

# 2018 SALARY GUIDE



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# Table of contents

- |                                   |   |
|-----------------------------------|---|
| 1 From the Managing Director      | TECHNOLOGY  |
| 2 About the Salary Guide          | 30 Hiring trends                                    |
| 3 Regional outlook                | 35 Positions and skills in demand                   |
| <b>FINANCE AND ACCOUNTING</b>     |   |
| 5 Hiring trends                   | 37 Remuneration trends                              |
| 9 Positions and skills in demand  | 39 Salaries   |
| 11 Remuneration trends            | 42 Calculate your custom salary                     |
| 13 Salaries                       | 43 Building a happy, engaged and<br>productive team |
| <b>FINANCIAL SERVICES</b>         |   |
| 17 Hiring trends                  |   |
| 20 Positions and skills in demand |   |
| 22 Remuneration trends            |   |
| 25 Salaries                       |   |

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# From the Managing Director



The economic outlook for Asia remains positive and the region continues to be a leader for global growth. Companies are starting new projects and initiatives, and as such are increasingly on the lookout for the right employees to assist them in these efforts.

In Hong Kong, expectations for 2018 are optimistic as companies continue to invest in digitisation, increasing the demand for talented professionals with the right knowledge and skills to contribute towards advancement.

Technology is impacting all industries, and companies need to adjust or risk being left behind. As digitisation spreads, new skillsets are required to navigate new systems as well as find new ways of driving business development. Skilled talent and technology work hand in hand; companies need both to expand in today's market.

A motivated, engaged workforce is a productive one, and at Robert Half, we're committed to finding the right fit for your business. For 70 years, we've matched skilled talent to the right job, helping clients cultivate their business and candidates thrive in their career.

Salary plays a key role in acquiring new employees and retaining existing staff – in light of this, we have made a change to the Robert Half Salary Guide based on feedback we have received from both jobseekers and employers. As opposed to previous years where salaries were published in a minimum to maximum range, this year the salary ranges are presented in percentiles according to skill level and experience. We believe this new approach allows hiring managers and jobseekers to make better and more informed decisions when it comes to salaries in 2018.

As always, we are here to help with your recruitment and job search needs. Contact us to discuss how we can help you and your team work in a happier, more productive environment.

A handwritten signature in black ink, appearing to read "David Jones".

David Jones  
Senior Managing Director - Asia Pacific  
Robert Half

# About the Salary Guide

The 2018 Robert Half Salary Guide provides extensive information on current salary ranges, and specific job and remuneration trends for professionals working in finance and accounting, financial services and technology.

## HOW THIS GUIDE CAN HELP YOU:



If you're **managing a team**, you'll be able to determine appropriate salary levels to ensure your business can attract and retain top talent.



If you're a **jobseeker**, you can be armed with industry benchmarks to facilitate salary negotiations.

## WHAT'S DIFFERENT ABOUT THE 2018 ROBERT HALF SALARY GUIDE?

Because employers and jobseekers are looking for very detailed salary information, the previously-used low and high salary ranges have been replaced with percentiles. These percentiles are determined by a candidate's skillset and experience level, as well as the complexity of their role. By providing a more comprehensive salary overview for all jobs, this new approach allows both hiring managers and candidates to better benchmark starting salaries with what other companies are offering.

## WHAT HASN'T CHANGED?

As always, the 2018 Robert Half Salary Guide is based on:

- Data and insights from the many filled positions and professional job interviews conducted by our recruitment consultants
- Independent workplace surveys with Chief Financial Officers (CFOs), Chief Information Officers (CIOs) and office workers in Hong Kong<sup>1</sup>
- Local insights from the experienced Robert Half team:
  - Adam Johnston, Managing Director at Robert Half Hong Kong
  - David Jones, Senior Managing Director at Robert Half Asia Pacific
  - Elaine Lam, Associate Director at Robert Half Hong Kong
  - Melissa Lau, Associate Director at Robert Half Hong Kong
  - Andrea Wong, Senior Division Director at Robert Half Hong Kong

<sup>1</sup> The Workplace Survey is an international and independently conducted survey commissioned by Robert Half. The research included 75 CFOs in finance and accounting and 75 CFOs in financial services from Hong Kong in December 2017; and 75 CIOs from Hong Kong in June-July 2017. The Workplace Survey is a questionnaire about job trends, talent management and trends in the workplace. Furthermore, an omnibus survey was carried out among 500 office workers from Hong Kong in December 2017.

# Regional outlook

## 3.9%

Hong Kong's growth remains in line with global growth, expanding by **3.9%** year-on-year in 2017<sup>2</sup>.

## 3.0%

Unemployment rates in Hong Kong: down at **3.0%** in 2017 versus **3.4%** in 2016<sup>3</sup>.

**Nearly half of jobs** are likely to be computerised over the next 20 years<sup>4</sup>.

Since the inception of the Belt and Road Initiative by the Chinese government, Hong Kong continues to be a hub of investment and innovation in Asia. With growing foreign investment and an increasing number of multinational companies settling their regional headquarters in Hong Kong<sup>5</sup>, there is a positive outlook for the future, though changes in regulations hold significant implications for the way companies do business.

Technology is dominating all sectors, including the financial sector. FinTech is becoming mainstream, meaning that companies need to think differently about the skillsets they have in their teams.

With the finance and technology industries experiencing strong growth, companies are seeking agile professionals who have the right balance of soft and technical skills to drive their business forward. However, skilled talent is in short supply, and companies need to create flexible and proactive recruitment and retention strategies in 2018.

<sup>2</sup> In the first three quarters of 2017. [HKTDC Research, 2018, Economic and Trade information on Hong Kong.](#)

<sup>3</sup> Up to November 2017. [Hong Kong Census and Statistics Department, 2017, Table 006: Labour Force, Unemployment and Underemployment.](#)

<sup>4</sup> PwC, 2016, [The Power to Perform: Human Capital 2020 And Beyond.](#)

<sup>5</sup> HKTDC Research, 2018, [Economic and Trade Information on Hong Kong.](#)

# Finance and accounting



Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong – multiple answers allowed.

# Hiring trends

## Key trends to impact finance and accounting hiring in 2018

- **Automation and digitisation** are about adapting to change and upskilling staff rather than eliminating jobs.
- **Temporary employees** in the finance department are a key component of companies' long-term staffing strategy.
- A war is now being waged on two battlefields: **Staff acquisition and staff retention**.

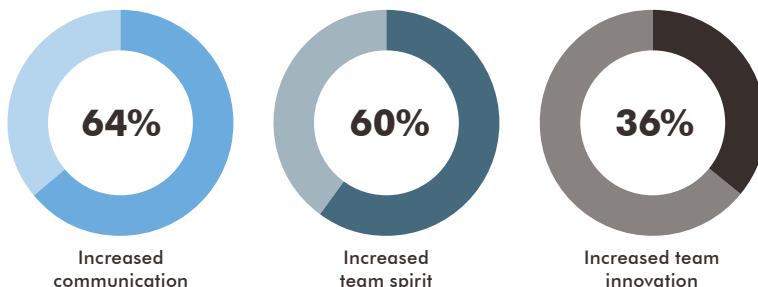
### DID YOU KNOW?

**90%** of Hong Kong CFOs say they are confident in upskilling their team for the skills required in the future.

## AUTOMATION AND DIGITISATION: A POSITIVE CATALYST FOR CHANGE

Automation is not just impacting finance professionals, but the entire organisation, and must be viewed as the driver of new and compelling career opportunities rather than the eliminator of jobs. For many companies, automation is even playing a key role in transforming finance towards a more cohesive and collaborative function in the workplace.

### How has digitisation/automation impacted team dynamics?\*



\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong.

## EMPLOYERS REALISE THE PERKS OF CONTRACT WORK

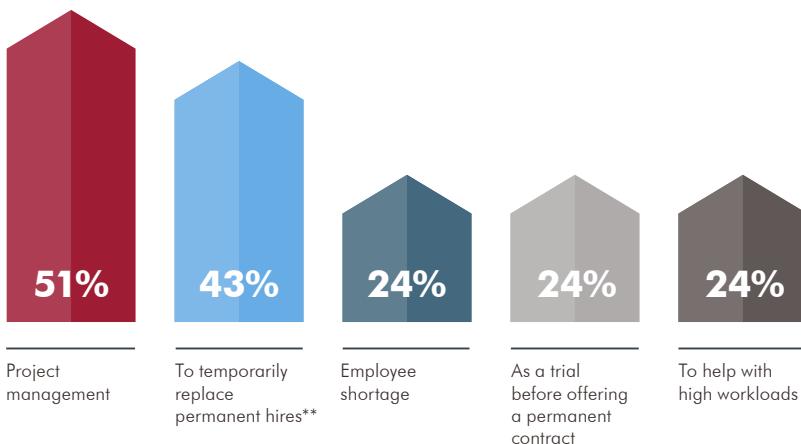
Companies are changing their recruitment strategies; more than ever interim professionals form an essential part of their employee pool. While permanent employees will remain the backbone of the organisation, contract/temporary professionals – brought in when necessary – enable organisations to respond more quickly to business change.

