

2024 SALARY GUIDE



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The 2024 Salary Guide is based on the analysis of the entirety of our placements made in Singapore over the past year with predictions for the year ahead.

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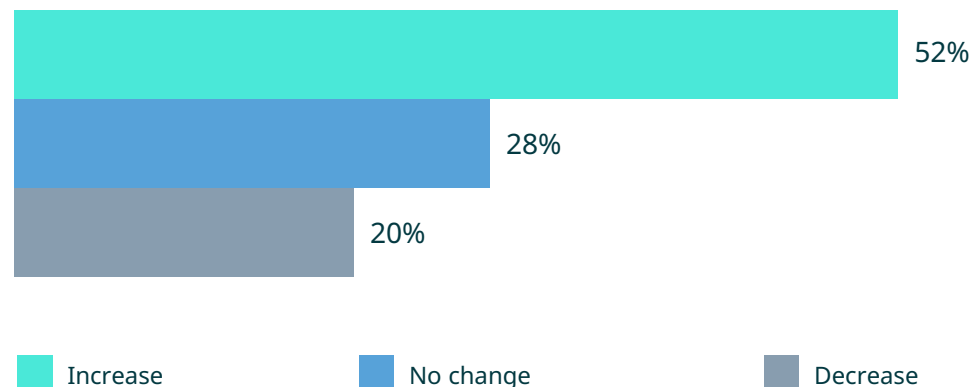
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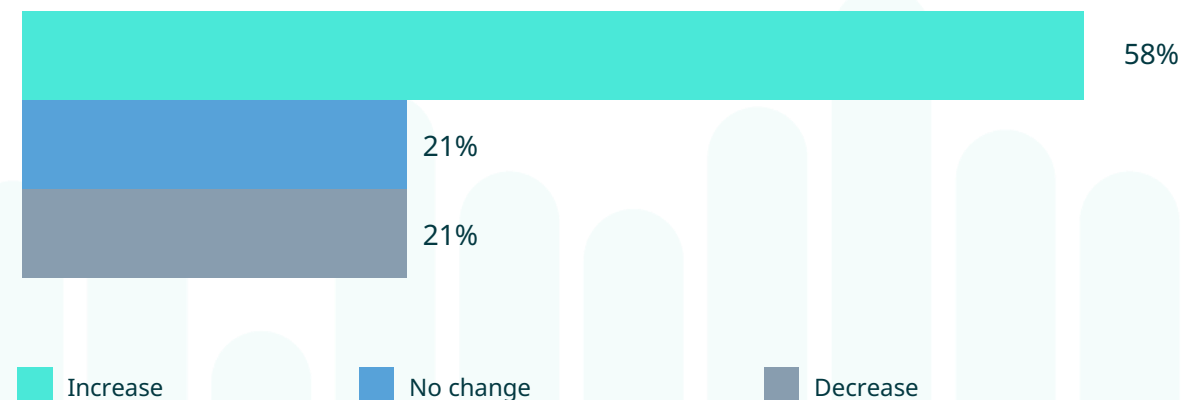


The market is shifting – and the primary motivation for candidates is now stability or progression opportunities, rather than purely increased salaries. Companies are still hiring, but they are more risk averse given the changeable global economic situation.

How would you describe the attrition rate in your business in the past 12 months?



How would you say the number of people joining your company has changed in the past 12 months?



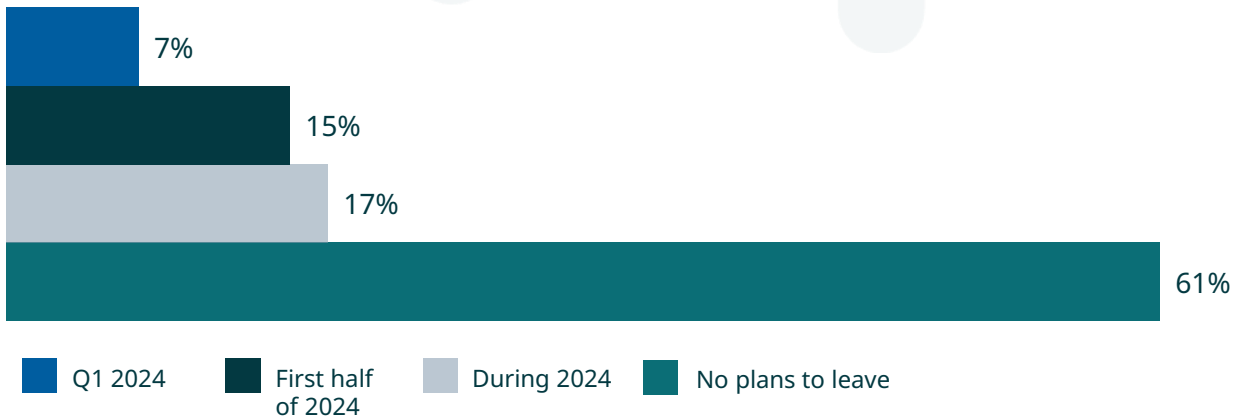
How much movement is there in the Singapore recruitment market?

- Singapore's labour market is highly dynamic, fueled by economic growth, skill shortages, and the evolution of the digital economy.
- Positioned as a global financial hub with a business-friendly environment, Singapore attracts multinational corporations, creating a persistent demand for skilled professionals across sectors.
- The challenge of attracting qualified talent as candidates seek stability has led to higher salaries, intensified competition, and a more flexible hiring approach.
- The Singapore recruitment market is expected to remain buoyant in the years to come, particularly with its strong emphasis on technological innovation, leading to a continual evolution of roles and skill requirements.

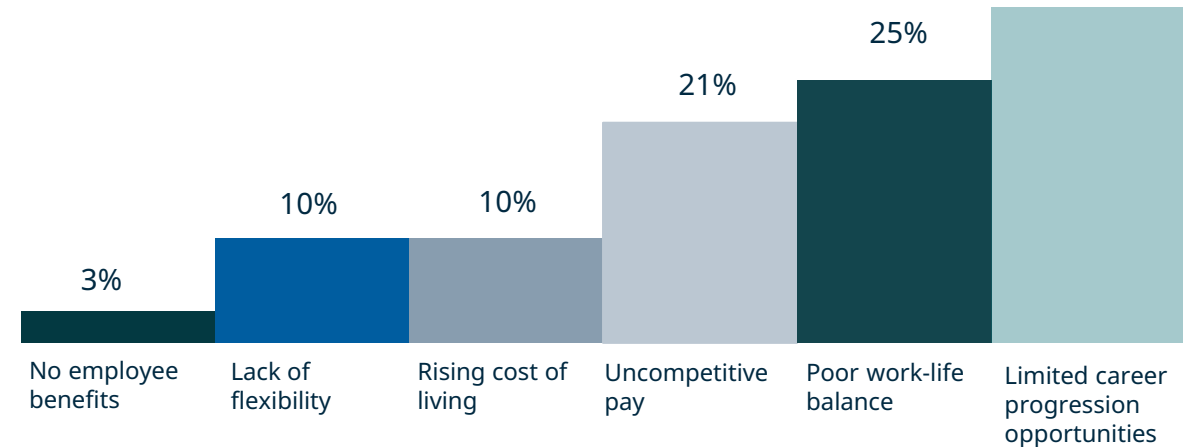


While many jobseekers do not plan to change roles in the next 12 months, Singaporean professionals are prepared to leave their jobs as a result of limited career progression opportunities and a poor work-life balance.

