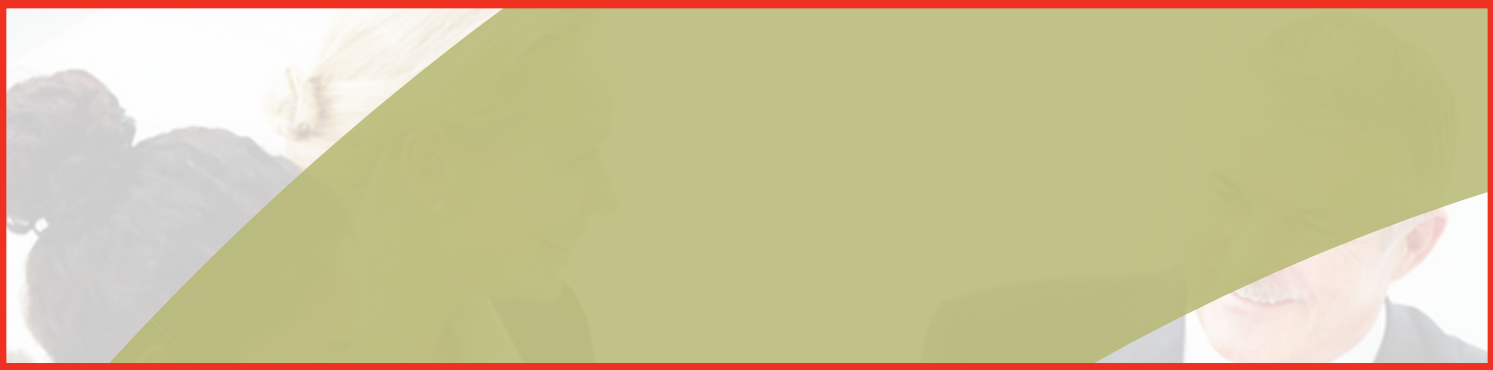

SINGAPORE 2014

SALARY & EMPLOYMENT FORECAST

PagePersonnel

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WELCOME

Welcome to the 2014 Page Personnel Salary & Employment Forecast report for Singapore. Consistent with previous years, this report provides junior to mid level professionals with useful insights into salary forecasts and expectations, hiring intentions and recruitment challenges over the next 12 months.

Our national annual salary survey covers a range of issues and trends relevant to today's corporate sector and establishes the Salary & Employment Forecast as a highly reputable market leading report, based on in-depth national research.

Whilst there are a number of current industry surveys that provide qualitative insight on hiring intentions and salary levels, the Page Personnel Salary & Employment Forecast combines quantitative and qualitative research with our extensive involvement in the junior to mid level professional employment market. Our clients come from all major industry sectors and range from market leading multinationals to local small and medium sized enterprises.

Consistent with our specialist approach to recruitment where we have dedicated teams of specialists servicing each discipline, market or industry sector, the report provides detailed salary guides for each discipline and industry. Salary tables divide job types by 'years of experience' or 'size of organisation' in order to obtain accurate and concise salary ranges.

Our areas of specialisation are:

- Accounting & Finance
- Sales & Marketing
- Secretarial & Office Support
- Technology

The results of our survey to employers are represented visually through the use of infographics. Featured is a range of employer insights on everything from workplace benefits and working hours to attraction and retention strategies. The market observations that accompany these are based on the extensive knowledge of our senior leadership team at Page Personnel. It forms part of a suite of salary advice and information available to the market from Page Personnel. These features can be found at:

www.pagepersonnel.com.sg

I wish to thank everyone who contributed to this year's Salary & Employment Forecast and trust you will find it helpful and informative. We welcome your feedback and encourage you to contact us for further information or market specific advice at:

enquiries@pagepersonnel.com.sg

Best regards,

Antoine Lamy
Director
Singapore

MARKET OVERVIEW

The professional employment market for junior to mid level staff in finance, office support, technology and sales and marketing held steady over the last 12 months. This was attributed to the continued growth and headquartering of businesses in Singapore and the region as they supported the demand for skilled junior to mid level professionals. With a recovery of the US economy, increased recruitment activity was seen across financial institutions such as banks and investment firms and there was a marked increase in permanent roles being offered as compared to contract roles, which has been the trend in the last few years. Should the US and European economies continue to show signs of recovery, the flow-down effect will be felt across most Asian economies. However, a more direct impact on the recruitment industry in Singapore would be the South East Asian and China economies, which are expected to perform in alignment with stronger global and Asian economies.

The demand for junior to mid level professionals for pharmaceutical companies was stronger than other sectors, due to the fact that Singapore is an established hub for pharmaceutical companies. The local manufacturing sector also experienced a stabilisation of hiring activity which was influenced mainly by the recovery of the US economy. Industries such as healthcare, oil and gas, technology, insurances, professional services and commodities are also expected to be key areas of growth in Singapore and also the drivers for recruitment activity. The growth of companies operating in these sectors will contribute to a demand for junior to mid level professionals in support role functions such as information technology (IT), finance and business support.

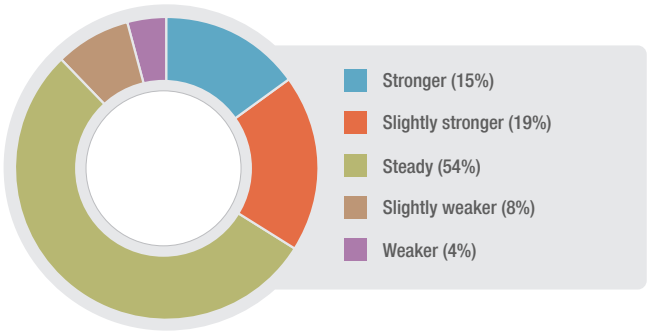
Regulatory changes in Singapore such as revisions on the issuance of S-Passes and E-Passes to include more stringent requirements and lowered issue quotas have made it harder for foreign professionals to gain employment in Singapore. This has resulted in companies who rely heavily on foreign professionals, such as retailers and organisations with shared services, finding it increasingly difficult to recruit skilled professionals as they compete to attract the same candidates from a limited talent pool. The demand for junior to mid level professionals in sales is expected to increase as companies look to expand their operations, leading to a more competitive hiring market.

A persisting struggle for companies will be to overcome the shortage of junior to mid level professionals with regional exposure and expertise in business partnering. Soft skills such as communications and languages will also be in demand as companies look to professionals with these proficiencies to sustain local and regional operations. Key challenges for employers in the next 12 months include the importance of developing long term recruitment strategies and processes, as well as identifying the right candidate for their business.

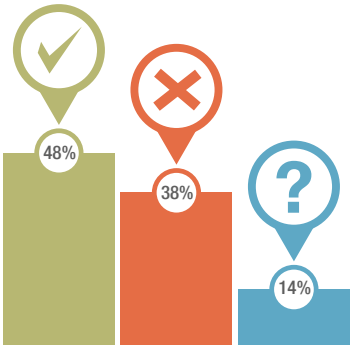
Increasingly, companies are also expected to work externally on company brand and positioning as an employer of choice, while improving corporate culture as a form of attraction and retention. While compensation remains a key factor for junior to mid level professionals looking to move into a new role, there is an increasing focus from jobseekers on opportunities for their career growth, and the experience and skills they can possibly acquire in a new role.

RECRUITMENT ACTIVITY

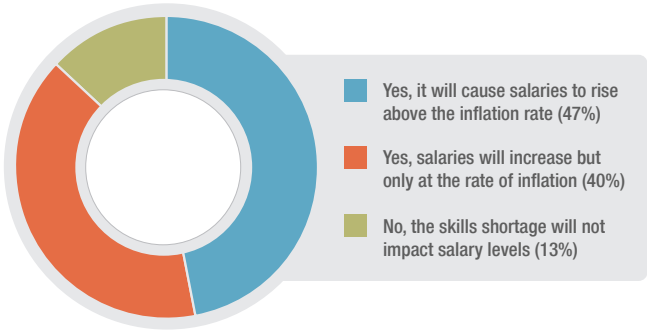
Strength of current hiring activity compared to the last 12 months



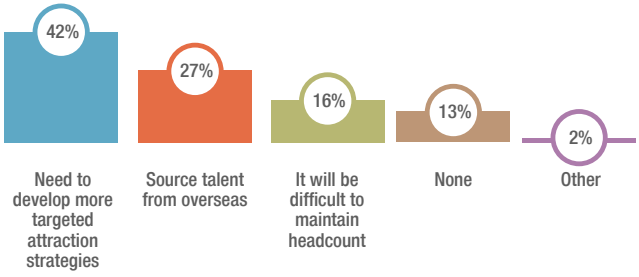
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Impact of skills shortage on business in Singapore over the next 12 months

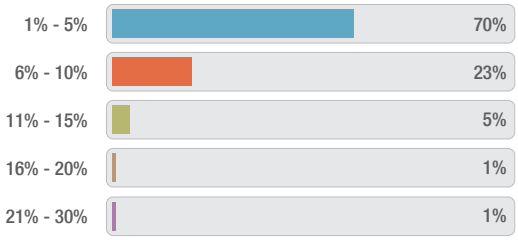


Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

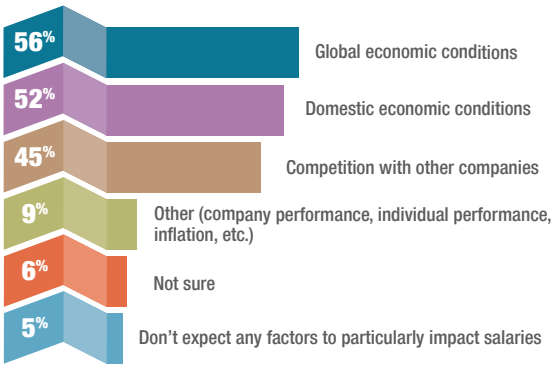
SALARY AND REMUNERATION

Salary increases over the next 12 months

Average percentage salary increases over the next 12 months



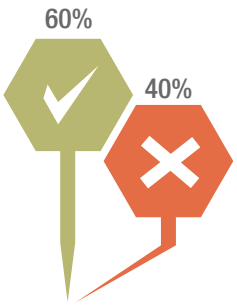
Combination of factors likely to impact salary levels in the next 12 months*



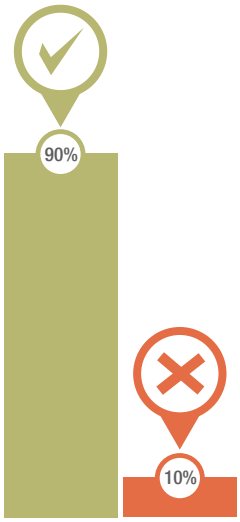
* More than one option could be selected.

