000 - 6000
Web Designer	5 - 9m	5 - 9m	2500 - 5000	2800 - 5500
Front-end Developer	4 - 8m	4 - 8m	3500 - 6500	4000 - 7000
Back End/Server Side Developer	5 - 10m	5 - 10m	4500 - 7000	5000 - 8000
Game Producer	5 - 18m	5 - 18m	3500 - 9000	3500 - 9000
Graphic Designer	4 - 6m	4 - 6m	3500 - 6500	3500 - 6500
UI/UX Designer	4 - 6m	4 - 6m	3000 - 6000	3000 - 6000

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

TOKYO

INFORMATION TECHNOLOGY VENDOR & CONSULTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Solution Architect	12 - 18m	12 - 18m	9000 - 10000	9000 - 10000
Service Delivery Director	16 - 22m	16 - 22m	9000 - 10000	9000 - 10000
Program Manager	13 - 17m	13 - 17m	9000 - 10000	9000 - 10000
Project Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 7500
Storage Engineer	9 - 13m	9 - 13m	6500 - 7000	6500 - 7000
IT Consultant	9 - 14m	9 - 14m	6500 - 7000	6500 - 7000
Pre-sales Engineer	9 - 16m	9 - 16m	6500 - 8200	6500 - 8300
Field Application Engineer	9 - 13m	9 - 13m	6000 - 8000	6500 - 9000
Senior ERP Consultant	9 - 13m	9 - 15m	7000 - 10000	7500 - 11000
Database Administrator	7 - 10m	7 - 10m	5500 - 7000	5500 - 7200
Data Analyst	8 - 11m	8 - 12m	6000 - 8000	6500 - 8500
ERP Consultant	7 - 10m	7 - 10m	7000 - 10000	7000 - 11000
Telephony Engineer	8 - 10m	8 - 10m	4000 - 5500	4500 - 6200
Network Engineer	7 - 14m	7 - 14m	4200 - 6500	4500 - 6500
System Engineer	6 - 10m	6 - 10m	4000 - 6500	4500 - 6500
Software Developer	6 - 12m	6 - 12m	6000 - 10000	6500 - 11000
Embedded Developer	6 - 11m	6 - 11m	6000 - 8000	6000 - 8000
CAD Engineer	6 - 9m	6 - 9m	6500 - 9000	6500 - 9000
Systems Administrator	6 - 9m	6 - 9m	4000 - 5500	4700 - 6200
Post-sales Engineer	5 - 11m	5 - 14m	4000 - 7200	4200 - 7800
Technical Support Engineer	5 - 11m	5 - 13m	3000 - 3500	3200 - 4200
Quality Assurance Engineer	5 - 8m	5 - 8m	5000 - 7500	5500 - 8000
Localisation Engineer	5 - 8m	5 - 8m	4500 - 7000	4750 - 7000
Project Coordinator	5 - 7m	5 - 7m	4000 - 4500	4000 - 4500
Security Engineer	8 - 17m	8 - 17m	6000 - 6500	6000 - 6500

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

TOKYO

SALARIES

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Private Practice						
Qualified Lawyer	9 - 16m	10 - 22m	12 - 22m	12 - 23m	21 - 30m	22 - 35m
Paralegal	4.5 - 5.5m	4.5 - 6m	5 - 7m	5 - 7m	7 - 9.5m	7 - 10m
Financial Services						
Legal Counsel	10 - 17m	11 - 17m	15 - 23m	15 - 22m	19 - 28m	20 - 28m
Compliance Manager	7 - 10m	8 - 12m	9 - 18m	10 - 18m	19 - 23m	19 - 23m
Commerce & Industry						
Lawyer	8 - 14m	9 - 15m	11 - 20m	11 - 20m	21 - 28m	21 - 28m
Legal Counsel	7 - 15m	7 - 15m	8 - 16m	8 - 16m	13 - 25m	14 - 25m
Contract Manager	4 - 7m	4 - 7m	8 - 16m	8 - 16m	11 - 13m	11 - 13m
Legal Staff	4 - 5.5m	4 - 6m	7 - 9m	7 - 9m	9 - 10m	9 - 10m
Legal Secretary	4 - 7m	4 - 7m	4.5 - 7.5m	5 - 8m	7 - 8m	7 - 8m

RISK

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Credit Risk						
Credit Risk Specialist	7 - 11.5m	7 - 12m	11 - 19m	11 - 19m	19 - 22m	19 - 22m
Credit Risk Manager	9 - 12m	9 - 12m	13 - 18m	13 - 18m	19 - 22m	19 - 22m
Market Risk						
Market Risk Specialist	7.5 - 11.5m	8 - 12m	13 - 19m	13 - 20m	20 - 24m	20 - 24m
Quantitative Analyst	6.5 - 9m	7 - 10m	10 - 18.5m	10 - 19m	19 - 24m	19 - 24m

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

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Industrial		
President/CEO	17 - 35m	17 - 35m
Sales Director	12 - 19m	12 - 19m
Sales Manager	9 - 15m	9 - 15m
Marketing Manager	8 - 12.5m	8 - 12.5m
Sales & Marketing Executive	5.5 - 7.5m	5.5 - 7.5m
Sales Engineer	6.5 - 12.5m	6.5 - 12.5m
Project/Program Manager	9 - 15m	9 - 15m
Application/Design Engineer	6.5 - 12.5m	6.5 - 12.5m
Process/Industrial Engineer	6 - 9.5m	6 - 9.5m
Field Service Engineer	5.5 - 8.5m	5.5 - 8.5m
Chemical		
President/CEO	15 - 30m	15 - 30m
Sales & Marketing Director	12 - 20m	12 - 20m
Sales & Marketing Manager	8 - 14m	8 - 15m
Sales & Marketing Executive	6 - 13m	6 - 13m
Product Manager	7 - 13m	7 - 14m
Marketing Communications Manager	7 - 12m	8 - 14m
Business Development Manager	8 - 15m	8 - 15m
R&D Director	12 - 18m	12 - 18m
R&D Manager	8 - 14m	8 - 15m
Technical Services	5 - 10m	5 - 10m

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

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Energy & Infrastructure		
President/CEO	15 - 30m	18 - 30m
Marketing Director	13 - 18m	12 - 19m
Marketing Manager	8 - 15m	8 - 15m
Sales Director	12 - 18m	13 - 20m
Project Manager	8 - 15m	8 - 14m
Field Service Engineer	6 - 8m	5 - 8.5m
Business Development Manager	10 - 15m	10 - 15.5m
Automotive		
Sales Director/Engineering Director	13 - 18m	13 - 18m
Sales Manager/Engineering Manager	8 - 13m	8 - 13.5m
Account Manager/Sales Engineer	6 - 11m	6.5 - 11m
Project Manager/Program Manager	8 - 12m	8 - 12m
Application Engineer/Design Engineer	6 - 9.5m	6.5 - 10m

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

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Medical		
President/Country Manager	16 - 30m	18 - 30m
Business Unit Head	18 - 25m	18 - 25m
Sales Manager/Director	10 - 20m	10 - 20m
Marketing Manager/Director	10 - 20m	10 - 20m
Pharmacovigilance Manager/Director	10 - 14m	10 - 14m
RA/QA Head	12 - 18m	12 - 18m
RA/QA Manager	10 - 15m	10 - 15m
Product Manager	6 - 10m	6 - 10m
Pharmaceutical		
President/Country Manager	16 - 30m	16 - 30m
Business Unit Head	18 - 25m	18 - 25m
Marketing Manager/Director	12 - 20m	12 - 20m
Medical Affairs Manager/Director	12 - 20m	12 - 22m
Clinical Research Manager/Director	10 - 18m	10 - 18m
Business Development Manager/Director	12 - 18m	12 - 18m
Clinical Research Associate	6 - 9m	6 - 9m
Product Manager	7 - 10m	7 - 10m
Consumer/FMCG		
President/Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	10 - 20m	10 - 20m
Marketing Manager/Director	12 - 20m	12 - 20m
Commercial Manager/Director	10 - 20m	10 - 20m
Brand/Product Manager	7 - 12m	7 - 12m
Market Research Manager	8 - 12m	8 - 12m

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

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Retail & Hospitality		
General Manager	15 - 30m	15 - 30m
Retail Manager/Director	9 - 20m	9 - 20m
Merchandising Manager/Director	8 - 17m	8 - 17m
Communications Manager/Director	7 - 13m	7 - 13m
Store Manager	6 - 10m	6 - 10m
Visual Merchandising Manager	7 - 12m	7 - 12m
Digital & Online		
Country Manager	18 - 30m	18 - 30m
E-commerce Manager/Director	8 - 17m	8 - 17m
Online Marketing Manager/Director	8 - 17m	8 - 17m
Digital/Adtech Sales Manager	8 - 14m	8 - 14m
Web Director	6 - 9m	6 - 9m
IT Software		
Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	10 - 23m	12 - 23m
Marketing Manager/Director	10 - 22m	10 - 22m
Channel Sales Manager	9 - 15m	10 - 16m
Sales Account Manager	7 - 14m	8 - 15m
IT Infrastructure & Services		
Country Manager	20 - 35m	20 - 40m
Marketing Manager/Director	10 - 22m	10 - 22m
Sales Manager/Director	10 - 23m	12 - 28m
Product Marketing Manager	8 - 14m	8 - 15m
Sales Account Manager	7 - 14m	8 - 16m

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ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Operations Director	14 - 20m	15 - 25m		
Factory/Plant Manager	15 - 20m	15 - 25m		
Supply Chain Manager	9 - 15m	10 - 15m	5000 - 8000	5000 - 8000
Logistics Manager	7 - 12m	8.5 - 13m	4000 - 7000	4000 - 7000
Warehouse Manager	8 - 10m	8.5 - 11m		
Procurement Manager	9 - 14m	9 - 14m	4000 - 8000	4000 - 8000
Indirect Procurement Manager	10 - 15m	10 - 15m		
Customer Service Manager	7 - 11m	8 - 12m	3500 - 6000	3500 - 6000
QA/QC Manager	9 - 15m	10 - 15m		
Facilities Manager	9 - 13m	9 - 13m		
Project Manager	8 - 14m	9 - 13m	5000 - 7000	5000 - 7000
Program Manager	9 - 15m	9 - 15m		
Production Control Manager	10 - 14m	10 - 14.5m		
Supply Chain Staff	5 - 8m	5.5 - 8m	2500 - 4000	2650 - 4000
Logistics Staff	4 - 6.5m	4.5 - 7m	2500 - 4000	2650 - 4000
Warehouse Coordinator	4 - 6.5m	4.5 - 7m	2600 - 4000	2600 - 4000
Import/Export Staff	3 - 5.5m	3.5 - 5.5m	2500 - 3700	2600 - 3700
Planner	6 - 9m	6.5 - 9m		
Procurement Staff	5 - 7.5m	5.5 - 8m	2500 - 3800	2600 - 3800
Customer Service Staff	4 - 6m	4 - 6m	2500 - 3500	2600 - 3500
QA/QC Specialist	5 - 9m	6 - 9m	2600 - 3500	2600 - 3500
Facilities Management Staff	4.5 - 6m	4.5 - 6m	2600 - 4000	2600 - 4000
Production Control Staff	5 - 7.5m	5 - 7.5m	2500 - 3800	2500 - 3800
Process Engineer	5 - 9m	5.5 - 9m		

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

OSAKA

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Financial Officer	18 - 26m	18 - 26m		
Financial Controller	12 - 18m	12 - 18m		
Finance Manager	8 - 11.5m	8 - 11.5m		
Financial Analyst	5 - 9.5m	5 - 9.5m	2800 - 5000	2800 - 5000
Senior Accountant	6 - 8.5m	6 - 8.5m	2850 - 5050	2850 - 5050

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
HR Director	12 - 20m	12 - 20m		
HR Manager	8 - 13m	8 - 13m		
Senior HR Generalist	6.5 - 9.5m	6.5 - 9.5m	2000 - 3500	2000 - 3500
Executive Secretary	4 - 7.5m	4 - 7.5m	1550 - 2550	1550 - 2600
HR Generalist/Staff	3.5 - 6.5m	3.5 - 6.5m	1700 - 3500	1700 - 3550
Translator	4 - 6m	4 - 6m	1750 - 3550	1750 - 3600

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Director	14 - 21m	14 - 21m		
IT Manager	9 - 14m	9 - 14m		
Project Manager	7 - 10m	7 - 10m	2800 - 6500	2800 - 6500
System Engineer	6 - 9.5m	6 - 9.5m	1750 - 4050	1750 - 4050
Network Engineer	6 - 8.5m	6 - 8.5m	1750 - 4050	1750 - 4050

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OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Industrial & Chemical		
President/CEO	15 - 25m	15 - 25m
General Manager/Divisional Head	12 - 20m	12 - 20m
Sales Director	10 - 15m	10 - 15m
Sales Engineering Manager	8 - 12m	8 - 12m
Business Development Manager	8 - 13m	8 - 13m
Sales Manager	7 - 12m	7 - 12m
Marketing Manager	7 - 11m	7 - 11m
Sales Executive	6 - 8m	6 - 8m
Sales Engineer	5 - 9m	5 - 9m
Design Engineer	5 - 9m	5 - 9m
Chemical Engineer	5 - 8m	5 - 8m
Consumer & Retail		
Marketing Manager	7 - 10m	7 - 10m
Area Manager	5 - 8m	5 - 8m
Store Manager	5 - 7.5m	5 - 7.5m
Visual Merchandise Manager	5 - 6.5m	5 - 6.5m
Marketing Executive	5 - 6.5m	5 - 6.5m
Sales Executive	4 - 7m	4 - 7m
Store Sales Associate	3 - 4.5m	3 - 4.5m

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

OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Information Technology & Online		
Branch Manager	10 - 15m	10 - 15m
Sales Manager	9 - 12m	9 - 12m
Sales Account Manager	7 - 10m	7 - 10m
Sales Executive	4 - 6m	4 - 6m
Healthcare		
General Manager/Country Manager	15 - 28m	15 - 28m
Marketing Director	12 - 25m	12 - 25m
Sales Manager	8 - 14m	8 - 14m
Clinical Development Manager	8 - 13m	8 - 13m
Regulatory Affairs Manager	6 - 15m	8 - 15m
Marketing/Product Manager	7 - 12m	7 - 12m
Clinical Scientist/Researcher	5 - 8m	5 - 8m
Clinical Research Associate (CRA)	5 - 8m	5 - 8m
Quality Assurance	5 - 8m	5 - 8m

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OSAKA

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Operations Director	14 - 22m	14 - 22m		
Factory/Plant Manager	10 - 15m	10 - 15m		
Procurement Manager	8 - 12.5m	8 - 12.5m		
QA/QC Manager	7.5 - 13m	7.5 - 13m		
Supply Chain Manager	7 - 12m	7 - 12m		
Import/Export Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500
Supply Chain Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500

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

RECRUITMENT LEVELS ACROSS MALAYSIA ARE EXPECTED TO REMAIN FAIRLY SUBDUED IN 2017, WITH MOST HIRING ACTIVITY IN REVENUE-GENERATING ROLES ACROSS FINANCIAL SERVICES AND THE TECHNOLOGY SECTOR. ONGOING ECONOMIC UNCERTAINTY MEANS PROFESSIONALS WILL BE CAUTIOUS ABOUT CHANGING JOBS.

2016 INSIGHT

In 2016, employers adopted a cautious approach to recruitment, with some even freezing hiring. Headcount was only increased for business critical hires and even these roles were subject to additional rounds of approval.

However, there were several positive hiring trends. For example, a number of e-commerce start-ups established businesses in Malaysia, creating more job opportunities for IT professionals. SMEs also continued to recruit for new roles as they diversified into new industries. In addition, traditional businesses, such as financial services and insurance, improved their security practices to safeguard their organisations against security hacks, driving strong demand for cyber security professionals. Revenue generators, such as licensed investment specialists and licensed treasury

sales specialists, were also highly sought after across financial services.

As retailers moved their businesses to online or mobile platforms, there was demand for professionals with niche technology skills such as user experience and user interface (UX/UI) designers. The talent shortage in this market meant that fully-qualified candidates expected higher salaries. This was a challenge for hiring managers who had to secure the best talent on tight budgets.

Businesses also continued to recognise the importance of the HR function and HR hiring levels were stable in 2016 as hiring managers focused on filling replacement roles.

2017 EXPECTATIONS

In 2017, we expect that most businesses will continue to maintain or possibly even reduce headcount across non-critical areas. In particular, market conditions will continue to be challenging for the oil and gas, electrical and electronic manufacturing sectors. However, there is a more positive picture for the shared services industry, which will experience growth, as more companies set up regional and global hubs for their supply chain and procurement centres.

Hiring activity is expected to remain strong in digital marketing and e-commerce throughout 2017 with the expansion of new businesses. As a result, technology professionals with good programming skills will continue to be in demand.

Candidates with proven track records in revenue-generating roles who can demonstrate career stability and loyalty to employers will also continue to be highly sought after. Meanwhile, in the financial services sector, tax consultants, compliance, and risk and governance professionals, will also be in demand.

As employees remain cautious about changing jobs, employers will have to offer competitive salaries and respond to candidates who receive counter-offers from current employers. To secure the best people we recommend that employers streamline their recruitment process. Those employers hoping to retain top talent, will need to provide high performing staff with clear career progression paths.



Hiring activity is expected to remain strong in digital marketing and e-commerce as new businesses expand in 2017. Technology professionals with good programming skills will continue to be in demand.



KEY FINDINGS

The shared services industry will experience growth as more companies set up their regional and global hubs for supply chain and procurement centres.

Hiring activity is expected to remain strong in digital marketing and e-commerce throughout 2017 with the expansion of new businesses.

Employers will have to be more strategic about hiring highly skilled specialists by offering them competitive salaries and responding to candidates who receive counter-offers from current employers.

+ 25% (AJI)

Year-on-year increase in advertised roles in **legal & compliance**

+ 13% (AJI)

Year-on-year increase in advertised roles in **human resources**



Overseas Malaysian professionals interested in returning home

(Whitepaper)

THE MAIN SECTORS RETURNING MALAYSIANS ARE KEEN TO WORK IN:

- 1 Accounting & finance
- 2 Banking & financial services
- 3 Supply chain, procurement & logistics

AJI: Robert Walters Asia Job Index, Q3 2015 v Q3 2016.
Whitepaper: Robert Walters 'Returning Asian Talent' 2015.

OVERVIEW

ACCOUNTING & FINANCE

Hiring activity for accounting and finance was cautious in 2016, due to stringent regulatory processes and selection criteria in a market where employers were in control. A number of sectors, including oil & gas operators and downstream & upstream businesses, were also affected by the dip in global oil prices and reduction in their marginal profits.

Recruitment is expected to remain steady in 2017, in line with the Malaysian Government's initiative to spend cautiously to avoid any risk of sovereign outlook or credit rating downgrade. Sectors such as FMCG, manufacturing, healthcare, retail and services will be limited mainly to hiring replacements.

A series of layoffs in late 2015, and early 2016, resulted in a huge influx of finance professionals from the commercial sector seeking opportunities in the shared services industry. As shared services companies expand their businesses in Malaysia, employers will continue to recruit for specialist talent such as migration or PMO experts to support new migrations and functions.

Accountants with experience working for publicly listed firms will be valued by most local listed companies. Tax, treasury and FP&A professionals will also be in demand due to the limited talent pool in the market.

To motivate and retain staff, employers should aim to provide good remuneration packages, flexible working hours, training opportunities and regional exposure. Jobseekers can expect substantial salary rises of 20% or more in 2017.

BANKING & FINANCIAL SERVICES

FRONT OFFICE

The recruitment market for client-facing and revenue-generating roles started slowly in 2016 but gained momentum in the second half of the year. Hiring for middle to senior level candidates was mainly for replacement positions and banks offered rises of 15-25% in basic salary for job movers in this area. This is set to continue in 2017. Recruitment also picked up in the second half of 2016 for roles in relationship management, wealth management, digital banking and transaction banking.

As banks continue to streamline their businesses and focus more on replacement recruitment, hiring for traditional front office bankers will slow down in 2017. In investment banking, weak capital market activity hampered revenue and earnings growth in both the equity and bond markets. This affected the levels of recruitment for roles in corporate finance, equity capital market and debt capital markets.

Established banks and financial services firms revamped their systems in 2016, driving demand for retail online banking sales and distribution specialists in the fintech and electronic banking space – this will continue in 2017.

Wealth management has seen a growing demand for licensed investment specialists, especially those with the ability to provide qualified advisory services to high net worth individuals. Similarly, in treasury markets, the demand for licensed treasury sales specialists, especially in the corporate sales segment, has increased. The smaller foreign players also

started to strengthen their teams to provide fully-fledged treasury services.

Jobseekers with expertise in developing and enhancing Islamic asset management products in both equity and fixed income will be highly sought after in Malaysia's Islamic asset management industry, which values continuous product innovation. As a result, demand for Shariah-compliant product specialists and institutional sales specialists will increase in 2017. Due to the limited talent pool in this area, experienced professionals will expect a salary rise of at least 25%.

Since the talent pool remains rather limited, experienced revenue generators such as private bankers, institutional sales specialists in asset management, senior relationship managers and treasury sales specialists, will be in strong demand. Professionals can expect a 25% salary rise when moving to another organisation.

MIDDLE & BACK OFFICE

The introduction of new banking regulations and stricter compliance monitoring from central banks had a direct effect on recruitment in 2016. Hiring activity for middle and back office functions was strong as project managers and strategists from reputable consulting firms were highly sought after. Risk management professionals with niche expertise were also in demand.

Overall we expect high levels of recruitment in 2017, especially for mid to senior level positions, as well as increased salary offers for those moving roles. For example, mid to senior level professionals in cash and treasury operations can expect at least 20% higher salaries.

KEY TRENDS

- ▶ Accountants with experience working for publicly listed firms will be valued by most local listed companies. Tax, treasury and FP&A professionals will also be in demand due to the limited talent pool in the market.
- ▶ HR talent with analytical capabilities who can understand trends and make sound business decisions based on data, will be in demand.
- ▶ Malaysia remains the top choice for foreign direct investment (FDI) as new factories in chemical, mining, automotive and FMCG set up their businesses in the country. To meet the market demand, manufacturing industries will be recruiting for key mid-level management positions.
- ▶ Mobile developers for iOS and Android will continue to be in high demand as the popularity of mobile as a digital platform increases.

Employers will also be looking to hire more credit risk modellers with six to eight years' experience, in preparation for the introduction of FRS 9 Loan Impairment regulation.

With the general bearish equity and debt capital market, banks will be looking to hire more professionals with non-traded market risk experience to manage their capital and liquidity risks. As banks work towards maximising productivity and lowering operating costs, jobseekers who are willing to take on extra responsibilities will be viewed favourably by hiring managers.

The de-tariff measures introduced by Bank Negara Malaysia (the Central Bank of Malaysia), means that insurance companies will have to split their life and general insurance businesses and operate them under separate licences. This, in turn will drive a focus on maximising productivity. To prepare for such important market changes, hiring managers will be strengthening their actuarial and data analytic capabilities in 2017. Professionals with relevant experience can expect significantly higher salaries, with rises of 15-25% not unusual.



Financial institutions will also focus more on retaining their employees and developing junior talent internally.

ENGINEERING

Malaysia remains the top choice for foreign direct investment (FDI) as new factories in chemical, mining, automotive and FMCG set up their business in the country. To meet market demand, manufacturing industries continued to recruit key mid-level management positions, mainly in the areas of health, safety and environment (HSE), production, quality and maintenance.

For the first half of 2016, the job market for engineering was fairly subdued. However, hiring levels improved in the third quarter, with employers recruiting for both new headcount and replacement positions. We expect this trend to continue in 2017.

Malaysians with regional overseas experience continue to be highly valued and employers should consider offering competitive salaries to attract returning talent. Focusing on career progression, employee engagement and non-monetary forms of recognition will also help to secure the best candidates.

Salary increases for those remaining at their current companies are estimated to be in the range of 4-7% in 2017 but higher ranges should be considered to retain top talent. Top-calibre candidates moving to different companies are likely to be paid 18-25% more than in their previous role.

HUMAN RESOURCES

Hiring levels were stable in 2016 as hiring managers focused on filling replacement roles. Fewer new positions were created and HR professionals were more cautious about changing jobs, placing increasing value on job security. However, there were some new job opportunities across the SME sector as these businesses were less affected by the economic downturn compared to multinational corporations.

In 2017, we anticipate sustained hiring of HR talent across various industries, with the majority being for replacement roles. HR professionals with the analytical capabilities to make sound business decisions based on data, will be in demand. Hiring managers will also value professionals who are strategic, dynamic and resilient enough to weather organisational changes. Companies will also be seeking candidates skilled in compensation and benefits, and organisational design.

To recruit the right employees, potential employers need to create a positive experience during interviews as the best candidates may still be considering multiple offers. Companies will also need to work on building and maintaining strong employer branding to attract top talent who evaluate job prospects holistically.

We anticipate a number of key trends in 2017. For example, companies will place more emphasis on promoting internal talent as they implement talent retention strategies aimed at creating better career opportunities for existing employees. In addition, hiring managers will be engaging potential management trainees from top universities, as they tend to stay longer with an organisation in comparison to more experienced hires. We also expect companies to invest in and use technology and online platforms as recruitment tools to drive efficient processes and systems.

OVERVIEW

Job movers can expect salary increases of 20% and above, while those staying with their current employers could be paid 3-8% more.

INFORMATION TECHNOLOGY

Start-ups and small and medium-sized enterprises (SMEs) drove demand for IT professionals in Malaysia in 2016. In particular, mobile developers for iOS and Android will continue to be in high demand as the popularity of mobile as a digital platform increases. To retain the best, hiring managers will need to give mobile developers key opportunities to lead creative projects. User experience and user interface (UX/UI) designers will also be hired in significant numbers to provide consumers with a quick and seamless online experience.

As digital, mobile and e-commerce related companies expand their businesses, there will be an increase in the number of employers recruiting mobile engineers and software developers in 2017. Companies will continue to strengthen their security practices to prevent security and information breaches. Cyber security professionals will be highly sought across a number of industries, but especially in the banking sector. Software developers and cyber security experts can expect significant salary rises of up to 25% when moving jobs in 2017.

The digital space experienced rapid growth in Malaysia as most organisations are now utilising digital channels to grow their business. As a result, there will be an increase in job opportunities for IT digital project managers and business analysts, as organisations turn to project management to deliver the results they need.

We predict that companies will be keen to hire IT professionals throughout 2017 and organisations from a range of sectors will be competing for IT talent. To secure the best employees, hiring managers will need to streamline their recruitment process as highly experienced jobseekers are expected to receive multiple offers.

The talent pool will be limited in 2017 so we advise companies to consider professionals

who may not have the precise experience they require, but who have a computer science degree, as well as software engineering and programming skills. To retain their current employees, we recommend that hiring managers provide regular training to upgrade their employees' skills. They should also offer structured development programmes and clearly defined career paths.

In 2016, jobseekers securing new roles benefited from a pay rise of 15-20% and this trend will continue in 2017.

LEGAL & COMPLIANCE

Hiring activity was mainly centred on filling replacement positions across the financial services and commerce sectors in 2016. However, the introduction of new regulations led to a spike in demand for compliance professionals, particularly for anti-money-laundering/counter-financing terrorism (AML/CFT) functions in 2016, and we expect this demand to continue in 2017.

