



# MARKET TRENDS & SALARY REPORT

2H 2014 SINGAPORE

ambition



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# INTRODUCTION

We have observed a continued demand for high quality talent in Singapore as we progressed through 2014. Singapore maintains its position as the regional hub of choice, certainly for SE Asia if not for APAC, with existing organisations continuing their growth in the region. With new companies looking to expand into these markets, the trend looks set to continue.



However, whilst the demand for talent remains high, recruitment processes have certainly slowed in 2014 versus previous years. This can be put down to a number of factors. The Fair Consideration Framework is certainly one, and provides a clear focus to ensure the local Singaporean talent pool is fully considered before appointments are made. The second is the cost of running operations and putting or keeping roles in Singapore. This means that when a role comes up in Singapore, there needs to be sufficient reasons for that position to be located in Singapore and going through that justification means that the process takes longer.

We have also begun to see a trend with some organisations looking to redeploy roles from Singapore (or other high cost Asian locations) to markets like Kuala Lumpur, Malaysia. This is a trend that may continue as organisations look to control their cost base in this rapidly growing region.

Our view is that Singapore will still continue to see demand for high quality talent as, despite the cost, it is still the location of choice for a company to headquarter its' regional operations and is strategically, economically and politically well positioned to capitalise on the evolution of the SE Asia markets.

At Ambition, we remain committed to Building Better Futures and providing our clients access to the best possible talent in the market and our candidates' access to career opportunities to fulfil their personal career aspirations. Relationships sit at the core of our ability to do this, and I would like to take this opportunity to thank you for working with Ambition. I hope you find this Market Trends Report useful, and as always, please contact us if we can provide any additional assistance.

Kind regards,

A handwritten signature in black ink, appearing to be 'Paul Endacott', written in a cursive style.

**Paul Endacott**  
Managing Director, South East Asia



# BANKING & FINANCIAL SERVICES

**Evolving regulations continue to have a big impact on recruitment within the Banking & Financial Services market in Singapore. As such, there has been a significant increase in recruitment for various banks into the “Control Groups” which includes Risk, Compliance, Legal, Oversight and Audit functions.**

Client On Boarding (COB), Customer Due Diligence (CDD), and Know Your Customer (KYC) form a large portion of recruitment activities. Many banks and financial institutions remain focused on developing their teams to ensure the three main pieces of information being collected fulfil the onboarding and regulatory compliance obligations - jurisdiction; role; products. The demand for candidates within this specialist domain spreads across all levels from Junior Analyst (with 1 to 3 years' experience) to Senior Director hires. Due to a shortage of local talent, more banks are now opening up to conducting global searches for such skilled professionals.

With the pressure to tighten controls, Internal Audit candidates continue to be in strong demand. More banks are now deploying Auditors to particular departments within their business rather than having cross-functional teams. To fill such specialist roles, clients are becoming more flexible in hiring candidates with control/risk mindsets to train them in Internal Audit.

With more multi-national clients setting regional treasury centres in Singapore, there has been a strong demand for professionals who are well versed in Cash & Liquidity Management. The growth in Trade Business is also growing and it saw a continual hire for candidates with working experience in trade utilities including Letters of Credit, Factoring & Forfeiting, and Structured Commodity Finance.

The temporary / contracting market in Singapore continues to rapidly develop and grow across all functions within the Banking sector. There has been a larger focus on Finance and Operations recruitment across junior to mid management levels. There are many different reasons for the growth in this space and some of it includes location strategies (to support both Business As Usual (BAU) or project work) and the difficulty in getting permanent headcount approval.

## Banking & Financial Services

### Finance & Accounting Professionals

Job Title	Experience	Annual salary range (S\$)
Audit / Internal Control		
Head of Audit / Internal Control / Operational Risk	15+	250K+
Senior Vice President	15+	180K - 250K
Vice President	12 - 15	140K - 200K
Assistant Vice President	7 - 12	85K - 140K
Analyst / Associate	1 - 8	45K - 90K
CFO		
Regional Chief Financial Officer	15+	300K - 500K
Country Chief Financial Officer	12+	200K - 300K
Compliance		
Head of Compliance	15+	240K+
Senior Vice President	15+	180K - 220K+
Vice President	12 - 15	130K - 180K
Assistant Vice President	7 - 12	80K - 130K
Senior Associate	3 - 7	60K - 90K
Compliance Officer / Analyst	1 - 3	40K - 80K
Management Reporting / FP & A		
Head of Management Reporting	15+	250K+
Senior Vice President	15+	180K - 220K
Vice President	12 - 15	150K - 180K
Assistant Vice President	7 - 12	80K - 130K
Management Accountant	3 - 6	60K - 90K
Junior Accountant / Analyst	1 - 3	40K - 60K

## Banking & Financial Services

### Finance & Accounting Professionals

Job Title	Experience	Annual salary range (S\$)
<b>Product Control</b>		
Head of Product Control	15+	250K+
Senior Vice President	15+	200K - 250K
Vice President	10 - 15	145K - 200K
Assistant Vice President	6 - 12	85K - 145K
Associate	3 - 6	60K - 90K
Analyst	1 - 3	40K - 60K
<b>Regulatory Reporting / Financial Accounting</b>		
Regional Financial Controller	15+	220K+
Senior Vice President	15+	180K - 220K+
Vice President	12 - 15	150K - 180K
Assistant Vice President	7 - 12	80K - 150K
Accountant	3 - 6	60K - 90K
Junior Accountant	1 - 3	45K - 70K
<b>Tax</b>		
Head of Tax (large bank)	15+	220K - 300K+
Head of Tax (small bank)	12 - 15	180K - 280K+
Senior Vice President	15+	180K - 220K+
Vice President	12 - 15+	140K - 180K
Assistant Vice President	7 - 12	80K - 140K
Tax Accountant	3 - 7	50K - 80K