SALARY AND REMUNERATION

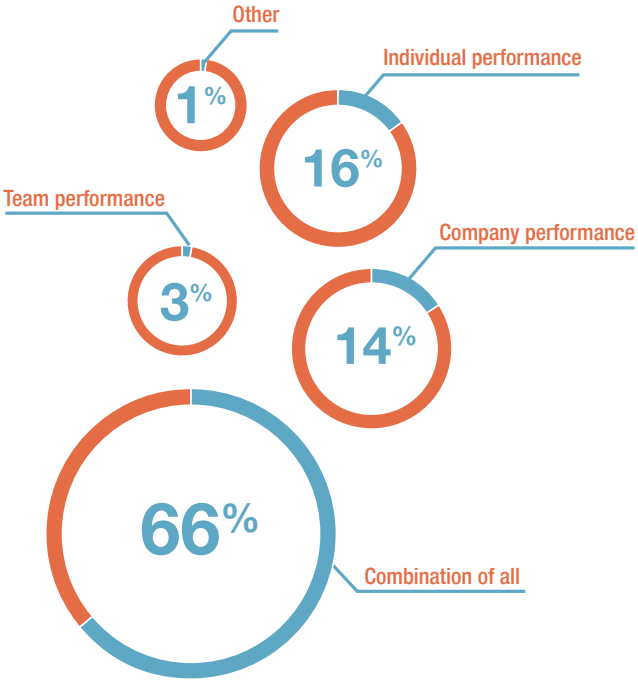
Flexible salary packaging or fringe benefits offered to employees



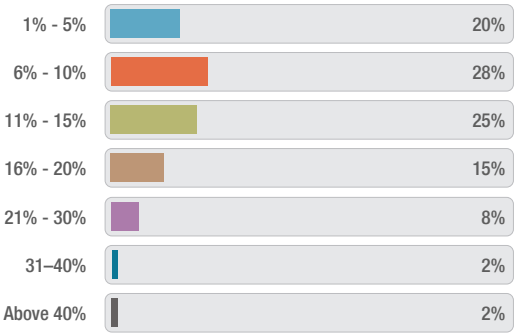
Companies providing bonus as part of the remuneration package



Basis for bonuses over the next 12 months

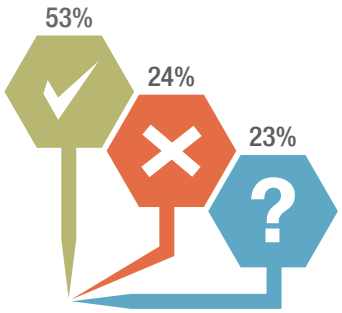


Average percentage bonus of gross salary

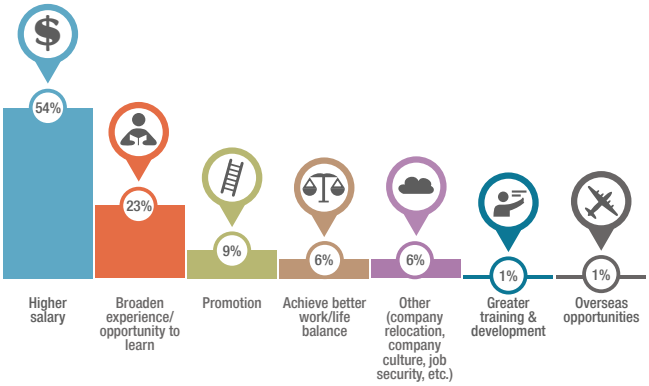


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months

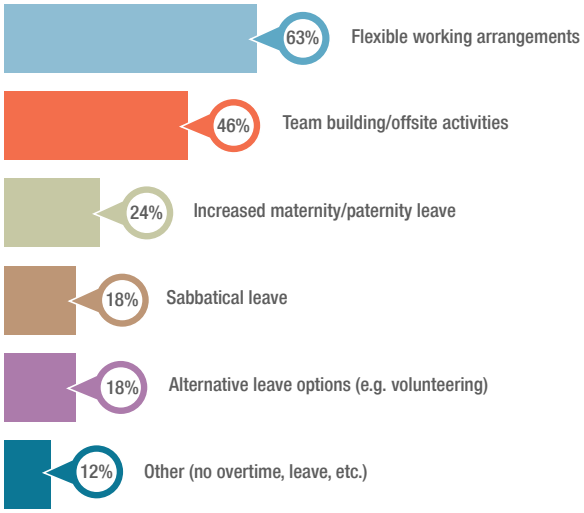


Key reasons employees are likely to leave



Most popular tools for attraction and retention

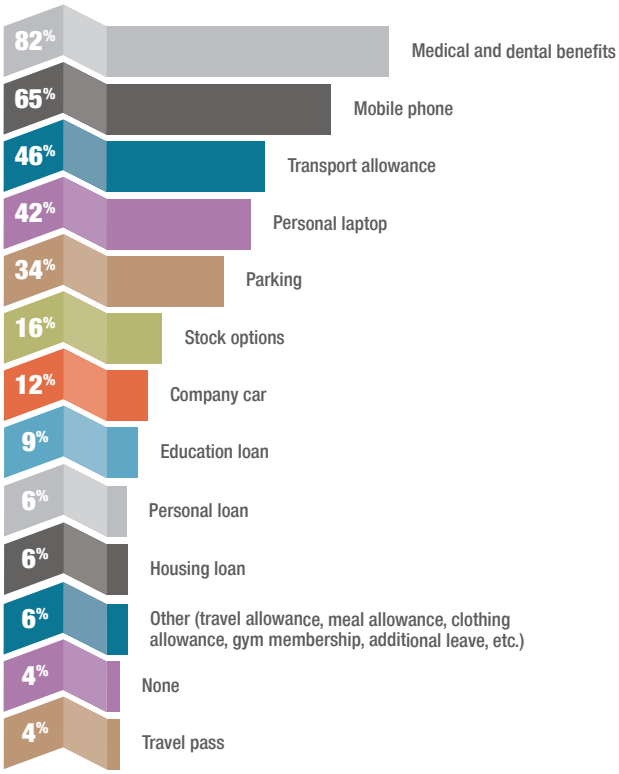
Most popular options offered to support employees' work-life balance*



* More than one option could be selected.

ATTRACTION AND RETENTION

Combination of benefits offered to employees*



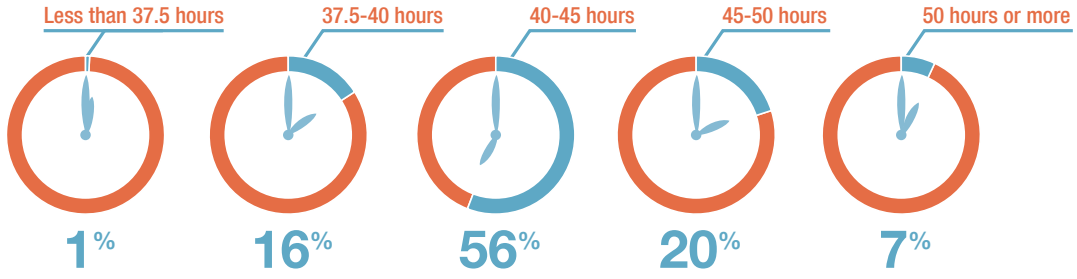
Other strategies companies implement to attract and retain staff

Open communication
Salary reviews
Bonus allocation
Promotions
Rotational job opportunities
Individual development plan for top talent
Employee engagement initiatives
Flexible working arrangements

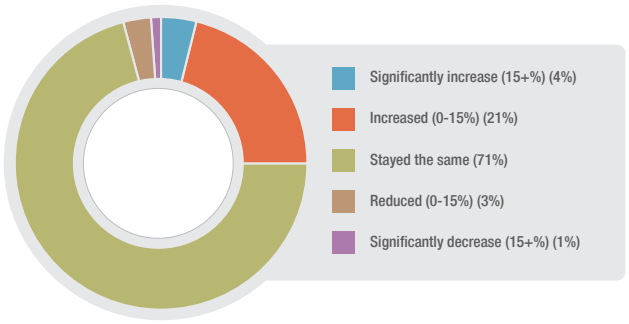
* More than one option could be selected.