With the growing importance of AML/CFT functions in safeguarding financial institutions, candidates with specialist skills in transaction monitoring, subject matter expert advisory, policy development and training, will continue to be in high demand.

Following the recent enactment of the Companies Act, there will be an increasing need for more corporate secretarial support, especially for financial institutions and publicly listed companies. Qualified and licensed secretaries with a minimum of eight years' experience will be highly sought after.

Banks will continue to be prudent with their budgets and hiring managers will focus on retaining staff by offering monetary incentives and improving their career development. When recruiting new employees, hiring managers will also need to be mindful of potential counter-offers from the candidate's existing employer.

Following a relatively quiet year for recruitment in 2016, the job market for licensed company secretaries and AML/CFT compliance talent will improve in 2017. We also anticipate increasing

interest from overseas Malaysian professionals with experience in legal and compliance, returning home to find a new role.

With rising inflation and GST costs, jobseekers will expect pay rises when they change jobs in 2017. Hiring managers, especially those working to tight budgets, will be more successful in their hiring processes if they place greater emphasis on the candidate's work attitude and personality, instead of technical skills which can be developed later. To secure the right person, employers should also consider higher remuneration packages as jobseekers will expect salary rises of 20-25% in 2017.

SALES & MARKETING

In 2016, the growth in the food & beverage and retail sector resulted in increased demand for mall management talent with experience in leasing and operations, store/outlet managers and operation managers. However, hiring activity for local marketing positions in the retail fashion sector remained stagnant because businesses tended to run their brand strategy operations from regional offices.

As FMCG companies sought to increase sales revenue through export and online sales, there was increased demand for regional sales professionals and digital/e-commerce talent. However, there could be a mismatch between the salary expectations of jobseekers (who are hoping for higher salaries in 2017) and hiring budgets, which might not follow suit. In 2016, FMCG companies also focused on hiring more mid-management level positions. This trend is set to continue in 2017 as local manufacturing businesses are keen to expand their presence overseas and increase revenue.

In 2017, marketing professionals in the FMCG and retail sector will be expected to have social media management or programmatic buying skills. However, there will be a shortage of professionals with digital marketing experience, meaning jobseekers with these niche skills are likely to be paid up to 30% more when they move to a new employer. Other professionals switching jobs in these sectors can expect salary rises of 15-20%.

In the industrial marketing sector, recruitment started slowly in the first half of 2016. Hiring activity picked up pace in the latter part of the year, with a spike in replacement positions once bonuses had been paid out in August. Businesses in Malaysia will remain cautious about hiring and employees will be equally cautious about moving to new roles as more manufacturing companies consider moving offices to Thailand or Vietnam in 2017. However, companies will still need to recruit sales and business development roles, so jobseekers with these skills can look forward to a more promising outlook. Professionals who take on a new role will be paid salaries that are 15-20% higher.

Hiring activity across the professional services sector slowed down slightly in 2016 as employers froze headcount and the hiring process extended for those roles that were recruited. In comparison, hiring took place across digital and e-commerce as more start-ups set up in Malaysia. With the upcoming launch of the National E-commerce Strategic Roadmap (NESR), the e-commerce market is expected to boom in 2017. This will drive up demand for digital marketing professionals including sales managers, accounts managers and marketing

managers with SEO, SEM and Google Analytics experience.

To retain key talent, hiring managers should provide employees with clear career advancement plans, regional exposure, portfolio expansion and training opportunities. To gain access to a wider pool of talent we also advise hiring managers to consider high potential professionals who are a good cultural fit for the business. Job movers with niche skills can expect their salary to rise by 25-30%.

SUPPLY CHAIN, LOGISTICS & PROCUREMENT

Following a cautious approach to recruitment in early 2016, hiring activity gained momentum from the middle of the year, led by an increase in professionals looking for new opportunities. We saw a shift from the traditional FMCG market, with more key hires in the third party logistics, pharmaceuticals and medical devices industries. Employers were mainly hiring for business critical functions such as supply chain, procurement, planning, logistics and order management positions, in mid to senior level positions.

Companies will find it challenging to attract talent in 2017. This is a result of organisations

strengthening their employee retention policies by providing current staff with retention bonuses and progression opportunities into larger or regional roles.

As the shared service sector gains momentum with companies expanding or new start-ups emerging, professionals experienced in order management and procurement will be in demand. There will also be more regional positions available as many organisations establish regional bases in Malaysia instead of Singapore or Hong Kong. We believe that recruitment levels will remain strong in 2017, with job movers expecting salary rises of at least 15%.

TECHNICAL HEALTHCARE

Budget constraints and headcount cuts resulted in reduced levels of hiring in 2016, particularly for mid to senior level positions. However, hiring for junior level roles remained steady as professionals at this level continued to move jobs in 2016.

Looking ahead to 2017, professionals with specialist skills will be in demand. As companies launch new products, candidates with regulatory affairs experience will be particularly sought after. With compliance becoming an area of focus, more experienced medical affairs professionals will be in demand. There will also be increasing competition among employers to hire product managers, medical affairs managers, regulatory affairs managers and quality assurance managers.

If companies want to attract the best talent, we advise hiring managers to provide clear career progression paths and promote company values and culture. To retain staff, hiring managers should increase employees' career exposure by giving them opportunities to pursue cross-functional projects or possible international placements.

As companies continue to focus on reducing costs and streamlining recruitment processes, more businesses will consider measures like recruitment process outsourcing (RPO) in 2017 and beyond. However, despite the move to adopt cost saving measures, employers are still expected to offer salary rises of 15-25% for professionals with niche expertise.



MALAYSIA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
Finance		
Chief Financial Officer	336 - 540k	360 - 600k
Head of Shared Services	336 - 540k	360 - 600k
Finance Director - MNC	300 - 420k	300 - 420k
Finance Director - SME	240 - 300k	240 - 300k
Financial Controller - MNC	216 - 300k	240 - 300k
Head of Functions - RTR, OTC, PTP	216 - 330k	220 - 360k
Financial Controller - SME	180 - 240k	216 - 264k
Senior Finance Manager	144 - 240k	180 - 240k
FP&A Manager	120 - 216k	144 - 216k
Corporate Finance Manager	120 - 216k	144 - 216k
Finance Manager/Team Lead	96 - 180k	120 - 180k
Accounting & Taxation		
Tax Manager	145 - 216k	145 - 216k
Credit Controller	96 - 192k	96 - 180k
Internal Auditor - Manager	96 - 144k	96 - 180k
Cost Controller	96 - 180k	108 - 180k
Accountant	60 - 108k	60 - 120k
AP/AR Analyst	54 - 96k	54 - 96k
Analyst		
Senior Financial/Business Analyst	85 - 120k	96 - 144k
Financial/Business Analyst	60 - 96k	60 - 108k
Treasury		
Treasury Manager	150 - 192k	144 - 192k

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MALAYSIA

BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Global Markets						
Treasury Sales	72 - 192k	78 - 192k	192 - 360k	192 - 360k	360k+	360k+
Treasury Trader	72 - 180k	78 - 192k	180 - 264k	192 - 360k	264k+	360k+
Investment Banking						
Corporate Finance	72 - 144k	72 - 144k	144 - 264k	144 - 264k	264k+	264k+
Debt/Equity Capital Markets	72 - 144k	72 - 156k	144 - 264k	156 - 300k	264k+	300k+
Investment Management						
Private Equity	96 - 240k	96 - 240k	240 - 360k	240 - 360k	360k+	360k+
Fund Manager	84 - 180k	84 - 180k	180 - 300k	180 - 300k	300k+	300k+
Research Analyst	84 - 180k	84 - 180k	180 - 300k	180 - 300k	300k+	300k+
Retail Banking						
Retail Sales and Distribution	66 - 90k	66 - 96k	90 - 192k	96 - 192k	192k+	192k+
Retail Products	48 - 96k	66 - 96k	96 - 240k	96 - 192k	240k+	240k+
Transaction Banking						
Cash Management	54 - 96k	60 - 96k	96 - 240k	96 - 240k	240k+	240k+
Trade Finance	54 - 96k	60 - 96k	96 - 240k	96 - 240k	240k+	240k+
Wealth Management						
Wealth Management Products	60 - 96k	60 - 96k	96 - 240k	96 - 240k	240k+	240k+
Premier/Priority Banking (RM)	60 - 96k	60 - 96k	96 - 180k	96 - 180k	180k+	180k+
Wholesale Banking						
Corporate Banking (RM)	55 - 114k	55 - 120k	114 - 240k	120 - 240k	240k+	240k+
Commercial Banking (RM)	55 - 102k	55 - 108k	102 - 180k	108 - 180k	180k+	180k+

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MALAYSIA

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Banking Operations						
Cash Management	54 - 108k	60 - 120k	108 - 156k	120 - 180k	156k+	180k+
Treasury Operations	54 - 108k	60 - 120k	108 - 156k	120 - 180k	156k+	180k+
Credit Administration	54 - 96k	54 - 96k	96 - 120k	96 - 120k	120k+	120k+
Finance						
Strategic Planning & Analysis	72 - 168k	84 - 180k	150 - 222k	168 - 240k	222k+	240k+
Financial Control & Tax	78 - 162k	78 - 162k	162 - 222k	168 - 240k	222k+	240k+
Fund Accounting	60 - 108k	60 - 108k	108 - 180k	108 - 180k	180k+	180k+
Insurance						
Actuarial	72 - 120k	72 - 144k	96 - 204k	144 - 240k	204k+	240k+
Bancassurance	60 - 100k	60 - 100k	100 - 215k	100 - 215k	215k+	215k+
Claims	48 - 102k	48 - 102k	96 - 144k	96 - 156k	144k+	156k
Insurance Operations	48 - 102k	48 - 102k	96 - 144k	96 - 168k	144k+	168k+
Underwriting	48 - 102k	48 - 102k	96 - 144k	96 - 168k	144k+	168k+
Product Development	44 - 105k	44 - 105k	96 - 180k	96 - 180k	180k+	180k+
Internal Audit						
Investment Banking/Treasury	78 - 162k	82 - 168k	162 - 204k	168 - 204k	204k+	210k+
Credit Audit	72 - 150k	72 - 150k	150 - 204k	150 - 210k	204k+	210k+
Branch/Corporate Services	70 - 144k	70 - 144k	144 - 198k	144 - 198k	180k+	198k+
Project Management						
Project/Change Management	78 - 156k	78 - 132k	150 - 240k	150 - 240k	240k+	240k+
Process Re-engineering	78 - 144k	78 - 144k	144 - 216k	144 - 216k	216k+	216k+
Risk Management						
Market Risk	78 - 168k	78 - 168k	168 - 222k	168 - 234k	222k+	234k+
Operations Risk	78 - 162k	78 - 168k	162 - 220k	168 - 228k	220k+	228k+
Credit Risk	78 - 156k	78 - 156k	156 - 216k	156 - 222k	216k+	222k+

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MALAYSIA

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
Engineering		
General Manager	240 - 360k	240 - 360k
Operations Manager/Director	240 - 360k	240 - 360k
Quality Director	240 - 300k	240 - 324k
HSE Director	240 - 300k	240 - 324k
Plant Manager	168 - 252k	168 - 300k
Project Manager/Senior Manager	132 - 228k	120 - 240k
HSE Manager/Senior Manager	120 - 168k	120 - 240k
Production Manager/Senior Manager	108 - 180k	96 - 180k
Maintenance Manager/Senior Manager	96 - 216k	96 - 216k
Continuous Improvement Mgr/Senior Mgr	96 - 240k	96 - 240k
Quality Manager/Senior Manager	96 - 180k	96 - 180k
Facilities Manager/Senior Manager	72 - 180k	72 - 180k
R&D Manager/Senior Manager	96 - 180k	96 - 180k
Application Technologist/Manager	72 - 120k	72 - 120k
Civil & Infrastructure Engineer	96 - 120k	96 - 120k
Project Engineer	84 - 120k	60 - 120k
Maintenance/Service Engineer	48 - 96k	48 - 96k
Chemist	48 - 72k	48 - 72k

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MALAYSIA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	5 - 10 YRS' EXP		10+ YRS' EXP	
	2016	2017	2016	2017
HR Director			300 - 490k	300 - 700k
Compensation & Benefits	110 - 195k	110 - 240k	190 - 350k	190 - 480k
Talent Management	110 - 185k	110 - 216k	185 - 256k	185 - 360k
HR Business Partner	110 - 180k	96 - 180k	180 - 240k	180 - 300k
Organisation Development	108 - 190k	108 - 190k	190 - 336k	190 - 360k
HR Manager	96 - 168k	96 - 168k	168 - 264k	168 - 264k
Talent Acquisition	90 - 150k	90 - 150k	150 - 220k	150 - 240k
HR Information Systems (HRIS)	84 - 132k	84 - 132k	132 - 168k	132 - 168k
Learning & Development	84 - 114k	84 - 144k	144 - 180k	144 - 300k
Industrial Relations/Employee Relations	72 - 108k	72 - 108k	120 - 240k	120 - 240k

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MALAYSIA

TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
Medical Affairs Manager	120 - 180k	120 - 180k
Market Access Manager	96 - 180k	120 - 180k
Clinical Research Manager	96 - 156k	120 - 156k
Regulatory Affairs Manager	96 - 156k	96 - 156k
QA/QC Manager	96 - 144k	96 - 144k
SFE Manager	84 - 132k	96 - 144k
Medical Scientific Liaison	72 - 108k	72 - 108k

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MALAYSIA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
ERP		
Consultant - Functional	100 - 216k	100 - 216k
Consultant - Technical	100 - 216k	100 - 216k
Support Analyst	72 - 108k	72 - 108k
Management/Functional		
Chief Technology Officer	350 - 540k	360 - 600k
IT Director	280 - 420k	280 - 420k
Program Manager	216 - 336k	240 - 360k
Project Manager	210 - 360k	210 - 360k
Service Delivery Manager	120 - 280k	144 - 300k
IT Business Analyst	72 - 120k	72 - 144k
Software Development & Digital		
Development/Digital Manager	150 - 300k	150 - 300k
Solution Architect	120 - 192k	180 - 324k
Test Manager	120 - 156k	150 - 180k
Software Engineer/Developer	85 - 144k	85 - 180k
Infrastructure & Security		
Infrastructure Manager	120 - 240k	120 - 240k
IT Security Manager	100 - 180k	120 - 180k
IT Auditor	85 - 144k	96 - 180k
Cyber Security Engineer	96 - 260k	96 - 260k
Server/Database Administrator	60 - 108k	60 - 108k
IT Sales		
Sales Director	180 - 360k	300 - 420k
Pre-sales Manager	72 - 120k	120 - 180k

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MALAYSIA

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	1 - 4 YRS' PQE		5 - 8 YRS' PQE		8+ YRS' PQE	
	2016	2017	2016	2017	2016	2017
Commerce & Industry						
Manufacturing/Engineering	54 - 90k	54 - 90k	90 - 186k	90 - 192k	186k+	192k+
Pharmaceutical/Chemical	54 - 90k	54 - 96k	90 - 174k	96 - 174k	174k+	174k+
Contracts Manager	48 - 84k	48 - 90k	84 - 162k	90 - 164k	162k+	164k+
FMCG	48 - 84k	48 - 90k	84 - 156k	90 - 168k	156k+	168k+
Company Secretary						
Group Company Secretary	42 - 78k	44 - 84k	78 - 120k	84 - 126k	120k+	126k+
Assistant Company Secretary	36 - 66k	38 - 72k	66 - 96k	72 - 98k	96k+	98k+
Compliance						
AML/Surveillance	58 - 84k	58 - 90k	84 - 186k	90 - 192k	186k+	192k+
Global Markets	54 - 84k	54 - 84k	84 - 186k	84 - 186k	186k+	186k+
Shariah	48 - 78k	48 - 78k	78 - 180k	78 - 180k	180k+	180k+
Fund/Wealth Management	48 - 72k	48 - 78k	72 - 186k	78 - 186k	186k+	186k+
Retail/Insurance	43 - 66k	48 - 72k	66 - 162k	72 - 168k	162k+	168k+
Financial Services						
Investment Banking - Global	54 - 108k	54 - 108k	108 - 192k	108 - 192k	192k+	192k+
Corporate/Transaction Banking	54 - 90k	54 - 96k	90 - 172k	96 - 180k	172k+	180k+
Consumer Banking/Insurance	48 - 90k	48 - 96k	90 - 156k	96 - 156k	156k+	156k+
Private Practice						
Corporate/M&A	46 - 102k	48 - 102k	102 - 168k	102 - 168k	168k+	168k+
Financial Services	46 - 102k	46 - 108k	102 - 168k	108 - 174k	168k+	174k+
Intellectual Property	46 - 90k	46 - 90k	90 - 156k	90 - 156k	156k+	156k+

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MALAYSIA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	CONSUMER		IT&T/INDUSTRIAL	
	2016	2017	2016	2017
General Marketing				
Managing Director	360 - 600k	360 - 600k	360 - 550k	360 - 550k
Sales Director	300 - 504k	300 - 504k	240 - 450k	240 - 450k
Marketing Director	312 - 480k	312 - 480k	240 - 450k	240 - 400k
Communications Director	180 - 276k	180 - 276k	180 - 265k	180 - 265k
Marketing Manager	180 - 264k	180 - 264k	144 - 240k	144 - 240k
Communications Manager	108 - 156k	108 - 156k	84 - 144k	84 - 120k
Market Research Manager	84 - 156k	84 - 156k	84 - 130k	84 - 130k
Trade Marketing Manager	72 - 144k	72 - 144k	96 - 180k	96 - 180k
Public Relations Manager	72 - 132k	72 - 132k	72 - 120k	72 - 120k
Retail Operations Manager	72 - 132k	72 - 132k	72 - 120k	72 - 120k
Sales Manager	72 - 126k	72 - 126k	84 - 125k	84 - 125k
Business Development Manager	72 - 120k	72 - 120k	72 - 180k	72 - 180k
Brand Manager	72 - 108k	72 - 108k	72 - 102k	72 - 102k
Digital Marketing Manager	72 - 108k	72 - 120k	72 - 140k	72 - 140k
Account Manager	72 - 102k	72 - 102k	72 - 108k	72 - 108k
Customer Service Manager	60 - 108k	60 - 108k	60 - 108k	60 - 108k
Group Key Account Manager	144 - 216k	144 - 216k		
National Sales Manager	180 - 285k	180 - 285k		
Leasing Manager (Malls and Hypermarkets)	72 - 120k	72 - 120k		
Operations Manager (Mall Management)	72 - 120k	72 - 120k		

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MALAYSIA

SUPPLY CHAIN, PROCUREMENT & ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2016	2017
Procurement		
Procurement Director	240 - 336k	240 - 336k
Regional Procurement Manager	156 - 216k	156 - 216k
Category Procurement Manager	120 - 180k	120 - 180k
Procurement/Contract Manager	96 - 180k	96 - 180k
Supply Chain & Logistics		
Supply Chain/Operations Director	312 - 480k	312 - 480k
Supply Chain Manager	132 - 216k	120 - 216k
Demand/Supply Planning Manager	96 - 156k	96 - 156k
Production/Material Planning Manager	96 - 156k	84 - 156k
Customer Service Manager	108 - 150k	108 - 150k
Demand/Supply Planner	66 - 100k	54 - 100k
Logistics		
General Manager Logistics/Transportation	192 - 300k	192 - 300k
Distribution/Transportation Manager	84 - 120k	84 - 120k
Logistics Manager	96 - 180k	96 - 180k
Warehouse/Inventory Manager	84 - 120k	84 - 120k
Business Development Director	192 - 264k	192 - 264k
Business Development Manager	84 - 144k	84 - 144k
Airfreight/Seafreight Director	192 - 300k	192 - 300k
Airfreight/Seafreight Manager	84 - 120k	84 - 120k

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2016 WAS A POSITIVE YEAR FOR RECRUITMENT IN THE PHILIPPINES. HIRING LEVELS WERE BUOYED BY STRONG ECONOMIC GROWTH AND A RISE IN LOCAL AND MULTINATIONAL CORPORATIONS SETTING UP NEW OPERATIONS IN THE COUNTRY.

2016 INSIGHT

Unemployment levels remained low amongst skilled workers and there was an ongoing shortage of specialist professionals across all sectors. We expect this trend to continue in 2017 and beyond.

Pay rises continued to be a key driver for those moving jobs in the Philippines. On average, professionals received remuneration increases in the range of 20-40%.

Filipino nationals working or studying abroad were in high demand by local and multinational employers alike as companies sought to bring valuable international experience to local teams, whilst easily integrating with local culture and language nuances.

2017 EXPECTATIONS

In 2017 we anticipate growing hiring levels and continued candidate shortages, particularly for returning Filipino professionals. To attract and retain returning Filipinos, employers may need to increase salaries to align with their expectations.

While salary is always a key factor in attracting and retaining employees, the opportunity for structured career progression will become increasingly important. Employers are advised to effectively communicate career development plans with their employees in order to retain them.

As the recruitment market is expected to remain candidate driven in 2017, we anticipate that jobseekers will have a wide range of roles to choose from. With organisations continuing to seek productivity gains, professionals with strong communication skills, commercial acumen and the ability to work as effective business partners will remain in demand.

We also believe that many established companies will focus on culture transformation

and restructuring in 2017, heightening the need for HR practitioners with change management experience.

When it comes to attracting talent, hiring managers are expecting to see evidence of candidates' loyalty to former employers in order to identify those most likely to stay in a new role for a significant period of time.

OVERVIEW

ACCOUNTING & FINANCE

Recruitment levels across accounting and finance remained buoyant during 2016.

The main drivers were overall market growth, along with new companies entering the market boosting the creation of finance roles. This trend is expected to continue in 2017 and we foresee job movers being able to command salary increases of 20-30% or more.

Experts with solid experience in strategic business development, financial planning and treasury are expected to be the most sought after in 2017. Demand for finance professionals with strong business acumen is also set to rise.

BANKING & FINANCIAL SERVICES

Demand for specialist banking and finance roles grew significantly in 2016 as companies created more complex roles. Hiring activity was also buoyed by the insurance industry as new market entrants helped stimulate remarkable growth. We predict similar trends will continue in 2017.

Aggressive hiring is anticipated due to the growth in more complex functions. For example, in banking, demand for professionals with investment product knowledge is set to rise. Additionally, compliance roles within banking, investment and insurance firms will become more important due to tough regulations designed to combat fraud and money laundering.

In the meantime, as companies poach and rotate a limited pool of talent within the same industry, we predict salary hikes will continue in 2017.

HUMAN RESOURCES

The recruitment of HR professionals in the Philippines remained strong throughout 2016 as companies increasingly recognised the strategic importance of the HR function. This trend is expected to continue in 2017 as many firms strengthen their corporate structure and build more sophisticated HR frameworks to win the war for talent. The best HR talent in the market will therefore be highly sought after.

Specifically, HR professionals with the ability to partner with line managers to implement talent development strategies will remain in high demand during 2017, with HR experts skilled in talent acquisition and recruitment at the top of most organisations' hiring agenda. As the need to hire quality HR candidates became critical, many organisations were prepared to offer HR jobseekers salary increments of at least 20-40% in 2016. We predict that salaries will continue to rise by 20-25% in 2017.

INFORMATION TECHNOLOGY

The job market in 2016 was positive, with new roles created due to business expansion. There was increased interest in candidates with mobile, DevOps and agile experience as many companies streamlined existing processes and ventured into digital projects. Job movers in the industry received conservative salary increases of 20%.

Companies increasingly offered contract rather than permanent roles in 2016, though candidates remained hesitant to take them due to the lack of benefits and security. This preference for permanent jobs is in part driven by the government's campaign to end project based hires. In 2017, we expect to see more contractors demanding their employers to convert temporary jobs into permanent ones.

We foresee an increase in opportunities related to mobile, social, cloud and analytics for Filipinos who are working abroad. With the local talent pool often lacking the necessary expertise required for these roles, companies are advised to hire locals who are trained offshore.

Job movers with specialised skills can expect salary increments of up to 30% in 2017. Professionals who are not moving jobs should expect more conservative salary increases. In 2017, we also expect firms to offer competitive salaries and benefits, for example, night differentials to attract more applications for IT roles involving shift work.

KEY TRENDS

- ▶ Professionals with solid experience in strategic business development, financial planning and treasury will continue to be highly sought after by employers in 2017.
- ▶ Many established companies will focus on culture transformation and restructuring, heightening demand for HR practitioners with change management experience.
- ▶ Employee retention strategies that emphasise recognition, clear career progression and competitive compensation and benefits packages will become increasingly relevant.
- ▶ There will also be an increase in local opportunities related to mobile, social, cloud and analytics for Filipinos currently working abroad.

