

SALARY SURVEY 2016



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ABOUT THE GLOBAL SALARY SURVEY

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

First released in 2000, the survey is a comprehensive overview of global salaries and recruitment trends across the world.

The Global Salary Survey is based on the analysis of the permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2015. This now covers data across 24 countries, including the UK and Ireland, Continental Europe, the Middle East, Africa, Asia, Australia and New Zealand as well as North and South America.

INTRODUCTION

Although global market conditions remained variable in 2015, hiring managers in a growing number of territories focused on headcount growth.

In fact, recruitment levels were buoyant across several countries, including the UK, Japan, Ireland, Taiwan and Vietnam. The technology-focused West Coast US market also saw high levels of demand, with steady hiring levels seen across the rest of North America. Australia, while still transitioning from reliance on the resource states, saw a resurgence in hiring across banking and IT. Hong Kong recruitment levels were positive overall too, and in Singapore hiring remained stable.

China saw more conservative hiring levels, with a predominance of replacement-based recruitment, but there were still key pockets of specialist professional hiring.

Across Europe, recruitment levels in France started to increase, with growth throughout Paris and the regions outside the capital. The Dutch economy was more buoyant, with a particular rise in temporary contracts and demand for interim professionals. Spain also experienced a very positive recruitment market.

However, in Brazil, market conditions remained tough as inflation rose and the cost of doing business increased. The Middle East recruitment

market was affected by falling crude oil prices but improving global conditions mitigated the effects somewhat and the 2016 outlook is cautiously optimistic.

SKILLS IN DEMAND

Regardless of economic conditions, every market experienced a growth in demand for digital expertise, across both marketing and IT. Cloud, security and big data were key growth areas, reflecting the rising use of mobile tech in all sectors. User experience specialists, mobile engineers and software developers were also highly sought after.

Risk, compliance and regulatory specialists also saw growing demand for their skills as banks and financial services firms kept pace with ongoing regulatory change. Relationship managers and sales professionals also saw a growing need for their skills as economies gained momentum.

As talent shortages intensified and organisations focused on retention, we also observed rising hiring levels in the HR function. Employee engagement and compensation & benefits specialists were most sought after.

Skills shortages were so acute in countries like Indonesia, Malaysia, Singapore and Vietnam that many governments promoted programmes to bring overseas professionals home, for example, TalentCorp Malaysia.

SALARIES

There was continued upward pressure on salaries across the majority of territories in 2015. Naturally, skills-short areas saw the highest increases and increments of 15-20% became more commonplace. Previously, rises at this level were confined to countries where skills shortages were most acute, for example, Japan and many other Asian countries. This year, however, we saw similar rises in places like Australia for in-demand skill sets.

Wage inflation slowed somewhat in China, although there were still key pockets of hiring. There was ongoing demand for internet-related talent and professionals with purchasing, planning, supplier management, R&D and



With predicted economic growth and the ongoing digitalisation of businesses driving a need for specialist talent, we expect salaries to grow further in 2016.



lean operations experience were sought after as manufacturers focused on cost savings. Chinese professionals became more focused on job security and we anticipate an end to the 'job hopping' of recent years as candidates chased ever-higher remuneration packages.

Across Europe we have only seen modest salary rises in the last two years but this started to change in 2015. Countries like France started to see a shift and in 2016 we could see top talent enjoy 10-20% rises across the board in the French recruitment market.

2016 EXPECTATIONS

With predicted economic growth and the ongoing digitalisation of businesses driving a need for specialist talent, in what is an already skills-short market, we expect salaries to grow further in 2016.

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 each of our offices can be found at the back of this book.

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A SUBSTANTIALLY MORE CONFIDENT BUSINESS ENVIRONMENT, DRIVEN BY AN IMPROVING ECONOMY AND POLITICAL CLARITY FOLLOWING MAY'S GENERAL ELECTION, CREATED A BUOYANT RECRUITMENT MARKET IN 2015.

2015 INSIGHT

From the second quarter of 2015, employers across the majority of sectors began to actively search for new talent as business confidence made a strong return.

With candidate supply already limited in several areas of the market, this significant increase in hiring rapidly exposed shortages across the board. Some employers struggled to respond effectively, which resulted in a number of positions remaining unfilled and existing employees' workloads increasing.

The switch to a more competitive hiring environment was most apparent in financial services and digital marketing. Employers in these areas were already more accustomed to the need for quick action to engage individuals with scarce skill sets. As a result, they led the way in demonstrating the value of decisive action in the search for professional talent.

2016 EXPECTATIONS

With shortages set to intensify in 2016, employers will increasingly require professionals with transferable skill sets as they focus on developing talent internally through training and mentoring.

We also expect to see growing numbers of mid-career professionals retraining to make themselves eligible for careers in high-growth sectors. This will be particularly evident in the fast-growing digital industries, where multinationals are investing heavily in the UK to make use of British talent. Experienced professionals taking the initiative to up-skill will be particularly attractive to employers.

Another key trend which we anticipate will continue in 2016 is the transfer of shared service centres to sites outside London, motivated by cost considerations as organisations bring previously offshored services back to the UK. This will serve to make the UK regions much more appealing to ambitious candidates seeking to start careers in accountancy and finance, legal administration and operations. It will also further fuel salary inflation outside London, making the capital less of an automatic choice for those seeking

to establish their careers – enabling hiring managers across the UK to compete more effectively for top talent.

To encourage retention in an increasingly competitive market, especially amongst more junior jobseekers, we recommend that employers tailor reward packages to include flexible working conditions and clear career paths. Above all, we advise hiring managers to act quickly to ensure that positions are filled with their first-choice candidate. Otherwise, there is an added risk of losing additional team members as extreme workloads could lead other employees to resign.



We expect market conditions to continue improving throughout 2016 across all sectors. Financial services will also return to growth as institutions continue to adopt regulatory changes.



KEY FINDINGS

The transfer of shared service centres to sites outside London will continue in 2016, making the capital less of an automatic choice for those seeking to establish their careers.

To encourage retention in an increasingly competitive jobs market, employers need to tailor rewards packages to include flexible working conditions and clear career paths.

+ 20% (UKJI)

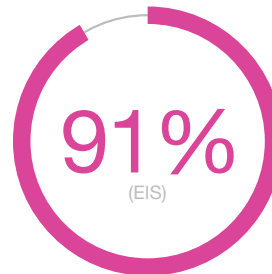
Year-on-year increase in the number of jobs advertised in the UK

2015 GROWTH IN ADVERTISED VACANCIES (UKJI)

NORTH WEST
21%

MIDLANDS
5%

LONDON
23%



Professionals who would be open to hearing about a job opportunity even when not actively looking for work

UKJI: Robert Walters UK Job Index, Q1-Q3, 2014 v 2015.
EIS: Robert Walters Employee Insights Survey 2015, 602 respondents.

OVERVIEW

ACCOUNTING & FINANCE

As employer confidence grew across both commerce & industry and financial services in 2015, the demand for qualified and part-qualified accountants rose. Firms sought to actively increase headcount, with businesses often hiring for several positions at once.

In commerce and industry, employers began to favour recruitment of permanent staff over short-term contractors. Despite many former contractors moving into permanent roles, employers still struggled to fill many business-critical permanent positions. Demand was highest for newly-qualified accountants and for those with up to three years' experience.

Businesses with a strong e-commerce or high street presence were especially active hirers, whilst industries such as oil and gas slowed their rate of hiring. Professionals capable of a commercial advisory role were also highly sought after – a shift from the emphasis in recent years on technical accountants.

Firms across the full financial services spectrum were keen to recruit professionals with cost management, business planning, regulation and capital management expertise. In banking and investment management, demand was highest at the newly-qualified and AVP level, particularly as firms reviewed their long-term strategic goals with an eye on succession planning and future leadership. Small and medium-sized investment management firms were successful in attracting candidates in 2015 by offering a better work-life balance and more varied work.

Salaries for in-demand mid-level professionals rose across financial services and commerce firms. Employers also showed increased flexibility to attract the candidates they wanted, emphasising their career development opportunities. In a market where candidates can frequently consider several offers at once, we also saw businesses streamlining their recruitment processes and reducing hire times, in order to secure top talent.

Talent shortages are likely to persist in 2016. Newly-qualified and mid-level accountants will continue to be in short supply for some time to come, across both financial services and commerce, causing employers to work harder to retain good staff. Buy-backs will become a common strategy to prevent staff attrition.

In investment banking, we expect VP and director-level staff will consider changing jobs towards the middle of the year. Rising salaries in the investment management market, meanwhile, will attract qualified candidates, putting greater pressure on investment banking employers.

The shift towards a consumer-driven market in the UK is likely to continue, boosting the performance of FMCG, retail, media, publishing, property and construction companies. In turn, these employers will expand their accountancy headcount in business advisory functions.

Across accounting and finance, an abundance of permanent vacancies means that employers are likely to struggle to recruit contractors, with 'career contractors' making up most of the talent pool.

COMPLIANCE

Pressure from domestic and international regulators ensured that demand was high for compliance professionals in 2015. Dodd Frank, MiFID II and the need to review processes and procedures for best practice all played a key role in driving employers to increase compliance headcount.

Greater emphasis on the end customer required firms to embed changes into the compliance framework, ensuring that conduct specialists were popular hires, particularly at VP level. Employers were also especially keen to recruit talent for key second-line-of-defence roles in controls testing, monitoring and assurance.

Salaries saw modest growth in 2015, despite growing demand in a number of areas. The largest increases were received by professionals in front office compliance advisory and regulatory advisory roles.

Sustained demand over the last few years means that employers will continue to face skills shortages in 2016. As new regulatory agendas and trends emerge, compliance professionals will remain popular hires. We expect to see a return to hiring in central compliance functions, particularly across trade surveillance and control room functions, as well as continued focus on monitoring and assurance roles.

With the nearshoring trend continuing, more firms will move their back and middle office functions outside London. Extensive hiring is therefore likely in Manchester, the Midlands and Edinburgh during 2016.

KEY TRENDS

- ▶ Due to reduced hiring during the recession, employers are facing a shortage of mid-level professionals as market conditions improve.
- ▶ Employers are looking to expand headcount in contrast to the 'replacement' hiring that characterised the downturn.
- ▶ Hiring managers have begun to broaden their recruitment criteria, focusing on transferable skills and considering professionals from other disciplines in order to fill business-critical roles.
- ▶ In banking and financial services, increased regulation has driven demand for specialists in compliance and legal fields.

HUMAN RESOURCES

Throughout 2015, demand for skilled HR professionals, including permanent and contract talent, was strong. Candidate shortages at the junior and mid-levels caused hiring managers to focus on reducing time-to-hire. Employers were also increasingly flexible about the specific skills and experience they required, focusing instead on candidates with core transferable skills who could be trained to fill business-critical roles.

Expanding financial services regulation and restructuring projects led to increased demand for specialists in reward, compensation, HR systems and HR projects, spurring salary growth in these areas.

Across all industries, companies were keen to attract talent development and acquisition specialists to review internal staff development and external hiring strategies. Professionals with these sought-after skill sets could frequently consider several opportunities at once.

We expect demand for HR professionals to continue rising in 2016, with employers adapting recruitment processes to consider candidates

from a wider range of backgrounds. Following the 2016 round of bonus payments we also anticipate greater movement in the permanent market, with a corresponding rise in the number of contract hires to fill any skills gaps.

Another notable trend will be HR's increasing prominence in shaping business strategy, with senior HR professionals taking a more active role in high-level board decisions.

INFORMATION TECHNOLOGY

As companies further invested in their technology infrastructure, 2015 was characterised by skills shortages across all areas of IT, which in turn triggered significant salary increases.

Demand was particularly strong for Java and .NET developers, and high daily rates led many to move into contracting, often to work on digital transformation projects for large companies. Counter-offers to retain staff became common, pushing salaries for permanent developers above inflation. Specialists in cloud computing, cyber security, business intelligence and big data were also highly sought after, as businesses continued to integrate these

systems to create competitive advantage.

A lack of entry-level recruitment during the recession meant junior to mid-level professionals were in short supply, as were senior management personnel with experience in cyber and data security. Larger firms found it hard to react quickly enough to compete for such hard-to-find IT professionals, meaning growth in the industry was fuelled by smaller, more agile businesses.

Skills shortages will become increasingly acute in 2016. As a result, we anticipate that employers will become more flexible in their recruitment criteria, for example, hiring talent with transferable skills and training them within the business. As employers come to favour a DevOps structure, we also anticipate further integration of IT and operations teams.

LEGAL

Demand for private practice and in-house lawyers increased steadily in 2015, with market forces causing a particular emphasis on commercial, finance, corporate and real-estate specialists.

Regulatory pressures in the banking and financial services sector, coupled with growing business confidence, drove increased interest in transactional and regulatory professionals. In private practice, real estate, corporate and finance lawyers continued to be particularly sought after.

In response to increased competition for top talent, employers, especially those in private practice, became more open to changes in working culture and practices. A shortage of mid-level professionals also emerged during the year, triggering a rise in salaries for newly-qualified and two-to-four-year post-qualification lawyers. Mergers between firms also led to movement of senior lawyers, and salaries increased steadily.

The skills shortages of 2015 are likely to persist into 2016, despite an increased number of training contracts. Regional law firms may have to raise salaries to compete with the recovering London market and to prevent staff turnover.



OVERVIEW

MARKETING

Many businesses in the financial services and B2B sectors sought to expand their campaign and business development teams in 2015, driving demand for skilled marketers.

Hiring managers at asset management companies were particularly keen to attract digital marketers and investment content specialists capable of helping them add value to their client communications. Retail banks too increased the number of communications business partners, as well as creating new social media and digital roles.

In the technology sector, rising business confidence and company growth triggered investments in marketing talent. In addition, as professional services, consultancy and other traditional firms aimed to raise their online profiles, marketers with a combination of social media and established marketing management skills were highly sought after.

We expect such trends to continue throughout 2016, with steady, sustainable growth in hiring activity and a continued shortage of mid-level candidates. Where marketing professionals can demonstrate a quantifiable return on investment, salary increases may push ahead of the industry average.

OPERATIONS

A combination of attrition, growing confidence in the markets and ongoing regulatory reform buoyed recruitment levels for temporary and permanent operations professionals throughout 2015.

In investment banking, hiring managers were particularly interested in specialists in regulatory change and projects, regulatory reporting and exotic/OTC trade support. On the buy side, regulatory specialists and multi-faceted operations generalists were also in high demand.

Across these functions employers were faced with a skills shortage among mid-level professionals, including senior analysts through to junior VPs in both investment banking and investment management. Demand also

outstripped supply for senior professionals as there was greater movement at this level than in previous years.

Investment managers were also keen to find professionals with experience in the traditionally siloed roles of fund administration, transfer agency, oversight and fund accountancy.

As further regulatory change drives demand for expertise, the job market for regulatory reporting and project professionals will remain busy in 2016. Continued market confidence will drive demand for exotic/OTC trade support in banking and multi-faceted operations generalists on the buy side.

Salary increases of 10 - 15% will be available to those changing jobs, and current employers will seek to retain top talent with counter-offers and promotions. We also expect that employers will be more flexible when setting recruitment criteria, often appointing candidates with transferable skills with a view to developing their expertise internally.

PROJECTS, CHANGE & TECHNOLOGY

During the first half of 2015, many major financial services firms prepared for the next round of regulatory initiatives by hiring high numbers of permanent and contract change professionals. MiFID II, bank ring-fencing, FRTB and CRS were particularly high on the agenda. Greatest demand was seen for candidates with front office experience and detailed knowledge of product and trading processes.

Rates of pay increased for professionals moving from middle office change positions to front office roles. Those in senior programming roles with strong track records in delivering regulatory programmes also received a small increase in compensation. This reflected the scarcity of those skills and the penalties of failure to deliver against new regulatory requirements.

While demand for top talent remained strong in the second half of the year, the desire to reduce costs resulted in lower hiring elsewhere and more pressure on teams to deliver using their existing resources. In quarter three, some larger businesses made internal changes and

redistributed team members to limit hiring levels.

The majority of recruitment spend will continue to be on regulatory programmes as a range of new requirements are delivered over the next 24 months. Changes in the nature of each regulation will impact the kinds of expertise most in demand.

As MiFID II, MAD2 and FRTB will largely be delivered in 2016, we predict high demand for candidates in these areas.

RISK

Regulatory pressures led to increased recruitment of risk professionals in London and the North West during 2015. The most active hiring periods were during the second and third quarters, when demand was greatest for specialists in stress testing, quantitative analytics and operations risk & controls.

In credit risk, regulatory pressure caused hiring managers to seek specialists in credit-risk analytics, modelling and methodology. The most in-demand operational risk professionals were those with governance and methodology-development skills, in addition to experience overseeing first line of defence and business activities.

Across market risk, FRTB (Fundamental Review of the Trading Book), Volcker and BCBS (Basel Committee on Banking Supervision) regulations ensured that candidates with backgrounds in methodology, change and regulatory competencies were particularly desirable.

In London and the South East, demand for professionals at AVP and associate level outstripped supply across all areas, while the North West was characterised by a shortage of senior professionals with technical expertise and leadership skills.

A candidate-short market in 2016 is likely to place upward pressure on salaries, particularly in niche areas where skills are scarce. Candidates at AVP and associate level will remain in short supply and employers will need to adopt more flexible criteria when hiring for business-critical roles.

SECRETARIAL & SUPPORT

Hiring for secretarial and support staff increased in 2015 as permanent recruitment was fuelled by growing employer confidence, particularly following May's General Election.

Despite increasing numbers of candidates overall, there was still a shortage of top-calibre professionals. Employers responded by streamlining their recruitment processes to secure the strongest candidates. In creative industries, where secretarial staff could traditionally be secured at lower pay, salaries rose to match the wider market rate.

We saw firms continue to move their middle and back office functions to the Midlands and North West, driving support hiring within these regions. We also saw an influx of antipodean talent, as uncertainties in the Asia-Pacific region saw many support professionals relocate to Europe on one or two-year working visas.

Junior and mid-level candidates were in highest demand as employers recruited primarily for team support rather than one-to-one positions. The scope of many roles expanded to include key aspects of project delivery, which in turn is raising the profile of the secretarial and support career path.

We expect these trends to continue in 2016. The market is likely to remain short of candidates, causing hiring managers to become increasingly flexible in their requirements. As a result, they will focus more on transferable skills, and will aim to attract top talent by offering increased responsibility.

SUPPLY CHAIN & PROCUREMENT

The permanent and temporary jobs market for procurement professionals was buoyant in 2015, while a series of major change programmes, IT projects and strategy overhauls fuelled demand for interim talent. The call for junior to mid-level professionals outstripped supply in all sectors, and vendor management specialists were highly sought after by banks and other financial institutions.

Many large firms reviewed their procurement policies during the year. This led a significant number of global corporates, particularly in the technology, aerospace and FMCG sectors, to redesign or create new strategic procurement roles.

The North West also saw high demand for supply chain and logistics professionals. In order to fill business-critical positions employers began to adjust their recruitment criteria to acquire candidates from a more diverse pool.

We expect the requirement for specialist procurement professionals to grow in 2016 as interest in generalists continues to decline. We also anticipate some growth in the number of boutique procurement consultancies and an increased emphasis among employers on ethical procurement.

There is likely to be a continuing skills shortage in 2016, meaning that employers will need to take a flexible approach to filling key procurement roles. In light of this, we expect salaries to show steady, sustainable growth during the year.

TAXATION

Positive economic factors and growing pressure from regulators drove continued demand for compliance and reporting tax professionals at all levels of seniority during 2015.

The implementation of FATCA (Foreign Account Tax Compliance Act) and CRS (Common Reporting Standard) regulations ensured that professionals with relevant experience were highly sought after, triggering salaries to rise. For the most part, however, salaries remained static with the exception of mid-level roles where increases of around 10% were seen.

Overall, we expect a year of steady growth in 2016, with new regulations driving a focus on compliance and risk tax specialists. The need for newly-qualified tax professionals is also likely to remain high.

We anticipate that salaries will continue to rise to a ceiling of around £90k at the best-paying firms for mid-level roles. Above this level we anticipate salaries remaining largely consistent.

TREASURY

As employers invested in improving efficiency during 2015, much of the demand for treasury professionals was driven by projects involving cash-pooling and treasury-management systems. Another key factor driving recruitment was the organic growth of treasury teams as firms enjoyed a period of business expansion.

Following a lack of recruitment during the recession, junior and mid-level professionals were highly sought after throughout the year. This pushed junior-level salaries to £45-55k and to £55-70k for mid-level roles.

We expect investment in treasury teams to continue in 2016. Demand for mid-level professionals is also likely to remain high, while budget constraints mean that salaries at senior levels are likely to remain largely static.

59%

Increase in advertised
marketing jobs

48%

Increase in
advertised legal jobs

32%

Increase in advertised
compliance jobs

LONDON

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
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	65 - 85k	350 - 450	350 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	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	70 - 90k	375 - 450	375 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	300 - 375	275 - 375
Project Management/Business Analysis				
VP (5 - 10 yrs' PQE)/Director (8+ yrs' PQE)	80 - 120k	85 - 130k	575+	600+
Associate (NQ - 3 yrs' PQE)/AVP (3 - 5 yrs' PQE)	55 - 85k	58 - 85k	375 - 550	400 - 575
Regulation				
Director (8+ yrs' PQE)	115k+	115k+	600+	600+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	500 - 600	500 - 600
Assistant Vice President (3 - 5 yrs' PQE)	70 - 85k	70 - 85k	375 - 450	375 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	300 - 400	300 - 400
Part-qualified - CIMA/ACCA/ACA				
Accountant	35 - 50k	35 - 50k	175 - 280	175 - 280
Accounts Assistant	24 - 35k	24 - 35k	100 - 175	100 - 175
Treasury - Financial Services				
Treasury Accountant (3 - 5 yrs' PQE)	55 - 65k	55 - 70k	450 - 550	450 - 550
Capital Management (3 - 5 yrs' PQE)	55 - 75k	60 - 80k	450 - 550	475 - 600
Asset Liability Management/IRRBB (3 - 5 yrs' PQE)	50 - 70k	55 - 75k	450 - 550	450 - 550

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 (£)	
	2015	2016	2015	2016
Qualified				
CFO (FTSE 100)	500k+	500k+		
Finance Director (large org)	225k+	250k+	1200+	1200+
Financial Controller (large org)	150k+	160k+	700+	700+
Finance Director (small/med org)	80 - 140k	80 - 140k	500 - 600	500 - 700
Head of Audit	85 - 125k	95 - 140k	400 - 500	400 - 500
Financial Controller (small/med org)	70 - 90k	65 - 85k	300 - 400	300 - 450
Finance Manager	60 - 85k	65 - 85k	275 - 380	275 - 380
FP&A Manager	65 - 90k	65 - 90k	300 - 380	325 - 400
Audit Manager	60 - 85k	65 - 85k	300 - 380	300 - 380
Analyst	55 - 80k	55 - 80k	280 - 380	280 - 380
Group Accountant	50 - 75k	50 - 75k	250 - 380	275 - 400
Internal Auditor	50 - 70k	50 - 75k	250 - 500	250 - 500
Newly-qualified ACA	45 - 50k	45 - 52k	200 - 250	250 - 275
Newly-qualified CIMA	45 - 50k	45 - 52k	200 - 250	200 - 250
Newly-qualified ACCA	40 - 50k	42 - 52k	200 - 250	200 - 250
Part and Non-qualified				
ACCA Part 3/CIMA Strategic	38 - 45k	38 - 45k	180 - 225	180 - 225
ACCA Part 2/CIMA Management	33 - 38k	34 - 38k	155 - 180	155 - 190
ACCA Part 1/CIMA Operational	25 - 32k	26 - 32k	125 - 155	125 - 160
Finance Manager	35 - 55k	40 - 60k	190 - 260	200 - 260
Credit Control Manager	40 - 100k	38 - 100k	160 - 300	160 - 300
Revenue/Billings Manager	35 - 65k	35 - 65k	145 - 235	145 - 240
Business/Financial Analyst	35 - 65k	35 - 65k	170 - 280	180 - 300
Payroll Manager	35 - 80k	40 - 80k	150 - 250	150 - 250
Purchase/Sales Ledger Manager	35 - 45k	35 - 50k	135 - 200	150 - 250
Purchase/Sales Ledger Assistant	23 - 27k	23 - 30k	90 - 130	100 - 140
Accounts Assistant	24 - 32k	24 - 30k	90 - 120	100 - 140
Credit Controller	24 - 35k	25 - 35k	90 - 150	110 - 150
Payroll Officer	22 - 32k	22 - 32k	90 - 120	100 - 130
Graduate	20 - 27k	20 - 27k	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 (£)	
	2015	2016	2015	2016
Financial Control				
CFO/Finance Director	150k+	150k+	700+	700+
Financial Controller	90 - 140k	90 - 140k	500+	500+
Finance Manager	80 - 95k	75 - 90k	400+	400+
Senior Financial Accountant	70 - 85k	65 - 75k	350+	350+
Financial Accountant	55 - 65k	55 - 65k	275+	275+
Management Reporting/Financial Planning & Analysis				
Head of Management Reporting/FP&A	85 - 110k	90 - 115k	450+	450+
Senior Management Accountant/FP&A Manager	70 - 85k	70 - 85k	375+	375+
Management Accountant/FP&A Analyst	55 - 70k	55 - 70k	300+	300+
Fund Accounting				
Head of Fund Accounting	88 - 110k	90 - 110k	550+	550+
Fund Accounting Manager	70 - 95k	75 - 90k	450+	475+
Fund Accountant	55 - 70k	55 - 70k	275+	275+
Regulatory Reporting				
Head of Regulatory Reporting	108k+	110k+	600+	600+
Regulatory Reporting Manager	85 - 100k	85 - 100k	450+	450+
Regulatory Accountant	60 - 80k	65 - 85k	375+	375+
Internal Audit				
Head of Internal Audit	100 - 125k	100 - 130k	700+	750+
Internal Audit Manager	65 - 85k	70 - 90k	600+	650+
Internal Auditor	55 - 65k	55 - 70k	400+	350+
Part-qualified - ACCA/CIMA				
ACCA Part 3/CIMA Strategic	38 - 50k	40 - 50k	150 - 200	150 - 200
ACCA Part 2/CIMA Management	32 - 38k	34 - 40k	125 - 160	125 - 160
ACCA Part 1/CIMA Operational	26 - 32k	28 - 34k	105 - 130	105 - 130

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COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Senior Compliance Roles				
Global Head of Compliance	250k+	250k+	1200+	1200+
Regional Head of Compliance	150 - 220k	150 - 220k	1000+	1200+
MLRO	165k+	175k+	1000+	1000+
Central Compliance				
6+ yrs' exp	100k+	100k+	650+	700+
4 - 6 yrs' exp	75 - 100k	75 - 90k	500 - 650	550 - 650
2 - 4 yrs' exp	55 - 75k	60 - 75k	375 - 500	400 - 500
0 - 2 yrs' exp	40 - 55k	40 - 55k	250 - 375	250 - 375
Trade Surveillance/Control Room				
6+ yrs' exp	90k+	100k+	600+	650+
4 - 6 yrs' exp	70 - 90k	70 - 95k	500 - 600	500 - 600
2 - 4 yrs' exp	50 - 70k	50 - 70k	350 - 500	375 - 500
0 - 2 yrs' exp	35 - 50k	35 - 50k	200 - 350	200 - 375
Product Advisory				
6+ yrs' exp	130 - 150k	130 - 150k	800+	850+
4 - 6 yrs' exp	85 - 125k	85 - 125k	600 - 800	600 - 800
2 - 4 yrs' exp	60 - 80k	60 - 85k	400 - 600	450 - 600
Financial Crime				
6+ yrs' exp	100k+	100k+	600+	750+
4 - 6 yrs' exp	75 - 95k	75 - 95k	475 - 600	500 - 700
2 - 4 yrs' exp	50 - 70k	50 - 75k	350 - 475	350 - 475
0 - 2 yrs' exp	35 - 50k	35 - 50k	225 - 350	200 - 350
Regulatory Affairs				
6+ yrs' exp	100k+	100k+	750+	800+
4 - 6 yrs' exp	80 - 95k	80 - 95k	600 - 750	600 - 750
2 - 4 yrs' exp	50 - 75k	50 - 75k	350 - 600	375 - 600
Monitoring/Assurance				
6+ yrs' exp	110k+	110k+	650+	700+
4 - 6 yrs' exp	80 - 100k	80 - 100k	450 - 600	450 - 650
2 - 4 yrs' exp	50 - 75k	50 - 75k	300 - 450	350 - 450
0 - 2 yrs' exp	30 - 45k	30 - 45k	200 - 300	200 - 350

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HUMAN RESOURCES COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Generalist HR				
HR Director	85 - 160k	85 - 160k	400 - 800	400 - 800
Head of HR	75 - 125k	75 - 125k	375 - 675	375 - 675
HR Business Partner	60 - 100k	60 - 100k	300 - 650	300 - 650
Organisation/Change Manager	65 - 120k	65 - 120k	350 - 700	350 - 700
HR Manager (10+ yrs' exp)	65 - 100k	65 - 100k	300 - 500	300 - 500
HR Manager (5+ yrs' exp)	45 - 75k	45 - 75k	225 - 375	250 - 400
HR Advisor	32 - 45k	35 - 45k	190 - 250	190 - 250
HR Officer	30 - 40k	30 - 40k	160 - 220	160 - 220
HR Administrator	22 - 35k	25 - 35k	120 - 180	120 - 180
Compensation & Benefits				
Head of Compensation & Benefits	90 - 140k	90 - 140k	400 - 850	400 - 850
Compensation & Benefits Manager	65 - 95k	65 - 95k	300 - 525	300 - 525
Recruitment				
Head of Recruitment	65 - 110k	65 - 110k	350 - 650	350 - 650
Recruitment Manager	50 - 75k	55 - 80k	250 - 425	250 - 425
Training				
Training Manager	48 - 75k	48 - 75k	200 - 400	200 - 400
Training Officer	28 - 45k	28 - 45k	140 - 250	160 - 250

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

LONDON

HUMAN RESOURCES FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Generalist HR Roles				
HR Director	110 - 220k	120 - 220k	600 - 1000	700 - 1000
Head of HR	85 - 150k	100 - 160k	500 - 700	550 - 750
HR Business Partner	65 - 100k	70 - 100k	300 - 600	350 - 600
HR Manager (10+ yrs' exp)	75 - 110k	65 - 110k	350 - 600	450 - 600
HR Manager (5+ yrs' exp)	60 - 80k	60 - 80k	250 - 400	350 - 450
HR Officer/Advisor	35 - 50k	35 - 50k	175 - 250	190 - 300
HR Administrator/Assistant	25 - 38k	25 - 38k	130 - 170	130 - 180
Compensation & Benefits				
Head of Compensation & Benefits	150 - 300k	150 - 300k	700 - 1350	750 - 1450
Compensation & Benefits Manager	80 - 120k	80 - 160k	350 - 600	450 - 650
Compensation & Benefits Officer/Advisor	45 - 60k	45 - 70k	180 - 270	220 - 350
Recruitment				
Head of Recruitment	80 - 130k	80 - 140k	500 - 700	550 - 700
Recruitment Manager	60 - 80k	60 - 100k	300 - 500	350 - 500
Recruitment Officer/Advisor	30 - 45k	30 - 50k	150 - 250	150 - 250
Training & Development				
Head of Training & Development	80 - 130k	80 - 130k	450 - 750	550 - 800
Training & Development Manager	60 - 85k	60 - 85k	300 - 450	350 - 500
Training & Development Officer/Advisor	30 - 45k	30 - 50k	140 - 225	150 - 300

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 (£)	
	2015	2016	2015	2016
IT/Telecoms/Business Services/Pharma				
General Counsel/Legal Director	110k+	115k+	450+	450+
7 - 8 yrs' PQE	80 - 110k	85 - 115k	350 - 500	375 - 500
4 - 6 yrs' PQE	65 - 90k	70 - 100k	300 - 420	300 - 375
1 - 3 yrs' PQE	46 - 75k	50 - 80k	220 - 325	230 - 300
Newly-qualified	45 - 53k	45 - 55k	175 - 220	170 - 210
Contracts Manager	30 - 55k	30 - 60k	150 - 250	170 - 250
Paralegal	24 - 35k	25 - 35k	120 - 160	120 - 140
Construction/Energy/Manufacturing/Engineering				
General Counsel/Legal Director	115k+	115k+	475+	450+
7 - 8 yrs' PQE	80 - 120k	85 - 125k	350 - 525	375 - 500
4 - 6 yrs' PQE	65 - 90k	70 - 100k	300 - 450	300 - 375
1 - 3 yrs' PQE	55 - 75k	55 - 80k	230 - 350	230 - 300
Newly-qualified	45 - 55k	45 - 55k	180 - 230	170 - 210
Contracts Manager	35 - 60k	30 - 60k	175 - 275	170 - 250
Paralegal	26 - 40k	26 - 40k	125 - 170	120 - 140
Media/FMCG/Retail/Leisure				
General Counsel/Legal Director	90k+	100k+	450+	450+
7 - 8 yrs' PQE	70 - 95k	75 - 110k	350 - 450	365 - 450
4 - 6 yrs' PQE	58 - 87k	62 - 90k	280 - 380	300 - 350
1 - 3 yrs' PQE	45 - 68k	48 - 70k	200 - 300	230 - 280
Newly-qualified	45 - 50k	45 - 50k	160 - 200	160 - 200
Contracts Manager	23 - 34k	25 - 35k	120 - 200	160 - 250
Paralegal	22 - 30k	24 - 32k	110 - 140	120 - 140

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LONDON

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Investment Banking				
10+ yrs' PQE	120k+	120k+	75+	75+
7 - 9 yrs' PQE	110 - 175k	110 - 175k	65 - 85	65 - 85
5 - 6 yrs' PQE	90 - 150k	90 - 150k	55 - 75	55 - 75
4 yrs' PQE	85 - 120k	85 - 120k	45 - 70	45 - 70
3 yrs' PQE	70 - 110k	70 - 110k	40 - 60	40 - 60
2 yrs' PQE	65 - 95k	65 - 95k	35 - 65	35 - 65
1 yr PQE	50 - 75k	50 - 75k	30 - 50	30 - 50
Investment Management/Private Wealth				
10+ yrs' PQE	120k+	120k+	80+	80+
7 - 9 yrs' PQE	95 - 140k	95 - 140k	65 - 85	65 - 85
5 - 6 yrs' PQE	90 - 120k	90 - 120k	60 - 80	60 - 80
4 yrs' PQE	85 - 110k	85 - 110k	55 - 75	55 - 75
3 yrs' PQE	80 - 100k	80 - 100k	50 - 70	50 - 70
2 yrs' PQE	75 - 90k	75 - 90k	45 - 65	45 - 65
1 yr PQE	70 - 85k	70 - 85k	30 - 50	30 - 50
Retail Banking & Insurance				
10+ yrs' PQE	90 - 130k	90 - 130k	70+	70+
7 - 9 yrs' PQE	80 - 110k	80 - 110k	60 - 80	60 - 80
5 - 6 yrs' PQE	70 - 90k	70 - 90k	55 - 75	55 - 75
4 yrs' PQE	60 - 80k	60 - 80k	50 - 70	50 - 70
3 yrs' PQE	55 - 75k	55 - 75k	45 - 65	45 - 65
2 yrs' PQE	50 - 70k	50 - 70k	35 - 55	35 - 55
1 yr PQE	45 - 60k	45 - 60k	30 - 45	30 - 45

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 (£)	
	2015	2016	2015	2016
Documentation				
10+ yrs' PQE	120k+	120k+	90+	90+
7 - 9 yrs' PQE	90 - 120k	95 - 125k	65 - 85	70 - 90
5 - 6 yrs' PQE	85 - 115k	85 - 115k	55 - 65	55 - 70
4 yrs' PQE	80 - 100k	80 - 110k	50 - 60	50 - 65
3 yrs' PQE	70 - 90k	75 - 95k	45 - 55	45 - 60
2 yrs' PQE	60 - 80k	65 - 85k	40 - 50	35 - 55
1 yr PQE	50 - 70k	50 - 75k	30 - 40	30 - 45

COMPANY SECRETARY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Plc				
Company Secretary	130 - 300k	130 - 300k	75+	80+
Deputy Company Secretary	85 - 130k	85 - 150k	30 - 60	30 - 65
Assistant Company Secretary	55 - 75k	55 - 80k	25 - 45	30 - 50
Company Secretarial Assistant	35 - 45k	35 - 45k	15 - 25	20 - 25
Ltd Company				
Company Secretary	90 - 150k	90 - 150k	60+	65+
Deputy Company Secretary	70 - 95k	70 - 100k	25 - 55	30 - 60
Assistant Company Secretary	45 - 60k	45 - 60k	17 - 35	20 - 35
Company Secretarial Assistant	30 - 38k	30 - 40k	15 - 20	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 (£)	
	2015	2016	2015	2016
US Firm (New York)				
7 yrs' PQE - Partner	170k+	170k+	65+	70+
6 yrs' PQE	145 - 170k	145 - 170k	55 - 60	55 - 65
5 yrs' PQE	130 - 160k	130 - 160k	45 - 55	50 - 55
4 yrs' PQE	122 - 142k	122 - 142k	43 - 53	45 - 55
3 yrs' PQE	115 - 132k	115 - 132k	40 - 50	42 - 55
2 yrs' PQE	110 - 123k	110 - 123k	38 - 50	40 - 50
1 yr PQE	98 - 108k	98 - 108k	35 - 45	35 - 46
Newly-qualified	94 - 103k	94 - 103k	30 - 40	30 - 40
Paralegal	35 - 45k	35 - 45k	20 - 35	22 - 35
US Firm (Mid-Atlantic)				
7 yrs' PQE - Partner	140k+	140k+	55+	60+
6 yrs' PQE	120 - 150k	120 - 150k	45 - 55	50 - 60
5 yrs' PQE	110 - 140k	110 - 140k	40 - 50	45 - 55
4 yrs' PQE	97 - 120k	97 - 120k	38 - 47	40 - 50
3 yrs' PQE	90 - 112k	90 - 112k	35 - 43	35 - 45
2 yrs' PQE	80 - 110k	80 - 110k	33 - 38	35 - 40
1 yr PQE	75 - 98k	75 - 98k	28 - 35	30 - 38
Newly-qualified	67 - 92k	67 - 92k	26 - 34	28 - 35
Paralegal	30 - 40k	30 - 40k	18 - 25	20 - 25

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LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
City Firm				
7 yrs' PQE - Partner	120k+	120k+	45+	45+
6 yrs' PQE	93 - 130k	93 - 130k	35 - 48	40 - 50
5 yrs' PQE	87 - 120k	87 - 120k	32 - 45	35 - 47
4 yrs' PQE	77 - 108k	77 - 108k	30 - 40	35 - 42
3 yrs' PQE	72 - 100k	72 - 115k	29 - 39	30 - 40
2 yrs' PQE	65 - 87.5k	65 - 104.5k	25 - 36	25 - 38
1 yr PQE	63 - 78k	63 - 92.6k	24 - 30	25 - 32
Newly-qualified	59 - 68k	70 - 78.5k	22 - 28	22 - 30
Paralegal	24 - 34k	24 - 34k	13 - 25	13 - 25
West End Firm				
7 yrs' PQE - Partner	90k+	90k+	40+	42+
6 yrs' PQE	64 - 86k	64 - 86k	30 - 38	30 - 40
5 yrs' PQE	57 - 80k	57 - 80k	28 - 35	30 - 36
4 yrs' PQE	54 - 74k	54 - 74k	26 - 32	28 - 33
3 yrs' PQE	49 - 70k	49 - 70k	22 - 30	23 - 32
2 yrs' PQE	45 - 66k	45 - 66k	22 - 28	23 - 29
1 yr PQE	40 - 58k	40 - 58k	19 - 27	20 - 27
Newly-qualified	28 - 52k	38 - 52k	18 - 25	20 - 25
Paralegal	20 - 28k	20 - 28k	13 - 21	15 - 21

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

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LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Law Firm Compliance				
Head of Risk*	90 - 200k	100 - 200k	45 - 100	50 - 100
Deputy Head/Compliance Manager	50 - 90k	50 - 100k	25 - 45	25 - 50
Senior Risk* Lawyer/Analyst	47 - 96k	50 - 100k	23 - 48	25 - 50
Mid Level Risk* Lawyer/Analyst	38 - 55k	40 - 60k	19 - 28	20 - 30
Junior Risk* Lawyer/Analyst	22 - 45k	25 - 45k	11 - 23	13 - 23

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	
	2015	2016
Channel Islands GBP (£)		
Partner	98 - 160k+	100 - 170k+
5 - 9 yrs' PQE	88 - 150k	90 - 160k
1 - 4 yrs' PQE	60 - 95k	63 - 95k
Newly-qualified	53 - 58k	53 - 60k
Caribbean USD (\$)		
Partner	200k+	220k+
5 - 9 yrs' PQE	165 - 280k	170 - 290k
1 - 4 yrs' PQE*	125 - 175k	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 there may soon be a similar requirement in the BVI.

LONDON

MARKETING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	EXECUTIVE		MANAGER		DIRECTOR	
	2015	2016	2015	2016	2015	2016
Bid	25 - 45k	30 - 50k	50 - 80k	50 - 80k	75 - 100k	80 - 110k
Brand	25 - 45k	30 - 45k	40 - 75k	40 - 75k	70 - 140k	70 - 140k
Business Development	30 - 50k	30 - 55k	50 - 90k	50 - 90k	90 - 180k	110 - 180k
Campaign Management	25 - 45k	32 - 45k	40 - 70k	45 - 65k	80 - 140k	80 - 140k
Communications	23 - 45k	30 - 45k	40 - 80k	45 - 90k	75 - 130k	75 - 130k
CRM	25 - 40k	32 - 50k	40 - 75k	50 - 80k	75 - 120k	75 - 120k
Digital	35 - 55k	35 - 55k	50 - 80k	50 - 80k	75 - 150k	75 - 150k
Direct Marketing	25 - 40k	30 - 40k	35 - 70k	35 - 70k	70 - 120k	70 - 120k
DTP/Graphic	23 - 40k	25 - 40k	30 - 60k	30 - 60k	60 - 90k	60 - 90k
Events/Roadshows	25 - 40k	25 - 40k	40 - 70k	45 - 70k	65 - 100k	65 - 100k
General Marketing	25 - 45k	30 - 45k	45 - 80k	50 - 80k	70 - 200k	70 - 200k
Investment Writing	35 - 50k	30 - 50k	45 - 80k	45 - 80k	70 - 120k	70 - 120k
Marketing Analyst	25 - 40k	25 - 45k	40 - 75k	45 - 75k	60 - 130k	65 - 150k
Marketing Strategy	35 - 55k	35 - 55k	60 - 90k	60 - 90k	80 - 150k	80 - 150k
Product and Propositions	25 - 40k	25 - 45k	40 - 80k	45 - 80k	80 - 130k	80 - 130k
PR/Media Relations	25 - 40k	25 - 40k	40 - 70k	40 - 70k	70 - 120k	70 - 120k
RFP	35 - 50k	35 - 50k	50 - 85k	50 - 85k	80 - 130k	80 - 130k

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LONDON

MARKETING

ROLE	CONTRACT RATE PER HOUR (PAYE) GBP (£)					
	EXECUTIVE		MANAGER		DIRECTOR	
	2015	2016	2015	2016	2015	2016
Bid	18 - 25	18 - 25	30 - 40	30 - 40	35 - 50	35 - 50
Brand	15 - 25	15 - 25	25 - 45	25 - 45	35 - 85	35 - 85
Business Development	15 - 25	15 - 25	25 - 45	25 - 45	50 - 100	50 - 100
Campaign Management	12 - 20	15 - 25	18 - 35	18 - 35	35 - 75	35 - 75
Communications	15 - 25	18 - 25	30 - 60	30 - 60	50 - 100	50 - 100
CRM	12 - 25	12 - 25	22 - 40	22 - 40	35 - 75	35 - 75
Digital	15 - 30	15 - 32	25 - 45	30 - 50	40 - 100	40 - 100
Direct Marketing	12 - 20	12 - 25	20 - 35	20 - 35	35 - 75	35 - 75
DTP/Graphic	12 - 20	12 - 20	20 - 35	20 - 40	35 - 45	35 - 50
Events/Roadshows	15 - 25	15 - 25	25 - 40	25 - 40	40 - 80	40 - 80
General Marketing	12 - 25	12 - 25	20 - 40	20 - 40	40 - 100	40 - 100
Investment Writing	20 - 30	20 - 30	30 - 50	30 - 50	40 - 70	40 - 80
Marketing Analyst	12 - 25	12 - 25	22 - 40	22 - 40	35 - 70	40 - 80
Marketing Strategy			35 - 50	35 - 50	50 - 100	50 - 100
Product and Propositions	15 - 25	15 - 30	25 - 45	25 - 50	40 - 80	50 - 100
PR/Media Relations	15 - 25	15 - 25	25 - 50	25 - 50	40 - 100	40 - 100
RFP	20 - 30	20 - 30	30 - 50	30 - 50	40 - 70	40 - 70

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LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Securities Settlements & Confirmations				
VP	80k+	80k+	300 - 450	300 - 450
AVP/Associate	45 - 60k	50 - 65k	200 - 230	220 - 300
Analyst	28 - 45k	28 - 50k	200 - 220	160 - 220
Commodities: Settlements/Trade Support				
VP	80k+	80k+	300 - 500	300 - 450
AVP/Associate	45 - 65k	45 - 65k	230 - 260	250 - 300
Analyst	30 - 50k	30 - 50k	120 - 220	160 - 250
Derivatives Settlements & Confirmations				
VP	80k+	80k+	300 - 450	350 - 450
AVP/Associate	45 - 65k	45 - 65k	200 - 250	250 - 350
Analyst	30 - 45k	30 - 50k	120 - 220	160 - 250
Securities Trade Support, Client Services, Middle Office				
VP	85k+	85k+	300 - 500	350 - 450
AVP/Associate	50 - 65k	50 - 70k	200 - 250	250 - 300
Analyst	38 - 50k	40 - 50k	130 - 200	160 - 250
OTC Derivatives Trade Support, Client Services, Middle Office				
VP	80k+	85k+	300 - 500	350 - 450
AVP/Associate	48 - 65k	50 - 75k	250 - 300	250 - 330
Analyst	35 - 50k	40 - 50k	130 - 240	160 - 250
ETD Derivatives Trade Support, Client Services, Middle Office				
VP	80k+	85k+	300 - 400	350 - 450
AVP/Associate	48 - 60k	50 - 65k	230 - 270	220 - 300
Analyst	35 - 48k	35 - 50k	120 - 200	160 - 220
OTC Clearing, Prime Brokerage & Stock Lending				
VP	80k+	85k+	300 - 500	350 - 500
AVP/Associate	50 - 75k	50 - 75k	240 - 280	220 - 350
Analyst	40 - 50k	40 - 55k	120 - 220	160 - 220

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LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Asset Servicing				
VP	70k+	75k+	300 - 400	300 - 450
AVP/Associate	45 - 60k	50 - 70k	230 - 250	220 - 300
Analyst	28 - 45k	28 - 50k	120 - 200	150 - 250
Loans Operations				
VP	80k+	85k+	300 - 400	300 - 450
AVP/Associate	48 - 60k	48 - 60k	240 - 270	220 - 300
Analyst	28 - 48k	28 - 48k	120 - 220	160 - 220
Data				
VP	80k+	85k+	300 - 500	300 - 450
AVP/Associate	50 - 75k	50 - 75k	230 - 300	220 - 300
Analyst	35 - 50k	35 - 55k	120 - 220	160 - 220
Collateral, Liquidity, Valuations & Margining				
VP	75k+	80k+	400 - 500	300 - 450
AVP/Associate	50 - 75k	50 - 75k	250 - 300	250 - 350
Analyst	40 - 50k	40 - 55k	120 - 250	160 - 250
Operations Risk & Control				
VP	80k+	85k+	450 - 550	350 - 500
AVP/Associate	50 - 85k	55 - 85k	300 - 400	280 - 400
Analyst	40 - 50k	40 - 55k	140 - 280	160 - 280
Regulatory & Client Money				
VP	95k+	100k+	450 - 550	450 - 550
AVP/Associate	50 - 85k	55 - 90k	300 - 400	300 - 400
Analyst	40 - 50k	40 - 60k	140 - 280	160 - 280
Project Management/Change Management				
Programme Manager	150k+	150k+	700 - 1100	700 - 1100
Project Manager	100k+	110k+	600 - 800	600 - 800
Business Analyst	45 - 85k	50 - 110k	400 - 700	400 - 700
PMO	45 - 85k	50 - 110k	400 - 650	400 - 650

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LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 7 YRS' EXP		MANAGEMENT	
	2015	2016	2015	2016	2015	2016
Head of Operations/COO					100k+	100k+
Relationship Management			50 - 75k	50 - 75k	70 - 90k	75 - 95k
Oversight	30 - 45k	32 - 47k	45 - 70k	45 - 70k	60 - 90k	60 - 90k
Loans Operations	30 - 40k	32 - 45k	40 - 55k	40 - 60k	50 - 75k	50 - 80k
Hedge Fund Operations	30 - 45k	32 - 47k	45 - 65k	45 - 70k	65 - 95k	65 - 95k
Performance	30 - 50k	35 - 55k	50 - 75k	50 - 80k	70 - 95k	70 - 95k
Transitions	30 - 42k	30 - 45k	42 - 60k	45 - 65k	60 - 100k	60 - 100k
Fund Accounting (non-qualified)	28 - 45k	28 - 48k	42 - 58k	45 - 60k	60 - 90k	60 - 90k
Fund Administration	30 - 42k	30 - 42k	40 - 55k	45 - 60k	50 - 80k	50 - 80k
Regulatory Reporting	30 - 45k	30 - 50k	50 - 75k	55 - 80k	70 - 90k	75 - 100k
CASS	30 - 45k	30 - 50k	50 - 70k	50 - 75k	70 - 90k	75 - 100k
Corporate Trust	25 - 45k	28 - 50k	50 - 60k	60 - 80k	70k+	80k+
Client Reporting	25 - 45k	27 - 48k	40 - 55k	45 - 60k	60 - 80k	65 - 85k
Client Services	25 - 40k	25 - 40k	40 - 50k	45 - 55k	50 - 75k	55 - 85k
Asset Pricing	28 - 42k	28 - 45k	42 - 55k	45 - 60k	55 - 70k	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 - 45k	35 - 50k	48 - 70k	48 - 70k
Securities Trade Support	28 - 48k	30 - 50k	48 - 60k	48 - 65k	60 - 80k	65 - 85k
Cross-product Trade Support	30 - 50k	32 - 55k	48 - 60k	48 - 65k	65 - 85k	65 - 85k
Reconciliations	25 - 40k	25 - 40k	38 - 45k	38 - 45k	48 - 65k	48 - 65k
Fund Manager's Assistant	25 - 45k	30 - 50k	45 - 65k	45 - 70k		
Private Banking Assistant	28 - 35k	30 - 40k	35 - 55k	35 - 55k		
Business Analyst	30 - 45k	30 - 50k	50 - 75k	50 - 80k	80k+	90k+
Project Manager/PMO	30 - 50k	30 - 50k	50 - 80k	50 - 80k	80k+	90k+

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LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	CONTRACT RATE PER HOUR (PAYE) GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP/MANAGEMENT	
	2015	2016	2015	2016	2015	2016
Head of Operations/COO					100+	100+
Relationship Management	16 - 22	18 - 24	18 - 24	24 - 30	24 - 30	30 - 45
Oversight	18 - 25	20 - 26	25 - 30	27 - 32	30 - 35	32 - 40
Loans Operations	16 - 20	18 - 22	18 - 24	22 - 26	22 - 26	26 - 35
Hedge Fund Operations	16 - 24	18 - 26	24 - 33	24 - 32	35 - 40	32 - 40
Performance	18 - 31	20 - 30	31 - 50	30 - 45	50 - 55	45 - 50
Transitions	16 - 25	16 - 25	25 - 30	25 - 32	32 - 35	32 - 35
Fund Accounting (non-qualified)	16 - 24	18 - 25	24 - 32	25 - 35	32 - 42	35 - 45
Fund Administration	15 - 22	16 - 24	22 - 26	24 - 28	27 - 30	28 - 30
Regulatory Reporting	22 - 28	26 - 32	26 - 32	30 - 45	32 - 38	45 - 50
CASS	15 - 22	15 - 25	25 - 37	25 - 37	35 - 45	37 - 50
Corporate Trust	20 - 25	20 - 25	25 - 30	25 - 35	30 - 35	35 - 40
Client Reporting	16 - 22	18 - 24	22 - 26	24 - 28	26 - 28	28 - 32
Client Services	14 - 18	16 - 20	18 - 22	20 - 24	22 - 28	24 - 32
Asset Pricing	14 - 17	16 - 20	17 - 21	20 - 25	21 - 25	25 - 30
Data Management	14 - 18	15 - 20	18 - 22	20 - 25	22 - 26	25 - 30
Corporate Actions/Dividends	16 - 20	16 - 20	20 - 25	20 - 25	25 - 30	25 - 30
Settlements	14 - 18	14 - 18	18 - 22	18 - 22	22 - 25	22 - 25
Securities Trade Support	17 - 22	18 - 24	22 - 27	24 - 32	28 - 30	32 - 38
Cross-product Trade Support	18 - 24	20 - 25	24 - 28	25 - 30	28 - 34	30 - 37
Reconciliations	14 - 16	15 - 21	16 - 18	21 - 23	18 - 22	23 - 25
Fund Manager's Assistant	16 - 22	20 - 25	22 - 28	25 - 30	28 - 32	30 - 35
Private Banking Assistant	15 - 19	15 - 20	19 - 25	20 - 25	25 - 28	25 - 28
Business Analyst	31 - 50	35 - 45	50 - 75	45 - 65	75 - 85	65 - 90
Project Manager/PMO	31 - 50	35 - 50	50 - 75	50 - 75	75 - 85	75 - 80

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LONDON

PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
Commerce & Industry				
Chief Procurement Officer	150k+	180k+	800+	900+
Regional Head/Director of Procurement	80 - 140k	90 - 140k	700+	750+
Senior Procurement Manager	70 - 120k	75 - 120k	500 - 900	500 - 900
Procurement Lead	65 - 90k	68 - 93k	350 - 650	450 - 700
Category Manager	55 - 80k	55 - 85k	375 - 650	400 - 675
End-to-end Procurement Manager	50 - 70k	50 - 75k	300 - 500	350 - 525
Purchasing Manager	45 - 80k	48 - 80k	300 - 500	300 - 500
Contracts/Vendor Manager	30 - 60k	35 - 60k	200 - 400	200 - 500
Buyer	28 - 48k	25 - 48k	150 - 300	150 - 350
Procurement Analyst	27 - 48k	25 - 55k	150 - 300	150 - 275
Financial Services				
Chief Procurement Officer	130k+	140k+	900+	900+
Regional Head/Director of Procurement	78 - 145k	80 - 150k	700+	750+
Senior Procurement Manager	70 - 132k	75 - 130k	550 - 900	600 - 900
Procurement Lead	65 - 95k	70 - 100k	450 - 600	500 - 675
Category Manager	60 - 90k	65 - 100k	350 - 550	450 - 650
End-to-end Procurement Manager	42 - 70k	50 - 85k	200 - 400	300 - 500
Purchasing Manager	45 - 70k	45 - 70k	200 - 400	250 - 450
Contracts/Vendor Manager	55 - 85k	55 - 80k	350 - 575	400 - 650
Buyer	29 - 50k	30 - 52k	350 - 575	300 - 500
Procurement Analyst	35 - 50k	35 - 50k	200 - 325	200 - 350

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2015	2016	2015	2016
PMO				
PMO Manager/Portfolio Manager	60 - 100k	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 - 1300
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 - 1100
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 (£)	
	2015	2016	2015	2016
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 - 150k	100 - 170k	800 - 1100	800 - 1200
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	60 - 100k	450 - 700	450 - 750

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2015	2016	2015	2016
Financial Services Technology				
Programme Manager	95 - 120k	95 - 140k	750 - 1200	750 - 1200
Project Manager	70 - 100k	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)	80 - 140k	85 - 150k	700 - 1150	750 - 1200
Head of Data Analytics (5 - 10 yrs' exp)	70 - 120k	75 - 130k	800 - 1150	850 - 1200
Data Scientist (5 - 10 yrs' exp)	60 - 110k	60 - 110k	450 - 750	500 - 800
Data Scientist (1 - 5 yrs' exp)	40 - 60k	45 - 70k	350 - 500	400 - 600
Data Analyst (5 - 10 yrs' exp)	40 - 60k	40 - 60k	400 - 600	400 - 600
Data Analyst (1 - 5 yrs' exp)	28 - 50k	32 - 50k	300 - 450	300 - 450
Big Data Engineer (5 - 10 yrs' exp)	50 - 80k	50 - 80k	400 - 650	400 - 650
Big Data Engineer (1 - 5 yrs' exp)	40 - 50k	40 - 50k	350 - 580	370 - 600
BI Consultant (5 - 10 yrs' exp)	40 - 60k	40 - 60k	300 - 550	300 - 550
BI Consultant (1 - 5 yrs' exp)	30 - 50k	30 - 50k	200 - 450	200 - 450
Statistical Modeller (5 - 10 yrs' exp)	40 - 65k	45 - 70k	350 - 550	350 - 570
Statistical Modeller (1 - 5 yrs' exp)	32 - 50k	34 - 50k	250 - 400	250 - 420

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Market Risk Management				
10+ yrs' exp	100 - 140k	110 - 150k	800+	850+
7 - 10 yrs' exp	80 - 100k	80 - 110k	650 - 750	700 - 800
5 - 7 yrs' exp	60 - 75k	60 - 80k	550 - 650	600 - 700
3 - 5 yrs' exp	45 - 70k	45 - 70k	450 - 550	500 - 600
1 - 3 yrs' exp	30 - 50k	30 - 45k	300 - 450	300 - 450
Market Risk Reporting				
10+ yrs' exp	80 - 100k	90 - 140k	600+	700+
7 - 10 yrs' exp	70 - 85k	70 - 90k	500+	500+
5 - 7 yrs' exp	50 - 70k	55 - 70k	450 - 500	475 - 575
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	400 - 450
1 - 3 yrs' exp	30 - 40k	30 - 40k	250 - 400	250 - 350
Credit Analysis				
10+ yrs' exp	90 - 130k	95 - 140k	500+	500+
7 - 10 yrs' exp	70 - 90k	75 - 95k	450 - 500	450 - 500
5 - 7 yrs' exp	55 - 75k	60 - 80k	350 - 450	350 - 450
3 - 5 yrs' exp	45 - 55k	45 - 60k	250 - 350	250 - 350
1 - 3 yrs' exp	30 - 40k	30 - 40k	200 - 250	200 - 250
Credit Risk Reporting				
10+ yrs' exp	90 - 110k	90 - 140k	600+	500+
7 - 10 yrs' exp	70 - 85k	75 - 90k	500 - 600	500 - 600
5 - 7 yrs' exp	50 - 70k	50 - 75k	450 - 500	450 - 500
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	400 - 450
1 - 3 yrs' exp	30 - 40k	30 - 40k	250 - 450	300 - 450
Credit Risk Modelling/Stress Testing				
10+ yrs' exp	110 - 120k	120 - 160k	800+	850+
7 - 10 yrs' exp	75 - 100k	90 - 120k	700+	750+
5 - 7 yrs' exp	55 - 75k	70 - 85k	600 - 700	650 - 750
3 - 5 yrs' exp	45 - 60k	50 - 70k	400 - 500	450 - 550
1 - 3 yrs' exp	30 - 45k	30 - 45k	300 - 400	350 - 450

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Quantitative Analysis				
10+ yrs' exp	110 - 150k	120 - 160k	900+	950+
7 - 10 yrs' exp	85 - 110k	95 - 120k	800+	850+
5 - 7 yrs' exp	65 - 85k	70 - 95k	700+	750+
3 - 5 yrs' exp	50 - 70k	50 - 75k	450 - 550	500 - 600
1 - 3 yrs' exp	30 - 50k	30 - 50k	250 - 450	300 - 450
Performance & Investment Risk Analysis				
10+ yrs' exp	100 - 130k	100 - 150k	700+	750+
7 - 10 yrs' exp	80 - 100k	80 - 100k	600+	650+
5 - 7 yrs' exp	60 - 80k	60 - 80k	500 - 600	550 - 650
3 - 5 yrs' exp	45 - 60k	50 - 60k	450 - 500	500 - 550
1 - 3 yrs' exp	30 - 45k	30 - 50k	250 - 400	300 - 450
Operational Risk				
10+ yrs' exp	90 - 110k	100 - 150k	750+	750+
7 - 10 yrs' exp	70 - 90k	80 - 100k	650+	650+
5 - 7 yrs' exp	60 - 75k	65 - 80k	500 - 600	500 - 600
3 - 5 yrs' exp	45 - 60k	45 - 65k	350 - 500	400 - 500
1 - 3 yrs' exp	30 - 45k	30 - 45k	200 - 350	250 - 350
Business Analysts/Project Managers				
10+ yrs' exp	100 - 130k	100 - 150k	900+	1000+
7 - 10 yrs' exp	80 - 100k	80 - 100k	750+	875+
5 - 7 yrs' exp	60 - 80k	60 - 80k	500 - 650	650 - 750
3 - 5 yrs' exp	45 - 65k	45 - 65k	400 - 500	550 - 600
1 - 3 yrs' exp	30 - 45k	30 - 45k	250 - 400	300 - 450

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LONDON

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Commerce & Industry				
Office Manager	35 - 45k	35 - 45k	16 - 20	16 - 20
Executive Assistant	38 - 48k	40 - 50k	18 - 22	18 - 22
Personal Assistant	32 - 40k	35 - 45k	16 - 20	16 - 20
Team Secretary	25 - 32k	28 - 35k	14 - 16	14 - 16
Senior Administrator	25 - 28k	25 - 30k	14 - 16	14 - 16
Bilingual Secretary	28 - 35k	28 - 35k	14 - 18	14 - 18
Project Co-ordinator	28 - 35k	28 - 35k	14 - 18	14 - 18
Senior Receptionist	26 - 32k	26 - 32k	12 - 16	12 - 16
Junior Secretary	23 - 26k	23 - 26k	12 - 14	12 - 14
Junior Administrator	20 - 24k	20 - 25k	10 - 12	10 - 12
Data Entry Operator	18 - 23k	18 - 23k	10 - 12	10 - 12
Junior Receptionist	23 - 26k	23 - 26k	11 - 13	11 - 13
Financial Services				
Office Manager	38 - 50k	38 - 50k	17 - 20	17 - 22
Executive Assistant	45 - 50k	45 - 50k	20 - 24	20 - 24
Personal Assistant	35 - 45k	35 - 45k	17 - 20	17 - 21
Team Secretary	28 - 35k	28 - 35k	15 - 18	16 - 19
Senior Administrator	25 - 35k	25 - 35k	15 - 18	15 - 18
Trading Floor Secretary	35 - 45k	35 - 45k	16 - 20	17 - 21
Bilingual Secretary	32 - 42k	35 - 45k	15 - 19	17 - 20
Project Co-ordinator	30 - 40k	30 - 40k	15 - 20	16 - 20
Senior Receptionist	28 - 35k	28 - 35k	13 - 16	15 - 16
Junior Secretary	24 - 28k	28 - 32k	12 - 14	12 - 14
Junior Administrator	18 - 26k	20 - 26k	10 - 13	10 - 13
Junior Receptionist	18 - 26k	20 - 26k	10 - 12	10 - 12

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

LONDON

TAXATION

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2015	2016
FTSE 100		
Head of Tax	140 - 300k	140 - 300k
Group Tax Manager/Senior Manager	85 - 110k	80 - 100k
International Tax Manager	80 - 100k	75 - 100k
UK Tax Manager	60 - 85k	55 - 75k
Tax Accountant	45 - 60k	45 - 60k
Mid-cap/Non-listed		
Head of Tax	90 - 150k	80 - 120k
Group Tax Manager/Senior Manager	75 - 100k	75 - 90k
International Tax Manager	65 - 90k	65 - 80k
UK Tax Manager	55 - 75k	55 - 75k
Tax Accountant	40 - 50k	40 - 55k
Financial Services		
Head of Tax	120 - 350k	120 - 350k
Group Tax Manager/Senior Manager	90 - 160k	90 - 140k
International Tax Manager	80 - 110k	80 - 100k
UK Tax Manager	65 - 85k	70 - 90k
Tax Accountant	45 - 60k	45 - 65k

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

LONDON

TREASURY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
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+	550+	600+
Assistant Treasurer - FTSE 250	100k+	100k+	500+	550+
Treasury Manager				
3+ yrs' exp	75 - 80k	75 - 80k	390+	390+
0 - 3 yrs' exp	60 - 65k	60 - 65k	310+	320+
Treasury Analyst				
3+ yrs' exp	55k+	55k+	280+	300+
0 - 3 yrs' exp	45k+	45k+	220+	230+
Treasury Accountant/Controller				
5+ yrs' exp	70k+	70k+	380+	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

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

MIDLANDS

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	60 - 130k	65 - 130k	30 - 60	35 - 70
Financial Controller	45 - 80k	50 - 80k	25 - 60	30 - 60
Finance Manager	40 - 60k	45 - 60k	20 - 30	25 - 30
Head of Audit	60k+	60k+	30+	30+
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	25 - 50k	15 - 25	15 - 25
Financial Analyst	25 - 50k	25 - 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	30 - 60k	17 - 35	17 - 35
Accounts Receivable	30 - 50k	30 - 50k	17 - 29	17 - 29
Payroll	30 - 60k	30 - 70k	17 - 35	17 - 35
Team Leader/Supervisor				
Credit Control	28 - 35k	28 - 35k	16 - 21	16 - 21
Accounts Receivable	25 - 35k	25 - 35k	14 - 21	14 - 21
Accounts Payable	25 - 35k	25 - 35k	14 - 21	14 - 21
Payroll	25 - 35k	25 - 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	
	2015	2016	2015	2016	2015	2016
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	25 - 30k	28 - 32k	30 - 35k	33 - 38k	40k+	40k+
Compliance						
Compliance Advisory	20 - 27k	25 - 30k	30 - 37k	30 - 40k	45k+	50k+
Compliance Monitoring	18 - 25k	20 - 27k	27 - 35k	30 - 35k	40k+	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	22 - 26k	25 - 26k	25 - 35k	28 - 40k	40k+	45k+
Business Development	22 - 27k	25 - 35k	30 - 45k	30 - 45k	50k+	55k+

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

MIDLANDS

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
HR Director	90 - 180k	90 - 170k	700 - 1200	700 - 1100
Head of Human Resources	80 - 95k	65 - 90k	600 - 1000	450 - 900
Head of Reward, Compensation & Benefits	75 - 105k	75 - 110k	400 - 700	450 - 750
Organisational Development Consultant	70 - 85k	60 - 85k	500 - 700	400 - 700
Head of Learning & Development	80 - 95k	65 - 90k	400 - 700	300 - 650
Head of Recruitment	65 - 90k	55 - 80k	400 - 700	350 - 600
Senior HR Business Partner	70 - 90k	55 - 85k	400 - 500	350 - 500
HR Business Partner	40 - 55k	40 - 60k	200 - 375	250 - 400
HR Manager	50 - 60k	40 - 55k	300 - 400	250 - 400
Compensation & Benefits Manager	45 - 60k	50 - 65k	300 - 500	375 - 500
Compensation & Benefits Analyst	35 - 45k	30 - 45k	200 - 350	200 - 350
Reward Advisor	26 - 38k	30 - 40k	150 - 250	175 - 275
Recruitment Manager	40 - 60k	40 - 55k	200 - 450	250 - 400
Graduate Recruiter	20 - 35k	20 - 35k	125 - 200	100 - 180
Training Manager	40 - 55k	35 - 50k	200 - 400	200 - 400
Training Officer	25 - 35k	24 - 30k	125 - 250	125 - 175
Employee Relations Advisor	26 - 36k	28 - 40k	150 - 250	150 - 275
Global Mobility Specialist	45 - 60k	40 - 55k	300 - 450	250 - 400
HR Advisor	26 - 35k	26 - 35k	125 - 200	125 - 200
HR Officer	20 - 30k	22 - 30k	125 - 200	125 - 175
HR Administrator	16 - 20k	15 - 22k	100 - 150	90 - 125

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 (£)	
	2015	2016	2015	2016
Development				
Development Manager	55 - 80k	55 - 80k	500 - 750	500 - 750
C#/ASP.Net Developer/VB.Net Developer	33 - 60k	35 - 65k	350 - 500	350 - 500
Software Architect	55 - 70k	60 - 80k	350 - 600	500 - 700
Java/J2EE Developer	40 - 60k	40 - 65k	375 - 550	375 - 600
Mobile Developer	33 - 50k	35 - 60k	350 - 500	400 - 600
BI Senior/Analyst/Developer	30 - 65k	35 - 70k	350 - 550	350 - 600
Web Developer/Open Source/PHP Developer	25 - 45k	30 - 50k	300 - 450	350 - 500
Senior Appointments				
Head of IT/IT Director/CIO/Chief Data Officer	80 - 180k	85 - 180k	600 - 1200	700 - 1200
Service Delivery Manager/Director	50 - 85k	50 - 85k	350 - 800	400 - 800
Business Process Change Manager/Business Analyst	50 - 65k	50 - 65k	400 - 500	400 - 550
PMO/Project Manager/Programme Manager	45 - 65k	45 - 80k	350 - 550	350 - 700
Infrastructure				
Enterprise/Solutions Cloud Architect	80 - 95k	80 - 100k	600 - 850	600 - 850
Technical Architect	60 - 85k	70 - 90k	450 - 650	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	200 - 320	250 - 350
Field Support Engineer/Helpdesk/Service Desk Support	25 - 38k	25 - 38k	200 - 320	200 - 350
Testing				
Test Manager	45 - 60k	45 - 65k	400 - 550	450 - 600
Test Analyst	28 - 38k	28 - 38k	300 - 400	300 - 400
Digital				
Chief Digital Officer	90 - 140k	90 - 140k	600 - 1000	600 - 1000
UX/UI Architect/Design	70 - 120k	70 - 120k	500 - 800	500 - 800
Security				
CISO	60 - 130k	70 - 150k	600 - 1000	700 - 1200
Head of Cyber Security	60 - 110k	70 - 130k	600 - 950	700 - 1000
Security Analyst	35 - 50k	40 - 60k	250 - 500	300 - 600
Security Support	30 - 45k	35 - 45k	250 - 450	300 - 500

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MIDLANDS

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Private Practice				
9+ yrs' PQE	67k+	70k+	32+	38+
7 - 9 yrs' PQE	47 - 75k	49 - 76k	25 - 52	28 - 55
6 yrs' PQE	46 - 69k	47 - 69k	23 - 45	25 - 47
5 yrs' PQE	44 - 65k	46 - 65k	22 - 42	24 - 44
4 yrs' PQE	40 - 55k	41 - 56k	21 - 33	23 - 36
3 yrs' PQE	37 - 48k	38 - 48k	19 - 30	21 - 34
2 yrs' PQE	35 - 45k	35 - 46k	16 - 28	18 - 31
1 yr PQE	32 - 42k	33 - 44k	15 - 26	17 - 29
Newly-qualified	30 - 38.5k	30 - 41k	13 - 22	14 - 25
Paralegal/Contract Manager	18 - 53k	18 - 55k	11 - 24	11 - 24
In-house				
9+ yrs' PQE	75k+	80k+	32+	38+
7 - 9 yrs' PQE	65 - 95k	70 - 95k	25 - 52	28 - 55
6 yrs' PQE	54 - 85k	54 - 85k	23 - 45	25 - 47
5 yrs' PQE	50 - 68k	50 - 68k	22 - 42	24 - 44
4 yrs' PQE	45 - 61k	47 - 64k	21 - 33	23 - 36
3 yrs' PQE	42 - 56k	45 - 58k	19 - 30	21 - 34
2 yrs' PQE	40 - 53k	40 - 53k	16 - 28	18 - 31
1 yr PQE	32 - 48k	32 - 50k	15 - 26	17 - 29
Newly-qualified	30 - 42k	30 - 42k	13 - 22	14 - 25
Paralegal/Contract Manager	22 - 56k	23 - 57k	11 - 24	11 - 24

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

MIDLANDS

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Procurement				
Chief Procurement Officer	85 - 175k	85 - 180k	800 - 1500	800 - 1500
Commercial Director	70 - 130k	70 - 130k	550 - 950	550 - 1000
Procurement Director	70 - 130k	70 - 130k	550 - 900	550 - 1000
Head of Procurement	65 - 120k	65 - 120k	500 - 900	500 - 950
Commercial Manager	50 - 70k	50 - 70k	350 - 500	350 - 650
Procurement Manager	50 - 65k	50 - 70k	350 - 500	350 - 600
Direct Purchasing Manager	45 - 75k	45 - 75k	220 - 350	220 - 400
Category Manager	40 - 55k	40 - 55k	180 - 275	180 - 300
Senior Buyer	38 - 45k	38 - 50k	170 - 325	180 - 350
Buyer	28 - 40k	28 - 40k	120 - 220	125 - 225
Supply Chain				
Supply Chain Director	75 - 135k	80 - 135k	500 - 900	550 - 1000
Logistics Director	75 - 135k	75 - 135k	500 - 900	500 - 1000
Head of Supply Chain	55 - 95k	60 - 95k	350 - 750	400 - 800
General Manager	55 - 105k	55 - 105k	400 - 850	400 - 900
Supply Chain Manager	40 - 85k	45 - 85k	225 - 350	250 - 400
Logistics Manager	45 - 70k	45 - 75k	225 - 325	225 - 350
Warehouse Manager	40 - 60k	40 - 60k	185 - 300	200 - 350
Demand Planning Manager	40 - 60k	40 - 60k	200 - 350	200 - 400
Planner	30 - 45k	30 - 45k	120 - 220	130 - 230

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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	75 - 150k	75 - 150k	50 - 80	50 - 80
Head of Audit	70 - 90k	70 - 90k	42 - 80	42 - 55
Group Reporting Manager	65 - 85k	65 - 85k	37 - 50	38 - 50
FP&A Manager	65 - 85k	65 - 85k	35 - 50	38 - 50
Financial Controller	60 - 95k	60 - 95k	35 - 55	35 - 55
Internal Audit Manager	50 - 60k	50 - 60k	25 - 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	20 - 35	25 - 35
Management Accountant	45 - 60k	45 - 60k	20 - 35	25 - 35
Internal Auditor	40 - 55k	40 - 55k	20 - 30	21 - 32
Newly-qualified (ACA, CIMA, ACCA)	35 - 45k	40 - 45k	18 - 25	21 - 25
Part-qualified				
CIMA Passed Finalist	35 - 42k	35 - 42k	15 - 25	21 - 25
CIMA Strategic	25 - 40k	30 - 40k	13 - 22	17 - 23
CIMA Management	20 - 30k	25 - 33k	10 - 16	15 - 19
CIMA Operational	20 - 25k	20 - 28k	10 - 12	12 - 17
ACCA Part 3	30 - 40k	30 - 42k	15 - 22	17 - 25
ACCA Part 2	25 - 35k	28 - 33k	13 - 22	16 - 19
ACCA Part 1	20 - 30k	20 - 28k	10 - 12	12 - 17
Credit Control Manager	30 - 45k	30 - 45k	20 - 30	17 - 26
Accounts Payable Manager	28 - 40k	30 - 45k	15 - 22	17 - 26
Accounts Payable/Receivable Clerk	18 - 25k	19 - 25k	10 - 18	11 - 15
Payroll Manager	25 - 40k	30 - 45k	12 - 22	17 - 26
Credit Controller	18 - 25k	19 - 25k	12 - 15	11 - 15
Payroll Clerk	19 - 25k	19 - 26k	11 - 15	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 (£)	
	2015	2016	2015	2016
Group Finance Director	90 - 150k	95 - 155k	650 - 1000	650 - 1000
Finance Director	70 - 135k	75 - 140k	400 - 650	400 - 650
Group Financial Controller	70 - 110k	75 - 110k	350 - 500	350 - 500
Financial Controller	55 - 75k	55 - 80k	275 - 400	275 - 400
Head of Audit	75 - 105k	75 - 105k	300 - 550	300 - 550
Head of FP&A	50 - 68k	60 - 80k	250 - 325	250 - 325
Internal Audit/Risk	30 - 60k	35 - 70k	150 - 275	200 - 275
Systems Accountant	30 - 50k	35 - 55k	150 - 275	200 - 300
Finance Manager	40 - 55k	45 - 60k	200 - 250	225 - 275
Project Accountant	30 - 50k	35 - 60k	150 - 350	200 - 350
Financial Accountant	30 - 50k	35 - 50k	150 - 225	200 - 250
Management Accountant	30 - 40k	35 - 45k	150 - 225	150 - 225
Financial Analyst	25 - 50k	35 - 50k	150 - 200	150 - 200
Financial Planning Analyst	35 - 55k	35 - 55k	175 - 275	175 - 275
In-house Tax				
Corporate	40 - 110k	40 - 115k	225 - 650	225 - 700
Indirect/VAT	35 - 105k	35 - 105k	200 - 600	200 - 600
Treasury				
Head of Treasury/Treasury Manager	45 - 65k	50 - 70k	250 - 350	250 - 375
Group Treasurer	75 - 120k	80 - 125k	400 - 750	400 - 800
Assistant Group Treasurer	60 - 90k	60 - 90k	300 - 450	300 - 450
Treasury Analyst	25 - 40k	25 - 40k	150 - 200	150 - 200

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 (£)	
	2015	2016
Audit		
Senior Manager	46 - 75k	50 - 80k
Manager	38 - 50k	42 - 55k
Assistant Manager	33 - 38k	35 - 45k
Senior	28 - 36k	28 - 38k
Tax		
Senior Manager	50 - 75k	50 - 80k
Manager	40 - 50k	40 - 50k
Assistant Manager	35 - 42k	30 - 45k
Senior	30 - 39k	25 - 35k
Corporate Finance		
Director	70 - 110k	75 - 115k
Senior Manager	55 - 80k	60 - 85k
Manager	41 - 55k	45 - 60k
Executive	33 - 42k	38 - 45k
Other		
Transaction Services	45 - 105k	50 - 105k
Private Equity/Investment	50 - 115k	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 (£)	
	2015	2016	2015	2016
Transactional Services				
Payroll Manager	37 - 52k	37 - 52k	18 - 25	18 - 25
Transactional Processing Manager	40 - 70k	45 - 80k	20 - 40	20 - 40
Credit Control Manager	35 - 65k	35 - 65k	20 - 35	18 - 35
Accounts Payable Manager	35 - 55k	35 - 55k	17 - 30	17 - 30
Credit Control Supervisor	26 - 35k	28 - 38k	13 - 20	13 - 20
Payroll Supervisor	28 - 35k	28 - 38k	14 - 20	14 - 20
Accounts Receivable Manager	35 - 55k	28 - 38k	17 - 27	17 - 27
Accounts Payable Supervisor	25 - 35k	28 - 38k	13 - 20	13 - 20
Accounts Receivable Supervisor	25 - 35k	28 - 38k	13 - 20	13 - 20
Credit Control Clerk	20 - 26k	22 - 28k	10 - 14	10 - 15
Accounts Payable Clerk	18 - 25k	20 - 25k	9 - 14	9 - 14
Accounts Assistant	18 - 25k	20 - 26k	9 - 14	9 - 14
Payroll Clerk	20 - 28k	22 - 30k	10 - 14	10 - 15
Accounts Receivable Clerk	18 - 25k	20 - 26k	10 - 14	10 - 14
CIMA/ACCA				
Strategic/Part 3	26 - 35k	26 - 35k	13 - 18	14 - 20
Managerial/Part 2	24 - 28k	24 - 30k	12 - 15	13 - 16
Certificate/Part 1	18 - 25k	21 - 28k	9 - 13	9 - 13

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	
	2015	2016	2015	2016	2015	2016
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Collections	28 - 35k	28 - 35k	35 - 45k	35 - 45k	50 - 65k	50 - 65k
Fraud	18 - 38k	18 - 38k	35 - 50k	35 - 60k	50k+	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 - 25k	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	18 - 23k	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	30k+	35k+
Compliance						
Compliance Advisory	20 - 27k	20 - 27k	30 - 37k	30 - 37k	45k+	50k+
Compliance Monitoring	18 - 25k	18 - 25k	27 - 35k	27 - 35k	40k+	45k+
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 - 45k	60k+	60k+
Business Development	25 - 35k	25 - 35k	30 - 45k	30 - 45k	50k+	50k+
Regulatory Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Market Risk	25 - 35k	25 - 35k	35 - 45k	35 - 45k	50k+	50k+
Research Analyst	22 - 30k	22 - 30k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	45k+	45k+
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+
Anti-Money-Laundering	22 - 26k	22 - 26k	25 - 35k	25 - 35k	40k+	40k+

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 (£)	
	2015	2016	2015	2016
HR Director	70 - 140k	80 - 150k	350 - 800	350 - 800
Head of HR	60 - 100k	60 - 100k	300 - 650	300 - 650
Head of Reward, Compensation & Benefits	50 - 80k	60 - 100k	250 - 550	300 - 700
Head of Organisational Development	60 - 90k	60 - 100k	300 - 700	300 - 700
Head of Learning & Development	60 - 90k	60 - 100k	300 - 450	300 - 500
Head of Talent/Recruitment	40 - 80k	45 - 85k	200 - 500	300 - 400
Senior HR Business Partner	60 - 70k	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	30 - 50k	35 - 55k	150 - 250	150 - 300
Learning & Development Manager	30 - 50k	30 - 55k	150 - 250	150 - 250
HR/Reward Analyst	30 - 45k	30 - 50k	150 - 200	150 - 250
Global Mobility Specialist	30 - 50k	30 - 50k	150 - 250	150 - 250
HR Advisor	28 - 40k	30 - 40k	140 - 200	140 - 200
Employee Relations Advisor	25 - 35k	25 - 35k	130 - 180	130 - 180
Recruitment Advisor	24 - 35k	25 - 35k	120 - 160	130 - 180
Learning & Development Advisor	20 - 35k	25 - 35k	100 - 180	100 - 180
HR Officer	22 - 30k	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 (£)	
	2015	2016	2015	2016
CIO/CTO	80 - 150k	80 - 170k	750 - 1200	750 - 1250
IT Director	75 - 130k	80 - 130k	700 - 1200	700 - 1200
IT Manager/Head of IT	60 - 110k	65 - 110k	600 - 1000	650 - 1000
Head of Digital	70 - 110k	70 - 110k	500 - 800	500 - 850
Head of Architecture	85 - 130k	85 - 135k	800 - 1200	800 - 1200
Enterprise/Solutions Architect	60 - 80k	65 - 90k	450 - 700	500 - 850
Programme Manager/Director	75 - 120k	75 - 120k	650 - 1000	650 - 1000
Project Manager/Snr Project Manager	45 - 70k	55 - 70k	350 - 600	400 - 600
PMO Manager/Lead	50 - 70k	55 - 70k	400 - 600	400 - 600
Development Manager/Head of Development	60 - 90k	65 - 90k	450 - 750	450 - 750
Service Delivery Manager/Head of Service Delivery	55 - 80k	55 - 85k	500 - 650	500 - 650
Infrastructure Manager/Head of Infrastructure	60 - 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	45 - 55k	400 - 550	400 - 550
C#/ASP.Net Developer	40 - 55k	45 - 60k	350 - 500	350 - 500
Mobile, Android and iOS Developer	40 - 55k	40 - 60k	350 - 500	350 - 500
Test Manager	50 - 70k	52 - 70k	375 - 550	375 - 550
Information Security Consultant/Manager	55 - 70k	55 - 70k	450 - 600	450 - 600
Business Analyst	35 - 55k	35 - 55k	300 - 500	300 - 500
PMO Analyst	30 - 40k	35 - 40k	350 - 450	350 - 450
Test Analyst	28 - 40k	28 - 40k	275 - 400	275 - 400
1st/2nd Line Infrastructure Support	18 - 24k	18 - 24k	120 - 150	120 - 180
3rd Line Infrastructure Wintel	35 - 45k	35 - 45k	250 - 400	250 - 400
3rd Line Infrastructure CISCO	35 - 45k	40 - 55k	250 - 350	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 (£)	
	2015	2016	2015	2016
Operations Director	65 - 115k	65 - 120k	500 - 875	500 - 900
Factory/Plant Manager	45 - 90k	45 - 95k	370 - 570	370 - 600
Engineering Manager	40 - 70k	40 - 75k	360 - 550	360 - 575
Health and Safety Manager	35 - 50k	35 - 52k	310 - 500	310 - 525
Production Manager	40 - 65k	40 - 70k	295 - 500	295 - 500
CI Manager	35 - 55k	40 - 60k	250 - 450	275 - 475
Quality Manager	35 - 50k	35 - 55k	250 - 400	250 - 450
Process Engineer	25 - 40k	25 - 45k	150 - 250	150 - 275
Manufacturing Engineer	25 - 35k	25 - 37k	140 - 250	140 - 275

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 (£)	
	2015	2016	2015	2016
Executive Assistant	25 - 37k	25 - 40k	15 - 20	15 - 22
Personal Assistant	22 - 30k	22 - 30k	12 - 18	12 - 18
Office Manager	23 - 35k	25 - 35k	13 - 18	13 - 18
Senior Project Co-ordinator	25 - 35k	25 - 35k	12 - 19	12 - 19
Project Co-ordinator	18 - 28k	18 - 28k	9 - 14	9 - 14
Senior Admin Assistant	18 - 25k	18 - 25k	9 - 15	9 - 15
Receptionist	16 - 20k	16 - 21k	8 - 10	8 - 11
Admin Assistant	15 - 22k	15 - 22k	7 - 12	7 - 12
Junior Admin Assistant	14 - 16k	14 - 16k	7.5 - 8.5	7.5 - 8.5
Data Entry Operator	15 - 19k	15 - 19k	7 - 8.5	7 - 8.5
Legal Secretary	20 - 28.5k	20 - 28.5k	9 - 15	9 - 15
Secretary	18 - 25k	18 - 25k	9 - 13	9 - 13
Audio Typist	17 - 19k	17 - 19k	8.5 - 9.5	8.5 - 9.5
Medical Secretary	17 - 24k	17 - 24k	8.5 - 12	8.5 - 12
Customer Service Assistant	15 - 18k	15.5 - 19k	7 - 9	7.5 - 9.5
HR Administrator	16 - 18k	17 - 20k	7 - 9	8 - 9.5
Recruitment Administrator	16 - 18k	17 - 20k	7 - 9	8 - 9.5
Team Secretary	18 - 20k	19 - 21k	9 - 11	9.5 - 12

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 (£)	
	2015	2016	2015	2016
Procurement				
Procurement Director	75 - 125k	80 - 125k	500 - 800	500 - 1000
Procurement/Category Manager	50 - 75k	45 - 75k	350 - 575	350 - 575
Supplier Relationship Manager	60 - 80k	60 - 80k	325 - 500	325 - 500
Buying Manager	50 - 80k	50 - 80k	270 - 450	300 - 450
Senior Buyer	35 - 45k	40 - 50k	230 - 425	320 - 425
Buyer/Junior Buyer	25 - 40k	25 - 45k	110 - 300	125 - 300
Supply Chain				
Supply Chain Director	85 - 150k	90 - 160k	600 - 1200	600 - 1200
Supply Chain Manager	55 - 85k	55 - 85k	360 - 550	360 - 550
Demand Planning Manager	50 - 75k	55 - 80k	260 - 550	280 - 600
Supply Planning Manager	45 - 70k	50 - 70k	245 - 525	250 - 550
Planner	25 - 35k	28 - 38k	210 - 310	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 - 410	325 - 450
Transport Manager	50 - 65k	55 - 70k	225 - 425	250 - 425
Logistics Manager	50 - 80k	50 - 80k	225 - 375	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 (£)	
	2015	2016	2015	2016
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 - 42k	37 - 45k	15 - 20	18 - 25
CIMA Managerial Level	32 - 35k	32 - 35k	14 - 18	15 - 20
CIMA Certificate Level	22 - 28k	22 - 28k	10 - 14	12 - 15
ACCA Finalist/Passed Finalist	35 - 42k	37 - 45k	15 - 20	20 - 25
ACCA Professional Level	28 - 35k	28 - 35k	15 - 18	15 - 20
ACCA Fundamental Level	22 - 25k	22 - 25k	10 - 14	12 - 15
Transactional Accounting				
Finance Operations Manager	40 - 60k	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	15 - 30	17 - 30
Accounts Receivable Manager	30 - 50k	30 - 50k	15 - 30	17 - 30
Credit Control Clerk	18 - 25k	20 - 25k	12 - 18	12 - 18
Accounts Assistant	18 - 28k	22 - 28k	12 - 18	12 - 18
Payroll Clerk	18 - 26k	18 - 28k	12 - 18	12 - 18
Accounts Payable/Receivable Clerk	18 - 25k	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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director (CFO)	80 - 250k	80 - 250k	500 - 1300	500 - 1500
Head of Audit	80 - 150k	80 - 150k	450 - 800	450 - 800
Group Reporting Manager	60 - 90k	60 - 90k	400 - 550	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 - 65k	50 - 75k	300 - 450	300 - 450
Finance Manager	50 - 70k	50 - 70k	300 - 450	300 - 450
Financial Accountant	50 - 60k	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)	40 - 50k	45 - 50k	200 - 250	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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	90 - 150k	85 - 140k	50 - 150	50 - 125
Financial Controller	60 - 80k	60 - 75k	40 - 80	45 - 75
Group Reporting Manager	55 - 75k	50 - 65k	30 - 60	30 - 60
FP&A Manager	55 - 75k	50 - 65k	30 - 60	30 - 60
Financial/Business Analyst	45 - 55k	40 - 50k	23 - 37	22 - 35
Systems Accountant	50 - 60k	50 - 60k	25 - 45	30 - 50
Finance Manager	50 - 65k	55 - 65k	25 - 50	35 - 55
Financial Accountant	45 - 55k	45 - 55k	23 - 37	30 - 40
Management Accountant	45 - 55k	40 - 50k	23 - 37	25 - 35
Newly-qualified (ACA, CIMA, ACCA)	40 - 45k	42 - 48k	20 - 37	20 - 30
Part-qualified				
CIMA Passed Finalist	35 - 40k	35 - 40k	17 - 25	17 - 25
CIMA Strategic	35 - 40k	35 - 40k	18 - 25	16 - 23
CIMA Managerial	25 - 35k	25 - 32k	15 - 20	15 - 20
CIMA Certificate	20 - 30k	20 - 30k	13 - 18	12 - 17
ACCA Part 3	30 - 40k	30 - 40k	15 - 22	16 - 23
ACCA Part 2	25 - 35k	25 - 35k	10 - 12	10 - 12
ACCA Part 1	20 - 30k	20 - 30k	20 - 30	15 - 28
Systems Accountant	30 - 50k	30 - 50k	20 - 30	25 - 35
Credit Control Manager	30 - 45k	30 - 45k	15 - 27	14 - 26
Accounts Payable/Receivable	18 - 25k	18 - 23k	10 - 18	10 - 18
Payroll/Billings Supervisor	25 - 45k	25 - 40k	13 - 25	12 - 24
Credit Controller	18 - 25k	20 - 25k	12 - 15	12 - 15

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

DESPITE A SLOW START TO 2015, HIRING LEVELS INCREASED MARKEDLY AS THE YEAR PROGRESSED WITH AN OVERALL POSITIVE OUTLOOK FOR MANY SPECIALIST PROFESSIONALS.

