

SINGAPORE

SINGAPORE EXPERIENCED HEALTHY RECRUITMENT LEVELS IN 2016 AS CONFIDENCE IN THE MARKET GREW. WE ANTICIPATE STABLE HIRING ACTIVITY IN 2017 AS MORE MULTINATIONALS AND START-UPS ESTABLISH OPERATIONS IN SINGAPORE, WITH A PARTICULAR SURGE IN DEMAND FOR IT PROFESSIONALS.

2016 INSIGHT

The HR job market was positive in 2016 as most companies focused on improving their talent acquisition and talent management strategies. This drove demand for professionals experienced in talent management, leadership & development and compensation & benefits.

Similarly, recruitment activity for the secretarial and business support sector was also robust. Candidates with experience supporting teams or several managers simultaneously were highly sought after.

In the banking and financial services industry, hiring activity for front office roles was slow in 2016. However, due to MAS regulations surrounding financial crime compliance issues, there was a demand for compliance roles in regulation, financial crime, investigations, surveillance and monitoring.

As the manufacturing sector was under pressure due to companies in Singapore undergoing moderate restructuring to lower costs, recruitment in the overall supply chain market was relatively slow in 2016. This resulted in decreased demand for category management professionals.

2017 EXPECTATIONS

In 2017, we anticipate that the IT job market will continue to experience high levels of recruitment, especially with the Singapore National Research Foundation's plans to boost the local start-up ecosystem. As more traditional firms shift from traditional retail to e-commerce, this will drive very high demand for technology professionals with experience in developing the latest technologies and platforms. Project professionals with experience in regulatory, compliance, security, core banking processes and digital transformation will also be highly sought after.

While hiring for front office banking roles will be slow and more candidates shift from sell side to buy side, hiring managers will still seek investment professionals with a solid track record of performance and strong client bases in 2017. Due to regulatory changes in financial services operations, we anticipate increasing

demand for anti-money-laundering (AML) professionals and those with experience in loan administration, trust and private banking support.

As the contract market matures, skilled contracting professionals will be required to manage large-scale transformation programmes and regulatory-driven projects. Business analysts and business project managers with proven project delivery skills will continue to be in high demand.

Following the introduction of the Fair Consideration Framework in 2014, demand for both domestic and overseas returning Singaporean talent will continue in 2017.

Due to a shortage of professionals with niche specialist skills, especially in markets such as IT, digital marketing and financial services, we recommend that employers keep their options open by considering high-potential candidates with transferable skills to fill their roles. To secure the best talent, hiring managers will also need to closely manage the efficiency of their recruitment process.



In 2017, we anticipate that the IT job market will continue to experience high levels of recruitment, especially with the Singapore National Research Foundation's plans to boost the local start-up ecosystem.



+ 24% (AJI)

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

+ 6% (AJI)

Year-on-year increase in advertised roles for **consultants and analysts**

TOP FIVE IN-DEMAND TALENT IN SINGAPORE

(Salary Survey 2017)



Technology specialists



Digital marketers



Regulatory and compliance project professionals



Investment professionals



Skilled contractors

THREE MAIN SECTORS RETURNING SINGAPOREANS ARE KEEN TO WORK IN:

(Returning Asians Survey)



Banking & financial services



Information technology



Sales & marketing



KEY FINDINGS

While hiring activity for front office banking roles will be slow and more candidates shift from sell side to buy side roles, hiring managers will still be seeking investment professionals with solid track records and strong client bases in 2017.

As the contract market matures, skilled contracting professionals will be required to manage large-scale transformation programmes and regulatory-driven projects.

AJI: Robert Walters Asia Job Index Q3 2015 v Q3 2016.
Whitepaper: Robert Walters Returning Asians Survey 2015, 654 respondents.

OVERVIEW

ACCOUNTING & FINANCE

Hiring activity for accounting and finance was fairly modest in 2016 as companies focused on restructuring, streamlining and outsourcing their accounting functions. In a key trend, organisations increasingly deployed junior level finance roles to lower cost locations such as the Philippines and India. In 2017, we expect hiring managers to continue recruiting for business critical roles in Singapore. However, both employers and candidates will remain cautious when it comes to making decisions on hiring talent and changing jobs.

In terms of industry sectors we anticipate reduced demand across oil and gas with minimal new hires as a result of lower oil prices. However, the demand for local finance professionals will continue across other sectors following the implementation of the Fair Consideration Framework.

The job market for accounting and finance professionals will remain stable in 2017. Hiring managers will value finance professionals with strong communication skills and stakeholder management capabilities who can assume key business partner roles. Candidates with proven experience in systems implementation and the ability to adapt to industry changes will also be highly sought after as companies seek to embed new structures in 2017. In addition, roles in tax, transfer pricing, costing, consolidations, financial planning and analysis will be in demand but challenging to fill as candidate shortages in these areas persist. Due to the niche skill sets

required for tax, treasury and internal audit roles, those looking to move jobs can expect higher salaries in 2017.

With professionals favouring the job security of their current roles, securing the best candidates will still require competitive remuneration packages to avoid losing candidates to competitors or counter-offers from existing employers. Apart from attractive salary packages, companies should also consider providing training and career development opportunities, flexible working arrangements and international mobility options to successful candidates. As hiring managers will be looking for versatile and experienced candidates, we advise jobseekers to broaden their skill sets to maintain their competitive edge.

Salaries for top-tier finance talent were competitive in 2016 and will remain the same in 2017.

BANKING & FINANCIAL SERVICES

The accounting and product control sector within banking and financial services experienced moderate hiring in 2016 with employers focused on hiring value-add technical professionals with niche skills for new roles, as opposed to generalist positions. With continued offshoring in the banking industry, candidates prioritised career security and were less open to moving jobs.

Banks are preparing for a wave of impending regulatory changes in 2017 and as a result,

employers will be looking to hire policy specialists and regulatory candidates. This will prove challenging as the market will struggle to support long-term recruitment of talent with both strong technical knowledge and the communication skills to liaise with front-line business.

