



ACI REPORT - 2023

SALARY & EMPLOYMENT TRENDS

➤ **PLUS - COVID-19 SUPPLEMENT**

FOREWORD

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FOREWORD

Foreword



The 2023 ACI Report is our 11th edition. Whilst the Covid-19 pandemic may still linger in the background, the industry has clearly moved into the recovery phase as the last remaining markets opened their borders, and the tourism wheel is once again spinning. From this year's ACI Report, the focus has undoubtedly shifted into recruitment demands and hiring challenges.

The ACI Report is a unique publication produced annually, and this year we saw a sample size of nearly 800 travel, tourism and hospitality professionals working across the Asia Pacific region. The respondents provided an extensive view of industry salaries and satisfaction levels, giving the report not only a unique statistical view of the travel, tourism, hospitality, and lifestyle labor market, but also an invaluable insight into the mindset of industry personnel. In this year's ACI Report, we once again included a special Covid-19 supplement at the end of the report, specifically looking at how the industry was impacted by the pandemic.

The ACI Report is meant to serve as a useful guide for employers, jobseekers, HR professionals and recruitment specialists by providing an insight into prevailing job market conditions and hiring practices in Asia Pacific. A combination of qualitative and quantitative methods was used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

I take this opportunity to thank everyone who took the time to participate in this year's survey and hope that this report will be a useful and informative guide for you. ACI remains committed to providing unparalleled HR services to our clients and candidates within the travel, tourism, hospitality, and lifestyle industries.

A handwritten signature in black ink, appearing to read 'Andrew Chan', with a stylized flourish underneath.

Andrew Chan
Founder & CEO

ABOUT ACI

About ACI

Established in 2012, ACI stemmed from a need identified by Founder & CEO, Andrew Chan for a specialist firm owned and operated by people from within the industry. With unrivalled management experience in the sectors we serve, ACI is an award-winning specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

At ACI, we understand that finding the right talent is critical to an organisation's success, and finding the right opportunity is paramount to a candidate's career. We are passionate about connecting clients with the very best talents and pride ourselves with the philosophy of “growing the industry one talent at a time”.

OUR PEOPLE

Understanding nuances and macro talent issues of an industry takes people from the industry to appreciate; ACI consultants have unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, and are genuinely passionate not only about our clients' and candidates' success but the industry as a whole.

BEST PRACTICE

ACI delivers a full recruitment service and our adherence to Best Practice processes ensures our clients receive a guaranteed level of quality control in all areas of the recruitment process.

Customers come to us as the industry experts, knowing our staff are industry specialists and that we are current on all industry issues, both in travel & hospitality, and recruitment.

AWARDS

Most recently, ACI was honoured to be recognised with the following accolades:

- Best Recruitment Firm, Hospitality – Gold Winner, HR Vendors of the Year
- Best Recruitment Entrepreneur (Andrew Chan) – Gold Winner, Asia Recruitment Awards
- Best Executive Search Firm – Silver Winner, Asia Recruitment Awards
- Best Recruitment Portal – Silver Winner, Asia Recruitment Awards
- Best Cross Border Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Cross Border Recruitment Strategy – Bronze Winner, Asia Recruitment Awards
- Best Executive Search Firm – Bronze Winner, HR Vendors of the Year
- Best Permanent Roles Recruitment Agency – Bronze Winner, HR Vendors of the Year

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

A survey link was sent to nearly 30,000 from ACI's database throughout Asia Pacific in December 2022 for employees of various levels to complete. We received a 21% open rate, and a 25.5% click rate. The survey link was also posted on the acihr.com website and included in a range of advertising, social media campaigns, and distributed to industry association members. We received 798 respondents.

REPORT FORMAT

The 2023 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

Graphs have been used throughout to allow for visual display and interpretation of results. In most cases, percentages of all respondents have been shown on the graphs. These percentages have in some cases been rounded up or down to the nearest whole number.

DEFINITIONS

Detailed below are the definitions for the salary data tables:

Lowest Salary:	The lowest level in that category
Median Salary:	The salary level which 50% of salaries fall below and 50% are above
Highest Salary:	The highest salary level in that category
Average:	The arithmetic average is calculated by adding together the quantities in a group and dividing the resulting sum by the number of quantities in that group

* OR 0% = Sample too small: Denotes only 1 statistic available, limited analysis is made giving the average and median only.

DISCLAIMER

ACI HR Solutions have not audited, nor otherwise sought to verify all information collected in this survey and shall not be liable or responsible in respect of this document, including errors or omissions therein however caused. Furthermore, ACI HR Solutions accepts no liability for any actions taken as a result of the report.

Analysis

IN BRIEF

International tourism on track to reach 65% of pre-pandemic levels by the end of 2022

International tourism showed robust performance in January-September 2022, with arrivals reaching 63% of pre-pandemic levels in the first nine months of 2022. An estimated 700 million tourists travelled internationally between January and September, more than double (+133%) the number recorded in the same period of 2021.

Results were boosted by strong pent-up demand, improved confidence levels and the lifting of restrictions in an increasing number of destinations. Monthly arrivals climbed from -64% in January 2022 (versus 2019) to -27% in September, confirming the rapid and sustained recovery of international travel throughout the year. Tourism performance was particularly strong in the third quarter of 2022 (-26% over 2019) when an estimated 340 million international arrivals were recorded around the world, almost 50% of the nine-month total.

Europe (+126%) continued to lead the rebound of international tourism through September, reaching 81% of pre-pandemic levels. The Middle East saw international arrivals more than triple (+225%) year-on-year in January-September 2022, climbing to 77% of 2019 levels. Africa (+166%) and the Americas (+106%) reached 63% and 66% of 2019 levels respectively. In Asia and the Pacific (+230%) arrivals more than tripled in the first nine months of 2022, reflecting the opening of many destinations, though remained 83% below 2019 levels.

The recovery can also be seen in outbound tourism spending from major source markets, with strong results from France and Germany, where expenditure reached -8% and -12% respectively through September, compared to 2019.

International arrivals could reach 65% of pre-pandemic levels in 2022, in line with UNWTO's initial scenarios. Despite growing challenges pointing to a softening of the recovery pace in the coming months, export revenues from tourism could reach USD 1.2 to 1.3 trillion in 2022, a 60-70% increase over 2021, or 70-80% of the USD 1.8 trillion recorded in 2019.

