


Adecco



Singapore Salary Guide 2017/2018



The background of the entire page is a dark, textured surface. It is covered with numerous out-of-focus red circular lights of varying sizes, creating a bokeh effect. Superimposed on this are thin, dark lines that resemble fiber optic cables, some of which have small red dots at their ends, suggesting light transmission or data flow.

The Adecco Salary and Industry Guide is based on information gathered by a team of Adecco experts who specialise in various industries within Singapore. Their comments and opinions are based on their extensive knowledge and background in recruitment and within their specialisations.

The salary and industry information will be updated from time to time on our website: www.adecco.com.sg



“There’s never been a better time to be a worker with special skills or the right education, because these people can use technology to create and capture value. However, there’s never been a worse time to be a worker with only ‘ordinary’ skills and abilities to offer, because, computers, robots and other digital technologies are acquiring these skills and abilities at an extraordinary rate.”

Erik Brynjolfsson and Andrew McAfee, MIT Initiative on the Digital Economy, The Second Machine Age¹



¹ WEF White Paper, Digital Transformation of Industries: Digital Enterprise

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The Changing World of Work

The topic of work and jobs now dominate everyday news around the world. We are currently in a world of ambiguity, complexity and change. In today's world of volatility, a contingent workforce has become essential to meet businesses' growing need for flexibility.

The advancement of technology and digitalisation has also spurred greater automation of work. With that, an increased demand for 'knowledge workers'. There are jobs which have evolved and new jobs which have been created. While there is a sense of fear and apprehension of how technology may cause more job displacement, there are also opportunities. According to recent studies, it is possible that six out of ten young people entering the workforce in 2025 will be in professions which currently do not exist².

The reality is that we have to work differently from what we are used to. There are new models of employment, with the rise of contingent and project-based work bearing testament to that trend.

Demographics like longer life expectancy also affect how we adapt to career paths which are no longer the traditionally linear and single-employer career path. We will all need a wide range of new skills from hard to soft skills.

While technology has moved at a rapid pace, we need to start talking about

Human Resources 4.0; bringing our talent pool up to speed on skills and productivity to capitalize on the opportunities.

Management styles at companies will need to shift towards more knowledge sharing and will need to embrace flexibility and mobility. Companies should also invest in the constant upskilling of employees and offer work-based training opportunities.

That said, public-private collaboration will be pivotal in driving the progress of companies, economies and also to foster sustainable solutions for workers and to boost competitiveness among companies.

Work around the world has transformed greatly in the last two decades. Some countries and industries in Asia Pacific have adopted automation, robotics, Artificial Intelligence (AI) and other productivity enhancing technologies at varying levels. Singapore has seen rising redundancies and contraction in total employment, and is restructuring to an innovation-based



² Wolf (2013). Other sources include: Committee on Future Economy (CFE), Global Talent Competitiveness Index 2017 by INSEAD, Adecco and HCLI.

economy. Industry sectors such as Healthcare Services, Information & Technology, Education, Compliance and Security will see job growth in almost all markets in Asia Pacific. Manufacturing, for the most part, will see many existing jobs replaced with new ones that require newer skillsets.

To meet the challenges and opportunities presented by these differences in the pace of growth, “annual talent planning” will need to be replaced by constant monitoring and streamlining of talent strategy, based on geography and industry developments.

The Committee on the Future Economy (CFE) was set up to develop economic strategies and has since engaged over 9,000 stakeholders. They include Trade Associations and Chambers (TACs), unions, companies, executives, workers, academics, educators, agencies, and students. With constant development, what is certain is that we will need to consistently look into continuous learning and development for both employers and employees.



Singapore: The next phase of growth

Greater focus on small and medium enterprises (SMEs)

Singapore is also in a good spot at the moment, transitioning from rapid catch-up growth to the next phase of trend growth with quality SMEs.

Today, more than 95% of companies in Singapore are SMEs and they employ about 70% of the workforce.

Attracting MNCs to Singapore remains an important strategy for Singapore as they could potentially provide a larger supply of jobs and they also have the capability of delivering world class training and development, which are essential for developing talent.

While MNCs provide the scale of jobs, SMEs have their strengths in rapid job creation compared with larger firms during the early stages after a slowdown in economy or a recession, based on studies by US, French and Danish experts. This provides a buffer for employees especially now given a more

volatile global economy with possible shorter economic cycles.

SMEs have the potential for further growth with today's digital economy which has reduced barriers to markets with the access to digital platforms. The CFE report has outlined its plans to build stronger digital capabilities and to help enterprises innovate and scale up.

Industry Transformation Maps (ITMs) have been developed for modular sector strategies which will help grow and scale companies, to remain competitive and to support the skills development of workers. 23 industries have been highlighted for transformation. With the implementation of these industry transformations, there will be better job opportunities for workers here. That said, workers will also need to be equipped with the necessary skills to support the shift towards greater value creation.

The government is making significant investment in ensuring that the workforce in Singapore is capable of meeting current and future work transitions.



Sources: Population.sg, CFE report, Ministry of Trade and Industry (MTI) Industry Transformation Maps (ITM)

Workforce Trends

1. Combination of soft and technical skills in demand

There is a scarcity of 'soft skills' which are sought after in leadership roles and a challenge in filling those leadership roles.

A study by an economist based on a survey of 291 hiring managers in the United States, discovered that 59% of hiring managers found soft skills are lacking in the job applicants. 58% of respondents mentioned that the soft skills deficiencies in candidates

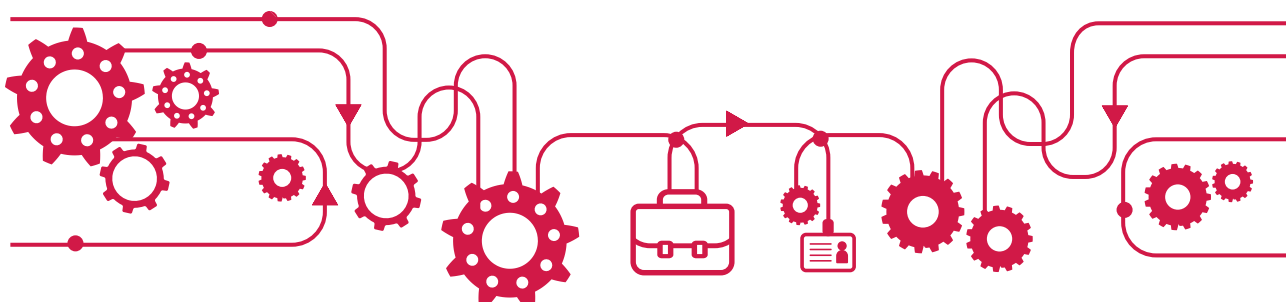
are 'limiting their company's productivity.' The study* identified the top 10 most in-demand soft skills among employers.

That said, technical and hard skills are also in demand. Of LinkedIn's top skills in demand from employers, 8 out of 10 were technical IT skills, such as SEO/SEM marketing, statistical analysis, data mining, mobile development and user interface design.

Top 10 Most In-Demand Soft Skills by Employers



Fundamental soft skills such as communication, teamwork and critical thinking, are more in-demand with employers due to its broad application across functions, industries and level of seniority. As jobs move from routine to those which are less-routine, soft skills become more critical.



*Research and article by an economist, Guy Berger, 'Soft skills are increasingly crucial to getting your dream job.'

2. Expectations of work and the nature of work have evolved

Job-hopping which was deemed as a career limiting move not too long ago is now less of a stigma. 91% of millennials expect to stay in a job for less than 3 years. On average, workers today remain at their jobs for about 4.5 years. Nevertheless, job-hoppers will need to be prepared to provide their explanation for the changes when asked.

Money is not always the key driver for job-hoppers. A culture mismatch can also drive an employee out of the door.

