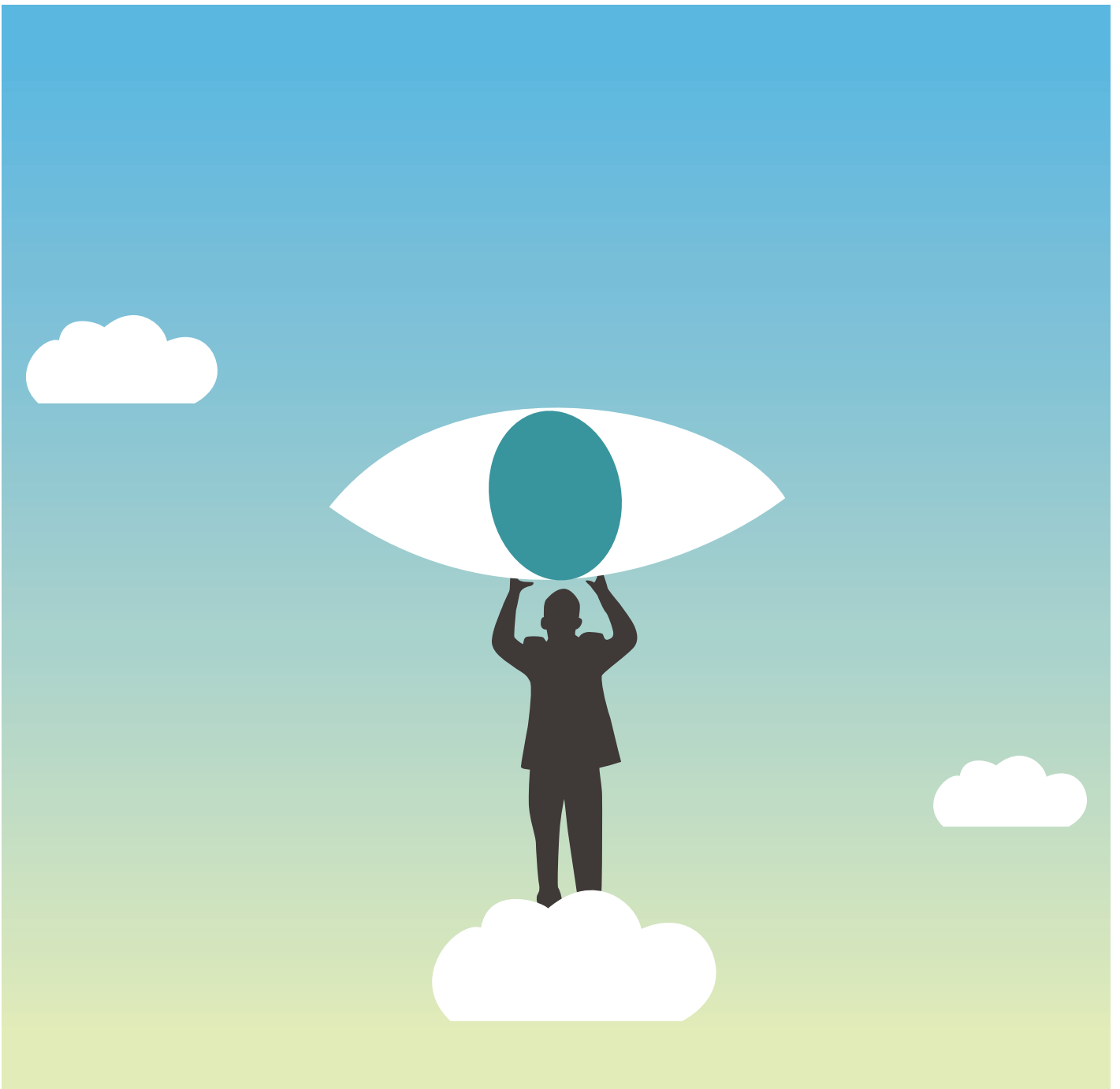




VMA
GROUP

Singapore Career Snapshot

Salary Report 2013



Snapshot

VMA Group has been operating in the Asia-Pacific region since 2011. Much to our surprise, there is very little data available on the communications profession here in Singapore, in terms of salary, bonus and benefits. In turn, we are delighted to share with you VMA Group's first ever report on the Singapore market, compiled from the responses of over 100 communications professionals.

The report highlights current salary trends, what motivates communications professionals to consider new opportunities and provides a benchmark for both candidates and organisations in terms of remuneration packages.

HR Managers and Resourcing departments can also use this report to better understand the motivations of communications professionals to move roles and how they can improve on employee retention by adapting benefits to meet staff needs.

