

# HALF YEARLY MARKET UPDATE BANKING & FINANCIAL SERVICES 2011

## WELCOME

Welcome to the Robert Walters' market update, designed to provide you with an insight into the very latest recruitment market and salary trends across the banking and financial services sector.

Our clients often draw on our extensive industry involvement and market insight to gain current information on salary levels, skills profiling and varying recruitment practices.

We hope you will find this update useful and please do not hesitate to contact us if you need to discuss these market trends in greater detail.

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## FRONT OFFICE & RISK MANAGEMENT

## MARKET OVERVIEW

### TRANSACTION BANKING

In the first half of 2011, we observed a constant demand for candidates with strong cash and trade background. Although hiring activities were relatively slower as compared to the first half of 2010, demand for candidates with strong sales and product experience remained strong. Candidates with seven to ten years' relevant experience in sales, product management, implementation solutions and client services were also highly sought-after. However, there were fewer senior hires compared to the previous year, with the banks being more cost-conscious and under a constant pressure to deliver results.

As foreign banks increased their focus on business expansion within Asia, we witnessed some newly created roles in the transaction banking space. There were also some movements in the securities services space, and candidates with good experience in custody and fund services were in high demand.

## ABOUT ROBERT WALTERS

With over 26 years in the business of recruitment, Robert Walters is an award-winning business and one of the world's leading recruitment consultancies. We have global coverage and local knowledge to meet any recruitment need.

We offer both permanent and contract recruitment solutions that are tailored to your organisation's needs by using our in-depth industry knowledge and proven recruitment methods to deliver.

Areas of specialisation for the Hong Kong office are:

- Accounting & Finance
- Banking & Financial Services
- HR & Business Support
- Information Technology
- Legal
- Sales & Marketing
- Supply Chain, Logistics & Procurement

## ROBERT WALTERS ASIA JOB INDEX

The Robert Walters Asia Job Index was launched in Q2 2008 to track job indices across different industries, with a view to creating a quarterly barometer for the job market across the globe.

Since its inception, the Index has grown in scope and now covers China, Hong Kong, Japan, Korea, Malaysia and Singapore. The Asia Job Index is highly regarded as an informative source, and its reports have been covered by numerous mainstream and trade media around Asia. Many companies have also used the Asia Job Index as a reference for their organisations' research and strategy reports.

For the latest report, please visit [www.asiajobindex.com](http://www.asiajobindex.com)

### CORPORATE & INSTITUTIONAL BANKING

Relationship managers with strong credit skills and client networks, experience in multiple products as well as the ability to manage corporate clients were highly sought-after in the first half of 2011. Organisations were constantly on the lookout for strong relationship managers in order to secure their talent pipeline. In the first half of 2011, we saw a strong demand for relationship managers covering the local corporates, middle market and SME segments. The banks were actively recruiting relationship managers with the ability to bring in liabilities business, including increasing the deposits base and cross-selling investment products to the corporates.

Some banks were also selectively hiring corporate bankers who have good connections in the market and who are technically sound to originate capital market deals.



### CONSUMER BANKING

The demand for good relationship managers covering retail clients remained strong. This was in line with some of the banks' aggressive expansion plans, which included expanding local branch networks.

Relationship managers with a portfolio of retail clients and strong asset under management (AUM) within the premium and priority banking sectors were highly sought-after.

As the consumer banking space continued to face a shortage of good talent, banks looked to tap on the talent pool from other sectors (e.g. FMCG) to hire these relationship managers.

### RISK MANAGEMENT

As most banks continued their expansion plans in the China market, there remained a demand for experienced credit risk analysts, in particular candidates who cover the Chinese corporates and those with commodities experience.

We have also witnessed a strong demand for experienced credit risk analysts covering financial institutions, especially those with good knowledge in global markets products. Besides the traditional corporate credit risk roles, there were selected hiring of credit analysts/managers in the private banking space as firms continued to grow their business in this bullish market.

There was also active hiring of market risk analysts in the first half of 2011. Candidates with good technical skills and product knowledge especially in the more exotic and derivatives products were in demand.

For the remainder of 2011, we foresee a strong demand for candidates with at least seven to ten years' experience across all areas if the economic sentiments remain positive. However, we also expect hiring to be cautious in the second half of the year as the financial institutions continue to be cost-conscious. As such, most of the hiring would need to be justified by the growth of revenue and profits.



## FINANCE

In the first half of 2011, the hiring market was relatively slower compared to the same period last year. Due to significant business growth last year in terms of headcount, we witnessed some companies go into a consolidation mode towards the last quarter of 2010. This had a spill-over effect in the first quarter of 2011, leading to a slowdown in hiring activity. However with the bonus announcements after the Chinese New Year, we observed some movements in the market, largely due to companies trying to backfill replacement roles.

