

THE 2011 HAYS SALARY GUIDE SHARING OUR EXPERTISE

Salaries and recruiting trends across Asia.

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RATEGY/BANKIN
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OFFICE SUPPORT
LEGAL/OIL & GAS

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15,000+

PEOPLE PLACED IN PERMANENT JOBS EACH YEAR

10,000+

TEMPORARY AND CONTRACT STAFF ENGAGED EACH WEEK

950+

CONSULTANTS IN ASIA PACIFIC

45

LOCATIONS ACROSS THE REGION

34+

YEARS OF EXPERIENCE

Thank you

We would like to express our gratitude to all those organisations who participated in the collection of data for this year's survey. Your contribution has ensured that we can produce an informative document to help support your business decisions.

Disclaimer

The Hays Salary Survey is representative of a value added service to our clients and candidates. Whilst every care is taken in the collection and compilation of data, the survey is interpretive and indicative, not conclusive. Therefore information should be used as a guideline only and should not be reproduced in total or by section without written permission from Hays.

DRIVING ORGANISATIONAL PERFORMANCE THROUGH PEOPLE

“The mobility of people across the region for the right career is definitely on the increase. A critical success factor for any organisation in the coming year will be how effective they are at driving organisational performance through people and that success factor is the same for all of our clients across the Asia Pacific region.”

Nigel Heap, Managing Director of Hays Asia Pacific

SECTION ONE

MARKET OVERVIEW & TRENDS

79 per cent of employers across Asia would consider employing or sponsoring a qualified overseas/expatriate candidate in skill short areas

TOP ISSUES FOR 2011

“Skill shortages, salary pressure, overseas recruitment and social media are amongst the top issues that will dominate the employment market in 2011.”

Asia's jobs market is now very active with healthy levels of movement. However a shallow pool of talent in many specialist areas is the biggest threat to growth, which is why the ability to overcome skills shortages will become the defining characteristic of the employment market in 2011.

It is also the catalyst for many of the other issues we expect to dominate in 2011, like salary pressure, the growth of counter offers and recruiting from overseas.

Skill shortages

We saw the first signs of skill shortages in 2010, particularly in the financial services, IT and finance technology areas. There is also a shortage of bilingual candidates with higher level English skills in both China and Japan.

Various strategies to help overcome the skills shortage will be explored in 2011; and every success will tighten the candidate market further, which will have consequences for all employers looking to recruit.

Salary pressure

There is no doubt that professionals with skills in demand will expect a healthy salary increase in 2011. Employers will need to reconsider salaries in order to attract and retain the best candidates.

Return of the counter offer

Companies are expected to dig deep to retain their top talent in the face of a tightening candidate market. A successful counter offer involves more than just money – employers need to make sure they address the underlying issue of why their employee decided to look for a new job in the first place.

Recruiting from overseas

Despite widespread agreement that employers will need to recruit migrants to meet the growing list of skills in demand, there remains a lot of reluctance about this particular strategy for helping to overcome skills shortages.

Recruiting from overseas can be an uncomplicated process, and it is one that, properly done, yields good results.

Attraction and retention

In order to attract and retain talent, more employers are using bonus schemes, health and life insurance, gym memberships, stock options or education benefits. However it is time to get more innovative and consider the implementation of solid career development plans as well.

Social media's influence grows

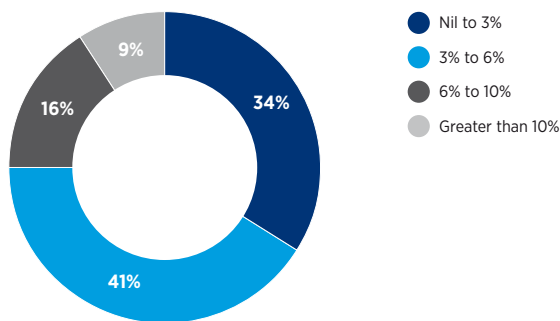
We expect the use of social media checks to become more mainstream in 2011. No longer will it be just the savvy employers that use social media to cross-reference a candidates' employment history or evaluate potential employees. The lines between social and business sites have blurred and social media profiles will be viewed just as often as an employer searches a candidate's name via Google.