Due to the limited talent pool, we recommend hiring managers consider candidates who might not possess all of the prerequisite experience but demonstrate the potential to be high performers.

INTERNAL AUDIT

The job market for internal audit was slow in 2016 but is forecast to stabilise in 2017, with mostly replacement hiring taking place. With regulatory changes in financial crime and the introduction of outsourcing guidelines, hiring managers will look to recruit experienced IT auditors, compliance auditors, and internal auditors with strong product background, sound business skills and regulatory knowledge. With many high quality candidates not actively seeking jobs, to secure the best talent, employers need to offer attractive compensation packages. Overall though, salaries will remain stable for professionals in the accounting and product control sector in 2017.

COMPLIANCE

Due to MAS regulations surrounding financial crime compliance issues such as anti-money-laundering (AML), Know Your Customer (KYC), anti-bribery and

KEY TRENDS

- ▶ As banks continue to function in a stringent regulatory environment, there will be a high demand for compliance roles in regulation, financial crime, investigations, surveillance and monitoring in 2017.
- ▶ In the accounting and finance market, tax, treasury and internal audit professionals will be highly sought after, leading to higher salaries for job movers.
- ▶ Learning and development professionals with strong digital experience will be in demand to revamp the digital capabilities of organisations. Benefits specialists with strong regional knowledge, especially of the Greater China region, will also be highly sought after.
- ▶ Technology professionals with security expertise, penetration testing and vulnerability assessment skills will be required to help companies shore up their security practices.

corruption, banks are taking cautionary measures to safeguard their systems. This will continue driving demand for compliance professionals in regulation, financial crime, investigations, surveillance and monitoring in 2017.

In particular, hiring managers will recruit compliance professionals with specialist knowledge of financial crime compliance. Candidates with investigations and research backgrounds will also be sought after.

Hiring managers will find it challenging to hire experienced local compliance professionals given some reluctance to change roles in an uncertain economic climate. Additionally, as the market in Singapore is still maturing, it may prove difficult to hire local candidates with sufficient experience.

In 2017, banks will continue to function in a stringent regulatory environment and hiring activity will be centred on replacing headcount. Job movers can expect average salary increments of 15-20%.



RISK

Employers will also be looking to fill roles in credit risk, investment risk and operational risk in 2017. Junior to mid-level professionals with strong business knowledge and good stakeholder engagement will be in demand. Employers will also be seeking niche specialists such as quantitative risk candidates.

FRONT OFFICE

Markets like private equity, asset management and fund management improved performance in 2016, driving demand for strong investment analysts, something we expect to see continue in 2017. Traditional front office roles in investment banking have been in decline for some time but the focus on private client/banking and wealth management has seen demand for relationship managers remain in these areas.

Due to challenging macroeconomic conditions, employers have been risk-averse when it comes to recruitment. However, hiring managers were looking for investment professionals with a track

record of outperforming markets and a strong client base. This demand will continue in 2017 as more candidates look to move from sell side to buy side roles.

To retain and attract strong talent, managers should engage with their key performers to ensure that they are sufficiently challenged in their roles. In particular, employees who view line managers as mentors are less likely to look out for other opportunities. The overall outlook for front office roles remains conservative in 2017.

Across financial services operations, the job market was slow in 2016 and this looks set to continue in 2017. As banks streamline their existing processes and accommodate project requirements for operations functions, employers will focus on replacement hiring.

Changes in the regulatory landscape will increase demand for client onboarding/KYC/AML professionals, as well as candidates with experience in loan administration, trust and private banking support.

CONTRACT

With the contract market maturing and growing in Singapore, candidates were much more open to contract work in 2016.

Throughout 2017, we anticipate high demand for skilled contracting professionals to manage large-scale transformation programmes and regulatory-driven projects (IFRS9, capital/liquidity, strategic planning and forecasting). Business analysts with finance and risk domain knowledge, and business project managers will be in highest demand. Organisations will also need to consider both local talent and returning Singaporeans.

To retain skilled contractors, we recommend that hiring managers update them regularly on the project pipeline, offer completion bonuses and similar leave benefits enjoyed by permanent employees.

Contractors in the banking and financial services industry can expect salary increments of 7-15%. Some of them can also look forward to receiving completion bonuses.

OVERVIEW

HUMAN RESOURCES

The job market for permanent HR professionals in junior to mid-level roles was positive in 2016. With many companies focused on retaining staff, improving talent management strategy was crucial. This drove an increasing demand for roles in talent management, leadership & development and compensation & benefits. We foresee this trend continuing in 2017.

As more major companies undergo business transformation or mergers and acquisitions, there was also an increasing demand for mid and senior level HR business partners with experience in change management. In 2017, employers will be looking to hire talent managers with strong analytical skills and regional experience. SMEs will value hybrid candidates who can think strategically and provide hands-on support.

In addition, learning and development professionals with strong digital experience will be in demand to revamp and improve the digital capabilities of organisations. We also foresee that compensation and benefits candidates will be in strong demand, in particular benefits specialists with strong regional knowledge – especially of the Greater China region.

To secure talent, we recommend hiring managers shorten the hiring process as top-tier candidates might be considering several opportunities at the same time. Companies should also focus on building their employer brand and evaluating a candidate's cultural fit with the organisation to ensure they recruit professionals who are likely to stay with the organisation.

As companies face budget restraints and the need to streamline their HR teams, internal promotions for senior roles will be favoured over external hires. We recommend that senior candidates be prepared to assume lateral moves or take slight pay cuts to secure jobs.

Overall, salaries are expected to remain the same across all industries for HR professionals in 2017.

INFORMATION TECHNOLOGY

2016 saw firms embrace the digital revolution by shifting from traditional retail to e-commerce and leveraging technology to digitise, automate and streamline processes. This has driven a very high demand for technology professionals with experience in developing the latest technologies and platforms.

Companies will need to provide dynamic working environments and clear career development paths to remain competitive and secure the best talent. Large MNCs are encouraging innovation labs within their organisations to create ideas in a safe start-up environment. However, some companies are moving enterprise application operations from Singapore to lower-cost locations like India and China. As a result, experienced IT professionals will start assuming more functional, business-facing roles to avoid being replaced by lower-cost talent in developing countries.