Additionally, a work environment where employees feel safe enough to experiment, challenge, share information and support one another, is invariably one that has a high rate of productivity. It is also an environment that people want to stay in because team members are ready to give their managers and the organization itself, the benefit of the doubt. This environment, however, will not come together unless employees feel cared about.

In a recent Adecco Singapore survey 'Youth and The World of Work', top factors which make an organisation an attractive employer include:

- Career progression and learning opportunity
- Competitive salary and other incentives
- Flexible work arrangement/workplace flexibility

Respondents have also indicated that the role itself can attract them to the job. Having purpose in their role can be a strong motivation factor.

Digital advancements have transformed how workplaces and employees work. The demand for more flexibility at the workplace is also bringing about an increase in the volume of contractors, freelancers and casual work.

This is largely driven by how millennials want to work. Contract roles do have the potential to provide the fresh job seekers the experience and help them expand their skillsets. These roles also provide flexibility for moving on to other opportunities when the contract ends.

3. Evolution of jobs

As some industries in Singapore transform and restructure to remain competitive globally, we expect high value jobs and opportunities for workers.

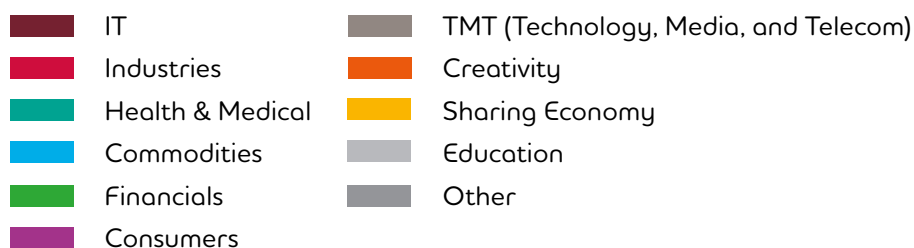
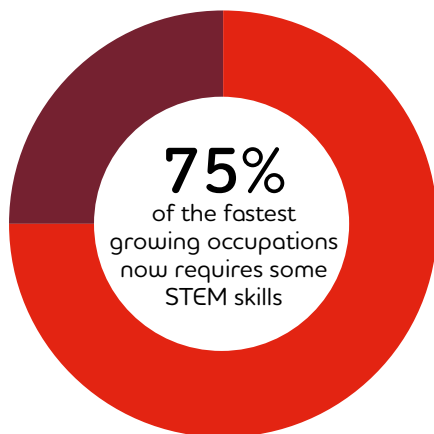
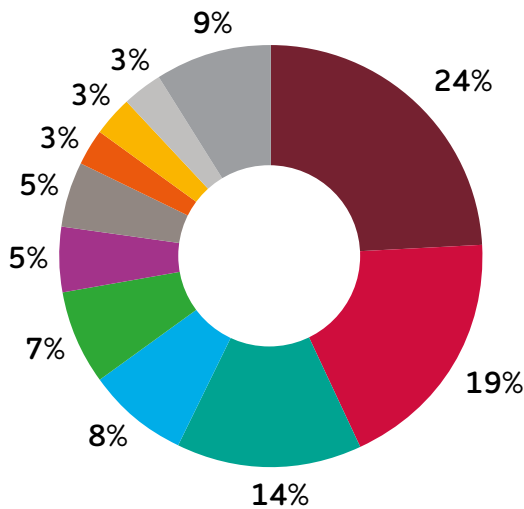
The steady increase in PMET share of job openings increased steadily from 39%

in 2013 to 48% in 2016, reflecting some restructuring of the economy and workforce³.

With technology driving transformation across a range of industries, 60% of young people entering the world of work by 2025 will perform jobs which do not exist today.

³ Job Vacancies Report by Ministry of Manpower, September 2016, published in February 2017.

Technology: Millions of new job profiles created and skills needed



Job opportunities for today and tomorrow

IT/Digital/Robotics

- Security Analysts
- Data Scientists
- Cloud Architects
- Gamification Designers
- Avatar Managers
- Community Managers

Green Jobs

- Solar Energy Installation Managers
- Solar Sales Representatives and Assessors
- Energy Auditors

Healthcare / Personal Care

- Bioinformatic Technicians
- Informatics Nurse Specialists
- Nuclear Medicine Technologists
- Medical Equipment Repairers
- Health & Wellness Educators
- Personal Trainers

4. Increasing need for workforce flexibility

As the environment gets increasingly volatile, businesses will need to adapt to meet changing demands. Contract and contingent workforce can help fill gaps in talent

resource. Contract workforce providers can be brought in early to help assess the skills needs and to identify the most cost-effective and efficient ways to fill the gaps.

Managing a contract workforce

Challenges in managing a contract workforce include:



Attracting
Talent



Effective and
Efficient Management

Benefits study: An overview



Annual
Leave



Compassionate
Leave



Marriage
Leave



Medical
Claims



Dental
Claims



Insurance



Bonus /
Incentives



Gym
Facilities



Study
Leave



Childcare
Facilities



Employee
Parking



Access to
Learning

Based on our study, about 68% of respondents will consider providing contract staff with some benefits which are currently extended to full-time employees. By reducing the differentiation between full-time permanent employees and contract employees, jobseekers may be more attracted to take up a contract role with a company which values them and the work they do.

We've reviewed some common benefits and companies can also consider additional fringe benefits such as including corporate wellness programmes, childcare facilities, employee parking, flexi benefits and flexible workplace arrangements.

Will you extend the same benefits to your contract staff?

About 10.5% of respondents indicated that they are providing both permanent and contract staff with the same benefits or will provide them with the same benefits.

68.4%

Some Benefits
(Not all)

21.1%

No

7.0%

Both permanent and
contract staff are provided
the same benefits

3.5%

Yes
(as the benefits are
currently not provided)

Market Spotlight

Accountancy and Finance

Singapore's market is full of opportunities as one of Asia's busiest business hubs and a leading financial centre in Asia.

Finance professionals are stepping up to a more strategic role. Professionals are generally required to have a strong technical background and good grasp of industry regulations. Teams within the organisation will also be expected to collaborate cross-teams, functions and geographical regions. Those with a strong finance background and are also able to communicate effectively with various stakeholders across levels are in demand. As accounting and finance become more inclined towards software and systems, professionals in this field will need to remain updated in their skillsets on the relevant technology.

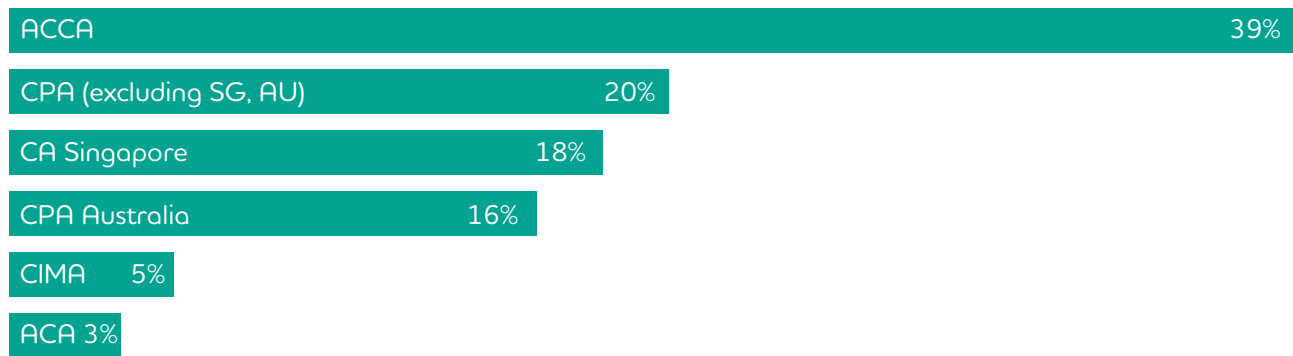
As business environments get more complex, finance professionals who are specialised in tax, risk, compliance and internal audit will remain in demand. In Singapore, the most sought after qualifications include ACCA, CPA and CA.