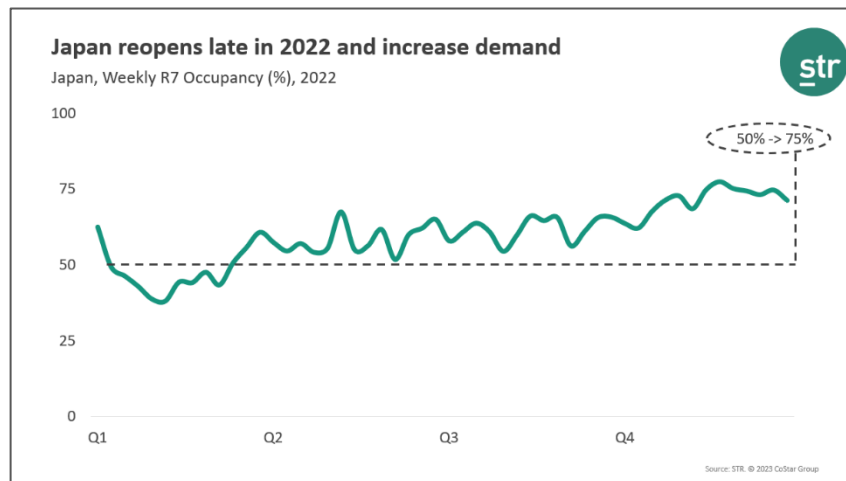
STR Asia Pacific Update for the annual ACI report

Demand eventually returned in most places – but not all

Demand had in many places already come back to good levels, but by end of 2022 it aligned much closer to occupancy in 2019. Central Business District (CBD) areas started to come back with events and business travel, assisting national demand levels for countries that couldn't rely on a strong domestic engine. But in addition, Thailand in its large dependency on inbound tourism finally saw an influx towards end of 2022 that continues into Q1 2023.

ANALYSIS

While the obvious and widely recorded laggard of size was China, where mainland markets were subject to frequent and severely impacting lockdowns and restrictions, later in the year other north Asia countries were able to reopen and see a late surge.



Japan most poignantly saw national levels reach around 75% occupancy as it reopened during Q4, driven by recovery in the big three markets of Tokyo, Osaka and Kyoto, as more regional second tier markets already had decent demand from domestic travellers.

It remains true that while large tour group volumes are missing for instance from

Osaka, there is a gap into 2023 and most eyes remain on when airlift and travel ability ensures Chinese come back to Japan in greater volumes.

2022 also brought about growth in both rates and cost

One of the biggest stories in the past 12 months was the aggressive rate growth, spurred by a multitude of reasons, including inflation, increased cost both operationally and for consumers, challenges in ability to pay, and in addition a multiplying effect where continued increases over time created higher than expected levels later in the year - all leading to hotel rates higher than in 2019 - sometimes even when inflation adjusted.

Looking across the wider region, and starting in the Pacific, rate levels were by the end of 2022 broadly caught up with pre-pandemic amounts at a nominal basis. As inflation added pressure in most markets, a direct and inflation-adjusted comparison to 2019 may however not be favourable everywhere.

In South Asia hotel rates were also back to good levels and more normalised, even if some Indian markets have outpaced normal trading conditions.

While Southeast Asian markets Philippines, Thailand and Vietnam are missing some historic rates that we see gently growing still, Singapore stood out with rapid and strong rate growth from Q2 onwards.

In Northeast Asia, South Korea gradually increased as business returned but in Japan it wasn't really until markets reopened towards the end of the year. Pricing in China was volatile due to lockdowns and demand challenges.

ANALYSIS

Profitability lens also varies around the world, but with labour cost the common denominator

While we have already seen this rapid rate growth slow down, it is not likely for rates to decline and this will, as demand gaps continue to close, improve overall profitability.

Profitability to hotel operators and owners started to make more sense in 2022, even if balance sheets kept warped realities in many areas. Some markets saw similar strong wage growth as for example in the US (which has since started to abate in that tight labour market), as competition for labour is strong and unemployment levels remain, but increased cost also came in various areas like energy and resources as global logistics remained partially under pressure.

Apart from areas like India where Group travel rates would even at times outpace that of Transient travellers, in many areas F&B revenues would often lag 2019 in urban areas.

GOP Per Available Room (GOPPAR) was able to get close to or surpass 2019 levels quite quickly in markets where hotel rates accelerated faster than expected.

The combined reality of cost increases, unusual labour challenges, increase rate and often lack of regular seasonality with new source markets has led to GOP margins increasing in many places, just not for reasons one would normally expect.

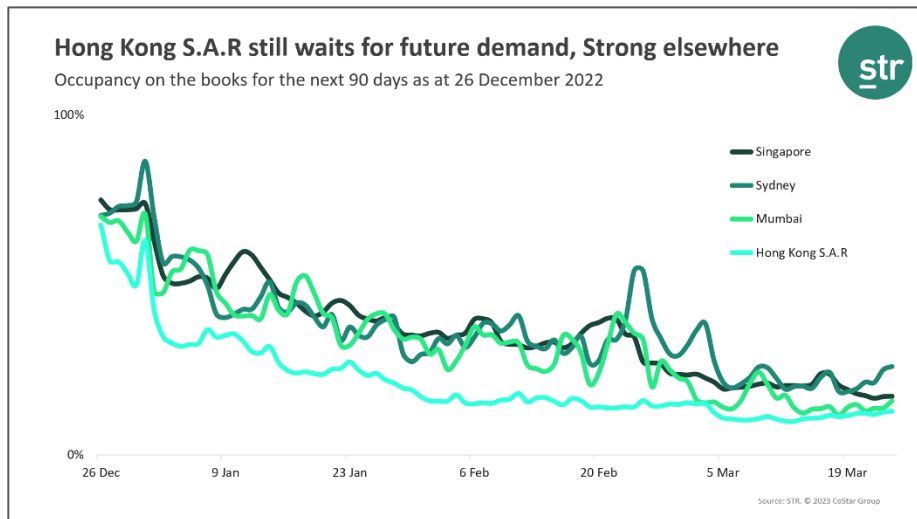
Risk and Reward both on the cards for 2023 around the world and in Asia Pacific – Airlift still a big issue

It's a changed reality looking ahead to 2023 compared to 12 months ago and the main risk factors in holding travel back carry a blend across economic and tourism rationale. Consumer spend and debt and the impact inflation and potential recession has on purchasing power will drive both large corporate travel policy as well as leisure and tourism decisions. In addition, one of the large factors remain the continued gap in airlift capacity, particularly in international routes. With limited availability in planes and staffing, prices remain high traditionally strong routes take longer than expected to recover.

The Chinese 180-degree turn from zero-tolerance policy will certainly have implications moving forward and first and foremost this will affect domestic Chinese growth. After that, and once passports are more widely renewed and available, and flight capacity at least partially restored, we can expect Chinese travellers coming back to re-explore their favourite destinations, and at time of writing it's hard to see large volumes of this before second half of 2023.

What is unusual, is that travel demand continued to grow in the face of recession. There remains a post-pandemic momentum in both intentions and searches and more importantly in booking travel, as we can see in our ForwardSTAR data on the books, speaking of a good confidence despite risk at large.

