

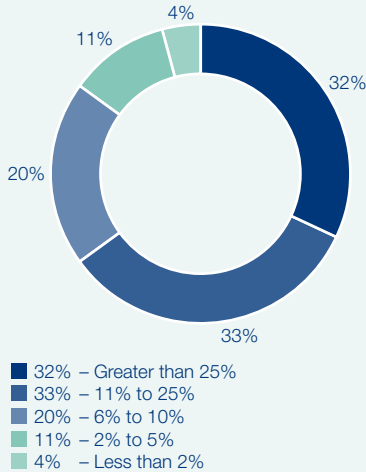
FINANCE
SINGAPORE

SALARY SURVEY 07/08

Michael Page
INTERNATIONAL

PERCENTAGE OF SALARY GIVEN FOR MOST RECENT BONUS

Three-quarters of respondents had a bonus component as part of their salary package. When asked about their last bonus payment, 32% reported a payment greater than 25% of base salary.



WELCOME

Welcome to the Michael Page International Salary Survey for 2007/2008.

The survey provides employers and candidates with useful insights into employment conditions, business confidence levels and recruitment trends across the finance sector in Singapore. Our commentary is based on both quantitative and qualitative research and covers the following sectors:

- Commerce & Industry
- Banking & Financial Services

I wish to thank everyone who contributed to this year's survey and trust you find it helpful and informative. I welcome your feedback and encourage you to contact us for further information or specific market advice.

Tulika Tripathi
 Director, Singapore
 Michael Page International
 t 65 65332777
 e tulikatripathi@michaelpage.com.sg

INTRODUCTION

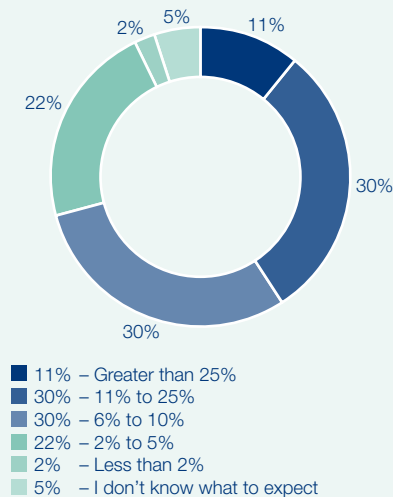
The financial services industry, which makes up a significant percentage of Singapore's multi-billion dollar economy, is experiencing rapid growth due to business expansion and regionalisation strategies. A growing number of global investment banks and financial institutions are relocating their regional operations to Singapore as part of a drive to control costs and further penetrate the booming South-East Asia market.

Increased legal requirements in accounting and financial reporting are escalating the demand for talent, particularly for candidates with an understanding of corporate governance processes and knowledge of regulatory requirements.

The adoption of international reporting standards also means that finance skills are more transferable than ever. This is leading to increased competition from employers in other Asia Pacific locations, as well as finance centres in the UK and US. Our quantitative research shows that half the employees in Singapore who responded to our survey had already worked overseas, and of this group 88% would consider doing it again.

WHAT PERCENTAGE INCREASE WOULD YOU EXPECT WITH YOUR NEXT SALARY REVIEW?

The majority of respondents were optimistic in terms of salary expectations, with nearly one-third expecting a rise of between 11% and 25%.



NATIONAL EMPLOYMENT SURVEY

The National Employment Survey is conducted on an annual basis and measures employment conditions, business confidence levels and recruitment trends. The survey for 2007 was completed by 1378 employees and 170 employers from a variety of professional sectors in Singapore.

A selection of key findings is listed on this page and in graphical format throughout the publication. The survey results, which form the quantitative component of the broader research project, are supplemented with qualitative insight derived from our extensive involvement with white-collar employers and job seekers across Singapore.

KEY FINDINGS FROM THIS STUDY:

Employer Trends

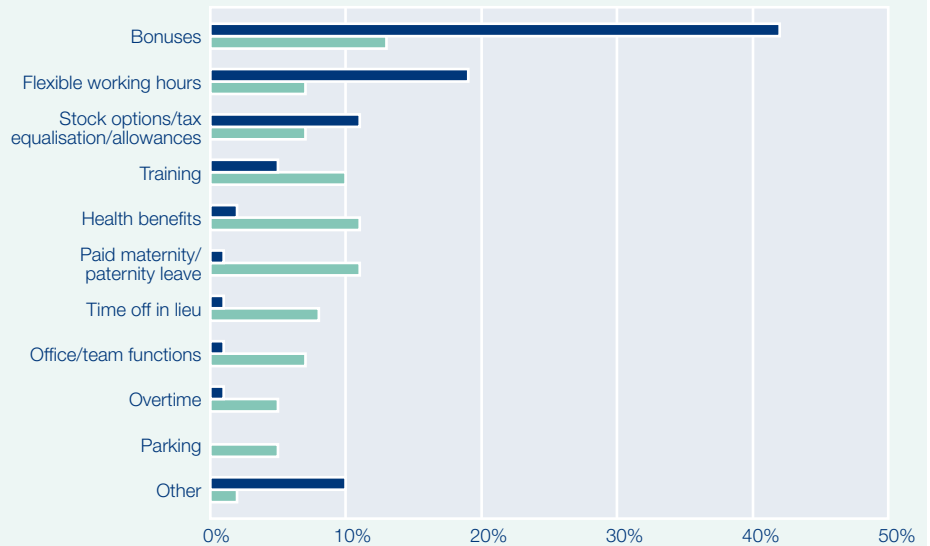
- 96% of employers surveyed predicted their staff numbers would remain constant or increase in the next 12 months.
- At 26%, organic growth was listed as the main area of focus for employers in the year ahead.
- Over the past 12 months, 64% of companies experienced difficulty in retaining staff, an increase of 23% from our last survey.
- 89% of companies see staff retention as an important focus for the next 12 months.
- When asked which retention strategies employers would consider over the next year, training and development and career progression were the two most common responses.

Employee Trends

- 47% of respondents cited career advancement as the primary motivator for their last job change. Only 7% nominated more money as the main reason.
- 44% of respondents rated their company's training and career development opportunities as average, 20% as poor and 8% as very poor.
- Half of the respondents surveyed have worked overseas, and of those 88% would consider doing it again.
- When asked what their salary expectations were for the year ahead, the most common expectation was for a salary increase of 11% to 25%, followed by 6% to 10%.
- Close to half of the respondents surveyed expect a bonus greater than 25% of their salary, with 85% of respondents seeing a minimum of 11% as acceptable.

ACTUAL INCENTIVES VS PREFERRED INCENTIVES

There was disparity between the incentives employees wanted and those that their employers were providing. Bonuses and flexible working hours were the most preferred incentives by employees.



■ Preferred incentive
■ Actual incentive

COMMERCE & INDUSTRY

MARKET OVERVIEW

Recruitment activity in this sector remains strong with high demand for finance professionals across all levels. Economic conditions are positive and consequently businesses are looking to grow and expand their teams.

Singapore has long been a magnet for commercial businesses and is also an attractive choice for international organisations looking to strategically expand, aided by government tax incentives. The increased presence of multinationals in Singapore is fuelling demand for finance professionals and intensifying the tight labour market.

There is also a trend in local businesses expanding across Asia and setting up new operations within the region. Candidates with a strong proficiency in Mandarin are highly sought after as more companies expand into China to take advantage of the buoyant market.

There is particularly high demand for senior candidates with a strong commercial focus, good communication and staff management skills. These skills are critical at the senior end of the market as professionals at this level need to engage business stakeholders in order to achieve growth through finance initiatives.

There is also strong demand for back office staff at the junior level as banks expand their operations. Accountants and account managers at the mid to senior level are also highly sought after, as are candidates with technical skills such as US GAAP and IFRS. Niche roles in regional tax, regional internal audit and revenue recognition are also in demand.

In this tight labour market, employers face significant challenges in being able to secure talent ahead of their competitors. In our experience, recruitment cycles that extend beyond four weeks frequently fail as the best candidates are likely to receive multiple offers during this timeframe. We therefore encourage employers to streamline hiring processes and to act decisively. It is also important for employers to demonstrate the benefits of working at their organisation and to highlight long term career development opportunities.

EMPLOYMENT FORECAST

Over the next 12 months, we expect demand for candidates to remain strong as companies continue hiring to support their growth. In relation to salary packages, we predict a standard salary increase of 5-10%, with increases of 15-35% for more specialised roles.