2015 INSIGHT

Both permanent and temporary hiring was slow as the year started. However, the market picked up rapidly by the end of quarter two, and increasing confidence in the market was reflected in new projects and opportunities.

Across the permanent recruitment market, controller positions were in demand across a strengthening financial services sector. Many opportunities for risk and compliance specialists opened up in the banking sector, as did new front office roles. Among SMEs, many permanent roles that were previously outsourced, such as tax specialists, were brought in-house, reflecting a growing confidence in the future. However, there was a chronic shortage of engineers as very little new talent entered the market.

There was plenty of activity in the interim management market too, with requirements for a wide variety of roles, including general management, supply chain, logistics and project management. The majority of interim

management assignments were linked to process optimisation projects in lean structured organisations that lacked a specific competence. There was also particular demand for finance, ERP and HR specialists in the interim management market as a whole.

Recruitment within the temporary market benefited from new employment legislation that effectively meant the end of probation periods, and more temporary-to-permanent roles were filled as a result. There were new projects and new headcount budget available, with highest demand for both marketing and HR professionals, which had all but disappeared from the market in previous years. Some trends continued: temporary accounting assistants with two to five years' experience were still hard to find.

2016 EXPECTATIONS

As confidence in the economy grows in 2016, people will increasingly begin to move roles, attracted by a better salary or the prospect of working closer to home. The war for talent will intensify, and top professionals will have multiple offers to choose from, particularly in finance and accounting. Employers will need to be highly aware of this situation and should move fast to communicate compelling offers to the best candidates.

There will be some expectations that will be hard for candidates to meet, particularly ones that combine technical and soft skills, for example, accountants that are required to be very communicative and client-orientated. Competition amongst hiring managers will be very high for professionals with these skill sets as a result.

Temp rates in Brussels will remain stable, with slight increases anticipated in some areas. Interim management fees will also be stable. In-demand skill sets will command higher salaries, for example, risk and compliance specialists in banking and mid-level managers in engineering. Across commercial firms we expect small increments, with a greater focus on extra legal benefits.

Although salary levels will largely remain stable, employers must think hard about offering rises in 2016 as competition for talent increases. However, salaries are only part of the picture. Hiring managers able to shape their prevailing culture to jobseeker needs, for example, facilitating an ideal candidate who wants a part-time role, will help to secure the top talent over the competition. Overall, flexibility, childcare facilities, greater holiday entitlement and training opportunities will also make a big difference to the attractiveness of the package on offer.



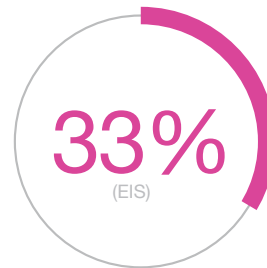
The war for talent will intensify in 2016 and top professionals will have multiple offers to choose from, particularly in finance and accounting.



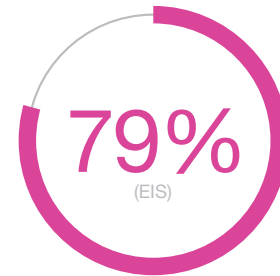
+ 5% (EJI)

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

Belgian professionals who would consider moving abroad for better career opportunities



Belgian professionals who say they are confident about their overall career progression



+ 27% (EJI)

Year-on-year increase in advertised roles in **supply chain and logistics**

+ 20% (EJI)

Year-on-year increase in advertised roles in **engineering**

(EIS)

CAREER PROGRESSION

Number one reason why employees will be looking to change roles

EJI: Robert Walters European Job Index, Q3 2014 v Q3 2015.

EIS: Robert Walters Employee Insight Survey 2015, 7,000 professionals surveyed.



KEY FINDINGS

Candidate confidence has returned and professionals are more willing to take a risk and change jobs.

Although salary levels will largely remain stable, employers must think hard about offering rises in 2016 as competition for talent increases.

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

BELGIUM

OVERVIEW

BANKING & FINANCIAL SERVICES

A more tightly-regulated climate than ever before defined the permanent recruitment market. Banks continued to face heightened regulatory pressure, particularly around the avoidance of too many loans on the balance sheet. This meant audit, compliance professionals and risk managers were in demand. Insurance companies spent much of the year finishing their preparations for meeting the Solvency II deadline in January 2016, so compliance professionals were very much essential hires in this area too.

Banking institutions faced a number of challenges including widespread digitalisation, attempting to gain market share in competitive markets and improving the cost-to-income ratio. As a result, ICT-experienced candidates and business developers were popular with permanent employers, and this trend will continue in 2016.

In temporary recruitment, hiring by banks focused largely on junior and middle management profiles. A large part of the entire recruitment activity in the Brussels area comprised jobs in banking: back office roles such as fund accountants, client reporting analysts, reconciliation officers, AML (anti-money-laundering) and KYC (know your customer) analysts were particularly in demand.

Salaries for temporary roles increased slightly in 2015, but any increase in 2016 will be minimal. However, in the East Flanders and Flemish Brabant areas the temporary market is short of skilled candidates – employers will need to offer higher salaries or risk candidates being bought back by their current employer.

As 2016 progresses, the banking sector will evolve further – mergers are on their way in private and retail banking, which will mean fewer support roles are needed in the sector. Continuing 2015's trend, family offices and holdings will be very keen to increase their investment staff, recruiting equity and private equity investment analysts.

While salaries in 2015 remained relatively stable, 2016 is likely to see a rise in salaries for key

professionals, particularly risk and compliance candidates who are in a strong position to negotiate higher salaries because of the shortage of specialists in this area.

BUSINESS SUPPORT

Whilst the majority of businesses continued to allocate budget to hire business support candidates during 2015, employers were still cautious and activity was slow at the beginning of the year. Recruitment was mainly focused on essential profiles such as trilingual management assistants and customer service professionals. However, the market picked up in April, with particular demand for short-term temporary and contract roles and sickness and holiday replacements. There was also increased activity among international businesses looking to recruit talent in Belgium.

In a positive sign for the market, businesses were once again investing in their marketing and communications functions and there was a corresponding increase in demand for support staff with these backgrounds. Businesses were also looking to bolster their HR teams with recruitment specialists as they started to plan headcount growth in the second half of the year. We expect these trends to continue in 2016.

Encouragingly, we also noted a rise in requirements for candidates with customer service experience, both north of Brussels and in Zaventem. Candidates for these roles with corresponding technical and language skills were highly sought after, as were professionals with ERP knowledge.

With growing talent shortages we recommend that in 2016 employers focus less on candidates' sector or industry background and much more on their core skills and motivation. Hiring managers who focus on transferable skills will have a bigger pool of talent to choose from.

Remuneration trends in 2016 will vary according to role and sector, and we anticipate that many employers will struggle to match candidates' expectations. The pharmaceutical, financial, energy and legal sectors will continue to

pay well, but the retail sector and SMEs in general, will find it more difficult to offer a very competitive salary. To secure the best, employers should also consider broader incentives such as flexible hours, home working, training opportunities and public transport budget, as well as bonuses.

COMMERCE & INDUSTRY

There was greater confidence to hire in 2015, with strong growth particularly noted across small to medium-sized businesses. Antwerp saw the most hiring activity as the region's businesses further developed and professionalised.

We also saw an increased number of new permanent hires within blue-chip companies as firms relocated key positions back to Belgium following HQ centralisation. This was driven by the availability of multilingual candidates. The most sought-after permanent positions in 2015 were project and business controllers, internal auditors and treasury professionals. These skill sets were popular across the wider commerce and industry sector.

Due to new employment legislation in Belgium, temporary-to-permanent hiring was strong across the sector. Interim management remained a big part of the market in 2015, with candidates actively hired across a wide variety of assignments, especially in HR and for process optimisation projects. As expected, multilingual cash collectors and credit collectors were hired increasingly in 2015, but there was a notable lack of these candidates, particularly in the second half of the year.

Heading into 2016, hiring managers are confident and candidates are willing to move so we anticipate a rise in recruitment levels. Professionals looking for a new role are expecting real opportunities to further their careers within an organisation, this will mean that many strong candidates will be prepared to make a horizontal move to acquire new skills as readily as take a promotion. Employers will particularly be looking for candidates with both technical specialist skills and the ability to add value to business decision-making. Trilingual

candidates will be especially in demand, even more so in client and customer-facing roles.

The 5-10% salary rises seen in 2015 will accelerate in 2016, with more emphasis on performance bonuses, sign-on bonuses, and long-term incentive plans. This is the strongest upward trend witnessed since the financial crisis in 2008. However, job movers will also be looking for non-financial incentives, such as flexibility and work-life balance from prospective new employers.

ENGINEERING & SUPPLY CHAIN

The engineering recruitment market in 2015 was consistent with the careful recovery across industrial sectors.

Demand for professionals with three to five years' experience increased across manufacturing, logistics, services, construction and projects. Senior managers with both strong technical and leadership competences were also sought after as companies sought to reduce costs and improve operational excellence.

SMEs were actively hiring across engineering and transport systems, however, many firms in the production and material technology sectors struggled to attract the right candidates. Aeronautics, space, security and defence were better positioned to hire top engineering talent. We recommend that a dedicated search is undertaken to hire the best in those sectors that aren't a candidate's first choice.

In 2016 a mix of managerial and disciplinary skills will remain in high demand, but there will be a persistent skills shortage in methods functions such as quality, lean management, maintenance, HVAC engineering and HSE.

With an increase in international M&A activity, senior managers in supply chain and operations management will have more opportunity for cross-sector career moves internationally in 2016, placing greater pressure on the local market which could further contribute to talent shortages.

The key motivation for all engineering professionals seeking a new role, remains the total remuneration package, including salary and fringe benefits. However, job certainty, mobility, work-life balance and work atmosphere are also important drivers.

Overall, mid-level managers and professionals with five to twelve years' experience will particularly benefit from salary uplifts when changing jobs, due to the relative shortage on the market. Junior professionals will have high salary expectations due to structural shortages across engineering but it's just as important to invest in the employer brand to attract these candidates; presenting compelling reasons to join the business will go a long way to secure the best.

BELGIUM

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 9 YRS' EXP		9 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
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 - 137k	79 - 145k	103 - 206k	103 - 215k	155 - 300k	155 - 300k
Risk Manager/Director	85 - 125k	85 - 130k	93 - 150k	93 - 160k	155 - 300k	155 - 300k
Legal/Compliance Manager	90 - 150k	90 - 150k	110 - 210k	110 - 210k	165 - 230k	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
Production/Claims Manager	53 - 74k	53 - 74k	62 - 84k	62 - 84k	72 - 90k	72 - 90k

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	
	2015	2016	2015	2016	2015	2016
Chief Financial Officer					150 - 400k	150 - 400k
Finance Director					110 - 200k	110 - 200k
F&A Manager			75 - 90k	75 - 90k	90 - 115k	90 - 115k
Internal Audit	50 - 70k	60 - 80k	75 - 100k	80 - 105k	100 - 120k	100 - 120k
Accounting Manager/Director			65 - 80k	70 - 85k	80 - 120k	80 - 125k
Financial Analyst/Controller	50 - 70k	50 - 70k	65 - 90k	70 - 95k	90 - 115k	90 - 120k
Business Analyst/Controller	55 - 75k	55 - 80k	70 - 95k	75 - 100k	90 - 120k	90 - 130k
Legal Manager/Director			85 - 120k	90 - 125k	100 - 190k	100 - 190k
Consolidation Manager			75 - 85k	80 - 90k	90 - 100k	90 - 115k
Treasurer/Group Treasurer	50 - 75k	65 - 75k	80 - 110k	85 - 115k	110 - 140k	110 - 140k
Treasury Analyst	50 - 65k	55 - 65k	65 - 80k	70 - 85k		
Tax Manager/Director			80 - 120k	85 - 125k	120 - 180k	120 - 180k
Legal Counsel	65 - 90k	70 - 90k	90 - 120k	95 - 125k	100 - 140k	100 - 140k

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

BELGIUM

ENGINEERING & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Expert & Technical						
Research & Development	55 - 70k	55 - 72k	65 - 90k	65 - 90k	90 - 150k	85 - 150k
Process Design	50 - 72k	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
Manufacturing						
Site Operations Management					90 - 135k	90 - 140k
Engineering & Technical Services	50 - 65k	50 - 70k	65 - 100k	65 - 100k	90 - 130k	90 - 130k
Production & Operations	55 - 65k	55 - 70k	70 - 85k	70 - 85k	85 - 110k	85 - 110k
Maintenance/Facilities	50 - 62k	50 - 62k	60 - 85k	60 - 85k	85 - 115k	85 - 115k
Supply Chain						
Purchasing/Procurement	52 - 60k	52 - 60k	65 - 85k	65 - 85k	85 - 130k+	90 - 130k+
Logistics/Warehousing	50 - 60k	50 - 60k	60 - 75k	60 - 75k	75 - 115k	85 - 130k
Projects/Methods						
Contract Management			65 - 90k	65 - 90k	90 - 150k	90 - 150k
Construction Engineering	50 - 68k	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	95 - 135k	95 - 135k
Quality Assurance/Methods	45 - 55k	45 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 110k

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

BELGIUM

INTERIM MANAGEMENT

ROLE	DAILY CLIENT RATE EUR (€)	
	2015	2016
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	
	2015	2016	2015	2016	2015	2016
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 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
Sales & Marketing						
Marketing & Communications Officer	1800 - 2400	1800 - 2400	2300 - 2800	2300 - 2800	2500 - 3000	2500 - 3000
Sales Assistant	1800 - 2300	1850 - 2300	2300 - 2800	2300 - 2700	2400 - 3200	2400 - 3200
Customer Service Representative	1800 - 2500	1850 - 2500	2200 - 2800	2200 - 2800	2500 - 3500	2500 - 3500
Customer Service Team Leader			2500 - 3800	2500 - 3800	3000 - 5000	3000 - 5000
Logistics & Supply Chain						
Supply Chain Officer	1800 - 2400	1850 - 2400	2200 - 2800	2200 - 2800	2500 - 3200	2500 - 3300
Purchasing Officer	1800 - 2200	1800 - 2250	2100 - 2800	2100 - 2800	2500 - 3200	2500 - 3200
Logistics Administrator	1600 - 2300	1700 - 2300	2200 - 2600	2200 - 2600	2300 - 2800	2300 - 3000
Human Resources						
HR Assistant	1800 - 2200	1800 - 2200	2200 - 2800	2200 - 2800	2400 - 3000	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 - 3000	2500 - 3200	2800 - 3800	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	
	2015	2016	2015	2016	2015	2016
Brussels & Flemish Brabant						
Student Job	1600 - 1900	1600 - 1900				
Junior Accountant	1900 - 2000	1900 - 2000				
Assistant Accountant (AP/AR)	1900 - 2200	1900 - 2300	2000 - 2700	2100 - 2800	2800 - 3100	2800 - 3200
General Ledger Accountant			2400 - 3000	2400 - 3100	3000 - 3500	3000 - 3600
Senior/Chief Accountant			3000 - 3600	3000 - 3700	3300 - 4400	3300 - 4500
Credit Collector	2000 - 2500	2000 - 2600	2400 - 2900	2400 - 3000	2800 - 3500	2800 - 3600
Payroll Specialist	2000 - 2500	2000 - 2600	2500 - 3200	2500 - 3300	3100 - 4000	3100 - 4100
Business Analyst	2100 - 2600	2100 - 2700	2600 - 3500	2600 - 3600	3400 - 4400	3400 - 4500
Financial Controller	2200 - 2700	2200 - 2800	2700 - 3600	2700 - 3700	3500 - 4800	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
East Flanders						
Student Job	1600 - 1900	1600 - 1900				
Junior Accountant	1700 - 2000	1800 - 2100				
Assistant Accountant (AP/AR)	1700 - 2000	1800 - 2100	2000 - 2700	2100 - 2800	2800 - 3100	2800 - 3200
General Ledger Accountant			2300 - 2900	2300 - 2900	2600 - 3100	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.



THE FRENCH RECRUITMENT MARKET STARTED TO SHOW SIGNS OF GROWING CONFIDENCE MID-WAY THROUGH 2015, WITH AN INCREASE IN DIGITAL AND HIGH-TECH PROJECTS CONTRIBUTING TO RISING HIRING LEVELS. COMPANIES WERE STILL SOMEWHAT CAUTIOUS IN THEIR OUTLOOK BUT SPECIALIST PROFESSIONALS WERE INCREASINGLY ABLE TO SECURE NEW ROLES.

2015 INSIGHT

Encouragingly, there were positive signs in banking and financial services with a rebound of recruitment in retail banking, a growing need for senior candidates in key areas of investment banks and a rise in demand for contract staff – across both front and back office. Digital marketing specialists were also sought after across a range of sectors, and engineers were in demand as many businesses across automobile, aeronautics, biotechnology and medical devices focused on innovation projects.

With growing interest and investment in innovative French SMEs and start-ups, particularly in the Internet of Things (IoT) and biotech, we saw an uplift in hiring as these firms restructured their teams in the context of ambitious and sustainable development plans.

Succession planning was an ongoing theme in 2015, with a rise in hiring at the mid-level as companies encouraged ‘deputies’ to work alongside existing leaders and managers. Combined with an increase in replacement hiring at the senior end, there was a slight upswing across the market.

We also saw growing keenness among candidates to work in the regions, enabling the spread of talent to reach towns and cities away from Paris – supporting business success across the French market as a whole.

2016 EXPECTATIONS

In 2016, ongoing recovery will continue to drive improvement in the overall recruitment market, supported by further investment in French companies. Demographic changes will also contribute to a more positive hiring outlook as increasing numbers of retirements lead to a renewal of skill sets and a digitally focused generation joins the workforce.

Overall, the most popular hires of 2016 will be those in roles that benefit most from digital changes, particularly in the areas of supply chain, insurance (online comparison browsers) and online traffic management.

Shortages of talent may well emerge in some areas during 2016. Technical risk and compliance experts will be highly sought after by both banks and insurers. In IT, there will be a marked scarcity of professionals with SAP, data science and data mining expertise. R&D and quality and regulatory specialists will also be in strong demand across organisations in the healthcare sector. With a growing focus on human resource-related challenges, companies of all sizes will look to recruit HRIS (HR information systems), compensation and benefits, talent acquisition and labour law specialists in order to retain their workforce.

Promoting social diversity will be a significant trend in 2016. Those companies able to reach out and recruit professionals from diverse academic and cultural backgrounds will be increasingly seen as more attractive propositions to jobseekers. This will mark a move away from hiring purely on the basis of technical expertise.

In a parallel trend, professionals are increasingly demanding a stimulating and open working environment, where communication and collaborative skills are highly valued. Competition for top talent will intensify as the year progresses, and companies will need to adapt fast to meet the changing expectations caused by digital transformation.



Competition for top talent will intensify in 2016, and companies will need to meet the changing expectations of candidates who demand transparency, flexibility and reactivity as a crucial part of the recruitment process.



KEY FINDINGS

With the growing investment in innovative French SMEs and start-ups, particularly in IoT and biotech, we saw an uplift in hiring.

In 2016, ongoing recovery will continue to drive improvement in the overall recruitment market, supported by further investment in French companies.

+ 5% (EJI)

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

**2015 INCREASE IN
JOBS ADVERTISED** (EJI)

LILLE

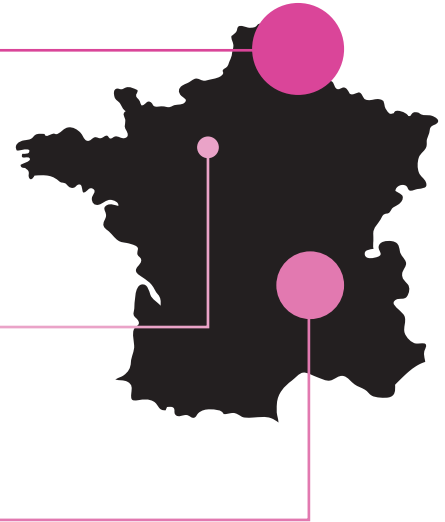
32%

PARIS

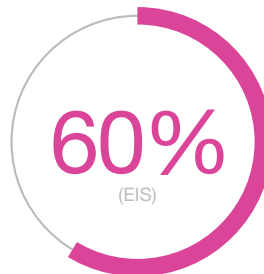
4%

LYON

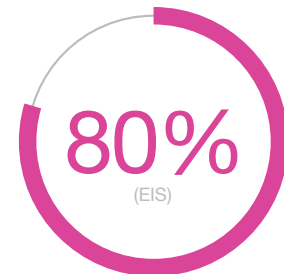
18%



French professionals who believe they are paid their market value



French professionals who have trust in the future of their own sector



EJI: Robert Walters European Job Index, Q3 2014 v Q3 2015.

EIS: Robert Walters Employee Insights Survey 2015, 7,000 respondents.

FRANCE

OVERVIEW

We expect top talent in all markets and disciplines to command rises of 10-20% in 2016. SMEs and start-ups will offer increases towards the top of that scale, while established businesses will give a wider range of benefits, including work-life balance opportunities.

ACCOUNTING & FINANCE

PERMANENT

Demand remained steady at both industrial companies and FMCG firms for consolidation, treasury and internal audit professionals in 2015. Salaries for those moving jobs in these areas rose by 10-15% during the year.

Outside Paris, there was a particular shortage of financial controllers and CFOs in the South West region. In the Rhône-Alpes, we saw the return of recruitment budgets for key roles in financial control, regulatory affairs and supply chain management.

In 2016, we expect more companies to focus on succession planning by increasingly hiring professionals to fill mid-level roles, in the expectation that they will eventually take over more senior finance positions within the business.

INTERIM

As more companies launched restructuring programmes, there was a greater demand for interim financial professionals with change management experience. Candidates specialised in financial direction, controlling,

consolidation, accounting and tax will be the most sought after.

In 2016, we expect to see more interim managers from French companies working overseas on international projects in the US, Russia and Asia. Interim talent will also be sought after by companies implementing leveraged buy-outs, as they seek expert support to restructure their organisation. We therefore anticipate a growing shortage of candidates.

CONTRACT

Demand for contract professionals was strong in 2015, with a marked increase in the number of job offers. There was an increase in hiring across a range of sectors, with the luxury goods, pharmaceuticals, FMCG and manufacturing sectors the most active hirers. The increasing internationalism of French companies also made proficiency in English a particularly important skill for jobseekers.

A shortage of contract payroll management and general accountancy candidates drove a slight increase in rates across the board during 2015, and we expect to see further increases for such professionals in 2016.

BANKING & FINANCIAL SERVICES

PERMANENT

There were positive hiring signs across investment banking in 2015 as senior professionals with 8-10 years' experience found their skills in demand. Mergers and acquisitions,

relationship management, and risk and compliance specialists were especially sought after. In retail banking, an increasing emphasis on building and maintaining positive customer relationships meant a rebound in hiring levels for sales and branch managers.

As the regulatory requirements continue to tighten, we anticipate particularly strong demand during 2016 for technical risk and compliance expertise.

INTERIM

The implementation of new regulatory frameworks in 2015, such as Basel III, Solvency II and the Accord National Interprofessional (ANI) Law, meant that experienced interim managers able to deliver over the requisite timescale were increasingly sought after by both banks and insurers. We believe that the increasing reliance on interim professionals to deliver transformation plans is part of a growing trend in the financial services sector, and one that is set to continue in 2016.

CONTRACT

Online banking continued to grow rapidly in France during 2015, driven by evolving consumer internet usage and the digital transformation of the sector. This ensured that the contract jobs market was particularly active during the year, especially for online customer service representatives. The constant development of the regulatory environment also meant that front and back office contractors were highly sought after.

KEY TRENDS

- ▶ We expect top talent in all markets and disciplines to command rises of 10-20% in 2016.
- ▶ We witnessed a growing keenness 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 2016 will be those that benefit most from digital transformation. Roles in demand include: chief digital officer, data scientist, traffic manager, e-CRM manager, m-commerce manager and online customer service professionals.

We also saw significant growth in the popularity of contract professionals with specialist skills in more than one back or middle office area, such as a combination of reporting and project management capabilities.

We expect to see steady demand for contract risk and compliance expertise in 2016, as well as a continued high level of hiring in order to implement and maintain online and mobile banking systems.

BUSINESS SUPPORT

Rates of pay were largely stable throughout 2015 for contract support professionals, although a shortage of skilled PAs led to salary increases in this area.

There was a wide diversity of business support roles recruited during the year, with hiring managers tending to seek candidates with several years of experience – preferably gained within the employer's market sector. Bilingual professionals and administrative assistants were in high demand and employers were also

looking for softer qualities such as proactivity, flexibility and initiative.

In 2016, we expect hiring managers to continue showing a preference for candidates with sector-specific knowledge and strong interpersonal as well as operational skills.

CONSULTING

A more buoyant economy meant a significant increase in hiring by consulting firms during 2015. Candidates with between three to nine years' experience who could support organisations in structuring their digital transformation were particularly sought after. Experienced change management consultants able to help financial services companies adapt to the new regulatory environment were also in high demand.

Competition for experienced consultants will intensify in 2016. To attract the best talent, firms will need to offer higher salaries and clearer insights into career progression opportunities. The quality of the employer's reputation and the

scope of the projects they have to offer will both be decisive factors for professionals who are considering more than one job offer.

ENGINEERING & SUPPLY CHAIN

PERMANENT

As companies across industry increased investment to support and drive innovation, the number of permanent jobs created grew significantly during 2015. Across the board, demand was high for skilled professionals with experience in production, supply chain and business management. In 2016, we expect the drive for innovation to make research and development engineers increasingly popular hires, driving salaries upwards by 10-15%.

Recruitment trends differed from region to region during 2015. In the South West, for example, we saw a specific requirement for aeronautical and onboarding systems expertise, which contributed to a 10-15% salary increase for those with the relevant skill sets. In the Rhône-Alpes, the growing importance of continuous improvement and supply chain innovation led to increased hiring among project management and procurement professionals. We expect the ageing population in the regions outside Paris to lead to an increase in replacement roles during 2016.

INTERIM

Interim managers were highly sought after during 2015 by companies in a number of sectors. Particularly high hiring levels were recorded in the automotive industry, where employers were keen to recruit site managers and supply chain directors. Quality and lean manufacturing programmes in the aeronautics industry also drove businesses to seek continuous improvement skill sets. We also witnessed a growing need for interim managers among utility companies providing environmental, transport and energy services.

We believe that in 2016 the trend for investment funds in French companies will significantly increase the need for interim professionals with strong general management, site direction and project management experience.



OVERVIEW

ENGINEERING & SUPPLY CHAIN (CONTINUED)

CONTRACT

Contract hiring grew across the board in 2015, with a significant demand for customer relationship staff and sales administration assistants. Bilingual candidates and those with digital skills and sector-specific experience were particularly popular hires. The dynamic growth of the e-commerce and FMCG markets also meant pay rates were driven up by 20%.

We anticipate increased hiring of commercial assistants and sales administrators in 2016, but we do not expect rates to rise.

HEALTHCARE

Following increasing competition in the sector, we saw high demand in 2015 for permanent clinical research and business development professionals across the French market, with a focus on the Rhône-Alpes region's cluster of biotech companies.

We also saw ongoing demand for specialists in regulatory affairs and quality management among medical devices companies. There was a further increase in demand from the region's pharmaceutical labs for research and development and marketing specialists.

The continuing innovation within the biotech sector, particularly in the Rhône-Alpes region, will continue to drive the need for healthcare professionals in 2016.

HUMAN RESOURCES

PERMANENT

During 2015, we saw a continuation of the trend towards the segmentation of HR roles into a number of specialist areas of expertise, such as payroll, training, reward and recruitment. As a result, the role of the HR director is changing, becoming much more of a leadership role, drawing on the expertise from a team of specialists.

We expect this trend to continue in 2016, with hiring managers seeking growing numbers

of candidates with specialist skill sets. This will also contribute to salary increases in the range of 10-15% for technical specialists in areas like HRIS (HR information systems) and compensation and benefits. During 2016, HR business partner roles will also gain further prominence as companies seek to closely link employee engagement with organisational strategy.

INTERIM

Two key trends were seen in 2015. Industrial companies were looking for interim HR management expertise to help deal with labour relations during and after major restructuring exercises. In addition, there was also a growing trend to outsource support roles – including payroll and staff administration – to interim professionals.

In 2016, as industrial companies seek to reduce costs and become more competitive by streamlining their operations, the need to engage interim HR professionals with specialist project management and change management skills will intensify.

CONTRACT

As the tendency to recruit candidates with specialist HR skill sets increased in 2015, a dynamic market developed for contract professionals with sector-specific experience and technical skills. This trend will continue in 2016, when the implementation of La Déclaration Sociale Nominative – designed to simplify payroll reporting on individual employees – will increase demand for senior payroll managers.

INFORMATION TECHNOLOGY

PERMANENT

There were strong levels of hiring across IT in 2015 with demand seen for CTO-level roles through to domain managers and SAP specialists.

As the trend towards digital technology continues to gather pace in 2016 and competition intensifies for customer insights, we anticipate that companies will add to their levels

of data expertise through increased recruitment of data mining specialists and analysts. Overall, hiring levels were highest amongst industrial and FMCG companies with the banking and insurance sectors also key drivers of demand.

INTERIM

The need for interim IT talent also grew during 2015. This was particularly driven by companies seeking support during digital transformation programmes or while outsourcing their IT infrastructure. The complexities involved meant that the greatest demand was for operationally skilled candidates with strong personal qualities such as commitment and adaptability.

In 2016, the most sought-after interim IT professionals will be those capable of carrying out major projects to ensure that IT service management can transcend functional silos across the organisation. Expertise in reviewing sourcing policies, guiding enterprise resource-planning (ERP) strategies and implementing large industry-specific software packages will be particularly needed.

CONTRACT

During 2015, companies of all sizes – including start-ups – chose contract support as the most cost-effective and efficient means of solving challenges that required a high degree of technical expertise. Contract professionals were appointed to help roll out new solutions, integrate software applications and develop new IT features and applications.

In 2016, we expect temporary contracts to be available for an even wider range of technology experts. We also anticipate that hiring managers will be particularly keen to source agile contract developers and technical experts who can display high levels of business acumen.

INSURANCE

PERMANENT

As companies strove to gain and retain large, high-quality customers, key account managers with a particular strength in business development were sought after across the

insurance industry in 2015. Actuaries were hired in steady volumes during the year, but experienced risk managers were in short supply. We also saw salaries increase by 10-15% for proven salespeople.

The introduction of the Accord National Interprofessionnel (ANI) law on January 1 2016, requiring private sector employers of all sizes to provide employees with health insurance cover, will continue to underpin the need for sales team growth throughout the year. New legislation will also require insurance companies to employ controllers with ACPR (Autorité de Contrôle Prudentiel et de Résolution) authorisation.

CONTRACT

We noticed a shortage of skilled insurance accounting and underwriting contractors with between three and five years' experience in 2015. Meanwhile, bilingual professionals, particularly in the area of corporate risk, commanded a salary premium during the year. The ANI law will also drive strong demand for contract support throughout 2016.

REAL ESTATE

PERMANENT/INTERIM

Both national and regional property developers were extremely active in the permanent recruitment market during 2015. In particular, the return of foreign investors to the Parisian commercial property market intensified the need for hiring managers to seek permanent and interim professionals with sector expertise.

We expect permanent candidates to seek salary increases of 10-15% when moving jobs in 2016, when we also believe that the requirement for brokerage professionals will grow.

CONTRACT

Companies increasingly sought to work with specialist contract talent with between three and ten years of experience during 2015, when sales and property managers were particularly popular hires. Around half of all contract hires made in France during the year were in Paris and its suburbs or the Rhône-Alpes region.

During 2016, contract candidates with the greatest hiring potential will be those with strong legal, financial and industry-specific knowledge.

SALES & MARKETING

The permanent placement market was highly influenced by ongoing trends in the wider economy in 2015. As a result, increased activity levels in the B2B sector – particularly among industrial and technology consulting companies – was balanced by a slowdown in hiring among retail and FMCG companies.

We also saw a notable increase in the volume of digital roles, particularly in e-commerce and CRM, within the banking and insurance sectors. Outside Paris, there was significant growth in demand for export sales experts who could help the growth of companies involved in biotech and the IoT.

Across all industries, however, sector-specific experience was the single most highly

sought-after quality. In 2016, we expect to see a greater emphasis on business development, digital strategy and marketing communications roles as companies seek to promote and sell their products more aggressively.

TAX & LEGAL

PERMANENT

The permanent recruitment market for tax and legal professionals in 2015 was dominated by a strong need for specialist corporate, compliance and competition law practitioners. Strengthening regulatory requirements in the banking, insurance and automotive industries also led to employers seeking more specialist talent. In 2016, employers will increasingly need to improve the salary levels they offer to attract the legal expertise they require.

In private practice, there was a continuing need in 2015 for corporate and labour law experts. A skills shortage emerged among candidates specialising in stock exchange law. We recommend that employers seeking top private practice talent in 2016 offer reward packages that include attractive career development and training opportunities.

INTERIM

During 2015, there was a very strong demand for interim tax and legal professionals experienced in project-based tasks such as merger and acquisition support, transfer pricing documentation and tax audits. We expect that the increasing regulatory burden facing many sectors means that interim tax and accounting specialists will be even more sought after in 2016.

CONTRACT

Demand for contract tax and legal talent in 2015 followed patterns that were very similar to those for permanent candidates. In particular, hiring managers were keen to secure the services of corporate law specialists. As in 2015, interest will be especially high in 2016 for professionals who can demonstrate industry-specific knowledge and experience.

58%

Increase in **insurance** job volumes in France

15%

Increase in **tax** job volumes in France

13%

Increase in **HR** job volumes in France

Biggest growth in advertised job volumes Q3 2014 v Q3 2015
Source: European Job Index 2015

PARIS

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Generalist						
CFO					200 - 350k	200 - 350k
Finance Director - MNC					150 - 230k	150 - 230k
Finance Director - SME					120 - 200k	120 - 200k
Internal Audit Manager/Director	50 - 70k	50 - 70k	70 - 110k	75 - 110k	110 - 150k	110 - 150k
Controlling Manager/Director	50 - 70k	50 - 70k	70 - 100k	70 - 100k	100 - 130k	100 - 150k
Accounting Manager/Director	50 - 75k	50 - 75k	75 - 100k	75 - 100k	90 - 150k	90 - 150k
Financial Control Manager/Director	55 - 70k	55 - 70k	70 - 90k	70 - 90k	90 - 130k	90 - 130k
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	100 - 160k	110 - 160k
Consolidation Manager/Director	55 - 80k	55 - 80k	80 - 110k	80 - 110k	100 - 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	
	2015	2016	2015	2016	2015	2016
Investment Banking						
Private Equity (Leverage)	50 - 95k	50 - 100k	95 - 140k	100 - 150k	140k+	150k+
Risk Management	55 - 85k	55 - 90k	80 - 115k	85 - 120k	120k+	130k+
M&A	50 - 95k	50 - 100k	70 - 125k	75 - 130k	120k+	125k+
COO					145k+	150k+
Coverage/Corporate Banking	55 - 85k	55 - 90k	85 - 130k	85 - 130k	125k+	130k+
Asset Management	55 - 90k	55 - 90k	95 - 130k	95 - 130k	115k+	115k+
Compliance	50 - 75k	50 - 75k	75 - 110k	75 - 110k	130k+	140k+
Financial Analyst	55 - 95k	55 - 95k	70 - 115k	70 - 115k	110k+	110k+
Financial Direction	50 - 65k	50 - 65k	60 - 95k	60 - 95k	80 - 110k	80 - 120k
Retail Banking						
Risk Manager	50 - 65k	50 - 65k	65 - 85k	65 - 90k		
Branch Manager	45 - 60k	45 - 60k	60 - 75k	60 - 75k		
Compliance Officer	45 - 55k	45 - 55k	55 - 80k	55 - 80k		
Enterprise Adviser	45 - 55k	45 - 60k	55 - 70k	55 - 75k		
Private Banking Manager	45 - 55k	45 - 55k	55 - 70k	55 - 70k		
Credit Analyst	45 - 50k	45 - 55k	55 - 65k	55 - 65k		

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	
	2015	2016	2015	2016	2015	2016
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	
	2015	2016	2015	2016	2015	2016
Research & Development						
Head of R&D			80 - 100k	80 - 110k	110k+	110k+
Specialist			70k+	75k+	80k+	80k+
Manufacturing & Project						
COO			100k+	100k+	130k+	130k+
Maintenance Manager/Director			60 - 90k	60 - 90k	80 - 100k	80 - 100k
UAP Manager/Director	55 - 70k	55 - 70k	65 - 85k	65 - 85k	80k+	80k+
Programme Manager/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+	110k+	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	
	2015	2016	2015	2016	2015	2016
Generalist						
HR Director International	80 - 100k	80 - 100k	85 - 135k	90 - 140k	115k+	120k+
HR Director France	65 - 90k	65 - 90k	85 - 120k	90 - 120k	120k+	120k+
HR Business Partner	55 - 70k	55 - 70k	65 - 85k	65 - 85k	85k+	90k+
Training & Development						
HR Development Manager	60 - 75k	60 - 75k	70 - 85k	70 - 90k	90k+	90k+
Talent Acquisition Manager	60 - 70k	60 - 70k	70 - 85k	70 - 90k	90k+	90k+
Recruitment Manager	55 - 65k	55 - 65k	60 - 80k	60 - 80k	80k+	80k+
Training Manager	55 - 65k	55 - 65k	60 - 75k	60 - 80k	75k+	75k+
Specialist						
Labour Relations Manager/Director	65 - 80k	65 - 80k	75 - 95k	75 - 95k	100k+	100k+
Comp & Bens Manager	60 - 75k	60 - 75k	75 - 90k	75 - 90k	95k+	95k+
Payroll Manager	55 - 65k	55 - 65k	60 - 75k	60 - 75k	75 - 85k	75 - 90k
Social Business Controlling Manager	55 - 65k	55 - 65k	60 - 70k	60 - 75k	75 - 90k	75 - 90k
Labour Law Jurist	50 - 60k	50 - 60k	55 - 75k	60 - 80k	80k+	80k+
HRIS Manager	55 - 65k	55 - 65k	60 - 70k	60 - 70k	70k+	70k+

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	
	2015	2016	2015	2016	2015	2016
Management						
CIO			95 - 145k	95 - 145k	145k+	145k+
CTO			80 - 125k	80 - 125k	125k+	125k+
Production Director			75 - 110k	75 - 110k	110k+	110k+
Application Director			70 - 110k	70 - 110k	115k+	115k+
Infrastructure Director			70 - 90k	70 - 90k	85 - 115k	85 - 115k
BI & CRM Director			75 - 100k	75 - 100k	100k+	100k+
IT Business Partner			80 - 90k	80 - 90k	95k+	95k+
Project						
Programme Director			75 - 90k	75 - 90k	90 - 120k	90 - 120k
Delivery Manager			60 - 75k	60 - 75k	80k+	80k+
IS Consultant	50 - 60k	50 - 60k	55 - 70k	55 - 70k		
Digital						
Chief Digital Officer			110 - 140k	120 - 150k		
Data Scientist	50 - 60k	55 - 65k	55 - 70k	60 - 75k		
ERP Implementation						
Competency Center Director			90 - 100k	100 - 105k	95 - 115k	100 - 120k
SAP Domain Manager			80 - 85k	80 - 85k	90k+	90k+
PMO	60 - 70k	60 - 70k	65 - 75k	65 - 75k	75 - 85k	75 - 85k
SAP Consultant	55 - 65k	55 - 65k	65 - 70k	65 - 70k		
Technical						
CISO	75 - 80k	80 - 85k	80 - 95k	85 - 105k	100k+	100k+
IS Architect			60 - 90k	60 - 90k	90k+	90k+
DBA/Application Engineer	45 - 55k	45 - 60k	50 - 70k	55 - 75k		

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

PARIS

SALARIES

INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Actuary	55 - 75k	55 - 70k	70 - 100k	70 - 100k	90k+	100k+
Risk Manager	50 - 65k	50 - 65k	60 - 85k	60 - 90k	90k+	100k+
Underwriter	45 - 60k	45 - 60k	60 - 85k	60 - 90k	90k+	90k+
Key Account Manager	35 - 50k	35 - 50k	45 - 60k	45 - 60k		
Back Office Manager			40 - 55k	40 - 55k		

REAL ESTATE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Asset Management						
Investment Manager/Director	45 - 70k	45 - 75k	70 - 110k	70 - 110k	110 - 190k	110 - 200k
Asset Manager/Director	45 - 60k	45 - 60k	75 - 120k	75 - 120k	100 - 170k	100 - 180k
Property Manager/Director	40 - 50k	45 - 55k	55 - 75k	55 - 75k	80 - 110k	80 - 120k
Property Development						
Programme Manager/Director	45 - 55k	45 - 55k	65 - 115k	65 - 115k	100 - 130k	100 - 130k
Development Manager/Director	45 - 50k	55 - 60k	60 - 65k	60 - 65k	85 - 90k	85 - 100k
Technical Director					70k+	70k+
Sales Director	40 - 70k	45 - 75k	55 - 80k	55 - 90k	70 - 120k	70 - 120k
Buyer Counselling						
Real Estate Manager/Director	45 - 65k	45 - 65k	55 - 75k	55 - 75k	90 - 160k	100 - 170k
Broker	25 - 60k	25 - 60k	60 - 90k	60 - 90k	80 - 150k	90 - 150k
Investment Broker	30 - 60k	30 - 60k	60 - 90k	60 - 90k	80 - 150k	90 - 150k
Corporate Consultant	45 - 65k	45 - 65k	55 - 80k	55 - 80k		

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

PARIS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Finance		
CFO	1200 - 2000	1200 - 2000
Accounting Director	950 - 1200	950 - 1300
Financial Controller	900 - 1200	950 - 1300
Tax & Legal		
Tax Director	1700 - 1900	1700 - 2300
Legal Director	1500 - 1700	1500 - 2000
Risk/Tax Manager	900 - 1500	1000 - 1700
Human Resources		
HR Director	1000 - 1500	1000 - 1500
Restructuring Director	900 - 1500	1000 - 1500
Comp & Bens Director	900 - 1500	900 - 1500
Engineering		
Chief Restructuring Officer	1500 - 2300	1500 - 2500
Industrial Site Director	1100 - 1450	1200 - 1500
Supply Chain Director	900 - 1300	900 - 1300
Information Technology		
CIO	1200 - 2300	1200 - 2500
CTO	1100 - 1500	1200 - 1700
Programme Manager	900 - 1300	900 - 1500
Banking & Insurance		
HR Director	1000 - 1500	1000 - 1500
Risk & Compliance Director	900 - 1400	900 - 1400
Real Estate		
CFO	1300 - 2000	1300 - 2000

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	
	2015	2016	2015	2016	2015	2016
Sales						
Sales Manager/Director			90 - 110k	90 - 110k	90 - 130k	90 - 130k
Export Manager/Director			65 - 80k	65 - 80k	75 - 110k	75 - 110k
National Sales Director			70 - 90k	70 - 90k	80 - 110k	80 - 110k
Regional Sales Manager	45 - 60k	45 - 60k	60 - 80k	60 - 80k		
Retail Sales Manager/Director	40 - 60k	40 - 60k	65 - 85k	65 - 90k	85 - 120k	90 - 130k
Key Account Manager/Director			60 - 80k	60 - 80k	90k+	100k+
E-commerce Manager/Director	50 - 60k	50 - 60k	65 - 70k	65 - 70k	100k+	100k+
Technical Sales Manager/Director	55 - 70k	55 - 70k	70 - 90k	70 - 90k	100k+	100k+
Flagship Manager/Director	45 - 60k	45 - 60k	55 - 70k	55 - 70k	80 - 110k	80 - 110k
Marketing						
Marcomms Manager/Director	45 - 60k	45 - 65k	65 - 85k	65 - 85k	90 - 130k	90 - 140k
Digital Marketing Manager/Director	40 - 60k	40 - 60k	60 - 80k	65 - 85k	100k+	100k+
Category Manager/Director	45 - 60k	45 - 60k	55 - 70k	55 - 70k	85k+	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	
	2015	2016	2015	2016	2015	2016
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+

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PARIS

PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2015	2016
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)	110 - 205k	115 - 210k
Associate (2 - 4 yrs' exp)	85 - 150k	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 - 150k	110 - 155k
Associate (2 - 4 yrs' exp)	80 - 100k	80 - 110k
French Firms		
Partner (8+ yrs' exp)	150k+	150k+
Associate (8+ yrs' exp)	120k+	120k+
Associate (5 - 7 yrs' exp)	90 - 150k	90 - 160k
Associate (2 - 4 yrs' exp)	65 - 120k	65 - 130k

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PARIS

CONTRACT

ACCOUNTING & FINANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Accounting				
General Accountant	30 - 45k	35 - 45k	16 - 25	19 - 25
Accounts Payable	24 - 32k	24 - 32k	13 - 18	13 - 18
Accounts Receivable	24 - 32k	24 - 32k	13 - 18	13 - 18
Finance				
Credit Manager	35 - 42k	37 - 45k	19 - 23	20 - 23
Cash Accountant	34 - 42k	35 - 45k	19 - 23	19 - 25
Junior Business Analyst	32 - 40k	35 - 40k	18 - 22	19 - 22
Payroll Administrator	28 - 34k	30 - 36k	15 - 19	16 - 20
Credit Controller	24 - 32k	24 - 34k	13 - 19	13 - 19

BANKING & FINANCIAL SERVICES

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
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 (€)	
	2015	2016	2015	2016
Personal Assistant	45 - 55k	45 - 55k	25 - 30	25 - 30
Office Manager	35 - 38k	35 - 40k	19 - 21	19 - 23
Executive Assistant	38 - 45k	40 - 45k	21 - 25	23 - 25
Team Assistant	34 - 37k	34 - 37k	18 - 20	18 - 20
Administration Assistant	18 - 24k	20 - 25k	10 - 13	11 - 14

HUMAN RESOURCES & LEGAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Training Officer	30 - 35k	32 - 38k	16 - 19	18 - 21
Recruitment Officer	30 - 38k	30 - 38k	16 - 20	16 - 21
HR Officer	30 - 35k	30 - 36k	16 - 19	16 - 20
Legal Assistant	26 - 30k	28 - 32k	14 - 16	15 - 18
HR Assistant	24 - 30k	25 - 32k	13 - 16	14 - 18

INFORMATION TECHNOLOGY

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Technical Project Manager	40 - 50k	40 - 50k	22 - 27	22 - 27
Development Engineer	37 - 45k	35 - 50k	20 - 25	19 - 27
System & Network Administrator	30 - 36k	30 - 38k	16 - 20	16 - 21
Junior Webmaster/Web designer	24 - 30k	26 - 32k	13 - 16	14 - 18
Support Technician	22 - 30k	22 - 30k	12 - 16	12 - 16

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 (€)	
	2015	2016	2015	2016
Underwriter	35 - 45k	35 - 45k	19 - 25	19 - 25
Insurance Accountant	30 - 35k	30 - 35k	16 - 19	16 - 19
Claims Manager	25 - 35k	28 - 35k	14 - 19	15 - 19
Production Manager	25 - 35k	25 - 35k	14 - 19	14 - 19
Call Center Operator	22 - 27k	24 - 28k	12 - 15	14 - 15

REAL ESTATE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Residential				
Co-ownership Manager	32 - 45k	32 - 45k	18 - 25	18 - 25
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 - 35k	28 - 35k	15 - 19	15 - 19
Co-ownership Administration 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

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

PARIS

CONTRACT

SUPPLY CHAIN

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Supplier Planner	27 - 33k	27 - 33k	14 - 18	14 - 18
Import Export Assistant	26 - 32k	26 - 32k	14 - 17	14 - 17
Sales Administration Assistant	22 - 28k	22 - 28k	12 - 15	12 - 15
Logistics Assistant	24 - 28k	24 - 28k	13 - 15	13 - 15
Customer Service Assistant	19 - 22k	19 - 22k	12 - 15	12 - 15

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

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
CFO			100 - 150k	100 - 150k	120k+	120k+
Financial Controller	60 - 80k	60 - 80k	70 - 90k	70 - 90k	100 - 150k	100 - 150k
Consolidation (statutory)	60 - 90k	60 - 90k	70 - 100k	70 - 100k	80 - 110k	90 - 130k
Accounting Manager	50 - 60k	50 - 60k	60 - 90k	60 - 90k	70 - 100k	70 - 110k
Treasury & Cash Manager	50 - 70k	50 - 70k	55 - 80k	60 - 85k	75 - 110k	70 - 100k
Internal Auditor	50 - 70k	50 - 70k	70 - 90k	70 - 90k	80 - 100k	80 - 110k

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
R&D						
R&D Director			80k+	80k+	90k+	90k+
Technical Expert			65k+	65k+	80k+	80k+
Manufacturing						
Plant Manager			70 - 90k	70 - 90k	100k+	100k+
Maintenance Manager	45 - 60k	45 - 60k	55 - 70k	60 - 80k	70 - 85k	80 - 100k
UAP Manager	45 - 65k	45 - 65k	60 - 75k	65 - 80k	70 - 90k	70 - 95k
Continuous Improvement						
Quality Director			65 - 75k	65 - 80k	85k+	85k+
Lean Manufacturing Manager	45 - 60k	45 - 60k	60 - 70k	60 - 70k	75 - 90k	75 - 90k
HSE Manager	45 - 55k	45 - 60k	50 - 70k	60 - 70k	70 - 85k	75 - 85k
Supply Chain & Procurement						
Supply Chain Director			60 - 85k	75 - 90k	90k+	100k+
Procurement Director			75 - 85k	75 - 85k	90k+	90k+
Purchasing Engineer	40 - 50k	45 - 55k	50 - 65k	50 - 65k		

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

HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Regulatory Affairs Manager	55 - 65k	60 - 70k	65 - 70k	70 - 75k	70 - 100k	75 - 100k
Quality Assurance Manager	55 - 65k	60 - 70k	65 - 70k	70 - 75k	70 - 100k	75 - 100k
R&D Project Manager	50 - 60k	50 - 60k	60 - 75k	60 - 80k	75 - 90k	80 - 90k
Clinical Research Manager	50 - 60k	50 - 60k	60 - 80k	60 - 80k	80 - 100k	80 - 100k
Medical Marketing Manager	50 - 65k	55 - 70k	65 - 80k	70 - 80k	80 - 100k	80 - 100k
Business Developer	50 - 65k	50 - 70k	65 - 90k	70 - 90k	90 - 120k	90 - 120k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
HR Director			90 - 120k	90 - 120k	100 - 150k	100 - 150k
HR Specialist	50 - 65k	50 - 65k	60 - 85k	60 - 85k	70 - 90k	70 - 90k
Labour Law Specialist	50 - 60k	50 - 60k	60 - 80k	60 - 80k	70 - 100k	70 - 100k
Comp & Bens Specialist	50 - 65k	50 - 65k	65 - 80k	65 - 80k		
Talent Manager	40 - 60k	40 - 60k	55 - 75k	55 - 75k		

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
CIO			90 - 120k	90 - 120k	120k+	120k+
Security Manager	45 - 65k	45 - 65k	70 - 80k	70 - 80k	80 - 120k	80 - 120k
Programme Manager	50 - 70k	50 - 70k	65 - 90k	65 - 90k	85 - 100k	85 - 100k
SAP Project Manager	45 - 60k	50 - 65k	65 - 80k	65 - 80k	80 - 100k	80 - 100k
CRM Project Manager	45 - 60k	50 - 65k	65 - 80k	70 - 85k	80 - 100k	90 - 110k

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

SALARIES

LEGAL

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Legal Manager/Director	50 - 60k	60 - 70k	70 - 90k	70 - 90k	90k+	100k+
Compliance Officer	50 - 70k	50 - 70k	70 - 80k	70 - 80k		
Legal Expert	45 - 60k	45 - 60k	60 - 70k	60 - 70k		

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Sales						
Sales Manager/Director	70 - 80k	70 - 80k	80 - 100k	80 - 100k	110k+	110k+
Business Development Manager	60 - 70k	60 - 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	60 - 70k	70 - 90k	70 - 90k	90k+	90k+
Product Manager	45 - 60k	45 - 60k	60 - 80k	60 - 80k	75k+	75k+

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

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Finance & Human Resources				
Payroll Administrator	38 - 42k	39 - 43k	21 - 23	22 - 24
General Ledger Accountant	28 - 35k	28 - 35k	15 - 19	15 - 19
Banking & Insurance				
Banking Customer Advisor	23 - 32k	24 - 32k	13 - 17	13 - 17
Back Office	22 - 28k	22 - 28k	12 - 15	12 - 15
Business Support				
Support Sales	20 - 24k	20 - 25k	11 - 13	11 - 14
Sales Administration Assistant	22 - 26k	22 - 26k	12 - 14	12 - 14

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



OVERALL, THE GERMAN JOBS MARKET WAS BUOYANT IN 2015. A HEALTHY ECONOMY LED TO STRONG LEVELS OF JOB CREATION AND A GROWING SHORTAGE OF SKILLS. THIS TREND IS LIKELY TO CONTINUE IN 2016.

2015 INSIGHT

With growing skills shortages, we saw a very candidate-driven market in 2015 and specialist professionals were often in the privileged position of being able to choose between several roles. Further pressure was placed on Germany's talent pool as key demographic changes began to take effect – with higher numbers of retirees also creating greater movement in the market.

2016 EXPECTATIONS

Specialist professionals will be able to find good job opportunities across most sectors, from entry-level to senior management positions, in 2016.

Financial services companies will continue to invest in their Frankfurt operations and hiring levels are likely to be strong as the city is firmly cemented as a top ten global financial centre. Hiring managers in this sector are looking

for professionals who have experience working for international companies, especially those who have worked abroad and are able to speak English fluently and preferably another language.

Despite the robust market we anticipate only steady increases in basic remuneration. However, for those with niche skill sets, such as financial services candidates with sound knowledge of regulation in the German and European markets, there is an opportunity to command major salary rises. Several banks are, once again, developing their range of structured products – a clear indication that the demand for risk and regulatory roles will increase.

Similarly, the demand for experienced IT professionals should remain high in 2016, particularly those with consulting skills and experience in SAP and software systems. We anticipate marked salary increases for these specialists, with experienced SAP/process and project managers gaining the most.

HIRING THE BEST IN 2016

Faced with growing candidate shortages, recruitment processes need to be quick and efficient if companies want to secure top talent in 2016 – ensuring sign-off is in place at an early

stage will help prevent losing out on first-choice candidates. Employers will also need to offer competitive remuneration to attract the best candidates, but incentives will need to be more than just financial. Defining a clear career path and offering quality training will prove persuasive when trying to secure the best candidates.

ACCOUNTING & FINANCE

Growing competition for skills between international companies and the rising number of professionals retiring meant that many companies, particularly small to medium-sized firms, struggled to find professionals with sufficient knowledge and managerial experience in 2016.

Finance managers with six to ten years' experience remained sought after, especially those well-grounded in national and international accounting regulations, risk management and business process improvement. International project experience was also at a premium.

Hiring activity at the mid to senior management level was competitive due to a lack of junior talent with sufficient experience to promote. To secure the best talent at this level in 2016 employers should consider improving salary

OVERVIEW

packages or scaling down their expectations of a candidate's expertise.

We expect a general increase in remuneration packages and wider benefits across finance roles in 2016, as candidates are keenly aware of the skills shortages in the market. Finance professionals are still interested in career development opportunities, but attractive salary, bonus and benefit packages are proving decisive factors behind any potential move.

BANKING & FINANCIAL SERVICES

As regulatory requirements in this sector become stricter, banks are struggling to find professionals suitably qualified in the areas of risk management and regulation.

We anticipate increased job opportunities within risk management, regulatory reporting and compliance, and expect banks and financial services firms to hire more finance, accounting and product control staff than in 2015. As bank profits improve and the market strengthens, the need for back office support will also increase.

A shortage of suitably qualified professionals means those who fit an employer's main criteria will often be in the position to choose between job offers. In this competitive environment, broader benefits packages become more relevant. Bonus levels, company cars, flexible hours and working from home are all likely to enter into the equation when candidates choose between roles – salary is only one consideration.

INFORMATION TECHNOLOGY

The importance of cloud computing and big data was reflected in heightened demand for IT professionals in 2015.

However, it is proving increasingly difficult for companies to find qualified IT candidates and retain existing specialists within their business. In 2015, the demand for experienced IT professionals, particularly those with consulting skills and experience in SAP and software systems, was high. This trend is set to continue in 2016.

We anticipate salary rises in 2016, especially for experienced SAP/process and project managers. Top candidates with strong project management and systems operations experience will find no shortage of opportunities and we may well see further upward pressure on salaries.

Demand for IT professionals will be most evident across automotive, logistics and engineering in 2016 – all sectors that rely heavily on technology to maintain their operations.

SALES & MARKETING

Recruitment levels for sales and marketing professionals were steady in 2015 and are unlikely to change significantly in 2016. We believe there will be an increased focus on middle to senior management positions as companies look for experts with experience in budgeting and team leadership.

Employers will also seek to retain talented junior staff by offering them in-house training and providing career progression opportunities, for instance, the chance to run a business unit.

We expect increased hiring activity in the ICT market in 2016, and technical sales professionals with an IT background will be highly sought after. Employers need to be aware of a growing preference among sales

candidates to work from home. This option provides more flexibility in the weekly schedule and increased time at home helps compensate for lengthy business trips away. Hiring managers will also be expected to offer a transparent and motivating bonus model, based on targets agreed between the company and the candidate.

Hiring managers will need to offer competitive salaries in 2016, however it should be noted that junior sales and marketing professionals are now much more motivated by work flexibility and bonuses – salary rises alone are not enough to secure emerging talent.

Faced with growing candidate shortages, hiring processes need to be quick and efficient if companies want to secure top talent in 2016. Ensuring sign-off is in place at an early stage will help prevent losing out on first-choice candidates.

KEY TRENDS

- ▶ We expect increased hiring activity in the ICT market in 2016 – technical sales professionals with an IT background will be highly sought after.
- ▶ Finance professionals are still interested in career development opportunities, but attractive salary, bonus and benefits packages will greatly influence any potential move.
- ▶ Hiring managers in the financial services sector are seeking professionals with experience working for international companies, particularly those who have worked abroad and speak fluent English, as well as another language.

GERMANY

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2015	2016	2015	2016
Chief Financial Officer			150k+	150k+
Finance Director/Group Controller	85 - 145k	90 - 145k	90 - 160k	90 - 170k
Finance Manager	70 - 120k	70 - 120k	85 - 130k	85 - 130k
Manager Shared Services	55 - 85k	60 - 90k	60 - 90k	70 - 100k
Corporate M&A VP/Director	100 - 180k	100 - 180k	110 - 190k	110 - 190k
Tax Director	110 - 130k	110 - 130k	120 - 150k	130 - 160k
Division Controller	80 - 110k	80 - 110k	80 - 120k	80 - 120k
FP&A Manager	65 - 95k	70 - 100k	65 - 105k	70 - 110k
Controller	50 - 80k	55 - 85k	60 - 85k	65 - 90k
Internal Audit Manager	75 - 110k	75 - 110k	80 - 120k	80 - 120k
Chief Accountant	50 - 70k	60 - 80k	50 - 80k	70 - 100k
Financial Analyst	50 - 75k	50 - 75k		
Assistant Controller	40 - 50k	45 - 60k		
Treasurer	60 - 90k	60 - 90k	65 - 100k	70 - 110k
Credit Manager	45 - 70k	45 - 70k	50 - 80k	50 - 80k
Partner Audit Firms			200k+	200k+
Manager Audit Firms	65 - 95k	65 - 95k	70 - 100k	70 - 100k
(Senior) Associate - Auditor External	40 - 60k	40 - 65k		

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	
	2015	2016	2015	2016
Chief Financial Officer			150k+	150k+
Chief Operating Officer			150k+	150k+
Managing Director			180k+	180k+
Relationship Management/Sales	70 - 140k	70 - 140k	90 - 150k	90 - 150k
Regulatory Reporting	65 - 95k	70 - 100k	75 - 110k	80 - 120k
Compliance	60 - 100k	65 - 110k	90 - 160k	95 - 170k
Audit	45 - 85k	50 - 90k	80 - 150k	85 - 160k
Middle Office	50 - 85k	50 - 85k	70 - 130k	70 - 130k
Risk Controlling	55 - 75k	60 - 80k	75 - 140k	80 - 160k
Risk Management	55 - 90k	60 - 95k	80 - 140k	90 - 150k
Asset Management	65 - 115k	70 - 115k	90 - 140k	90 - 140k
Accounting	40 - 70k	45 - 70k	70 - 100k	70 - 110k
Financial Analysis	45 - 70k	55 - 85k	70 - 100k	75 - 110k
Product Control	60 - 90k	65 - 95k	80 - 150k	80 - 160k
Product Specialist	80 - 120k	80 - 120k	90 - 160k	90 - 160k
Structured Finance	60 - 95k	70 - 100k	65 - 190k	80 - 160k
Leveraged Finance	60 - 80k	65 - 100k	75 - 150k	80 - 160k
M&A	70 - 110k	75 - 115k	120 - 200k	120 - 160k
Private Equity	55 - 75k	65 - 80k	90 - 160k	90 - 180k

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 (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2015	2016	2015	2016
Management				
Chief Information Officer			130 - 230k	130 - 230k
Chief Technology Officer			120 - 210k	120 - 210k
IT Director	80 - 140k	80 - 140k	90 - 150k	90 - 150k
Head of Application Management	75 - 120k	75 - 120k	85 - 130k	85 - 130k
IT Infrastructure Manager	65 - 90k	65 - 90k	75 - 120k	75 - 120k
Process Manager	65 - 80k	65 - 80k	80 - 95k	80 - 95k
Manager Help Desk/Service Desk	60 - 75k	60 - 75k	65 - 80k	65 - 80k
Test Manager	50 - 70k	50 - 70k	60 - 85k	60 - 85k
Project				
Programme Manager	75 - 110k	75 - 110k	85 - 130k	85 - 130k
SAP In-house Consultant	70 - 90k	70 - 90k	80 - 120k	80 - 120k
Project Manager	55 - 85k	55 - 85k	75 - 100k	75 - 100k
Business Analyst	55 - 75k	55 - 75k	60 - 90k	60 - 90k
Test Analyst	50 - 60k	50 - 60k	65 - 75k	65 - 75k
Technical				
Software Developer	50 - 70k	50 - 70k	65 - 80k	65 - 80k
IT Security Specialist	55 - 70k	55 - 70k	60 - 75k	60 - 75k
Infrastructure Engineer	55 - 65k	55 - 65k	60 - 70k	60 - 70k
Mobile Developer	50 - 60k	50 - 60k	55 - 70k	55 - 70k
Database Administrator	45 - 60k	45 - 60k	50 - 65k	50 - 65k

NB: Figures are basic salaries exclusive 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	
	2015	2016	2015	2016
Sales				
National Sales Director			125 - 150k	125 - 150k
Regional Sales Director			100 - 140k	100 - 140k
Key Account Manager Industry	65 - 90k	65 - 90k	75 - 110k	80 - 120k
Key Account Manager FMCG	70 - 110k	70 - 110k	85 - 130k	85 - 130k
Key Account Manager Software	70 - 100k	70 - 110k	90 - 150k	90 - 150k
Key Account Manager TELCO/ IT-hardware	65 - 85k	65 - 90k	80 - 125k	80 - 125k
Key Account Manager Retail	60 - 80k	60 - 85k	75 - 120k	75 - 120k
Key Account Manager Automotive	65 - 90k	65 - 90k	90 - 130k	90 - 130k
Sales Representative	50 - 80k	50 - 80k	55 - 90k	60 - 95k
Business Development Manager	65 - 95k	65 - 95k	75 - 130k	75 - 130k
Pre-sales Consultant	65 - 90k	65 - 90k	90 - 130k	90 - 130k
Sales Engineer	70 - 95k	70 - 100k	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



IRELAND'S RECRUITMENT MARKET WAS EXCEPTIONALLY BUOYANT IN 2015, WITH CONFIDENCE AMONG JOBSEEKERS AND BUSINESSES GROWING RAPIDLY ACROSS ALL SECTORS. WE ANTICIPATE STRONG ECONOMIC GROWTH IN 2016, LEADING TO AN INCREASE IN HIRING LEVELS. HOWEVER, A SHORTAGE OF SPECIALIST PROFESSIONALS WILL REMAIN A CRITICAL ISSUE.

2015 INSIGHT

We saw a resurgence of hiring across banking and financial services as global investment banks and domestic banks alike began to compete aggressively for the expertise needed for growth.

Hiring activity also increased rapidly across a variety of commercial sectors, such as ICT, pharmaceuticals and FMCG. There was a steep increase in demand for professionals across all areas of business, contrasting with the previous five years where sporadic recruitment was seen in niche areas only.

2016 EXPECTATIONS

We expect this momentum to continue into 2016, with specific shortages occurring in financial, regulatory, compliance, risk, funds, digital marketing and data analytics. This may inflate salaries as employers compete to hire growing numbers of specialist professionals.

For example, qualified accountants with up to five years' experience will be highly sought after as finance departments look to add depth to their teams. We expect to see salary increases of up to 10% as employers seek to retain their most valuable employees. Compliance expertise will continue to be sought after in line with regulatory demands.

As the commercial importance of data analysis increases, companies will continue to seek individuals with specialist skills in data analysis and business intelligence (BI).

In 2016, we also expect to see an increase in counter-offers from companies faced with the need to retain key personnel. Organisations should look to highlight clear career progression, development and training programmes, as well as creating fast-track opportunities for high performers to improve retention levels.

Companies recruiting new employees should also be prepared for a very different hiring environment compared with recent years. In 2016 the market will be strongly candidate driven, with candidates receiving multiple offers when moving jobs. Hiring managers will need to act quickly to secure their preferred candidates.

As an increasing number of multinationals continue to choose Ireland as a destination for their European operations, hiring managers should consider initiatives that will help persuade Irish talent based overseas to return – widening the pool of available talent.



With high levels of activity across the board, we anticipate candidate shortages will emerge in accounting, digital marketing and fund management in 2016. This may lead to salary inflation as employers compete to hire on a volume basis.



KEY FINDINGS

We expect to see an increase in counter-offers and multiple offer situations as companies focus on retaining key personnel.

There was a steep increase in demand for professionals across all areas of business, contrasting with the previous five years where sporadic recruitment was seen in niche areas only.

+ 16% (EJI)

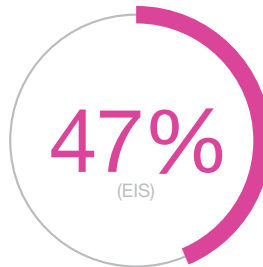
Year-on-year increase in the number of jobs advertised in Ireland

+ 20% (EJI)

Year-on-year increase in advertised roles in **information technology**

+ 18% (EJI)

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



The number of professionals who stated a lack of career progression as the main reason for leaving a role

TOP 3 SECTORS BY ADVERTISED JOB VOLUME (EJI)

- 1 Information technology
- 3 Accounting & finance

- 2 Risk & compliance

EJI: Robert Walters European Job Index, Q3 2014 v Q3 2015.
EIS: Robert Walters Employee Insights Survey 2015, 7,000 respondents.

OVERVIEW

ACCOUNTING & FINANCE

The Irish accounting and finance jobs market was buoyant in 2015. As the economy continued to recover, competition for top talent intensified across financial services and industry, increasing salaries for qualified accountants across the board. In a candidate-short market, competition also increased for newly-qualified professionals, with some companies even offering roles during interviews.

All Irish banks began hiring aggressively in 2015. The permanent market increased significantly; unlike in previous years, fixed-term contracts were generally only used for maternity cover rather than for project-based work. We expect demand for qualified accountants will continue to be strong in 2016, particularly for those with up to five years' post-qualification experience. Movement at the senior end of the market is likely to be slow, however, as companies continue to promote internally.

Across commerce and industry, firms will continue to seek financial accountants, planning analysts, management accountants and finance business partners who can add commercial value to operations.

With a rise in jobseeker confidence, more professionals are enquiring about new opportunities. As a result, we expect to see a continuing trend of accountants, particularly those who have been settled in a role for a number of years, looking elsewhere for a new challenge or career progression.

Salaries for newly-qualified accountants increased by up to 10% in 2015. This was driven by a shortage of available talent and growing baseline salaries at professional services firms as they sought to retain employees.

As salary expectations continue to increase in 2016, we advise companies to offer clear, well-defined career paths for existing staff, alongside a competitive remuneration package.

BANKING & FINANCIAL SERVICES

Hiring in banking and financial services grew throughout 2015 as confidence returned and organisations committed to expanding headcount and quickly looked to backfill positions that became vacant. Recruitment in credit and operational risk was steady at the senior end of the market but the real growth was seen at the mid-level salary range.

Demand increased across all areas of back office support in the funds industry as international organisations grew their operations, both in Dublin and regionally. There was also a swell in insurance hiring towards the end of the year across actuarial pricing, claims and underwriting.

Meanwhile, in asset management and corporate banking, there was a strong emphasis on risk analysis and reporting. In retail banking, there was growth in hiring for positions with a commercial and product development scope. However, the improving economic outlook meant that hiring in restructuring and arrears management declined over the year.

There was a notable increase in counter-offers which had an upward impact on salaries in 2015, particularly among those with two to four years' experience. We expect this trend to continue in 2016. We also anticipate a steady need for fund accounting, investor services and trustee professionals, with demand outweighing supply in many cases.

For contract positions, completion bonuses will become a key factor in retaining staff for the duration of a contract as the market continues to offer attractive permanent employment options.

Due to more intense competition, hiring managers will need to think laterally when considering the skills required for specialist roles. Candidates will be attracted by career development opportunities, so employers should offer clear career progression coupled with competitive remuneration packages.

COMPLIANCE

The compliance jobs market was steady in 2015, with demand increasing particularly for professionals in the investment management, insurance, retail banking, asset servicing and professional services sectors. This was attributable to both business growth and ongoing regulatory developments driving the need for additional resources.

In 2016, the hiring focus for many organisations will relate to conduct of business regulation. Carrying on from 2015, the most sought-after skill sets will revolve around AIFMD, AML, CPC, MiFID and data protection, with new demand for candidates with CCMA and the SME lending code. With many firms under pressure to meet regulatory demands, requirements will also rise for temporary compliance professionals to assist with the implementation and monitoring of new and existing regulations.

Salaries will increase in 2016 due to the multitude of new regulations being issued domestically and at European level. The continued trend of counter-offers will also put further upward pressure on salaries. If current market conditions hold, strong candidates will receive multiple job offers, and employers

KEY TRENDS

- ▶ A shortage of specialist professionals will remain a critical issue in 2016.
- ▶ Qualified accountants with up to five years' experience will be highly sought after.
- ▶ Completion bonuses will become key in retaining contract staff as the market continues to offer attractive permanent employment opportunities.
- ▶ Hiring managers are advised to offer compensation and benefits in line with the market coupled with clear career progression.

should be prepared to offer enhanced salary packages and additional benefits to secure top talent.

ENGINEERING, SUPPLY CHAIN & PROCUREMENT

In mid-2015 Ireland's construction sector appeared to move out of stagnation, resulting in the fastest expansion rate since November 2004. We saw demand increase for labour resources within the areas of procurement, supply chain and engineering. The main industries with recruitment requirements included FMCG and pharmaceuticals.

Increasing consumer demand is driving an ongoing need for operational and logistics staff in warehousing, transport and distribution, and we expect this demand to continue into 2016. Procurement professionals will also be popular hires and forthcoming large infrastructure projects mean that candidates with demonstrable experience will be sought after in the construction industry. Export demand means manufacturing levels remain high, so we expect a steady requirement for supply chain management in the food and pharmaceutical industries.

Emerging candidate shortages will lead to higher remuneration packages across the board, including the return of incremental salary increases among organisations that have not awarded rises for some years.

INFORMATION TECHNOLOGY

Hiring levels increased within IT in 2015 as Ireland continued to gain a global reputation as a technology hub. Due to the high levels of demand, 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, senior project 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 and BI consultants, while the search for heightened efficiency meant business

process analysts and project managers were also popular hiring choices. In addition, Dublin's emergence as a centre for new technology led to a steady demand for programmers, QA testers and solutions architects.

These trends look likely to continue in 2016, when salaries will also rise due to an ongoing shortage of readily-available IT talent.

LEGAL

In 2015, the private practice sector experienced increased demand in corporate, funds, banking and property, with the strongest demand at the one to five year post-qualification level.

There was continued demand for in-house solicitors too, particularly for those with commercial law and data privacy expertise in the technology sector. We also witnessed a significant demand for qualified solicitors with experience in funds and regulatory law. Additionally, given the increase in funds being listed, recruitment within the area of listings and registrations grew vastly.

A number of organisations that did little or no hiring during the recession started to do so once more. Most legal hiring throughout 2015 was at junior and mid-levels, making up for the lack of hiring at these levels during the recession – a trend we expect to continue in 2016. There was also a significant shortage of lawyers with the required skill sets in almost every sector.

The need to turn processes around quickly and make attractive offers to candidates proved to be vital in 2015, and this will certainly continue in 2016. Hiring managers will also need to consider the strong likelihood of counter-offer and multiple-offer situations. We expect employers will not only increase salaries but will also focus on expanding benefits packages, which have, in private practice in particular, traditionally not included pension or healthcare elements.

SALES & MARKETING

Companies built their sales and marketing teams more rapidly during 2015 than in recent years, with a particular focus on professionals

with digital marketing and data analysis skills. In addition, product development and marketing communications skills were highly sought after, particularly in the finance and insurance industries.

Within FMCG, there has been a move towards recruiting category management professionals who can give sales and marketing colleagues data-driven insights. This trend will continue in 2016.

There will be a shortage of candidates for mid to senior marketing positions in 2016 and as a result we expect to see a return to bonuses and other performance-based incentives. As the economy continues to improve, staff retention will be a main focus for employers and we also anticipate an increasing prevalence of benefits being offered alongside the basic salary.

SECRETARIAL & BUSINESS SUPPORT

Economic recovery and a drive for new business were the key factors behind a very busy jobs market for secretarial candidates in 2015, particularly in the banking, financial services and legal sectors.

An increase in candidate confidence, combined with extra benefits being offered by employers seeking top talent, prompted movement in the support jobs market, which we anticipate will continue in 2016. With competition for skills increasing, companies are now considering graduates with strong academics for administrative positions.

Salaries will remain largely similar to 2015, although there will be some flexibility for more-experienced candidates. We predict sustained growth in secretarial and business support staffing across all industries and, in particular, increased demand for administrative personnel in the real estate sector.

To secure the best talent in 2016, competitive salaries combined with additional benefits, such as training opportunities, will be key.

DUBLIN

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Financial Services				
Finance Director	100 - 140k	120 - 180k	50 - 70	62 - 92
Financial Controller	80 - 95k	90 - 110k	40 - 48	46 - 56
Head of Internal Audit	90 - 110k	100 - 130k	46 - 56	51 - 67
FP&A Manager	60 - 75k	75 - 85k	30 - 38	38 - 44
Project Accountant	60 - 80k	60 - 80k	30 - 40	30 - 40
Internal Auditor	50 - 65k	50 - 75k	25 - 33	25 - 38
Financial Accountant	50 - 65k	50 - 65k	25 - 33	25 - 33
Management Accountant	50 - 65k	50 - 65k	25 - 33	25 - 33
Financial Analyst	45 - 60k	50 - 65k	23 - 30	25 - 33
Newly-qualified Accountant	45 - 50k	45 - 52k	23 - 25	23 - 26
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	80 - 100k	40 - 50	40 - 50
FP&A Manager	60 - 75k	70 - 80k	30 - 38	36 - 40
Financial Analyst	50 - 60k	50 - 65k	25 - 30	25 - 33
Financial Accountant	50 - 60k	50 - 65k	25 - 30	25 - 33
Management Accountant	45 - 55k	50 - 60k	23 - 28	25 - 30
Newly-qualified Accountant	45 - 50k	50 - 55k	23 - 25	25 - 28
Payroll Manager	45 - 55k	50 - 60k	22 - 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.