ANALYSIS

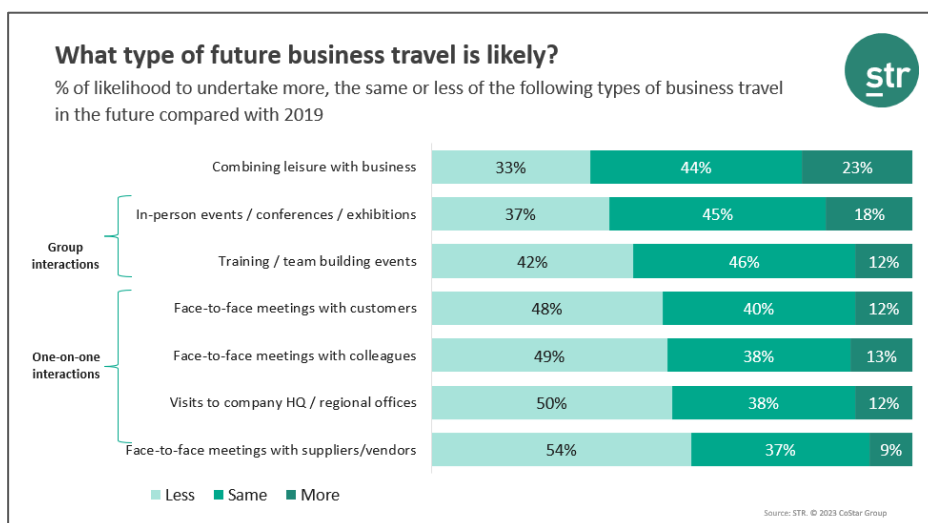


As peak season for resort markets like Phuket have strong demand on the books into Jan-Feb, we are also seeing more normal and decent Q1 occupancy levels booked in more business-driven markets like Singapore, Sydney and Mumbai.

The expectation is that Hong Kong S.A.R will also see this as border traffic comes back from this month onwards.

While household balance sheets remain on the radar, accumulated savings still exist from Covid, and travel sentiments show progress in intent of travel. Our research show that financial barriers look likely to remain the top influencer on travel plans in 2023, as Covid and geopolitical issues drop down the list of priority.

Hotel usage has also increased, compared to that of short-term rentals as confidence came back, and there seems to be a shift to more midscale brands as budgets tighten and hotel prices continue to soar. We would also expect cancellation policies fading in importance over time as travel restrictions are limited.



In terms of travel segments, as events and corporate travel continues to return, 2022 brought an increase in combining leisure with business, but also a decreased intent in meetings with suppliers/vendors.

From an investment and development perspective in the hotel asset class, overall the

tide gently turned in 2022 with construction picking up but high interest rates and a challenging debt situation continues to hold back large and pre-pandemic levels of transactions. Sub-leasing of office spaces and retail space availability still speak of a gap from a wider spectrum, but there is appetite and people want

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to invest in the hotel sector and expand existing and new brands, and if recession is not too severe in 2023, there is potential for increased transactional values in this year.

Finally, and even if the verbal attention to ESG has increased across investment, development, operations and consumer mindset, we are unfortunately still waiting for more concrete proof that it's seriously embedded throughout the industry. There are positive signs that more stakeholders are taking this with the right levels of seriousness, making sustainability a natural part of profitability, and hopefully 2023 can be another year of swift progress in bringing this to life.

Additional performance data

Looking for performance data for a market not featured in this release? STR's world-leading hotel performance and supply/demand sample covers the entire world using one globally accepted methodology across daily data in historic and future time periods alongside deeper P&L insights, forecasting and census and pipeline. Please contact apsales@str.com for any data requests.

About STR

STR provides premium data benchmarking, analytics and marketplace insights for global hospitality sectors. Founded in 1985, STR maintains a presence in 15 countries with a corporate North American headquarters in Hendersonville, Tennessee, an international headquarters in London, and an Asia Pacific headquarters in Singapore. STR was acquired in October 2019 by CoStar Group, Inc. (NASDAQ: CSGP), the leading provider of commercial real estate information, analytics and online marketplaces. For more information, please visit str.com and costargroup.com.

ANALYSIS

THE SURVEY

The ACI Report (2023) is a unique publication with a sample of 798 travel, tourism, hospitality, and lifestyle personnel right across the Asia Pacific and surrounding regions, giving an extensive view of industry salaries and employment trends. The largest proportion of respondent (38%) were based in Singapore, with Thailand/Vietnam/Cambodia (10%), Indian Sub-Continent (10%) and Hong Kong (7%) also providing solid samples.

By sector, most respondents were employed in the hospitality industry (35%), but the study includes a broad cross-section of industries, including F&B, Technology, Consultancy, and Corporate Travel. Of the respondents, 67% came from large MNCs (100 staff or more), 66% were male and 85% held permanent full-time employment.

71% of the respondents have 10 or more years working experience, while the majority (67%) have been employed with their current employer for 5 years or less. The number of those employed with their present company for 12 months or less (i.e., those that changed jobs in 2022 or new entrants) remained at 24%, while 2% of respondents are currently not in employment.

IMPACT OF COVID-19 IN 2022

The impact of the Covid-19 pandemic on travel & hospitality jobs continued to ease in 2022, with 18% of respondents indicating that they were impacted compared to 49% in 2021 and 74% in 2020. 9% indicated that their roles were made redundant in 2022, compared to 12% in 2021, and 24% in 2020, whilst a further 9% experienced a salary cut, compared to 29% the previous year and 50% in 2020. Those that did experience salary reductions, a majority 32% saw cuts between 11%-25%, the severity again lessened when compared with the 36% that saw their salary reduced between 25%-50% the previous year.

In further signs of positivity, 58% of HR and Hiring Managers indicating that they expect new headcounts in 2023, an unprecedented hiring forecast since the inception of the ACI Report. Hiring managers foresee challenges when they do begin recruitment, with their top concerns being 1) Finding the right talents 2) Lack of applicants 3) Salary expectations higher than budgeted. Lastly, employee sentiments also improved with 59% believing the worst is now behind them, compared with 46% in the previous report.

SALARY SATISFACTION

In further signs of positivity, on the question of salary progression, 55% of respondents indicated they had received some form of a salary increment in 2022 – more than doubling the previous year's 26% and nearing pre-Convid19 levels where 65% of respondents indicated a bump in their pay.

47% of respondents indicated they had received a bonus in 2022 (37% in 2021), the majority (36%) of those receiving one to two month's bonuses.

ANALYSIS

CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents, with 68% indicating that career progression was either 'extremely important' or 'very important' to them, similar to the previous survey; 46% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, a significant improvement on 2022's 35%; at the same time with 24% indicating that career prospects with their present employer being 'poor' or 'zero' is significantly reduced from the 38% in last year's report.

Employers can once again expect some turnover of staff in the coming 12 months, when asked about respondents' plans to change employers and/or industry over the next 12-months, 56% indicated that they would be doing so, with 15% of those exploring opportunities outside the industry. This will undoubtedly be felt by employers and the industry in an already labour short market.

Training and development were still a focus during 2022 with 29% of respondents taking up either short courses and/or higher education (down from 37%), with Digital Marketing & e-Commerce related programs once again being the most popular choice, followed by MBA and Agile Marketing/ Leadership.

