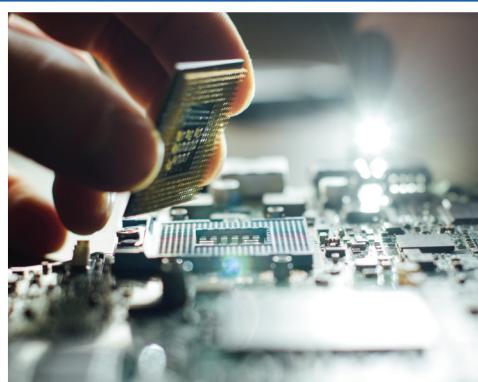


# Singapore Salary Benchmark 2018





**Michael Page**

**Worldwide leaders in specialist recruitment**  
[www.michaelpage.com.sg](http://www.michaelpage.com.sg)



**"Companies will continue to expand their digital marketing and e-commerce capabilities across most sectors in Asia Pacific, increasing marketing spends in digital channels. E-commerce revenue will continue to grow in the coming years."**

## Roles in demand



- Digital Marketing Managers / Directors
- E-commerce Managers / Directors
- Digital Transformation Leads

## Top industries



Financial Services



E-commerce



Consumer Goods



IT and Telecommunications

## By the number\*



**11-15%**

average salary increase when moving jobs

## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Agency

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Account Executive	42	54	48	48	54	51	-	-	-	-	-	-
Account Manager	54	60	57	65	105	85	105	135	120	135	150	143
Account Director	-	-	-	100	140	120	140	180	160	180	240	210
Business Director	-	-	-	-	-	-	150	200	175	200	260	230

### In-house

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Digital Marketing Manager	50	80	65	80	120	100	120	140	130	140	160	150
Senior Digital Marketing Manager	-	-	-	110	140	125	140	160	150	160	180	170
Digital Marketing Director	-	-	-	150	200	175	200	250	225	250	350	300
e-Commerce Manager	50	80	65	80	120	100	120	140	130	140	160	150
e-Commerce Director	-	-	-	150	200	175	200	250	225	250	350	300
Social Media	50	80	65	80	120	100	120	140	130	140	160	150
SEO / SEM	50	80	65	80	120	100	120	140	130	140	160	150
Web Analytics	50	80	65	80	120	100	120	140	130	140	160	150
User Experience	50	80	65	80	120	100	120	140	130	140	160	150

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



**"In 2018, there will be consistent demand for competent, multi-skilled technical professionals in engineering and manufacturing. With the shift towards higher product value, companies continue to invest in innovation, R&D offices and regional aftermarket support offices."**

## Roles in demand



- Quality Management
- Robotics / Automation
- R&D / Product Development
- Technical Service (Support)

## Top industries



Semiconductor



Electronics Manufacturing



Renewable Energy



Aerospace

## By the numbers\*

**52%**

increase in number of positions in the last 12 months



**6-15%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### R&D Engineering / R&D

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Design Engineer	52	70	61	70	100	85	100	160	130	-	-	-
Application Engineer	60	90	75	70	100	85	100	160	130	-	-	-
Engineering Manager	-	-	-	-	-	-	100	150	125	160	180	170
Engineering Director	-	-	-	-	-	-	150	250	200	250	300	275

### Operations

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Manufacturing	52	70	61	70	90	80	100	200	150	200	250	225
Process Engineering	52	80	66	90	120	105	120	180	150	200	250	225
Mechanical Engineering	52	80	66	90	120	105	120	180	150	200	250	225
Electrical Engineering	52	80	66	90	120	105	120	180	150	200	250	225
Controls / Automation	70	100	85	100	200	150	200	250	225	250	300	275
EHS	60	80	70	90	120	105	120	180	150	180	230	205

### Quality Control / Assurance

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Quality Engineer	52	80	66	80	100	90	-	-	-	-	-	-
Quality Manager	-	-	-	-	-	-	100	150	125	-	-	-
Quality Director	-	-	-	-	-	-	200	300	250	300	330	315

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Field Service / Service Engineering

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Field Service Engineer	42	80	61	80	100	90	-	-	-	-	-	-
Service Manager	-	-	-	90	120	105	-	-	-	-	-	-
Service Director	-	-	-	-	-	-	120	160	140	160	200	180
Sales Engineer	42	80	61	80	100	90	-	-	-	-	-	-
Sales Engineering Manager	-	-	-	-	-	-	110	160	135	160	210	185

### Project / Program Management

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Project Manager	80	110	95	100	120	110	-	-	-	-	-	-
Project / Program Director	-	-	-	-	-	-	150	230	190	230	260	245

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



**"There is increasing demand for candidates with hybrid skill-sets in controllership and analysis. Finding candidates who can be strategic business partners with adaptability to be hands-on and operational remains the greatest challenge in mid-senior level finance and accounting recruitment."**

## Roles in demand



- FP&A
- Financial Controllers
- Tax (Advisory, Compliance, Transfer Pricing)