WORKING HOURS

Average weekly working hours



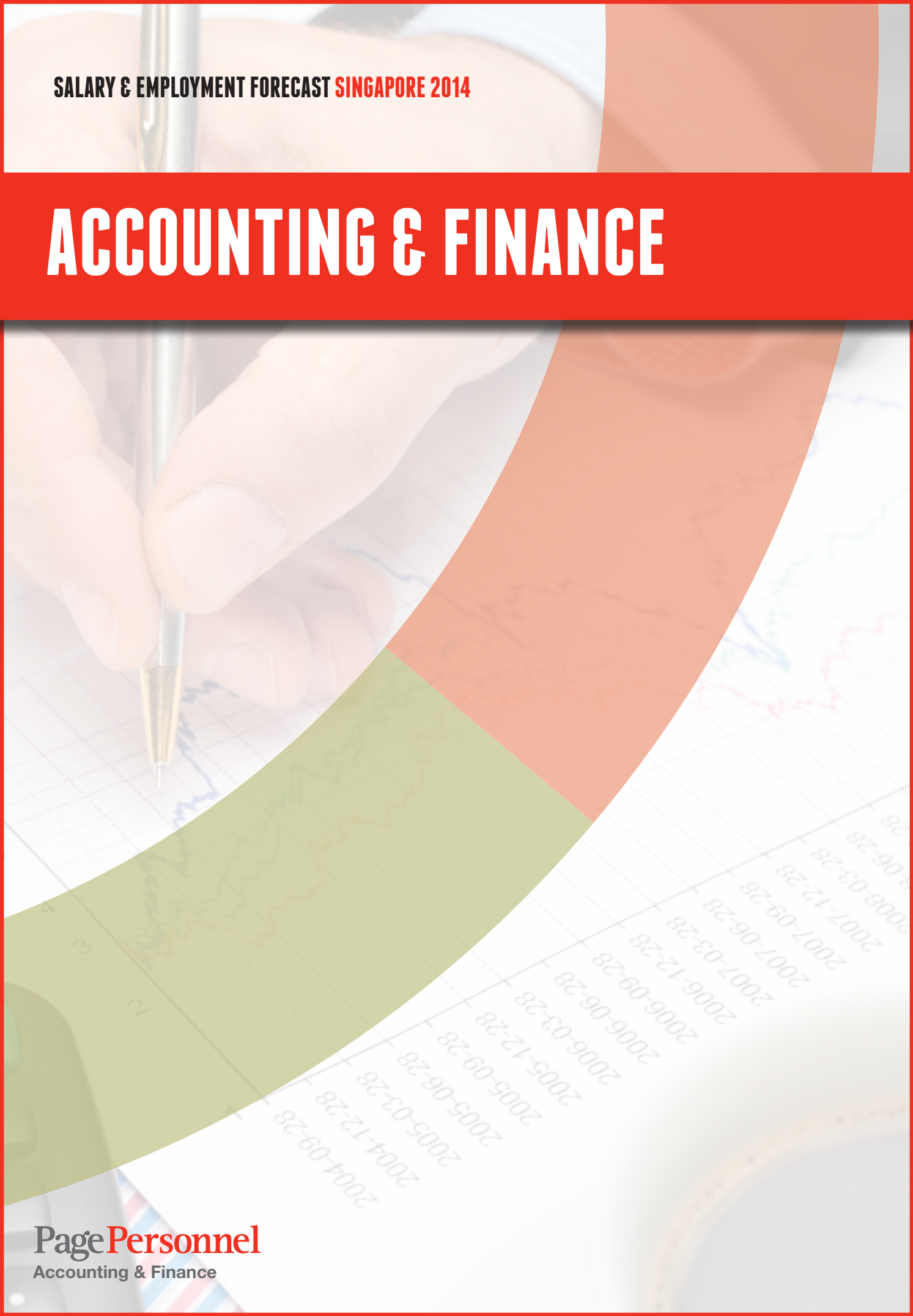
Change in average weekly working hours over the last 12 months



Main reason for increased working hours

SALARY & EMPLOYMENT FORECAST SINGAPORE 2014

ACCOUNTING & FINANCE

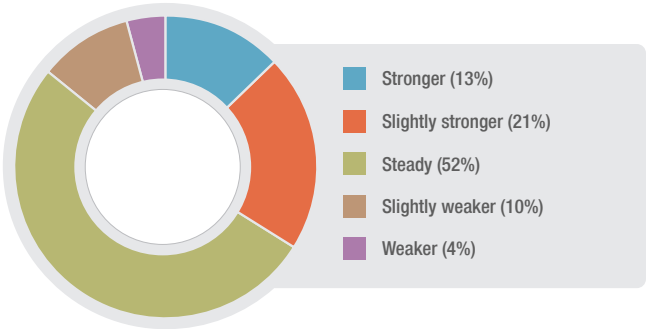


PagePersonnel
Accounting & Finance

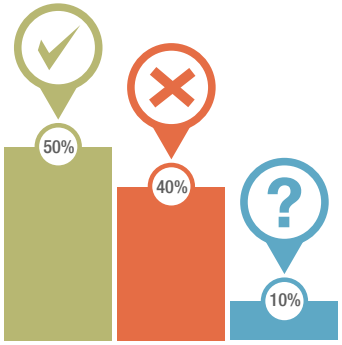
MARKET ANALYSIS

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expectation of a professional skills shortage in the next 12 months



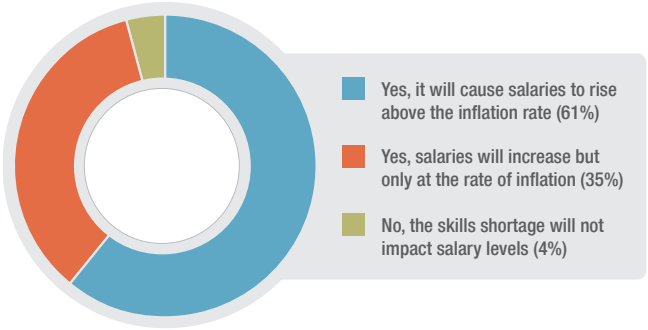
Market observations:

- The current level of recruitment activity for junior to mid level accounting and finance professionals is strong and this is expected to remain the same over the next 12 months, particularly within the areas of oil and gas, professional services and pharmaceutical, healthcare and medical.
- Junior to mid level finance professionals generally have a short term career outlook and will look to change roles in 12 to 24 months' time. as they seek higher remuneration and career progression through rotations. This is creating a strong demand for junior finance professionals as companies look to replace staff at this level and struggle to cope with this consistent turnover.
- There is an increased demand for local finance professionals as the Singapore government has tightened measures on hiring foreign labour.
- As businesses increasingly realise the need and value of finance professionals to act as business partners, demand for talent with specialisation in financial planning and analysis is rising. Skills in financial analysis and regional reporting are also highly sought-after as multinational companies with Singapore-based regional centres increasingly look to engage financial professionals to facilitate financial reporting and provide detailed analysis that will add value to the business.
- Finance professionals versed in internal audit are highly required as companies increase their focus on internal controls and compliance to mitigate business risk and as Chief Financial Officers (CFO) are aware of high risk areas in the businesses and look to introduce controls to reduce these risks.

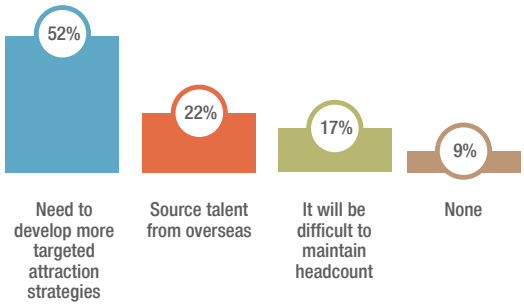
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

RECRUITMENT ACTIVITY

Skills shortage placing upwards pressure on salaries

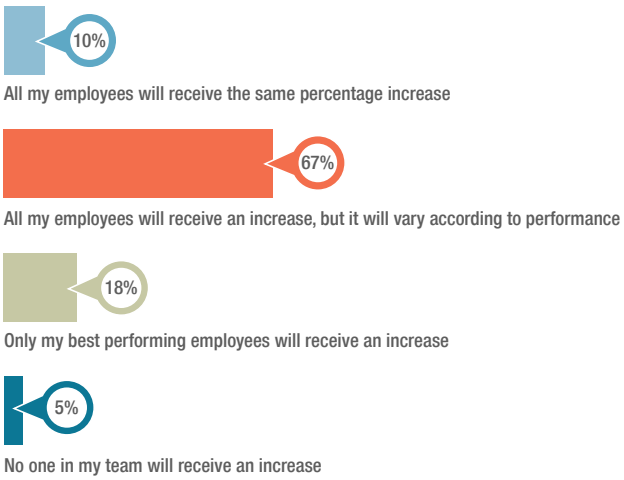


Impact of skills shortage on business in Singapore over the next 12 months

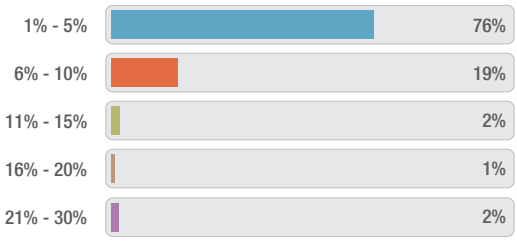


SALARY & REMUNERATION

Salary increases over the next 12 months



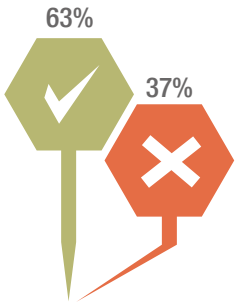
Average percentage salary increases over the next 12 months



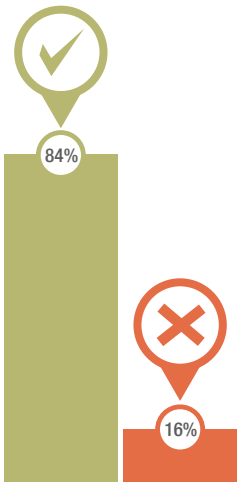
SALARY & REMUNERATION

Combination of factors likely to impact salary levels in the next 12 months*

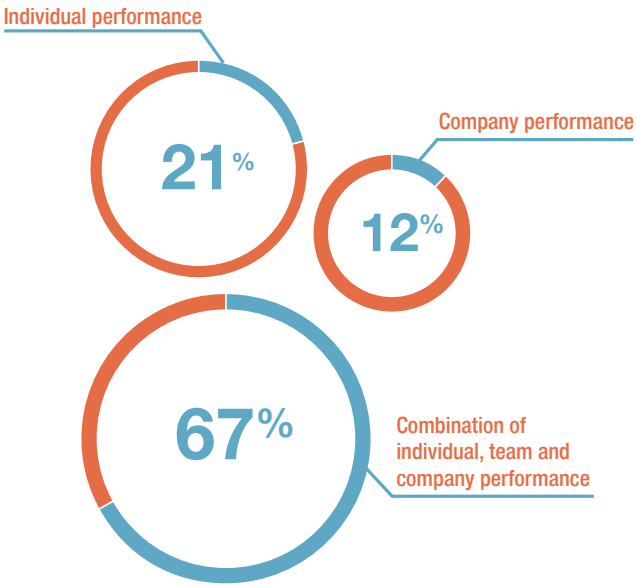
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package



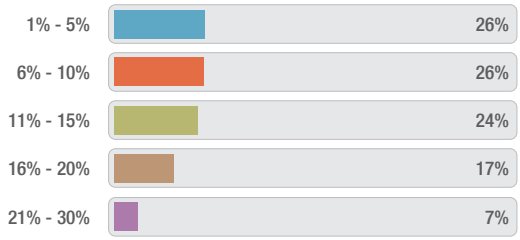
Basis for bonuses over the next 12 months



* More than one option could be selected.