Key in-demand skills within accountancy and finance field:



Most popular accounting qualifications for finance professionals in Singapore



Source: eFinancialCareers

The Association of Chartered Certified Accountants (ACCA) being one of the more globally recognised accounting qualifications, is the most common qualification among professionals here in Singapore.

Total Years of Experience						
Accountancy and Finance	1 to 3 years		3 to 5 years		5 years and above	
Accountant/Senior Accountant	2,800	3,800	4,000	6,000	6,000	8,500
Accounts and Admin Executive	3,000	3,500	-	-	-	-
Accounts Assistant/Executive, AP Accounts Assistant/Executive, AR	2,500	3,000	3,500	4,500	-	-
AP Analyst/Accountant	2,500	3,500	3,500	5,000	-	-
AP/AR, Senior Manager/ Manager	-	-	5,000	8,000	8,000	10,000
Assistant/Finance Manager	-	-	3,500	5,000	5,000	8,000
Business Analyst	-	-	3,000	5,000	5,500	9,000
Business Controller (FP&A)	-	-	-	-	9,000	10,000
Claims Executive (Insurance)	2,800	3,500	-	-	-	-
Corporate Treasurer	-	-	-	-	6,000	7,000
Cost Accountant	-	-	3,500	5,500	5,500	8,000
Credit Analyst	-	-	3,500	5,000	-	-
Credit Control Assistant/Executive	2,500	3,500	3,500	5,000	-	-
Credit Control Manager	-	-	4,500	6,000	6,000	8,000
Financial Analyst	2,500	3,000	3,000	4,500	4,200	8,000
Finance Business Partner	-	-	4,000	6,000	-	-
Finance Manager (Regional)/Senior	-	-	-	-	8,000	10,000
Financial Controller	-	-	-	-	8,500	12,000
Finance Director	-	-	-	-	16,000	20,000
Internal Auditor	3,000	4,000	4,200	5,500	6,000	11,000
Operational Controller/Cost Controller	-	-	-	-	5,500	8,000
Pricing Analyst	2,800	4,000	4,000	6,000	-	-
Risk Management Officer/Executive	3,000	3,800	4,000	5,000	-	-
Senior/FP&A Analyst	3,000	4,000	4,000	6,000	6,000	8,000
Senior/FP&A Manager	-	-	-	-	8,000	11,000
Tax Specialist/Supervisor	-	-	3,500	5,500	5,500	8,000
Tax Manager	-	-	-	-	7,000	9,000
Tax Director	-	-	-	-	16,000	18,000
Trade Finance Officer/Executive	2,500	2,800	-	-	-	-
Treasury Executive	2,800	3,500	3,500	5,000	5,000	7,000

Market Spotlight

Administration and Corporate Support

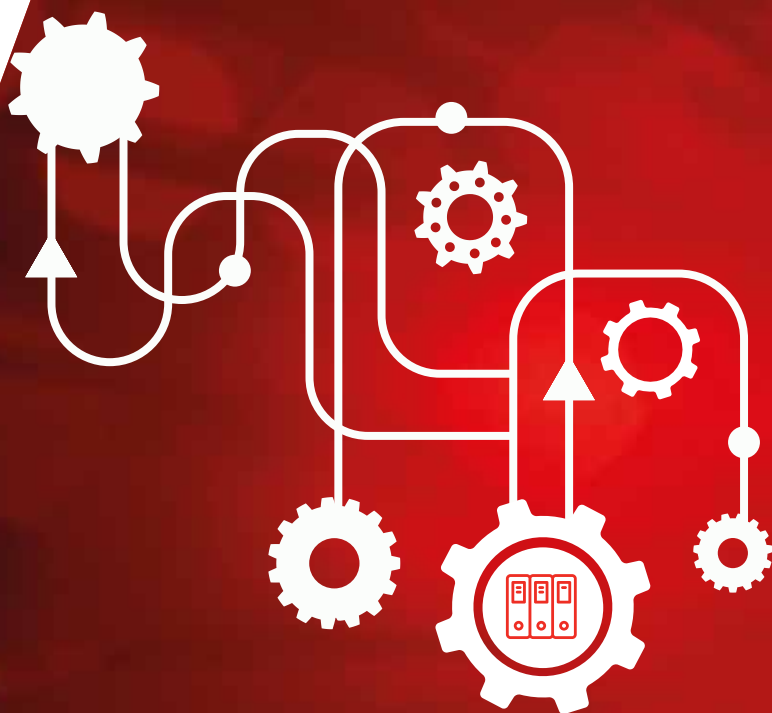
Employment in these functions have been rising year-on-year since 2014, with total employment of 217,400 as of December 2016. Job vacancies average at 5,200 yearly, from 2014 to 2016, which accounts for around 10% of overall job vacancies.

Administrative skills are required for a variety of jobs, ranging from office managers to secretaries. Many employees in almost every industry will need administrative skills at a basic level. Companies require high quality support teams in order to experience growth or maintain a competitive market position.

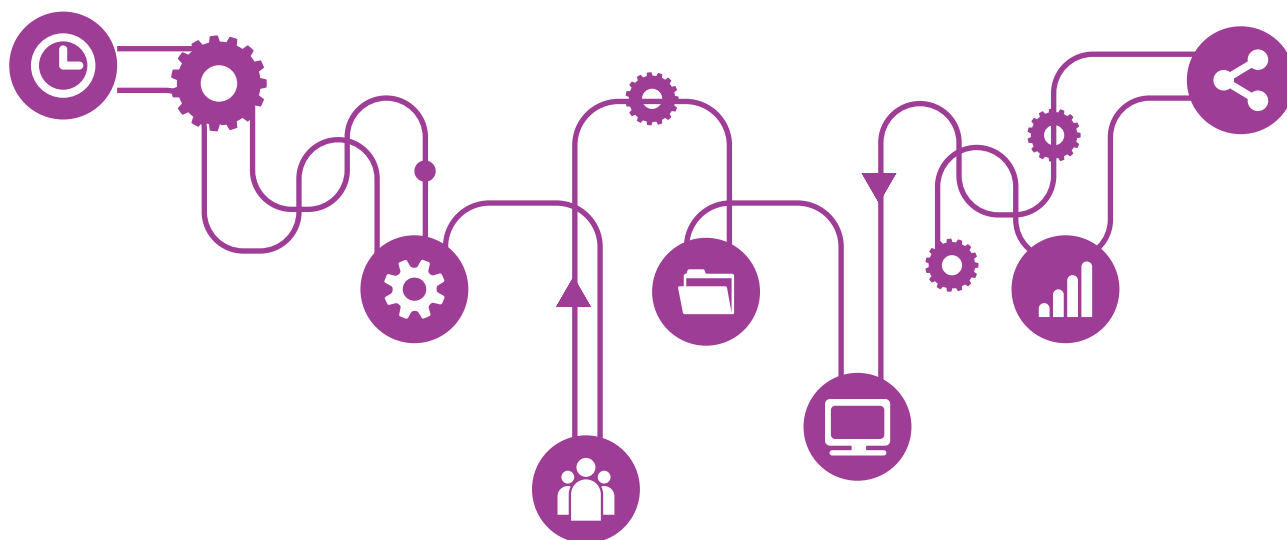
As administrative teams are likely to be in contact with customers and clients, being customer-oriented and possessing good communication skills are critical. The ability to communicate clearly, concisely and persuasively both verbally and in writing is key for these roles.