## Top industries



Manufacturing



FMCG



Professional Services



Media and Advertising

## By the numbers\*

**35%**

increase in number of positions in the last 12 months



**6-10%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### General

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Accounts Payable Executive	35	45	40	-	-	-	-	-	-	-	-	-
Accounts Payable Accountant	45	60	53	60	80	70	-	-	-	-	-	-
Accounts Payable Manager	-	-	-	70	90	80	80	120	100	120	150	135
Credit Controller	42	60	51	60	80	70	80	100	90	100	150	125
Financial Accountant	50	70	60	65	100	83	-	-	-	-	-	-
Group Accountant - Consolidation	55	70	63	70	100	85	-	-	-	-	-	-
Cost Accountant	55	75	65	65	80	73	-	-	-	-	-	-
Credit Analyst	50	65	58	65	90	78	-	-	-	-	-	-
Financial / Business Analyst	55	80	68	80	100	90	90	120	105	100	-	-
Finance Manager (Small / Medium Organisation)	-	-	-	80	100	90	90	120	105	120	-	-
Finance Manager (Shared Services Centre)	-	-	-	80	100	90	100	120	110	120	-	-
Finance Manager (Large Organisation)	-	-	-	100	130	115	130	180	155	150	-	-
Credit Manager	-	-	-	80	100	90	100	130	115	130	-	-
Costing Manager	-	-	-	70	90	80	90	110	100	100	-	-
Financial Planning & Analysis Manager	-	-	-	100	130	115	130	150	140	150	-	-
Financial Controller (Small / Medium Organisation)	-	-	-	100	150	125	120	180	150	150	-	-
Financial Controller (Large Organisation)	-	-	-	-	-	-	120	150	135	140	250	195
Credit Director	-	-	-	-	-	-	130	150	140	150	220	185
Finance Director (Shared Services Centre)	-	-	-	-	-	-	200	220	210	220	250	235
CFO / Finance Director (Large Organisation)	-	-	-	-	-	-	220	250	235	250	350	300

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Specialist

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Credit Analyst	50	65	58	65	90	78	-	-	-	-	-	-
Pricing Analyst	60	80	70	80	100	90	-	-	-	-	-	-
Treasury Analyst	65	85	75	80	100	90	-	-	-	-	-	-
Tax Analyst	60	80	70	80	110	95	-	-	-	-	-	-
Internal Auditor	65	90	78	90	130	110	-	-	-	-	-	-
Pricing Manager	-	-	-	-	-	-	100	120	110	120	200	160
Revenue Recognition	-	-	-	80	120	100	120	150	135	150	250	200
Corporate Finance Manager	-	-	-	-	-	-	90	120	105	120	250	185
Treasury Manager	-	-	-	-	-	-	100	120	110	120	250	185
Internal Audit Manager	-	-	-	-	-	-	100	130	115	130	200	165
Tax Manager	-	-	-	-	-	-	130	160	145	160	-	-
Corporate Finance Director	-	-	-	-	-	-	200	220	210	220	300	260
Treasury Director	-	-	-	-	-	-	200	220	210	220	300	260
Internal Audit Director	-	-	-	-	-	-	200	220	210	220	300	260
Tax Director	-	-	-	-	-	-	200	220	210	220	300	260

### Professional Services & Public Accounting

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
External Audit	50	70	60	70	120	95	110	170	140	170	-	-
Tax	55	75	65	75	130	103	110	170	140	170	-	-
Management Consultancy	50	80	65	80	140	110	120	180	150	180	-	-
Corporate Finance	55	75	65	75	120	98	120	180	150	180	-	-
Risk & Compliance	50	75	63	70	120	95	140	180	160	180	-	-

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



**"In 2018, we expect to see high demand for roles in financial services across all functions. In particular, M&A roles will be abundant, and investments in real estate mean increased demand from asset management and private equity players."**

## Roles in demand



- Financial Institution Relationship Managers
- Finance roles in REITs
- Credit Risk

## Top industries



PE/VC with high investments in Healthcare/Technology



Real Estate and REITs



FinTech



Regional Banks

## By the numbers\*

**15%**

increase in number of positions in the last 12 months



**16-20%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### FINANCE

#### Financial Control - Investment Banking

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Analyst	50	100	75	-	-	-	-	-	-	-	-	-	5	15	30
Associate / Assistant Vice President	-	-	-	100	150	125	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	-	-	-	150	200	175	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	200	350	275	-	-	-	5	15	40
Country Chief Financial Officer	-	-	-	-	-	-	-	-	-	300	500	400	5	20	50

#### Management Reporting / FP&A

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	50	120	85	-	-	-	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	120	200	160	-	-	-	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	200	300	250	-	-	-	5	15	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	300	500	400	5	25	60

#### Regulatory Finance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	120	90	-	-	-	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	120	240	180	-	-	-	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	240	350	295	-	-	-	5	15	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	300	500	400	5	25	60

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Product Control

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15+			15+					
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	50	100	75	80	150	115	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	100	200	150	-	-	-	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	180	275	228	250	350	300	5	20	50

### Valuations

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	70	130	100	90	165	128	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	130	220	175	-	-	-	-	-	-	10	15	30
Senior Vice President / Director	-	-	-	-	-	-	200	320	260	320	400	360	10	20	50

### Tax

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	70	130	100	90	165	128	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	130	200	165	-	-	-	-	-	-	5	20	30
Senior Vice President / Director	-	-	-	-	-	-	200	300	250	300	400	350	5	20	50

### Treasury

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	120	90	80	150	115	-	-	-	-	-	-	5	15	50
Vice President	-	-	-	120	240	180	-	-	-	-	-	-	5	20	50
Senior Vice President / Director	-	-	-	-	-	-	200	320	260	320	420	370	5	20	60

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Project Accounting

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate / Assistant Vice President	70	120	95	80	140	110	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	120	200	160	-	-	-	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	200	280	240	280	320	300	5	15	50

### Fund Accounting - Investment Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate / Assistant Manager	60	100	80	-	-	-	-	-	-	-	-	-	5	10	30
Manager	-	-	-	100	160	130	-	-	-	-	-	-	5	10	30
Senior Manager	-	-	-	-	-	-	160	240	200	240	300	270	5	15	50

### Corporate Accounting - Investment Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate / Assistant Manager	60	120	90	-	-	-	-	-	-	-	-	-	5	10	30
Manager	-	-	-	120	160	140	-	-	-	-	-	-	5	10	30
Senior Manager	-	-	-	160	200	180	-	-	-	-	-	-	5	25	60
Director	-	-	-	-	-	-	200	360	280	-	-	-	10	25	60
Country Chief Financial Officer	-	-	-	-	-	-	-	-	-	360	500	430	10	30	50