A flexible hiring policy – with a combination of permanent and temporary employees – is increasingly the preferred method to achieving the right mix of skills for strategic and operational objectives.

### DID YOU KNOW?

**89%** of Hong Kong CFOs have allocated budget to hire temporary finance and accounting staff in 2018.

### Top 5 reasons why CFOs in Hong Kong have worked with contract/temporary professionals\*



REQUEST YOUR TEMPORARY FINANCE AND ACCOUNTING TALENT TODAY

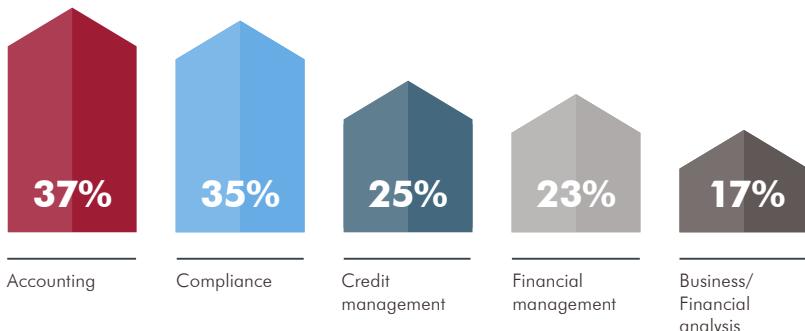
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\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong – multiple answers allowed.

\*\* Illness, maternity/paternity leave, holidays, sudden departure, etc.

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## Top 5 areas within the finance department where CFOs in Hong Kong have allocated budget to hire temporary/contract employees in 2018\*



### WAGING WAR ON TWO BATTLEFIELDS

Top talent is in short supply, with 96% of CFOs in Hong Kong finding it challenging to acquire skilled finance and accounting professionals. However, the war for skilled staff is also being waged on a second battlefield; it's not just about finding and securing professionals, but also retaining talent – a notion understood by Hong Kong CFOs as 96% of them have a retention policy in place.

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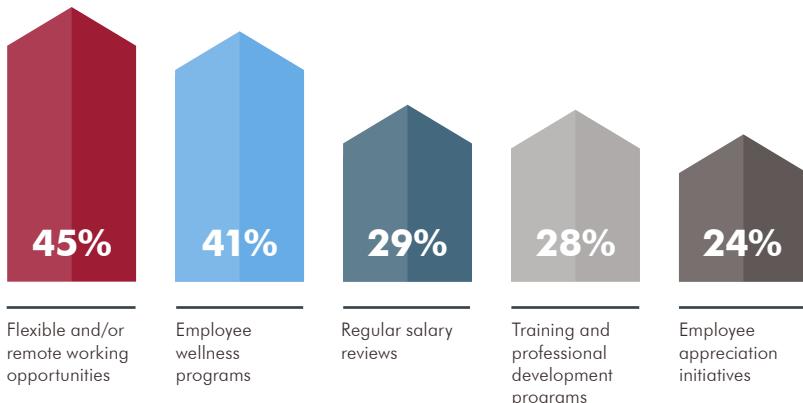
### DID YOU KNOW?

**46%** of Hong Kong CFOs anticipate voluntary employee turnover in the finance department to increase in 2018.

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\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong – multiple answers allowed.

## Top 5 employee retention initiatives that Hong Kong CFOs have in place\*



*"Companies must not underestimate the importance of a proactive retention strategy. With highly skilled talent in short supply, keeping staff motivated and engaged is critical to achieving business goals."*

**Adam Johnston, Managing Director at Robert Half Hong Kong**

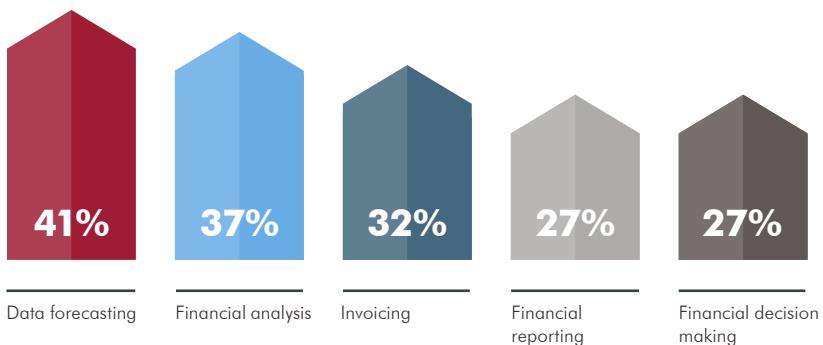
\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong – multiple answers allowed.

# Positions and skills in demand

The most successful finance and accounting professionals are the ones who choose to adapt quickly and develop new skills that complement and leverage the functionality of automation, resulting in a re-skilled worker who can play an active role in business operations.

The benefits of re-skilling are two-fold. Finance professionals gain an advantage from a more expansive and rich skillset that benefits their career and increases their value; whilst companies are able to effectively leverage the full capabilities of automation and drive business growth.

## Top 5 skills for finance and accounting professionals that have become more important due to digital transformation\*



## Top 3 finance and accounting positions in demand

### PERMANENT

- Financial Planning & Analysis Manager
- Financial Reporting Manager
- Accountant/Senior Accountant

### TEMPORARY

- Accountant
- Financial Planning & Analysis Analyst
- AP/AR Accountant

\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong – multiple answers allowed.



*“Automation means creating an equal balance between technology and people. While companies increasingly rely on technology, they need the right talent to leverage its potential to achieve business success.”*

**Adam Johnston, Managing Director at Robert Half Hong Kong**

*“Automation has expanded the scope of the finance professional. Opportunities will be greatest for those who enhance their technology capabilities, and complement their technical competencies with problem-solving skills, strategic vision, communication and commercial acumen.”*

**Elaine Lam, Associate Director at Robert Half Hong Kong**

# Remuneration trends

## DID YOU KNOW?

**97%** of CFOs in Hong Kong plan to attribute salary increases to an average of **18%** of their finance and accounting staff - with the average increase expected to be **7%\***.

While wages have grown by 3.8% annually<sup>6</sup>, many CFOs in Hong Kong plan to allocate **salary increases** to their top performers that are significantly higher than the national wage growth average. Employers realise attributing a pay increase to their top employees is an efficient retention measure, and even more important in a market characterised by a shortage of skilled finance and accounting professionals.

## The most important factor for finance and accounting candidates when considering a job offer\*



<sup>6</sup> [Hong Kong Census and Statistics Department, 2017, Wages and Labour Earnings](#).

\* Source: Independent survey commissioned by Robert Half among 75 CFOs in Hong Kong.

\*\* Working from home, flexible work hours, etc.



*“Employees are increasingly realising the added value of additional benefits, such as flexible work hours and professional development opportunities. These benefits are in demand by employees and an efficient way for companies to reward staff whilst not necessarily increasing pay.”*

**Adam Johnston, Managing Director at Robert Half Hong Kong**

# Salaries

## HOW TO USE THE SALARY PERCENTILES

Several factors come into play when deciding on remuneration, such as experience, skills and job complexity. The following table demonstrates how the key factors correlate with the compensation figures provided:

PERCENTILE	25 <sup>TH</sup>	50 <sup>TH</sup> (MIDPOINT)	75 <sup>TH</sup>	95 <sup>TH</sup>
<b>Candidate experience level</b>	Less experience than typical	Average experience	More experience than typical	Significant, highly relevant experience
<b>Candidate skills/ expertise</b>	Skills require development	Necessary skills to meet job requirements	Strong skillset; may include specialised certifications	High level of expertise, including specialised certifications
<b>Job complexity/ duties</b>	Role may be in an industry with low competition for talent or smaller, less complex organisation or department	Role may be of average complexity or in an industry where competition for talent is moderate	Role may be fairly complex or in a fairly competitive industry for talent	Role may be highly complex and more strategic in nature than usual; may be in a highly competitive industry for talent

The salary figures represent gross yearly starting salaries. Bonuses, incentives and other forms of remuneration are not taken into account.

The salaries listed are based on actual placements made by our office in Hong Kong, as well as an analysis of the demand for the role, the supply of talent and other market conditions. In some situations, it's possible that remuneration would fall above or below the percentiles provided. We can help you determine appropriate salary levels for new hires based on your business goals and budget.