ACTUAL SALARIES

Salaries across the region trended mostly positive, indicating that companies have begun returning to pre-pandemic salaries and higher to retain and attract talents. The Middle East region of UAE, Saudi Arabia and Qatar once again recorded the highest average salaries (\$144,784) and despite being shut out to international tourism for the majority of 2022, Hong Kong still saw a 23% increase to their average salary (\$129,522), with Australia also seeing strong salary growth of 16% to average salaries of (\$100,926). The Philippines (\$47,102) recorded the survey's lowest average salary and additionally dropping a further 22% from the previous survey, highlighting perhaps how the pandemic have impacted and lingered for the tourism sector in the country.

12% of data came from "other" regions which fell below 10 respondents; for accuracy, we did not capture salary information and only the information pertaining to their employment sentiments. **Those countries include (but not limited to) USA, UK, Italy, Japan, Switzerland, Canada.*

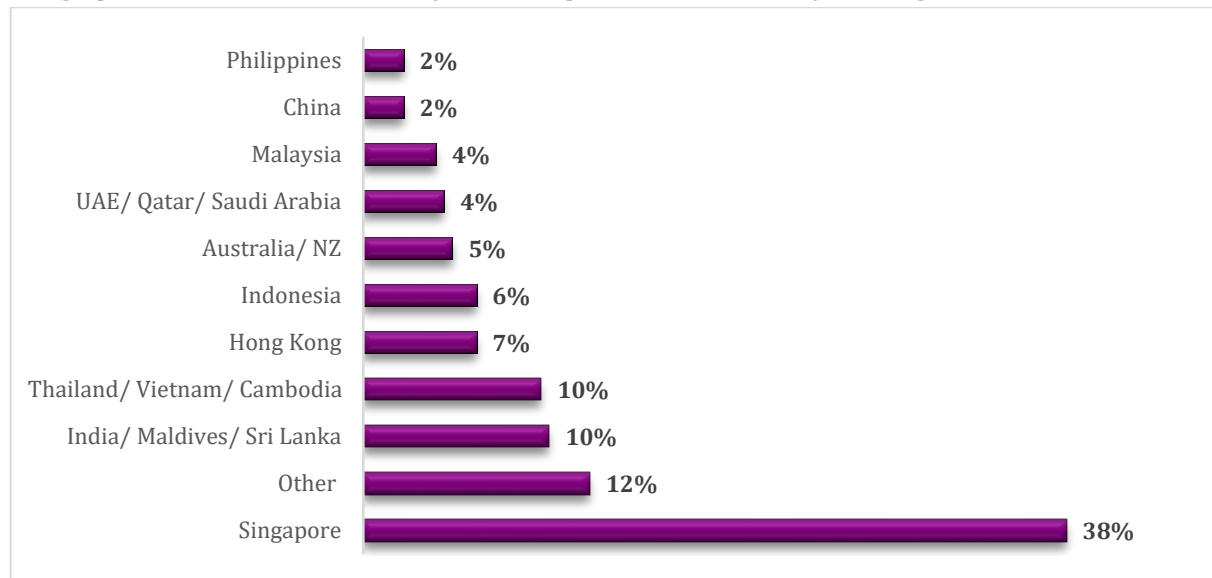
Source: Mailjet, UNWTO World Tourism Barometer, STR

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

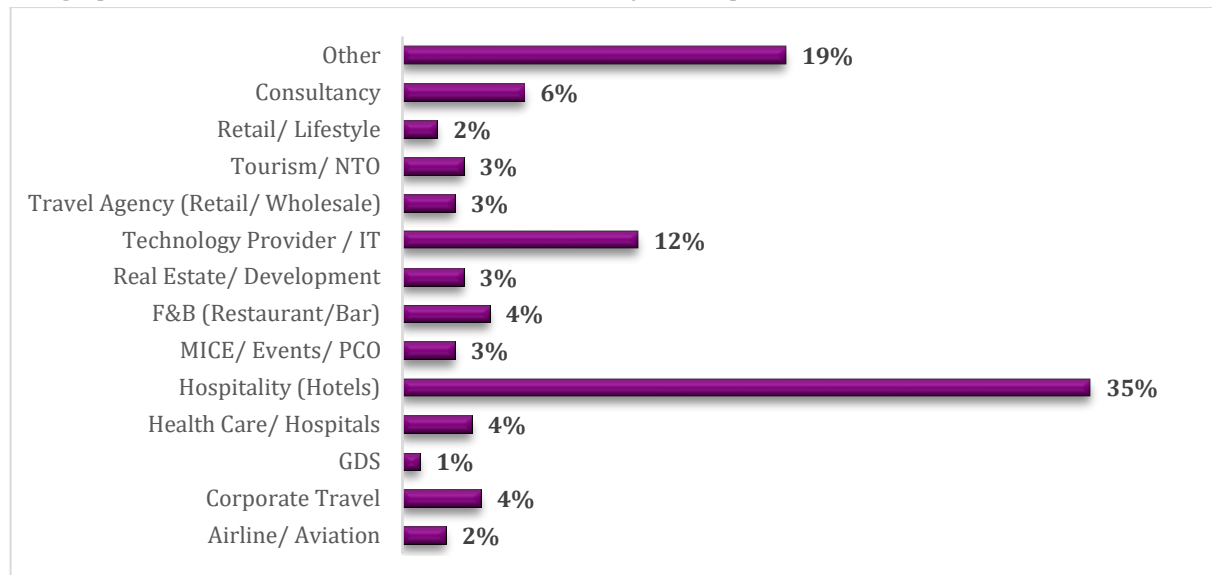
RESPONDENTS BY LOCATION

The graph below indicates the country where respondents are currently working.



SECTOR BREAKDOWN

The graph below indicates which sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