But more than this, we also expect this publicly-available information to be used not just when recruiting, but when employers consider promotions and succession planning. So in 2011 it will be not just job seekers that need to ensure their online profile remains professional, but all employees.

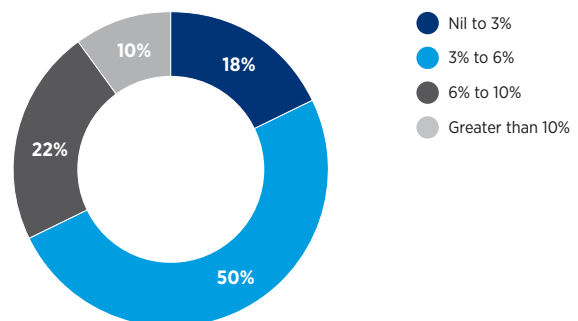
China recorded the highest increases with 68% of employers raising salaries between 3-10%, and 22% by more than 10%.

The highest increases are expected in China next year with 51% intending to increase salaries between 6-10% and 33% by more than 10%.

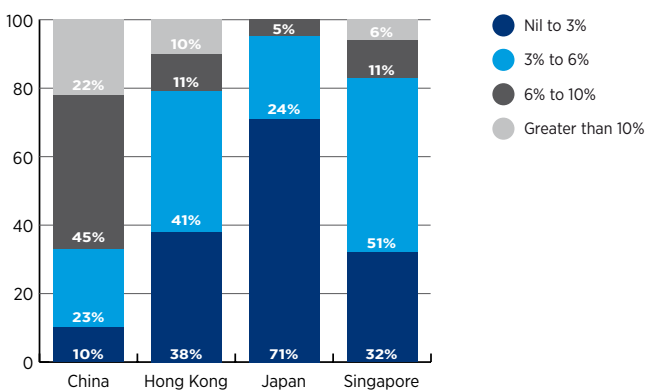
On average, by what percentage did you increase salaries in your last review?



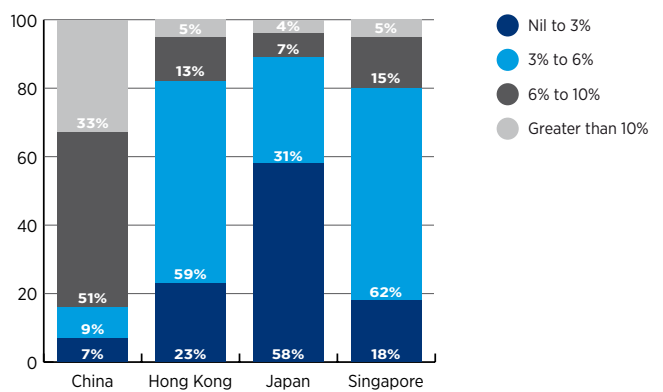
When you next review, by what percentage do you intend to increase salaries?



By country:



By country:

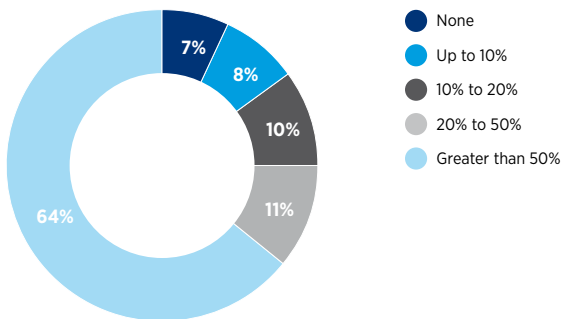


BONUSES

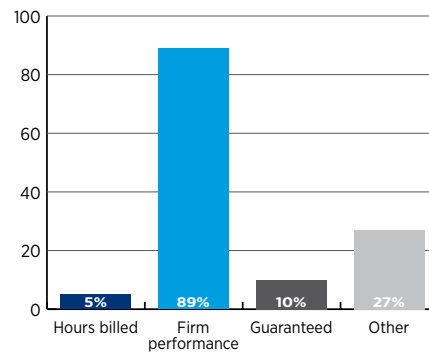
All respondents reported an intention to pay bonuses to more than half of their employees.