# Salaries

## Finance and accounting

JOB TITLE/COMPANY TURNOVER*	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>
	MIDPOINT			

### FINANCIAL REPORTING/ACCOUNTING

Assistant Accountant	S/M	\$ 160,000	\$ 175,000	\$ 190,000	\$ 210,000
	L	\$ 180,000	\$ 210,000	\$ 240,000	\$ 260,000
Financial Accountant	S/M	\$ 200,000	\$ 280,000	\$ 360,000	\$ 420,000
	L	\$ 300,000	\$ 370,000	\$ 450,000	\$ 550,000
Manager	S/M	\$ 400,000	\$ 450,000	\$ 480,000	\$ 500,000
	L	\$ 540,000	\$ 580,000	\$ 660,000	\$ 720,000

### FINANCIAL CONTROLLING

Financial Controller	S/M	\$ 660,000	\$ 770,000	\$ 880,000	\$ 960,000
	L	\$ 800,000	\$ 930,000	\$ 1,050,000	\$ 1,150,000
Finance Director	S/M	\$ 840,000	\$ 1,085,000	\$ 1,335,000	\$ 1,500,000
	L	\$ 1,500,000	\$ 1,875,000	\$ 2,250,000	\$ 2,500,000
CFO	S/M	\$ 840,000	\$ 1,200,000	\$ 1,550,000	\$ 1,800,000
	L	\$ 1,500,000	\$ 1,800,000	\$ 2,300,000	\$ 2,500,000

### FINANCIAL PLANNING & ANALYSIS/BUSINESS

Financial Analyst	S/M	\$ 250,000	\$ 310,000	\$ 370,000	\$ 420,000
	L	\$ 300,000	\$ 400,000	\$ 430,000	\$ 480,000
Financial Planning & Analysis Manager/ Business Controller	S/M	\$ 410,000	\$ 520,000	\$ 660,000	\$ 720,000
	L	\$ 480,000	\$ 700,000	\$ 820,000	\$ 960,000
Head of Financial Planning & Analysis	S/M	\$ 720,000	\$ 870,000	\$ 1,000,000	\$ 1,200,000
	L	\$ 900,000	\$ 1,125,000	\$ 1,350,000	\$ 1,500,000

\* Small companies: S < HK\$ 50 million

Mid-size companies: HK\$ 50 million ≤ M ≤ HK\$ 150 million

Large companies: L > HK\$ 150 million

TO DISCUSS RECRUITMENT AND SALARY TRENDS

**CONTACT US**

JOB TITLE/COMPANY TURNOVER*	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>	
MIDPOINT					
<b>INTERNAL AUDIT</b>					
Internal Auditor	S/M	\$ 260,000	\$ 340,000	\$ 425,000	\$ 480,000
	L	\$ 435,000	\$ 520,000	\$ 600,000	\$ 660,000
Manager	S/M	\$ 425,000	\$ 510,000	\$ 600,000	\$ 660,000
	L	\$ 600,000	\$ 710,000	\$ 825,000	\$ 900,000
Head of Internal Audit/ Internal Audit Director	L	\$ 1,000,000	\$ 1,200,000	\$ 1,350,000	\$ 1,500,000

## TAX

Analyst	S/M	\$ 250,000	\$ 280,000	\$ 340,000	\$ 400,000
	L	\$ 420,000	\$ 430,000	\$ 460,000	\$ 480,000
Manager	S/M	\$ 480,000	\$ 590,000	\$ 700,000	\$ 780,000
	L	\$ 750,000	\$ 880,000	\$ 1,000,000	\$ 1,100,000
Head of Tax/Tax Director	L	\$ 1,500,000	\$ 1,900,000	\$ 2,300,000	\$ 2,500,000

## TREASURY

Analyst	S/M	\$ 230,000	\$ 280,000	\$ 330,000	\$ 360,000
	L	\$ 345,000	\$ 420,000	\$ 500,000	\$ 540,000
Manager	S/M	\$ 480,000	\$ 525,000	\$ 570,000	\$ 600,000
	L	\$ 540,000	\$ 710,000	\$ 880,000	\$ 1,000,000
Treasurer	L	\$ 840,000	\$ 1,125,000	\$ 1,410,000	\$ 1,600,000

## CORPORATE FINANCE

Analyst	S/M	\$ 300,000	\$ 340,000	\$ 380,000	\$ 420,000
	L	\$ 450,000	\$ 500,000	\$ 550,000	\$ 600,000
Manager	S/M	\$ 480,000	\$ 530,000	\$ 560,000	\$ 600,000
	L	\$ 600,000	\$ 640,000	\$ 680,000	\$ 720,000
Director	L	\$ 1,000,000	\$ 1,200,000	\$ 1,400,000	\$ 1,500,000

- \* Small companies: S < HK\$ 50 million
- Mid-size companies: HK\$ 50 million ≤ M ≤ HK\$ 150 million
- Large companies: L > HK\$ 150 million

TO DISCUSS RECRUITMENT AND SALARY TRENDS

**CONTACT US**

# Financial services



Most difficult  
areas within financial  
services to find skilled  
job candidates

- 
- 41%** Finance
  - 28%** Accounting
  - 27%** Compliance
  - 24%** Risk
  - 23%** Internal control

Source: Independent survey commissioned by Robert Half among 75 CFOs within financial services in Hong Kong – multiple answers allowed.

# Hiring trends

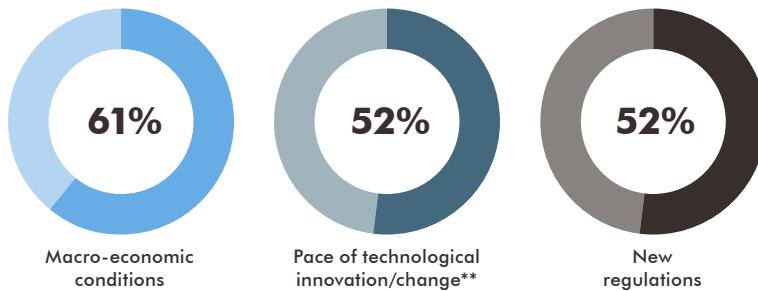
## Key trends to impact financial services hiring in 2018

- **Disruptive forces** are impacting the financial services industry with companies needing to adjust their operations as well as equip their staff to successfully manage change.
- The **regulatory environment** continues to boost demand for compliance professionals who can effectively minimise costs for the business whilst maintaining regulatory standards.
- **Supply versus demand imbalance** calls upon companies to streamline recruitment processes.

## **DISRUPTIVE FORCES SHAPING THE FUTURE WORKPLACE**

Disruptive forces such as technology and regulations continue to transform the financial services industry. Companies are increasingly investing in bringing about and implementing change by relying on a combination of technology and talented staff.

## **Top 3 disruptive forces that are changing the financial services industry in Hong Kong in 2018\***



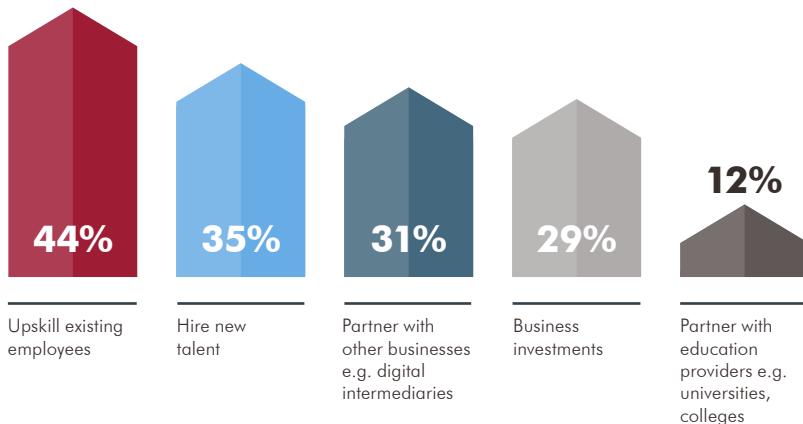
\* Source: Independent survey commissioned by Robert Half among 75 CFOs within financial services in Hong Kong – three answers per respondent.

\*\* i.e. Automation, AI, machine learning and robotics.