## Banking & Financial Services

### Operations & Risk Professionals

Job Title	Experience	Annual salary range (\$\$)
<b>Operations</b>		
Head of Operations	15+	250K+
Senior Vice President	12+	200K+
Vice President	12 - 15	150K - 200K
Assistant Vice President	7 - 10	70K - 140K
Associate	3 - 7	50K - 70K
Analyst	1 - 3	35K - 50K
<b>Middle Office</b>		
Head of Middle Office	15+	250K+
Senior Vice President	15+	200K+
Vice President	12 - 15	160K - 200K
Assistant Vice President	7 - 10	80K - 150K
Associate	3 - 7	55K - 80K
Analyst	1 - 3	40K - 55K
<b>Project Management</b>		
Head of Project Management	15+	280K+
Senior Vice President	15+	200K+
Vice President	12 - 15	160K - 200K
Assistant Vice President	7 - 10	80K - 150K
Associate	3 - 7	55K - 80K
Analyst	1 - 3	40K - 55K
<b>Client Services</b>		
Head of Client Services	15+	70K - 150K
Senior Vice President	12+	200K
Vice President	12 - 15	150K - 200K
Assistant Vice President	7 - 10	70K - 120K
Associate	3 - 7	50K - 70K
Analyst	1 - 3	35K - 50K
<b>Credit Risk</b>		
Head of Credit Risk	15+	250K+
Senior Vice President	12+	160K - 220K
Vice President	10 - 12	130K - 160K
Assistant Vice President	6 - 10	85K - 130K
Associate	3 - 5	60K - 90K
Analyst	1 - 3	40K - 65K
<b>Market Risk</b>		
Head of Market Risk	15+	300K+
Senior Vice President	12+	180K - 250K
Vice President	10 - 12	140K - 180K
Assistant Vice President	6 - 10	85K - 140K
Associate	3 - 5	60K - 90K
Analyst	1 - 3	40K - 65K

# FINANCE & ACCOUNTING

The demand for high calibre Finance & Accounting professionals has been consistent in the first half of 2014 with competition at the junior level being more intense, and mid-sized high growth businesses continue to drive demand with new hubs in Singapore.

Generally across the commercial industries, there has been more appetite to hire new headcount and to upskill the caliber of talent, on top of just headcount replacements due to natural attrition. Much of this hiring has been up to the mid-levels and across various types of Finance & Accounting roles. There is consistent demand for candidates with strong finance and business transformation / process re-engineering experience and this is expected to continue. Senior level recruitment (Finance Directors and CFOs) remained fairly sporadic and was largely driven by internal promotions/movements. The tightening employment regulations were expected to impact the junior levels but had negligible impact when it came to hiring senior finance leaders.

- While Pharmaceutical companies saw little recruitment activity in the first half of the year, this is expected to change in Q3. We have also specifically observed the Medical Technology / Devices, Health Care, and Life Sciences industries continue to be very aggressive in adding talent to drive growth.
- There has been continued hiring demand within the Industrial and High Tech Manufacturing space. We expect this to continue into the second half of 2014, especially in the areas of compliance, FP&A and business planning and analysis.
- Within the FMCG and retail space, hiring was significantly slower and somewhat delayed in Q2. However this is expected to pick up in Q3 as more FMCG companies are looking to expand and build their regional hubs in Singapore. We foresee more opportunities to come up here as a result.
- Most IT and technology companies, especially the hardware companies, are cautious with hiring as they have seen a business slowdown. Many of them have been and are still continuing to focus efforts into diverging their business to software or cloud computing. Most of the needs within this space therefore are in the areas of FP&A or niche commercial business partnering roles as we continue to see many companies moving operational accounting roles to lower cost countries.
- The Media & Broadcasting industry saw a significant shift in hubs from Hong Kong to Singapore over the past 2 years and whilst there has been some hiring, it has mainly been on a replacement basis.
- The Oil & Gas space saw lower levels of turnover as variable bonuses paid out were still attractive and people chose to stay put. Hires were mainly for replacements than new roles and movement has been quite limited.

We continue to see candidates with excellent backgrounds in accounting who are fully qualified and highly interested in a client's business being turned away due to a lack of specific industry or specific system experience. This leads to positions remaining unfilled for some time. Recruitment processes therefore remain prolonged.

Acquiring top tier talent in the market has not been easy for most businesses as these candidates are also seeking and willing to wait for excellent opportunities matching all of their expectations. Naturally clients have had to offer attractive increment levels of 15-20% or more in order to attract their talent. More importantly candidates also require clarity on long term career development opportunities before making the final decision to move. Organisations are encouraged to rethink their attraction strategies in order to prevent buy back from candidates' current employers.

## Finance & Accounting Professionals

### Commerce & Industry

Job Title	Experience	Annual salary range (\$\$)
<b>Audit / Internal Control</b>		
Head of Audit	12 - 15	180K - 350K
Senior Audit Manager	8 - 10	130K - 180K
Internal Audit Manager	5 - 8	90K - 130K
Internal Auditor	3 - 5	50K - 90K
<b>Financial Accounting</b>		
CFO	15+	250K - 500K
Finance Director	12 - 15	200K - 300K
Regional Financial Controller	10+	150K - 250K
Financial Controller	8 - 10	120K - 150K
Finance / Accounting Manager	6 - 10	80K - 120K
Financial Accountant	3 - 6	50K - 80K
Accounts Payable / Accounts Receivable Accountant	Up to 8 years	40K - 60K
<b>Management Accounting</b>		
Manager - Management Accounting	8 - 10	120K - 180K
Senior Management Accountant	5 - 8	80K - 100K
Management Accountant	3 - 5	50K - 80K
<b>Planning &amp; Analysis</b>		
Head of Planning & Analysis	10 - 12	140K - 220K
Financial Planning & Analysis	8 - 10	80K - 140K
Senior Financial Analyst	6 - 8	80K - 120K
Financial Analyst	3 - 6	50K - 80K
<b>Tax</b>		
Vice President / Head of Tax	12+	180K - 350K
Tax Director	10+	200K - 350K
Tax Manager	8 - 10	110K - 200K
Tax Accountant / Senior Accountant	3 - 7	70K - 110K
<b>Treasury</b>		
Head of Treasury	10 - 12	170K - 350K
Treasury Manager	7 - 10	90K - 170K
Treasury Accountant	3 - 6	50K - 90K

# SALES & MARKETING

**Hiring demands within the Marketing and Corporate Communications area in Banking & Financial Services were slow at the beginning of 2014. This can be attributed to the amount of change and restructuring going on in these sectors.**

However this seems to have lifted somewhat with organisations now in a position where they are clearer on structure and strategy and this has resulted in an uplift in numbers of opportunities across all levels. This trend looks set to continue through till the end of the year.

Within the FMCG industry, there is continued demand within the core skillsets of Key account management, category management and brand management. Those candidates with stable backgrounds, especially in key accounts, are getting their chance to cherry pick opportunities. The retail market continues to be volatile at junior to mid levels- especially across retail operations.

There has also been increased demand for Senior Director level appointments across these industries which suggests improved confidence. We expect these changes at senior management level to filter down and create more opportunities at other levels. The big demand for digital marketing and data analytics skillsets continues with good opportunities at junior to middle management level as stand-alone digital teams and more senior opportunities are seen within larger MNC's.