Demand for product control candidates remained strong compared to the rest of the functions. However, we are seeing an increasing need for finance professionals with a different skill-set (e.g. economic capital, ALCO). Given that the global economy remains on the track of recovery, we may see higher recruitment levels in the remainder of the year, especially with the upcoming budget season in quarter three.

Candidates with multilingual skills, especially Mandarin, will continue to be in demand throughout the year. There will also be a strong focus on candidates with local regulatory/HK or PRC GAAP experience.

## GOVERNANCE: COMPLIANCE, INTERNAL AUDIT AND OPERATIONAL RISK

There remained a strong demand for governance roles due to the tightening of regulations as well as the new changes that were announced by the regulatory bodies. In comparison with other functions, compliance was an area with the highest demand due to the lack of quality candidates in this specialist market. This was further exacerbated by the movements of compliance professionals after the global financial crisis, resulting in a smaller talent pool within the market. Local regulatory experience and professionals with Mandarin language skills were highly sought-after as businesses develop further in the Chinese markets.

Internal audit remained stable within the governance area, with a constant demand for certified individuals with strong business/product experience. There were a number of senior movements at the regional head level, which consequently led to more changes/developments at the team level. We also witnessed internal auditors leaving their area of speciality and moving into operational risk or other areas of the business. This was largely due to the increasing proportion of travel for senior internal audit teams, as well as candidates seeking a closer alignment with the business. We are likely to see this trend persist throughout the rest of the year.



# ALTERNATIVE FINANCE

## ALTERNATIVE FINANCE

### MARKET OVERVIEW

In the first quarter of 2011, the recruitment market was slower than expected as firms waited for their revenue figures to be released and employees held off on moving jobs before their bonus payout.

The market gradually picked up in quarter two and there was a notable increase in market movement after the bonus payout period, which created a number of new vacancies and small levels of growth on specific desks within the banks.

On the bulge bracket investment banking side, many employers saw minimal to net zero growth in newly created positions in 2011, with many of the roles being replacement positions. It was clearly a different market as compared to 2010, where banks were growing their cash equities and equity derivatives business aggressively and hiring across all functions to support the business.

We also observed increased opportunities for job seekers in the middle market investment and corporate banks, boutiques and smaller brokerages, as well as hedge funds and custodial providers.



### OPERATIONS, BACK OFFICE

Within the operations area, we observed that many employers preferred to hire experienced candidates with a blend of client services and operations experience. Operations professionals were expected to be able to interface regularly with clients as well as carry out the day-to-day trade capture and settlements duties. Although there was a continued demand and recruitment spend in the operations space, we did not see a significant growth in actual staff numbers within operations as more of the vanilla-type processing duties have been outsourced to India, Kuala Lumpur and Manila.

Candidates with specialist product knowledge within the equity derivatives spaces were highly sought after. We saw a rebound in fixed income and credit derivatives operations hiring in the first half of the year. Generalists who have worked across a few different areas without specialising in any particular asset class or sector faced challenges in finding jobs as they did not have the required depth of product knowledge. Candidates seeking managerial positions within an operations team, bank are required to possess solid technical knowledge as well as excellent management skills. As operations roles continue to become increasingly sophisticated, candidates with strong product knowledge, particularly within the equity derivatives and ISDA space, will be highly sought-after.

Moving into the second half of 2011, we foresee trade finance to be an area with strong recruitment activity across its various functions (deal origination, structuring, relationship management, operations). Although trade finance operations roles traditionally do not command the highest remuneration package, it is currently the most sought-after skill-set from both local and larger international corporate banks.



### PROJECT MANAGEMENT & BUSINESS ANALYSIS

Project management was one of the most active hiring areas over the past year, as banks reshaped and repositioned themselves to support business growth. Some of the strategic challenges faced currently by our clients included headcount growth developing specific business units, changing the internal processes and systems within the bank, or restructuring the business and repositioning themselves in the market. Due to these changes, employers were more open to contract and interim hiring as an alternative workforce solution.

Due to the talent shortage of local project management professionals, hiring managers sought to hire experienced professionals from overseas. Candidates in demand included those with management consultancy experience as well as traditional banking backgrounds.