DUBLIN

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2015	2016	2015	2016
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 - 48k	162 - 185	162 - 185
Fund Accountant	27 - 42k	27 - 42k	104 - 162	104 - 162
Trustee Manager	55 - 85k	55 - 85k	212 - 327	212 - 327
Trustee Associate	28 - 42k	28 - 42k	108 - 162	108 - 162
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 - 38k	108 - 146	108 - 146
Insurance				
Senior Actuary	110 - 160k+	110 - 160k+	423 - 615+	423 - 615+
Actuary (newly-qualified)	40 - 80k	40 - 80k	154 - 308	154 - 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	25 - 35k	96 - 135	96 - 135
Asset Management				
Senior Fund/Portfolio Manager	100 - 150k+	100 - 150k+	385 - 577+	385 - 577+
Senior Investment Analyst	80 - 110k+	80 - 110k+	307 - 423+	307 - 423+
Investment Analyst	40 - 70k	40 - 70k	154 - 270	154 - 270
Treasury & Securities Trading				
Senior Research Analyst	70 - 100k+	70 - 100k+	270 - 385+	270 - 385+
Research Analyst	40 - 70k	40 - 70k	154 - 270	154 - 270

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

DUBLIN

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2015	2016	2015	2016
Corporate/Commercial Banking				
Senior Relationship Manager	90 - 120k+	90 - 120k+	346 - 460+	346 - 460+
Relationship Manager	60 - 90k	60 - 90k	230 - 346	230 - 346
Loans Administration Officer (QFA)	28 - 35k	28 - 35k	108 - 135	108 - 135
Corporate Finance & Advisory				
Corporate Finance Director	100 - 160k+	100 - 160k+	385 - 615+	385 - 615+
Corporate Finance Manager	60 - 100k	60 - 100k	230 - 385	230 - 385
Corporate Finance Executive	40 - 60k	40 - 65k	154 - 230	154 - 250
Wealth Management				
Senior Private Client Portfolio Manager	80 - 120k+	80 - 120k+	308 - 460+	308 - 460+
Private Client Portfolio Manager	60 - 80k+	60 - 80k+	230 - 308+	230 - 308+
Retail Banking				
Head of Product	90 - 150k+	90 - 150k+	346 - 577+	346 - 577+
Product Manager	50 - 80k	50 - 85k	192 - 308	192 - 327
Risk				
Chief Risk Officer	100 - 250k+	100 - 250k+	385 - 960+	385 - 960+
Divisional Head of Risk	90 - 150k	90 - 150k	346 - 577	346 - 577
Senior Risk Manager	70 - 100k	75 - 100k	270 - 385	288 - 385
Risk Manager	55 - 75k	55 - 80k	212 - 288	212 - 308
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
Arrears & Restructuring				
ASU Agent (QFA)	30 - 42k	32 - 42k	115 - 161	123 - 161
Corporate Restructuring Manager	50 - 65k	50 - 65k	192 - 250	192 - 250

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

DUBLIN

COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2015	2016	2015	2016
Chief Compliance Officer	130 - 180k	140 - 190k	67 - 92	72 - 97
Divisional Head of Compliance	100 - 130k+	110 - 140k+	51 - 67+	56 - 72+
Senior Compliance Manager	80 - 110k+	90 - 110k+	41 - 51+	46 - 56+
Compliance Officer/Manager	55 - 85k	60 - 90k	28 - 44	31 - 46
Compliance Analyst	40 - 50k	45 - 60k	21 - 26	23 - 31
Compliance Administrator/Assistant	25 - 40k	28 - 45k	13 - 21	14 - 23
MLRO	80 - 120k+	90 - 130k+	41 - 62+	46 - 67+
AML/Financial Crime Manager	55 - 85k	60 - 90k	28 - 44	31 - 46
AML Analyst	35 - 55k	40 - 60k	18 - 28	21 - 31
AML Administrator	25 - 35k	28 - 40k	13 - 18	14 - 21
Fraud Manager	60 - 80k	65 - 90k	31 - 41	33 - 46
Data Protection Officer	70 - 100k	70 - 100k	36 - 51	36 - 51

ENGINEERING, SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2015	2016
Supply Chain Manager	70 - 90k	75 - 95k
Procurement/Purchasing Manager	60 - 85k	65 - 90k
Demand/Supply Planner	40 - 55k	45 - 60k
Warehouse Manager	45 - 60k	45 - 65k
Production Manager	50 - 70k	55 - 75k
Operations Manager	65 - 85k	65 - 90k
Engineering Manager	70 - 90k	75 - 95k
Quality Manager	60 - 75k	60 - 80k
Facilities Manager	50 - 65k	50 - 70k
Project Manager	50 - 70k	50 - 75k
Project Engineer	40 - 55k	40 - 60k
Health & Safety Manager	50 - 65k	50 - 70k

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

DUBLIN

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		DAY RATE EUR (€)	
	2015	2016	2015	2016
IT Director	100 - 150k	100 - 180k	500 - 900	600 - 1000
IT Manager	80 - 100k	80 - 120k	400 - 700	500 - 750
Programme Manager	90 - 100k	90 - 120k	500 - 800	600 - 850
Project Manager	75 - 90k	75 - 100k	400 - 600	500 - 700
Business Analyst	45 - 75k	50 - 80k	350 - 500	400 - 600
Network Engineer CCNA - CCIE	35 - 90k	35 - 90k	300 - 600	300 - 600
.Net/C# Developer	55 - 75k	55 - 80k	400 - 500	400 - 500
Java/J2EE Developer	60 - 75k	60 - 80k	400 - 500	400 - 500
Senior Technical Architect	75 - 95k	80 - 100k	450 - 650	500 - 700
Web Designer	45 - 65k	50 - 70k	350 - 450	400 - 500
IT Helpdesk	30 - 40k	35 - 45k	200 - 250	250 - 300
QA & Testers	35 - 70k	35 - 70k	300 - 450	300 - 450

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

DUBLIN

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2015	2016	2015	2016
Private Practice				
Salaried Partner	150k+	150k+		
Senior Associate	90 - 120k	90 - 120k	345 - 460	345 - 460
Associate (3 - 8 yrs' exp)	70 - 95k	75 - 95k	270 - 365	290 - 365
Associate (1 - 3 yrs' exp)	50 - 75k	55 - 75k	190 - 290	211 - 290
In-house				
General Counsel	120 - 150k+	120 - 150k+	460 - 575+	460 - 575+
Senior Legal Counsel (8+ yrs' exp)	90 - 120k	90 - 120k	345 - 460	345 - 460
Legal Counsel (4 - 8 yrs' exp)	60 - 85k	70 - 90k	230 - 327	270 - 345
Legal Counsel (1 - 4 yrs' exp)	50 - 75k	55 - 75k	190 - 290	211 - 290
Company Secretarial				
Director of Company Secretarial	75 - 100k	75 - 100k	290 - 385	290 - 385
Company Secretarial Manager	55 - 75k	55 - 75k	211 - 290	211 - 290
Listings Executive	35 - 50k	35 - 55k	135 - 190	135 - 211
Company Secretarial Assistant	30 - 50k	35 - 55k	115 - 190	135 - 211

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

DUBLIN

SALARIES

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2015	2016
Marketing Director	90 - 140k	90 - 150k
Sales Director	90 - 130k	90 - 140k
Head of Communications	80 - 120k	80 - 125k
Sales Manager	70 - 90k	70 - 100k
Consumer Insights/Activation Manager	65 - 95k	65 - 100k
Channel Manager	55 - 75k	55 - 75k
Brand Manager	50 - 75k	50 - 80k
Category Manager	45 - 65k	50 - 70k
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 (€)	
	2015	2016	2015	2016
Customer Service Manager	35 - 50k	35 - 50k	18 - 26+	18 - 26+
Customer Service Team Leader	30 - 36k	30 - 38k	15 - 18+	15 - 19+
Bilingual Customer Service Agent	24 - 32k	25 - 32k	12 - 16+	13 - 16+
Customer Service Agent	22 - 30k	22 - 32k	11 - 15+	11 - 16+
Executive Assistant	40 - 50k	40 - 50k	20 - 26+	20 - 26+
Personal Assistant	30 - 40k	30 - 40k	15 - 20+	15 - 20+
Office Manager	30 - 40k	30 - 40k	15 - 20+	15 - 20+
Legal Secretary	26 - 36k	26 - 38k	13 - 18+	13 - 19+
Secretary	22 - 32k	22 - 32k	11 - 16+	11 - 16+
Receptionist	20 - 30k	20 - 30k	10 - 15+	10 - 15+
Administrator	20 - 30k	20 - 30k	10 - 15+	10 - 15+
Accounts Assistant	25 - 35k	25 - 35k	13 - 17+	13 - 17+

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

LUXEMBOURG



RECRUITMENT REMAINED STEADY DURING 2015 WITH LUXEMBOURG MAINTAINING ITS COMPETITIVE JOB MARKET, AND INCREASED GDP, DESPITE A RELATIVELY HIGH UNEMPLOYMENT RATE. HOWEVER, EMPLOYMENT RATES IN LUXEMBOURG ARE GROWING FASTER THAN THE EUROPEAN AVERAGE.

2015 INSIGHT

Luxembourg continued to open its borders to skilled foreign professionals to compensate for talent shortages within its local labour force. In fact, employment rates of cross-border workers grew more than for local resident workers during 2015. This created an international, multicultural environment, with foreign professionals expected to be fluent in English. Additional French and German language skills were also an advantage.

Recruitment activity in the second half of 2015 exceeded that of the first half, with recruitment of accounting and finance, banking and financial services, IT, manufacturing and compliance professionals particularly dominant.

2016 EXPECTATIONS

In 2016 we expect to see continued talent shortages, as employment rates rise. In particular, we anticipate that the banking, financial services and insurance sectors will become more dynamic. In line with market activity and economic growth across Europe, these sectors have been kept relatively lean in recent years. However, as the economy continues to grow, we're likely to see recruitment activity rise consistently to mirror this, particularly within banking. In each of these sectors, companies will be looking to recruit specialist professionals.

Hiring within IT grew substantially year-on-year and we expect recruitment to continue at a strong rate. Mirroring global trends, as companies keep innovating their IT systems, professionals with big data and cloud services skills will continue to be in demand. There is currently a shortage of such candidates across all sectors and we expect this to persist in 2016. The banking sector is demonstrating a strong trend of digitalisation, so IT professionals with the requisite skills to accommodate this will be particularly sought after.

As new regulations continue to be introduced on a regular basis, there will also be an ongoing need for compliance and risk professionals, and hiring activity within this area is likely to remain strong in 2016. Similarly, with many company headquarters based in Luxembourg, accountancy remains an in-demand skill set and one of the most important hiring sectors – something that will continue for the foreseeable future.

Salaries in 2015 remained stable, with 2-3% growth on average across the board. This is likely to continue in 2016, however, professionals with niche skills and those filling in-demand roles will be able to command more. Competitive salaries and the opportunity to progress rapidly within a company will be the main drivers for moving jobs in 2016.

BANKING & FINANCIAL SERVICES

Banks and financial services firms have been relatively cautious in their hiring outlook in recent years, in line with the wider global trend. However in 2015, hiring activity was strong, and we anticipate further demand for skills as the markets continue on this positive trajectory. Compliance and risk professionals will remain popular hires due to ongoing governance and regulatory requirements.

LUXEMBOURG

OVERVIEW

As the largest private banking finance centre within the eurozone, asset and wealth management were also key recruitment areas in 2015 and hiring is likely to remain strong. Professionals with international experience working for global organisations will be particularly in demand.

Luxembourg's impressive quality of life and competitive salaries remain some of its most compelling attractions for foreign workers. To compensate for skills shortages in the local market, employers should capitalise on opportunities to attract foreign workers by focusing on their employer brand. Companies will need to be progressive and proactive in reaching out to foreign professionals.

We expect banking and financial services salaries to show moderate increases in 2016. Candidates with the most sought-after skills, for example compliance and risk, will be able to demand the greatest compensation.

COMMERCE & INDUSTRY

Commerce and industry remains a key sector in Luxembourg – from transport and logistics, to information and communication technology (ICT), life sciences and the automotive industry. The sector often struggled to recruit skilled professionals in finance, economics, law and accounting – regularly finding itself overshadowed by the lure of the country's financial services sector.

Accounting will continue to be an important area of recruitment to satisfy the complex fiscal demands of many companies based in Luxembourg. Finance professionals with international exposure and experience working for a 'Big 4' company will be particularly sought after.

With Luxembourg making significant investments to become a global leader in cloud services, ICT remained a strong area within commerce and industry in Luxembourg. Project management, software and training were key areas of opportunity and those with specialist technological expertise will be in demand through 2016.

In manufacturing, recruitment was noticeably active during 2015, with hiring growth up significantly compared to the previous year. With such strong figures we expect this trend to continue in the coming year.

Luxembourg's standard of living and salaries offered were highly competitive in 2015. Offering lucrative compensation will be key to securing the top job movers within the country as salary is a bigger driver in Luxembourg than other European locations. However, to recruit the best in 2016 companies should also focus on the attractions of living in Luxembourg. In addition, it's worth clearly communicating opportunities for career development and progression – aspects that are more important to Luxembourg's foreign workforce than work-life balance.



Salaries in 2015 remained stable, with 2-3% growth on average across the board.



KEY TRENDS

- ▶ Compliance and risk professionals will remain popular hires due to ongoing governance and regulatory requirements.
- ▶ As the largest private banking finance centre within the eurozone, asset and wealth management were key recruitment areas in 2015 and hiring is likely to remain strong.
- ▶ Accounting will continue to be an important area of recruitment to satisfy the complex fiscal demands of many companies based in Luxembourg.

LUXEMBOURG

SALARIES

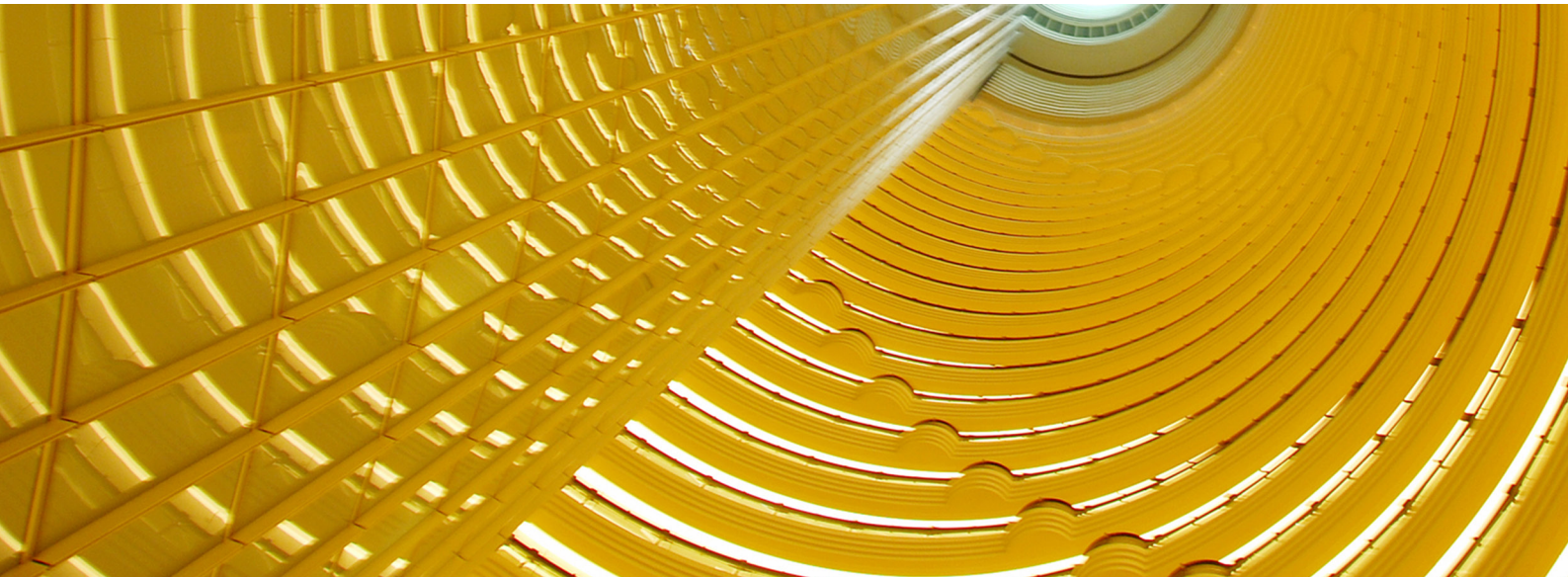
BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
CFO					125 - 250k	125 - 250k
Head of Treasury			90 - 120k	90 - 120k	110 - 160k	110 - 160k
Head of Fund Administration					110 - 150k	110 - 150k
Finance Manager/Director			85 - 110k	85 - 110k	100 - 200k	100 - 200k
Accounting Manager/Director			80 - 110k	80 - 110k	90 - 130k	90 - 130k
Fund Manager	50 - 70k	50 - 70k	70 - 120k	70 - 120k	120 - 180k	120 - 180k
Fund Analyst	45 - 70k	45 - 70k	55 - 85k	55 - 85k	85 - 125k	85 - 125k
Private Banker	65 - 85k	65 - 85k	75 - 105k	75 - 105k	95 - 135k	95 - 135k
Internal Audit	50 - 75k	50 - 75k	75 - 95k	75 - 95k	95 - 125k	95 - 125k
Accountant	55 - 65k	55 - 65k	70 - 100k	70 - 100k	95 - 130k	95 - 130k

COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
CFO/Finance Director			85 - 125k	85 - 125k	120 - 250k	120 - 250k
Internal Audit	50 - 75k	50 - 75k	75 - 100k	75 - 100k	85 - 130k	85 - 130k
Financial Analyst	45 - 70k	45 - 70k	70 - 90k	70 - 90k	85 - 110k	85 - 110k
Accounting & Reporting Manager	45 - 75k	45 - 75k	70 - 90k	70 - 90k	80 - 130k	80 - 130k
Financial Controller	55 - 65k	55 - 65k	60 - 80k	60 - 80k	75 - 110k	75 - 110k
Financial Accountant	50 - 70k	50 - 70k	65 - 90k	65 - 90k	70 - 115k	70 - 115k

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



THE DUTCH RECRUITMENT MARKET WAS ON AN UPWARD TRAJECTORY IN 2015, FOLLOWING SEVERAL YEARS OF REDUCED GROWTH. WITH A MORE BUOYANT ECONOMY AND LOWER INTEREST RATES, CONSUMER CONFIDENCE WAS ON THE RISE.

In previous years, fears about job security made professionals tentative to move roles, however, the strengthening economy led to increased confidence in 2015. Changes in Dutch labour laws, which essentially limit repeat temporary contracts, also increased the demand for hiring temp employees indirectly, driving a rise in the demand for self-employed interim professionals and people working in temp contracting.

We noted an increased need for professionals to support businesses, in roles from supply chain to secretarial, pointing to a broader-based recovery. In 2016, we expect three specific trends to continue: anticipated high demand for contract candidates, stability within the interim market and an increased number of permanent roles.

2015 INSIGHT

Employers looking to hire more skilled professionals in contract or interim positions found that they were in short supply relative to demand in 2015. Improvements in the permanent recruitment market were not quite as positive but there was nonetheless a steady increase in vacancies. In particular, there were more opportunities for junior, degree-educated professionals in the finance and accounting space. In response to this trend, many firms sought to nurture their top talent, making it difficult to tempt people away from current roles. There was little movement across manager-level positions in the €100k+ bracket as limited demand resulted in static salaries, and, as a result, little incentive to move.

After several slow years, we observed a resurgence in the banking sector, with higher demand for both permanent and interim risk and compliance professionals. However, there remains a lack of high-potential candidates within the country.

2016 EXPECTATIONS

We anticipate a general sentiment of optimism among hiring managers across all areas in 2016. In particular, new financial regulation will drive a focus on sourcing specialists in risk and compliance, as well as tax accounting professionals who have knowledge of changes to restructuring legislation.

Candidates across the market will be focusing on the benefits of moving roles, both for their careers and in terms of work-life balance. In turn, HR professionals who can structure compensation and benefits packages, and those that can improve overall corporate recruitment, will be in demand. For employers, this means that the recruitment process needs to be fast and flawless to attract and secure the best talent.

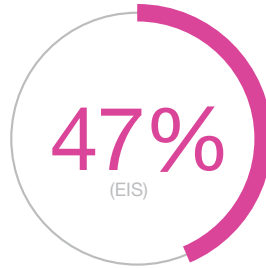


In 2016, we expect three specific trends to continue: anticipated high demand for contract candidates, stability within the interim market and an increased number of permanent roles.



+ 17% (EJI)

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



Dutch professionals who stated a lack of career progression as the main reason for leaving a role

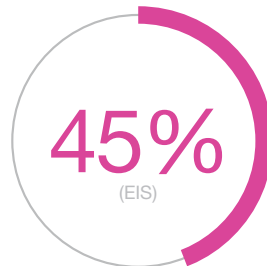


KEY FINDINGS

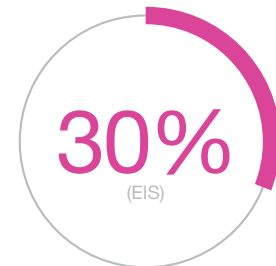
We anticipate a general sentiment of optimism among hiring managers across all areas in 2016.

Employers should remember that compensation focused on learning and education, work-life balance and flexibility, will be more important in recruiting and retaining talent in 2016.

Dutch professionals who believe they're paid their market value



Dutch professionals who would consider moving abroad for better career opportunities



+ 32% (EJI)

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

EJI: Robert Walters European Job Index, Q3 2014 v Q3 2015.
EIS: Robert Walters Employee Insights Survey 2015: 7,000 respondents.

THE NETHERLANDS

OVERVIEW

ACCOUNTING & FINANCE

The strong performance in accounting and finance that began in 2014 continued throughout 2015. For the first time since the financial crisis, there was an increase in interim hiring to replace people who had resigned; by contrast, interim hiring in 2014 was mainly project-driven. As a result, candidates had a choice of several assignments as 2015 progressed. The demand for bilingual, junior and educated interim professionals will increase in 2016, particularly for those holding a bachelor's or master's degree or chartered accountants and certified management accountants. There will be greater hiring activity for interim internal auditors within accountancy firms, as well as former 'Big 4' tax accounting professionals. It is likely that hourly rates for these in-demand roles will rise accordingly.

The market for contract roles developed significantly throughout 2015. This was primarily driven by increased confidence in economic expectations. As anticipated, the changes to Dutch labour laws affecting probation periods in short-term contracts led to more temp-to-perm contracts. The legislation primarily benefits contractors who may previously have moved between assignments with some uncertainty. Consequently the market began shifting away from an employer-driven market, where recruiters have a broad choice of talent, to a candidate-driven one. In 2016 the best candidates will only briefly be in the market for new opportunities – they will be offered contracts quickly, and will often have multiple options. This trend should create momentum for employers to speed up

their recruitment process and find unique ways to sell their company to candidates.

Rates of pay are expected to increase slightly, particularly for well-educated junior finance professionals with all-round experience, accounts payable and accounts receivable specialists with a broad knowledge of specific ERP systems, and experienced payroll officers.

Digitisation within finance divisions is driving the need for well-educated personnel with proven skills in financial IT systems, both on a project and permanent basis. Whereas in 2015 activity resulted in more opportunities at junior and middle management level, in 2016 there will be more movement among senior positions. Organisations will look to reinforce teams with business-aligned controllers, and high-potential professionals who may have experienced slower than expected career development in a post-crisis economy will be impatient to move roles. These candidates will have the best choice of available opportunities.

Employers should remember that compensation focused on learning and education, work-life balance and flexibility will be more important in recruiting and retaining talent in 2016.

BANKING & FINANCIAL SERVICES

The market for both permanent and interim roles in banking and financial services grew in 2015.

Interim roles were offered primarily within projects driven by new regulations, such as Markets in Financial Instruments Directive

(MiFID) I and II, Market Abuse Directive (MAD), OTC derivatives, central counterparties and trade repositories (European Market Infrastructure Regulation) and Capital Requirements Regulation and Directive (CRD) IV. Subsequently, there was increased competition for interim risk and compliance experts.

These regulations also created more permanent roles for specialists in regulatory reporting, compliance, risk management and internal control, particularly for those with two to five years' experience.

In 2016, we envisage that the banking sector will make a major comeback. Market, financial and operational risk and compliance professionals will be a popular hiring option as a result of increased legislation from the European Central Bank. This will create a variety of roles, both for interim professionals and permanent positions.

Ongoing process improvement or outsourcing, and the development of in-house shared service centres are driving change programmes across the banking industry. As a result, operational accounting professionals will need more verbal and advisory skills, and those that can adapt to a new way of working will be particularly popular hiring choices.

There remains an overall scarcity of high-potential talent within the banking industry, following several lean years of recruitment, and for certain specific roles companies are choosing to source people abroad, particularly from the UK. Despite this, remuneration will generally remain the same for interim and permanent employees in 2016.

KEY TRENDS

- ▶ In 2016 the best candidates will only briefly be on the market for new opportunities – they will be offered contracts quickly, and will often have multiple options.
- ▶ There remains an overall scarcity of high-potential talent within the banking industry, following several lean years of recruitment, and for certain specific roles companies are choosing to source people abroad, particularly from the UK.
- ▶ A significant increase in export activities in the Netherlands had a major influence on the recruitment market in 2015, with many roles available in supply chain, export and IT support particularly.
- ▶ With more multinationals seeking to retain full control over their tax position, tax risk was a significant theme last year. The resulting demand for tax accounting expertise is set to continue into 2016.

However, there will be increased pressure to fill key roles with specific requirements for transition managers, regulatory specialists (MiFID II) and subject matter experts.

BUSINESS SUPPORT

A significant increase in export activities in the Netherlands had a major influence on the recruitment market in 2015, with many roles available in supply chain, export and IT support particularly. Businesses in other countries were looking to the Netherlands for supply chain professionals to achieve cost reductions and make sure all processes within organisations were as lean as possible. In IT, employers were looking to find candidates with cloud-based solutions experience as fast as possible. A key theme throughout the year was the demand for specific multilingual expertise across roles, from customer service, to supply chain and secretarial support. French and German-speaking candidates were a particularly key hiring priority.

In 2016, it is likely that employers will be demanding more specialist skill sets, but they will struggle to find them in the overstretched market. Hiring will also intensify for IT support professionals, where we anticipate further talent shortages. We expect there will be increased mobility among supply chain and secretarial roles, with candidates open to new opportunities, particularly those that offer greater personal development. Employers will need to be aware that securing a candidate's commitment to an offer may be more difficult – it is likely that candidates will have multiple options, and will be forced to make a decision quickly. With this in mind, we encourage employers to consider how they can better appeal to top talent.

In general, remuneration in this sector will remain stable in 2016, with the only notable increases for multilingual specialists moving jobs or receiving a promotion.

HUMAN RESOURCES

In 2015 there was an overall increase in mobility within the Dutch jobs market. This was good news for HR professionals across various sectors, who were then required to focus on growing their talent acquisition strategies and enhancing corporate recruitment teams.

The threat of losing in-house talent to competitors in this reinvigorated recruitment market also meant HR teams were tasked with improving compensation and benefit structures, with a focus on creating effective retention strategies. As a result, HR professionals with specialist legal skills were in high demand to draft contracts, calculate salaries and compare extra legal benefits, ensuring all changes to compensation and benefits structures were in line with labour law.

We expect that in 2016 there will be greater demand for HR professionals, particularly those with expertise in talent acquisition and development, corporate recruitment and compensation & benefits packages. A shortage of these specialists will drive slight increases in salary, but for general HR positions remuneration will remain similar to 2015.

LEGAL

There was significant growth in vacancies in the legal sector in 2015, mainly in the Randstad. The most urgent hiring priorities were specialists in banking, compliance, mergers and acquisitions, IT and contract law, both in corporate and in private practice.

In private practice and notarial law there was strong demand for professionals with at least three years' experience. In 2016, we anticipate a skills shortage of notarial lawyers in corporate and real estate particularly, in light of the positive changes to the housing and commercial property market.

In corporate business, there will be continued desire among senior legal counsels, general counsels and managers to move to new roles. This stems from the trend in 2015 for legal professionals to move from private firms to in-house roles – with aspirations for a greater work-life balance, and declining interest in becoming a partner. In 2016, this trend will increase the demand for commercial lawyers with strong business acumen, owing to their ability to advise in-house teams. IT law specialists will also be highly sought after to manage issues including cyber security and data protection.

In line with the rest of the sector, the interim legal market improved. There was a significant

increase in demand for interim legal counsels and notaries. Demand for interim lawyers outstripped supply and many worked on multiple assignments simultaneously – we anticipate the same for 2016. Despite an uncertain future because of rising overheads, developments in the Trust sector in 2015 will lead to an increase in the number of vacancies available in 2016.

Overall, 2016 will see small increases in remuneration, fringe benefits and bonuses across the country.

SALES & MARKETING

The recruitment market for sales professionals did not see significant change in 2015, with little movement in salaries. We anticipate that increased export activity, which makes sales processes more complex, will result in a surge of demand in 2016 for higher-educated, developed sales professionals who are able to act as business partners.

Within marketing, there was a vast increase in job movements for professionals, making the supply of skilled candidates scarce in the coming year. Employers will be looking beyond traditional marketers and seeking candidates with knowledge of digital media and big data, offering higher compensation packages for these specialists.

TAX & TREASURY

In 2015 there was greater demand for transfer pricing specialists, but with reduced mobility at board level. The year saw constant demand for BTW specialists too, especially those with knowledge of automation. With more multinationals seeking to retain full control over their tax position, tax risk was a significant theme last year. The resulting demand for tax accounting expertise is set to continue into 2016. Many former 'Big 4' tax accounting employees will move into the private sector, which means employers will have a good choice of candidates, particularly in interim roles. Salaries in the tax sector will remain stable in 2016, with the exception of transfer pricing specialists.

NETHERLANDS

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
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	40 - 60k	60 - 70k	60 - 70k		
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 - 120k	80 - 125k	120 - 150k+	120 - 150k+
Division Controller			70 - 100k	70 - 100k	100 - 110k	100 - 115k
Business Controller	45 - 65k	45 - 65k	65 - 90k	65 - 90k	90 - 110k	90 - 110k
Financial Controller	45 - 65k	45 - 65k	65 - 90k	65 - 90k	80 - 95k	80 - 100k
Accounting						
VP Finance/CFO					150k+	150k+
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
Credit Controller	40 - 50k	40 - 50k	50 - 60k	50 - 60k	60 - 70k	60 - 70k
Finance Manager			50 - 80k	50 - 80k	80 - 100k	80 - 100k
Financial Accountant	40 - 50k	40 - 50k	50 - 55k	50 - 55k	55 - 65k	55 - 65k
Management Accountant	40 - 60k	40 - 60k	60 - 70k	60 - 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

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Finance & Control						
Manager	45 - 65k	45 - 65k	65 - 90k	65 - 90k	90 - 150k	90 - 150k
Finance Control	45 - 70k	45 - 70k	70 - 90k	70 - 90k	90 - 150k	90 - 150k
Business Control	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	35 - 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	35 - 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	40 - 70k	70 - 110k	70 - 110k	110 - 150k	110 - 150k

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

NETHERLANDS

INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Accounting & Finance		
VP Finance/CFO	900 - 1700	900 - 1700
Finance Manager	600 - 850	600 - 850
Team Leader	450 - 750	450 - 750
Financial Accountant	400 - 520	400 - 520
Senior GL Accountant	350 - 550	400 - 560
Operational AP/AR Officer	300 - 440	300 - 440
Payroll Officer	350 - 500	350 - 520
Auditor (RA/ACCA)	560 - 1000	560 - 1000
Corporate Recovery Expert	1000 - 2500	1000 - 2500
Planning		
FP&A Manager	600 - 800	600 - 800
Business Analyst	400 - 520	450 - 550
Financial Analyst	400 - 520	450 - 550
Control		
Group Controller	700 - 1000	700 - 1000
Financial/Business Controller	520 - 800	520 - 800
Assistant Controller	400 - 550	450 - 550
Banking & Financial Services		
Risk Manager	700 - 1000	700 - 1000
Compliance Manager	700 - 1000	700 - 1000
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	
	2015	2016	2015	2016	2015	2016
In-house						
General Counsel					125k+	125k+
Manager Legal Affairs			85k+	85k+	100k+	110k+
Legal Counsel	45 - 60k	45 - 60k	57 - 80k	60 - 85k	80 - 110k	85 - 110k
Compliance Officer	47 - 55k	50 - 60k	55 - 90k	60 - 90k	90 - 120k	90 - 120k
Private Practice						
US & UK Firms - Partner					250k+	250k+
Dutch Firms - Partner					225k+	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	60 - 90k	90 - 125k	90 - 125k

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

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Interim Lawyer (Private Practice)	800 - 1200	800 - 1200
Specialised Legal Counsel	900 - 1200	900 - 1200
Compliance	800 - 1200	800 - 1200
Contract Manager	800 - 1200	800 - 1200
Civil Notary	800 - 1100	800 - 1200
Legal Counsel	750 - 1100	750 - 1200

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

NETHERLANDS

SALARIES

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Sales						
Country Manager					120 - 180k	120 - 180k
Commercial Director			80 - 105k	80 - 105k	110 - 165k	110 - 165k
Sales Director			65 - 120k	65 - 120k	100 - 170k	100 - 170k
National Sales Manager			55 - 75k	55 - 75k	70 - 110k	70 - 110k
Regional Sales Manager	40 - 55k	40 - 55k	45 - 75k	45 - 75k	70 - 100k	70 - 100k
Account Manager	30 - 45k	30 - 45k	40 - 70k	40 - 70k	60 - 90k	60 - 90k
Marketing						
Marketing Director			60 - 90k	70 - 95k	80 - 150k	80 - 150k
Marketing Intelligence Manager			50 - 85k	55 - 90k	80 - 100k	80 - 100k
Brand/Category Manager	35 - 50k	35 - 50k	50 - 65k	55 - 70k	65 - 90k	65 - 90k
Trade Marketing Manager	35 - 50k	35 - 50k	50 - 70k	55 - 75k	65 - 85k	65 - 85k
Online Marketer	40 - 55k	40 - 55k	55 - 75k	60 - 80k	60 - 80k	65 - 85k
Marketing Analyst	35 - 50k	35 - 50k	50 - 65k	55 - 70k	60 - 85k	60 - 85k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
HR Director					90k+	90k+
Compensation Manager			75 - 90k	75 - 95k	90 - 135k	90 - 150k
HR Manager	52 - 65k	52 - 65k	65 - 90k	65 - 90k	90 - 125k	90 - 125k
Recruitment Manager	50 - 60k	50 - 65k	60 - 75k	65 - 80k	75 - 100k	80 - 110k
HR Advisor	42 - 55k	42 - 55k	55 - 72k	55 - 72k	70 - 90k	70 - 90k
Corporate Recruiter	40 - 55k	42 - 60k	55 - 65k	60 - 75k	67 - 75k	75 - 90k

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

NETHERLANDS

TAX & TREASURY

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Treasury						
Treasurer			80 - 110k	80 - 110k	110 - 220k	110 - 220k
Corporate Finance Manager			70 - 90k	70 - 90k	90 - 125k	90 - 125k
Assistant Treasurer	45 - 70k	45 - 70k	70 - 85k	70 - 85k	85 - 100k	85 - 100k
Treasury Analyst	50 - 70k	50 - 70k	70 - 90k	70 - 90k	70 - 90k	70 - 90k
Treasury Accountant	50 - 70k	50 - 70k	70 - 85k	70 - 85k	85 - 95k	85 - 95k
Cash Manager	45 - 70k	45 - 70k	70 - 80k	70 - 80k	80 - 95k	80 - 95k
Tax						
Tax Director (Europe)			90 - 130k	90 - 130k	130 - 240k	130 - 240k
Tax Manager	55 - 80k	55 - 80k	80 - 110k	80 - 110k	110 - 150k	110 - 150k
Tax Compliance	55 - 75k	55 - 75k	75 - 85k	75 - 85k	85 - 105k	85 - 105k
Tax Consultant	50 - 70k	50 - 70k	70 - 95k	70 - 95k	95 - 140k	95 - 140k
Tax Accountant	50 - 70k	50 - 75k	70 - 80k	75 - 85k		

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

INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2015	2016
Tax Accountant	600 - 800	600 - 800
Treasury Manager	750 - 1100	750 - 1100
Tax Manager	800 - 1200	800 - 1200
Cash Manager	500 - 750	500 - 800

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

NETHERLANDS

CONTRACT BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2015	2016
Secretarial & Management Support		
Executive & Personal Assistant	35 - 52k	35 - 53k
Office Manager	30 - 45k	30 - 45k
Legal Secretary	26 - 40k	28 - 40k
HR Support	25 - 36k	25 - 36k
Management Assistant	24 - 38k	24 - 38k
Receptionist	23 - 31k	23 - 31k
Data Entry	23 - 31k	23 - 31k
Starter (Bachelor/Master)	20 - 32k	20 - 32k
Sales & Supply Chain		
Operations Manager	36 - 52k	36 - 52k
Demand & Supply Chain Planner	35 - 58k	35 - 58k
Logistics Analyst/Third Party Logistics	35 - 58k	35 - 58k
Supply Chain Co-ordinator	30 - 42k	30 - 42k
Inside Sales Support	25 - 45k	25 - 45k
Export Associate	25 - 40k	25 - 42k
Sales Representative	23 - 42k	23 - 42k
Order Management Specialist	25 - 38k	25 - 38k
Customer Service Representative	23 - 33k	23 - 33k
IT Support		
System Administrator	30 - 60k	30 - 60k
Application Administrator	30 - 60k	30 - 60k
Network Administrator	30 - 60k	30 - 60k
IT Helpdesk (1st/2nd/3rd line)	25 - 40k	25 - 40k

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

NETHERLANDS

CONTRACT FINANCE

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2015	2016
Accounts Payable Team Leader	35 - 50k	40 - 50k
Accounts Payable Specialist	30 - 40k	30 - 40k
Accounts Payable Administrator	23 - 33k	25 - 35k
Accounts Receivable Team Leader	38 - 50k	40 - 50k
Accounts Receivable Specialist	30 - 40k	30 - 40k
Credit Controller	23 - 33k	25 - 35k
Junior Controller	33 - 40k	33 - 40k
Senior Financial Administrator	35 - 40k	35 - 40k
Payroll Officer	40 - 50k	40 - 50k
Starter (Bachelor/Master)	30 - 40k	30 - 40k
Data Entry	20 - 30k	20 - 30k

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



SPAIN'S STRENGTHENING ECONOMIC PERFORMANCE IN 2015 MADE IT A GOOD YEAR FOR THE RECRUITMENT MARKET.

Unemployment fell fast; economic growth was above 3% year-on-year, Spain's critical tourism sector had a record year and Moody's credit agency upgraded Spain's rating from negative to positive.

2015 INSIGHT

Looking at the total number of jobs advertised across the Spanish recruitment market in 2015, sales, IT and manufacturing experienced the highest volumes. In terms of growth rate, real estate and financial services were the strongest performers. The latter sectors had been hard-hit during the downturn and it was a very positive sign for the market that we started to see a return to growth.

Hiring activity across banks was active, with particular demand for senior analysts and professionals experienced in mergers & acquisitions and private equity. Across the back office, compliance expertise was sought after due to tightening EU regulations. We also saw growth in a range of technical positions across insurance; Solvency II actuaries, risk and pricing actuaries, underwriters and key account managers were all in demand.

In accountancy and finance there was high demand for business partners, controllers and financial planning analysts (FP&A). Companies were looking for strong middle and senior-level technicians with communication skills and business acumen to manage stakeholders. In a positive sign for the market, newly-qualified accountants were sought after, especially across the FMCG and pharmaceutical sectors.

Digital was a key theme across sectors. Online marketing and customer relationship management professionals were needed by the majority of companies to turn information into customer loyalty. The huge growth in digital technology meant that IT, CRM, big data and information security specialists were in high demand.

Engineering, procurement and construction expertise was also in high demand, particularly within renewable energy because of Spain's excellent global reputation in this area.

2016 EXPECTATIONS

Hiring levels are expected to be similarly positive in 2016. With predictions for economic growth based at 2.5% or higher and thousands of new roles forecast, this upward trend should continue for the next two years at least.

We expect to see marginal salary increases across the board, with the biggest increases naturally reserved for the most sought-after skill sets. Data scientists, CRM experts and experienced engineering professionals could command 20% rises. Financial business partners and actuaries may also find their salaries increasing by 10%.

Employers will need to emphasise both a positive work environment and a complete salary package, encompassing as many benefits as possible, to secure the best professionals in 2016. Incentives like flexible working and work-life balance in general will also play a greater significance when candidates consider career moves; added extras like car options will also be important. With greater confidence in the market, employees' desire to have clear career development plans will also be a key factor in their role choice.

As demand for specialist professionals grows in 2016, hiring managers may need to be more open-minded about the geographical scope of their hiring. In an increasingly global market, candidates of all nationalities can add value and should be considered as a natural part of the selection process.

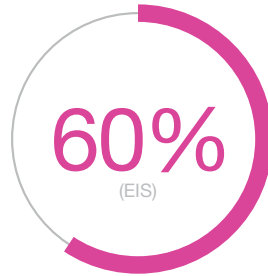


Employers will need to emphasise both a positive work environment and a complete salary package, encompassing as many benefits as possible, to secure the best professionals in 2016.



+ 28% (EJI)

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



Spanish professionals who would accept a lower fixed salary with greater benefits/bonuses



KEY FINDINGS

We expect to see marginal salary increases across the board, with the biggest increases naturally reserved for the most sought-after skill sets.

Digital was a key theme across sectors. Online marketing and customer relationship management professionals were needed by the majority of companies to turn information into customer loyalty.

(EJI)

TOP THREE SECTORS BY ADVERTISED JOB VOLUME

- 1 Sales
- 2 Information technology
- 3 Manufacturing

(Salary Survey 2016)

20% SALARY INCREASES EXPECTED FOR THESE SKILL SETS



Information security



Data science



4 out of 10 professionals in Spain believe they are paid less than their market value

EJI: Robert Walters European Job Index Q3 2014 v Q3 2015.
EIS: Robert Walters Employee Insights Survey 2015, 7,000 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Job volumes grew considerably across finance departments at both multinational and local companies in 2015.

The finance function continued to evolve and accounting and finance professionals had a much more pivotal role to play in their companies' overall business strategy. Financial and business analysts and FP&A managers were therefore in high demand to support the function's increasing contribution to decision-making.

The market for newly and part-qualified accountants was active, especially among local conglomerates and companies in the FMCG, pharmaceutical and industrial sectors. Hiring managers also looked for credit control officers who could help chase debts. Audit professionals were in steady demand, but with less appetite from professionals to undertake the travel needed for such roles, many companies struggled to hire strong candidates.

Plant controllers were also required to manage the opening of new sites in Spain, developing their efficiency and profitability through business process improvement.

In 2016 candidates with FP&A and controlling expertise will remain in high demand. However, hiring managers may struggle to fill these roles as there is a limited supply of specialists with the commercial acumen and communication skills for those roles which partner with the business. Companies will also continue to seek treasury professionals to maintain effective cash flow management.

The limited supply of quality candidates means companies should offer a competitive salary

package to secure top talent. Mid to senior-level professionals in acutely talent-short areas will be looking for salary increments of 10-15%, otherwise an average increase of 8% is expected. Salaries for newly and part-qualified professionals will increase by about 5%.

BANKING & INSURANCE

In 2015 the credit rating agency, Moody's upgraded Spain's banking system from a 'negative' to a 'positive' for the first time in seven years. International investors once again saw Spain as an attractive option and there was ongoing merger and acquisition activity. This translated into a recovery in the banking sector, and extremely positive developments for the recruitment market.

Changes to banking regulations meant that the most sought-after professionals in 2015 were senior analysts, associate merger and acquisitions, private equity, compliance and PBC professionals. With ongoing demand anticipated, salaries are likely to rise between 5% and 10% across the banking sector in 2016.

Recruitment increased at a slower pace across the insurance sector in 2015. However, there were pockets of hiring driven by regulation. With a Solvency II framework largely agreed, technical positions, such as Solvency II actuaries, risk and pricing actuaries, underwriters and key account managers were in high demand throughout the year.

In 2016 there are predictions for growth in life insurance, but slower development in other areas. The economic conditions of recent years have significantly impacted on salary increases within insurance, but due in part to the Collective Agreement, these employees will see their salaries rise by up to 2.5% in 2016.

ENGINEERING

The engineering recruitment market continued to consolidate in 2015. Large energy infrastructure projects did work in Spain and as Spanish engineers were in demand worldwide, there was a shortage of available talent for renewable energy parks. In the industrial sector there was a clear recovery – multinationals opened new headquarters and needed local talent to build teams. Companies that weathered the economic downturn continued optimising their resources, hiring process improvement and supply chain specialists.

Business development positions were most in demand to help companies sell their products, build new infrastructure or renovate existing plants. This also drove a greater need for after-sales service professionals, operations and maintenance managers. Across the market, candidates were required to be fluent in English.

In 2016 there will be a continued search for "super-specialists" who can help companies optimise their business structures. However, there are very few of these specialists; they are in high demand and will command ever-higher salary increments. Similarly, the salaries of technical sales engineers will see an increase of around 30% in 2016. Across the board, senior managers in particular will be looking for an increased salary plus a variable benefits package, and a company that can guarantee them at least a medium-term project.

IT & DIGITAL

The digital transformation became even more visible in 2015, with an overwhelmingly active market in IT and digital, particularly in the first half of the year. The sector was dominated by two trends: the focus on information security,

KEY TRENDS

- ▶ In an increasingly global market, candidates of all nationalities can add value and should be considered as a natural part of the selection process.
- ▶ Overall, a company's digital strategy will be key to its success in 2016, but employers will need to pay to secure talent to help them deliver it.
- ▶ International investors once again saw Spain as an attractive option and there was ongoing merger and acquisition activity.

and on data science. There was an incredibly strong demand for skilled candidates in these areas. This led to significant salary increases of around 20% for information security and data science professionals.

In 2016 there will be even more development in the digital space, as more and more companies look to utilise their data profitably – retail businesses in particular, will hire professionals to help turn their data into something meaningful and strategic. The growing demand for secure access to information in sectors such as banking or insurance will also drive information security hires. Overall, a company's digital strategy will be key to its success in 2016, but employers will need to pay to secure talent to help them deliver it.

SALES & MARKETING

In 2015 the growing economy led to an increase in consumption and investment that had a positive effect on the recruitment market for sales and marketing positions. Companies in the retail, consumer goods and services sectors invested in their teams, and professionals became more proactive about moving to new roles. There was demand for senior professionals with experience in export, and increased searches for high-potential junior professionals and sales professionals with greater technical knowledge.

The overall trend in sales and marketing is without a doubt focused on the digital world, and in 2016 e-commerce specialists will continue to be in demand. Many more large companies will move towards a business model based on customer loyalty and the marketing strategy. To underpin this purpose, organisations will require more CRM professionals with experience in relationship marketing.

With wage freezes and salary decreases the norm during the last few years at both middle and senior management level, the future trend looks more positive, with slight improvements in salaries and other benefits anticipated.

TAX & LEGAL

During 2015, hiring levels across both law firms and within in-house legal departments increased.

A growing number of foreign investors and a real-estate market full of opportunities for institutional investors meant that lawyers specialising in property were in high demand. Reflecting a wider trend across the financial services sector, increasing changes in legislation drove more companies to seek data protection and compliance officers. Hiring for banking and corporate lawyer positions remained stable through the year.

Now the sector is recovering we anticipate higher recruitment levels and rising salaries as a result. In 2015, most partners and senior lawyers increased their salaries by around 3% and 5% respectively. We expect companies to maintain similar pay rises next year.

SPAIN

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Generalist						
Chief Financial Officer			75 - 100k	80 - 120k	100 - 150k	120 - 200k
Finance Director - SME	50 - 60k	50 - 65k	60 - 75k	65 - 85k	75 - 90k	70 - 95k
Head of Controlling			50 - 70k	55 - 80k	65 - 85k	70 - 100k
FP&A Manager	35 - 50k	35 - 55k	50 - 65k	50 - 70k	65 - 100k	70 - 110k
Financial Controller	30 - 50k	35 - 50k	50 - 65k	55 - 70k	65 - 90k	70 - 95k
Accounting Manager	35 - 50k	40 - 50k	50 - 65k	55 - 70k	65 - 75k	70 - 85k
Treasurer	35 - 45k	40 - 50k	45 - 60k	50 - 65k	60 - 80k	65 - 80k
Business Analyst	35 - 50k	35 - 50k	50 - 65k	55 - 70k	65 - 80k	70 - 85k
Specialist						
Plant Controller	35 - 45k	40 - 55k	45 - 65k	55 - 80k	65 - 90k	80 - 95k
Internal Auditor	35 - 50k	35 - 50k	50 - 65k	55 - 75k	65 - 90k	75 - 95k
Consolidation Manager	35 - 50k	40 - 50k	50 - 70k	50 - 70k	70 - 90k	75 - 90k
Project Finance Analyst	40 - 60k	45 - 70k	60 - 80k	70 - 110k	80 - 120k	110 - 160k
Strategy Consultant	40 - 60k	45 - 60k	60 - 80k	65 - 85k	90 - 120k	90 - 125k

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	
	2015	2016	2015	2016	2015	2016
Banking						
Institutional Sales	45 - 90k	45 - 90k	80 - 120k	80 - 130k	110 - 170k	110 - 170k
M&A	50 - 75k	50 - 85k	70 - 125k	70 - 130k	110 - 170k	110 - 170k
Private Equity	50 - 80k	50 - 85k	70 - 130k	70 - 130k	115 - 160k	115 - 160k
Retail Director			50 - 90k	55 - 90k	75 - 140k	75 - 140k
Real Estate Asset Manager	45 - 75k	50 - 80k	75 - 120k	75 - 125k	90 - 135k	90 - 140k
Private Client Adviser	45 - 60k	45 - 65k	55 - 75k	60 - 80k		
Head of Operations					90 - 120k	90 - 120k
Compliance & AML Officer	50 - 70k	50 - 75k	65 - 100k	70 - 100k	100k+	100k+
Financial Controller	45 - 65k	45 - 65k	60 - 90k	60 - 90k	100k+	100k+
Product Manager	45 - 65k	45 - 70k	55 - 80k	55 - 80k	75 - 95k	75 - 95k
Credit Analyst	55 - 70k	55 - 70k	65 - 80k	65 - 85k		
Middle Office	32 - 40k	32 - 42k	40 - 60k	40 - 60k	48 - 75k	50 - 80k
Back Office	25 - 35k	25 - 38k	35 - 55k	35 - 58k	50 - 70k	50 - 70k
Insurance						
Chief Actuary			60 - 90k	70 - 100k	100k+	100k+
Actuary	30 - 45k	30 - 45k	45 - 60k	45 - 65k		
Senior Underwriter	35 - 50k	35 - 55k	55 - 70k	55 - 75k	60 - 80k	60 - 85k
Underwriter	30 - 45k	30 - 45k	45 - 60k	45 - 65k		
Claims Manager			55 - 80k	60 - 90k	90k+	90k+
Claims Assistant	30 - 45k	35 - 45k	45 - 60k	50 - 70k		
Key Account Manager	35 - 55k	40 - 55k	50 - 80k	55 - 80k	90k+	90k+
Audit Manager	40 - 50k	40 - 55k	50 - 60k	50 - 65k	65 - 80k	65 - 85k
Senior Auditor	40 - 50k	45 - 55k	50 - 70k	50 - 70k	70 - 80k	70 - 85k
Financial Controller	30 - 40k	35 - 45k	40 - 55k	40 - 60k	60 - 80k	60 - 85k

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SPAIN

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Industry & Supply Chain						
General Manager/CEO			80 - 90k	75 - 100k	90 - 120k	120 - 150k
Business Development Manager	45 - 60k	50 - 70k	60 - 90k	70 - 90k	90 - 120k	100 - 130k
Sales Engineer/Product Manager	40 - 50k	35 - 55k	50 - 70k	50 - 75k	70 - 90k	80 - 95k
QA/QC Manager	40 - 50k	45 - 60k	50 - 60k	50 - 65k	50 - 60k	65 - 80k
Industrial/Plant Manager	40 - 60k	45 - 60k	60 - 80k	65 - 80k	80 - 100k	90 - 110k
Production Manager	40 - 50k	40 - 60k	50 - 70k	60 - 80k	70 - 90k	90 - 110k
Technical Director	40 - 50k	40 - 60k	50 - 70k	60 - 80k	70 - 90k	90 - 110k
Logistics/Supply Chain Manager	30 - 40k	35 - 50k	40 - 60k	50 - 65k	60 - 80k	70 - 90k
Purchasing Manager	30 - 40k	30 - 40k	40 - 55k	40 - 50k	55 - 70k	60 - 80k
Maintenance/Facility Manager	30 - 40k	35 - 45k	45 - 65k	45 - 60k	50 - 70k	60 - 80k
Infrastructure						
Project Director	70 - 80k	80 - 90k	80 - 90k	90 - 100k	120 - 140k	130 - 150k
Project Manager	75 - 85k	85 - 95k	85 - 95k	95 - 105k	105 - 115k	115 - 125k
Site Construction Manager	65 - 75k	70 - 80k	75 - 85k	80 - 90k	85 - 110k	110 - 130k
Planning & Cost Manager	70 - 80k	70 - 80k	80 - 90k	80 - 90k	110 - 120k	110 - 130k
Technical Office Manager	65 - 75k	75 - 85k	75 - 85k	85 - 95k	95 - 105k	95 - 105k
Procurement Manager	50 - 60k	60 - 70k	60 - 70k	70 - 80k	80 - 90k	80 - 90k
MEP Manager	60 - 70k	60 - 70k	70 - 80k	80 - 90k	90 - 100k	90 - 100k

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	
	2015	2016	2015	2016	2015	2016
Oil & Gas/Conventional/Mining & Cement						
Business Development Manager	45 - 60k	45 - 60k	80 - 100k	80 - 100k	100 - 160k	100 - 160k
Operations Director			80 - 100k	85 - 100k	100 - 120k	110 - 130k
Project Director	40 - 60k	45 - 65k	65 - 80k	65 - 85k	80 - 100k	85 - 110k
Engineering Manager	40 - 60k	40 - 60k	75 - 80k	75 - 80k	85 - 100k	85 - 100k
Procurement Manager	45 - 55k	45 - 55k	55 - 65k	55 - 65k	70 - 80k	70 - 90k
Process Leader	40 - 45k	40 - 45k	50 - 75k	50 - 75k	75 - 80k	75 - 80k
Lead Mechanical Engineer	45 - 50k	45 - 50k	55 - 60k	55 - 60k	65 - 80k	65 - 75k
Site Construction Manager	75 - 90k	75 - 90k	90 - 120k	90 - 120k	120 - 160k	120 - 150k
Site Contract Manager			90 - 120k	90 - 120k	110 - 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	110 - 150k	120 - 150k
Site HSE Manager	60 - 80k	60 - 80k	80 - 90k	80 - 90k	90 - 120k	90 - 120k
Project Director (Mining)			85 - 110k	85 - 110k	110 - 160k	110 - 160k
Mechanical Leader (Mining)	30 - 45k	35 - 50k	50 - 65k	50 - 70k	70 - 90k	70 - 90k
Process Leader (Mining)	35 - 50k	35 - 50k	50 - 65k	50 - 65k	65 - 90k	65 - 90k
Renewable Energy/T&D						
Business Development Manager	45 - 55k	50 - 60k	55 - 80k	55 - 80k	65 - 100k	70 - 120k
Project Development Manager	35 - 45k	40 - 45k	50 - 65k	55 - 70k	60 - 80k	60 - 80k
Project Manager	40 - 55k	40 - 55k	45 - 65k	50 - 70k	60 - 90k	65 - 100k
Engineering Manager	40 - 55k	40 - 55k	45 - 65k	50 - 70k	60 - 90k	65 - 100k
Procurement Manager	35 - 55k	35 - 55k	40 - 60k	45 - 65k	55 - 75k	55 - 75k
Site Construction Manager	40 - 55k	40 - 55k	45 - 65k	50 - 70k	60 - 90k	65 - 100k
Site Commissioning Manager	40 - 50k	40 - 50k	45 - 60k	50 - 65k	60 - 85k	65 - 95k
O&M Manager	35 - 55k	35 - 55k	40 - 60k	45 - 65k	55 - 75k	55 - 75k

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

SPAIN

IT & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Management						
CTO/CIO	65 - 75k	70 - 80k	75 - 110k	80 - 110k	90 - 160k	100 - 160k
Chief Digital Officer	50 - 60k	55 - 60k	60 - 80k	70 - 90k	75 - 100k	90 - 150k
IT Director	50 - 65k	55 - 70k	65 - 95k	70 - 100k	80 - 105k	85 - 120k
Systems						
Systems Director	75 - 80k	80 - 85k	90 - 95k	95 - 100k	100 - 110k	110 - 130k
Systems Administrator	35 - 40k	40 - 45k	45 - 55k	55 - 60k		
Head of Infrastructure	55 - 60k	60 - 65k	65 - 70k	70 - 75k	80 - 85k	90 - 95k
Network Engineer	35 - 45k	40 - 50k	45 - 60k	45 - 60k	55 - 75k	60 - 80k
Chief Security Officer	45 - 60k	50 - 70k	50 - 70k	60 - 80k	65 - 90k	80 - 110k
Network Security Engineer	35 - 45k	40 - 50k	45 - 60k	45 - 60k	55 - 75k	60 - 80k
Reverse Engineer/Hacker	35 - 40k	40 - 45k	45 - 50k	55 - 60k		
Development						
Development Director	55 - 65k	55 - 70k	70 - 90k	70 - 95k	90 - 125k	90 - 125k
Enterprise Architect	65 - 85k	70 - 85k	65 - 100k	70 - 100k	90 - 135k	95 - 135k
Software Architect	40 - 50k	45 - 55k	45 - 55k	50 - 55k		
Development Project Manager	40 - 60k	45 - 60k	50 - 70k	55 - 70k	60 - 75k	60 - 80k
Front-end Developer	35 - 50k	40 - 50k	40 - 60k	45 - 65k	50 - 70k	55 - 80k
Back-end Developer	30 - 35k	35 - 40k				
Mobile (iOS/Android) Engineer	30 - 40k	35 - 45k				
Tester/QA Analyst	35 - 40k	40 - 45k				

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

SPAIN

IT & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Data & Analytics						
Data & Analytics Manager	40 - 60k	45 - 65k	50 - 65k	55 - 70k	60 - 85k	60 - 85k
BI Specialist	30 - 40k	35 - 40k	35 - 45k	40 - 50k	40 - 60k	45 - 65k
Big Data Specialist	30 - 35k	40 - 50k				
Data Scientist	35 - 50k	45 - 60k				
ERPs						
SAP Manager	45 - 50k	50 - 55k	47 - 50k	52 - 57k	60 - 65k	70 - 75k
SAP Analyst	40 - 45k	45 - 50k	45 - 50k	50 - 52k		
SAP Developer	35 - 40k	38 - 42k	42 - 45k	47 - 50k		
Sales						
Account Manager	40 - 45k	45 - 50k	50 - 60k	55 - 65k	75 - 80k	75 - 80k
Sales Director	55 - 60k	60 - 65k	60 - 65k	65 - 70k	75 - 85k	80 - 90k
Pre-sales Manager	40 - 55k	40 - 55k	50 - 65k	55 - 70k	60 - 75k	65 - 75k

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	
	2015	2016	2015	2016	2015	2016
Sales						
Sales Director	75 - 100k	80 - 100k	90 - 100k	100 - 120k	105 - 150k	105 - 150k
Trade Marketing Manager	45 - 60k	50 - 65k	65 - 90k	70 - 90k	80 - 110k	80 - 100k
National Account Manager	45 - 60k	60 - 70k	50 - 65k	75 - 90k	70 - 95k	75 - 100k
Key Account Manager	45 - 70k	50 - 70k	60 - 85k	70 - 85k	80 - 120k	75 - 120k
Marketing						
Marketing Director	70 - 90k	70 - 90k	80 - 120k	85 - 120k	105 - 150k	105 - 150k
Marcomms Manager	50 - 70k	55 - 70k	65 - 75k	65 - 75k	85 - 100k	80 - 105k
Brand Manager	40 - 60k	40 - 60k	50 - 70k	55 - 70k		
Digital						
Online Marketing Manager	45 - 75k	45 - 75k	75 - 90k	80 - 95k	95 - 115k	100 - 120k
Online Project Manager	45 - 65k	45 - 65k	50 - 70k	55 - 75k		
E-commerce Manager	45 - 70k	45 - 70k	75 - 110k	80 - 115k		
CRM Manager	30 - 45k	35 - 45k	45 - 70k	50 - 80k		
SEM/SEO Manager	30 - 40k	35 - 45k	45 - 55k	50 - 60k		
Account Manager	35 - 50k	35 - 50k	40 - 70k	45 - 70k		
Social Media Specialist	35 - 45k	35 - 45k	40 - 50k	40 - 50k		

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	
	2015	2016	2015	2016	2015	2016
In-house						
Legal Counsel	35 - 70k	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 Officer	35 - 70k	35 - 75k				
Private Practice - Law Firms						
Banking/Finance Lawyer	50 - 70k	50 - 75k	70 - 120k	75 - 130k	120 - 150k	120 - 160k
Corporate Lawyer	50 - 70k	50 - 75k	70 - 120k	75 - 130k	120 - 150k	120 - 160k
Litigation Lawyer	50 - 70k	50 - 75k	70 - 120k	75 - 130k	120 - 150k	120 - 160k
EU & Competition Lawyer	50 - 70k	50 - 70k	70 - 120k	70 - 120k	120 - 150k	120 - 160k
IP/IT Lawyer	45 - 65k	45 - 70k	65 - 100k	70 - 100k	120 - 150k	120 - 160k
Labour Lawyer	50 - 70k	50 - 70k	70 - 120k	70 - 120k	120 - 150k	120 - 160k

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

SWITZERLAND



HIRING LEVELS REMAINED STEADY THROUGHOUT 2015 DESPITE THE SHARP RISE IN THE VALUE OF THE SWISS FRANC AT THE BEGINNING OF THE YEAR. QUALIFIED PROFESSIONALS WITH NICHE SKILL SETS WERE SOUGHT AFTER ACROSS A VARIETY OF INDUSTRY SECTORS AT MID TO SENIOR LEVEL. AS A RESULT, WE EXPECT RECRUITMENT LEVELS IN 2016 TO GRADUALLY INCREASE IN LINE WITH AN IMPROVING EUROPEAN AND GLOBAL ECONOMY.

2015 INSIGHT

The combination of a strong Swiss Franc and slower domestic growth meant that businesses approached hiring with an element of caution throughout the year. However, the majority of our clients remain committed to Switzerland in the medium to long term and as such took part in strategic and opportunistic hiring in core business areas.

As well as a stronger performance from the ICT sector, regulation continued to drive increased hiring levels across the legal, compliance, risk and project areas in the financial services sector. These will remain buoyant areas of recruitment in 2016.

There was an ongoing debate around limiting the number of foreign professional workers

in Switzerland during the year. In light of this, the demand for local talent remained strong throughout 2015 and will be sustained in 2016.

2016 EXPECTATIONS

We anticipate a gradual rise in levels of recruitment in 2016, with growth particularly evident across a number of key in-demand areas. Hiring managers are still likely to be cautious and this will be reflected in salary levels, but the overall outlook for the Swiss recruitment market is positive.

Compliance, legal and risk divisions will see higher levels of recruitment as Switzerland takes the lead in European legislation relating to financial regulation. This is a new development, as historically Switzerland has followed the direction of other European countries.

We also expect strong hiring activity in treasury and money markets as well as trade finance. These are areas that are enjoying growth and we expect them to provide increasing employment opportunities in 2016.

With the exception of niche roles such as regulation and compliance, finance salaries in commerce and industry are expected to remain relatively static, with many departments still in a period of consolidation.

Within the ICT sector, there will be high demand for experienced local sales professionals who can bring with them valuable Swiss and international customer networks.

In 2016, hiring managers may wish to reassess their candidate selection process. It became apparent in 2015 that employers were often waiting for the 'perfect' CV to appear, resulting in lengthy vacancy periods. Whilst this might be justifiable for senior positions, many companies realised the cost of leaving roles unfilled as they missed out on top talent.

In order to attract and retain employees, companies will still need to offer competitive financial remuneration. Those businesses that are able to demonstrate commitment to corporate responsibility and provide training and development programmes of real worth will be the candidate's first choice.

ACCOUNTING & FINANCE

The accounting and finance jobs market for permanent professionals was challenging during 2015, with companies reducing their operations in Switzerland due to high employment costs and concerns over the strength of the Swiss Franc against the Euro. As commerce and industry firms focused on operational effectiveness there were sharp increases in demand for a number of

OVERVIEW

professionals; controllers and cost accountants were identified as key hiring targets. We also saw continued requirements for top talent at the mid to senior level.

There was also a noticeable shortage of quality junior accountants with general ledger experience in the market, and larger companies headquartered in Switzerland struggled to attract technically strong group accountants with sound knowledge of IFRS and consolidations. This is an area where international candidates will continue to be in demand in 2016.

Salaries for permanent finance professionals will remain consistent but there will be little movement in 2016, despite Swiss companies having an increasing number of roles and a limited pool of professionals to fill them.

Market conditions in Switzerland created demand for interim staff in 2015. In this area a range of skills were sought after, for example, we saw a rise in requirements for interim professionals to work on 'clean-up projects' following company restructures as well as business-critical projects, such as change management. We expect daily rates for interim employees to increase during 2016 as a result of growing demand for these skills.

Employers also set the bar much higher for their junior finance and business support hires in 2015 and were far more selective when hiring. Many businesses moved such roles or teams to lower-cost locations in Europe, however there was still a positive demand for those candidates who could add real value to the organisation. Salaries overall will remain constant in 2016.

BANKING & FINANCIAL SERVICES

In both German and French-speaking areas of Switzerland, the permanent recruitment market remained candidate driven throughout 2015, with consistent demand for specialist, high-calibre candidates at mid to senior level. Interim professionals were also in demand, largely driven by regulatory and operational changes in the banking sector.

Permanent and interim candidates with strong legal and compliance skills remained highly sought after throughout the year, due to increasing regulatory scrutiny in the asset and wealth management sectors. Products and investment suitability expertise in the compliance advisory space was also in demand, mainly on a permanent basis.

Another area within corporate and investment banking in which we saw strong demand during 2015 was commodity trade finance. Despite continued market volatility affecting commodity prices, we saw both banks and commodity trading houses strengthen their teams focused on financing activities.

Salaries within the banking and financial services sector as a whole remained high in 2015, and we envisage this continuing in 2016. We expect candidates with specialist expertise in areas such as compliance, risk and legal will be able to command higher salary increases, particularly over the next year. As niche skill sets became increasingly in demand in 2015, both local and international interim candidates benefited from high daily rates. As a result, Switzerland is an attractive market for interim positions, and this will continue to be the case in 2016.

SALES & MARKETING

Overall we saw a positive recruitment market for sales and marketing professionals in 2015 as strong domestic consumption limited the impact of the strong Swiss Franc.

We saw considerable merger and acquisition activity within the ICT sector at global players in both hardware and software. This led to a sudden increase of technology sales candidates seeking new positions. As the ICT sector continues to thrive we anticipate a sustained demand for top IT sales professionals, particularly individuals with an impressive existing network of retail, financial services and telecom company connections.

We also expect that with the growing demand for cloud business services, IT companies will build teams around cloud computing-related products and services, generating additional positions for experienced professionals.

In marketing, online specialists will be increasingly popular hiring choices as companies focus on targeted online activity. As a result, specialists with experience working with the relevant tools and the ability to track ROI are likely to be in higher demand than marketing generalists.

Another area of growth was in IT security, where active recruitment by both international and Swiss-based companies has been experienced. For hiring managers, the key challenge is to source specific skills and experience rather than generic sales knowledge.

We anticipate stable salary levels in 2016, with only those candidates possessing niche and high-demand skills able to command higher wage increases.

KEY TRENDS

- ▶ Ongoing regulatory requirements for financial services companies means the demand for candidates with strong compliance and legal skills will persist.
- ▶ The ICT sector continues to thrive and we foresee a sustained demand for top IT sales professionals that bring with them a well-developed client network.
- ▶ Interim candidates with a strong finance background and several years of experience in Switzerland are in demand.
- ▶ Hiring managers are likely to be fairly cautious, and this will be reflected in little movement in salary levels.

ZURICH

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM & INTERIM RATES PER DAY (CHF)					
	3 - 7 YRS' EXP (PERM)		7 + YRS' EXP (PERM)		RATE PER DAY (INTERIM)	
	2015	2016	2015	2016	2015	2016
Accounting & Finance						
Chief Financial Officer			140 - 250k	160 - 250k	1000+	1000+
Finance Director			140 - 200k	160 - 200k	800 - 1000	800 - 1000
Group Controller			140 - 190k	140 - 190k	700 - 1000	700 - 1000
Finance Manager	120 - 160k	120 - 160k	140 - 200k	160 - 200k	600 - 700	700 - 900
Chief Accountant/Accounting Manager	100 - 140k	100 - 140k	120 - 160k	120 - 160k	650 - 800	700 - 850
Accountant	80 - 100k	90 - 110k	100 - 125k	110 - 130k	450 - 550	400 - 550
Audit Manager	130 - 160k	130 - 160k	150 - 180k	150 - 180k	600 - 800	600 - 800
Auditor	100 - 130k	100 - 130k	110 - 150k	120 - 150k	500 - 700	500 - 700
Internal Audit	100 - 130k	100 - 130k	120 - 150k	120 - 150k	500 - 700	500 - 700
Consolidation Accountant	120 - 140k	120 - 150k	120 - 160k	130 - 170k	600 - 850	700 - 850
FP&A Manager	120 - 150k	120 - 150k	140 - 170k	140 - 170k	550 - 650	550 - 650
Controller (Management Accounting)	110 - 140k	120 - 150k	130 - 160k	140 - 170k	500 - 700	500 - 700
Cost Controller	100 - 130k	110 - 140k	130 - 160k	140 - 170k	500 - 700	550 - 750
Business Analyst/Financial Analyst	90 - 120k	90 - 120k	110 - 140k	110 - 140k	500 - 600	550 - 650
Tax Specialist	120 - 150k	120 - 150k	120 - 150k	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
AP/AR Manager	100 - 150k	100 - 150k	100 - 150k	100 - 150k	430 - 650	430 - 650
AP/AR Accountant	55 - 100k	55 - 100k	55 - 100k	55 - 100k	240 - 440	240 - 440
Credit Controller/Analyst	70 - 110k	70 - 110k	70 - 110k	70 - 110k	300 - 480	300 - 480
Payroll Accountant	60 - 110k	60 - 110k	60 - 110k	60 - 110k	260 - 480	260 - 480
Projects						
Project Manager					700 - 1000	700 - 1000
SAP/ERP Specialist					700 - 1200	700 - 1200

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

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BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM & INTERIM RATES PER DAY (CHF)					
	3 - 7 YRS' EXP (PERM)		7 + YRS' EXP (PERM)		RATE PER DAY (INTERIM)	
	2015	2016	2015	2016	2015	2016
Compliance & Legal						
Head of Legal	160 - 200k	160 - 200k	200 - 350k	200 - 350k	1000 - 1500	1000 - 1500
Legal Counsel	150 - 180k	150 - 180k	180 - 300k	180 - 300k	700 - 1000	700 - 1000
Compliance Manager	140 - 180k	150 - 190k	180 - 300k	190 - 300k	600 - 800	650 - 850
Regulatory Compliance Officer	120 - 140k	130 - 150k	140 - 180k	150 - 190k	450 - 550	500 - 600
Financial Crime Compliance Officer	90 - 120k	100 - 120k	120 - 140k	120 - 140k	450 - 550	500 - 600
Onboarding & KYC	85 - 110k	90 - 120k	110 - 130k	120 - 140k	450 - 550	500 - 600
Risk						
CRO	180 - 220k	180 - 220k	220 - 300k	220 - 300k	800 - 1200	800 - 1200
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	180 - 220k	180 - 220k	220 - 300k	220 - 300k	1200+	1200+
Financial Controller	110 - 140k	110 - 140k	140 - 160k	140 - 160k	700 - 1000	700 - 1000
Financial/Tax Accountant	90 - 110k	90 - 110k	110 - 140k	110 - 140k	500 - 700	500 - 700
Internal Audit	110 - 140k	110 - 140k	140 - 300k	140 - 300k	500 - 700	500 - 700
Product Control	90 - 110k	90 - 110k	110 - 150k	110 - 150k		
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 Roles	100 - 120k	100 - 120k	120 - 160k	120 - 160k	550 - 700	550 - 700
Sales Roles	100 - 160k	100 - 160k	150 - 220k	150 - 220k		
Middle & Back Office Roles	90 - 120k	90 - 120k	120 - 160k	120 - 160k	500 - 700	500 - 700

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SALARIES

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM & INTERIM RATES PER DAY (CHF)					
	3 - 7 YRS' EXP (PERM)		7 + YRS' EXP (PERM)		RATE PER DAY (INTERIM)	
	2015	2016	2015	2016	2015	2016
Corporate Banking						
Credit Analyst	80 - 110k	80 - 110k	110 - 130k	110 - 130k	500 - 600	500 - 600
Trade Finance Officer	80 - 110k	80 - 110k	110 - 130k	110 - 130k	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 - 550
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

BUSINESS SUPPORT

ROLE	PERMANENT		TEMPORARY	
	SALARY PER ANNUM CHF		RATE PER HOUR CHF	
	2015	2016	2015	2016
Administrator	55 - 75k	55 - 75k	29 - 39	29 - 39
Data Analyst	55 - 80k	55 - 80k	29 - 42	29 - 42
Customer Service Co-ordinator	60 - 90k	60 - 90k	32 - 47	32 - 47
Customer Service Manager	85 - 120k	85 - 120k	45 - 62	45 - 62
Legal Assistant/Secretary/Paralegal	60 - 90k	60 - 90k	32 - 47	32 - 47
Team/Office Manager	90 - 120k	90 - 120k	47 - 62	47 - 62
Team/Office Assistant	65 - 100k	65 - 100k	34 - 52	34 - 52
Personal/Executive Assistant	80 - 120k	80 - 120k	42 - 62	42 - 62
Receptionist	45 - 80k	45 - 80k	24 - 42	24 - 42
Secretary	50 - 85k	50 - 85k	27 - 47	27 - 47
Translator/Language Specialist	70 - 110k	70 - 110k	37 - 56	37 - 56

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

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SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CHF					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
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
Sales Representative	70 - 100k	70 - 100k	80 - 110k	80 - 110k	90 - 120k	90 - 120k
Business Development Manager	90 - 120k	90 - 120k	90 - 120k	100 - 130k	110 - 150k	110 - 150k
Channel Sales Manager	90 - 120k	90 - 120k	90 - 120k	100 - 130k	110 - 150k	110 - 150k
Marketing						
Marketing Director	100 - 130k	100 - 130k	100 - 150k	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	90 - 130k	95 - 130k	120 - 140k	120 - 140k
Category Manager	75 - 110k	75 - 110k	90 - 120k	95 - 120k	110 - 130k	110 - 130k
Product Manager B2B	75 - 110k	75 - 110k	90 - 130k	95 - 130k	120 - 140k	120 - 140k
Product Manager B2C	75 - 110k	75 - 110k	90 - 130k	95 - 130k	120 - 140k	120 - 140k

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



AFTER A STRONG START, 2015 WAS A DIFFICULT YEAR FOR RECRUITMENT IN BRAZIL, WITH DEMAND FOR SPECIALIST PROFESSIONALS LIMITED TO A FEW NICHE AREAS.

Hiring levels fell dramatically and the disparity between job losses and the number of roles being created became particularly acute in the middle of the year. Unemployment rose quickly from 5% in 2014 to 8% in 2015. However, this did seem to stabilise by the end of the year.

At the root of these challenging recruitment trends was a combination of economic factors impacting businesses across the board; inflation continued to rise and the cost of doing business became ever greater, particularly the cost of energy. The coming year is therefore likely to see more challenges than opportunities.

2015 INSIGHTS

Across finance, companies switched their focus from dealing with growth to cost control, and candidates were expected to be able to critically analyse business trends. English skills and international exposure were highly sought after.

Within marketing, there was increased activity in the digital space. A number of companies moved into Brazil to tap into huge internal market opportunities, and marketing candidates who could deploy established techniques across CRM and social media were recruited by forward-thinking businesses.

In sales functions, following years of growth, finding new clients became a matter of survival in 2015. This led to the creation of new business development roles, and a candidate's capacity to open doors with a portfolio of clients was a critical advantage for senior-level hires. General manager positions were also sought after as many companies began to suffer financial losses in Brazil.

Tax and legal were the only sectors to see continuous upward activity, as no company could afford to lose their tax planning and compliance functions, and law firms dealt with an unprecedented amount of cases.

2016 EXPECTATIONS

In 2016 the combined effect of rising costs and falling sales will have a significant impact on salaries. This will be compounded by the mandatory inflation-linked rise in salaries –

'dissídio' – which is likely to be 2% above inflation despite -3% GDP growth. This will have a severe effect on employment too, with numerous job cuts anticipated. Many of those whose jobs will be made redundant will be unable to find an equivalent or higher salary elsewhere, and may be forced to accept a 10% cut in their previous salary.

Those moving from one role to another will no longer be able to obtain the 30-40% increases of recent years. As a result there will be increasing wage discrepancies between similar roles, and little in terms of salary to separate one role from the next step up. In sales roles, professionals may need to accept lower base salaries and higher performance bonuses.

ACCOUNTING & FINANCE

The recruitment market struggled in 2015, mainly due to the country's economic and political crisis, and companies had a difficult time attracting investment from abroad. The year was characterised by a smaller number of open opportunities and a larger number of candidates available in the market. In some sectors, notably automotive and infrastructure, companies changed their structure and replaced senior professionals with more junior

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profiles. However, there was movement at other companies to replace operations candidates with strategic professionals with more specific experience and language skills.

In 2016 employers will be looking for more of these strategic candidates – such business-orientated professionals understand the links between functions, and can help steer the business through difficult conditions. There will also be increasing demand for candidates who have international experience and language skills. These candidates will command higher salaries, but companies may cut other roles in order to pay for them.

It is likely to be a difficult year for those looking for a new role. In previous years professionals moved quickly from company to company, increasing their salary packages by around 20-30%. In 2016 however, even excellent candidates will be open to negotiation, and 2016 salary packages will remain on par with those in 2015.

SALES & MARKETING

The political crisis in Brazil had a huge impact on the economy in 2015. This in turn affected the jobs market and we saw numerous lay-offs. In addition, many senior positions were replaced by more junior professionals. Large corporations will increasingly hire and develop talent internally, which means there will be many skilled candidates looking for work. This presents an excellent opportunity for employers to select people with great experience and commitment.

Companies will still be reorganising internal processes and will be looking for professionals who are strong multi-taskers, and who will work hard to achieve results.

A change in the market is expected after the Rio Olympic Games as companies in many sectors are postponing all new business and hiring investments until then. The economic and political crisis is also expected to stabilise by then, and business and recruitment activity is likely to pick up again from August onwards.

TAX & LEGAL

Tax and legal were the only sectors to remain consistently strong. The tax function was critical for every company – none could afford to lose the capacity for tax planning and compliance, so any losses were filled quickly with replacements.

Law firms were kept very busy handling cases relating to compliance, corruption, employment and lay-offs. Even though lawyers were heavily overworked, very few were leaving firms – this was in stark contrast to previous years when there was a high turnover of legal professionals.

Due to the numerous corruption issues Brazil was facing in connection with the “Lava-Jato” federal police investigation, many companies also sought compliance professionals, and this will continue throughout 2016.

Tax issues will remain in the spotlight due to rising inflation, which stood at nearly 10% at the end of 2015. The high unemployment rate and the predisposition of the government to create new taxes will all help generate significant demand for tax professionals.



In 2016 the combined effect of rising costs and falling sales will have a significant impact on salaries.



KEY TRENDS

- ▶ Those moving from one role to another will no longer be able to obtain the 30-40% increases of recent years.
- ▶ There will be increasing demand for professionals who have international experience and language skills.
- ▶ Large corporations will increasingly hire and develop talent internally, which means there will be many skilled candidates looking for work.
- ▶ The tax function was critical for every company – none could afford to lose the capacity for tax planning and compliance, so any losses were filled quickly with replacements.

BRAZIL

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
CFO			335 - 530k	335 - 530k	450 - 655k	450 - 655k
F&A Manager	130 - 200k	130 - 200k	160 - 240k	160 - 240k		
Head of Controlling	160 - 270k	160 - 270k	220 - 340k	220 - 340k	285 - 420k	285 - 420k
Business Controller	130 - 170k	145 - 190k	150 - 230k	160 - 250k	190 - 310k	220 - 350k
Cost Controller	120 - 140k	120 - 140k	140 - 200k	120 - 140k	160 - 240k	160 - 240k
FP&A Manager	130 - 215k	145 - 240k	170 - 260k	160 - 270k	230 - 360k	250 - 380k
Treasury Manager	170 - 280k	170 - 280k	190 - 310k	190 - 310k	230 - 380k	230 - 380k
Accounting Manager	120 - 175k	130 - 190k	140 - 240k	155 - 260k	145 - 300k	160 - 330k
Internal Audit Manager	130 - 180k	130 - 180k	140 - 210k	140 - 210k	155 - 270k	155 - 270k

TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Tax						
Tax Director			270 - 390k	297 - 429k	310 - 550k	341 - 605k
Tax Manager	110 - 230k	121 - 253k	170 - 240k	187 - 264k	210 - 350k	231 - 385k
Tax Planning Manager	150 - 250k	165 - 275k	190 - 300k	209 - 330k	250 - 400k	275 - 440k
Legal						
Legal Director			300 - 420k	330 - 462k	345 - 600k	380 - 660k
Legal Manager	115 - 200k	126 - 220k	150 - 290k	165 - 319k	210 - 400k	231 - 440k
Partner			165 - 350k	181 - 385k	330 - 580k	363 - 638k
Associate Lawyer	100 - 150k	110 - 165k	125 - 200k	137 - 220k	170 - 260k	187 - 286k
Legal Compliance Manager	140 - 200k	154 - 220k	186 - 266k	204 - 292k		

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

BRAZIL

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Sales						
General Manager			330 - 420k	363 - 462k	390 - 650k	429 - 751k
Sales Director			280 - 365k	308 - 401k	320 - 480k	352 - 528k
National Sales Manager	170 - 220k	187 - 242k	190 - 280k	209 - 308k	250 - 330k	275 - 363k
Technical Sales Manager	145 - 180k	160 - 200k	170 - 275k	187 - 297k	260 - 375k	286 - 412k
New Business Development Manager	115 - 165k	126 - 181k	130 - 210k	143 - 231k	180 - 300k	198 - 330k
Key Account Manager	115 - 145k	126 - 160k	140 - 190k	154 - 209k	180 - 300k	198 - 300k
Marketing						
Marketing Director			230 - 330k	253 - 363k	300 - 400k	330 - 440k
Digital Marketing Manager	130 - 165k	143 - 181k	155 - 210k	170 - 231k	210 - 300k	231 - 330k
Trade Marketing Manager	135 - 178k	148 - 196k	155 - 225k	165 - 247k	210 - 310k	231 - 341k
Marketing & Pricing Manager	162 - 205k	178 - 225k	195 - 280k	214 - 308k	245 - 340k	270 - 374k
Market Research Manager	100 - 155k	105 - 165k	115 - 175k	126 - 192k	150 - 225k	165 - 247k

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



NEW YORK

2015 INSIGHT

As the nation's economic confidence grew, driven by strong company results and stock market performance, recruitment levels remained steady across the United States.

Across commerce and industry, US firms were confident about the competitiveness of their products in 2015, creating strong demand for proven sales professionals. As a result, the number of qualified and suitably experienced professionals who were available to move roles was severely depleted by the end of the year.

Hiring activity was also strong in the banking and financial services sector. Regulatory oversight was particularly busy as organizations prepared to implement rafts of new regulations set to come into force during 2016.

As the year progressed, retention became a focus and companies responded to the threat of losing their top-performing employees by increasing their investment in training and career development.

2016 EXPECTATIONS

As the US economy continues on its expected 2016 growth trajectory, training and development alone will not be enough to attract and retain talent. With increasing numbers of professionals receiving multiple offers from prospective employers and counter-offers from their existing employers, hiring managers will also need to consider paying higher salaries.

There will be even greater demand during the year for salespeople across commerce and industry. Digital's continuing emergence as the preferred platform for advertising will fuel the creation of many marketing start-ups, with companies struggling to fill positions from a relatively small talent pool.

Hiring levels for asset managers and money managers will increase among financial services firms, who will also continue to compete for regulatory expertise. As companies more frequently use shared services centers to meet their basic accounting functions, the need for senior finance personnel will also intensify, as the succession-planning pipeline dries up.

We also expect to see a large increase in banks seeking legal professionals to fill in-house counsel positions, and anticipate that companies in all sectors will be hiring IT professionals to fill a range of back office and IT engineering roles.

There will be additional talent shortages within financial services, particularly among sales and marketing professionals with proven track records, and financial services specialists with regulatory and financial planning & analysis (FP&A) experience.

Employers may need to consider streamlining the hiring process to attract talent in 2016, not just by offering competitive reward packages, but also by moving to the offer stage faster. We also encourage hiring managers to be more flexible when recruiting new talent. It has been a noticeable trend that, where a very rare set of skills has been specified, some positions have remained open for months at a time.

It is expected that salaries across the board will continue to rise at the recent average of 10-15%. However, employers are advised to move beyond 20% to secure the most in-demand talent.

OVERVIEW

ACCOUNTING & FINANCE

The recruitment market for accountancy and finance professionals continued to be extremely positive through 2015 as consumer spending grew, most particularly across the pharmaceutical and consumer products sectors. The digital-driven revolution in the media and advertising sector also brought about particularly strong levels of hiring.