User experience and user interface (UI/UX) designers are particularly valued by companies, with consumers expecting quick and seamless online experiences. Techno commercial professionals are also being hired to enable this transformation.

As companies shore up their security practices, the demand for technology professionals with security expertise continues to rise. Candidates with experience in penetration testing, vulnerability assessment and cyber security incident management are highly sought after in end-user organisations.

The financial services industry appears to be a two speed market, with extensive hiring in pockets across a number of organisations and an overall reduction in new hires in more operational and lower skilled roles. These lower value commoditised skill sets have been outsourced and most of the available opportunities are for specialised, mid-career professional roles with blended expertise in technology and business.

In 2017, we expect to see further growth in IT within financial services as organisations undergo digital transformation to modernise

the way they engage with their customer base. We also expect companies to further develop their cyber security teams in line with Singapore's MAS regulations and strengthen their transformation capabilities within regulatory, compliance, AML and KYC. This will have a positive impact on hiring in 2017.

In 2016, there was a significant trend, especially in retail, private banking and insurance, of firms revamping their technology systems to enhance customer engagement and improve customer satisfaction. Project professionals with experience in regulatory, compliance, security, core banking processes and digital transformation will continue to be in demand. At the same time, hiring managers will also be looking for technologists and people with agile development backgrounds.

Salary increments will be minimal, with the occasional above-market remuneration package offered to candidates with in-demand skills in 2017.

LEGAL

Legal recruitment remained stable in 2016 though we saw increased demand for in-house legal counsels. Companies are choosing to bring the legal function back in-house in order to reduce costs and this trend is set to continue in 2017.

While employers will be looking for legal professionals with proven track records and familiarity with the local market, they will find it challenging to hire Singapore-qualified lawyers with relevant industry experience in 2017. Although there is a sufficient number of qualified lawyers based locally, finding experienced candidates who have worked in-house and therefore built up industry knowledge will prove difficult.

To recruit and retain legal talent, employers should offer competitive compensation packages, set clear career objectives and milestones, and offer staff good work-life balance.

SALES & MARKETING

The job market for sales roles remained healthy in 2016 with replacement positions driving

activity in the retail sector. Strong demand was evident for talented corporate sales candidates in the services sector.

Hiring in the industrial sector was slow as the drop in oil prices led to a reduction in headcount. Many marketing roles were kept on hold due to uncertain market conditions. However, we saw an increase for product marketing and pricing related roles as most firms were keen to remain competitive by maintaining innovation within product categories.

In 2016, marketing hiring was dominated by a need for professionals with digital skills. We foresee a similar trend in 2017, with rising demand for quality sales people as well as digital marketing candidates across all sectors.

To secure top talent in a candidate short market, companies are advised to streamline the recruitment process as the best candidates are likely to receive multiple job offers. To retain staff, hiring managers should ensure salaries match market rates and that there are good progression opportunities within the company.

Salary increments for sales and marketing job movers ranged from 10-15% increase on base salaries in 2016. We expect 2017 to be similar, with some in-demand specialists such as digital marketers likely to attract even higher increments.

Overall, the outlook for hiring in 2017 is conservative and we predict hiring managers will look for candidates who can demonstrate career stability and long-term commitment.

SECRETARIAL & BUSINESS SUPPORT

We saw robust hiring activity in 2016 with high demand for candidates experienced in supporting teams or several managers simultaneously. This trend will continue in 2017.

With an increasing number of new companies setting up offices in Singapore, demand for experienced office managers and personal assistants will increase. As Chinese and Japanese companies set up local offices, they will require effective bilingual professionals to liaise with their global headquarters. In addition, due to the shortage of legal secretary candidates, those with relevant experience will command higher salaries.

In 2017, we expect more hiring activity for experienced personal assistants with a flexible work style who are capable of supporting senior leaders. As companies trim their budgets, they will be seeking personal assistants adept at multi-tasking and supporting large teams or several managers at the same time.

To ensure staff retention, hiring managers should spend more time during the interview process evaluating candidates' cultural fit and their preferred management style. In a cost-cutting environment, candidates will be expected to manage bigger workloads and so, in some cases, will need to be upskilled.

SUPPLY CHAIN & PROCUREMENT

Supply chain hiring activity was relatively slow in 2016. Companies in Singapore underwent moderate restructuring to lower costs,

severely impacting hiring levels for senior level professionals. There were very few newly created roles across all levels and replacement roles were not always filled unless there was a genuine need to do so. As a result, supply chain and procurement teams maintained leaner structures.

Despite this, demand remained relatively steady for junior supply chain professionals. From a procurement perspective, there has not been aggressive expansion within banks, unlike previous years. There has also been decreased demand for category management professionals, specifically in sectors such as technology, marketing, facilities management and professional services.

In 2016, there was also a shift towards hiring professionals in the 3PL space as organisations looked to outsource their warehousing and distribution functions to leading organisations. More specifically, there was demand for contract logistics professionals, especially at the junior to mid-levels in the healthcare industry. There was less demand, however, for senior management candidates.

As some organisations look to integrate due to multiple mergers and acquisitions, there will also be a demand for process improvement/ project managers, though these will mainly be on a contract basis. Employers will also seek professionals with strong indirect procurement backgrounds, specifically in categories such as technology, facilities management and professional services.

We predict sales and operations planning will continue to be the main focus area for hiring as organisations look to build up their supply and demand planning expertise to ensure more accurate forecasting.

The market salary increment in 2016 was 2-3%. Moving forward, candidates looking to move jobs can expect to receive an average increment of 10%.

Talent retention will be the main focus for all organisations in 2017. We recommend having frequent and open dialogue with top performers to discuss their development. Where possible, employers should offer internal job rotations thereby taking a proactive approach to talent management.