### Financial Control - Insurance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Assistant Manager	75	120	98	-	-	-	-	-	-	-	-	-	5	15	30
Manager	-	-	-	120	200	160	-	-	-	-	-	-	5	15	30
Senior Manager	-	-	-	-	-	-	200	240	220	240	320	280	5	15	40

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## Salary Tables

### INTERNAL AUDIT

#### Investment Banking

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	100	80	90	145	118	-	-	-	-	-	-	10	20	30
Vice President	-	-	-	-	-	-	140	250	195	-	-	-	15	20	30
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	250	350	300	30	30	50
Director / Head of Audit	-	-	-	-	-	-	-	-	-	300	400	350	40	40	50

### Investment Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Manager	60	90	75	80	135	108	-	-	-	-	-	-	0	15	40
Manager	-	-	-	-	-	-	135	220	178	-	-	-	10	25	40
Senior Manager	-	-	-	-	-	-	-	-	-	220	320	270	10	25	40
Director / Head of Audit	-	-	-	-	-	-	-	-	-	300	340	320	10	25	40

### Insurance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Assistant Manager	60	90	75	80	135	108	-	-	-	-	-	-	5	10	30
Manager	-	-	-	-	-	-	135	220	178	-	-	-	10	25	40
Senior Manager	-	-	-	-	-	-	-	-	-	220	320	270	15	25	40
Director / Head of Audit	-	-	-	-	-	-	-	-	-	300	340	320	20	25	40

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### RISK MANAGEMENT

#### Operational Risk

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	50	70	60	70	130	100	-	-	-	-	-	-	5	15	30
Vice President	-	-	-	-	-	-	120	180	150	-	-	-	5	15	35
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	180	280	230	5	20	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	280	350	315	5	20	40

#### Market Risk

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	90	75	85	140	113	-	-	-	-	-	-	10	15	30
Vice President	-	-	-	-	-	-	135	180	158	-	-	-	10	20	35
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	180	300	240	10	20	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	300	400	350	10	20	40

#### Credit Risk

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	90	75	85	130	108	-	-	-	-	-	-	10	15	30
Vice President	-	-	-	-	-	-	130	160	145	-	-	-	10	20	35
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	160	240	200	10	20	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	240	320	280	10	20	40

#### Quantitative Analysis

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+			LOW	MED	HIGH
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	90	75	80	135	108	-	-	-	-	-	-	5	10	30
Vice President	-	-	-	-	-	-	135	220	178	-	-	-	5	15	35
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	220	320	270	10	20	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	280	360	320	10	20	40

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### COMPLIANCE

#### Investment Banking

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	100	80	90	140	115	-	-	-	-	-	-	10	20	40
Vice President / Senior VP	-	-	-	-	-	-	140	250	195	-	-	-	10	20	40
Director	-	-	-	-	-	-	-	-	-	250	350	300	15	25	50
Managing Director / Head	-	-	-	-	-	-	-	-	-	300	400	350	20	30	50

#### Investment Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Manager	60	90	75	80	135	108	-	-	-	-	-	-	0	15	40
Manager	-	-	-	-	-	-	135	220	178	-	-	-	10	25	40
Senior Manager	-	-	-	-	-	-	-	-	-	220	320	270	10	25	40
Director / Head	-	-	-	-	-	-	-	-	-	280	360	320	10	25	40

#### Insurance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Assistant Manager	60	90	75	80	135	108	-	-	-	-	-	-	10	20	40
Manager	-	-	-	-	-	-	135	220	178	-	-	-	10	20	40
Senior Manager	-	-	-	-	-	-	-	-	-	220	320	270	15	25	40
Director / Head	-	-	-	-	-	-	-	-	-	280	360	320	20	30	40

#### ANTI MONEY LAUNDERING

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	100	80	90	140	115	-	-	-	-	-	-	10	20	40
Vice President	-	-	-	-	-	-	140	250	195	-	-	-	10	20	40
Senior Vice President / Director	-	-	-	-	-	-	-	-	-	250	350	300	15	25	40
Managing Director / Head	-	-	-	-	-	-	-	-	-	300	400	350	20	30	50

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## Salary Tables

### OPERATIONS

#### Settlements and Corporate Actions

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	60	120	90	80	120	100	-	-	-	-	-	-	5	10	25
Vice President	-	-	-	120	168	144	140	200	170	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	168	240	204	240	300	270	5	15	30

#### Trade and Sales Support

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	90	160	125	-	-	-	-	-	-	-	-	-	5	15	25
Vice President	-	-	-	160	260	210	-	-	-	-	-	-	5	20	30
Senior Vice President / Director	-	-	-	-	-	-	260	320	290	320	350	335	5	20	30

#### Client Services and Onboarding

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	72	160	116	-	-	-	-	-	-	-	-	-	5	15	25
Vice President	-	-	-	160	200	180	-	-	-	-	-	-	5	15	30
Senior Vice President / Director	-	-	-	-	-	-	200	280	240	280	300	290	5	15	30

#### Change Management / Project Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	72	160	116	-	-	-	-	-	-	-	-	-	5	15	25
Vice President	-	-	-	160	260	210	-	-	-	-	-	-	5	20	30
Senior Vice President / Director	-	-	-	-	-	-	260	320	290	320	350	335	5	20	30

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Investment Management / Asset Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15			15+					
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH
Associate / Assistant Vice President	90	168	129	-	-	-	-	-	-	-	-	-	0	15	30
Vice President	-	-	-	168	260	214	-	-	-	-	-	-	10	25	50
Senior Vice President / Director	-	-	-	-	-	-	260	320	290	320	400	360	10	25	60