The key buzzwords within the Online Media and Technology space has been focused on mobile, content, customer experience, cloud, data / analytics, programmatic marketing and ad technology. Talent pools within these areas have varying degrees of maturity, but for the most part are still very shallow and most clients are still importing candidates from more advanced markets like UK, US and Australia.

Most of these companies with new technologies bring their own home grown talent to set up in Singapore as their regional hub, who then train and educate local hires of their culture and value proposition. Some digital media businesses have started to change strategy by acquiring talent from traditional media with strong existing client base that they can then leverage on.

The market in general has been relatively very receptive to using digital platforms hence existing client relationships are a much added plus to organizations in terms of achieving their revenue goals. Further into the mainstream IT & T space, the trend remains consistent since the second half of last year – companies are still very heavily selling into industry verticals and recruiting across emerging markets in Southeast Asia. Unified communications, cloud-based technologies and contact centre markets seem to be in high demand for specialist sales profiles.

The travel trade, both on and offline, are also steadily hiring sales head count for the first half of the year. Even though we're not anticipating a slowdown in expansion plans, we haven't seen big spikes of growth, except for newer concepts like vacation rentals and metasearch.

## Sales & Marketing

### Banking & Financial Services

Job Title	Experience	Annual salary range (\$\$)
Marketing Director	15+	250K - 350K
VP Marketing	10+	150K - 220K
Marketing Manager	6+	80K - 130K
Executive Director, Corporate Communications / Affairs	20+	350K+
Director, Corporate Communications / Affairs	15+	175K - 275K
VP, Corporate Communications / Affairs	10+	150K - 200K
AVP, Corporate Communications / Affairs	6 - 8	100K - 150K
Internal Communications Manager	6 - 8	100K - 125K
Executive Director, Events	20+	200K - 300K
Director, Events	15+	175K - 225K
Conference / Event Manager	6 - 10	80K - 120K
Event Specialist	3 - 5	60K - 80K
Media Relations Manager	6 - 8	70K - 100K
Head of Market Research / Business Intelligence	15+	175K - 250K
Market Research / Business Intelligence Manager	8 - 10	100K - 150K

### Commerce & Industry

Job Title	Experience	Annual salary range (\$\$)
Broadcasting / Entertainment		
Vice President / Marketing Director	15+	200K - 300K
Associate Director	10+	150K - 200K
Marketing Manager	5 - 8	60K - 150K
Vice President / Director, Distribution	12+	200K - 300K
Associate Director, Distribution	10+	125K - 175K
Distribution Manager	6 - 8	80K - 120K
Vice President / Director, Advertising Sales	12+	200K - 300K
Associate Director, Sales	10+	125K - 175K
Sales Manager	8+	80K - 130K

## Sales & Marketing

### Commerce & Industry

Job Title	Experience	Annual salary range (S\$)
<b>FMCG</b>		
General Manager	15+	250K - 300K
Sales Director	12+	150K - 225K
Sales Manager	8+	60K - 120K
Key Account Manager	5 - 8	50K - 100K
Assistant Key Account Manager	2 - 4	40K - 55K
Marketing Director	15+	125K - 220K
Marketing Manager	10+	75K - 125K
Assistant Marketing Manager	6 - 8	60K - 90K
Senior Brand Manager	8 - 10	90K - 120K
Brand Manager	6 - 10	70K - 110K
Assistant Brand Manager	5 - 8	50K - 70K
Category Manager	5 - 8	90K - 130K
Assistant Category Manager	3 - 5	50K - 70K
Product Manager	5 - 8	50K - 80K
Assistant Product Manager	3 - 5	40K - 60K
Trade Marketing Manager	5 - 8	50K - 90K
Assistant Trade Marketing Manager	3 - 5	40K - 60K
<b>IT / Telecommunications</b>		
Sales / Business Development Director	10 - 15+	200K - 350K
Account Director	10 - 15+	200K - 300K
Marketing Director	15+	200K - 250K
Marketing Manager	8+	100K - 175K
Assistant Marketing Manager	6+	50K - 80K
Product Manager	3 - 5	60K - 90K
<b>Professional Services</b>		
Marketing Director	15+	150K - 250K
Marketing Manager	6 - 8+	80K - 120K
Business Development Director	15+	150K - 200K
Business Development Manager	6 - 8+	90K - 130K
PR Manager	6 - 8+	70K - 110K
<b>Publishing</b>		
Publisher	20+	275K+
Circulation Director	15+	150K - 225K
Circulation Marketing Manager	6 - 8+	60K - 90K
Circulation Sales Manager	6 - 8+	60K - 90K
Advertising Sales Director	15+	150K - 200K
Advertising Sales Manager	6 - 8	60K - 90K

# Sales & Marketing

## Commerce & Industry

Job Title	Experience	Annual salary range (\$\$)
<b>Retail</b>		
Head of Marketing	15+	180K - 250K
Marketing Manager	10+	70K - 120K
Assistant Marketing Manager	5 - 8	40K - 70K
Marketing Executive	1 - 3	30K - 45K
Brand Manager	5 - 8	70K - 100K
Assistant Brand Manager	3 - 5	50K - 80K
PR Manager	5 - 8	60K - 80K
Assistant PR Manager	3 - 5	40K - 60K
Merchandising / Buyer Manager	8+	70K - 100K
CRM Director	15+	200K - 250K
CRM Manager	8+	80K - 130K
<b>Advertising Agency</b>		
Group Managing Director	20+	500K
Managing Director	15+	250K - 400K
Business Director / Management Supervisor	12+	175K - 250K
Client Services Director	12+	150K - 300K
Strategic Planning Director	12+	200K - 275K
Group Account Director	10+	150K - 200K
Account Director	6 - 8	75K - 125K
Account Manager	5+	40K - 60K
<b>PR Agency</b>		
Managing Director	20	250K - 350K
Director / Practice Leader	15+	175K
Account Director	6 - 8	90K - 130K
Account Manager	5+	40K - 70K
<b>Online</b>		
Sales Director	15+	200K - 250K
Sales Manager	8+	100K - 150K
<b>Online / Digital / E-commerce</b>		
Managing Director	12+	250K - 400K
Marketing Director	10+	150K - 300K
Sales Director	10+	150K - 200K
Marketing Manager	5+	75K - 125K
Sales Manager	5+	75K - 100K
<b>Travel &amp; Hospitality</b>		
Marketing Director	10+	200K
Sales Director	10+	150 - 200K
Marketing Manager	6 - 8	70K - 120K
Account Manager	5+	50K - 90K
Sales Manager	5+	60K - 100K

# SUPPLY CHAIN & PROCUREMENT

In the first half of 2014, cutting cost and driving efficiencies remained strong operational priorities for most organisations which has resulted in strong hiring patterns within the Supply Chain & Logistics areas. Increasing needs from businesses to mitigate risk and ensure supply lines are effective has led to supply chain management being a strong focus.