When are you likely to look for a new job?



Why are you considering leaving your current role?



Which candidates are most likely to leave their jobs?

- Those who have been in their roles from 3-5 years are the most likely to be dissatisfied, making them more likely to leave their role.
- One in ten aged under 28 are looking to leave their current jobs within the first three months of 2024.

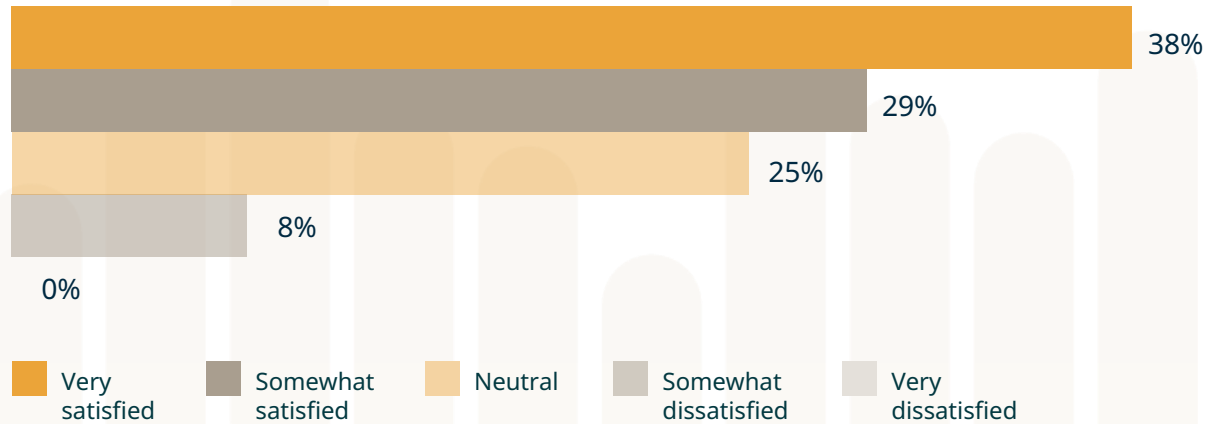
How are career progression opportunities affecting recruitment?

- Jobseekers are increasingly prioritising roles that offer clear paths for professional advancement and skill development.
- Organisations are refining their recruitment strategies, highlighting opportunities for learning, development, and upward mobility.
- While work-life balance and competitive pay are still top of mind for candidates, employers that effectively communicate and demonstrate a commitment to supporting employees in their career journeys are better positioned to attract qualified candidates.

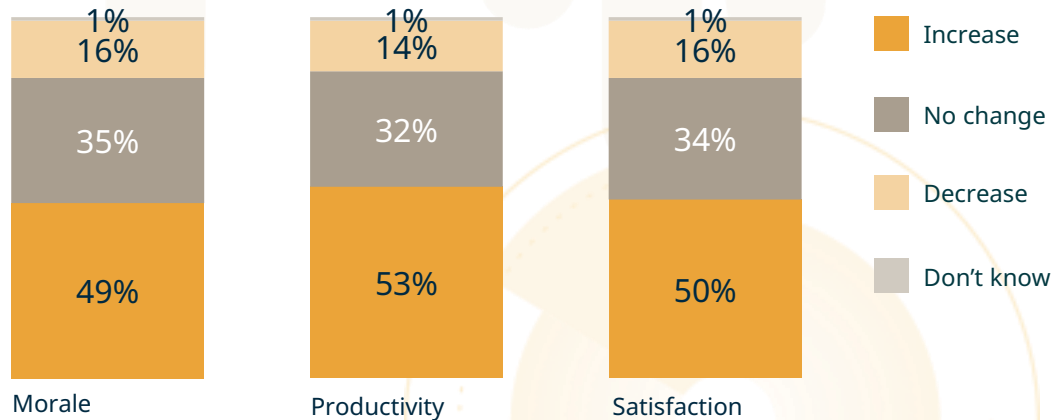


Due to strong job security, generous benefits and positive company culture, the majority of Singaporean employees are happy in their current role. Staff have also seen an increase in overall morale, productivity and satisfaction in the last 12 months.

How satisfied are you in your current role?



How have morale, productivity and satisfaction changed in your company in the past 12 months?



Why do employees stay at their current companies?

- The majority of employees are satisfied with their current company following mass movement in the market over the past two years.
- With employers battening down the hatches, many workers recognise that they would not be able to secure the same benefits in a new role, particularly around hybrid working.
- Salaries are also an issue – the pace of growth has slowed and many candidates would be unable to secure the salary increases they would want.

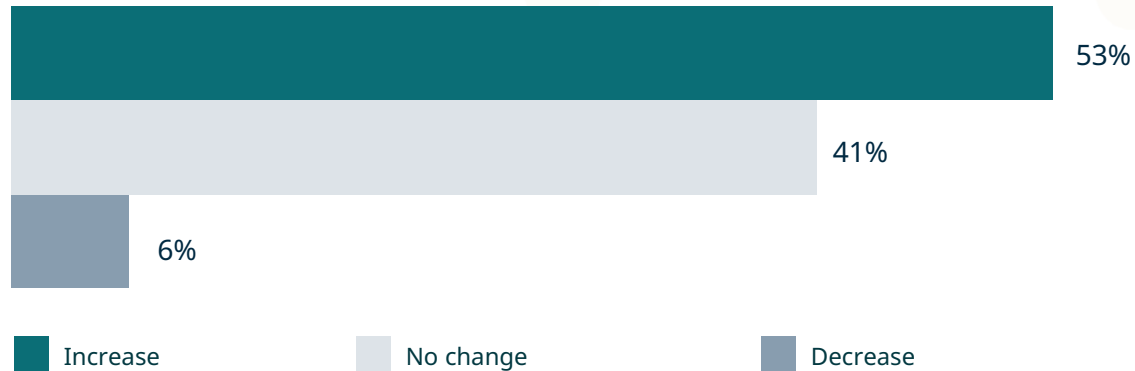
Millennials have cited the **biggest increase** across morale, productivity and satisfaction in their role.

62% say there has been an increase in employee productivity in the last 12 months and 59% have seen a rise in employee satisfaction.

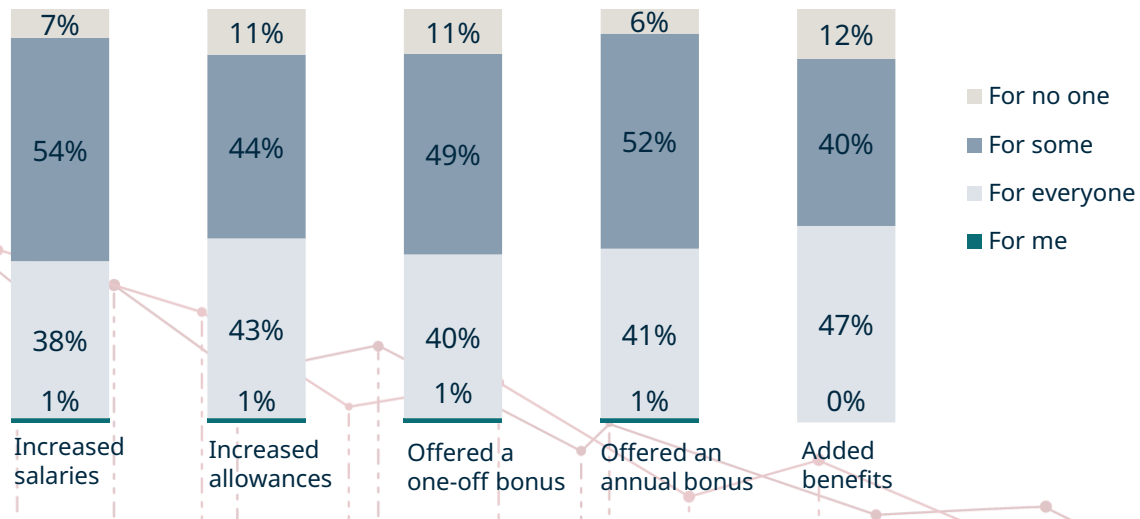


Salaries have become more stable over the past year. However, there are still significant increases available for candidates in specific sectors and roles, resulting in employers having to think more strategically about how to retain top talent.