*“Companies need to take a holistic approach and embrace technology, while ensuring their staff are equipped with the necessary skills to work alongside it.”*

**Adam Johnston, Managing Director at Robert Half Hong Kong**

### **Top 5 measures Hong Kong CFOs plan to take in 2018 to manage change in their organisation\***

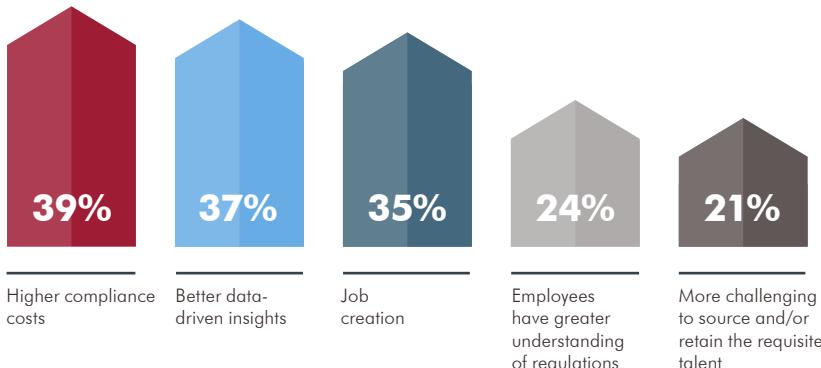


### **CHANGES TO REGULATIONS**

Due to new regulations coming into effect between mainland China and Hong Kong, compliance professionals are in high demand. With 97% of Hong Kong CFOs in financial services saying the tightened regulatory environment has impacted their business, companies don't just need to comply with these new regulations; they also need to quickly change the way they operate in this new regulatory, economic and business environment. Those who respond to regulation changes with agility and efficiency will remain highly competitive.

\* Source: Independent survey commissioned by Robert Half among 75 CFOs within financial services in Hong Kong – multiple answers allowed.

## Top 5 impacts of the tightened regulatory environment in Hong Kong\*



## DEMAND OUTSTRIPS SUPPLY

Companies want to make sure they hire the best candidate for the role, often resulting in longer hiring processes. However, as many jobseekers are often in contention for several roles, organisations risk losing top candidates to the competition. Additionally, if positions remain unfilled for a significant amount of time, companies can experience setbacks through lost productivity, revenue and low staff morale.

An **efficient – and timely – recruitment process** is therefore essential to secure top talent, particularly in a skills-short market where 95% of financial services CFOs say it is challenging to find qualified financial services staff.

## Top 5 tips to reduce the time it takes to hire



Try to minimise the number of internal stakeholders



Make sure the budget is approved before you start



Consider phone/Skype interviews for the initial job interview



Check references as soon as you see a potential match



Don't delay extending the job offer

\* Source: Independent survey commissioned by Robert Half among 75 CFOs within financial services in Hong Kong – multiple answers allowed.

# Positions and skills in demand

**Risk and compliance:** Mid-level and high-level roles are in demand, due to newly established retail financial services and start-ups looking to create new roles or expand their in-house compliance and risk functions.

**Accounting:** IFRS 17 reporting is growing in demand due to the new accounting standard set in May 2017 for reporting, along with private equity finance roles that are a fast-growing sector in Hong Kong. Entry-level and mid-level roles are experiencing the biggest increase as companies seek long-term employees to fill their talent pipeline, investing in their career plan for long-term retention.

**Operations:** An increased focus on client service and quality insurance – driven by new policy set by regulators – is driving demand for KYC roles. Demand is also strong for mid-level roles who have proven experience, product knowledge and strong data analytics skills.

## In-demand technical skills and certifications

### ACCOUNTING

IFRS 9/IAS 32 and 39

VBA/Macro Excel skills

IFRS 17

China GAAP

Solvency II

### OPERATIONS

Capital management/Basel

### COMPLIANCE

Certificate Anti-Money Laundering Specialist (CAMS)

Bachelor of Laws (LLB)

### RISK

Financial Risk Manager (FRM)

Chartered Financial Analyst (CFA)

## In-demand soft skills

Language skills  
(English and Putonghua (Mandarin))

Business partnering

Managerial skills  
Stakeholder management  
Communication skills

*“Traditional financial services roles are changing. While knowledge of the trends and having well-developed technical skills is half the battle, candidates with superior soft skills are well-positioned to secure their preferred role.”*

**Andrea Wong, Senior Division Director at Robert Half Hong Kong**

## In-demand positions

### ACCOUNTING

Financial and regulatory reporting  
Private equity finance  
IFRS 9/IFRS 17 reporting

### OPERATIONS

KYC  
Trade support  
Operations control

### RISK

Credit risk  
Operational risk  
Market risk

### COMPLIANCE

Anti-money laundering  
Regulatory compliance  
General compliance

# Remuneration trends

## DID YOU KNOW?

**97%** of Hong Kong CFOs within financial services are willing to raise the initially-planned starting salary by an average of **8%** to secure top financial services talent when hiring.

Salary remains an important component of a remuneration package. However, with employees citing a lack of work-life balance and **career development** as some of the top reasons why they leave an organisation, companies need to step up if they are to find, secure and retain top financial services employees.

## Main reason why employees leave an organisation\*

**27%**

Work-life balance (flexible work hours, working from home, additional leave, etc.)

**3%**

Corporate values/  
Mission statement

**4%**

Location/  
Office facilities

**4%**

Job content

**20%**

Career development/  
progression

**19%**

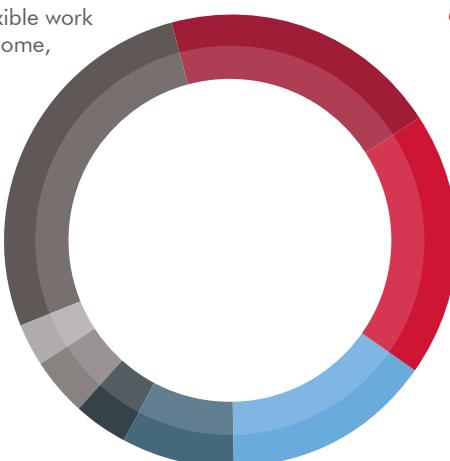
Financial rewards  
(Salary and bonus)

**15%**

Management/  
Leadership

**8%**

Co-workers



\* Source: Independent survey commissioned by Robert Half among 500 office workers in Hong Kong.

## What can companies do to successfully retain staff?



Review salaries on a regular basis



Talk to employees frequently to get their feedback



Don't underestimate the value of saying 'thank you'



Offer flexibility where possible



Provide a clear career path

## Skills and experience to adopt for a higher salary

Financial Crime Compliance Advisory

IFRS 17

CRS

Private equity experience

Risk management – Modelling and validation skills

Fluency in both Mandarin and English

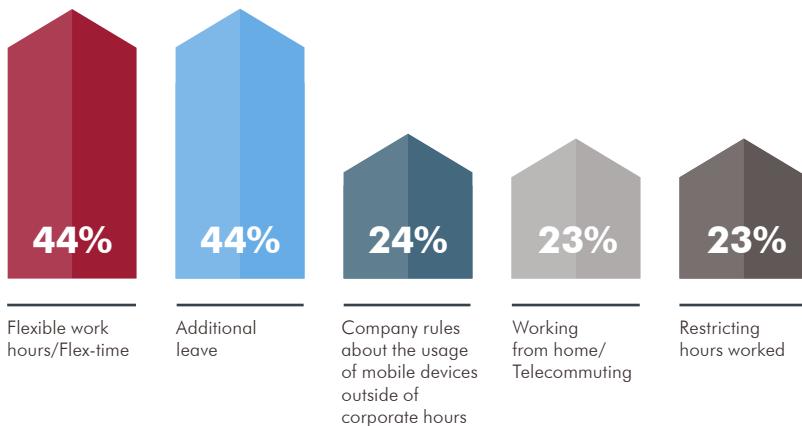
## FLEXIBILITY GAINS GROUND IN FINANCIAL SERVICES

The financial services industry is often associated with long working hours and heavy workloads. Progress has been made however with 69% of CFOs within financial services saying the **work-life balance** of financial services professionals in their company has increased compared to three years ago. Only 5% say it decreased.

Not only does flexibility help attract and retain top talent, flexibility actually helps boost productivity, with 87% saying that improving the work-life balance of their employees positively affects their performance.

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### Top 5 measures Hong Kong CFOs take to improve the work-life balance of financial services professionals\*



*"Work-life balance is increasingly getting higher on the wish-list of candidates. Companies need to be prepared to demonstrate to top performers that they can support flexible hours and work-from-home opportunities."*

**Andrea Wong, Senior Division Director at Robert Half Hong Kong**

\* Source: Independent survey commissioned by Robert Half among 75 CFOs within financial services in Hong Kong – multiple answers allowed.