Roles in demand are: Administrative Assistant, Executive Assistant and Secretary.

The findings were mainly from Ministry of Manpower's Labour Report 2016, and Department of Statistics Singapore.



Total Years of Experience				
Administration and Corporate Support	1 to 5 years		5 years and above	
Administration Assistant/Executive	1,800	2,800	2,800	4,000
Administrative/Office Manager	-	-	4,000	7,000
Executive Assistant/Secretary	-	-	4,000	8,000
General Insurance Administrator	1,800	3,500	-	-
Project Administrator	2,200	3,000	3,000	4,500
Project Coordinator	2,000	2,600	-	-
Receptionist	1,700	3,000	3,000	4,000
Sales Administrator	1,800	2,800	2,800	3,500
Secretary	3,000	4,000	4,000	6,500



Market Spotlight

Banking

The financial sector saw employment growth averaging 3.3% per year from 2011 to 2015. This worked out to about 6,200 jobs annually. The financial sector employs about 5% of Singapore's total workforce. Even as the sector undergoes some structural changes, factors such as the growing middle class and deepening economic links between the countries in the region will continue to drive demand for financial services in Singapore.

With the regulatory environment within the sector, there is a hiring shortage in compliance. Financial crime compliance (FCC) specialists are in demand.

There is a continued challenge in hiring for specialised and niche positions. There are also new positions which emerge from digitisation.

More companies are seeking customer centric designs and technology which is driven to connect with consumers directly.

The banking and financial services industry has seen major disruption coming from the Financial Technology (FinTech) sector.

There are several new positions such as UX/UI designers, application developers and data scientists, which previously did not exist within the sector.



Total Years of Experience						
Banking Sector Roles	1 to 4 years		4 to 7 years		7 years and above	
FRONT OFFICE						
Assistant Relationship Manager	2,800	4,000	4,000	6,000	6,500	8,500
Client Portfolio Manager	-	-	4,500	5,500	6,500	8,000
Direct Sales	1,600	3,000	-	-	-	-
Front Office Support	2,500	3,500	4,000	6,000	-	-
MIDDLE OFFICE						
AML Analyst	2,800	4,000	4,500	6,000	-	-
CDD Analyst	2,800	4,000	4,500	6,000	-	-
Client Onboarding Analyst	2,800	4,000	4,500	6,000	-	-
Client Service Officer	2,500	3,000	3,000	5,000	-	-
Compliance and Control Analyst	3,500	4,200	4,000	6,000	-	-
Financial Controller	3,000	4,500	4,500	6,000	6,000	8,000
KYC Analyst	3,000	4,500	4,500	6,000	-	-
Operational Risk Officer	2,500	3,500	-	-	-	-
Product Controller	3,000	5,000	5,000	6,500	6,500	8,000
Regulatory Reporting	3,000	5,000	5,000	7,500	6,000	9,000
Risk Management	3,500	4,500	4,500	6,000	6,000	8,000
Trade Sales Advisor	3,000	4,500	4,500	6,000	6,000	8,500
Trade Support	3,000	4,000	4,000	6,000	6,000	7,500
Treasury	3,000	4,000	4,000	6,000	6,000	7,500
BACK OFFICE						
Bank Officer	2,500	3,500	-	-	-	-
Confirmation Analyst	2,800	4,000	4,000	5,500	-	-
Credit Ops Analyst	2,800	4,000	4,000	5,500	-	-
Data Analyst	2,500	3,500	3,500	5,000	-	-
Documentation Specialist	2,500	4,000	4,000	5,500	-	-
Settlement Analyst	2,800	4,000	4,000	5,500	4,500	5,500
Static Data Analyst	2,800	3,500	3,000	4,000	4,500	5,500
Trade Finance Officer	2,500	3,500	3,000	4,500	-	-

Total Years of Experience						
Banking Sector Roles	1 to 4 years		4 to 7 years		7 years and above	
Asset Services Analyst	2,800	4,000	4,000	5,500	5,000	7,000
Collateral Management Analyst	2,800	4,000	4,000	5,500	5,000	7,000
Financial Analyst	3,000	4,500	4,500	5,500	5,000	7,000
Fund Accountant	3,000	4,500	4,500	5,500	-	-
Securities Ops Analyst	2,800	4,000	4,000	5,500	5,000	6,500
Trade Reconciliation Analyst	2,500	4,000	4,000	5,500	4,500	5,500
Treasury Ops	2,800	4,000	4,000	5,500	4,500	5,500
INFORMATION TECHNOLOGY						
Business Analyst	3,000	4,500	4,000	6,000	6,000	8,500
Developer	3,500	4,500	4,500	6,000	6,000	8,500
Helpdesk Engineer	2,500	4,000	4,500	5,500	-	-
Network Engineer	4,000	5,000	5,000	6,500	6,500	8,000
Project Manager	-	-	8,000	10,000	10,000	12,000
System Analyst	3,000	4,000	4,000	5,500	6,000	8,000
CORPORATE FUNCTIONS						
Administrative	2,500	3,500	4,000	5,000	-	-
HR	3,000	4,000	4,500	6,000	6,000	7,500
Marketing Manager	4,000	6,000	7,000	10,000	10,000	11,000
CHANGE/PROJECT MANAGEMENT						
Business Analyst	3,000	4,500	4,000	6,000	6,000	8,500
Change Manager	3,800	5,000	5,000	7,000	7,000	10,000
PMO	3,000	4,000	4,000	6,000	6,000	8,000
Process Improvement Analyst	3,000	4,500	4,000	6,000	-	-
Project Assistant	3,000	4,000	4,000	5,000	-	-
Project Manager	-	-	8,000	10,000	10,000	12,000

Market Spotlight

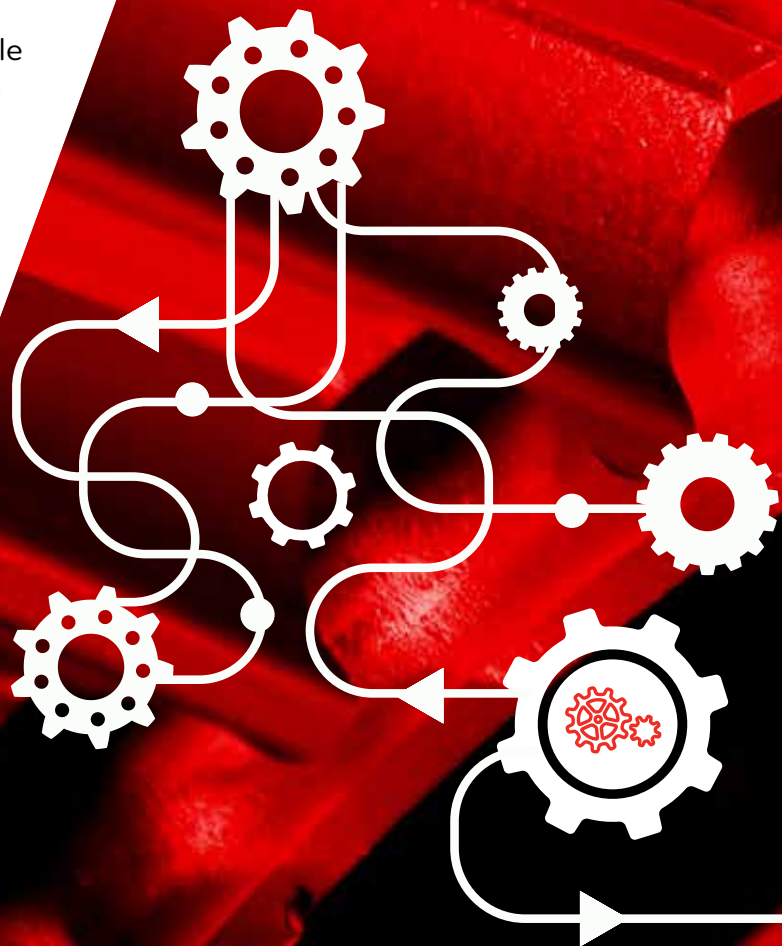
Engineering

Manufacturing is a key pillar of Singapore's economy and as the nation progresses into a more innovative economy, there will be potential for new growth opportunities and higher value jobs for Singaporeans.