Due to the large and growing number of organizations electing to cut costs by offshoring their back office accounting functions; we anticipate that organizations will look to reinforce their teams in 2016 with experienced commercial finance and FP&A talent to expedite this change.

Throughout the year, candidates in greatest demand will be proven professionals from prestigious management consulting firms, as well as MBAs who have graduated from top-tier colleges across the USA. In order to attract jobseekers of this calibre, employers are advised to offer highly competitive salaries; around 10% higher than those paid in 2015.

BANKING OPERATIONS & FINANCE

Demand for finance professionals was consistently high at the assistant vice president and vice president levels in 2015, leading to slight salary increases. As trading volumes in investment banks increased, we also saw hiring activity for product control professionals rise for the first time in five years.

The ongoing drive among investment banks to cut costs by moving their back office functions to lower-cost locations within the US, reduced hiring levels in New York during 2015. We also noted that candidates were increasingly keen to relocate from major cities with accompanying lower salaries – a trend which we expect to continue in 2016.

A continued emphasis on streamlining and reorganizing the operations functions of investment banks will also drive a heightened need to recruit change and project managers in 2016.

INFORMATION TECHNOLOGY

Following similar trends in preceding years, a widespread scarcity of available talent meant that candidates held a controlling influence over the US IT recruitment market in 2015. During the year, we saw the greatest shortages emerge among back end, big data and front end engineers.

During 2016, the most in-demand jobseekers will receive multiple offers, including counter-proposals from their current employers. We recommend that hiring managers focus on streamlining and simplifying their recruitment processes during 2016, to increase their chances of securing the highly sought-after professionals they require.

LEGAL & COMPLIANCE

As investment banks focused on growth in 2015, demand for mid-level attorneys, most particularly in their asset and wealth management divisions, increased. Improving capital markets meant that structured-product and structured-lending specialists were also highly sought after.

Improving market conditions in 2016 will result in a slight increase in legal salaries, when a scarcity of partnership opportunities in private practice will cause more professionals to seek in-house counsel positions.

Increasing legislation and regulation drove banks and financial institutions to hire growing numbers of compliance professionals in 2015. Candidates with a combined legal and compliance background were the most attractive hires, along with experienced interpreters of complex regulations. We anticipate that the growing need for top compliance talent will drive salary increases of around 10% in 2016.

RISK MANAGEMENT & QUANTITATIVE ANALYTICS

The obligation to meet the requirements of the Comprehensive Capital Analysis and Review (CCAR) and Basel III meant that in 2015 most

risk management hiring by banks was in their market and credit risk departments.

A growth in assets under management during the year also caused hedge funds and asset management firms to recruit increased numbers of risk professionals, resulting in modest salary increases in this field.

Many banks have not yet fully complied with the new CCAR regulations, meaning they will need to bring more risk professionals on board. This will underpin a buoyant recruitment market for risk management candidates in 2016, which we expect to lead to further small salary increases.

SALES & MARKETING

Increasing consumer demand meant that sales professionals were more popular hires than marketing specialists in 2015, most particularly in the media, technology and manufacturing industries. We expect to see a shift in emphasis during 2016, as top marketing talent is increasingly sought to help refine organizations' brand positioning, especially within the consumer products industry. Hiring will be greatest in the digital marketing space, where companies will seek technical specialists.

Hiring managers seeking the strongest jobseekers will need to ensure that the salary element of the compensation package is more competitive in 2016. Although stock options can be an important component, this is not always a major incentive for more junior candidates.



SAN FRANCISCO

2015 INSIGHT

Throughout 2015, demand for top-tier talent in San Francisco's technology-driven recruitment market dramatically exceeded supply as business owners fought to attract the individuals who could do the most to build their companies securely, sustainably and fast.

As a result, it wasn't unusual to see mobile software engineers with experience of iOS or Android development receive up to 10 job offers in the space of a week, enabling them to choose the employer who provided the best prospects.

Employers that were prepared to move fast and offer generous rewards, more often than not including significant equity in the business, experienced the greatest recruitment success.

2016 EXPECTATIONS

There will be little change in this situation during 2016. Jobseekers, aware of the high attrition rates among start-up companies, will be increasingly keen to attach themselves to businesses whose founders have an established record of success.

The recruitment environment in San Francisco, fuelled by social media, is as transparent as it is competitive. This means that providing a smooth and enjoyable interview experience is essential for hiring managers aiming to project a positive and desirable brand image to the most talented and exceptional candidates.

We expect to see a number of market sectors that achieved prominence in 2015, including machine learning and the on-demand or so-called gig economy, to continue their rapid upward trajectory in 2016.

Data scientists, product designers and mobile specialist marketers will be in great and growing demand in 2016. Business operations professionals, often former management consultants or investment bankers seeking a start-up environment, will also be increasingly sought after to provide an analysis-driven financial angle on business strategy.

The structure of financial offers made to candidates by tech firms will increasingly depend on whether the individual would rather have a higher salary or a substantial share of equity in the company. As a result, there can

often be major differences, sometimes amounting to six-figure sums, between the salary levels offered by two different companies for essentially the same position.

In addition, later-stage companies, where early joiners have already received a high proportion of equity, are likely to pay significantly higher salaries. Similarly, very early-stage start-ups offering equity frequently offer very low initial salaries due to their confidence in the ultimate value of the equity available. Organizations such as Google and Facebook in particular, meanwhile, are renowned for offering top talent remuneration packages so far above average market rates that only competitors of an equivalent scale can match them.

Unprecedented venture capital is evident across the San Francisco Bay Area, with investors seeking the next generation of businesses to deliver massive returns. Despite some concerns about the market softening, we expect to see many new angel investors enter the market in 2016, as an anticipated series of initial public offerings (IPOs) produces a new generation of multi-millionaires keen to put their money into the next big thing.

OVERVIEW

ACCOUNTING, FINANCE & BUSINESS OPERATIONS

The continued growth in the Bay Area's technology sector had a very positive influence on the region's finance jobs market during 2015, which performed very strongly throughout the year.

The level of hiring activity was consistently high in the finance and accounting area. The greatest increase in demand was for business operations talent, particularly professionals with city launcher experience who can take their employers into new territories. We expect that the emphasis on business operations hiring will continue into 2016.

Start-ups seeking experienced financial controllers and VPs of Finance to review all finance processes, assess the team and potentially prepare for an IPO or exit, are set to be another source of growth in 2016. Overall, we will continue to see a preference among hiring managers for specialist over generalist talent.

BUSINESS DEVELOPMENT, MARKETING & SALES

The recruitment market for sales and marketing professionals continued to be extremely buoyant in 2015.

Software was the biggest growth category in sales recruitment, with the greatest interest being in professionals with enterprise-level experience. Marketers with a strong record of generating enterprise demand were also highly sought after, as were consumer specialists with proven user-acquisition experience.

In 2016, continued expansion by software companies will generate more recruitment activity across both sales and marketing. In addition, we will see much more B2B hiring in the predictive analytics area.

The fast-growing on-demand/gig economy will also drive high volumes of consumer recruitment activity during 2016. Although the gaming and ad-tech sectors were relatively quiet in 2015, we expect that the accelerating development of the virtual/augmented reality and eSports segments

will drive an increase in sales and marketing hiring during 2016.

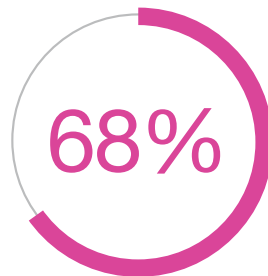
We also expect to see start-ups in the mobile e-commerce, payment, shared economy and on-demand services generate additional demand for sales and marketing professionals. Those with experience in paid social, paid search and email marketing will be the most highly sought after.

PRODUCT MANAGEMENT, DESIGN & ANALYTICS

During 2015, the San Francisco Bay Area saw high levels of recruitment activity within the product management, design, and analytics functions. Of these three functions, the design recruitment market experienced the most dramatic increase in activity compared to 2014.

Within design, there was a particularly scarce supply of talent with skills in mobile user experience (UX). Both consumer and enterprise start-ups are seeking this talent and so the demand is much greater than the supply, given that mobile has only been around for a short period of time. As the mobile industry continues to grow, we expect this trend to continue throughout 2016.

The volume of recruitment activity in 2015 for product managers remained consistent with that of 2014, however we saw a new specialization



San Francisco professionals who are expecting a pay rise in 2016

Robert Walters Employee Insights Survey 2015, 576 respondents

emerge within that function. Growth product managers became highly sought after by start-ups. We anticipate this function will continue to evolve in 2016.

The tech industry at large continues to emphasize the importance of data-driven decisions, and so we predict that analytics professionals will remain in high demand in 2016.

Within analytics we anticipate that data science positions will be the most challenging to fill.

Start-ups are seeking professionals with advanced levels of academic achievement (i.e. PhD) and start-up experience, but that combination is not easily found.

In general in 2015, employers increasingly expressed a preference for specialist skill sets rather than generalist professionals. This is a trend that we anticipate continuing in 2016.

SOFTWARE ENGINEERING

Investors continued to find the tech industries very attractive throughout 2015, as the potential for gaining large returns remained high. As a result, the software engineering market was as buoyant in 2015 as it had been the year before, with no signs of slowing down. This kept demand for engineers very high, making the market for increasingly rare top talent extremely competitive.

The most sought-after engineers were those with expertise in Node.js, Python/Django, Ruby on Rails and Angular technologies. Mobile professionals, in particular those with Android and DevOps expertise, were also highly valued candidates.

The extreme scarcity of professionals with these precise skill sets means that hiring managers will need to be more flexible in their approach to attracting talent in 2016. We advise that they consider people who may not have the precise experience they require, but who are intelligent and have a computer science degree, software engineering and programming skills.

Salaries will be similar to 2015, with some increases for those job movers with Android and DevOps experience.

NEW YORK

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Chief Financial Officer	250 - 400k	250 - 400k
VP Finance	180 - 250k	180 - 250k
Controller	150 - 200k	160 - 225k
Finance Director	140 - 180k	140 - 180k
FP&A Manager	95 - 130k	100 - 130k
Accounting Manager	95 - 130k	100 - 130k
Financial Analyst	70 - 95k	75 - 100k
Senior Accountant	60 - 80k	70 - 90k
Tax Specialist	100 - 200k	110 - 225k
Internal/IT Audit Specialist	90 - 160k	95 - 175k
Accounts Payable Specialist	45 - 65k	45 - 65k
Accounts Receivable Specialist	45 - 65k	45 - 65k
Payroll Specialist	40 - 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 (\$)	
	2015	2016
Accounting, Control & Audit		
Chief Financial Officer	260 - 500k	260 - 500k
Finance Director	170 - 300k	170 - 300k
Taxation Manager - SVP	170 - 200k	170 - 200k
Taxation Manager Pricing - VP	130 - 160k	130 - 160k
Controller - SVP	190 - 370k	190 - 370k
Controller/Deputy - VP	150 - 190k	150 - 190k
Auditor Chief - SVP	170 - 300k	170 - 300k
Auditor Chief - VP	100 - 160k	100 - 160k
Senior Financial Analyst	85 - 145k	85 - 145k
Product Control/Middle Office		
Head of Product Control	180 - 270k	180 - 270k
Product Control/Pricing - SVP	160 - 270k	160 - 270k
Product Control/Pricing - VP	115 - 190k	115 - 190k
Product Control - AVP	70 - 90k	70 - 90k
Head of Middle Office	200 - 370k	200 - 370k
SVP Middle Office	180 - 350k	180 - 350k
VP Middle Office	160 - 310k	160 - 310k
VP Project Manager	155 - 210k	155 - 210k
VP Business Analyst	145 - 200k	145 - 200k
Banking Operations & Finance		
Chief Operating Officer	160 - 230k	160 - 230k
Lending/Credit Manager/Officer	80 - 120k	80 - 120k
SVP Cross-product Settlements	65 - 130k	65 - 130k
VP Cross-product Settlements	65 - 130k	65 - 130k
VP Fixed Income & Equity	60 - 130k	60 - 130k
Associate Fixed Income & Equity	35 - 55k	35 - 55k
VP Foreign Exchange	50 - 140k	50 - 140k
Associate Foreign Exchange	30 - 60k	30 - 60k
Project Manager, Prince 2, Six Sigma	130 - 200k	130 - 200k

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

NEW YORK

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Software Engineering		
Chief Technology Officer	200 - 250k	200 - 300k
Director of Engineering	180 - 200k	180 - 225k
Android/iOS Engineer	130 - 160k	140 - 180k
Big Data Engineer	140 - 170k	140 - 180k
Full Stack Engineer/Microsoft	140 - 170k	140 - 180k
Full Stack Engineer/Open-source	140 - 170k	140 - 180k
Back-end Engineer	130 - 170k	140 - 180k
Front-end Engineer	130 - 160k	140 - 180k
Development Operations Engineer	130 - 170k	150 - 200k
Automation Engineer	130 - 140k	130 - 150k
Product Management & Design		
VP of Product	200 - 300k	200 - 300k
Director of Product	160 - 200k	175 - 225k
Senior Product Manager	120 - 160k	130 - 160k
Director of Design	180 - 300k	200 - 300k
Senior Designer	130 - 170k	150 - 200k

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

NEW YORK

LEGAL

ROLE	PERMANENT SALARY PER ANNUM USD (\$)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Private Practice Associate	160 - 210k	160 - 210k	210 - 280k	210 - 280k	280 - 290k+	280 - 290k+
In-house Attorney - Financial Services	130 - 200k	130 - 200k	200 - 250k	200 - 250k	250 - 300k+	250 - 300k+
In-house Attorney - Commerce	100 - 180k	120 - 190k	180 - 230k	190 - 230k	230 - 270k+	230 - 270k+

COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Investment Banking		
Managing Director	250 - 550k	250 - 550k
Director (SVP)	200 - 250k	200 - 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	200 - 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	65 - 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

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

NEW YORK

RISK MANAGEMENT & QUANTITATIVE ANALYTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Market Risk		
Managing Director	500k - 1.3m	500k - 1.25m
Director/Senior Vice President	300 - 500k	300 - 500k
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 total compensation numbers including bonuses unless otherwise specified.

NEW YORK

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Marketing		
Vice President Marketing	180 - 250k	180 - 250k
Marketing Director	150 - 225k	150 - 225k
Product Marketing Manager/Director	120 - 185k	130 - 190k
Marketing Manager	100 - 150k	100 - 150k
Public Relations Manager	80 - 135k	90 - 140k
Communications Manager	90 - 110k	90 - 120k
Sales		
Vice President Sales	180 - 250k	200 - 300k
National Sales Manager/Director	120 - 180k	120 - 180k
Regional Sales Manager/Director	90 - 150k	100 - 150k
Account Manager	85 - 110k	85 - 120k
Business Development Manager/Director	85 - 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 (\$)	
	2015	2016
Finance & Accounting		
Chief Financial Officer	250 - 500k	260 - 500k
VP Finance	200 - 300k	210 - 300k
Finance Director	170 - 220k	170 - 220k
Controller - VP	190 - 250k	190 - 250k
Controller	130 - 180k	140 - 180k
Manager FP&A	110 - 170k	110 - 170k
Accounting Manager	100 - 160k	110 - 160k
Senior Financial Analyst	80 - 150k	90 - 150k
Business Operations		
Chief Operations Officer	250 - 300k	250 - 350k
Director Business Operations	170 - 220k	180 - 220k
Manager Business Operations	170 - 220k	180 - 220k
General Manager - City Launcher	120 - 180k	130 - 180k
Human Resources		
VP of People	160 - 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 (\$)	
	2015	2016
Sales		
VP of Business Development	180 - 250k	180 - 250k
Business Development Director	140 - 160k	140 - 170k
Business Development Manager	80 - 125k	80 - 125k
VP Sales	150 - 180k	170 - 200k
Sales Director	130 - 160k	130 - 170k
Account Executive Enterprise	90 - 130k	90 - 130k
Account Executive Mid-market	70 - 100k	70 - 110k
Account Executive SMB	50 - 80k	50 - 80k
Account Director	100 - 140k	100 - 140k
Account Manager	60 - 90k	60 - 100k
Ad Operations Manager	70 - 110k	70 - 110k
Marketing		
VP of Marketing	170 - 230k	170 - 250k
Product Marketing Director	130 - 175k	140 - 175k
Product Marketing Manager	80 - 140k	90 - 140k
PR Director	120 - 170k	130 - 180k
PR Manager	75 - 120k	80 - 120k
Brand Marketing Director	125 - 160k	130 - 175k
Brand Marketing Manager	90 - 130k	90 - 130k
Demand Generation Director	140 - 170k	140 - 170k
Demand Generation Manager	95 - 130k	95 - 130k
User Acquisition Director	130 - 160k	130 - 180k
User Acquisition Manager	80 - 120k	80 - 120k
Digital Marketing Director	120 - 155k	130 - 165k
Digital Marketing Manager	80 - 110k	90 - 130k
Marketing Senior Staff	50 - 80k	60 - 90k
Content Marketing Manager	70 - 110k	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 (\$)	
	2015	2016
VP of Product	200 - 300k	180 - 250k
Director of Product	160 - 200k	160 - 200k
Senior Product Manager	120 - 160k	125 - 160k
Product Manager	80 - 120k	100 - 125k
Associate Product Manager	60 - 80k	70 - 100k
VP of Data Science/Analytics	200 - 300k	180 - 250k
Director of Data Science/Analytics	150 - 200k	160 - 200k
Manager of Data Science/Analytics	110 - 150k	140 - 175k
Data Analyst (IC)	60 - 110k	75 - 125k
Data Scientist (IC)	150 - 300k	125 - 175k
VP of Design/Creative Director	180 - 250k	180 - 250k
Manager/Director of Design	180 - 300k	150 - 200k
Senior Designer	150 - 200k	140 - 170k
Designer	100 - 150k	100 - 140k

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

SAN FRANCISCO

SOFTWARE ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
VP of Engineering	200 - 250k	200 - 250k
Director of Engineering	180 - 200k	180 - 200k
Engineering Manager	150 - 180k	150 - 180k
Senior Android Engineer	120 - 150k	140 - 180k
Android Engineer	120 - 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	110 - 140k	140 - 160k
Front-end Engineer	110 - 140k	120 - 140k
Dev Ops Engineer	130 - 180k	150 - 200k
Senior Software Engineer in Test Automation	120 - 140k	130 - 150k
Software Engineer In Test Automation	120 - 120k	120 - 130k

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



CHANGES IN POLITICAL LEADERSHIP, CONCERNS OVER THE ECONOMY AND A WEAKENED CURRENCY CAUSED UNCERTAINTY AMONG HIRING MANAGERS DURING 2015.

Overall, the recruitment market lacked real dynamism, however, the resurgence in hiring across the banking and IT sectors indicate that 2016 is likely to see higher levels of activity.

In general, opportunities will be greatest for those with very specialist skills, particularly in digital technologies, but salaries will remain broadly flat for most professionals. As a consequence, many specialists are likely to consider moving roles for better career development or more flexible working options.

2015 INSIGHT

While the unemployment rate remained steady at over 6%, the continuing decline of the commodities sector and wider fears about the economy dented confidence across almost all sectors throughout the year. Naturally, the market remained less active in Western Australia and Queensland, the areas hardest hit by the decline of the mining industry, although we did see a steadily building investment in transport, utilities and urban development.

There was optimism in some areas, particularly in New South Wales and Victoria as the year progressed; hiring across banking and financial services moved in a positive direction and we saw a growth in IT appointments across all sectors in almost every region.

2016 EXPECTATIONS

We expect hiring in the banking industry to continue on a positive trajectory in 2016, with risk and compliance specialists experiencing increased demand for their skills. Companies will also seek to hire commercially-aware accountants with strong technical skills who can advise on financial issues at a senior level. We also anticipate high levels of demand among large corporates for IT professionals experienced in cloud security and big data, reflecting the increasing use of mobile technology in all sectors.

As businesses continue to keep a careful eye on costs and obtaining the best value from every contract, skilled procurement experts who can help companies reduce risks associated with purchasing will also be highly sought after.

Proven sales professionals, who can identify opportunities and negotiate and close deals, will continue to be popular hires as the economy begins to gain momentum. Federal and state

government infrastructure projects, meanwhile, will heighten the need for construction engineering professionals during the year. We anticipate that candidates moving jobs in these areas will be able to command salary increases of up to 15%, often alongside added benefits such as competitive bonus schemes.

In the legal sector, government departments were actively recruiting corporate lawyers with around five years' post-qualification experience to work on a series of commissions set up to investigate matters of public interest. As a result, private companies will experience greater competition to recruit top legal talent, and we expect to see mid-level lawyers receive significant salary increases of up to 15-20%.

However, with the exception of roles facing significant skills shortages, particularly in the legal, finance, IT and procurement sectors, salaries are likely to remain relatively flat during 2016. Outside these sectors we do not anticipate sufficient demand to drive salary increases beyond 5%.

Financial reward is not the only factor that will entice the most sought-after professionals to consider a new role in 2016. We advise hiring managers seeking to attract or retain the best talent to consider offering flexible conditions, including home working and variable hours.



In general, opportunities will be greatest for those with very specialist skills, particularly in digital technologies, but salaries will remain broadly flat for most. As a consequence, professionals are likely to consider moving roles for better career development or more flexible working options.

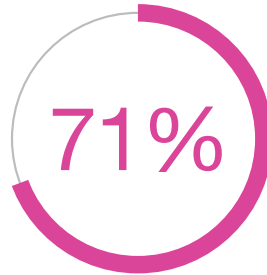


KEY FINDINGS

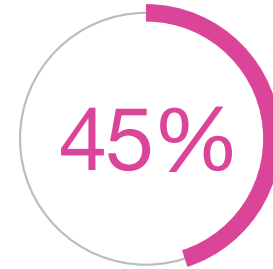
As Australia continues to move away from its reliance on the resources sector and heads towards a broader economic recovery, salaries will remain relatively stable outside those sectors facing significant skills shortages.

Federal and state government activity will drive hiring activity for construction, engineering and legal professionals.

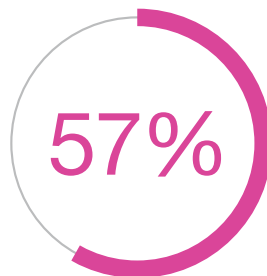
Australian professionals who are expecting a salary increase in 2016



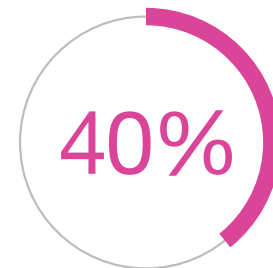
Australian professionals expecting to receive a bonus in 2016



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



Jobseekers who would turn down a role if it did not meet their flexible working requirements



CAREER PROGRESSION

Number one reason why employees will be looking to change roles

Robert Walters Pay & Bonus Survey 2015, 1,200 respondents.

OVERVIEW

ACCOUNTING & FINANCE

The recruitment market for accounting and finance professionals was largely buoyant throughout 2015.

A perceived lack of progression and the pull of overseas opportunities encouraged many ambitious accountants to consider a career move in 2015. In a bid to stop this outward flow, companies placed renewed focus on retaining key talent by restructuring their finance teams to provide better and more clearly defined career development paths.

In South Australia, following restructuring across the mining and resources sector, we saw an influx of accounting and finance professionals into the local recruitment market. As a result, businesses in FMCG, agribusiness and retail, were able to benefit from a surplus of highly-skilled candidates.

Meanwhile, in Western Australia there were few major new projects in the resources sector, which served to keep recruitment at low levels. The main operators in the oil and gas sector reacted swiftly to low oil prices by cutting costs, meaning that redundancies were common. However, government funding and regulatory change drove increased levels of hiring in the healthcare and aged care sectors, and this positive trend is expected to continue in 2016.

The senior-level market returned to healthier levels in Melbourne in 2015, with the re-emergence of senior hires at CFO level and for heads of commercial functions. However, the

supply of candidates for these roles continued to exceed demand. In contrast, there were still skill shortages in technical accounting and internal controls, where sought-after job movers were able to command salary increases.

A number of organisations are considering offshoring core roles within their finance teams in New South Wales. As a result, there is a trend towards streamlining processes and reducing staff costs – which we expect to continue in 2016. This, in turn, has created a strong contract market when immediate needs arise for transactional staff.

In Queensland, businesses will continue to look for candidates with strong commercial experience and the ability to influence the business across all departments. We expect to see the creation of new roles linking finance and non-finance departments in 2016.

BANKING & FINANCIAL SERVICES

Economic uncertainty in early 2015 restricted the recruitment market in banking and financial services but demand is now growing again, with an increase in the number of permanent and contract roles available. Despite the move towards growth, we do not expect to see any significant salary increases in 2016. Rises are likely to be restricted to the level of consumer price inflation at around 1.5%.

Both South Australia and Queensland will see strong demand for financial planners, and top interstate talent can expect sign-on bonuses and relocation costs as part of their package to entice them to move. More generally, we expect

a shift from predominantly contract-focused demand to a more even split across temporary and permanent recruitment as the market strengthens.

Increasing regulatory requirements will continue to impact banks in Victoria and New South Wales in 2016. As a result, there will be a greater need for technical accountants in treasury, capital management and regulatory reporting departments during the year. Due to the nature of these projects, both permanent and contract professionals will be in high demand.

In New South Wales, there was a shortage of high-quality junior-level candidates following several years of offshoring. The situation has now reached a tipping point and the local market has become relatively buoyant, with increases in activity most common at the junior to middle levels.

Across both Melbourne and Sydney, companies in the wealth and superannuation sector will need to hire customer-focused employees as organisations seek to differentiate themselves from competitors through superior service. Local and international banks will also recruit credit assessment professionals who can liaise with mortgage brokers on managing home loan approvals.

HUMAN RESOURCES

Commercially-focused HR generalists continued to be highly sought after in 2015, with an emphasis on professionals with knowledge of people metrics and talent retention

KEY TRENDS

- ▶ We expect signs of improved employer confidence as a result of new federal government leadership. The government will need to make a positive short-term impact prior to an anticipated year-end election in order to influence an uplift in hiring activity.
- ▶ With niche skills in short supply and candidates cautious about moving roles, hiring managers need to be decisive about the attributes they are looking for, ensuring an efficient, well-communicated and positive hiring process.
- ▶ Jobseekers need to consider wider career progression and development opportunities in addition to remuneration changes when considering moving employers.

experience. Hiring managers are demanding about the skill sets they expect from generalist candidates and competition for senior talent is particularly intense.

More organisations are developing better ways of measuring employee capability, creating new competency frameworks to ensure greater business efficiency and exploring how to improve engagement. As a result, we expect organisational development specialists and learning consultants to remain in demand – professionals with these skills can expect to receive salary increases when moving roles.

Many businesses are growing the scale and scope of their own talent management functions and are now looking for much broader skill sets than core recruitment skills. In-house recruitment teams will continue to grow too, driven by a number of change management projects creating greater workloads, particularly within IT and finance.

In 2016 we also expect diversity will remain a growing business imperative as more firms focus on meeting their targets and driving innovation to help them stand out.

Salaries remained fairly stable in 2015, and we expect a similar trend across most sectors in 2016. However, increased IT investment and business transformation projects will mean professionals with change management skills will be in great demand and likely to command higher salaries.

INFORMATION TECHNOLOGY

Market confidence will continue to improve in 2016 as digital technology embeds itself deeper into almost every area and demand for niche skills will continue to drive the IT recruitment market.

Monetisation and security of customer data were the most prominent trends in financial services IT during 2015. This year the use of big data and

analytics will continue to grow in significance across all sectors, where IT operations analytics prove to be the best way to support complex customer-facing applications and services. This means IT professionals with experience in both areas will be at a premium in 2016.

During 2016, market trends will make Office 365, UCM, security, cloud-based CRM systems, MS Dynamics and DevOps the most desirable areas of expertise. As companies continue to streamline their online presence and derive value from data, software engineers and developers will grow in value. The cloud and the need to integrate cloud solutions will continue to expand in 2016, as will calls for business intelligence and big data expertise (data analysis, data acquisition, data mining and data structures).

Federal, state and local government infrastructure projects will continue to be major contributors to the contract IT employment market. Increasingly businesses are using technology to streamline processes, fuelling demand for IT professionals.

Where employers encounter skills shortages in their field, they are increasingly willing to develop talent and train candidates with the right cultural fit.

We saw incremental salary increases in the contract and permanent markets over the past year, encouraging greater movement in the workforce – and we expect this to continue in 2016. As well as remuneration, those jobseekers testing the market are increasingly prioritising attractive company culture and non-financial employment benefits, such as flexible working, staggered hours and healthcare benefits.

LEGAL

A steady increase in demand for lawyers with three to six years' post-qualification experience in specialist areas was the key trend in Sydney during 2015. There was also a shortage of talent across the key areas of corporate, finance and construction law. Salaries grew steadily by between 2-6% during the year, although lawyers making lateral moves in key areas were able to achieve increases of up to 15%.



OVERVIEW

LEGAL (CONTINUED)

Large infrastructure projects underway across Australia increased legal workloads, fuelling demand for lawyers with non-contentious experience within the construction industry. This is a trend that's likely to continue in 2016 as federal and state governments also increase the scale of their internal legal departments, creating new opportunities.

Regulatory change inspired a sudden uplift in hiring across in-house litigation teams, and towards the end of 2015 we saw a steady increase in the number of private practice roles being created. Increased levels of local and international merger and acquisition activity during the year also meant mid-level corporate lawyers were highly sought after – a trend we expect to see continue in 2016.

Across Australia's banks, significant volumes of regulatory change and high numbers of finance transactions caused strong demand for experienced mid-level finance lawyers. As a result, salaries have become slightly distorted in comparison to other departments.

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

Despite the downturn in the resources sector, the need for category specialists, procurement officers and supply chain professionals remained steady in Queensland during 2015. There was, however, a marked move towards contract hiring instead of adding to permanent headcount.

ICT procurement professionals with strong vendor management and technical skills across hardware, software, digital and security were particularly sought after, and we saw salaries and day rates increase for these roles. The completion of several major projects reduced demand for logistics specialists, so salaries in this area have remained stagnant. Some organisations, however, used the quieter market conditions to focus on strengthening their logistics teams at middle to senior management levels.

As many businesses increased their focus on procurement strategies, there was significant

growth in the number of new procurement roles in New South Wales during 2015 – particularly for contract opportunities. We expect that top talent with high-level qualifications and the ability to work across functions will be strong hiring choices in 2016. Salaries were stable throughout 2015, but we expect that high-calibre, technically strong candidates with above average strategic and engagement skills will command rises in 2016, especially in the contract market.

There has been a recent increase in third-party logistics (3PL) partnerships across Australia, and this has driven a shift in the skill sets sought in the logistics industry. As a result, 3PL providers are increasingly requiring a customer-centric approach from their leaders and we anticipate that in 2016 multinationals will be seeking high-calibre, commercially astute professionals to manage their logistics functions.

RESOURCES, ENGINEERING & CONSTRUCTION

Ongoing cost rationalisation programmes and the transition of a number of major projects from construction to operational stage caused a sharp decline in hiring across Queensland's resources sector in 2015. Apart from some ongoing recruitment in the operations area, this situation is likely to continue in 2016. With a scarcity of new projects on the horizon, plus unfavourable commodity prices, we expect to see significant decreases in salaries.

Queensland-based engineering companies, meanwhile, are investing in transport, utilities and urban development. The commercial construction jobs market has also been active and looks likely to remain so in 2016. We will see contract hiring increase across engineering and construction as organisations seek to create more flexible and cost-effective workforces.

There will be a steady increase in residential and commercial construction in Western Australia in 2016, driving heightened demand for construction professionals. This will be particularly prevalent in the metropolitan area, where a number of high-value projects will start. Civil engineering projects, including large road

and rail initiatives that launched in late 2015, will continue throughout 2016. As a result, professionals with niche road and rail specific skill sets are likely to see some growth in salary levels during the year.

RISK, COMPLIANCE & AUDIT

Heightened regulatory pressures continued to underpin an active market for financial services risk and compliance roles during 2015. A range of regulatory projects in particular boosted the contract market and work streams arising from conduct risk, anti-money-laundering (AML) remediation, over-the-counter (OTC) reform and the Privacy Act.

The increasing globalisation of compliance and cross-border collaboration between regulators made compliance professionals with experience in foreign jurisdictions particularly popular hires. Most risk management has been at the line 1 (business operations) and line 3 (internal audit and independent assurance) levels of the three lines of defence model. Business level risk and compliance professionals with solid product and operations knowledge will also be highly sought after, and recruitment levels in audit are set to remain steady.

High demand for compliance specialists has led to salary increases, a trend we expect to continue in 2016. The growing popularity of contracting staff and project-based resourcing has also created a wide discrepancy between permanent and contract rates of pay.

Consequently, jobseekers have started to move from permanent roles into contract positions. As we see the effects of reduced graduate hiring between 2008 and 2011 filter through the workforce, a particular shortage of available talent with five to eight years' experience has emerged across all disciplines.

SALES & MARKETING

Appetite for sales and marketing professionals remained stable throughout 2015 with a primary focus on those with two to three years' specialist experience.

Digital roles and consumer insights using data analytics were key growth areas for marketing recruitment in 2015 across IT, financial services and FMCG. As organisations recognised the need to increase their digital presence and retain customers, the most popular hires were digital, communications and data-driven candidates. Although marketing salaries are expected to remain generally stable in 2016, candidates with hard-to-find digital skills will be less willing to move for the same salary.

Across sales, business development managers who can sell complex solutions will be in greatest demand in 2016 due to their positive influence on new business rates and revenues. There will also be a continuing trend towards seeking industry specialists with pre-existing networks who can make an immediate positive impact.

South Australia was hit by numerous redundancies in 2015 with many businesses downsizing, making it difficult for job movers in sales and marketing to command salary increases. The lack of major infrastructure projects in Queensland, meanwhile, has caused professionals to show a greater interest in the

not-for-profit sector of the economy, where it is unlikely they will see salary increases during 2016.

In Western Australia, recruitment focused primarily on industrial organisations in mining and construction in 2015. Salaries are likely to stay largely unchanged in 2016, although specific industry experience and having a raft of good contacts will remain desirable attributes. The most buoyant industry sectors for hiring in Victoria were IT and retail, with SMEs being particularly busy on the hiring front. Competition for talent will increase in 2016, and professionals with in-demand digital marketing and business development skills are likely to see salary increases during the year.

Business confidence began to improve and a busier jobs market emerged in New South Wales in 2015. This confidence is set to continue and will have a positive impact on the market.

SECRETARIAL SUPPORT

In 2015, many businesses had the luxury of being highly selective with their secretarial and support hiring. Those candidates with key or niche skills had the most opportunities.

Demand for senior administrative roles such as executive and personal assistants diminished as organisations streamlined costs and distributed the workload across departments internally.

We expect a similar picture in 2016, where demand will be high for specialists and those at more junior levels. The trend for firms to hire less-experienced support staff and then train them in the business will also continue to grow.

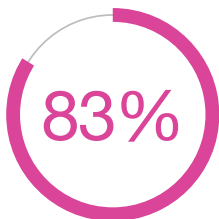
Temporary and permanent opportunities grew steadily for front-line business support professionals, particularly receptionists and customer service representatives.

With growth forecast in technology, professional services and government, candidates with specific industry and technical experience will be highly sought after.

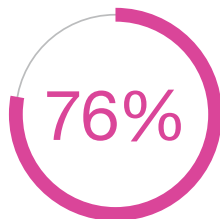
Hiring is forecast to grow in South Australia's technology and professional services sectors. In Queensland, administrators with construction experience will be needed to support large-scale projects. We expect to see an increase in government placements in New South Wales, and qualified paraplanners and experienced legal secretaries will be highly sought after in Western Australia.

Across the country overall, we predict that salaries will remain stable throughout 2016 and that top-tier talent will seek flexible working and career progression opportunities rather than pay rises.

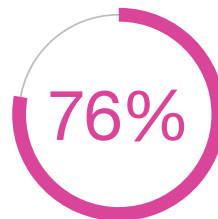
SECTOR COMPARISON: WHO IS EXPECTING A PAY RISE IN 2016?



Accounting professionals



Banking & financial services professionals



Supply chain & procurement professionals

Robert Walters Pay & Bonus Survey 2015

ADELAIDE

SALARIES

ACCOUNTING & FINANCE - COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Executive				
Chief Financial Officer	130 - 400k	140 - 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 - 110k	50 - 65	50 - 65
Qualified				
Audit Manager	120 - 140k	120 - 140k	60 - 85	60 - 85
Financial/Business Analyst	80 - 110k	85 - 115k	45 - 65	45 - 65
Finance Manager	75 - 120k	90 - 120k	45 - 70	45 - 70
Financial Accountant	80 - 100k	80 - 100k	40 - 55	40 - 55
Management Accountant	85 - 110k	90 - 110k	50 - 60	50 - 60
Assistant Accountant	55 - 62k	55 - 65k	30 - 40	30 - 40

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Professional Business Banking				
Corporate Relationship Manager	130 - 140k	130 - 140k	65 - 70	65 - 70
Commercial Relationship Manager	110 - 120k	115 - 130k	55 - 60	57 - 65
Business Relationship Manager	80 - 90k	85 - 110k	40 - 45	42 - 55
Small Business Specialist	75 - 85k	75 - 90k	35 - 42	37 - 45
Mortgage Lender	65 - 75k	70 - 85k	32 - 35	35 - 42
Wealth Management & Administration				
Financial Planner	75 - 85k	75 - 90k	37 - 42	37 - 45
Paraplanner	55 - 65k	55 - 80k	27 - 32	27 - 40
Client/Member Services				
Customer Service/Contact Centre	50 - 53k	52 - 55k	25 - 28	26 - 27
Settlements/Collections/Verifications	45 - 50k	52 - 55k	24 - 27	26 - 27

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 (\$)	
	2015	2016	2015	2016
Management				
CIO/CTO	195 - 295k	195 - 300k	145 - 270	145 - 270
Infrastructure/Development/BI Manager	130 - 185k	130 - 185k	120 - 155	120 - 155
Change Manager	130 - 175k	130 - 175k	110 - 165	110 - 165
Senior Project Manager	120 - 155k	110 - 155k	120 - 145	120 - 155
Project Manager	100 - 145k	90 - 145k	85 - 120	85 - 130
Senior Business Analyst	100 - 145k	100 - 145k	95 - 135	95 - 135
Business Analyst	85 - 130k	75 - 130k	70 - 100	65 - 100
ERP/CRM/BI				
Senior Consultant	120 - 155k	120 - 155k	120 - 165	110 - 165
Consultant	100 - 130k	100 - 130k	95 - 140	75 - 130
Architecture				
Enterprise Architect	130 - 195k	130 - 200k	120 - 150	120 - 150
Solutions/Technical/Security Architect	130 - 195k	130 - 200k	120 - 150	120 - 150
Development/Testing				
Senior Developer	110 - 155k	110 - 150k	80 - 115	80 - 120
Web Developer	70 - 100k	70 - 110k	60 - 85	60 - 85
Developer	70 - 100k	70 - 100k	50 - 85	50 - 95
Test Lead	100 - 120k	100 - 150k	75 - 110	75 - 130
Test Analyst	75 - 95k	75 - 95k	60 - 80	60 - 80
Infrastructure				
Network/System Engineer	75 - 135k	75 - 145k	45 - 90	45 - 120
System Administrator	70 - 130k	70 - 130k	45 - 70	45 - 110
Database Administrator	80 - 105k	80 - 105k	70 - 95	70 - 95
Helpdesk/Desktop Support	55 - 75k	50 - 75k	30 - 50	30 - 55

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 (\$)	
	2015	2016
Sales		
Business Manager	105 - 135k	105 - 135k
Business Development Manager	85 - 115k	85 - 120k
Account Manager	70 - 120k	75 - 125k
Regional Sales Manager	115 - 135k	120 - 135k
Sales Manager	95 - 135k	95 - 135k
Sales Executive	75 - 85k	75 - 85k
Relationship Manager	80 - 90k	85 - 95k
Marketing		
Marketing Manager	100 - 130k	100 - 130k
Marketing Executive	75 - 85k	75 - 85k
Marketing Co-ordinator	45 - 65k	50 - 65k
Product Manager	90 - 110k	90 - 110k
Brand Manager	90 - 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 (\$)	
	2015	2016	2015	2016
Business Support				
Executive Assistant	70 - 85k	65 - 80k	30 - 35	30 - 35
Office Manager	65 - 80k	65 - 80k	30 - 35	30 - 35
Personal Assistant	60 - 70k	60 - 70k	27 - 33	25 - 35
Secretary	45 - 60k	50 - 60k	25 - 31	27 - 33
Receptionist	45 - 55k	45 - 55k	24 - 30	25 - 30
Data Entry Operator	45 - 55k	45 - 55k	24 - 30	25 - 30
Finance				
Bookkeeper	55 - 70k	50 - 65k	28 - 35	25 - 35
Credit Controller	55 - 70k	55 - 70k	28 - 35	28 - 35
Payroll Officer	50 - 65k	55 - 70k	25 - 35	28 - 35
Accounts Payable/Receivable	50 - 65k	50 - 65k	25 - 30	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 (\$)	
	2015	2016	2015	2016
Corporate Services				
Financial Controller	130 - 230k	150 - 230k	65 - 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 (\$)	
	2015	2016	2015	2016
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	140 - 200k	65 - 100	65 - 100
Tax Manager	140 - 180k	140 - 180k	70 - 95	70 - 95
Finance Manager	110 - 140k	110 - 140k	55 - 70	55 - 70
Qualified				
Senior Financial Accountant	95 - 130k	90 - 130k	45 - 65	45 - 65
Tax Accountant	90 - 130k	90 - 130k	40 - 60	40 - 60
Senior Business/Financial Analyst	100 - 135k	100 - 135k	55 - 65	55 - 65
Business/Financial Analyst	80 - 100k	80 - 100k	40 - 50	40 - 50
Systems Accountant	80 - 125k	80 - 125k	40 - 50	40 - 55
Senior Management Accountant	95 - 125k	95 - 125k	50 - 60	50 - 60
Treasury Accountant	80 - 100k	80 - 100k	40 - 50	40 - 50
Financial Accountant	65 - 90k	65 - 95k	40 - 50	40 - 55
Management Accountant	65 - 90k	65 - 90k	40 - 50	40 - 50
Part-qualified & Transactional				
Accounts Payable/Receivable Manager	75 - 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 (\$)	
	2015	2016	2015	2016
Executive				
Chief Financial Officer	150 - 270k	150 - 270k	70 - 120	70 - 120
Finance Manager/Controller	100 - 125k	100 - 125k	55 - 65	55 - 65
Qualified				
Senior Management Accountant	85 - 110k	85 - 110k	45 - 60	45 - 60
Senior Financial Accountant	85 - 110k	85 - 110k	45 - 60	45 - 60
Business Analyst	75 - 110k	75 - 120k	40 - 55	40 - 60
Financial/Management Accountant	65 - 85k	65 - 85k	40 - 50	40 - 50
Part & Non-qualified				
Payroll Officer	45 - 55k	45 - 55k	25 - 35	25 - 35
Accounts Receivable/Credit Officer	45 - 55k	45 - 55k	25 - 30	25 - 30
Accounts Payable Officer	45 - 52k	45 - 52k	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 (\$)	
	2015	2016	2015	2016
Generalist				
HR Director	200 - 250k	200 - 250k	120 - 135	120 - 135
HR Manager	120 - 180k	120 - 180k	75 - 110	75 - 110
HR Business Partner	110 - 140k	110 - 140k	65 - 80	65 - 80
HR Advisor (5+ yrs' exp)	95 - 110k	95 - 110k	50 - 55	50 - 55
HR Advisor (1 - 4 yrs' exp)	75 - 95k	75 - 95k	45 - 50	45 - 50
HR Officer	70 - 80k	70 - 80k	35 - 40	35 - 40
HR Co-ordinator	55 - 60k	55 - 60k	30 - 35	30 - 35
Specialist				
Change Manager	145 - 165k	145 - 165k	80 - 100	80 - 100
Remuneration & Benefits Consultant	120 - 150k	120 - 150k	80 - 100	80 - 100
Industrial/Employee Relations Manager	120 - 150k	120 - 150k	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 - 100k	45 - 55	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 - 220k	95 - 120	95 - 120
Advisor	95 - 110k	95 - 110k	55 - 65	55 - 65
Return to Work Co-ordinator	75 - 90k	75 - 90k	45 - 50	50 - 60

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 (\$)	
	2015	2016	2015	2016
Management				
CIO/CTO	170 - 220k	180 - 250k	130 - 160	130 - 160
Programme Manager	150 - 210k	160 - 210k	130 - 160	130 - 160
Infrastructure/Development/BI Manager	140 - 165k	140 - 170k	100 - 150	100 - 140
Change Manager	100 - 150k	100 - 150k	90 - 145	85 - 140
Senior Project Manager	120 - 160k	120 - 155k	100 - 140	100 - 140
Project Manager	90 - 135k	90 - 135k	85 - 110	90 - 115
Senior Business Analyst	95 - 125k	95 - 140k	85 - 110	90 - 120
Business Analyst	70 - 100k	70 - 100k	70 - 85	75 - 90
Architecture				
Enterprise Architect	140 - 185k	140 - 185k	120 - 150	115 - 150
Solutions/Technical/Security Architect	120 - 165k	130 - 175k	95 - 120	95 - 125
Development/Testing				
Senior Developer	90 - 125k	95 - 130k	75 - 95	85 - 110
Developer	65 - 85k	65 - 90k	55 - 75	65 - 85
Test Manager/QA Manager	110 - 150k	110 - 150k	95 - 115	100 - 125
Test Analyst	70 - 95k	70 - 100k	55 - 75	65 - 85
Infrastructure				
Senior Network/System Engineer	105 - 135k	110 - 135k	85 - 115	85 - 115
Senior System Administrator	85 - 120k	85 - 120k	75 - 90	80 - 95
System Administrator	75 - 95k	75 - 95k	55 - 75	60 - 80
Network/System Engineer	75 - 95k	80 - 100k	55 - 75	60 - 80
Database Administrator	85 - 130k	85 - 135k	65 - 95	70 - 100
Helpdesk/Desktop Support	55 - 75k	50 - 75k	25 - 45	26 - 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 (\$)	
	2015	2016	2015	2016
Procurement				
Chief Procurement Officer	250 - 450k	250 - 450k	1000 - 1600	1200 - 1600
Procurement Manager	150 - 270k	140 - 240k	800 - 1150	800 - 1200
Procurement Analyst	75 - 110k	80 - 110k	300 - 550	350 - 600
Procurement/Purchasing Officer	70 - 100k	70 - 90k	250 - 400	250 - 500
Contracts Manager	150 - 200k	140 - 190k	550 - 1100	550 - 1100
Contracts Administrator	80 - 140k	80 - 140k	350 - 700	450 - 800
Category Manager	140 - 200k	130 - 180k	600 - 1000	700 - 1100
Category Advisor	95 - 150k	95 - 130k	400 - 650	400 - 700
ICT Procurement specialist	110 - 140k	120 - 160k	500 - 1000	600 - 1100
Supply Chain				
Supply Chain Manager	120 - 200k	120 - 200k	500 - 850	500 - 850
DC Manager	80 - 150k	80 - 135k	450 - 750	450 - 700
Supply Systems Specialist	70 - 100k	70 - 100k	400 - 875	400 - 800
Demand Planner	70 - 100k	70 - 100k	400 - 650	400 - 700
Logistics				
Project Freight Manager	120 - 250k	120 - 220k	500 - 1250	600 - 1100
Branch Manager	80 - 145k	80 - 145k	400 - 600	400 - 600
Projects Freight Operations Co-ordinator	70 - 125k	70 - 110k	300 - 600	300 - 600
Customs Manager	85 - 125k	85 - 125k	450 - 800	500 - 800
Customs Broker	70 - 110k	70 - 110k	350 - 600	350 - 600
Operations Manager	80 - 110k	80 - 120k	300 - 500	350 - 600
Imports/Exports Officer	45 - 65k	50 - 70k	175 - 300	175 - 300

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 (\$)	
	2015	2016	2015	2016
Engineering				
Design Manager	160 - 200k	165 - 210k	100 - 130	100 - 130
Senior Engineer	120 - 145k	110 - 140k	75 - 95	70 - 95
Engineer	90 - 110k	80 - 100k	55 - 80	50 - 75
Senior Draftsperson	110 - 135k	100 - 130k	65 - 85	50 - 70
Draftsperson	85 - 105k	75 - 95k	40 - 60	40 - 60
Construction - Commercial				
Construction Manager	170 - 210k	180 - 220k	100 - 140	120 - 150
Project Manager	160 - 190k	170 - 210k	100 - 130	110 - 140
Senior Estimator	160 - 200k	160 - 200k	100 - 140	110 - 140
Senior Contracts Administrator	130 - 160k	140 - 170k	70 - 100	80 - 120
Contracts Administrator	80 - 130k	85 - 130k	60 - 90	65 - 100
Resources				
Senior Project Engineer	220 - 250k	170 - 220k	150 - 180	120 - 150
Senior Asset Integrity Engineer	150 - 180k	140 - 180k	110 - 140	110 - 140
Operations Manager	140 - 155k	140 - 160k	100 - 125	100 - 125
Senior Contracts Engineer	135 - 160k	120 - 150k	90 - 125	80 - 120
Senior Drilling Engineer	180 - 220k	150 - 200k	130 - 180	85 - 110
Senior Geotechnical Engineer	140 - 155k	135 - 150k	90 - 150	90 - 130
Senior Mining Engineer	140 - 155k	135 - 150k	80 - 110	80 - 110
Senior Mechanical Engineer	180 - 220k	160 - 200k	100 - 140	90 - 130
OCE	120 - 150k	120 - 150k	65 - 90	65 - 90
Statutory Manager	150 - 180k	150 - 180k	80 - 100	80 - 100

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 (\$)	
	2015	2016
Sales		
Sales Director/National Sales Manager	160 - 250k	160 - 250k
Sales Manager	140 - 180k	140 - 180k
Senior Business Development Manager	120 - 150k	120 - 150k
Business Development Manager	70 - 130k	70 - 130k
Account Manager	70 - 100k	70 - 100k
Sales/Account Executive	50 - 80k	50 - 80k
Marketing		
Marketing Director	140 - 170k	140 - 170k
Marketing Manager	110 - 140k	110 - 140k
Marketing Executive	55 - 70k	55 - 70k
Marketing Assistant/Co-ordinator	50 - 65k	50 - 65k
Brand/Product Manager	80 - 120k	80 - 120k
Sponsorship & Events Manager	60 - 90k	60 - 90k
Digital Marketing Specialist	75 - 95k	75 - 95k
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 (\$)	
	2015	2016	2015	2016
Business Support				
Project Co-ordinator	80 - 100k	80 - 100k	40 - 60	40 - 60
Executive Assistant	70 - 100k	76 - 100k	35 - 50	40 - 50
Facilities Co-ordinator	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 Co-ordinator	65 - 75k	65 - 75k	33 - 45	33 - 45
Project Administrator	65 - 78k	65 - 78k	38 - 48	38 - 48
Desk Assistant	55 - 65k	55 - 65k	30 - 35	30 - 35
Legal Secretary	55 - 65k	55 - 65k	30 - 35	30 - 35
Team Secretary	50 - 65k	50 - 65k	28 - 37	28 - 37
Administration Assistant	45 - 55k	40 - 55k	28 - 36	28 - 36
Data Entry Operator	45 - 50k	45 - 50k	26 - 29	26 - 29
Receptionist	45 - 55k	45 - 55k	26 - 29	26 - 29
Office Junior	40 - 45k	42 - 47k	24 - 27	24 - 27
Call Centre				
Customer Service Manager	100 - 130k	100 - 130k	50 - 60	50 - 60
Customer Service Team Leader	65 - 75k	65 - 75k	40 - 48	40 - 48
Customer Service Representative	45 - 55k	45 - 55k	26 - 29	26 - 29
Public Sector				
Business Support Officer	58 - 63k	58 - 64k	30 - 38	30 - 40
Executive Support Officer	68 - 75k	68 - 75k	40 - 48	40 - 48
Project Officer	78 - 90k	79 - 90k	49 - 58	49 - 58
Policy Officer	88 - 95k	88 - 95k	50 - 58	50 - 58

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 (\$)	
	2015	2016	2015	2016
Executive				
Financial Controller	180 - 250k	180 - 250k	70 - 90	70 - 100
Finance Manager	130 - 160k	130 - 170k	55 - 70	60 - 80
Treasury Manager	125 - 160k	125 - 180k	60 - 80	70 - 90
Accounting				
Senior Finance Business Partner	140 - 190k	140 - 190k	70 - 100	70 - 100
Finance Business Partner	120 - 150k	120 - 160k	60 - 75	60 - 80
Management Accountant	75 - 120k	80 - 130k	35 - 60	40 - 65
Project Accountant	75 - 120k	80 - 130k	35 - 60	40 - 65
Internal Audit Manager	110 - 150k	120 - 170k	55 - 75	60 - 85
Internal Auditor	80 - 150k	80 - 150k	40 - 80	40 - 80
Tax Accountant	95 - 130k	95 - 140k	45 - 60	50 - 70
Product Controller	90 - 130k	90 - 130k	45 - 65	45 - 70
Financial Accountant	75 - 125k	80 - 130k	35 - 60	40 - 65
Fund Accountant	75 - 120k	75 - 120k	35 - 60	35 - 60
SMSF Accountant	70 - 100k	70 - 110k	35 - 50	35 - 55
Assistant Accountant	55 - 70k	55 - 75k	30 - 35	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 (\$)	
	2015	2016	2015	2016
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	110 - 180k	55 - 90	55 - 90
Tax Manager	120 - 200k	140 - 220k	60 - 100	70 - 110
Commercial Manager	140 - 200k	150 - 200k	70 - 100	75 - 100
Audit Manager	115 - 180k	115 - 180k	60 - 90	60 - 90
Qualified				
Auditor/Internal Auditor	80 - 140k	80 - 140k	40 - 70	40 - 70
Management Accountant	80 - 145k	85 - 145k	40 - 70	40 - 70
Financial Accountant	80 - 130k	85 - 145k	40 - 65	40 - 70
Tax Accountant	80 - 130k	85 - 140k	40 - 65	40 - 70
Financial Analyst	90 - 145k	90 - 145k	45 - 70	45 - 70
Business Analyst	80 - 130k	90 - 140k	40 - 65	45 - 70
Systems Accountant	85 - 125k	90 - 135k	40 - 65	45 - 65
Cost Accountant	80 - 110k	85 - 120k	40 - 55	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 - 120k	100 - 125k	50 - 60	50 - 60
Payroll Officer	60 - 70k	60 - 70k	30 - 35	30 - 35
Assistant Accountant	60 - 75k	60 - 75k	30 - 37	30 - 37
Credit Controller	60 - 70k	60 - 80k	30 - 35	30 - 40
Accounts Payable/Receivable	50 - 60k	50 - 60k	25 - 30	25 - 30
Graduate Accountant	50 - 55k	50 - 55k	25 - 27	25 - 27

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 (\$)	
	2015	2016	2015	2016
Banking				
Corporate Banking Relationship Manager	150 - 230k	150 - 230k	80 - 120	80 - 120
Commercial Banking Relationship Manager	110 - 180k	110 - 180k	60 - 100	60 - 100
Business Banking Relationship Manager	95 - 120k	90 - 125k	40 - 60	40 - 65
Credit Analyst	55 - 100k	70 - 110k	35 - 55	35 - 60
Mortgage Lender	70 - 90k	70 - 90k	30 - 40	35 - 40
Branch Manager	95 - 150k	90 - 150k	45 - 80	45 - 80
Credit Assessment	55 - 75k	60 - 80k	27 - 33	30 - 35
Risk & Compliance				
Compliance Manager	100 - 160k	110 - 170k	55 - 80	55 - 90
Compliance Analyst	70 - 110k	65 - 110k	30 - 55	35 - 55
Operational Risk Manager	100 - 160k	110 - 180k	50 - 80	60 - 90
Operational Risk Analyst	70 - 100k	80 - 110k	35 - 55	40 - 60
Investment Operations				
Corporate Actions	50 - 80k	50 - 80k	25 - 35	25 - 35
Treasury Settlements	55 - 70k	55 - 70k	25 - 34	25 - 35
Equity Settlements	55 - 70k	55 - 70k	27 - 35	27 - 35
Derivative Operations	60 - 80k	60 - 85k	27 - 37	27 - 37
Portfolio Administration	55 - 75k	55 - 80k	27 - 36	27 - 37
Performance Analyst	65 - 100k	65 - 110k	32 - 42	32 - 45
Wealth Management & Superannuation				
Financial Planner	75 - 125k	75 - 125k	35 - 60	35 - 60
Paraplanner	55 - 90k	55 - 95k	25 - 45	25 - 45
Superannuation Administration	45 - 75k	50 - 80k	24 - 35	27 - 35
Member Services	50 - 75k	55 - 80k	24 - 37	27 - 35

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

HUMAN RESOURCES & SAFETY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Generalist				
HR Director	180 - 220k	200 - 250k	110 - 140	120 - 130
HR Manager	120 - 170k	150 - 190k	65 - 85	80 - 110
HR Business Partner	110 - 150k	110 - 140k	55 - 80	70 - 100
HR Advisor	85 - 110k	90 - 110k	45 - 60	50 - 70
HR Consultant	75 - 90k	75 - 90k	40 - 50	50 - 60
HR Officer/Co-ordinator	60 - 70k	60 - 75k	30 - 35	35 - 45
Specialist				
Industrial/Employee Relations Manager	120 - 160k	140 - 180k	60 - 90	85 - 95
Industrial/Employee Relations Advisor	90 - 120k	100 - 130k	45 - 60	50 - 70
Remuneration & Benefits Manager	150 - 200k	150 - 200k	75 - 100	75 - 100
Change Manager	150 - 200k	150 - 210k	125 - 150	100 - 130
Change Analyst	100 - 130k	95 - 140k	75 - 95	80 - 95
Organisational Development Manager	110 - 150k	130 - 160k	55 - 75	60 - 80
Learning & Development Manager	110 - 160k	110 - 160k	55 - 75	55 - 75
Learning & Development Consultant	80 - 110k	80 - 110k	45 - 55	45 - 55
Instructional Designer	85 - 100k	90 - 120k	40 - 50	60 - 90
Talent Acquisition Manager	110 - 140k	120 - 150k	55 - 70	85 - 95
Talent Management Consultant	70 - 90k	80 - 100k	35 - 45	50 - 60
Recruitment Officer/Co-ordinator	55 - 65k	65 - 75k	25 - 35	30 - 45

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 (\$)	
	2015	2016	2015	2016
Management				
CIO/CTO	180 - 300k	180 - 300k	140 - 280	140 - 280
Projects				
Project Manager	130 - 160k	130 - 180k	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 - 125k	80 - 140k	55 - 110	55 - 110
Project Co-ordinator/Administrator	65 - 100k	65 - 100k	40 - 80	40 - 80
ERP/CRM/BI				
Senior Consultant	120 - 160k	120 - 160k	100 - 140	100 - 140
Consultant	90 - 120k	90 - 120k	75 - 100	70 - 100
Architecture				
Enterprise Architect	150 - 240k	150 - 240k	125 - 165	125 - 165
Solutions/Technical/Security Architect	125 - 200k	125 - 200k	100 - 120	100 - 120
Pre-sales Consultant	140 - 180k	140 - 180k	75 - 120	75 - 120
Development/Testing				
DevOps	60 - 120k	80 - 150k	80 - 100	90 - 150
Senior Developer	100 - 140k	100 - 140k	75 - 100	75 - 100
Developer	60 - 100k	60 - 100k	40 - 80	40 - 80
UX/UI Designers/Digital Producer	70 - 180k	80 - 180k	40 - 140	40 - 150
Test Manager/QA Manager	115 - 160k	115 - 160k	100 - 125	100 - 125
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 - 70k	50 - 80k	27 - 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 (\$)	
	2015	2016
Sales		
Sales Director	160 - 280k	160 - 280k
State Sales Manager	140 - 180k	140 - 180k
Sales Manager	130 - 180k	130 - 180k
Sales Executive	70 - 100k	70 - 100k
Account Manager	75 - 125k	75 - 125k
Business Development Manager	80 - 125k	80 - 140k
Marketing		
Marketing Director	150 - 280k	150 - 280k
Direct Marketing Manager	90 - 140k	90 - 140k
Digital Marketing Manager	90 - 140k	100 - 140k
Marketing Manager	110 - 150k	110 - 150k
Marketing Executive	70 - 95k	70 - 95k
Product/Brand Manager	90 - 150k	90 - 150k
Campaign Manager	85 - 120k	85 - 120k
Product Specialist	85 - 110k	85 - 120k
Communications		
Communications Manager	100 - 140k	100 - 140k
Communications Executive	65 - 90k	65 - 90k
Retail		
Head of Retail Operations	250 - 565k	250 - 565k
Area Manager	65 - 95k	65 - 100k
Buyer	80 - 150k	80 - 150k
General Manager Planning	265 - 430k	265 - 430k
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 (\$)	
	2015	2016	2015	2016
Business Support				
Executive Assistant - Banking	75 - 110k	70 - 100k	35 - 45	35 - 45
Executive Assistant	70 - 105k	70 - 105k	35 - 50	30 - 45
Office Manager	65 - 85k	65 - 85k	32 - 40	30 - 45
Personal Assistant	65 - 75k	65 - 75k	30 - 35	28 - 35
Legal Secretary/Assistant	57 - 80k	57 - 80k	30 - 40	30 - 40
Team Assistant	55 - 65k	55 - 65k	25 - 35	25 - 35
Human Resource Administrator	50 - 63k	50 - 63k	25 - 30	25 - 35
Facilities Co-ordinator	50 - 65k	50 - 65k	25 - 30	25 - 35
Administration Assistant	50 - 60k	45 - 60k	25 - 30	25 - 30
Receptionist	45 - 58k	45 - 58k	23 - 30	23 - 30
Data Entry Operator	40 - 50k	40 - 50k	23 - 25	23 - 28
Mail Room Assistant	40 - 45k	40 - 45k	23 - 25	23 - 25
Office Junior	40 - 45k	40 - 45k	23 - 25	23 - 25
Project Support				
Tender Co-ordinator	70 - 85k	70 - 85k	30 - 45	28 - 40
Tender Formatter	65 - 75k	65 - 75k	30 - 40	28 - 40
Document Controller	60 - 75k	60 - 75k	30 - 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 - 80k	30 - 45	30 - 45
Faults/Dispatch Consultant	55 - 60k	55 - 60k	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 (\$)	
	2015	2016	2015	2016
Executive				
Chief Financial Officer	180 - 330k	180 - 300k	100 - 150	100 - 150
Group Financial Controller	160 - 220k	150 - 200k	90 - 130	75 - 100
Financial Controller	140 - 200k	130 - 180k	75 - 100	65 - 75
Tax Manager	140 - 200k	130 - 175k	75 - 120	65 - 100
Qualified				
Senior Financial/Management Accountant	110 - 130k	100 - 120k	50 - 60	45 - 55
Financial/Management Accountant	85 - 110k	75 - 100k	40 - 50	40 - 45
Tax Accountant	95 - 130k	85 - 120k	50 - 60	45 - 55
Business/Financial Analyst	100 - 130k	90 - 120k	50 - 60	45 - 60
Part-qualified & Transactional				
Payroll Manager	75 - 100k	75 - 100k	45 - 60	45 - 60
Payroll Clerk	55 - 65k	55 - 65k	30 - 35	30 - 35
Accounts Payable Manager	75 - 90k	70 - 85k	38 - 45	35 - 45
Accounts Payable Clerk	55 - 65k	55 - 65k	27 - 33	27 - 33
Credit Control Manager	75 - 90k	70 - 100k	40 - 50	40 - 50
Bookkeeper	60 - 75k	60 - 75k	30 - 40	30 - 40
Credit Controller	55 - 65k	50 - 65k	27 - 33	27 - 33
Assistant Accountant	60 - 75k	60 - 75k	30 - 40	30 - 40
Accounts Assistant	55 - 70k	50 - 65k	27 - 33	27 - 33
Public Practice & Insolvency				
Manager	100 - 130k	100 - 130k		
Assistant Manager	90 - 115k	90 - 115k		
Senior/Supervisor	70 - 90k	70 - 90k		
Intermediate	55 - 70k	55 - 70k		

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 (\$)	
	2015	2016	2015	2016
Management				
Infrastructure/Development/BI Manager	120 - 160k	120 - 160k	100 - 125	100 - 125
Programme Manager	150 - 180k	150 - 180k	130 - 150	130 - 150
Senior Project Manager	140 - 160k	140 - 155k	110 - 140	100 - 130
Project Manager	100 - 140k	110 - 140k	90 - 110	85 - 100
Senior Business Analyst	120 - 150k	120 - 145k	85 - 110	90 - 105
Business Analyst	80 - 120k	80 - 120k	70 - 85	70 - 90
ERP/CRM/BI				
Senior Consultant	130 - 170k	120 - 160k	100 - 140	100 - 130
Consultant	90 - 130k	90 - 130k	75 - 100	75 - 100
Architecture/Development/Testing				
Solutions/Technical/Security Architect	130 - 170k	130 - 170k	100 - 130	100 - 130
Enterprise Architect	140 - 180k	140 - 180k	110 - 155	110 - 150
Senior Developer	90 - 120k	90 - 120k	75 - 90	75 - 90
Developer	70 - 90k	65 - 90k	55 - 75	50 - 75
Test Manager/Test Lead	100 - 135k	90 - 135k	80 - 110	75 - 110
Test Analyst	65 - 85k	60 - 85k	50 - 70	50 - 70
Infrastructure				
Senior Network/System Engineer	110 - 140k	110 - 130k	85 - 105	85 - 105
Network/System Engineer	85 - 110k	85 - 110k	65 - 85	65 - 85
Senior System Administrator	90 - 120k	90 - 110k	65 - 85	65 - 85
System Administrator	65 - 90k	65 - 90k	50 - 70	50 - 70
Helpdesk/Desktop Support	50 - 75k	50 - 70k	35 - 50	30 - 45
Sales				
Business Development Manager	120 - 180k*	110 - 180k*	100 - 150	100 - 130
Account Manager	90 - 170k*	90 - 170k*	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 (\$)	
	2015	2016
Engineering		
Engineering Manager	220 - 280k	200 - 260k
Principal Engineer	180 - 200k	160 - 180k
Senior Engineer	130 - 170k	117 - 160k
Structural Engineer	120 - 160k	110 - 145k
Mechanical Engineer	120 - 160k	120 - 160k
Electrical Engineer	120 - 160k	120 - 160k
Construction		
Construction Manager	180 - 250k	180 - 250k
Commercial Manager	200 - 230k	200 - 230k
Project Manager	160 - 250k	160 - 250k
Site Manager	130 - 180k	130 - 180k
Supervisor	120 - 150k	120 - 150k
Estimating Manager	180 - 200k	180 - 200k
Estimator	150 - 180k	150 - 180k
Contract Administrator	120 - 180k	120 - 180k
Residential Construction		
Construction Manager	120 - 150k	115 - 143k
Supervisor	100 - 120k	95 - 114k
Estimator	80 - 100k	80 - 100k
Scheduler	60 - 80k	60 - 76k
Contracts Administrator	55 - 75k	55 - 70k
Draftsperson	55 - 70k	50 - 65k
Designer	70 - 90k	66 - 85k
Pre-start Consultant	55 - 65k	55 - 65k

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 (\$)	
	2015	2016
Retail		
Premium Relationship Manager	85 - 100k	85 - 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 - 80k	60 - 85k
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 (\$)	
	2015	2016	2015	2016
Sales				
National Sales Manager	120 - 180k	130 - 200k	50 - 100	50 - 100
State Sales Manager	100 - 120k	120 - 140k	50 - 70	50 - 70
Sales Executive	65 - 80k	70 - 85k	30 - 45	30 - 45
Business Development Manager	80 - 100k	80 - 110k	40 - 60	40 - 60
Key Account Manager	70 - 80k	75 - 85k	30 - 40	30 - 40
Territory Manager	65 - 75k	70 - 80k	35 - 45	35 - 45
Marketing				
Marketing Manager	100 - 140k	100 - 140k	55 - 75	55 - 75
Marketing Assistant	70 - 80k	70 - 80k	35 - 45	35 - 45
Communications				
Communications Executive	100 - 130k	100 - 130k	55 - 70	55 - 70
Corporate PR Manager	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 & HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Secretarial & Business Support				
Executive Assistant	80 - 100k	75 - 90k	35 - 50	35 - 45
Personal Assistant	65 - 85k	65 - 80k	30 - 40	30 - 40
Administration Assistant	45 - 65k	45 - 65k	25 - 30	24 - 30
Office Manager	65 - 80k	65 - 80k	30 - 40	30 - 40
Receptionist	45 - 60k	45 - 55k	25 - 32	24 - 28
Legal Secretary	60 - 80k	60 - 80k	35 - 40	30 - 40
Document Controller	80 - 100k	70 - 90k	40 - 55	35 - 45
Project Administrator	55 - 70k	55 - 70k	28 - 35	28 - 35
Human Resources				
HR Manager	120 - 150k	110 - 150k	50 - 70	50 - 70
HR Advisor	75 - 90k	70 - 90k	45 - 55	35 - 55
HR Administrator	55 - 70k	55 - 70k	28 - 35	28 - 35

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 (\$)	
	2015	2016	2015	2016
Executive				
Financial Controller	180 - 250k	180 - 250k	70 - 90	70 - 95
Programme Manager	180 - 230k	170 - 230k	150 - 175	120 - 200
Finance Manager	120 - 150k	120 - 150k	50 - 65	55 - 70
Accountants				
Financial/Fund Accountant (8+ yrs' PQE)	120 - 140k	110 - 140k	70 - 90	50 - 65
Financial/Fund Accountant (4 - 7 yrs' PQE)	110 - 130k	110 - 130k	50 - 70	50 - 60
Financial/Fund Accountant (0 - 3 yrs' PQE)	100 - 125k	100 - 120k	40 - 55	45 - 55
Tax Accountant (8+ yrs' PQE)	140 - 170k	140 - 170k	65 - 75	70 - 80
Tax Accountant (4 - 7 yrs' PQE)	100 - 130k	100 - 130k	55 - 65	60 - 70
Tax Accountant (0 - 3 yrs' PQE)	80 - 110k	80 - 110k	40 - 55	45 - 55
Product Accountant (8+ yrs' PQE)	120 - 140k	120 - 150k	55 - 70	65 - 80
Product Accountant (4 - 7 yrs' PQE)	110 - 135k	120 - 140k	50 - 70	55 - 70
Product Accountant (0 - 3 yrs' PQE)	90 - 110k	95 - 120k	45 - 55	45 - 55
Management Accountant (8+ yrs' PQE)	130 - 160k	130 - 180k	60 - 80	65 - 85
Management Accountant (4 - 7 yrs' PQE)	110 - 130k	110 - 140k	50 - 65	55 - 70
Management Accountant (0 - 3 yrs' PQE)	90 - 110k	85 - 120k	40 - 55	45 - 55
Projects				
Project Manager (10+ yrs' exp)	130 - 170k	130 - 170k	95 - 135	100 - 150
Project Manager (6 - 10 yrs' exp)	110 - 140k	110 - 140k	80 - 100	80 - 120
Business Analyst (6+ yrs' exp)	120 - 140k	120 - 150k	75 - 100	90 - 130
Business Analyst (0 - 5 yrs' exp)	80 - 120k	90 - 120k	55 - 80	70 - 100

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 (\$)	
	2015	2016	2015	2016
Executive				
Chief Financial Officer	250k+	240k+	100 - 150	90 - 140
Financial Controller	160 - 180k+	150 - 180k+	75 - 100	70 - 100
Qualified PQE 3+ yrs'				
Commercial/FP&A Manager	150 - 180k	150 - 180k	70 - 80	70 - 80
Finance Manager	130 - 160k	125 - 150k	75 - 85	70 - 85
Tax Manager	135k+	130k+	70 - 85	70 - 85
Financial Accountant	80 - 110k	75 - 110k	40 - 65	40 - 65
Management Accountant	80 - 120k	75 - 110k	50 - 65	50 - 65
Treasury Accountant	85 - 110k	75 - 110k	45 - 65	45 - 65
Newly-qualified				
Business/Financial/Commercial Analyst	90 - 120k	85 - 120k	50 - 70	50 - 70
Systems Accountant	90 - 120k	90 - 120k	45 - 65	45 - 65
Tax Accountant	80 - 120k	80 - 120k	55 - 70	55 - 70
Management Accountant	75 - 110k	75 - 120k	45 - 55	45 - 55
Financial Accountant	75 - 110k	75 - 120k	40 - 50	40 - 55
Transactional				
Credit Manager	80 - 120k	80 - 120k	40 - 65	40 - 65
Payroll Manager	90 - 140k	90 - 150k	45 - 65	45 - 70
Accounts Payable/Receivable Manager	80 - 120k	80 - 120k	40 - 65	40 - 65
Bookkeeper	55 - 80k	60 - 80k	35 - 40	35 - 40
Accounts Payable/Receivable Officer	45 - 65k	50 - 65k	25 - 30	25 - 35
Payroll Officer	45 - 70k	55 - 70k	25 - 30	27 - 35
Assistant Accountant	55 - 70k	55 - 75k	30 - 35	30 - 35
Credit Controller	50 - 65k	50 - 65k	25 - 35	25 - 35
Accounts Assistant	50 - 65k	48 - 65k	28 - 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 (\$)	
	2015	2016	2015	2016
Funds & Custody				
Head of Operations	150k+	160k+	70 - 75	75 - 90
Operations Manager	110 - 135k	110 - 135k	50 - 65	50 - 65
Corporate Actions	65 - 75k	70 - 85k	32 - 37	35 - 40
Trade Support	80 - 100k	80 - 100k	38 - 48	38 - 48
Performance Analyst	90 - 110k	90 - 110k	42 - 50	42 - 50
Client Services Officer	50 - 70k	55 - 80k	25 - 35	30 - 40
Fund/Operations Administrator	50 - 60k	50 - 60k	25 - 28	25 - 28
Retail Banking				
Team Leader	90 - 100k	90 - 100k	42 - 48	42 - 48
Client Services	55 - 65k	55 - 65k	27 - 30	27 - 30
Investment & Corporate Banking				
Team Leader	90 - 110k	90 - 110k	42 - 50	42 - 50
Settlements - FI/Equity/Deriv/FX	60 - 85k	60 - 85k	28 - 40	28 - 40
Client Onboarding Officer	60 - 70k	65 - 75k	28 - 35	30 - 35
Wealth Management				
Senior Financial Planner	100 - 140k	110 - 150k	48 - 68	50 - 70
Financial Planner	75 - 100k	80 - 110k	37 - 48	40 - 55
Paraplanner	65 - 85k	75 - 85k	30 - 40	35 - 42
Insurance				
Senior Insurance Claims Officer	80 - 100k	80 - 100k	38 - 48	38 - 48
Insurance Claims Officer	70 - 85k	70 - 85k	35 - 40	35 - 40
Projects				
Project Manager	140k+	140k+	60 - 70	60 - 70
Business Analyst	90k+	90k+	40 - 50	40 - 50

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 (\$)	
	2015	2016	2015	2016
Generalist				
HR Director	240 - 350k	240 - 350k	1045 - 1520	1045 - 1520
HR Manager	153 - 200k	135 - 190k	665 - 870	590 - 850
HR Business Partner	110 - 140k	110 - 140k	480 - 610	480 - 610
HR Advisor	87 - 105k	85 - 110k	380 - 450	370 - 480
HR Officer/Co-ordinator	71 - 80k	70 - 85k	310 - 355	305 - 370
HR Administrator	60 - 70k	60 - 70k	260 - 310	260 - 300
Specialist				
Head of Remuneration & Benefits	185 - 285k	180 - 285k	1000 - 1500	1100 - 1240
Compensation & Benefits Manager	165 - 200k	150 - 200k	715 - 855	650 - 870
Compensation & Benefits Consultant	85 - 120k	85 - 115k	380 - 525	370 - 515
Organisational Development Specialist	120 - 155k	110 - 150k	530 - 700	480 - 650
HR Change Manager	165 - 200k	150 - 200k	900 - 1200	800 - 1200
Learning & Development Manager	130 - 165k	130 - 165k	570 - 720	565 - 720
Learning & Development Consultant	82 - 110k	85 - 120k	355 - 480	370 - 520
Instructional Designer	90 - 130k	85 - 130k	550 - 900	550 - 900
Recruitment Manager	140 - 175k	120 - 150k	620 - 760	520 - 650
Recruitment Advisor	82 - 120k	80 - 120k	360 - 545	350 - 550
Industrial/Employee Relations Manager	140 - 200k	140 - 200k	620 - 855	610 - 870
Workforce Planning Manager	165 - 200k	150 - 200k	715 - 855	650 - 870
Workforce Planning Consultant	85 - 130k	85 - 130k	380 - 570	370 - 565
HR Information Analyst	100 - 120k	90 - 120k	425 - 520	390 - 520
WHS				
WHS Manager	165 - 200k	160 - 200k	715 - 855	700 - 870
WHS Advisor	75 - 100k	80 - 100k	330 - 425	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 (\$)	
	2015	2016	2015	2016
Management				
Head of PMO/PMO Manager	160 - 230k	165 - 240k	1150 - 1750	1200 - 1800
Head of Infrastructure/Development	170 - 230k	170 - 230k	1080 - 1440	1080 - 1440
Programme/Portfolio Manager	170 - 230k	170 - 240k	1100 - 1640	1100 - 1700
Senior Project Manager	150 - 190k	150 - 195k	900 - 1240	900 - 1250
Project Manager	125 - 150k	115 - 145k	750 - 950	700 - 900
Project Co-ordinator/PMO Analyst	80 - 110k	80 - 110k	320 - 640	320 - 640
Service Delivery Manager	120 - 160k	120 - 150k	640 - 1000	640 - 950
Senior Business/Systems Analyst	110 - 145k	110 - 150k	640 - 850	650 - 900
Business/Systems Analyst	80 - 110k	90 - 125k	440 - 640	500 - 750
Architecture				
Enterprise Architect	160 - 220k	160 - 220k	1000 - 1500	1000 - 1500
Solutions/Technical Architect	130 - 175k	130 - 175k	900 - 1250	900 - 1250
ERP/CRM/BI				
ERP/CRM/BI Consultant	90 - 160k	90 - 160k	600 - 1200	600 - 1200
Testing/Development				
Senior Developer	115 - 160k	115 - 180k	600 - 760	700 - 900
Developer	70 - 115k	70 - 130k	440 - 600	450 - 700
Test Manager	115 - 150k	115 - 150k	750 - 950	750 - 950
Test Lead	100 - 115k	100 - 115k	600 - 750	600 - 750
Test Analyst	70 - 110k	75 - 115k	360 - 640	400 - 700
Infrastructure				
Network Engineer	90 - 130k	90 - 135k	560 - 880	550 - 900
Systems Engineer	110 - 140k	110 - 150k	600 - 800	600 - 900
Systems Administrator	90 - 110k	90 - 110k	440 - 600	440 - 600

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 (\$)	
	2015	2016	2015	2016
Management				
Programme Manager	150 - 200k	150 - 210k	950 - 1300	950 - 1350
Senior Project Manager	125 - 160k	125 - 165k	850 - 1120	850 - 1200
Project Manager	90 - 125k	90 - 130k	600 - 850	600 - 900
Project Co-ordinator/Administrator	60 - 90k	60 - 95k	320 - 560	320 - 580
Senior Business Analyst	120 - 140k	120 - 155k	640 - 850	650 - 900
Business Analyst	80 - 120k	80 - 125k	440 - 640	450 - 650
ERP/CRM/BI				
Senior Consultant	130 - 160k	130 - 160k	800 - 1200	800 - 1200
Consultant	95 - 130k	95 - 135k	600 - 850	600 - 900
Architecture				
Enterprise Architect	150 - 220k	150 - 220k	1000 - 1500	1000 - 1500
Solutions/Technical/Security Architect	130 - 175k	130 - 180k	840 - 1200	900 - 1250
Development/Testing				
UX/UI Designers	100 - 155k	100 - 155k	560 - 800	600 - 850
Mobile Applications Developer	85 - 135k	85 - 160k	520 - 880	550 - 950
Senior Developer	100 - 135k	100 - 145k	560 - 760	600 - 850
Developer	70 - 100k	70 - 110k	400 - 560	400 - 600
Test Lead	90 - 115k	90 - 115k	600 - 750	600 - 750
Test Analyst	60 - 95k	60 - 100k	320 - 560	350 - 600
Infrastructure				
Senior Network/System Engineer	110 - 155k	110 - 160k	640 - 920	650 - 950
Network/System Engineer	75 - 110k	75 - 110k	400 - 640	400 - 680
System Administrator	65 - 100k	70 - 110k	360 - 640	390 - 680
Database Administrator	75 - 135k	75 - 135k	400 - 800	400 - 800

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

LEGAL

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)	
	2015	2016
Private Practice		
8+ yrs' PQE	200k+	220k+
7 yrs' PQE	160 - 200k	160 - 200k
6 yrs' PQE	140 - 175k	140 - 175k
5 yrs' PQE (SA Level)	130 - 160k	125 - 165k
4 yrs' PQE	110 - 140k	110 - 150k
3 yrs' PQE	90 - 115k	90 - 95k
2 yrs' PQE	80 - 95k	82 - 95k
1 yr PQE	70 - 85k	70 - 85k
Company Secretary		
6 - 8 yrs' exp	140 - 200k	140 - 200k
3 - 5 yrs' exp	80 - 140k	80 - 140k
In-house Counsel		
8+ yrs' PQE	180k+	200k+
7 yrs' PQE	150 - 190k	170 - 200k
6 yrs' PQE	140 - 180k	150 - 190k
5 yrs' PQE (SA Level)	125 - 150k	130 - 170k
4 yrs' PQE	100 - 130k	105 - 135k
3 yrs' PQE	95 - 110k	95 - 115k
2 yrs' PQE	90 - 100k	90 - 110k
1 yr PQE	80 - 90k	70 - 95k
Paralegal		
Senior	80 - 110k	80 - 130k
Junior	50 - 70k	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 (\$)	
	2015	2016	2015	2016
Procurement				
CPO	300 - 450k	325 - 450k	1500 - 2500	1500 - 2500
Procurement Director	230 - 300k	230 - 325k	1000 - 1500	1000 - 1500
Procurement Manager	175 - 230k	175 - 240k	750 - 1000	750 - 1100
Senior Category Manager	145 - 180k	140 - 175k	550 - 750	550 - 750
Junior Category Manager	110 - 150k	110 - 140k	425 - 600	450 - 600
Procurement Analyst	85 - 100k	85 - 110k	350 - 400	350 - 400
Procurement Officer	65 - 85k	65 - 85k	280 - 340	280 - 350
Supply Chain				
Supply Chain Director	230 - 350k	230 - 350k	1000 - 1500	1000 - 1500
Supply Chain/Operations Manager	150 - 220k	160 - 230k	650 - 1000	650 - 1200
S&OP Planning Manager	130 - 155k	130 - 160k	480 - 600	500 - 600
Purchasing Manager	90 - 120k	90 - 120k	360 - 440	350 - 420
Demand Planner	85 - 115k	90 - 120k	360 - 480	375 - 500
Supply Planner	75 - 95k	75 - 95k	280 - 375	280 - 375
Supply Chain Co-ordinator	65 - 85k	65 - 85k	250 - 320	250 - 320
Logistics				
DC Manager	150 - 180k	160 - 200k	600 - 720	620 - 750
DC Operations Manager	125 - 150k	125 - 160k	500 - 600	500 - 620
Logistics Manager	110 - 165k	110 - 165k	440 - 640	440 - 640
Warehouse/Shift Manager	80 - 110k	90 - 115k	360 - 440	360 - 440
Inventory Controller	80 - 110k	80 - 110k	300 - 360	300 - 360
Transport Manager	90 - 110k	90 - 110k	360 - 440	360 - 440
Transport Supervisor	70 - 80k	70 - 85k	280 - 320	280 - 320
Import/Export Officer	55 - 75k	55 - 75k	220 - 250	220 - 250

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

RISK MANAGEMENT, COMPLIANCE & AUDIT

ROLE	PERMANENT SALARY PER ANNUM AUD (\$)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Risk Management						
Operational Risk Manager	60 - 90k	65 - 100k	90 - 150k	100 - 160k	160k+	160k+
Credit Risk Management	60 - 90k	60 - 90k	90 - 170k	90 - 170k	170k+	170k+
Market Risk	70 - 100k	75 - 105k	110 - 175k	115 - 180k	170k+	180k+
Quantitative Risk	80 - 120k	80 - 120k	120 - 200k	120 - 200k	220k+	220k+
Anti-Money-Laundering	70 - 110k	75 - 130k	110 - 170k	130 - 200k	170k+	200k+
Compliance						
Investment Banking	80 - 120k	85 - 125k	120 - 190k	125 - 200k	190k+	200k+
Retail Banking	65 - 105k	70 - 110k	105 - 165k	110 - 170k	165k+	170k+
Funds Management	75 - 115k	80 - 120k	115 - 175k	120 - 180k	175k+	180k+
Internal Audit						
Investment Banking	55 - 100k	60 - 100k	100 - 160k	100 - 160k	160k+	160k+
Retail Banking	55 - 90k	60 - 90k	90 - 150k	90 - 150k	150k+	150k+
Funds Management	55 - 90k	60 - 90k	90 - 150k	90 - 150k	150k+	150k+
Credit Analysis						
Retail Banking	50 - 70k	55 - 75k	70 - 130k	75 - 135k	130k+	135k+
Corporate Banking	70 - 90k	70 - 90k	90 - 140k	90 - 150k	140k+	150k+
Financial Institutions	70 - 90k	70 - 100k	90 - 150k	100 - 160k	150k+	160k+

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

SALES, MARKETING & COMMUNICATIONS BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Sales				
Head of Sales	180 - 250k	180 - 275k		
Business Development Manager	110 - 160k	110 - 160k		
Relationship Manager	100 - 140k	100 - 140k		
Marketing				
Head of Marketing	180 - 300k	180 - 300k		
Senior Marketing Manager	130 - 160k	130 - 170k		
Marketing Manager	90 - 130k	100 - 140k	50 - 70	55 - 75
Digital Marketing Manager	110 - 150k	110 - 150k	45 - 60	50 - 80
Marketing Executive	75 - 90k	75 - 95k	40 - 50	40 - 52
Marketing Co-ordinator	65 - 85k	65 - 85k	35 - 45	35 - 45
Product Manager	120 - 140k	120 - 150k	62 - 73	62 - 80
Communications Manager	110 - 130k	120 - 140k	60 - 70	62 - 75
Campaign Manager	80 - 110k	90 - 120k	42 - 57	45 - 60
Events Manager	100 - 120k	100 - 120k	50 - 60	50 - 60

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

SALES, MARKETING & COMMUNICATIONS COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
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	100 - 180k	85 - 180k	60 - 110	55 - 110
Account Manager	80 - 160k	80 - 160k	50 - 90	50 - 90
Channel Manager	100 - 150k	90 - 150k	60 - 85	55 - 85
Inside Sales Executive	55 - 90k	60 - 90k	35 - 50	37 - 50
Pre-sales Consultant	110 - 180k	110 - 190k	60 - 100	60 - 100
Marketing Director	160k+	170k+	130 - 150	130 - 155
Channel Marketing Manager	120 - 150k	120 - 160k	65 - 80	65 - 85
Marketing Manager	100 - 140k	100 - 145k	60 - 75	60 - 75
Digital Marketing Manager	130 - 160k	130 - 160k	65 - 80	65 - 80
Product Manager	100 - 130k	110 - 140k	50 - 60	60 - 75
Marketing Executive	75 - 90k	75 - 95k	40 - 50	40 - 52

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

SALES, MARKETING & COMMUNICATIONS COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Industrial Sales				
Sales Director	180 - 200k	175 - 210k	110 - 135	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	120 - 150k	75 - 95	75 - 95
National Account Manager	110 - 120k	110 - 130k	68 - 88	68 - 90
Business Development Manager	80 - 120k	85 - 120k	55 - 83	60 - 85
Consumer Goods				
Sales Director	250k+	250k+	150+	150+
National Sales Manager	180 - 250k	180 - 250k	100 - 150	100 - 150
National Business Manager	150 - 180k	150 - 180k	80 - 120	80 - 120
National Account Manager	100 - 150k	100 - 150k	60 - 80	60 - 80
Sales Executive	55 - 75k	55 - 80k	30 - 45	30 - 45
Marketing Director	160k+	170k+	120+	125+
Marketing Manager	140 - 180k	140 - 190k	80 - 110	80 - 130
Senior Brand Manager	125 - 140k	125 - 150k	70 - 80	70 - 85
Brand Manager	95 - 120k	95 - 130k	60 - 70	60 - 75
Senior Category Manager	160 - 200k	160 - 200k	90 - 125	90 - 125
Category Manager	110 - 150k	110 - 150k	65 - 85	65 - 85
Insights Manager	110 - 170k	110 - 170k	65 - 95	65 - 95

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM AUD (\$)		RATE PER HOUR AUD (\$)	
	2015	2016	2015	2016
Secretarial				
Executive Assistant	70 - 100k	75 - 100k	32 - 45	32 - 45
Office/Administration Manager	65 - 90k	65 - 87k	32 - 38	30 - 38
Personal Assistant	60 - 80k	65 - 80k	30 - 35	30 - 35
Trade Floor Secretary	70 - 80k	70 - 85k	35 - 40	33 - 40
Legal Secretary	65 - 80k	65 - 80k	30 - 35	30 - 35
Desktop Publisher	70 - 80k	70 - 80k	35 - 45	35 - 45
Bid Co-ordinator	70 - 85k	70 - 85k	33 - 38	33 - 38
Team Assistant	55 - 65k	55 - 65k	27 - 32	26 - 30
Site Secretary	60 - 65k	60 - 65k	30 - 32	30 - 33
Project Co-ordinator	60 - 75k	65 - 80k	27 - 35	27 - 35
Sales Co-ordinator	60 - 65k	60 - 65k	28 - 30	28 - 30
Administration Assistant	55 - 60k	50 - 60k	24 - 28	24 - 27
Office Junior	40 - 45k	40 - 48k	23 - 25	23 - 25
Receptionist	45 - 60k	45 - 60k	23 - 28	23 - 27
Document Controller	65 - 75k	65 - 75k	32 - 38	32 - 38
Data Entry Operator	40 - 45k	40 - 45k	23 - 25	23 - 25
Mailroom Assistant	40 - 45k	42 - 45k	23 - 24	23 - 24
Facilities Manager	75 - 100k	75 - 100k	38 - 50	38 - 50
Facilities Co-ordinator	55 - 65k	55 - 65k	26 - 32	26 - 32
Customer Service				
Customer Service Manager	75 - 100k	75 - 100k	35 - 45	35 - 45
Customer Service Team Leader	55 - 80k	60 - 70k	27 - 30	27 - 30
Customer Service Representative	45 - 60k	50 - 60k	24 - 25	24 - 26

NB: Figures are salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.