# Salaries

## HOW TO USE THE SALARY PERCENTILES

Several factors come into play when deciding on remuneration, such as experience, skills and job complexity. The following table demonstrates how the key factors correlate with the compensation figures provided:

PERCENTILE	25 <sup>TH</sup>	50 <sup>TH</sup> (MIDPOINT)	75 <sup>TH</sup>	95 <sup>TH</sup>
<b>Candidate experience level</b>	Less experience than typical	Average experience	More experience than typical	Significant, highly relevant experience
<b>Candidate skills/ expertise</b>	Skills require development	Necessary skills to meet job requirements	Strong skillset; may include specialised certifications	High level of expertise, including specialised certifications
<b>Job complexity/ duties</b>	Role may be in an industry with low competition for talent or smaller, less complex organisation or department	Role may be of average complexity or in an industry where competition for talent is moderate	Role may be fairly complex or in a fairly competitive industry for talent	Role may be highly complex and more strategic in nature than usual; may be in a highly competitive industry for talent

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# Salaries

## Financial services

JOB TITLE	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>				
	MIDPOINT							
<b>RISK</b>								
<b>MARKET RISK</b>								
Analyst	\$ 360,000	\$ 432,000	\$ 522,000	\$ 540,000				
Associate/Manager/AVP	\$ 600,000	\$ 713,000	\$ 825,000	\$ 900,000				
VP	\$ 960,000	\$ 1,238,000	\$ 1,515,000	\$ 1,700,000				
SVP/MD	\$ 1,680,000	\$ 1,848,000	\$ 2,016,000	\$ 2,300,000				
<b>CREDIT RISK</b>								
Analyst	\$ 360,000	\$ 420,000	\$ 516,000	\$ 530,000				
Associate/Manager/AVP	\$ 550,000	\$ 596,000	\$ 743,000	\$ 840,000				
VP	\$ 960,000	\$ 1,238,000	\$ 1,515,000	\$ 1,700,000				
SVP/MD	\$ 1,500,000	\$ 1,650,000	\$ 1,800,000	\$ 2,000,000				
<b>OPERATIONS RISK</b>								
Analyst	\$ 360,000	\$ 420,000	\$ 516,000	\$ 530,000				
Associate/Manager/AVP	\$ 550,000	\$ 672,000	\$ 816,000	\$ 900,000				
VP	\$ 900,000	\$ 1,080,000	\$ 1,300,000	\$ 1,600,000				
SVP/MD	\$ 1,500,000	\$ 1,650,000	\$ 1,800,000	\$ 2,000,000				
<b>COMPLIANCE</b>								
<b>COMPLIANCE/ANTI-MONEY LAUNDERING</b>								
Analyst	\$ 396,000	\$ 456,000	\$ 550,000	\$ 600,000				
Associate/Manager/AVP	\$ 600,000	\$ 720,000	\$ 864,000	\$ 996,000				
VP	\$ 980,000	\$ 1,325,000	\$ 1,670,000	\$ 1,900,000				
SVP/MD	\$ 1,800,000	\$ 1,920,000	\$ 2,040,000	\$ 2,200,000				

TO DISCUSS RECRUITMENT AND SALARY TRENDS

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JOB TITLE	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>				
	MIDPOINT							
<b>FINANCE &amp; ACCOUNTING/CONTROL</b>								
<b>INSURANCE</b>								
Officer/Assistant Officer	\$ 180,000	\$ 220,000	\$ 270,000	\$ 320,000				
Assistant Finance Manager/Senior Officer	\$ 320,000	\$ 440,000	\$ 600,000	\$ 720,000				
Head of Finance/Senior Finance Manager	\$ 720,000	\$ 900,000	\$ 1,200,000	\$ 1,500,000				
CFO/Financial Controller	\$ 1,500,000	\$ 1,800,000	\$ 2,000,000	\$ 2,400,000				
<b>RETAIL/COMMERCIAL/CORPORATE BANK</b>								
Senior Officer/Officer	\$ 250,000	\$ 300,000	\$ 360,000	\$ 400,000				
Assistant Finance Manager	\$ 400,000	\$ 480,000	\$ 550,000	\$ 600,000				
Senior Finance Manager/Finance Manager	\$ 600,000	\$ 720,000	\$ 900,000	\$ 1,200,000				
CFO/Head of Finance	\$ 1,200,000	\$ 1,500,000	\$ 1,800,000	\$ 2,200,000				
<b>INVESTMENT BANK</b>								
Senior Analyst/Analyst	\$ 300,000	\$ 360,000	\$ 430,000	\$ 480,000				
Senior Associate/Associate	\$ 480,000	\$ 570,000	\$ 680,000	\$ 720,000				
Senior Vice President/Vice President/ Assistant Vice President	\$ 720,000	\$ 870,000	\$ 1,050,000	\$ 1,200,000				
Finance Director/Financial Controller/ Executive Director	\$ 1,200,000	\$ 1,300,000	\$ 1,400,000	\$ 1,500,000				
CFO/Managing Director	\$ 1,500,000	\$ 1,800,000	\$ 2,000,000	\$ 2,400,000				
<b>SECURITIES BROKERAGE</b>								
Senior Officer/Officer	\$ 216,000	\$ 240,000	\$ 260,000	\$ 288,000				
Assistant Finance Manager	\$ 312,000	\$ 384,000	\$ 456,000	\$ 540,000				
Senior Finance Manager/Finance Manager	\$ 456,000	\$ 480,000	\$ 600,000	\$ 660,000				
Finance Director/Financial Controller	\$ 720,000	\$ 960,000	\$ 1,080,000	\$ 1,200,000				
CFO/Head of Finance	\$ 1,200,000	\$ 1,440,000	\$ 1,680,000	\$ 1,800,000				
<b>ASSETS MANAGEMENT</b>								
Fund Accountant	\$ 240,000	\$ 264,000	\$ 300,000	\$ 312,000				
Assistant Finance Manager/ Senior Fund Accountant	\$ 336,000	\$ 420,000	\$ 480,000	\$ 516,000				
Senior Finance Manager/Finance Manager	\$ 480,000	\$ 600,000	\$ 780,000	\$ 960,000				
Finance Director/Financial Controller	\$ 900,000	\$ 1,200,000	\$ 1,440,000	\$ 1,800,000				
CFO/Head of Finance	\$ 1,320,000	\$ 1,620,000	\$ 2,160,000	\$ 3,500,000				

TO DISCUSS RECRUITMENT AND SALARY TRENDS

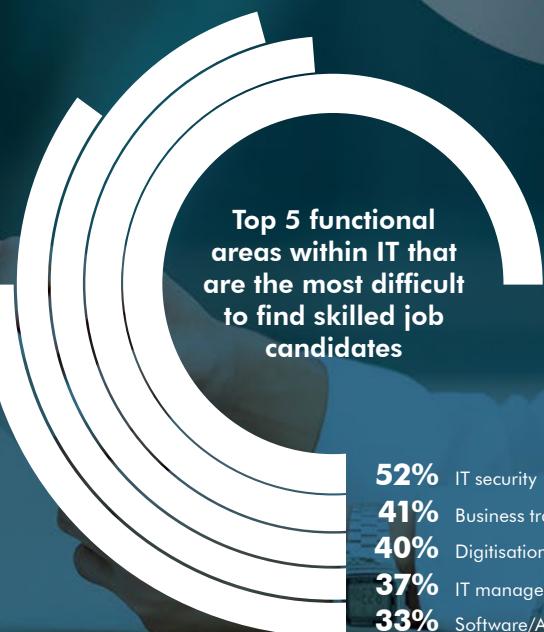
**CONTACT US**

JOB TITLE	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>
MIDPOINT				
<b>OPERATIONS</b>				
<b>PROJECT MANAGEMENT</b>				
Analyst	\$ 270,000	\$ 326,000	\$ 383,000	\$ 420,000
Associate/Manager/AVP	\$ 410,000	\$ 564,000	\$ 718,000	\$ 820,000
VP	\$ 800,000	\$ 1,063,000	\$ 1,325,000	\$ 1,500,000
SVP/MD	\$ 1,500,000	\$ 1,700,000	\$ 1,900,000	\$ 2,200,000
<b>MIDDLE OFFICE/TRADE SUPPORT (ALL PRODUCTS)</b>				
Analyst	\$ 312,000	\$ 369,000	\$ 427,000	\$ 465,000
Associate/Manager/AVP	\$ 465,000	\$ 591,000	\$ 716,000	\$ 800,000
VP	\$ 800,000	\$ 1,044,000	\$ 1,288,000	\$ 1,450,000
SVP/MD	\$ 1,450,000	\$ 1,600,000	\$ 1,800,000	\$ 2,100,000
<b>FUND ACCOUNTING/ADMINISTRATOR</b>				
Analyst	\$ 220,000	\$ 273,000	\$ 325,000	\$ 360,000
Associate/Manager/AVP	\$ 360,000	\$ 446,000	\$ 533,000	\$ 590,000
VP	\$ 590,000	\$ 819,000	\$ 1,048,000	\$ 1,200,000
SVP/MD	\$ 1,100,000	\$ 1,300,000	\$ 1,500,000	\$ 1,800,000
<b>CLIENT SERVICES/MARKETING SUPPORT</b>				
Analyst	\$ 312,000	\$ 369,000	\$ 427,000	\$ 465,000
Associate/Manager/AVP	\$ 465,000	\$ 591,000	\$ 716,000	\$ 800,000
VP	\$ 780,000	\$ 1,031,000	\$ 1,283,000	\$ 1,450,000
SVP/MD	\$ 1,450,000	\$ 1,600,000	\$ 1,800,000	\$ 2,000,000
<b>EQUITY SETTLEMENTS/FIXED INCOME SETTLEMENTS</b>				
Analyst	\$ 240,000	\$ 276,000	\$ 312,000	\$ 336,000
Associate/Manager/AVP	\$ 336,000	\$ 398,000	\$ 459,000	\$ 500,000
VP	\$ 500,000	\$ 725,000	\$ 950,000	\$ 1,100,000
SVP/MD	\$ 1,100,000	\$ 1,200,000	\$ 1,250,000	\$ 1,300,000
<b>CORPORATE ACTIONS</b>				
Analyst	\$ 290,000	\$ 339,000	\$ 388,000	\$ 420,000
Associate/Manager/AVP	\$ 420,000	\$ 495,000	\$ 570,000	\$ 620,000
VP	\$ 620,000	\$ 800,000	\$ 980,000	\$ 1,100,000
SVP/MD	\$ 1,100,000	\$ 1,200,000	\$ 1,250,000	\$ 1,300,000
<b>FUND OPERATIONS/INVESTMENT OPERATIONS</b>				
Analyst	\$ 290,000	\$ 345,000	\$ 407,000	\$ 420,000
Associate/Manager/AVP	\$ 420,000	\$ 500,000	\$ 580,000	\$ 620,000
VP	\$ 620,000	\$ 850,000	\$ 1,000,000	\$ 1,200,000
SVP/MD	\$ 1,200,000	\$ 1,300,000	\$ 1,500,000	\$ 1,800,000