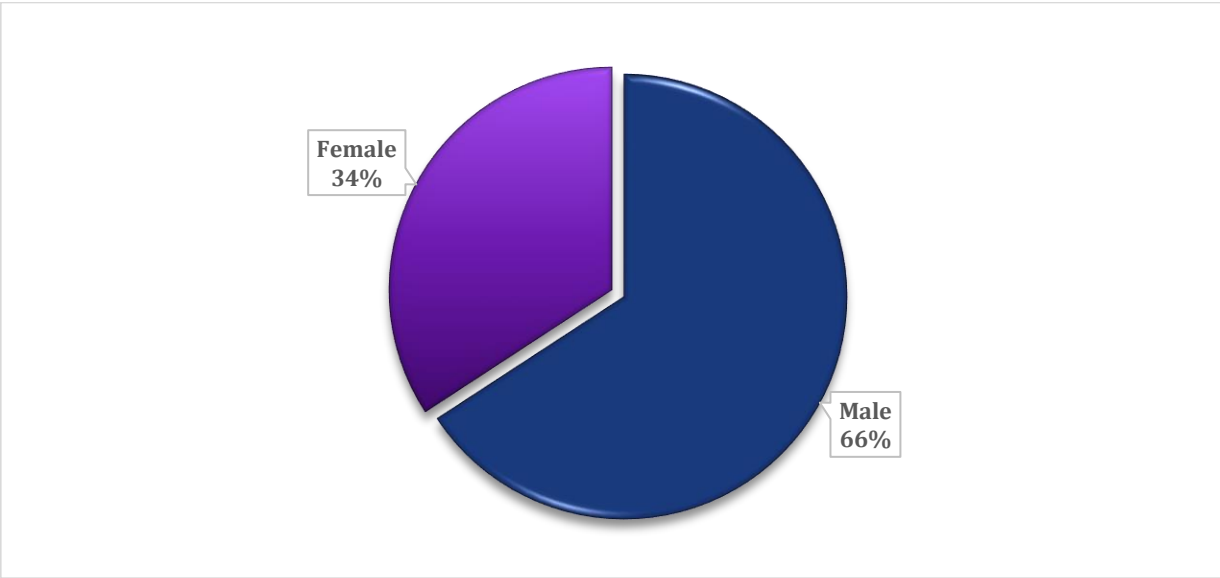
NUMBER OF PEOPLE IN ORGANISATION

The graph below indicates the number of people working in their organisation.



GENDER OF RESPONDENTS

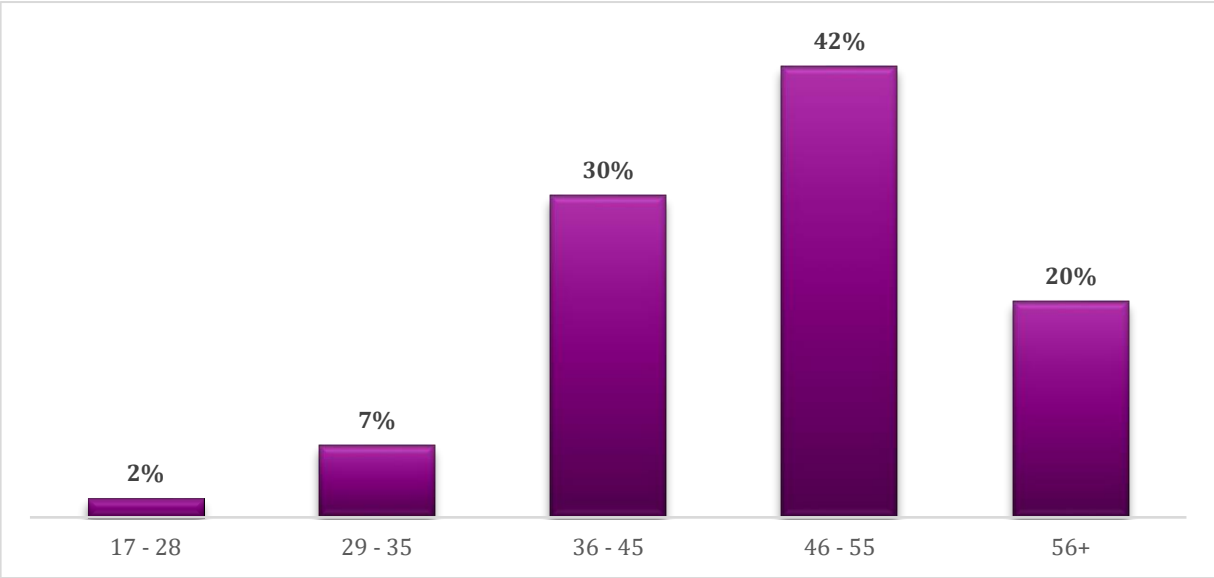
The graph below indicates the gender of the respondents.



BREAKDOWN OF RESPONDENTS

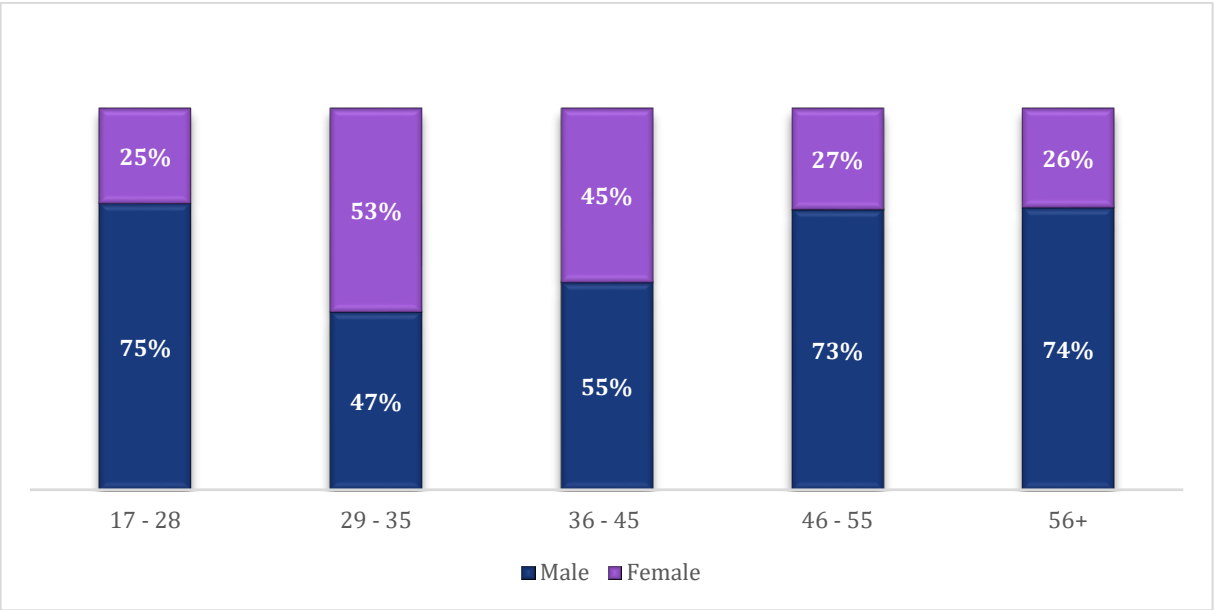
AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