Across the FMCG and Pharmaceutical industries we saw large demand within the quality assurance and regulatory operations space. Generally we also saw a willingness and appetite from employers to make larger investments on talent in senior strategic supply chain roles. MNCs appear to be moving increasingly towards a more matrix driven structure for their Supply Chain functions introducing pure strategic roles.

We also see a strong hiring activity across commodity trading businesses and that trend looks to continue throughout the remainder of 2014. Candidates with prior experience in supply chain execution and trade coordination were particularly in high demand in this area. High levels of volatility and a shallow pool of talent in this space are the main contributing factors for the level of hiring. This has resulted in upward pressure on salaries as companies look to retain existing talent and attract the highest calibre individuals in the market.

Overall recruitment within the Supply Chain & Procurement area is in a healthy place and job seekers should be optimistic about the opportunities for the rest of 2014. For employers, those that offer an opportunity to handle large spends drew the largest amount of buy in from prospective employees, and are likely to get the best pick of the talent for the remainder of the year.



## Supply Chain & Procurement

Job Title	Experience	Annual salary range (S\$)
Supply Chain		
Head of Supply Chain	18+	180K - 300K
Regional Supply Chain Director/VP	15+	120K - 180K
Supply Chain Director/VP	12+	120K - 200K
Supply Chain Manager	8 - 12	90K - 120K
Assistant Supply Chain Manager	6 - 8	60K - 100K
Senior Supply/Demand Planner	4 - 6	50K - 80K
Supply/Demand Planner	3 - 5	45K - 70K
Logistics / Warehouse / Operations		
Head of Logistics/Warehouse Operations	18+	180K - 300K
Regional Director/VP	15+	160K - 200K
Director/VP	12+	140K - 180K
Regional Manager	7 - 10	80K - 140K
Manager	5 - 8	55K - 80K
Assistant Manager	3 - 5	40K - 70K
Procurement/Purchasing		
Head of Procurement	15+	180K - 300K
Director/VP	12+	150K - 250K
Senior Manager	10+	100K - 180K
Manager	8 - 10	80K - 130K
Assistant Manager	5 - 7	50K - 80K

# TECHNOLOGY

## BANKING & FINANCIAL SERVICES

**The demand for Technology professionals in the Banking & Financial Services industry has been relatively consistent throughout the first half of 2014.**

Whilst offshoring has continued at the junior/transactional levels due to the cost of employing large teams in Singapore, we have seen continued demand at the mid to senior levels across the Development, Compliance and Security fields.

In line with this, the hotspot areas have been IT Risk, Audit, Cyber Security and Compliance as organisations have to ensure they have sufficient processes in place to cope with strict global, regional and local regulations. This is an area where we have seen inflation in salaries as demand outstrips supply and this does not look likely to abate any time soon.

Certainly within the Technology functions of investment banks we have continued to see offshoring strategies as companies look to reduce their labour cost in Singapore by moving the transactional functions to lower cost markets like India, Philippines and Malaysia. However, we have seen more organisations adopting Agile/Scrum methodologies which has led to an increase in hiring Scrum Masters, Agile Coaches and Scrum Certified Developers and Project Managers.

Whilst the permanent hiring of Technology professionals in investment banks has been limited due to right sizing projects and budgetary constraints, this has led to an increase in demand for contractors to fulfil project commitments and providing a more flexible work force. However, there has been more hiring in the consumer banking domain as they look to build up their online and digital presence. In addition, smaller banks and hedge funds who have traditionally had smaller technology teams are taking advantage of the offshoring that the investment banks are going through, by hiring strong local talent whose functions would otherwise be offshored.

## Technology

### Banking & Financial Services Professionals

Job Title	Experience	Annual salary range (\$\$)
Business Change		
IT Director (D-MD)	15+	300K - 500K
Program Manager (VP-D)	15+	150K - 300K
PM (AVP-VP)	10 - 15	110K - 210K
Business Analyst (AVP-VP)	6 - 15	80K - 170K
Application Development		
Development Director (D-MD)	12 - 18	250K - 400K
Solutions Architect (VP-SVP)	12 - 18	150K - 240K
Development Manager (VP-SVP)	10 - 15	150K - 240K
C++/Java	6 - 15	80K - 140K
.Net	6 - 15	80K - 140K
RDBMS developer/DBA	6 - 15	60K - 150K
Infrastructure		
Infrastructure Director (D-MD)	15+	250K - 400K
Infrastructure Manager (VP)	10 - 15	150K - 250K
Infrastructure Engineer (AVP)	6 - 15	90K - 150K
Systems administrator	4 - 8	70K - 100K
L2 Support	5 - 10	60K - 100K
Trading systems support (Front Office)	6 - 15	70K - 140K
Info Security Director (VP-D)	15+	150K - 250K
Info Security Specialist (AVP-VP)	8 - 15	100K - 150K
Security Analyst	4 - 8	70K - 100K

# TECHNOLOGY

## COMMERCE & INDUSTRY

**There has been a consistent demand so far for Technology specialists within the MNC end user environment as transformational and large scale IT programs continue. These include end-to-end implementations or migrations of new systems such as Cloud, ERP and Infrastructure generally.**

In contrast with our last report, we have seen an increased demand within the IT & T sectors, particularly in areas such as Pre-Sales and Solutions Architecture. This indicates an improved market in the bid landscape for major implementations and will likely lead to a flow through in the volume of project management roles as we progress through the year.

An area where we continually see a high demand is in the digital and applications sector within MNCs and startups. Singapore has been highly successful in establishing itself as the Asia hub for digital organisations and this means demand for strong front end and back end developers continues, offering a variety of career opportunities for those experienced in these area.

We also see competition within the vendor and SI communities for niche infrastructure talent, such as those with virtualisation or storage solutions experience.

From a contracting standpoint, demand in this area continues to gather pace despite the challenges in securing talent for these roles. Whilst budget constraints mean that some organisations have to offer contract roles instead, the challenge to find appropriate talent who are willing and able to make the commitment remains.

As we continue to progress through 2014, our expectation is that the demand for Technology professionals will continue at the mid to senior level in Singapore.