### GLOBAL MARKETS - FRONT OFFICE BANKING & FINANCIAL MARKETS

#### Corporate Finance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10			10-15+								
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH			
Associate	140	275	208	-	-	-	-	-	-	20	35	100			
Vice President	-	-	-	275	425	350	-	-	-	25	50	100			
Director	-	-	-	-	-	-	300	550	425	35	50	150			

#### Equity Research

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)												BONUS (%)		
	3-5			5-10+											
ROLE	MIN	MAX	AV	MIN	MAX	AV	LOW	MED	HIGH						
Senior Research Associate	120	200	160	-	-	-	15	35	70						
Writing Analyst	-	-	-	150	300	225	20	40	75						

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## Salary Tables

### GLOBAL MARKETS - FRONT OFFICE BANKING & FINANCIAL MARKETS

#### Sales & Trading

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	130	275	203	-	-	-	-	-	-	15	50	75
Vice President	-	-	-	275	425	350	-	-	-	25	50	75
Director	-	-	-	-	-	-	300	550	425	25	50	75

#### Corporate Banking Relationship Manager

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	90	120	105	-	-	-	-	-	-	8	25	50
Vice President	-	-	-	120	220	170	-	-	-	25	50	70
Director	-	-	-	-	-	-	200	300	250	35	50	70

#### Structured and Project Finance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	140	240	190	-	-	-	-	-	-	10	25	50
Vice President	-	-	-	230	330	280	-	-	-	25	50	70
Director	-	-	-	-	-	-	320	440	380	35	50	70

#### Transaction Banking and Trade & Commodity Finance

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	90	170	130	-	-	-	-	-	-	8	25	50
Vice President	-	-	-	170	330	250	-	-	-	25	50	70
Director	-	-	-	-	-	-	320	440	380	35	50	70

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## Salary Tables

### GLOBAL MARKETS - SECTOR, INVESTMENT MANAGEMENT

#### Investment Research (Equity & Fixed Income)

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	140	240	190	-	-	-	-	-	-	15	25	50
Vice President	-	-	-	180	400	290	-	-	-	25	50	75
Director	-	-	-	-	-	-	320	500	410	25	50	100

#### Portfolio & Fund Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Vice President	200	360	280	-	-	-	-	-	-	15	35	75
Director	-	-	-	280	500	390	-	-	-	25	50	100

#### Institutional and Retail Fund Sales & Distribution

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	124	200	162	-	-	-	-	-	-	15	35	50
Vice President	-	-	-	144	336	240	-	-	-	15	50	65
Director	-	-	-	-	-	-	260	400	330	25	50	75

#### Private Banking

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Assistant Private Banker	120	200	160	-	-	-	-	-	-	15	35	50
Junior Private Banker	-	-	-	200	390	295	-	-	-	15	50	100
Director	-	-	-	-	-	-	320	500	410	25	50	100

#### Private Equity

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)									BONUS (%)		
	3-5			5-10			10-15+			LOW	MED	HIGH
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV			
Associate	144	300	222	-	-	-	-	-	-	25	50	100
Vice President	-	-	-	220	380	300	-	-	-	35	60	100
Director	-	-	-	-	-	-	300	540	420	35	65	-

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**"The pharmaceutical and medical device industries, predicted to grow at 6% and 7.3% respectively, will be the main drivers of growth for healthcare in 2018. Manufacturing remains a key focus for most healthcare organisations, with steady headcount growth expected."**

## Roles in demand



- Regulatory Affairs / Quality Assurance
- Sales / Business Development / Commercial Managers
- Product Launch / Market Development Managers

## Top industries



Medical Devices /  
Medical Technology



Pharmaceutical



Diagnostics / Life Sciences



Clinical Research

## By the numbers\*

**35%**

increase in number of positions in the last 12 months



**11-15%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Clinical Research

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Drug Safety / Pharmacovigilance	50	65	58	65	90	78	90	150	120	165	190	178
Data Management	50	70	60	70	100	85	100	120	110	140	160	150
Clinical Operations	50	70	60	70	100	85	100	140	120	150	175	163
Biostatistician	50	80	65	80	100	90	100	125	113	140	170	155
Medical Affairs	100	130	115	130	180	155	180	250	215	260	320	290

### Research & Development

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Drug Safety / Pharmacovigilance	50	65	58	65	90	78	90	150	120	165	190	178
Data Management	50	70	60	70	100	85	100	120	110	140	160	150

### Quality & Compliance

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Quality Control	45	80	63	80	120	100	120	140	130	160	195	178
Microbiology	45	80	63	80	120	100	120	140	130	150	175	163
Regulatory Affairs	60	90	75	90	120	105	120	200	160	220	240	230
Quality Assurance (GMP)	60	90	75	90	120	105	120	200	160	210	235	223

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## Salary Tables

### Operations

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Manufacturing	50	70	60	70	90	80	110	200	155	220	240	230
Process Engineering	60	90	75	90	120	105	130	180	155	190	215	203
Mechanical Engineering	60	90	75	90	120	105	130	180	155	200	225	213
Electrical Engineering	60	90	75	90	120	105	135	180	158	200	220	210
Controls / Automation	60	90	75	90	120	105	120	180	150	190	210	200
EHS	60	90	75	90	120	105	140	180	160	190	215	203
Validation	60	90	75	90	120	105	120	180	150	200	225	213

### Commercial

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Sales / Medical Representative	50	80	65	90	120	105	140	170	155	175	220	198
Product Manager	80	100	90	100	120	110	110	150	130	155	210	183
Sales Manager	80	100	90	100	140	120	120	150	135	160	215	188
Marketing Manager	100	120	110	100	150	125	120	150	135	155	180	168
Sales Director	-	-	-	-	-	-	150	200	175	240	280	260
Marketing Director	-	-	-	-	-	-	180	220	200	220	250	235
General Manager	-	-	-	-	-	-	200	250	225	300	480	390