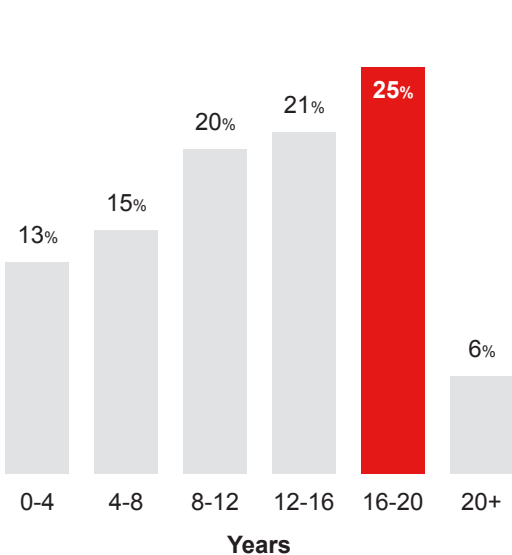
We hope you find the report of interest, and if there is anything you would like to explore a little further, please do not hesitate to contact me.



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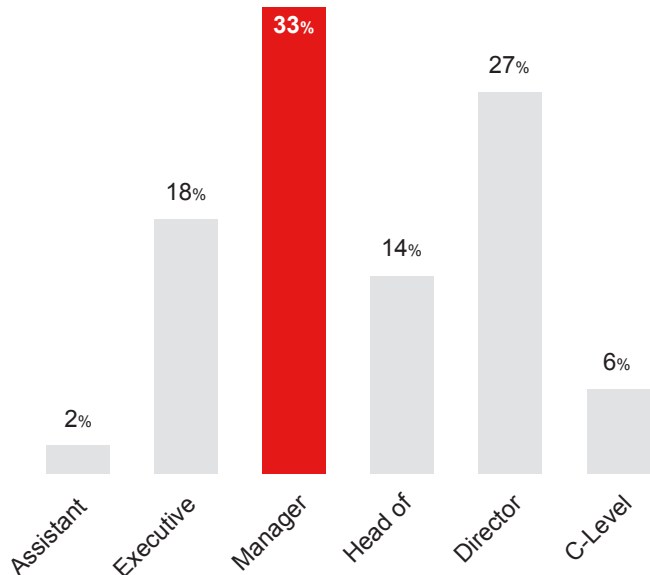
Experience

It is clear from the results that our respondents have a wide range of experience.

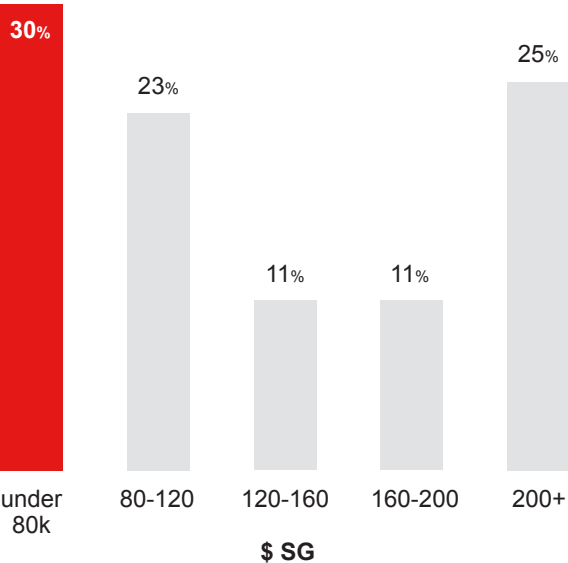


Seniority

Managers represent 33% of all respondents, with Directors representing the next largest group at 27% followed by Executives at 18%.



Salary



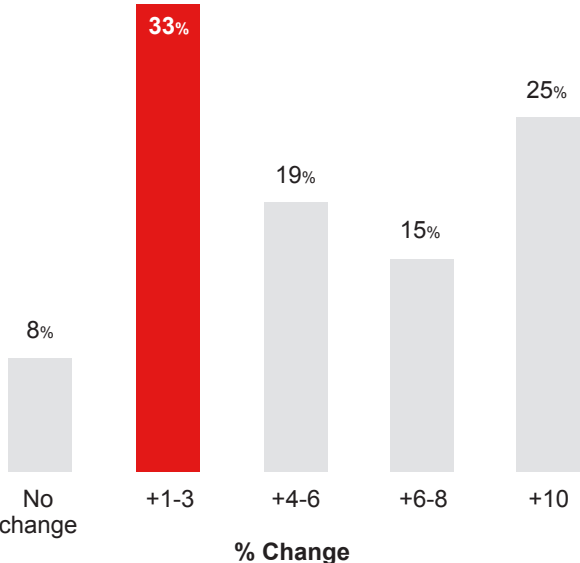
30% of respondents have a current annual basic salary of under SG\$80,000 while at the other side of the spectrum over 25% of respondents have an annual basic salary of SG\$200,000 or more.