TO DISCUSS RECRUITMENT AND SALARY TRENDS

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# Technology



Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.

# Hiring trends

## Key trends to impact technology hiring in 2018

- Top IT professionals know they are **in demand** and have ample opportunity to secure their ideal role.
- The **government's increased focus on cyber-security regulation** has amplified awareness of the need for IT security in Hong Kong companies.
- **Temporary employees** in the IT department are an integral part of achieving business goals.

## TECHNOLOGY DICTATES THE BUSINESS LANDSCAPE

In today's landscape, technology is the key driver of business growth and a primary investment source. With companies increasingly relying on skilled technology staff, the number of IT job opportunities has grown significantly - with 11% growth versus an average growth of 2% across other industries<sup>7</sup> - partly thanks to the **Smart City initiatives**.

**DID YOU KNOW?** **70%** of Hong Kong CIOs say their 2018 IT budget has increased by an average of **15%**.

*"As the IT landscape becomes more innovative, customer-centric, and as concern increases amid persistent cyber-security threats, a continued demand for specialist IT roles is set to continue in the following years."*

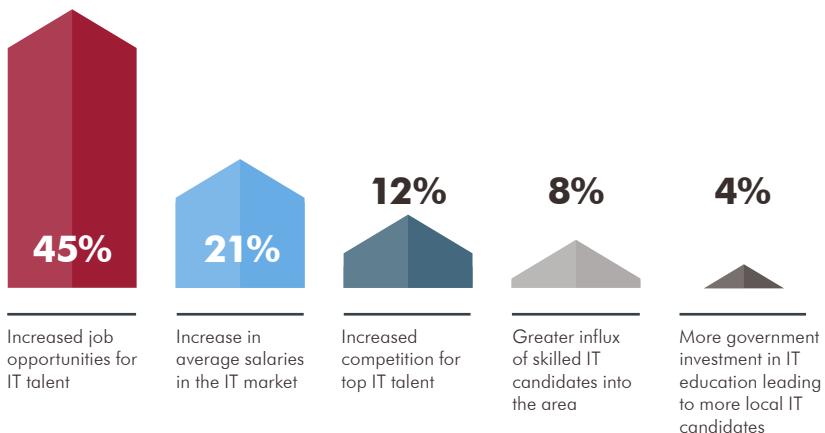
**Melissa Lau, Associate Director at Robert Half Hong Kong**

<sup>7</sup> **From Jun 2016 - Jun 2017, Hong Kong Census and Statistics Department, 2017, Table E005: Number of establishments, persons engaged and vacancies (other than those in the civil service) analysed by industry section/industry division.**

## Top 3 demand drivers for IT professionals

- Companies racing to automate, digitise and embrace Artificial Intelligence (AI)
- The need for data analytics to drive long-term business performance
- A desire to improve customer service to meet greater consumer awareness

## How will the government's Smart City initiatives impact the technology market?\*



Talented IT professionals are aware of their market value, and are easily tempted into new roles. As such, staff retention is just as important as finding, securing and training an employee, as losing an employee costs time and money. If – despite a proactive retention strategy – an employee decides to leave, engaging a temporary worker until the permanent position has been filled can help minimise any impact on productivity.

\* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.

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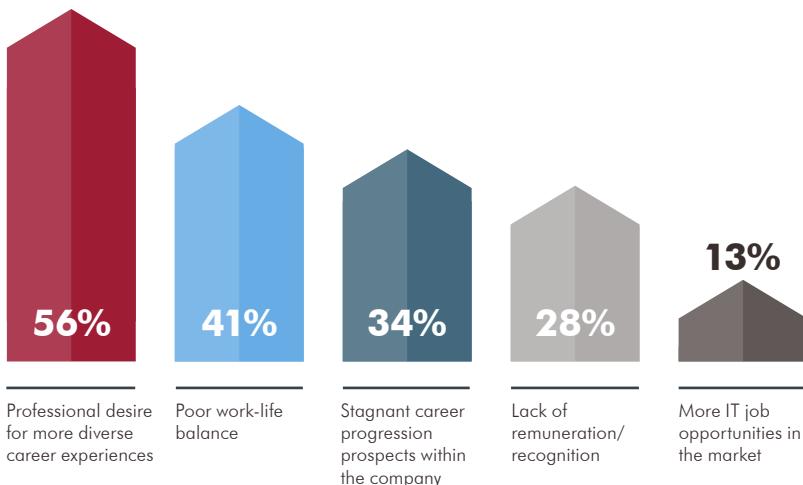
## DID YOU KNOW?

**43%** of Hong Kong CIOs say voluntary employee turnover of permanent IT professionals within their organisation has increased in the last three years.

The average recruitment process for permanent IT employees takes **3 months** for staff-level employees and **4 months** for management-level employees.

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### Top 5 reasons why voluntary employee turnover of permanent IT professionals has increased\*



\* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.

## CYBER-SECURITY IS A KEY PRIORITY

The government's increased focus on **cyber-security** – for example with the introduction of Cyber-Resilience Assessment Framework (C-RAF) or Intelligence-led Cyber-Attack Simulation Testing (iCAST) in the banking sector – is driving demand for cyber-security experts, making companies compete and increase salaries to secure top IT security talent.

### DID YOU KNOW?

**83%** of Hong Kong CIOs are confident in their organisation's ability to respond to any new government regulations to improve their organisation's cyber-security practices.

### The impact of the government's increased focus on security regulation on the IT jobs market\*

**31%**

Increased job opportunities for cyber-security professionals

**31%**

Increase in average salaries of cyber-security specialists

**2%**

Don't know

**25%**

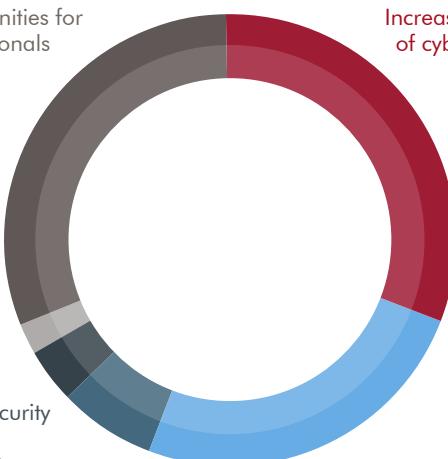
Increased competition for local cyber-security talent

**4%**

More government investment in cyber-security education leading to more local IT candidates

**7%**

Greater influx of foreign cyber-security candidates into the city



\* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong.