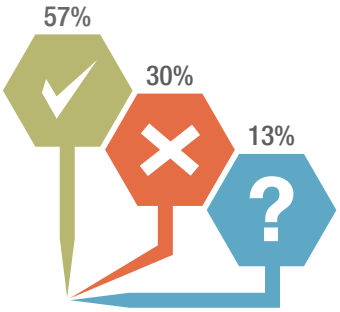
SALARY & REMUNERATION

Average percentage bonus of gross salary

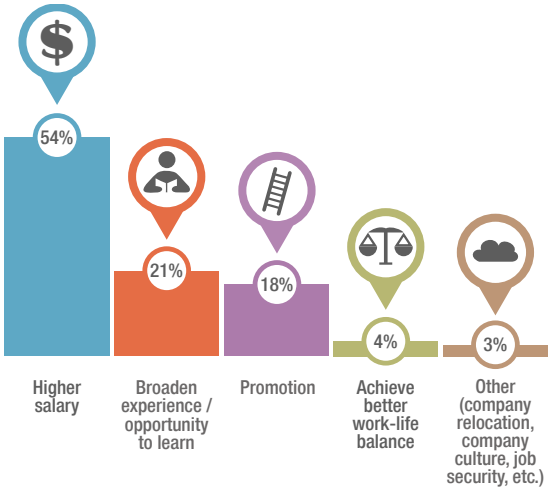


ATTRACTION & RETENTION

Employer expectations for staff turnover in the next 12 months



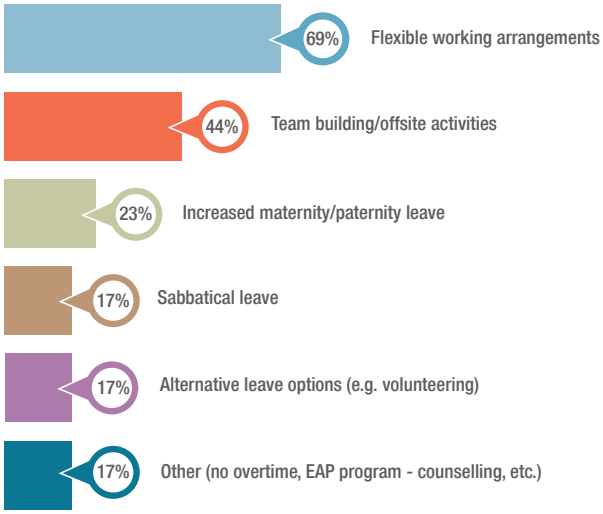
Key reasons employees are likely to leave



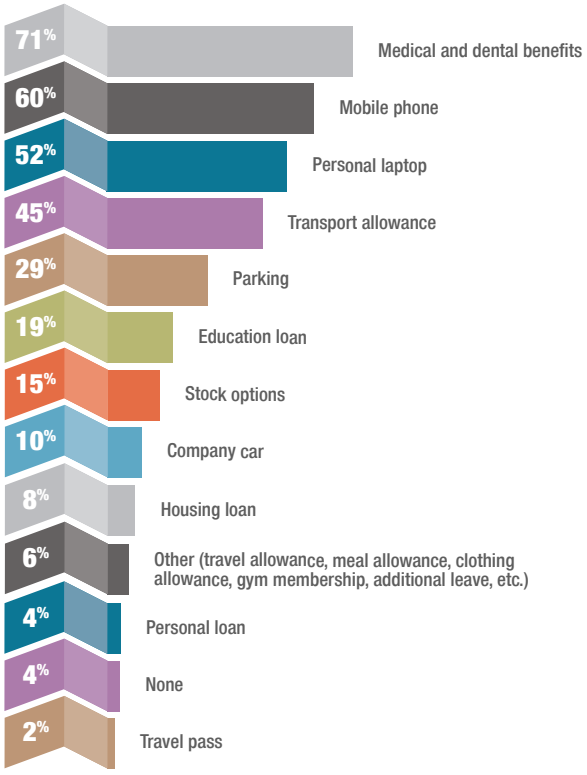
ATTRACTION & RETENTION

Most popular tools for attraction and retention

Most popular options offered to support employees' work-life balance*



Combination of benefits offered to employees*



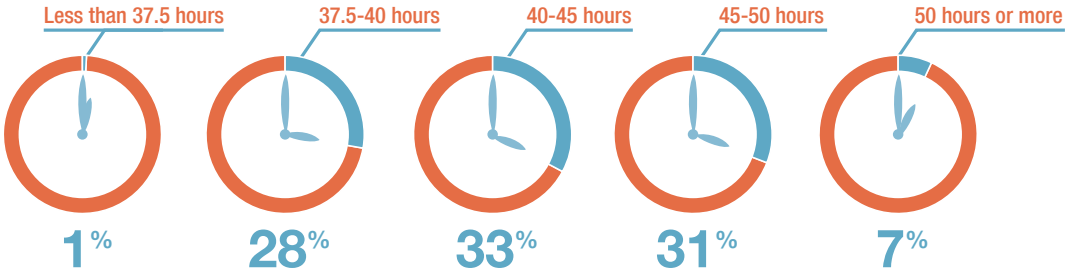
* More than one option could be selected.

Market observation:

- The majority of junior to mid level accounting and finance professionals in Singapore prefer to receive a mix of financial and non-financial rewards, such as flexible working hours, as well as improved medical coverage and benefits from their employers.

WORKING HOURS

Average weekly working hours



SALARY TABLES

GENERAL

Role	Salary
	SG$'000
Accounts Payable Accountant	
3–5 years	45–60
5–10 years	60–80
Financial Accountant	
3–5 years	50–65
5–10 years	65–100
Cost Accountant	
3–5 years	50–65
5–10 years	65–80
Credit Analyst	
3–5 years	50–65
5–10 years	65–90
Group Accountant - Consolidation	
3–5 years	50–70
5–10 years	70–110
Financial/Business Analyst	
3–5 years	50–80
5–10 years	80–110
Accounts Payable Manager	
3–5 years	70–90
5–10 years	90–120

SPECIALIST

Role	Salary
	SG$'000
Pricing Analyst	
3–5 years	60–80
5–10 years	80–100
Treasury Analyst	
3–5 years	60–80
5–10 years	80–100
Tax Analyst	
3–5 years	60–80
5–10 years	80–110
Internal Auditor	
3–5 years	65–90
5–10 years	90–130

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

PUBLIC ACCOUNTING (BIG 4)

Role	Salary
	SG$'000
Auditor	
3–5 years	50–70
5–10 years	65–110
Tax Associate	
3–5 years	55–70
5–10 years	70–110

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

SALARY & EMPLOYMENT FORECAST SINGAPORE 2014

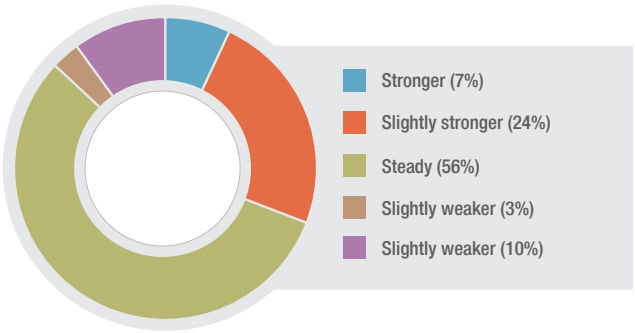
SALES & MARKETING

PagePersonnel
Sales & Marketing

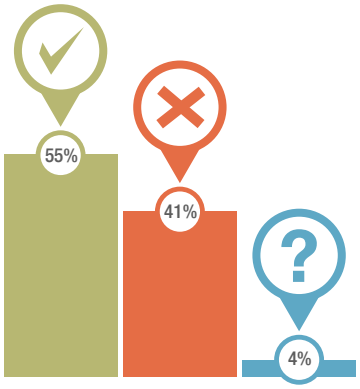
MARKET ANALYSIS

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expectation of a professional skills shortage in the next 12 months



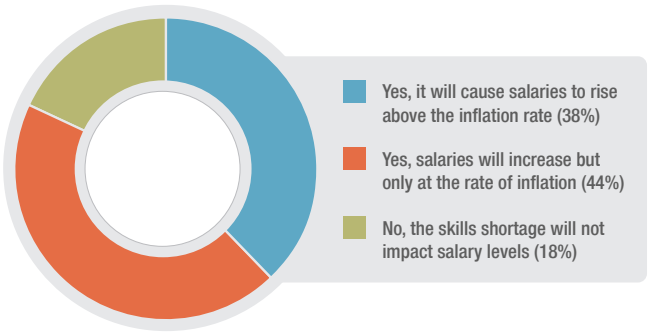
Market observations:

- Overall, hiring activity for junior to mid level sales and marketing professionals in Singapore is strong and is expected to remain strong over the next 12 months.
- As Asia continues to be a strong area of growth for many multinational companies and Singapore remains a location of choice for regional head offices, companies are investing in attracting and retaining sales and marketing staff as this function has a direct impact on bottom line revenue.
- Both multinational companies and small-to-medium enterprises (SMEs) are placing equal emphasis on replacing sales and marketing roles that have been left vacant through attrition, as well as attracting talent by up-skilling staff and expanding their current workforce.
- Within professional services, a number of new organisations are setting up regional teams in Singapore, leading to the need for regional marketing or sales professionals at the junior to mid level. Companies will also need to address replacement hiring as sales positions generally have a high turnover with candidates typically changing roles every two years.
- New product developments, launches and competition among brands in the Singapore retail and fast-moving consumer goods (FMCG) market is creating demand for skilled junior to mid level sales professionals as companies look to increase their revenue stream through the expansion of their sales team.
- Organisations within the business-to–business (B2B) sector are relocating their Asia Pacific head office to Singapore and expanding their current teams, which is creating a demand for junior to mid level sales professionals with experience in the B2B industry and specific language skills such as Hindi or Mandarin.
- Trade marketing specialists are highly required within companies looking to expand their sales and marketing teams as they look to move this function in-house and away from distributors.
- The demand for Key Account Managers at the junior to mid level will be driven largely by employers within FMCG and retail as they look to increase revenue with the introduction of new brands and products. From a candidate perspective, these roles will be sought-after as professionals seek better remuneration packages and exposure to various accounts.
- Junior and mid level sales professionals will continue to be in demand over the next 12 months as a career in sales does not feature highly for most graduates, making the junior candidate pool relatively small compared with other areas, such as marketing.
- Junior to mid level sales and marketing professionals will be sought-after across retail operations in the coming year as there continues to be high turnover and movement among professionals who are driven mainly by compensation. This creates a high level of replacement recruitment activity. In addition, brands in this sector continue to set up stores in Singapore and require new headcount.