## Technology

### Commerce & Industry Professionals

Job Title	Experience	Annual salary range (\$\$)
Business Change		
IT Director	10+	200K - 300K
Program Manager	8+	160K - 240K
Project Manager	5 - 8	80K - 140K
Business Analyst	5 - 8	70K - 110K
Application Development		
Solutions Architect	8 - 12	100K - 160K
Development Manager	8 - 12	100K - 140K
C++ / Java / .Net	5 - 10	60K - 120K
RDBMS developer/DBA	5 - 8	50K - 100K
Infrastructure		
Infrastructure Director	10+	160K - 220K
Infrastructure Manager	8+	100K - 160K
Solutions Director / Head of Presales	8+	150K - 250K
Solutions Architect / Presales	5+	80K - 180K
Systems Administrator	5+	60K - 110K
Network Administrator	5+	60K - 90K
Network or Systems Engineer / 3rd line Support	5+	60K - 100K
Capacity Planning Engineer	5+	60K - 80K
Capacity Planning Manager	6 - 8	70K - 120K
IT Security Director	8+	120K - 200K
IT Security Manager	6 - 10	80K - 120K
IT Security Analyst	5+	60K - 100K
Helpdesk Team Lead / Manager	5 - 8	80K - 120K
Helpdesk / Desktop Support	3 - 7	40K - 70K

#### Notes to salary tables:

1. Titles and levels vary from organisation to organisation.
2. The salary ranges given are only approximate guides. For tailored salary advice, please contact us directly.
3. 12 month base salaries are assumed.
4. All other benefits and bonuses are in addition to these figures.
5. Bonus ranges can vary significantly from company to company and will be influenced by market conditions, business and individual performances. Bonus ranges from 1 month at the low end to 100%+ at the upper.
6. Holiday entitlements range from 12 - 25 days with senior executives not usually receiving less than 18 days. Less than 15 is very rare and 20 days is becoming the norm.
7. Healthcare policies are standard.
8. Pension plans vary with some companies offering greater than the standard contribution. Top up schemes can increase employer contribution levels as much as 15-20 percent of the base salary for senior executives.





# **AMBITION MARKET SURVEY 2H 2014**

ARE YOU SATISFIED WITH YOUR CURRENT STAFF BENEFITS?

YES

Employer

62.50%



Employee

45.96%

DO YOU FIND YOUR CURRENT STAFF BENEFITS USEFUL OR BENEFICIAL?

YES

Employer

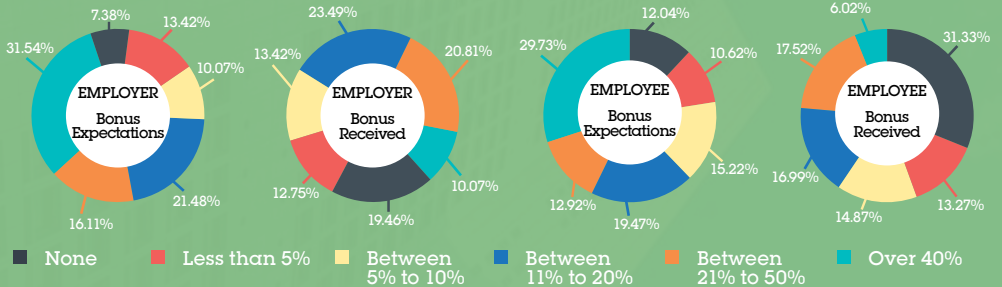
87.50%



Employee

71.04%

WHAT WAS YOUR BONUS IN THE LAST 6 MONTHS AND HOW DID IT COMPARE WITH YOUR EXPECTATIONS?



DO YOU BELIEVE THAT YOUR COMPANY REMUNERATION LEVELS ARE IN LINE WITH THE MARKET?

	EMPLOYER	EMPLOYEE
It is above market rate	6.71%	4.96%
Yes it is in line with market rate	44.97%	38.76%
No it's below market rate	38.93%	42.12%
I don't know	9.40%	14.16%



WHEN ASKED TO RANK IN ORDER OF IMPORTANCE, WHAT THEY THINK ARE THE MAIN FACTORS THAT WILL AFFECT THEIR BONUS FIGURES. BOTH GROUPS AGREED ON THE RESULTS:

1<sup>st</sup> Company Performance

2<sup>nd</sup> Individual Performance

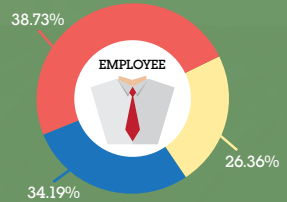
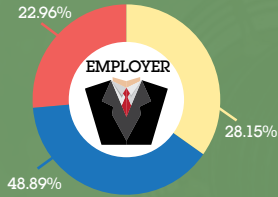
3<sup>rd</sup> Current Economic Climate

4<sup>th</sup> Relationship With Manager

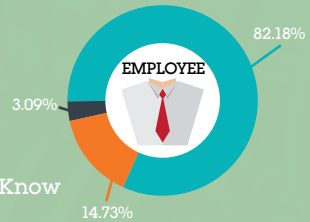
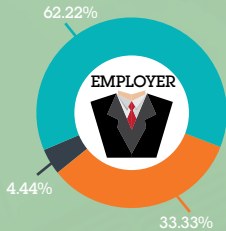




## DO YOU FEEL THAT INDIVIDUALS ARE ABLE TO PROGRESS TO THE NEXT LEVEL WITH YOUR ORGANISATION?



## ARE YOU CONCERNED ABOUT YOUR PERSONAL CAREER PROGRESSION?



## WHAT WOULD YOU DO IF YOU FEEL YOUR CAREER HAS COME TO A STANDSTILL?



Take up a relevant course to upgrade myself	27.82%
Take a sabbatical to refresh myself	9.64%
Make a career switch	57.64%
Do nothing and hope it will improve somehow	4.91%

## WHAT DO YOU RECOMMEND YOUR EMPLOYEES DO IF THEY FEEL THEIR CAREER HAS COME TO A STANDSTILL?

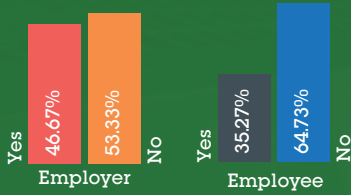
Have an open conversation with their Managers	77.04%
Take up a relevant course to up-skill themselves	8.89%
Take a sabbatical leave	1.48%
Consider a new career	10.37%
Others	2.22%

## HAVE YOU SPOKEN TO YOUR BOSS ABOUT YOUR CONCERN ON YOUR CAREER PROGRESSION?

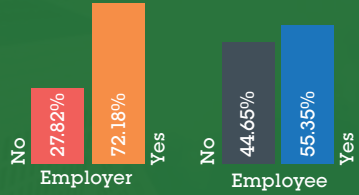
Yes	51.64%
No	24%
I don't think it's necessary	14.55%
I don't have a concern	9.82%



DO YOU BELIEVE THAT YOUR COMPANY INVESTS ENOUGH IN TRAINING AND DEVELOPMENT?