How have salaries at your company changed in the past 12 months?



Which of the following has your employer done in the past 12 months?



Are employers taking notice of rising living costs?

- While 38% of employees have received salary increases, either through an annual increase or new role, 41% of employers say they have made no change to their salaries rising costs – indicative of a tighter market and tentative economy.
- However, employers are providing bonuses as a way to support and appreciate their staff, with 40% providing a one-off bonus and 41% giving an annual bonus to everyone.
- With 7% of employees reporting that no one at their company received a bonus in the past 12 months, business leaders should be on the lookout for dissatisfied workers as many look forward to an annual boost.

ABOUT ROBERT HALF



Robert Half is the world's first and largest specialised talent solutions firm that connects companies with highly skilled job seekers. We offer permanent placement solutions in the fields of finance and accounting, technology, HR, office support, legal, and financial services. Robert Half has 345 locations worldwide, including nearly 100 locations in 18 countries outside the United States.

Robert Half is the parent company of Protiviti, a global consulting firm that provides internal audit, risk, business, and technology consulting solutions. Robert Half, including Protiviti, has been named a Fortune® Most Admired Company™ and a Forbes Best Employer for Diversity. Robert Half and Protiviti have also each been named to the Fortune 100 Best Companies to Work For® list.

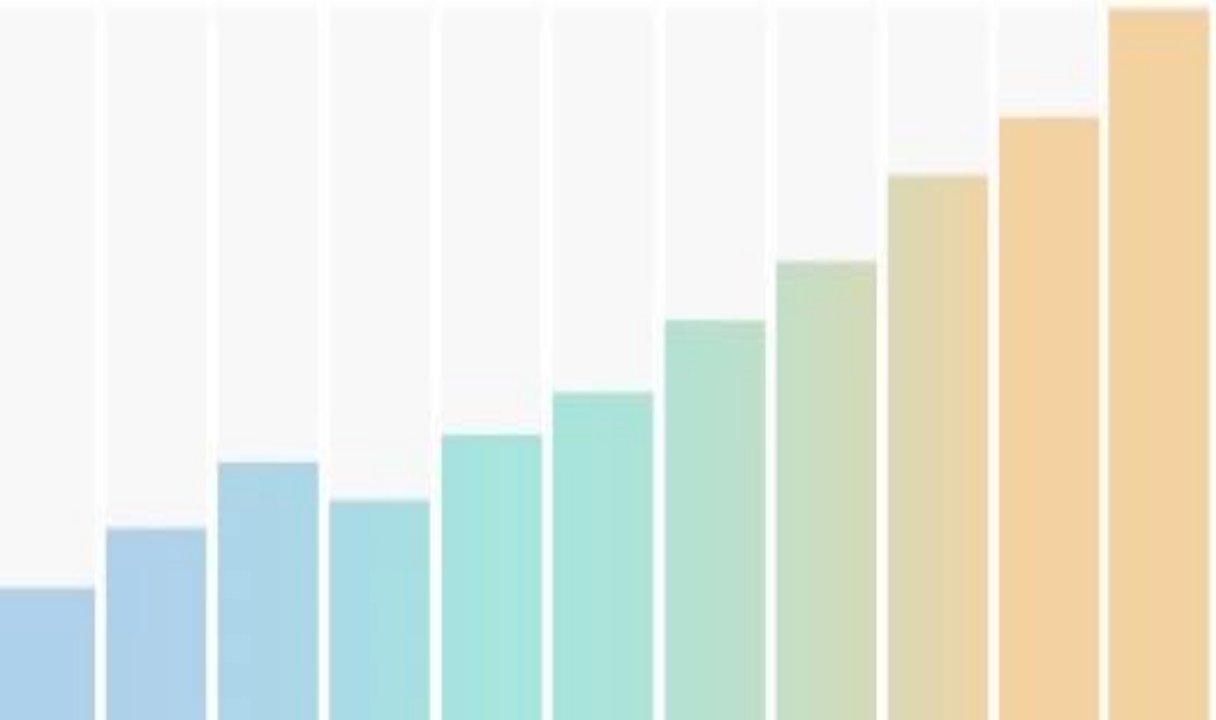
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METHODOLOGY



Data referenced in this Salary Guide is based on proprietary Robert Half insights and an online survey developed by Robert Half, conducted by an independent research firm. During November 2023 Robert Half commissioned research amongst 750 respondents using an online data collection methodology. The respondents represent 250 employers and 500 employees in Finance, HR, and Tech departments. Respondents are drawn from a sample of SME and large organisations from public sector, private and publicly listed businesses in Singapore.





The sector is seeing less movement at a senior level, but candidates at a middle management level are in-demand and employers are determined to hold onto their best talent – particularly in corporate finance. Salaries are relatively flat in the sector, but high demand is pushing up analyst salaries.

Salaries at a glance

+1.2% average salary increase | **+1.7%** cost accounting | **+0.5%** accounting / finance management

Most in-demand permanent roles

Financial Planning & Analysis

Controllership

Internal Audit

Treasury

Corporate Finance

Most in-demand technical skills and experience

Data Analytics

Commercial Finance

Financial Modelling

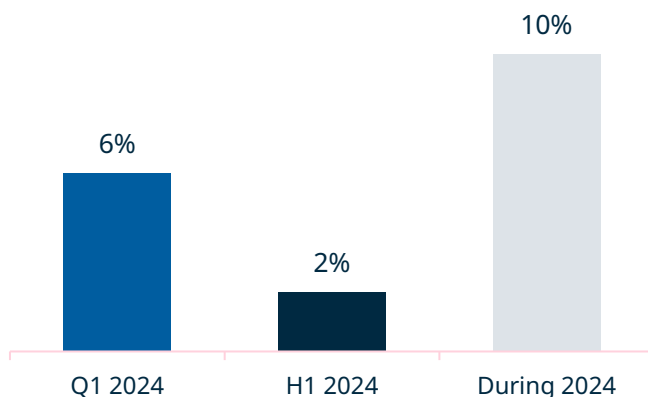
Costing

Consolidation and Financial Reporting

Click here to discover all salaries in
Finance and Accounting



Are you likely to look for a new job in the near future? If so, when?



Which of the following are most important for you when considering a new role?