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**"In 2018, we expect high demand in HR for change management roles to handle organisational restructuring, along with HRBP and Compensation & Benefits roles. Overall, we will see the utilisation of technology and HR software for managing employee experience and retention."**

## Roles in demand



- Compensation & Benefits
- Talent Acquisition
- HRBP

## Top industries



E-commerce and Internet



Industrial



IT Software

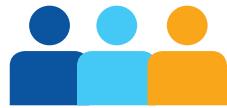


Services

## By the numbers\*

**10%**

increase in number of positions in the last 12 months



**6-10%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Banking & Financial Services

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Payroll	45	55	50	65	100	83	100	130	115	130	180	155
Mobility	50	60	55	70	120	95	120	150	135	150	200	175
HRIS	55	80	68	85	130	108	130	150	140	150	200	175
Learning & Development	60	80	70	85	150	118	150	200	175	200	220	210
Talent Acquisition	55	85	70	100	150	125	150	200	175	200	250	225
HR Generalist / Business Partner	55	80	68	100	180	140	180	240	210	240	300	270
Organisational Development	60	80	70	100	200	150	200	300	250	300	350	325
Compensation & Benefits	60	85	73	120	210	165	210	300	255	300	350	325
Head of Human Resources	-	-	-	-	-	-	250	300	275	300	350	325

### Commerce & Industry

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Payroll	40	60	50	50	90	70	90	110	100	110	160	135
Mobility	50	60	55	60	100	80	100	140	120	140	180	160
HRIS	50	80	65	60	120	90	120	150	135	150	200	175
Learning & Development	60	80	70	60	120	90	120	160	140	160	200	180
Talent Acquisition	50	85	68	70	120	95	120	165	143	165	220	193
HR Generalist / Business Partner	55	80	68	70	160	115	160	200	180	200	250	225
Organisational Development	55	75	65	80	160	120	160	220	190	220	270	245
Compensation & Benefits	60	80	70	80	160	120	160	250	205	250	300	275
Head of Human Resources	-	-	-	-	-	-	200	300	250	300	350	325

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



**"2018 will bring continued demand for generalist in-house lawyers with regional experience and strong business partnering skills. With the inclusion of China in regional portfolios, proficiency in Mandarin will grow in value. In private practice, expect more investments in TMT & banking and finance/regulatory."**

### Roles in demand



- In-house Regional Legal Counsels
- TMT Lawyers (both in-house and private practice)
- Banking and Finance Associates / Senior Associates

### Top industries



Technology



Healthcare



Regional Banks



Real Estate

### By the numbers\*

**77%**

increase in number of positions in the last 12 months



**11-15%**

average salary increase when moving jobs



### Employment trends\*



**5 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Private Practice

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
PQE in Local firms	70	150	110	95	200	148	190	220	205	200	270	235
PQE in International firms	145	240	193	220	370	295	300	450	375	400	600	500

### In-house Corporate (MNC)

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
PQE	85	130	108	100	190	145	170	250	210	200	400	300

### Financial Services

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
PQE	100	180	140	100	180	140	200	350	275	250	500	375

### Corporate Secretary

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Corporate Secretariat (Non ICSA – Certified)	30	60	45	55	100	78	70	150	110	100	150	125
Corporate Secretariat (ICSA – Certified)	50	95	73	90	150	120	110	180	145	120	180	150

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



**"In 2018, we expect a continuation of the surge in companies of all sizes, across industries, setting up their procurement and supply chain hubs in Singapore, allowing for heightened exposure and exciting "pioneer" roles becoming available."**

## Roles in demand



- Logistics Managers, Heads of Distribution, Supply Chain Managers and Heads of Procurement
- Process Improvement and Project Management
- Hybrid positions

## Top industries



Chemical Manufacturing



Retail



FMCG



Financial Services

## By the numbers\*

**5%**

increase in number of positions in the last 12 months



**6-10%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Oil & Gas / Pharmaceuticals

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Quality	50	70	60	80	110	95	120	160	140	130	180	155
Direct	50	100	75	100	150	125	150	200	175	170	250	210
Logistics / 3PL	40	80	60	80	140	110	130	180	155	150	180	165
Supply Chain	40	80	60	90	140	115	150	230	190	180	250	215
Distribution / Warehousing	40	70	55	80	140	110	150	180	165	160	190	175
Planning	50	100	75	100	150	125	150	200	175	180	250	215
Indirect	50	100	75	100	150	125	160	220	190	170	250	210
LEAN / Six Sigma	60	100	80	100	160	130	160	220	190	180	260	220

### FMCG / Retail

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Quality	50	80	65	80	110	95	120	160	140	130	170	150
Direct	50	85	68	85	140	113	130	190	160	140	220	180
Logistics / 3PL	45	80	63	90	130	110	130	170	150	140	180	160
Supply Chain	50	90	70	90	140	115	150	220	185	160	230	195
Distribution / Warehousing	45	80	63	80	125	103	130	160	145	140	190	165
Planning	50	90	70	90	150	120	150	220	185	170	230	200
Indirect	50	90	70	90	140	115	150	220	185	160	240	200
LEAN / Six Sigma	60	90	75	100	150	125	160	220	190	180	260	220

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Technology

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Quality	50	80	65	80	110	95	130	160	145	140	170	155
Direct	50	85	68	90	120	105	130	190	160	140	220	180
Logistics / 3PL	50	80	65	85	120	103	130	170	150	140	180	160
Supply Chain	50	80	65	80	130	105	150	220	185	160	230	195
Distribution / Warehousing	50	90	70	90	130	110	130	170	150	140	190	165
Planning	50	85	68	90	140	115	140	200	170	160	220	190
Indirect	50	90	70	100	140	120	160	220	190	170	240	205
LEAN / Six Sigma	60	100	80	100	170	135	180	240	210	190	280	235