COMMERCE & INDUSTRY SALARY TABLE		
Role	Experience	Salary S\$'000
GENERAL		
ACCOUNTANT/FINANCIAL ANALYST		
	3-5 years	50-65
	5-7 years	65-80
FINANCE MANAGER		
	5-7 years	65-90
	7-9 years	90-130
FINANCIAL CONTROLLER		
	Small business unit	140-160
	Medium business unit	160-200
	Large business unit	200-240
FINANCE DIRECTOR (15 YEARS+)		
	Small business unit	180-220
	Medium business unit	220-300
	Large business unit	300+
SPECIALIST		
REGIONAL AUDIT (>50% TRAVEL)		
	3-5 years	55-80
	5-7 years	80-120
	7-9 years	120-200
	Head of Internal Audit	240+
TREASURER/TAX MANAGER		
	Medium business unit	160-240
	Large business unit	250+
PUBLIC ACCOUNTING (BIG 4)		
AUDIT		
	3-4 years	50-55
	4-5 years	55-65
	Assistant Manager	65-75
AUDIT MANAGER		
	1 year	75-85
	2 years	85-95
	3 years	95-110
	Senior Manager	120+
TAX		
	Tax Manager	70-90
	Senior Tax Manager	120-180
	Director	180+

1. The above table is based on basic salary, excluding bonus/incentive schemes.
2. Market rates are becoming much less uniform. 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.

BANKING & FINANCIAL SERVICES

MARKET OVERVIEW

The financial services sector is experiencing positive growth and enjoying high levels of demand for products and services due to the strength of the Asian economy. The move by many global investment banks to relocate banking operations and middle office functions to Singapore is also directly impacting demand for banking and finance professionals.

For operational areas in particular, a number of global financial institutions are relocating their operations and middle office functions to Singapore. This is occurring because it is a cost effective solution that enables companies to take advantage of the world-class infrastructure in Singapore. This trend has resulted in high demand for people with experience in operations and settlements, operational risk management and business process re-engineering.

Within the major banks, there is particularly strong demand for qualified accountants at all levels. In front office, private banking and wealth management continue to dominate the headlines in Singapore. There is a shortage of client support staff as the banks' clients seek innovative financial solutions to meet their operational and strategic growth demands. This growth in front office banking is also creating demand for more support staff in the back offices of financial institutions.

From a skills-based perspective, highest demand is for candidates who have experience in compliance, operations and wealth management as banks focus on compliance, expand teams and increase investments under management. There is also intense competition from banks and wealth management firms for candidates with knowledge of equities, fixed income, derivatives and asset management.

EMPLOYMENT FORECAST

In this tight labour market, we anticipate salaries to increase by an average of 15- 30%, with up to 40% increases for hard to find skill sets. Employers will need to direct their remuneration packages toward the variable components like bonuses in order to keep their fixed costs manageable and still attract talent. We expect recruitment activity to increase in banking and finance over the next 12 months, as Singapore continues to build its reputation as a world-class financial hub.

BANKING & FINANCIAL SERVICES SALARY TABLE

Role	Experience	Salary S\$'000
FRONT OFFICE		
CORPORATE FINANCE		
	1-3 years	65-120
	3-5 years	100-170
	5-7 years	130-200
	7+ years	200+
DIRECT INVESTMENT		
	1-3 years	60-90
	3-5 years	80-140
	5-7 years	120-170
	7+ years	160+
PROJECT FINANCE		
	1-3 years	50-90
	3-5 years	70-120
	5-7 years	110-170
	7+ years	150+
STRUCTURED FINANCE		
	1-3 years	50-90
	3-5 years	70-120
	5-7 years	110-170
	7+ years	150+
FIXED INCOME RESEARCH		
	1-3 years	70-100
	3-4 years	90-140
	4+ years	120+
EQUITY RESEARCH		
	1-3 years	65-100
	3-5 years	85-150
	5-7 years	120-195
	7+ years	165+
CREDIT		
	2-4 years	50-80
	4-6 years	80-130
	6-8 years	120-200
	8+ years	170+
RISK MANAGEMENT		
	1-2 years	50-90
	3-4 years	80-120

1. The above table is based on basic salary, excluding bonus/incentive schemes.
2. Market rates are becoming much less uniform. 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.

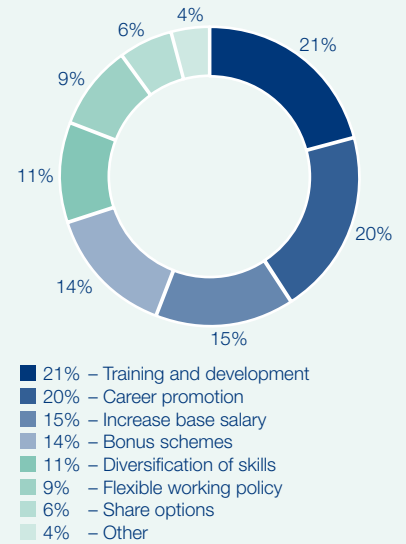
BANKING & FINANCIAL SERVICES SALARY TABLE