Almost half the respondents from Hong Kong intend to pay more than 15% of the salary as a bonus.

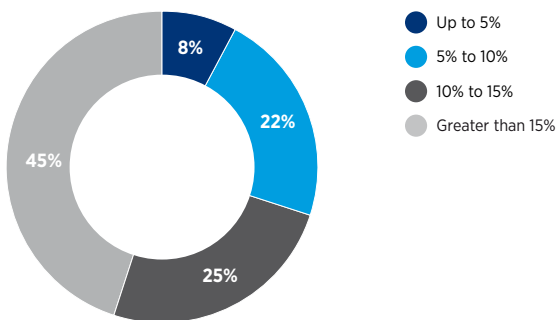
What percentage of staff do you intend to award a bonus to this year?



Are bonuses related to:



On average, what percentage of staff salary do you intend to award as a bonus?



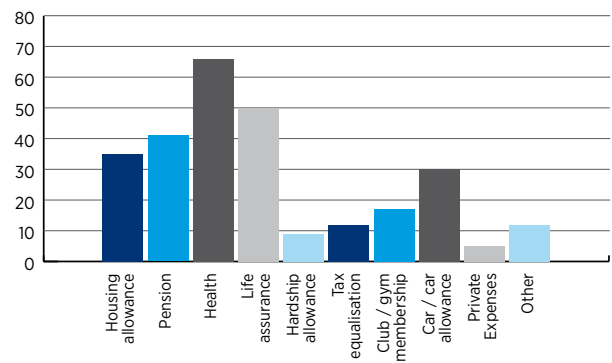
78% of all respondents give their employees benefits in addition to salaries and bonuses.

Health is the number one benefit, provided by 65% of employers surveyed.

Do you give any benefits in addition to salary/bonus?

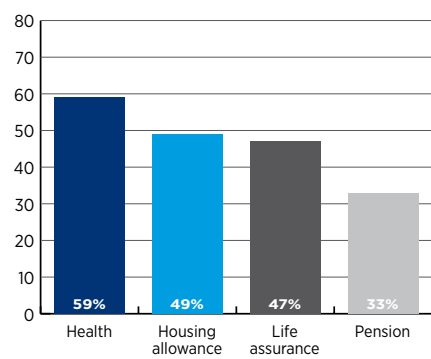


If yes, which of the following do you provide?

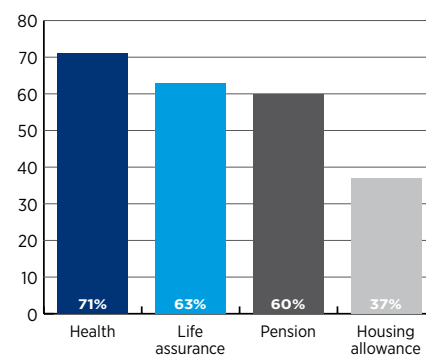


Top benefits by country:

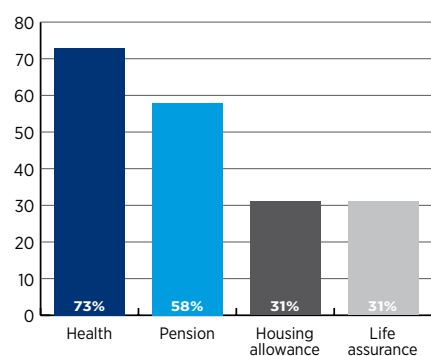
China



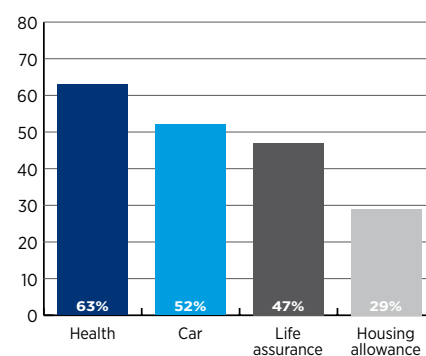
Hong Kong



Japan



Singapore

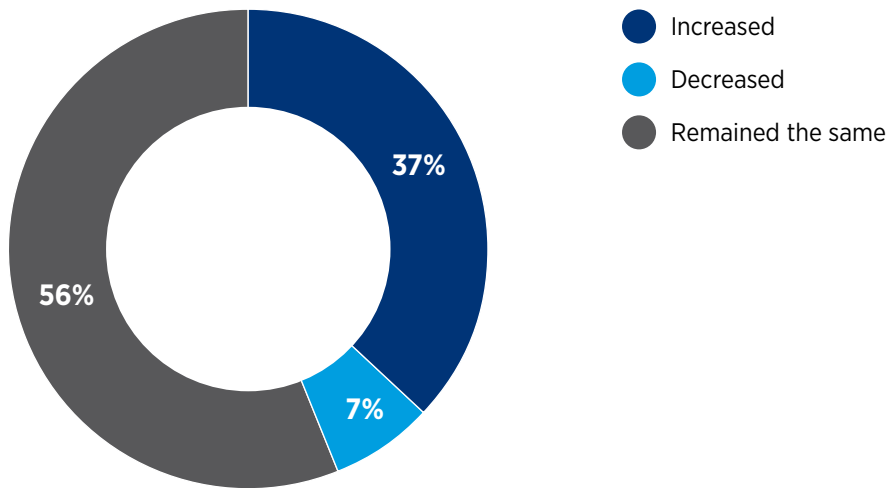


OVERTIME

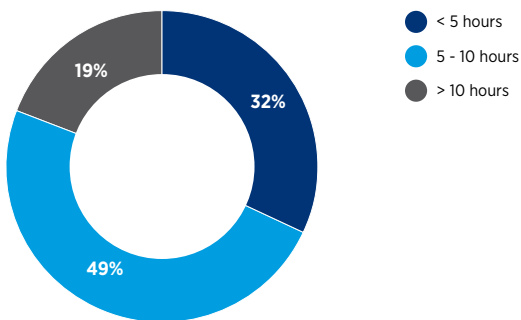
More than one third of respondents reported an increase in overtime.

52% of staff are not paid for these additional hours.

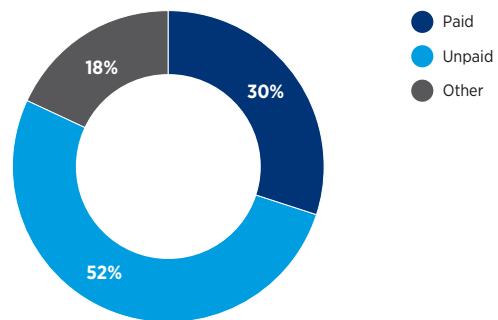
Over the last 12 months has overtime/extra hours in your organisation:



If increased, by how much per week?



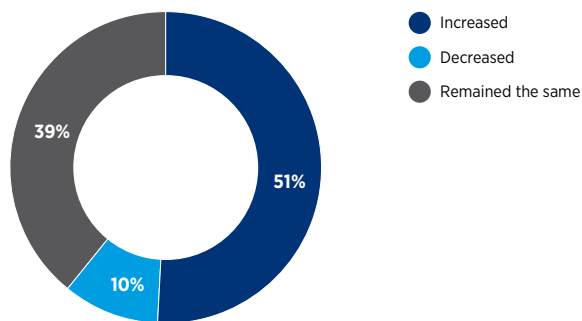
Are employees paid for these additional hours?