### Financial Services

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Purchasing / Procurement Officer	50	70	60	60	80	70	75	90	83	80	100	90
Procurement Specialist	70	80	75	90	110	100	120	140	130	140	150	145
Procurement Analyst	60	70	65	75	85	80	90	100	95	100	110	105
Procurement Manager	80	100	90	100	140	120	120	180	150	150	200	175
Vendor / Supplier Relationship Manager	80	95	88	90	135	113	130	160	145	160	220	190
Strategic Sourcing Leader / Manager	-	-	-	100	160	130	170	220	195	180	260	220
Category / Commodity Manager	90	120	105	120	150	135	150	200	175	160	220	190
GM / Head of Procurement	-	-	-	-	-	-	150	220	185	190	280	235
CPO / Director	-	-	-	-	-	-	200	250	225	220	300	260

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**“Companies will continue to expand their sales and marketing capabilities in anticipation of higher economic growth across most sectors.”**

## Roles in demand



- Sales Managers
- Regional Marketing Managers
- Business Development Managers

## Top industries



FMCG



Professional Services



Industrial



IT and Telecommunications

## By the numbers\*

**10%**

increase in number of positions in the last 12 months



**16-20%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Consumer Products & FMCG

#### Brand & Product Development

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Brand Manager / Product Manager	40	70	55	70	100	85	100	130	115	130	160	145
Senior Brand Manager / Senior Product Manager	50	80	65	80	120	100	120	150	135	150	180	165

### Marketing

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Trade Marketing Manager	70	70	70	70	100	85	100	130	115	130	150	140
Marketing Manager	80	110	95	100	140	120	140	140	140	140	160	150
Senior Marketing Manager	-	-	-	100	140	120	140	160	150	160	180	170
Marketing Communications Manager	50	80	65	90	100	95	100	150	125	150	180	165
Digital/eCommerce Marketing Manager	50	80	65	80	100	90	100	130	115	130	160	145
Marketing Director	-	-	-	-	-	-	140	180	160	180	240	210

### Public Relations

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Public Relations Executive	40	50	45	50	70	60	-	-	-	-	-	-
Public Relations Manager	40	70	55	70	100	85	100	130	115	130	150	140
Public Relations Director	-	-	-	80	150	115	150	200	175	200	250	225

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## Salary Tables

### Financial Services

#### Marketing, Public Relations & Communications

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+			
	ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Marketing Communications Manager	Marketing Communications Manager	50	80	65	70	120	95	120	180	150	180	220	200
Marketing Communications Director	Marketing Communications Director	-	-	-	100	180	140	180	250	215	250	300	275
AVP / Marketing Manager	AVP / Marketing Manager	-	-	-	70	120	95	120	150	135	150	180	165
VP / Senior Marketing Manager	VP / Senior Marketing Manager	-	-	-	90	120	105	120	160	140	160	200	180
Digital / eCommerce Marketing Manager	Digital / eCommerce Marketing Manager	50	80	65	70	120	95	120	180	150	180	220	200
Marketing Director	Marketing Director	-	-	-	100	180	140	180	250	215	250	320	285
Public Relations / Corporate Communications Manager	Public Relations / Corporate Communications Manager	50	80	65	70	120	95	120	160	140	160	200	180
Public Relations / Corporate Communications Director	Public Relations / Corporate Communications Director	-	-	-	100	180	140	180	250	215	250	300	275

### Research

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+			
	ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Market Research Director	Market Research Director	-	-	-	-	-	-	140	180	160	180	240	210

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### IT & Telecommunications

#### Marketing, Public Relations & Communications

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Marketing / Marcom / Public Relations Executive	45	65	55	-	-	-	-	-	-	-	-	-
Marketing Communications Manager / Regional Communications Manager / Public Relations Manager	50	70	60	70	100	85	100	160	130	160	180	170
Brand Manager	50	70	60	70	100	85	100	150	125	150	180	165
Product Manager	50	70	60	70	100	85	100	140	120	140	160	150
Marketing Manager	50	70	60	70	100	85	100	150	125	150	170	160
Senior Marketing Manager	70	85	78	85	110	98	110	180	145	180	220	200
Marketing Director	-	-	-	95	120	108	120	195	158	195	250	223
Marketing Communications Director / Public Relations Director	-	-	-	-	-	-	150	180	165	180	230	205

### Manufacturing / Industrial

#### Marketing

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Marketing / Marcom / Public Relations Executive	40	60	50	-	-	-	-	-	-	-	-	-
Product Marketing Manager	50	70	60	70	100	85	100	160	130	160	180	170
Marketing Manager	55	75	65	75	110	93	110	150	130	150	180	165
Product Manager	50	70	60	70	100	85	100	160	130	160	180	170
Marketing Communications Manager	65	80	73	80	110	95	110	160	135	160	190	175
Senior Marketing Manager	-	-	-	85	110	98	110	170	140	170	200	185
Marketing Director	-	-	-	-	-	-	140	200	170	200	240	220

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## Salary Tables

### Media / Entertainment

#### Event Management & Marketing

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Marketing Manager	65	80	73	80	150	115	150	180	165	180	220	200

### Professional Services

#### Marketing, Public Relations & Communications

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Marketing Manager	70	90	80	80	130	105	130	150	140	150	170	160
Digital / Social Media Manager	60	80	70	70	130	100	130	160	145	160	180	170
Research / Insights Manager	70	90	80	80	140	110	140	160	150	160	180	170
Public Relations / Media Communications Manager	80	100	90	100	150	125	150	180	165	180	220	200
Marketing Director	-	-	-	100	160	130	160	220	190	220	260	240