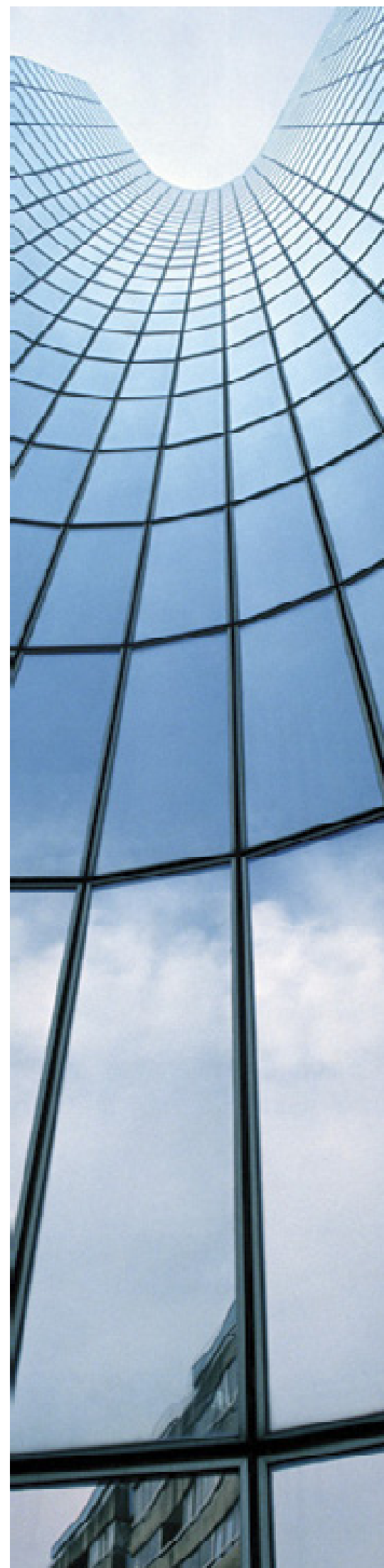
For the remainder of 2011, we anticipate that project managers with strong product knowledge and experience in project management methodology (e.g. Six Sigma.) will continue to be highly sought-after. Candidates from the banking sector (i.e. infrastructure space), particularly those with strong securities knowledge and experience as project managers with a track record of leading change or transformation programmes, will be in high demand.

### HEDGE FUNDS

Over the past year, we have seen many small boutique funds continue to set up offices in Hong Kong. Many of these firms were established by successful traders coming off the disbanded prop desks within the banks.

A recent change we have observed in the Hedge fund world is that they can no longer exist as a two to three person operation and are expect to attract investor capital. Post-Maddof, investors are carrying out far more due diligence on the actual operational and risk controls that the fund undertakes. These operations require the fund to hire senior Heads of Operations/COOs to satisfy investors as well as their prime brokers' demands. Many of the Front Office hires were carried out directly by the managing partners (with only junior analysts being hired externally).

Candidates who are particularly in demand in the hedge fund sector are those with at least 10 years' operations and/or compliance experience within both custodial providers and investment banks, as well as strong product knowledge (usually equities and equity derivatives).



# HR & BUSINESS SUPPORT

## HR & BUSINESS SUPPORT

### MARKET OVERVIEW



In 2010 we saw many organisations backfilling positions that were made redundant during the financial crisis in 2008. As a result, there was a slowdown in hiring activities in the first quarter of 2011, which was further impacted by candidates who preferred to wait for their bonus payouts before deciding to move. Recruitment activities picked up significantly towards the end quarter one, with most of them being replacement hires.

We witnessed steady hiring activity across all specialist functions including compensation & benefits (C&B), recruitment and training. Senior positions in recruitment were particularly in demand, especially within the IBD divisions and front office.

While there was a talent shortage for C&B and business partner roles, organisations continued to prefer local talent due to the demand for candidates with local experience.

In the business support area, recruitment activities for the first half of 2011 were primarily focused on the executive assistant/ personal assistant and team secretary positions, with most of them being replacement positions. Candidates with the ability to manage large teams within a trading floor environment were most sought-after. Salary increment for this sector has been more aggressive of at least 25%.

Moving into the second half of 2011, we expect to see an increase in hiring activity as candidates are more likely to move or look out for new roles after the bonus payout. Due to many organisations setting up their regional offices in Hong Kong, high calibre business support candidates with set-up experience and a track record in working with large teams will be highly sought-after. HR professionals with strong generalist and business partnering experience will also be in demand.

We have also observed that candidates have increasingly been receiving counter offers as well as multiple job offers. Candidates are demanding a salary increment of at least 20%. For candidates who are in high demand, besides offering a salary premium, companies should also focus on speeding up the recruitment process as that is one of the key determinants influencing a candidate's decision in accepting the role.