It also comes as no surprise that the level of salary for communications professionals in Singapore is in direct correlation to their level of seniority. For instance, over 94% of Executives earn under SG\$80,000 while 83% of C-level respondents earn more than SG\$200,000.

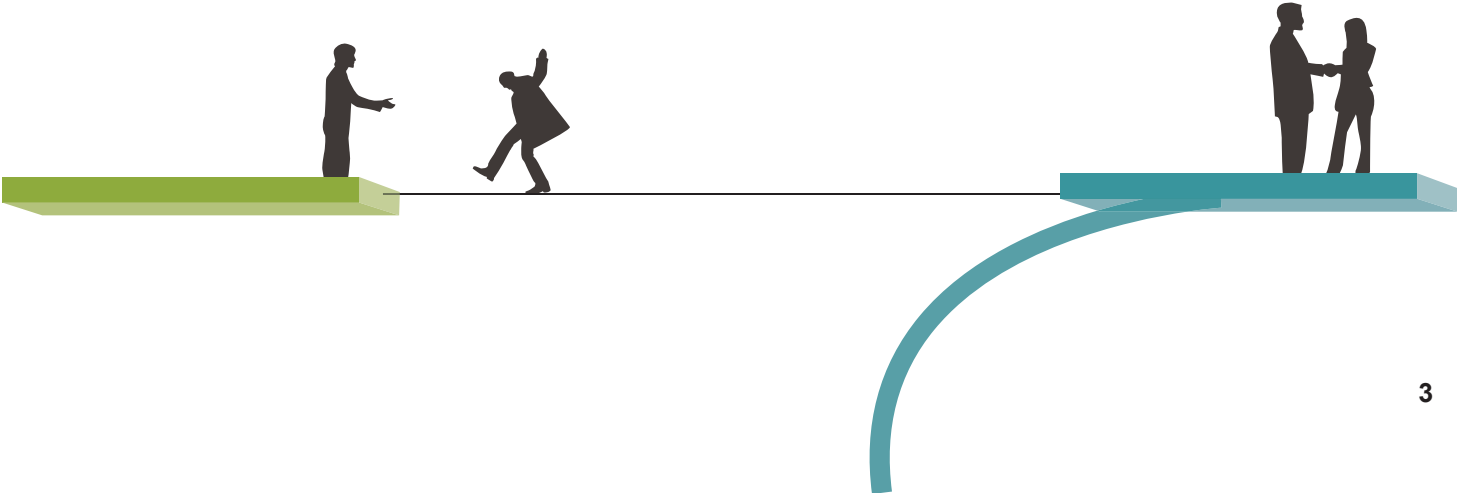
As this survey indicates, there does not seem to be a salary ceiling for communicators working in Singapore. Annual basic salaries continue to rise as communications professionals spend more time in the function.

When we look at the weighted averages of respondents, the salary clearly increases throughout respondents careers, even with people that have over 20 years experience.

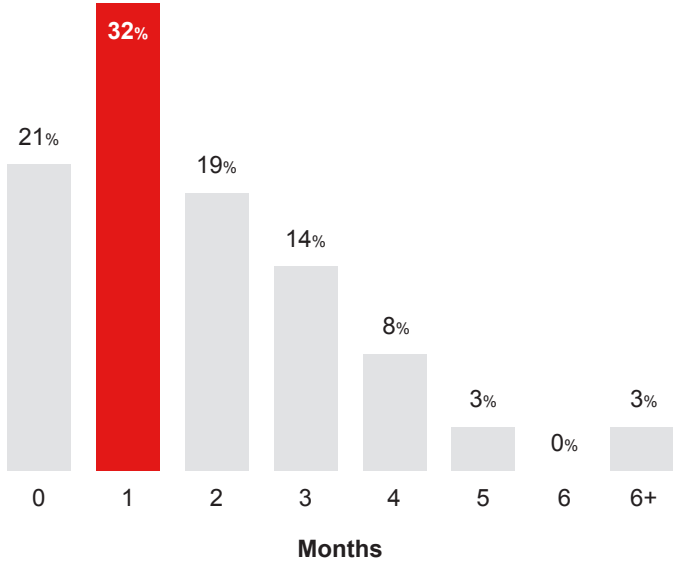
Salary Increase



Roughly 25% of communications professionals across all seniority levels, except the lowest level of assistants, are receiving a basic salary increase of +10% each year. This may be due to the fact that communications now seems as a credible function that sits at the management board level. Senior communicators with a regional or global remit are also taking on more responsibilities and are being remunerated accordingly.