10-15%

Salary increases anticipated for marketers moving jobs in 2017

10%

Salary rises expected for supply chain specialists changing jobs in 2017

7-15%

Salary increments expected for contractors in the banking and financial services industry in 2017

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ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Finance				
Chief Financial Officer	300 - 500k	300 - 500k	20k+	22k+
Finance Director	250 - 350k	250 - 350k	18 - 20k	18 - 22k
Financial Controller	180 - 250k	160 - 230k	12 - 15k	13 - 16k
Corporate Finance Manager	140 - 240k	150 - 240k	14 - 17k	10 - 12.5k
Commercial/FP&A/BP&A Manager	140 - 200k	120 - 200k	9 - 10k	10 - 15k
Pricing/Bid Manager	140 - 180k	140 - 180k	10 - 15k	12 - 15k
Shared Services Finance Manager	120 - 180k	120 - 160k	10 - 15k	10 - 13k
Business Analyst	80 - 120k	85 - 130k	6 - 8k	7 - 10k
Finance Manager	80 - 120k	80 - 130k	5 - 8k	6 - 9k
Financial Analyst	65 - 90k	65 - 90k	4 - 7k	7 - 10k
Audit				
Internal Audit Director	220 - 300k	200 - 300k	18 - 24k	18 - 24k
Internal Audit Manager	100 - 180k	110 - 180k	7 - 9k	8 - 10k
Senior Auditor/Auditor	70 - 100k	65 - 100k	5 - 10k	5 - 7k
Accounting & Taxation				
Tax Director	220 - 350k	250 - 350k	18 - 22k	18 - 22k
Tax Manager	120 - 220k	140 - 200k	8 - 16k	8 - 16k
Group Accountant/Accountant	65 - 100k	65 - 100k	7 - 9k	7 - 9k
Cost Accountant	60 - 90k	60 - 90k	6 - 10k	7 - 10k
Accounts Executive	40 - 55k	45 - 55k	3 - 4k+	3 - 4.5k
Treasury				
Treasury Director	200 - 300k	200 - 300k	14 - 22k	18 - 22k
Treasury Manager	120 - 180k	120 - 180k	10 - 15k	10 - 14k
Treasury Analyst	80 - 100k	70 - 100k	4 - 6k	5 - 8k

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

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FINANCIAL SERVICES ACCOUNTING & PRODUCT CONTROL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Financial Control & Tax						
Financial Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 140k	150 - 250k	140 - 250k
Regulatory Reporting	50 - 90k	50 - 90k	90 - 150k	90 - 140k	150 - 250k	140 - 250k
Tax Accounting	50 - 80k	50 - 80k	80 - 150k	80 - 150k	150 - 240k	150 - 240k
Management Reporting						
MIS Reporting	50 - 90k	50 - 90k	90 - 120k	90 - 120k	120 - 220k	120 - 220k
Strategic Planning & Analysis	50 - 90k	50 - 90k	90 - 140k	90 - 140k	140 - 300k	140 - 300k
Revenue & Cost Reporting	50 - 80k	50 - 80k	80 - 130k	80 - 130k	130 - 240k	130 - 240k
Product & Valuations Control						
Product Control	50 - 90k	50 - 80k	90 - 140k	80 - 130k	140 - 300k	130 - 250k
Valuations Control	50 - 90k	50 - 80k	90 - 140k	90 - 140k	140 - 300k	140 - 300k
Internal Audit						
Global Markets/Investment Banking	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 350k	160 - 350k
Functions/Compliance	45 - 80k	45 - 80k	80 - 160k	80 - 160k	160 - 330k	160 - 330k
Wealth/Fund Management	45 - 80k	45 - 80k	80 - 160k	80 - 160k	160 - 350k	160 - 350k
Corporate/Transaction Banking	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 330k	150 - 330k
Technology	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 300k	150 - 300k
Consumer/Retail Banking	40 - 70k	40 - 70k	70 - 130k	70 - 130k	130 - 280k	130 - 280k

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

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FINANCIAL SERVICES COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Head of Compliance					220 - 400k	220 - 400k
AML/Financial Crime	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k	180 - 350k
Private Banking	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Investment/Fund Management	50 - 80k	50 - 80k	80 - 160k	80 - 160k	160 - 320k	160 - 320k
Control Room/Trade Surveillance	50 - 90k	50 - 90k	90 - 160k	90 - 160k	160 - 300k	160 - 300k
Compliance Advisory/Research	50 - 90k	50 - 90k	90 - 180k	90 - 180k	180 - 350k	180 - 350k
Corporate/Transaction Banking	45 - 90k	45 - 90k	90 - 170k	90 - 170k	170 - 320k	170 - 320k
Investment Banking/Global Markets	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Consumer/Retail Banking	45 - 75k	45 - 75k	75 - 140k	75 - 140k	140 - 300k	140 - 300k
Regulatory	50 - 90k	50 - 90k	90 - 170k	90 - 170k	170 - 350k	170 - 350k
Insurance	45 - 75k	45 - 75k	75 - 150k	75 - 150k	150 - 320k	150 - 320k
General/Core Compliance	50 - 75k	50 - 75k	75 - 150k	75 - 150k	150 - 320k	150 - 320k