AGE OF RESPONDENTS BY GENDER

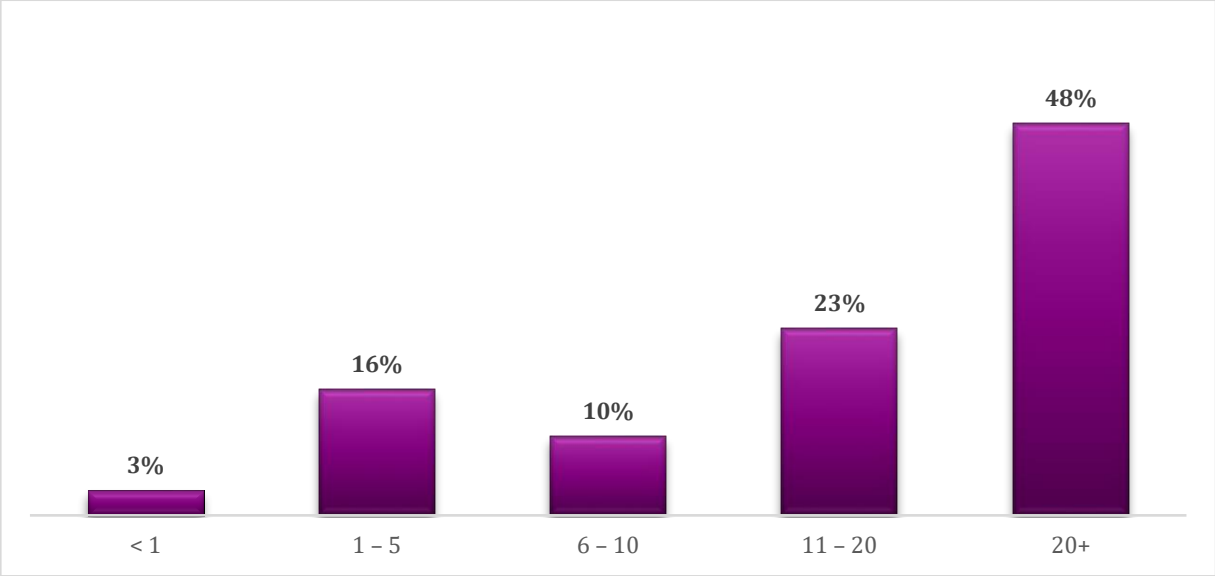
The graph below indicates the age group of the respondents broken down by gender.



BREAKDOWN OF RESPONDENTS

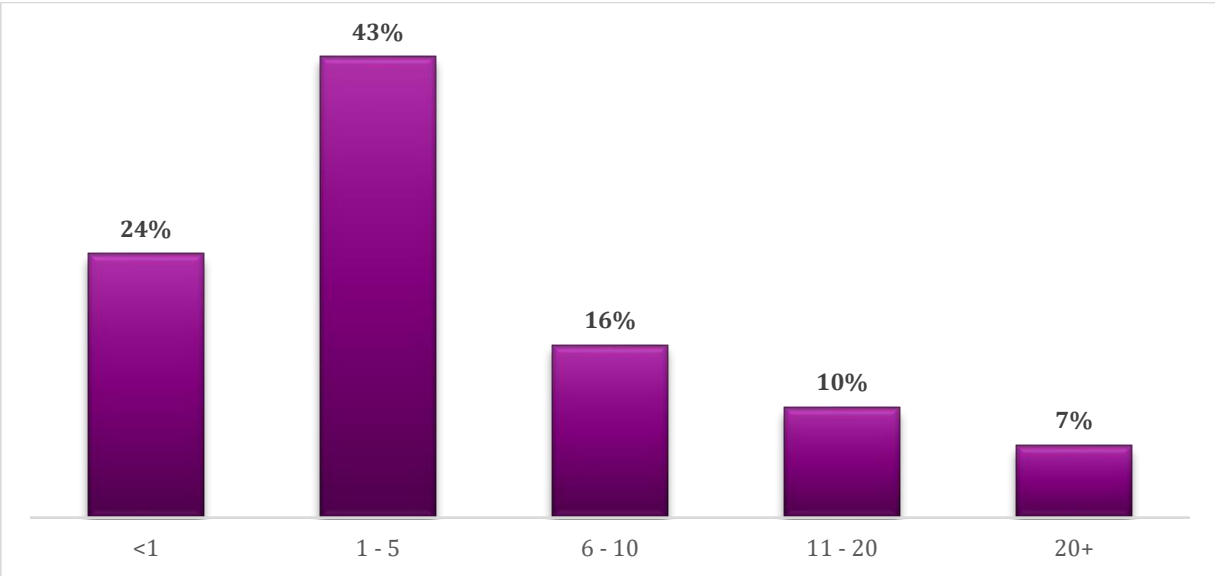
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

The graph below indicates the number of years' industry experience of all respondents.



CURRENT EMPLOYER

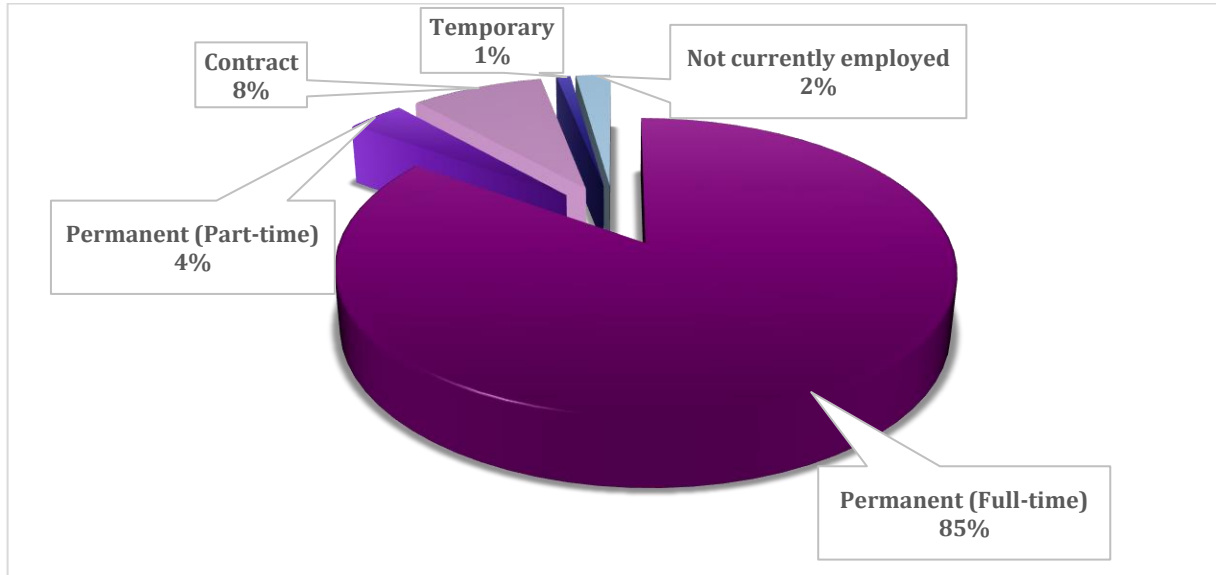
The graph below indicates a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

The graph below represents respondents' current working status i.e., full-time, part-time, temporary, contracting, or unemployed.







CV FORMATTING SERVICE



Well written CVs makes the difference between getting an interview or being overlooked!