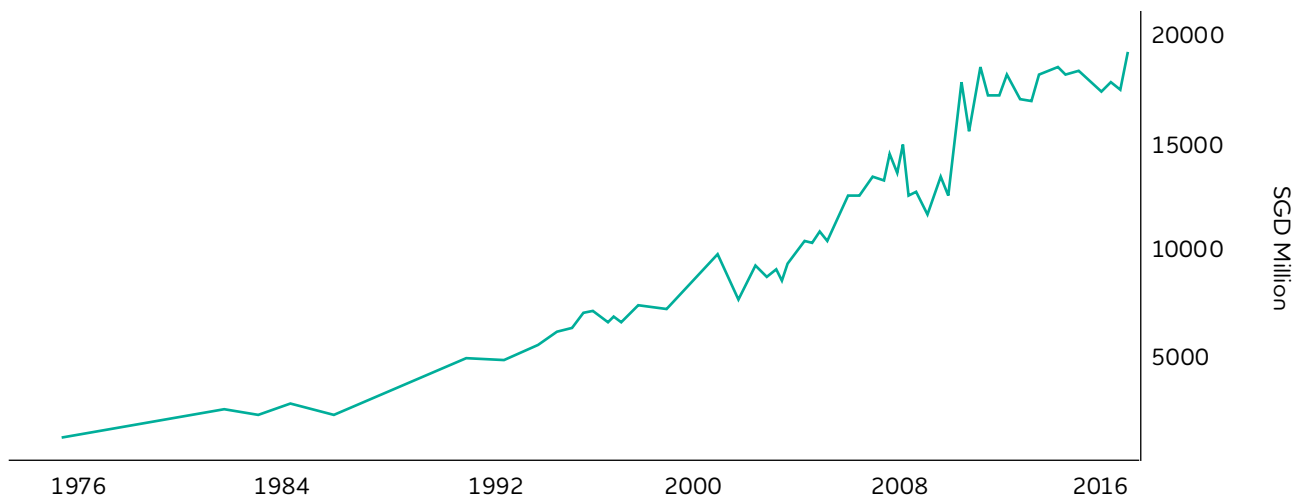
The GDP contribution from manufacturing has seen steady growth over the years and in the fourth quarter of 2016, GDP from Manufacturing in Singapore increased to SGD19, 121.20 million from SGD17,584.70 million in the third quarter of 2016.

Singapore, with its high connectivity and regulatory environment, is a global manufacturing base for biopharmaceuticals manufacturing and there are more than 50 commercial-scale multi-purpose manufacturing facilities which are operating in Singapore.

As air travel in Asia Pacific increases, there is also a growing need for aerospace specialists in Maintenance, Repair and Overhaul (MRO). Additionally, aerospace design and manufacturing operations are also growing in Singapore as more companies leverage Singapore's existing capabilities in precision engineering and electronics.



Singapore GDP from Manufacturing



Source: www.tradingeconomics.com, Statistics Singapore

The aerospace industry employs about 19,900 workers as of 2016, of which 90% are skilled. The industry has stringent safety and quality standards which requires skilled, well-trained and experienced workers.

Precision Engineering (PE) in Singapore has transformed over the years from one which supported Consumer Electronics into a key sector, with contract manufacturers and full-solution providers which cover the value chain. Singapore is the headquarter and R&D centre for many global precision engineering companies, comprising over 2,800 companies.

Advanced Manufacturing and Engineering (AME) has been identified by the CFE as a key growth sector to be further developed. Technology areas such as the following form the foundation to the advancement of the various industry verticals:

- Robotics and Automation
- Digital Manufacturing
- Additive Manufacturing
- Advanced Materials

The 2016 Gartner annual report indicated that about 75% of manufacturing operations globally will be using 3D-printed tools, jigs and fixtures for the finished goods. It is essential for the workforce in Singapore to be equipped with the requisite skills to fill new job roles.

Total Years of Experience				
Engineering	1 to 5 years		5 years and above	
Automation Engineer	3,000	5,000	5,000	8,000
Civil and Structural Engineer	3,000	5,000	5,000	8,000
Construction Manager (EPC)	4,000	6,000	6,000	8,500
Drafter	2,000	3,500	4,000	7,000
Electrical and Instrumentation Engineer	3,000	5,500	5,500	8,000
Electrical/Electronics Design Engineer	3,500	6,000	6,000	9,000
Engineer (Precision Engineering)	3,400	5,300	5,300	8,000
Environment Health and Safety Engineer	4,200	6,500	6,500	9,000
Equipment Engineer	3,000	5,000	5,000	8,000
Facilities Engineering Manager	-	-	5,000	8,000
Field Applications Engineer	3,000	5,000	5,000	8,000
Head of Engineering/ Engineering Manager	-	-	8,000	16,000
Industrial Engineer	3,000	5,000	5,500	7,500
Machinist	1,800	2,700	-	-
Mechanical Engineer	3,100	5,000	5,000	8,000
Mechanical Engineer / Designer	3,100	5,500	5,500	9,000
Planning Executive / Senior Planning Executive	2,200	3,000	3,000	4,500
Plant Manager	-	-	5,500	9,500
Process Engineer (Chemical)	2,500	5,000	5,500	9,000
Production Coordinator	2,200	4,400	-	-
Project Manager (EPC)	5,000	9,000	9,000	16,000
Piping Specialist / Manager	3,000	6,000	6,000	8,500
Sales Engineer	2,600	5,000	5,000	8,000
Service Engineer	2,800	5,000	5,000	7,000
Technician / Technical Specialist	1,500	3,500	3,500	5,500
Quantity Surveyor	2,200	3,500	3,500	6,000
Quality Assurance Assistant Engineer	2,600	5,000	5,000	6,500

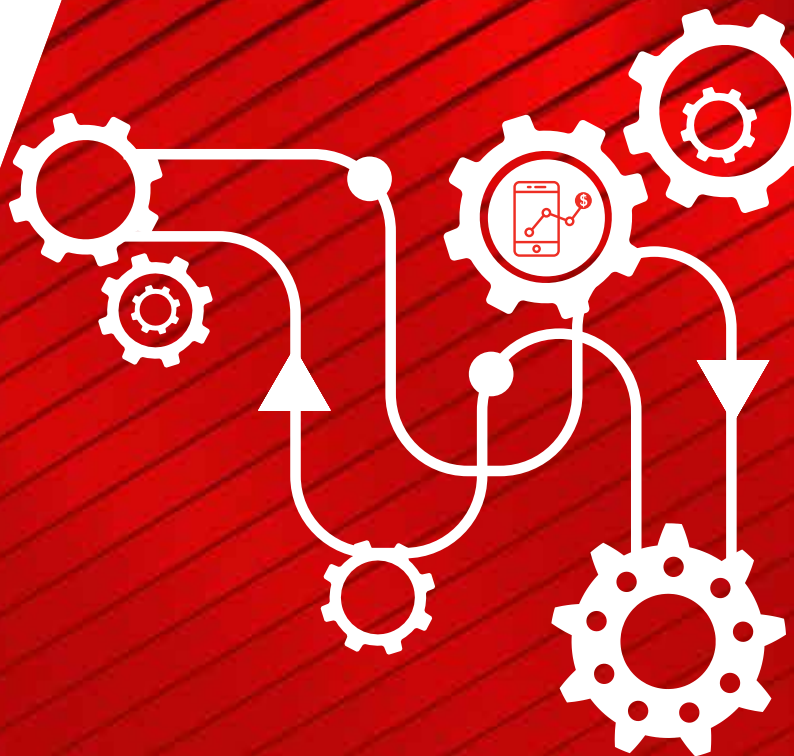
Market Spotlight

Finance Technology

It is estimated more than 20% of the financial service share could be taken by tech startups and innovative new market entrants by 2020.