THE FIRST HALF OF 2015 SAW BUOYANT HIRING LEVELS ACROSS THE NEW ZEALAND JOBS MARKET.

Activity decreased somewhat during the second part of the year as less than positive economic news emerged from China, and as prices declined across the critically important New Zealand dairy industry.

2015 INSIGHT

Despite confidence reducing towards the end of the year, qualified professionals were in particularly strong demand across sales and marketing, finance, IT and legal.

2016 EXPECTATIONS

We are cautiously optimistic for 2016, anticipating that recruitment levels will be broadly similar to those seen in 2015. However, we expect demand to be especially sensitive to wider economic conditions as New Zealand is increasingly exposed to global market forces. Competition will be particularly intense for experienced financial and commercial managers across all markets.

Companies in the financial services and telecommunications industries will seek new ways of maximising returns from their existing client base as 2016 progresses, resulting in heightened demand for sales and digital marketing professionals with customer retention and business development experience.

The New Zealand banking sector is maturing fast and there will be increased demand for compliance and risk professionals. Those with experience of implementing new legislative requirements will be particularly popular hires. In the absence of home-grown talent in this area, banks will need to look for candidates from overseas, including Australia, the UK and the US.

Shortages of available talent will drive salaries upwards in a number of markets. Middle to senior-level finance, legal and procurement professionals, as well as salespeople with a proven success record, will be able to command increases when moving jobs. Digital marketing specialists practised in customer retention and data analytics will also expect significant raises.

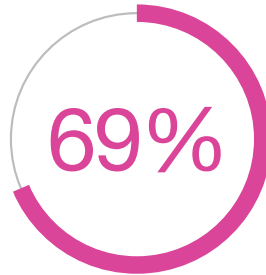
However, salaries will not increase across every sector and we are not expecting to see any

incremental growth among non-movers in 2016. Exceptions may arise when companies make counter-offers in an attempt to prevent valued employees from leaving. In such circumstances, we recommend that employers – whether seeking to attract or retain a professional – also consider how to enhance the overall competitiveness of their offer and explore options like flexible working conditions, as well as increased salaries.

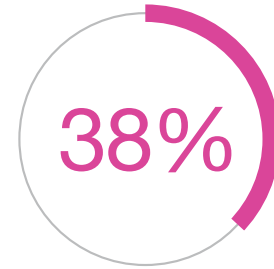
We also recommend that companies seeking new employees are clear and decisive about the attributes they are looking for in candidates. Throughout 2016 and beyond, hiring managers will need to identify talent quickly and act fast to secure the professionals they want.

“ We recommend that employers, whether seeking to attract or retain professionals, consider how to enhance the overall competitiveness of their offer and explore options like flexible working conditions, as well as increased salaries.

Professionals who are expecting a salary increase in 2016



Professionals expecting to receive a bonus in 2016

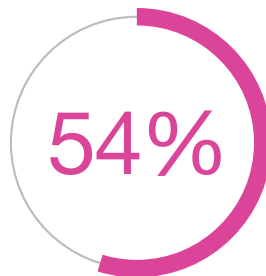


KEY FINDINGS

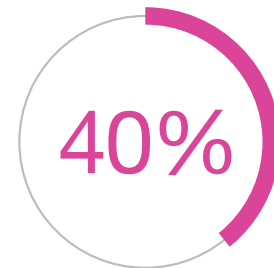
Increased demand anticipated for digital marketing specialists, as well as senior-level finance, legal procurement and IT professionals across a range of industries.

The fluctuating fortunes of the dairy industry will continue to impact broader economic conditions in 2016.

Professionals who will be looking to move job in the next 12 months



Jobseekers who would turn down a role if it did not meet their flexible working arrangements



CAREER PROGRESSION

Number one reason why employees will be looking to change roles

Robert Walters Pay and Bonus Survey 2015, 500 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Companies increasingly sought professionals who could act as true business partners in 2015, particularly those who could focus on improved business decision-making, and provide sound analytical and financial reasoning. As a result, demand continued to grow for commercially astute chartered accountants.

This led to a shortage of the most desirable talent, namely those who have had experience of working in a corporate environment, whether within New Zealand or overseas. This trend is likely to continue in 2016 as commercial businesses face a slightly more negative economic outlook and the public sector strives to get value for money. Overall, however, we expect recruitment activity in accounting and finance to mirror the fluctuating economy in 2016.

We will also see a trend towards attractive remuneration packages as candidates are no longer satisfied with base salary rises alone. To secure the best professionals, it will be important for hiring managers to act quickly and offer competitive rewards and clear career progression.

BANKING & FINANCIAL SERVICES

As lending remained a focus, hiring activity for key client facing roles in business, commercial and corporate banking continued in 2015. A stronger need for credit risk professionals and analysts also emerged during the year.

Ongoing changes in global compliance standards will ensure the focus is on risk

management and compliance roles throughout 2016. Professionals returning from positions overseas will be sought after across most areas, although the relatively small size of the New Zealand banking industry means over-qualified individuals may find it harder to find suitable roles.

BUSINESS TRANSFORMATION

As new projects continued to gain approval in 2015, we saw an increased requirement for temporary and permanent business transformation professionals across the public and private sectors. Strong demand for experienced business analysts is expected to continue into 2016. In particular, a high number of efficiency initiatives in the public sector means that those with process analysis, business case development and process improvement skills, will be popular hiring choices.

As funding is approved and realised for projects scheduled to finish by the end of the financial year, we also expect to see increasing demand for change managers and project co-ordinators.

HUMAN RESOURCES

The Auckland HR job market, which was lively throughout 2015, showed a particular rise towards the end of the year. In comparison, we saw a steadier market in Wellington, with the majority of organisations only looking to recruit replacement hires.

In 2016, we anticipate demand for HR advisors in Auckland at the mid to senior level will continue. There will be an increased need for

professionals with specific organisational design and workforce planning experience in Wellington.

We believe salaries will remain stable for HR professionals across New Zealand and advise employers to highlight organisational culture, innovation and development opportunities to attract the people they want.

INFORMATION TECHNOLOGY

Many companies sought to become more digitally focused in 2015. Together with the growing need to increase IT capability within organisations, this prompted strong growth in demand for specialist knowledge in cloud services and mobile & web enablement.

We expect to see a continued need for digital specialists during 2016 in the New Zealand market. There will be particularly strong demand for developers and testers in Auckland, where a series of major corporate restructures will require extra resources. We also expect high levels of competition will create major talent shortages across the architecture, digital, data and integration disciplines in Wellington.

As skills shortages in IT become more prevalent, we will see an increase in salaries for the most in-demand candidates, as organisations strive to remain competitive and compete harder for a restricted pool of talent. There is also likely to be a move towards offering permanent roles to contract staff to ensure that top talent remains within the business. We strongly recommend that hiring managers are ready to act decisively once they have found the skill set they need.

KEY TRENDS

- ▶ Competition for talent is expected to intensify as market conditions improve, resulting in skill shortages across most disciplines – negotiating power will shift from hiring managers back to professionals with niche skills.
- ▶ Qualified professionals with both local and international work experience will continue to be in highest demand across all sectors and regions.
- ▶ Public sector organisations will continue to come under pressure to limit contract spend. However, despite a greater focus on fixed-term and permanent positions across most disciplines, there will continue to be a need for high-end contract hires.

OVERVIEW

LEGAL

The legal market was buoyant in 2015, with many professionals having the confidence to move jobs – a trend that we anticipate continuing in 2016.

We saw increasing numbers of in-house roles in Wellington in 2015 as several organisations expanded or established new teams. In 2016, strong demand will continue for in-house lawyers with five years' post-qualification experience, particularly within commercial law. Intermediate-level professionals will also be highly sought after by hiring managers in private practice firms.

Auckland will continue to experience skills shortages at the three-to-six years' post-qualification experience level. We advise employers to consider international candidates and high-calibre domestic professionals looking to change discipline.

Most legal salaries are expected to remain stable in 2016, although professionals with in-demand skills and experience could see increases of up to 20%.

POLICY & REGULATORY

As public sector organisations came under pressure to limit their contract spend in 2015, hiring activity was focused on fixed-term and permanent recruitment. There was strong competition for senior and principal level advisors/analysts with a minimum of five years' experience, particularly those with economic or regulatory backgrounds.

We expect this demand to continue throughout 2016 as organisations forge ahead with a range of significant policy initiatives. Given current public sector budget constraints, salaries are likely to remain stable. The limited pool of experienced policy and research professionals means that employers will, therefore, need to highlight culture, benefits and development opportunities to attract top-tier candidates.

PROCUREMENT & SUPPLY CHAIN

Several large organisational restructures that took place in Auckland during 2015 resulted in

increased hiring for procurement and supply chain professionals, which drove a positive recruitment market throughout the year.

Skills shortages for mid-level procurement professionals in Auckland and Wellington will continue to affect the market in 2016. Indeed, the New Zealand Government has recently added procurement manager to its Long Term Skill Shortage List.

We anticipate these trends will continue throughout 2016 and, in order to fill companies' skills gaps, we advise employers to look to candidates returning to New Zealand. Competition for such individuals is likely to be intense however, and we recommend that hiring managers act quickly to secure their preferred candidates before they receive too many alternative offers.

Wellington's procurement market will continue to be driven by public sector projects in 2016. Following the implementation of strategy and reviews, we will see a continued demand for contractors to implement 'business as usual' processes.

PROPERTY & FACILITIES MANAGEMENT

Similar to 2015, the market will continue to be influenced by the New Zealand Government building up its internal property management capability in 2016.

Skill shortages will increase competition for proven construction project managers, relocation experts and health and safety managers. As a result, we anticipate an increase in salaries for these areas as the retention of professionals with key skills becomes crucial.

We recommend that hiring managers focus on streamlining their recruitment processes to avoid missing out on top talent. In particular, to remain competitive they should review their offering, particularly in terms of flexible working and training and development programmes.

SALES, MARKETING & COMMUNICATIONS

Hiring activity for sales, marketing and communications professionals increased across New Zealand in 2015. We saw a particular

focus on business development experts and digital specialists.

In 2016 we expect to see continued demand for sales professionals, internal communications specialists and digital marketing professionals in Auckland, particularly within the FMCG sector and across the service industry. Organisations in Wellington will seek professionals with strong marketing analysis skills as well as product development and change communications experience.

As markets become more competitive, we expect that sales professionals who can demonstrate a good business development track record will be highly desirable. Marketing experts with international digital experience from more mature foreign markets, will also be particularly sought after.

We advise employers to carefully consider what they offer employees. As well as an appealing salary, candidates will often seek flexible working conditions and work-life balance.

SECRETARIAL & BUSINESS SUPPORT

Hiring activity for secretarial and business support differed significantly between locations during 2015, with a focus on contract and temporary hiring in Auckland and permanent hiring in Wellington. We did, however, see a trend towards much faster recruitment processes across both markets as a result of shortages in certain areas.

Auckland will continue to see demand for project coordinators, customer service representatives and data administrators in 2016. This will prompt a rise in salaries for job movers with these skills.

In Wellington, we anticipate a continued push towards the shared services business model, creating a greater need for support staff with project-specific experience. This will lead to increased levels of contract hiring, and shortages will emerge among such project administrators and co-ordinators.

AUCKLAND

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2015	2016	2015	2016
Executive				
Chief Financial Officer	170 - 300k	170 - 300k	100 - 150	100 - 150
Financial Controller	120 - 200k	130 - 200k	70 - 100	70 - 100
Commercial Manager	130 - 200k	130 - 200k	70 - 100	70 - 100
Finance Manager	100 - 140k	110 - 140k	50 - 75	55 - 75
Qualified				
Tax Accountant	80 - 120k	80 - 120k	40 - 70	45 - 70
Commercial Analyst	90 - 130k	100 - 130k	45 - 65	50 - 70
Financial Analyst (5+ yrs' exp)	90 - 120k	100 - 130k	45 - 65	50 - 70
Financial Analyst (0 - 4 yrs' exp)	60 - 90k	70 - 95k	30 - 45	35 - 45
Financial Accountant (5+ yrs' exp)	90 - 120k	95 - 120k	50 - 60	50 - 65
Financial Accountant (0 - 4 yrs' exp)	70 - 90k	70 - 95k	35 - 50	37 - 50
Management Accountant (5+ yrs' exp)	90 - 115k	95 - 130k	55 - 65	55 - 70
Management Accountant (0 - 4 yrs' exp)	70 - 90k	70 - 95k	40 - 55	40 - 55
Systems Accountant	80 - 130k	80 - 130k	45 - 85	45 - 85
Payroll Manager	65 - 100k	65 - 100k	35 - 50	37 - 50
Credit Manager	65 - 100k	65 - 100k	35 - 50	37 - 50
Part & Non-qualified				
Accounts Payable/Receivable - Manager	65 - 85k	65 - 90k	35 - 45	35 - 45
Financial Accountant - Degree	60 - 80k	65 - 85k	30 - 45	35 - 45
Assistant Accountant	55 - 70k	60 - 70k	27 - 35	27 - 35
Credit Controller	50 - 65k	50 - 65k	25 - 35	25 - 35
Accounts Assistant	45 - 55k	50 - 60k	22 - 30	25 - 30
Payroll Clerk/Payroll Officer	50 - 65k	50 - 65k	25 - 35	25 - 35
Accounts Payable/Receivable	45 - 55k	50 - 60k	20 - 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 (\$)	
	2015	2016	2015	2016
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	85 - 125k	90 - 120k	60 - 100	60 - 100
Mortgage/Lending Manager	70 - 95k	70 - 95k	30 - 50	30 - 60
Risk, Compliance & Operations				
Credit Analyst	60 - 90k	60 - 90k	35 - 55	35 - 55
Market Risk Analyst	80 - 115k	70 - 100k	45 - 65	45 - 65
Compliance Officer	65 - 100k	65 - 90k	35 - 55	35 - 60
Risk & Compliance Manager	110 - 160k	110 - 160k	60 - 90	60 - 100
Settlements/Corporate Actions	55 - 70k	55 - 70k	30 - 50	30 - 50

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 (\$)	
	2015	2016	2015	2016
Generalist				
HR Director	150 - 250k	150 - 250k	80 - 150	80 - 150
HR Manager	95 - 160k	95 - 160k	55 - 85	55 - 85
HR Business Partner	90 - 135k	90 - 135k	50 - 75	50 - 75
HR Consultant	80 - 110k	80 - 110k	40 - 65	40 - 65
HR Analyst	65 - 95k	65 - 95k	30 - 55	30 - 55
HR Advisor	60 - 95k	65 - 90k	30 - 50	30 - 55
HR Co-ordinator	45 - 62k	50 - 65k	25 - 32	25 - 32
HR Administrator	40 - 55k	45 - 55k	20 - 30	20 - 30
Specialist				
Change Manager	130k+	130k+	70 - 140	70 - 140
Organisational Development Manager	100 - 140k	100 - 140k	50 - 80	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	85 - 135k	80 - 130k	45 - 70	45 - 70
Organisational Development Consultant	80 - 115k	80 - 115k	45 - 65	50 - 75
Training Manager	65 - 95k	70 - 100k	40 - 55	40 - 60
Learning & Development Advisor	65 - 82k	65 - 85k	35 - 50	35 - 50
Remuneration Officer	60 - 85k	60 - 85k	30 - 40	30 - 40
Recruitment Advisor	60 - 85k	65 - 85k	30 - 45	30 - 45
Training Facilitator	50 - 70k	50 - 75k	25 - 40	25 - 40
Learning & Development Co-ordinator	45 - 55k	50 - 65k	20 - 30	20 - 30
OH&S				
Manager	80 - 150k	80 - 150k	50 - 80	50 - 80
Officer	55 - 80k	55 - 80k	30 - 50	30 - 50

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

AUCKLAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2015	2016	2015	2016
Projects				
Programme Manager	140 - 180k	140 - 180k	130 - 150	130 - 150
Senior Project Manager	120 - 150k	120 - 150k	100 - 130	100 - 130
Senior Business Analyst	100 - 130k	100 - 130k	90 - 110	90 - 110
Project Manager	80 - 100k	80 - 110k	80 - 100	80 - 100
Business Analyst	75 - 95k	75 - 100k	55 - 80	75 - 90
Project/Programme Co-ordinator	60 - 80k	70 - 100k	55 - 85	65 - 90
Infrastructure				
CIO/CTO	180k+	180k+	150+	150+
Solution Architect - Applications	110 - 160k	110 - 160k	100 - 130	100 - 130
Manager - IT Operations	100 - 140k	100 - 140k	80 - 120	80 - 120
Security Specialist	90 - 130k	90 - 150k	90 - 125	90 - 130
Manager - Service Desk	75 - 90k	75 - 100k	60 - 80	60 - 80
Systems Administrator	55 - 70k	55 - 70k	35 - 60	35 - 60
Help Desk/Desktop/Apps Support	45 - 60k	45 - 65k	25 - 35	25 - 35
Development/Testing				
Manager - Development	120 - 140k	120 - 140k	90 - 120	90 - 120
Manager - Testing	100 - 120k	100 - 120k	90 - 110	90 - 110
Senior Developer - .Net, Java	85 - 120k	85 - 120k	85 - 110	90 - 110
Developer - .Net, Java	55 - 80k	55 - 85k	50 - 80	50 - 80
Senior Tester	70 - 90k	75 - 95k	60 - 85	60 - 90
Tester	50 - 70k	50 - 75k	40 - 60	40 - 70
Business Intelligence				
BI Manager	110 - 140k	120 - 150k	100 - 120	100 - 120
BI Analyst	60 - 110k	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 (\$)	
	2015	2016
Private Practice		
Partner	120k+	125k+
Senior Associate	120 - 230k	100 - 230k
Associate	90 - 160k	90 - 170k
Senior Solicitor	75 - 165k	75 - 165k
3 yrs' PQE	55 - 85k	55 - 85k
2 yrs' PQE	45 - 65k	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 - 160k	80 - 170k
Legal Counsel/Solicitor	50 - 100k	55 - 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 (\$)	
	2015	2016
Procurement		
Procurement Director	125 - 200k+	125 - 200k+
Procurement Manager	100 - 160k	100 - 160k
Strategic Sourcing Manager	100 - 150k	100 - 150k
Contracts/Relationship Manager	90 - 130k	90 - 135k
Procurement Specialist	85 - 125k	85 - 125k
Supply Chain		
Demand/Supply Planning Manager	100 - 135k	100 - 140k
Operations Manager	90 - 150k	90 - 160k
Supply Chain Manager	90 - 140k	90 - 140k
Demand/Supply Planner	70 - 100k	65 - 100k
Logistics Manager	90 - 140k	85 - 135k

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2015	2016	2015	2016
Business Support				
Executive Assistant	75 - 95k	70 - 90k	35 - 50	32 - 45
Office Manager	50 - 70k	50 - 70k	25 - 35	25 - 30
Personal Assistant	55 - 70k	55 - 70k	25 - 35	25 - 35
Team Administrator	42 - 55k	45 - 55k	20 - 28	20 - 27
Corporate Receptionist	45 - 52k	40 - 50k	22 - 26	18 - 23
Marketing Administrator	40 - 50k	40 - 50k	20 - 26	20 - 25
Sales Administrator	45 - 55k	45 - 55k	20 - 28	22 - 26
Administrator	40 - 55k	40 - 55k	20 - 26	20 - 26
Contact Centre				
Team Leader	65 - 75k	55 - 70k	25 - 28	25 - 28
Customer Service Administrator	35 - 45k	38 - 45k	18 - 23	17 - 23

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 (\$)	
	2015	2016	2015	2016
Sales				
Sales Director	190 - 230k	190 - 230k	100 - 130	100 - 135
National Sales Manager	130 - 170k	130 - 175k	80 - 90	80 - 95
National Account Manager	100 - 130k	100 - 135k	55 - 65	55 - 65
Business Development Manager	80 - 110k	85 - 115k	45 - 55	45 - 55
Key Account Manager	90 - 120k	90 - 125k	45 - 55	45 - 55
Account Manager	70 - 85k	70 - 85k	45 - 50	45 - 50
Sales/Market Analyst	65 - 80k	68 - 80k	40 - 60	40 - 60
Sales/Account Executive	60 - 80k	60 - 80k	35 - 45	35 - 45
Territory Manager/Sales Rep	55 - 70k	55 - 75k	30 - 40	35 - 45
Sales Co-ordinator	45 - 55k	45 - 55k	25 - 30	25 - 30
Marketing				
Marketing Director	180 - 230k	180 - 240k	100 - 125	100 - 130
Marketing Manager	120 - 145k	125 - 145k	55 - 65	55 - 65
Category Manager	95 - 120k	95 - 125k	50 - 65	50 - 65
Product Manager	90 - 135k	90 - 135k	45 - 65	45 - 65
Digital/Online Manager	90 - 120k	90 - 130k	45 - 60	45 - 60
Sponsorship & Events Manager	90 - 110k	90 - 110k	45 - 55	45 - 55
Trade Marketing Manager	90 - 115k	90 - 115k	40 - 55	40 - 55
Brand Manager	75 - 120k	75 - 120k	35 - 60	35 - 65
Assistant Brand/Product Manager	60 - 75k	65 - 75k	30 - 35	30 - 40
Marketing Co-ordinator	45 - 60k	48 - 60k	25 - 30	25 - 30
Communications				
PR/Corporate Affairs Manager	90 - 130k	90 - 130k	45 - 65	45 - 70
Communications Manager	90 - 130k	90 - 130k	50 - 70	60 - 70

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 (\$)	
	2015	2016	2015	2016
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 - 130k	80 - 120k	65 - 85	60 - 75
Finance Manager	100 - 150k	100 - 150k	65 - 100	60 - 80
Qualified				
Management Accountant (6+ yrs' exp)	100 - 120k	90 - 120k	70 - 90	60 - 80
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 - 80	60 - 75
Treasury Accountant	85 - 110k	85 - 110k	55 - 85	60 - 75
Systems Accountant	85 - 110k	85 - 110k	65 - 90	60 - 75
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 - 85	55 - 75
Part & Non-qualified				
Financial Accountant - Degree	65 - 85k	60 - 75k	40 - 55	40 - 50
Accounts Payable/Receivable - Manager	70 - 85k	70 - 80k	40 - 50	40 - 55
Assistant Accountant	50 - 65k	50 - 65k	30 - 45	30 - 40
Credit Controller	45 - 60k	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	40 - 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 (\$)	
	2015	2016	2015	2016
Business Transformation				
Programme Director	160 - 225k	160 - 225k	150 - 200	150 - 250
EPMO Manager	150 - 230k	130 - 230k	100 - 150	120 - 150
Risk & Assurance Consultant	145 - 175k	140 - 180k	150 - 200	150 - 200
IQA Professional	145 - 180k	140 - 180k	150 - 200	150 - 200
Programme Manager	140 - 180k	140 - 180k	140 - 180	130 - 170
Business Transformation Specialist	130 - 150k	130 - 180k	130 - 200	130 - 200
Business Change Manager	130 - 180k	145 - 185k	125 - 160	110 - 150
Business Analyst	90 - 130k	100 - 130k	95 - 130	90 - 120
EPMO Analyst	85 - 110k	90 - 125k	95 - 125	95 - 125
Project Manager	105 - 140k	110 - 140k	110 - 140	100 - 140
Project/Programme Co-ordinator	55 - 85k	60 - 90k	40 - 70	55 - 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 (\$)	
	2015	2016	2015	2016
Generalist				
HR Director	160 - 300k	160 - 300k	120 - 170	120 - 150
HR Manager	100 - 180k	100 - 180k	80 - 120	80 - 120
HR Consultant	90 - 140k	90 - 140k	50 - 120	50 - 120
HR Advisor	60 - 85k	60 - 95k	40 - 80	40 - 80
HR Analyst	65 - 100k	65 - 100k	40 - 100	40 - 100
HR Administrator	40 - 60k	40 - 60k	20 - 30	20 - 30
Specialist				
Learning & Development Manager	120 - 175k	100 - 180k	80 - 100	80 - 120
Organisational Development Consultant	90 - 150k	110 - 180k	90 - 150	90 - 150
Learning & Development Advisor	70 - 100k	65 - 90k	40 - 80	40 - 70
Learning & Development Co-ordinator	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 (\$)	
	2015	2016	2015	2016
ICT				
Chief Information Officer	150 - 250k	180 - 300k	150 - 200	150 - 200
Chief Technology Officer	140 - 190k	150 - 220k	125 - 160	125 - 160
Enterprise Architect	140 - 180k	140 - 200k	110 - 140	125 - 160
Programme Manager	135 - 175k	140 - 180k	130 - 180	130 - 180
Manager - Development	100 - 140k	110 - 150k	80 - 120	80 - 120
Solution Architect - Infrastructure/Applications	110 - 160k	120 - 160k	95 - 125	120 - 140
Release Manager	100 - 125k	110 - 130k	90 - 120	80 - 110
Project Manager	90 - 140k	90 - 140k	85 - 135	100 - 140
Security Specialist	100 - 150k	110 - 160k	80 - 130	120 - 150
Business Analyst	90 - 125k	90 - 125k	90 - 120	90 - 120
Manager - Service Desk	75 - 95k	80 - 100k	65 - 85	70 - 90
Development/Testing				
Senior BI Specialist	100 - 130k	110 - 140k	85 - 120	90 - 130
UX Developer	90 - 125k	90 - 125k	75 - 100	75 - 100
Web Developer	70 - 100k	70 - 100k	65 - 85	65 - 85
Developer - .Net, Java	70 - 120k	70 - 130k	60 - 105	70 - 115
Test Analyst	60 - 100k	60 - 110k	55 - 95	55 - 100
Infrastructure				
Database Administrator	75 - 120k	75 - 120k	70 - 110	80 - 110
Network Engineer	70 - 130k	70 - 130k	70 - 110	70 - 110
Systems Administrator	70 - 110k	70 - 110k	55 - 90	55 - 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 (\$)	
	2015	2016
Private Practice		
Partner	120k+	120k+
Senior Associate	100 - 180k	130 - 180k
Associate	90 - 150k	90 - 150k
Senior Solicitor	75 - 100k	70 - 100k
3 yrs' PQE	55 - 85k	55 - 85k
2 yrs' PQE	45 - 65k	45 - 65k
1 yr PQE	40 - 60k	40 - 60k
In-house		
General Counsel/Chief Legal Advisor	170k+	180k+
Senior Legal Counsel/Solicitor	80 - 150k	100 - 180k
Legal Counsel/Solicitor	50 - 75k	60 - 80k

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

WELLINGTON

POLICY & REGULATORY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM NZD (\$)		RATE PER HOUR NZD (\$)	
	2015	2016	2015	2016
Policy				
General Manager Policy	140 - 200k	140 - 200k	145 - 165	145 - 165
Chief Policy Analyst/Advisor	110 - 155k	120 - 155k	125 - 145	130 - 150
Principal Policy Analyst/Advisor	100 - 145k	110 - 145k	115 - 135	120 - 135
Policy Manager	100 - 150k	100 - 150k	135 - 155	135 - 155
Senior Policy Analyst/Advisor	78 - 110k	80 - 110k	95 - 110	95 - 120
Policy Analyst/Advisor	60 - 90k	65 - 90k	55 - 80	55 - 80
Research & Evaluation				
Manager, Research & Evaluation	135 - 175k	135 - 175k	135 - 155	135 - 155
Principal Research Analyst	98 - 138k	100 - 140k	115 - 135	115 - 135
Senior Research Analyst	74 - 104k	80 - 105k	95 - 110	95 - 110
Research Analyst	58 - 77k	60 - 80k	60 - 80	60 - 80

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2015	2016
Executive Assistant	65 - 80k	68 - 80k
Office Manager	60 - 78k	65 - 79k
Personal Assistant	58 - 67k	60 - 67k
Legal Secretary	59 - 65k	55 - 62k
Project Administrator	42 - 55k	45 - 53k
Procurement Administrator	45 - 55k	45 - 55k
Office Administrator	40 - 50k	41 - 52k
Team Assistant	45 - 53k	45 - 58k
Marketing Administrator	45 - 55k	45 - 54k
Corporate Receptionist	40 - 53k	40 - 50k
Receptionist	38 - 45k	39 - 45k
Data Entry Operator	38 - 45k	38 - 43k

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 (\$)	
	2015	2016	2015	2016
Procurement				
Procurement Director	160 - 230k	150 - 220k	130 - 180	130 - 200
Procurement Manager	110 - 160k	110 - 175k	110 - 150	100 - 150
Procurement Specialist	75 - 120k	70 - 120k	70 - 100	70 - 125
Contracts Manager	80 - 110k	75 - 120k	65 - 95	65 - 100
Tenders Advisor	55 - 70k	50 - 70k	35 - 55	35 - 55
Contracts Administrator	45 - 65k	45 - 65k	35 - 55	30 - 55
Procurement Co-ordinator	40 - 55k	45 - 55k	35 - 50	30 - 50
Supply Chain				
Supply Chain Analyst	70 - 90k	65 - 110k	50 - 70	50 - 80
Supply Chain Manager	90 - 120k	90 - 130k	60 - 110	70 - 110
Operations Manager	110 - 150k	100 - 150k	90 - 130	80 - 125

PROPERTY & FACILITIES MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM NZD (\$)	
	2015	2016
Facilities Management		
Facilities Manager	85 - 140k	85 - 150k
Facilities Advisor	75 - 105k	75 - 110k
Asset Manager	80 - 130k	80 - 125k
Facilities Co-ordinator	40 - 65k	45 - 70k
Contracts Manager	80 - 110k	80 - 120k
Project Manager	75 - 130k	75 - 130k
Project Co-ordinator	50 - 80k	50 - 80k
Property		
Director of Property	110 - 160k	120 - 180k
Property Manager	80 - 120k	80 - 130k
Property Specialist	55 - 90k	60 - 110k

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 (\$)	
	2015	2016	2015	2016
Sales				
National Sales Manager	90 - 165k	90 - 170k	80 - 95	80 - 100
Key Account Manager	75 - 165k	75 - 165k	45 - 60	45 - 60
Business Development Manager	60 - 155k	60 - 170k	45 - 65	45 - 70
Territory Manager	60 - 85k	60 - 85k	35 - 45	35 - 45
Sales/Account Manager	55 - 100k	60 - 105k	30 - 55	35 - 65
Sales Representative	50 - 80k	50 - 80k	35 - 45	35 - 45
Marketing				
Marketing Manager	80 - 155k	85 - 160k	80 - 120	90 - 130
Trade Marketing Manager	80 - 105k	85 - 105k	70 - 90	70 - 90
Market Research/Insights Manager	75 - 135k	80 - 135k	80 - 90	80 - 100
Category Manager	75 - 100k	75 - 105k	60 - 80	60 - 80
Sponsorship & Events Manager	70 - 115k	75 - 115k	40 - 65	40 - 70
Channel Manager	70 - 115k	75 - 120k	65 - 85	70 - 100
Marketing Co-ordinator	60 - 75k	60 - 75k	40 - 50	40 - 50
Assistant Brand/Product Manager	55 - 80k	60 - 85k	65 - 85	60 - 80
Communications				
Communications Manager	85 - 155k	85 - 155k	75 - 110	80 - 130
Senior Communications Advisor	85 - 110k	85 - 155k	60 - 90	70 - 100
Internal/Change Communications Manager	100 - 140k	100 - 140k	90 - 110	90 - 130
Communications Advisor	55 - 75k	55 - 75k	40 - 60	40 - 60

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



THE RECRUITMENT MARKET IN CHINA GREW AT A CONSERVATIVE PACE IN 2015. WHILE COMPANIES WERE MORE CAUTIOUS ABOUT ADDING NEW HEADCOUNT, HIRING FOR REPLACEMENT-BASED AND STRATEGIC POSITIONS CONTINUED TO DRIVE RECRUITMENT ACTIVITY AND THE DEMAND FOR TOP CANDIDATES.

2015 INSIGHT

Although fewer new positions came to market as companies scaled back their expansion plans, there were key pockets of hiring activity. The IT recruitment market was very strong in 2015 with many new positions created. For example, the government's 'Internet Plus' strategy, which aims to drive growth by integrating internet technologies with business, rapidly increased the demand for IT and internet-related talent. Emerging industries such as pharmaceuticals, medical devices and healthcare also showed promising growth as a result of the country's ageing population and increasing focus on health and well-being.

The slowdown in hiring was more apparent in the manufacturing sector due to the rising costs of operating in China, however there were still opportunities for professionals with niche expertise. As manufacturers focused on cost savings and improving business efficiency

through centralising resources, process reengineering and automation, professionals experienced in purchasing, planning, supplier/vendor management, R&D and lean operations were sought after. The emphasis on improving product quality to stay competitive also meant that engineers and project & product development managers with strong technical skills were in high demand.

After several years of rapid growth in salaries across China, the level of salary increments slowed in 2015. The average rise was still positive: 10-20% for job movers and 5-7% for those who stayed at their current company. Some professionals were even willing to accept the same or a reduced salary to move to a more promising company or industry.

2016 EXPECTATIONS

Overall, we anticipate stable hiring levels in 2016 as the recruitment market continues to mature and evolve.

The IT industry will continue to be a key driver for growth. Digital, mobile and e-commerce related business will also carry on growing in importance across China, increasing the demand for user-experience specialists, mobile engineers and software developers.

While companies are likely to remain cost-conscious, increasing profits is still a more important item on the agenda. Therefore, sales managers with a strong track record of performance will be in high demand to help grow revenue and develop new markets.

In the banking and financial services sector, we expect to see more growth in non-traditional areas, such as wealth management, asset management and internet finance. Within middle and back office functions, risk, compliance and audit will continue to be a priority in 2016.

With more mergers, acquisitions and restructurings on the horizon, we anticipate jobseekers will place more emphasis on job security in the year ahead. We therefore expect to see much less 'job-hopping' than in previous years as candidates focus on gaining more experience and developing their skill sets in their job. Consequently, professionals will be more selective when choosing a new role.

Similarly, companies will be stricter with their hiring requirements, focusing on candidates who can add real value to the business. Bilingual professionals with regional experience and strong commercial acumen will be highly sought after by companies across sectors.



We anticipate stable hiring levels in 2016 as the recruitment market continues to mature and evolve.



+ 4% (AJI)

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

+ 22% (AJI)

Year-on-year increase in advertised roles in **information technology**

+ 14% (AJI)

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



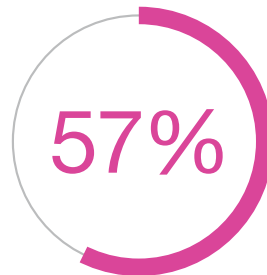
KEY FINDINGS

The IT sector will continue to outperform and act as a key driver for growth in 2016 – demand will be particularly high for user-experience specialists, mobile engineers and software developers across digital-related businesses.

With consolidation expected across the business environment, candidates will place a higher emphasis on the potential of the position and the organisation when making their next career move.

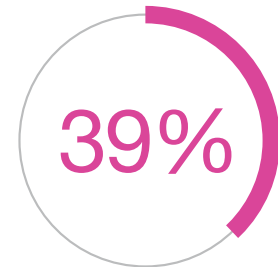
Chinese candidates who would turn down a job offer due to a poor interview experience

(Whitepaper)



Chinese candidates who want to meet their team during the interview process

(Whitepaper)



TOP 4 SECTORS BY ADVERTISED JOB VOLUME (AJI)

1

Information technology

2

Accounting & finance

3

Merchandising & purchasing

4

Sales & business development

AJI: Robert Walters Asia Job Index, Q1-Q3 2014 v 2015

Whitepaper: Robert Walters Research, 'Optimising the Interview Process' 2015, 1,570 respondents

OVERVIEW

ACCOUNTING & FINANCE

BEIJING

The Beijing jobs market was stable in 2015. Positions were mainly replacement-based, particularly in slower-growing industries, while sectors experiencing faster growth, such as IT&T, pharmaceuticals and healthcare, added new headcount. To help reduce costs, financial planning and analysis (FP&A) professionals and finance managers with this experience were most in demand. Salaries are likely to remain flat in 2016 and candidates will increasingly look for more responsibility, training opportunities and international rotations when considering new positions.

SHANGHAI

Companies continued to seek technically strong, commercially-orientated finance professionals who could interact with the wider business, as finance became less of a reporting function to one supporting business decisions. The increasing expectation for senior finance professionals to take a key position in steering the strategic direction of the business has meant increasingly tight competition for this unique skill set across all sectors. Similar to Beijing, companies in Shanghai focused on reducing costs. In 2016, people with this experience and shared services centre expertise will be in high demand, as will bilingual candidates. Salary increments slowed down and we saw mid-level job movers receive 15-20% increases, while non-movers received 5-7% increments. Meanwhile, senior-level professionals focused on wider benefits beyond salary.

SUZHOU

There was stable growth in recruitment in 2015. Positions in Suzhou were mainly replacement-based while investment in nearby cities, such as Taicang and Changshu, saw new roles being created. Professionals with good business acumen will continue to be in demand in 2016 as the growth of domestic business and the local government encourages the development of the services industry.

With more uncertainties in the economy, companies sought to keep costs down and this drove the demand for professionals experienced in costing, controlling and business analysis – this is likely to continue in the near future. Commercially-minded finance and FP&A managers were also needed as China continues to become a more important market for multinational corporations. The average salary increment was 20% for new roles and 5-8% for non-movers; this is likely to continue in 2016.

BANKING & FINANCIAL SERVICES

The economic slowdown affected banks' hiring appetite in 2015, however, recruitment across the financial services sector remained active. The biggest growth was seen in local financial services firms and non-traditional financial services areas, such as internet finance and wealth management. Some smaller financial services firms – for example, those providing online trading platforms and financial market data – established or expanded their presence in China, which led to increased demand across the front, middle and back office functions.

Within the front office, there was an ongoing call for relationship managers to help grow revenue. However, the strongest candidates – proactive, results-driven professionals who know the market and have strong connections and overseas experience – were hard to attract, as they were frequently given counter-offers to stay in their current roles.

In the middle and back office space, growth was focused on the middle office functions of risk, compliance and audit, to ensure banks could meet their regulatory requirements. Risk was particularly active due to a new risk-based policy that insurance companies had to adopt.

Looking ahead in an uncertain economy, we expect many banks to remain cautious about hiring and focus mainly on filling replacement roles. However, non-traditional banking areas, such as wealth management, asset management and internet finance will continue to grow as an expanding, affluent population seeks new channels for investment.

Within middle and back office functions, risk, compliance and audit will continue to be a priority in 2016, with credit and operational risk being particular growth areas. Professionals with strong language skills, an understanding of the Chinese market and the latest regulations will be highly sought after.

The average salary increment was 10-20% for job movers, although some strong candidates in talent-short areas commanded more. We anticipate similar increases in 2016.

KEY TRENDS

- ▶ Companies will remain cautious when considering expansion and hiring plans in 2016; however the market will still be candidate driven as the demand for top talent outstrips supply.
- ▶ We expect continued growth in the technology, internet, pharmaceutical, medical devices and healthcare industries, creating many new positions.
- ▶ As companies focus on cost savings and increasing productivity through measures including centralising resources, we anticipate growth in the number of regional and corporate-based positions.
- ▶ After several years of rapid growth in salaries, the level of salary increments will be more stable in 2016 amid a more cautious business environment.

HUMAN RESOURCES

BEIJING

The Beijing market was stable in 2015 with a focus on replacement hires. However, we saw new positions being created in fast-growing industries such as IT&T, pharmaceuticals and healthcare. HR continued its evolution, becoming more closely involved in the business and management, and professionals with strong commercial acumen were the most sought after. In a more conservative market, salaries were, and will continue to be, fairly flat. Therefore, employers should focus on other factors, such as offering greater responsibility, to attract talent.

SHANGHAI

There was significant demand in Shanghai for bilingual HR professionals, especially in large multinational companies – they particularly needed HR practitioners who understood the Chinese perspective and could balance this with international best practice. There is likely to be a shift towards specialisation within HR functions in 2016, leading to a demand for specialists in areas such as talent acquisition and HR systems. More APAC regional-level

roles may also become available, as the central location of Shanghai makes it a good base for China's operations. Job movers will be able to command a 10-15% salary increment in 2016, with 5-7% increases expected for those staying in their current roles.

SUZHOU

While manufacturing slowed in 2015, there was a greater need for HR staff in emerging sectors such as e-commerce, technology and research & development. Hiring managers particularly wanted HR professionals who were energetic, commercially-minded and experienced in complex reporting lines. Employee relations and talent management were also sought-after skill sets due to restructuring, organisational changes and development. In 2016, professionals staying in their roles can expect an 8% salary increase, while those moving jobs can expect 10% salary increments, rising to 20-25% when moving to nearby, talent-short areas such as Zhejiang.

INFORMATION TECHNOLOGY

The IT recruitment market was very strong in 2015 with many new positions created. New start-ups entered China, and the government's

'Internet Plus' strategy – which aims to drive economic growth by integrating internet technologies with manufacturing and business – fuelled the demand for IT professionals.

Internet-related talent was in highest demand – this is a relatively new business area in China and there was an acute candidate shortage. Professionals with experience of data analysis, internet finance, digital and e-commerce platforms, as well as hands-on coding and programming skills, were particularly sought after.

In 2016, digital, mobile and e-commerce related business will continue to grow in importance across China. This will drive demand for product and operations managers who can demonstrate expertise in user experience, develop better products and improve workflows of systems and platforms. Mobile engineers with experience on Android and iOS platforms will also be popular, as will software developers with PHP and Python experience.

Internet finance will remain a growth area and firms will seek professionals with experience in coding, risk control, internet security and data analysis. Companies will also actively look for business relationship managers who can work across business units to identify IT needs and support the growth of the business. Key requirements for these roles will include an in-depth understanding of the relevant industry, a background in IT, good business acumen, strategic thinking and communication skills.

Overall, we expect the market to remain active in 2016. However, companies may become more pragmatic and focus on how the candidate's skill sets can add value to the business. The average salary increment for professionals moving jobs in 2015 was 20%, and this is likely to continue in 2016. However, many candidates will also consider non-monetary factors, including an organisation's management style, growth potential, and other benefits – such as the availability of stock options – when looking for new roles. Some are even willing to take a pay cut to move to their ideal job if the rest of the package is enticing.



OVERVIEW

OPERATIONS & MANUFACTURING

SUZHOU – ENGINEERING

Despite a slowdown in the economy, the demand for technical engineering professionals in Suzhou remained stable in 2015. Senior engineers and engineering managers were the most in-demand positions. The electronics industry was, in relative terms, the most active in hiring, as sub-contractors opened offices in China and needed more staff to help manage the operations. Average salary increments were 15-20% for movers and 5-10% for non-movers.

A similar trend is expected in 2016, with high demand for R&D professionals, project and product development managers, especially for talent with eight years' experience or more. The sector is short of candidates and the situation is particularly acute in niche industries, such as automation and robotics. Professionals with strong technical skills will be highly sought after across industries and sub-functions, and research and development will be a key growth area.

SUZHOU – OPERATIONS & LEAN

In 2015, the rising costs of operating in China caused a number of manufacturing plants to move to lower-cost locations and this placed a restriction on the creation of new roles. Despite this outflow, organisations maintained stable demand for replacing positions, such as plant and operations managers.

Lean manufacturing was a big growth area, as companies sought to reduce waste and manage costs. Improving efficiency, as well as raising the quality and safety of the products and plants, will be a key theme for 2016.

Average salary increments were 10-15% for professionals moving jobs, and 5-8% for those staying in their roles. Similar trends are expected in 2016 and talent with strong technical skills will be in demand throughout the year. Continued growth is also expected in the lean area, and an increase in automation will drive a need for such specialists.

SUZHOU – QUALITY & EHS

Companies continued to pay increasing attention to quality issues and environmental health and safety in 2015, partly due to the Tianjin explosions and multiple elevator incidents across the country.

In 2016, the traditional manufacturing sector may continue to slow down, but more opportunities are expected in emerging industries such as e-commerce, pharmaceuticals and medical services. There will be fewer plant-level quality positions, but we expect a rise in regional and senior-level positions as companies seek to manage costs.

An increase in supplier-quality positions is also expected, driven by greater numbers of trading offices in Suzhou. Average salary increments in 2015 were 15-20% for job movers and 8-10% for those staying in their roles, this will continue in 2016.

SHANGHAI – OPERATIONS & MANUFACTURING

The manufacturing sector experienced a slowdown in 2015. Mergers in the sector created some redundancies in local plants and some factories moved out of Shanghai due to rising costs. However, there was an increase in regional roles and corporate-based positions, such as regional operations managers. This was driven by companies focusing on improving processes and controlling costs by centralising the management of resources that were previously spread across multiple plants.

Average salary increments for job movers were 20%, while those choosing to stay in their roles received an increase of around 7%. However, salaries remained flat in some cases where companies' performance was sluggish. We expect similar trends in 2016 with more corporate-based new positions, while plant-level roles will mainly be replacement-based.

SALES & MARKETING

SHANGHAI – FMCG

The global economic climate resulted in some restructuring within FMCG multinationals in

2015. However, new companies continued to enter China and this trend will continue in 2016. New entrants will mainly be producers of imported products, such as food, beverages and consumer durables, to target a growing population who place more focus on the health and safety of the goods they consume. Digitalisation and e-commerce will remain a priority, driving the demand for e-commerce, communications and digital marketing specialists.

With increasing market volatility, companies will also seek adaptable professionals experienced in dealing with changing markets and new strategies. Sales candidates with distribution experience will also be in demand as companies seek to grow their presence and sales in lower-tier (medium-sized provincial) cities. As the demand for these sought-after professionals outstrips supply, job movers are likely to command 20-30% increases when moving in 2016, while non-movers will receive, on average, a 7% increment.

SHANGHAI – INDUSTRIAL

Recruitment activity in the industrial sales sector started off slowly in quarter one, but was followed by surges across industries through quarters two and three. However, there was a noticeable slowdown in the automotive sector due to a decrease in car buying, which led tier one and tier two automotive suppliers to be more cautious about hiring. However, this drove an influx of stable and experienced automotive candidates to the market to look for new opportunities in other industries.

In our view, the market will remain active in 2016 and companies will be looking for mid-level key account, business development and sales managers to help drive revenue. Job movers are likely to command 15-17% increases when moving in 2016, while non-movers will receive an average of 7-8% increments.

SHANGHAI – PROFESSIONAL SERVICES

It was a promising year for the professional services industry, with more solutions-orientated companies entering China or moving their headquarters or core business to the country. A number of digital agencies and third-party

payment solutions providers also entered China, seeing the potential in the market. This positive market atmosphere meant that job movers received salary increases of 20-30%. Similar trends are forecasted for 2016.

More boutique firms and specialist service providers are expected to enter China and drive new hiring activity. There will be particularly high demand for bilingual professionals who are familiar with the market, understand client resources and have strong communication and leadership skills. Commercial acumen developed in advertising, media and online agencies will be a valuable quality as well.

SHANGHAI – RETAIL & LUXURY

The retail and luxury market was stable, with slight growth in 2015. Luxury brands had a growing awareness of using customer insights to maintain relationships with VIPs, and also invested more in e-commerce and digital operations. We expect to see similar trends in 2016. Despite e-commerce's increasing popularity, good store managers will always be sought after, and visual merchandising specialists will remain in demand as brands maintain their presence and attract customers via physical outlets. We anticipate that job movers are likely to command 10-20% increases when moving in 2016.

SUZHOU – INDUSTRIAL

In a slowing economic climate, companies looked to hire additional sales professionals to help find new opportunities, develop new markets and carry out strategic marketing. These professionals will again be particularly in demand during 2016. Under-performing staff were being replaced, which created more replacement roles. Salary increments varied in 2015 – some candidates were prepared to accept a pay cut to switch to a company or industry with long-term growth potential, but, on average, job movers received 10-15% increases while non-movers received 5-8%. While similar trends are expected in 2016, pharmaceutical, medical services and energy-related industries are set to show more promising growth.

BEIJING – SALES

In contrast to previous years, when companies looked to hire strong salespeople who could make individual contributions to growth, employers in 2015 focused on finding professionals with strong team management skills. This trend will continue in 2016 as companies seek to increase the productivity of their teams. Professionals with an IT&T background will also remain in demand. As the market was more conservative in 2015, salaries were quite flat and this is likely to continue in 2016.

SUPPLY CHAIN & PROCUREMENT

SUZHOU – SUPPLY CHAIN & PROCUREMENT

The jobs market slowed down in 2015, especially within the automotive industry, but there was active growth in the consumer electronics sector. There were also fewer global sourcing positions due to the rising costs in China. In 2016, companies will continue to focus on cost savings. In particular, the need to keep costs down in the early stages of the production process will drive recruitment for overall supply chain management, planning and supplier/vendor management professionals. More companies will look to hire those with relevant technical backgrounds for sourcing roles to improve supplier quality.

Candidates with experience in matrix reporting lines will also be sought after, as professionals often need to communicate with multiple parties, such as clients, management, internal colleagues and factories. As in 2016, the average salary increments are likely to be 10-15% for job movers and 3-5% for employees staying in their roles.

SHANGHAI – SUPPLY CHAIN & QUALITY

In 2015, organisations focused on process reengineering and cost optimisation to improve efficiency all round. This led to an increase of available regional roles and corporate-based positions to facilitate the centralising of resources. There was also an increase in purchasing positions as organisations sought to improve supplier and vendor management and keep costs down in the early stages of the production process.

In 2016, companies will look to hire professionals with specialist technical backgrounds as they often have a deeper understanding of the products and can help improve supplier quality.

Average salary increments for job movers were 20%, compared to 7% for those remaining in their roles in 2015. However, salaries stayed flat in some industries where performance was sluggish. In 2016, similar trends are expected with more hiring for corporate-based positions. Plant-level roles will mainly be replacement hires.



BEIJING

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Chief Financial Officer	1.7 - 2.3m	1.5 - 2.0m
Finance Director	900k - 1.5m	700k - 1.0m
Financial Controller	700k - 1.2m	600k - 1.0m
Shared Services Manager	650k - 1.0m	600k - 1.0m
FP&A Manager	350 - 650k	350 - 600k
Treasury Manager	600 - 750k	600 - 750k
Internal Audit Manager	550 - 850k	500 - 800k
Tax Manager	500k - 1.2m	500k - 1.0m
Finance Manager	300 - 800k	400 - 700k
Accounting Manager	300 - 550k	300 - 500k
Reporting Manager	350 - 450k	300 - 450k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
HR Director	1.0 - 1.8m	1.0 - 1.5m
Head of Compensation & Benefits	800k - 1.3m	800k - 1.0m
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	500 - 700k
Recruitment Manager	400 - 600k	400 - 600k

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

BEIJING

SALES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
IT		
Sales VP	1.5 - 2.5m	1.4 - 2.5m
National Sales Director	1.0 - 1.5m	1.0 - 1.5m
Regional Sales Manager	600k - 1.0m	550k - 1.0m
Strategy Alliance Manager	400 - 800k	400 - 800k
Business Development Manager	400 - 800k	400 - 800k
Industrial		
Sales General Manager	800k - 2.0m	800k - 1.8m
Country Manager	1.5 - 2.0m	1.5 - 2.0m
Head of Sales	800k - 1.8m	800k - 1.8m
National Sales Director	800k - 1.8m	800k - 1.8m
Head of Retail	1.0 - 1.7m	1.0 - 1.6m
Head of Product	800k - 1.2m	800k - 1.0m
National Retail Operations Manager	600k - 1.2m	600k - 1.2m
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	200 - 450k
Visual Merchandising Manager	250 - 400k	250 - 400k
Area Manager	200 - 450k	200 - 450k
Global Key Account Manager	600k - 1.0m	600k - 1.0m
Project Sales Manager	350 - 700k	350 - 700k
Key Account Manager	250 - 350k	250 - 350k

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

SHANGHAI

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Chief Financial Officer	1.6 - 3.0m	1.7 - 3.3m
Commercial Director	800k - 1.2m	900k - 1.3m
Regional Finance Director	900k - 1.3m	1.0 - 1.4m
Finance Director	800k - 1.3m	900k - 1.4m
Financial Controller	600 - 800k	650 - 850k
Internal Audit Manager	400 - 800k	450 - 850k
FP&A Manager	500 - 700k	550 - 780k
Tax Manager	500 - 800k	550 - 850k
Treasury Manager	400 - 800k	450 - 850k
Finance Manager	300 - 600k	350 - 650k
Financial Analyst	150 - 250k	180 - 280k
Internal Auditor	200 - 400k	220 - 420k

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
HR Director	1.0 - 1.5m	1.1 - 1.6m
Head of Compensation & Benefits	1.0 - 1.5m	1.1 - 1.6m
Head of Organisational Development	1.0 - 1.5m	1.1 - 1.6m
Head of Learning & Development	800k - 1.2m	900k - 1.3m
Head of Talent Acquisition	800k - 1.2m	900k - 1.3m
Compensation & Benefits Manager	500 - 800k	550 - 850k
Talent Acquisition Manager	400 - 700k	450 - 750k
Learning & Development Manager	400 - 700k	450 - 750k
HR Business Partner	300 - 600k	350 - 650k
HR Manager	400 - 700k	450 - 750k
Office Manager	300 - 400k	350 - 420k
Executive Assistant	150 - 350k	180 - 380k

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 (¥)	
	2015	2016
Front Office		
Treasury Sales	600 - 900k	800k - 1.2m
Product Manager	500 - 800k	500 - 800k
Senior Relationship Manager	600k - 1.0m	600k - 1.2m
Relationship Manager	400 - 600k	420 - 600k
Trade & Cash Sales	500 - 800k	500 - 850k
Middle Office		
Financial Controller	600 - 850k	600k - 1.0m
Senior Credit Approver	700 - 900k	700k - 1.0m
Credit Approver	350 - 600k	400 - 700k
Audit Manager	300 - 500k	400 - 600k
Compliance Manager	400 - 600k	400 - 600k
AML Manager	350 - 600k	400 - 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 (¥)	
	2015	2016
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	550k - 1.3m	500k - 1.3m
PMO		
Commercial Systems Manager	380 - 700k	380 - 700k
Project Management Officer	300 - 600k	300 - 600k
Service Manager	300 - 500k	300 - 500k
Application Manager	300 - 600k	300 - 600k
ERP		
SAP Manager	400 - 700k	400 - 700k
SAP Consultant	230 - 500k	230 - 500k
Business Analyst	220 - 550k	220 - 600k
Infrastructure		
Data Centre Manager	400 - 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 - 300k	120 - 400k
Data Statistics	200 - 450k	200 - 500k
Product Manager	100 - 400k	150 - 400k

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

SHANGHAI

OPERATIONS & MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Plant GM	800k - 1.5m	800k - 1.5m
Operations Director	800k - 1.2m	800k - 1.5m
Quality Director	700k - 1.5m	700k - 1.2m
Master Black Belt	700k - 1.6m	700k - 1.3m
Operations Manager	600k - 1.0m	600 - 800k
Quality Manager	400 - 650k	400 - 650k
Supplier Quality Manager	400 - 650k	400 - 650k
Production Manager	300 - 600k	300 - 500k
Environmental Health & Safety Manager	300 - 700k	300 - 600k
Project Manager	300 - 550k	300 - 550k
Lean Manager	350 - 550k	350 - 600k
Supplier Quality Engineer	100 - 150k	150 - 180k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Cosmetics		
Brand General Manager	1.2 - 1.6m	1.2 - 1.6m
National Sales Director	800k - 1.2m	800k - 1.3m
National Sales Manager	500 - 800k	500 - 800k
National Sales Operations Manager	350 - 550k	350 - 550k
Regional Sales Manager	350 - 550k	350 - 550k
Marketing Director	800k - 1.2m	900k - 1.2m
Marketing Manager	500 - 800k	550 - 800k
Digital Marketing Manager	300 - 450k	300 - 550k
Group Product Manager	300 - 550k	350 - 550k
Senior Product Manager	250 - 500k	350 - 550k
Trade Marketing/Special Event Manager	250 - 500k	250 - 550k
Public Relations Manager	200 - 500k	300 - 500k
Training Manager	300 - 500k	300 - 550k
Visual Merchandising Manager	250 - 400k	300 - 400k
FMCG - Sales/E-commerce		
Sales General Manager	1.6 - 2.2m	1.6 - 2.3m
National Sales Director	1.0 - 1.8m	1.0 - 1.8m
National Key Account Director	800k - 1.4m	800k - 1.4m
National Key Account Manager	300 - 550k	350 - 550k
National Sales Operations Director	500 - 850k	550 - 900k
National Sales Manager	500 - 750k	600 - 800k
Regional Sales Manager	300 - 600k	350 - 650k
E-commerce Director	600 - 900k	700k - 1.1m
E-commerce Manager	300 - 450k	400 - 500k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
FMCG - Marketing/Branding		
Marketing General Manager	1.5 - 2.1m	1.5 - 2.1m
National Marketing Director	850k - 1.5m	850k - 1.5m
National Marketing Manager	500 - 800k	550 - 850k
Regional Marketing Manager	300 - 450k	350 - 500k
National Trade Marketing Director	600k - 1.2m	600k - 1.2m
National Trade Marketing Manager	300 - 600k	350 - 650k
Regional Trade Marketing Manager	250 - 400k	250 - 450k
Senior Product/Brand Manager	300 - 500k	350 - 550k
Product/Brand Manager	250 - 400k	250 - 400k
Industrial		
Sales General Manager	1.0 - 1.3m	1.1 - 1.4m
Regional Sales Director	900k - 1.1m	900k - 1.2m
National Sales Director	800k - 1.1m	800k - 1.1m
Business Development Manager	500 - 700k	500 - 800k
Regional Sales Manager	400 - 600k	400 - 700k
Global Key Account Manager	400 - 550k	400 - 600k
Channel Sales Manager	300 - 500k	300 - 500k
Key Account Manager	300 - 500k	300 - 500k
Sales Manager	250 - 400k	300 - 500k
Project Sales Manager	250 - 500k	250 - 500k
Account Manager	250 - 400k	300 - 450k
Regional Marketing Director	900k - 1.1m	1.0 - 1.2m
Marketing Director	850k - 1.1m	900k - 1.1m
Marketing Manager	450 - 600k	450 - 600k
Product Marketing Manager	400 - 600k	450 - 700k

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Professional Services		
Executive Director	1.5 - 1.8m	1.5 - 1.8m
Research Director - Agency	800 - 900k	800k - 1.0m
Research Manager - Agency	350 - 450k	350 - 500k
Engagement Manager - Consulting	850k - 1.0m	1.2 - 1.8m
Strategic Planning Manager - Corporate	500 - 800k	600 - 800k
PR Director	700k - 1.2m	600k - 1.2m
PR Manager	300 - 550k	300 - 600k
Business Development Director	800k - 1.0m	800k - 1.2m
Business Development Manager	350 - 500k	350 - 600k
Marketing Director	800k - 1.0m	1.0 - 1.2m
Marketing Manager	350 - 500k	350 - 550k
General Manager	1.2 - 2.0m	1.5 - 2.0m
Account Director	500 - 800k	600 - 800k
Account Manager	300 - 500k	350 - 550k
Sales Director	600 - 900k	600k - 1.0m
Sales Manager	300 - 500k	350 - 550k
Retail & Luxury - Management		
Country Manager	1.4 - 2.5m	1.5 - 3.0m
Head of Sales	1.0 - 1.8m	1.0 - 2.0m
Regional Director	800k - 1.2m	800k - 1.2m
Brand General Manager	800k - 1.5m	800k - 1.6m
Head of Product	1.0 - 1.5m	800k - 1.5m
Head of Marketing	800k - 2.0m	800k - 2.0m
Head of Retail	1.0 - 1.5m	800k - 1.2m

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

SHANGHAI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Retail & Luxury - National/Regional		
National Sales Manager	600k - 1.0m	500k - 1.0m
National Retail Operations Manager	500 - 800k	500 - 800k
Merchandising Manager	500 - 700k	400 - 700k
Store General Manager	400k - 1.0m	400 - 700k
Area Manager	350 - 700k	300 - 600k
Regional Sales Manager	300 - 500k	250 - 450k
Training Manager	250 - 500k	250 - 500k
Business Development Manager	300 - 700k	350 - 650k
Digital Marketing Manager	300 - 600k	300 - 600k
Area Sales Manager	200 - 500k	250 - 450k
Marketing Communications Manager	300 - 500k	300 - 500k
Visual Merchandising Manager	250 - 450k	250 - 450k
PR Manager	300 - 600k	300 - 500k
PR & Events Manager	400 - 600k	350 - 450k
Product Manager	300 - 500k	300 - 450k
Purchasing Manager	300 - 500k	300 - 500k
Retail Marketing Manager	300 - 550k	300 - 500k
Store Manager	200 - 400k	200 - 350k
Department Manager	150 - 250k	150 - 250k
Division Manager	250 - 350k	200 - 300k

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

SHANGHAI

SUPPLY CHAIN & QUALITY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Supply Chain VP	1.4 - 2.5m	1.4 - 3.0m
Procurement Director	800k - 1.5m	800k - 1.5m
Supply Chain Director	800k - 2.0m	800k - 2.0m
Supply Chain Manager	400 - 600k	400 - 600k
APAC Sourcing Manager	400 - 600k	400 - 600k
Plant Sourcing Manager	300 - 500k	300 - 500k
Logistics Manager	400 - 600k	300 - 500k
Commodity Manager	400 - 600k	300 - 550k
Demand Planning Manager	350 - 600k	350 - 450k
Warehouse Manager	350 - 600k	300 - 400k
Supplier Development Manager	300 - 450k	350 - 550k

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

SUZHOU

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Chief Financial Officer	800k - 1.3m	1.0 - 1.5m
Finance Director	600k - 1.0m	600k - 1.0m
Financial Controller	400 - 800k	400 - 800k
Internal Audit Manager	300 - 600k	300 - 600k
Financial Analysis Manager	300 - 500k	300 - 550k
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 (¥)	
	2015	2016
Technical Director	900k - 1.3m	900k - 1.3m
R&D Director	800k - 1.6m	800k - 1.6m
Engineering Director	600k - 1.3m	600k - 1.3m
R&D Manager	450 - 600k	500 - 650k
Engineering Manager	400 - 650k	450 - 650k
Project Manager	250 - 500k	250 - 500k
Maintenance Manager	250 - 500k	300 - 500k
Automation Manager	250 - 400k	250 - 400k
Design Engineer	150 - 300k	180 - 300k
ME Engineer	120 - 270k	150 - 300k
Application Engineer	150 - 250k	180 - 300k

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

SUZHOU

SALARIES

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
HR VP	1.1 - 1.7m	1.2 - 1.7m
HR Director	700k - 1.1m	700k - 1.2m
Organisational & Development Manager	400 - 700k	400 - 500k
HR Manager	400 - 600k	400 - 700k
Compensation & Benefits Manager	400 - 500k	350 - 450k
Talent Acquisition Manager	350 - 450k	350 - 450k
Training Manager	350 - 450k	250 - 400k
HR Business Partner	300 - 500k	300 - 500k
Administration Manager	250 - 400k	200 - 400k
Executive Assistant	150 - 250k	150 - 250k

INDUSTRIAL SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Sales General Manager	1.0 - 1.8m	1.0 - 1.8m
Regional Sales Director	900k - 1.5m	900k - 1.5m
Sales Director	700k - 1.2m	700k - 1.2m
Marketing Director	700k - 1.0m	700k - 1.0m
Global Key Account Manager	400 - 500k	600 - 800k
Product Manager	400 - 600k	400 - 600k
Marketing Manager	400 - 600k	500 - 700k
Business Development Manager	400 - 500k	400 - 600k
Regional Sales Manager	300 - 400k	350 - 450k
Marketing Communications Manager	300 - 500k	350 - 500k
Key Account Manager	300 - 450k	300 - 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 (¥)	
	2015	2016
General Manager	1.0 - 2.0m	1.2 - 2.0m
Regional Operations Director	1.0 - 1.5m	1.0 - 1.5m
Plant Manager	600 - 900k	600 - 900k
Manufacturing Manager	400 - 600k	500 - 650k
Lean Manager	400 - 600k	450 - 650k
Moulding Manager	300 - 450k	300 - 450k
Paint Manager	250 - 400k	250 - 400k
Value Stream Manager	250 - 400k	300 - 500k
Production Manager	250 - 400k	250 - 400k
Production Manager - Chemical	300 - 500k	300 - 500k

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

SUZHOU

QUALITY & EHS

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Regional Quality Director	700k - 1.5m	700k - 1.5m
Regional RA & QA Director	800k - 1.5m	800k - 1.5m
Regional SQE Manager	600k - 1.0m	600k - 1.0m
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	150 - 250k

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

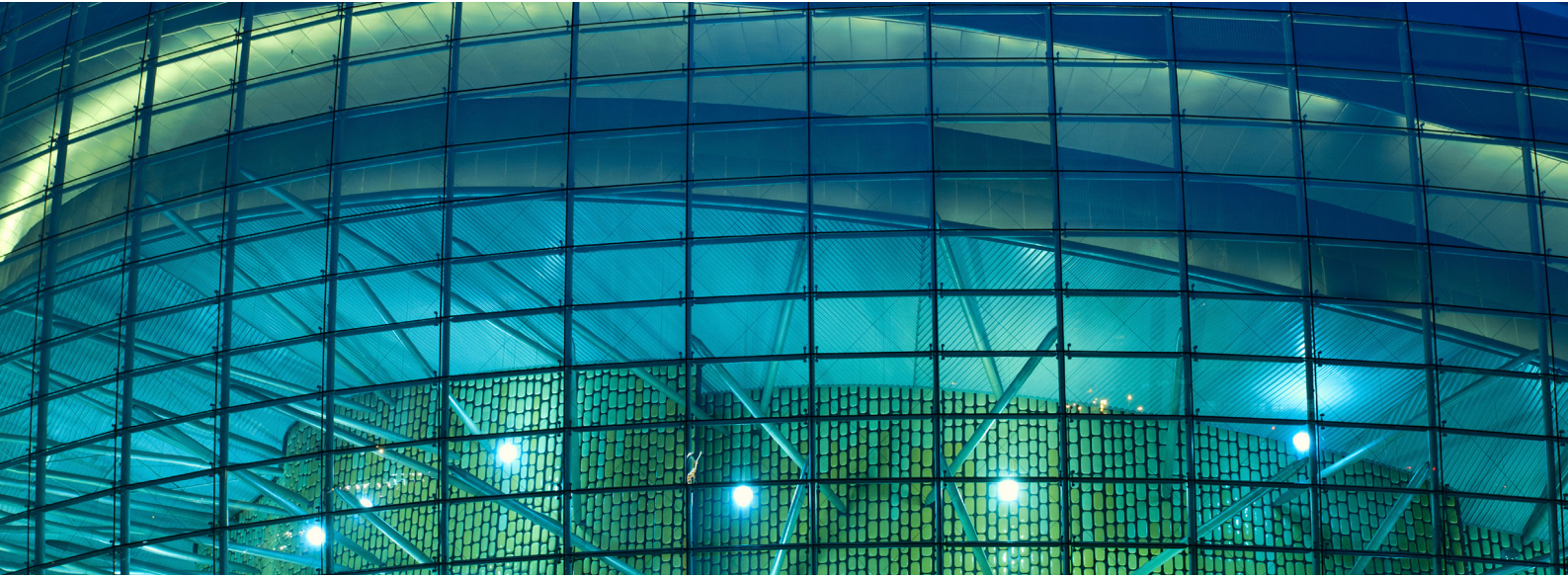
SUZHOU

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2015	2016
Supply Chain VP	1.5 - 2.0m	1.5 - 2.0m
Supply Chain Director	700k - 1.1m	700k - 1.1m
Sourcing Director	700k - 1.1m	700k - 1.1m
Supply Chain Manager	350 - 550k	350 - 550k
Sourcing Manager	325 - 450k	300 - 500k
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	225 - 450k	250 - 450k
Sourcing Supervisor	180 - 250k	180 - 250k
Customer Service Manager	250 - 320k	250 - 350k

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

HONG KONG



OVERALL, THE HONG KONG RECRUITMENT MARKET WAS POSITIVE IN 2015.

Although the cautious economic outlook led some businesses to adopt a more careful approach to adding new headcount during the year, efforts from companies to up-skill their teams created a steady stream of replacement openings.

2015 INSIGHT

Hong Kong's export trading fell in 2015, due to the slowing Chinese economy and slower than expected recovery in Europe and the US. Although this affected recruitment activity in certain sectors, such as merchandising and retail, professionals with specialist skills remained highly sought after, particularly in the areas of accounting & finance and IT, as well as legal and compliance.

Despite signs of softening in some markets, Asia remained an attractive place for investment with a vast amount of opportunity. Hong Kong's strategic location encouraged an increasing number of start-ups and growing companies to set up in the city, which fuelled the competition for top talent in the market.

2016 EXPECTATIONS

Due to uncertainties around China's economic slowdown, companies are likely to remain cautious in growing their headcount during 2016. However, organisations will continue to have ongoing demand for top talent as there is still a strong need to up-skill teams. Professionals with strong business acumen and communication skills as well as regional experience will be in greatest demand.

We anticipate continued demand from the technology sector as a result of the growth in cloud technology, digital and big data. As these are relatively new areas, IT professionals with such skill sets and experience will be hard to find. The city's traditionally strong professional services sector will also continue to develop, creating strong competition for talent. Both compliance specialists and Mandarin-speaking investment professionals will be in particular demand.

As companies seek to drive top-line growth, sales managers with a proven track record will also be highly sought after. However, such professionals are often presented with multiple job offers and are only likely to move

when offered a significant increase in their remuneration package.

Salary increments for candidates changing jobs will average 10-15% in 2016, but rises will be higher across in-demand areas, for example, compliance professionals specialising in areas such as anti-money-laundering and control room could receive increases of up to 30% when switching jobs.

As the market remains candidate driven, companies should ensure a smooth and efficient recruitment process to avoid losing their preferred candidates to competitors. Hiring managers should also create a positive first impression during the interview by outlining the potential of the position on offer. To retain current employees, opportunities for career development, recognition of achievements and successes, as well as offering staff more autonomy and responsibility are the keys to improving retention rates.



As companies strive to up-skill their teams by hiring the best candidates, the competition for top talent will remain strong with professionals able to command average salary increases of 10-15% when switching jobs.



+ 5% (AJI)

Year-on-year increase in the number of jobs advertised in Hong Kong

+ 21% (AJI)

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

+ 18% (AJI)

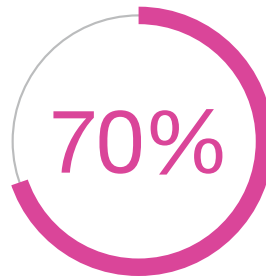
Year-on-year increase in advertised **information technology roles**



KEY FINDINGS

Increased financial services regulation continued to drive hiring across a range of areas meaning that risk, compliance and audit professionals will remain in high demand across the financial services, commerce and legal sectors as 2016 progresses.

China's economic slowdown has had a downstream effect and companies remain cautious about their 2016 headcount growth.



(Whitepaper)

Candidates who would turn down a job offer due to a poor interview experience

(AJI)

TOP 4 SECTORS BY ADVERTISED JOB VOLUME

1

Accounting & finance

2

Information technology

3

Legal & compliance

4

Sales & business development

AJI: Robert Walters Asia Job Index, Q1-Q3 2014 v 2015

Whitepaper: Robert Walters Research: 'Optimising the Interview Process' 2015, 1,570 respondents

OVERVIEW

ACCOUNTING & FINANCE

During 2015 we observed consistent hiring activity at the mid to senior level across the full spectrum of finance responsibilities, including treasury, tax, internal audit, financial control, financial planning & analysis and mergers & acquisitions. Most of these were replacement hires following staff departures.

As investment levels grew at local conglomerates and international companies in the logistics and property sectors, the demand for newly and part-qualified business analysts and credit control officers was particularly strong.

Headcount restraints have been an issue in Hong Kong for some time, meaning that the contract market saw high levels of activity, with increasing numbers of senior and longer-term contract roles on offer. We expect this trend to continue in 2016.

As companies continue to build the business partnering capacity of their finance functions, demand will increase for financial analysts and FP&A managers. Organisations will also seek to improve internal control procedures to find new ways of improving the bottom line and minimising risks associated with new regulatory and compliance requirements. As a result, internal auditors will also be increasingly sought after.

This trend towards working more closely with the business is causing a growing number of finance professionals to move away from their core reporting and controlling responsibilities to

provide analysis and decision-making support. We have seen a shortage of skilled financial accounting and controlling professionals developing as a result, which is likely to sharpen further in 2016.

Treasury is another area where we anticipate an increase in demand following changes to the Inland Revenue Ordinance, which allows interest deductions and a rate cut in profits tax for corporate treasury centres established in Hong Kong.

The average salary increase for newly and part-qualified professionals moving jobs will be around 15% in 2016, rising to 20% for top-quality job movers in the same year. Mid to senior candidates will achieve an average of 5%, although high performers could expect an average of 8%. Those in areas where there is a talent shortage could command increases of up to 15% when moving across the market. Contractors will expect increments of 10-15%.

BANKING & FINANCIAL SERVICES

FRONT OFFICE

Despite volatile public equity markets, M&A deal volumes increased year-on-year in 2015, which resulted in a healthy level of hiring in M&A teams at investment banks. In contrast, debt capital markets (DCM) hiring substantially reduced from 2013 and 2014 levels, leading in some instances to job cuts.

Valuations of Chinese stocks rose sharply in the first half of 2015, and trading volumes increased on the Hong Kong and Shanghai

exchanges following the establishment of Shanghai-Hong Kong Stock Connect in late 2014. These events created significant demand in asset management firms for A-Share analysts during the first half of 2015. However, after the mid-year correction in China's stock market valuations, demand for such professionals evaporated.

We expect that an uncertain economic outlook and regulatory pressure will cause investment banks to be cautious in their approach to hiring in 2016. Staff turnover, especially at junior and middle management levels, will remain a challenge for many banks. Larger banks have sought to address this in recent months by increasing base salaries and fast-tracking better performers to improve staff retention. We anticipate that more banks will follow suit during the year, reflecting new market norms.

New entrants to the asset management market will continue to drive salaries upward in 2016 by paying above market rates for top talent, particularly for those in senior sales roles. We also expect that demand will remain high for Mandarin-speaking investment professionals specialising in both equity and fixed-income research roles. Experienced sales and distribution professionals will be in high demand and can expect to find many front office opportunities during the year.

MIDDLE/BACK OFFICE

The increase in global financial services regulation continued in 2015, resulting in a high demand for compliance and audit professionals. Banks have been heavily fined recently for

KEY TRENDS

- ▶ The recruitment market will remain candidate-driven, with a strong focus from companies on talent attraction and retention.
- ▶ Professionals with strong communication skills and commercial acumen who can work as effective business partners will be highly sought after.
- ▶ Contract recruitment will remain strong and we anticipate greater numbers of senior and longer-term contract roles coming to market.
- ▶ We anticipate continued demand for compliance, digital and cloud computing specialists; strong sales managers who can help grow revenue and market share will also be sought after.

shortcomings in governance and due diligence, therefore competition was also intense for KYC (Know Your Customer) professionals. Due to the lack of candidates available on the market and the urgency of such hires, contractors were popular choices to fill client onboarding and compliance roles.

As a number of banks continued to expand their traditional wholesale and lower-risk lines of business, including corporate and commercial lending, we saw increased recruitment activity in the areas of credit risk and analysis.

Salary increases for those moving roles in KYC, compliance and audit averaged 20-25%, while credit risk and credit analysis professionals generally received 15-20%. Contractors, on the other hand, typically received increments of 20-40%, with some potentially receiving as much as 50%.

Against a backdrop of an ever-tightening regulatory environment, compliance, risk, audit

and client onboarding specialists will continue to be highly sought after in 2016, placing greater pressure on employment costs.

HUMAN RESOURCES

As increasing numbers of companies required their HR teams to work as business partners across the organisation, demand grew for professionals with strong commercial acumen and communication skills. This trend will continue in 2016, driving a need for hiring managers to seek professionals with Human Resource Business Partnering (HRBP) experience. Their role will be to work with the company's senior leaders to ensure that the HR strategy and agenda complement the organisation's overall aims.

The focus on attracting and retaining talent placed compensation & benefits and talent management specialists among the most popular hires of 2015. They will continue to be highly sought after in 2016, helping to identify

and grow high potential employees to develop a sustainable talent pipeline for the organisation. Candidates from specialist consulting firms will also be in particular demand during the year as they typically possess strong stakeholder and project management skills.

As businesses experience more change in a potentially volatile market, we also anticipate further demand for change management and employee relations specialists in 2016.

Among contractors, the most sought-after individuals in 2015 were in-house recruiters, HR information system experts and junior generalists – all trends that we expect to continue in the year ahead.

Overall, there will be a continuing shortage of HR talent during 2016. We expect competition among employers to drive salaries up, with movers in permanent and contract roles alike receiving average salary increases of around 15%.

INFORMATION TECHNOLOGY

Organisations in many sectors continued to expand their IT capabilities during 2015, contributing to a buoyant jobs market throughout the year. The professionals most in demand were those with proven experience in the cloud computing, IT security and mobile areas. Those with practical programming and coding skills were also highly sought after.

As companies focused on improving workflows and cost savings, hiring managers also sought business analysts who could help automate processes through the use of IT systems. Among IT contractors, mid to senior-level project consultants with systems revamp and change management experience were in strong demand to ensure the constant availability of key systems.

These trends are set to continue in 2016, when we will also see competition remain particularly strong for IT professionals in niche areas. Cloud computing is a prime example where available expertise is in limited supply. Cloud service providers looking to grow will also seek



OVERVIEW

INFORMATION TECHNOLOGY (CONTINUED)

experienced pre-sales and solution architects. In an associated trend, increasing public usage of cloud technologies, software and apps will continue – driving demand for IT security experts to help improve the protection of data and privacy.

As a result of continuing growth in mobile and application technologies, hiring managers will also actively seek developers and programmers at all levels, especially those with experience in Java and developing mobile apps.

In addition to the demand for specialists, companies will also look for candidates with hybrid skills who can fulfil more than one role, for example by combining the skills of a business analyst with those of an application support professional. Similarly, professionals with knowledge spanning a number of IT security domains – such as a combination of risk assessment and IT audit experience – will also be sought after.