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FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST		ASSOCIATE		VP & DIRECTOR	
	2016	2017	2016	2017	2016	2017
Commercial Banking						
Transaction Banking (Sales)	80 - 100k	80 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Corporate Banking (RM)	75 - 100k	75 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Financial Institutions (RM)	70 - 100k	75 - 100k	110 - 180k	110 - 180k	280 - 300k	200 - 300k
Structured Trade Commodity Finance	70 - 100k	70 - 100k	110 - 180k	110 - 180k	200 - 300k	200 - 300k
Transaction Banking (Product)	65 - 90k	65 - 90k	110 - 160k	110 - 180k	180 - 300k	200 - 300k
Investment Banking						
Corporate Finance/M&A	100 - 130k	101 - 130k	140 - 220k	140 - 220k	240 - 400k	240 - 400k
Debt/Equity Capital Markets	100 - 130k	101 - 130k	140 - 220k	140 - 220k	240 - 400k	240 - 400k
Research	80 - 110k	81 - 110k	100 - 160k	100 - 160k	180 - 280k	200 - 280k
Global Markets						
Structuring	80 - 110k	80 - 110k	110 - 180k	120 - 180k	180 - 300k	200 - 300k
Sales (Fixed Income Equity)	70 - 110k	81 - 110k	110 - 180k	110 - 180k	180 - 300k	200 - 300k
Treasury Sales	70 - 100k	82 - 110k	90 - 160k	100 - 150k	160 - 280k	160 - 280k
Investment Management						
Portfolio Manager			160 - 200k	150 - 200k	200 - 300k	200 - 300k
Institutional Sales & Marketing	70 - 90k	70 - 100k	100 - 160k	100 - 150k	180 - 300k	200 - 300k
Research	60 - 90k	60 - 90k	100 - 160k	100 - 150k	170 - 250k	200 - 250k
Private Equity						
Investment Execution/Origination			150 - 200k	150 - 200k	200 - 300k	200 - 300k
Investment Execution	90 - 130k	100 - 140k	140 - 170k	150 - 180k	180 - 250k	180 - 250k
Fintech Sales						
Account Manager	90 - 110k	90 - 120k	130 - 150k	130 - 150k	180 - 250k	200 - 250k
Solution Sales (Specialist)	90 - 110k	90 - 120k	130 - 150k	130 - 150k	180 - 250k	200 - 250k
Desktop Sales (Specialist)	80 - 100k	90 - 120k	120 - 140k	120 - 140k	170 - 200k	170 - 220k

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FINANCIAL SERVICES OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Change Management	55 - 95k	60 - 100k	95 - 150k	100 - 155k	150 - 300k	155 - 310k
Client Onboarding/KYC/AML	50 - 95k	55 - 100k	95 - 150k	100 - 155k	150 - 300k	155 - 310k
Data Specialist	50 - 95k	55 - 100k	95 - 140k	100 - 145k	140 - 260k	145 - 270k
Private Banking	50 - 90k	55 - 95k	90 - 150k	95 - 155k	150 - 260k	155 - 270k
Fund Management/Custody	50 - 90k	55 - 95k	90 - 130k	95 - 135k	130 - 250k	135 - 260k
Client Services	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 250k	135 - 260k
Collateral Management	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 220k	135 - 260k
Corporate/Transactional	40 - 80k	45 - 85k	80 - 120k	85 - 125k	120 - 250k	125 - 260k
Trade Support	45 - 85k	50 - 90k	85 - 130k	90 - 135k	130 - 250k	135 - 260k
Commodities	40 - 80k	45 - 85k	80 - 110k	85 - 115k	110 - 150k	115 - 160k
Investment Banking	40 - 80k	45 - 85k	80 - 120k	85 - 125k	120 - 250k	125 - 260k
Securities/Broking	40 - 65k	45 - 70k	65 - 110k	70 - 115k	110 - 200k	115 - 210k

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FINANCIAL SERVICES RISK

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	MANAGER/AVP		VP		DIRECTOR	
	2016	2017	2016	2017	2016	2017
Credit Risk						
Structured Trade/Commodity Finance	80 - 140k	80 - 140k	140 - 200k	140 - 200k	220k+	220k+
Wholesale/Investment Banking	80 - 140k	80 - 140k	140 - 200k	140 - 200k	200k+	200k+
Portfolio Risk & Analytics	70 - 140k	70 - 140k	130 - 200k	130 - 200k	200k+	200k+
Private Banking	70 - 130k	70 - 130k	120 - 200k	120 - 200k	200k+	200k+
Restructuring	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+
SME/Consumer	60 - 110k	60 - 110k	100 - 150k	100 - 150k	150k+	150k+
Market Risk						
Management/Modelling	90 - 150k	90 - 150k	140 - 220k	140 - 220k	200k+	200k+
Asset Management/Investment Risk	70 - 120k	70 - 120k	120 - 180k	120 - 180k	180k+	180k+
Commodities Risk	65 - 120k	65 - 120k	130 - 180k	130 - 180k	200k+	200k+
Controlling/Reporting	65 - 110k	65 - 110k	110 - 200k	110 - 200k	200k+	200k+
Operational Risk						
Business Risk & Assurance	70 - 140k	70 - 140k	150 - 200k	150 - 200k	200k+	200k+
Operational Risk Management	70 - 140k	70 - 140k	150 - 200k	150 - 200k	200k+	200k+
Technology Risk	70 - 130k	70 - 130k	130 - 200k	130 - 200k	200k+	200k+

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FINANCIAL SERVICES CONTRACT

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	ANALYST/ASSOCIATE		MANAGER/AVP		VP/DIRECTOR	
	2016	2017	2016	2017	2016	2017
Finance						
Financial Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	13 - 20k	13 - 20k
Regulatory Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	14 - 22k	13 - 22k
Tax	6 - 8k	5 - 7k	9 - 12k	8 - 12k	14 - 25k	13 - 25k
Strategic Planning & Analysis	5 - 8k	5 - 8k	8 - 12k	9 - 12k	13 - 22k	14 - 22k
MIS Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	12 - 18k	13 - 18k
Revenue & Cost Reporting	5 - 7k	5 - 7k	8 - 12k	8 - 12k	12 - 21k	13 - 21k
Product Control	5 - 8k	5 - 7k	8 - 13k	8 - 12k	13 - 25k	13 - 22k
Project Management	5 - 8k	6 - 7.5k	8 - 13k	8 - 12k	14 - 25k	13 - 25k
Business Analysis (Finance/Reg Change)	5 - 8k	6 - 7.5k	8 - 13k	8 - 12k	13 - 21k	13 - 22k+
Operations						
Fund Management/Custody	5 - 7k	5 - 7k	8 - 11k	8 - 11k		
Commodities	3 - 6k	3.5 - 6.5k	6 - 11k	6.5 - 11.5k		
Corporate/Transaction Banking	3 - 6k	3 - 6k	6 - 11k	6 - 11k		
Investment Banking	3 - 6k	3.5 - 6.5k	6 - 10k	6.5 - 11.5k		
Private Banking	3 - 6k	3.5 - 6.5k	6 - 10k	6.5 - 11.5k		
Securities/Broking	3 - 6k	3 - 6k	6 - 10k	6 - 10k		
Client Onboarding/KYC/AML	4 - 7k	4 - 7k	7 - 12k	7 - 12k		
Client Services	3 - 7k	3 - 7k	6 - 12k	6 - 12k		
Data Specialist	4 - 7k	4 - 7k	7 - 12k	7 - 12k		
Trade Support	4 - 7k	4 - 7k	7 - 12k	7 - 12k		

NB: Figures are basic salaries and exclude employer's CPF contribution. Contract rates for Operations VP/Director roles are not applicable.