Financial Technology is a growing sector in Singapore. The inaugural Singapore FinTech Festival held in the 4th quarter of 2016, attracted about 11,000 participants from over 50 countries. The festival which was organised by the Monetary Authority of Singapore (MAS), provided a platform for financial institutions, FinTech start-ups and investors to connect. This is aligned with MAS' vision of Singapore becoming a Smart Financial Centre.

The FinTech industry has two-fold support from the Government, providing a catalyst for growth. Firstly, regulations are conducive to innovation while also fostering security. Secondly, facilitate infrastructure for an innovative ecosystem and adoption of new technologies. S\$225 million has been committed by MAS for five years, to support the development of a vibrant FinTech ecosystem.



According to Tech In Asia's (TIA) data retrieved in April 2017, the median salary, based on full-time positions listed for FinTech jobs is about SGD3.5K per month. Top 25% of the jobs offer more than SGD6.3K, for those with minimum of 4 years experience.

Some of the positions listed for FinTech roles are related to those in Information Technology. Those seeking positions in FinTech will need to be comfortable working in an environment where there is less structure and guidance. One will also need to be open to changes. Decision making is often swift, and direction can change a lot faster than in corporations.

Total Years of Experience				
Finance Technology	1 to 4 years		4 to 7 years and above	
Business Development Manager	2,500	4,000	-	-
Cloud Platform Engineer	4,000	6,000	6,000	8,000
Data Engineer / Data Scientist	4,000	6,000	7,000	10,000
Enterprise Architect / Solutions Architect	-	-	7,000	10,000
Lead Java Developer	6,000	10,000	-	-
Mobile Developer (Payments)	3,000	5,000	5,000	8,000
SaaS Production Operations	3,000	7,000	-	-
Security Architect	-	-	7,000	12,000
Software Engineer / Full-Start / Front-End	3,500	6,000	6,000	8,000
Technical Support Officer	2,500	4,000	4,000	6,000
UI/UX Designer	3,500	6,000	6,000	9,000
Web Services Developer	3,000	5,500	5,500	8,000

Market Spotlight

Human Resource

The world of work is constantly evolving and this means that human resource professionals will also need to stay ahead of the changes. Many factors such as regional and global businesses, increasing workforce diversity and technological changes are impacting the HR professionals and leaders.

Research has identified four key disruptions which impacts the HR function in Asia:

Talent
Disruptions

Technology
Disruptions

Business Model
Disruptions

Macroeconomic
Disruptions

Skills and qualities which HR professionals require today include collaboration, business acumen, influence, intercultural agility and resilience. The largest gaps which the next generation leaders will need to close are around key professional skills and attributes.



Key must-have skills and biggest gaps

Mix of personal attributes, professional skills
and new age HR capabilities

Professional skills for HR leaders*

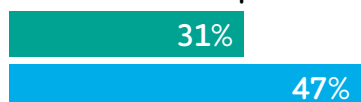
Strategic Thinking



Change Management



Build Partnerships



Innovative HR Solutions



Communications Skills



Personality attributes for HR leaders*

Ability to Influence



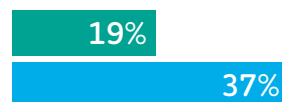
Courage to Challenge



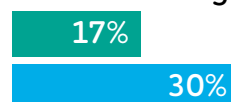
Big-Picture Thinking



Build Trust



Cultural Intelligence



Development areas (N=89)

Must-have skills (N=124)

* Percentage of respondents selecting the skill as one of the top three

Must-have HR skills for next generation leaders



Source: HR Leadership Stall Points Study, Human Capital Leadership Institute, 2015

Human Resource	Total Years of Experience			
	1 to 5 years		5 years and above	
Compensation and Benefits Manager	-	-	6,000	12,000
HR Assistant	1,800	3,000	-	-
HR Executive/Senior HR Executive	3,000	4,000	4,000	5,000
HR Business Partner	-	-	6,000	10,000
HR Manager	-	-	6,500	12,000
HR Director	-	-	10,000	25,000
HRIS Specialist	2,500	4,500	4,500	10,000
L&D Executive	2,800	4,500	-	-
L&D Manager	-	-	6,000	12,000
Payroll Executive	1,800	3,500	3,500	4,500
Payroll Manager	-	-	5,000	8,000
Talent Acquisition Specialist	2,500	4,500	4,500	12,000

Market Spotlight

Information Technology

Technology today has transformed various industries and continues to do so. It has changed consumer behaviour in many ways. Technology is applied across consumer and business aspects.

They include Internet of Things (IoT), wearables, social media, ecommerce, epayment, crowdfunding, Big Data and predictive modelling, cyber security, cloud and data centre, and blockchain. With digital platforms becoming increasingly popular, cybersecurity has found an immediate and growing importance. Singapore expects about 15,000 ICT jobs to be created, of which more than two-thirds will be in development, network and infrastructure, cyber security and data analytics.

The government has announced a US\$120 million fund to support the training of Singapore core IT professionals to help them transition into ICT jobs.



Total Years of Experience				
Information Technology	1 to 4 years		4 to 7 years and above	
APPLICATIONS				
Application Project Manager (ERP)	-	-	8,000	15,000
Full Stack Developer	3,000	6,000	6,000	10,000
Mobile Developer	3,000	5,000	5,000	8,000
Programmer	2,500	4,500	4,500	5,500
Software Engineer	3,000	5,500	5,500	6,500
Solutions Consultant	3,000	4,900	5,000	8,000
Systems Analyst	3,000	4,000	4,500	7,000
Web Designer	2,000	3,500	3,500	5,000
INFRASTRUCTURE				
Helpdesk Support Analyst	2,000	3,500	-	-
Infrastructure Project Manager	-	-	6,000	9,000
MIS/IT Manager	-	-	5,500	8,000
Network Engineer	3,000	4,500	4,500	8,000
Pre-Sales Consultant	4,000	6,000	6,000	8,000
Service Delivery Manager	-	-	5,000	8,000
Systems Engineer	3,000	4,500	5,000	8,000

Market Spotlight

Marketing and Communications

The market place is vibrant with new tools and technologies. The skills gap is not isolated to a few job functions but it now pervades every sector and role. With marketing and communications at the forefront of consumer and business engagement, talent in this function will need to rethink their value.

We have started seeing some digital trends with respect to digital marketing such as an increase focus on digital media spend, programmatic, SEO, cloud-based technology, mobile commerce among others. It is not sufficient just by keeping up with the trends, but also to have a strong understanding of applying the tools in their industries.

Some of skills in demand in Marketing include digital marketing, online advertising, digital strategy, integrated marketing and analytical.

The Marketing and Communications industry also has a higher frequency of movement between roles and jobs. Per research, it is estimated that about 14% to 17% of professionals in the Marketing, Public Relations and Communications industries have changed companies in the past year and this is above the average of 7%, across all industries in Singapore.

Culture fit is among the top three attributes which makes the company appealing to this group of professionals, among competitive compensation and benefits and work-life balance, which ranks top, followed by other attributes such as a clear career path and company pride.