We anticipate that job movers securing permanent roles in 2016 can expect salary increases of 12-15%, although those specialising in areas where talent is in short supply may achieve up to 20%. Contractors, meanwhile, will command 18-20% increases.

LEGAL & COMPLIANCE

The legal jobs market in Hong Kong remained candidate short in 2015. Mandarin-speaking lawyers with strong litigation, corporate and financial products experience and seasoned compliance professionals were in highest demand. We expect competition for these skills to intensify even further in 2016.

Hong Kong's position as Asia-Pacific's hub for both contentious and corporate activity will continue to ensure that litigation and corporate lawyers will be sought after by both on and offshore law firms. Other areas of growth have been IP, private equity and investment funds formation. The Shanghai-Hong Kong Stock Connect and growing asset management sector in particular drove growth in 2015.

For in-house legal positions, financial services firms will actively seek lawyers specialising in structured products (especially equities) and wealth management. In-house litigation teams will also continue to grow as regulations such as FATCA affect the market. Lawyers with experience setting up retail and institutional funds will also be in demand.

The financial services sector remained an active recruiter of compliance specialists during 2015 but we saw the most headcount growth in buy side firms such as mutual and pension funds. Corporate compliance roles also increased in number during the year, in particular across the pharmaceutical and FMCG industries. As a result, compliance is once again set to be a particularly busy area for hiring activity in 2016. We expect most growth to be in asset management, private equity and the wealth management/private banking area as well as insurance. Hiring managers will also continue to seek professionals with experience in anti-money-laundering (AML) and financial crime, fraud, policy review, and specific product knowledge. We also expect to see increasing demand for corporate compliance specialists.

In terms of salaries, US law firms will offer substantial pay rises to attract the best talent in 2016, whilst most international law firms will remain constrained by fixed salary bandings. Lawyers moving from law firms to take up in-house positions will face a 5-10% cut in salary, although this is usually covered by higher bonuses. Compliance will remain the most candidate-short market, and accordingly, professionals who specialise in areas such as AML and control room may be able to command increments as high as 30% when changing jobs.

SALES & MARKETING

Companies aiming to grow their market share and revenue were very active in seeking the best sales and marketing professionals during 2015. This created strong competition for talent, with top performers often receiving multiple offers.

A primary focus for this growth was the digital arena, and practitioners with solid digital marketing, content management and social

media experience were highly sought after. As the scale of digital communications and e-commerce continues to grow, companies will seek to strengthen their online presence in 2016, further increasing the levels of demand for digital marketing specialists.

Another area in which we saw strong growth in 2015 was in media relations and corporate communications, where high-performing professionals were popular hires.

Among contractors, companies were particularly interested in complementing their internal teams with project-focused junior marketing and communications personnel, while event specialists were sought after by financial services firms. We foresee similar trends in 2016.

Hiring managers will be keen to find strong solutions sales managers with the ability to tailor products and services in response to customer needs. Sales professionals with proven ability to acquire new business and strategic business development skills will also be highly sought after.

We also expect more businesses, especially start-ups and smaller-growing companies, to set up in Hong Kong during the year to come. This will lead to a more competitive recruitment market, and acceleration in the trend of jobseekers receiving multiple offers. To secure their preferred candidates, it is particularly important that companies move quickly and efficiently through the hiring process and take the opportunity to highlight the benefits of working with their firm.

We expect that sales and marketing professionals who change jobs will receive salary increases of 10-15%, while marketing contractors can anticipate rises of 15-20%.

SECRETARIAL & BUSINESS SUPPORT

The still-growing influence of China on Hong Kong-based businesses meant proficiency in Mandarin was an even more important requirement for secretaries and administrators during 2015. This need will continue to grow

in 2016, as more companies set up offices in China and organisations from the mainland expand into Hong Kong.

During 2015, most permanent secretarial vacancies were for replacement positions. We saw steady levels of hiring activity among financial and professional services firms, as well as local conglomerates, and international property and construction companies.

Contractors had a high degree of choice between opportunities, and financial services firms were particularly seeking new staff. The most sought-after individuals were those who could move rapidly to take up short-term contracts, and executive assistants at all levels of experience.

In 2016, companies will look to hire those who have the flexibility to carry out a range of support functions, from administrators with accounting and HR skills to receptionists who can cover some office administration and facilities management tasks. Financial and professional services firms will also need junior secretaries with strong Excel skills, including knowledge of pivot tables and v-lookup, to manage reporting and consolidation tasks.

Support professionals moving between permanent jobs can expect to receive a minimum salary increase of 10% in 2016, and contractors will usually be looking for an increase of 15%.

SUPPLY CHAIN & PROCUREMENT

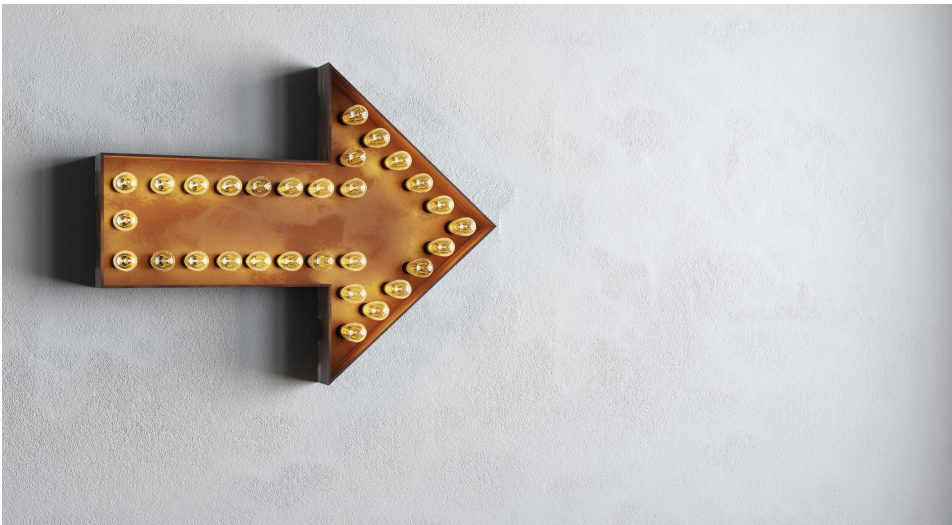
Recruitment in this area started slowly in Hong Kong during 2015, as large retailers put their expansion plans on hold. The economic slowdown in China also caused most companies to take a more cautious approach to adding to their headcount.

However, a number of parallel trends began to stimulate more recruitment activity in the second quarter. In particular, third-party logistics providers hired actively as more companies outsourced their logistics and supply chain functions.

Another key development saw a number of companies moving their sourcing functions to Hong Kong to help international businesses find Chinese-produced goods. This trend will continue in 2016, resulting in an increased need for sourcing professionals.

We also saw an increased focus on responsible supply chain management in 2015, which led to higher demand for experienced professionals in this area, particularly at middle management levels. Organisations will maintain this focus on responsible sourcing throughout 2016, which will place corporate social responsibility professionals with compliance and factory audit experience in high demand.

Third-party logistics providers will continue to hire actively as outsourcing continues. Senior candidates will be particularly sought after to manage the set-up of new teams to cope with business expansion. Overall, we expect that the 10-15% salary increments achieved by supply chain and procurement professionals in 2015 will continue to be the norm in 2016.



HONG KONG

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2015	2016
Part & Newly-qualified		
Internal Auditor	324 - 456k	360 - 456k
Financial Analyst	300 - 420k	312 - 420k
Junior Business Analyst	276 - 429k	276 - 440k
AR/AP Supervisor	276 - 400k	288 - 400k
Management Accountant	264 - 429k	264 - 442k
Senior Accountant	264 - 416k	312 - 429k
Financial Accountant	216 - 325k	240 - 338k
Assistant Accountant	156 - 286k	180 - 300k
Billing Specialist	150 - 300k	162 - 276k
Accounts Clerk	132 - 195k	150 - 200k

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 (\$)	
	2015	2016	2015	2016
Chief Financial Officer	2.2m+	2.2m+		
Finance Director - Regional	1.5 - 2.4m	1.5 - 2.5m	80 - 100k	80 - 110k
Finance Director - Country	1.0 - 1.6m	1.1 - 1.6m	80 - 90k	80 - 90k
Financial Controller - Regional	1.2 - 1.7m	1.2 - 1.8m	60 - 95k	70 - 95k
Financial Controller - Country	840k - 1.2m	850k - 1.3m	60 - 80k	60 - 80k
Tax Director	1.2 - 2.0m	1.2 - 2.0m		
Tax Manager	700k - 1.1m	700k - 1.2m	50 - 68k	50 - 70k
Audit Director	1.1 - 2.0m	1.1 - 2.0m		
Audit Manager	650 - 900k	650k - 1.0m	40 - 48k	40 - 50k
Corporate Auditor	480 - 650k	500 - 700k		
Treasury Director	1.2 - 1.9m	1.2 - 2.0m		
Treasury Manager	600k - 1.0m	600k - 1.1m	45 - 60k	45 - 65k
Corporate Finance Director	1.5 - 2.5m	1.6 - 3.0m		
Corporate Finance Manager	900k - 1.45m	900k - 1.5m	40 - 60k	45 - 65k
Corporate Finance Analyst	500 - 800k	600 - 800k	35 - 45k	35 - 50k
FP&A Director - Regional	1.2 - 1.8m	1.3 - 1.8m		
FP&A Manager	680k - 1.05m	700k - 1.1m	45 - 60k	45 - 60k
Senior Finance Manager	840k - 1.1m	850k - 1.1m	48 - 68k	50 - 70k
Finance Manager	600 - 850k	600 - 850k	45 - 65k	45 - 65k
Accounting Manager	480 - 600k	550 - 750k	40 - 50k	40 - 50k
Senior Accountant	400 - 600k	450 - 600k	30 - 48k	30 - 50k
Credit Control Manager	480 - 700k	500 - 700k	45 - 55k	45 - 55k
Senior Financial Analyst	500 - 600k	550 - 750k	35 - 50k	35 - 55k
Financial Analyst	400 - 550k	450 - 600k	30 - 45k	30 - 45k
Business Analyst	480 - 650k	500 - 700k	35 - 45k	30 - 50k

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 - 3 YRS' EXP		3 - 6 YRS' EXP		6 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Investment Banking						
M&A	700k - 1.0m	780k - 1.1m	1.0 - 1.5m	1.1 - 1.6m	1.4 - 2.0m+	1.6 - 2.0m+
Debt Capital Markets	700k - 1.0m	660 - 960k	1.0 - 1.5m	960k - 1.4m	1.4 - 2.0m+	1.4 - 2.0m+
Equity Capital Markets	600k - 1.0m	600k - 1.0m	1.0 - 1.4m	1.0 - 1.4m	1.4 - 2.0m+	1.4 - 2.0m+
Asset Management						
Credit Research	400 - 720k	480 - 780k	720k - 1.1m	780k - 1.15m	1.1 - 1.8m+	1.15 - 1.8m+
Equity Research	360 - 600k	420 - 720k	660 - 960k	720k - 1.1m	960k - 1.7m	1.1 - 1.7m
Institutional Sales	400 - 700k	420 - 660k	700k - 1.2m	660k - 1.15m	1.1 - 1.8m	1.15 - 1.8m
Wholesale Distribution	350 - 650k	360 - 660k	650k - 1.1m	660 - 900k	900k - 1.4m	900k - 1.4m

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	
	2015	2016	2015	2016	2015	2016
Risk Management						
Counterparty Risk	300 - 600k	300 - 540k	600 - 900k	540 - 840k	800k - 1.5m	840k - 1.5m
Credit Risk	300 - 540k	300 - 540k	540 - 840k	540 - 720k	700k - 1.5m	720k - 1.5m
Market Risk	400 - 660k	300 - 540k	660 - 900k	540 - 960k	900k - 1.5m+	960k - 1.5m+
Operational Risk	300 - 480k	300 - 540k	480 - 840k	540 - 720k	840k - 1.4m	720k - 1.4m
Finance & Accounting						
Change Management	240 - 480k	240 - 480k	480 - 900k	480 - 850k	850k - 1.4m	850k - 1.5m
Financial & Regulatory Reporting	360 - 540k	360 - 540k	540 - 930k	540 - 900k	930k - 1.65m	900k - 1.7m
Fund Accounting & Admin	190 - 380k	156 - 420k	380 - 840k	420 - 864k	840k - 1.3m	864k - 1.4m
Management Reporting	380 - 540k	380 - 540k	540 - 930k	540 - 900k	900k - 1.45m	900k - 1.5m
Product Control & Valuation	453 - 580k	450 - 580k	580 - 900k	580 - 900k	900k - 1.45m	900k - 1.5m
Tax Planning & Advisory	360 - 480k	360 - 480k	480k - 1.1m	480k - 1.1m	1.1 - 1.65m	1.1 - 1.7m
Treasury	240 - 360k	240 - 444k	360 - 720k	444 - 840k	720k - 1.2m	840k - 1.3m
Internal Audit						
Fund & Wealth Management	420 - 560k	420 - 560k	560 - 950k	560 - 900k	900k - 1.6m+	900k - 1.7m+
IBD & Markets	450 - 600k	450 - 600k	600 - 990k	600 - 900k	900k - 1.78m	990k - 1.8m
Insurance	430 - 570k	430 - 550k	570 - 940k	550 - 900k	900k - 1.6m+	900k - 1.6m+
Information Technology	420 - 600k	420 - 600k	600 - 950k	600 - 950k	930k - 1.5m+	950k - 1.6m+
Retail & Commercial Banking	400 - 540k	400 - 540k	540 - 880k	540 - 800k	800k - 1.40m	800k - 1.45m
Business Operations						
Change Management	300 - 530k	300 - 540k	540 - 950k	540 - 960k	1.0 - 1.35m	1.0 - 1.4m
Client Servicing & Corporate Actions	300 - 540k	300 - 540k	540 - 900k	540 - 900k	900k - 1.5m	900k - 1.5m
Collateral Management	300 - 540k	300 - 540k	540 - 900k	540 - 900k	950k - 1.5m	950k - 1.5m
KYC/Client Onboarding	240 - 480k	240 - 480k	480 - 960k	480 - 960k	960k - 1.5m	960k - 1.5m
Trade Support & Settlement	300 - 540k	300 - 540k	540 - 900k	540 - 900k	950k - 1.5m	950k - 1.5m

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	
	2015	2016	2015	2016	2015	2016
Finance						
Financial & Regulatory Reporting	30 - 40k	30 - 45k	45 - 60k	45 - 70k	80 - 110k	70 - 100k
Fund Accounting & Admin	20 - 30k	25 - 35k	30 - 40k	35 - 45k	45 - 65k	45 - 70k
Management Reporting	30 - 45k	30 - 45k	45 - 60k	45 - 65k	75 - 110k	65 - 95k
Product Control & Valuation	22 - 30k	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 - 45k	30 - 50k	80 - 120k	65 - 120k	120 - 140k	120 - 140k
Compliance - Control Room	40 - 80k	40 - 80k	80 - 110k	65 - 120k	110 - 140k	110 - 140k
Compliance - Investment	40 - 70k	45 - 75k	75 - 115k	60 - 120k	115 - 130k	115 - 130k
Management	40 - 70k	45 - 75k	70 - 115k	75 - 115k	115 - 130k	115 - 130k
Business Operations						
Change Management	35 - 65k	35 - 70k	70 - 100k	70 - 100k	100 - 130k	100 - 130k
Client Servicing	20 - 38k	20 - 40k	40 - 55k	40 - 60k	55 - 85k	60 - 90k
Collateral Management	20 - 40k	20 - 40k	35 - 50k	35 - 50k	50 - 75k	50 - 75k
Confirmation	18 - 32k	18 - 35k	35 - 45k	35 - 45k	45 - 65k	45 - 65k
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	45 - 75k	40 - 80k	75 - 110k	75 - 110k
Settlements	18 - 35k	18 - 35k	40 - 50k	35 - 50k	50 - 60k	50 - 70k
Trade Support	20 - 40k	25 - 45k	40 - 50k	45 - 60k	50 - 75k	60 - 80k
Operations & Projects						
Business Analyst	20 - 45k	20 - 50k	60 - 90k	50 - 90k	90 - 120k	75 - 120k
Risk Management						
Operational Risk	20 - 40k	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 (\$)	
	2015	2016	2015	2016
Commerce & Industry				
HR Director	1.2 - 1.6m	1.2 - 1.6m	90 - 120k	90 - 110k
Head of Compensation & Benefits	1.2 - 1.6m	1.2 - 1.7m	95 - 115k	95 - 120k
HR Manager	540 - 800k	600 - 900k	35 - 55k	35 - 50k
Organisational Development Manager	550 - 950k	600k - 1.0m	40 - 65k	45 - 70k
Payroll Manager	600k - 1.0m	540 - 800k	40 - 80k	40 - 75k
Recruitment Manager	500 - 800k	540 - 800k	55 - 78k	55 - 80k
Shared Services Manager	500 - 800k	540 - 800k	45 - 73k	45 - 75k
Training & Development Manager	540 - 840k	540 - 840k	45 - 58k	45 - 60k
HR Generalist	360 - 500k	360 - 600k	28 - 45k	30 - 45k
Recruitment Specialist	360 - 500k	300 - 500k	35 - 55k	35 - 60k
Payroll Specialist	300 - 480k	300 - 480k	30 - 48k	30 - 50k
HRIS Analyst	210 - 400k	210 - 400k	18 - 28k	18 - 30k
C&B Officer/Specialist	200 - 330k	200 - 330k	15 - 23k	15 - 25k
Financial Services				
HR Director	1.3 - 1.6m	1.3 - 1.8m	100 - 125k	100 - 125k
Head of Compensation & Benefits	1.35 - 1.75m	1.4 - 1.8m	115 - 138k	115 - 140k
HR Manager	660 - 900k	660k - 1.0m	45 - 80k	45 - 85k
HRIS Manager	660k - 1.0m	660k - 1.0m	55 - 85k	55 - 85k
Organisational Development Manager	700k - 1.25m	700k - 1.3m	45 - 80k	45 - 85k
Shared Services Manager	480 - 960k	600k - 1.0m	50 - 75k	50 - 80k
Training & Development Manager	660 - 960k	600k - 1.0m	65 - 75k	65 - 80k
HR Generalist	480 - 780k	480 - 780k	30 - 52k	30 - 55k
Payroll Specialist	300 - 450k	300 - 500k	38 - 50k	40 - 50k
Recruitment Specialist	320 - 550k	360 - 550k	30 - 55k	30 - 60k

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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	
	2015	2016	2015	2016	2015	2016
Management						
Chief Information Officer					1.58 - 2.7m	1.6 - 2.7m
IT Director					1.0 - 1.8m	1.2 - 2.0m
Program Director					950k - 1.4m	1.0 - 1.4m
IT Manager					800k - 1.1m	850k - 1.2m
Infrastructure						
Data Centre	435 - 765k	435 - 765k	715k - 1.15m	715k - 1.15m	930k - 1.4m	930k - 1.4m
DBA - Oracle/SQL/Sybase	480 - 660k	480 - 700k	540 - 700k	550 - 750k	620 - 795k	620 - 795k
Help Desk	480 - 690k	500 - 720k	740 - 965k	740 - 965k	950k - 1.1m	950k - 1.1m
Incident Management	400 - 720k	400 - 750k	680 - 980k	680 - 980k	870k - 1.05m	880k - 1.1m
Infrastructure Services	440 - 850k	450 - 850k	820k - 1.2m	820k - 1.3m	1.15 - 1.4m	1.2 - 1.6m
Network Administration	500 - 800k	500 - 800k	530 - 800k	530 - 850k	630 - 850k	650 - 860k
Network Support	580 - 700k	580 - 720k	690 - 780k	700 - 800k	750 - 785k	750 - 800k
Security Specialist	480 - 720k	480 - 750k	720k - 1.15m	750k - 1.2m	920k - 1.3m	920k - 1.4m
Service Delivery	425 - 700k	440 - 720k	700 - 980k	720k - 1.0m	950k - 1.25m	950k - 1.35m
Cloud Technology	650 - 890k	680 - 900k	820k - 1.4m	850k - 1.5m	1.25 - 1.8m	1.25 - 2.0m
Technical Consultant	520 - 860k	520 - 880k	780k - 1.1m	800k - 1.25m	960k - 1.25m	980k - 1.3m
Projects						
Business Analyst	460 - 650k	460 - 665k	670 - 905k	670 - 905k	780 - 955k	780 - 955k
Implementation Consultant	500 - 550k	500 - 580k	720 - 910k	740 - 910k	780 - 965k	780 - 965k
Project Manager	560 - 780k	560 - 800k	795 - 995k	820k - 1.0m	940k - 1.5m	940k - 1.5m
Software						
Business Intelligence	480 - 540k	480 - 580k	700 - 900k	700 - 900k	725 - 935k	725 - 950k
Software Engineer	540 - 640k	540 - 640k	640 - 850k	640 - 850k	725 - 935k	744 - 960k
Support	490 - 600k	490 - 600k	630 - 750k	630 - 750k		

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

HONG KONG

INFORMATION TECHNOLOGY

ROLE	CONTRACT SALARY PER MONTH HKD (\$)					
	3 - 7 YRS' EXP		8 - 14 YRS' EXP		15+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Infrastructure						
Data Centre Manager	38 - 48k	40 - 50k	55 - 65k	58 - 68k	70 - 100k	70 - 100k
DBA - Oracle/SQL/Sybase	45 - 55k	55 - 65k	55 - 65k	65 - 75k	75 - 85k	80 - 90k
Help Desk	25 - 45k	28 - 48k	38 - 58k	40 - 58k	65 - 70k	65 - 70k
Incident Management SME	40 - 55k	45 - 55k	55 - 65k	65 - 70k	83 - 101k	83 - 101k
Infrastructure Services Specialist	38 - 48k	38 - 48k	45 - 55k	45 - 55k	65 - 120k	65 - 120k
Mobile Network Engineer	45 - 55k	45 - 55k	65 - 68k	65 - 68k	80 - 100k	80 - 100k
Network Support Engineer	30 - 60k	35 - 65k	65 - 75k	65 - 75k	75 - 80k	75 - 85k
SA - Windows Engineer	35 - 55k	35 - 55k	55 - 65k	55 - 65k	65 - 80k	65 - 80k
SA - Unix Engineer	35 - 55k	35 - 55k	55 - 60k	55 - 70k	70 - 100k	70 - 100k
Security Specialist	45 - 60k	55 - 65k	60 - 70k	65 - 75k	70 - 120k	75 - 125k
Service Delivery Manager	40 - 50k	45 - 55k	58 - 68k	60 - 70k	68 - 100k	70 - 100k
Solution Architect	55 - 65k	60 - 68k	65 - 75k	70 - 78k	85 - 130k	85 - 135k
Technical Consultant	45 - 55k	48 - 58k	58 - 68k	58 - 68k	70 - 108k	85 - 110k
Projects						
Business Analyst	35 - 45k	48 - 58k	48 - 58k	48 - 58k	60 - 80k	60 - 80k
Change Management Consultant	35 - 48k	40 - 50k	45 - 65k	50 - 75k	75 - 110k	75 - 130k
Project Manager	45 - 57k	48 - 60k	60 - 80k	65 - 85k	85 - 120k	85 - 120k
PMO/Programme Manager	42 - 50k	42 - 55k	50 - 70k	50 - 75k	75 - 95k	80 - 110k
Software						
Business Intelligence Analyst	35 - 45k	40 - 45k	40 - 55k	40 - 60k	65 - 80k	65 - 80k
Quality Assurance Analyst	40 - 45k	45 - 50k	45 - 55k	55 - 70k	55 - 85k	55 - 85k
Software Developer	27 - 40k	28 - 40k	50 - 80k	50 - 80k	80 - 100k	80 - 100k
Application Support	45 - 50k	45 - 55k	50 - 70k	50 - 70k	60 - 80k	60 - 80k
Mobile Developer	45 - 55k	45 - 55k	55 - 70k	55 - 70k		

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

HONG KONG

LEGAL

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Legal						
In-house Commerce & Industry	500k - 1.1m	500k - 1.15m	900k - 1.5m	900k - 1.5m	1.4 - 2.0m+	1.4 - 2.0m+
In-house Financial Services	650k - 1.15m	650k - 1.2m	1.0 - 1.7m	1.0 - 1.6m	1.5 - 2.0m+	1.5 - 2.0m+
ISDA Negotiator	480 - 750k	480 - 750k	700k - 1.2m	700k - 1.2m	1.0 - 1.4m	1.0 - 1.5m
Private Practice - US Firms	1.05 - 1.6m	1.05 - 1.65m	1.55 - 2.3m	1.6 - 2.35m	2.0 - 2.4m+	2.0 - 2.5m+
Private Practice - International	850k - 1.35m	850k - 1.4m	1.2 - 1.9m	1.2 - 2.0m	1.5 - 2.0m+	1.5 - 2.0m+
Paralegal	240 - 430k	250 - 480k	400 - 600k	400 - 600k	550 - 650k	550 - 750k
Compliance						
Anti-Money-Laundering	340 - 480k	360 - 500k	500 - 950k	550k - 1.0m	1.1 - 2.0m+	1.1 - 2.0m+
Front Office	340 - 500k	360 - 540k	550k - 1.05m	580k - 1.1m	1.2 - 2.0m+	1.2 - 2.0m+
General Compliance	340 - 480k	360 - 500k	500 - 950k	550k - 1.0m	1.0 - 1.6m+	1.1 - 1.8m+
Insurance/Security Firms	320 - 470k	360 - 480k	500 - 850k	500 - 700k	900k - 1.6m+	1.0 - 1.7m+

COMPANY SECRETARIAL

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2015	2016
Group Company Secretary	1.3m+	1.4m+
Company Secretary	840k+	840k+
Deputy Company Secretary	550 - 950k	600k - 1.0m
Assistant Company Secretary	450 - 600k	450 - 650k
Company Secretarial Assistant	350 - 500k	300 - 500k

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

HONG KONG

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2015	2016
Financial Services		
Head of Corporate Communications	1.5 - 2.0m	1.5 - 2.2m
Head of Corporate Access	1.5 - 2.0m	1.7 - 2.5m
Head of Events	1.3 - 1.6m	1.3 - 1.7m
Head of Internal Communications	1.3 - 1.6m	1.3 - 1.7m
Head of Marketing	1.5 - 2.0m	1.5 - 2.2m
Media Relations Director	1.0 - 1.4m	1.3 - 1.5m
Corporate Communications Manager	600 - 900k	600k - 1.0m
CSR Manager	600 - 900k	600 - 900k
Digital Marketing Manager	600 - 950k	600k - 1.0m
Events Manager	500 - 800k	500 - 800k
Internal Communications Manager	600 - 950k	600 - 950k
Marketing Communications Manager	600 - 950k	600 - 950k
Marketing Manager	500 - 950k	500k - 1.0m
Media Relations Manager	600k - 1.1m	600k - 1.2m
Product Development Manager	800k - 1.3m	800k - 1.3m
Events Executive	350 - 500k	350 - 500k
Media Relations Executive	350 - 500k	350 - 500k
FMCG		
General Manager	1.3 - 2.0m	1.3 - 2.2m
Marketing Director	900k - 1.5m	900k - 1.6m
Sales Director	900k - 1.5m	900k - 1.7m
Key Account Manager	500k - 1.0m	500k - 1.0m
Brand Manager	550 - 900k	600k - 1.0m
Marketing Manager	500 - 900k	600k - 1.0m
Product Manager	500 - 900k	600k - 1.0m

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

HONG KONG

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2015	2016
IT&T		
General Manager	1.4 - 1.8m	1.6 - 2.3m
Account Director	1.0 - 1.2m	1.0 - 1.3m
Carrier Sales Director	1.15 - 1.4m	1.1 - 1.5m
Marketing Director	900k - 1.2m	900k - 1.3m
Sales Director	1.0 - 1.3m	1.0 - 1.5m
Account Manager	600 - 850k	600 - 900k
Alliances Manager	750k - 1.0m	750k - 1.1m
Business Development Manager	700k - 1.2m	700k - 1.2m
Channel Manager	700 - 950k	700k - 1.0m
Digital Marketing Manager	500 - 900k	600k - 1.0m
Marketing Manager	500 - 900k	500 - 950k
Sales Manager	700k - 1.1m	700k - 1.2m
Retail		
General Manager	1.1 - 1.8m	1.2 - 2.0m
Brand Director	1.1 - 1.5m	1.1 - 1.6m
Marketing Director	1.0 - 1.5m	1.1 - 1.7m
Retail Operations Director	1.0 - 1.4m	1.0 - 1.5m
Area Sales Manager	500 - 900k	600k - 1.0m
Brand Manager	500 - 900k	550k - 1.0m
Marketing Manager	400 - 700k	400 - 800k
Visual Merchandising Manager	450 - 750k	500 - 800k
PR Manager	400 - 650k	500 - 700k
Senior Buyer	450 - 600k	500 - 650k

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

HONG KONG

SALES & MARKETING

ROLE	CONTRACT SALARY PER MONTH HKD (\$)	
	2015	2016
Financial Services		
Corporate Communications Manager	50 - 80k	50 - 80k
Events Manager	45 - 65k	45 - 65k
Internal Communications Manager	48 - 65k	48 - 70k
Marketing Manager	40 - 60k	45 - 58k
Events Executive	20 - 40k	25 - 38k
Internal Communications Executive	28 - 35k	30 - 38k
Marketing Executive	25 - 35k	25 - 35k
Roadshow Executive	20 - 35k	25 - 36k
FMCG		
Brand Manager	40 - 60k	40 - 60k
Marketing Manager	35 - 40k	35 - 45k
IT&T		
Marketing Manager	35 - 50k	35 - 55k
Marketing Executive	28 - 35k	28 - 40k
Retail		
Brand Manager	40 - 55k	40 - 58k
Marketing Manager	35 - 40k	35 - 45k

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HONG KONG

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM HKD (\$)		SALARY PER MONTH HKD (\$)	
	2015	2016	2015	2016
Commerce & Industry				
Administration Manager	300 - 420k	350 - 450k	30 - 45k	35 - 45k
Assistant Administrative Manager	250 - 360k	260 - 390k		
Administrator	180 - 300k	180 - 300k	20 - 28k	20 - 30k
Administrative Assistant	150 - 220k	160 - 250k	13 - 20k	13 - 22k
Office Manager	300 - 480k	320 - 500k	35 - 60k	35 - 60k
Personal Assistant	240 - 480k	260 - 560k	25 - 50k	27 - 50k
Legal Secretary	250 - 470k	180 - 460k	25 - 45k	33 - 40k
Executive Secretary	360 - 480k	360 - 540k	25 - 40k	25 - 45k
Team Secretary	240 - 360k	240 - 320k	22 - 32k	25 - 35k
Receptionist	144 - 192k	150 - 240k	13 - 17k	15 - 23k
Financial Services				
Administration Manager	360 - 720k	390 - 720k	35 - 55k	35 - 55k
Assistant Administrative Manager	330 - 400k	360 - 420k		
Administrator	240 - 420k	240 - 360k	25 - 35k	25 - 35k
Administrative Assistant	160 - 240k	180 - 240k	14 - 23k	15 - 25k
Office Manager	300 - 540k	360 - 600k	48 - 70k	45 - 65k
Personal Assistant	300 - 420k	360 - 700k	35 - 65k	35 - 65k
Legal Secretary	216 - 540k	240 - 520k	30 - 45k	32 - 45k
Executive Secretary/Executive Assistant	300 - 420k	300 - 720k	28 - 45k	30 - 45k
Team Secretary	300 - 540k	300 - 650k	30 - 38k	30 - 40k
Receptionist	108 - 300k	220 - 320k	13 - 20k	16 - 23k
Customer Service				
Business Development Executive	200 - 370k	220 - 370k		
Customer Service Officer	180 - 320k	190 - 340k		

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HONG KONG

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM HKD (\$)	
	2015	2016
Corporate Services		
Head of Procurement	1.75 - 2.1m+	1.75 - 2.1m+
VP Sourcing/Procurement IT/Non-IT	900k - 1.2m	900k - 1.3m
Logistics/Supply Chain		
Head of Logistics	1.5 - 1.85m+	1.5 - 1.85m+
Head of Procurement	1.4 - 1.8m+	1.4 - 1.85m+
Head of Supply Chain	1.4 - 1.8m+	1.4 - 1.85m+
Logistics/Warehouse Manager	500 - 700k	550 - 750k
Procurement Manager	600 - 800k	650 - 850k
Supply Chain Manager	750 - 900k	750 - 950k
Demand/Supply Planner	350 - 500k	350 - 550k
Sourcing/Merchandising		
General Manager/EVP	1.75 - 2.0m+	1.75 - 2.0m+
Sourcing Director/VP	1.3 - 1.7m+	1.3 - 1.8m+
General Merchandising Manager	1.35 - 1.5m	1.35 - 1.5m
QA/QC Manager	600 - 900k	600 - 900k
Social Compliance Manager	650 - 900k	700 - 950k
Senior Merchandiser	450 - 600k	450 - 650k
Product Developer	300 - 500k	350 - 550k
Third Party Logistics		
Sales Director	1.3 - 1.75m+	1.3 - 1.75m+
Operations/Logistics Director	1.1 - 1.5m	1.1 - 1.6m
Operations/Logistics Manager	750 - 900k	800 - 950k
Regional Key Account Manager	650k - 1.1m	650k - 1.1m
Sales Manager	650 - 750k	700 - 800k

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

INDONESIA



2015 WAS A MIXED YEAR FOR THE INDONESIAN RECRUITMENT MARKET.

A slowdown in growth, political challenges, a continuing failure to address critical infrastructure issues and a declining rupiah suggested limited opportunities for specialist professionals. However, the severity of the continued skills shortage meant that demand for international standard, white collar professionals continued to outstrip supply. This is a situation we expect to exist for several years to come.

2015 INSIGHT

While general unemployment has increased (driven by lay-offs amongst unskilled workers) the skilled market continued to suffer shortages of professionals across all areas outside the commodities and oil and gas sectors.

In 2015, this limited talent pool has been narrowed further by the rapid emergence of e-commerce and related industries. As a result, annual pay rises tended to be between 7-12%, with various incentives such as bonuses and non-financial benefits also offered to retain professionals.

Pay rises continue to be the priority for those moving jobs in Indonesia, with overall remuneration increases of 20-40% as standard

and over 50% not uncommon for niche positions. Candidate expectations remained very high (and often unrealistic) throughout the year, leading to protracted and occasionally futile salary negotiations.

2016 EXPECTATIONS

In summary, we anticipate 2016 will follow similar trends to those seen in 2015. In particular, skilled professionals will continue to be in high demand as organisations seek productivity gains; all businesses will focus on recruiting a talented workforce to make the most of efficient processes and technology. Demand from emerging industries will continue to place pressure on more established multinationals in both attraction and retention of staff – particular sector hot spots will include the e-commerce and digital, modern technology, medical/healthcare, insurance and pharmaceutical industries.

Indonesians with business partnering/commercial skill sets, multilingual ability (English in particular) and international experience, will be highly sought after. Key requirements will be IT across the board, digital (both marketing and IT), technical financial, compliance and sales, as the market continues to mature and develop towards international standards.

The demand for Indonesian nationals, currently working or studying abroad, will be particularly acute. However, employers may need to readjust their salary expectations to align with those of returning candidates. These professionals will command a premium in the market, often 20-50% above domestic experience. Businesses looking to attract the best Indonesian professionals will continually need to reconsider their salary packages.

SECTOR TRENDS

Recruitment levels varied markedly between sectors in 2015. In areas such as commodities, oil and gas and other raw materials it was a very tough year, driven by a drop in global pricing. This had a detrimental knock-on effect on companies serving these industries, and caused many expatriate professionals to leave Indonesia.

In a similar macroeconomic shift, many companies that import parts, vehicles, complex machinery or products from overseas suffered financially as the rupiah weakened against the dollar.

By contrast, sectors involving technology, e-commerce and social media saw exponential growth driving very fast expansion. This placed a high level of demand on professionals with relevant skills and experience.



Demand from emerging industries will continue to place pressure on more established multinationals in both attraction and retention of staff. Particular sector hot spots will include e-commerce and digital, modern technology, technical healthcare, insurance and pharmaceuticals.



KEY FINDINGS

Annual pay rises tended to be between 7-12% for those staying in current roles.

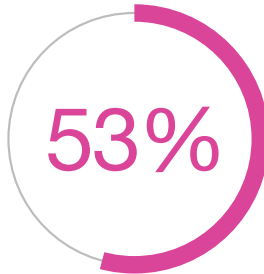
For those changing roles, overall remuneration increases of 20-40% will be standard, with 50% increases for niche positions not uncommon.

Demand for returning Indonesian nationals currently working or studying abroad will be acute

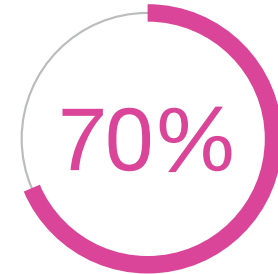


Employers willing to offer 15% or higher salaries to returning Indonesians

Overseas Indonesians who believe their skills are in demand by local employers



Robert Walters Returning Asians Survey 2015.



20-40% (Salary Survey 2016)

Salary increase expected for Indonesians moving roles in 2016

20-50% (Salary Survey 2016)

Salary premium expected for overseas-based Indonesians coming home in 2016

OVERVIEW

ACCOUNTING & FINANCE

In early 2015, demand was particularly strong for commercial finance and financial planning & analysis (FP&A) professionals. A number of large organisations also sought finance directors and commercial managers to fill leadership positions in established finance teams. This trend was particularly noticeable in publicly listed firms, where the key focus was on implementing accurate methods of projecting future cash flows. However, hiring managers found it difficult to attract these professionals as there were very few candidates available.

General market growth and new market entrants, particularly in e-commerce, also created heightened demand for finance professionals. Companies in all sectors were looking for finance managers with bilingual skills to enable better communication with their regional counterparts.

Accounting and finance professionals who had wider experience in business partnering were also sought after. However, there was a limited supply of such candidates as these roles are only available at a few large corporations and people rarely wanted to move roles.

Until the accounting and finance industry matures in Indonesia, we expect to see a continuation of talent shortages. As a result, professionals moving roles will demand 20-40% pay increases in 2016 and beyond.

BANKING & FINANCIAL SERVICES

As Indonesia's financial services market is still relatively immature, hiring managers faced talent shortages across all roles. Despite the slowdown in growth within corporate banking there were high levels of activity in all areas, and credit analysts were particularly sought after to evaluate new clients. Professionals who could develop new business and secure potential prospects were also sought after as financial services companies continued to drive banking and insurance products to market. Conditions are likely to improve in 2016 as government investment, foreign investment and corporate activity will continue to increase in all areas outside oil and gas.

The economic conditions (in particular the rupiah's decline and commodity prices) did produce some financial casualties however, and accordingly professionals with experience in credit restructuring and loan workouts were in high demand.

Growth continued in insurance, general funds and retail banking, which presented opportunities for senior-level professionals such as heads of distribution. Bilingual communication skills, core financial services experience and stakeholder management ability were highly sought after in 2015 and this will continue to be the case in 2016.

With the government's plan to provide greater regulatory freedom, tax incentives and less bureaucracy, the outlook for financial services in 2016 is positive. As a result, those professionals with in-demand skill sets and experience will find the rewards are significant; job movers in 2016 can still expect salary increments up to as much as 60%.

HUMAN RESOURCES

HR continued to play an increasingly important part in companies' strategy during 2015. The ongoing corporatisation of businesses, difficulties in hiring and retaining staff and building of more sophisticated HR frameworks, all led to the best HR talent being highly sought after. Demand for HR professionals was further increased by the rapid emergence of new organisations (such as e-commerce and modern mobile technology) with fast-growing workforces competing in the same talent pool.

As a result, many organisations were prepared to offer at least 25% increases in salary, some even up to 50%, in order to tempt professionals into new roles with increasingly varied and attractive benefits packages.

Across all sectors outside commodities, individuals with various HR skills were in demand. As more companies focused on developing innovative strategies to improve employee acquisition and retention, both talent acquisition and compensation & benefit

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 also 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.

professionals had many roles to consider in 2015. Experience in training and development was also in demand as organisations channelled their efforts into expanding and improving the productivity of their businesses. At the senior management level, HR directors with strategic planning experience were valued by organisations for their ability to assist senior leadership in executing their projects.

In addition to multinational companies, Indonesian companies also had plans to strengthen their corporate structure and attempted to modernise their internal processes. This led to an increased demand for HR business partners with both generalist and specialist backgrounds who could assist with HR project and change management programs. Overall, employers found it hardest to recruit strategic HR, industrial relations and, perhaps surprisingly, HR generalists. This was primarily due to a lack of international experience and exposure in the existing talent pool, as well as candidates preferring to specialise in certain niche areas. We anticipate all of these trends to continue into 2016.

INFORMATION TECHNOLOGY

The IT recruitment market was one of the most active and competitive in Indonesia in 2015, with candidates demanding at least 30% salary increments to move roles. One key trend saw global firms outsourcing software development and offshore infrastructure support to Indonesia, creating many job opportunities for engineers. The low take-up of cloud technology will mean ongoing demand in 2016 for in-house IT managers, data centre managers and infrastructure managers.

There was consistent demand for bilingual professionals, particularly those with international or regional experience in multinational companies. Global firms arriving in Indonesia for the first time had relatively new IT teams, and wanted a combination of technical know-how, fluency in English and strategic thinking skills. Strong leadership experience and management skills were also required to develop internal IT teams.

In addition, business analysts and software

engineers skilled in updating technology were needed throughout the year.

Looking ahead, 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, predominantly in banking and finance. The rapid growth in e-commerce will also fuel demand for developers through to CTOs across the mobile and web spaces.

LEGAL

The Indonesian Government has improved regulation and reduced bureaucracy in many areas as part of an overall effort to attract investment. As a result, the demand for private practice and in-house legal professionals remained steady in 2015. Employers will continue to require lawyers in roles that relate to compliance, risk and regulation throughout 2016.

International law firms in Indonesia maintained their demand for M&A, capital markets and project finance specialists as financial activity intensified. In growing sectors such as e-commerce, pharmaceuticals, telecommunications, life sciences and banking, there were numerous opportunities. Qualified in-house legal professionals with English language skills were the most sought-after candidates across these sectors.

Companies were also increasingly receptive to mid to senior-level candidates wanting to leave law firms and fill in-house roles, although prior industry experience is still preferred. Those who switched jobs in 2015 saw significant salary increments of 30-50%, and this will remain the case in 2016.

SALES & MARKETING

The largest number of sales and marketing job opportunities came from new businesses developing in Indonesia, fuelled by its reputation as one of the prime emerging markets in Southeast Asia.

The country is also experiencing an explosion in the growth of digital platforms, particularly in online retail and mobile, which is connecting the people of Indonesia to the world in unprecedented ways as social media becomes a country-wide phenomenon. Consequently, there was demand for brand and marketing managers at the mid to senior level with knowledge of digital and mobile platforms. Sales and marketing directors with excellent leadership skills and strong business acumen were also needed to lead large teams.

Multinational companies actively sought people to manage key sales accounts in 2015. As many of these roles required strong communication skills and fluency in English, employers looked to Indonesians overseas to fill these needs. However this presented a problem as most companies would only offer packages that were in line with Indonesia's comparatively low rates of pay and fewer benefits. Encouraging talent away from better-compensated roles abroad was a key challenge and will remain so in 2016.

Those people who did successfully move jobs were able to command salary increments of 20-40%, well above the standard 7-10% for those remaining in their roles. This is likely to continue in 2016, as there is a shortage of good salespeople across the board. Hiring managers are having difficulty recruiting candidates with specialist skills, as a majority only have generic sales and marketing backgrounds. With this in mind, hiring managers should look beyond their current sector and focus on candidates' abilities and potential rather than specific technical requirements or experience.

JAKARTA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
Accounting & Taxation		
Head of Tax	686 - 830m	700 - 900m
Group Accountant	405 - 490m	420 - 550m
Senior Tax Accountant	190 - 220m	200 - 240m
Accountant	132 - 190m	140 - 200m
Tax Accountant	130 - 165m	140 - 180m
Analyst		
Senior Financial Analyst	260 - 365m	270 - 380m
Financial Analyst	160 - 225m	170 - 250m
Audit		
Internal Audit Director	735 - 890m	750 - 1000m
Internal Audit Manager	330 - 440m	350 - 480m
Senior Auditor	275 - 352m	280 - 375m
Auditor	155 - 228m	160 - 240m
Finance		
Chief Financial Officer	1500 - 1840m	1600 - 2000m
Finance Director	1020 - 1250m	1100 - 1400m
Financial Controller	630 - 735m	680 - 800m
Commercial Finance Manager	400 - 500m	430 - 550m
Senior Finance Manager	330 - 550m	350 - 605m
Finance Manager	310 - 430m	330 - 450m
Treasury		
Treasury Manager	330 - 440m	360 - 480m
Treasury Analyst	130 - 170m	140 - 180m

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

JAKARTA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	ANALYST		AVP		VP	
	2015	2016	2015	2016	2015	2016
Banking Operations						
Cash Management	169 - 293m	195 - 308m	234 - 462m	269 - 650m	700m+	720m+
Credit	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Trade Operations	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Treasury Operations	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Corporate Governance						
Compliance/Legal	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	770m+
Credit Risk	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Internal Audit	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Market Risk	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
Operational Risk	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Finance/Accounting						
Financial Control	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
Strategic Planning & Analysis	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
MIS Reporting	210 - 302m	242 - 450m	290 - 700m	334 - 780m	520m+	580m+
Front Office Banking						
Investment Banking	260 - 500m	299 - 550m	374 - 780m	430 - 860m	1200m+	1300m+
Corporate Banking	260 - 450m	299 - 500m	374 - 645m	430 - 710m	800m+	815m+
Equity Sales	195 - 450m	224 - 500m	280 - 780m	322 - 860m	780m+	860m+
Trade Sales	195 - 450m	224 - 500m	280 - 645m	322 - 710m	700m+	720m+
Treasury Sales	195 - 500m	224 - 500m	280 - 780m	322 - 860m	750m+	840m+
Project Management						
Business Analyst	210 - 302m	242 - 500m	290 - 700m	334 - 780m	520m+	580m+
Project Management	210 - 302m	242 - 500m	290 - 700m	334 - 780m	520m+	580m+

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

JAKARTA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Banking & Financial Services						
HR Business Partner	263 - 410m	494 - 585m	473 - 630m	650 - 845m	630m+	975m+
Compensation & Benefits	263 - 410m	390 - 494m	473 - 630m	585 - 715m	630m+	780m+
Training & Development	263 - 410m	390 - 494m	473 - 630m	585 - 715m	630m+	780m+
Organisational Development	252 - 347m	390 - 494m	473 - 578m	585 - 715m	578m+	780m+
HRIS	263 - 410m	364 - 468m	473 - 630m	494 - 635m	630m+	715m+
Commerce & Industry						
HR Business Partner	252 - 347m	364 - 494m	473 - 578m	650 - 780m	775m+	850m+
HR Generalist	252 - 347m	364 - 494m	473 - 578m	650 - 780m	725m+	800m+
Compensation & Benefits	252 - 347m	325 - 455m	473 - 578m	520 - 715m	578m+	715m+
Organisational Development	263 - 410m	325 - 455m	473 - 630m	520 - 715m	630m+	715m+
Training & Development	252 - 347m	325 - 455m	473 - 578m	520 - 715m	578m+	715m+

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

JAKARTA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
CTO/CIO	800 - 1200m	850 - 1250m
IT Sales	600 - 1000m	650 - 1050m
Program Manager	500 - 600m	550 - 650m
IT Manager	400 - 650m	450 - 700m
Project Manager	400 - 500m	450 - 550m
Pre-sales/Architect	400 - 600m	440 - 660m
Infrastructure Manager	300 - 500m	350 - 550m
Business Intelligence Consultant	300 - 400m	330 - 440m
E-commerce Manager	250 - 600m	275 - 660m
Software Developer	200 - 450m	220 - 495m
Business Analyst	200 - 400m	220 - 440m
Systems Engineer	130 - 325m	150 - 350m

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

JAKARTA

LEGAL

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
In-house Counsel		
Legal Director	1200 - 1800m	1250 - 1850m
Head of Legal	1100 - 1400m	1150 - 1450m
Legal Counsel	700 - 900m	750 - 950m
Compliance Officer	600 - 700m	650 - 750m
Legal Manager	400 - 500m	450 - 550m
Litigation Specialist	200 - 350m	250 - 400m
Senior Lawyer	200 - 300m	250 - 350m
Private Practice		
Senior Associate	800 - 1000m	850 - 1050m
Associate	400 - 600m	450 - 650m

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

JAKARTA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
Business Development		
Sales & Marketing Director	1170 - 1304m+	1260 - 1400m+
Sales Director	1105 - 1239m+	1190 - 1330m+
Account Director	950 - 1112m+	990 - 1155m+
National Sales Manager	685 - 780m+	740 - 845m+
Senior Business Development Manager	685 - 780m+	740 - 845m+
Business Development Manager	455 - 585m+	495 - 635m+
Key Account Manager	455 - 585m+	495 - 635m+
Sales & Marketing Manager	455 - 585m+	495 - 635m+
Regional Sales Manager	390 - 455m+	415 - 490m+
Marketing		
Marketing Director	1258 - 1358m+	1300 - 1950m+
Marketing Manager	562 - 720m+	650 - 910m+
Trade Marketing Manager	480 - 548m+	520 - 780m+
Marketing Communications Manager	394 - 462m+	395 - 585m+
Channel Marketing Manager	383 - 520m+	390 - 585m+
Senior Brand Manager	383 - 520m+	390 - 585m+
Marketing Research Manager	387 - 455m+	380 - 500m+
Visual Merchandising Manager	292 - 455m+	325 - 580m+
PR Manager	325 - 455m+	325 - 500m+
Brand Manager	325 - 455m+	325 - 455m+

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



2015 INSIGHT

The Japanese jobs market was extremely active in 2015, with steadily improving opinions about the country's economic outlook creating a more optimistic mood among Japanese and foreign multinationals.

Major companies added to their headcount during the year and Japanese professionals, previously cautious about moving jobs, were actively seeking new roles.

2016 EXPECTATIONS

We anticipate high levels of hiring activity will continue throughout 2016, especially among employers seeking bilingual professionals.

With Japanese fluency being a requirement for most jobs, opportunities are limited for expat talent. Combined with the demographic forces of a declining population and a less career-focused younger generation of jobseekers, we anticipate a widening gap between the growing numbers of vacancies and available local talent in 2016.

Skilled salespeople at every level of the consumer and retail sectors, especially at

the senior end of the market, will be in very short supply. We also expect to see greater competition for chemical, application and sales engineers in the manufacturing industry. Across the healthcare sector we anticipate that the demand for assurance and regulatory affairs specialists will be especially high. Financial planning & analysis (FP&A), supply planning and internal recruitment specialists will also be in high demand across most industries.

In the face of such challenges, we recommend that companies focus on retaining their best talent in 2016. Employers need to ensure they provide an attractive working environment, competitive salary and good training opportunities.

When hiring, companies will need to actively promote the benefits of working for their company, bearing in mind that candidates may well have several job offers to consider. Organisations should also be prepared to hire professionals at a more junior level with a view to developing and training them in-house.

There will be some significant variations between industries in the salary increases offered to job movers during 2016. In the retail and consumer sectors, for example,

we anticipate increases of less than 5%. In the healthcare and financial services sectors, salaries are expected to be somewhat higher at 5-10%. The highest rises, up to 20%, will be seen for key engineering, sales and supply chain specialists in the industrial sector, as well as for the most in-demand security and data-orientated IT talent.



We anticipate high levels of hiring activity will continue throughout 2016, especially among employers seeking bilingual professionals.



TOP 4 IN-DEMAND SKILL SETS IN JAPAN



Sales professionals



Engineers



Regulatory affairs specialists



FP&A managers



Demand for bilingual professionals outstripped supply

KEY FINDINGS

With Japanese language fluency being a requirement for most jobs, opportunities are limited for expat talent.

A widening gap between the growing numbers of vacancies and available local talent is anticipated in 2016.

UP TO 20% SALARY INCREASES EXPECTED FOR:



Key engineering, sales and supply chain specialists in the industrial sector



Security and data-orientated IT professionals

UP TO 10% SALARY INCREASES EXPECTED IN THESE SECTORS:



Financial services



Healthcare

UP TO 5% SALARY INCREASES EXPECTED IN THIS SECTOR:



Retail and consumer

OVERVIEW

ACCOUNTING & FINANCE

Hiring levels for accounting and finance professionals remained relatively stable across financial services and commerce & industry in 2015.

FINANCIAL SERVICES

There was an ongoing shortage of bilingual, qualified accountants and experienced finance professionals, with highest demand for junior candidates at associate level. Hiring of non-Japanese-speaking accountants was primarily for roles requiring technical or product-specific knowledge and skills, for example product control and valuations.

In the insurance industry, hiring managers experienced a severe shortage of qualified actuarial candidates – those with JCPA/Zeirishi qualifications were particularly sought after. With an emerging scarcity of contractors, as more finance professionals take on permanent roles, some companies may appoint more junior staff with simplified job descriptions in 2016. Despite these talent shortages, we expect that salaries will remain stable.

Overall we saw a continued need for qualified accountants to take up contract positions in 2015, although fewer positions came to market compared to 2014. In terms of sector demand, we saw particularly high numbers of new finance and audit vacancies in the consulting and real-estate sectors.

COMMERCE

Heightened competition meant companies were prepared to increase salaries for junior

bilingual financial analysts significantly in 2015. Professionals with 25 and more years' experience were also sought to help re-engineer business processes, and increasing numbers of auditors with a 'Big 4' background were considered for finance roles.

A growing trend we expect to develop further in 2016 saw more companies keen to develop a female-friendly culture to attract more women into management roles.

As more Japanese companies plan to expand overseas, we also saw heightened demand for corporate tax experts and M&A specialists.

In a parallel trend within financial services, there was a clear move towards more permanent hires, leading to a shortage of candidates for contract roles. As a result we saw a 5% increase in contract rates, which we expect to continue in 2016.

In Osaka, there was ongoing demand for cost accountants and bilingual finance professionals with manufacturing experience to fill permanent roles. As demand for accounting skills grew, hiring managers were increasingly prepared to be flexible about candidates' age and background in order to secure talent. We recommend that other companies take this approach in 2016.

FINANCIAL SERVICES

OPERATIONS

The sustained strength of Japan's economic outlook encouraged financial services firms to hire greater numbers of junior professionals in 2015. Ongoing regulatory change also continued

to drive demand for compliance professionals, and this will continue through 2016.

Hiring managers have been increasingly ready to look beyond direct experience and appoint jobseekers who demonstrate strong potential for growing into a role. This is an effective strategy in a market where competition for experienced candidates is intense and top-tier professionals are regularly receiving multiple job offers. We expect the candidate-led market to last throughout 2016, and advise employers to continue taking this flexible approach.

FRONT OFFICE

Buy side companies were more active in the recruitment market than sell side firms in a busy 2015. In particular, strong investor interest in Japanese property ensured that real-estate professionals with acquisition and property management experience were highly sought after.

Differing investor attitudes were reflected by the priorities of investment banks – while foreign banks primarily sought equities specialists, Japanese institutions were more interested in candidates with fixed-income experience.

With economic growth in 2016 predicted to outstrip 2015 performance, we anticipate another busy year of front office recruitment, once again with a focus on building for the future by hiring junior talent at the AVP level.

GENERAL AFFAIRS & ADMINISTRATION

As companies sought to make more efficient use of their budgets in 2015, we saw steady hiring for accomplished, bilingual office managers who could manage multiple general

KEY TRENDS

- ▶ Salary increases for job movers will vary depending on industry; from less than 5% in the retail and consumer sectors through to 20% for key engineering, sales and supply chain specialists in the industrial sector.
- ▶ As business sentiment continues to improve, Japanese professionals are no longer as reluctant to move jobs and are actively seeking new roles.
- ▶ With the candidate-short environment expected to continue, hiring managers will be prepared to look beyond direct experience and consider jobseekers who demonstrate the potential to grow into a role.
- ▶ Demand for experts in cyber security, cloud computing, the Internet of Things and big data across all markets will see salaries for specialists rise by up to 20%.

affairs, administration and HR support tasks.

Jobseekers with specialist facilities management, business continuity planning and vendor management experience were also in demand. We expect these trends to continue in 2016, with competition for the best talent driving salary increases during the year.

However, budget constraints meant that permanent hiring opportunities for experienced general affairs professionals were limited in 2015. The trend for filling admin and junior positions with temporary support continued, and a fall in the number of permanent positions led experienced permanent candidates to opt for lower-paid roles.

In the commerce contract market, there was little change in the number of roles available although we saw employers become more flexible on rates. The shortage of experienced bilingual contract assistants in the general affairs, marketing and sales areas is set to continue during 2016.

Rates for contract support roles in the financial services industry will continue to increase in 2016, when we expect to see further growth

in the number of temporary roles shifting to contract vacancies. We also anticipate increases in the number of interim positions.

HUMAN RESOURCES

Companies expanded headcount during 2015 in the face of Japan's improving economic position and projections of accelerating growth in 2016. As a result, talent acquisition specialists became increasingly sought after by hiring managers. This trend was particularly strong in the financial services sector, where a serious shortage of internal recruiters will continue during 2016.

Competition among hiring managers to recruit HR business partners, junior generalists and mid to senior-level compensation and benefit professionals, meanwhile, drove 10-20% salary increases for those who moved jobs in 2015.

Above all, the continuing demand for bilingual HR professionals caused a severe shortage of talent in all specialisms, which will continue throughout 2016. In Osaka, this has been particularly serious at middle-management levels, where the ability to communicate effectively along regional lines of reporting is critical.

In the contract market, companies will continue to seek candidates with a minimum of business-level fluency in English. Despite a serious scarcity of temporary internal recruiters and compensation & benefits specialists, there will continue to be an available pool of candidates for interim generalist HR roles in 2016.

INFORMATION TECHNOLOGY

Hiring levels for IT professionals differed significantly from sector to sector during 2015. A similar pattern will continue in 2016, when we anticipate particularly high levels of demand among social media and gaming employers.

Experts in cyber security, cloud computing, the Internet of Things and big data, will be highly sought after, as will skilled IT salespeople across all market areas. Salaries for such specialists will rise by up to 20% compared with 10-15% for experts in other areas.

IT COMMERCE

A major drive by Japanese companies to internationalise their businesses led to heightened levels of competition among hiring managers for bilingual IT professionals during 2015. New roles came to market as companies increased headcount and expanded their Japanese operations.

IT FINANCE

Ongoing transformation projects ensured that business analysts and project managers were popular banking hires in 2015, while regulatory change continued to underpin demand for specialists in the security, technology risk and audit areas.

There was a rise in hiring activity at European banks, with demand growing for application support professionals. Despite a slight slowdown in recruitment, US banks have been seeking developers, project managers and technology risk & IT audit specialists.

Overall, we saw strong hiring in the insurance industry covering roles right up to chief information officer. Following a more challenging end to 2015, which led to hiring freezes among many banks and insurance companies, we



OVERVIEW

INFORMATION TECHNOLOGY (CONTINUED)

expect that activity levels will pick up in 2016, with demand for security and risk professionals once more at the fore.

IT ONLINE

During recent years, the focus at many companies has been on hiring junior engineering and development talent. This has now shifted more towards supervisory roles, and we have seen lead engineers and project management professionals become especially sought after.

In 2016, web companies will be increasingly keen to employ server-side and Hadoop engineers. Experts in Unity and the Cocos2D game engine will be highly sought after by gaming companies.

IT VENDOR & CONSULTING

An increasing focus on security has driven strong hiring of specialists in all areas of network and software security in 2015. We anticipate this will continue throughout 2016, with a shortage of skills keeping salaries high.

A need to process and interpret increasingly large amounts of data will drive an urgent need for data scientists and analysts, business intelligence engineers and consultants. As companies seek to develop products that cross traditional sectoral boundaries, professionals with backgrounds combining manufacturing experience with cloud, software and data expertise will be increasingly in demand. Rising demand for their services will continue driving global consulting firms to seek new talent.

IT CONTRACT

Contractors with ERP-related skills, particularly in SAP, will be sought after in 2016 as companies implement or upgrade their systems. We also expect the strong recent requirement for bilingual business analysts and project managers to continue throughout the year. However, it's likely that the shortage of skilled bilingual IT professionals in regions including Kansai will continue as jobseekers gravitate towards Tokyo.

LEGAL & COMPLIANCE

There was strong demand for bilingual legal professionals to fill junior to mid-level in-house roles in 2015, and we expect that a continuing shortage of bilingual lawyers in 2016 will increase competition for their services as the year progresses. Overall, however, replacement hires continue to outnumber new positions in the legal sector.

In contrast, regulatory change has caused the creation of new headcount in compliance departments, with demand especially strong in the AML (anti-money-laundering) and surveillance areas. We anticipate that firms will also continue to strengthen their pipeline of future leaders by hiring and developing junior home grown talent in 2016.

MANUFACTURING

The ongoing shortage of the most in-demand bilingual professionals in several key sales, engineering and supply chain specialisms will drive salary increases of up to 20% during 2016.

AUTOMOTIVE

We saw an increase in demand for engineers with skills across the consumer electronics and telecoms industries as car manufacturers continued to develop next-generation technologies for connected and driverless cars. This is a trend that we expect to accelerate in 2016 and beyond, as market readiness approaches.

The high demand for automotive expertise drove salaries up by 5-10% in 2015, and we expect a similar rise to take place in 2016.

INDUSTRIAL

The need for bilingual sales, marketing and engineering professionals will further outstrip supply in 2016, as the number of available positions grows significantly faster than the talent pool. As a result, salaries for the best talent will continue to grow by up to 20%.

As new Internet of Things, machine-to-machine and wearable technologies grow in demand, engineers harnessing hardware and software expertise will be increasingly required.

In Osaka, the positive economic outlook will continue to drive hiring for technically-minded bilingual sales engineers in 2016. As companies seek to build market share, proven salespeople will be highly sought after throughout 2016.

ENERGY & INFRASTRUCTURE

We saw salary inflation during 2015 for on-site civil engineers, a trend that we anticipate will continue throughout 2016 and beyond. The emerging solar industry competed for talent across the full range of organisational roles, in a trend that's set to gather pace as the industry grows. Developers who can initiate new projects will be increasingly popular hires during 2016.

CHEMICAL

Hiring activity across the chemical sector was relatively buoyant during 2015. An increased number of foreign multinationals entered the Japanese market, creating new demand for specialist professionals.

There was a key shift in focus during the year from manufacturing chemicals to life-science chemicals, including personal care and pharmaceutical ingredients as well as agrochemicals, leading to an increase in demand for sales and engineering professionals with experience in ingredients and related areas. In particular, R&D and technical services were in the highest demand. This was also reflected in the shift from commodity production to specialist research and development in high-value, speciality chemicals. As a result, companies are increasingly seeking specialist scientific talent.

RISK

Several pockets of hiring activity were seen during 2015 in an otherwise generally quiet jobs market for risk specialists.

For example, increased hiring by asset management and insurance companies persuaded some risk professionals to move from sell side to buy side firms. Market risk specialists were sought after by Japanese investment banks and securities companies, while the need for improved communication with regulators also drove greater demand for

regulatory reporting project managers.

We expect continued streamlining of top-heavy risk teams to continue in 2016 as experienced leavers are replaced with comparatively junior specialists.

SALES & MARKETING

MEDICAL

A talent shortage across the board will extend throughout 2016 with technically-minded bilingual candidates being especially hard to find. Employers will face particular difficulties in the medical device market, where general manager-level talent as well as candidates with start-up and RA/QA experience will continue to be in high demand.

PHARMACEUTICAL

An ongoing focus on a range of therapeutic areas including CNS (central nervous system), oncology, diabetes and rare diseases will ensure specialists in these areas are highly sought after in 2016. Demand will also continue to grow for medical affairs specialists capable of providing scientific information as part of pharmaceutical companies' communication programs.

In Osaka, as more pharmaceutical companies outsource a range of functions, demand will continue to increase throughout 2016 for specialists to join contract research and contract sales organisations (CROs and CSOs). A talent shortage means that companies will also consider strong candidates from other areas to take medical device sales roles.

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 2016. Increasing numbers of global retailers and manufacturers entering the Japanese market will be seeking commercial talent for country manager roles, and the need to develop closer retailer relationships is leading manufacturers to appoint new shopper marketing teams.

RETAIL & HOSPITALITY

Tourist numbers were at an historically high level in 2015, supporting a strong performance by Japan's retailers and hospitality businesses. Despite concerns about the economic slowdown in China, further growth is expected every year up to the 2020 Olympics, which will drive demand for English and Chinese-speaking retail staff and sales professionals.

DIGITAL & ONLINE

As digital marketing disciplines become more specialised, web analytics, social media, SEO and search engine marketing (SEM) experts will be increasingly sought after. The significant growth in apps is also leading to the launch of many start-up companies, who are seeking mobile-orientated analytical and development talent. Retail and consumer goods brands are set to be particularly active in recruiting social media experts during 2016.

In Osaka, lower rates of pay have attracted fast-growing web businesses to the region, including

online travel agents and gaming companies, where they will continue to grow headcount during 2016.

IT SOFTWARE

Companies opted to create leaner, more revenue-focused businesses in 2015 and many reduced their back office roles to concentrate instead on hiring sales and customer relations professionals. In a related trend, partner sales specialists with strong connections to systems integration and consulting firms were particularly sought after. Encouragingly, we also saw a growing number of cloud-based start-ups entering the market. Meanwhile, US and European companies were working hard to encourage the hiring of female professionals in this space, a trend we anticipate continuing.

IT INFRASTRUCTURE & SERVICES

Competition was intense for the shrinking pool of bilingual sales and marketing talent in 2015. Those moving jobs in 2016 will therefore receive multiple offers and salary increases. Professionals with cloud computing, big data analysis and cyber security sales skills will be particularly hard to source. As a result, companies will train candidates from other IT sales areas to redeploy their skills.

SUPPLY CHAIN

Hiring managers faced a growing shortage of technically skilled candidates in 2015. The number of jobseekers receiving multiple offers increased, particularly in the quality assurance and control areas. We expect that the talent pool will reduce further in 2016, driving continuing increases in salaries. A developing shortage of contract personnel is also set to cause a moderate increase in rates for the first time in several years.

Across healthcare there was a continuing high requirement for demand/supply planners, whereas the oil and gas sector took a more cautious approach to hiring as they assessed the impact of government subsidies.

In Osaka, we anticipate ongoing demand for bilingual supply chain and procurement professionals, especially at mid-manager level, as manufacturers continue to recover.



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	
	2015	2016	2015	2016	2015	2016
Investment Banking/Securities						
Product Control	6.5 - 11m	6 - 10m	10 - 20m	10 - 18m	18m - 20m+	18 - 20m+
Internal Audit	6.5 - 11m	6 - 9m	10 - 20m	10 - 18m	18m - 20m+	17 - 20m+
Financial/Mgt Accounting	6.5 - 10.5m	6 - 8m	9.5 - 17.5m	8 - 15m	18m - 20m+	15 - 20m+
Tax	6.5 - 8m	6.5 - 8m	8 - 20m	8 - 18m	18m - 20m+	14 - 18m+

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Investment Banking/Securities						
Product Control	3000 - 5000	3000 - 5000	4200 - 8100	4200 - 8100	5300 - 10100	5300 - 10100
Internal Audit	2700 - 5000	2800 - 5000	3500 - 9200	3500 - 9200	6300 - 12000	6300 - 12000
Financial/Mgt Accounting	2700 - 3800	2800 - 3800	3000 - 8100	3000 - 8100	5000 - 11000	5000 - 11000
Tax	2700 - 4300	2800 - 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 (¥)	
	2015	2016	2015	2016
Large Organisation				
Chief Financial Officer	25 - 50m	25 - 50m	8000 - 12000	8000 - 12000
Financial Controller	15 - 20m	15 - 20m	5000 - 9000	5000 - 9000
SME				
Chief Financial Officer	15 - 25m	15 - 25m	6000 - 10000	6000 - 10000
Financial Controller	11 - 15m	11 - 16m	4000 - 8000	4000 - 8000
Accounting				
Internal Audit Manager	11 - 15m	11 - 15m	4000 - 8000	4000 - 8000
Tax Manager	12 - 16m	12 - 16m	4500 - 8500	4500 - 8500
Financial Accounting Manager	10 - 14m	10 - 14m	4000 - 8000	4000 - 8000
Treasury Manager	8 - 12m	8 - 12m	3500 - 7000	4000 - 7000
Credit Manager	8 - 12m	8 - 12m	3500 - 7000	4000 - 7000
Senior Financial Accountant	7 - 10m	8 - 10m	3500 - 7600	4100 - 7600
Tax Accountant	8.5 - 10.5m	8 - 11m	2900 - 5700	3000 - 5700
Internal Auditor	8 - 10m	8 - 10m	4000 - 6100	4000 - 6100
Cost Accountant	7 - 9m	7 - 9m	2300 - 3200	2400 - 3200
Treasury Accountant	5 - 8m	5 - 8m	2500 - 3600	2700 - 3600
Financial Accountant	5.5 - 7.5m	6 - 8m	2500 - 3600	2700 - 3600
AP/AR Staff	4 - 6m	4 - 6m	2400 - 3200	2400 - 3200
Financial Planning & Analysis				
Financial Planning Manager	12 - 16m	12 - 16m	5000 - 8000	5000 - 8000
Business Controller	9 - 13m	10 - 13m	3000 - 6500	3000 - 6500
Senior Financial Analyst	9 - 13m	10 - 13m	3500 - 6300	3500 - 6300
Financial Analyst	7 - 10m	7 - 10m	2400 - 5200	2400 - 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	
	2015	2016	2015	2016	2015	2016
Project Management	6.5 - 11m	7.5 - 12m	10 - 16.5m	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					15 - 23m+	15 - 23m+
Media/Press Relations	5 - 7.5m	5 - 7.5m	7 - 11m	7 - 11m	15 - 20m+	15 - 21m+
Corporate Communications	6 - 8.5m	6 - 8.5m	8 - 12m	8 - 12m	12 - 20m+	13 - 21m+
Investor Relations/Events	4.5 - 6.5m	4.5 - 6.5m	6 - 9.5m	6 - 9.5m	10 - 15m+	10 - 15m+

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Project Management	3000 - 5300	3100 - 5300	5200 - 13100	5200 - 13100	6500 - 13100	6500 - 13100
Middle Office	2600 - 3000	2700 - 3100	3200 - 6600	3300 - 6700	5000 - 10200	5000 - 10200
Settlements	2600 - 3100	2700 - 3100	2800 - 6600	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 (¥)	
	2015	2016	2015	2016
Financial Services				
Administration Manager	8 - 11m	8 - 11m		
Executive Secretary	6 - 9m	6 - 9m	1800 - 3100	1850 - 3150
Translator/Interpreter	5.5 - 9m	5.5 - 9.5m	2000 - 5000	2000 - 5000
General Affairs Staff	5 - 7.5m	5 - 7.5m	1700 - 2900	1700 - 3000
Office Administrator	5 - 7.5m	5 - 7.5m	1700 - 2850	1700 - 2850
Group Secretary	4.5 - 8m	5 - 8m	1700 - 2900	1700 - 2900
Receptionist	3.5 - 5.5m	3.5 - 5.5m	1600 - 2550	1600 - 2550
Commerce & Industry				
General Affairs Manager	7.5 - 14m	7.5 - 14m		
General Affairs Staff	4 - 6.5m	4 - 6.5m	1600 - 2700	1600 - 2700
Office Manager	7 - 11m	7 - 11m	2000 - 4000	2000 - 4000
Administration Manager	6 - 10m	6 - 10m		
Administrative Assistant	4.5 - 6.5m	4.5 - 6.5m	1500 - 2600	1500 - 2600
Executive Secretary	5.5 - 8.5m	5.5 - 8.5m	1700 - 3050	1700 - 3000
Translator/Interpreter	5 - 9.5m	5 - 9.5m	1800 - 5000	1900 - 6000

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 (¥)	
	2015	2016	2015	2016
Banking & Financial Services				
Generalist				
HR Director	18.5 - 35.5m	18.5 - 35.5m		
HR Manager/Generalist (6+ yrs' exp)	8 - 21m	8 - 21m		
HR Business Partner	10 - 20m	10 - 21m		
HR Generalist (0 - 6 yrs' exp)	5.5 - 9.5m	5.5 - 9.5m	1700 - 2650	1700 - 2650
Recruiting				
Recruiting/Staffing Manager	12 - 22m	12 - 22m	2050 - 4050	2050 - 4050
Recruiting Staff/Co-ordinator	5 - 10m	5.5 - 10m	1700 - 2900	1800 - 3000
Learning & Development				
Learning & Development Head	14 - 20m	14 - 20m		
Training Specialist	5 - 16.5m	5 - 16.5m	1650 - 2600	1650 - 2600
Compensation & Benefits/Payroll				
Compensation & Benefits Manager/Director	12.5 - 22m	12.5 - 22m		
Compensation & Benefits Specialist	6 - 13m	6 - 13m	1700 - 3150	1800 - 3200
Payroll Staff	5 - 7.5m	5 - 7.5m		
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	2050 - 4050	2050 - 4050
Recruiting/Staffing Manager	10 - 15m	10 - 15m		
Compensation & Benefits Manager	9 - 15.5m	9.5 - 15.5m		
HR Generalist/Staff	6 - 13.5m	6.5 - 13.5m	1700 - 4050	1700 - 4050
HR Specialist	5 - 10m	5.5 - 10m	1700 - 3550	1700 - 3550
HR Staff/Administrator	5 - 9m	5 - 9m	1700 - 3050	1700 - 3000

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 (¥)	
	2015	2016	2015	2016
Chief Information Officer	30 - 50m	30 - 50m		
Head of Development/Support	22 - 30m	22 - 30m		
Head of Infrastructure	20 - 25m	20 - 25m		
Program Manager	15 - 20m	15 - 20m		
UNIX Manager	15 - 20m	15 - 20m		
Senior Developer	13 - 19m	13 - 19m	3800 - 7500	3800 - 7300
Project Manager	10 - 16m	10 - 16m	5000 - 7500	4000 - 7000
Information Security Officer	10 - 20m	15 - 20m	3500 - 6000	3500 - 6000
Business Analyst	10 - 15m	10 - 15m	3200 - 6000	3200 - 5800
Database Administrator	8 - 12m	8 - 12m	2650 - 5200	2650 - 5200
UNIX Systems Administrator	8 - 15m	8 - 15m	3000 - 4500	3000 - 4500
Wintel Systems Administrator	8 - 12m	8 - 12m	2500 - 4000	2500 - 4000
FIX Specialist	8 - 15m	8 - 15m	4000 - 6250	4000 - 6250
Applications Support	8 - 15m	8 - 15m	3250 - 5300	3250 - 5300
Market Data Engineer	8 - 13m	8 - 13m	3250 - 5500	3250 - 5500
Network Engineer	8 - 13m	8 - 13m	2650 - 5200	2650 - 5200

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 (¥)	
	2015	2016	2015	2016
Chief Information Officer	20 - 30m	20 - 20m		
Head of Development	15 - 18m	15 - 18m		
Program Manager	10 - 15m	10 - 15m		
BPR	8 - 12m	8 - 12m		
Information Security Officer	10 - 16m	10 - 16m	3500 - 6000	3500 - 6000
Infrastructure Manager	8 - 12m	8 - 12m	4700 - 5950	4700 - 5950
UNIX Systems Administrator	6 - 10m	6 - 10m	3000 - 4500	3000 - 4500
Systems Integration	5 - 10m	5 - 10m	2750 - 4000	2750 - 4000
Developer - Java	6 - 10m	6 - 10m	2600 - 4200	2600 - 4200
Business Analyst	6 - 10m	6 - 10m	3200 - 6000	3200 - 6000
Market Data Engineer	6 - 8m	6 - 8m	3250 - 5500	3250 - 5500
Database Administrator	6 - 8m	6 - 8m	3250 - 5200	3250 - 5200
Systems Analyst	6 - 9m	6 - 9m	2500 - 3850	2500 - 3850
Wintel System Administrator	5 - 8m	5 - 8m	2500 - 4000	2500 - 4000
Application Support	5 - 7m	5 - 7m	2700 - 4400	2700 - 4400
Associate Developer	4 - 5m	4 - 5m	2500 - 4000	2500 - 4000

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 (¥)	
	2015	2016	2015	2016
IT Director	15 - 20m	15 - 20m	5000 - 7000	5000 - 7000
Service Delivery Manager	10 - 15m	10 - 15m	4500 - 6000	4500 - 6000
IT Manager	10 - 15m	10 - 15m	4500 - 6150	4500 - 6150
Application Manager	8 - 15m	8 - 15m	4000 - 5100	4000 - 5200
Infrastructure Manager	8 - 12m	8 - 12m	4500 - 6000	4500 - 6000
Project Manager	8 - 12m	8 - 12m	4000 - 6000	4000 - 6000
Database Administrator	6 - 8m	6 - 8m	4000 - 5500	4000 - 5500
Network Engineer	6 - 8m	6 - 8m	2000 - 4000	2000 - 4000
Infrastructure Engineer	5 - 8m	5 - 8m	2000 - 4000	2000 - 4000
Systems Engineer	5 - 8m	5 - 8m	2000 - 3250	2000 - 3250
Application Engineer	5 - 8m	5 - 8m	2000 - 4600	2000 - 4600
Software Developer	5 - 8m	5 - 8m	2000 - 4500	2000 - 4400
Systems Administrator	5 - 8m	5 - 8m	2000 - 4000	2000 - 4100
Help Desk	4 - 6m	4 - 6m	1500 - 2300	1600 - 2500

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 (¥)	
	2015	2016	2015	2016
IT Manager	10 - 15m	10 - 15m	4500 - 6000	4500 - 6000
Application Manager	9 - 14m	9 - 14m	4500 - 5500	4500 - 5500
Infrastructure Manager	9 - 14m	9 - 14m	4500 - 6000	4500 - 6000
Project Manager	9 - 14m	9 - 14m	3500 - 5500	3500 - 5500
Database Administrator	5 - 9m	5 - 9m	2900 - 5000	2900 - 5000
Network Engineer	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Infrastructure Engineer	5 - 10m	5 - 10m	2000 - 3800	2000 - 3800
Systems Engineer	5 - 10m	5 - 10m	2100 - 3500	2100 - 3500
Application Engineer	5 - 10m	5 - 10m	2100 - 4250	2100 - 4300
Software Developer	5 - 10m	5 - 10m	2000 - 4250	2000 - 4300
Systems Administrator	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Web Designer	5 - 9m	5 - 9m	2000 - 3000	1800 - 3100

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 (¥)	
	2015	2016	2015	2016
Solution Architect	12 - 17m	12 - 18m	6000 - 8500	6000 - 8500
Service Delivery Director	16 - 22m	16 - 22m	7800 - 10500	7800 - 9500
Program Manager	13 - 17m	13 - 17m	6000 - 9000	6000 - 8500
Project Manager	10 - 14m	10 - 15m	4500 - 8000	4500 - 8000
Storage Engineer	9 - 13m	9 - 13m	4000 - 6500	4000 - 6200
IT Consultant	9 - 13m	9 - 14m	4000 - 7000	4000 - 6800
Pre-sales Engineer	9 - 15m	9 - 16m	3000 - 5500	3000 - 5500
Field Application Engineer	9 - 13m	9 - 13m	2500 - 5500	2500 - 5500
Senior ERP Consultant	8 - 13m	9 - 13m	5000 - 7000	5000 - 7000
Database Administrator	7 - 10m	7 - 10m	3500 - 5500	3500 - 5500
Data Analyst	8 - 10m	8 - 11m	4000 - 6500	3500 - 6500
ERP Consultant	7 - 10m	7 - 10m	3500 - 5500	3500 - 5500
Telephony Engineer	8 - 10m	8 - 10m	2500 - 5500	2600 - 5500
Network Engineer	7 - 13m	7 - 14m	2500 - 5500	2600 - 5500
System Engineer	6 - 10m	6 - 10m	2300 - 5000	2300 - 5000
Software Developer	6 - 11m	6 - 12m	2300 - 4300	2300 - 4200
Embedded Developer	6 - 11m	6 - 11m	2500 - 4000	2500 - 4000
CAD Engineer	6 - 9m	6 - 9m	2000 - 4000	2000 - 4000
Systems Administrator	6 - 9m	6 - 9m	2500 - 5000	2500 - 5200
Post-sales Engineer	5 - 10m	5 - 11m	2500 - 4000	2500 - 4000
Technical Support Engineer	5 - 10m	5 - 11m	2500 - 4000	2500 - 3800
Quality Assurance Engineer	5 - 8m	5 - 8m	1500 - 3300	1500 - 3300
Localisation Engineer	5 - 8m	5 - 8m	1800 - 3000	1800 - 3000
Project Co-ordinator	5 - 7m	5 - 7m	2500 - 3500	2300 - 3500
Security Engineer	7 - 15m	8 - 17m	5250 - 7250	5250 - 7250

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	
	2015	2016	2015	2016	2015	2016
Private Practice						
Qualified Lawyer	9 - 16m	9 - 16m	11 - 21m	12 - 22m	20 - 28m	21 - 30m
Paralegal	4.5 - 5.5m	4.5 - 5.5m	5 - 7m	5 - 7m	7 - 9.5m	7 - 9.5m
Financial Services						
Legal Counsel	11 - 17m	10 - 17m	15 - 22m	15 - 23m	19 - 25m	19 - 28m
Compliance Manager	7 - 10m	7 - 10m	9 - 18m	9 - 18m	19 - 23m	19 - 23m
Commerce & Industry						
Lawyer	8 - 14m	8 - 14m	11 - 19m	11 - 20m	21 - 29m	21 - 28m
Legal Counsel	7 - 15m	7 - 15m	8 - 16m	8 - 16m	13 - 20m	13 - 25m
Contract Manager	4 - 7m	4 - 7m	8 - 16m	8 - 16m	11 - 13m	11 - 13m
Legal Staff	4 - 5.5m	4 - 5.5m	7 - 9m	7 - 9m	9 - 10m	9 - 10m
Legal Secretary	3.5 - 7m	4 - 7m	4.5 - 7m	4.5 - 7.5m	7 - 8m	7 - 8m

RISK

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Credit Risk						
Credit Risk Specialist	7 - 11.5m	7 - 11.5m	11 - 19m	11 - 19m	18m+	18m+
Credit Risk Manager	9 - 12m	9 - 12m	13 - 18m	13 - 18m	19m+	18m+
Market Risk						
Market Risk Specialist	7.5 - 11.5m	7.5 - 11.5m	13 - 19m	13 - 19m	19m+	18m+
Quantitative Analyst	6.5 - 9m	6.5 - 9m	10 - 18.5m	10 - 18.5m	18.5m+	18m+

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

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Industrial		
President/CEO	17 - 35m	17 - 35m
Sales Director	12 - 19m	12 - 19m
Sales Manager	9 - 15m	9 - 15m
Marketing Manager	7.5 - 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 - 14m
Sales & Marketing Executive	6 - 13m	6 - 13m
Product Manager	7 - 13m	7 - 13m
Marketing Communications Manager	7 - 12m	7 - 12m
Business Development Manager	8 - 15m	8 - 15m
R&D Director	12 - 18m	12 - 18m
R&D Manager	8 - 14m	8 - 14m
Technical Services	5 - 10m	5 - 10m

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

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Energy & Infrastructure		
President/CEO	15 - 30m	15 - 30m
Marketing Director	12 - 20m	13 - 18m
Marketing Manager	8 - 15m	8 - 15m
Sales Director	12 - 20m	12 - 18m
Project Manager	8 - 15m	8 - 15m
Field Service Engineer	5 - 8m	6 - 8m
Business Development Manager	10 - 15m	10 - 15m
Automotive		
Sales Director/Engineering Director	12.5 - 18m	13 - 18m
Sales Manager/Engineering Manager	8 - 12.5m	8 - 13m
Account Manager/Sales Engineer	6 - 10.5m	6 - 11m
Project Manager/Program Manager	8 - 11.5m	8 - 12m
Application Engineer/Design Engineer	6 - 9m	6 - 9.5m

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

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Medical		
President/Country Manager	16 - 30m	16 - 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 - 20m
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	9 - 20m	10 - 20m
Marketing Manager/Director	12 - 20m	12 - 20m
Commercial Manager/Director	10 - 20m	10 - 20m
Brand/Product Manager	7 - 12m	7 - 12m
Marketing 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 (¥)	
	2015	2016
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	5 - 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 - 13m	8 - 14m
Web Director	5 - 8m	6 - 9m
IT Software		
Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	9 - 23m	10 - 23m
Marketing Manager/Director	8 - 22m	10 - 22m
Channel Sales Manager	9 - 15m	9 - 15m
Sales Account Manager	7 - 14m	7 - 14m
IT Infrastructure & Services		
Country Manager	20 - 35m	20 - 35m
Marketing Manager/Director	8 - 22m	10 - 22m
Sales Manager/Director	9 - 23m	10 - 23m
Product Marketing Manager	8 - 14m	8 - 14m
Sales Account Manager	7 - 14m	7 - 14m

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

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Operations Director	14 - 20m	14 - 20m		
Factory/Plant Manager	15 - 18m	15 - 20m		
Supply Chain Manager	9 - 15m	9 - 15m		
Logistics Manager	7 - 12m	7 - 12m		
Warehouse Manager	8 - 10m	8 - 10m		
Procurement Manager	9 - 14m	9 - 14m		
Indirect Procurement Manager	10 - 15m	10 - 15m		
Customer Service Manager	6.5 - 10m	7 - 11m		
QA/QC Manager	9 - 15m	9 - 15m		
Facilities Manager	9 - 13m	9 - 13m		
Project Manager	8 - 14m	8 - 14m		
Program Manager	9 - 15m	9 - 15m		
Production Control Manager	10 - 13m	10 - 14m		
Supply Chain Staff	4.5 - 8m	5 - 8m	1500 - 2700	1550 - 2750
Logistics Staff	4 - 6.5m	4 - 6.5m	1650 - 2650	1700 - 2700
Warehouse Co-ordinator	4 - 6.5m	4 - 6.5m	1600 - 2650	1650 - 2700
Import/Export Staff	3 - 5.5m	3 - 5.5m	1500 - 2600	1550 - 2650
Planner	6 - 9m	6 - 9m		
Procurement Staff	4.5 - 7m	5 - 7.5m	1500 - 2700	1600 - 2800
Customer Service Staff	4 - 6m	4 - 6m	1550 - 2600	1600 - 2650
QA/QC Specialist	5 - 9m	5 - 9m		
Facilities Management Staff	4.5 - 6m	4.5 - 6m	1650 - 2650	1650 - 2650
Production Control Staff	4.5 - 7m	5 - 7.5m	1500 - 2600	1500 - 2600
Process Engineer	5 - 9m	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 (¥)	
	2015	2016	2015	2016
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	2800 - 5000	2850 - 5050

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
HR Director	12 - 19m	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	1500 - 2500	1550 - 2550
HR Generalist/Staff	3.5 - 6.5m	3.5 - 6.5m	1700 - 3500	1700 - 3500
Translator	4 - 6m	4 - 6m	1700 - 3500	1750 - 3550

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
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	1700 - 4000	1750 - 4050
Network Engineer	6 - 8.5m	6 - 8.5m	1700 - 4000	1750 - 4050

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

OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
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 - 8 m	6 - 8 m
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 (¥)	
	2015	2016
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 - 25m	15 - 28m
Marketing Director	12 - 25m	12 - 25m
Sales Manager	7 - 14m	8 - 14m
Clinical Development Manager	8 - 12m	8 - 13m
Regulatory Affairs	6 - 15m	6 - 15m
Marketing/Product Manager	6 - 12m	7 - 12m
Clinical Scientist/Researcher	5 - 8m	5 - 8m
Clinical Research Associate (CRA)	5 - 8m	5 - 8m
Quality Assurance	5 - 8m	5 - 8m

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

OSAKA

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
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.