DO YOU BELIEVE YOUR ORGANISATION PROVIDES A PRODUCTIVE WORKING ENVIRONMENT FOR EMPLOYEES?



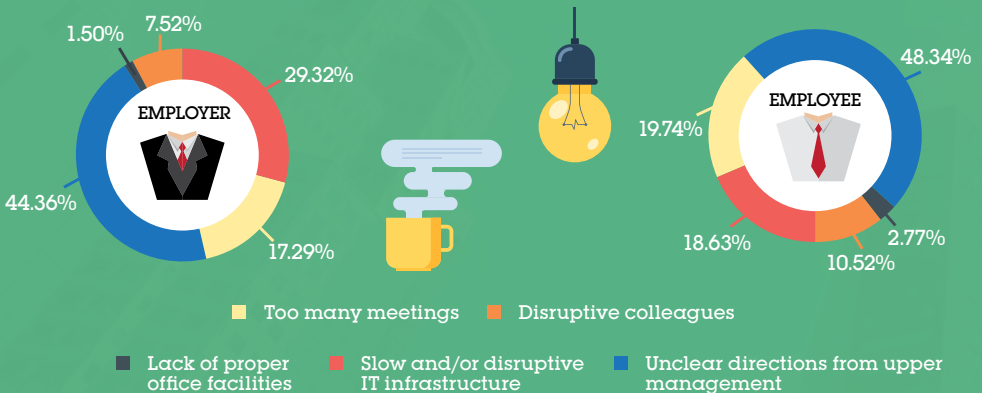
DO YOU VIEW SOCIAL MEDIA PROFILES OF CURRENT OR POTENTIAL EMPLOYEES AND RECRUITS?



ARE YOU CONSCIOUS OF YOUR SOCIAL MEDIA PROFILES AND THE POTENTIAL IMPACT ON YOUR CAREER?



WHAT ARE YOUR BIGGEST CHALLENGES CONCERNING WORKPLACE PRODUCTIVITY?

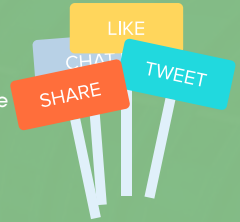


## DO YOU CONNECT WITH YOUR COLLEAGUES OR MANAGERS ON YOUR NON-PROFESSIONAL SOCIAL MEDIA PLATFORMS?

### EMPLOYER

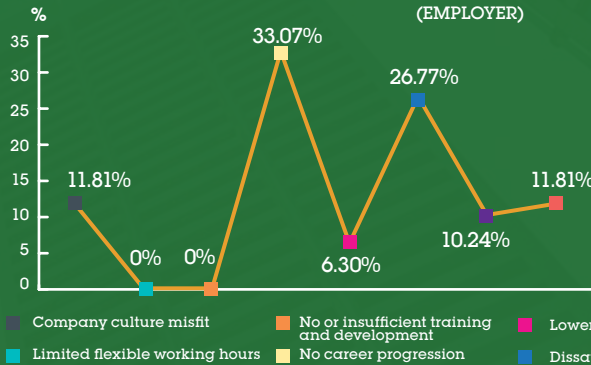


- I don't have a social media account(s)
- Yes, but I limit what they can view
- No, I keep my work and personal life separate
- Yes, I am happy to share my full profile



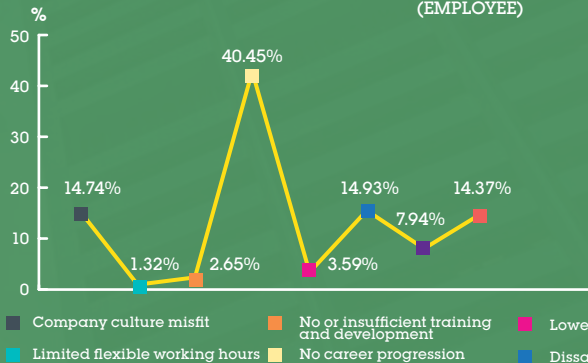
### EMPLOYEE

## WHAT IS THE MAIN REASON FOR PEOPLE RESIGNING IN YOUR COMPANY? (EMPLOYER)



- Company culture misfit
- No or insufficient training and development
- Lower than expected bonus
- Poor relationship with Manager
- Limited flexible working hours
- No career progression
- Dissatisfaction with salary
- Others

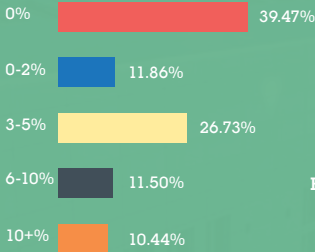
## WHAT IS THE MAIN REASON THAT YOU RESIGNED FROM YOUR LAST JOB? (EMPLOYEE)



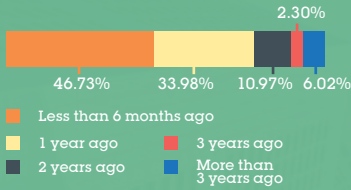
- Company culture misfit
- No or insufficient training and development
- Lower than expected bonus
- Poor relationship with Manager
- Limited flexible working hours
- No career progression
- Dissatisfaction with salary
- Others

**SALARY & BONUS**

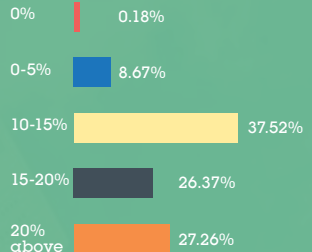
**DID YOU GET A SALARY INCREMENT IN THE LAST 6 MONTHS? IF YES, WHAT WAS YOUR BASE SALARY INCREASE FOR 2014?**