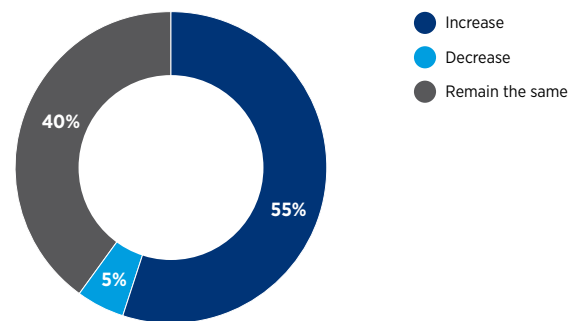
Permanent staff levels have increased for 51% of respondents and 55% expect levels to increase again in the next 12 months.

Two thirds of those employers that utilised a flexible staffing approach hired temporary staff through an agency.

Over the last 12 months, have permanent staff levels in your department:



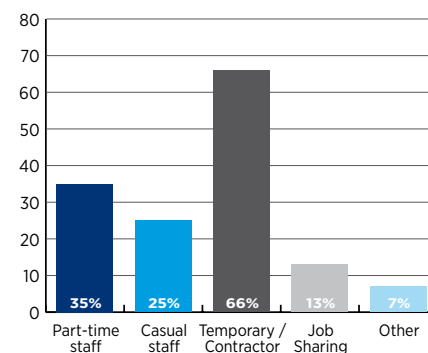
In the next 12 months, do you expect permanent staff levels to:



In the last 12 months, have you utilised a flexible staffing approach?

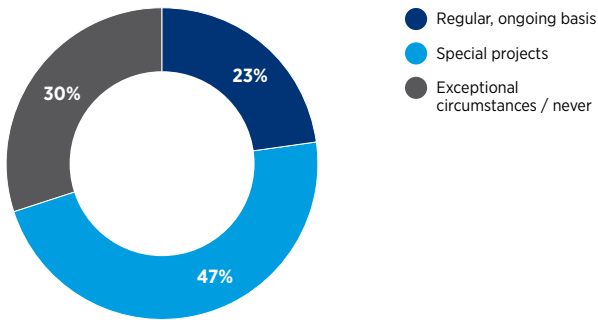


If yes, please specify:

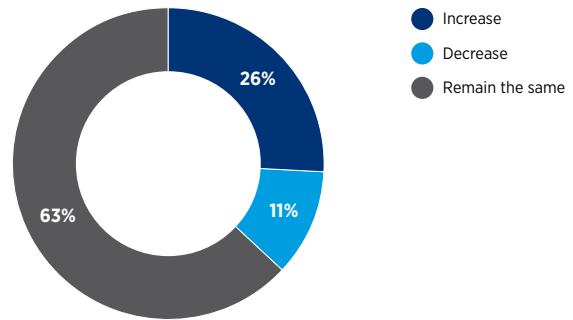


STAFFING

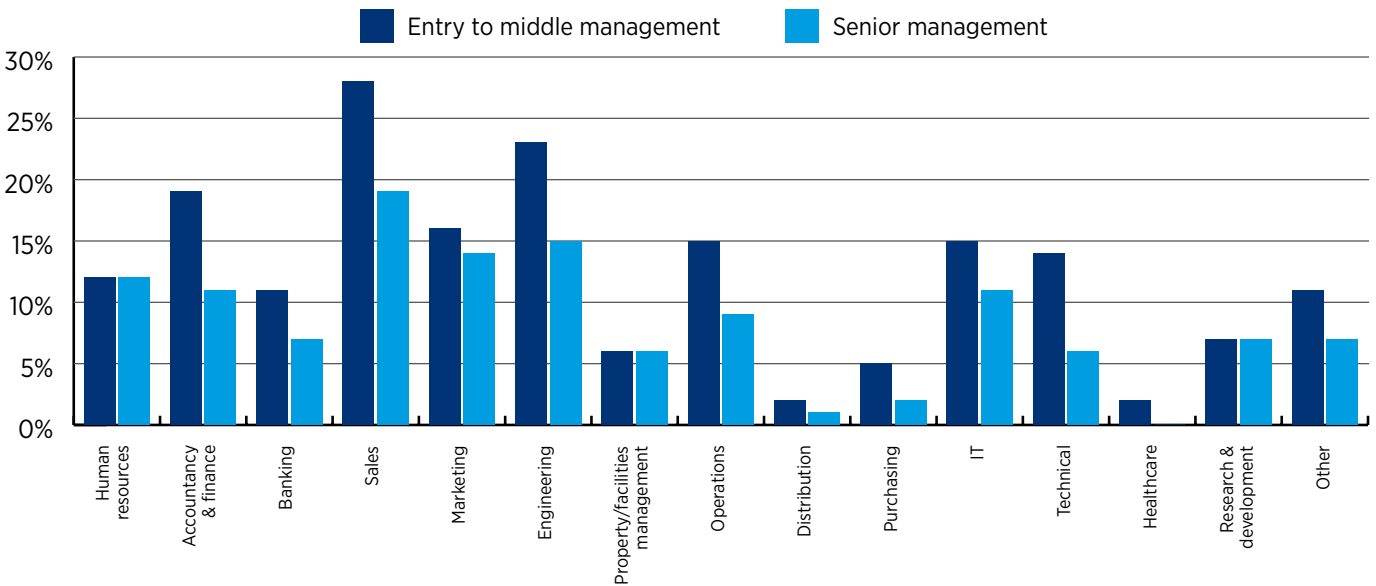
How often do you employ temporary/contract staff?



In the next 12 months, do you expect your use of temporary/contract staff to:



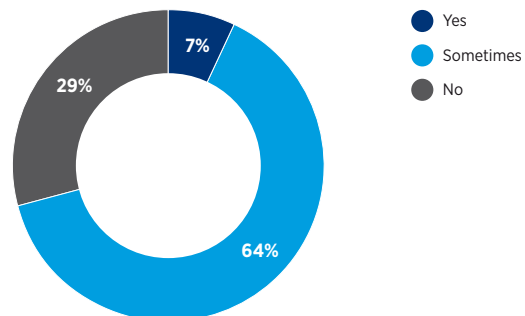
For which areas have you recently found it difficult to recruit?



In skill-short areas, would you consider employing or sponsoring a qualified overseas/expatriate candidate?



Is it your policy to counter-offer staff when they resign?



SECTION TWO

SALARY INFORMATION

In general, salaries increased an average of 3 to 6 per cent in the last review. The outlook is positive for candidates with further increases earmarked for 2011.

SALES & MARKETING

“Candidates with direct sales experience and a proven track record in generating revenue will be highly sought after in 2011.”

CHINA

China's sales and marketing industry started 2010 slowly after many businesses had cut their advertising budgets. In response to the apparent instability of positions within agencies, candidates preferred client-side roles. But by the end of 2010, the market started to pick up. Most agencies now have aggressive expansion plans in place for 2011 after streamlining their operations during the recession.

Luxury brands have continued unabated with their expansion plans, primarily in second and third tier cities. This is expected to continue at the same frenetic pace.

Salary increases in the advertising industry typically averaged between 25 and 40 per cent. Moving forward we expect there to be fierce competition for candidates that were retained during the recession and who have seen their value rise. As such, the industry will continue to experience high staff turnover.

Positions with luxury brands are highly coveted by candidates and as a result these roles often have rather static salary offerings. The hotel industry has a similar inelasticity with regard to salaries since candidate supply exceeds demand. This is expected to continue in 2011.

In advertising, a wide range of skills are in demand. Those with digital expertise are in the highest demand. This is followed by candidates with healthcare advertising expertise given the boom in pharmaceuticals. We also expect a skills shortage of Regional Account Directors to emerge in 2011.

In luxury brands and consumer goods, the demand continues for Boutique Managers and Merchandising Managers. The hotel industry is seeking Sales Directors, Directors of Food and Beverage, Front Office Managers and GMs for new hotels.