MALAYSIA

RECRUITMENT IN MALAYSIA WILL BEGIN CAUTIOUSLY IN 2016, ALTHOUGH WE ANTICIPATE HIGHER LEVELS OF ACTIVITY IN THE SECOND HALF OF THE YEAR. OVERALL, WE EXPECT TO SEE ONGOING DEMAND FOR SPECIALIST TALENT ACROSS A RANGE OF INDUSTRIES.

2015 INSIGHT

Hiring activity in 2015 was slower overall compared to 2014, particularly during the first half of the year when organisations adopted a more cautious approach during the implementation of the Goods and Services Tax (GST). However, the second half of 2015 saw increased hiring levels as roles previously placed on hold were actively being recruited.

Malaysia continued to grow its reputation as a regional hub for shared services and offshoring projects in 2015, creating a range of senior management and specialist roles. There was a critical lack of skills available for these positions, exacerbated by the continuing 'talent drain' as Malaysian professionals moved overseas for global work exposure. To address the talent deficit, the government established TalentCorp Malaysia in order to attract overseas Malaysians back home.

In banking and financial services, candidates with risk and compliance expertise were in high demand, while tax professionals within accounting and finance were also sought after. As expected in such a talent-short market, HR professionals with employee engagement, employer branding, and compensation & benefits expertise remained a key hiring priority.

Meanwhile, Malaysia's digital industry continued to grow and e-commerce professionals with legal and IT experience were high on the recruitment agenda. The FMCG, pharmaceutical and technology sectors all had strong recruitment requirements and we anticipate that this will continue in 2016.

2016 EXPECTATIONS

In 2016, we expect hiring managers to remain cautious due to external global market conditions, particularly in the first half of the year. This will be most noticeable within banking and financial services. Across the board, headcount will initially only be increased for critical hires.

Across the consumer market, however, recruitment levels will remain strong and we don't anticipate a slowdown in FMCG

recruitment, for example. As we enter the second half of 2016, we expect hiring activity to increase as the market begins to stabilise.

Despite slower-paced recruitment, candidates with relevant, specific experience will remain in demand throughout the year, particularly sales and marketing professionals and those with tax, cloud or big data expertise. In banking, professionals experienced in regulatory and risk governance will be priority hires.

To secure top talent we advise hiring managers to focus on monetary benefits for lower-level employees, and on professional and career development for leadership candidates. Overseas or career secondments and involvement in rewarding executive programs will be particularly attractive.

Malaysia's candidate-short market means certain salaries will rise in 2016, but at a slower rate. However, key talent and returning Malaysians can command premium salaries. Specifically, we expect compensation in banking and IT will continue to grow due to increasing regulatory requirements in banking and a skills shortage within IT.



Hiring managers are expected to remain cautious in the first half of 2016 due to external global market conditions.

Across the board, headcount will only be increased for critical divisions. However, recruitment is anticipated to rise as the market begins to stabilise in the latter half of 2016.



KEY FINDINGS

Malaysia continued to grow its reputation as a regional hub for shared services and offshoring projects in 2015, creating a range of senior management and specialist roles.

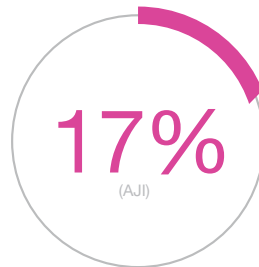
To secure top talent we advise hiring managers to focus on monetary benefits for lower-level employees, and on professional and career development for leadership candidates.

+ 3% (AJI)

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

+ 13% (AJI)

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



Increase in marketing roles advertised as companies felt the pressure to increase revenue via creative marketing approaches

(Whitepaper)

TOP REASONS WHY MALAYSIANS LEAVE THEIR JOBS

- 1 Felt undervalued
- 2 Felt underpaid
- 3 Company culture no longer a fit

AJI: Robert Walters Asia Job Index Q3 2014 v Q3 2015.

Whitepaper: Robert Walters 'Insights From The Exit Process' 2015, 803 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Recruitment of finance and accounting professionals remained active in the first half of 2015, with ongoing competition for the best talent in the market. This was driven by the implementation of the new tax system in April, which meant companies in Malaysia hurried to ensure their businesses were compliant with GST. As such, we saw continual demand for tax professionals.

Although activity slowed somewhat in the second half of the year, we did see ongoing demand in key areas. For example, a key trend during 2015 saw the majority of multinationals centralising their business functions by migrating finance teams to a shared services model. This effort to reduce operating costs led to greater opportunities for qualified accountants, in particular for professionals with project management experience and shared services exposure.

In the current globalised real-time reporting era, speed and efficiency from accounting professionals was essential. Candidates proficient in accounting systems, and with experience in multi-country reporting, were preferred.

Within shared services centres, there was also an increasing demand for qualified accountants with both consultancy and commercial experience. As more global business centres migrated to Malaysia, such professionals were required for their expertise in core accountancy, especially within financial planning and analysis and international tax.

In 2016 we will continue to see a steady demand for accounting professionals across all industries. We anticipate increased requirements for candidates experienced in project management and the shared services business environment, as migrations to shared services in Malaysia continue to gather pace. Commercially-minded accountants and tax professionals skilled in GST will also continue to be highly sought after throughout the year, as companies carry on integration of GST into their business models. Due to talent scarcity in these niche areas, we expect companies to consider candidates from other countries within Southeast Asia who have prior experience in this area of tax.

As more companies move their global operations into shared services centres in Malaysia, native Japanese and Korean speakers will be even more in demand to support their respective countries in these shared set-ups. The emphasis on Mandarin language capabilities will continue to increase, especially if the company is serving, or plans to serve the China, Taiwan and Hong Kong markets.

To attract the best candidates, we urge companies to look beyond CVs, in terms of matching key responsibilities to job descriptions. Accounting professionals are often highly versatile and able to contribute to both commercial and the shared services environment, bringing different perspectives and solutions. Often these potential employees are only uncovered after engaging in a thorough personalised screening process.

Job movers in 2016 will be able to command an average 10 - 20% salary increment.

BANKING & FINANCIAL SERVICES

FRONT OFFICE

Hiring activity started slowly in 2015 as the majority of banks introduced strict headcount budgets due to an anticipated slowdown in the economy. Through the year we saw several banks streamline their business and offer separation schemes on a voluntary basis to employees. This strain on recruitment budgets was more profound within investment banking due to a drop in capital market transactions; we expect this trend to continue throughout 2016. Similarly, we noted reduced hiring activity in the treasury markets where recruitment focused on replacement roles.

We saw more positive trends within the consumer banking sector, where demand for wealth management professionals rose – particularly for candidates with product and sales management experience. Faced with a talent crunch in this niche area, banks also considered professionals with non-wealth management backgrounds, providing them with internal training to develop the required skills.

In 2015, we witnessed continual demand from corporate and commercial banks for senior relationship managers with more than five years' experience. Despite the recent downturn and cost-cutting measures by banks, frontline relationship bankers were minimally affected. Demand for experienced relationship managers who can work independently and bring a network of clients along with them will be in high demand during 2016. In addition, as banks are in the process of developing and enhancing

KEY TRENDS

- ▶ We anticipate increased demand for accounting candidates experienced in project management and the shared services business environment, as migrations to shared services in Malaysia continue to gather pace.
- ▶ Despite a general global slowdown and growing competition from other markets, Malaysia remains the biggest player in the global Islamic banking industry. This will drive recruitment of Islamic banking professionals, especially in Islamic asset management.
- ▶ We expect a significant increase in demand for software developers as organisations move towards third-party outsourcing for software-related projects.
- ▶ With increased foreign direct investment coming into Penang, the region has been identified as a hub for semiconductor manufacturers as well as E&E manufacturing.

their transaction banking systems, product specialists in transaction banking will be highly sought after. We expect salaries to increase by 20-25% for job movers in this area during 2016.

Consumer banks started taking significant steps to engage with emerging innovations via online channels, digital banking and collaborations with smaller financial technology (fintech) players. Candidates in these sectors will be in demand in the year ahead.

Despite a general global slowdown and growing competition from other markets, Malaysia remains the biggest player in the global Islamic banking industry. In 2016, we anticipate that recruitment of Islamic banking professionals will rise, especially in Islamic asset management, which is rapidly growing in Malaysia and is a popular offering by fund management companies in the country. Islamic fund managers, investment managers or portfolio managers in equities or fixed income (especially in global Sharia-compliant bonds) will be most sought after. Employers will need to offer a 25-30% basic salary increment for successful job movers in this area.

MIDDLE & BACK OFFICE

Hiring activity across the middle and back office began strongly in 2015, with new roles available to meet the demands of tighter banking regulations as well as project improvements. As the year progressed, we saw more cautious market sentiment – both from employers and employees. Employers were driven by cost and headcount restraints, whereas employees were concerned with job security given headline news of the voluntary separation scheme (VSS) and right-sizing exercises from some major banks. However, there was still increasing demand for certain growing areas such as KYC (Know Your Customer), AML (Anti-Money-Laundering) and risk modelling. Whereas already-established functions such as operations and finance across the banking and insurance sectors experienced normal attrition.

Compared with 2015, we expect to see continual hiring activity throughout 2016. However, hiring processes may take longer with more consideration and levels of approval needed to secure the right talent. The key hiring areas will be in asset liability management, non-traded market risk and operational risk. As firms

focus on building their digital business channels, we anticipate strong requirements for talent with experience in project management and digital transformation to further support this area of expansion.

Fund houses and private equity firms experienced steady growth over the past few years and this has triggered new demand for dedicated support functions in-house. These include finance or fund controllers and middle operations talent.

We will continue to see average increments in the range of 20-25% for job movers in 2016.

HUMAN RESOURCES

In 2015, companies specifically sought HR business partners with the ability to strengthen employee engagement and employer branding. This requirement was driven by the need to address the acute talent shortage in Malaysia. As such, talent acquisition and development specialists also saw increased opportunities, thanks to their expertise in retaining top-performing employees.

As more organisations focused on attracting candidates through improved salary packages, companies also sought those skilled in compensation and benefits. However, hiring these professionals was a challenge as firms faced a particular shortage of quality candidates in this area. A similar shortage was in evidence across talent acquisition and management.

Another key trend saw an increase in the number of companies moving their regional HR positions to Malaysia. This created greater learning and succession planning opportunities for local candidates – enabling them to gain exposure and experience within a range of different HR functions.

Companies in Malaysia are increasingly recognising the HR function's ability to contribute strategically to the business. In 2016, we expect that companies will continue to place greater importance on HR and its commercial value to the business. As HR professionals become increasingly aware of their vital role in organisations, we recommend that companies provide them with more decision-



MALAYSIA

OVERVIEW

making responsibilities in order to increase job satisfaction and talent retention.

The HR structure in multinational corporations took a new direction in 2015. Specialist functions such as learning & development as well as compensation & benefits have started to evolve into independent departments and will continue to be based in Malaysia, reporting to a regional HR head. As this trend continues to be more prevalent in 2016, there will be increased hiring of HR specialists with autonomy to drive their own functions, and greater demand for generalists who will be given more opportunities to move into a specific area of HR.

Job movers in 2016 will see a very wide range of salary increments averaging 20-30%. Areas with a limited talent pool such as compensation and benefits can expect to receive a salary increment at the higher band of the percentage.

INFORMATION TECHNOLOGY

The IT jobs market in Malaysia saw healthy levels of activity in the first half of 2015. Demand was particularly strong for project managers and business analysts within the financial services and shared services sectors, thanks to the implementation of a number of technology projects.

We also noticed an increase in job opportunities for infrastructure specialists and project managers. This was driven by organisations seeking to adopt cloud technology for their IT infrastructure and security. In addition, the greater volume of big data project implementations in 2015 created more demand for developers and data scientists.

One of the strongest trends we observed throughout 2015 was the rapid expansion of regional IT hubs in Malaysia, which led to an acute talent shortage in key positions. Professionals with expertise in big data, cloud services and social computing were in particularly short supply, creating a candidate-led market.

In 2016, we anticipate a number of developments in Malaysia's IT industry. Firstly, as IT consulting and shared services firms continue to establish their Asia-Pacific

regional hubs in Malaysia, we expect to see more competition for IT professionals. Hiring managers will find it difficult to source experienced senior-level IT candidates with both technical and people management skills due to a likely talent shortage in this area.

There has also been a significant increase in demand for software developers as organisations move towards third-party outsourcing for their software-related projects. In addition to this, the digital space has experienced rapid growth as larger organisations look to follow the success of smaller companies by utilising digital channels to grow their business. Similarly, we expect recruiters to continue experiencing difficulty when sourcing specialists within big data and e-commerce, as the talent pool in Malaysia is limited. Hiring managers may need to look outside of Malaysia for this talent in order to have sufficient resources to complete projects within their specific timeframes.

With increasing competition to attract and retain the best talent, employers should offer competitive remuneration, strong professional development opportunities and clearly defined career paths. Salary increases should also form a key part of retention strategies.

In 2015, professionals who remained in their role received salary increases between 5-10%, while those switching positions typically benefited from a pay rise of 15-25%. In 2016, we foresee this trend continuing, with further salary increases for those in highly competitive areas where demand outweighs supply – particularly in the software development and digital spaces.

LEGAL & COMPLIANCE

Due to the growing number of start-ups in the e-commerce and technology sectors we saw rising demand for in-house legal counsels skilled in information technology and intellectual property. However, the ongoing talent scarcity in this area meant hiring managers were unable to attract enough professionals to satisfy the level of demand.

Similarly, banks and insurance companies faced challenges securing compliance professionals due to the limited candidate pool available in Malaysia. As these firms placed greater

emphasis on corporate governance-related functions, specialists with skills and experience in anti-money-laundering and regulatory compliance were highly sought after.

In addition, hiring managers experienced skills gaps in the existing compliance talent pool. This was particularly noticeable in terms of regulatory knowledge. As a consequence, a number of candidates were unable to meet hiring requirements in this area.

Another key trend during 2015 saw increased demand from law firms seeking corporate and commercial lawyers with experience in the banking and finance sector.

As a result of tightened industry regulations, we expect that legal and compliance professionals will continue to be a key hiring priority in 2016. Organisations will be competing to secure the limited talent available and in order to gain competitive advantage, hiring managers need to recognise the importance of career growth opportunities and professional exposure. Indeed, these are the top considerations of mid to senior-level professionals when moving to a new role. Those who are able to provide attractive compensation and benefits, as well as additional incentives such as flexible working, will stand out from their competitors.

We expect salary increments of 20-25% for those moving jobs in 2016 due to the increasing demand for talent in this sector.

SALES & MARKETING

Demand for sales and marketing professionals remained strong across a range of industries in 2015. Most notably across financial services, IT, telecommunications, e-commerce, electronics, retail and professional services. New headcount growth in these sectors was driven by rapid growth and expansion plans in Malaysia.

Demographic trends also started to influence hiring in 2015. A younger Malaysian population with a growing demand for online offerings, meant e-commerce start-ups mushroomed as the year progressed. Consequently, demand for senior talent in leadership positions grew, as new businesses sought heads of sales and marketing to spearhead their development.

FMCG companies sought experienced mid-level managers with both technical and leadership abilities. These professionals were expected to facilitate and drive revenue for new product launches. Those with brand and trade marketing plus key account experience were especially popular hiring choices. In the retail sector we noticed greater hiring activity following the growth of mass and luxury labels within Malaysia. Boutique sales assistants and managers were a key hiring priority in light of continual store openings.

Professionals in the pharmaceutical and healthcare industries, however, were conservative in their hiring activity. This was due to company reorganisation, including downsizing, business integration and process improvements. Despite these challenges, demand remained for sales managers, product managers and medical affairs specialists as firms in the healthcare industry sought to gain competitive advantage.

Sales and account management professionals also benefited from expansion activities within manufacturing plants in Malaysia, as companies recruited revenue-generating professionals to increase their market share. In addition, business and customer analytics specialists

became a hiring priority as firms focused their marketing efforts on targeting select demographics for their products and services.

We recommend that companies recognise the importance of stability and showcase their corporate direction to attract and retain top talent throughout 2016. Conducting exit interviews with departing employees can also provide valuable insight.

SUPPLY CHAIN, PROCUREMENT & ENGINEERING

In 2015, the entrance of several new players stimulated growth in the e-commerce industry. This led to greater demand for high-performing talent, specifically in project management, transportation and warehousing, both across online retail organisations and third-party service providers.

In order to streamline operations and reduce costs, a number of organisations introduced supply chain clusters in Asia-Pacific and Southeast Asia. As a result, multi-skilled professionals with international experience and the ability to take on multiple portfolios were highly sought after. In particular, HR managers pursued specialists with combined experience

in demand planning, procurement and logistics to lead entire supply chain operations. The demand for these professionals will continue in 2016, while those with a strong background in freight forwarding and logistics, alongside credible import and export experience, will also be popular hires.

A number of international organisations continued to expand into Malaysia in 2015, designating it their principle hub for regional operations. These multinationals leveraged Malaysia's robust infrastructure to increase their manufacturing capabilities and add new product lines. As a result, recruitment for new and replacement positions remained active across the industrial and manufacturing sectors.

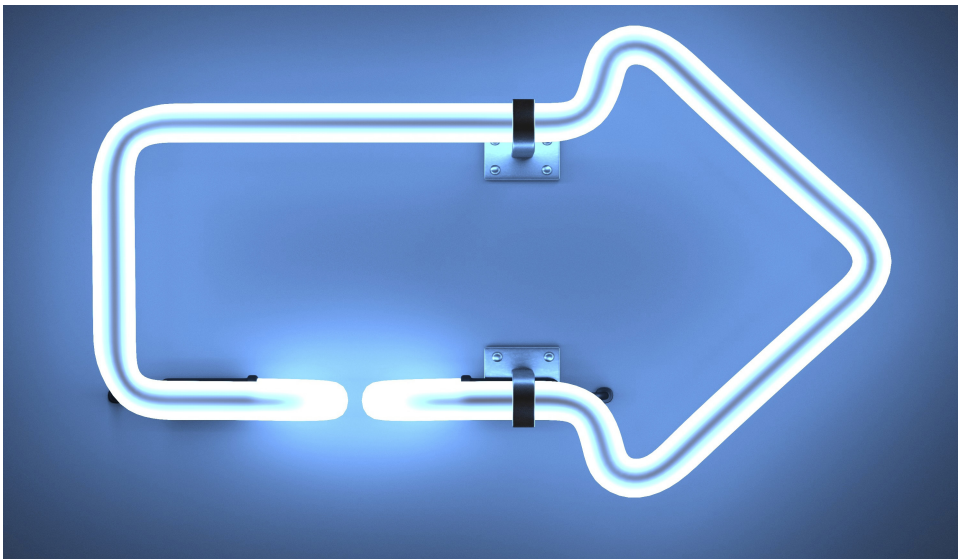
The growth in manufacturing plants across Malaysia increased opportunities for engineering candidates. Particularly in demand were those with specific function experience, such as maintenance and operations. As health and safety became an increasing focus, job offers increased for health and safety executives across numerous industries.

We anticipate that hiring managers will continue their drive to attract the top professionals in supply chain, procurement and logistics. We also foresee that emerging SMEs seeking to grow their businesses may have to develop attractive remuneration packages to hire top talent from multinational corporations.

With increased foreign direct investment coming into Penang, the area has been identified as a regional hub for semiconductor manufacturers, as well as electronics and electrical (E&E) manufacturing. This will, in turn, increase job openings for supply chain professionals. Malaysian talent with regional and global experience in supply chain planning, warehousing and procurement will be high on the recruitment agenda.

In light of growing demand and to create a wider talent pool, we encourage line managers to consider not only potential candidates with strong technical skills, but professionals from related industries.

Job movers in 2016 can expect salary increments starting from 15%.



KUALA LUMPUR

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2015	2016
Finance		
Chief Financial Officer	336 - 540k+	336 - 540k+
Head of Shared Services	336 - 540k+	336 - 540k+
Finance Director - MNC	300 - 420k	300 - 420k
Finance Director - SME	240 - 300k	240 - 300k
Financial Controller - MNC	216 - 300k+	216 - 300k+
Head of Functions	216 - 300k+	216 - 330k+
Financial Controller - SME	180 - 240k+	180 - 240k+
Senior Finance Manager	144 - 240k	144 - 240k
FP&A Manager	120 - 216k+	120 - 216k+
Corporate Finance Manager	120 - 216k+	120 - 216k+
Finance Manager/Team Lead	108 - 180k	96 - 180k
Accounting & Taxation		
Tax Manager	145 - 216k+	145 - 216k+
Credit Controller	96 - 168k+	96 - 192k+
Internal Auditor - Manager	96 - 144k	96 - 144k
Cost Controller	96 - 168k+	96 - 180k+
Accountant	60 - 108k	60 - 108k
AP/AR Analyst	54 - 96k	54 - 96k
Analyst		
Senior Financial/Business Analyst	85 - 120k	85 - 120k
Financial/Business Analyst	60 - 96k	60 - 96k
Treasury		
Treasury Manager	150 - 192k+	150 - 192k+

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

KUALA LUMPUR

BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Global Markets						
Treasury Sales	72 - 192k	72 - 192k	192 - 360k	192 - 360k	360k+	360k+
Treasury Trader	72 - 180k	72 - 180k	180 - 264k	180 - 264k	264k+	264k+
Investment Banking						
Corporate Finance	72 - 144k	72 - 144k	144 - 264k	144 - 264k	264k+	264k+
Debt/Equity Capital Markets	72 - 144k	72 - 144k	144 - 264k	144 - 264k	264k+	264k+
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 - 90k	90 - 192k	90 - 192k	192k+	192k+
Retail Products	48 - 96k	48 - 96k	96 - 240k	96 - 240k	240k+	240k+
Transaction Banking						
Cash Management	54 - 96k	54 - 96k	96 - 240k	96 - 240k	240k+	240k+
Trade Finance	54 - 96k	54 - 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)	54 - 114k	55 - 114k	114 - 240k	114 - 240k	240k+	240k+
Commercial Banking (RM)	54 - 102k	55 - 102k	102 - 180k	102 - 180k	180k+	180k+

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KUALA LUMPUR

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	4 - 7 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Banking Operations						
Cash Management	54 - 108k	54 - 108k	108 - 144k	108 - 156k	144k+	156k+
Treasury Operations	54 - 108k	54 - 108k	108 - 144k	108 - 156k	144k+	156k+
Credit Administration	54 - 96k	54 - 96k	96 - 120k	96 - 120k	120k+	120k+
Finance						
Strategic Planning & Analysis	72 - 168k	72 - 168k	150 - 222k	150 - 222k	222k+	222k+
Financial Control & Tax	78 - 162k	78 - 162k	162 - 222k	162 - 222k	222k+	222k+
Fund Accounting	60 - 108k	60 - 108k	108 - 180k	108 - 180k	180k+	180k+
Insurance						
Actuarial	72 - 120k	72 - 120k	96 - 204k	96 - 204k	204k+	204k+
Bancassurance	60 - 100k	60 - 100k	100 - 215k	100 - 215k	215k+	215k+
Claims	48 - 102k	48 - 102k	96 - 144k	96 - 144k	144k+	144k+
Insurance Operations	48 - 102k	48 - 102k	96 - 144k	96 - 144k	144k+	144k+
Underwriting	48 - 102k	48 - 102k	96 - 144k	96 - 144k	144k+	144k+
Product Development	44 - 105k	44 - 105k	96 - 180k	96 - 180k	180k+	180k+
Internal Audit						
Investment Banking/Treasury	72 - 150k	78 - 162k	150 - 204k	162 - 204k	204k+	204k+
Credit Audit	70 - 144k	72 - 150k	144 - 198k	150 - 204k	198k+	204k+
Branch/Corporate Services	66 - 132k	70 - 144k	132 - 186k	144 - 198k	186k+	180k+
Project Management						
Project/Change Management	78 - 156k	78 - 156k	150 - 240k	150 - 240k	240k+	240k+
Process Re-engineering	78 - 144k	78 - 144k	150 - 240k	150 - 240k	240k+	240k+
Risk Management						
Market Risk	78 - 168k	78 - 168k	168 - 222k	168 - 222k	222k+	222k+
Operations Risk	78 - 162k	78 - 162k	162 - 220k	162 - 220k	220k+	220k+
Credit Risk	78 - 156k	78 - 156k	156 - 216k	156 - 216k	216k+	216k+

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KUALA LUMPUR

SALARIES

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	5 - 10 YRS' EXP		10+ YRS' EXP	
	2015	2016	2015	2016
HR Director	220 - 296k	230 - 300k	296 - 485k	300 - 490k
Compensation & Benefits	100 - 185k	110 - 195k	185 - 330k	190 - 350k
Talent Management	110 - 185k	110 - 185k	185 - 256k	185 - 256k
HR Business Partner	100 - 175k	110 - 180k	175 - 230k	180 - 240k
Organisation Development	108 - 190k	108 - 190k	190 - 336k	190 - 336k
HR Manager	96 - 168k	96 - 168k	168 - 264k	168 - 264k
Recruitment Specialist	90 - 150k	90 - 150k	150 - 220k	150 - 220k
HR Information Systems (HRIS)	84 - 132k	84 - 132k	132 - 168k	132 - 168k
Training Specialist	84 - 144k	84 - 114k	144 - 180k	144 - 180k

TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2015	2016
Medical Affairs Manager	120 - 180k	120 - 180k
Market Access Manager	96 - 180k	96 - 180k
Clinical Research Manager	96 - 156k	96 - 156k
Regulatory Affairs Manager	96 - 144k	96 - 156k
QA/QC Manager	84 - 120k	96 - 144k
SFE Manager	72 - 120k	84 - 132k
Medical Scientific Liaison	60 - 96k	72 - 108k

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KUALA LUMPUR

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2015	2016
ERP		
Consultant - Functional	100 - 216k	100 - 216k
Consultant - Technical	75 - 120k	100 - 216k
Support Analyst	50 - 96k	72 - 108k
Management/Functional		
Chief Technology Officer	350 - 540k	350 - 540k
IT Director	280 - 420k	280 - 420k
Program Manager	216 - 300k	216 - 336k
Project Manager	210 - 360k	210 - 360k
Service Delivery Manager	120 - 280k	120 - 280k
IT Business Analyst	65 - 108k	72 - 120k
Software Development & Digital		
Development/Digital Manager	120 - 216k	150 - 300k
Solution Architect	120 - 192k	120 - 192k
Test Manager	120 - 156k	120 - 156k
Software Engineer/Developer	85 - 132k	85 - 144k
Infrastructure & Security		
Infrastructure Manager	120 - 240k	120 - 240k
IT Security Manager	100 - 144k	100 - 180k
IT Auditor	85 - 120k	85 - 144k
Voice/Network Engineer	60 - 108k	60 - 108k
Server/Database Administrator	60 - 108k	60 - 108k
IT Sales		
Sales Director	180 - 360k	180 - 360k
Pre-sales Manager	72 - 120k	72 - 120k

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KUALA LUMPUR

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)					
	1 - 4 YRS' PQE		5 - 8 YRS' PQE		8+ YRS' PQE	
	2015	2016	2015	2016	2015	2016
Commerce & Industry						
Manufacturing/Engineering	54 - 90k	54 - 90k	90 - 186k	90 - 186k	186k+	186k+
Pharmaceutical/Chemical	54 - 90k	54 - 90k	90 - 174k	90 - 174k	174k+	174k+
Contracts Manager	48 - 84k	48 - 84k	84 - 156k	84 - 162k	156k+	162k+
FMCG	48 - 84k	48 - 84k	84 - 150k	84 - 156k	150k+	156k+
Company Secretary						
Group Company Secretary	42 - 78k	42 - 78k	78 - 114k	78 - 120k	114k+	120k+
Assistant Company Secretary	33 - 60k	36 - 66k	60 - 90k	66 - 96k	90k+	96k+
Compliance						
AML/Surveillance	54 - 78k	58 - 84k	78 - 180k	84 - 186k	180k+	186k+
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 - 72k	72 - 180k	72 - 186k	180k+	186k+
Retail/Insurance	43 - 66k	43 - 66k	66 - 162k	66 - 162k	162k+	162k+
Financial Services						
Investment Banking - Global	54 - 108k	54 - 108k	108 - 192k	108 - 192k	192k+	192k+
Corporate/Transaction Banking	54 - 90k	54 - 90k	90 - 168k	90 - 172k	168k+	172k+
Consumer Banking/Insurance	48 - 90k	48 - 90k	90 - 156k	90 - 156k	156k+	156k+
Private Practice						
Corporate/M&A	44 - 96k	46 - 102k	96 - 162k	102 - 168k	162k+	168k+
Financial Services	44 - 96k	46 - 102k	96 - 162k	102 - 168k	162k+	168k+
Intellectual Property	44 - 90k	46 - 90k	90 - 156k	90 - 156k	156k+	156k+

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KUALA LUMPUR

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)		PERMANENT SALARY PER ANNUM MYR (RM)	
	CONSUMER		IT&T/INDUSTRIAL	
	2015	2016	2015	2016
General Marketing				
Managing Director	360 - 550k	360 - 600k	360 - 550k	360 - 550k
Sales Director	300 - 504k	300 - 504k	240 - 420k	240 - 450k
Marketing Director	312 - 460k	312 - 480k	240 - 450k	240 - 450k
Communications Director	180 - 265k	180 - 276k	180 - 265k	180 - 265k
Marketing Manager	180 - 264k	180 - 264k	144 - 240k	144 - 240k
Communications Manager	108 - 156k	108 - 156k	84 - 120k	84 - 144k
Market Research Manager	84 - 132k	84 - 156k	84 - 130k	84 - 130k
Trade Marketing Manager	72 - 120k	72 - 144k	72 - 130k	96 - 180k
Public Relations Manager	72 - 132k	72 - 132k	72 - 120k	72 - 120k
Retail Operations Manager	72 - 120k	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 - 108k	72 - 140k	72 - 140k
Account Manager	72 - 102k	72 - 102k	72 - 102k	72 - 108k
Customer Service Manager	60 - 96k	60 - 108k	60 - 96k	60 - 108k

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KUALA LUMPUR

SUPPLY CHAIN, PROCUREMENT & ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM MYR (RM)	
	2015	2016
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 - 168k	96 - 180k
Supply Chain & Logistics		
Supply Chain Director	360 - 480k	312 - 480k
Supply Chain Manager	132 - 192k	132 - 216k
Customer Service Manager	120 - 150k	108 - 150k
Logistics Manager/Senior Manager	96 - 180k	96 - 180k
Demand Planning Manager	96 - 156k	96 - 156k
Production Planning Manager	96 - 156k	96 - 156k
Supply Planning Manager	96 - 144k	96 - 144k
Supply/Demand Planner	66 - 100k	66 - 100k
Engineering		
Operations Director	240 - 312k	240 - 360k
Quality Director	240 - 300k	240 - 300k
HSE Director	180 - 240k	240 - 300k
Plant Manager	156 - 252k	168 - 252k
Project Manager/Senior Manager	168 - 228k	132 - 228k
HSE Manager	132 - 168k	120 - 168k
Production Manager/Senior Manager	120 - 180k	108 - 180k
Continuous Improvement Snr Mgr/Mgr	168 - 240k	96 - 240k
Quality Manager/Senior Manager	144 - 180k	96 - 180k
New Product Development Snr Mgr/Mgr	132 - 180k	96 - 180k
Civil & Infrastructure Engineer	96 - 120k	96 - 120k
Project Engineer	84 - 120k	84 - 120k

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

SINGAPORE



HIRING LEVELS REMAINED STABLE ACROSS THE SINGAPORE RECRUITMENT MARKET IN 2015. WITH GREATER POLITICAL CERTAINTY FOLLOWING THE GENERAL ELECTION, WE ANTICIPATE GROWING BUSINESS CONFIDENCE AND HIGHER LEVELS OF RECRUITMENT IN 2016.

2015 INSIGHT

The banking sector continued to experience difficulties, feeling the impact of further cost cutting and increased offshoring. Across financial services, uncertainty following the China slowdown meant companies were reluctant to increase their permanent headcount, however, this provided a boost to the contract market.

The perception of contracting continued to change in 2015. Whilst historically, it has not been seen as a viable career option, we are now seeing highly talented and qualified professionals becoming 'career contractors' in search of a better work-life balance and greater flexibility.

While banking and finance specialists had fewer new roles to consider, IT professionals had greater choice, experiencing strong demand for

their skills. There was particularly high demand for those with specialist skills in cyber security and e-commerce.

2016 EXPECTATIONS

Continuing 2015 trends, we expect IT to be the most active area of recruitment, with the creation of a large number of new job opportunities. We are also very positive about the contract market in 2016, and expect companies to offer growing numbers of contract roles.

We do not anticipate any great rise in salaries in 2016, as inflation rates in Singapore are likely to remain flat. However, there will be niche areas, for instance cyber security, where salaries could increase markedly, possibly by 10-20%, but this will be for job movers, rather than as a result of salary reviews.

In a market likely to be short of candidates, employers who are specific about role requirements and the career opportunities on offer, and who provide clear timelines for their interview process, will find it easier to secure the best talent. Hiring teams need to be in agreement about what they are looking for, to avoid sending mixed messages to candidates.

It is also imperative that all stakeholders are agreed on salary budget at the beginning of the recruitment process.

Demand for Singaporean talent will continue, following the introduction of the Fair Consideration Framework in 2014, which legislated on local employment quotas. There is a strong pool of local accountancy, marketing and HR professionals but it will prove more challenging to fill compliance, cyber security and e-commerce roles. In order to fill these roles, employers are encouraged to continue attracting local domestic talent as well as Singaporean talent returning home from overseas.*

Singapore remains a crucial economic hub for Southeast Asia and will continue to be so for the foreseeable future. We therefore anticipate a dynamic recruitment market to match.

*Visit www.robertwalters.com.sg/balik-kampung for further information on attracting overseas Singaporeans



Singapore remains a crucial economic hub for Southeast Asia and will continue to be so for the foreseeable future, with a dynamic recruitment market to match.



+ 4% (AJI)

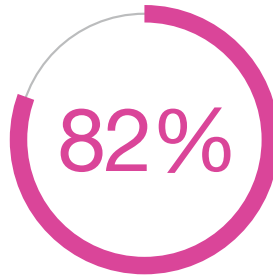
Year-on-year increase in the number of jobs advertised in Singapore in 2015

+ 19% (AJI)

Year-on-year increase in advertised roles in **medical services**

+ 16% (AJI)

Increase in annual job advertising for **IT roles**



Overseas Singaporean professionals considering returning home

(Returning Asians Survey)

(Whitepaper)

TOP REASONS WHY SINGAPOREANS LEAVE THEIR JOBS

- 1 Limited growth at company
- 2 Felt undervalued
- 3 Perception of being underpaid

Top factor for finding a new job

SALARY INCREMENT

(Whitepaper)

AJI: Robert Walters Asia Job Index Q3 2014 v Q3 2015.

Robert Walters Returning Asians Survey 2015, 654 respondents.

Whitepaper: Robert Walters Research, 'Insights from the Exit Process' 2014, 803 respondents.



KEY FINDINGS

With the Singapore general election determined, growing business confidence and higher levels of recruitment are expected in 2016.

Salaries are expected to remain flat in 2016, though specialists in niche areas, such as cyber security, could expect possible increases between 10-20%.

OVERVIEW

ACCOUNTING

Accounting and finance recruitment levels remained reasonably buoyant across most areas in 2015.

The professional services and pharmaceutical industries saw consistent hiring, largely due to the growth of product lines and the expansion of regional headquarters to support the demands of the high-growth economies across Southeast Asia.

We witnessed a greater need for junior to mid-level candidates compared to senior professionals, most likely due to the rapid turnover of junior employees.

Increased demand for Singaporean professionals has continued following the introduction of the Fair Consideration Framework (where hiring managers need to demonstrate they have considered all Singaporean candidates before looking elsewhere). Over the longer term, diminishing birth rates in Singapore will create larger skills gaps that may have to be filled by overseas candidates. However, in the current environment, Singaporean professionals with international work experience who are willing to travel remain highly sought after.

The contract market was very active during 2015, particularly in the pharmaceutical, shipping, commodities and retail sectors, where we saw an increased demand for mid-level professionals who could fill interim positions for projects. We expect this trend to continue into

2016 as employers recognise the value add that contractors can bring to the business.

As permanent headcount and budget constraints are anticipated, some organisations will increasingly turn to contract positions with a view to converting them into permanent roles. However, over the next 12 months, we believe employers will face major challenges when hiring junior to mid-level contracting candidates, due to the high turnover of professionals in this area.

We expect that specialists in treasury, tax and internal audit will remain highly sought after. For companies searching for these key skill sets to fill permanent roles, a swift and efficient recruitment process is vital. If the hiring process is too drawn out, or the employer fails to convey the compelling career opportunities their company offers, a suitable candidate is likely to opt for a rival who presents a more convincing proposition.

Those companies who demonstrate a genuine commitment to training and development, who support flexible working hours, and who offer excellent opportunities to work internationally, will find it easier to attract and retain high-calibre professionals.

BANKING & FINANCIAL SERVICES

We saw an overall hiring slowdown for product control positions in banks and financial institutions in 2015, with the majority of hires being replacement-based rather than new roles. In addition to this, continued offshoring and cost management measures within banking

contributed to reduced demand for accounting and product control candidates.

Recruitment by securities and brokerage firms was also subdued, due to a slowdown in growth within both markets, and again, hiring was predominantly for replacement roles. However, some areas fared better. Internal audit recruitment remained active across banks and non-banking financial institutions, following tightened regulatory controls. In particular, compliance audit candidates were in high demand.

Professionals within capital markets and insurance were also highly sought after as new entrants joined the market and stricter regulatory requirements came into force. Insurance companies were keen to hire senior finance professionals, especially those with experience in the region.

Meanwhile, asset management companies found it difficult to hire professionals with experience in fund accounting. It was particularly challenging to find candidates from hedge fund or private equity backgrounds due to the limited talent pool.

During 2016, we expect strong competition among hiring managers for accounting and product control professionals, specifically those with exposure to managing regulatory change. In addition, we expect the shortage of internal audit candidates in compliance, private banking and corporate banking to continue.

Within compliance, private banks and asset management firms sought specialists skilled

KEY TRENDS

- ▶ In light of the candidate-driven market, hiring teams need to be in agreement about what they are looking for. It is also imperative that all stakeholders are agreed on salary budget at the beginning of the recruitment process.
- ▶ Very strong demand is expected within information and cyber security as companies seek to reduce vulnerability to evolving hacking or breaching mechanisms and threats.
- ▶ While contracting has not historically been seen as a viable career option, we are now seeing highly qualified professionals becoming 'career contractors' in search of a better work-life balance.
- ▶ Business leaders are becoming more demanding of the HR function as they look to HR professionals to produce strategies in support of revenue growth.

in financial crime avoidance as well as anti-money-laundering. As these professionals conduct due diligence on their high-net-worth clients (to ensure regulatory adherence) they are critical to operations. This upswing in hiring was followed by a slowdown as headcount budget became more conservative. Companies became more cautious when hiring, which lengthened the recruitment process, making it difficult to maintain candidates' interest.

Those compliance professionals with proven track records and familiarity with Singapore regulations were popular hiring choices. Local regulatory experience was an exceptionally important prerequisite, as compliance specialists are the key point of contact between regulator and company.

For front office roles, recruitment levels remained steady for junior to mid-level candidates across corporate and transaction banking. When it came to senior hires, the majority of banks filled these positions through internal promotions, helping to preserve corporate culture.

Competition for experienced Singaporean candidates again remained high due to the Fair Consideration Framework. Hiring managers sought bankers with a background in specific sectors, notably technology, energy, media and telecommunications. Specifically, they were looking for candidates with strong client portfolios who could immediately contribute to existing teams. However, companies struggled to find strong local corporate finance professionals with extensive deal exposure due to a scarcity of talent.

We envisage specialists in cash management, trade finance sales and structured trade will continue to see job opportunities due to anticipated growth in these areas. Singapore-based bankers with regional experience will also be required due to the importance of cross-border transactions.

Within the corporate governance sector, we saw levels of hiring in compliance surpass those of risk for the first half of 2015. However, companies still recruited in key risk areas – global events and new regulations have had

a major effect on recruitment activity. Higher levels of computer hacking worldwide meant there was an increased focus on data leakage prevention and cyber security, as organisations sought to strengthen their internal risk management culture.

Understandably, organisations sought to strengthen those defence roles which sit directly in the front-line of technology and operations functions. Every large and multinational company is looking to mitigate risk wherever they can. However, employers will find it hard to recruit operational risk managers with knowledge of front office controls and a private banking background, as well as credit risk managers with financial institutions coverage. Those with sufficient credentials in these areas are in short supply and companies are considering overseas applicants for niche areas, including quantitative risk.

HUMAN RESOURCES

Demand for permanent HR professionals remained fairly robust in 2015, particularly for junior to mid-level roles. More candidates considered contract roles during the year and hiring managers were often able to access this flexible pool of talent, particularly at the junior to mid-levels.

Three key market observations influenced recruitment as 2015 progressed. The first saw a number of companies' offshoring HR services to lower-cost locations outside of Singapore. Transactional HR processes were the focus of outsourcing, for example: payroll administration, benefits administration, training support and general administration. We anticipate this trend will continue in 2016. The second trend witnessed organisations and business leaders become more demanding of the HR function as they looked towards HR professionals to produce strategies in support of revenue growth. Candidates with the ability to translate HR strategies into measurable outcomes across a business will therefore be highly sought after in 2016.



OVERVIEW

HUMAN RESOURCES CONTINUED

Change management, problem solving and stakeholder management skills were also required in senior-level HR positions. Despite the move to a business-partnering HR function, a number of restructures and reorganisations resulted in much leaner HR operations. As a result, candidates were still expected to be hands-on, regardless of their seniority in the organisation.

While more regional HR roles continued to sit in Singapore, a third trend evolved as more HR roles with Southeast Asia remit emerged. The complexities faced by organisations as they invested in the Asia Pacific region meant a higher level of dedicated support was required, especially from candidates with a strong understanding of local labour laws in each market. We've observed that candidates perform better in regional HR business partner roles when they have a strong knowledge of employment laws across the region.

INFORMATION TECHNOLOGY

Demand was relatively strong across financial services for both permanent and contract IT specialists.

There were several key drivers of recruitment in 2015. For example, extensive overhauls of the technology risk and regulation framework created a greater need for experienced security and technology risk professionals.

With more offshoring of IT services than anticipated, high-touch senior delivery professionals (both projects and service delivery) were also in demand. Those who could combine very strong technical and commercial skills were highly sought after.

In addition, as organisations sought to minimise their vulnerability to constantly evolving hacking or breaching mechanisms, we witnessed a spike in recruitment for cyber security professionals. We foresee continued demand in this area during 2016 as companies upgrade their technology to improve customer experience.

E-commerce has not yet had a profound impact on Southeast Asia – the region is undoubtedly

playing catch-up with China in this regard. Online business is set to be a key growth area in Singapore and this is reflected in the confidence retailers have shown in strengthening their digital strategies to boost revenues.

These efforts have resulted in an increased need for IT professionals skilled in online and digital project delivery, mobile and application development, user experience, service design, big data and marketing analytics. Specialists in these areas will continue to be popular hiring choices in 2016.

For the short term at least, we anticipate hiring managers will struggle to employ Singaporean candidates across all areas of IT. This is due to the increased salary levels needed to retain highly skilled IT professionals who are in the privileged position of having multiple job offers. In order to safeguard the efficient running of their business and minimise staff turnover, employers are encouraged to ensure top-tier employees receive competitive salary packages.

LEGAL

In the first half of 2015, recruitment in the legal sector was largely candidate driven, with more roles available than people to fill them. Both law firms and in-house legal teams offered positions for qualified professionals. In general, hiring managers found it tough to recruit the highest quality candidates since those with the required skills and experience were in short supply.

Singapore's growing position as an arbitration hub bolstered hiring levels within private practice, and boutique law firms also sought arbitration partners. Local law firms determinedly sought Singapore-qualified lawyers to build existing teams, while their foreign counterparts recruited professionals with the necessary legal experience to expand into new areas such as technology, media and telecommunications.

In-house legal teams grew in size during the year and, as a consequence, hiring managers were keen to attract legal professionals with proven track records and familiarity with the Singapore market. Law candidates with data protection expertise were of particular interest

to employers following the introduction of the Personal Data Protection Act (PDPA).

SALES & MARKETING

CONSUMER AND TECHNICAL HEALTHCARE

FMCG firms reduced their regional marketing headcount in 2015 as they reworked internal reporting structures to consist primarily of global and local positions. Against this backdrop we saw a reduction in hiring levels.

Recruitment within financial services consisted largely of hires in corporate communications. Encouragingly, these were newly-created positions triggered by the growth of wealth management divisions.

Pharmaceutical companies focused on the consumer healthcare business in 2015, with new brands entering the retail sector. Some firms also set up their own direct operations, adopting a straight-to-pharmacy distribution model, to enable better supply chain control. This created opportunities for brand, product and marketing managers. In 2016 however, we anticipate relatively flat levels of hiring as companies focus on consolidation, pre and post mergers and acquisition activity. Medical affairs professionals will continue to be in demand though, as companies seek to strengthen their pipeline.

2016 Outlook

With the growing popularity of e-commerce and mobile applications, professionals with strong digital marketing experience are likely to see more job opportunities in 2016. We also anticipate increasing demand for candidates with experience in emerging markets as more multinational companies look to expand into Indonesia, Vietnam and Thailand.

The most in-demand professionals with regional marketing, local sales and medical affairs experience will command salary rises of 15% when moving roles, and employers will need to offer attractive remuneration packages to secure the best talent.

B2B & INDUSTRIAL

2015 saw fairly stable recruitment levels across key B2B sectors, including IT and telecommunications. Across sectors, employers sought professionals with commercial marketing skills and salespeople with the ability to build new business. However, recruitment often proved challenging due to a shortage of candidates with these skill sets.

2016 Outlook

In 2016 we expect the marketing function to be increasingly focused on ROI as companies seek to justify their marketing spend. Marketers with commercial capability are therefore likely to see greater employment opportunities. As a rising number of multinational companies enter the Singapore market, and with a growing demand for local talent following the introduction of the Fair Consideration Framework, we anticipate further pressure on an already limited talent pool in 2016.

We will also see more companies, in particular within the manufacturing industry, investing in hiring professionals from Vietnam, the Philippines, Indonesia and Thailand in order to 'localise' businesses which are experiencing growth. However, we are likely to see a decrease in recruitment within the oil & gas industry due to the falling prices of crude oil and a corresponding drop in business activity. Moderate salary increases are expected in 2016, averaging 10-12%, due to falling employment levels in oil & gas affecting businesses.

SECRETARIAL & SUPPORT

We saw high levels of demand for permanent secretarial and support staff in 2015. Major restructuring within multinational companies created a steady requirement for personal and executive assistants with experience in supporting multiple departments including marketing, IT and finance.

Similarly, the financial services, insurance and legal sectors saw increased hiring levels due to growth and expansion plans. In particular, demand for experienced legal secretaries rose as new global law firms established operations in Singapore.

An increasing number of contract hires were made to ensure internal projects within organisations ran seamlessly. Interim specialist executive assistants and team support staff were also in demand to support multiple divisions. However, due to a shortage of language skills, employers experienced difficulties trying to hire bilingual professionals.

We expect top-tier executive secretaries and office managers who are able to oversee the running of an office independently, to be highly prized hires in 2016. In addition, as more firms encounter strict budgeting and headcount restrictions, team support secretaries with the ability to support whole divisions, as opposed to just one member of senior management, are likely to witness increased opportunities in 2016.

With many companies restructuring or working

on expansion plans, professionals able to support such activity will be in demand. Those with specific experience, such as setting up new offices in Singapore, will be able to command higher salaries.

SUPPLY CHAIN & PROCUREMENT

The consolidation and reorganisation of the supply chain and procurement functions among multinational companies had a negative impact on permanent recruitment activity in 2015. As a result, we saw an increase in opportunities for contract candidates as companies adopted more cautious hiring practices.

Professionals experienced in strategic and operational change management, mergers and acquisitions, post-acquisition integrations, and ERP implementation, found it easiest to secure new positions.

Recruitment at junior to mid-level was particularly active in the FMCG, healthcare, medical devices and automotive sectors. In comparison, the oil and gas, chemicals and manufacturing industries experienced a dip in hiring activity as multinational companies restructured their supply chain and procurement business units, in order to keep headcount lean.

A number of firms established regional logistics hubs and global procurement teams in 2015. This created demand for both permanent and contract hires with employers seeking those able to perform dual roles, for instance operational and improvement functions. These supply chain and procurement professionals were required to be adaptable to dynamic business environments and continuous change in strategy and operations.

We anticipate that as supply chain and procurement functions are expected to undergo more consolidation and restructuring, candidates experienced in change and project management will continue to see a steady stream of opportunities in 2016. However, these professionals will prove difficult to hire owing to a shortage of suitable talent in the market.

15%

Salary increases anticipated for marketers moving jobs in 2016

10-20%

Salary rises expected for supply chain specialists changing jobs in 2016

10-20%

Salary increases anticipated for IT professionals switching jobs in 2016

SINGAPORE

ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2015	2016	2015	2016
Finance				
Chief Financial Officer	300 - 500k	300 - 500k	20k+	20k+
Finance Director	250 - 350k	250 - 350k	18k+	18 - 20k+
Financial Controller	200 - 250k	180 - 250k	13 - 19k	12 - 15k
Corporate Finance Manager	140 - 220k	140 - 240k	12 - 18k	14 - 17k
Commercial/FP&A/BP&A Manager	180 - 220k	140 - 200k	14 - 17k	9 - 10k
Pricing/Bid Manager	120 - 180k	140 - 180k	10 - 15k	10 - 15k
Shared Services Finance Manager	120 - 180k	120 - 180k	10 - 15k	10 - 15k
Business Analyst	70 - 105k	80 - 120k	5 - 8k	6 - 8k
Finance Manager	70 - 110k	80 - 120k	5 - 8k	5 - 8k
Financial Analyst	60 - 90k	65 - 90k	4 - 8k	4 - 7k
Audit				
Internal Audit Director	220 - 300k	220 - 300k	18 - 24k	18 - 24k
Internal Audit Manager	100 - 180k	100 - 180k	7 - 9k	7 - 9k
Senior Auditor/Auditor	70 - 100k	70 - 100k	5 - 10k	5 - 10k
Accounting & Taxation				
Tax Director	220 - 350k	220 - 350k	18 - 22k	18 - 22k
Tax Manager	120 - 220k	120 - 220k	8 - 16k	8 - 16k
Group Accountant/Accountant	70 - 100k	65 - 100k	6 - 9k	7 - 9k
Cost Accountant	60 - 90k	60 - 90k	6 - 10k	6 - 10k
Accounts Executive	39 - 55k	40 - 55k	3 - 4k+	3 - 4k+
Treasury				
Treasury Director	200 - 300k	200 - 300k	14 - 22k	14 - 22k
Treasury Manager	120 - 180k	120 - 180k	10 - 15k	10 - 15k
Treasury Analyst	80 - 100k	80 - 100k	5 - 8k	4 - 6k

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	
	2015	2016	2015	2016	2015	2016
Financial Control & Tax						
Financial Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 150k	150 - 250k+	150 - 250k+
Regulatory Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 150k	150 - 250k+	150 - 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 - 90k	90 - 140k	90 - 140k	140 - 300k+	140 - 300k+
Valuations Control	50 - 90k	50 - 90k	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 - 140k	75 - 150k	140 - 300k+	150 - 330k+
Technology	45 - 75k	45 - 75k	75 - 140k	75 - 150k	140 - 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	
	2015	2016	2015	2016	2015	2016
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 - 160k	90 - 170k	160 - 350k+	170 - 350k+
Investment/Fund Management	50 - 90k	50 - 80k	90 - 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	45 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k+	180 - 350k+
Corporate/Transaction Banking	45 - 80k	45 - 90k	80 - 170k	90 - 170k	170 - 320k+	170 - 320k+
Investment Banking/Global Markets	50 - 85k	50 - 90k	85 - 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	45 - 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	
	2015	2016	2015	2016	2015	2016
Commercial Banking						
Transaction Banking (Sales)	65 - 85k	80 - 100k	110 - 160k	110 - 180k	190 - 300k+	200 - 300k+
Corporate Banking (RM)	65 - 85k	75 - 100k	100 - 150k	110 - 180k	180 - 300k+	200 - 300k+
Financial Institutions (RM)	65 - 85k	70 - 100k	100 - 170k	110 - 180k	180 - 300k+	280 - 300k+
Structured Trade Commodity Finance	60 - 80k	70 - 100k	100 - 160k	110 - 180k	180 - 280k+	200 - 300k+
Transaction Banking (Product)	60 - 80k	65 - 90k	90 - 140k	110 - 160k	170 - 280k+	180 - 300k+
Investment Banking						
Corporate Finance/M&A	90 - 120k	100 - 130k	130 - 200k	140 - 220k	240 - 350k+	240 - 400k+
Debt/Equity Capital Markets	90 - 120k	100 - 130k	120 - 200k	140 - 220k	240 - 350k+	240 - 400k+
Research	70 - 100k	80 - 110k	100 - 150k	100 - 160k	170 - 250k	180 - 280k
Global Markets						
Structuring	70 - 100k	80 - 110k	100 - 160k	110 - 180k	180 - 300k+	180 - 300k+
Sales (Fixed Income Equity)	60 - 100k	70 - 110k	100 - 160k	110 - 180k	180 - 300k+	180 - 300k+
Treasury Sales	60 - 90k	70 - 100k	80 - 140k	90 - 160k	160 - 280k+	160 - 280k+
Investment Management						
Portfolio Manager			150 - 200k	160 - 200k	200 - 300k+	200 - 300k+
Institutional Sales & Marketing	60 - 80k	70 - 90k	90 - 140k	100 - 160k	180 - 280k+	180 - 300k+
Research	50 - 80k	60 - 90k	90 - 140k	100 - 160k	170 - 250k+	170 - 250k+
Private Equity						
Investment Execution/Origination			150 - 200k	150 - 200k	200 - 300k+	200 - 300k+
Investment Execution	80 - 120k	90 - 130k	130 - 160k	140 - 170k	180 - 250k+	180 - 250k+
Fintech Sales						
Account Manager	80 - 100k	90 - 110k	120 - 140k	130 - 150k	180 - 250k+	180 - 250k+
Solution Sales (Specialist)	80 - 100k	90 - 110k	120 - 140k	130 - 150k	180 - 250k+	180 - 250k+
Desktop Sales (Specialist)	70 - 90k	80 - 100k	110 - 130k	120 - 140k	160 - 200k+	170 - 200k+

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	
	2015	2016	2015	2016	2015	2016
Change Management	55 - 95k	55 - 95k	95 - 150k	95 - 150k	150 - 300k+	150 - 300k+
Client Onboarding/KYC/AML	50 - 95k	50 - 95k	95 - 150k	95 - 150k	150 - 300k+	150 - 300k+
Data Specialist	50 - 95k	50 - 95k	95 - 140k	95 - 140k	140 - 260k+	140 - 260k+
Private Banking	50 - 90k	50 - 90k	90 - 150k	90 - 150k	150 - 260k+	150 - 260k+
Fund Management/Custody	50 - 90k	50 - 90k	90 - 130k	90 - 130k	130 - 250k+	130 - 250k+
Client Services	45 - 85k	45 - 85k	85 - 130k	85 - 130k	130 - 250k+	130 - 250k+
Collateral Management	45 - 85k	45 - 85k	85 - 130k	85 - 130k	130 - 220k+	130 - 220k+
Corporate/Transactional	40 - 80k	40 - 80k	80 - 120k	80 - 120k	120 - 250k+	120 - 250k+
Trade Support	45 - 85k	45 - 85k	85 - 130k	85 - 130k	130 - 250k+	130 - 250k+
Commodities	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 150k+	110 - 150k+
Investment Banking	40 - 80k	40 - 80k	80 - 120k	80 - 120k	120 - 250k+	120 - 250k+
Securities/Broking	40 - 65k	40 - 65k	65 - 110k	65 - 110k	110 - 200k+	110 - 200k+

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	
	2015	2016	2015	2016	2015	2016
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	
	2015	2016	2015	2016	2015	2016
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	13 - 20k+	14 - 22k+
Tax	6 - 8k	6 - 8k	9 - 12k+	9 - 12k+	14 - 25k+	14 - 25k+
Strategic Planning & Analysis	5 - 8k	5 - 8k	8 - 12k	8 - 12k	13 - 25k+	13 - 22k+
MIS Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	12 - 18k+	12 - 18k+
Revenue & Cost Reporting	5 - 7k+	5 - 7k+	8 - 12k	8 - 12k	12 - 21k+	12 - 21k+
Product Control	5 - 8k	5 - 8k	8 - 13k	8 - 13k	13 - 25k+	13 - 25k+
Project Management	5 - 8k	5 - 8k	8 - 13k	8 - 13k	13 - 25k+	14 - 25k+
Business Analysis (Finance/Reg Change)	5 - 8k	5 - 8k	8 - 13k	8 - 13k	13 - 21k+	13 - 21k+
Operations						
Fund Management/Custody	5 - 7k	5 - 7k	8 - 11k	8 - 11k		
Commodities	3 - 6k	3 - 6k	6 - 11k	6 - 11k		
Corporate/Transaction Banking	3 - 6k	3 - 6k	6 - 11k	6 - 11k		
Investment Banking	3 - 6k	3 - 6k	6 - 10k	6 - 10k		
Private Banking	3 - 6k	3 - 6k	6 - 10k	6 - 10k		
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	3 - 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	
	2015	2016	2015	2016	2015	2016
Commerce & Industry						
HR Business Partner	70 - 110k	70 - 110k	110 - 200k	110 - 200k	200 - 400k+	200 - 400k+
Organisational Development	60 - 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	60 - 110k	110 - 200k	110 - 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 - 150k+
Payroll	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 130k+	110 - 130k+
Banking & Financial Services						
HR Business Partner	70 - 110k	70 - 110k	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 - 120k	90 - 120k	120 - 150k+	120 - 150k+

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	
	2015	2016	2015	2016	2015	2016
Commerce & Industry						
HR Business Partner	5.5 - 9k	5.5 - 9k	9k+	9k+	16k+	16k+
Compensation & Benefits	5 - 10k	5 - 10k	10 - 16k	10 - 16k	16k+	16k+
Organisational Development	5 - 9k	5 - 9k	9 - 22k	9 - 22k	20k+	20k+
HR Generalist	4 - 10k	4 - 9k	9k+	9k+	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 - 8k	8 - 11k+	8 - 11k+	11k+	11k+
Training & Development	4 - 8k	4 - 8k	8 - 15k	8 - 15k	15k+	15k+
Payroll	4 - 6k	4 - 6k	5 - 9k	5 - 9k	8k+	8k+
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 - 12.5k	8 - 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 - 5.5k	4 - 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 (\$)	
	2015	2016	2015	2016
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	84 - 170k	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 - 120k	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 - 150k	96 - 180k	9 - 15k	9 - 15k
Database Administrator	70 - 175k	70 - 220k	7 - 16k	7 - 16k
Network Engineer/Systems Admin/Help Desk	65 - 120k	65 - 150k	6 - 11k	6 - 11k
Security				
Cyber Security Specialist	100 - 200k	110 - 250k	9 - 21k	9 - 21k
Application Security Specialist	110 - 180k	110 - 180k	10 - 19k	10 - 19k
Infrastructure Security Specialist	110 - 180k	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	
	2015	2016	2015	2016	2015	2016
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 (\$)	
	2015	2016
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 - 180k+	140 - 200k+
Public Relations Director	120 - 180k+	120 - 180k+
Digital Marketing Manager	80 - 150k	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 (\$)	
	2015	2016
Technical Healthcare		
Medical Affairs Director	200 - 240k+	200 - 250k+
Business Unit Director	200 - 240k+	200 - 240k+
Marketing Director	200 - 240k+	200 - 240k+
Regulatory Affairs Director	180 - 220k+	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	80 - 100k+	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 (\$)	
	2015	2016
Sales		
General Manager/Managing Director	200 - 400k	200 - 400k
Sales Director	160 - 300k	160 - 300k
Senior Business Development Manager	140 - 200k	140 - 220k
Account Director	140 - 200k+	140 - 200k+
Aftersales Manager	90 - 140k	100 - 160k
Business Development Manager	80 - 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	40 - 80k
Marketing		
Marketing Director	165 - 240k+	170 - 265k+
Head of Online Marketing	165 - 240k	150 - 260k
Marketing Research Manager	100 - 150k	100 - 150k
Strategic Marketing Manager	90 - 180k	90 - 180k
Senior Brand Manager	80 - 150k	84 - 140k
Marketing Manager	80 - 150k	80 - 150k
Product Marketing Manager	80 - 150k	80 - 150k
Brand Manager	70 - 110k	70 - 110k
Online/Digital Marketing Manager	80 - 150k	60 - 150k
Digital Marketing Specialist	50 - 80k	50 - 80k
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 pro-rated against the annual salary of permanent roles.

SINGAPORE

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2015	2016	2015	2016
Secretarial				
Investment Banking Secretary	66 - 84k	60 - 84k	6 - 10k	5 - 7k
Personal Assistant	60 - 84k	60 - 84k	5 - 8k	5 - 8k
Confidential Secretary	48 - 72k	60 - 78k	5 - 8k	5 - 6.5k
Senior Secretary	60 - 78k	60 - 78k	6 - 9k	6 - 9k
Trading Floor Secretary	60 - 72k	60 - 78k	5 - 8k	5 - 6.5k
Executive Assistant	48 - 72k	48 - 72k	4 - 10k	4 - 10k
Legal Secretary	48 - 72k	48 - 72k	4 - 7k+	4 - 10k+
Team Secretary	54 - 66k	48 - 66k	3.5 - 8k	3.5 - 6k
Business Support				
Office Manager	60 - 110k	60 - 110k	6 - 11k+	6 - 11k+
Call Centre Manager	48 - 72k	48 - 72k	4 - 6k	4 - 6k
Project Co-ordinator	48 - 72k	48 - 72k	5 - 8k	5 - 8k
Administrator	36 - 48k	36 - 48k	3 - 5k	3 - 5k
Receptionist	24 - 42k	30 - 48k	2.5 - 4k+	2.5 - 4k+
Customer Service Representative	24 - 36k	24 - 36k	3 - 5k	3 - 5k
Data Entry Clerk	18 - 22k	18 - 22k	3 - 4k	3 - 4k

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

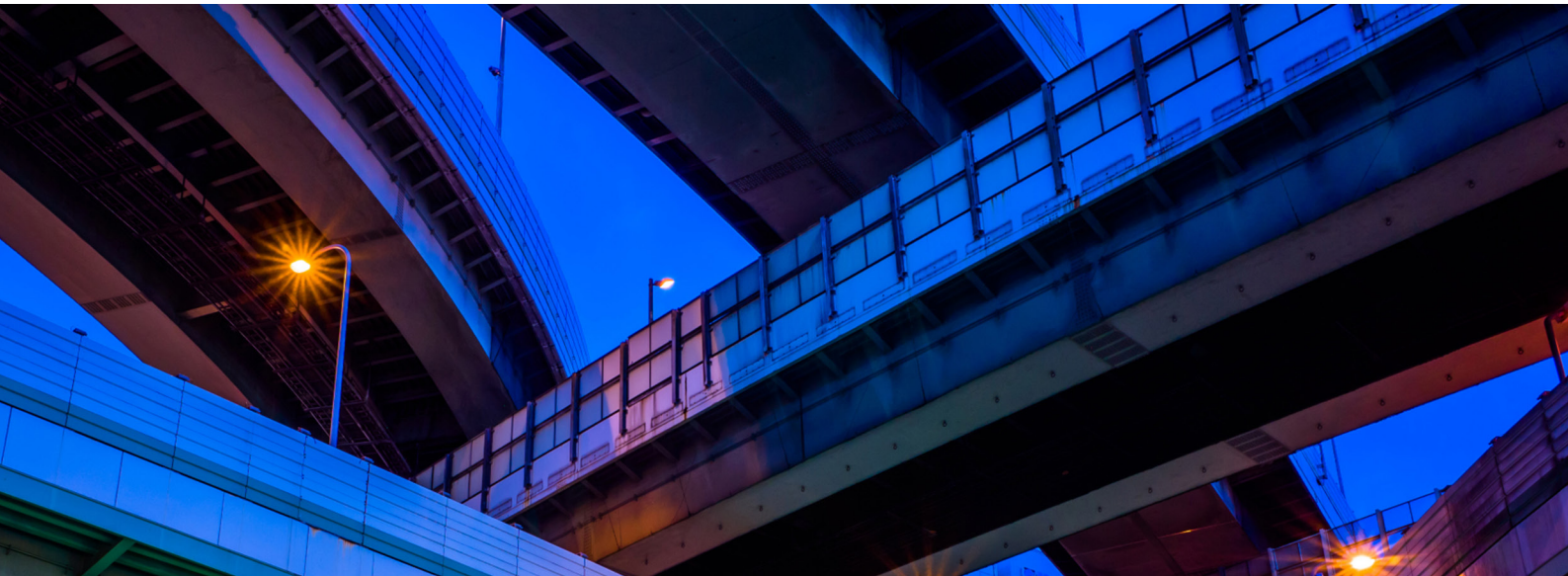
SINGAPORE

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2015	2016	2015	2016
Procurement				
Head of Global Sourcing	300k+	270k+	25k+	25k+
Regional Procurement Director	240 - 320k	200 - 300k	20 - 25k+	17 - 25k
Strategic Sourcing Manager	140 - 200k	120 - 180k	13 - 21k+	9 - 13k+
Regional Procurement Manager	90 - 180k	100 - 200k	6 - 15k+	8 - 12k+
Indirect Spend/Category Manager	120 - 190k	100 - 160k	11 - 20k+	8 - 10k+
Direct Spend/Category Manager	120 - 180k	100 - 160k	10 - 15k	8 - 10k
Procurement Executive	40 - 60k	40 - 60k	3 - 5k	3 - 5k
Supply Chain & Logistics				
Supply Chain Director	200 - 300k+	200 - 300k+	15 - 25k+	15 - 20k+
Customer Service & Logistics Director	180 - 300k	150 - 250k	15 - 25k+	15 - 20k+
Trade Compliance	120 - 200k	100 - 180k	12 - 20k+	12 - 20k+
Project Manager	95 - 180k	90 - 150k	8 - 18k+	8 - 15k+
Operations Manager	80 - 130k	90 - 130k	7 - 10k+	7 - 10k+
Senior Customer Service Manager	100 - 150k	90 - 130k	9 - 12k+	9 - 12k+
Regional Logistics Manager	90 - 140k	90 - 130k	7 - 11k+	7 - 11k+
Planning Manager	100 - 160k	80 - 130k	8 - 12k+	8 - 12k+
Supply Chain Manager	80 - 130k	80 - 130k	6 - 10k+	6 - 10k+
Facilities Manager	80 - 120k	80 - 120k	6 - 10k	6 - 10k
Supply Chain Consultant	60 - 120k	60 - 100k	7 - 13k+	7 - 11k+
Customer Service Manager	60 - 90k	60 - 90k	5 - 9k+	5 - 9k+
Planner	60 - 90k	60 - 90k	6 - 8k+	5 - 8k+
Customer Service Executive	42 - 60k	40 - 60k	3 - 5k	3 - 5k

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

SOUTH KOREA



THE STRUCTURE OF THE SOUTH KOREAN JOBS MARKET HAS CHANGED SIGNIFICANTLY IN RECENT YEARS AS THE ENTRY OF MAJOR GLOBAL ORGANISATIONS HAS PLACED NEW DEMANDS ON THE LOCAL TALENT POOL.

The dominance of hiring by foreign firms grew strongly in 2015 as subdued economic performance restricted the recruitment activities of Korean companies.

2015 INSIGHT

A number of international legal and insurance firms, only recently allowed access to the country by new trade agreements, arrived in South Korea during 2015. This meant that professionals in both these areas were highly sought after.

Recruitment activity was also strong in the high-tech sector during the year. The country has the world's highest penetration of emerging mobile and digital technologies, driving high levels of demand for suitably qualified and experienced professionals.

2016 EXPECTATIONS

Increased hiring by international and high-tech firms is likely to continue in 2016, with several global companies planning to enter the Korean market during the year. In particular, companies that have already achieved success in China and Japan see Korea as their next development priority in Asia.

We anticipate that demand will be especially high for bilingual actuaries, as the increasing number of insurance companies will require fluency in Korean and English. However, suitably qualified professionals will be increasingly hard to find.

Korea has the world's highest penetration of smartphone ownership, creating significant m-commerce potential for companies. As a result, candidates with proven digital marketing experience will be in high demand from mobile app and web businesses. Companies in the gaming sector are likely to face particular difficulties in attracting proven developers, due to high levels of competition and a scarcity of talent.

As competition for the most in-demand professionals intensifies, skilled HR practitioners with specific recruitment expertise will be highly sought after.

Hiring managers will be particularly keen to find professionals who can prove their ability to build relationships in order to attract the strongest candidates.

With more international companies entering Korea, we expect the significant salary increases that job movers have enjoyed in recent years to continue. Companies will also fight to retain their best employees; non-movers will receive annual rises of up to 10%.

Job titles are also very important in Korea, so we recommend that employers consider using promotion as a key aspect of their retention strategies.

OVERVIEW

BANKING & FINANCIAL SERVICES

Several Asian retail banks have entered Korea in recent years, and we expect more entrants in 2016. The international investment banking sector will remain flat however, as major US and European institutions continue to act cautiously following the global financial crisis of 2008/09. International insurance companies, on the other hand, will invest in Korea throughout 2016.

FINANCE & ACCOUNTING

Foreign companies enlarging their manufacturing capabilities in Korea had increased demand for professionals with cost accounting experience, which we expect to continue in 2016. Such organisations will also be aiming to fill value-add, financial analysis and business partnering positions, and candidates can expect salary increases of 10-15%; significantly higher than professionals with traditional accounting experience only.

HUMAN RESOURCES

In the past, the HR profession in Korea has largely focused on administration. Increasingly, the emphasis is on forging partnerships with other areas of the business.

With growing candidate shortages we anticipate that referral and incentive schemes, which reward employees for recommending a successful candidate, will become increasingly common. HR professionals who already have proven experience and training in improving recruitment processes and staff retention will command premium salaries.

Trade unions are exceptionally powerful players in Korean industrial relations, and HR professionals with the ability to negotiate effectively and build constructive relationships with the unions, will have increasing value in 2016.

INFORMATION TECHNOLOGY

There were wide variations in hiring levels across the many sub-sectors of the technology industry. There was little demand in 2015 from hardware vendors, for example, and in the absence of major new product launches we expect little change to this situation during 2016.

However, software applications salespeople will be popular hiring choices, particularly those with sector or client-specific experience. Demand will be strongest for professionals able to create and manage direct relationships with specific industry sectors and major corporates, such as Korea's electronics giants.

Business development professionals with sales experience in the mobile advertising or applications areas will also continue to be highly sought after. The most favoured will have a proven track record of increasing sales for gaming companies and other app publishers.

Alongside Japan, South Korea is one of the world's two most active markets for mobile and online gaming – over 90% of iOS and Google Play revenue in the country comes from games. As a result of this immense popularity, we expect that competition for successful developers will be intense in 2016, driving salaries significantly higher as the year progresses.

SALES & MARKETING

CONSUMER & RETAIL

Korea's shifting emphasis towards digital marketing will continue in 2016, meaning that professionals with online and mobile marketing experience will be in greater demand than those with traditional marketing backgrounds. However, these specialists are in short supply and we expect to see salaries inflate in this area. Due to the popularity of Korea as a destination for Chinese tourists, Chinese-speaking retail store managers will also be in demand, although we anticipate that hiring managers will struggle to find suitable candidates for such specific roles.

CHEMICAL

The recent trend for international chemical companies setting up research and development centres in Korea will continue to create a buoyant recruitment market across the sector. Korean professionals are highly valued to manage the Asia-Pacific region for such businesses, due to the country's high educational standards, and we expect senior managers will be particularly sought after in 2016.

INDUSTRIAL

Major industrial and automotive companies from the US and Europe are opening plants and offices in Korea, increasing hiring activity for first and second-tier roles such as country managers, regional sales managers and technical sales executives in 2016. Replacement activity at middle management levels will also be prevalent among industrial companies.

SEOUL

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)					
	ANALYST		MANAGER		DIRECTOR	
	2015	2016	2015	2016	2015	2016
Compliance	45 - 55m	50 - 55m	70 - 115m	80 - 115m	150 - 200m	150 - 200m
Product Control	45 - 60m	45 - 60m	75 - 95m	75 - 95m	110 - 155m	110 - 155m
Market/Credit/Operations Risk	50 - 70m	50 - 70m	70 - 85m	70 - 85m	130 - 190m	130 - 190m
Financial Control & Tax	50 - 65m	50 - 65m	70 - 95m	70 - 95m	120 - 170m	120 - 170m
Settlements & Processing	45 - 60m	45 - 60m	65 - 85m	70 - 85m	100 - 150m	100 - 150m
Management Reporting	45 - 65m	45 - 65m	65 - 85m	70 - 85m	100 - 125m	100 - 125m
Middle Office & Trade Support	45 - 65m	45 - 65m	60 - 80m	60 - 80m	100 - 130m	100 - 140m
Actuary	55 - 75m	65 - 80m	85 - 95m	90 - 110m	135 - 165m	140 - 170m

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

SEOUL

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2015	2016
CFO	150 - 220m+	150 - 220m+
FD (Large Organisation)	125 - 165m	130 - 165m
FD (Small/Medium Organisation)	100 - 125m	110 - 130m
FC (Large Organisation)	85 - 110m	90 - 110m
FC (Small/Medium Organisation)	75 - 85m	80 - 90m
Internal Audit Manager	65 - 85m	70 - 90m
Tax Manager	60 - 80m	65 - 80m
Finance Manager	60 - 75m	70 - 80m
Financial Planning/Analysis Manager	60 - 80m	70 - 85m
Treasury Manager	55 - 70m	60 - 75m
Internal Auditor	45 - 65m	50 - 70m
Credit Manager	45 - 60m	50 - 65m
Senior Financial Analyst	60 - 70m	70 - 80m
Senior Financial Accountant	50 - 60m	55 - 60m
Financial Analyst	50 - 60m	55 - 70m
Tax Accountant	45 - 55m	50 - 60m

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

SEOUL

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2015	2016
HR Director/Head	115 - 160m	120 - 160m
HR Manager	65 - 90m	70 - 95m
Recruitment/Staffing Manager	55 - 70m	60 - 80m
Compensation & Benefits Manager	55 - 70m	55 - 70m
HR Senior Generalist	40 - 60m	45 - 65m
HR Specialist	45 - 50m	45 - 55m
HR Generalist	35 - 40m	35 - 40m

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

SEOUL

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2015	2016
Solution Architect	70 - 100m+	75 - 100m+
Cloud Architect	70 - 100m+	75 - 100m+
Program Manager	60 - 90m	65 - 90m
Pre-sales Engineer	60 - 90m	65 - 90m
Systems Engineer	60 - 90m	65 - 90m
Project Manager	60 - 90m	65 - 90m
Customer Service Representative	40 - 70m	45 - 75m
Technical Support Representative	40 - 70m	45 - 75m
Post-sales Support Representative	40 - 70m	45 - 75m
Software Developer	40 - 60m	50 - 75m
Technical Support	40 - 60m	45 - 65m

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

SEOUL

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2015	2016
Consumer & Retail		
Country Head - Small/Medium Organisation	135 - 190m	140 - 200m
Sales Director	110 - 140m	120 - 145m
National Key Account Manager	90 - 130m	100 - 135m
Retail Manager	75 - 100m	80 - 100m
Marketing Director	125 - 175m	125 - 175m
Marketing Manager	65 - 95m	65 - 95m
Digital Marketing Manager	65 - 85m	70 - 95m
Product Manager	60 - 80m	60 - 80m
Merchandising Manager	40 - 60m	45 - 60m
Chemical		
Country Manager	145 - 170m	150 - 180m
Sales and Marketing Director	125 - 140m	130 - 145m
Sales and Marketing Manager	85 - 105m	85 - 110m
R&D Director	125 - 140m	130 - 140m
R&D Manager	80 - 100m	85 - 110m

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

SEOUL

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM KRW (₩)	
	2015	2016
Technology		
Country Head - Medium Organisation	150 - 225m+	170 - 240m+
Country Head - Small Organisation	120 - 150m+	125 - 150m+
Sales Director	100 - 120m+	100 - 130m+
Sales Manager	70 - 100m	75 - 110m
Major Account Manager	70 - 90m	75 - 95m
Account Manager	40 - 60m	50 - 70m
Business Development Manager	50 - 80m	55 - 85m
Marketing Director	80 - 100m+	80 - 100m+
Channel Manager	40 - 60m	50 - 70m
Industrial		
Country Head - Medium Organisation	150 - 200m	160 - 210m
Country Head - Small Organisation	120 - 160m	130 - 160m
Sales Director	100 - 130m	110 - 140m
Sales/Branch Manager	80 - 105m	85 - 110m
Business Development Manager	80 - 105m	85 - 110m
Application Development Specialist	80 - 100m	85 - 105m
Sales Engineer	80 - 100m	85 - 105m
Account Manager	70 - 90m	73 - 95m
Sales Support Representative	70 - 90m	73 - 95m
Marketing Manager	54 - 65m	55 - 67m

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

TAIWAN



DESPITE SIGNS OF SOFTENING IN TAIWAN'S ECONOMY DURING 2015, AND MODEST GROWTH FORECASTS FOR 2016, THE TAIWANESE RECRUITMENT MARKET REMAINED BUOYANT ACROSS BANKING, FINANCE, INFORMATION TECHNOLOGY AND SALES AND MARKETING.

2015 INSIGHT

A tougher global economic situation led to a dip in Taiwan's export trading which directly impacted its GDP growth in quarters two and three. However, outside of the semiconductor industry, overall hiring volumes remained largely unaffected, and there were pockets of growth in key areas of the market.

2016 EXPECTATIONS

Although economic conditions may continue to be challenging, Taiwan will remain a candidate-short market in 2016, particularly for areas that require niche expertise. We anticipate high demand for skilled brand managers and professionals with e-commerce experience as more FMCG and retail businesses enter the market. Competition for talent will also be intense in the IT sector, particularly for web developers and software engineers specialising in Java and iOS.

As companies focus on building high-performing teams, candidates with a proven track record of performance will remain in strongest demand. Salary increments will remain fairly consistent with the last four years and we expect an average increase of 10-15% for professionals changing jobs, rising to 18-22% for more senior positions.

In areas where candidate shortages are most acute, we recommend that hiring managers consider candidates who are less experienced but have strong growth potential and develop their capabilities internally. Companies should also strengthen their employer brand to attract the industry's best talent.

ACCOUNTING & FINANCE

As market conditions remain challenging, the finance function is playing an increasingly important role in helping to improve business efficiency and dealing with more complex issues such as compliance.

Due to rising expectations of the finance function, hiring managers will actively seek candidates who can add value across the business, complementing their solid financial expertise with the ability to act as business partners to colleagues in areas such as HR and systems implementation.

Succession planning is another emerging priority for companies. Mid-level candidates with strong communication skills and business acumen will be much sought after in 2016 as organisations seek to build a pool of senior strategic managers and leaders of the future.

As the demand for these skilled individuals outstrips supply, we recommend hiring managers take a flexible approach when setting out their hiring requirements in 2016 and focus on the transferable skills and growth potential of candidates.

BANKING & FINANCIAL SERVICES

In common with most markets across the world, compliance, risk management and control will continue to be dominant themes driving recruitment priorities across Taiwan's banking and financial services industry.

Apart from increasing the need for compliance, internal audit and legal professionals, the tightening regulatory landscape has also created demand for experienced product marketing specialists, as banks and financial services firms ensure that their marketing activities comply with more stringent regulation.

Regulatory authorities are also requiring asset management companies to implement

OVERVIEW

stronger compliance measures, resulting in continuing demand across the middle and back office throughout 2016, especially for senior candidates.

INFORMATION TECHNOLOGY

As mobile devices continue to develop, the shift in demand from hardware to software skills will intensify in 2016. Web developers, as well as Java and iOS specialists, will be particularly sought after.

We also anticipate consistently strong demand for candidates to fill R&D and software engineering roles as businesses seek to capitalise on Taiwan's strong pool of technology talent.

Prospects for many niche sectors are also positive for the year ahead. We expect the current significant levels of recruitment at medium-sized technology employers, including Taiwanese companies and international businesses, to continue in 2016.

However, competition for candidates who have already proven their worth in a commercial environment will be fierce, particularly for skilled software engineers. Employers who can effectively promote attractive long-term career prospects will gain a distinct advantage in attracting and retaining the talent they need.

SALES & MARKETING

Attracting experienced and skilled sales and marketing professionals will continue to be a

major recruitment focus for many companies in 2016. In particular, hiring managers will increasingly seek individuals with proven digital marketing experience as competition intensifies in the e-commerce space.

On the sales front, hiring demands will be largely discipline-specific. FMCG recruitment volumes were robust in 2015; we therefore anticipate that candidates with a track record of success will continue to be key hiring targets.

We also expect to see growth in several sectors in the consumer space, driven by factors such as new entrants in the cosmetics market and the continued expansion of fast-fashion retailers.