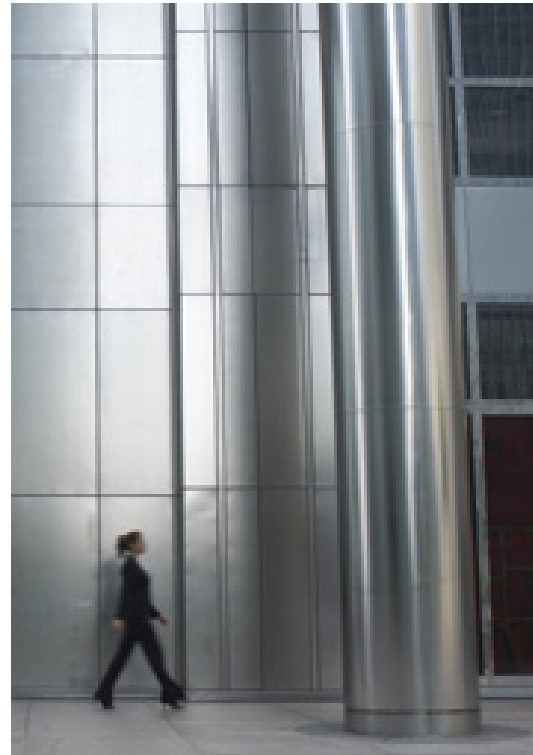
## MARKET OVERVIEW

In the first quarter of the year, we observed many financial institutions waiting for their headcount review before determining their hiring strategies. Whilst most companies predicted minimal headcount growth for 2011, the below-average bonus payouts as well as high levels of discontent amongst candidates sparked high turnover rates in the second quarter. Many candidates were also waiting for bonuses to be paid after the Chinese New Year before moving on to new opportunities.

We witnessed a significant increase in recruitment activity in the second quarter as compared to the first, especially for replacement roles. Key areas of demand within investment banking included ISDA negotiators with NAFMII experience, equity and credit derivative professionals as well as corporate finance lawyers with excellent communication skills in Mandarin and at least three years' PQE. Candidates were mostly sourced locally or from overseas locations such as the UK, Singapore and Australia.

The asset management and private equity sectors have been actively recruiting lawyers at all levels. Private equity firms which were previously more reliant on external counsels also started hiring in-house general counsels. We noticed established organisations hiring mid level lawyers with at least five years' PQE to support the Head of Legal in bolstering legal teams. In particular, private equity firms were more inclined to hire corporate finance lawyers as transaction specialists to cover all deal execution responsibilities aside from origination. Additionally, we witnessed asset management/fund houses looking to hire lawyers with experience in structured products and funds, investment management, regulatory and in some cases, derivatives.

Moving into the second half of 2011, we expect an increase in recruitment activity within senior level positions such as VP/director-level executives as well as heads of legal/general counsels, as these senior candidates start looking for new opportunities both locally and overseas. In some exceptional instances, we have witnessed these senior candidates move back to private practice, especially to law firms which are trying to develop its banking and finance practices.



## INFORMATION TECHNOLOGY

## MARKET OVERVIEW

Hiring activities within the IT banking space was relatively slow in the first half of the year, as banks were involved with bonus payouts and salary adjustments. Some of these hiring activities during the first quarter were largely due to organisational restructuring and some replacement roles.

There were more new headcounts in the second quarter, and candidates with a strong technical background were highly sought-after, especially development managers and business analysts with hands-on experience. In addition, there was a steady demand for application support candidates and experienced developers, as most of the investment banks looked to revamp and improve their trading and middle office technologies.

We anticipate the demand for technical talent will continue to increase throughout the remainder of 2011. Top-tier candidates are likely to receive multiple offers and as a result, organisations will face a greater challenge in securing such talent. Due to the competitive market, employers are advised to streamline recruitment processes in order to avoid losing key talent to their competitors.

In terms of salary expectations, junior candidates who switch roles are likely to receive salary increments ranging between 15 to 20%, whereas senior candidates are likely to see pay increases of 10 to 15%.

## INFORMATION TECHNOLOGY



# MARKETING & COMMUNICATIONS

## MARKETING & COMMUNICATIONS

### MARKET OVERVIEW

Hiring activity in the marketing and communications function within financial services was relatively slow in the beginning of 2011 as compared to last year. This could be largely attributed to the aggressive hiring activities that took place throughout 2010, in addition to most of the hiring managers being away during the Chinese New Year period. Organisations that were hiring focused mainly on replacement roles rather than new headcount.

The second quarter saw a steady demand for more mid to senior candidates within events, corporate access and marketing communications fields within the banks, asset management and private equity firms. Locally-based talent were sufficient to fill the demand as candidates actively sought more attractive job opportunities. A majority of the candidates who switched jobs received salary increments of 10 to 20%, whereas senior professionals with more niche skill sets commanded a premium of up to 30% increment.

Moving forward for the remainder of 2011, we anticipate that hiring activities are likely to remain relatively slow as banks continue to cut back on hiring. Most of the hires will be to fill replacement roles and we expect the highest demand to be at the junior to mid levels. Salary increments will also stabilise at approximately 5 to 10% for those looking to move, whereas professionals recruited for senior roles are more likely to be offered higher salary increments.

# SUPPLY CHAIN, LOGISTICS & PROCUREMENT

## SUPPLY CHAIN, LOGISTICS & PROCUREMENT

### MARKET OVERVIEW

Due to ongoing positive market sentiment and buoyant trade activity, third party logistics and freight forwarding sector hiring remained relatively steady throughout the first half of the year. In addition to a variety of solutions-based warehousing roles, there has been an increased demand for key account management positions. Senior sales professionals with a comprehensive supply chain management background also continue to be highly sought-after.