SINGAPORE

HUMAN RESOURCES PERMANENT

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Commerce & Industry						
HR Business Partner	70 - 110k	70 - 110k	110 - 200k	110 - 200k	200 - 400k	200 - 350k
Organisational Development	70 - 100k	70 - 100k	100 - 250k	100 - 250k	250 - 320k	250 - 320k
Compensation & Benefits	60 - 120k	60 - 120k	120 - 220k	120 - 220k	220 - 350k	220 - 350k
HR Generalist	60 - 110k	50 - 100k	110 - 200k	100 - 200k	200 - 400k	200 - 400k
Training & Development	55 - 90k	55 - 90k	90 - 165k	90 - 165k	165 - 250k	165 - 250k
Recruitment	50 - 100k	50 - 100k	100 - 140k	100 - 140k	140 - 250k	140 - 250k
HRIS	45 - 75k	45 - 75k	75 - 120k	75 - 120k	120 - 170k	120 - 170k
Mobility	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 150k	110 - 170k
Payroll	40 - 80k	40 - 80k	80 - 110k	80 - 110k	110 - 130k	110 - 130k
Banking & Financial Services						
HR Business Partner	70 - 110k	70 - 120k	120 - 200k	120 - 200k	200 - 400k	200 - 400k
Compensation & Benefits	60 - 125k	60 - 125k	125 - 220k	125 - 220k	220 - 350k	220 - 350k
HR Generalist	60 - 120k	60 - 120k	120 - 200k	120 - 200k	200 - 400k	200 - 400k
Organisational Development	60 - 100k	60 - 100k	100 - 250k	100 - 250k	250 - 300k	250 - 300k
Recruitment	60 - 100k	60 - 100k	100 - 150k	100 - 150k	150 - 250k	150 - 250k
Training & Development	60 - 100k	60 - 100k	100 - 180k	100 - 180k	180 - 250k	180 - 250k
HRIS	60 - 80k	60 - 80k	80 - 160k	80 - 160k	160 - 200k	160 - 200k
Mobility	45 - 80k	45 - 80k	80 - 120k	80 - 120k	120 - 190k	120 - 190k
Payroll	40 - 90k	40 - 90k	90 - 140k	90 - 140k	120 - 150k	140 - 160k

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

SINGAPORE

HUMAN RESOURCES CONTRACT

ROLE	CONTRACT SALARY PER MONTH SGD (\$)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Commerce & Industry						
HR Business Partner	5.5 - 9.0k	6 - 9k	9k	10k	16k+	16k+
Compensation & Benefits	5 - 10k	5 - 9k	10 - 16k	10 - 16k	16k+	16k+
Organisational Development	5 - 9k	5 - 9k	9 - 22k	10 - 20k	20k+	20k+
HR Generalist	4 - 9k	4 - 8k	9 - 10k	8 - 10k	16k+	16k+
HRIS	4 - 8k	4 - 8k	8 - 11k	8 - 11k	11k+	11k+
Mobility	4 - 6k	4 - 6k	5 - 8k	5 - 8k	8k+	8k+
Recruitment	4 - 8k	4.5 - 8.0k	8 - 11k	8 - 12k	11k+	11k+
Training & Development	4 - 8k	4 - 8k	8 - 15k	8 - 15k	15k+	15k+
Payroll	4 - 6k	3.5 - 6.0k	5 - 9k	5 - 9k	8k+	10k+
Banking & Financial Services						
Compensation & Benefits	5 - 10k	5 - 10k	11 - 19k	11 - 19k	19k+	19k+
HR Generalist/Business Partner	5 - 10k	5 - 10k	10 - 16k	10 - 16k	16k+	16k+
Organisational Development	5 - 9k	5 - 9k	9 - 22k	9 - 22k	22k+	22k+
Recruitment	5 - 8k	5 - 8k	8.0 - 12.5k	8.0 - 12.5k	12k+	12k+
Training & Development	4 - 8k	4 - 8k	8 - 15k	8 - 15k	15k+	15k+
HRIS	4 - 8k	4 - 8k	8 - 12k	8 - 12k	11k+	11k+
Mobility	4 - 6k	4 - 6k	6 - 11k	6 - 11k	11k+	11k+
Payroll	4.0 - 5.5k	4.0 - 5.5k	5 - 8k	5 - 8k	8k+	8k+

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

SINGAPORE

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Management				
Chief Technology Officer	300 - 450k	300 - 450k		
IT Director	150 - 300k	150 - 300k	14 - 25k	14 - 25k
Projects				
Program Manager	180 - 280k	180 - 280k	15 - 25k	15 - 25k
Project Manager	80 - 200k	80 - 200k	8 - 18k	8 - 18k
Business Analyst	76 - 150k	76 - 150k	6 - 15k	6 - 15k
Applications				
Software Architect	144 - 250k	144 - 250k	12 - 25k	12 - 25k
Development Manager	100 - 200k	100 - 200k	10 - 17k	10 - 17k
Application Support Manager	80 - 150k	80 - 150k	8 - 14k	8 - 14k
ERP Consultant Functional	80 - 144k	80 - 144k	8 - 12k	8 - 12k
Developer	70 - 150k	70 - 150k	5 - 12k	5 - 12k
Application Support Analyst/Tester	70 - 130k	70 - 130k	5 - 12k	5 - 12k
Infrastructure				
Pre-sales Consultant	130 - 220k	130 - 220k	12 - 20k	12 - 20k
Service Delivery Manager	100 - 170k	100 - 170k	10 - 16k	10 - 16k
IT Manager	96 - 180k	96 - 180k	9 - 15k	9 - 15k
Database Administrator	70 - 220k	70 - 220k	7 - 16k	7 - 16k
Network Engineer/Systems Admin/Help Desk	65 - 150k	65 - 150k	6 - 11k	6 - 11k
Security				
Cyber Security Specialist	110 - 250k	100 - 250k	9 - 21k	9 - 21k
Application Security Specialist	110 - 180k	110 - 180k	10 - 19k	10 - 19k
Infrastructure Security Specialist	110 - 120k	110 - 120k	10 - 19k	10 - 19k