Total Years of Experience				
Marketing/Digital	1 to 5 years		5 years and above	
Brand Coordinator	2,000	5,000	-	-
Brand Manager	-	-	5,000	10,000
Content Manager/ Digital Content Manager	-	-	5,000	10,000
CRM Manager	-	-	7,000	12,000
Digital Marketing Specialist/Senior	3,500	4,500	5,000	8,000
Digital Marketing Manager	-	-	6,500	10,000
Marketing Coordinator/Assistant	1,500	2,000	-	-
Marketing Executive/Specialist	2,500	4,500	-	-
Marketing & Communications Manager	-	-	5,500	12,500
Marketing Manager/Marketing Director	6,000	8,500	7,000	15,000
Market Research/ Consumer Insights Analyst	3,000	4,500	5,000	7,500
Market Research/ Consumer Insights Manager	-	-	8,500	15,000
Market Research/ Consumer Insights Director	-	-	13,000	20,000
Product Marketing Manager	6,000	8,500	8,500	15,000
Trade Marketing Executive	2,500	3,500	-	-
Public Relations/ Corporate Communications	1 to 5 years		5 years and above	
Client Executive/Associate, Senior Client Executive/Senior Associate (Agency)	2,800	4,500	4,500	5,800
Corporate Communications Manager/ Corporate Affairs	-	-	6,500	13,000
PR Coordinator/Assistant	1,800	2,500	-	-
PR Executive	3,000	4,500	-	-
PR Manager	-	-	5,000	8,500
PR Director	-	-	10,000	15,000

Market Spotlight

Sales, Account Management and Customer Service

Sales and Account Management roles will continue to be in demand as organisations seek to strengthen their brand and deepen relationships with both clients and consumers. The growth of the startup and e-commerce industries here contribute towards the higher demand for Business Development roles in those sectors.

That said, there are also a few factors which now impact many Sales and Account Management roles. With changing consumer behaviours, more consumers are now more active online. There is a higher tendency for consumers to research and assess potential purchases. The requirements for these roles will need to be reshaped for most sales roles. The ability to provide strategic insights and strong relationship building skills are essential for sales representatives.

Sales representatives now will also need to have knowledge of working with cloud customer relationship management (CRM) technology. The ability to analyse data and seek opportunities from it will be an added advantage.

Some roles in demand include business development managers, product managers and key account managers.



Total Years of Experience				
Sales and Account Management	1 to 5 years		5 years and above	
Bids Management	-	-	6,000	10,000
Channel Sales Manager / Sales Planning Manager	-	-	4,500	9,000
Key Account Manager	-	-	4,000	8,000
Key Account Director / Account Director	-	-	7,000	15,000
Sales / Business Development Executive	2,200	4,500	-	-
Sales / Business Development Manager	-	-	4,500	8,000
Sales Operation Manager	-	-	4,500	8,000
Sales Manager (Regional)	-	-	9,000	15,000
Sales GM / Head of Sales / Sales Director / Business Development Director	-	-	12,000	20,000
Customer Service	1 to 5 years		5 years and above	
Call Centre Officer (Non-Sales)	1,800	2,500	-	-
Concierge Service	1,800	2,500	-	-
Customer Service	1,800	3,000	-	-
Customer Service / Call Centre Manager	-	-	3,500	7,000
Foreign Speaking Call Centre Officer (Non-Sales)	2,500	3,500	-	-
Inside Sales Representative	2,300	3,500	-	-

Market Spotlight

Supply Chain and Logistics

World Bank ranked Singapore as the No. 1 Logistics Hub in Asia in the 2016 Logistics Performance Index.

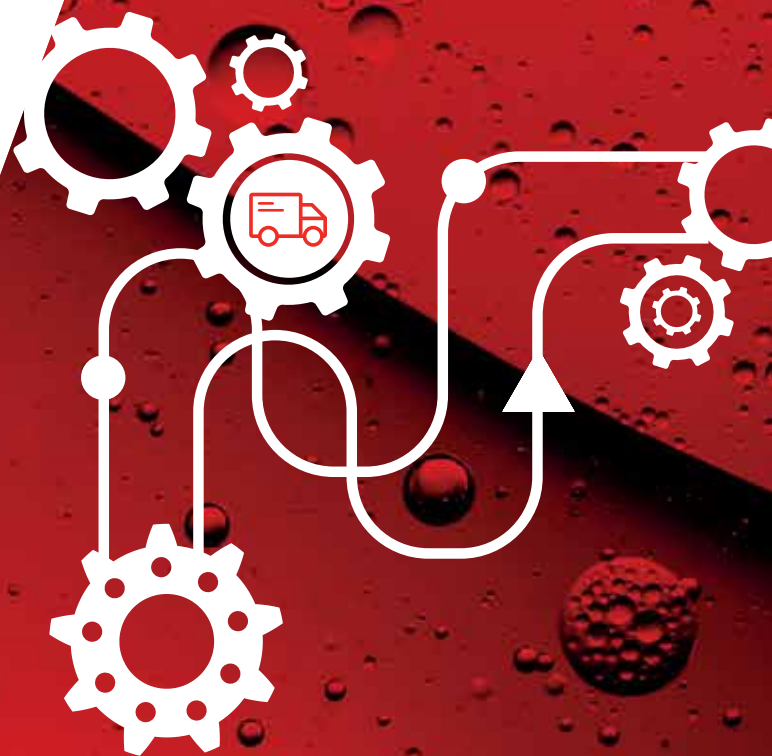
Singapore is a prime location for major logistics firms, with 20 of the top 25 global logistics players conducting operations here. Most of them, like DHL, Kuehne + Nagel, Sankyu, Schenker, Toll, UPS and Yusen Logistics, have set up regional or global headquarter functions in Singapore.

Research conducted by The Economist Intelligence Unit (EIU) and commissioned by Standard Chartered Bank, revealed that the key priorities for executives in the following year are to increase operational transparency through technology and innovation; intended to keep operating costs down.

Innovation is an essential part contributing to industry transformation and productivity because it will help create enhanced visibility in the production networks. The research revealed that 93% of executives surveyed have indicated technological innovation as important.

Singapore's major Supply Chain and Logistics sectors include Aerospace, Chemicals, Electronics, Healthcare and Cold Chain Logistics.

Overall, there are many opportunities to take up Supply Chain and Logistics roles with some of the major global players across a variety of industries.



Total Years of Experience				
Supply Chain and Logistics	1 to 5 years		5 years and above	
Company Driver	2,000	2,500	2,300	3,000
Driver (Goods/Products - Class 3)	1,600	2,200	1,800	2,500
Driver (Class 4)	1,900	2,700	2,700	3,400
Driver (Class 5)	2,800	3,300	3,300	4,000
Logistics Assistant	1,400	2,500	-	-
Logistics Specialist	1,800	2,500	2,500	4,000
Order Fulfilment Representative	2,200	3,200	3,300	4,200
Planner	2,000	4,000	4,000	7,000
Procurement Executive/Specialist	2,500	4,000	3,500	5,000
Procurement Manager	-	-	4,000	9,000
Shipping Coordinator/Assistant	1,500	2,500	-	-
Shipping Executive/Manager	2,500	3,500	3,500	5,500
Supply and Demand Planner	-	-	4,000	7,000
Supply Chain Executive	2,500	3,500	3,200	4,200
Supply Chain Analyst	-	-	4,000	6,500
Supply Chain Manager	-	-	5,500	10,000
Transportation Specialist	2,000	4,000	4,000	7,000
Warehouse/Store Assistant	1,400	2,500	-	-
Warehouse Supervisor	2,500	4,000	-	-
Warehouse Manager	-	-	4,000	7,500