Sourcing and Merchandising hiring was relatively slow prior to the Chinese New Year however this started to recover towards the end of quarter one. The second quarter saw a marked increase in recruitment activity, particularly for good candidates with experience in sourcing, merchandising and procurement.

We observed candidate movement across all levels, with a significant proportion skewed to mid level positions. Salaries in the junior to mid levels increased at an average of 5 to 10% compared to 2010, whereas salaries at more senior levels rose by about 10 to 20%. Despite this recovery, the recruitment process took longer in comparison to previous years as employers conducted more thorough interview processes and testing prior to hire.

# CONTRACT RECRUITMENT

## CONTRACT RECRUITMENT

We witnessed a high demand for contract resources in 2010, which continued throughout the first half of 2011. This was largely due to many organisations experiencing continued scrutiny of headcount increases and resource-related costs.

Short-term projects and 'try before you buy' hiring strategies have also underpinned the demand for contract resources for a wide range of support functions, namely in HR, IT, marketing, finance and business support. This demand is expected to continue throughout 2011.

In the first half of the year, many candidates were reluctant to consider contract-based assignments unless there was a high likelihood of extension or conversion to a permanent role in the future. As such, the number of available candidates was somewhat limited. However, firms that were willing to offer higher salaries or above award-level benefits were able to fill their contract requirements quite efficiently.

Moving into the second half of 2011, we anticipate that the mid-year influx of recent graduates and off-shore returnees is likely to refresh the population of potential contract candidates. As such, firms are likely to fill contract vacancies more easily as compared to the first half of the year.

# ANNUAL GLOBAL SALARY SURVEY

## BANKING & FINANCIAL SERVICES

ROLE 1 - 4 YRS' EXP 4 - 8 YRS' EXP 8+ YRS' EXP

### FRONT OFFICE

#### TRANSACTION BANKING

SALES - TRADE FINANCE	\$240 - 520k	\$530k - 1.0m	\$1.0 - 1.6m+
SALES - CASH MANAGEMENT	\$240 - 500k	\$500 - 920k	\$920k - 1.4m+
SALES - SECURITIES SERVICES	\$400 - 660k	\$660k - 1.0m	\$1.0 - 1.6m+
PRODUCT MANAGEMENT - TRADE FINANCE	\$350 - 600k	\$550k - 1.0m	\$900k - 1.6m+
PRODUCT MANAGEMENT - CASH	\$350 - 600k	\$550k - 1.0m	\$900k - 1.4m+
PRODUCT MANAGEMENT - SECURITIES SERVICES	\$400 - 650k	\$660k - 1.1m	\$1.0 - 1.6m+

#### CORPORATE BANKING

RELATIONSHIP MANAGER - FI*	\$240 - 540k	\$540 - 900k	\$900k - 1.5m+
RELATIONSHIP MANAGER - CORPORATE BANKING	\$200 - 450k	\$540 - 900k	\$900k - 1.5m+
RELATIONSHIP MANAGER - COMMERCIAL BANKING	\$200 - 450k	\$450 - 720k	\$720k - 1.2m+

#### WEALTH MANAGEMENT/ CONSUMER BANKING

RELATIONSHIP MANAGER - PREMIER/ PRIORITY BANKING	\$360 - 456k	\$432 - 540k	\$540 - 660k
PERSONAL FINANCIAL MANAGER/ WEALTH MANAGEMENT MANAGER	\$216 - 288k	\$360 - 420k	\$360 - 540k
INVESTMENT COUNSELLOR	\$300 - 420k	\$480 - 600k	\$600 - 660k

#### RISK MANAGEMENT

##### CREDIT RISK

INVESTMENT BANKING	\$450 - 720k	\$720k - 1.2m	\$1.2 - 1.95m+
CORPORATE BANKING	\$350 - 500k	\$450k - 1.0m	\$900k - 1.5m+
FINANCIAL INSTITUTIONS	\$350 - 600k	\$550k - 1.2m	\$1.0 - 1.95m+
MARKET RISK			
MARKET RISK ANALYST	\$450 - 700k	\$700k - 1.2m	\$1.2 - 1.5m+
CONTROLLING/ REPORTING	\$400 - 600k	\$600 - 920k	\$920k - 1.3m+

### MIDDLE & BACK OFFICE

#### FINANCE

FINANCIAL REPORTING	\$380 - 520k	\$520 - 850k	\$850k - 1.2m+
MANAGEMENT REPORTING	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+
PRODUCT CONTROL	\$420 - 540k	\$540 - 920k	\$920k - 1.4m+