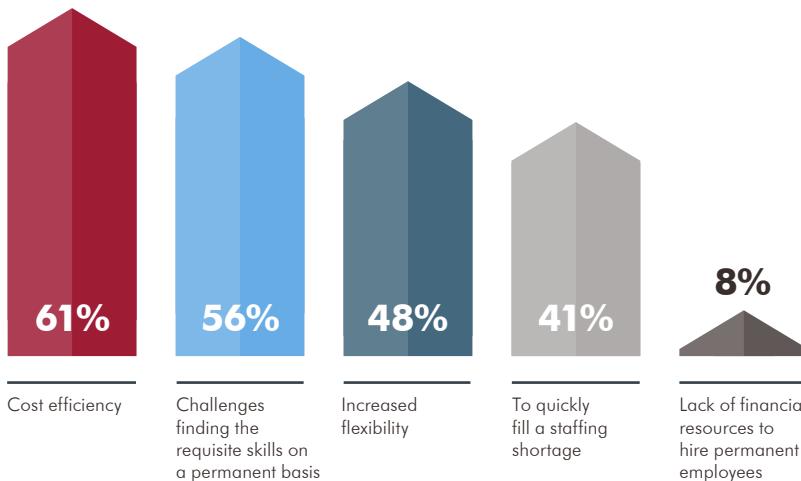
## **IT TEMP IS ON THE RISE**

Industry demands and the changing dynamic of the Asian workplace are transforming the way IT leaders construct their teams. A combination of permanent and temporary IT staff is increasingly seen as the new business normal to manage both ongoing operational requirements as well as upcoming projects, with temporary workers bringing in-demand skills or additional support to help with high workloads.

### **DID YOU KNOW?**

**94%** of Hong Kong CIOs plan to increase the temporary IT headcount in their company by an average of **17%**.

### **Top 5 drivers behind hiring contract/temporary IT professionals\***



**REQUEST YOUR TEMPORARY IT TALENT TODAY**

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\* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.

# Positions and skills in demand

Making an impact on Hong Kong's technology market is DevOps – a practice that aims to promote a culture of collaboration and infrastructure that allows for integration between product management, software development and operations. As IT departments become a more integral part of company operations and strategy, **cultural fit** and soft skills such as collaboration and effective communication skills have become increasingly important.

## DID YOU KNOW?

**80%** of Hong Kong CIOs say that with the rise of digital talent platforms, putting in place control mechanisms to check the quality of employee skills has become increasingly important.

Control mechanisms can include quarterly or annual review processes to ensure skills and qualifications are up to date.

*"There's a shift within the required skills for IT professionals. Companies increasingly expect their IT staff to not only be proficient in their technical specialities, but also master certain soft skills as IT takes a more central place within the wider business."*

**Melissa Lau, Associate Director at Robert Half Hong Kong**



## In-demand technology positions in 2018

### PERMANENT POSITIONS

- Full-stack Development Engineer
- Application/Systems Support
- IT Security Engineer

### TEMPORARY POSITIONS

- Senior Analyst Programmer
- Systems Analyst
- Business Analyst

## In-demand technology skills in 2018

### TOP 5 TECHNICAL SKILLS

- Agile/Scrum
- Open Source Code
- Java/C#/Python/C++/MEAN Stack
- Algorithm Coding
- Windows Systems

### TOP 5 SOFT SKILLS

- Adaptability
- Stakeholder management
- Proactivity
- Trilingual skills (Cantonese, English and Mandarin)
- Presentation skills

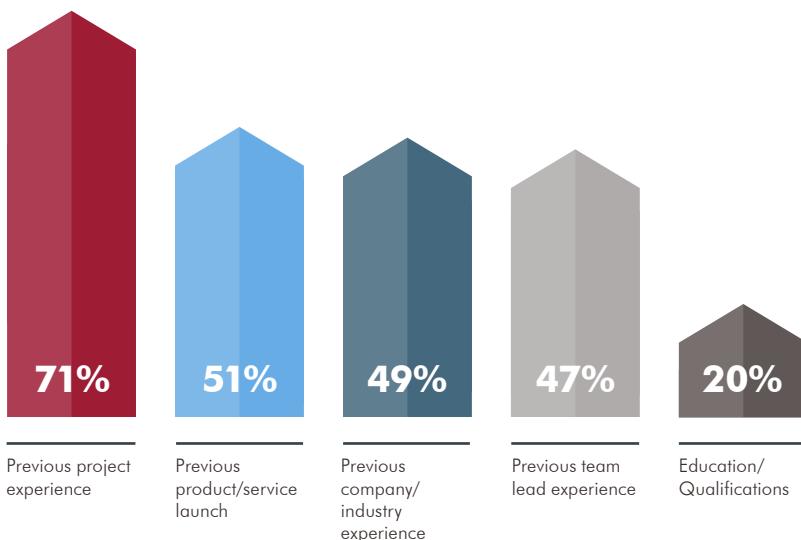
# Remuneration trends

## DID YOU KNOW?

**40%** of Hong Kong professionals do not/would not feel valued because of insufficient pay.

With 92% of Hong Kong CIOs finding it challenging to source qualified professionals, highly skilled IT professionals – particularly in the areas of cyber-security and development – are firmly in the driver's seat when it comes to remuneration, with companies willing to increase salaries for top candidates.

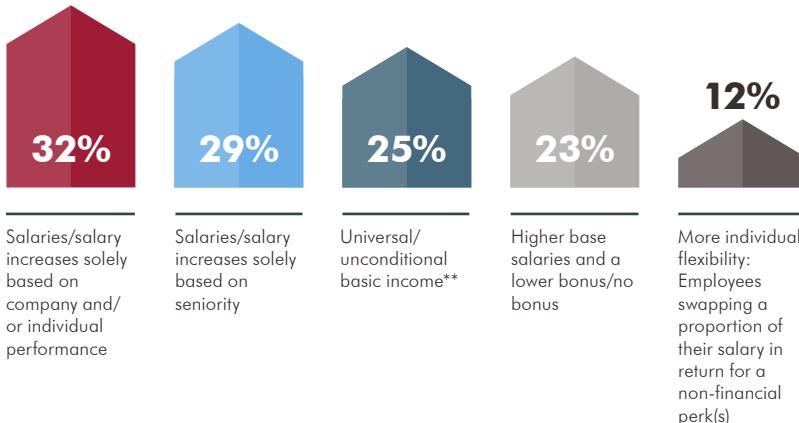
### Top 5 factors for which Hong Kong CIOs are willing to pay IT professionals a higher starting salary\*



\* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.

The workplace is changing and so too is the approach to remuneration. Companies know the key to business growth is employee performance, and remuneration is gradually following suit, with more organisations giving performance-based rewards and incentives.

### Top 5 ways that Hong Kong CIOs think remuneration in their company will evolve in the next five years\*



*"While there are many options when it comes to remuneration, salaries remain a top priority for many technology candidates. Companies must be prepared to demonstrate flexibility when it comes to increasing salaries to avoid either prospective candidates losing interest, or current staff looking elsewhere."*

**Adam Johnston, Managing Director at Robert Half Hong Kong**

- \* Source: Independent survey commissioned by Robert Half among 75 CIOs in Hong Kong – multiple answers allowed.
- \*\* Universal/Unconditional basic income means all citizens or residents of a country regularly receive an unconditional and equal sum of money, either from a government or some other public institution, in addition to any income received from elsewhere.

# Salaries

## HOW TO USE THE SALARY PERCENTILES

Several factors come into play when deciding on remuneration, such as experience, skills and job complexity. The following table demonstrates how the key factors correlate with the compensation figures provided:

PERCENTILE	25 <sup>TH</sup>	50 <sup>TH</sup> (MIDPOINT)	75 <sup>TH</sup>	95 <sup>TH</sup>
<b>Candidate experience level</b>	Less experience than typical	Average experience	More experience than typical	Significant, highly relevant experience
<b>Candidate skills/ expertise</b>	Skills require development	Necessary skills to meet job requirements	Strong skillset; may include specialised certifications	High level of expertise, including specialised certifications
<b>Job complexity/ duties</b>	Role may be in an industry with low competition for talent or smaller, less complex organisation or department	Role may be of average complexity or in an industry where competition for talent is moderate	Role may be fairly complex or in a fairly competitive industry for talent	Role may be highly complex and more strategic in nature than usual; may be in a highly competitive industry for talent

The salary figures represent gross yearly starting salaries. Bonuses, incentives and other forms of remuneration are not taken into account.

The salaries listed are based on actual placements made by our office in Hong Kong, as well as an analysis of the demand for the role, the supply of talent and other market conditions. In some situations, it's possible that remuneration would fall above or below the percentiles provided. We can help you determine appropriate salary levels for new hires based on your business goals and budget.