PHILIPPINES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM PHP (P)	
	2016	2017
Finance		
Chief Financial Officer	5 - 8m	5 - 9m
Head of Shared Services	4.6 - 7.8m	4.6 - 8.5m
Finance Director	2.9 - 4.5m	3.0 - 4.3m
Financial Controller	2.6 - 4.0m	2.9 - 4.3m
Senior Finance Manager	2.3 - 3.2m	2.6 - 3.6m
Commercial/FP&A Manager	1.6 - 2.6m	1.6 - 2.8m
Finance Manager	1.3 - 2.4m	1.5 - 2.7m
Senior Financial/Business Analyst	0.7 - 1.7m	0.9 - 1.7m
Accounting & Taxation		
Accounting Manager	0.9 - 1.9m	1.0 - 2.0m
Treasury Manager	1.7 - 2.3m	1.8 - 2.4m
Tax Manager	1.6 - 3.2m	1.7 - 3.5m
Credit Controller	1.3 - 3.2m	1.5 - 3.2m
Cost Controller	0.8 - 1.3m	0.9 - 1.4m
Internal Audit Controller	1.9 - 3.2m	2.2 - 3.4m

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

PHILIPPINES

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)					
	AM/M		SM/AVP		VP	
	2016	2017	2016	2017	2016	2017
Banking Operations						
Market Operations	910k - 2.1m	1.0 - 2.2m	1.7 - 2.9m	1.69 - 3.0m	3.6 - 6.5m	3.6 - 6.8m
Trade Support	910k - 2.1m	1.0 - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 6.5m	3.6 - 6.8m
Insurance						
Actuarial and Product Development	1.0 - 1.8m	1.1 - 2.0m	1.6 - 3.0m	1.7 - 3.3m	3.8 - 5.0m	3.8 - 5.6m
Claims	1.0 - 1.5m	1.1 - 2.0m	1.5 - 2.2m	1.7 - 2.3m	3.5 - 5.0m	3.5 - 5.3m
Underwriting	1.0 - 1.5m	1.1 - 1.6m	1.8 - 2.7m	1.8 - 2.8m	3.8 - 6.0m	3.8 - 6.3m
Marketing	970k - 1.5m	1.0 - 1.7m	1.5 - 2.2m	1.5 - 2.4m	3.5 - 5.0m	3.5 - 5.5m
Agency	970k - 1.5m	970k - 1.5m	1.5 - 2.2m	1.5 - 2.2m	3.5 - 4.2m	3.5 - 4.6m
Project Management						
Business Analyst/Project/Change Management	780k - 1.7m	780k - 1.7m	1.7 - 3.3m	1.7 - 3.4m	3.6 - 6.2m	3.6 - 6.8m
Process Re-engineering	780k - 1.7m	780k - 1.7m	1.7 - 3.5m	1.7 - 3.4m	3.6 - 7.0m	3.6 - 7.7m
Corporate Governance						
Market Risk	910k - 2.1m	910k - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 5.9m	3.6 - 6.1m
Operations Risk	910k - 2.1m	910k - 2.1m	1.7 - 2.9m	1.7 - 2.9m	3.6 - 5.9m	3.6 - 5.9m
Credit Risk	910k - 2.1m	910k - 2.1m	1.7 - 2.9m	1.7 - 2.9m	3.6 - 5.9m	3.6 - 5.9m
Compliance/KYC/AML	910k - 2.1m	910k - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 5.9m	3.6 - 6.1m
Internal Audit	910k - 2.1m	910k - 2.1m	1.3 - 2.3m	1.3 - 2.5m	3.3 - 4.6m	3.3 - 4.8m
Finance and Accounting						
Financial/Regulatory Reporting	780k - 1.3m	780k - 1.3m	1.4 - 2.9m	1.4 - 2.9m	3.3 - 6.5m	3.3 - 6.5m
Strategic Planning & Analysis	780k - 1.6m	780k - 1.6m	1.4 - 3.1m	1.4 - 3.1m	3.3 - 6.5m	3.3 - 6.5m
Tax	780k - 1.6m	780k - 1.6m	1.4 - 3.1m	1.4 - 3.1m	3.3 - 6.5m	3.3 - 6.5m
Front Office						
Relationship Management	900k - 1.6m	900k - 1.8m	1.8 - 2.4m	1.8 - 2.6m	3.2 - 4.8m	3.2 - 5.3m
Treasury	800k - 1.6m	800k - 1.7m	1.8 - 3.4m	1.8 - 3.7m	4.0 - 6.0m	4.0 - 6.6m

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

PHILIPPINES

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM PHP (P)	
	2016	2017
HR Director	4.0 - 8.5m	4.5 - 9.0m
HR Business Partner	2.0 - 3.3m	2.3 - 3.8m
HR Shared Services Manager	2.0 - 2.6m	2.0 - 2.8m
HR Manager	1.5 - 2.0m	1.7 - 2.5m
Compensation & Benefits Manager	1.5 - 2.0m	1.7 - 2.5m
Reward Manager	1.3 - 2.0m	1.5 - 2.2m
Talent Acquisition Manager	1.3 - 2.0m	1.5 - 2.0m
Training & Development Manager	1.3 - 1.7m	1.4 - 1.9m
Organisation & Development Manager	1.3 - 1.7m	1.4 - 1.9m

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

PHILIPPINES

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2016	2017
Management		
Chief Technology Officer/Chief Information Officer	6.0 - 11.0m	6.0 - 11.0m
IT Director	4.5 - 6.0m	4.5 - 6.0m
IT Manager/Service Delivery Manager	2.6 - 4.0m	2.6 - 4.0m
Projects		
Project Manager/Program Manager	2.6 - 5.2m	2.6 - 5.2m
Business Analyst	1.4 - 2.6m	1.4 - 2.6m
Development		
Software Developer	1.1 - 2.6m	1.1 - 2.6m
Mobile Applications/Digital/Front-end Developer	1.1 - 2.6m	1.1 - 2.6m
Test Manager	1.6 - 2.6m	1.6 - 2.6m
Solutions Architect	2.6 - 4.0m	2.6 - 4.0m
Development Manager/Applications Support Manager	2.8 - 4.2m	3.0 - 4.6m
Scrum Master	1.8 - 3.2m	2.0 - 3.6m
Business Intelligence/Data Warehousing	1.3 - 2.0m	1.5 - 2.3m
ERP		
Consultant Functional	1.2 - 2.3m	1.2 - 2.3m
Consultant Technical	1.5 - 2.6m	1.5 - 2.6m
Infrastructure & Security		
Database Administrator	1.3 - 2.8m	1.3 - 2.8m
System Administrator	1.3 - 2.8m	1.3 - 2.8m
Middleware Administrator	1.4 - 2.3m	1.4 - 2.3m
Voice/Network Engineer/Storage	1.0 - 2.6m	1.0 - 2.6m
IT Auditor	1.2 - 3.4m	1.3 - 3.7m
Infrastructure/Applications Security	1.3 - 3.2m	1.4 - 3.5m

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

SINGAPORE

SINGAPORE EXPERIENCED HEALTHY RECRUITMENT LEVELS IN 2016 AS CONFIDENCE IN THE MARKET GREW. WE ANTICIPATE STABLE HIRING ACTIVITY IN 2017 AS MORE MULTINATIONALS AND START-UPS ESTABLISH OPERATIONS IN SINGAPORE, WITH A PARTICULAR SURGE IN DEMAND FOR IT PROFESSIONALS.

2016 INSIGHT

The HR job market was positive in 2016 as most companies focused on improving their talent acquisition and talent management strategies. This drove demand for professionals experienced in talent management, leadership & development and compensation & benefits.

Similarly, recruitment activity for the secretarial and business support sector was also robust. Candidates with experience supporting teams or several managers simultaneously were highly sought after.

In the banking and financial services industry, hiring activity for front office roles was slow in 2016. However, due to MAS regulations surrounding financial crime compliance issues, there was a demand for compliance roles in regulation, financial crime, investigations, surveillance and monitoring.

As the manufacturing sector was under pressure due to companies in Singapore undergoing moderate restructuring to lower costs, recruitment in the overall supply chain market was relatively slow in 2016. This resulted in decreased demand for category management professionals.

2017 EXPECTATIONS

In 2017, we anticipate that the IT job market will continue to experience high levels of recruitment, especially with the Singapore National Research Foundation's plans to boost the local start-up ecosystem. As more traditional firms shift from traditional retail to e-commerce, this will drive very high demand for technology professionals with experience in developing the latest technologies and platforms. Project professionals with experience in regulatory, compliance, security, core banking processes and digital transformation will also be highly sought after.

While hiring for front office banking roles will be slow and more candidates shift from sell side to buy side, hiring managers will still seek investment professionals with a solid track record of performance and strong client bases in 2017. Due to regulatory changes in financial services operations, we anticipate increasing

demand for anti-money-laundering (AML) professionals and those with experience in loan administration, trust and private banking support.

As the contract market matures, skilled contracting professionals will be required to manage large-scale transformation programmes and regulatory-driven projects. Business analysts and business project managers with proven project delivery skills will continue to be in high demand.

Following the introduction of the Fair Consideration Framework in 2014, demand for both domestic and overseas returning Singaporean talent will continue in 2017.

Due to a shortage of professionals with niche specialist skills, especially in markets such as IT, digital marketing and financial services, we recommend that employers keep their options open by considering high-potential candidates with transferable skills to fill their roles. To secure the best talent, hiring managers will also need to closely manage the efficiency of their recruitment process.



In 2017, we anticipate that the IT job market will continue to experience high levels of recruitment, especially with the Singapore National Research Foundation's plans to boost the local start-up ecosystem.



+ 24% (AJI)

Year-on-year increase in advertised roles in **information technology**

+ 6% (AJI)

Year-on-year increase in advertised roles for **consultants and analysts**

TOP FIVE IN-DEMAND TALENT IN SINGAPORE

(Salary Survey 2017)



Technology specialists



Digital marketers



Regulatory and compliance project professionals



Investment professionals



Skilled contractors

THREE MAIN SECTORS RETURNING SINGAPOREANS ARE KEEN TO WORK IN:

(Returning Asians Survey)



Banking & financial services



Information technology



Sales & marketing



KEY FINDINGS

While hiring activity for front office banking roles will be slow and more candidates shift from sell side to buy side roles, hiring managers will still be seeking investment professionals with solid track records and strong client bases in 2017.

As the contract market matures, skilled contracting professionals will be required to manage large-scale transformation programmes and regulatory-driven projects.

AJI: Robert Walters Asia Job Index Q3 2015 v Q3 2016.
Whitepaper: Robert Walters Returning Asians Survey 2015, 654 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Hiring activity for accounting and finance was fairly modest in 2016 as companies focused on restructuring, streamlining and outsourcing their accounting functions. In a key trend, organisations increasingly deployed junior level finance roles to lower cost locations such as the Philippines and India. In 2017, we expect hiring managers to continue recruiting for business critical roles in Singapore. However, both employers and candidates will remain cautious when it comes to making decisions on hiring talent and changing jobs.

In terms of industry sectors we anticipate reduced demand across oil and gas with minimal new hires as a result of lower oil prices. However, the demand for local finance professionals will continue across other sectors following the implementation of the Fair Consideration Framework.

The job market for accounting and finance professionals will remain stable in 2017. Hiring managers will value finance professionals with strong communication skills and stakeholder management capabilities who can assume key business partner roles. Candidates with proven experience in systems implementation and the ability to adapt to industry changes will also be highly sought after as companies seek to embed new structures in 2017. In addition, roles in tax, transfer pricing, costing, consolidations, financial planning and analysis will be in demand but challenging to fill as candidate shortages in these areas persist. Due to the niche skill sets

required for tax, treasury and internal audit roles, those looking to move jobs can expect higher salaries in 2017.

With professionals favouring the job security of their current roles, securing the best candidates will still require competitive remuneration packages to avoid losing candidates to competitors or counter-offers from existing employers. Apart from attractive salary packages, companies should also consider providing training and career development opportunities, flexible working arrangements and international mobility options to successful candidates. As hiring managers will be looking for versatile and experienced candidates, we advise jobseekers to broaden their skill sets to maintain their competitive edge.

Salaries for top-tier finance talent were competitive in 2016 and will remain the same in 2017.

BANKING & FINANCIAL SERVICES

The accounting and product control sector within banking and financial services experienced moderate hiring in 2016 with employers focused on hiring value-add technical professionals with niche skills for new roles, as opposed to generalist positions. With continued offshoring in the banking industry, candidates prioritised career security and were less open to moving jobs.

Banks are preparing for a wave of impending regulatory changes in 2017 and as a result,

employers will be looking to hire policy specialists and regulatory candidates. This will prove challenging as the market will struggle to support long-term recruitment of talent with both strong technical knowledge and the communication skills to liaise with front-line business.

Due to the limited talent pool, we recommend hiring managers consider candidates who might not possess all of the prerequisite experience but demonstrate the potential to be high performers.

INTERNAL AUDIT

The job market for internal audit was slow in 2016 but is forecast to stabilise in 2017, with mostly replacement hiring taking place. With regulatory changes in financial crime and the introduction of outsourcing guidelines, hiring managers will look to recruit experienced IT auditors, compliance auditors, and internal auditors with strong product background, sound business skills and regulatory knowledge. With many high quality candidates not actively seeking jobs, to secure the best talent, employers need to offer attractive compensation packages. Overall though, salaries will remain stable for professionals in the accounting and product control sector in 2017.

COMPLIANCE

Due to MAS regulations surrounding financial crime compliance issues such as anti-money-laundering (AML), Know Your Customer (KYC), anti-bribery and

KEY TRENDS

- ▶ As banks continue to function in a stringent regulatory environment, there will be a high demand for compliance roles in regulation, financial crime, investigations, surveillance and monitoring in 2017.
- ▶ In the accounting and finance market, tax, treasury and internal audit professionals will be highly sought after, leading to higher salaries for job movers.
- ▶ Learning and development professionals with strong digital experience will be in demand to revamp the digital capabilities of organisations. Benefits specialists with strong regional knowledge, especially of the Greater China region, will also be highly sought after.
- ▶ Technology professionals with security expertise, penetration testing and vulnerability assessment skills will be required to help companies shore up their security practices.

corruption, banks are taking cautionary measures to safeguard their systems. This will continue driving demand for compliance professionals in regulation, financial crime, investigations, surveillance and monitoring in 2017.

In particular, hiring managers will recruit compliance professionals with specialist knowledge of financial crime compliance. Candidates with investigations and research backgrounds will also be sought after.

Hiring managers will find it challenging to hire experienced local compliance professionals given some reluctance to change roles in an uncertain economic climate. Additionally, as the market in Singapore is still maturing, it may prove difficult to hire local candidates with sufficient experience.

In 2017, banks will continue to function in a stringent regulatory environment and hiring activity will be centred on replacing headcount. Job movers can expect average salary increments of 15-20%.



RISK

Employers will also be looking to fill roles in credit risk, investment risk and operational risk in 2017. Junior to mid-level professionals with strong business knowledge and good stakeholder engagement will be in demand. Employers will also be seeking niche specialists such as quantitative risk candidates.

FRONT OFFICE

Markets like private equity, asset management and fund management improved performance in 2016, driving demand for strong investment analysts, something we expect to see continue in 2017. Traditional front office roles in investment banking have been in decline for some time but the focus on private client/banking and wealth management has seen demand for relationship managers remain in these areas.

Due to challenging macroeconomic conditions, employers have been risk-averse when it comes to recruitment. However, hiring managers were looking for investment professionals with a track

record of outperforming markets and a strong client base. This demand will continue in 2017 as more candidates look to move from sell side to buy side roles.

To retain and attract strong talent, managers should engage with their key performers to ensure that they are sufficiently challenged in their roles. In particular, employees who view line managers as mentors are less likely to look out for other opportunities. The overall outlook for front office roles remains conservative in 2017.

Across financial services operations, the job market was slow in 2016 and this looks set to continue in 2017. As banks streamline their existing processes and accommodate project requirements for operations functions, employers will focus on replacement hiring.

Changes in the regulatory landscape will increase demand for client onboarding/KYC/AML professionals, as well as candidates with experience in loan administration, trust and private banking support.

CONTRACT

With the contract market maturing and growing in Singapore, candidates were much more open to contract work in 2016.

Throughout 2017, we anticipate high demand for skilled contracting professionals to manage large-scale transformation programmes and regulatory-driven projects (IFRS9, capital/liquidity, strategic planning and forecasting). Business analysts with finance and risk domain knowledge, and business project managers will be in highest demand. Organisations will also need to consider both local talent and returning Singaporeans.

To retain skilled contractors, we recommend that hiring managers update them regularly on the project pipeline, offer completion bonuses and similar leave benefits enjoyed by permanent employees.

Contractors in the banking and financial services industry can expect salary increments of 7-15%. Some of them can also look forward to receiving completion bonuses.

OVERVIEW

HUMAN RESOURCES

The job market for permanent HR professionals in junior to mid-level roles was positive in 2016. With many companies focused on retaining staff, improving talent management strategy was crucial. This drove an increasing demand for roles in talent management, leadership & development and compensation & benefits. We foresee this trend continuing in 2017.

As more major companies undergo business transformation or mergers and acquisitions, there was also an increasing demand for mid and senior level HR business partners with experience in change management. In 2017, employers will be looking to hire talent managers with strong analytical skills and regional experience. SMEs will value hybrid candidates who can think strategically and provide hands-on support.

In addition, learning and development professionals with strong digital experience will be in demand to revamp and improve the digital capabilities of organisations. We also foresee that compensation and benefits candidates will be in strong demand, in particular benefits specialists with strong regional knowledge – especially of the Greater China region.

To secure talent, we recommend hiring managers shorten the hiring process as top-tier candidates might be considering several opportunities at the same time. Companies should also focus on building their employer brand and evaluating a candidate's cultural fit with the organisation to ensure they recruit professionals who are likely to stay with the organisation.

As companies face budget restraints and the need to streamline their HR teams, internal promotions for senior roles will be favoured over external hires. We recommend that senior candidates be prepared to assume lateral moves or take slight pay cuts to secure jobs.

Overall, salaries are expected to remain the same across all industries for HR professionals in 2017.

INFORMATION TECHNOLOGY

2016 saw firms embrace the digital revolution by shifting from traditional retail to e-commerce and leveraging technology to digitise, automate and streamline processes. This has driven a very high demand for technology professionals with experience in developing the latest technologies and platforms.

Companies will need to provide dynamic working environments and clear career development paths to remain competitive and secure the best talent. Large MNCs are encouraging innovation labs within their organisations to create ideas in a safe start-up environment. However, some companies are moving enterprise application operations from Singapore to lower-cost locations like India and China. As a result, experienced IT professionals will start assuming more functional, business-facing roles to avoid being replaced by lower-cost talent in developing countries.

User experience and user interface (UI/UX) designers are particularly valued by companies, with consumers expecting quick and seamless online experiences. Techno commercial professionals are also being hired to enable this transformation.

As companies shore up their security practices, the demand for technology professionals with security expertise continues to rise. Candidates with experience in penetration testing, vulnerability assessment and cyber security incident management are highly sought after in end-user organisations.

The financial services industry appears to be a two speed market, with extensive hiring in pockets across a number of organisations and an overall reduction in new hires in more operational and lower skilled roles. These lower value commoditised skill sets have been outsourced and most of the available opportunities are for specialised, mid-career professional roles with blended expertise in technology and business.

In 2017, we expect to see further growth in IT within financial services as organisations undergo digital transformation to modernise

the way they engage with their customer base. We also expect companies to further develop their cyber security teams in line with Singapore's MAS regulations and strengthen their transformation capabilities within regulatory, compliance, AML and KYC. This will have a positive impact on hiring in 2017.

In 2016, there was a significant trend, especially in retail, private banking and insurance, of firms revamping their technology systems to enhance customer engagement and improve customer satisfaction. Project professionals with experience in regulatory, compliance, security, core banking processes and digital transformation will continue to be in demand. At the same time, hiring managers will also be looking for technologists and people with agile development backgrounds.

Salary increments will be minimal, with the occasional above-market remuneration package offered to candidates with in-demand skills in 2017.

LEGAL

Legal recruitment remained stable in 2016 though we saw increased demand for in-house legal counsels. Companies are choosing to bring the legal function back in-house in order to reduce costs and this trend is set to continue in 2017.

While employers will be looking for legal professionals with proven track records and familiarity with the local market, they will find it challenging to hire Singapore-qualified lawyers with relevant industry experience in 2017. Although there is a sufficient number of qualified lawyers based locally, finding experienced candidates who have worked in-house and therefore built up industry knowledge will prove difficult.

To recruit and retain legal talent, employers should offer competitive compensation packages, set clear career objectives and milestones, and offer staff good work-life balance.

SALES & MARKETING

The job market for sales roles remained healthy in 2016 with replacement positions driving

activity in the retail sector. Strong demand was evident for talented corporate sales candidates in the services sector.

Hiring in the industrial sector was slow as the drop in oil prices led to a reduction in headcount. Many marketing roles were kept on hold due to uncertain market conditions. However, we saw an increase for product marketing and pricing related roles as most firms were keen to remain competitive by maintaining innovation within product categories.

In 2016, marketing hiring was dominated by a need for professionals with digital skills. We foresee a similar trend in 2017, with rising demand for quality sales people as well as digital marketing candidates across all sectors.

To secure top talent in a candidate short market, companies are advised to streamline the recruitment process as the best candidates are likely to receive multiple job offers. To retain staff, hiring managers should ensure salaries match market rates and that there are good progression opportunities within the company.

Salary increments for sales and marketing job movers ranged from 10-15% increase on base salaries in 2016. We expect 2017 to be similar, with some in-demand specialists such as digital marketers likely to attract even higher increments.

Overall, the outlook for hiring in 2017 is conservative and we predict hiring managers will look for candidates who can demonstrate career stability and long-term commitment.

SECRETARIAL & BUSINESS SUPPORT

We saw robust hiring activity in 2016 with high demand for candidates experienced in supporting teams or several managers simultaneously. This trend will continue in 2017.

With an increasing number of new companies setting up offices in Singapore, demand for experienced office managers and personal assistants will increase. As Chinese and Japanese companies set up local offices, they will require effective bilingual professionals to liaise with their global headquarters. In addition, due to the shortage of legal secretary candidates, those with relevant experience will command higher salaries.

In 2017, we expect more hiring activity for experienced personal assistants with a flexible work style who are capable of supporting senior leaders. As companies trim their budgets, they will be seeking personal assistants adept at multi-tasking and supporting large teams or several managers at the same time.

To ensure staff retention, hiring managers should spend more time during the interview process evaluating candidates' cultural fit and their preferred management style. In a cost-cutting environment, candidates will be expected to manage bigger workloads and so, in some cases, will need to be upskilled.

SUPPLY CHAIN & PROCUREMENT

Supply chain hiring activity was relatively slow in 2016. Companies in Singapore underwent moderate restructuring to lower costs,

severely impacting hiring levels for senior level professionals. There were very few newly created roles across all levels and replacement roles were not always filled unless there was a genuine need to do so. As a result, supply chain and procurement teams maintained leaner structures.

Despite this, demand remained relatively steady for junior supply chain professionals. From a procurement perspective, there has not been aggressive expansion within banks, unlike previous years. There has also been decreased demand for category management professionals, specifically in sectors such as technology, marketing, facilities management and professional services.

In 2016, there was also a shift towards hiring professionals in the 3PL space as organisations looked to outsource their warehousing and distribution functions to leading organisations. More specifically, there was demand for contract logistics professionals, especially at the junior to mid-levels in the healthcare industry. There was less demand, however, for senior management candidates.

As some organisations look to integrate due to multiple mergers and acquisitions, there will also be a demand for process improvement/ project managers, though these will mainly be on a contract basis. Employers will also seek professionals with strong indirect procurement backgrounds, specifically in categories such as technology, facilities management and professional services.

We predict sales and operations planning will continue to be the main focus area for hiring as organisations look to build up their supply and demand planning expertise to ensure more accurate forecasting.

The market salary increment in 2016 was 2-3%. Moving forward, candidates looking to move jobs can expect to receive an average increment of 10%.

Talent retention will be the main focus for all organisations in 2017. We recommend having frequent and open dialogue with top performers to discuss their development. Where possible, employers should offer internal job rotations thereby taking a proactive approach to talent management.

10-15%

Salary increases anticipated for marketers moving jobs in 2017

10%

Salary rises expected for supply chain specialists changing jobs in 2017

7-15%

Salary increments expected for contractors in the banking and financial services industry in 2017

SINGAPORE

ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Finance				
Chief Financial Officer	300 - 500k	300 - 500k	20k+	22k+
Finance Director	250 - 350k	250 - 350k	18 - 20k	18 - 22k
Financial Controller	180 - 250k	160 - 230k	12 - 15k	13 - 16k
Corporate Finance Manager	140 - 240k	150 - 240k	14 - 17k	10 - 12.5k
Commercial/FP&A/BP&A Manager	140 - 200k	120 - 200k	9 - 10k	10 - 15k
Pricing/Bid Manager	140 - 180k	140 - 180k	10 - 15k	12 - 15k
Shared Services Finance Manager	120 - 180k	120 - 160k	10 - 15k	10 - 13k
Business Analyst	80 - 120k	85 - 130k	6 - 8k	7 - 10k
Finance Manager	80 - 120k	80 - 130k	5 - 8k	6 - 9k
Financial Analyst	65 - 90k	65 - 90k	4 - 7k	7 - 10k
Audit				
Internal Audit Director	220 - 300k	200 - 300k	18 - 24k	18 - 24k
Internal Audit Manager	100 - 180k	110 - 180k	7 - 9k	8 - 10k
Senior Auditor/Auditor	70 - 100k	65 - 100k	5 - 10k	5 - 7k
Accounting & Taxation				
Tax Director	220 - 350k	250 - 350k	18 - 22k	18 - 22k
Tax Manager	120 - 220k	140 - 200k	8 - 16k	8 - 16k
Group Accountant/Accountant	65 - 100k	65 - 100k	7 - 9k	7 - 9k
Cost Accountant	60 - 90k	60 - 90k	6 - 10k	7 - 10k
Accounts Executive	40 - 55k	45 - 55k	3 - 4k+	3 - 4.5k
Treasury				
Treasury Director	200 - 300k	200 - 300k	14 - 22k	18 - 22k
Treasury Manager	120 - 180k	120 - 180k	10 - 15k	10 - 14k
Treasury Analyst	80 - 100k	70 - 100k	4 - 6k	5 - 8k

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

SINGAPORE

FINANCIAL SERVICES ACCOUNTING & PRODUCT CONTROL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Financial Control & Tax						
Financial Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 140k	150 - 250k	140 - 250k
Regulatory Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 140k	150 - 250k	140 - 250k
Tax Accounting	50 - 80k	50 - 80k	80 - 150k	80 - 150k	150 - 240k	150 - 240k
Management Reporting						
MIS Reporting	50 - 90k	50 - 90k	90 - 120k	90 - 120k	120 - 220k	120 - 220k
Strategic Planning & Analysis	50 - 90k	50 - 90k	90 - 140k	90 - 140k	140 - 300k	140 - 300k
Revenue & Cost Reporting	50 - 80k	50 - 80k	80 - 130k	80 - 130k	130 - 240k	130 - 240k
Product & Valuations Control						
Product Control	50 - 90k	50 - 80k	90 - 140k	80 - 130k	140 - 300k	130 - 250k
Valuations Control	50 - 90k	50 - 80k	90 - 140k	90 - 140k	140 - 300k	140 - 300k
Internal Audit						
Global Markets/Investment Banking	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 350k	160 - 350k
Functions/Compliance	45 - 80k	45 - 80k	80 - 160k	80 - 160k	160 - 330k	160 - 330k
Wealth/Fund Management	45 - 80k	45 - 80k	80 - 160k	80 - 160k	160 - 350k	160 - 350k
Corporate/Transaction Banking	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 330k	150 - 330k
Technology	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 300k	150 - 300k
Consumer/Retail Banking	40 - 70k	40 - 70k	70 - 130k	70 - 130k	130 - 280k	130 - 280k

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

SINGAPORE

FINANCIAL SERVICES COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Head of Compliance					220 - 400k	220 - 400k
AML/Financial Crime	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k	180 - 350k
Private Banking	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Investment/Fund Management	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 320k	160 - 320k
Control Room/Trade Surveillance	50 - 90k	50 - 90k	90 - 160k	90 - 160k	160 - 300k	160 - 300k
Compliance Advisory/Research	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k	180 - 350k
Corporate/Transaction Banking	45 - 90k	45 - 90k	90 - 170k	90 - 170k	170 - 320k	170 - 320k
Investment Banking/Global Markets	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Consumer/Retail Banking	45 - 75k	45 - 75k	75 - 140k	75 - 140k	140 - 300k	140 - 300k
Regulatory	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Insurance	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 320k	150 - 320k
General/Core Compliance	50 - 75k	50 - 75k	75 - 150k	75 - 150k	150 - 320k	150 - 320k