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

SINGAPORE

LEGAL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	1 - 3 YRS' PQE		4 - 7 YRS' PQE		8+ YRS' PQE	
	2016	2017	2016	2017	2016	2017
Private Practice						
Arbitration/Dispute Resolution	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Banking/Finance	70 - 140k	70 - 140k	110 - 270k	110 - 270k	200 - 400k	200 - 400k
Corporate/M&A	70 - 140k	70 - 140k	110 - 270k	110 - 270k	200 - 400k	200 - 400k
Energy	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Intellectual Property	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Shipping/Aviation	70 - 140k	70 - 140k	110 - 280k	110 - 280k	200 - 400k	200 - 400k
Paralegal	40 - 50k	40 - 50k	50 - 90k	50 - 90k	90k+	90k+
Legal Counsel - Commerce						
Commodities	70 - 150k	70 - 150k	120 - 220k	120 - 220k	180 - 400k	180 - 400k
Technology Media Telecoms	70 - 145k	70 - 145k	120 - 200k	120 - 200k	180 - 300k	180 - 300k
Contracts Manager	70 - 120k	70 - 120k	100 - 180k	100 - 180k	150 - 200k	150 - 200k
Pharmaceutical/Healthcare	65 - 130k	65 - 130k	90 - 160k	90 - 160k	140 - 250k	140 - 250k
Manufacturing/Engineering/Oil & Gas	65 - 120k	65 - 120k	110 - 180k	110 - 180k	150 - 250k	150 - 250k
FMCG/Retail	65 - 120k	65 - 120k	100 - 160k	100 - 160k	130 - 220k	130 - 220k
Company Secretary	50 - 75k	50 - 75k	70 - 120k	70 - 120k	100 - 150k	100 - 150k
Paralegal	35 - 50k	35 - 50k	50 - 80k	50 - 80k	80k+	80k+
Legal Counsel - Financial Services						
Global Markets	70 - 130k	70 - 130k	140 - 220k	140 - 220k	200 - 400k	200 - 400k
Investment Banking	70 - 130k	70 - 130k	140 - 220k	140 - 220k	200 - 400k	200 - 400k
Private Banking/Wealth Management	70 - 130k	70 - 130k	140 - 220k	140 - 220k	180 - 380k	180 - 380k
Fund/Asset Management	70 - 90k	70 - 90k	80 - 150k	80 - 150k	120 - 200k	120 - 200k
Corporate/Transaction Banking	65 - 120k	65 - 120k	120 - 200k	120 - 200k	180 - 350k	180 - 350k
Consumer Banking/Insurance	65 - 110k	65 - 110k	100 - 180k	100 - 180k	160 - 300k	160 - 300k
ISDA Negotiator	60 - 80k	60 - 80k	100 - 180k	100 - 180k	180 - 300k	180 - 300k

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

SINGAPORE

SALES & MARKETING

CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Business Development		
Sales & Marketing Director	180 - 240k	180 - 240k
Sales Director	160 - 240k	160 - 240k
Account Director	140 - 200k	140 - 200k
Sales Manager	80 - 140k	80 - 140k
Business Development Manager	80 - 120k	80 - 120k
Key Account Manager	70 - 100k	70 - 100k
Marketing		
Marketing Director	180 - 240k	180 - 240k
Market Research Director	120 - 220k	120 - 220k
Marketing Manager	100 - 120k	100 - 120k
Brand Manager	85 - 100k	85 - 100k
Market Research Manager	80 - 120k	80 - 120k
Retail Operations Manager	80 - 100k	80 - 100k
Visual Merchandising Manager	80 - 100k	80 - 100k
Product Marketing Manager	70 - 120k	70 - 120k
Trade Marketing Manager	70 - 100k	70 - 100k
PR & Communications		
Corporate Affairs Director	140 - 200k	140 - 200k
Public Relations Director	120 - 180k	120 - 180k
Digital Marketing Manager	80 - 160k	80 - 160k
Corporate Communications Manager	80 - 120k	80 - 120k
Public Relations Manager	70 - 120k	70 - 120k

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

SINGAPORE

SALES & MARKETING

CONSUMER & TECHNICAL HEALTHCARE

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Technical Healthcare		
Medical Affairs Director	200 - 250k	200 - 250k
Business Unit Director	200 - 240k	200 - 240k
Marketing Director	200 - 240k	200 - 240k
Regulatory Affairs Director	180 - 240k	180 - 240k
Sales Director	180 - 200k	180 - 200k
Clinical Research Director	180 - 200k	180 - 200k
Medical Affairs Manager	150 - 180k	150 - 180k
Marketing Manager	120 - 180k	120 - 180k
Market Access Manager	120 - 150k	120 - 150k
Sales Manager	110 - 140k	110 - 140k
Commercial Excellence Manager	100 - 180k	100 - 180k
Product Manager	100 - 140k	100 - 140k
Clinical Research Manager	100 - 120k	100 - 120k
Regulatory Affairs Manager	100 - 120k	100 - 120k
Medical Science Liaison	60 - 80k	60 - 80k