Bonus

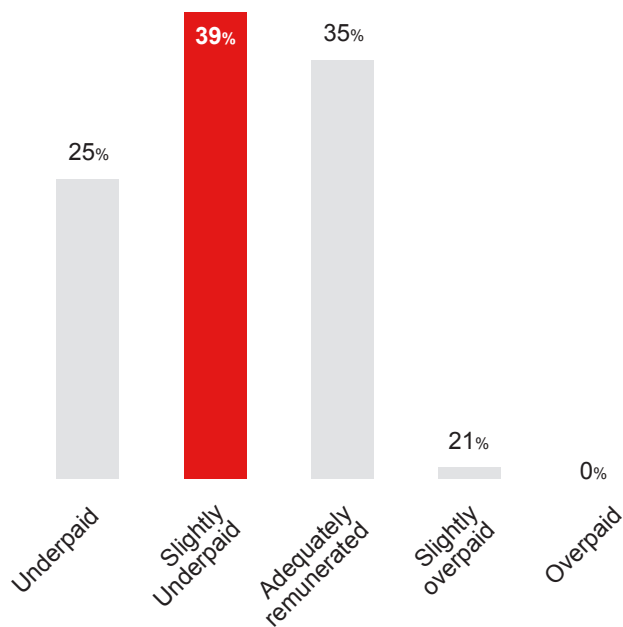


As the market matures in Singapore, we believe employers are starting to follow the example of their western counterparts and increasingly awarding bonuses on merit and company performance to attract and retain employees, rather than fixed bonuses or a 13 month bonus which is reflected in the survey results.

While 51% of Managers get 1 month variable bonus, the largest group to get 2 month bonus are Executives at 35%.

Over 53% of Heads of Communications and 30% of Directors get 3 months bonus and 45% of C-level professionals get more than 4 months bonus, which is reflective of what is happening in the employment market in Singapore.

Do you feel you are adequately remunerated?



Top 5 Benefits

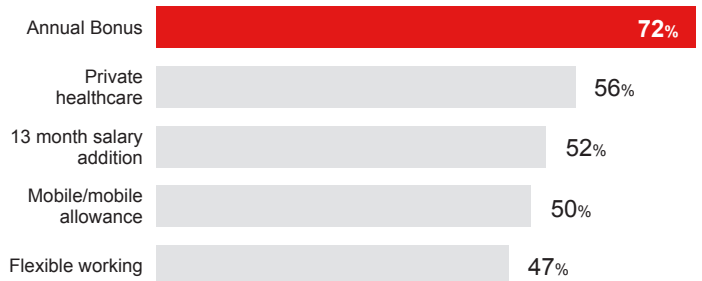
Annual bonus continues to be the leading benefit respondents receive in their total remuneration package. In addition to an annual bonus, we found that the most common benefits are: private healthcare (56%), 13 month salary addition (52%), mobile/mobile allowance (51%) and flexible working arrangements (47%).

Due to the high numbers of regional communications as well as a growing number of global communications roles based in Singapore, it is not surprising that 47% of respondents have flexible working arrangements, which often refers to having the opportunity take a late night conference call at home, or arriving mid-morning if one returns from a work trip late the night before. Flexible working arrangements however does not equate to home working and/or having the opportunity to combine a mix of shorter and longer work days as it does for Western counterparts.

With only 23% respondents receiving training allowance, it is evident that training is no longer a vital part of an employee’s remuneration package but has become an element that is offered at a company level.

“Training is an important part of our “compensation package” here at ING. We have yearly training budgets at departmental level to ensure employees continue to grow and build on their areas of expertise.”