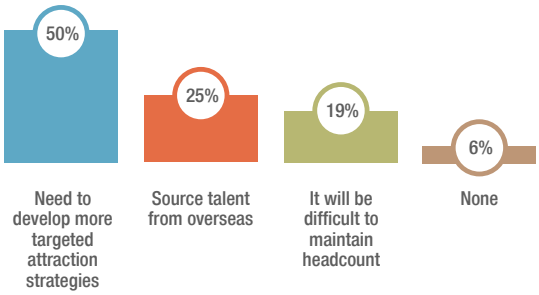
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

RECRUITMENT ACTIVITY

Skills shortage placing upwards pressure on salaries

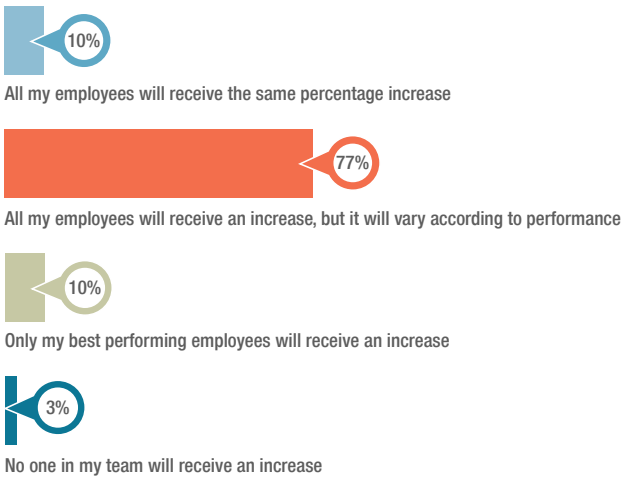


Impact of skills shortage on business in Singapore over the next 12 months

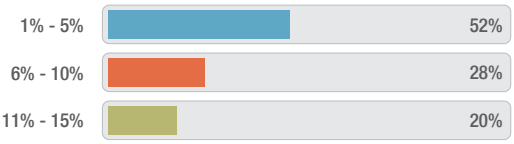


SALARY AND REMUNERATION

Salary increases over the next 12 months



Average percentage salary increases over the next 12 months

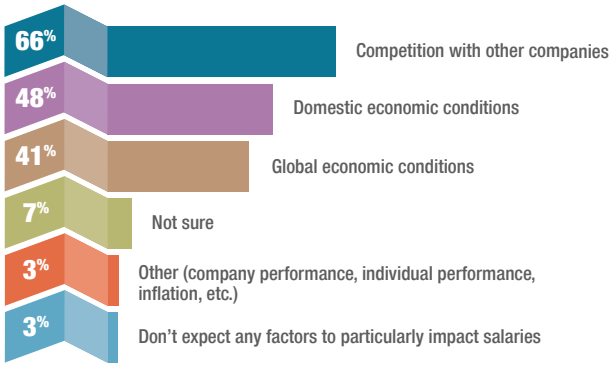


Market observations:

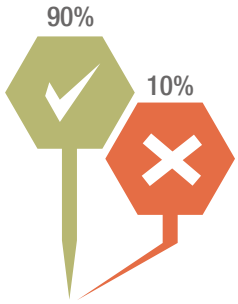
- The most significant average salary increases are likely to be offered to technical sales specialists within the industrial sector as companies struggle to find professionals with sound technical expertise. This is due to the fact that these skills are exceptionally hard to identify in the market as many jobseekers are keen to stay in operational or engineering positions. Salaries in this area have therefore become artificially inflated.

SALARY AND REMUNERATION

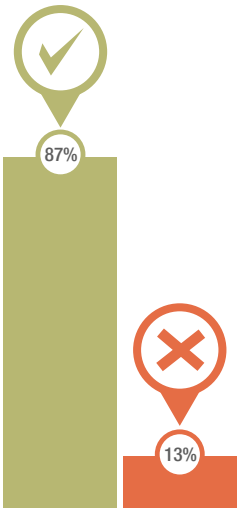
Combination of factors likely to impact salary levels in the next 12 months*



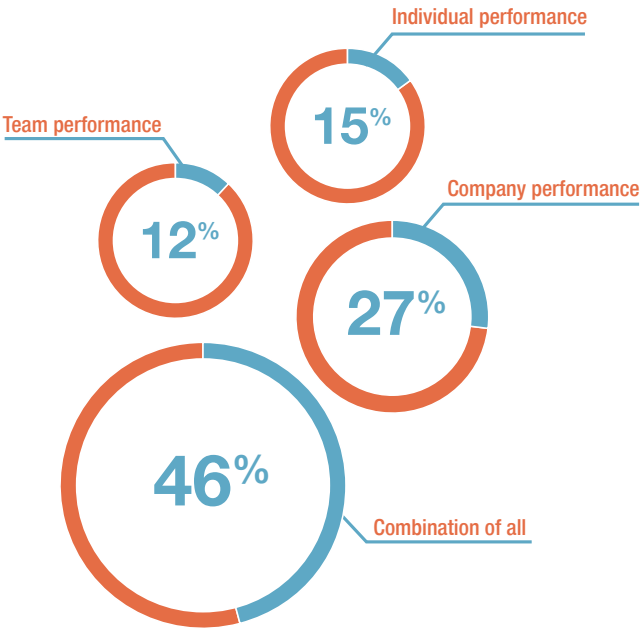
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package



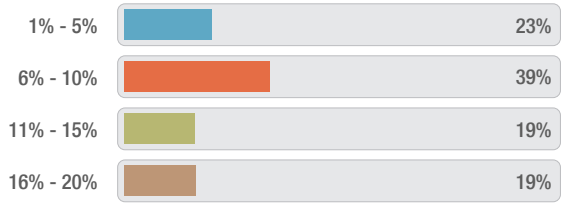
Basis for bonuses over the next 12 months



* More than one option could be selected.

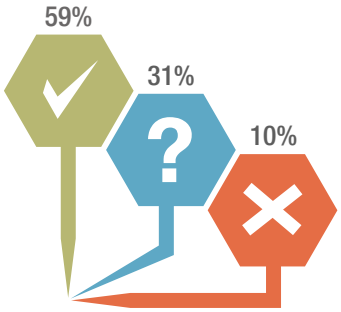
SALARY AND REMUNERATION

Average percentage bonus of gross salary

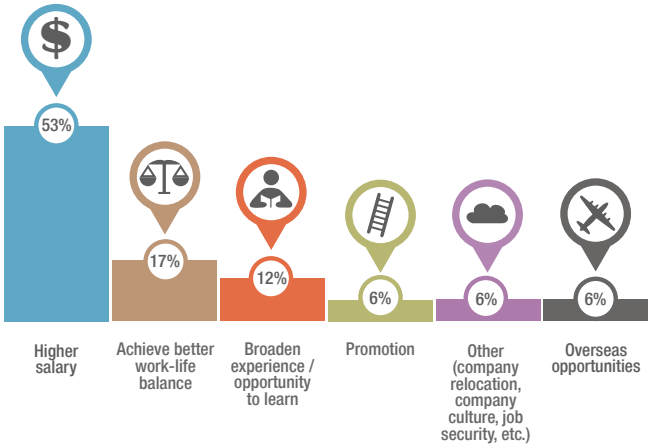


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



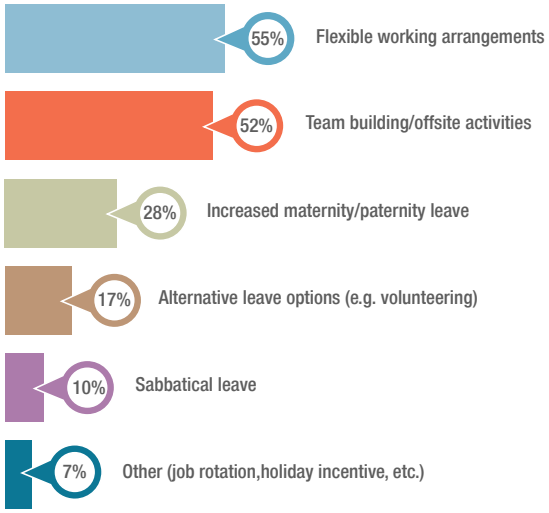
Key reasons employees are likely to leave



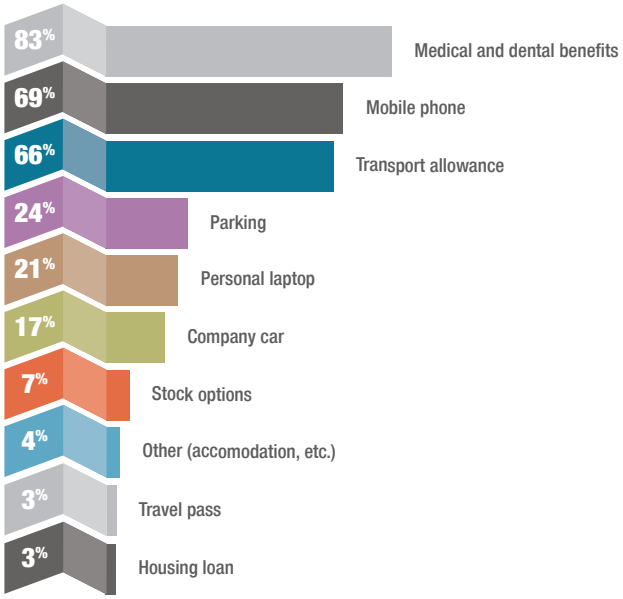
ATTRACTION AND RETENTION

Most popular tools for attraction and retention

Most popular options offered to support employees' work-life balance*



Combination of benefits offered to employees*



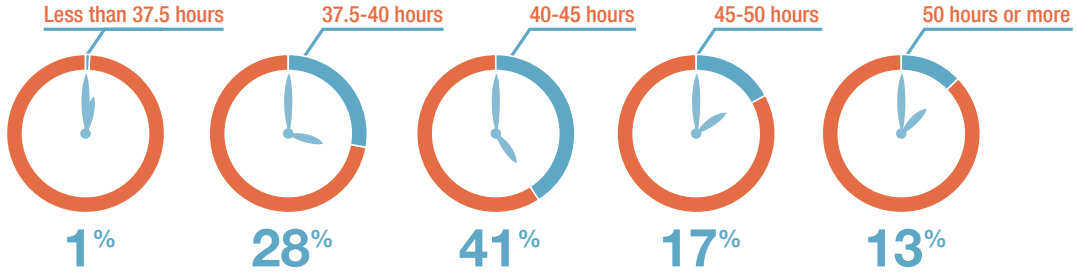
Market observations:

- Some companies are offering staff the chance to explore career opportunities with exposure to different functions to attract and retain junior to mid level sales and marketing professionals.
- Most junior to mid level sales and marketing professionals prefer to receive financial rewards from their employer.