# Salaries Technology

JOB TITLE	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>
	MIDPOINT			
Agile Coach	\$ 800,000	\$ 900,000	\$ 1,000,000	\$ 1,500,000
Analyst Programmer	\$ 245,000	\$ 333,000	\$ 421,000	\$ 480,000
Application/Production Support Manager	\$ 540,000	\$ 731,000	\$ 923,000	\$ 1,050,000
Architect (Applications, Solutions, Systems, Data)	\$ 800,000	\$ 1,300,000	\$ 1,700,000	\$ 2,000,000
Back Office Application/Production Support	\$ 360,000	\$ 518,000	\$ 675,000	\$ 780,000
Business Analyst	\$ 300,000	\$ 500,000	\$ 800,000	\$ 1,200,000
Business Intelligence Specialist	\$ 312,000	\$ 431,000	\$ 551,000	\$ 630,000
CIO/CTO	\$ 1,500,000	\$ 1,800,000	\$ 2,000,000	\$ 2,200,000
Cloud Engineer	\$ 360,000	\$ 600,000	\$ 900,000	\$ 1,200,000
Data Warehousing Specialist	\$ 380,000	\$ 688,000	\$ 995,000	\$ 1,200,000
Database Administrator/Developer	\$ 360,000	\$ 525,000	\$ 690,000	\$ 800,000
Database Administrator Lead/Development Lead	\$ 700,000	\$ 888,000	\$ 1,075,000	\$ 1,200,000
Data Scientist	\$ 480,000	\$ 1,000,000	\$ 1,500,000	\$ 2,000,000
Data Architect	\$ 720,000	\$ 1,000,000	\$ 1,250,000	\$ 1,500,000
Data Management Analyst/Lead	\$ 720,000	\$ 1,000,000	\$ 1,250,000	\$ 1,500,000
Desktop Analyst	\$ 240,000	\$ 330,000	\$ 420,000	\$ 480,000
DevOps Developer	\$ 600,000	\$ 850,000	\$ 1,000,000	\$ 1,200,000
DevOps Engineer	\$ 600,000	\$ 850,000	\$ 1,000,000	\$ 1,200,000
ERP Functional Consultant	\$ 360,000	\$ 400,000	\$ 500,000	\$ 600,000
ERP Technical Consultant	\$ 420,000	\$ 475,000	\$ 525,000	\$ 720,000
ERP Developer/Development Manager	\$ 300,000	\$ 350,000	\$ 500,000	\$ 720,000
ERP System Support Analyst/Manager	\$ 300,000	\$ 350,000	\$ 450,000	\$ 650,000

TO DISCUSS RECRUITMENT AND SALARY TRENDS

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JOB TITLE	25 <sup>TH</sup>	50 <sup>TH</sup>	75 <sup>TH</sup>	95 <sup>TH</sup>
	MIDPOINT			
Front Office Application/Production Support	\$ 360,000	\$ 700,000	\$ 1,000,000	\$ 1,300,000
Full-stack Software Developer	\$ 282,000	\$ 400,000	\$ 701,000	\$ 1,000,000
Helpdesk Analyst	\$ 240,000	\$ 353,000	\$ 465,000	\$ 540,000
Helpdesk Lead/Manager	\$ 400,000	\$ 550,000	\$ 700,000	\$ 800,000
Infrastructure Manager	\$ 400,000	\$ 625,000	\$ 850,000	\$ 1,000,000
IT Auditor/IT Audit Manager	\$ 480,000	\$ 675,000	\$ 870,000	\$ 1,000,000
IT Manager	\$ 580,000	\$ 738,000	\$ 895,000	\$ 1,000,000
IT Security/IT Risk Specialist	\$ 480,000	\$ 600,000	\$ 720,000	\$ 800,000
IT Security/IT Risk Lead	\$ 700,000	\$ 1,000,000	\$ 1,300,000	\$ 1,500,000
Lead Software Developer	\$ 600,000	\$ 825,000	\$ 1,050,000	\$ 1,200,000
Network Administrator	\$ 325,000	\$ 518,000	\$ 711,000	\$ 840,000
Network Engineer	\$ 360,000	\$ 540,000	\$ 720,000	\$ 840,000
Network Manager	\$ 400,000	\$ 550,000	\$ 700,000	\$ 800,000
Program Manager	\$ 900,000	\$ 1,100,000	\$ 1,500,000	\$ 2,000,000
Project Coordinator	\$ 300,000	\$ 450,000	\$ 600,000	\$ 750,000
Project Management Officer	\$ 400,000	\$ 500,000	\$ 625,000	\$ 775,000
Project Manager	\$ 600,000	\$ 800,000	\$ 1,200,000	\$ 1,600,000
Scrum Master	\$ 415,000	\$ 619,000	\$ 824,000	\$ 960,000
Security Analyst/Consultant	\$ 400,000	\$ 550,000	\$ 700,000	\$ 800,000
Senior Business Analyst	\$ 540,000	\$ 653,000	\$ 765,000	\$ 840,000
Senior Systems Analyst	\$ 540,000	\$ 630,000	\$ 720,000	\$ 780,000
Service Delivery Manager	\$ 540,000	\$ 698,000	\$ 855,000	\$ 960,000
Software Development Manager	\$ 720,000	\$ 900,000	\$ 1,080,000	\$ 1,200,000
Storage Consultant	\$ 360,000	\$ 495,000	\$ 630,000	\$ 720,000
Systems Analyst	\$ 500,000	\$ 550,000	\$ 650,000	\$ 780,000
Test/QA Analyst	\$ 265,000	\$ 436,000	\$ 606,000	\$ 720,000
Test/QA Lead/Manager	\$ 455,000	\$ 599,000	\$ 744,000	\$ 840,000
Trade Floor Support	\$ 360,000	\$ 428,000	\$ 495,000	\$ 540,000
Unix/Linux Admininistrator	\$ 360,000	\$ 550,000	\$ 680,000	\$ 840,000
Unix Manager	\$ 600,000	\$ 713,000	\$ 825,000	\$ 900,000
Voice/Data/Telephony Engineer	\$ 301,000	\$ 525,000	\$ 750,000	\$ 900,000
Windows Administrator	\$ 300,000	\$ 525,000	\$ 750,000	\$ 900,000

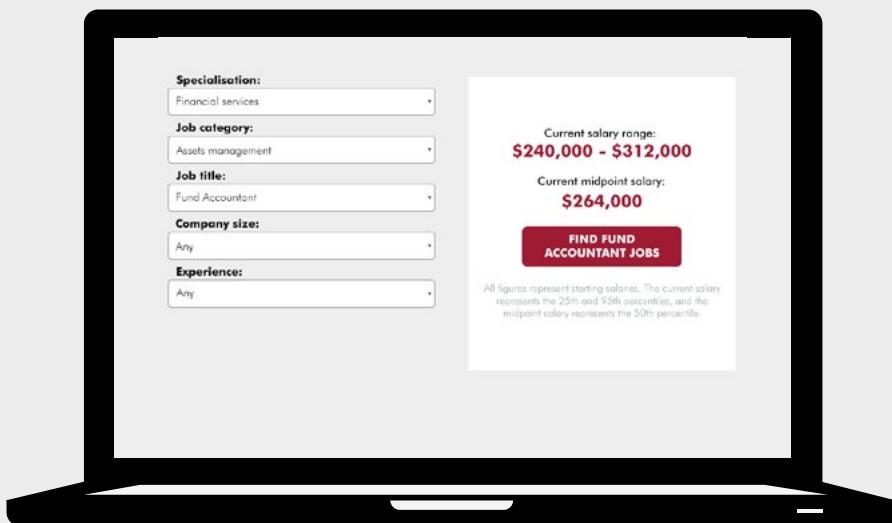
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# Calculate your custom salary

Get current compensation data to help you recruit your new hire or land your next job. To find the average salary ranges in your area for finance, accounting and technology professionals, go to the Robert Half [\*\*Salary Calculator\*\*](#). The online tool calculates a result for you based on your specialisation, job category and job title.

**CALCULATE YOUR CUSTOM SALARY**



# Building a happy, engaged and productive team

Ensuring a high level of workplace happiness among employees is no longer just essential for productivity and business growth. Companies are finding on-the-job satisfaction is a key factor in securing and retaining top performers.

Here are six steps to help ensure your employees feel satisfied in their jobs\*



## HIRE FOR FIT

Employees who fit in well with the workplace culture are likely to feel more content in their work environment.



## PROVIDE MEANINGFUL WORK

Be sure to share how your team's contributions support big-picture goals.



## EMPOWER STAFF

Let your employees make decisions on their own or with minimal direction.



## FAIRNESS MATTERS

A single instance of unfairness can turn a happy employee into one who is sceptical of the company.



## SHOW APPRECIATION

Be quick to thank employees for a job well done.



## FOSTER A CULTURE OF COLLABORATION

Staff cohesion fuels job satisfaction – as well as innovation.

*"Happy employees are an essential component of any thriving business as workplace happiness can have a tangible impact on productivity and profitability. Employees who are happy in their job are generally more productive, engaged, creative and less likely to leave the organisation, which directly impacts the bottom line and thereby enables companies to remain competitive."*

**David Jones, Senior Managing Director at Robert Half Asia Pacific**

IT'S TIME WE ALL WORK HAPPY.<sup>™</sup>

\* Source: [IT'S TIME WE ALL WORK HAPPY™: The secrets of the happiest companies and employees.](#)

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