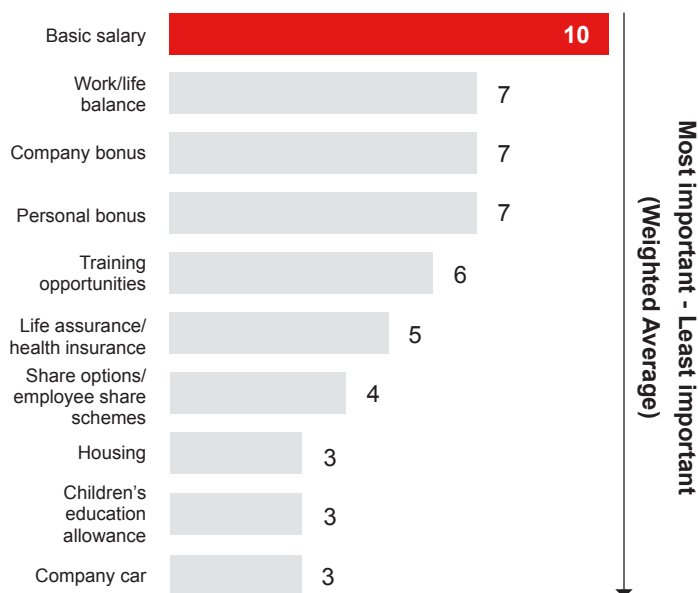
Jo Bunnens, HR ING, Singapore



While 35% of respondents feel they are adequately remunerated (base salary + benefits), 39% of respondents feel they are slightly underpaid and 25% of respondents feel they are underpaid. These findings are reinforced by Tower Watson’s survey last year which also found that compared to their global peers, only 32% of Singapore employees believe that they are paid fairly, compared to both their colleagues and external parties holding similar jobs in other companies. This is lower than the global average of 46%.

While the focus is very much still on monetary rewards, Singapore employees may not be clear about the value of the total benefits they are receiving. Hence, HR has an opportunity to communicate the benefits that exist in an employee’s overall total remuneration package.

Reasons to Move Jobs

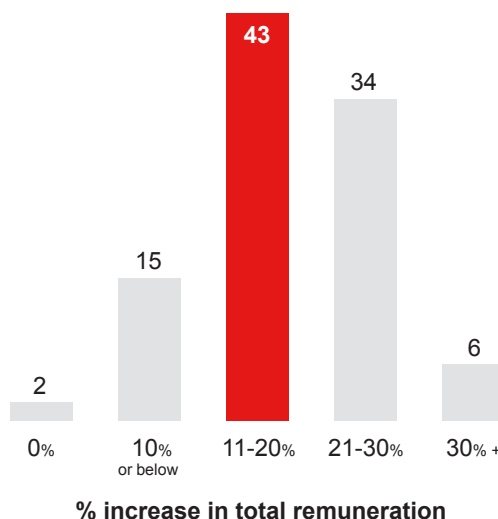


Many respondents feel corporate culture is an important factor when considering a job with a new employer. HR here in Asia therefore needs to include this factor as part of its company retention strategy.

We are noticing that Corporate Communication changes are influencing the corporate culture here in Singapore, for instance:

- Increasing the local employee decision making power. VMA Group is seeing businesses restructure global reporting lines to allow local Asian teams to have a greater opportunity to make local decisions without constantly having to report to Global – which helps with feelings of empowerment
- Line managers increasingly understanding the role they play as a communication ambassador within their own individual teams
- VMA Group has also seen a rapid growth in Internal Communication functions and therefore this has increased dialogue from senior leaders to employees

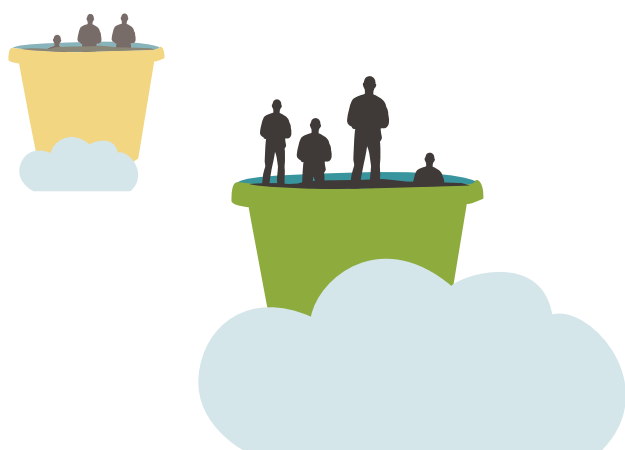
Total Remuneration Increase Needed to Change Jobs



Respondents are looking for a minimum of 11-20% increase in total remuneration when considering a new role outside their current company. Based on recent placements in the Singapore market, VMA Group finds the market average to be at 15-17%, so respondents have a realistic view of the current remuneration climate here in Singapore.

Conclusion

The findings from this career snapshot in Singapore are in line with our Asia Pacific Career and Salary Survey 2012/13. While the economic growth in Asia including Singapore may be slowing, there is no doubt we see continued growth in the Communications market, but at a moderate pace. Now that the Communications function, in most organisations in Singapore, are 'integrated' into the business and forms part of the regional or global management team, Communications executives are playing an increasingly significant role in corporate Asia and salary trends are reflective of this.



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