If you receive an offer from a competitor, especially in the advertising field, you need to be aware that your new scope of responsibilities will probably be more extensive than it was two years ago. Companies have discarded their pre-recession complacency and are now focusing heavily on productivity.

We advise candidates to have solid, verifiable references that can be checked by potential employers. The job-hopping that was virtually ignored by employers prior to the recession is now questioned far more thoroughly.

HONG KONG

The market slowly recovered throughout 2010 and the signs are relatively encouraging for 2011. The financial services sector was the first to recover and momentum in this sector is now strong, with a focus on CRM and online marketing. Within insurance, those candidates with experience in rebranding, investor relations and IPO projects have been in particular demand.

We expect steady growth in 2011, with sourcing, digital marketing and consumer analytics the key areas to watch.

Steady salary growth is expected in 2011 as the market rebounds and becomes candidate short. In our post-global financial crisis market, candidates are not as willing to change employers; they want to repay the loyalty shown to them by their employers. This is a direct contract to past trends, where candidates would not have hesitated to move for a 10 to 15 per cent salary increase. Today however candidates are more likely to base their decision on the company, financial security and long-term opportunities.

Demand will rise for online technical candidates, including data specialists, graphic designers, CRM specialists and online marketing experts. Consumer analytics is also expected to experience growing demand as companies focus on researching consumers before major campaigns and take action to review the result afterwards.

If you are looking for a new role, we advise you to research opportunities carefully and ensure that your resume clearly defines all your relevant and significant achievements.

JAPAN

The economy is slowly improving so businesses want to fully benefit from any increase in spending. Therefore sales and marketing hiring continues to gradually increase, although the process is slower than before the global financial crisis. Employers are now putting extra resources into finding and hiring candidates and this trend will continue throughout 2011.

There has been little movement in salaries, with some increasing by 5 to 10 per cent, and others dropping by 5 to 10 per cent. It will be a similar situation in 2011 as costs continue to be very carefully managed.

Having said this, the best candidates are starting to receive multiple offers, and consequently employers will need to become more competitive if they are to secure the top talent.

Candidates with direct sales experience and a proven track record in generating revenue will be highly sought after in 2011. A limited number of marketing roles are also starting to become available after two years, but the requirements are very high, with a strong preference on bilingual communication skills.

There is also more demand for senior Japanese salespeople who have 15 to 20 plus years of experience. The preference here is for professionals with limited job changes and bilingual communication skills.

Improve your English skills wherever possible. Be patient and flexible throughout the process and give as much availability as possible for interviewing and meeting your recruiter. Also, make sure to be very well prepared – study the company and job specifications as much as possible.

SINGAPORE

The idea of designed in the West and built in the East is being challenged as the self-sufficient Asian markets parade strong domestic demand, intellectual knowledge and human capital wealth. The 'smart global executive' has recognised that while every global market stopped simultaneously in 2008, the same cannot be said for the recovery. South East Asia and the greater APAC region have responded strongly with corporations placing significant importance on securing the right talent for their executive ranks.

With a pool of executives wishing to reposition themselves internally or with a new employer, the corporations hold the balance of power. As a result salaries have remained fairly static with only slight increases on occasion. This conservative environment is expected to continue throughout 2011.

The demand for specific talent will continue across all vertical markets. In 2010 demand was highest for junior sales and marketing executives, with front line sales executives gaining the most attention as corporations sought to reclaim market share.

In 2011 we expect the next wave of investment to focus on the \$200,000 to \$400,000 salary bracket, as much needed people management professionals are reinstated. Towards the end of 2011 we expect to see demand rise in the Regional and General Management market of \$400,000 plus.

We advise candidates to be patient. Firms are highly specific in their requirements and committed to ensuring the success of their new hires.