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

SINGAPORE

FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST		ASSOCIATE		VP & DIRECTOR	
	2016	2017	2016	2017	2016	2017
Commercial Banking						
Transaction Banking (Sales)	80 - 100k	80 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Corporate Banking (RM)	75 - 100k	75 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Financial Institutions (RM)	70 - 100k	75 - 100k	110 - 180k	110 - 180k	280 - 300k	200 - 300k
Structured Trade Commodity Finance	70 - 100k	70 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Transaction Banking (Product)	65 - 90k	65 - 90k	110 - 160k	110 - 180k	180 - 300k	200 - 300k
Investment Banking						
Corporate Finance/M&A	100 - 130k	101 - 130k	140 - 220k	140 - 220k	240 - 400k	240 - 400k
Debt/Equity Capital Markets	100 - 130k	101 - 130k	140 - 220k	140 - 220k	240 - 400k	240 - 400k
Research	80 - 110k	81 - 110k	100 - 160k	100 - 160k	180 - 280k	200 - 280k
Global Markets						
Structuring	80 - 110k	80 - 110k	110 - 180k	120 - 180k	180 - 300k	200 - 300k
Sales (Fixed Income Equity)	70 - 110k	81 - 110k	110 - 180k	110 - 180k	180 - 300k	200 - 300k
Treasury Sales	70 - 100k	82 - 110k	90 - 160k	100 - 150k	160 - 280k	160 - 280k
Investment Management						
Portfolio Manager			160 - 200k	150 - 200k	200 - 300k	200 - 300k
Institutional Sales & Marketing	70 - 90k	70 - 100k	100 - 160k	100 - 150k	180 - 300k	200 - 300k
Research	60 - 90k	60 - 90k	100 - 160k	100 - 150k	170 - 250k	200 - 250k
Private Equity						
Investment Execution/Origination			150 - 200k	150 - 200k	200 - 300k	200 - 300k
Investment Execution	90 - 130k	100 - 140k	140 - 170k	150 - 180k	180 - 250k	180 - 250k
Fintech Sales						
Account Manager	90 - 110k	90 - 120k	130 - 150k	130 - 150k	180 - 250k	200 - 250k
Solution Sales (Specialist)	90 - 110k	90 - 120k	130 - 150k	130 - 150k	180 - 250k	200 - 250k
Desktop Sales (Specialist)	80 - 100k	90 - 120k	120 - 140k	120 - 140k	170 - 200k	170 - 220k

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

SINGAPORE

FINANCIAL SERVICES OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Change Management	55 - 95k	60 - 100k	95 - 150k	100 - 155k	150 - 300k	155 - 310k
Client Onboarding/KYC/AML	50 - 95k	55 - 100k	95 - 150k	100 - 155k	150 - 300k	155 - 310k
Data Specialist	50 - 95k	55 - 100k	95 - 140k	100 - 145k	140 - 260k	145 - 270k
Private Banking	50 - 90k	55 - 95k	90 - 150k	95 - 155k	150 - 260k	155 - 270k
Fund Management/Custody	50 - 90k	55 - 95k	90 - 130k	95 - 135k	130 - 250k	135 - 260k
Client Services	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 250k	135 - 260k
Collateral Management	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 220k	135 - 260k
Corporate/Transactional	40 - 80k	45 - 85k	80 - 120k	85 - 125k	120 - 250k	125 - 260k
Trade Support	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 250k	135 - 260k
Commodities	40 - 80k	45 - 85k	80 - 110k	85 - 115k	110 - 150k	115 - 160k
Investment Banking	40 - 80k	45 - 85k	80 - 120k	85 - 125k	120 - 250k	125 - 260k
Securities/Broking	40 - 65k	45 - 70k	65 - 110k	70 - 115k	110 - 200k	115 - 210k

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

SINGAPORE

FINANCIAL SERVICES RISK

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	MANAGER/AVP		VP		DIRECTOR	
	2016	2017	2016	2017	2016	2017
Credit Risk						
Structured Trade/Commodity Finance	80 - 140k	80 - 140k	140 - 200k	140 - 200k	220k+	220k+
Wholesale/Investment Banking	80 - 140k	80 - 140k	140 - 200k	140 - 200k	200k+	200k+
Portfolio Risk & Analytics	70 - 140k	70 - 140k	130 - 200k	130 - 200k	200k+	200k+
Private Banking	70 - 130k	70 - 130k	120 - 200k	120 - 200k	200k+	200k+
Restructuring	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+
SME/Consumer	60 - 110k	60 - 110k	100 - 150k	100 - 150k	150k+	150k+
Market Risk						
Management/Modelling	90 - 150k	90 - 150k	140 - 220k	140 - 220k	200k+	200k+
Asset Management/Investment Risk	70 - 120k	70 - 120k	120 - 180k	120 - 180k	180k+	180k+
Commodities Risk	65 - 120k	65 - 120k	130 - 180k	130 - 180k	200k+	200k+
Controlling/Reporting	65 - 110k	65 - 110k	110 - 200k	110 - 200k	200k+	200k+
Operational Risk						
Business Risk & Assurance	70 - 140k	70 - 140k	150 - 200k	150 - 200k	200k+	200k+
Operational Risk Management	70 - 140k	70 - 140k	150 - 200k	150 - 200k	200k+	200k+
Technology Risk	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+

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

SINGAPORE

FINANCIAL SERVICES CONTRACT

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Finance						
Financial Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	13 - 20k	13 - 20k
Regulatory Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	14 - 22k	13 - 22k
Tax	6 - 8k	5 - 7k	9 - 12k	8 - 12k	14 - 25k	13 - 25k
Strategic Planning & Analysis	5 - 8k	5 - 8k	8 - 12k	9 - 12k	13 - 22k	14 - 22k
MIS Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	12 - 18k	13 - 18k
Revenue & Cost Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	12 - 21k	13 - 21k
Product Control	5 - 8k	5 - 7k	8 - 13k	8 - 12k	13 - 25k	13 - 22k
Project Management	5 - 8k	6 - 7.5k	8 - 13k	8 - 12k	14 - 25k	13 - 25k
Business Analysis (Finance/Reg Change)	5 - 8k	6 - 7.5k	8 - 13k	8 - 12k	13 - 21k	13 - 22k+
Operations						
Fund Management/Custody	5 - 7k	5 - 7k	8 - 11k	8 - 11k		
Commodities	3 - 6k	3.5 - 6.5k	6 - 11k	6.5 - 11.5k		
Corporate/Transaction Banking	3 - 6k	3 - 6k	6 - 11k	6 - 11k		
Investment Banking	3 - 6k	3.5 - 6.5k	6 - 10k	6.5 - 11.5k		
Private Banking	3 - 6k	3.5 - 6.5k	6 - 10k	6.5 - 11.5k		
Securities/Broking	3 - 6k	3 - 6k	6 - 10k	6 - 10k		
Client Onboarding/KYC/AML	4 - 7k	4 - 7k	7 - 12k	7 - 12k		
Client Services	3 - 7k	3 - 7k	6 - 12k	6 - 12k		
Data Specialist	4 - 7k	4 - 7k	7 - 12k	7 - 12k		
Trade Support	4 - 7k	4 - 7k	7 - 12k	7 - 12k		

NB: Figures are basic salaries and exclude employer's CPF contribution. Contract rates for Operations VP/Director roles are not applicable.

SINGAPORE

HUMAN RESOURCES PERMANENT

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Commerce & Industry						
HR Business Partner	70 - 110k	70 - 110k	110 - 200k	110 - 200k	200 - 400k	200 - 350k
Organisational Development	70 - 100k	70 - 100k	100 - 250k	100 - 250k	250 - 320k	250 - 320k
Compensation & Benefits	60 - 120k	60 - 120k	120 - 220k	120 - 220k	220 - 350k	220 - 350k
HR Generalist	60 - 110k	50 - 100k	110 - 200k	100 - 200k	200 - 400k	200 - 400k
Training & Development	55 - 90k	55 - 90k	90 - 165k	90 - 165k	165 - 250k	165 - 250k
Recruitment	50 - 100k	50 - 100k	100 - 140k	100 - 140k	140 - 250k	140 - 250k
HRIS	45 - 75k	45 - 75k	75 - 120k	75 - 120k	120 - 170k	120 - 170k
Mobility	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 150k	110 - 170k
Payroll	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 130k	110 - 130k
Banking & Financial Services						
HR Business Partner	70 - 110k	70 - 120k	120 - 200k	120 - 200k	200 - 400k	200 - 400k
Compensation & Benefits	60 - 125k	60 - 125k	125 - 220k	125 - 220k	220 - 350k	220 - 350k
HR Generalist	60 - 120k	60 - 120k	120 - 200k	120 - 200k	200 - 400k	200 - 400k
Organisational Development	60 - 100k	60 - 100k	100 - 250k	100 - 250k	250 - 300k	250 - 300k
Recruitment	60 - 100k	60 - 100k	100 - 150k	100 - 150k	150 - 250k	150 - 250k
Training & Development	60 - 100k	60 - 100k	100 - 180k	100 - 180k	180 - 250k	180 - 250k
HRIS	60 - 80k	60 - 80k	80 - 160k	80 - 160k	160 - 200k	160 - 200k
Mobility	45 - 80k	45 - 80k	80 - 120k	80 - 120k	120 - 190k	120 - 190k
Payroll	40 - 90k	40 - 90k	90 - 140k	90 - 140k	120 - 150k	140 - 160k

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

SINGAPORE

HUMAN RESOURCES CONTRACT

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Commerce & Industry						
HR Business Partner	5.5 - 9.0k	6 - 9k	9k	10k	16k+	16k+
Compensation & Benefits	5 - 10k	5 - 9k	10 - 16k	10 - 16k	16k+	16k+
Organisational Development	5 - 9k	5 - 9k	9 - 22k	10 - 20k	20k+	20k+
HR Generalist	4 - 9k	4 - 8k	9 - 10k	8 - 10k	16k+	16k+
HRIS	4 - 8k	4 - 8k	8 - 11k	8 - 11k	11k+	11k+
Mobility	4 - 6k	4 - 6k	5 - 8k	5 - 8k	8k+	8k+
Recruitment	4 - 8k	4.5 - 8.0k	8 - 11k	8 - 12k	11k+	11k+
Training & Development	4 - 8k	4 - 8k	8 - 15k	8 - 15k	15k+	15k+
Payroll	4 - 6k	3.5 - 6.0k	5 - 9k	5 - 9k	8k+	10k+
Banking & Financial Services						
Compensation & Benefits	5 - 10k	5 - 10k	11 - 19k	11 - 19k	19k+	19k+
HR Generalist/Business Partner	5 - 10k	5 - 10k	10 - 16k	10 - 16k	16k+	16k+
Organisational Development	5 - 9k	5 - 9k	9 - 22k	9 - 22k	22k+	22k+
Recruitment	5 - 8k	5 - 8k	8.0 - 12.5k	8.0 - 12.5k	12k+	12k+
Training & Development	4 - 8k	4 - 8k	8 - 15k	8 - 15k	15k+	15k+
HRIS	4 - 8k	4 - 8k	8 - 12k	8 - 12k	11k+	11k+
Mobility	4 - 6k	4 - 6k	6 - 11k	6 - 11k	11k+	11k+
Payroll	4.0 - 5.5k	4.0 - 5.5k	5 - 8k	5 - 8k	8k+	8k+

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

SINGAPORE

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Management				
Chief Technology Officer	300 - 450k	300 - 450k		
IT Director	150 - 300k	150 - 300k	14 - 25k	14 - 25k
Projects				
Program Manager	180 - 280k	180 - 280k	15 - 25k	15 - 25k
Project Manager	80 - 200k	80 - 200k	8 - 18k	8 - 18k
Business Analyst	76 - 150k	76 - 150k	6 - 15k	6 - 15k
Applications				
Software Architect	144 - 250k	144 - 250k	12 - 25k	12 - 25k
Development Manager	100 - 200k	100 - 200k	10 - 17k	10 - 17k
Application Support Manager	80 - 150k	80 - 150k	8 - 14k	8 - 14k
ERP Consultant Functional	80 - 144k	80 - 144k	8 - 12k	8 - 12k
Developer	70 - 150k	70 - 150k	5 - 12k	5 - 12k
Application Support Analyst/Tester	70 - 130k	70 - 130k	5 - 12k	5 - 12k
Infrastructure				
Pre-sales Consultant	130 - 220k	130 - 220k	12 - 20k	12 - 20k
Service Delivery Manager	100 - 170k	100 - 170k	10 - 16k	10 - 16k
IT Manager	96 - 180k	96 - 180k	9 - 15k	9 - 15k
Database Administrator	70 - 220k	70 - 220k	7 - 16k	7 - 16k
Network Engineer/Systems Admin/Help Desk	65 - 150k	65 - 150k	6 - 11k	6 - 11k
Security				
Cyber Security Specialist	110 - 250k	100 - 250k	9 - 21k	9 - 21k
Application Security Specialist	110 - 180k	110 - 180k	10 - 19k	10 - 19k
Infrastructure Security Specialist	110 - 120k	110 - 120k	10 - 19k	10 - 19k

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

SINGAPORE

LEGAL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	1 - 3 YRS' PQE		4 - 7 YRS' PQE		8+ YRS' PQE	
	2016	2017	2016	2017	2016	2017
Private Practice						
Arbitration/Dispute Resolution	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Banking/Finance	70 - 140k	70 - 140k	110 - 270k	110 - 270k	200 - 400k	200 - 400k
Corporate/M&A	70 - 140k	70 - 140k	110 - 270k	110 - 270k	200 - 400k	200 - 400k
Energy	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Intellectual Property	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Shipping/Aviation	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Paralegal	40 - 50k	40 - 50k	50 - 90k	50 - 90k	90k+	90k+
Legal Counsel - Commerce						
Commodities	70 - 150k	70 - 150k	120 - 220k	120 - 220k	180 - 400k	180 - 400k
Technology Media Telecoms	70 - 145k	70 - 145k	120 - 200k	120 - 200k	180 - 300k	180 - 300k
Contracts Manager	70 - 120k	70 - 120k	100 - 180k	100 - 180k	150 - 200k	150 - 200k
Pharmaceutical/Healthcare	65 - 130k	65 - 130k	90 - 160k	90 - 160k	140 - 250k	140 - 250k
Manufacturing/Engineering/Oil & Gas	65 - 120k	65 - 120k	110 - 180k	110 - 180k	150 - 250k	150 - 250k
FMCG/Retail	65 - 120k	65 - 120k	100 - 160k	100 - 160k	130 - 220k	130 - 220k
Company Secretary	50 - 75k	50 - 75k	70 - 120k	70 - 120k	100 - 150k	100 - 150k
Paralegal	35 - 50k	35 - 50k	50 - 80k	50 - 80k	80k+	80k+
Legal Counsel - Financial Services						
Global Markets	70 - 130k	70 - 130k	140 - 220k	140 - 220k	200 - 400k	200 - 400k
Investment Banking	70 - 130k	70 - 130k	140 - 220k	140 - 220k	200 - 400k	200 - 400k
Private Banking/Wealth Management	70 - 130k	70 - 130k	140 - 220k	140 - 220k	180 - 380k	180 - 380k
Fund/Asset Management	70 - 90k	70 - 90k	80 - 150k	80 - 150k	120 - 200k	120 - 200k
Corporate/Transaction Banking	65 - 120k	65 - 120k	120 - 200k	120 - 200k	180 - 350k	180 - 350k
Consumer Banking/Insurance	65 - 110k	65 - 110k	100 - 180k	100 - 180k	160 - 300k	160 - 300k
ISDA Negotiator	60 - 80k	60 - 80k	100 - 180k	100 - 180k	180 - 300k	180 - 300k

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

SINGAPORE

SALES & MARKETING

CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Business Development		
Sales & Marketing Director	180 - 240k	180 - 240k
Sales Director	160 - 240k	160 - 240k
Account Director	140 - 200k	140 - 200k
Sales Manager	80 - 140k	80 - 140k
Business Development Manager	80 - 120k	80 - 120k
Key Account Manager	70 - 100k	70 - 100k
Marketing		
Marketing Director	180 - 240k	180 - 240k
Market Research Director	120 - 220k	120 - 220k
Marketing Manager	100 - 120k	100 - 120k
Brand Manager	85 - 100k	85 - 100k
Market Research Manager	80 - 120k	80 - 120k
Retail Operations Manager	80 - 100k	80 - 100k
Visual Merchandising Manager	80 - 100k	80 - 100k
Product Marketing Manager	70 - 120k	70 - 120k
Trade Marketing Manager	70 - 100k	70 - 100k
PR & Communications		
Corporate Affairs Director	140 - 200k	140 - 200k
Public Relations Director	120 - 180k	120 - 180k
Digital Marketing Manager	80 - 160k	80 - 160k
Corporate Communications Manager	80 - 120k	80 - 120k
Public Relations Manager	70 - 120k	70 - 120k

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

SINGAPORE

SALES & MARKETING

CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Technical Healthcare		
Medical Affairs Director	200 - 250k	200 - 250k
Business Unit Director	200 - 240k	200 - 240k
Marketing Director	200 - 240k	200 - 240k
Regulatory Affairs Director	180 - 240k	180 - 240k
Sales Director	180 - 200k	180 - 200k
Clinical Research Director	180 - 200k	180 - 200k
Medical Affairs Manager	150 - 180k	150 - 180k
Marketing Manager	120 - 180k	120 - 180k
Market Access Manager	120 - 150k	120 - 150k
Sales Manager	110 - 140k	110 - 140k
Commercial Excellence Manager	100 - 180k	100 - 180k
Product Manager	100 - 140k	100 - 140k
Clinical Research Manager	100 - 120k	100 - 120k
Regulatory Affairs Manager	100 - 120k	100 - 120k
Medical Science Liaison	60 - 80k	60 - 80k

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

SINGAPORE

SALES & MARKETING B2B & INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Sales		
General Manager/Managing Director	200 - 400k	200 - 400k
Sales Director	160 - 300k	160 - 300k
Senior Business Development Manager	140 - 220k	140 - 220k
Account Director	140 - 200k	140 - 200k
Aftersales Manager	100 - 160k	100 - 160k
Business Development Manager	100 - 150k	100 - 150k
Pricing Manager	80 - 150k	80 - 150k
Key Account Manager	80 - 150k	80 - 150k
Sales Manager	70 - 150k	70 - 150k
Sales Engineer	40 - 80k	80 - 90k
Marketing		
Marketing Director	170 - 265k	170 - 265k
Head of Online Marketing	150 - 260k	150 - 260k
Marketing Research Manager	100 - 150k	100 - 150k
Strategic Marketing Manager	90 - 180k	100 - 180k
Senior Brand Manager	84 - 140k	84 - 140k
Marketing Manager	80 - 150k	80 - 150k
Product Marketing Manager	80 - 150k	90 - 150k
Brand Manager	70 - 110k	78 - 120k
Online/Digital Marketing Manager	60 - 150k	100 - 150k
Digital Marketing Specialist	50 - 80k	60 - 90k
PR & Communications		
Corporate Communications Director	150 - 250k	150 - 250k
Public Relations Director	120 - 200k	120 - 200k
Corporate Communications Manager	80 - 150k	80 - 150k
Public Relations Manager	80 - 120k	80 - 120k

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

SINGAPORE

SALES & MARKETING FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Marketing Director	130 - 150k	130 - 150k	150 - 180k	150 - 180k	180 - 220k	180 - 220k
Marketing Manager	60 - 80k	60 - 80k	80 - 90k	80 - 90k	100 - 120k	100 - 120k
Digital Marketing Manager	60 - 80k	60 - 80k	80 - 110k	80 - 110k	110 - 180k	110 - 180k
Corporate Communications Manager	60 - 80k	60 - 80k	80 - 120k	80 - 120k	120 - 180k	120 - 180k
Communications Director	130 - 150k	130 - 150k	150 - 180k	150 - 180k	180 - 220k	180 - 220k
Internal Communications Manager	60 - 80k	60 - 80k	80 - 120k	80 - 120k	120 - 180k	120 - 180k
Corporate Affairs Manager	60 - 90k	60 - 90k	90 - 120k	90 - 120k	120 - 200k	120 - 200k

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

SINGAPORE

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Secretarial				
Investment Banking Secretary	60 - 84k	60 - 84k	5 - 7k	5 - 7k
Personal Assistant	60 - 84k	60 - 90k	5 - 8k	5 - 7k
Confidential Secretary	60 - 78k	60 - 78k	5.0 - 6.5k	5 - 6k
Senior Secretary	60 - 78k	60 - 78k	6 - 9k	5 - 8k
Trading Floor Secretary	60 - 78k	60 - 78k	5.0 - 6.5k	5 - 6k
Executive Assistant	48 - 72k	48 - 72k	4 - 10k	4 - 6k
Legal Secretary	48 - 72k	48 - 72k	4 - 10k	4 - 6k
Team Secretary	48 - 66k	48 - 66k	3.5 - 6.0k	3.0 - 5.5k
Business Support				
Office Manager	60 - 110k	60 - 110k	6 - 11k	6 - 10k
Project Coordinator	48 - 72k	48 - 72k	5 - 8k	5.0 - 7.5k
Administrator	36 - 48k	36 - 48k	3 - 5k	2.5 - 4.5k
Receptionist	30 - 48k	30 - 48k	2.5 - 4.0k	2.5 - 3.5k
Data Entry Clerk	18 - 22k	18 - 22k	3 - 4k	2.5 - 3.5k

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

SINGAPORE

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Procurement				
Head of Global Sourcing	270k+	270k+	25k+	25k+
Regional Procurement Director	200 - 300k	200 - 250k	17 - 25k	17 - 22k
Strategic Sourcing Manager	120 - 180k	100 - 180k	9 - 13k	9 - 13k
Regional Procurement Manager	100 - 200k	90 - 130k	8 - 12k	8 - 12k
Indirect Spend/Category Manager	100 - 160k	100 - 150k	8 - 10k	8 - 10k
Direct Spend/Category Manager	100 - 160k	100 - 150k	8 - 10k	7 - 10k
Procurement Executive	40 - 60k	40 - 60k	3 - 5k	3 - 5k
Supply Chain & Logistics				
Supply Chain Director	200 - 300k	200 - 300k	15 - 20k	15 - 20k
Customer Service & Logistics Director	150 - 250k	150 - 200k	15 - 20k	15 - 20k
Trade Compliance	100 - 180k	100 - 180k	12 - 20k	12 - 15k
Project Manager	90 - 150k	100 - 130k	8 - 15k	8 - 15k
Operations Manager	90 - 130k	60 - 100k	7 - 10k	7 - 10k
Senior Customer Service Manager	90 - 130k	100 - 120k	9 - 12k	8 - 10k
Regional Logistics Manager	90 - 130k	80 - 100k	7 - 11k	7 - 11k
Planning Manager	80 - 130k	70 - 100k	8 - 12k	8 - 10k
Supply Chain Manager	80 - 130k	70 - 100k	6 - 10k	7 - 10k
Facilities Manager	80 - 120k	60 - 90k	6 - 10k	6 - 10k
Supply Chain Consultant	60 - 100k	60 - 120k	7 - 11k	7 - 11k
Customer Service Manager	60 - 90k	60 - 100k	5 - 9k	5 - 9k
Planner	60 - 90k	40 - 80k	5 - 8k	5 - 7k
Customer Service Executive	40 - 60k	40 - 60k	3 - 5k	3 - 5k

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



KOREA'S GROWING INTERNATIONAL JOB MARKET WAS ACTIVE IN 2016, DRIVEN BY AN INFLUX OF GLOBAL ORGANISATIONS AND SMES. WE ANTICIPATE SIMILAR HIGH LEVELS OF DEMAND IN 2017, ESPECIALLY FOR BILINGUAL PROFESSIONALS, PLACING FURTHER PRESSURE ON THE LOCAL TALENT POOL.

2016 INSIGHT

Despite a relatively stagnant domestic economy, the number of multinational companies entering Korea hit a new record high in the first half of the year as did foreign direct investment (FDI) in Korea. This was largely due to the country's Free Trade Agreements with the EU and China which encouraged European investors to use Korea as a platform into the region. The influence and presence of multinational companies in the Korean market has never been greater. We expect this to increase in 2017 and the years ahead.

2017 EXPECTATIONS

Increased hiring by insurance companies is likely to continue in 2017, with several Asian banks and securities companies entering the Korean market. In particular, we expect that Chinese insurance companies will continue

to enter the country and seek approval to buy Seoul-based life insurers.

Throughout 2016, demand was highest for qualified HR professionals and those with labour management experience. This was in response to the Korean government continuing to prioritise labour reform with a focus on the wage peak system and creating roles for young professionals. We expect this will continue in 2017, with companies recruiting qualified HR specialists with strong communication skills to resolve disputes and reduce conflict between unions and management. This in turn will support efforts to implement a new wage peak system.

Within the gaming sector, there was fierce competition for developers with niche skill sets such as C++ and Unity, with a noticeable rise in salaries for these candidates. This will continue in 2017 as competition to create and launch the best games intensifies. There will also be high levels of demand across mobile, online and console platforms throughout the year.

Across the chemical, medical and healthcare industries, companies were keen to attract sales specialists with strong business development skills, coupled with advanced technical product knowledge. We expect the market conditions

to continue improving throughout 2017 across Korea in these industries.

In 2017, we also anticipate an increase in demand for senior managerial candidates with solid commercial skills, the ability to provide cost-effective manufacturing solutions and excellent communication skills. These professionals will be required to transfer local market knowledge to global headquarters and can expect significant salary increases of 15-20% when changing roles.

SOUTH KOREA

OVERVIEW

BANKING & FINANCIAL SERVICES

2016 was a year of mergers and acquisitions in the Korean insurance market, driven by changes in International Financial Reporting Standards (IFRS), with US and Chinese companies leading the way. We expect more consolidation in the life insurance sector in 2017. Asian banks and securities companies, especially Chinese firms, continued to enter the Korean market last year, a trend that will accelerate throughout 2017.

FINANCE & ACCOUNTING

With increased numbers of Asian companies entering the Korean market, professionals in accounting and finance industries were highly sought after, and this will continue in 2017.

Companies were particularly keen to recruit financial analysts and financial controllers in 2016. Job movers with tax-related experience experienced salary increases of 10-15%; a trend attributable to an increase in the number of tax-related job openings. We anticipate similar levels in 2017.

HUMAN RESOURCES

HR business partners with in-depth industry expertise were sought after by hiring managers in 2016.

Major M&As and fluctuations in the business environment led to a rise in demand for professionals with significant employee relations and union experience. We also saw increased demand for HR professionals with recruitment experience to fill in-house roles.

INFORMATION TECHNOLOGY

The Korean IT market continued to experience very strong demand from IT vendors for sales people with proven track records and industry-specific relationships. Direct sales professionals who had the ability to cultivate client relationships were hired in greater numbers than those working in channel sales. Jobseekers in these roles had a salary increase of 10-15% in 2016. As more industry-specific IT vendors entered the Korean market, this also increased recruitment levels for talented solution architects.

Demand was also strong within the ad tech sector for sales and business development professionals from the online, ad tech and digital agency space. Those with experience working with game or app publishers and e-commerce clients were also highly sought after, and we expect to see these hiring trends continue in 2017.

SALES & MARKETING

CONSUMER & RETAIL

The need for Korean bilingual sales and marketing professionals continued to grow in 2016 and we see no sign of this changing in 2017. Tourist numbers in Korea were at historically high levels in 2016, supporting a strong performance by Korean retailers, who are increasingly looking for English and Chinese speaking retail staff. The Korean market has enormous potential as it sits at the forefront of digital innovation and marketing spend with a huge mobile focus. Professionals with digital marketing experience will therefore be in continuously high demand.

CHEMICAL

There were especially low levels of recruitment in offshore and heavy industry, as there was extensive restructuring in major shipbuilding companies. However, overall we saw a marked increase in hiring across other industrial sectors such as semiconductor, chemical and healthcare.

INDUSTRIAL

Bilingual professionals with engineering experience and technical sales expertise in the automotive industry were highly sought after by employers in 2016. We expect to see greater demand for qualified sales professionals and engineers with 7-10 years' experience in 2017.