### Healthcare & Life Sciences

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Product Manager	60	80	70	80	110	95	110	140	125	140	160	150
Group Product Manager	100	130	115	130	160	145	160	180	170	180	220	200
Communications Manager	65	80	73	80	130	105	130	170	150	170	200	185
Marketing Manager	80	100	90	90	150	120	150	195	173	195	220	208
Marketing Director	-	-	-	-	-	-	180	220	200	220	250	235

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## Salary Tables

### Advertising & Public Relations Agencies

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Account Executive	42	54	48	48	54	51	-	-	-	-	-	-
Account Manager	54	60	57	65	105	85	105	135	120	135	150	143
Account Director	-	-	-	100	140	120	140	180	160	180	240	210
Business Director	-	-	-	-	-	-	150	200	175	200	260	230

### Consumer Products & FMCG - Account Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Key Account Executive	48	54	51	54	66	60	-	-	-	-	-	-
Assistant Key Account Manager	54	60	57	60	66	63	-	-	-	-	-	-
Key Account Manager	60	72	66	70	100	85	100	130	115	130	160	145

### Consumer Products & FMCG - Sales

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
General Sales Manager	50	80	65	80	100	90	100	130	115	130	160	145
Business Manager	-	-	-	100	120	110	120	160	140	160	180	170
Sales Director	-	-	-	-	-	-	180	220	200	220	260	240
General Manager	-	-	-	-	-	-	200	250	225	250	300	275

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## Salary Tables

### IT & Telecommunication - Sales & Account Management

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Sales Executive	45	65	55	-	-	-	-	-	-	-	-	-
Channel Account Manager / Account Manager	54	60	57	70	90	80	90	135	113	135	165	150
Key Account Manager	55	70	63	70	90	80	90	135	113	135	180	158
Business Development Manager	55	75	65	75	120	98	120	160	140	160	180	170
Sales Manager / Global Account Director	60	78	69	75	120	98	120	180	150	180	250	215
Sales Director / Business Development Director	-	-	-	-	-	-	160	260	210	260	300	280
Managing Director / General Manager	-	-	-	-	-	-	190	260	225	260	350	305

### Manufacturing / Industrial

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Sales Engineer	42	57	50	57	76	67	-	-	-	-	-	-
Senior Sales Engineer	50	65	58	65	86	76	-	-	-	-	-	-
Account Manager	60	80	70	80	100	90	-	-	-	-	-	-
Key Account Manager	60	80	70	80	100	90	-	-	-	-	-	-
Sales Manager	80	100	90	100	120	110	120	150	135	150	180	165
Business Development Manager	80	100	90	100	120	110	120	170	145	170	200	185
Sales Director	-	-	-	-	-	-	130	170	150	170	220	195
Managing Director / General Manager	-	-	-	-	-	-	160	250	205	250	320	285

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## Salary Tables

### Professional Services - Business Development & Research

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Business Development Executive	42	66	54	66	90	78	-	-	-	-	-	-
Business Development Manager / Account Manager	66	78	72	70	140	105	120	160	140	160	200	180
Sales Manager	66	80	73	80	150	115	120	160	140	160	220	190
Business Development Director	-	-	-	100	150	125	150	200	175	200	250	225

### Healthcare and Life Sciences

YEARS OF EXPERIENCE	SALARY RANGE (SGD'000)											
	3-5			5-10			10-15			15+		
ROLE	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Sales Manager	60	85	73	90	130	110	150	200	175	200	260	230
Business Unit Manager	90	110	100	120	150	135	-	-	-	-	-	-
Business Development Manager / Director	90	100	95	120	150	135	175	260	218	260	300	280
Sales Director	-	-	-	-	-	-	150	220	185	220	280	250
Business Unit Director	-	-	-	-	-	-	180	280	230	280	320	300
General Manager	-	-	-	-	-	-	180	300	240	300	350	325
Sales Director	-	-	-	-	-	-	130	170	150	170	220	195
Managing Director / General Manager	-	-	-	-	-	-	160	250	205	250	320	285

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Retail

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Regional Retail Operations Manager	-	-	-	100	130	115	130	150	140	150	200	175
Country General Manager	-	-	-	-	-	-	180	200	190	200	250	225
Regional General Manager	-	-	-	-	-	-	200	240	220	240	300	270

### Financial Services

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Sales Executive	48	66	57	60	78	69	-	-	-	-	-	-
Sales Manager	66	78	72	72	84	78	-	-	-	-	-	-

### Media / Entertainment

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
ROLE												
Assistant Sales Manager	48	60	54	60	66	63	-	-	-	-	-	-
Sales / Business Development Manager	60	72	66	72	90	81	90	140	115	140	160	150
Advertising / Media Sales Manager	60	72	66	72	90	81	90	140	115	140	160	150

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



"2018 will be an exciting year of disruption, innovation and automation for technology. Expect automation of back office and operations teams, while data and analytics will drive sales and marketing strategies. Security will be at the top of every agenda."

## Roles in demand



- Developers / Software Engineers
- Cyber Security
- Data Scientists

## Top industries



E-commerce



Insurance



FinTech



Logistics

## By the numbers\*

**18%**

increase in number of positions in the last 12 months



**10-15%**

average salary increase when moving jobs



## Employment trends\*



**4 professionals**

average number of candidates employers interview before making a job offer



**2 months**

average time employers take to secure talent



**3 rounds**

of interviews typically undergone by candidate with a company before securing a position

\*These employment trends are based on Michael Page's database in the last 12 months.