Marketing

| | Marketing Director | Marketing Manager | Marketing Executive | Country Manager |
|-----------|--------------------|-------------------|---------------------|-----------------|
| China | 500 - 700 | N/A | 120 - 200 | 1,000 - 1,300 |
| Hong Kong | 800 - 1,200 | N/A | 280 - 500 | 1,000 - 1,400 |
| Japan | 10 - 15 | N/A | N/A | 15 - 40 |
| Singapore | 180 - 300 | 100 - 200 | 45 - 80 | 300 - 450 |

| | Direct Marketing Manager | Channel Manager | Global Brand Manager | Product/ Brand Manager |
|-----------|--------------------------|-----------------|----------------------|------------------------|
| China | 220 - 300 | 200 - 330 | N/A | 200 - 270 |
| Hong Kong | 400 - 600 | 480 - 650 | N/A | 300 - 550 |
| Japan | 6 - 9 | N/A | N/A | 6 - 8 |
| Singapore | 75 - 140 | 80 - 140 | 150 - 200 | 90 - 180 |

Advertising

| | Group Account Director | Account Director | Account Manager | Advertising Account Manager |
|-----------|------------------------|------------------|-----------------|-----------------------------|
| China | 500 - 650 | 300 - 450 | 200 - 250 | 250 - 350 |
| Hong Kong | 520 - 800 | 380 - 600 | 260 - 400 | 300 - 500 |
| Japan | N/A | 10 - 15 | 6 - 9 | 5 - 14 |

Retail

| | Merchandising Manager | Visual Merchandising Manager | Service Delivery Manager | Category Manager | Customer Service Manager |
|-----------|-----------------------|------------------------------|--------------------------|------------------|--------------------------|
| China | 330 - 450 | 250 - 400 | 220 - 350 | N/A | 150 - 220 |
| Hong Kong | 450 - 700 | 350 - 450 | 350 - 500 | N/A | 360 - 480 |
| Japan | 5 - 7 | 5 - 8 | 6 - 9 | N/A | N/A |
| Singapore | 90 - 120 | 90 - 120 | N/A | 125 - 220 | 80 - 150 |

Sales

| | National Sales Director | Sales Operations Manager | Sales Manager | Business Development Manager |
|-----------|-------------------------|--------------------------|---------------|------------------------------|
| China | 1,200 - 2,000 | 350 - 450 | 100 - 200 | 240 - 480 |
| Hong Kong | 1,000 - 1,800 | 500 - 700 | 450 - 700 | 450 - 700 |
| Japan | 14 - 20 | 6 - 9 | 8 - 9 | 6 - 14 |
| Singapore | 200 - 350 | N/A | 90 - 180 | 75 - 180 |

| | Regional Sales Director | Regional Sales Manager | Regional Sales Executive | Global Sales Executive | Sales Executive |
|-----------|-------------------------|------------------------|--------------------------|------------------------|-----------------|
| Japan | N/A | N/A | N/A | N/A | 4 - 8 |
| Singapore | 200 - 500* | 130 - 280* | 100 - 250* | 200 - 380* | 90 - 140* |

Communications

| | Marketing Communications Manager | Public Relations/ Communications Manager | Internal Communications | Corporate Communications |
|-----------|----------------------------------|------------------------------------------|-------------------------|--------------------------|
| China | 220 - 320 | 240 - 440 | N/A | N/A |
| Hong Kong | 480 - 800 | 400 - 700 | N/A | N/A |
| Japan | 7 - 10 | 7 - 10 | N/A | N/A |
| Singapore | 90 - 180 | 80 - 150 | 90 - 160 | 80 - 160 |

Notes

• Typical salary range in '000 (excluding Japan which is stated in millions) • Salaries are represented in local currencies * With bonus

OUR INTERNATIONAL REACH:

30

COUNTRIES

25

SPECIALIST BUSINESS UNITS

270+

OFFICES

69000+

EMPLOYEES

China**Beijing**

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**Our international reach -
operating in 30 countries**

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Czech Republic
Denmark
France
Germany
Hong Kong
Hungary
India
Ireland
Italy
Japan
Luxembourg
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