#### GOVERNANCE

##### INTERNAL AUDIT

TRANSACTIONAL BANKING	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+
GLOBAL MARKETS	\$420 - 540k	\$540 - 920k	\$920k - 1.4m+
OPERATIONAL RISK MANAGEMENT			
GLOBAL MARKETS	\$420 - 540k	\$540 - 920k	\$920k - 1.4m+
INFRASTRUCTURE	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+
COMPLIANCE			
GLOBAL MARKETS	\$420 - 550k	\$550 - 950k	\$950k - 1.6m+
FUND/ WEALTH MANAGEMENT	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+

### OPERATIONS & PROJECTS

#### SETTLEMENTS & PROCESSING

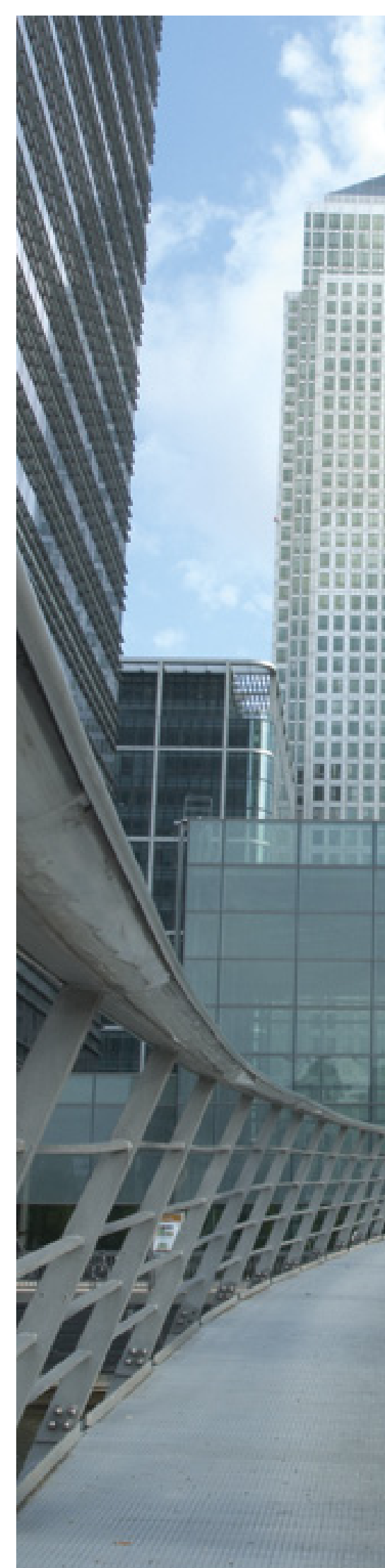
GLOBAL MARKETS & DERIVATIVES	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+
PRIVATE BANKING/ FUND MANAGEMENT	\$380 - 520k	\$520 - 880k	\$880k - 1.25m+
MIDDLE OFFICE & TRADE SUPPORT			
DERIVATIVES/ COMMODITIES/ FUTURES	\$420 - 540k	\$540 - 920k	\$920k - 1.4m+
PLAIN VANILLA PRODUCTS	\$380 - 520k	\$520 - 880k	\$880k - 1.25m+
TRANSACTIONAL BANKING/ ALTERNATIVE INVESTMENTS			
COLLATERAL MANAGEMENT	\$380 - 520k	\$520 - 880k	\$880k - 1.25m+
FUND ADMINISTRATION/ RECONCILIATION	\$320 - 450k	\$450 - 750k	\$750k - 1.05m+
PROJECT MANAGEMENT & BUSINESS ANALYSIS			
CHANGE MANAGEMENT	\$420 - 540k	\$540 - 920k	\$920k - 1.4m+
FINANCE/ INFRASTRUCTURE	\$380 - 520k	\$520 - 900k	\$900k - 1.3m+