**WHEN WAS THE LAST TIME YOU GOT A SALARY INCREMENT?**



**WHAT PERCENTAGE OF SALARY INCREMENT ARE YOU LOOKING AT FOR YOUR NEXT ROLE?**



**DO YOU BELIEVE THAT YOUR SALARY CAN KEEP UP WITH THE RISING COST OF LIVING?**

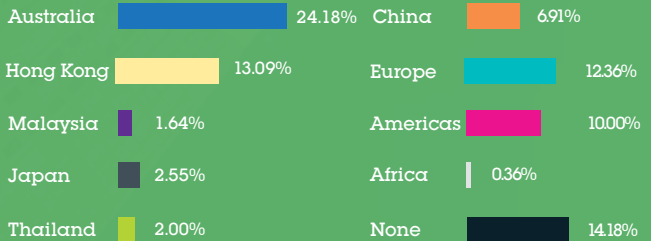


**CAREER**

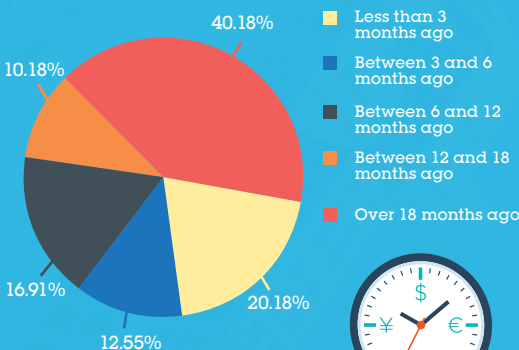
**GIVEN A CHOICE, WOULD YOU MOVE LOCATION TO FURTHER YOUR CAREER?**



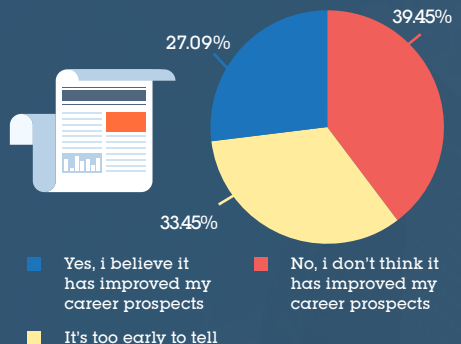
**WHERE WOULD YOU BE MOST INTERESTED IN RELOCATING TO?**



**WHEN WAS THE LAST TIME YOU RECEIVED FORMAL TRAINING OR EDUCATION?**



**DO YOU FEEL THAT YOUR RECENT TRAINING/EDUCATION INVESTMENT HAS SIGNIFICANTLY IMPROVED YOUR CAREER PROSPECTS?**



## WORKPLACE CONDITIONS: PRODUCTIVITY

### WHAT ARE YOUR BIGGEST CHALLENGES CONCERNING WORKPLACE PRODUCTIVITY?



18.63%

Slow and/or disruptive IT infrastructure



19.74%

Too many meetings



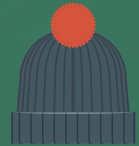
48.34%

Unclear directions from upper management



2.77%

Lack of proper office facilities

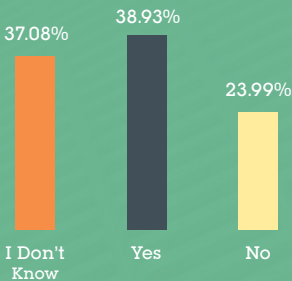


10.52%

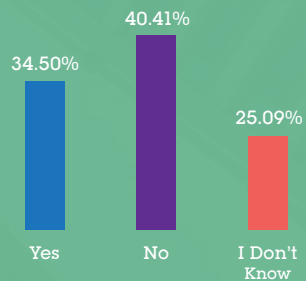
Disruptive colleagues

## WORKPLACE CONDITIONS: DIVERSITY

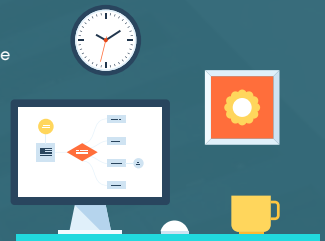
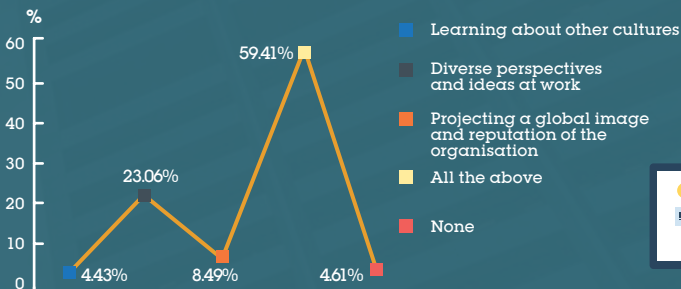
### DOES YOUR COMPANY PROMOTE AND PRACTISE WORKPLACE DIVERSITY IN ITS HIRING PROCESS?



### DOES YOUR COMPANY HAVE A CLEAR DIVERSITY STRATEGY FOCUSING ON THE FUTURE WORKFORCE?

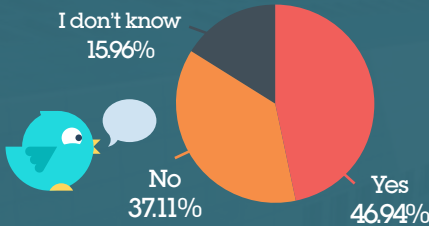


### WHAT DO YOU THINK IS THE MAIN BENEFIT OF WORKPLACE DIVERSITY?



ONLINE AND SOCIAL MEDIA

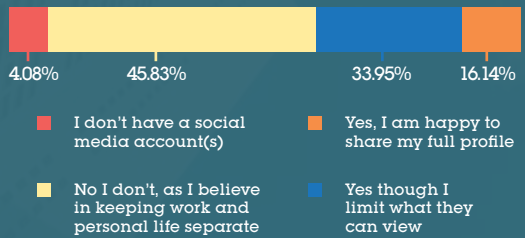
DOES YOUR COMPANY HAVE GUIDELINES AND RULES ON EMPLOYEE SOCIAL MEDIA BEHAVIOUR?



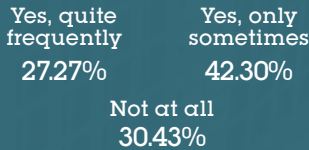
HAVE YOU EVER GOTTEN FEEDBACK FROM YOUR COMPANY/MANAGER ON A SOCIAL MEDIA UPDATE POSTED BY YOU?



DO YOU CONNECT WITH YOUR COLLEAGUES OR MANAGERS ON YOUR NON-PROFESSIONAL SOCIAL MEDIA PLATFORMS?



DO YOU UTILISE SOCIAL MEDIA PLATFORMS AS A MEANS OF NETWORKING FOR PROFESSIONAL REASONS?