SOUTH KOREA

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)					
	ANALYST		MANAGER		DIRECTOR	
	2016	2017	2016	2017	2016	2017
Compliance	50 - 55m	58 - 63m	80 - 115m	87 - 120m	150 - 200m	160 - 220m
Product Control	45 - 60m	50 - 65m	75 - 95m	83 - 100m	110 - 155m	125 - 160m
Market/Credit/Operations Risk	50 - 70m	60 - 75m	70 - 85m	75 - 90m	130 - 190m	145 - 200m
Financial Control & Tax	50 - 65m	60 - 75m	70 - 95m	80 - 100m	120 - 170m	135 - 185m
Settlements & Processing	45 - 60m	57 - 70m	70 - 85m	77 - 92m	100 - 150m	110 - 160m
Management Reporting	45 - 65m	55 - 70m	70 - 85m	75 - 90m	100 - 125m	110 - 130m
Middle Office & Trade Support	45 - 65m	55 - 70m	60 - 80m	67 - 85m	100 - 140m	115 - 145m
Actuary	65 - 80m	70 - 85m	90 - 110m	95 - 115m	140 - 170m	155 - 180m

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

SOUTH KOREA

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2016	2017
CFO	150 - 220m	150 - 220m
FD (Large Organisation)	130 - 165m	130 - 165m
FD (Small/Medium Organisation)	110 - 130m	110 - 130m
FC (Large Organisation)	90 - 110m	90 - 110m
FC (Small/Medium Organisation)	80 - 90m	80 - 90m
Internal Audit Manager	70 - 90m	70 - 90m
Tax Manager	65 - 80m	70 - 85m
Finance Manager	70 - 80m	70 - 85m
Financial Planning/Analysis Manager	70 - 85m	70 - 85m
Treasury Manager	60 - 75m	70 - 85m
Internal Auditor	50 - 70m	50 - 70m
Credit Manager	50 - 65m	50 - 65m
Senior Financial Analyst	70 - 80m	70 - 80m
Senior Financial Accountant	55 - 60m	55 - 60m
Financial Analyst	55 - 70m	50 - 70m
Tax Accountant	50 - 60m	50 - 60m

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

SOUTH KOREA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2016	2017
HR Director/Head	120 - 160m	120 - 160m
HR Manager	70 - 95m	70 - 100m
Recruitment/Staffing Manager	60 - 80m	60 - 85m
Compensation & Benefits Manager	55 - 70m	55 - 70m
HR Senior Generalist	45 - 65m	45 - 70m
HR Specialist	45 - 55m	45 - 55m
HR Generalist	35 - 40m	35 - 40m

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

SOUTH KOREA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2016	2017
Solution Architect	75 - 100m	80 - 100m
Cloud Architect	75 - 100m	80 - 100m
Program Manager	65 - 90m	70 - 100m
Pre-sales Engineer	65 - 90m	70 - 100m
Systems Engineer	65 - 90m	70 - 100m
Project Manager	65 - 90m	70 - 100m
Customer Service Representative	45 - 75m	45 - 75m
Technical Support Representative	45 - 75m	45 - 75m
Post-sales Support Representative	45 - 75m	45 - 75m
Software Developer	50 - 75m	50 - 75m
Technical Support	45 - 65m	45 - 65m

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

SOUTH KOREA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2016	2017
Consumer & Retail		
Country Head - Small/Medium Organisation	140 - 200m	150 - 200m
Sales Director	120 - 145m	125 - 145m
National Key Account Manager	100 - 135m	100 - 135m
Retail Manager	80 - 100m	80 - 105m
Marketing Director	125 - 175m	125 - 175m
Marketing Manager	65 - 95m	70 - 95m
Digital Marketing Manager	70 - 95m	75 - 95m
Product Manager	60 - 80m	60 - 80m
Merchandising Manager	45 - 60m	45 - 65m
Chemical		
Country Manager	150 - 180m	150 - 180m
Sales & Marketing Director	130 - 145m	90 - 130m
Sales & Marketing Manager	85 - 110m	75 - 90m
R&D Director	130 - 140m	130 - 150m
R&D Manager	85 - 110m	85 - 120m

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

SOUTH KOREA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2016	2017
Technology		
Country Head - Medium Organisation	170 - 240m	170 - 250m
Country Head - Small Organisation	125 - 150m	130 - 160m
Sales Director	100 - 130m	100 - 130m
Sales Manager	75 - 110m	75 - 110m
Major Account Manager	75 - 95m	80 - 100m
Account Manager	50 - 70m	50 - 80m
Business Development Manager	55 - 85m	55 - 90m
Marketing Director	80 - 100m	80 - 120m
Channel Manager	50 - 70m	50 - 80m
Industrial		
Country Head - Medium Organisation	160 - 210m	160 - 210m
Country Head - Small Organisation	130 - 160m	130 - 160m
Sales Director	110 - 140m	90 - 130m
Sales/Branch Manager	85 - 110m	75 - 100m
Business Development Manager	85 - 110m	75 - 100m
Application Development Specialist	85 - 105m	75 - 100m
Sales Engineer	85 - 105m	75 - 100m
Account Manager	73 - 95m	75 - 100m
Sales Support Representative	73 - 95m	45 - 65m
Marketing Manager	55 - 67m	55 - 70m

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



A RECOVERING ECONOMY SUPPORTED GROWTH IN THE JOBS MARKET IN 2016. MOST SECTORS ENGAGED IN STRATEGICALLY IMPORTANT REPLACEMENT HIRING, WITH A STEADY STREAM OF ROLES COMING TO MARKET.

2016 INSIGHT

Taiwan's economy returned to growth in the second quarter, after three consecutive quarters of recession. The trend of new companies, mostly international SMEs, entering the market continued, creating additional headcount requirements. Although economic conditions were challenging, Taiwan remained a candidate short market in 2016 – particularly in areas requiring niche expertise.

2017 EXPECTATIONS

As companies continue to invest in key areas to drive business growth, there will be strong competition for professionals with in-demand skill sets such as e-commerce, IT, digital marketing and fintech, coupled with strong commercial aptitude.

Structural reform of the economy is a top priority for the government, with a focus on supporting growth of the biotech, defence, green energy and smart machinery industries. The

development of an 'Asian Silicon Valley' based on the Internet of Things in northern Taiwan's Taoyuan City is also being pursued. These initiatives will further drive demand for niche expertise in these sectors, and experts from overseas will be required to improve Taiwan's competitiveness.

Companies in all sectors will need to increase hiring in 2017 to help them provide innovative services in response to market trends. High-tech specialists will be in highest demand to facilitate this growth. In Taiwan's candidate short market, organisations are advised to promote an innovative workplace and collaborative working environment to attract the best talent.

We expect companies' hiring appetites next year will remain in line with 2016 trends. Skilled professionals who can balance technical expertise, bilingual skills and an ability to embrace organisational culture will continue to be in strong demand. We expect salaries to increase by 10-15% on average for professionals changing jobs, rising to 18-22% for more senior positions.

ACCOUNTING & FINANCE

After a slow start to 2016, recruitment in the accounting and finance sector increased in the second half of the year. Succession planning

remained a key priority for the finance function and companies actively sought professionals with the potential to move into managerial positions.

As flexibility returns to markets we expect to see gradual growth next year, with more opportunities for accounting and finance professionals at all levels. There will be a shortage of qualified middle management level professionals, in particular those with strong track records and international exposure.

Companies will also seek finance professionals who can act as valued business partners, in particular financial controllers and other senior generalists who are able to work closely with other departments. To secure top talent, we advise hiring managers to streamline their recruitment processes and make decisions on appointments quickly. Companies can gain a competitive edge by offering candidates career and development opportunities.

BANKING & FINANCIAL SERVICES

In the context of weak global growth, hiring in the banking and financial sector remained conservative in 2016, and was mainly driven by replacement hiring. The key areas for hiring were internal audit, legal, control and risk. Professionals specialising in these areas will remain in strong demand in 2017.

OVERVIEW

BANKING & FINANCIAL SERVICES (CONTINUED)

We expect to see further growth of fintech in 2017, along with increasing emphasis on innovation programmes within financial institutions; this will lead to greater demand for professionals who can help organisations become more competitive. We advise institutions to ensure new hires are adaptable and keen to innovate, or that they are capable of developing these key skills through internal training. Candidates who possess these qualities and also offer knowledge and skills in new technology will be in high demand.

INFORMATION TECHNOLOGY

Under the government's newly-approved 'Asian Silicon Valley' promotion plan, Taiwan will aim to forge further links with global tech centres and attract start-ups from across Asia in 2017. This will attract high-level talent from overseas to improve Taiwan's competitiveness in the global market.

Similar to other Asian countries, 2016 has been an active year for IT recruitment in Taiwan, with high demand for candidates with strong technical skills in both infrastructure and applications. In 2017, IT professionals generally, and experienced mobile and digital developers especially, will be in high demand as companies continue to focus on enhancing customer-facing platforms and improving internal systems and processes.

Senior software developers will continue to be in high demand in 2017, as will R&D personnel with bilingual skills, given their ability to foster collaboration between local research centres and international companies.

In such a candidate short market, hiring managers will be in fierce competition to find suitable staff, particularly those with technical

knowledge in multiple areas. We advise hiring managers to ensure training programmes, performance bonuses and salary reviews are in place to help attract top talent and retain staff.

SALES & MARKETING

The fast-growing digital economy drove high volumes of recruitment activity in the sales and marketing sector during 2016. Although the retail sector was relatively quiet in 2016, we expect the accelerating development of virtual reality devices and smart wear products will drive an increase in sales and marketing hiring during 2017.

Company and retail brands were actively hiring strong sales professionals who could contribute to the bottom line and increase sales in 2016 and we expect this trend to continue.

We also expect that mobile e-commerce start-ups, notably those focused on payment and on-demand services, will generate additional requirements for sales and marketing professionals in 2017. Those with experience in social marketing, paid search and email marketing will be the most highly sought after. Digital marketers who can help businesses develop strategies to engage with customers online will also be in high demand.

SUPPLY CHAIN & PROCUREMENT

Taiwan's supply chain sector faced increasing competition from Southeast Asia and Greater China in 2016, with the latter's fast maturing 'red supply chain' seen as a major threat to the island's electronics sector. Despite this challenging backdrop, recruitment across the sector remained robust throughout 2016, and we expect it to remain so in 2017.

Whilst there has been lower demand for senior regional professionals, manager level candidates

in demand planning and supply chain continued to be sought after, particularly for FMCG and retail companies.

The larger technology manufacturers experienced considerable uncertainty in 2016 as their exports were affected by a slowdown in global demand. This resulted in a high number of company mergers and acquisitions, leading to reorganisation and redundancies across supply chain teams as companies sought to create efficiencies and reduce costs. While this shakeout has heavily undermined the senior end of the market, the number of junior and mid-level positions continues to be buoyant, with demand especially high for candidates with international exposure.

Hiring managers are advised to promote their training programmes, as well as ensuring performance bonuses and salary reviews are in place to help attract the best talent and retain staff in this candidate short market.

KEY TRENDS

- ▶ Fintech and e-commerce is growing in importance in Taiwan and candidates with knowledge of these sectors will be highly sought after, with demand set to outstrip supply.
- ▶ Faced with candidate shortages hiring managers should consider broadening their hiring criteria in 2017 to focus on decision making, communication skills and adaptability, rather than just specific industry experience.

TAIWAN

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2016	2017
Commerce & Industry		
Chief Financial Officer	3.0 - 4.5m+	3.2 - 4.5m+
Finance Director	2.5 - 3.2m+	2.5 - 3.2m+
Finance Manager	1.3 - 2.1m+	1.3 - 2.1m+
FP&A Manager	1.6 - 2.1m	1.6 - 2.1m
Pricing Manager	1.6 - 2.3m	1.6 - 2.3m
Cost Accounting Manager	1.2 - 1.8m	1.2 - 1.8m
Internal Audit Manager	1.5 - 2.2m	1.5 - 2.2m
Tax Director	1.8 - 3.0m	2.0 - 3.0m
Tax Manager	1.2 - 2.2m	1.2 - 2.2m
Controller	1.0 - 1.6m	1.2 - 1.6m
Financial Analyst	600k - 1.5m	600k - 1.2m
Accounting Manager	840k - 1.8m	960k - 1.8m
Accountant	500k - 1.1m	540k - 1.0m

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

TAIWAN

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Front Office						
Investment Consultant	700 - 970k	700 - 970k	1.2 - 1.3m	1.2 - 1.3m	1.45m+	1.45m+
RM* - Corporate Banking	750 - 850k	750 - 850k	1.0 - 1.5m	1.0 - 1.5m	1.6 - 2.5m+	1.6 - 2.5m+
RM* - Financial Institutions	750 - 950k	750 - 950k	1.0 - 1.6m	1.0 - 1.6m	1.8 - 3.0m+	1.8 - 3.0m+
RM* - Retail Banking	500 - 650k	500 - 650k	800k - 1.1m	800k - 1.1m	1.1 - 1.3m	1.1 - 1.3m
Sales - Transaction Banking	750 - 850k	750 - 850k	1.3 - 1.7m	1.3 - 1.7m	2.0 - 2.9m	2.0 - 2.9m
Back Office						
AML/Financial Crime	900k - 1.1m	900k - 1.1m	1.4 - 1.8m	1.4 - 1.8m	2.0 - 2.2m	2.0 - 2.2m
Compliance	900k - 1.1m	900k - 1.1m	1.2 - 1.8m	1.2 - 1.8m	2.5 - 4.0m	2.5 - 4.0m
Financial Reporting	450 - 700k	450 - 700k	900k - 1.3m	900k - 1.3m	1.5 - 1.6m	1.5 - 1.6m
Human Resources	550 - 800k	550 - 800k	1.0 - 1.4m	1.0 - 1.4m	1.6 - 2.0m	1.6 - 2.0m
Internal Audit	500 - 650k	500 - 650k	900k - 1.2m	900k - 1.2m	1.5 - 2.2m	1.5 - 2.2m
Legal	600 - 800k	600 - 800k	1.1 - 1.7m	1.1 - 1.7m	2.7m+	2.7m+
Risk	600 - 850k	600 - 850k	1.0 - 1.4m	1.0 - 1.4m	2.0m+	2.0m+
Operation/KYC	700 - 750k	700 - 750k	1.1 - 1.2m	1.1 - 1.2m	1.6 - 1.9m+	1.6 - 1.9m+
Asset Management						
Client Services	700 - 950k	700 - 950k	900k - 1.3m	900k - 1.3m	1.4 - 1.8m	1.4 - 1.8m
Compliance	1.2 - 1.8m	1.2 - 1.8m	1.6 - 2.8m	1.6 - 2.8m	2.8 - 4.0m	2.8 - 4.0m
Internal Audit	1.0 - 1.2m	1.0 - 1.2m	1.2 - 1.9m	1.2 - 1.9m	2.0 - 2.9m	2.0 - 2.9m
Legal	1.1 - 1.7m	1.1 - 1.7m	1.7 - 3.2m	1.7 - 3.2m	3.0 - 4.0m	3.0 - 4.0m
Sales	900k - 1.1m	900k - 1.1m	1.1 - 2.5m	1.1 - 2.5m	2.5 - 3.9m	2.5 - 3.9m

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified. RM* = Relationship Manager

TAIWAN

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2016	2017
Electrical/Electronic Manufacturer		
Engineering Manager	2.0 - 2.6m	2.0 - 2.6m
Product and Program Manager	1.7 - 2.3m	1.8 - 2.3m
Senior Hardware Engineer	1.6 - 2.0m	1.7 - 2.1m
Senior Software Engineer	1.5 - 2.0m	1.5 - 2.1m
Semiconductor/IC Design House		
Sales Director	2.5 - 3.5m	2.5 - 3.5m
Product Marketing Manager	1.7 - 2.2m	1.7 - 2.2m
IT Solution		
Account Manager	2.8 - 3.5m	2.8 - 3.7m
Product Manager	1.8 - 2.2m	1.5 - 2.0m
Sales Engineer	1.6 - 2.0m	1.6 - 2.0m
Software Vendor		
Front-end Engineer	1.3 - 1.8m	1.2 - 1.7m
Backend Engineer	1.2 - 1.6m	1.2 - 1.8m
Application Developer	1.2 - 1.6m	1.2 - 1.6m
QA Manager	1.4 - 1.8m	1.4 - 1.8m
Fullstack Engineer	1.4 - 2.0m	1.4 - 2.0m
Project Manager/Scrum Master	1.3 - 1.5m	1.4 - 1.8m

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

TAIWAN

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2016	2017
FMCG		
Commercial Head	3.2 - 4.8m	3.5 - 5.0m
Sales Director	3.0 - 4.6m	3.0 - 4.5m
Channel Sales Manager	1.8 - 2.8m	1.8 - 2.8m
Marketing Director	3.1 - 4.5m	3.2 - 4.5m
Marketing Manager	2.5 - 3.0m	2.5 - 3.0m
Brand Manager	1.4 - 1.8m	1.4 - 1.8m
Trade Marketing Manager	1.8 - 2.6m	1.8 - 2.6m
Key Account Manager	1.3 - 1.9m	1.3 - 1.9m
E-commerce Manager	1.2 - 1.5m	1.3 - 1.8m
Retail Cosmetics		
Brand General Manager	3.5 - 4.5m	3.5 - 4.5m
Product Manager	1.1 - 1.6m	1.3 - 2.0m
Sales Manager	1.8 - 2.2m	1.8 - 2.5m
Marketing Manager	1.8 - 2.5m	2.0 - 2.6m
E-commerce Manager	1.4 - 1.7m	1.4 - 1.7m
Luxury		
Retail Head	1.8 - 2.9m	2.0 - 3.2m
Boutique Manager	1.0 - 1.7m	1.0 - 1.8m
Marketing Manager	1.6 - 2.2m	1.6 - 2.5m
PR & Communications Manager	1.2 - 1.8m	1.2 - 1.8m
Internet/Online		
Country Manager	2.8 - 3.5m	3.0 - 4.0m
Digital Marketing Manager	1.2 - 1.5m	1.3 - 1.6m
Sales Manager	1.6 - 2.0m	1.6 - 2.2m

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

TAIWAN

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2016	2017
Supply Chain Director	2.6 - 3.2m	2.6 - 3.2m
Factory Director	3.2 - 4.0m	3.2 - 4.0m
Supply Chain Manager	2.0 - 2.5m	2.0 - 2.7m
Logistics Manager	1.8 - 2.3m	1.8 - 2.3m
Procurement Manager	1.7 - 2.2m	1.7 - 2.2m
Sourcing Manager	1.7 - 2.2m	1.7 - 2.2m
Demand Planning Manager	1.6 - 2.1m	1.6 - 2.2m
Demand Planning Supervisor	1.2 - 1.5m	1.2 - 1.6m
Demand Planner	900k - 1.0m	900k - 1.2m

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



ECONOMIC SLOWDOWN LED TO A MORE CAUTIOUS RECRUITMENT MARKET IN 2016. AS COMPANIES FOCUSED ON CUTTING COSTS, BOTH HIRING BUDGETS AND SALARY LEVELS WERE REDUCED. HOWEVER, THE OUTLOOK FOR 2017 REMAINS POSITIVE.

2016 INSIGHT

Hiring activity slowed across most markets in Thailand in 2016, with the exception of IT and sales & marketing. There was strong demand for IT talent in financial services, particularly in the insurance industry, where companies looked to adapt to the ongoing digitalisation of the economy, and aligned their business with social media trends.

Expansion of Thailand's B2B and B2C sectors resulted in many regional career opportunities opening up for sales and marketing professionals. With more companies setting up businesses in Bangkok, professionals were hired for back office roles such as HR, finance or operational positions, including supply chain and procurement.

Candidates, particularly those at senior levels, valued career security, and preferred to consider their current employers for career development opportunities, before looking for new roles.

2017 EXPECTATIONS

In 2017, hiring managers will continue to search for candidates with bilingual skills, regional experience, global exposure and specialist skills. Companies will also be investing in recruiting more junior talent due to budget constraints.

With business confidence expected to be positive across multiple industries, we anticipate there will be demand for finance project managers, digital marketers, Microsoft AX specialists, demand planning and anti-money-laundering professionals.

We also expect there to be strong demand for professionals such as compensation and benefits specialists in HR, compliance profiles in BFSI, accounting managers with strong ERP technical skills, digital specialists in e-commerce and banking platforms, omnichannel marketing specialists and information security specialists.

To secure the best talent, hiring managers will need to ensure they have strong employer branding, be realistic about their expectations of potential candidates, and deliver clear feedback to potential hires.

To retain key talent, employers should offer clear career development, training opportunities, role diversity, and regular salary and performance reviews.

Job movers in back office roles can expect salary increments of 10-20%. Candidates with strong product and market knowledge in front office positions such as sales & marketing can expect salary increases of 20-25%.



In 2017, hiring managers will continue to value candidates with bilingual skills, regional experience, global exposure and specialist skills. Companies will also be investing in recruiting more junior talent due to budget constraints.



10-20%

(Salary Survey 2017)

Average salary rise for those moving jobs in 2017

20-25%

(Salary Survey 2017)

Average salary rise for those moving jobs in sales & marketing roles in 2017

TOP FIVE IN-DEMAND TALENT IN THAILAND:



Finance project managers



Digital marketers

AX

Microsoft AX specialists



Demand planning professionals



Anti-money-laundering professionals

(Whitepaper)

THREE MAIN SECTORS WHICH RETURNING THAI TALENT ARE KEEN TO WORK IN:

1

Engineering

2

Information technology

3

Sales

Whitepaper: Robert Walters Returning Asians Survey 2015, 654 respondents.



KEY FINDINGS

Job movers in back office roles can expect salary increments of 10-20%. Candidates with strong product and market knowledge in front office positions such as sales & marketing can expect salary increases of 20-25%.

OVERVIEW

ACCOUNTING & FINANCE

Employers took a cautious approach to hiring in 2016 following the economic downturn. While we expect the job market for accounting and finance in 2017 to remain muted, those who do recruit will find attracting top talent a challenge as the market is still candidate short and the best professionals are likely to receive counter-offers from their current employers. These counter-offers could come in the form of monetary incentives, job rotations or exposure to new projects.

While accounting knowledge remains a crucial requirement for businesses, a greater inflow of shared services and outsourcing projects will also drive recruitment in 2017. Accounting managers with experience overseeing big teams and system implementation skills like SAP, will be highly sought after.

In addition, candidates with analytical skills, commercial sense and business acumen will be in demand during 2017. In particular, business partners and those who can work well with cross-functional teams will be highly sought after. Hiring managers will continue to find it difficult though to secure accounting and costing professionals with strong technical knowledge, interpersonal skills and management experience.

When recruiting in 2017, we recommend hiring managers clearly explain job responsibilities to potential employees and highlight career progression opportunities. Hiring managers may also have to offer competitive remuneration packages to secure ideal candidates, and those moving jobs can

expect increments of up to 20%. To retain current staff, employers should reward them through a combination of career development opportunities and monetary incentives.

BANKING & FINANCIAL SERVICES

Recruitment activity across banking in the first half of 2016 focused mainly on replacement hires, particularly in the front office. This trend is set to continue, given the current economic climate in Thailand.

Despite slow economic growth, the demand for risk and control functions grew steadily in response to the introduction of stringent regulations for the financial services industry. To keep up with these technological changes, banks will also need to tighten data privacy regulations.

AML and compliance professionals were highly sought after by both local and international banks but hiring activity will slow down in 2017 as positions are filled. Due to the talent shortage of compliance and risk and control professionals, successful candidates can expect competitive salary increments of 25% in 2017.

Cost cutting will remain a key theme in 2017 and banks will look to further streamline their projects and business processes. As a result, we anticipate higher demand for strategy, FP&A process improvement and digital professionals in 2017 - particularly as banks continue to evolve their digital banking propositions.

As banks continue to improve the efficiency of their internal systems and processes, there will be a drop in demand for operations positions

with process improvement or project-based roles assuming greater importance.

Employers will still find it challenging to hire candidates in 2017 as many opt for career security and staying with their current company. In search of stability, jobseekers will be particularly attracted to roles with government-owned entities or reputable local organisations.

HUMAN RESOURCES

Hiring levels were positive at the start of 2016 but slowed towards the middle of the year before experiencing a modest upturn in the latter months. While there was strong competition among employers due to a limited talent pool, companies had to strike an ongoing balance between managing their recruitment budget, and hiring high quality candidates.

We anticipate there will be an increase in hiring activity for HR professionals in 2017 as companies recognise the importance of having a strong HR function. As a result, HR business partners with good interpersonal skills and the ability to coach line managers will be highly sought after.

Compensation and benefits professionals with good analytical skills, strategic thinking capability, and business acumen, will also be in high demand. In addition, we anticipate more career opportunities for candidates with experience in organisation development; especially for those with solid problem solving skills and team management expertise. These skills will be sought after as companies look for professionals to help them evolve and adapt to external changes such as digitalisation.

KEY TRENDS

- ▶ Accounting managers with experience overseeing large teams and system implementation skills like SAP, will be highly sought after.
- ▶ Enterprise Resource Planning (ERP) professionals with a strong background in Microsoft AX will also be in high demand and short supply given its recent introduction to the Thai market.
- ▶ With digitalisation across the economy rapidly evolving, there will continue to be high demand for full stack developers and professionals with strong background knowledge of digital and e-commerce platforms in 2017.
- ▶ Professionals with omnichannel marketing experience will be in demand as many companies implement this business model in 2017.

Due to the shortage of skilled HR professionals, we recommend hiring managers consider recruiting junior talent with high potential who can be developed for mid to senior level roles in future.

There was fierce competition for candidates with companies offering increasingly higher salaries to secure high calibre talent. As this is expected to continue in 2017, companies will need to be highly innovative with their recruitment strategies and compensation packages to attract top quality candidates. Hiring managers should also consider identifying mid-level talent internally, with a view to developing them for higher-level roles in the future.

INFORMATION TECHNOLOGY

The IT job market was positive in 2016 with strong demand for talent in financial services, especially in the insurance industry. Hiring activity was driven by companies developing digital propositions to support diversification from traditional channels and the need to align business requirements with new technologies and social media trends.

In 2016, numerous digital, e-commerce and mobile-related businesses emerged backed by new venture capital fund investments. As a result, there was high demand for full stack developers and professionals with strong background knowledge of digital and e-commerce platforms. As digitalisation continues to evolve, we predict demand for these professionals will remain high in 2017.

In the financial services industry, there was growing emphasis on data security. In 2017, this will drive demand for information security hires and professionals with backgrounds in data & analytics and cloud technology, as information and data management becomes a key business priority.

Employers will find it challenging to hire bilingual professionals fluent in both Thai and English in 2017. Enterprise Resource Planning (ERP) professionals with a strong background in Microsoft AX will also be in high demand and short supply given its recent introduction to the Thai market.

With technological advancements and a limited talent pool, hiring managers will retain staff by providing structured training programmes to upgrade their technical knowledge.

Salary increments for IT professionals in 2017 will be 15-20%, as demand outstrips supply.

SALES & MARKETING

The relocation of regional hubs from countries such as Australia and Singapore to Thailand in 2016, created new job opportunities and increased demand for skilled sales and marketing professionals. In 2017, we expect the market to remain candidate driven as hiring activity across the B2B and B2C sectors continues strongly following sustained consumer demand. Regional hub relocations will also continue to drive new job opportunities.