# ANNUAL GLOBAL SALARY SURVEY

## BANKING & FINANCIAL SERVICES

HR & BUSINESS SUPPORT	3 - 5 YRS' EXP	6 - 10 YRS' EXP	10+ YRS' EXP
<b>HUMAN RESOURCES</b>			
HR DIRECTOR/ HEAD OF HR	N/A	N/A	\$1.5m+
RECRUITMENT SPECIALIST	\$450 - 700k	\$800k - 1.2m	\$1.2m+
TRAINING & DEVELOPMENT SPECIALIST	\$400 - 600k	\$700k - 1.3m	\$1.3m+
HRIS	\$450 - 600k	\$650k - 1.2m	\$1.2m+
PAYROLL	\$280 - 450k	\$550k - 1.1m	\$1.1m+
MOBILITY SPECIALIST	\$450 - 650k	\$650k - 1.2m	\$1.2m+
HR GENERALIST	\$480 - 650k	\$700k - 1.4m	\$1.4m+
<b>BUSINESS SUPPORT</b>			
OFFICE MANAGER	\$360 - 420k	\$540 - 900k	\$900k+
TEAM SECRETARY	\$240 - 300k	\$400 - 700k	\$700k+
EXECUTIVE SECRETARY	\$300 - 360k	\$400 - 700k	\$700k+
<b>INFORMATION TECHNOLOGY</b>			
IT DIRECTOR	N/A	N/A	\$1.3 - 2.2m
PROJECT MANAGER	\$650 - 800k	\$800k - 1.0m	\$1.0 - 1.5m
BUSINESS ANALYST	\$440 - 700k	\$700k - 1.0m	\$1.0 - 1.3m
LAN SUPPORT/ ADMINISTRATION	\$360 - 500k	\$450 - 600k	\$600k+
HELP DESK/ DESKTOP SUPPORT/ APPS SUPPORT	\$200 - 350k	\$350 - 500k	\$500k+
WAN/ COMMUNICATIONS ENGINEER	\$360 - 500k	\$500 - 750k	\$750 - 900k
DATABASE ADMINISTRATOR	\$450 - 600k	\$500 - 700k	\$700k+
SOFTWARE ENGINEER	\$300 - 540k	\$540 - 720k	\$720k - 1.2m
<b>LEGAL</b>			
<b>IN-HOUSE</b>			
8 YRS' PQE		\$1.4 - 1.85m	
6 YRS' PQE		\$1.15 - 1.5m	
4 YRS' PQE		\$1.1 - 1.35m	
2 YRS' PQE		\$900k - 1.15m	
<b>ISDA NEGOTIATOR</b>			
8 YRS' PQE		\$900k - 1.0m	
6 YRS' PQE		\$780 - 850k	
4 YRS' PQE		\$650 - 720k	
2 YRS' PQE		\$500 - 600k	
<b>MARKETING &amp; COMMUNICATIONS</b>			
PRODUCT DEVELOPMENT	\$325 - 540k	\$650k - 1.0m	\$1.4m+
MEDIA RELATIONS	\$325 - 450k	\$550 - 950k	\$1.2m+
EVENT MANAGEMENT	\$325 - 550k	\$550k - 1.0m	\$1.2m+
INTERNAL COMMUNICATIONS	\$325 - 450k	\$550 - 950k	\$1.1m+
PR/ CORPORATE COMMUNICATIONS	\$325 - 450k	\$520 - 865k	\$1.0 - 1.5m
<b>SUPPLY CHAIN, LOGISTICS &amp; PROCUREMENT</b>			
PROCUREMENT	\$800k - 1.0m		\$1.5 - 2.0m
REAL ESTATE/ LEASING	\$750 - 850k		\$1.4 - 1.7m
PROPERTY/ FACILITIES MANAGEMENT	\$650 - 750k		\$1.1 - 1.4m
PROJECT MANAGEMENT - PREMISES	\$500 - 650k		\$800 - 950k



# ANNUAL GLOBAL SALARY SURVEY

## CONTRACTING

ROLE CONTRACT SALARY PER MONTH \$HK

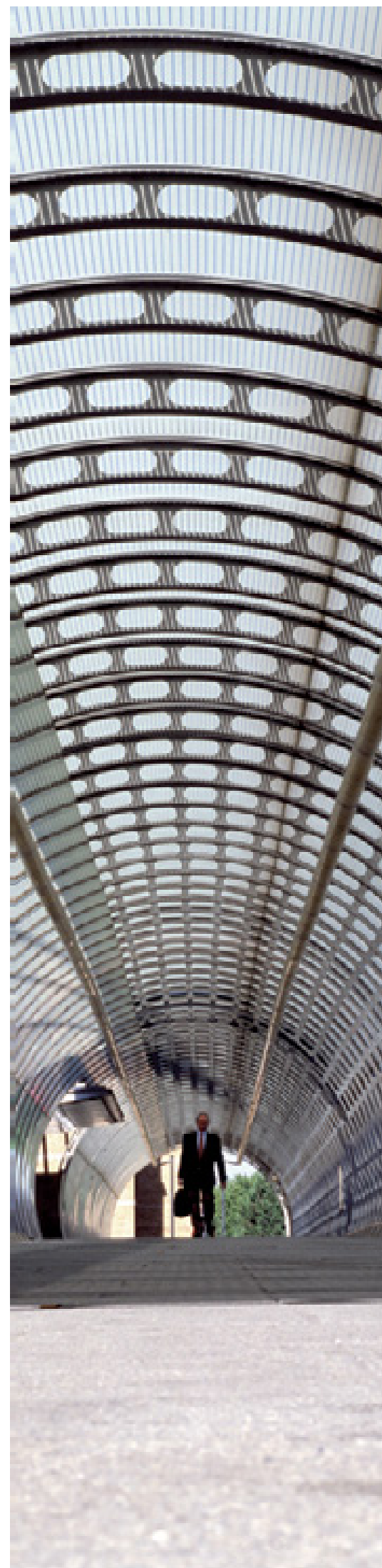
BANKING & FINANCIAL SERVICES	1-4 YRS' EXP		4-8 YRS' EXP
<b>FINANCE</b>			
MANAGEMENT REPORTING	\$35 - 45k		\$50 - 90k
FINANCIAL REPORTING	\$35 - 45k		\$50 - 90k
PRODUCT CONTROL	\$40 - 65k		\$70 - 90k
<b>GOVERNANCE</b>			
COMPLIANCE - AML / SURVEILLANCE / CONTROL ROOM	\$40 - 55k		\$60 - 80k
COMPLIANCE - INVESTMENT MANAGEMENT	\$35 - 55k		\$60 - 80k
<b>OPERATIONS &amp; PROJECTS</b>	1-4 YRS' EXP	4-8 YRS' EXP	8+ YRS' EXP
PROJECT / CHANGE MANAGEMENT	\$40 - 65k	\$65 - 85k	\$85k - 1.0m
BUSINESS ANALYST	\$30 - 60k	\$60 - 80k	\$80 - 90k
MIDDLE OFFICE / TRADE SUPPORT	\$20 - 40k	\$40 - 55k	\$55 - 80k
COLLATERAL MANAGEMENT	\$20 - 35k	\$35 - 45k	\$45 - 65k
SETTLEMENTS	\$20 - 35k	\$35 - 45k	\$45 - 65k
RECONCILIATIONS	\$20 - 30k	\$30 - 35k	\$35 - 55k
LOANS	\$20 - 35k	\$35 - 45k	\$35 - 55k