- 1 Career progression opportunities
- 2 Company culture
- 3 Salary
- 4 Geographical location
- 5 Good flexibility

Emphasis on commercial-savvy finance skills

- With businesses in Singapore actively undergoing restructuring, the demand for finance professionals is evolving beyond traditional operational roles. Companies seek workers who can actively engage with and understand various aspects of business operations.
- Finance experts who possess a more commercial-savvy skill set, allowing them to play a pivotal role in driving strategic change and contributing to the overall success of the business are highest in demand.
- As businesses adapt to changes in strategic direction, effective engagement with investors becomes essential. Finance professionals are expected to bridge the gap between financial performance and investor expectations, requiring strong communication and investor relations skills to secure investment and maintain stakeholder confidence.

Digital transformation is driving the need for strategic business partners and analysis roles

- As Singapore continues to strengthen its position as a leading financial hub, digital transformation remains a top priority and a reason to hire in the finance function.
- Companies are searching for finance business partners to help with decision-making, with demand also high for skilled financial planning and analysis roles as teams rely on forecasting, budgeting, and planning to stay ahead of the changing business landscape.
- Demand for financial controllers, management accountants, and financial accountants to guide transformation initiatives is strong.
- This digital transition is also creating new hybrid tech-finance roles to manage big data analytics and protect against systems failures and data breaches.

Prioritising upskilling for existing staff to adapt to evolving financial landscape

- The forecast for hiring finance talent in Singapore is closely tied to the macroeconomic landscape expected in 2024. Employers are cautious and plan to increase their finance team headcount in response to broader economic conditions.
- In anticipation of increased demand for finance professionals, many employers are focusing on upskilling their existing staff.
- Key areas of upskilling include data analytics to support more sophisticated analysis for informed decision-making. Additionally, the adoption of Business Intelligence (BI) tools is becoming a priority to enhance data-driven insights and reporting capabilities within finance teams.
- The need for upskilling in data analytics and BI tools is a proactive response to the changing demands placed on the finance sector.
- Singapore's finance professionals are preparing for a future where data-driven decision-making and advanced reporting are integral to navigating the evolving financial landscape, enabling them to provide valuable insights and support the broader business functions effectively.

Most in-demand certifications

| |
|--------|
| CA/CPA |
| CFA |

Most in-demand soft skills

| |
|-------------------------|
| Communication skills |
| Adaptability |
| Stakeholder engagement |
| Commercial negotiations |
| Presentation skills |





The sector has seen less movement in salaries over the past 12 months – a trend that is expected to continue into 2024. As Singapore strengthens technological innovation, leaders and contributors who can understand a business strategy and vision and translate it into enterprise-wide technology are highly sought-after.

Salaries at a glance

+1.4% average salary increase | +1.7% leadership | +3.6% IT security | No change support | No change software development
No change project management | No change systems administration | No change architecture | +2.1% network support

Most in-demand roles

| |
|-------------------------|
| Cyber-Security Engineer |
| IT Infrastructure |
| Solutions Architect |
| Program Manager |
| Data Scientist |

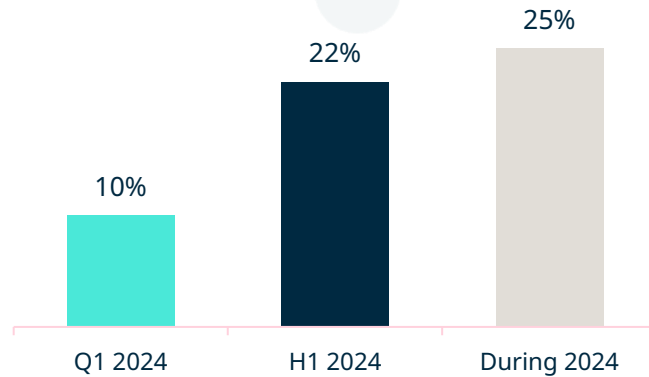
Most in-demand technical skills and experience

| |
|-------------------|
| Data Governance |
| Cloud Security |
| VAPT |
| TRM |
| Agile Methodology |

Click here to discover all salaries in IT and Technology



Are you likely to look for a new job in the near future? If so, when?



Which of the following are most important for you when considering a new role?

- 1 Salary
- 2 Good flexibility
- 3 Career progression opportunities
- 4 Benefits
- 5 Company culture

End-users ramping up of cybersecurity measures

- Cyber-security is a top priority across multiple sectors like hospitality, FMCG, retail, banking/ PE firms with senior leaders focusing on safeguarding their IT infrastructure and networks.
- With Singapore acting as a leading global hub for APAC businesses, they are focusing on being less reactive with safeguarding their cyber-security function, with attacks causing significant financial impact.
- Large financial services firms and midsize corporate banks are ramping up their cyber-security function by hiring permanent 'Heads of' and contracting specialised consultants.
- The demand for IT Managers with cyber-security expertise is high in PE firms and Family Offices, not only for the deployment and implementation of systems but also training staff on the dos and don'ts.

Enhancing data governance for improved threat management

- The need for robust data governance is crucial, especially in financial institutions, and sectors like manufacturing, and supply chain logistics.
- To address the evolving threat landscape, organisations are hiring talent to identify threat profiles by closely monitoring and understanding potential vulnerabilities and risks within their data infrastructure.
- Companies are increasingly recruiting Penetration Testing experts to assess the robustness of their security frameworks and tools.
- By fortifying their defences and implementing Governance, Risk Management, and Compliance (GRC) frameworks, companies in Singapore can ensure the security and integrity of their data, to safeguard sensitive information and maintain regulatory compliance.

The need for local talent sees applicants for EPs to get bonus points for tech role shortages

- Of the 27 occupations from six industries on Ministry of Manpower’s new Shortage Occupation list for roles that require highly specialised skills lacking in the local workforce, 13 are from infocomm technology, including roles such as Artificial Intelligence Scientist and Digital Forensics Specialist.
- In order to boost local tech talent, new applications for Employment Passes (EPs) will be assessed via the points-based Compass framework, which awards points for four foundational criteria. The occupations on the list are strategically important in achieving Singapore’s economic priorities and face a significant degree of labour shortage due to local skills gaps.
- Additionally, the Singapore Government is funding \$30 million to the ASEAN-Singapore Cybersecurity Centre of Excellence (ASCCE) for another three years and launching the SG Cyber Leadership and Alumni Program to build a pipeline of talent from university starters to career changers.

Most in-demand certifications & degrees

| |
|-----------------------------|
| AWS / Azure |
| CCMP / CISA / CISM / CISSP |
| PMP / CDP / CRISC / ITIL |
| TOGAF / SoA / Microservices |

Most in-demand soft skills

| |
|------------------------|
| Proactive |
| Stakeholder management |
| Adaptability |
| Analytical mindset |
| Communication skills |
| Vision and strategy |





Following a year of business process re-engineering, HR roles are in demand as companies build the headcount needed to achieve goals. A competitive hiring environment for skilled HR and business support talent is causing employers to reflect on candidates’ values and meet expectations around the employee experience.