Candidates with digital experience will continue to be in demand in 2017 as companies expand and introduce new business models and products. Professionals with multi-channel marketing experience will also be in demand as a number of organisations seek to implement improved end-to-end customer experiences. Larger companies may be in danger of losing out on digital marketing talent to start-ups, despite these organisations offering less job security.

Organisations that include line managers in the hiring process will minimise turnover of new hires. Apart from recruiting candidates with the required technical skills, hiring managers should also consider candidates keen on long-term career opportunities with the company. Professionals with proven tenures in previous roles will be favoured by potential employers.

Overall, we expect job movers to secure attractive salary increments of 20-25% in 2017.

SUPPLY CHAIN & PROCUREMENT

We saw moderate levels of hiring activity in 2016, driven by steady inflow of supply chain projects and continuing international company relocations to Thailand.

In 2017, employers will be looking to hire candidates across functions such as demand

and supply planning, plant and indirect procurement, and supply chain.

Multilingual candidates with stable professional backgrounds, and regional experience working in matrix structures, will also be highly sought after in 2017. Encouragingly, multinational companies will seek to hire more local talent for such high responsibility roles.

Despite key pockets of demand, hiring managers will adopt a cautious approach to recruitment in 2017, investing more time recruiting candidates with a combination of strong technical expertise, interpersonal skills and the right company fit.

We recommend hiring managers offer candidates reassurance around job security and also provide them with clear career progression pathways. On the whole, job movers can expect salary increments of 5-15% in 2017.

THAILAND

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2016	2017
Accounting		
Internal Auditor - Director	3.0 - 4.2m	3.6 - 4.8m
Tax Director	2.4 - 3.3m	3.0 - 4.8m
Internal Auditor - Manager	1.4 - 2.2m	1.4 - 2.2m
Tax Manager	1.4 - 1.9m	1.4 - 1.9m
Group Accountant - Consolidations	960k - 1.4m	960k - 1.5m
Tax Supervisor	840k - 1.3m	840k - 1.3m
Finance		
Chief Financial Officer	3.0 - 6.6m	3.0 - 7.2m
Finance Director - MNC	3.0 - 4.8m	3.0 - 5.0m
Finance Director - SME	1.8 - 3.2m	2.2 - 3.6m
Financial Controller - MNC	1.7 - 2.8m	1.8 - 2.8m
Commercial Manager	1.5 - 2.5m	1.5 - 2.5m
Financial Controller - SME	1.4 - 2.4m	1.4 - 2.4m
Senior FP&A	1.4 - 2.4m	1.7 - 3.0m
Corporate Finance	1.2 - 2.6m	1.4 - 2.3m
Finance Manager	960k - 2.4m	1.2 - 2.4m
Treasury Manager	960k - 2.4m	1.2 - 2.4m
Accounting Manager	960k - 1.8m	960k - 1.9m
Cost Controller	960k - 1.8m	960k - 1.9m
Senior Financial Analyst	960k - 1.6m	960k - 1.9m
Credit Controller	750k - 1.3m	900k - 1.4m
FP&A	720k - 1.4m	960k - 1.8m
Treasury Analyst	700 - 950k	720k - 1.0m
Financial Analyst	600 - 800k	720k - 1.0m

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

THAILAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	MANAGER/AVP		VICE PRESIDENT		SENIOR VICE PRESIDENT	
	2016	2017	2016	2017	2016	2017
Front Office Banking						
Transaction Banking (Sales)	900k - 1.4m	940k - 1.5m	1.0 - 1.8m	1.1 - 1.9m	2.1 - 3.0m	2.1 - 3.1m
Transaction Banking (Products)	860k - 1.3m	900k - 1.4m	1.2 - 1.7m	1.4 - 1.8m	1.7 - 3.2m	1.8 - 3.3m
Relationship Manager (Corporate Banking)	850k - 1.0m	890k - 1.1m	1.1 - 2.5m	1.1 - 2.6m	2.7 - 3.6m	2.7 - 3.7m
Relationship Manager (Financial Institution)	900k - 1.1m	950k - 1.2m	1.2 - 2.6m	1.2 - 2.7m	2.8 - 3.7m	2.8 - 3.8m
Credit Analyst	450 - 800k	480 - 840k	800k - 1.2m	840k - 1.3m	1.4 - 2.3m	1.4 - 2.4m
Global Market Sales	850k - 1.1m	900k - 1.2m	1.1 - 2.3m	1.2 - 2.4m	2.3 - 3.5m	2.4 - 3.6m
Private Banking	700k - 1.1m	750k - 1.2m	1.2 - 2.4m	1.2 - 2.5m	2.4 - 3.5m	2.5 - 3.5m
Investment Banking	500k - 1.3m	700k - 1.4m	1.5 - 2.7m	1.5 - 2.8m	2.9 - 3.9m	2.9 - 4.0m
Private Equity	1.0 - 1.4m	1.0 - 1.5m	1.3 - 2.5m	1.4 - 2.7m	2.7 - 3.3m	2.8 - 3.5m
Fund Management	780k - 1.1m	800k - 1.2m	1.1 - 1.7m	1.2 - 1.8m	1.7 - 3.1m	1.8 - 3.2m
Research	500k - 1.2m	600k - 1.3m	1.2 - 2.5m	1.3 - 2.7m	2.5 - 3.6m	2.7 - 3.9m
Operations						
Trade & Cash Operations	550 - 820k	600 - 900k	900k - 1.7m	1.2 - 1.8m	1.9 - 2.9m	2.1 - 2.9m
Treasury Operations	670 - 800k	700 - 800k	800k - 2.0m	1.5 - 2.4m	2.1 - 3.2m	2.5 - 3.6m
Securities Operations	700 - 800k	750 - 850k	800k - 1.5m	1.0 - 1.8m	1.6 - 2.2m	2.0 - 2.5m
Client Onboarding KYC	600 - 800k	650k - 1.2m	1.0 - 1.8m	1.5 - 2.4m	2.2 - 3.0m	2.2 - 3.0m
Corporate Governance						
Operational Risk	700k - 1.3m	800k - 1.4m	1.5 - 2.7m	2.0 - 2.7m	2.9 - 4.0m	3.0 - 4.0m
Credit Risk	750k - 1.3m	850k - 1.4m	1.3 - 2.7m	2.0 - 3.0m	2.9 - 4.0m	3.0 - 4.0m
Market Risk	700k - 1.0m	900k - 1.6m	1.7 - 2.7m	2.0 - 3.0m	2.9 - 4.0m	3.5 - 4.0m
Internal Audit	700k - 1.0m	750k - 1.2m	1.3 - 2.1m	1.5 - 2.5m	2.2 - 3.2m	2.6 - 3.2m
Compliance & AML	800k - 1.7m	800k - 1.8m	1.5 - 3.2m	1.9 - 3.4m	3.5 - 5.0m	3.5 - 5.0m
Finance & Accounting						
Business Analysis	700 - 960k	800k - 1.5m	970k - 2.2m	1.0 - 2.4m	2.2 - 3.0m	2.7 - 3.0m

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

THAILAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Financial Analysis	600 - 900k	700k - 1.0m	970k - 2.0m	1.0 - 2.4m	2.1 - 3.0m	2.6 - 3.0m
Accounting	550 - 850k	600k - 1.0m	850k - 1.0m	1.2 - 1.5m	1.0 - 2.0m	1.8 - 2.0m
Insurance						
Actuary	720k - 1.8m	741k - 1.8m	1.8 - 3.6m	1.8 - 3.7m	3.6 - 6.0m	3.7 - 6.1m
Risk Management	600k - 1.4m	618k - 1.5m	1.5 - 3.4m	1.6 - 3.5m	3.4m+	3.5m+
Underwriting	720k - 1.6m	741k - 1.6m	1.6 - 2.4m	1.6 - 2.4m	2.4 - 3.0m	2.4 - 3.0m
Claims	720k - 1.6m	741k - 1.6m	1.6 - 2.4m	1.6 - 2.4m	2.4 - 3.0m	2.4 - 3.0m
Bancassurance	600k - 1.4m	618k - 1.5m	1.4 - 2.4m	1.4 - 2.4m	2.4 - 3.6m	2.4 - 3.7m
Chief Agency Officer					4.8m+	4.8m+
Chief Distribution Officer					6.0m+	6.0m+

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

THAILAND

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM THB (฿)			
	6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017
Commerce & Industry				
Organisational Development	1.2 - 2.8m	1.2 - 2.8m	2.8 - 3.4m	2.8 - 3.6m
Compensation & Benefits	1.2 - 2.6m	1.2 - 2.8m	2.6 - 3.4m	2.8 - 3.6m
Business Partner	1.1 - 2.2m	1.2 - 2.6m	2.2 - 3.4m	2.2 - 3.6m
HR Generalist	1.0 - 2.2m	1.0 - 2.4m	2.2 - 3.4m	2.2 - 3.6m
Employee Relations	900k - 1.5m	900k - 1.5m	1.5 - 2.2m	1.5 - 2.2m
HRIS	1.2 - 1.7m	1.2 - 1.7m	1.7 - 2.6m	1.7 - 2.6m
Training & Development	1.0 - 2.0m	1.0 - 2.0m	2.0 - 2.6m	2.0 - 2.6m
HR Operation Service (Shared Services)	900k - 1.5m	1.0 - 1.6m	1.5 - 2.6m	1.6 - 2.6m
Recruitment	750k - 1.6m	900k - 1.6m	1.6 - 2.4m	1.6 - 2.4m
Payroll	700 - 920k	700 - 920k	1.0 - 1.8m	1.0 - 1.8m
Mobility	670 - 900k	670 - 900k	900k - 1.6m	900k - 1.6m
Banking & Financial Services				
Organisational Development	1.5 - 2.6m	1.5 - 2.8m	2.6 - 3.4m	2.8 - 3.6m
Compensation & Benefits	1.2 - 2.6m	1.2 - 2.8m	2.6 - 3.4m	2.8 - 3.8m
HRIS	1.0 - 2.2m	1.0 - 2.2m	2.2 - 2.8m	2.2 - 2.8m
Training & Development	1.0 - 2.2m	1.0 - 2.2m	2.2 - 2.8m	2.2 - 2.8m
Business Partner	1.1 - 2.4m	1.2 - 2.7m	2.4 - 3.6m	2.3 - 3.8m
HR Operation Service (Shared Services)	1.0 - 2.0m	1.0 - 2.0m	2.0 - 2.4m	2.0 - 2.6m
HR Generalist	1.0 - 2.4m	1.0 - 2.4m	2.4 - 3.4m	2.2 - 3.6m
Employee Relations	900k - 1.5m	1.0 - 1.5m	1.5 - 2.0m	1.5 - 2.2m
Recruitment	800k - 1.8m	800k - 2.0m	1.8 - 2.4m	2.0 - 2.6m
Payroll	720k - 1.2m	800k - 1.4m	1.2 - 1.8m	1.4 - 1.8m
Mobility	680k - 1.0m	680k - 1.0m	1.0 - 1.4m	680k - 1.0m

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

THAILAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2016	2017
IT Systems		
IT Director	3.6 - 4.8m	3.7 - 5.0m
IT Program Manager	1.8 - 3.0m	1.9 - 3.1m
Development Manager	1.5 - 2.0m	1.5 - 2.1m
Project Manager	1.4 - 2.5m	1.5 - 2.6m
Solution Architect	1.3 - 2.7m	1.4 - 2.7m
Business Analyst Manager	1.2 - 2.0m	1.2 - 2.1m
C++ S/W Engineer	1.1 - 2.0m	1.1 - 2.1m
Test Manager	1.1 - 1.6m	1.1 - 1.7m
Application Support Analyst	900k - 1.5m	950k - 1.5m
Java/J2EE S/W Engineer	900k - 1.3m	950k - 1.4m
Software Developer	800k - 1.6m	900k - 1.6m
IT Business Analyst	800k - 1.5m	900k - 1.6m
ERP/Business Application		
Project Manager	1.5 - 3.0m	1.5 - 3.1m
Consultant - Functional	1.0 - 2.0m	1.1 - 2.1m
Consultant - Technical	900k - 1.7m	950k - 1.8m
Infrastructure		
Service Delivery Manager	1.8 - 2.5m	1.8 - 2.6m
Project Manager	1.8 - 2.8m	1.9 - 2.9m
Infrastructure Manager	1.6 - 2.4m	1.7 - 2.4m
Infrastructure Team Leader	1.1 - 1.5m	1.1 - 1.6m
Desktop Support Analyst	750k - 1.1m	800k - 1.2m
IT Security, Risk & Control		
IT Auditor	1.3 - 2.0m	1.4 - 2.1m
IT Security Analyst	950k - 1.5m	1.0 - 1.6m

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

THAILAND

SALES & MARKETING B2B & B2C

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2016	2017
Sales		
Sales Director	2.5 - 3.6m	2.5 - 5.0m
Sales Manager	1.4 - 2.0m	1.4 - 2.2m
Business Development Manager	1.4 - 2.0m	1.4 - 2.4m
Key Account Manager	720k - 1.2m	720k - 1.4m
E-commerce Manager	720k - 1.8m	720k - 2.4m
Head of Traditional Trade	2.1 - 5.5m	2.1 - 5.5m
Head of Modern Trade	1.8 - 3.6m	2.1 - 3.6m
National Sales Manager	2.1 - 5.5m	2.1 - 5.5m
Regional Sales Manager	1.4 - 2.1m	1.5 - 2.1m
Store Manager/Boutique Manager	960k - 1.8m	960k - 1.8m
Operation Director	2.1 - 3.0m	2.1 - 3.0m
Operation Manager	1.4 - 2.1m	1.4 - 2.1m
Retail Manager	1.0 - 1.8m	1.0 - 1.8m
Franchise Development Manager	1.8 - 2.6m	1.8 - 2.6m
Sales Capability Manager/Sales Force Effectiveness	1.5 - 2.6m	1.5 - 2.8m
Medical Science Liaison	750k - 1.5m	750k - 1.5m
Medical Advisor	2.0 - 3.5m	2.3 - 3.5m
Market Access Manager	1.0 - 3.2m	1.0 - 3.5m
Regulatory Affair Manager	1.0 - 2.4m	1.0 - 2.6m
QA Manager	1.0 - 2.4m	1.0 - 2.6m
Marketing		
Marketing Director	2.2 - 3.6m	2.4 - 4.2m

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

THAILAND

SALES & MARKETING B2B & B2C

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2016	2017
Marketing Research Director	1.6 - 2.5m	2.1 - 3.3m
Public Relations Director	1.6 - 2.2m	1.6 - 2.2m
Marketing Manager	1.2 - 1.8m	1.2 - 2.0m
Brand Manager	1.0 - 1.6m	1.0 - 1.6m
Senior Marcomms Manager	1.0 - 1.6m	1.0 - 1.6m
Trade Marketing Manager	960k - 2.0m	960k - 3.0m
Public Relations Manager	960k - 1.6m	960k - 1.6m
Marketing Research Manager	960k - 1.6m	960k - 1.6m
Direct Marketing Manager	960k - 1.6m	960k - 2.4m
Marcomms Manager	960k - 1.4m	960k - 1.4m
Digital Marketing Manager	850k - 1.8m	850k - 1.8m
Strategic Planning Manager	1.0 - 1.8m	1.0 - 1.8m
Strategic Planning Director	2.0 - 3.0m	2.0 - 3.0m
Digital Director	2.0 - 3.6m	2.0 - 3.6m
Category Manager	1.8 - 3.0m	1.8 - 3.0m
Product Manager	900k - 2.0m	1.0 - 2.0m
Management		
GM/MD	3.6 - 6.0m	3.6 - 6.0m
Country Manager	3.6 - 6.0m	3.6 - 6.0m
Sales & Marketing Director	2.6 - 3.6m	2.6 - 3.6m
Sales & Marketing Manager	1.4 - 1.8m	1.4 - 1.8m
Commercial Director	2.6 - 3.8m	2.6 - 3.8m
Commercial Manager	1.8 - 2.4m	1.8 - 2.4m
Business Unit Director	3.0 - 4.0m	3.2 - 4.0m
Business Unit Manager	2.3 - 3.0m	2.3 - 3.0m

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

THAILAND

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2016	2017
Procurement		
Procurement Director	3.2 - 3.8m	3.3 - 4.0m
Procurement Manager	1.9 - 2.9m	2.0 - 3.0m
Category Manager	1.6 - 2.5m	1.7 - 2.6m
Sourcing Manager	1.6 - 2.5m	1.7 - 2.6m
Buyer	1.0 - 1.2m	1.0 - 1.4m
Sourcing Specialist	1.0 - 1.2m	1.0 - 1.3m
Supply Chain & Logistics		
Supply Chain Director	3.8 - 4.8m	3.9 - 5.0m
Supply Chain Manager	1.7 - 2.8m	1.8 - 3.0m
Supply/Demand Planning Manager	2.0 - 2.8m	1.9 - 3.0m
Customer Service Manager	1.4 - 2.0m	1.4 - 2.2m
Operations Manager	1.2 - 2.0m	1.4 - 2.2m
Production Planning Manager	900k - 1.4m	1.0 - 1.6m
Logistics Manager	800k - 1.7m	1.0 - 1.7m
Warehouse Manager	700k - 1.5m	800k - 1.6m
Plant Director	2.5 - 4.5m	2.8 - 4.8m

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



WITH ONE OF THE FASTEST GROWING ECONOMIES IN ASIA, RECRUITMENT LEVELS IN VIETNAM REMAINED STRONG IN 2016. A RANGE OF FACTORS, INCLUDING A YOUNG WORKFORCE, INCREASING FOREIGN DIRECT INVESTMENT AND RISING LABOUR PRODUCTIVITY, BOOSTED GROWTH AND DROVE RECRUITMENT ACTIVITY.

2016 INSIGHT

Vietnam experienced strong demand for skilled professionals during 2016, which was matched by a rise in remuneration packages. As companies increased headcount and focused on organisational structures to drive business growth, specialists were more highly sought after than professionals with generalist skill sets. For example, IT specialists with strong technical skills in cloud computing, mobility engineering and information security were in high demand.

The e-retail market in Vietnam grew quickly in 2016 driven by the higher disposable incomes of working professionals. We expect this area will continue to flourish in the next decade. Due to the growth of industrial markets such as building materials and chemicals, there was also demand for experienced sales people with English skills.

The architecture, engineering and construction industries were also developing at a positive pace. As a result of Vietnam's growing manufacturing base, there was strong demand for project managers, industrial engineering managers and plant managers to help with factory operations. Local talent with international exposure was also in demand as employers recognised the value of professionals with both regional and global awareness, as well as sound English language skills.

2017 EXPECTATIONS

Vietnam is becoming a major strategic business hub for IT and this will continue to drive increased demand for specialists in cloud computing, big data, business intelligence and information security in 2017.

The positive performance of Vietnam's industrial hubs means that sales and marketing candidates with technical backgrounds and relevant product or industry knowledge will be highly sought after.

This increased industrialisation has positively impacted hiring across engineering and supply chain, as well as procurement and logistics.

Technical and specialist professionals will be hired to work for contract manufacturers as companies move production hubs to Vietnam. As the manufacturing industry continues to develop in Vietnam, existing factories will expand and new ones will be built. Experienced project managers will be recruited to run these factories and conduct technology transfers from overseas.

To retain key talent, we recommend that employers have regular open conversations with staff and provide them with clear career development plans and progressive remuneration strategies. With market conditions likely to remain buoyant, further foreign direct investment will mean that professionals can look forward to a robust job market. Employers will also be focusing more on hiring returning Vietnamese talent.

Job movers, especially those with specialist skills such as accounting, IT and technical sales can expect salary rises of 10-25%. Exceptional talent or professionals with niche skills can expect to negotiate a salary of up to 30% higher when changing jobs. Top performers staying on with their current employer can expect a 5-10% year-on-year salary increment.



With market conditions likely to remain buoyant, further foreign direct investment will mean that professionals can look forward to a robust job market.



10-25%

Average salary rise for those moving jobs in 2017

(Salary Survey 2017)

5-10%

Year-on-year salary increment for top performers remaining in their jobs

(Salary Survey 2017)




(Salary Survey 2017)

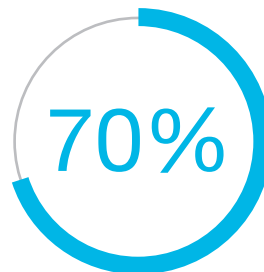
TOP 3 INDUSTRIES HIRING

- 1 Digital marketing
- 2 Information technology
- 3 Manufacturing

(Returning Asians Survey)

WHAT RETURNING VIETNAMESE TALENT WANT

-  Salary increment (over local rates)
-  Clear career progression
-  Flexible working arrangements



(Returning Asians Survey)

Overseas Vietnamese professionals keen to return home

Robert Walters Returning Asians Survey 2015, 654 respondents.

KEY FINDINGS

Increased industrialisation has positively impacted the recruitment markets for engineering and supply chain, procurement and logistics.

To retain key talent, we recommend that employers have regular open conversations with staff, provide them with clear career development plans and progressive remuneration strategies.

OVERVIEW

ACCOUNTING & FINANCE

In the FMCG, logistics and manufacturing industries, there was strong demand for accounting and finance professionals in 2016. Favourable market conditions encouraged start-up companies to develop in Vietnam, particularly driven by the rise of the e-commerce industry. As a result, the number of newly created positions for local candidates increased.

Compliance professionals in the financial services industry with experience in regional roles were in steady demand throughout 2016. Hiring managers also sought candidates with high potential, strong commercial mindsets and cross-industry exposure.

Jobseekers can expect more opportunities in emerging industries such as e-commerce and technology-based companies as businesses expand their teams in 2017. Hiring managers will be looking for candidates with international experience, solid communication and cultural adaptation skills, and a strong command of English.

In addition, professionals with management trainee backgrounds will be valued by expanding businesses as they have an understanding of a range of departments – giving them versatility and transferable skills.

Start-ups will be looking to hire candidates with finance and accounting experience in 2017. At the same time, established businesses will be undergoing transformation, restructuring or launching new projects. This will result in demand for professionals with strong entrepreneurial mindsets and the skills to lead new projects.

Candidates with overseas work experience will expect high salaries in 2017. However, many employers will be unable to offer such rises and hiring managers in new industries, such

as e-commerce and technology, may find it challenging to persuade professionals to move out of familiar and traditional industries.

To secure the best talent in 2017, hiring managers will need to offer salary rises in the 20-30% range, outline a clear career progression path and provide structured training opportunities. Line managers in non-traditional industries should invest resources in maintaining strong engagement with candidates at the initial stages.

We believe that the hiring market for accounting and finance will remain robust in 2017 and overall salary levels could rise by 20-30% for professionals moving to a new role.

ENGINEERING

In 2016, Vietnam continued to establish its reputation as a manufacturing hub, and as a result there was strong demand for project managers, production managers, industrial engineering managers, quality managers and plant managers. With the expansion of the chemical industry in 2017, there will also be a demand for technical managers.

We expect that the manufacturing sector will continue to develop in Vietnam throughout the year. As existing factories expand and new ones are built, experienced project managers will be required to oversee operations and conduct technology transfers from overseas.

We also anticipate mergers and acquisitions as well as company restructuring across the engineering sector in 2017. This will inevitably lead to new and replacement hiring activity, together with the creation of a number of factory operation and technical service manager roles.

Due to the growth in electronic manufacturing, building & construction and machinery &

equipment, hiring managers will be searching for experienced engineers in the semiconductor, high-tech electronic and factory automation sectors, as well as automotive and chemical industries. A range of positions will be recruited for from mid to senior management. These professionals will be expected to have strong change management, leadership and project management skills.

There is a limited, but active pool of skilled and experienced engineers with English language skills. These candidates will expect higher salaries before they consider moving to a new company.

To retain staff, employers should offer clear career development paths, training programmes, and projects to help them showcase their skills. Annual reviews of remuneration and employee benefit packages will help retain high performers.

In 2017, there is likely to be continual demand for project managers. Job movers can expect salary increments of 20-25%.

HUMAN RESOURCES

Hiring activity was focused on in-house talent acquisition, talent development, culture change HR and HR business partner (BP) professionals in 2016 as many businesses went through mergers and acquisitions. In 2017, we anticipate more SMEs will also transform their traditional HR set-ups to the business partnering model and apply international standards to their processes, driving further demand for professionals with this experience.

Multinational companies focused on acquiring local businesses in 2016 with the integration process taking three to five years to complete. As a result, change management and organisational design professionals will be in demand to facilitate this and help local employees adjust to the changes.

KEY TRENDS

- ▶ Vietnam is becoming a major strategic business hub for IT, and this will lead to an increase in demand for specialists in cloud computing, big data, business intelligence and information security.
- ▶ Job movers, especially those with specialist skills can expect salary rises of 10-25%. Exceptional talent or professionals with niche skills can expect to negotiate a salary of up to 30% higher when changing jobs.

Employers will also value HR candidates with qualities such as overseas experience, the ability to think strategically, a proactive attitude and being responsive to change in 2017. Such candidates will be sought after both for their commercial mindsets and ability to understand Vietnamese working culture.

In terms of sectors, the manufacturing and FMCG industries will actively recruit for talent acquisition, organisational design, compensation and benefits, change management and HR business partnering roles.

To retain key staff in 2017, line managers should focus on the career development of employees by exposing them to other job functions in the organisation. Employers will also be focusing on hiring returning Vietnamese candidates with relevant experience and skills. Job movers can expect salary rises of 20-35% in 2017.

INFORMATION TECHNOLOGY

The developing IT market in Vietnam resulted in high demand for IT specialists with strong technical skills in cloud computing, mobility engineering, big data, business intelligence and information security throughout 2016.

While there was an oversupply of IT managers, this was not the case with IT directors. Senior level IT directors overseeing large-scale operations in FMCG and manufacturing were highly sought after and in short supply.

The financial services sector was promising, with the inflow of major IT transformation projects and many fintech start-ups backed by major financial institutions establishing their businesses in Vietnam.

As more overseas manufacturers relocate, Vietnam is becoming a major strategic business hub. Hiring managers will therefore value specialists such as solution architects, senior business advisors, data scientists, project managers in core banking, cloud and BI professionals.

Vietnam will continue to be a preferred destination for software outsourcing companies due to the country's competitive labour costs. Employers are likely to seek senior level operational management professionals with

strong technical knowledge and business leadership potential. Vietnamese professionals with international experience and the right skill sets will also be highly sought after.

Job movers can expect salary rises of 25% in 2017, while those with niche and high demand skills can expect substantial salary increases of 30-35%. Employees remaining with their organisation can expect to negotiate a 7-10% annual salary raise.

SALES & MARKETING

The FMCG industry in Vietnam experienced moderate growth in 2016 due to the country's rapidly growing middle class population. As disposable income grew, consumers in Saigon and Hanoi witnessed the entrance of a plethora of foreign brands in the last few years. As a result, the retail and e-commerce sectors were positively impacted and hiring increased. MNCs also sought out local candidates for senior general management and sales and marketing roles. Overall the FMCG, retail, food & beverage and e-commerce sectors performed well in 2016, and we witnessed professionals with relevant industry experience being hired in large numbers.

Industrial sectors such as building materials and chemicals were also active and sought to hire experienced sales people with English skills.