HR & BUSINESS SUPPORT	3-5 YRS' EXP	6-10 YRS' EXP	10+ YRS' EXP
<b>HUMAN RESOURCES</b>			
HR DIRECTOR/ HEAD OF HR	N/A	N/A	\$100k
RECRUITMENT SPECIALIST	\$35 - 50k	\$50 - 70k	\$70k+
HRIS	\$30 - 40k	\$40 - 60k	\$60k+
PAYROLL	\$30 - 45k	\$40 - 60k	\$60k+
MOBILITY SPECIALIST	\$25 - 35k	\$30 - 40k	\$40k+
HR GENERALIST	\$25 - 35k	\$35 - 50k	\$50k+
<b>BUSINESS SUPPORT</b>			
OFFICE MANAGER	\$30 - 45k	\$40 - 50k	\$50k+
PERSONAL ASSISTANT	\$20 - 30k	\$30 - 40k	\$40k+

SALES & MARKETING			
BUSINESS DEVELOPMENT MANAGER		\$35 - 50k	
BRAND MANAGER		\$35 - 50k	
MARKETING PLANNING SPECIALIST		\$35 - 50k	
MARKETING ASSISTANT		\$25 - 35k	
CUSTOMER SERVICE EXECUTIVE		\$16.6 - 25k	

INFORMATION TECHNOLOGY	1-3 YRS' EXP	4-6 YRS' EXP	7+ YRS' EXP
IT DIRECTOR	N/A	N/A	\$125 - 175k
PROJECT MANAGER	\$60 - 70k	\$70 - 90k	\$90 - 130k
BUSINESS ANALYST	\$40 - 60k	\$65 - 90k	\$90 - 120k
LAN SUPPORT/ ADMINISTRATION	\$33 - 50k	\$40 - 60k	\$60k+
HELP DESK/ DESKTOP SUPPORT/ APPS SUPPORT	\$20 - 32k	\$25 - 50k	\$50k+
WAN/ COMMUNICATIONS ENGINEER	\$35 - 60k	\$45 - 65k	\$65 - 80k
DATABASE ADMINISTRATOR	\$20 - 40k	\$40 - 55k	\$60 - 80k
SOFTWARE ENGINEER	\$25 - 40k	\$40 - 55k	\$60 - 80k

SALES & MARKETING			
BUSINESS DEVELOPMENT MANAGER		\$35 - 50k	
BRAND MANAGER		\$35 - 50k	
MARKETING PLANNING SPECIALIST		\$35 - 50k	
MARKETING ASSISTANT		\$25 - 35k	
CUSTOMER SERVICE EXECUTIVE		\$16.6 - 25k	



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## HR VENDORS OF THE YEAR 2010

VOTED BY HR PROFESSIONALS

WINNER - PREFERRED RECRUITMENT FIRMS



THE RECRUITER AWARDS FOR EXCELLENCE 2010



THE ASIAN BANKER SUPPORTING INDUSTRY AWARD

## ASIAMONEY HEADHUNTERS POLL 2010

ASIAMONEY HEADHUNTERS POLL 2010

ROBERT WALTERS