Luxury brands have faced tougher market conditions in 2015 and were more subdued in their overall levels of hiring. However, store managers and sales professionals with experience working with high-net-worth individuals will be key hiring priorities for the foreseeable future. Candidates with strong interpersonal skills and English language capabilities will also continue to be highly sought after.

Overall, we recommend that employers take a more proactive approach to recruitment than in the past, seeking to identify and build relationships with their industry's most talented sales and marketing professionals to develop a pipeline of candidates.



Although economic conditions may continue to be challenging, Taiwan will remain a candidate-short market in 2016, particularly for areas that require niche expertise. As a result, job movers can expect to receive 10-15% salary increments.



KEY TRENDS

- ▶ With growing candidate shortages, companies should focus on strengthening their employer brand to attract the best talent in the market.
- ▶ Attracting talented marketing professionals will continue to be a major recruitment focus for many companies in 2016, with high demand for digital and e-commerce skills – particularly across the FMCG and retail sectors.
- ▶ Prospects for the IT and technology industries remain strong with a high demand for R&D specialists, software engineers and web developers.
- ▶ Accounting and finance professionals with solid financial expertise and commercial aptitude to help improve business efficiency will be highly sought after.

TAIPEI

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2015	2016
Commerce & Industry		
Chief Financial Officer	3.0 - 4.5m+	3.0 - 4.5m+
Finance Director	2.5 - 3.2m+	2.5 - 3.2m+
Finance Manager	1.2 - 2.0m+	1.3 - 2.1m+
Controlling Manager	1.0 - 1.6m	1.0 - 1.6m
FP&A Manager	1.5 - 2.1m	1.6 - 2.1m
Pricing Manager	1.5 - 2.3m	1.6 - 2.3m
Cost Accounting Manager	1.1 - 1.7m	1.2 - 1.8m
Internal Audit Manager	1.5 - 2.1m	1.5 - 2.2m
Tax Director	1.8 - 3.0m	1.8 - 3.0m
Tax Manager	1.2 - 2.2m	1.2 - 2.2m
Financial Analyst	600k - 1.45m	600k - 1.5m
Accounting Manager	840k - 1.75m	840k - 1.8m
Accountant	500k - 1.05m	500k - 1.1m

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

TAIPEI

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)					
	1 - 4 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Front Office						
Investment Consultant	700 - 970k	700 - 970k	1.0 - 1.2m	1.2 - 1.3m	1.4m+	1.45m+
RM* - Corporate Banking	750 - 800k	750 - 850k	900k - 1.4m	1.0 - 1.5m	1.5 - 2.5m+	1.6 - 2.5m+
RM* - Financial Institutions	750 - 900k	750 - 950k	950k - 1.55m	1.0 - 1.6m	1.8 - 3.0m+	1.8 - 3.0m+
RM* - Retail Banking	500 - 850k	500 - 650k	750k - 1.1m	800k - 1.1m	1.1 - 1.3m	1.1 - 1.3m
Sales - Transaction Banking	700 - 850k	750 - 850k	1.2 - 1.7m	1.3 - 1.7m	2.0 - 2.9m	2.0 - 2.9m
Back Office						
AML/Financial Crime	750 - 950k	900k - 1.1m	1.2 - 1.6m	1.4 - 1.8m	1.9 - 2.2m	2.0 - 2.2m
Compliance	650 - 800k	900k - 1.1m	1.1 - 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	1.45 - 1.55m	1.5 - 1.6m
Human Resources	550 - 750k	550 - 800k	900k - 1.3m	1.0 - 1.4m	1.6 - 2.0m	1.6 - 2.0m
Internal Audit	500 - 650k	500 - 650k	800k - 1.1m	900k - 1.2m	1.5 - 2.0m	1.5 - 2.2m
Legal	600 - 770k	600 - 800k	1.1 - 1.6m	1.1 - 1.7m	2.7m+	2.7m+
Risk	600 - 800k	600 - 850k	1.0 - 1.3m	1.0 - 1.4m	1.8m+	2.0m+
Operation/KYC	600 - 850k	700 - 750k	1.0 - 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	1.8 - 2.7m	1.6 - 2.8m	2.5 - 3.8m	2.8 - 4.0m
Internal Audit	1.0 - 1.2m	1.0 - 1.2m	1.2 - 1.8m	1.2 - 1.9m	1.8 - 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 - 1.2m	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

TAIPEI

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2015	2016
Electrical/Electronic Manufacturer		
Engineering Manager	2.0 - 2.5m	2.0 - 2.6m
Product and Program Manager	1.6 - 2.0m	1.7 - 2.3m
Senior Hardware Engineer	1.5 - 1.9m	1.6 - 2.0m
Senior Software Engineer	1.5 - 2.0m	1.5 - 2.0m
Semiconductor/IC Design House		
Sales Director	2.4 - 3.2m	2.5 - 3.5m
Product Marketing Manager	1.6 - 2.2m	1.7 - 2.2m
Senior ASIC Engineer	1.5 - 2.0m	1.5 - 2.1m
Senior Firmware Engineer	1.5 - 2.0m	1.6 - 2.1m
IT Solution		
Account Manager	2.6 - 3.3m	2.8 - 3.5m
Marketing Manager	1.7 - 2.0m	1.8 - 2.2m
Sales Engineer	1.5 - 1.69m	1.6 - 2.0m
Software Vendor		
Java Engineer	1.3 - 1.7m	1.3 - 1.8m
Web Developer	1.3 - 1.5m	1.2 - 1.6m
Application Developer	1.3 - 1.5m	1.2 - 1.6m
QA Manager	1.4 - 1.7m	1.4 - 1.8m
Project Manager	1.2 - 1.4m	1.3 - 1.5m

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

TAIPEI

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM TWD (\$)	
	2015	2016
FMCG		
Commercial Head	3.0 - 4.5m	3.2 - 4.8m
Sales Director	3.0 - 4.5m	3.0 - 4.6m
Channel Sales Manager	1.8 - 2.5m	1.8 - 2.8m
Marketing Director	3.0 - 4.5m	3.1 - 4.5m
Marketing Manager	2.5 - 3.0m	2.5 - 3.0m
Brand Manager	1.5 - 1.8m	1.4 - 1.8m
Trade Marketing Manager	1.8 - 2.5m	1.8 - 2.6m
Key Account Manager	1.3 - 1.8m	1.3 - 1.9m
E-commerce Manager	1.2 - 1.4m	1.2 - 1.5m
Retail Cosmetics		
Brand General Manager	3.5 - 4.5m	3.5 - 4.5m
Product Manager	1.0 - 1.3m	1.1 - 1.6m
Sales Manager	1.8 - 2.2m	1.8 - 2.2m
Marketing Manager	1.8 - 2.5m	1.8 - 2.5m
E-commerce Manager	1.4 - 1.6m	1.4 - 1.7m
Luxury		
General Manager	3.2 - 4.5m	3.2 - 4.5m
Retail Head	1.8 - 2.8m	1.8 - 2.9m
Boutique Manager	1.0 - 1.6m	1.0 - 1.7m
Marketing Manager	1.6 - 2.2m	1.6 - 2.2m
PR & Communications Manager	1.5 - 1.8m	1.2 - 1.8m
Internet		
Country Manager	2.8 - 3.3m	2.8 - 3.5m
Sales Manager	1.6 - 1.8m	1.6 - 2.0m

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

THAILAND



IT WAS A TRANSITIONAL YEAR FOR THAILAND IN 2015 AS COMPANIES FOCUSED ON DRIVING DOWN COSTS DUE TO THE GENERAL SLOWDOWN ACROSS SOUTH-EAST ASIA, HOWEVER RECRUITMENT WILL REMAIN BUOYANT IN 2016.

2015 INSIGHT

While hiring activity continued to grow in 2015, the rate of recruitment was slower than in 2014. Political instability and concerns about a regional economic slowdown led organisations to take a cautious approach to hiring.

However, with unemployment below 1%, the market remained candidate driven with considerable demand across all sectors. Those skilled in niche areas, particularly compliance, software development, demand planning and digital marketing, were able to command a salary increase of around 30% when changing roles.

The highest increase of hiring activity was seen in Thai construction – driven by government investments designed to stimulate the economy. Banking and financial services recruitment levels were also significant due to a surge in mergers, acquisitions and corporate restructurings, which

increased demand for banks to help companies structure their finances.

2016 EXPECTATIONS

The economic forecast for 2016 looks brighter, with hiring managers adopting a careful, but positive, outlook towards Thailand's growth and development. However, 2016 will still be a transitional year for Thailand as companies focus on driving down costs due to the general slowdown across Southeast Asia. It's likely that the manufacturing industry will be particularly impacted by China's economic deceleration.

Despite these economic concerns, hiring levels will remain similar to 2015 for mid to senior-level professionals in multinational corporations. Candidates with good English language skills, experience of working in multinational corporations, strong business acumen and people management skills will be most in demand. They will be able to command salary increases of 15-25% when changing roles, rising to around 30% for the most exceptional talent. Those staying in their current roles will see average salary increments of 5-7%. Over the long-term, higher salary increases, in our view, may well be unsustainable, particularly in the context of Thailand's low inflation.

With jobseekers able to take their pick of the best roles, it will remain important for employers to provide clear career progression plans, as this is the main driver of employee retention in Thailand. To secure the best candidates, we also recommend that hiring managers offer competitive rewards and benefits, while flexible working and an attractive work-life balance will create further incentives.



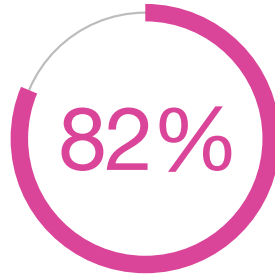
As recruitment remains candidate driven in 2016, jobseekers will be able to take their pick of the best roles. It is important for employers to provide clear career development plans, as this is the main driver of employee retention in Thailand.



KEY FINDINGS

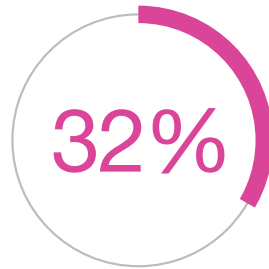
After a transitional year in 2015, the economic outlook in Thailand for 2016 appears cautiously optimistic, despite a general slowdown in Southeast Asia.

Candidates with multinational company experience, good English language skills and management expertise can expect salary increases of 15-25% when changing roles.



Thai professionals considering a move back home

(Returning Asians Survey)



Employers who would offer overseas experienced Thai professionals a higher salary

(Returning Asians Survey)

TOP FOREIGN DIRECT INVESTMENT COUNTRIES IN THAILAND



CHINA



JAPAN

(Whitepaper)

WHAT THAI PROFESSIONALS WANT

- 1 Good remuneration
- 2 Work-life balance
- 3 Career development

Robert Walters Returning Asians Survey 2015, 654 respondents

Whitepaper: Robert Walters Research, 'Insights from the Exit Process' 2014, 803 respondents

THAILAND

OVERVIEW

ACCOUNTING & FINANCE

In the first half of 2015 companies sought to optimise their structures and streamline processes, which required full teams in place. The majority of hiring was therefore focused on replacement roles. Towards the end of the year, a number of businesses expanded their operations and increased headcount in accounting and finance, creating a spike in industry-wide demand.

Professionals with international experience and the ability to manage complex projects were especially sought after. Those candidates experienced in strategic business development, financial planning and treasury, had a particular advantage in securing new positions. Hiring managers also sought accounting and finance professionals with strong business acumen who were able to play a business partnering role and understand how to add value from a financial perspective.

In 2016, employers will continue to face challenges recruiting candidates with strong technical, people management and English language skills. In addition, these professionals will be required to be deadline focused, commercially savvy and adaptable to dynamic work environments. Attracting such experienced talent is likely to be difficult, as these candidates tend to be more selective in their career moves.

Accounting and finance professionals in Thailand are primarily driven by recognition for their work accomplishments, clear career progression, and competitive compensation and benefits packages. We recommend that

hiring managers tailor their retention strategies with these factors in mind to keep employees motivated and engaged in 2016. As employers strive to retain top talent, we have also seen an increase in counter-offers, which we believe will continue in 2016.

BANKING & FINANCIAL SERVICES

In the first quarter of 2015, hiring activity in banking and financial services slowed as banks focused on building their recruitment strategy and aligning their budgets for the coming year. As the year progressed, we saw more opportunities for relationship managers with business development and credit analysis skills. This demand was driven primarily by new international banks looking to grow in Thailand, as well as a strategic merger between a Thai bank and a global bank. Candidates were required to drive revenue and strengthen these organisations' presence in Thailand.

In addition, banks sought strategy specialists to expand their operations across the region and help develop new markets. Investment bankers with experience in mergers & acquisitions, modelling & valuation, and due diligence were in particular demand to support the rising number of infrastructure projects in Thailand.

Within the back and middle office banking functions, the appetite for finance and corporate governance professionals within internal audit, risk and compliance remained strong – and we anticipate this demand will continue in 2016 with salary increases for job movers reaching 30% and above for the total compensation package.

At all levels of seniority, compliance specialists with anti-money-laundering, regulations and risk experience were also highly sought after as a result of more stringent requirements introduced by the Bank of Thailand. Again, we expect this requirement to persist in 2016.

In 2016, fund managers skilled in fixed income will be especially difficult to hire due to the limited talent pool in Thailand and the prerequisite for candidates to have a strong command of English. Salary increases for job movers in 2016 are likely to average 20-25%.

HUMAN RESOURCES

The recruitment of HR professionals in the first half of 2015 remained strong as companies increasingly recognised the importance of HR functions. Recruitment and retention became a key priority and professionals skilled in business partnering, organisational development, learning & development, and compensation & benefits were highly sought after. Demand was particularly notable for HR candidates experienced in both talent and performance management.

Professionals with the ability to partner with line managers and implement talent development strategies were a primary requirement, and we also saw increasing demand for HR professionals who could assist business heads in driving performance. To retain top HR employees, companies focused on developing clear career paths and opening more channels of communication with their employees.

KEY TRENDS

- ▶ In 2016, employers will continue to face challenges finding candidates with strong technical, people management and English language skills.
- ▶ Businesses are likely to continue outsourcing their operational HR functions to a third-party firm or shared services centre.
- ▶ Hiring within mobile commerce dominated the market in 2015 as companies strove to attract Thailand's growing mobile consumers. We anticipate this will continue in 2016 as organisations maintain their focus on growing digital platforms.
- ▶ We expect employers to seek sales engineers, general managers and marketing managers, with a combination of industry experience, product knowledge and leadership skills, to build strong sales and marketing teams.

Throughout the year, a number of businesses began outsourcing their operational HR functions to a third-party firm or shared services centre and this is likely to continue in 2016. Some HR professionals viewed this as an opportunity and showed keen interest in working as a consultant on a project basis. This was particularly evident in niche functions where securing a permanent candidate was challenging, for example compensation and benefits professionals at a strategic level.

In 2016, we anticipate that HR business partners with expertise in HR management and development will continue to be in high demand, due to the limited talent pool of candidates in this specialist area. Hiring managers will also face challenges attracting HR specialists experienced in compensation & benefits, talent development and performance management. This is a consequence of the high salaries these professionals typically command, meaning companies must pay a premium for quality candidates. To attract and retain HR professionals, businesses are advised to offer clear career paths, skill development programmes, strategic business partnering and stakeholder engagement opportunities.

INFORMATION TECHNOLOGY

In 2015, Thailand's IT industry saw an acute shortage of talent due to a limited talent pool, with software developers, project managers and enterprise resource planning (ERP) specialists in particular demand. To compensate for this skills gap, companies recruited foreign talent to fill these roles while also training local IT professionals internally as part of their succession planning strategy.

Mobile commerce recruitment dominated the market, with application developers and programmers especially sought after as companies strove to attract Thailand's growing mobile consumers. We anticipate this demand will continue as organisations maintain their focus on growing digital platforms.

The e-commerce sector experienced similarly significant growth as debit cards, smartphones and internet broadband networks grew in popularity. Therefore, IT professionals able

to adapt to this fast-growing market saw an increase in job opportunities.

Throughout the year, we saw a growing trend of skilled ERP professionals moving from permanent roles to specialist freelance or contract positions. We also noted a continued growth in demand for IT talent with niche skills to fuel the fast-growing e-commerce, animation, gaming and new media industries in Southeast Asia.

We expect this trend to continue in 2016, with experienced software developers presenting a particular challenge to hire as demand exceeds supply. ERP consultants and IT project managers at the mid to senior management level with industry-specific knowledge and bilingual language skills will be equally sought after. Specialist roles in niche areas, especially cloud computing, gaming, data centre and project sales, will also be in demand. To attract and retain high-level talent, we advise hiring managers to offer regional opportunities as well as job rotation, combined with training and development programmes.

SALES & MARKETING

In 2015 we saw a significant rise in the number of sales and marketing positions available. However, hiring managers faced challenges attracting professionals at mid to senior management levels due to the limited candidate pool in Thailand. To address the talent war, employers began focusing on development programmes to train and up-skill their employees. Due to a slowdown in the Southeast Asian region, multinational corporations are anticipated to exercise hiring caution, although critical positions at mid to senior management levels will still be replaced. In addition, Thailand is expected to try and retain its position as one of the region's manufacturing leaders in order to maintain positive future growth throughout 2016. Therefore we expect employers to seek sales engineers, general managers and marketing managers, with a combination of industry experience, product knowledge and leadership skills, to build strong teams.

The consumer space is anticipated to continue growing in 2016 with increased positions in the

digital marketing and e-commerce spaces. This is a result of current consumer buying behaviour and active e-commerce players in the market.

In 2016 we also expect professionals with FMCG experience and the ability to adapt to diverse work environments to remain in demand. In particular, those with regional work experience in Cambodia, Myanmar and Vietnam will be highly sought after as organisations increasingly expand their operations across the region – facing challenges in sourcing experienced local talent.

SUPPLY CHAIN & PROCUREMENT

Thailand's supply chain and procurement recruitment market remained highly competitive and candidate driven in 2015. As most companies across industries continuously improved their supply chain approach, multinational corporations in particular sought bilingual hires with international experience.

The most sought-after roles in 2015 were supply chain managers, procurement managers and directors, logistics managers and sourcing managers. In addition, candidates with strong communication skills and the ability to integrate into multinational corporations and work with regional stakeholders, were especially valuable. Supply chain professionals were primarily motivated by salary when it came to new opportunities, with the scope and responsibility of the role being the next most pressing motivation.

In terms of salaries, candidates expected a remuneration increase of between 20-30% when joining a new company, and we expect this trend to continue in 2016. We also anticipate skilled professionals will receive a salary rise of 5-7% when staying in their current role.

Although some labour-intensive manufacturing companies are actively considering relocating their production operations abroad, supply chain and procurement in Thailand will remain a candidate-driven market in 2016. To attract and retain key talent, we advise hiring managers to involve Thai supply chain professionals in regional projects to develop their skills and technical expertise.

BANGKOK

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2015	2016
Accounting		
Internal Auditor - Director	2.5 - 3.6m	3.0 - 4.2m
Tax Director	2.0 - 3.0m	2.4 - 3.3m
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 - 1.4m
Tax Supervisor	840k - 1.3m	840k - 1.3m
Finance		
Chief Financial Officer	3.0 - 5.4m	3.0 - 6.6m
Finance Director - MNC	2.6 - 4.0m	3.0 - 4.8m
Finance Director - SME	1.6 - 3.0m	1.8 - 3.2m
Financial Controller - MNC	1.7 - 2.8m	1.7 - 2.8m
Commercial Manager	1.7 - 2.5m	1.5 - 2.5m
Financial Controller - SME	1.4 - 2.4m	1.4 - 2.4m
Senior FP&A	1.1 - 1.8m	1.4 - 2.4m
Corporate Finance	1.2 - 2.2m	1.2 - 2.6m
Finance Manager	960k - 2.4m	960k - 2.4m
Treasury Manager	960k - 2.4m	960k - 2.4m
Accounting Manager	960k - 1.7m	960k - 1.8m
Cost Controller	800k - 1.8m	960k - 1.8m
Senior Financial Analyst	960k - 1.6m	960k - 1.6m
Credit Controller	750k - 1.3m	750k - 1.3m
FP&A	600k - 1.1m	720k - 1.4m
Treasury Analyst	700 - 950k	700 - 950k
Financial Analyst	600 - 800k	600 - 800k

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

BANGKOK

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Front Office Banking						
Treasury Sales	960k - 1.2m	1.0 - 1.4m	1.2 - 1.8m	1.3 - 2.0m	2.0 - 3.1m+	2.2 - 3.1m+
Private Equity	950k - 1.2m	1.0 - 1.4m	1.2 - 2.3m	1.3 - 2.5m	2.5 - 3.1m+	2.7 - 3.3m+
Cash/Trade Sales	880k - 1.2m	900k - 1.4m	1.0 - 1.6m	1.0 - 1.8m	2.1 - 3.0m+	2.1 - 3.0m+
Corporate Banking	800 - 960k	850k - 1.0m	1.0 - 2.3m	1.1 - 2.5m	2.5 - 3.6m+	2.7 - 3.6m+
Capital Markets	770k - 1.2m	800k - 1.3m	1.3 - 2.5m	1.5 - 2.7m	2.8 - 3.8m+	2.9 - 4.0m+
Private Banking	650k - 1.0m	700k - 1.1m	1.1 - 2.2m	1.2 - 2.4m	2.2 - 3.3m+	2.4 - 3.5m+
Commercial Banking	650 - 850k	700 - 940k	900k - 1.8m	1.0 - 2.0m	1.9 - 2.9m+	2.1 - 3.1m+
Investment Banking	480k - 1.2m	500k - 1.3m	1.3 - 2.5m	1.5 - 2.7m	2.7 - 3.7m+	2.9 - 3.9m+
Credit Analyst	420 - 720k	450 - 800k	720k - 1.0m	800k - 1.2m	1.0 - 2.1m+	1.4 - 2.3m+
Banking Operations						
Market Operations	650 - 760k	700 - 800k	760k - 1.4m	800k - 1.5m	1.4 - 2.1m+	1.6 - 2.2m+
Treasury Settlements	600 - 750k	670 - 800k	750k - 1.8m	800k - 2.0m	1.9 - 3.0m+	2.1 - 3.2m+
Cash Management	500 - 780k	550 - 820k	800k - 1.6m	900k - 1.7m	1.8 - 2.8m+	1.9 - 2.9m+
Trade Support	450 - 710k	500 - 800k	748k - 1.2m	800k - 1.3m	1.7 - 2.7m+	1.7 - 2.8m+
Corporate Governance						
Compliance	770k - 1.6m	800k - 1.7m	1.3 - 3.1m	1.5 - 3.2m	3.1 - 5.0m+	3.5 - 5.0m+
Market Risk	720k - 1.2m	770k - 1.3m	1.5 - 2.5m	1.7 - 2.7m	2.7 - 3.7m+	2.9 - 4.0m+
Credit Risk	700k - 1.2m	750k - 1.3m	1.3 - 2.5m	1.3 - 2.7m	2.7 - 3.7m+	2.9 - 4.0m+
Operational Risk	660k - 1.2m	700k - 1.3m	1.3 - 2.5m	1.5 - 2.7m	2.8 - 3.8m+	2.9 - 4.0m+
Internal Audit	660 - 990k	700k - 1.0m	1.1 - 1.9m	1.3 - 2.1m	2.0 - 3.0m+	2.2 - 3.2m+
Financial Accounting						
Business Analysis	660 - 935k	700 - 960k	946k - 2.0m	970k - 2.2m	2.0 - 3.0m+	2.2 - 3.0m+
Finance Operations	550 - 850k	600 - 900k	950k - 1.8m	970k - 2.0m	2.0 - 3.0m+	2.1 - 3.0m+
Accountant	500 - 800k	550 - 850k	800 - 960k	850k - 1.0m	960k - 1.8m+	1.0 - 2.0m+

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

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HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM THB (฿)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Commerce & Industry						
Organisational Development	800k - 1.2m	800k - 1.2m	1.2 - 2.6m	1.2 - 2.8m	2.6 - 3.2m	2.8 - 3.4m
Compensation & Benefits	800k - 1.2m	800k - 1.2m	1.2 - 2.4m	1.2 - 2.6m	2.4 - 3.4m	2.6 - 3.4m
Business Partner	660 - 960k	720k - 1.1m	1.0 - 2.2m	1.1 - 2.2m	2.0 - 3.0m	2.2 - 3.4m
HR Generalist	660 - 960k	660 - 960k	1.0 - 2.2m	1.0 - 2.2 m	2.2 - 3.4m	2.2 - 3.4m
Employee Relations	660 - 900k	660 - 900k	900k - 1.5m	900k - 1.5m	1.5 - 2.0m	1.5 - 2.2m
HRIS	600 - 900k	600 - 950k	1.2 - 1.7m	1.2 - 1.7m	1.75 - 2.6m	1.7 - 2.6m
Training & Development	600 - 900k	600 - 950k	1.0 - 2.0m	1.0 - 2.0m	2.0 - 2.6m	2.0 - 2.6m
HR Operation Service (Shared Services)	600 - 900k	600 - 900k	900k - 1.3m	900k - 1.5m	1.3 - 2.4m	1.5 - 2.6m
Recruitment	500 - 750k	500 - 750k	750k - 1.2m	750k - 1.6m	1.2 - 2.2m	1.6 - 2.4m
Payroll	420 - 660k	420 - 700k	610 - 900k	700 - 920k	1.0 - 1.8m	1.0 - 1.8m
Mobility	420 - 660k	420 - 660k	670 - 900k	670 - 900k	900k - 1.6m	900k - 1.6m
Banking & Financial Services						
Organisational Development	800k - 1.5m	800k - 1.5m	1.5 - 2.4m	1.5 - 2.6m	2.4 - 3.0m	2.6 - 3.4m
Compensation & Benefits	800k - 1.2m	800k - 1.2m	1.2 - 2.5m	1.2 - 2.6m	2.5 - 3.4m	2.6 - 3.4m
HRIS	720k - 1.0m	760k - 1.0m	1.0 - 2.2m	1.0 - 2.2m	2.2 - 2.8m	2.2 - 2.8m
Training & Development	720 - 900k	740 - 900k	1.0 - 2.0m	1.0 - 2.2m	2.0 - 2.6m	2.2 - 2.8m
Business Partner	660 - 960k	720k - 1.1m	1.0 - 2.4m	1.1 - 2.4m	2.4 - 3.4m	2.4 - 3.6m
HR Operation Service (Shared Services)	720k - 1.0m	720k - 1.0m	1.0 - 1.8m	1.0 - 2.0m	1.8 - 2.2m	2.0 - 2.4m
HR Generalist	660k - 1.0m	660k - 1.0m	1.0 - 2.3m	1.0 - 2.4m	2.3 - 3.2m	2.4 - 3.4m
Employee Relations	660 - 900k	660 - 900k	900k - 1.5m	900k - 1.5m	1.5 - 2.0m	1.5 - 2.0m
Recruitment	500 - 750k	500 - 800k	800k - 1.7m	800k - 1.8m	1.7 - 2.2m	1.8 - 2.4m
Payroll	500 - 700k	500 - 700k	720k - 1.2m	720k - 1.2m	1.2 - 1.7m	1.2 - 1.8m
Mobility	500 - 670k	500 - 670k	680k - 1.0m	680k - 1.0m	1.0 - 1.4m	1.0 - 1.4m

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.

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INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2015	2016
IT Systems		
IT Director	3.5 - 4.5m	3.6 - 4.8m
IT Program Manager	1.8 - 2.8m	1.8 - 3.0m
Development Manager	1.4 - 2.0m	1.5 - 2.0m
Project Manager	1.5 - 2.3m	1.4 - 2.5m
Solution Architect	1.4 - 2.5m	1.3 - 2.7m
Business Analyst Manager	1.2 - 1.8m	1.2 - 2.0m
C++ S/W Engineer	1.0 - 1.8m	1.1 - 2.0m
Test Manager	1.0 - 1.5m	1.1 - 1.6m
Application Support Analyst	840k - 1.3m	900k - 1.5m
Java/J2EE S/W Engineer	840k - 1.2m	900k - 1.3m
Software Developer	780k - 1.4m	800k - 1.6m
IT Business Analyst	780k - 1.3m	800k - 1.5m
ERP/Business Application		
Project Manager	1.4 - 2.8m	1.5 - 3.0m
Consultant - Functional	1.0 - 1.8m	1.0 - 2.0m
Consultant - Technical	850k - 1.6m	900k - 1.7m
Infrastructure		
Service Delivery Manager	1.8 - 2.4m	1.8 - 2.5m
Project Manager	1.6 - 2.6m	1.8 - 2.8m
Infrastructure Manager	1.4 - 2.2m	1.6 - 2.4m
Infrastructure Team Leader	1.0 - 1.4m	1.1 - 1.5m
Desktop Support Analyst	700k - 1.0m	750k - 1.1m
IT Security, Risk & Control		
IT Auditor	1.2m - 1.8m	1.3 - 2.0m
IT Security Analyst	900k - 1.4m	950k - 1.5m

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

BANGKOK

SALES & MARKETING CONSUMER & B2B

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2015	2016
Sales		
Sales Director	2.3 - 2.7m	2.5 - 3.6m
Channel Manager	1.3 - 1.9m	1.4 - 2.0m
Sales Manager	1.2 - 1.8m	1.4 - 2.0m
Business Development Manager	1.2 - 1.7m	1.4 - 2.0m
Marketing		
Marketing Director	2.1 - 3.0m	2.2 - 3.6m
Marketing Research Director	1.4 - 2.5m	1.6 - 2.5m
Public Relations Director	1.5 - 2.0m	1.6 - 2.2m
Marketing Manager	1.0 - 1.5m	1.2 - 1.8m
Brand Manager	1.0 - 1.5m	1.0 - 1.6m
Senior Marcomms Manager	1.0 - 1.5m	1.0 - 1.6m
Trade Marketing Manager	950k - 1.5m	960k - 2.0m
Public Relations Manager	850k - 1.5m	960k - 1.6m
Marketing Research Manager	850k - 1.1m	960k - 1.6m
Direct Marketing Manager	850k - 1.0m	960k - 1.6m
Marcomms Manager	950k - 1.3m	960k - 1.4m
Management		
GM/MD	3.6 - 4.8m	3.6 - 6.0m
Country Manager	3.6 - 4.0m	3.6 - 6.0m
Sales & Marketing Director	2.4 - 2.8m	2.6 - 3.6m
Senior Commercial Manager	1.8 - 2.7m	2.0 - 3.0m
Sales & Marketing Manager	1.0 - 1.5m	1.4 - 1.8m

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

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SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM THB (฿)	
	2015	2016
Procurement		
Procurement Director	3.0 - 3.5m	3.2 - 3.8m
Procurement Manager	1.8 - 2.6m	1.9 - 2.9m
Category Manager	1.5 - 2.3m	1.6 - 2.5m
Sourcing Manager	1.5 - 2.3m	1.6 - 2.5m
Contracts Manager	1.2 - 1.8m	1.3 - 1.9m
Buyer	900k - 1.2m	1.0 - 1.2m
Sourcing Specialist	900k - 1.2m	1.0 - 1.2m
Supply Chain & Logistics		
Supply Chain Director	3.5 - 4.5m	3.8 - 4.8m
Supply Chain Manager	1.5 - 2.5m	1.7 - 2.8m
Supply/Demand Planning Manager	1.8 - 2.5m	2.0 - 2.8m
Customer Service Manager	1.3 - 2.0m	1.4 - 2.0m
Operations Manager	1.2 - 2.0m	1.2 - 2.0m
Production Planning Manager	800k - 1.3m	900k - 1.4m
Logistics Manager	800k - 1.7m	800k - 1.7m
Warehouse Manager	700k - 1.5m	700k - 1.5m

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

VIETNAM



2015 WAS A POSITIVE YEAR FOR RECRUITMENT IN VIETNAM. STRONG LEVELS OF DEMAND WERE DRIVEN BY NEW BUSINESSES ENTERING THE MARKET, INCLUDING THE ARRIVAL OF MAJOR COMPANIES FROM AUSTRALIA, THE US AND THAILAND.

2015 INSIGHT

With such high levels of demand, the Vietnamese talent pool showed signs of becoming stretched. Competition for skilled professionals in finance, HR, compliance, sales, marketing, manufacturing, sourcing and IT significantly increased.

To address this shortage of local talent, employers increasingly looked to attract returning Vietnamese professionals. Engaging those who have studied or worked abroad has clear advantages - they have gained skills and experience they can share with colleagues in Vietnam, and understand the culture and language to a level many foreign professionals cannot match.

2016 EXPECTATIONS

The trend for recruiting returning Vietnamese professionals will continue in 2016. Hiring these internationally experienced candidates will help hiring managers begin to close the experience gap between candidates required for middle-management positions as well as those for more senior roles. This, in turn, will assist companies to develop solid succession planning strategies by recruiting high-potential candidates capable of moving to the very top levels of the company.

There is no sign of inward investment slowing down and we expect new businesses to continue entering the market during 2016. We also anticipate that many already established companies will run transformational and restructuring programmes, heightening demand for HR practitioners with change management experience, for example.

In the face of greater competition for talent, we recommend that hiring managers consider candidates from industries and sectors other than their own. For example, pharmaceutical

companies and retailers might consider individuals with complementary FMCG experience whose skills can be refined internally.

Continuing the trend seen in 2015, hiring managers will want to see evidence of candidates' loyalty to former employers, to identify those most likely to stay in a new role for a significant length of time. This will intensify competition among employers for candidates who can point to longer terms of employment.

We anticipate that salary increases ranging from 15-25% are realistic for those changing jobs. However, companies need to be aware that a substantial proportion of jobseekers continue to target often unaffordable rises of 40-60%, making them unviable candidates for most employers.

Although salary is always a key factor in attracting new employees, the opportunity for structured career progression will be more important than ever in 2016, as the competition for talent intensifies.



Recruiting internationally experienced candidates will help hiring managers close the experience gap between candidates required for middle management positions as well as those for more senior roles. This, in turn, will assist companies in developing solid succession planning strategies.



KEY FINDINGS

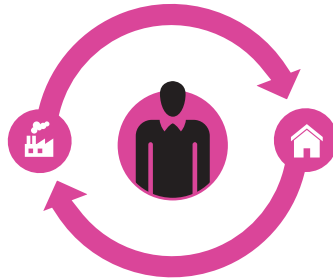
Sustained levels of demand on the locally-based talent pool has resulted in an increasing focus on returning Vietnamese professionals.

Although salary is always an important factor, the opportunity for structured career progression will be more important than ever in 2016.

15-25%

Average salary rise for those moving jobs in 2016

(Salary Survey 2016)



Talent shortages in Vietnam mean hiring managers are considering professionals outside of their industry sector

(Whitepaper)

WHAT PROFESSIONALS WANT

- 1 Career development
- 2 Cultural fit
- 3 Learning & development

(Salary Survey 2016)

TOP 3 INDUSTRIES HIRING



FMCG



Supply chain & logistics



Manufacturing



(Returning Asians Survey)

Employers willing to offer higher salary rises to returning Vietnamese

Whitepaper: Robert Walters Research, 'Insights from the Exit Process' 2014, 803 respondents.
Robert Walters Returning Asians Survey 2015, 654 respondents.

OVERVIEW

ACCOUNTING & FINANCE

With a growing shortage of accounting and finance professionals in 2015, hiring managers found themselves competing for candidates. As opportunities for jobseekers increased, appropriate candidates for senior roles became more selective about the jobs they applied for, exercising choice over the industries and locations they wanted to work in.

At the same time there was growth in demand for senior accounting and finance professionals to fill roles such as CFO and finance director, particularly in the manufacturing and real-estate sectors, but as there were a relatively small number of appropriately qualified and experienced candidates at this level, recruitment has been challenging.

In order to address this problem, many hiring managers are replacing expatriate CFOs with local financial controllers who have the ability to develop and take on a more senior role.

Candidates with good communication skills and business acumen will, therefore, be increasingly important to employers in 2016, ensuring new finance hires can effectively support the business. Those with international qualifications, such as ACCA and CIMA, will continue to be in high demand, particularly by multinational companies.

In the pharmaceutical sector, where tighter regulatory practices have revealed skills shortages in compliance, a key recruitment focus will be on internal controllers with compliance and internal audit backgrounds. The continuing worldwide emphasis on ethical, regulatory and risk management issues will

ensure that this trend continues to drive increased recruitment in 2016.

We expect that FMCG companies, in particular, will continue to focus on building solid stakeholder relationships in 2016. Senior audit and control professionals with strong technical knowledge and good communication skills will therefore continue to be popular hiring choices throughout the year. As companies seek to contain costs, demand will also exceed supply for costing managers with experience across a range of methodologies.

BANKING & FINANCIAL SERVICES

Vietnam's banking sector, which became fragmented following a decade of fast expansion, has been through a series of mergers in recent years. This trend continued in 2015, as the country's banks, supported by the government, sought to reduce their exposure to non-performing loans.

However, the arrival of three new market entrants has intensified competition among banks to attract and retain profitable business, increasing the requirement for client-facing managers and compliance professionals.

ENGINEERING

Vietnam's growing role as a manufacturing hub drove demand for local plant managers with engineering backgrounds as well as specific factory operations and leadership experience.

Hiring managers will continue to seek customer-oriented field service engineers in 2016, placing particular importance on strong technical skills in mechanical and electrical

engineering. Employers will also target project management professionals as well as development engineers to implement and lead their research and development activities.

We envisage that the manufacturing, real-estate, construction materials and mining industries will be noticeably active; real-estate construction is particularly buoyant. As a result of this upturn, engineering professionals will be in higher demand during 2016.

HUMAN RESOURCES

During 2015, many companies in Vietnam were in a transitional phase as they sought to build measurable business growth models. As a result, the focus of hiring activity in HR was primarily on key functions, such as change management and organisational and talent development.

It was also noticeable that companies were investing more effort and spend on staff retention across all areas of the business. This resulted in increased demand for strategic-reward professionals, focused on developing initiatives to improve staff loyalty over the long term.

Widespread interest in the areas of change management and talent development created skills shortages in these specialist roles, and hiring managers started to struggle in their search for jobseekers capable of both strategy development and implementation.

With shortages of HR specialists expected to continue in 2016, salaries are likely to rise for professionals experienced in total rewards as well as learning and development. We recommend that, in addition to seeking

KEY TRENDS

- ▶ As more manufacturing plants are established in Vietnam; procurement, sourcing, and supply chain professionals will see more job opportunities.
- ▶ Senior audit and control professionals with strong technical knowledge and good communication skills will continue to be popular hiring choices throughout the year.
- ▶ The entrance of new mobile applications businesses and tech start-ups in Vietnam will drive recruitment for positions in iOS development, Android development and graphic design.
- ▶ In the healthcare sector, demand for marketers grew as international companies expanded their presence in Vietnam and as competitors entered the market for the first time.

fully-qualified and proven candidates, hiring managers should also target those in the earlier stages of their careers who can be trained and developed within the organisation.

Multinational companies in Vietnam will increasingly seek to attract returning Vietnamese HR professionals who have international educational backgrounds and strategic experience. These specialists can bring global best practice of international business to the Vietnamese market, but have the additional benefit of local cultural understanding. Their experience can filter through the company to help colleagues gain new knowledge and skill sets.

In 2016, we foresee more manufacturing operations entering Vietnam from China, Thailand, Japan and South Korea in a variety of industries including electronics, textiles and FMCG. As a result, we anticipate that the competition for HR managers with experience in factory operations will intensify in 2016.

INFORMATION TECHNOLOGY

During 2015, the continued growth of cloud computing and big data technologies meant solution architects, project management and integration engineering specialists were in highest demand.

We also noticed increased demand for professionals with PHP and Java experience in the software outsourcing sector. Growing competition for skills in the banking and financial services sector, meanwhile, made it difficult for hiring managers to recruit the chief technology officers and the other senior IT experts they sought.

In 2016, we believe that most hiring will take place for software engineering, and senior IT management roles. With the entrance of new mobile applications and tech start-ups in Vietnam, positions in iOS development, Android development and graphic design are likely to open for IT professionals. Hiring managers will continue to struggle in their search for technically skilled IT professionals who are fluent in English.

SALES & MARKETING

Demand for sales and marketing professionals remained stable during 2015, with hiring activity

strong in the digital marketing and brand management areas.

With increased demand predicted for consumer goods, the search for people with a background in FMCG was intense, particularly in retail and over-the-counter pharmaceuticals.

FMCG & RETAIL

Continuing retail sector growth in 2016, including expected market entry by a large multinational, will also create opportunities and intensify competition for experienced and skilled marketing professionals, general managers and business unit directors. Experienced brand managers, in particular, will be in scarce supply, and competition for those who can prove a strong record of achievement will be intense.

TECHNICAL HEALTHCARE

In the healthcare sector, demand for marketing professionals also showed positive growth during 2015 – once again driven by international companies expanding their presence in Vietnam and by competitors entering the market for the first time. There was, however, a noticeable reduction in recruitment for new sales roles in the pharmaceutical sector.

Meanwhile, the medical devices sector remained buoyant, with sales and product managers particularly sought after, including those in senior positions. A shortage also emerged for key account managers who could focus on tenders and enhancing overall salesforce effectiveness.

We also saw a noticeable shift in demand as hiring managers sought medical professionals who could complement their core medical knowledge with a high level of communication and management skills.

With ongoing expansion in the healthcare sector there is likely to be a scarcity of talent in 2016. As a result, professionals moving jobs can realistically expect salary increases of 20-30%. However, companies entering the market without a prominent brand profile are keen to attract top talent and may seek to make themselves more competitive by offering increases above this level.

INDUSTRIAL

Recruitment levels across the construction and animal feed markets were strong in 2015, with sales engineers and sales managers in highest demand.

In manufacturing, those with large bases supplying the Vietnamese market focused on promoting local talent from within their business during 2015. This created middle-management vacancies for high-quality local candidates.

The recruitment market for sales engineers and projects sales executives within building materials companies was also very active in 2015. Mirroring trends in other sectors, we will continue to see companies looking to replace expatriates with high-quality Vietnamese talent – those with overseas exposure will be in highest demand.

We also saw increased hiring for marketing roles within the automotive industry.

Across the industrial sector, we anticipate that pay rises will be in the 10-15% range in 2016. However, many candidates will move for similar, or even smaller increases if the role offers attractive career progression at a more desirable company.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

In 2015, manufacturing, retail, logistics, real estate, construction materials, mining and e-commerce all saw growth in supply chain recruitment.

The greatest numbers of positions were in sales and operational roles in logistics, as well as sourcing and production management in manufacturing. Professionals capable of managing nationwide projects and supporting business growth were particularly sought after.

As costs have risen in China, companies are trying to reduce their reliance on Chinese manufacturing and resources. If more companies direct operations towards Vietnam then the impact is likely to be felt throughout 2016. Therefore demand will continue, particularly among manufacturers, with expected increased hiring in the areas of sourcing and merchandising as well as quality control and assurance.

HO CHI MINH CITY

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Accounting		
Internal Audit Manager	26 - 52k	24 - 48k
Chief Accountant	18 - 33k	20 - 36k
Senior Auditor	20 - 24k	18 - 30k
Management Accountant	11 - 20k	18 - 30k
Financial Accountant	11 - 20k	18 - 24k
Finance		
Chief Financial Officer	90 - 130k+	84 - 130k+
Legal Director	50 - 100k+	60 - 120k+
Finance Director - MNC	60 - 90k	60 - 96k
Finance Director - SME	48 - 72k	60 - 72k
Financial Controller - MNC	42 - 58k	42 - 60k
Compliance & Risk Manager	37 - 54k	36 - 60k
Financial Controller - SME	30 - 48k	36 - 48k
Legal Manager	24 - 48k	30 - 60k
Finance Manager	26 - 50k	30 - 48k
Tax Manager	27 - 52k	24 - 48k
Finance/Business Analyst	18 - 33k	18 - 33k
Cost Controller	13 - 30k	15 - 30k

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

HO CHI MINH CITY

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Front Office		
Private Equity	36 - 48k	36 - 48k
Investment Manager	18 - 48k	18 - 48k
Investment Analyst	18 - 36k	18 - 36k
Corporate Banking		
Head of Corporate Banking	120 - 180k	120 - 180k
Relationship Manager	18 - 60k	18 - 60k
Consumer Banking		
Head of Consumer Banking	120 - 180k	120 - 180k
Relationship Manager	18 - 36k	18 - 36k
Middle & Back Office		
Risk Manager	36 - 72k	36 - 72k
Operations Manager	24 - 48k	24 - 48k
Product Manager	24 - 44k	24 - 44k
Compliance Manager	18 - 40k	18 - 40k
Internal Audit	18 - 36k	18 - 36k

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

HO CHI MINH CITY

ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Operations Manager	56 - 70k	56 - 70k
Plant Manager	56 - 70k	56 - 70k
Continuous Improvement Manager	35 - 49k	35 - 49k
Engineering Manager	35 - 49k	35 - 49k
QA/QC Manager	35 - 42k	35 - 42k
Project Manager	30 - 45k	30 - 48k
R&D Manager	21 - 35k	30 - 48k
Maintenance Manager	30 - 45k	30 - 45k
Service Manager	30 - 45k	30 - 42k
Production Manager	28 - 42k	30 - 42k
HSE Manager	28 - 42k	30 - 42k
Facility Manager	25 - 30k	24 - 30k

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

HO CHI MINH CITY

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Human Resources		
HR Director	60 - 120k	60 - 120k
HR Shared Services Manager	40 - 60k	40 - 60k
HR Manager	28 - 60k	30 - 60k
Rewards Manager	24 - 26k	30 - 48k
Training & Development Manager	19 - 26k	30 - 42k
Talent Acquisition Manager	20 - 36k	26 - 36k
Organisation & Development Manager	25 - 48k	27 - 52k
Compensation & Benefits Manager	24 - 26k	25 - 30k
HR Business Partner	25 - 48k	24 - 40k
HR Executive	9 - 15k	9 - 15k
Business Support		
Office Manager	13 - 19k	14 - 24k
Personal Assistant	6 - 13k	9 - 18k

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

HO CHI MINH CITY

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Business Transformation		
Head of IT	55 - 80k	60 - 96k
Senior Project Manager	28 - 40k	30 - 48k
IT Manager	20 - 35k	24 - 42k
Senior Business Analyst	22 - 33k	18 - 33k
Development		
Technical Architect	24 - 30k	24 - 42k
Senior Mobile Developer	23 - 26k	20 - 28k
ERP Consultant	18 - 25k	18 - 25k
Java /PHP/.NET Engineer	18 - 22k	18 - 24k
Front-end Developer	20 - 26k	15 - 24k
Senior QC Engineer	9 - 15k	14 - 21k
Digital & Online		
Digital Solutions Director	38 - 48k	48 - 60k
Head of E-commerce	35 - 44k	46 - 60k

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

HO CHI MINH CITY

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Management		
General Manager/Managing Director	150 - 240k	150 - 200k
Sales & Marketing Director	83 - 115k	84 - 100k
Sales		
Sales Director	73 - 110k	60 - 85k
Key Account Manager	32 - 45k	35 - 50k
Business Development Manager	38 - 45k	35 - 45k
Area Sales Manager	25 - 33k	21 - 34k
Sales Engineer	9 - 15k	9 - 15k
Marketing		
Trade Marketing Director	85 - 95k	95 - 110k
Corporate Affairs Director	90 - 105k	84 - 105k
Marketing Director	83 - 115k	72 - 84k
Marketing Manager	68 - 95k	45 - 55k
Trade Marketing Manager	48 - 62k	42 - 54k
Corporate Affairs Manager	25 - 35k	32 - 40k
Brand Manager	25 - 33k	26 - 36k
Visual Merchandising Manager	23 - 30k	25 - 32k
Technical Healthcare		
Medical Director	71 - 100k	80 - 110k
Medical Affairs Manager	25 - 35k	30 - 40k
Regulatory Affairs Manager	30 - 40k	34 - 42k
Clinical Research Manager	20 - 28k	25 - 32k
Medical Advisor	20 - 28k	24 - 30k
Medical Science Liaison	12 - 20k	18 - 24k

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

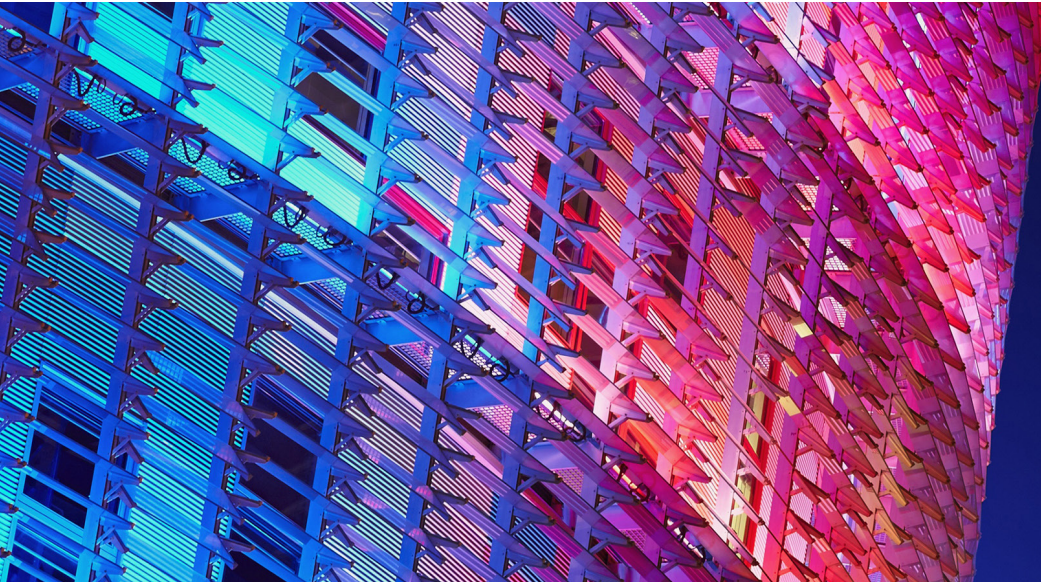
HO CHI MINH CITY

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Supply Chain & Procurement		
Supply Chain Director	75 - 115k	75 - 125k
Operations Manager	55 - 60k	56 - 70k
Plant Manager	56 - 70k	56 - 70k
Supply Chain Manager	35 - 50k	35 - 60k
Sourcing Manager	36 - 52k	35 - 52k
Planning Manager	30 - 40k	32 - 45k
Logistics Manager	33 - 45k	30 - 45k
Procurement Manager	30 - 45k	30 - 45k
Production Manager	28 - 42k	30 - 42k
Customer Service Manager	25 - 40k	28 - 40k
Warehouse Manager	25 - 35k	28 - 35k
Third Party Logistics		
Operations/Logistics Manager	33 - 44k	35 - 48k
Sales Manager	27 - 33k	27 - 35k
Key Account Manager	20 - 33k	22 - 33k

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

MIDDLE EAST



WHILST FALLING OIL PRICES AND CONTINUING CONFLICTS IN THE REGION RESTRICTED SOME COMPANIES' OPPORTUNITIES FOR GROWTH DURING 2015, THE IMPROVING GLOBAL ECONOMIC OUTLOOK HAD A MILD BUT POSITIVE OVERALL EFFECT ON RECRUITMENT LEVELS.

2015 INSIGHTS

The significant decline in oil prices since the summer of 2014 greatly reduced hiring levels across the oil and gas sector, with a wider knock-on effect across this worldwide industry centre. The downturn affected multinationals and local businesses alike, and we saw a number of high-profile mergers and acquisitions take place. Many organisations laid off staff as they rescaled their operations.

In fuel-hungry sectors however, businesses such as airlines and logistics benefited greatly from the lower oil price and were able to invest in head office staff. We also saw high levels of hiring activity in the property, construction and engineering sectors during 2015, while retail and small to medium FMCG companies continued to recruit at steady levels.

2016 EXPECTATIONS

We're cautiously optimistic about the 2016 jobs market. The need for new hires is set to be strong among employers across government, real estate, financial services and tourism. In addition, as always, the transient nature of the region's recruitment needs means we anticipate regular requirements for replacement hires.

Whilst it has been well documented that government spending is being reigned in, the vast public building programmes underway in Dubai and other states will underpin demand for professionals in leadership, legal and finance positions in the region's head offices during 2016.

On a macro level, as sanctions against Iran begin to ease further in 2016, many companies across the region are set to build headcount across all business areas to cope with this new, exciting market.

Government policies in the UAE and Saudi Arabia to prioritise Gulf nationals over expatriate professionals when being considered for new roles will be even more strictly observed in 2016. This is an important issue for employers. While the number of highly educated, well-qualified and experienced local professionals

has never been greater, they are often keen to work only in their home country and close to family, further restricting this market.

Companies wishing to appoint high-quality professionals in more remote locations might therefore consider offering benefits like free flights home at weekends. An additional related means of attracting and retaining the best talent will be to reintroduce more competitive rewards packages, including housing and education funding. These were largely stripped out following the financial crisis.

We expect salaries to remain largely flat in 2016. However, there will be exceptions such as construction professionals and private practice lawyers, digital experts, category managers (FM) and FP&A professionals.

MIDDLE EAST

OVERVIEW

ACCOUNTING & FINANCE

The commercial success of companies across the region and their keenness to improve productivity drove continued growth in the hiring of accounting and finance talent in 2015. Employers were willing to pay up to 5% over the market rate to attract the right professionals.

A focus on streamlining process change also meant demand was high for accountants with technology skills. The most sought after were ACA, ACCA and CIMA-qualified professionals with 5-10 years' post-qualification experience and knowledge of financial modelling.

In 2016, hiring managers will be particularly keen to attract commercial accountants with practical experience and understanding of IFRS accounting. A drive to improve competitiveness will also result in companies seeking top-tier talent to work in less appealing locations across the region.

BANKING & FINANCIAL SERVICES

Employment targeting which prioritised the hiring of local candidates over international talent was the biggest issue facing banks in the Middle East in 2015, and this will continue to dominate hiring in 2016.

In addition, the punitive action of global regulators has been another major factor, and this will ensure that in 2016 compliance will once again be the busiest area of recruitment.

Other than in the compliance area, we do not anticipate significant growth in the banking and financial services jobs market during 2016. As long as the oil price remains low, organisations will be cautious, with hiring managers tending only to replace employees who are leaving rather than grow headcount.

LEGAL

In 2015, an increase in M&A activity saw firms actively trying to grow their corporate practices, with a particular focus on candidates from established markets such as the UK and Australia. Construction and projects remained busy practice areas as development projects continued throughout the Middle East.

Other practice areas such as banking and finance saw a relatively slow year as lending from the banks remained cautious and we expect this to affect front-end construction roles next year as lending for new projects weakens. However, we should conversely see an increase in contentious construction as companies enter into dispute resolution.

In addition to construction disputes, we saw a sharp increase in activity in the area of compliance and fraud investigations which caused firms to recruit candidates with experience in matters related to the UK Bribery Act and Anti-Money-Laundering.

On the whole the in-house recruitment market was quieter in 2015, primarily due to companies wanting to stabilise team sizes and utilise law firms much more for external advice. As law firms seek to improve relationships with companies, in-house secondments have remained a vital part of strategically hiring and supplementing in-house legal teams with these secondments often turning into permanent employment.

In-house hiring that did take place remained focused on local experience, candidates with Arabic skills and backgrounds in corporate and commercial law were in high demand.

At present, there is uncertainty with regard to the economic state of the Middle East markets with most firms looking to take a more cautious approach, particularly in the first half of 2016. However, we do expect hiring and growth to continue in key practice areas, but at a steadier pace compared to 2015.

PROCUREMENT & SUPPLY CHAIN

There was a slight increase in the hiring of procurement and supply chain professionals in 2015. This was unsurprising, as one of the major trends that emerged during the year saw large companies driving efficiency improvements by centralising their procurement functions.

In another significant trend, the implementation of ERP (enterprise resource planning) platforms within businesses raised demand for experienced professionals who have gained best practice experience working abroad.

In 2016, we expect that increasing purchasing activity will cause most procurement hiring to be in digital, IT, marketing and facilities departments in the real estate, telecoms and government sectors. The continuing positive performance of the FMCG and retail sectors will ensure that supply chain hiring is strongest in these areas.

SALES & MARKETING

The falling oil price and knock-on effects on government budgets in 2015 restricted hiring for sales and marketing professionals in the oil and construction markets.

In contrast, we saw significant growth in demand for talent in the tourism, banking and manufacturing sectors. The most sought-after professionals were those with technical and digital expertise, as well as individuals with strong Middle East experience and Arabic language skills.

As digital communications and social media continued to increase in importance, hiring managers will seek sales and marketing specialists with strong technical skills in these areas. Tourism will be another key focus, particularly as the UAE continues its drive to become one of the world's leading tourist destinations.



As sanctions against Iran begin to ease further in 2016, companies will add headcount to take advantage of this new, exciting market.



MIDDLE EAST

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER MONTH (AED)	
	2015	2016
Senior-level Roles		
Chief Financial Officer (Regional)	70 - 130k+	72 - 130k+
Chief Financial Officer (Local)	60 - 80k	63 - 84k
Finance Director	45 - 60k	50 - 63k
Head of Treasury	50 - 75k	52 - 78k
Head of Internal Audit	50 - 70k	55 - 73k
Tax Director	50 - 75k	52 - 80k
Head of Compliance	50 - 70k	55 - 85k
Qualified		
Financial Controller	37 - 50k	40 - 55k
Finance Manager	30 - 45k	32 - 48k
Finance/Internal Audit Manager	28 - 38k	35 - 45k
Financial Accountant (3 - 6 yrs' exp)	22 - 37k	25 - 35k
Financial Accountant (0 - 3 yrs' exp)	15 - 25k	18 - 25k
Internal Auditor (3 - 6 yrs' exp)	22 - 37k	23 - 38k
Internal Auditor (0 - 3 yrs' exp)	15 - 25k	15 - 25k
FP&A/Business Analyst (3 - 6 yrs' exp)	22 - 38k	28 - 40k
FP&A/Business Analyst (0 - 3 yrs' exp)	15 - 25k	15 - 25k
PQ Financial & Management Accountant	12 - 20k	15 - 25k
Treasury Manager	35 - 50k	35 - 50k
Tax Manager	33 - 50k	33 - 50k
Qualified by Experience		
Financial Controller	30 - 40k	30 - 40k
Finance/Internal Audit Manager	20 - 35k	22 - 35k
Financial Accountant (3 - 6 yrs' exp)	17 - 22k	17 - 25k
Financial Accountant (1 - 3 yrs' exp)	12 - 17k	12 - 20k
Accounting Administrator	6 - 12k	6 - 12k
Credit Control Manager	22 - 30k	22 - 30k

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)	
	2015	2016
General Accounting Roles		
Chief Financial Officer	70 - 130k	70 - 130k
Finance Director	45 - 65k	45 - 65k
Financial Controller	37 - 57k	35 - 60k
Financial Accountant (3 - 6 yrs' exp)	23 - 38k	25 - 40k
Financial Accountant (0 - 3 yrs' exp)	15 - 26k	15 - 30k
Internal Auditor (0 - 3 yrs' exp)	15 - 26k	12 - 28k
Compliance		
Chief Compliance Officer (MD)	60 - 110k+	60 - 110k+
Compliance Manager (VP)	35 - 50k	30 - 60k
Sanctions Manager	28 - 40k	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 Bank		
Relationship Manager 5+ yrs	30k+	30k+
Relationship Manager 0 - 5yrs	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	40 - 50k	42 - 52k
Asset/Portfolio Manager	45 - 52k	45 - 55k
Research Analyst	15 - 35k	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	
	2015	2016	2015	2016	2015	2016
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)	
	2015	2016
Procurement		
Procurement Director	70 - 85k	70 - 85k
Procurement Manager	40 - 50k	40 - 50k
Category Manager	30 - 40k	33 - 44k
Buyer	15 - 20k	15 - 20k
Bid Manager	27 - 34k	29 - 36k
Strategic Sourcing Manager	40 - 50k	40 - 50k
Senior Contracts Manager	30 - 50k	30 - 46k
Supply Chain		
Supply Chain Director	60 - 75k	60 - 75k
Supply Chain Manager	35 - 50k	35 - 50k
Demand/Supply Planning	25 - 35k	25 - 35k
Materials Manager	33 - 44k	33 - 44k
Logistics Specialist	18 - 27k	18 - 27k
Operations Manager	27 - 40k	27 - 40k
Logistics Manager	25 - 35k	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)	
	2015	2016
Marketing		
Head of Marketing/Marketing Director	65 - 85k	60 - 85k
Marketing Manager	30 - 45k	25 - 45k
Marketing Executive	22 - 28k	18 - 28k
Trade Marketing Manager	30 - 38k	30 - 40k
Trade Marketing Analyst	17 - 28k	17 - 28k
Regional Brand Manager	33 - 45k	33 - 45k
Brand Manager	28 - 38k	28 - 40k
Junior Brand Manager	20 - 33k	20 - 35k
Sales		
Head of Sales	45 - 55k	45 - 60k
Corporate Account/Sales Director	35 - 45k	40 - 55k
Business Development Manager	35 - 40k	35 - 40k
Key Account/Sales Manager	20 - 35k	20 - 35k
Sales Executive	15 - 22k	15 - 22k
Senior Management		
Regional General Manager	90 - 110k	80 - 110k
Managing Director	85 - 110k	80 - 110k
General Manager	65 - 90k	65 - 90k
Country Manager	55 - 80k	55 - 80k

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.

SOUTH AFRICA



THERE WERE SIGNS OF AN UPTURN IN CONFIDENCE AMONGST SOUTH AFRICAN HIRING MANAGERS IN 2015, DESPITE AN ECONOMIC ENVIRONMENT THAT HAS BEEN DEEPLY AFFECTED BY THE DECLINE IN GLOBAL OIL PRICES.

Even though we saw a 1.3% reduction in economic growth, the longer-term picture looks promising, with a number of sectors poised to drive growth and career opportunities for specialist professionals in the years ahead. Advanced manufacturing, infrastructure, natural gas, service exports, and agro-processing could all create a significant volume of new jobs.

2015 INSIGHT

Although it was a challenging year for many of South Africa's hiring managers, with major firms introducing a recruitment freeze, there were also a number of growth areas.

Hiring levels in the financial services industry, for example, gained momentum as the year progressed. This was particularly driven by investment banks seeking specific skill sets within private banking and corporate finance. The IT jobs market was also active, and the arrival of several international law firms in

Johannesburg meant lawyers with experience in private practice were especially in demand.

2016 EXPECTATIONS

We anticipate 2016 will be a challenging year for hiring managers as the market continues to be dominated by the problematic issues affecting the natural resources sector, specifically mining and oil & gas.

However, mirroring 2015 trends, there will be increased hiring confidence in key areas as professionals with specialist skills in banking, legal and IT will remain in demand during 2016. We also expect to see increased hiring among pharmaceutical and manufacturing companies, as future legislative requirements will demand that drugs used in Africa are manufactured in Africa. In addition, we anticipate that as the oil and gas industry declines, companies in the growing renewable energy sector will seek to hire chartered accountants to guide their development.

As competition intensifies for key professionals across banking, legal and IT, we anticipate that many will increasingly receive multiple job offers. The first impressions of possible employers will therefore become much more important in a candidate's decision-making

process, and we recommend that hiring managers streamline the recruitment process to create the most favourable experience.

Despite a challenging backdrop, top-performing candidates in all sectors will receive salary increases of 10-15%, while non-movers can expect inflation-linked increments of 5-10%.

The country's Employment Equity legislation, which guarantees employment privileges to previously disadvantaged groups, continues to add a unique level of complexity for hiring managers in South Africa. They will need to be increasingly flexible in setting qualification and experience requirements to remain within legislation.

ACCOUNTING & FINANCE

Demand for professionals with proven experience and skills gained across commerce and industry was consistently strong throughout 2015, with hiring levels in technology, renewable energy and pharmaceutical companies particularly high. Analysts, financial planning specialists and operational finance executives were highly sought after, creating shortages in these areas. Professionals with between three and seven years' post-qualification experience were the most popular hires.

OVERVIEW

We believe that finding skilled candidates in these areas will continue to be challenging throughout 2016. Growing demand could also create shortages in other areas, including analytical financial control and management accounting functions.

Hiring processes became noticeably longer during 2015 – we expect that companies with streamlined procedures will have the greatest success in attracting the professionals they require. Retaining top talent will be vital in 2016 – highlighting a clear career path and offering competitive bonuses are strongly recommended.

BANKING & FINANCIAL SERVICES

Following a slow start to 2015, the banking and financial services jobs market showed an increase in available roles by year-end. This can be attributed to market churn.

Demand for specialist skills in investment banks remains high. In particular, Chartered Accountants with CFA or additional postgraduate qualifications are sought after. Subject matter experts in banking risk, compliance and anti-money-laundering will also be in short supply in 2016 as regulatory pressure continues.

Across the banking and financial services sector, the average salary increase in 2015 was between 5-8% and for movers close to 15% – we expect this to continue in 2016. Competition for top performers will be intense and Employment Equity candidates will continue to be especially hard to source and retain. As a result, we recommend that employers focus on retaining existing talent by offering a combination of attractive pay and working conditions, clear career paths, and professional development opportunities.

HUMAN RESOURCES

As companies sought to reduce costs and increase their profits, the majority of HR recruitment activity in 2015 focused on specialists in talent management, organisational effectiveness, payroll and performance management.

We expect this trend to continue throughout 2016. We also anticipate a strong focus on internal recruitment roles and a move towards shared services where routine HR administration, ranging from payroll to training and recruitment, is centralised.

Hiring managers seeking in-demand professionals will need to be more flexible in their requirements. We also advise companies to act as decisively as possible throughout the recruitment process, as specialists will be in short supply and long interview processes can be off-putting.

INFORMATION TECHNOLOGY

IT professionals at all levels were highly sought after during 2015, in industries ranging from financial services to manufacturing. Hiring managers were looking to fill a wide range of roles from business analysts and solution architects to senior network engineers and IT sales managers – these roles were primarily at middle management level.

A shortage of skills in 2015 meant that positions took longer to fill than in recent years, and we expect to see a similar pattern in 2016. Industry-specific experience will be highly sought after, and we anticipate high levels of demand for candidates who fall within the Employment Equality Act, at mid to senior levels. However, candidates with preferred skill sets will be in short supply, and we expect that hiring managers will struggle to meet their company's requirements.

LEGAL

There was an influx of international law firms seeking lawyers with specialist skill sets and local experience in 2015. This led to a major upturn in hiring activity during the year. There has been a continued focus on recruiting Employment Equity candidates. Individuals with around five years' post-qualification experience will be highly sought after in 2016, particularly in banking and finance. Overall, the greatest competition will be for lawyers at a mid to senior management level who have industry experience. Hiring managers outside of law firms will prefer candidates with previous in-house experience as well as those who are familiar with recent regulatory developments.

A streamlined and transparent recruitment process will enable hiring managers to increase their chances of securing top talent.

We also anticipate that firms will focus more attention on retaining their most valuable talent, by clarifying career paths and ensuring that employees are well remunerated.



There will be increased hiring confidence in key areas and professionals in specialist banking, legal and IT roles will be in highest demand in 2016.



KEY TRENDS

- ▶ Specialists rather than generalists will be in highest demand in 2016.
- ▶ 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)	
	2015	2016
Qualified CA (SA) or CIMA		
Chief Financial Officer (JSE Top 200)	1.8 - 3.0m	2.0 - 3.0m
Finance Director (Large Firm)	1.3 - 2.0m	1.5 - 2.0m
CFO/FD (SME)	1.1 - 1.5m	1.3 - 2.0m
Finance Manager	750 - 900k	800k - 1.0m
Finance Analyst	550 - 700k	600 - 800k
Group Accountant	450 - 650k	500 - 700k
Newly-qualified CA (SA)	500 - 575k	550 - 600k
Audit Manager	650 - 950k	700k - 1.0m
Internal Auditor	330 - 550k	350 - 600k
Qualified CIMA (3 - 5 yrs' exp)	650 - 950k	650k - 1.0m
Qualified CIMA (1 - 3 yrs' exp)	450 - 600k	450 - 600k
Part-qualified CA (SA) or CIMA		
Finance Manager	550 - 750k	550 - 800k
Finance Analyst	500 - 700k	500 - 750k
Articles (3 - 5 yrs' exp)	440 - 650k	450 - 700k
Articles (1 - 3 yrs' exp)	330 - 500k	350 - 550k
Bcom (3 - 5 yrs' exp)	220 - 350k	240 - 375k
Bcom (1 - 3 yrs' exp)	150 - 220k	175 - 240k
Taxation/Treasury		
Group Tax Manager	900k - 1.25m	1.0 - 1.4m
Tax Manager	550 - 800k	600 - 900k
Tax Accountant	330 - 550k	350 - 600k
Group Treasury Manager	650k - 1.0m	700k - 1.1m
Treasury Accountant	220 - 450k	250 - 500k

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
Investment Banking & Financial Services		
Corporate Finance CA (3 - 5 yrs' exp)	750k - 1.1m	750k - 1.1m
Corporate Finance CA (1 - 3 yrs' exp)	575 - 775k	575 - 775k
Operations Manager	550 - 750k	550 - 750k
Product Controller (CA/CIMA + 2 - 5 yrs' exp)	650 - 900k	650 - 900k
Product Controller (2 - 5 yrs' part-qualified)	400 - 650k	450 - 750k
Strategy Analyst Engineer + CFA/MBA	650k+	650k+
Private Banking Executive (3 yrs' exp)	300 - 450k	450 - 650k
Research Analyst CA (1 - 3 yrs' research + CFA exp)	500 - 750k	550 - 750k
Accountancy/Audit/Tax/Treasury		
Qualified CA (3 - 5 yrs' exp)	650 - 950k	650 - 950k
Qualified CA (1 - 3 yrs' exp)	550 - 650k	580 - 700k
Recently-qualified CA	500 - 615k	530 - 630k
Management Accountant CIMA + Training (3 - 4 yrs' exp)	500 - 600k	550 - 700k
Accountant - Hons Degree + Articles	350 - 450k	350 - 450k
Business Unit CFO - Investment Banking	1.3m+	1.4m+
Compliance		
Global Markets (8+ yrs' exp)	1.1 - 1.5m	1.2 - 2.0m
AML/Surveillance/Control Room (8+ yrs' exp)	800k+	850k+
Investment & Wealth Management (5 - 8 yrs' exp)	600 - 900k	650 - 900k
AML/Surveillance/Control Room (5 - 8+ yrs' exp)	500 - 800k	650 - 900k
Global Markets (1 - 4 yrs' exp)	400 - 800k	400 - 800k
Investment & Wealth Management (1 - 4 yrs' exp)	350 - 750k	400 - 750k
Quantitative Analyst & Financial Modelling (3 - 5 yrs' exp)	550 - 800k	550 - 800k
Quantitative Analyst & Financial Modelling (1 - 3 yrs' exp)	350 - 550k	350 - 550k
Quantitative Analyst & Financial Modelling (BSc or similar qualification)	300k+	300k+

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
HR Specialist		
Industrial/Employee Relations Manager	450 - 750k	500 - 820k
Remuneration & Benefits Consultant	450 - 750k	500 - 820k
Organisational Development Manager	660k - 1.0m	700k - 1.1m
Change Manager	600 - 820k	650 - 900k
Learning & Development Manager	600 - 900k	650k - 1.0m
Recruitment Manager	600 - 820k	600 - 850k
Recruitment Officer	200 - 330k	200 - 350k
BEE Advisor	400 - 720k	400 - 800k
Talent Manager	600k - 1.0m	650k - 1.1m
Payroll Manager	650k - 1.0m	650k - 1.1m
HR Generalist		
HR Director	1.0 - 1.4m	1.0 - 1.5m
HR Manager	600 - 950k	600k - 1.0m
HR Business Partner	450 - 800k	450 - 900k
HR Consultant	350 - 600k	350 - 650k
HR Officer/Co-ordinator	200 - 350k	220 - 375k

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)		PERMANENT SALARY PER ANNUM ZAR (R)	
	3 - 5 YRS' EXP		5 - 10 YRS' EXP	
	2015	2016	2015	2016
Developer	350 - 650k	350 - 650k	650k - 1.0m+	650k - 1.0m+
Business Analyst	350 - 600k	350 - 600k	600k - 1.0m+	600k - 1.0m+
Project Manager	350 - 600k	350 - 600k	600k - 1.0m+	600k - 1.0m+
Programme Manager	700k - 1.0m	700k - 1.0m	1.0m+	1.0m+
IT Manager	400 - 700k	400 - 700k	700k - 1.0m+	700k - 1.0m+
IT Sales	300 - 500k	300 - 500k	500k - 1.0m+	500k - 1.0m+
Senior Network Engineer	200 - 500k	200 - 500k	500k - 1.0m+	500k - 1.0m+
IT Audit	350 - 600k	350 - 600k	600k - 1.0m+	600k - 1.0m+
Security Engineer	200 - 500k	200 - 500k	500k - 1.0m+	500k - 1.0m+
Solution Architect	500 - 700k	500 - 700k	700k - 1.0m+	700k - 1.0m+
Business Intelligence/Data Specialist	350 - 500k	350 - 500k	500k - 1.0m+	500k - 1.0m+

NB: These figures are cost to company excluding bonuses.

SOUTH AFRICA

LEGAL

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
Legal In-house - Commerce & Industry		
10+ yrs' PQE	1.3m+	1.35m+
6 - 10 yrs' PQE	900k - 1.3m	1.0 - 1.35m
3 - 6 yrs' PQE	650 - 900k	700k - 1.0m
1 - 3 yrs' PQE	420 - 650k	450 - 700k
Legal In-house - Financial Services		
10+ yrs' PQE	1.35m+	1.4m+
6 - 10 yrs' PQE	920k - 1.35m	950k - 1.3m
3 - 6 yrs' PQE	660 - 920k	680 - 950k
1 - 3 yrs' PQE	450 - 660k	500 - 680k
Legal Private Practice		
Equity Partner (10+ yrs' PQE)	1.4m+	1.8m+
Partner (6 - 10 yrs' PQE)	1.0 - 1.4m	1.0 - 1.8m
Senior Associate (3 - 6 yrs' PQE)	620k - 1.0m	650 - 950k
Associate (1 - 3 yrs' PQE)	400 - 620k	480 - 650k

NB: These figures are cost to company excluding bonuses.

NORTH AFRICA



2015 WAS AN ENCOURAGING YEAR FOR NORTH AFRICAN RECRUITMENT. WHILST MANY AFRICAN COUNTRIES WERE IMPACTED SEVERELY BY THE GLOBAL OIL CRISIS, NORTH AFRICAN NATIONS WERE MORE RESILIENT.

There was a major shift in focus across North Africa's recruitment market during the last 12-18 months. Traditionally, there has been widespread emphasis on recruiting for the oil and gas industry, but we started to see recruitment needs in a range of fast-growing sectors as countries across Africa targeted rapid and sustainable economic development.

2015 INSIGHT

North African countries like Morocco and Algeria, with well-educated and experienced workforces currently working abroad, were positioning themselves as 'gateways' of expertise for the whole continent. This was particularly the case in the insurance and pharmaceuticals industries. Site directors in the healthcare sector, underwriters and project managers across insurance and CFOs were the most sought-after professionals.

As a result, these countries have started to emerge as key regional development hubs

for managing processes like marketing, manufacturing and distribution across the African continent. Hiring levels for senior positions have increased in recent years and are set to remain high throughout 2016. We expect particularly strong demand for roles such as CEO, CFO, country and regional managers, HR and sales & marketing directors.

2016 EXPECTATIONS

Morocco's increasing recognition as a centre of excellence for insurance and financial services has been built on its high standards of education, giving cities like Marrakesh and Casablanca a global reputation as the place to set up new operations. As well as creating senior managerial positions, demand for specialists in technical insurance and financial disciplines in the areas of risk management, compliance and underwriting, will increase.

Algeria, meanwhile, is recognised as one of the global centres for the pharmaceutical industry, with many multinationals building factories and research and development centres which can serve the African continent as a whole. This is particularly significant for global organisations, as future requirements will demand that drugs used in Africa are also manufactured in Africa. In turn, demand for senior pharmaceutical

research, manufacturing and marketing talent will increase.

However, such protectionist practices may contribute to a reduction in Africa's appeal as a destination for expat managers. Throughout 2016 though, and for several years to come, demand will continue for the world-class expertise foreign talent can provide. Companies in industries like construction, water, FMCG, tourism and telecoms will also continue to invest in the international talent needed to build and educate senior strategic teams of the future.

To persuade these individuals to relocate to Africa, multinationals regularly offer reward packages that are significantly in excess of those typically on offer in Western economies. However, candidates may not just be persuaded by highly competitive salaries alone – even when complemented by free housing, schooling and other benefits. Hiring managers are also advised to emphasise the scale of career opportunity available in this vast, developing marketplace. Candidates will in addition have more freedom to cross traditional and role-specific boundaries than in their home markets.

NORTH AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2015	2016
Algeria		
CEO	80 - 120k	80 - 120k
CFO	60 - 80k	70 - 90k
HR Director	50 - 80k	60 - 90k
Sales Director	40 - 80k	50 - 80k
Technical Director	35 - 75k	45 - 80k
Morocco		
CEO	80 - 120k	90 - 150k
CFO	70 - 90k	80 - 100k
HR Director	55 - 80k	65 - 90k
Sales Director	50 - 80k	60 - 85k
Tunisia		
CEO	50 - 80k	60 - 90k
CFO	50 - 80k	55 - 75k
Sales Director	50 - 70k	55 - 75k
Technical Director	35 - 65k	55 - 70k
HR Director	40 - 70k	50 - 60k

NB: Figures are net salaries exclusive of benefits/bonuses, and are based on both salaries of expatriates and local candidates.

SUB-SAHARAN AFRICA



FALLING GLOBAL COMMODITY PRICES RESTRICTED HIRING AND SALARY LEVELS ACROSS THE SUB-SAHARAN REGION DURING 2015. HOWEVER, INFRASTRUCTURE SPENDING WILL DRIVE NEW EMPLOYMENT IN SEVERAL COUNTRIES DURING 2016.

2015 INSIGHT

Unsurprisingly for a recruitment market consisting of 800 million inhabitants across nearly 50 countries, hiring trends varied widely from country to country during 2015.

Countries like Rwanda and Ethiopia achieved world-class levels of economic improvement and job creation due to successful government efforts to lift their populations out of poverty. This contrasted with the economic performance of countries like Angola, Nigeria and Ghana, which suffered more from falls in the price of oil and other commodities, slowing previously rapid growth rates.

2016 EXPECTATIONS

The outlook for hiring across Africa in 2016 remains mixed. The growing middle class, coupled with investment in infrastructure,

is likely to lead to active hiring levels across FMCG and construction companies in the majority of African countries. Finance professionals will be in particular demand to support such businesses as they grow.

However, the effects of reduced commodity prices will continue to be felt across the region, reflected in falling projected economic growth rates in many countries. During the second half of 2015, growth projections for 2016 typically slipped to 4-5%, compared with expectations of 8-9% just a few months earlier.

Overall hiring will continue at a reduced level, and even in extraction-based industries the market for new roles will be quiet. As companies attempt to withstand difficult market conditions, we expect the majority of placements to be in areas such as finance and country management, almost exclusively focused on replacement hires.

INVESTMENTS IN INFRASTRUCTURE

Major building programmes are planned in many countries during 2016, as resolving poor infrastructure across much of Africa is widely seen as a key route to sustainable economic success.

As a result, hiring managers in the construction and engineering industries will be busy as countries invest in projects like road/bridge construction, new buildings and upgrades for telecoms, power and water infrastructure. This will drive demand for specialists in many areas during 2016 and beyond, including construction managers and senior engineers.

The growing middle class will also increase demand for FMCG professionals, particularly in digital and more traditional marketing roles as companies seek to create sustainable new markets for their products.

Salaries will continue to differ significantly from country to country – increases in Angola, for example, will be significantly lower than in economies like Tanzania or Mauritius during 2016. Our research indicates, meanwhile, that average salaries paid to expats working in Nigeria are among the highest in the world.

The biggest challenge facing hiring managers in countries across Sub-Saharan Africa is the continuing prioritisation of local skills over expatriate talent – ensuring that foreign direct investment (FDI) entering these countries is of true benefit to local people. Currently, in many countries multinational companies are

SUB-SAHARAN AFRICA

OVERVIEW

continuing to employ expatriates, often with a brief to support succession planning by sharing global best practice and the latest thinking with local talent.

However, in some countries, such as Mauritius, there are already labour regulations to ensure that locals fill the majority of vacancies. This will continue to create major challenges for hiring managers in 2016. Especially for those seeking to recruit senior executives for roles requiring qualifications and years of experience. Such candidates are extremely rare among populations in countries where formal systems of education have only been in place for 20 to 30 years.

THE NEED FOR FLEXIBILITY

We suggest that hiring managers looking to hire local professionals with eight to twelve years' experience are flexible in their requirements and should consider employing less-experienced individuals and developing their skills once they are in post.

Alternatively, hiring managers might want to consider targeting professionals who have worked abroad and might be keen on returning home. This is proving effective in some countries, including Kenya and Mauritius, where the government is using tax cuts to attract jobseekers. Often professionals are happily settled in places like London, New York or Singapore and hiring managers will have to work hard to persuade them to relocate.

The challenge of finding suitable local jobseekers will ease in years to come, as more African professionals gain the experience that employers are seeking. In the meantime, in those markets where the recruitment of expatriates continues to be feasible, hiring managers should emphasise the enhanced lifestyle available in many African countries, to encourage them to make the move.

While media reports of political unrest and other issues in areas like northern Kenya, Mozambique and parts of Nigeria make a hiring manager's job more difficult, we recommend they are realistic about the risks, but emphasise

the scale of opportunity open to skilled and experienced candidates.

Another challenge that hiring managers will continue to face in 2016 is the prevalence of two types of candidate in many African companies. Firstly, there are individuals who have jumped rapidly from job to job in the search for broad-based experience. Secondly, there is a large population who have not moved for as much as 15 years. The ideal for many hiring managers with a senior position to fill, would be a candidate who had had three jobs in fifteen years. This, however, makes the search for professionals with the most sought-after balance of experience very competitive.

Looking ahead, the economic challenges affecting many countries in Sub-Saharan Africa will continue as long as commodity prices remain low. We are confident, however, that suitably qualified and experienced local candidates will be in very high demand across all sectors and they will be able to ask for significantly higher salaries. Likewise, hiring managers will continue to seek expatriates who are keen to share their experience and expertise with local professionals in the short and medium terms, as the need intensifies to focus succession-planning on African talent.



Infrastructure spending will drive increased hiring across Africa in 2016 – a positive development for the region.



SUB-SAHARAN AFRICA

SALARIES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2015	2016
Accounting & Finance		
CFO	125k+	125k+
Finance Director	90 - 140k	90 - 140k
Finance Controller/Manager	75 - 100k	75 - 100k
Chartered Accountant (3 - 5 yrs' exp)	55 - 80k	55 - 80k
Management Accountant	55 - 80k	55 - 80k
Recently-qualified CA	45 - 60k	45 - 60k
Senior Management		
General Manager/CEO	145k+	150k+
Director	110 - 150k	110 - 150k
Senior Manager	90 - 120k	90 - 120k
Engineering & Natural Resources		
Engineering Manager	110 - 160k	100 - 160k
Project Manager	85 - 130k	80 - 120k
Mine Planning Engineer	80 - 100k	70 - 90k
Sales/Business Development Manager	80 - 100k	70 - 90k
Construction Manager	65 - 95k	65 - 95k
Estimator/Cost Engineer	55 - 80k	55 - 80k
SHEQ Manager	50 - 70k	50 - 70k
Civil Engineer	55 - 80k	55 - 80k
Electrical/Controls Engineer	55 - 80k	55 - 80k
Human Resources		
HR Director	105k+	105k+
HR Manager	75 - 100k	75 - 100k

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

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ABOUT ROBERT WALTERS

ROBERT WALTERS IS A GLOBAL, SPECIALIST PROFESSIONAL RECRUITMENT CONSULTANCY.

Over the last 30 years the business has grown and so has our ambition. We now operate across 24 countries and employ over 2,800 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.

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- ▶ Legal
- ▶ Sales & Marketing
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- ▶ Supply Chain & Procurement
- ▶ Recruitment Process Outsourcing

OUR SERVICES

SPECIALIST PROFESSIONAL RECRUITMENT

Permanent, contract and interim recruitment across the core disciplines of: accounting & finance; banking & financial services; engineering; HR; IT; legal; sales & marketing; secretarial & support; and supply chain & procurement.

RECRUITMENT PROCESS OUTSOURCING

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





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