US\$89

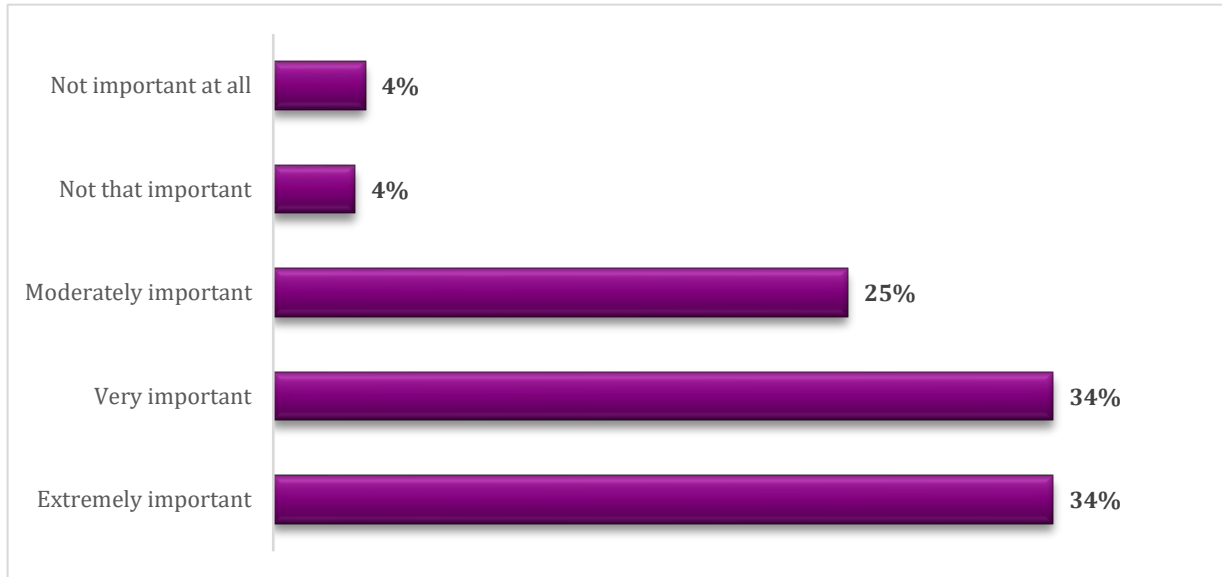
-  Full formatting of your current CV - customised around your individual information
-  Content filtering and additional information suggestions
-  Words and content corrections
-  You receive a final copy in Word and PDF

CAREER PROGRESSION

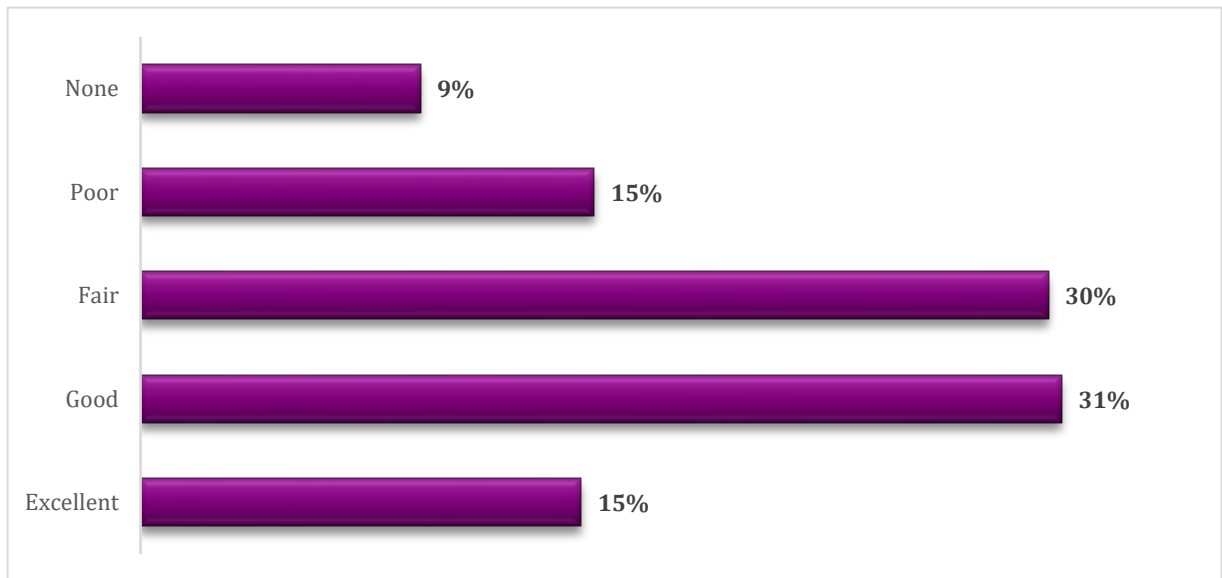
Career Progression

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

Respondents were asked how important they felt career progression was to them.

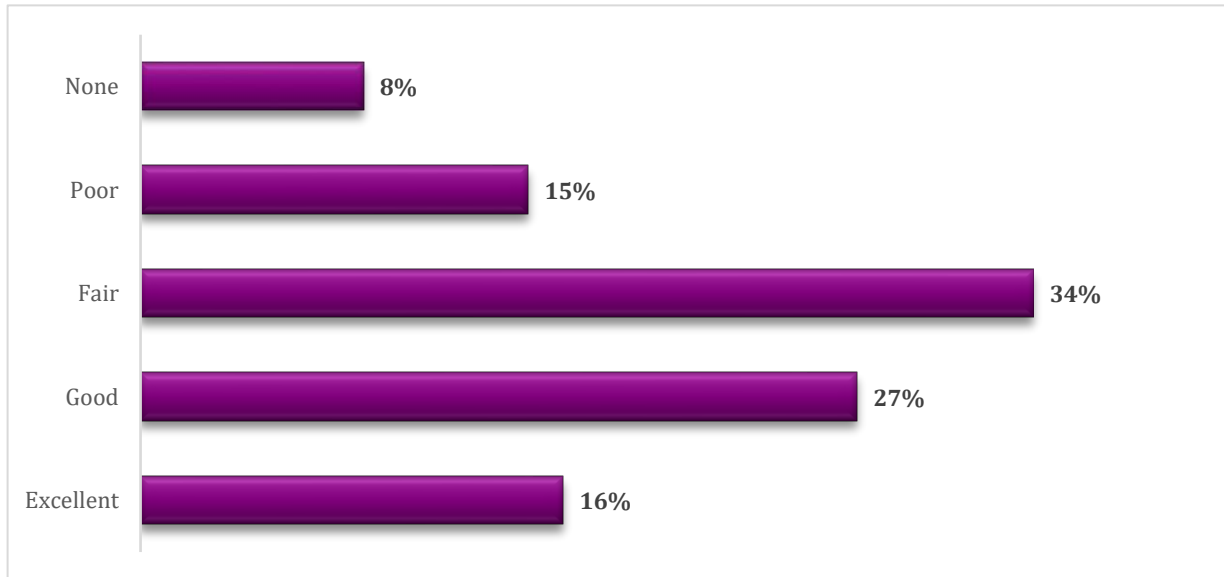


Respondents were then asked to rate their career progression opportunities within their current company.