* More than one option could be selected.

WORKING HOURS

Average weekly working hours



SALARY TABLES

SALES & MARKETING

Role	Experience	Salary
	Years	SG$'000
Marketing		
Marketing Assistant / Coordinator	1–2 years	24–40
Digital Marketing Specialist	1–2 years	40–60
Marcomms Specialist	1–2 years	30–50
Marketing Executive	3–5 years	35–55
Product Manager	3–5 years	30–70
Assistant Brand Manager / Assistant Product Manager	4–6 years	45–55
Assistant Marketing Manager	5–8 years	40–60
Sales & Account Management		
Customer Service Representative	1–5 years	28–42
Sales Executive	1–3 years	30–60
Sales Specialist	3–8 years	40–60
Customer Service Executive	5 years+	28–42
Assistant Sales Manager	5 years+	40–70
Account Manager	5–8 years	45–65
Retail		
Merchandiser	1–3 years	42–48
Buyer	1–4 years	42–52
Retail Operations Manager	5–8 years	72–98

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

SALARY & EMPLOYMENT FORECAST SINGAPORE 2014

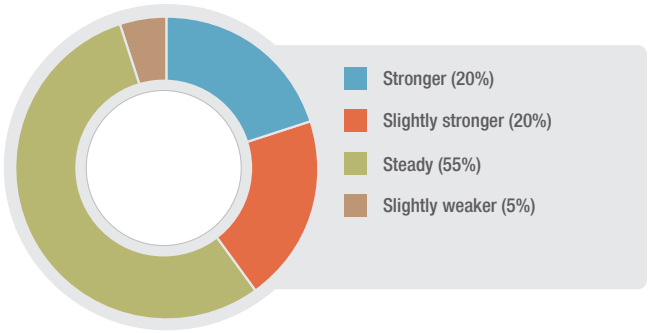
SECRETARIAL & OFFICE SUPPORT

PagePersonnel
Secretarial &
Office Support

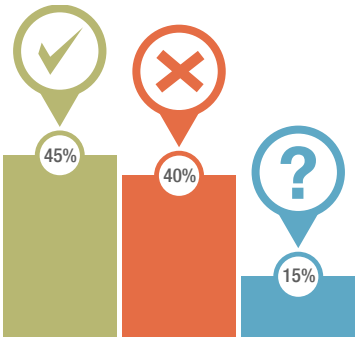
MARKET ANALYSIS

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expectation of a professional skills shortage in the next 12 months



Market observations:

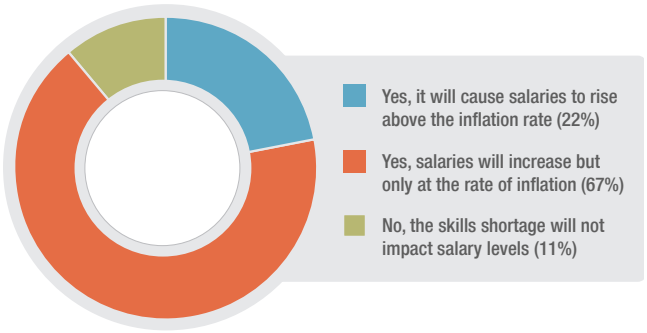
- Recruitment activity for junior to mid level secretarial and office support professionals in Singapore is strong and is expected to remain strong over the next 12 months.
- The consistent trend of companies experiencing difficulty in gaining approval for new headcount has been mitigated by the rise in recruitment for contract and temporary staff, as companies seek solutions to work around these headcount restrictions.
- Top quality Executive Assistants (EAs) and Personal Assistants (PAs) are in demand to support senior level executives as turnover within these support positions continue and new roles are created by multinational orgnisations establishing their regional headquarters in Singapore.
- Demand for junior and team secretaries is also high due to the frequent movement of professionals in these roles as they seek a position that allows them to build their level of experience and receive better remuneration.
- The market demand for legal secretaries continues to remain high with the requirement for this talent far outstripping supply, leading companies to focus on recruiting the most qualified talent in the marketplace, with assistance from recruitment firms.
- The demand for EAs and PAs, Junior/Team Secretaries and Legal Secretaries will continue over the next 12 months and will be driven by replacement hiring as professionals in these roles typically seek a position to gain more experience, improve career progression and higher remuneration.
- Employers most value secretarial and office support professionals who can take-on work outside of their regular job scope and lighten the load of the senior level executives they support. Demand is therefore high for talent who can act as a 'right-hand' person to whom they are supporting, as well as soft skills such as strong verbal and written communication skills predominately in English or Asian languages, initiative and diplomacy and technical or computer literacy.

Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

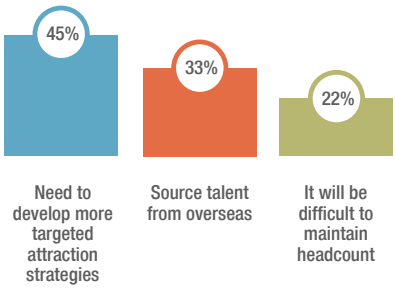
SECRETARIAL & OFFICE SUPPORT

RECRUITMENT ACTIVITY

Skills shortage placing upwards pressure on salaries

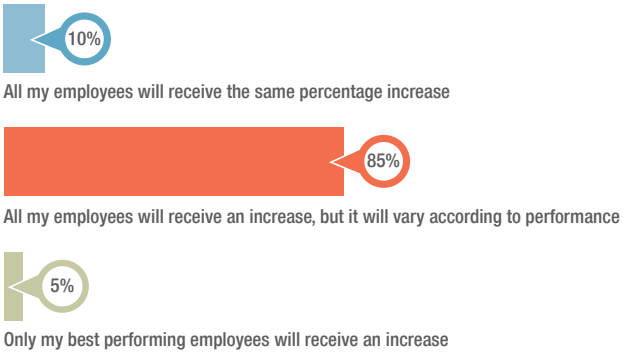


Impact of skills shortage on business in Singapore over the next 12 months



SALARY & REMUNERATION

Salary increases over the next 12 months



Average percentage salary increases over the next 12 months

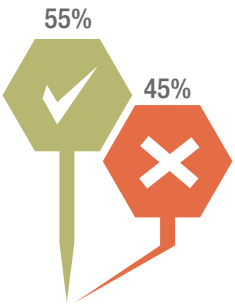
Market observations:

- Above average salary increases may be awarded to secretarial and office support professionals who demonstrate the ability to add value to the business. Employers also understand that to secure top talent, higher remuneration must be offered.

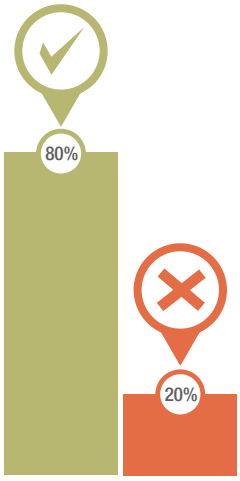
SALARY & REMUNERATION

Combination of factors likely to impact salary levels in the next 12 months*

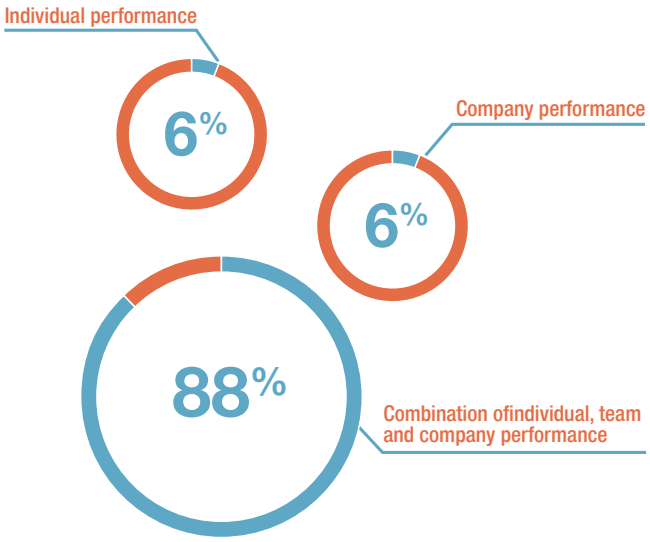
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonus as part of the remuneration package



Basis for bonuses over the next 12 months

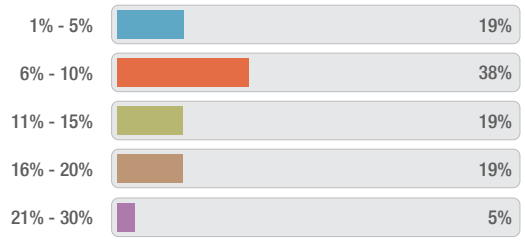


* More than one option could be selected.