Salaries at a glance

+2% average salary increase | +3% human resources | +1% payroll

Most in-demand roles

| |
|-------------------------------|
| HRIS Analyst |
| HR Manager |
| HR Business Partner |
| Talent Acquisition Specialist |
| Talent Development Manager |

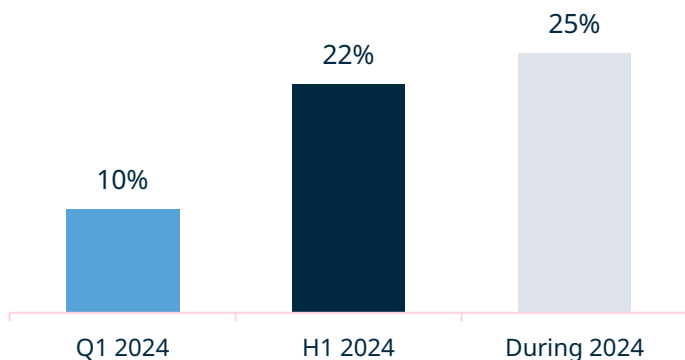
Most in-demand technical skills and experience

| |
|--------------------|
| Workday |
| SAP SuccessFactors |
| ATS |
| LMS |

Click here to discover all salaries in
HR and Office Support



Are you likely to look for a new job in the near future? If so, when?



Which of the following are most important for you when considering a new role?

- 1 Salary
- 2 Good flexibility
- 3 Company culture
- 4 Benefits
- 5 Challenging work

Increased focus on talent management drives demand

- Organisations are focusing on retaining top talent, succession planning and increasing headcount – and they are conscious of making the right offers.
- Compensation and benefits talent with business partnering capabilities are needed to advise business leaders on the best strategies to retain staff in years to come – especially given the rising cost of living in the region.

Corporate culture and overall employee experience the driving factor for retaining talent in a business

- HR departments are re-evaluating their entire employee experience to ensure they provide what is needed to keep their staff engaged.
- Company culture that keeps staff happy, particularly now that most workers are back in the office hinges on HR's ability to identify key draw cards and reasons to be present in the office.
- While focusing on attraction and retention of top talent within their organisations, HR experts themselves want to work for companies that value people, and because of their experience they know how to identify good and bad corporate culture.



Singapore's financial services hiring landscape is experiencing a transformative surge with the robust growth of family offices and private equity. The creation of new career opportunities is also a result of the city-state's status as a key player in the fund management industry.

Salaries at a glance

+4% average salary increase | **+3%** regulatory compliance
+3% finance and accounting | **+5%** investment management

Most in-demand functions

| |
|------------------------------|
| Fund Accounting & Operations |
| Corporate Accounting |
| Regulatory Compliance |
| Operations, Trade Support |
| Investment |
| Investor Relations |

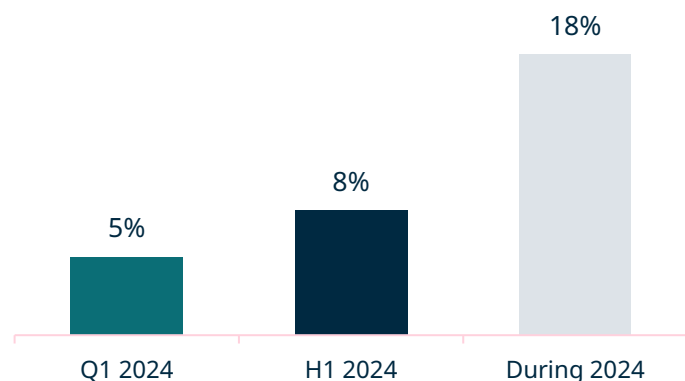
In-demand technical skills and experience

| |
|---|
| Fund Accounting |
| MAS Reporting |
| Risk-Based Capital Reporting |
| Financial Modelling |
| Deal Originations, Evaluation and Execution |
| FATCA / CRS Reporting |

[Click here to discover all salaries in Financial Services](#)



Are you likely to look for a new job in the near future? If so, when?



Which of the following are most important for you when considering a new role?

- 1 Good flexibility
- 2 Career progression opportunities
- 3 Benefits
- 4 Salary
- 5 Company growth prospects

Family offices continue to set up shop in Singapore in 2023

- Family offices are experiencing robust interest and growth in Singapore, with an increasing number of individuals choosing the city-state as their preferred location for financial services.
- The influx of family offices to Singapore has positive implications for hiring in the financial sector with an increased demand for professionals with expertise in wealth management, private banking, legal and compliance, and other related fields.
- Job opportunities are expected to expand as family offices continue to establish their presence, contributing to the growth of Singapore's financial industry and providing a wealth of opportunities for skilled professionals in the sector.

Hedge funds expand their presence

- Singapore is asserting itself as a prominent player in the hedge fund industry, challenging Hong Kong's traditional dominance.
- As funds establish and grow their operations, there is a heightened demand for skilled professionals in various capacities, including fund management, investment analysis, compliance, and legal services.
- This trend creates increased job opportunities and contributes to the vibrancy and competitiveness of Singapore's financial job market.



MAS offers more digital payment token licenses to businesses to promote digital asset industry

- The Monetary Authority of Singapore (MAS) is actively promoting the digital asset industry by offering more digital payment token licenses to businesses. This move signifies a commitment to fostering innovation and growth within the digital payment and cryptocurrency sectors in Singapore.
- The approval granted to South Korean crypto exchange Upbit by the Singapore regulator is indicative of the MAS's openness to engage with and regulate reputable players in the digital asset space. This development showcases Singapore's position as an attractive and compliant jurisdiction for cryptocurrency businesses.
- The expansion of the digital payment and cryptocurrency space has resulted in an increased demand for professionals with expertise in blockchain technology, cyber-security, compliance, and financial regulation.
- Fintech companies and cryptocurrency exchanges looking to capitalise on the regulatory framework seek to hire skilled individuals with a background in financial technology and related fields to navigate the complexities of the industry and contribute to its sustainable growth.

Most in-demand certifications & degrees

Qualified Accountant

CFA

CAMS

Most in-demand soft skills

Stakeholder management skills

Adaptability

Business acumen

Critical thinking

Ability to work independently





Working practices and hybrid working arrangements are returning to normal after the pandemic. While flexibility and work-life balance are still important, businesses are encouraging people to attend the office more frequently.

25% agree that poor work-life balance is a reason to leave their current role

10% cite a lack of flexibility as a push factor

14% of Millennials agree that they might leave their current role due to a lack of flexibility

32% say they want to leave their current role due to a lack of career progression opportunities

3% say they have no employee benefits

What are the trends when it comes to perks and benefits?

- In most sectors and roles, companies have started to call people back into the office, asking staff to spend a minimum of 3 days in the workplace.
- The demand for hybrid working arrangements is still present but the majority of candidates ask for flexibility which allows them to amend their hours when necessary.
- Business leaders are trying to fulfil the requests for 'lifestyle' benefits from staff by providing opportunities for better work-life balance and flexi-benefits to allow time for medical leave.
- Annual leave is still highly valued by candidates, who are willing to reject a job offer if the leave allowances don't cater to taking a suitable amount of time off.

HOW TO USE OUR SALARY TABLES



Salary percentiles

Starting salaries are not one-size-fits-all, which is why we separate them into three percentiles based on multiple factors. The percentiles account for differences in experience, skill, professional certifications, demand for the role, and the size/complexity of the company that is hiring. The salaries do not include any bonuses or benefits.

25th

The applicant has limited or no experience in the position and is still developing their skills.

50th

The applicant has an average level of experience and has most of the necessary skills.