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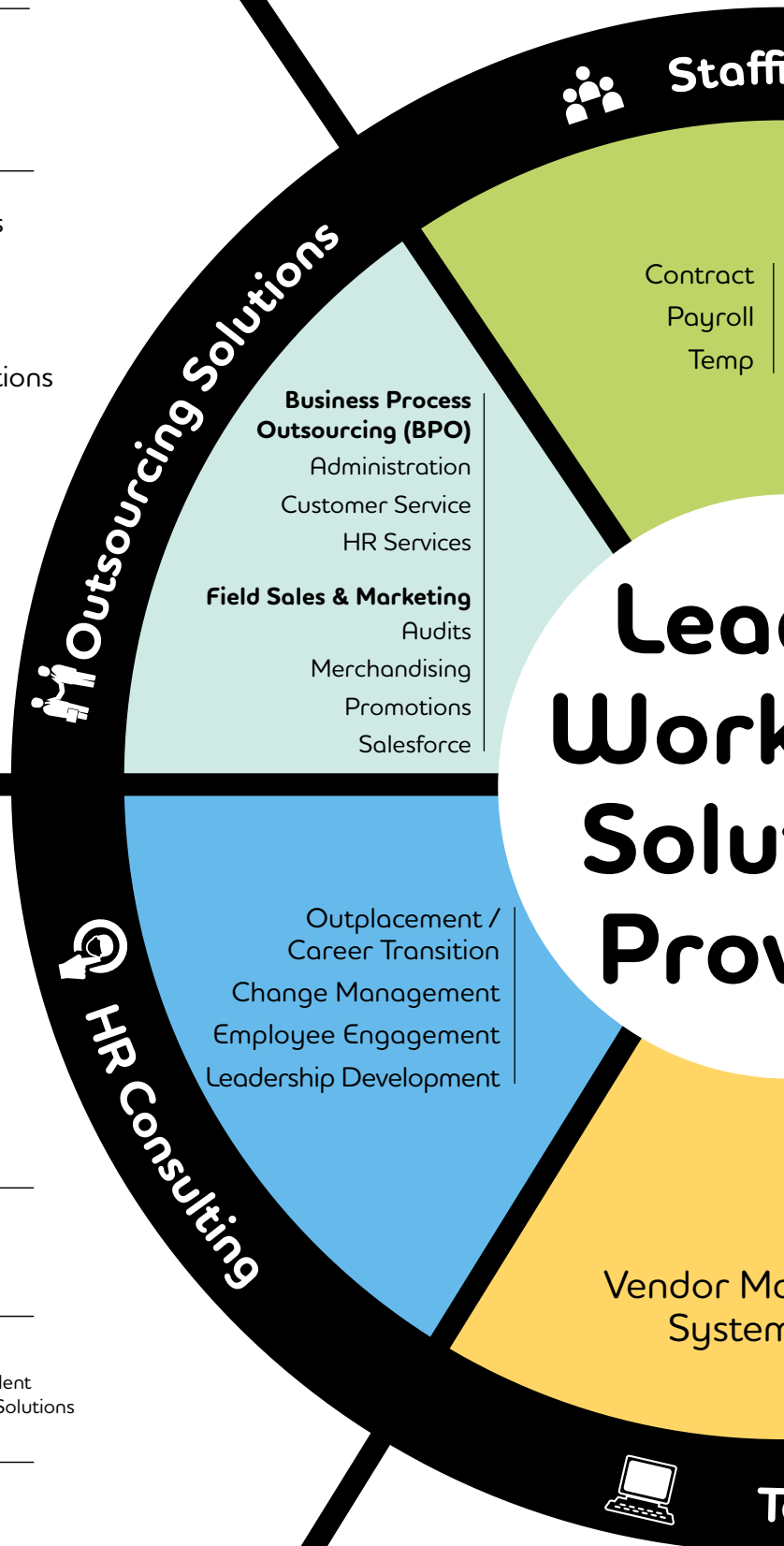
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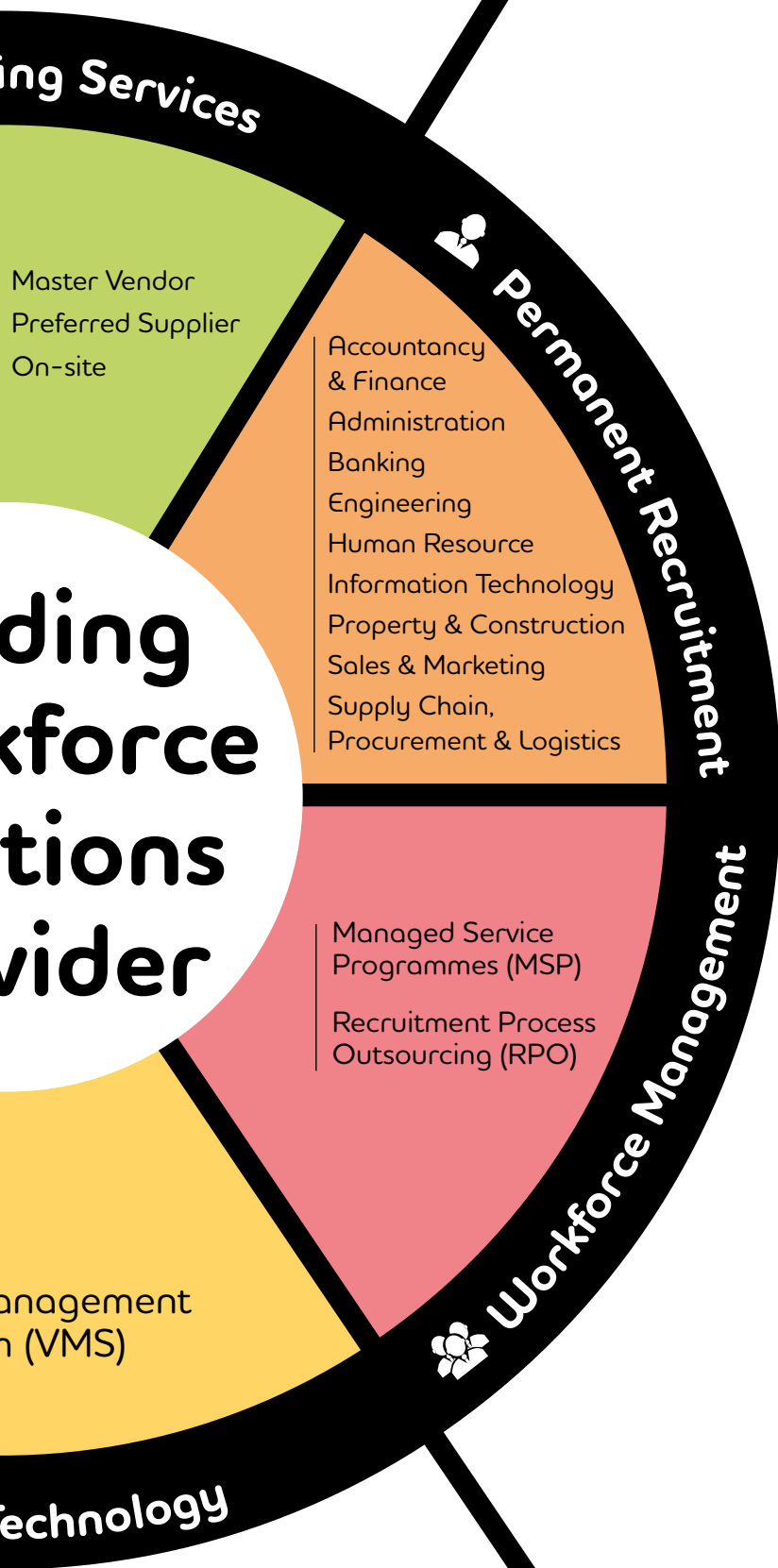
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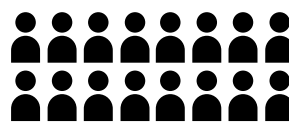
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