SECRETARIAL & OFFICE SUPPORT

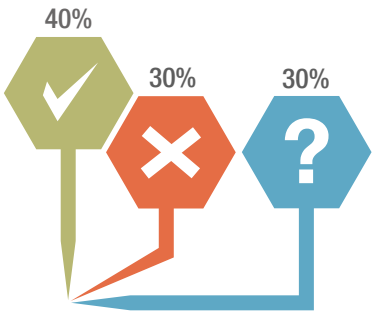
SALARY & REMUNERATION

Average percentage bonus of gross salary

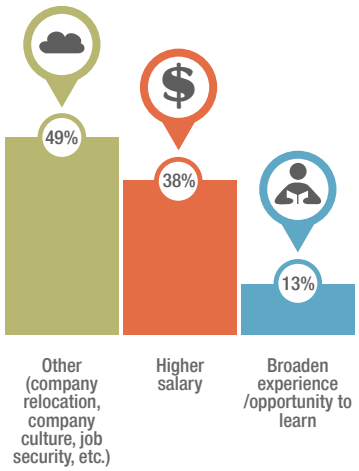


ATTRACTION & RETENTION

Employer expectations for staff turnover in the next 12 months



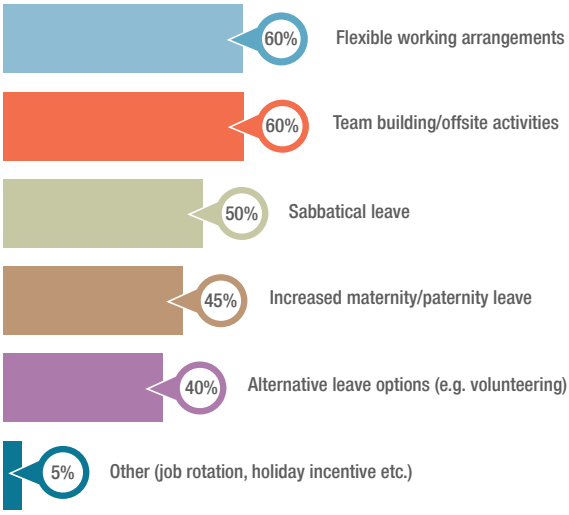
Key reasons employees are likely to leave



ATTRACTION & RETENTION

Most popular tools for attraction and retention

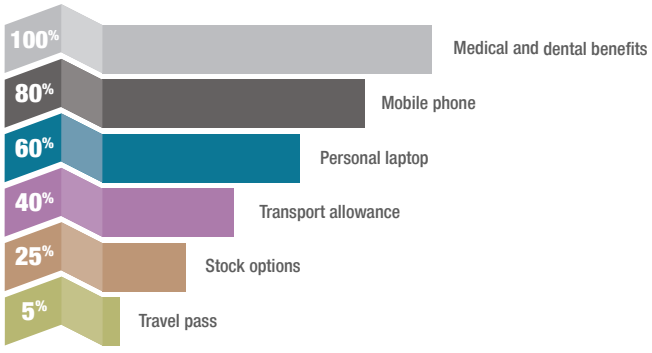
Most popular options offered to support employees' work-life balance*



Market observation:

- Most secretarial and office support professionals in Singapore prefer to receive a mix of financial rewards,- such as variable bonus and non-financial rewards such as flexible working hours from their employers.

Combination of benefits offered to employees*



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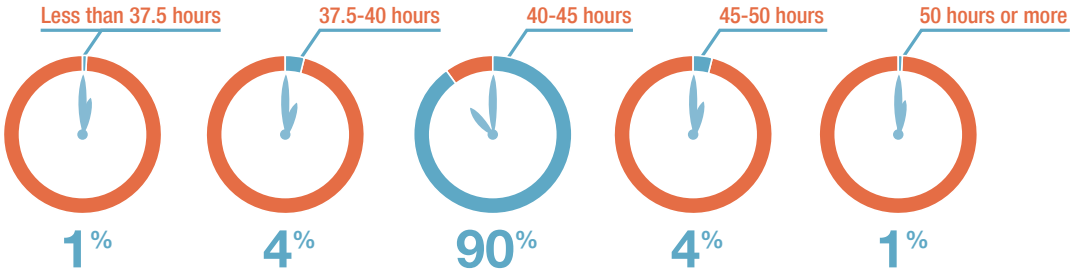
WORKING HOURS

Average weekly working hours



SALARY TABLES

SECRETARIAL & OFFICE SUPPORT

Role	Salary
	SG$'000
Banking & Finance	
Administration Assistant	40–55
Executive Assistant / Personal Assistant	60–85
Office Manager	70–145
Secretary	45–65
Trading Floor Secretary	45–70
Group Secretary	45–65
Office Administrator	50–70
Commerce & Industry	
Receptionist	30–40
Administration Assistant	3.5–50
Office Administrator	45–60
Secretary/PA	50–70
Group Secretary	50–65
Executive Assistant / Personal Assistant	50–85
Office Manager	60–90

Please note:

1. Salaries indicated are based on basic salary, excluding bonus/incentive schemes.

2. The above information is based on salaries prevailing in multinational financial institutions in Singapore.

3. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information.

LEGAL SECRETARIES / PAs / IN LAW FIRMS

Role	Experience	Salary
		SG$'000
Private Practice (Non-Inclusive of U.S. Firms)		
Junior Legal Secretary	1–3 years	30-40
Legal Secretary	4–8 years	40-70
Legal Support Manager	7+ years	85-95
Senior Legal Secretary	9–14 years	70-85
Partner Secretary	12+ years	85-110
Commerce & Industry		
Legal Secretary (Assisting a team of around 3 to 6)	1–8 years	30-50
Senior Legal Secretary (Assisting a team of around 3 to 6)	9–15 years	50-65
Senior Legal Secretary (Assisting only General Counsel / Head of Legal)	9–15 years	70-90
Senior Legal Secretary (Assisting only General Counsel / Head of Legal)	15+ years	90+

Please note:

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SALARY & EMPLOYMENT FORECAST SINGAPORE 2014

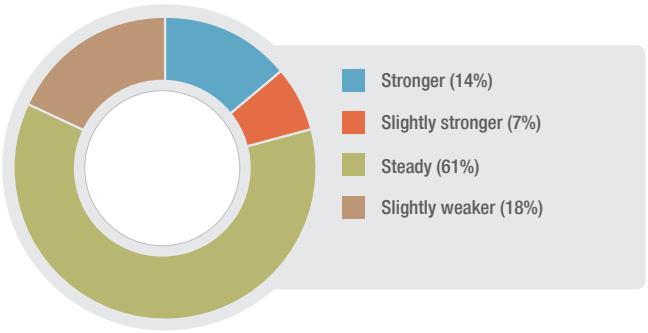
TECHNOLOGY

PagePersonnel
Technology

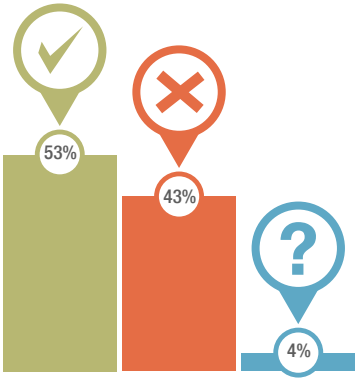
MARKET ANALYSIS

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expectation of a professional skills shortage in the next 12 months



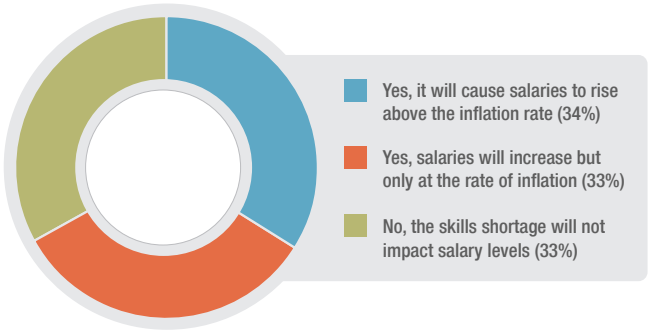
Market observations:

- Recruitment activity for junior to mid level technology professionals in Singapore has been strong over the last 12 months and is expected to remain strong over the next 12 months.
- A healthy and stable sentiment for the technology jobs market is seeing movement among mid level technology professionals in Singapore as they change jobs to achieve better remuneration and opportunities for career progression.
- As more companies set up their regional hubs in Singapore, there will be a demand for junior to mid level technology professionals from both the companies themselves as well as the Information Technology (IT) service providers that they work with.
- General attrition within the marketplace and an increasing emphasis on IT projects in Asia Pacific with Singapore as a focal point is generating high demand for infrastructure support, applications development and support and IT project management roles.
- For the next 12 months, there is expected to be a positive outlook for the financial services sector, which is likely to translate into a strong demand for IT professionals, especially across insurance and commodities trading houses.
- Another sector that is expected to generate a strong demand for IT professionals is IT software as companies in this area start to focus on technology developments to increase efficiencies and productivity.
- Junior to mid level technology professionals with experience and skills in project management will be highly sought-after as companies seek IT professionals with strong project management skills to manage regional IT projects including a focus on up-scaling their systems across Asia.
- Skill sets in application and network support will also be highly sought-after by technology companies as they look to bring IT functions in-house or expand on their current capabilities.

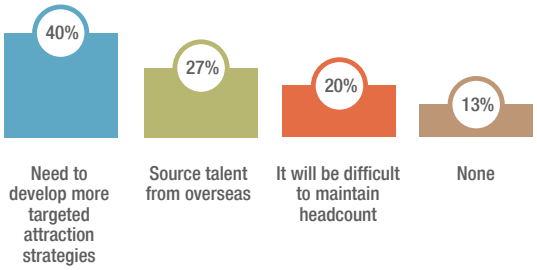
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

RECRUITMENT ACTIVITY

Skills shortage placing upwards pressure on salaries

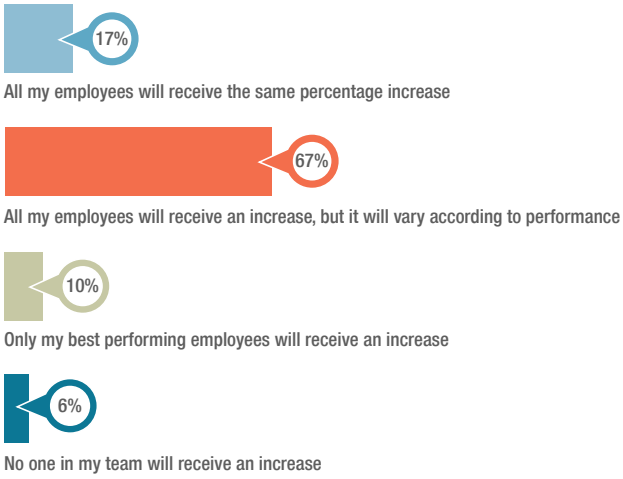


Impact of skills shortage on business in Singapore over the next 12 months



SALARY & REMUNERATION

Salary increases over the next 12 months

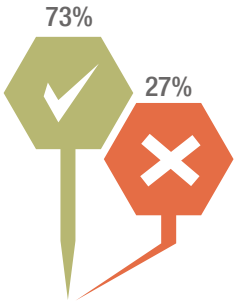


Average percentage salary increases

SALARY & REMUNERATION

Combination of factors likely to impact salary levels in the next 12 months*

Flexible salary packaging or fringe benefits offered to employees



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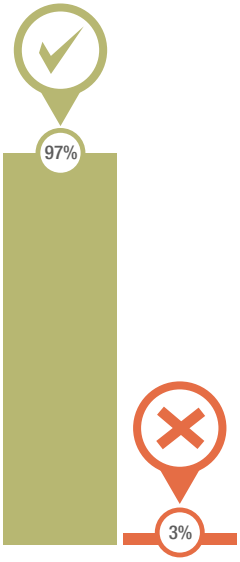
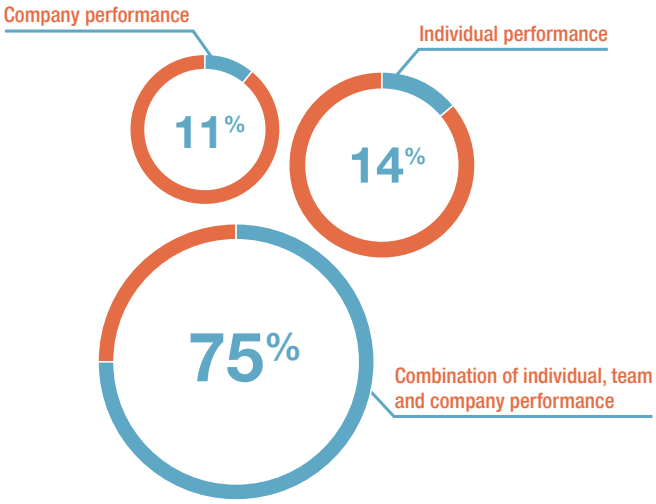