Role	Experience	Salary S\$'000
OPERATIONS, BACK & MIDDLE OFFICE		
INTERNAL AUDIT		
	3-5 years	55-90
	5-7 years	80-120
	7-10 years	100-160
	10+ years	160+
TECHNOLOGY INTERNAL AUDIT		
	3-5 years	65-100
	5-7 years	90-130
	7-10 years	120-180
	10+ years	160+
FINANCIAL & MANAGEMENT REPORTING		
	3-5 years	50-80
	5-7 years	80-110
	7-10 years	100-150
	10+ years	150+
PRODUCT CONTROL		
	3-5 years	60-90
	5-7 years	90-140
	7-10 years	120-180
	10+ years	160+
OPERATIONS		
	3-5 years	50-85
	5-7 years	80-100
	7-10 years	90-160
	10+ years	150+
COMPLIANCE		
	3-5 years	60-95
	5-7 years	70-120
	7-10 years	100-160
	10+ years	160+
OPERATIONAL RISK MANAGEMENT		
	3-5 years	50-90
	5-7 years	90-130
	7-10 years	120-170
	10+ years	160+
LEGAL		
	3-5 years	50-90
	5-7 years	80-140
	7-10 years	120-180
	10+ years	160+

1. The above table is based on basic salary, excluding bonus/incentive schemes.
2. Market rates are becoming much less uniform. 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.

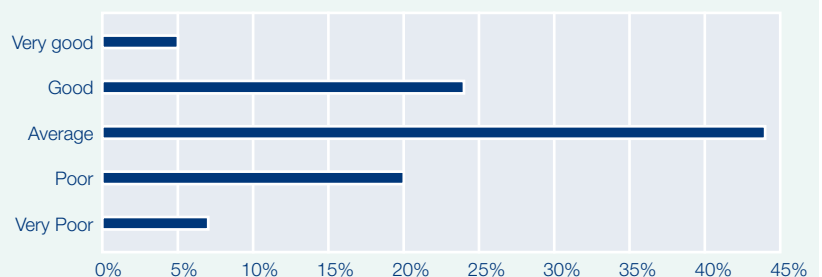
WHICH RETENTION STRATEGIES DO YOU THINK YOUR COMPANY SHOULD CONSIDER OVER THE NEXT 12 MONTHS?

89% of companies see staff retention as an important focus for the year ahead. When asked which retention strategies they would consider over the next 12 months, training and development and career promotion were the two most common responses.



HOW WOULD YOU RATE YOUR COMPANY'S TRAINING AND CAREER DEVELOPMENT OPPORTUNITIES?

The majority of respondents rated their company's training and career development opportunities as average or below average.



OFFICE LOCATIONS

SINGAPORE

80 Raffles Place, 17-20 UOB Plaza 2,
Singapore 048624

t +65 6533 2777

f +65 6533 7227

e enquiry@michaelpage.com.sg

w www.michaelpage.com.sg

HONG KONG

Suite 601, One Pacific Place,
88 Queensway, Hong Kong

t +852 2530 6100

f +852 2530 6101

e enquiry@michaelpage.com.hk

w www.michaelpage.com.hk

SHANGHAI

601-602 Shanghai Kerry Centre,
1515 Nanjing Road (West),
Shanghai 200040, China

t +86 21 3222 4758

f +86 21 3222 4759

e contact@michaelpage.com.cn

w www.michaelpage.com.hk

TOKYO

13F Kamiyacho-MT Building,
4-3-20 Toranomom Minato-Ku,
Tokyo 105-0001, Japan

t +813 5733 7166

f +813 5733 7167

e contact@michaelpage.co.jp

w www.michaelpage.co.jp

SYDNEY

Level 7, 1 Margaret Street,
Sydney NSW 2000, Australia

t +612 8292 2000

f +612 8292 2001

e enquiry@michaelpage.com.au

w www.michaelpage.com.au

MELBOURNE

Level 19, 600 Bourke Street,
Melbourne VIC 3000, Australia

t +613 9607 5600

f +613 9607 5666

e enquiry@michaelpage.com.au

w www.michaelpage.com.au

LONDON

Page House, 39-41 Parker Street,
London WC2B 5LN, United Kingdom

t +44 20 7831 2000

f +44 20 7831 6293

e finance@michaelpage.com

w www.michaelpage.co.uk

NEW YORK

The Chrysler Building,
28th Floor, 405 Lexington Avenue,
New York NY 10174, USA

t +1 212 661 4800

f +1 212 661 6622

e newyork@michaelpage.us.com

w www.michaelpage.com

PARIS

159 Avenue Achille Peretti
92522 Neuilly-sur-Seine cedex, France

t +33 1 4192 7070

f +33 1 5524 9950

e mpage@mpfrance.com

w www.michaelpage.fr