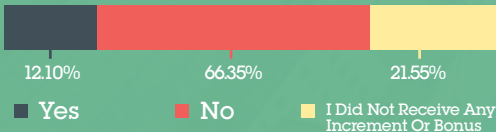


MARKET

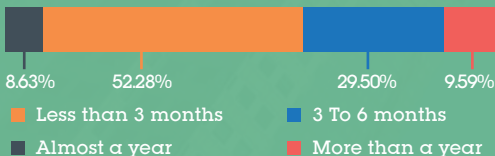
DO YOU FEEL THE URGE TO CHANGE JOBS TOO WHEN YOU SEE YOUR FRIENDS/ COLLEAGUES CHANGE THEIRS?



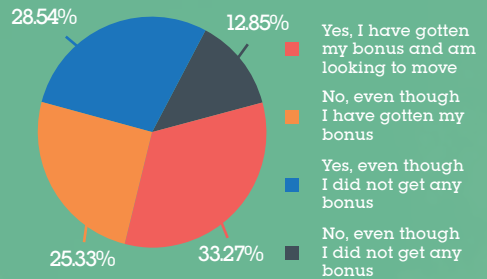
ARE YOU WORRIED HOW YOUR CURRENT EMPLOYER MIGHT VIEW YOU FOR SWITCHING JOBS AFTER YOUR PAY INCREMENT OR BONUS?



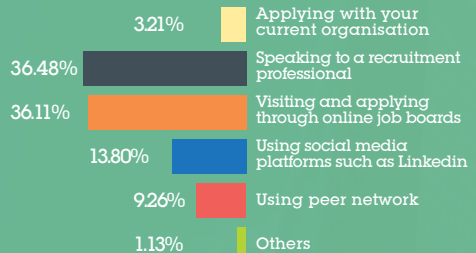
IF YOU ARE CURRENTLY LOOKING FOR A JOB, HOW LONG HAVE YOU BEEN ON A NEW JOB HUNT?



POST BONUS PAY OUT, ARE YOU CURRENTLY ACTIVELY LOOKING FOR A NEW JOB?



IF YOU WERE LOOKING FOR A JOB, HOW WOULD YOU FIND YOUR NEXT POSITION?



## FINANCE & ACCOUNTING

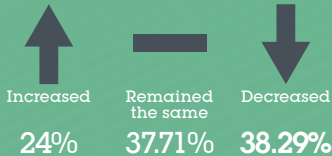
### WHAT INDUSTRY TO YOU FEEL PAYS THE MOST IN THE FINANCE SECTOR?

Mining / Resources	13.65%	Manufacturing & Engineering	0.34%
Banking & Financial Services	56.31%	Media	1.02%
Business Services	1.02%	Professional Services	5.12%
Education	0%	Property & Construction	1.02%
Energy & Utilities	10.92%	Public Sector & Not For Profit	0%
FMCG & Retail	1.02%	ICT	2.73%
Healthcare	2.39%	Transport & Logistic	1.02%
Hospitality & Leisure	1.02%	Others	2.39%

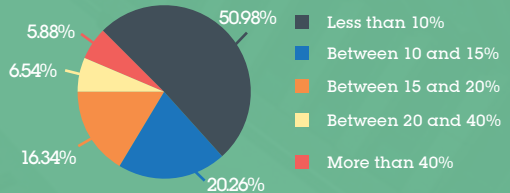


## SALES & MARKETING

### HAS YOUR COMPANY'S MARKETING BUDGET INCREASED OR DECREASED IN THE LAST 12 MONTHS?

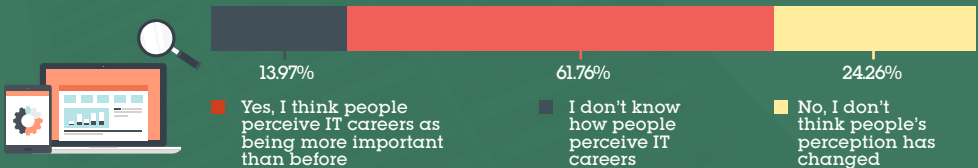


### HOW MUCH OF YOUR COMPANY'S MARKETING BUDGET IS SPENT ON DIGITAL ADVERTISING AND SOCIAL MEDIA?



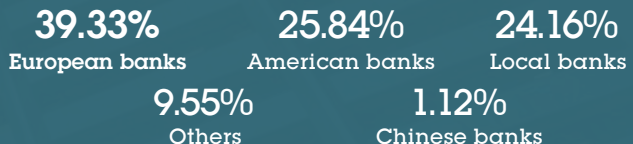
## TECHNOLOGY

### GIVEN THAT THE IT INDUSTRY IS NOW THE MOST SIGNIFICANT OF GROWTH, DO YOU FEEL THAT PEOPLE PERCEIVE IT CAREERS TO BE MORE IMPORTANT?



## BANKING & FINANCIAL SERVICES

### DO YOU HAVE A PREFERENCE ON WHICH BANKS OR FINANCIAL INSTITUTIONS TO WORK FOR?



# ABOUT AMBITION

Ambition is a leading global boutique recruitment business listed on the Australian Securities Exchange.

With coverage across Hong Kong, Singapore, Malaysia, Sydney, Japan, Melbourne, Brisbane and London. We specialise within the areas of Banking & Financial Services, Finance & Accounting, Sales & Marketing, Supply Chain & Procurement, and Technology.

We are best known for specialisation with in-depth knowledge and expertise, well-established networks and deep relationships.

## What makes us different

We believe our size is a significant differentiator in the recruitment industry. We are big enough to undertake large scale projects for our clients, yet small enough to retain the soul and personality of a smaller company.

We work relentlessly to reinforce our purpose and culture and believe passionately that no one in the company is too small to make a difference.

As a global boutique recruitment business, our offices are extremely closely connected. Our management structure is geared towards facilitating communication between offices and our processes and technology go further to support this connection. Ultimately, this means we are well placed to source the hardest to find candidates and to extend client relationships to our international office network.

For more information, please visit [www.ambition.com.sg](http://www.ambition.com.sg)

## Get Social

Ambition are committed to driving innovation and have a strong social media presence allowing us to interact and engage through videos, whitepapers, surveys, webinars, trends and blogs via LinkedIn, Twitter, YouTube and Facebook.





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## NOTES

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**BUILDING  
BETTER  
FUTURES.**

**ambition**

Singapore

65 Chulia Street, #39-05/06 OCBC Centre, Singapore 049513

T: +65 6854 5600 F: +65 6854 5650

[www.ambition.com.sg](http://www.ambition.com.sg)