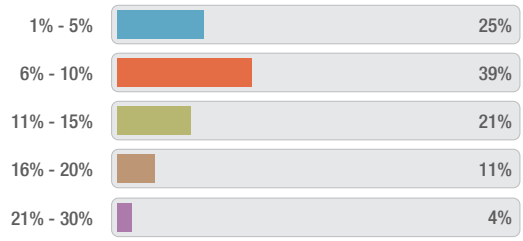
Basis for bonuses over the next 12 months



* More than one option could be selected.

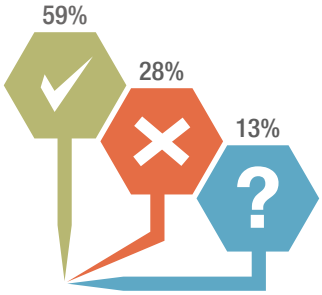
SALARY & REMUNERATION

Average percentage bonus of gross salary

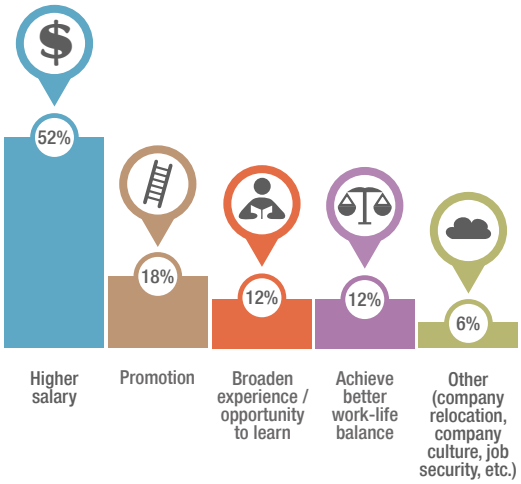


ATTRACTION & RETENTION

Expectation for staff turnover in the next 12 months



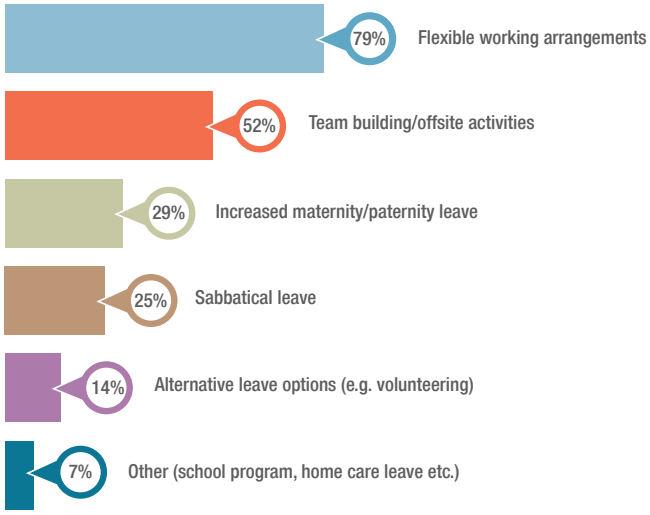
Key reasons employees are likely to leave



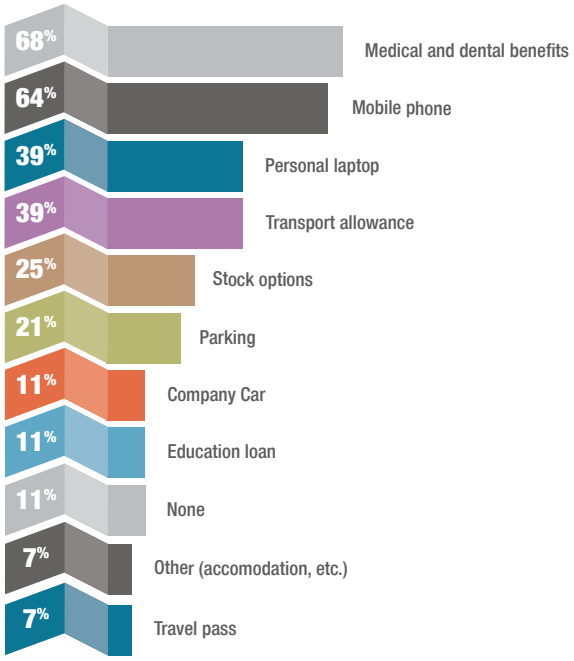
ATTRACTION & RETENTION

Most popular tools for attraction and retention

Most popular options offered to support employees' work-life balance*



Combination of benefits offered to employees*



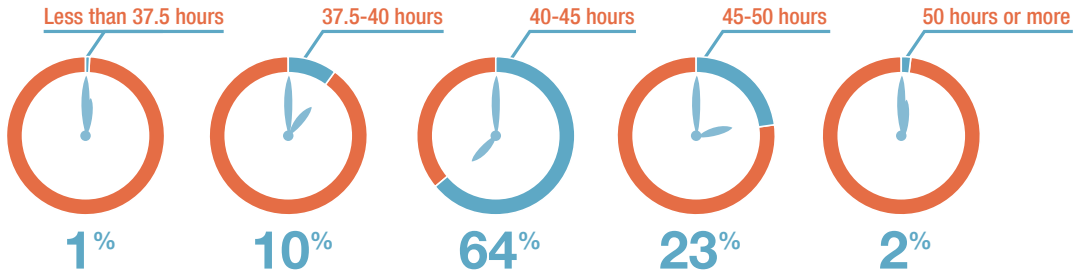
Market observation:

- Most junior to mid level technology professionals in Singapore prefer to receive a mix of financial and non-financial rewards such as bonuses and medical benefits from their employer.

* More than one option could be selected.

WORKING HOURS

Average weekly working hours



SALARY TABLES

FINANCIAL SERVICES - DEVELOPMENT, DESIGN & ARCHITECTURE

Role	Salary
	SG$'000
Analyst Programmer	
3–5 years	50–60
5–10 years	65–90
Lead Analyst Programmer	
5–10 years	90–120

FINANCIAL SERVICES - TESTING

Role	Salary
	SG$'000
Test Analyst	
3–5 years	45–55
5–10 years	55–65
Team Lead - Testing	
5–10 years	65–90

FINANCIAL SERVICES - DATABASE MANAGEMENT

Role	Salary
	SG$'000
Database Administrator	
3–5 years	50–60
5–10 years	60–80
Senior Database Administrator/Data Analyst	
5–10 years	75–85

FINANCIAL SERVICES - INFRASTRUCTURE/NETWORK

Role	Salary
	SG$'000
Network Support – 1st/2nd Level	
3–5 years	50–60
5–10 years	50–65
Security Analyst/Consultant	
3–5 years	60–65
5–10 years	75–85
Network Engineer	
3–5 years	50–60
5–10 years	80–90

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

FINANCIAL SERVICES - PROJECT & GENERAL MANAGEMENT

Role	Salary
	SG$'000
Project Co-ordinator	
3–5 years	50–65
5–10 years	75–90

FINANCIAL SERVICES - SUPPORT/ADMINISTRATION

Role	Salary
	SG$'000
1st Level Helpdesk Analyst	
3–5 years	40–50
5–10 years	50–60
2nd Level Desktop Support Analyst	
3–5 years	50–60
5–10 years	65–70
3rd Level Support Analyst	
5–10 years	65–70
Network Administrator	
3–5 years	60–70
Unix Administrator	
3–5 years	60–75
5–10 years	75–90
Helpdesk Manager	
5–10 years	75–90

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

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COMMERCE - DEVELOPMENT, DESIGN & ARCHITECTURE

Role	Salary
	SG$'000
Analyst Programmer	
3–5 years	40–50
5–10 years	55–75
Lead Analyst Programmer	
5–10 years	70–80

COMMERCE - TESTING

Role	Salary
	SG$'000
Test Analyst	
3–5 years	40–50
5-10 years	50–90
Team Lead - Testing	
5–10 years	60–85

COMMERCE - DATABASE MANAGEMENT

Role	Salary
	SG$'000
Database Administrator	
3–5 years	45–55
5-10 years	55–65
Senior Database Administrator/Data Analyst	
5-10 years	70–80
Data Warehousing/Modelling Specialist	
5–10 years	90–110

COMMERCE - INFRASTRUCTURE/NETWORK

Role	Salary
	SG$'000
Network Support – 1st/2nd Level	
3–5 years	39–55
5–10 years	55–65
Security Analyst/Consultant	
3–5 years	60–70
5–10 years	75–85
Network Engineer	
3–5 years	50–60
5–10 years	80–90

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

COMMERCE - PROJECT & GENERAL MANAGEMENT

Role	Salary
	SG$'000
Project Co-ordinator	
3–5 years	50–65
5–10 years	70–85
Business Analyst	
3–5 years	70–90
5–10 years	80–100

COMMERCE - SUPPORT/ADMINISTRATION

Role	Salary
	SG$'000
1st Level Helpdesk Analyst	
3–5 years	40–50
5–10 years	50–60
2nd Level Desktop Support Analyst	
3–5 years	50–60
5–10 years	65–70
3rd Level Support Analyst	
5–10 years	70–80
Network Administrator	
3–5 years	60–70
Unix Administrator	
3–5 years	52–65
5–10 years	75–90
Helpdesk Manager	
5–10 years	70–85

Please note:

1. Salaries indicated are based on an annual basic salary, excluding bonus/incentive schemes.

2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

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