## Salary Tables

### Financial Services

#### Development, Design & Architecture

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Software Developer	50	60	55	90	120	105	120	160	140	-	-	-
UI / UX	50	60	55	90	120	105	120	160	140	-	-	-
Architect – Applications, Solutions, Systems, Data	-	-	-	125	135	130	140	200	170	150	210	180
Enterprise Architect	-	-	-	110	150	130	150	200	175	180	220	200
Application Development Manager	-	-	-	110	130	120	145	170	158	150	190	170

### Testing

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Test Analyst	50	60	55	60	70	65	-	-	-	-	-	-
Team Lead / Manager	-	-	-	90	110	100	100	120	110	110	130	120

### Database Management

##### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Database Administrator	50	60	55	60	80	70	80	100	90	-	-	-
Senior Database Administrator / Data Analyst	-	-	-	75	90	83	120	150	135	130	170	150
Data Warehousing / Modelling Specialist	70	80	75	90	110	100	110	130	120	-	-	-
Data Architect	-	-	-	90	120	105	120	180	150	130	220	175

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Financial Services

### Infrastructure / Network

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Network Support	50	60	55	55	65	60	-	-	-	-	-	-
Security Analyst / Consultant	60	65	63	75	120	98	120	180	150	130	190	160
Network Engineer	50	60	55	80	90	85	90	120	105	100	140	120
Network Architect	-	-	-	72	120	96	120	180	150	130	190	160
Security Manager	-	-	-	90	120	105	120	180	150	130	190	160
Infrastructure Manager	-	-	-	90	120	105	120	200	160	130	270	200

### Project & General Management

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Project Co-ordinator	50	65	58	75	90	83	-	-	-	-	-	-
Project Manager	75	100	88	60	120	90	120	180	150	130	190	160
Product Manager	75	100	88	60	120	90	120	180	150	130	190	160
Project Director	-	-	-	-	-	-	150	200	175	160	200	180
Business Analyst	65	90	78	75	90	83	90	120	105	160	200	180
IT Manager	-	-	-	90	130	110	140	180	160	160	200	180
IT Director	-	-	-	-	-	-	150	250	200	200	300	250
Chief Information Officer	-	-	-	-	-	-	180	250	215	200	300	250

### Support / Administration

#### SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
1st Level Helpdesk Analyst	45	55	50	55	65	60	58	65	62	-	-	-
2nd Level Desktop Support Analyst	55	65	60	65	75	70	70	80	75	-	-	-
3rd Level Support Analyst	-	-	-	75	120	98	120	180	150	130	230	180
Unix Administrator	60	75	68	75	90	83	90	120	105	-	-	-
Helpdesk Manager	-	-	-	48	72	60	72	100	86	-	-	-
Service Centre Manager	-	-	-	-	-	-	100	150	125	110	190	150

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## Salary Tables

### Commerce

#### Development, Design & Architecture

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Software Developer	45	55	50	70	120	95	90	150	120	100	200	150
UI / UX	45	55	50	70	120	95	90	150	120	100	200	150
Architect – Applications, Solutions, Systems, Data	-	-	-	72	150	111	120	180	150	130	230	180
Enterprise Architect	-	-	-	-	-	-	120	180	150	130	230	180
Application Development Manager	-	-	-	72	120	96	120	150	135	130	170	150

### Testing

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Test Analyst	45	55	50	55	90	73	-	-	-	-	-	-
Team Lead / Manager	-	-	-	100	120	110	110	130	120	120	140	130

### Database Management

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Database Administrator	45	55	50	55	65	60	-	-	-	-	-	-
Senior Database Administrator / Data Analyst	-	-	-	60	95	78	90	120	105	-	-	-
Data Warehousing / Modelling Specialist	-	-	-	65	105	85	120	150	135	130	160	145
Data Architect	-	-	-	70	120	95	120	180	150	130	230	180

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>

## Salary Tables

### Commerce

#### Infrastructure / Network

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Network Support – 1st / 2nd Level	45	60	53	55	65	60	-	-	-	-	-	-
Security Analyst / Consultant	60	75	68	75	90	83	85	110	98	-	-	-
Network Engineer	65	75	70	70	100	85	100	150	125	-	-	-
Network Architect	-	-	-	100	120	110	120	150	135	130	170	150
Security Manager	-	-	-	90	120	105	120	150	135	130	170	150
Infrastructure Manager	-	-	-	90	120	105	120	180	150	130	230	180

### Project & General Management

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
Project Co-ordinator	50	65	58	70	90	80	-	-	-	-	-	-
Project Manager	70	100	85	72	120	96	120	180	150	130	200	165
Product Manager	70	100	85	72	120	96	120	180	150	130	200	165
Project Director	-	-	-	-	-	-	150	200	175	160	210	185
Business Analyst	70	90	80	72	100	86	100	150	125	130	170	150
Senior Business Analyst	-	-	-	72	100	86	110	130	120	130	230	180
IT Manager	-	-	-	90	120	105	120	180	150	130	170	150
IT Director	-	-	-	-	-	-	150	200	175	160	240	200
Chief Information Officer	-	-	-	-	-	-	180	250	215	200	300	250

### Support / Administration

SALARY RANGE (SGD'000)

YEARS OF EXPERIENCE	3-5			5-10			10-15			15+		
	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV	MIN	MAX	AV
1st Level Helpdesk Analyst	45	55	50	55	65	60	-	-	-	-	-	-
2nd Level Desktop Support Analyst	60	72	66	65	70	68	-	-	-	-	-	-
3rd Level Support Analyst	-	-	-	70	85	78	80	90	85	-	-	-
Unix Administrator	58	70	64	75	90	83	-	-	-	-	-	-
Helpdesk Manager	-	-	-	70	85	78	90	120	105	-	-	-
Service Centre Manager	-	-	-	-	-	-	100	150	125	130	170	150

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus / incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures. Refer to our online version at <https://www.michaelpage.com.sg/salary-guide>



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