In 2017, there will continue to be a high demand for professionals with technical experience in mechanical, electrical, civil or chemical engineering, who have a proven track record in sales, sound English skills and experience working for an MNC. Hiring managers will also be recruiting Vietnamese candidates with international career experience, digital expertise and retail experience for marketing roles.

We also expect that senior marketing leaders with a good command of English will be in demand to work in the animal feed additives industry, as this sector is growing. To retain staff, hiring managers should provide retention bonuses or increase their career exposure through international mobility programmes and regional roles.

Salary increments for candidates changing jobs will be 10-15%, with the exception of jobseekers in the animal feed additives market, where they can

expect to negotiate salary rises of 25%. Due to the shortage of top-tier talent, companies will have to diversify their search for candidates and consider hiring professionals from different but related industries.

Throughout 2016, the healthcare job market was driven by a strong demand for experienced middle managers and heads of commercial businesses. Companies experienced a moderate level of staff turnover while there was also a need to fill business critical positions.

Due to the growth of the medical devices sector, there was also demand for business development managers and sales managers. Candidates in senior level positions with strong commercial experience will continue to be highly sought after in 2017.

With ongoing expansion in over-the-counter organisations such as pharmacies, we anticipate increasing demand for healthcare professionals in 2017.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

In 2016, we saw contract manufacturers moving production hubs from China to Vietnam. This, combined with the introduction of global requirements on quality control, meant sourcing companies looked to fill compliance and quality roles. There was also a gradual uplift in hiring activity for the logistics service sector, which will continue in 2017.

As companies struggle to contain costs, we expect increased merger and acquisition activity, restructuring and localisation of company offices. Hiring managers will therefore be looking for adaptable and self-motivated candidates with good leadership skills, entrepreneurial mindsets and change management experience.

To retain staff, employers will need to provide clear career progression opportunities and reward high performers with projects to showcase their abilities.

Technical specialisation roles will continue to be in demand in 2017 and professionals can expect salary rises of 20-25% when changing jobs.

VIETNAM

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting		
Chief Accountant/Accounting Manager	20 - 36k	22 - 40k
Management Accountant	18 - 30k	23 - 33k
Financial Accountant	18 - 24k	20 - 26k
Tax Manager	24 - 48k	30 - 50k
Cost Controller	15 - 30k	20 - 33k
Finance		
Chief Financial Officer	84 - 130k	80 - 130k
Finance Director - MNC	60 - 96k	60 - 100k
Finance Director - SME	60 - 72k	65 - 80k
Financial Controller - MNC	42 - 60k	50 - 65k
Financial Controller - SME	36 - 48k	40 - 50k
Finance Manager	30 - 48k	32 - 52k
Business Controller	18 - 36k	20 - 40k
FP&A Manager	24 - 43k	26 - 45k
Finance/Business Analyst	18 - 33k	23 - 33k
Compliance & Risk Management		
Senior Auditor	18 - 30k	20 - 40k
Internal Audit/Compliance Manager	24 - 48k	32 - 52k
Compliance & Risk Head	45 - 90k	50 - 100k

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

VIETNAM

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Operations Manager	56 - 70k	60 - 70k
Plant Manager	56 - 70k	60 - 70k
Continuous Improvement Manager	35 - 49k	36 - 50k
Engineering Manager	35 - 49k	36 - 50k
QA/QC Manager	35 - 42k	36 - 50k
Project Manager	30 - 48k	36 - 60k
R&D Manager	30 - 48k	36 - 48k
Maintenance Manager	30 - 45k	36 - 48k
Service Manager	30 - 42k	30 - 42k
Production Manager	30 - 42k	33 - 45k
HSE Manager	30 - 42k	30 - 42k
HSE Director	40 - 66k	42 - 72k
Facility Manager	24 - 30k	30 - 36k

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

VIETNAM

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Human Resources		
HR Director	60 - 120k	70 - 120k
HR Shared Services Manager	40 - 60k	40 - 60k
HR Manager	30 - 60k	30 - 60k
Rewards Manager	30 - 48k	32 - 55k
Training & Development Manager	30 - 42k	30 - 42k
Talent Acquisition Manager	26 - 36k	26 - 39k
Organisation & Development Manager	27 - 52k	30 - 52k
Compensation & Benefits Manager	25 - 30k	30 - 40k
HR Business Partner	24 - 40k	26 - 52k
HR Executive	9 - 15k	9 - 15k
Business Support		
Office Manager	14 - 24k	20 - 26k
Personal Assistant	9 - 18k	9 - 18k

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

VIETNAM

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Business Transformation		
Head of IT	60 - 96k	62 - 98k
Senior Project Manager	30 - 48k	40 - 60k
IT Manager	24 - 42k	24 - 45k
Senior Business Analyst	18 - 33k	30 - 45k
Development		
Technical Architect	24 - 42k	30 - 50k
Senior Mobile Developer	20 - 28k	24 - 36k
ERP Consultant	18 - 25k	18 - 25k
Java /PHP/.NET Engineer	18 - 24k	20 - 30k
Front-end Developer	15 - 24k	18 - 25k
Senior QC Engineer	14 - 21k	14 - 21k
Digital & Online		
Digital Solutions Director	48 - 60k	48 - 60k
Head of E-commerce	46 - 60k	48 - 60k

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

VIETNAM

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Management		
General Manager/Managing Director	150 - 200k	150 - 200k
Sales & Marketing Director	84 - 100k	85 - 105k
Sales		
Sales Director	60 - 85k	65 - 85k
Key Account Manager	35 - 50k	38 - 50k
Business Development Manager	35 - 45k	35 - 50k
Area Sales Manager	21 - 34k	21 - 34k
Sales Engineer	9 - 15k	10 - 16k
Marketing		
Trade Marketing Director	95 - 110k	95 - 110k
Corporate Affairs Director	84 - 105k	90 - 110k
Marketing Director	72 - 84k	75 - 90k
Marketing Manager	45 - 55k	55 - 70k
Trade Marketing Manager	42 - 54k	45 - 55k
Corporate Affairs Manager	32 - 40k	35 - 45k
Brand Manager	26 - 36k	26 - 39k
Visual Merchandising Manager	25 - 32k	28 - 35k
Technical Healthcare		
Medical Director	80 - 110k	85 - 115k
Medical Affairs Manager	30 - 40k	33 - 45k
Regulatory Affairs Manager	34 - 42k	34 - 45k
Clinical Research Manager	25 - 32k	25 - 32k
Medical Advisor	24 - 30k	24 - 32k
Medical Science Liaison	18 - 24k	18 - 26k

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

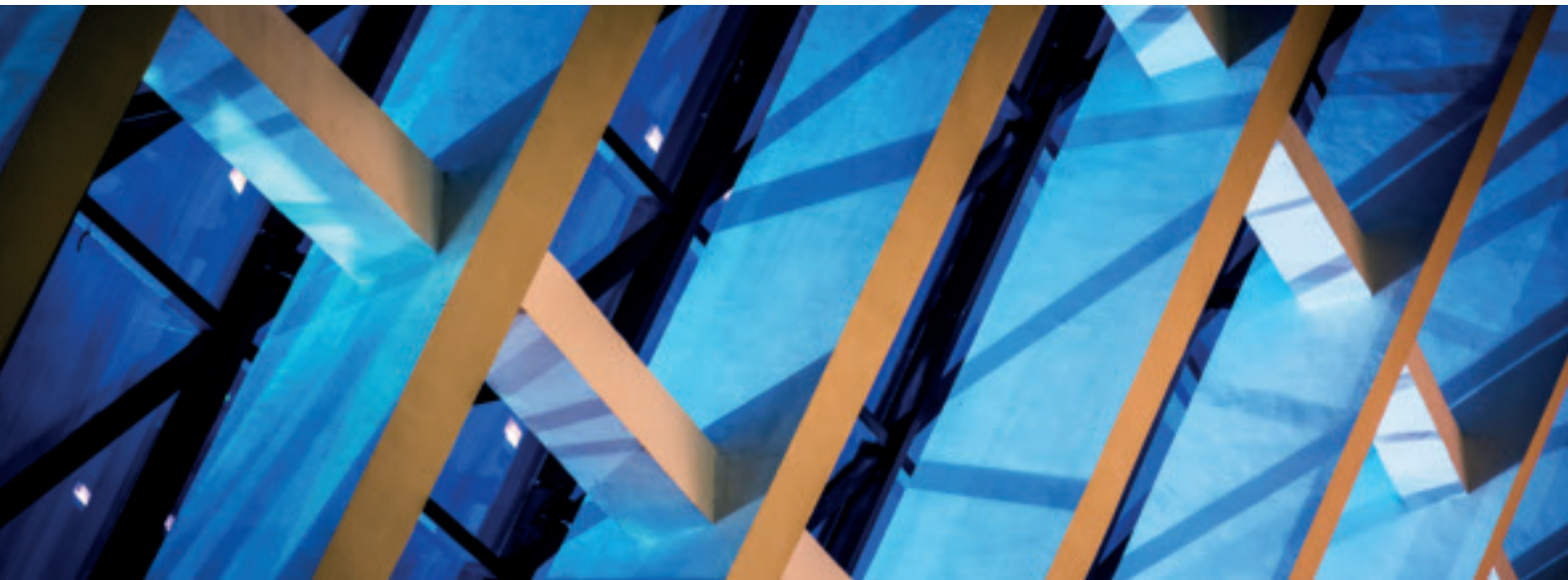
VIETNAM

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Supply Chain & Procurement		
Supply Chain Director	75 - 125k	75 - 125k
Operations Manager	56 - 70k	56 - 70k
Plant Manager	56 - 70k	60 - 80k
Production Manager	35 - 42k	32 - 45k
Supply Chain Manager	35 - 60k	36 - 60k
Logistics Manager	30 - 45k	32 - 48k
Distribution/Transportation Manager	28 - 35k	28 - 35k
Warehouse Manager	28 - 35k	28 - 35k
Customer Service Manager	28 - 40k	28 - 42k
Planning Manager	32 - 45k	32 - 48k
Procurement Manager	30 - 45k	30 - 45k
Merchandising Manager	35 - 52k	36 - 54k
Third Party Logistics		
Operations/Logistics Manager	35 - 48k	35 - 48k
Sales Manager	27 - 35k	27 - 35k
Key Account Manager	22 - 33k	22 - 33k

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

MIDDLE EAST



DESPITE THE SLUMP IN THE PRICE OF OIL AND SUBDUED BUSINESS CONFIDENCE, ECONOMIC GROWTH IN THE RUN UP TO EXPO 20/20 WILL INCREASE DEMAND FOR TALENT ACROSS LEGAL, FINANCE, SALES & MARKETING, PROCUREMENT AND IT IN 2017.

2016 INSIGHT

In 2016, consolidation by government, family groups and international conglomerates dominated the region. Some sectors, such as technology, media and telecoms (TMT), finance and banking, as well as luxury and general retail, fared better than oil and gas, construction and financial services.

Legal professionals at the senior end were in high demand but there were fewer than expected junior positions. Niche areas within specific disciplines, such as digital marketing, tax and VAT, were in demand, as were finance specialists and compliance experts in banking.

2017 EXPECTATIONS

Oil prices staged a mild recovery in quarter four of 2016, due to a combination of the

recent OPEC deal limiting production and non-OPEC producers, especially Russia, falling in line. This, combined with a genuine drive by Saudi Arabia to diversify its petroleum economy, including the Public Investment Fund (PIF), and joint ventures through the Saudi Arabian Industrial Investments Company (SAIIC), means we expect to see cautious optimism in 2017.

One initiative that will continue to dominate recruitment trends in 2017 is the ongoing nationalisation drive within all the GCC countries. Investment in education by governments in the region over the last two decades is paying dividends, with more young Arabs having the right skills to take on complex white collar roles and excel in them. Over the last three years, Saudi and Emirati nationals have become an important candidate pool and this will grow further.

The Iranian market looked promising in 2016 as many companies considered investing in this vast country, but few committed external talent. We believe this will change in 2017 with more businesses establishing themselves. As a result, demand for Western-educated, bilingual Farsi speakers will increase.

The strong dollar continues to negatively impact tourism and hospitality as visitor numbers from Europe and the UK decline in the short-term. Dubai's ambitious target of 20 million visitors a year by 2020 is, however, still on track. The government is removing obstacles to entry, including visas on arrival for Chinese visitors, and it wants to attract tourists from a wide range of countries. This, along with widespread economic stimulus in the run-up to Expo 20/20, will increase talent demand in the areas of legal, finance, sales and marketing, procurement, IT and strategy into the hotel and hospitality sector.

If the oil price continues to rise in 2017 and can hold above \$60 a barrel then we expect infrastructure projects and deals across the region to resume, leading to increases in talent acquisition across the board.

Overall, salary levels are expected to be flat in 2017, certainly for the first half of the year.

ACCOUNTING & FINANCE

Hiring was flat in 2016 but we anticipate that the market will move in a more positive direction in 2017. This is partly a result of large organisations opening shared service centres

which will drive an increase in core finance and accounting hires.

Roles such as financial planning and analysis managers, finance business partners, as well as senior tax professionals, will be in high demand as the GCC prepares for the introduction of VAT in 2018.

Despite the lower oil price there was considerable growth in 2016 within certain diversified industries, such as governmental entities, IT, digital, media, consulting firms, F&B and FMCG. These sectors were relatively unaffected by the region's negative economic factors as their fortunes are less dependent on the price of oil and the overall state of the Dubai economy, and we expect them to grow further throughout 2017.

Salaries across the GCC stagnated in 2016 and professionals were more cautious about moving jobs. We expect this trend to continue in 2017.

BANKING & FINANCIAL SERVICES

2016 was a year of market consolidation and we expect a similar theme in the first half of 2017. However, once this cycle is complete we expect more roles to come to market as newly restructured organisations grow once again.

We expect to see more M&A activity across the UAE and wider GCC in 2017 which will increase recruitment levels compared to a challenging 2016.

We also expect strong levels of demand for specialist skilled individuals such as project managers, change programme managers and process re-engineers. New regulations will be a common theme in 2017 as measures like Basel III are implemented in the region. Shorter recruitment processes will help organisations to secure top talent.

As in 2016, salaries will remain relatively flat. There will be exceptions to this but overall supply will remain constant and organisations will be in control when making an offer.

LEGAL

In response to the slowdown resulting from low oil prices and an uncertain economic climate there was a cautious approach to hiring in the first half of 2016 as businesses consolidated.

However, hiring continued in key areas and we saw a marked shift towards senior level recruitment, particularly partner hires where professionals had a proven business following.

Private practice teams remained busy across all areas and hiring focused on replacement roles as firms prioritised maintaining high utilisation rates. We anticipate that this will produce higher levels of recruitment in 2017, as busy teams will need more support.

Across in-house we have seen a further push towards candidates with local experience and Arabic language skills. This will continue in 2017 as businesses focus on developing local talent. One effect of this focus on local experience is a reduction in salaries offered for in-house positions as the traditional 'expat package' is being phased out.

PROCUREMENT & SUPPLY CHAIN

The market was adversely affected by a variety of factors over the course of 2016, including political instability in the Middle East, the low price of oil and economic uncertainty in China reducing investment. This resulted in employers focusing on optimisation of supply chain functions due to changes in consumer behaviour. However, as the economy improves we expect positive growth in 2017.

This focus on optimisation is likely to mean that there will be increased demand for specialists to replace generalists in 2017. However, as a result of optimisation across supply chain and procurement teams, the market has been flooded with jobseekers, which means local organisations can offer lower salaries to people living in the UAE.

SALES & MARKETING

2016 has been a challenging year for the region. Oil prices dropped and regional instability continued to have an impact on the MENA market. The tightening of government spending has impacted the oil and gas and construction sectors the most. However, there were pockets of growth in the F&B, telecommunications and IT sectors.

Professionals with digital skills continue to be sought after as companies embrace channels like social media to market their services and products. Demand for sales and business development skills within the professional services space has been steady throughout the year as companies try to take market share from rivals.

If oil prices move above \$60 a barrel in 2017, it will lead to an increase in government spending and a rise in consumer confidence. Organisations will therefore gradually grow their sales and marketing functions to help them drive sales and profitability.

The ongoing drive towards nationalisation among GCC governments will trigger growing demand for local talent in 2017.

MIDDLE EAST

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER MONTH (AED)	
	2016	2017
Head of Department		
Group CFO	120k+	120k+
Regional CFO/Regional Financial Director	80 - 120k	80 - 120k
CFO	70 - 100k	70 - 100k
Finance Director/Head of Finance	55 - 75k	55 - 75k
Group Financial Controller	50 - 65k	50 - 65k
FP&A Director/Head of FP&A	50 - 65k	50 - 65k
Tax Director	50 - 70k	50 - 70k
Treasury Director/Head of Treasury	70 - 100k	70 - 100k
Head of Internal Audit	60 - 80k	60 - 80k
Management		
Financial Controller	35 - 50k	35 - 50k
FP&A Manager	35 - 45k	35 - 45k
Tax Manager	35 - 50k	35 - 50k
Treasury Manager	35 - 45k	35 - 45k
Internal Audit Manager	30 - 40k	30 - 40k
Finance Manager	30 - 35k	30 - 35k
Mid-Management		
Senior FP&A/Financial Analyst	15 - 30k	15 - 30k
Chief Accountant	25 - 30k	25 - 30k
Credit Control Manager	20 - 30k	20 - 30k
Management Accountant	20 - 30k	20 - 30k
Part-qualified/Newly-qualified		
FP&A/Finance Analyst	15 - 25k	15 - 25k
Treasury Analyst	15 - 25k	15 - 25k
Internal Auditor	15 - 25k	15 - 25k
GL/AP-AR Accountant	10 - 20k	10 - 20k
Credit Controller	15 - 20k	15 - 20k

NB: All salary packages are inclusive of basic salary, housing and transport and should be considered the monthly cash pay. This does not include medical insurance, flights home or bonus.

MIDDLE EAST

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER MONTH (AED)	
	2016	2017
General Accounting Roles		
Chief Financial Officer	70 - 130k	70 - 130k
Finance Director	45 - 65k	45 - 65k
Financial Controller	35 - 60k	35 - 60k
Financial Accountant (3 - 6 yrs' exp)	25 - 40k	25 - 40k
Financial Accountant (0 - 3 yrs' exp)	15 - 30k	15 - 30k
Internal Auditor (0 - 3 yrs' exp)	12 - 28k	12 - 28k
Compliance		
Chief Compliance Officer (MD)	60 - 110k	60 - 110k
Compliance Manager (VP)	30 - 60k	30 - 60k
Sanctions Manager	30 - 42k	30 - 42k
AML Manager	28 - 38k	28 - 38k
Compliance Officer (KYC/AML)	20 - 40k	20 - 40k
Risk		
Chief Risk Officer (MD)	60 - 120k	60 - 120k
Head of Risk Management (Director)	42 - 62k	42 - 62k
Manager Credit Risk (VP)	32 - 52k	32 - 52k
Manager Market Risk (VP)	32 - 52k	32 - 52k
Corporate/Wealth Banking		
Relationship Manager (5+ yrs' exp)	30k+	30k+
Relationship Manager (0 - 5 yrs' exp)	18 - 28k	18 - 28k
Corporate & Retail		
Head of Corporate Banking	70 - 100k	70 - 100k
Head of Wholesale Banking	90 - 120k	90 - 120k
Asset Management		
Fund Manager	42 - 52k	42 - 52k
Asset/Portfolio Manager	45 - 55k	45 - 55k
Research Analyst	18 - 45k	18 - 45k
Trade Support	15 - 25k	15 - 25k

NB: All salary packages are inclusive of basic salary, housing and transport and should be considered the monthly cash pay. This does not include medical insurance, flights home or bonus.

MIDDLE EAST

LEGAL

ROLE	PERMANENT SALARY PER MONTH (AED)					
	PRIVATE PRACTICE UK		PRIVATE PRACTICE US		IN-HOUSE	
	2016	2017	2016	2017	2016	2017
Qualified						
9+ yrs' PQE/General Counsel	71 - 73k	71 - 73k	72 - 96k	72 - 96k	65 - 120k	65 - 120k
8 yrs' PQE	68 - 70k	68 - 70k	68 - 88k	68 - 88k	64 - 77k	64 - 77k
7 yrs' PQE	63 - 67k	63 - 67k	64 - 81k	64 - 81k	59 - 73k	59 - 73k
6 yrs' PQE	58 - 61k	58 - 61k	59 - 75k	59 - 75k	55 - 68k	55 - 68k
5 yrs' PQE	54 - 58k	54 - 58k	55 - 67k	55 - 67k	50 - 63k	50 - 63k
4 yrs' PQE	48 - 53k	48 - 53k	50 - 64k	50 - 64k	45 - 57k	45 - 57k
3 yrs' PQE	43 - 46k	43 - 46k	43 - 60k	43 - 60k	40 - 51k	40 - 51k
2 yrs' PQE	39 - 41k	39 - 41k	40 - 55k	40 - 55k	35 - 45k	35 - 45k
1 yr PQE	34 - 37k	34 - 37k	35 - 44k	35 - 44k	32 - 40k	32 - 40k
Newly-qualified	30 - 33k	30 - 33k	31 - 42k	31 - 42k	27 - 36k	27 - 36k
Paralegal						
5+ yrs' exp	30 - 38k	30 - 38k	30 - 38k	30 - 38k	30 - 38k	30 - 38k
4 yrs' exp	27 - 32k	27 - 32k	27 - 32k	27 - 32k	27 - 32k	27 - 32k
3 yrs' exp	24 - 28k	24 - 28k	24 - 28k	24 - 28k	24 - 28k	24 - 28k
2 yrs' exp	20 - 24k	20 - 24k	20 - 24k	20 - 24k	20 - 24k	20 - 24k
1 yr exp	17 - 21k	17 - 21k	17 - 21k	17 - 21k	17 - 21k	17 - 21k
0 yrs' exp	15 - 18k	15 - 18k	15 - 18k	15 - 18k	15 - 18k	15 - 18k

NB: All salary packages are inclusive of basic salary, housing and transport and should be considered the monthly cash pay. This does not include medical insurance, flights home or bonus.

MIDDLE EAST

PROCUREMENT & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER MONTH (AED)	
	2016	2017
Procurement		
Procurement Director	70 - 85k	67 - 80k
Procurement Manager	40 - 50k	38 - 48k
Category Manager	33 - 44k	30 - 40k
Buyer	15 - 20k	15 - 20k
Bid Manager	29 - 36k	30 - 35k
Strategic Sourcing Manager	40 - 50k	37 - 45k
Senior Contracts Manager	30 - 46k	60 - 70k
Supply Chain		
Supply Chain Director	60 - 75k	60 - 70k
Supply Chain Manager	35 - 50k	30 - 45k
Demand/Supply Planning Manager	25 - 35k	23 - 34k
Demand Planner	15 - 25k	15 - 25k
Supply Planner	18 - 25k	18 - 25k
Customer Services Manager	25 - 35k	25 - 35k
Logistics Specialist	18 - 27k	18 - 27k
Operations Manager	27 - 40k	30 - 40k
Logistics Manager	27 - 37k	27 - 37k
Warehouse Manager	25 - 35k	25 - 35k

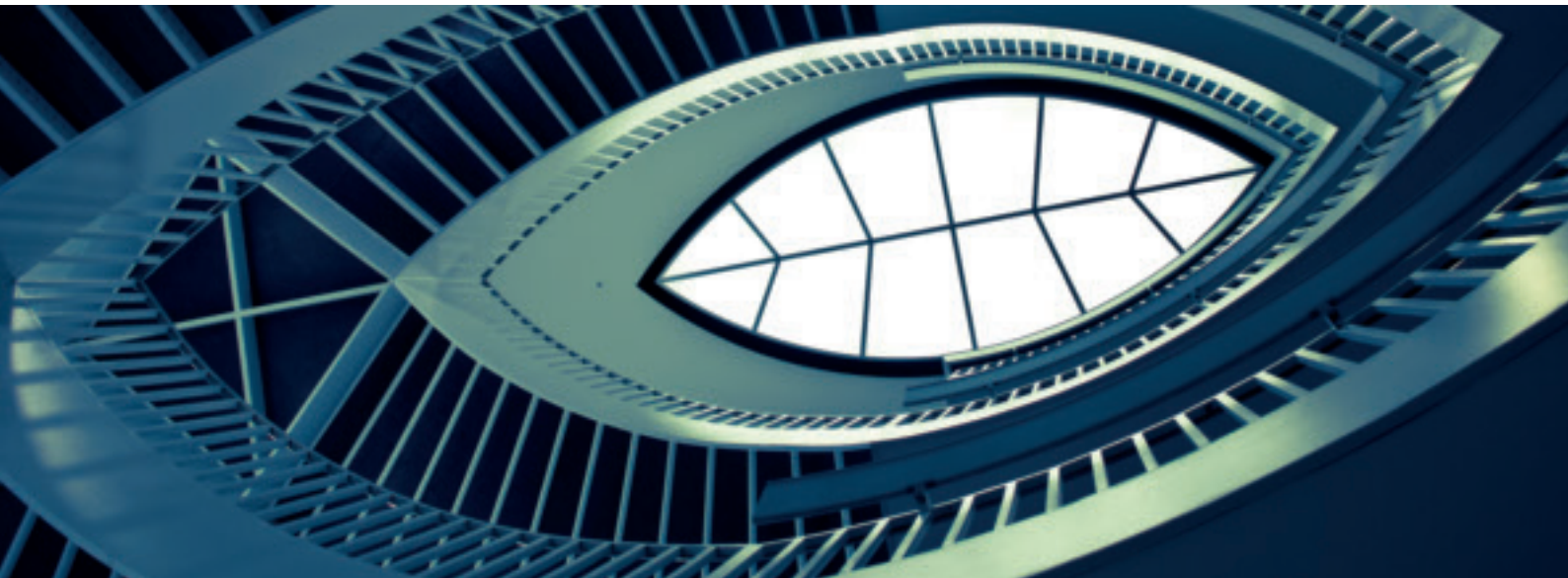
NB: All salary packages are inclusive of basic salary, housing and transport and should be considered the monthly cash pay. This does not include medical insurance, flights home or bonus.

MIDDLE EAST

SALES & MARKETING

ROLE	PERMANENT SALARY PER MONTH (AED)	
	2016	2017
Marketing		
Head of Marketing/Marketing Director	60 - 85k	60 - 85k
Marketing Manager	25 - 45k	30 - 45k
Marketing Executive	18 - 28k	18 - 28k
Trade Marketing Manager	30 - 40k	30 - 45k
Trade Marketing Analyst	17 - 28k	18 - 28k
Regional Brand Manager	30 - 40k	30 - 40k
Brand Manager	22 - 28k	22 - 28k
Junior Brand Manager	15 - 35k	15 - 22k
Sales		
Head of Sales	45 - 60k	50 - 85k
Corporate Account/Sales Director	35 - 45k	35 - 45k
Business Development Manager	20 - 35k	20 - 35k
Key Account/Sales Manager	20 - 35k	20 - 35k
Sales Executive	15 - 22k	15 - 22k
Senior Management		
Regional General Manager	80 - 110k	80 - 120k
Managing Director	80 - 110k	80 - 110k
General Manager	65 - 90k	65 - 90k
Country Manager	55 - 75k	55 - 75k

NB: All salary packages are inclusive of basic salary, housing and transport and should be considered the monthly cash pay. This does not include medical insurance, flights home or bonus.