75th

The applicant has above-average experience, has (nearly) all necessary skills, and may also have specialised qualifications.



| | JOB TITLE | 25th | 50th | 75th |
|--|---|------------|------------|------------|
| Accounting / Finance Management | Management Accountant | \$ 60,000 | \$ 68,000 | \$ 80,000 |
| | Senior Accountant | \$ 73,000 | \$ 84,000 | \$ 94,000 |
| | Accounting / Finance Manager | \$ 96,000 | \$ 116,000 | \$ 126,000 |
| | Finance Controller | \$ 158,000 | \$ 168,000 | \$ 180,000 |
| | Finance Director | \$ 210,000 | \$ 231,000 | \$ 252,000 |
| | Chief Financial Officer (CFO) | \$ 315,000 | \$ 357,000 | \$ 400,000 |
| Accounts Payable / Receivable | AP / AR Specialist / Executive | \$ 42,000 | \$ 48,000 | \$ 52,000 |
| | AP / AR Accountant | \$ 58,000 | \$ 63,000 | \$ 69,000 |
| | AP / AR Manager | \$ 84,000 | \$ 100,000 | \$ 120,000 |
| Corporate Finance / Mergers & Acquisitions | Corporate Finance / Mergers & Acquisitions - (Senior) Analyst | \$ 84,000 | \$ 92,000 | \$ 100,000 |
| | Corporate Finance / Mergers & Acquisitions - (Senior) Manager | \$ 125,000 | \$ 145,000 | \$ 160,000 |
| | Corporate Finance / Mergers & Acquisitions - Director | \$ 180,000 | \$ 216,000 | \$ 280,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---|--|------------|------------|------------|
| Cost Accounting | Cost Accountant / Analyst | \$ 60,000 | \$ 66,000 | \$ 80,000 |
| | Cost Accounting Manager | \$ 94,000 | \$ 115,000 | \$ 132,000 |
| Credit Management | Credit Analyst / Senior Analyst | \$ 63,000 | \$ 73,000 | \$ 84,000 |
| | Credit Controller | \$ 94,000 | \$ 110,000 | \$ 120,000 |
| | Credit Manager | \$ 125,000 | \$ 142,000 | \$ 157,000 |
| Financial Planning & Analysis / Business Analysis | Financial Planning & Analysis / Business Analyst | \$ 78,000 | \$ 84,000 | \$ 90,000 |
| | Financial Planning & Analysis / Business Analysis - Senior Analyst | \$ 94,000 | \$ 99,000 | \$ 108,000 |
| | Financial Planning & Analysis / Business Analysis Manager | \$ 125,000 | \$ 147,000 | \$ 168,000 |
| | Financial Planning & Analysis / Business Analysis Director | \$ 231,000 | \$ 252,000 | \$ 272,000 |



| | JOB TITLE | 25th | 50th | 75th |
|-------------------|--|------------|------------|------------|
| Internal Audit | Internal Auditor / Senior Auditor | \$ 75,000 | \$ 94,000 | \$ 104,000 |
| | Internal Audit Manager / Senior Manager | \$ 125,000 | \$ 157,000 | \$ 188,000 |
| | Internal Audit Director | \$ 209,000 | \$ 252,000 | \$ 272,000 |
| Risk & Compliance | Risk & Compliance Manager / Senior Manager | \$ 115,000 | \$ 137,000 | \$ 168,000 |
| | Risk & Compliance Director | \$ 188,000 | \$ 209,000 | \$ 231,000 |
| Tax | Tax Analyst / Senior Analyst | \$ 78,000 | \$ 94,000 | \$ 104,000 |
| | Tax Manager / Senior Manager | \$ 125,000 | \$ 137,000 | \$ 168,000 |
| | Tax Director | \$ 209,000 | \$ 262,000 | \$ 336,000 |
| Treasury | Treasury Accountant / Analyst | \$ 73,000 | \$ 84,000 | \$ 94,000 |
| | Treasury Manager | \$ 125,000 | \$ 157,000 | \$ 178,000 |
| | Treasury Director | \$ 209,000 | \$ 241,000 | \$ 283,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------|---|------------|------------|------------|
| Financial Services | Applications Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Business Analyst | \$ 84,000 | \$ 115,000 | \$ 157,000 |
| | Change Manager | \$ 125,000 | \$ 157,000 | \$ 209,000 |
| | Chief Information Officer (CIO) | \$ 250,000 | \$ 300,000 | \$ 400,000 |
| | Chief Information Security Officer (CISO) | \$ 262,000 | \$ 315,000 | \$ 420,000 |
| | Chief Technology Officer (CTO) | \$ 262,000 | \$ 315,000 | \$ 420,000 |
| | Cloud Architect | \$ 125,000 | \$ 157,000 | \$ 194,000 |
| | Cloud Engineer | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | Cyber-Security Manager | \$ 125,000 | \$ 157,000 | \$ 188,000 |
| | Data Analyst | \$ 75,000 | \$ 99,000 | \$ 137,000 |
| | Data Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Data Engineer | \$ 100,000 | \$ 125,000 | \$ 168,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------|--------------------------|------------|------------|------------|
| Financial Services | Data Scientist | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | Database Administrator | \$ 60,000 | \$ 84,000 | \$ 120,000 |
| | Database Engineer | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | DevOps Engineer | \$ 104,000 | \$ 125,000 | \$ 157,000 |
| | DevSecOps Engineer | \$ 119,000 | \$ 144,000 | \$ 198,000 |
| | Enterprise Architect | \$ 188,000 | \$ 231,000 | \$ 272,000 |
| | Helpdesk Support Analyst | \$ 57,000 | \$ 78,000 | \$ 94,000 |
| | Infrastructure Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | IT Auditor | \$ 84,000 | \$ 108,000 | \$ 157,000 |
| | IT Auditor / IT Risk | \$ 88,000 | \$ 125,000 | \$ 188,000 |
| | IT Business Partner | \$ 125,000 | \$ 147,000 | \$ 178,000 |
| | IT Director | \$ 200,000 | \$ 220,000 | \$ 250,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------|----------------------------------|------------|------------|------------|
| Financial Services | IT Manager | \$ 120,000 | \$ 156,000 | \$ 175,000 |
| | IT Risk & Governance | \$ 94,000 | \$ 125,000 | \$ 157,000 |
| | IT Security Analyst / Consultant | \$ 94,000 | \$ 125,000 | \$ 157,000 |
| | IT / Systems Engineer | \$ 84,000 | \$ 102,000 | \$ 115,000 |
| | Mobile Developer | \$ 88,000 | \$ 126,000 | \$ 151,000 |
| | Network Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Network Engineer | \$ 84,000 | \$ 104,000 | \$ 131,000 |
| | Network / Infrastructure Manager | \$ 94,000 | \$ 110,000 | \$ 120,000 |
| | Project Management Officer (PMO) | \$ 94,000 | \$ 125,000 | \$ 188,000 |
| | Product Owner / Manager | \$ 125,000 | \$ 157,000 | \$ 188,000 |
| | Program Manager | \$ 209,000 | \$ 262,000 | \$ 315,000 |
| | Project Manager | \$ 125,000 | \$157,000 | \$ 188,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------|------------------------------|------------|------------|------------|
| Financial Services | SAP Consultant | \$ 88,000 | \$ 115,000 | \$ 137,000 |
| | Security Architect | \$ 160,000 | \$ 200,000 | \$ 260,000 |
| | Security Operations Analyst | \$ 90,000 | \$ 126,000 | \$ 168,000 |
| | Security Operations Engineer | \$ 96,000 | \$ 130,000 | \$ 150,000 |
| | Service Delivery Manager | \$ 115,000 | \$ 137,000 | \$ 168,000 |
| | Software Engineer | \$ 104,000 | \$ 151,000 | \$ 188,000 |
| | Solutions Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Scrum Master | \$ 94,000 | \$ 120,000 | \$ 137,000 |
| | Systems Administrator | \$ 75,000 | \$ 94,000 | \$ 115,000 |
| | Systems Analyst | \$ 75,000 | \$ 88,000 | \$ 125,000 |