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

SINGAPORE

SALES & MARKETING B2B & INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)	
	2016	2017
Sales		
General Manager/Managing Director	200 - 400k	200 - 400k
Sales Director	160 - 300k	160 - 300k
Senior Business Development Manager	140 - 220k	140 - 220k
Account Director	140 - 200k	140 - 200k
Aftersales Manager	100 - 160k	100 - 160k
Business Development Manager	100 - 150k	100 - 150k
Pricing Manager	80 - 150k	80 - 150k
Key Account Manager	80 - 150k	80 - 150k
Sales Manager	70 - 150k	70 - 150k
Sales Engineer	40 - 80k	80 - 90k
Marketing		
Marketing Director	170 - 265k	170 - 265k
Head of Online Marketing	150 - 260k	150 - 260k
Marketing Research Manager	100 - 150k	100 - 150k
Strategic Marketing Manager	90 - 180k	100 - 180k
Senior Brand Manager	84 - 140k	84 - 140k
Marketing Manager	80 - 150k	80 - 150k
Product Marketing Manager	80 - 150k	90 - 150k
Brand Manager	70 - 110k	78 - 120k
Online/Digital Marketing Manager	60 - 150k	100 - 150k
Digital Marketing Specialist	50 - 80k	60 - 90k
PR & Communications		
Corporate Communications Director	150 - 250k	150 - 250k
Public Relations Director	120 - 200k	120 - 200k
Corporate Communications Manager	80 - 150k	80 - 150k
Public Relations Manager	80 - 120k	80 - 120k

NB: Figures are basic salaries and exclude employer's CPF contribution. Figures will vary depending on whether the incumbent is holding a local/regional/global role. The above listed positions are also available on a contract basis of which the monthly rates will be prorated against the annual salary of permanent roles.

SINGAPORE

SALES & MARKETING FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM SGD (\$)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Marketing Director	130 - 150k	130 - 150k	150 - 180k	150 - 180k	180 - 220k	180 - 220k
Marketing Manager	60 - 80k	60 - 80k	80 - 90k	80 - 90k	100 - 120k	100 - 120k
Digital Marketing Manager	60 - 80k	60 - 80k	80 - 110k	80 - 110k	110 - 180k	110 - 180k
Corporate Communications Manager	60 - 80k	60 - 80k	80 - 120k	80 - 120k	120 - 180k	120 - 180k
Communications Director	130 - 150k	130 - 150k	150 - 180k	150 - 180k	180 - 220k	180 - 220k
Internal Communications Manager	60 - 80k	60 - 80k	80 - 120k	80 - 120k	120 - 180k	120 - 180k
Corporate Affairs Manager	60 - 90k	60 - 90k	90 - 120k	90 - 120k	120 - 200k	120 - 200k

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

SINGAPORE

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Secretarial				
Investment Banking Secretary	60 - 84k	60 - 84k	5 - 7k	5 - 7k
Personal Assistant	60 - 84k	60 - 90k	5 - 8k	5 - 7k
Confidential Secretary	60 - 78k	60 - 78k	5.0 - 6.5k	5 - 6k
Senior Secretary	60 - 78k	60 - 78k	6 - 9k	5 - 8k
Trading Floor Secretary	60 - 78k	60 - 78k	5.0 - 6.5k	5 - 6k
Executive Assistant	48 - 72k	48 - 72k	4 - 10k	4 - 6k
Legal Secretary	48 - 72k	48 - 72k	4 - 10k	4 - 6k
Team Secretary	48 - 66k	48 - 66k	3.5 - 6.0k	3.0 - 5.5k
Business Support				
Office Manager	60 - 110k	60 - 110k	6 - 11k	6 - 10k
Project Coordinator	48 - 72k	48 - 72k	5 - 8k	5.0 - 7.5k
Administrator	36 - 48k	36 - 48k	3 - 5k	2.5 - 4.5k
Receptionist	30 - 48k	30 - 48k	2.5 - 4.0k	2.5 - 3.5k
Data Entry Clerk	18 - 22k	18 - 22k	3 - 4k	2.5 - 3.5k

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

SINGAPORE

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM SGD (\$)		SALARY PER MONTH SGD (\$)	
	2016	2017	2016	2017
Procurement				
Head of Global Sourcing	270k+	270k+	25k+	25k+
Regional Procurement Director	200 - 300k	200 - 250k	17 - 25k	17 - 22k
Strategic Sourcing Manager	120 - 180k	100 - 180k	9 - 13k	9 - 13k
Regional Procurement Manager	100 - 200k	90 - 130k	8 - 12k	8 - 12k
Indirect Spend/Category Manager	100 - 160k	100 - 150k	8 - 10k	8 - 10k
Direct Spend/Category Manager	100 - 160k	100 - 150k	8 - 10k	7 - 10k
Procurement Executive	40 - 60k	40 - 60k	3 - 5k	3 - 5k
Supply Chain & Logistics				
Supply Chain Director	200 - 300k	200 - 300k	15 - 20k	15 - 20k
Customer Service & Logistics Director	150 - 250k	150 - 200k	15 - 20k	15 - 20k
Trade Compliance	100 - 180k	100 - 180k	12 - 20k	12 - 15k
Project Manager	90 - 150k	100 - 130k	8 - 15k	8 - 15k
Operations Manager	90 - 130k	60 - 100k	7 - 10k	7 - 10k
Senior Customer Service Manager	90 - 130k	100 - 120k	9 - 12k	8 - 10k
Regional Logistics Manager	90 - 130k	80 - 100k	7 - 11k	7 - 11k
Planning Manager	80 - 130k	70 - 100k	8 - 12k	8 - 10k
Supply Chain Manager	80 - 130k	70 - 100k	6 - 10k	7 - 10k
Facilities Manager	80 - 120k	60 - 90k	6 - 10k	6 - 10k
Supply Chain Consultant	60 - 100k	60 - 120k	7 - 11k	7 - 11k
Customer Service Manager	60 - 90k	60 - 100k	5 - 9k	5 - 9k
Planner	60 - 90k	40 - 80k	5 - 8k	5 - 7k
Customer Service Executive	40 - 60k	40 - 60k	3 - 5k	3 - 5k

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