HIRING VOLUMES WERE REDUCED ACROSS SOUTH AFRICA IN 2016. WELL-PUBLISHED POLITICAL CHALLENGES IN THE REGION NEGATIVELY IMPACTED THE ECONOMY, WHICH RESULTED IN BUSINESSES TAKING A MORE CAUTIOUS APPROACH TO HIRING.

2016 INSIGHT

With hiring managers focused on cost saving in light of the economic downturn, the recruitment process became far more protracted in 2016. Jobseeker confidence was low and many sought guarantees around increased salaries, bonuses and career development opportunities before accepting new roles.

Hiring levels remained low across the mining and resources industry as it continued to struggle with softer commodity prices and there was an uncertain outlook for the industry as a whole. Despite these challenges, companies continued to focus on improving their IT infrastructure and demand for technology professionals remained strong.

When companies did hire they sought candidates with strong industry experience, this was particularly evident within legal, finance and IT, where professionals with five to seven years' experience were in demand. Specifically,

companies were looking for internationally-minded professionals with strong business acumen and the ability to quickly assimilate into the organisation as they looked to minimise the downtime often experienced during onboarding.

2017 EXPECTATIONS

We expect market conditions in South Africa to remain similar to those experienced during 2016, with most businesses adopting a cautious approach to hiring. Most will keep their headcount lean, only replacing critical skills and functions. Organisations will also be alert to the potential for absorbing new responsibilities into existing employees' roles as they aim to diversify employee skill sets.

However, we do expect to see increased hiring confidence in key areas, with specialist banking, legal and IT professionals in highest demand in 2017. Companies will continue to face challenges related to employment equity (EE), which places certain restrictions on which candidates businesses can target.

Despite reduced demand for skills overall, hiring managers will still be looking for professionals with two to five years' experience, and at the more senior seven to ten years' level in 2017. Many employers will struggle to find these professionals

as a result of ongoing skills shortages and low jobseeker confidence. In order to secure their ideal candidates, hiring managers are advised to streamline their recruitment process. Companies should also ensure they offer clearly defined career paths and opportunities to satisfy the needs of employees seeking both reassurance and variety. We expect salaries in 2017 to be similar to 2016 with average increases of 10-15% for professionals moving into new roles across most sectors.

ACCOUNTING & FINANCE

During 2016, South Africa's finance market was stable across all sectors despite economic and political uncertainty. Organisations focused on business critical hiring and we expect to see this trend continue in 2017.

Organisations continued to seek professionals with industry experience, enabling them to quickly integrate new staff into the business. However, a growing candidate shortage means this approach will become more challenging in 2017.

We anticipate hiring trends in 2017 will continue as they have in recent years, with high demand for senior equity candidates. Organisations that are flexible in their hiring approach and those able to offer a clear potential career path will be more appealing to jobseekers.

SOUTH AFRICA

OVERVIEW

BANKING & FINANCIAL SERVICES

The number of banking and financial services roles advertised grew in 2016, albeit marginally.

The trend amongst institutions of all sizes to hire specialists in audit, governance, risk and compliance will continue in 2017 due to regulatory and risk pressures across the insurance and banking sectors. Against a backdrop of a flat economy, genuine growth in financial institutions is proving highly challenging. As a result, the need for accomplished and resilient sales professionals will continue.

In the banking and financial services sector turnover was highest amongst young professionals, with employment equity (EE) talent often moving regularly within their first few years of employment, as they look to develop their career and maximise their salaries.

Salaries grew marginally for financial services professionals throughout 2016, with only top talent enjoying premiums. We advise managers to continue offering lucrative bonuses and long-term incentives to existing leadership.

INFORMATION TECHNOLOGY

Demand was high for IT personnel at all levels, including technical developers and those with expertise across specific technologies. In fact, mid-2016 our Job Index calculated that the number of advertised IT jobs in Johannesburg increased by 39% year-on-year as companies looked to invest in their IT infrastructure. However, there were not enough candidates to meet this demand due to limited numbers of reputable education facilities producing professionals with the right skills.

In this candidate short market, we advise hiring managers to offer attractive incentives and clear pathways for career development. Flexible working hours are also key when seeking to address the demands of Gen Y/Millennial professionals.

Professionals moving within the IT market can expect a 13-20% increase in salary when accepting a new role. With demand for those with technical and specialist IT skills outstripping supply in 2017, we believe lucrative packages will need to be offered to secure the best candidates.

LEGAL

The influx of international law firms to the South African market resulted in high turnover of senior level professionals during 2016, with international firms directly recruiting top senior lawyers from renowned local law firms. With practice heads now in place we expect rapid growth at associate level within these firms in 2017. Local firms will aim to consolidate across key sectors such as banking and finance.

Commercial and corporate M&A will remain the most transferable skill set in both private practice and in-house commerce and industry. As regulatory pressures continue, subject matter experts in legal regulatory and compliance will be in demand, but in short supply. Attorneys with asset management, investment and insurance experience will continue to be highly sought after.

We advise that in a candidate short market, businesses should look to streamline their recruitment process in order to secure top talent ahead of competition. A combination of

attractive pay, working conditions and increased exposure to the business will be important to retain the best.



There will be increased hiring confidence in key areas with professionals in specialist banking, legal and IT roles in highest demand during 2017.



KEY TRENDS

- ▶ Organisations will focus on replacement hires for business critical positions within finance, legal and IT.
- ▶ Organisations should place emphasis on offering clear career paths in order to secure the best professionals.
- ▶ Employment equity candidates will remain in high demand.
- ▶ Organisations will look to hire experienced professionals with local knowledge.

SOUTH AFRICA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2016	2017
Qualified CA (SA) or CIMA		
Chief Financial Officer (JSE Top 200)	2.0 - 3.0m	2.0 - 3.0m
Finance Director (Large Firm)	1.5 - 2.0m	1.5 - 2.0m
CFO/FD (SME)	1.3 - 2.0m	1.3 - 2.0m
Finance Manager	800k - 1.0m	800k - 1.1m
Finance Analyst	600 - 800k	600 - 800k
Group Accountant	500 - 700k	600 - 750k
Newly-qualified CA (SA)	550 - 600k	550 - 600k
Audit Manager	700k - 1.0m	650k - 1.0m
Internal Auditor	350 - 600k	350 - 600k
Qualified CIMA (3 - 5 yrs' exp)	650k - 1.0m	650k - 1.0m
Qualified CIMA (1 - 3 yrs' exp)	450 - 600k	450 - 600k
Part-qualified CA (SA) or CIMA		
Finance Manager	550 - 800k	500 - 850k
Finance Analyst	500 - 750k	480 - 750k
Articles (3 - 5 yrs' exp)	450 - 700k	450 - 700k
Articles (1 - 3 yrs' exp)	350 - 550k	350 - 550k
Bcom (3 - 5 yrs' exp)	240 - 375k	300 - 550k
Bcom (1 - 3 yrs' exp)	175 - 240k	200 - 400k
Taxation/Treasury		
Group Tax Manager	1.0 - 1.4m	900k - 1.4m
Tax Manager	600 - 900k	600 - 900k
Tax Accountant	350 - 600k	350 - 600k
Group Treasury Manager	700k - 1.1m	700k - 1.1m
Treasury Accountant	250 - 500k	250 - 500k

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2016	2017
Investment Banking & Financial Services		
Corporate Finance CA (3 - 5 yrs' exp)	750k - 1.1m	750k - 1.2m
Corporate Finance CA (1 - 3 yrs' exp)	575 - 775k	600 - 750k
Operations Manager - Global Markets	550 - 750k	600 - 750k
Product Controller (CA/CIMA + 2 - 5 yrs' exp)	650 - 900k	650 - 950k
Product Controller (2 - 5 yrs' part-qualified)	450 - 750k	500 - 750k
Private Banking Executive (3 yrs' exp)	450 - 650k	450 - 600k
Research Analyst CA (1 - 2 yrs' research + CFA exp)	550 - 750k	600 - 800k
Consultant/Advisory - PQ CA (1 - 3 yrs' exp)	350 - 600k	450 - 650k
Consultant/Advisory - CA/CFA/MBA (3 - 4 yrs' exp)	600 - 900k	700k - 1.0m

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2016	2017
Accounting/Audit/Tax/Treasury		
Qualified CA (4 - 5 yrs' exp)	650 - 950k	700 - 950k
Qualified CA (1 - 3 yrs' exp)	580 - 700k	580 - 750k
Newly-qualified CA (SA)	530 - 630k	560 - 630k
Mgt Accountant CIMA + Training (3 - 4 yrs' exp)	550 - 700k	600 - 750k
Accountant - Hons Degree + Articles (PQ CA)	350 - 450k	400 - 550k
Business Unit CFO - Investment Banking	1.4m+	2.0m+
Business Unit CFO - Retail Banking	1.0 - 1.4m	1.0 - 1.5m
Business Unit CFO - Insurance	1.1 - 1.7m	1.3 - 2.0m
Compliance		
AML/Surveillance/Control Room (8+ yrs' exp)	850k+	900k+
AML/Surveillance/Control Room (5 - 8+ yrs' exp)	650 - 900k	650 - 900k
Investment & Wealth Management (5 - 8 yrs' exp)	650 - 900k	750k - 1.1m
Investment & Wealth Management (1 - 4 yrs' exp)	400 - 750k	400 - 800k
Quantitative Analyst/Financial Modelling (3 - 5 yrs' exp)	550 - 800k	600 - 900k
Quantitative Analyst/Financial Modelling (1 - 3 yrs' exp)	350 - 550k	400 - 650k

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2016	2017
Development Manager (10 yrs'+ exp)	900k+	900k+
Team Leader - Software (8 yrs'+ exp)	700k+	700k+
Developer - C#/PHP/.Net/Java/etc. (3 - 5 yrs' exp)	350 - 650k	350 - 650k
Developer - C#/PHP/.Net/Java/etc. (6 - 10 yrs' exp)	650k+	700k+
Business Analyst (3 - 5 yrs' exp)	350 - 600k	350 - 550k
Business Analyst (6 - 10 yrs' exp)	600k - 1.0m	600k - 1.0m
Project Manager (5 - 10 yrs' exp)	600k - 1.0m	550 - 900k
Programme Manager (10 yrs'+ exp)	1.0m+	1.1m+
IT Manager (5 - 10 yrs' exp)	400 - 700k	600 - 900k
IT Manager (10 yrs'+ exp)	700k - 1.0m	900k - 1.3m
Network Engineer (3 - 5 yrs' exp)	200 - 500k	300 - 500k
Network Engineer (6 - 10 yrs' exp)	500k - 1.0m	450k - 1.0m
IT Audit (3 - 5 yrs' exp)	350 - 600k	300 - 550k
IT Audit (6 - 10 yrs' exp)	600k - 1.0m	550 - 900k
Solutions Architect (5 - 10 yrs' exp)	700k - 1.0m	700k - 1.1m
Business Intelligence (3 - 5 yrs' exp)	350 - 500k	350 - 600k
Business Intelligence (6 - 8 yrs' exp)	500k - 1.0m	600 - 850k
Data Analyst (3 - 5 yrs' exp)	350 - 600k	350 - 600k
Data Analyst (6 - 8 yrs' exp)	600 - 850k	600 - 850k
Product Manager (3 - 5 yrs' exp)	350 - 550k	350 - 550k
Product Manager (6 - 8 yrs' exp)	600 - 800k	600 - 800k

NB: These figures are cost to company excluding bonuses.

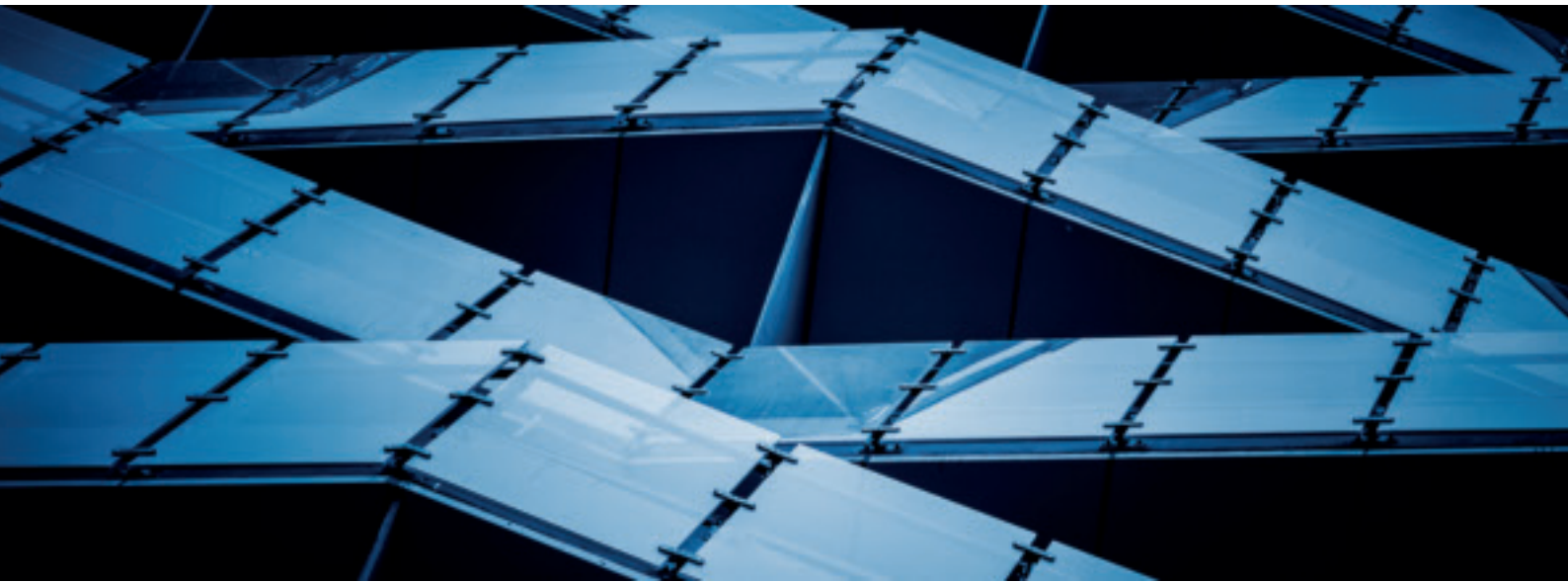
SOUTH AFRICA

LEGAL

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2016	2017
In-house - Commerce & Industry		
10+ yrs' PQE	1.35m+	1.35m+
6 - 10 yrs' PQE	1.0 - 1.35m	1.0 - 1.35m
3 - 6 yrs' PQE	700k - 1.0m	650 - 950k
1 - 3 yrs' PQE	450 - 700k	400 - 650k
In-house - Financial Services		
10+ yrs' PQE	1.4m+	1.4m+
6 - 10 yrs' PQE	950k - 1.3m	950k - 1.3m
3 - 6 yrs' PQE	680 - 950k	680 - 950k
1 - 3 yrs' PQE	500 - 680k	500 - 680k
Private Practice		
Director (10+ yrs' PQE)	1.8m+	2.0m+
Partner (7 - 10 yrs' PQE)	1.0 - 1.3m	1.0 - 1.3m
Senior Associate (5 - 6 yrs' PQE)	800k - 1.0m	800k - 1.0m
Associate (3 - 4 yrs' PQE)	650 - 800k	650 - 800k
Associate (0 - 2 yrs' PQE)	480 - 650k	480 - 650k

NB: These figures are cost to company excluding bonuses.

REST OF AFRICA



WITH THE OUTLOOK FOR THE NATURAL RESOURCES SECTOR DECIDEDLY UNCERTAIN, GOVERNMENTS FOCUSED ON INDUSTRY DIVERSIFICATION IN 2016. THIS WILL CONTINUE TO DRIVE RECRUITMENT THROUGHOUT 2017. COMPANIES WILL ALSO SEEK EXPERIENCED LOCAL TALENT IN RESPONSE TO NATIONALISATION PROGRAMMES AND THE NEED FOR SUCCESSION PLANNING.

2016 INSIGHT

With 1.16 billion inhabitants across 53 countries, hiring trends inevitably varied widely across Africa in 2016. However, the fall in oil and gas prices was a common theme, having a major impact on all four of the continent's regions and significantly reducing hiring levels.

Nationalisation programmes (to promote hiring of local talent) were implemented in a number of countries during 2016, which added to the already challenging conditions. Many organisations found it harder to hire the people they needed due to increased demands for local talent and subsequent candidate shortages.

Countries such as Mozambique, Democratic Republic of Congo, Kenya, Tanzania, Egypt,

Ghana and Côte d'Ivoire saw economic growth however, despite these challenges.

2017 EXPECTATIONS

The skills shortages faced in 2016 may be slightly alleviated in 2017 as expatriates, who have been transferring skills to locals over the past few years, begin to hand over to their local successors. The focus on hiring skilled local professionals in 2016 will continue in 2017 across all four regions.

Western-educated nationals with international experience will be highly sought after in 2017 as organisations work towards stabilising and strengthening their core business functions. We anticipate increased demand for senior management level professionals as companies grow their finance functions to attract investors amid low foreign currency flow.

When recruiting local senior professionals, we advise hiring managers to be flexible and to consider hiring less experienced but high potential individuals whose skills can be developed 'on the job'.

The number of skilled nationals who have moved abroad over the last few years has

alarmed some governments and they are deploying strategies to attract them back. These are proving effective in countries such as Mauritius, where the government is using tax cuts to attract jobseekers.

We believe the challenge of finding suitable local candidates will ease in years to come as more African professionals gain the experience that employers are looking for. In the meantime, hiring managers should emphasise the appeal of working and living in their respective African regions – where it's still feasible to recruit expatriates.

In 2017, we expect the economic challenges affecting many countries in Africa to continue while commodity prices remain low. However, we are confident that suitably qualified and experienced local professionals will be in high demand across all sectors and in a strong position to negotiate significantly higher salaries.

Additionally, over the short to medium term, we expect that hiring managers will continue to recruit expatriates who are keen to share their experience and expertise with local professionals. Employers recognise that they need to focus on succession planning for African talent, and knowledge sharing from expatriates will be part of this strategy.

OVERVIEW

CENTRAL & SOUTHERN AFRICA

With natural resources experiencing a downturn and the outlook uncertain for the industry, countries heavily reliant on the sector sought to diversify their economies in 2016. Central and Southern African governments are encouraging foreign investment and this has resulted in increased activity within agriculture, infrastructure, FMCG and manufacturing.

The drive towards hiring local talent may lead companies to rely more heavily on external recruiters to find high calibre professionals within the finance, telecommunication and consumer development areas. The shortage of adequately qualified and experienced local professionals was a challenge faced across the continent in 2016, and this trend is expected to continue in 2017.

Multinationals operating in various countries across the region will continue to struggle with the issue of moving currency internationally and the resulting impact on their balance sheets. This will make it challenging for employers to attract foreign investment and to recruit professionals from abroad. As a result, demand will be high for financial professionals who can effectively manage international currency exchange processes.

The combination of skills shortages and demand for experienced, high calibre talent across the region will ensure candidates in Central and Southern Africa can expect salary increases of 10-12% when moving jobs.

EAST AFRICA

The drive towards nationalisation throughout the region created a challenging market for hiring managers in 2016. We believe skills shortages could be somewhat alleviated in 2017 as expatriates, who have been transferring skills to locals over the past few years, begin to hand over to their local successors.

There has been a significant amount of foreign investment into East Africa in recent years, which should result in countries such as Kenya and Uganda experiencing growth and development in the natural resources, technology and administration sectors.

We anticipate increased demand for IT professionals in East Africa as countries in the region look to keep up with fast-paced technological developments such as mobile money. There will also be a growing need for construction and engineering professionals as investment in infrastructure and building projects increases. This is likely to result in the average salary being 8-10% higher across these disciplines.

Local senior finance professionals will also be highly sought after as complex challenges, such as handling multifaceted forex systems and managing companies' financial interests across the continent, are taken on by local offices.

NORTH AFRICA

In 2016, North Africa was heavily impacted by the decline of the oil and gas industry. However, industries such as FMCG saw an increase in demand for sales and marketing professionals, as international organisations expanded their target markets and the region focused on diversifying its core industries.

We anticipate an increase in hiring activity generally in countries such as Morocco and Egypt as they are perceived to be amongst the more attractive countries in the region for foreign direct investment (FDI) and professional career opportunities. Egypt is the region's front-runner in FMCG growth and with mid to senior level managers key to the growth strategies of sector players, we anticipate demand for these professionals will remain especially buoyant.

Morocco is still regarded as a centre of excellence for financial services, while in Algeria the manufacturing and pharmaceutical sectors dominate.

WEST AFRICA

Like the rest of the continent, West Africa was seriously affected by the slump in oil and gas prices in 2016. With the outlook uncertain for natural resources generally, countries that depend heavily on the sector looked at ways of diversifying their economies. In Ghana, for instance, hiring in infrastructure development, agriculture and FMCG increased. More broadly,

we saw telecommunications, manufacturing, financial services and technology sectors across the region also actively hiring. We expect these trends to continue in 2017.

The implementation of nationalisation programmes to promote local talent by governments in a number of countries, coupled with stricter regulations applied to expatriate work permits, resulted in many organisations experiencing difficulty in sourcing specialist skills in a market that was already short of local candidates.

The shortage of skilled and experienced local talent in 2017 will ensure that returning Western educated nationals with international experience will be highly sought after. Local mid to senior level finance, engineering and technology professionals will also find themselves much in demand, with an estimated salary increase of 8-10% across these disciplines.

Foreign investment often directly impacts both job creation and hiring levels. We expect that French-speaking countries in the region will prove the most appealing to overseas investors because their economies and GDP growth remained stable in 2016. Countries like Côte d'Ivoire, one of the top destinations for FDI in Africa, have seen businesses investing in satellite branches or trading offices, generating new jobs. We anticipate hiring levels in such countries will increase in 2017.



Suitably qualified and experienced local candidates will be in high demand across all sectors and they will be in a strong position to negotiate significantly higher salaries.



CENTRAL & SOUTHERN AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting & Finance		
CFO	120 - 180k	135 - 200k
Financial Manager	95 - 130k	105 - 145k
Financial Controller	75 - 95k	82 - 105k
General Accountant	50 - 60k	55 - 70k
Senior Management		
CEO	180 - 220k	190 - 245k
Country Manager	120 - 130k	135 - 145k
Managing Director	120 - 180k	125 - 190k
Operations Director	150 - 180k	165 - 195k
General Manager	60 - 120k	70 - 132k
Engineering/Supply Chain/Construction/Resources		
Head of Projects & Delivery	120 - 180k	135 - 200k
Head of Supply Chain	90 - 110k	100 - 125k
Engineering Manager	100 - 120k	110 - 150k
Contracts Manager	80 - 110	88 - 121k
Construction Manager	100 - 120k	110 - 132k
Sales & Marketing		
Regional Head of Sales	80 - 100k	88 - 112k
Sales Director	90 - 120k	99 - 132k
Sales & Marketing Manager	60 - 80k	65 - 85k
Human Resources		
HR Director	100 - 115k	112 - 130k
HR Manager	60 - 80k	68 - 88k

NB: Figures are net salaries exclusive of benefits/bonuses, and are based on both salaries of expatriates and local candidates.

EAST AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting & Finance		
CFO	150 - 180k	165 - 198k
Financial Director	110 - 150k	120 - 165k
Financial Manager	60 - 75k	67 - 83k
Financial Controller	60 - 70k	68 - 78k
General Accountant	27 - 35k	30 - 40k
Senior Management		
CEO	170 - 230k	187 - 253k
Country Manager	88 - 125k	95 - 135k
Managing Director	85 - 110k	91 - 118k
Operations Director	100 - 135k	108 - 145k
General Manager	60 - 75k	68 - 85k
Engineering/Supply Chain/Construction/Resources		
Head of Projects & Delivery	110 - 150k	118 - 162k
Head of Supply Chain	60 - 75k	68 - 82k
Engineering Manager	80 - 98k	88 - 107k
Sales & Marketing		
Business Development Manager	55 - 72k	62 - 80k
Business Development Executive	20 - 25k	25 - 30k
Regional Head of Sales	90 - 100k	100 - 110k
Sales & Marketing Director	50 - 65k	56 - 73k
HR		
HR Director	95 - 118k	102 - 127k
HR Manager	45 - 50k	51 - 56k

NB: Figures are net salaries exclusive of benefits/bonuses, and are based on both salaries of expatriates and local candidates.

NORTH AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting & Finance		
CFO	100 - 120k	110 - 132k
Financial Controller	40 - 60k	45 - 68k
Senior Management		
Country Manager	100 - 120k	108 - 129k
General Manager	70 - 85k	76 - 92k
Engineering/Supply Chain/Construction/Resources		
Engineering Manager	95 - 110k	100 - 120k
Sales & Marketing		
Regional Head of Sales	100 - 120k	112 - 132k
HR		
HR Director	60 - 80k	66 - 89k
HR Manager	48 - 55k	53 - 60k

NB: Figures are net salaries exclusive of benefits/bonuses, and are based on both salaries of expatriates and local candidates.

WEST AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Accounting & Finance		
CFO	150 - 170k	168 - 190k
Financial Director	100 - 145k	112 - 162k
Financial Manager	95 - 135k	107 - 150k
Financial Controller	65 - 85k	73 - 95k
General Accountant	35 - 45k	40 - 51k
Senior Management		
CEO	175 - 210k	195 - 235k
Country Manager	90 - 105k	100 - 115k
Managing Director	120 - 150k	132 - 165k
General Manager	125 - 175k	137 - 192k
Engineering/Supply Chain/Construction/Resources		
Engineering Manager	100 - 120k	110 - 132k
Contracts Manager	80 - 100k	88 - 110k
Construction Manager	120 - 150k	132 - 165k
Sales & Marketing		
Regional Head of Sales	80 - 110k	87 - 119k
Sales & Marketing Manager	60 - 80k	68 - 90k
Territory Sales Manager	50 - 55k	55 - 60k
HR		
HR Director	90 - 125k	99 - 137k
HR Manager	70 - 90k	75 - 98k
IT		
Head of Information Management	115 - 130k	124 - 140k
IT Manager	35 - 70k	40 - 78k

NB: Figures are net salaries exclusive of benefits/bonuses, and are based on both salaries of expatriates and local candidates.

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Over the last 31 years the business has grown and so has our ambition. We now operate across 27 countries and employ over 3,000 people. It's a powerful success story built on the strength of our people.

Organisations rely on us to find high quality professionals for a range of specialist roles. Professionals who are looking for a new role, whether it's on a permanent, interim or contract basis, trust us to find them their ideal job.

MISSION & VALUES

We want to be the world's leading specialist recruitment consultancy, the first name the world's businesses choose whenever they need to hire the best.

But it's not just about being the biggest, it's about having a clear differentiation based on the quality of service delivered to our clients and our candidates. Our focus on quality in all we do, acting with integrity, and focusing on team-work are values that run through the heart of the business.

From the first office to the 27th country our team-based profit share model ensures the needs of our clients and candidates come first.

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- ▶ Banking & Financial Services
- ▶ Engineering
- ▶ Human Resources
- ▶ Information Technology
- ▶ Legal
- ▶ Sales & Marketing
- ▶ Secretarial & Support
- ▶ Supply Chain & Procurement
- ▶ Recruitment Process Outsourcing

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