| Commerce & Industry | JOB TITLE | 25th | 50th | 75th |
|---------------------|---|------------|------------|------------|
| | Applications Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Business Analyst | \$ 88,000 | \$ 113,000 | \$ 125,000 |
| | Chief Information Officer (CIO) | \$ 209,000 | \$ 231,000 | \$ 277,000 |
| | Chief Information Security Officer (CISO) | \$ 240,000 | \$ 280,000 | \$ 350,000 |
| | Chief Technology Officer (CTO) | \$ 250,000 | \$ 300,000 | \$ 400,000 |
| | Cloud Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Cloud Engineer | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | Cyber-Security Manager | \$ 125,000 | \$ 157,000 | \$ 188,000 |
| | Data Analyst | \$ 75,000 | \$ 99,000 | \$ 137,000 |
| | Data Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Data Engineer | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | Data Scientist | \$ 94,000 | \$ 125,000 | \$ 168,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---------------------|--------------------------------|------------|------------|------------|
| Commerce & Industry | Database Administrator | \$ 115,000 | \$ 137,000 | \$ 168,000 |
| | Database Engineer | \$ 84,000 | \$ 115,000 | \$ 147,000 |
| | DevOps Engineer | \$ 104,000 | \$ 125,000 | \$ 157,000 |
| | DevSecOps Engineer | \$ 108,000 | \$ 132,000 | \$ 180,000 |
| | Enterprise Architect | \$ 188,000 | \$ 231,000 | \$ 272,000 |
| | ERP Project / Delivery Manager | \$ 104,000 | \$ 125,000 | \$ 157,000 |
| | Helpdesk Support Analyst | \$ 57,000 | \$ 78,000 | \$ 94,000 |
| | Infrastructure Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | IT Audit / IT Risk | \$ 88,000 | \$ 125,000 | \$ 188,000 |
| | IT Auditor | \$ 84,000 | \$ 104,000 | \$ 157,000 |
| | IT Business Partner | \$ 125,000 | \$ 147,000 | \$ 178,000 |
| | IT Director | \$ 180,000 | \$ 220,000 | \$ 240,000 |



Commerce & Industry

| JOB TITLE | 25th | 50th | 75th |
|----------------------------------|------------|------------|------------|
| IT Manager | \$ 120,000 | \$ 157,000 | \$ 188,000 |
| IT Risk & Governance | \$ 94,000 | \$ 125,000 | \$ 157,000 |
| IT Security Analyst / Consultant | \$ 94,000 | \$ 125,000 | \$ 157,000 |
| IT / Systems Engineer | \$ 84,000 | \$ 102,000 | \$ 115,000 |
| Mobile Developer | \$ 88,000 | \$ 126,000 | \$ 151,000 |
| Network Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| Network Engineer | \$ 75,000 | \$ 94,000 | \$ 120,000 |
| Network / Infrastructure Manager | \$ 94,000 | \$ 115,000 | \$ 137,000 |
| Presales Consultant | \$ 88,000 | \$ 104,000 | \$ 125,000 |
| Product Owner / Manager | \$ 125,000 | \$ 157,000 | \$ 188,000 |
| Program Manager | \$ 144,000 | \$ 170,000 | \$ 200,000 |
| Project Manager | \$ 125,000 | \$ 157,000 | \$ 170,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---------------------|------------------------------|------------|------------|------------|
| Commerce & Industry | SAP Consultant | \$ 88,000 | \$ 115,000 | \$ 137,000 |
| | Security Architect | \$ 150,000 | \$ 180,000 | \$ 250,000 |
| | Security Operations Analyst | \$ 80,000 | \$ 120,000 | \$ 160,000 |
| | Security Operations Engineer | \$ 85,000 | \$ 100,000 | \$ 125,000 |
| | Service Delivery Manager | \$ 115,000 | \$ 137,000 | \$ 168,000 |
| | Software Engineer | \$ 84,000 | \$ 100,000 | \$ 151,000 |
| | Solutions Architect | \$ 125,000 | \$ 142,000 | \$ 168,000 |
| | Systems Administrator | \$ 75,000 | \$ 94,000 | \$ 115,000 |
| | Systems Analyst | \$ 75,000 | \$ 88,000 | \$ 125,000 |
| | Technical Sales Engineer | \$ 78,000 | \$ 99,000 | \$ 120,000 |



| | JOB TITLE | 25th | 50th | 75th |
|-----------------|----------------------------------|------------|------------|------------|
| Payroll | Payroll Specialist / Executive | \$ 60,000 | \$ 66,000 | \$ 78,000 |
| | Payroll Manager / Senior Manager | \$ 84,000 | \$ 96,000 | \$ 120,000 |
| Human Resources | HR Executive / Generalist | \$ 54,000 | \$ 60,000 | \$ 66,000 |
| | HRIS Analyst | \$ 66,000 | \$ 72,000 | \$ 84,000 |
| | HR Assistant Manager | \$ 66,000 | \$ 72,000 | \$ 84,000 |
| | HR Manager | \$ 96,000 | \$ 108,000 | \$ 120,000 |
| | HR Business Partner | \$ 96,000 | \$ 108,000 | \$ 120,000 |
| | HR Director / Head of HR | \$ 180,000 | \$ 216,000 | \$ 240,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---------------------------|------------------------------------|------------|------------|------------|
| Talent Acquisition | Talent Acquisition Specialist | \$ 84,000 | \$ 96,000 | \$ 108,000 |
| | Talent Acquisition Lead / Manager | \$ 108,000 | \$ 120,000 | \$ 144,000 |
| Compensation and Benefits | Compensation & Benefits Specialist | \$ 84,000 | \$ 96,000 | \$ 108,000 |
| | Compensation & Benefits Manager | \$ 108,000 | \$ 120,000 | \$ 144,000 |
| Learning & Development | Learning & Development Specialist | \$ 84,000 | \$ 96,000 | \$ 108,000 |
| | Learning & Development Manager | \$ 108,000 | \$ 120,000 | \$ 144,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--|--|------------|------------|------------|
| Risk & Compliance – Regulatory Compliance / Financial Crime Compliance | Regulatory Compliance / Financial Crime Compliance - Analyst / Associate | \$ 62,000 | \$ 74,000 | \$ 87,000 |
| | Regulatory Compliance / Financial Crime Compliance - Manager / AVP | \$ 87,000 | \$ 105,000 | \$ 132,000 |
| | Regulatory Compliance / Financial Crime Compliance - VP / SVP | \$ 149,000 | \$ 186,000 | \$ 249,000 |
| | Regulatory Compliance / Financial Crime Compliance - Director / ED / MD | \$ 311,000 | \$ 373,000 | \$ 415,000 |
| Risk & Compliance – Credit Risk | Credit Risk Analyst / Associate | \$ 62,000 | \$ 67,000 | \$ 83,000 |
| | Credit Risk Manager / AVP | \$ 83,000 | \$ 114,000 | \$ 129,000 |
| | Credit Risk VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Credit Risk Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |
| Risk & Compliance – Market Risk | Market Risk Analyst / Associate | \$ 51,000 | \$ 62,000 | \$ 77,000 |
| | Market Risk Manager / AVP | \$ 83,000 | \$ 103,000 | \$ 119,000 |
| | Market Risk VP / SVP | \$ 140,000 | \$ 176,000 | \$ 207,000 |
| | Market Risk Director / ED / MD | \$ 238,000 | \$ 311,000 | \$ 363,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--|---------------------------------------|------------|------------|------------|
| Risk & Compliance – Operational Risk | Operational Risk Analyst / Associate | \$ 62,000 | \$ 72,000 | \$ 83,000 |
| | Operational Risk Manager / AVP | \$ 88,000 | \$ 108,000 | \$ 124,000 |
| | Operational Risk VP / SVP | \$ 149,000 | \$ 186,000 | \$ 249,000 |
| | Operational Risk Director / ED / MD | \$ 311,000 | \$ 373,000 | \$ 415,000 |
| Finance & Accounting / Control – Financial Control | Financial Control Analyst / Associate | \$ 57,000 | \$ 67,000 | \$ 80,000 |
| | Financial Control Manager / AVP | \$ 83,000 | \$ 99,000 | \$ 124,000 |
| | Financial Control VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Financial Control Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |
| Finance & Accounting / Control – Fund Accounting | Fund Accounting Analyst / Associate | \$ 62,000 | \$ 74,000 | \$ 83,000 |
| | Fund Accounting Manager / AVP | \$ 99,000 | \$ 124,000 | \$ 137,000 |
| | Fund Accounting VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Fund Accounting Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--|-------------------------------------|------------|------------|------------|
| Finance & Accounting / Control – Internal Audit | Internal Audit Analyst / Associate | \$ 62,000 | \$ 67,000 | \$ 83,000 |
| | Internal Audit Manager / AVP | \$ 83,000 | \$ 114,000 | \$ 129,000 |
| | Internal Audit VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Internal Audit Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |
| Finance & Accounting / Control – Fund Finance | Fund Finance Analyst / Associate | \$ 75,000 | \$ 89,000 | \$ 104,000 |
| | Fund Finance Manager / AVP | \$ 125,000 | \$ 143,000 | \$ 162,000 |
| | Fund Finance VP / SVP | \$ 187,000 | \$ 250,000 | \$ 312,000 |
| Finance & Accounting / Control – Product Control | Product Control Analyst / Associate | \$ 62,000 | \$ 68,000 | \$ 74,000 |
| | Product Control Manager / AVP | \$ 83,000 | \$ 105,000 | \$ 124,000 |
| | Product Control VP / SVP | \$ 150,000 | \$ 166,000 | \$ 207,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---|--|------------|------------|------------|
| Finance & Accounting / Control – Regulatory Reporting | Regulatory Reporting Analyst / Associate | \$ 62,000 | \$ 68,000 | \$ 74,000 |
| | Regulatory Reporting Manager / AVP | \$ 83,000 | \$ 105,000 | \$ 124,000 |
| | Regulatory Reporting VP / SVP | \$ 150,000 | \$ 166,000 | \$ 207,000 |
| Finance & Accounting / Control – Tax | Tax Analyst / Associate | \$ 62,000 | \$ 74,000 | \$ 83,000 |
| | Tax Manager / AVP | \$ 99,000 | \$ 124,000 | \$ 137,000 |
| | Tax VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Tax Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |
| Finance & Accounting / Control – Treasury | Treasury Analyst / Associate | \$ 62,000 | \$ 74,000 | \$ 83,000 |
| | Treasury Manager / AVP | \$ 99,000 | \$ 124,000 | \$ 137,000 |
| | Treasury VP / SVP | \$ 150,000 | \$ 186,000 | \$ 228,000 |
| | Treasury Director / ED / MD | \$ 259,000 | \$ 311,000 | \$ 363,000 |



| | JOB TITLE | 25th | 50th | 75th |
|---|--|------------|------------|------------|
| Operations – Corporate Actions | Corporate Actions Analyst / Associate | \$ 51,000 | \$ 57,000 | \$ 62,000 |
| | Corporate Actions Manager / AVP | \$ 72,000 | \$ 88,000 | \$ 103,000 |
| | Corporate Actions VP / SVP | \$ 114,000 | \$ 134,000 | \$ 155,000 |
| Operations – Loans Administration / Documentation | Loans Administration / Documentation Analyst / Associate | \$ 51,000 | \$ 57,000 | \$ 62,000 |
| | Loans Administration / Documentation Manager / AVP | \$ 72,000 | \$ 88,000 | \$ 103,000 |
| | Loans Administration / Documentation VP / SVP | \$ 114,000 | \$ 134,000 | \$ 155,000 |
| Operations – Middle Office / Trade Support (All Products) | Middle Office / Trade Support Analyst / Associate | \$ 60,000 | \$ 66,000 | \$ 72,000 |
| | Middle Office / Trade Support Manager / AVP | \$ 88,000 | \$ 104,000 | \$ 120,000 |
| | Middle Office / Trade Support VP / SVP | \$ 144,000 | \$ 162,000 | \$ 180,000 |
| | Middle Office / Trade Support Director / ED / MD | \$ 186,000 | \$ 238,000 | \$ 311,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------------------------|---|------------|------------|------------|
| Operations – KYC / Client Onboarding | KYC / Client Onboarding Analyst / Associate | \$ 57,000 | \$ 67,000 | \$ 74,000 |
| | KYC / Client Onboarding Manager / AVP | \$ 77,000 | \$ 99,000 | \$ 124,000 |
| | KYC / Client Onboarding VP / SVP | \$ 114,000 | \$ 134,000 | \$ 155,000 |
| | KYC / Client Onboarding Director / ED / MD | \$ 186,000 | \$ 238,000 | \$ 311,000 |
| Operations – Treasury Operations | Treasury Operations Analyst / Associate | \$ 51,000 | \$ 57,000 | \$ 62,000 |
| | Treasury Operations Manager / AVP | \$ 72,000 | \$ 88,000 | \$ 103,000 |
| | Treasury Operations VP / SVP | \$ 114,000 | \$ 134,000 | \$ 155,000 |



| | JOB TITLE | 25th | 50th | 75th |
|--------------------------------------|---|------------|------------|------------|
| Front Office – Investor Relations | Investor Relations Analyst / Associate | \$ 62,000 | \$ 83,000 | \$ 103,000 |
| | Investor Relations Manager / AVP | \$ 103,000 | \$ 124,000 | \$ 155,000 |
| | Investor Relations VP / SVP | \$ 166,000 | \$ 207,000 | \$ 249,000 |
| | Investor Relations Director | \$ 260,000 | \$ 310,000 | \$ 360,000 |
| Front Office – Investment Management | Investment Management Analyst / Associate | \$ 125,000 | \$ 144,000 | \$ 162,000 |
| | Investment Management Manager / AVP | \$ 187,000 | \$ 205,000 | \$ 224,000 |
| | Investment Management VP / SVP | \$ 249,000 | \$ 280,000 | \$ 311,000 |
| | Investment Management Director / ED / MD | \$ 300,000 | \$ 360,000 | \$ 400,000 |