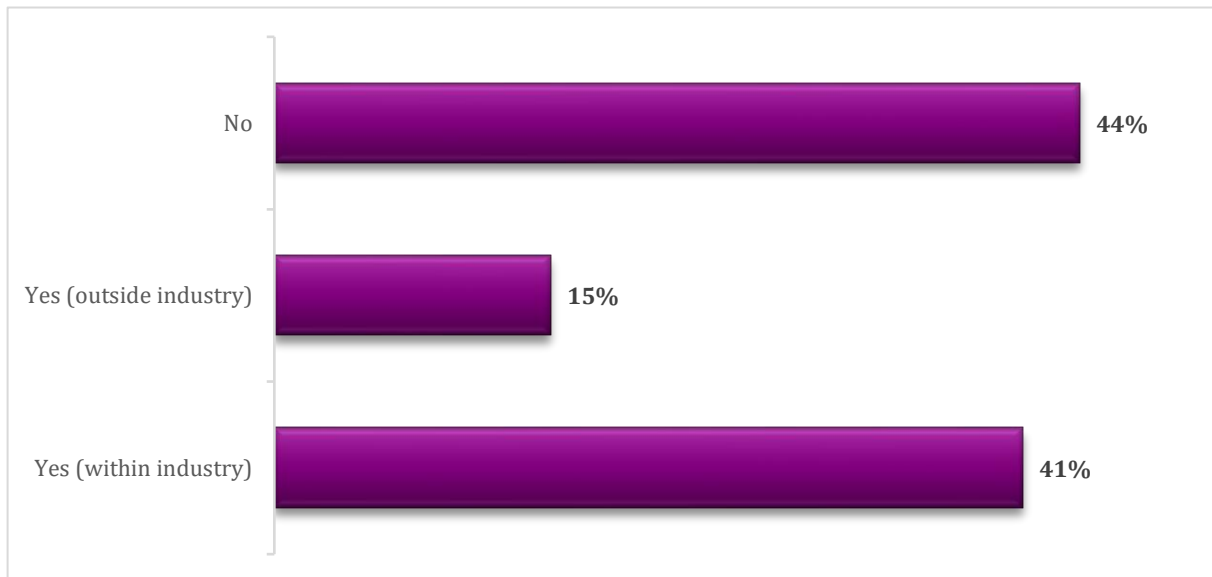
CAREER PROGRESSION

Respondents were also asked if they felt they had received adequate training & development from their current organisation.



EMPLOYEE MOVEMENT

Respondents were asked if they expected to change employment from their present employer and/or the industry within the next 12 months.

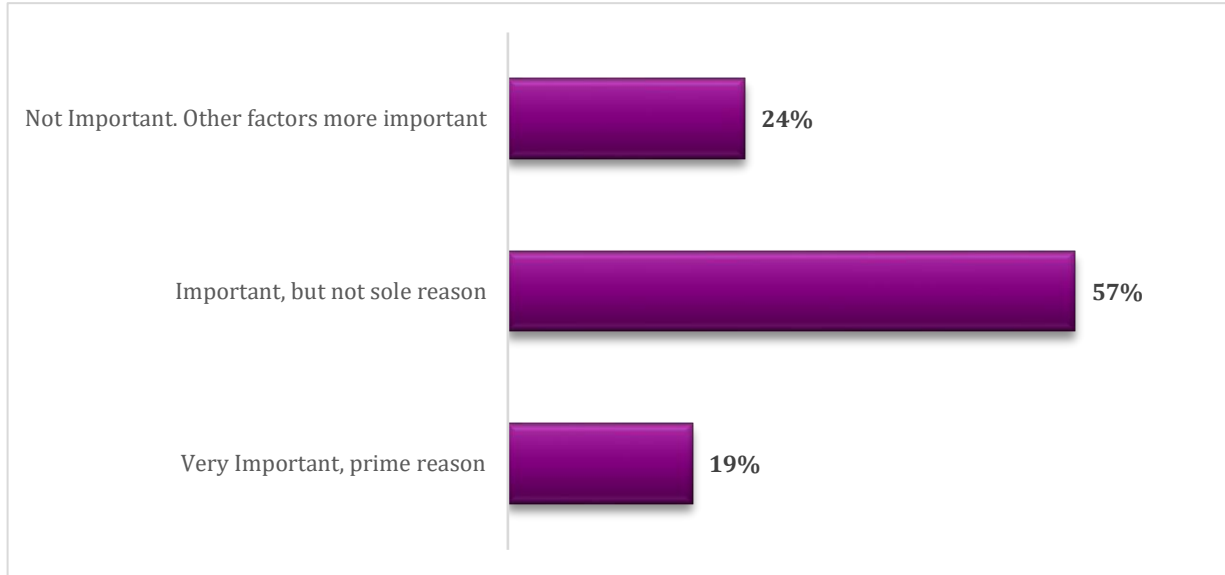


SALARY ANALYSIS

Salary Analysis

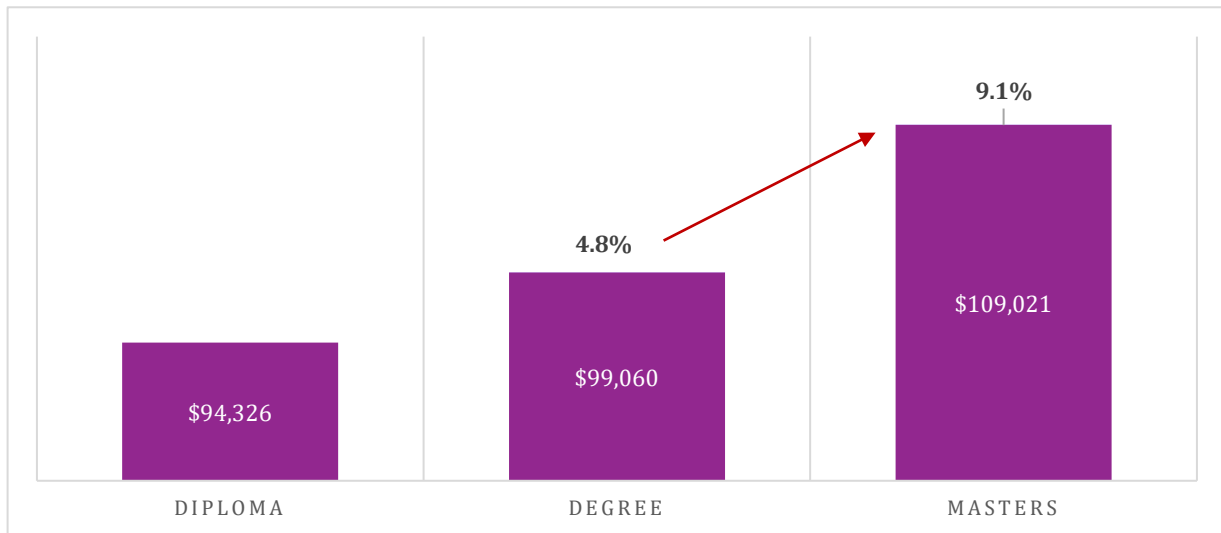
IMPORTANCE OF SALARY TO RESPONDENTS

Respondents were asked how important salary was in their decision-making process when they accepted their last position.



SALARY VS. EDUCATION

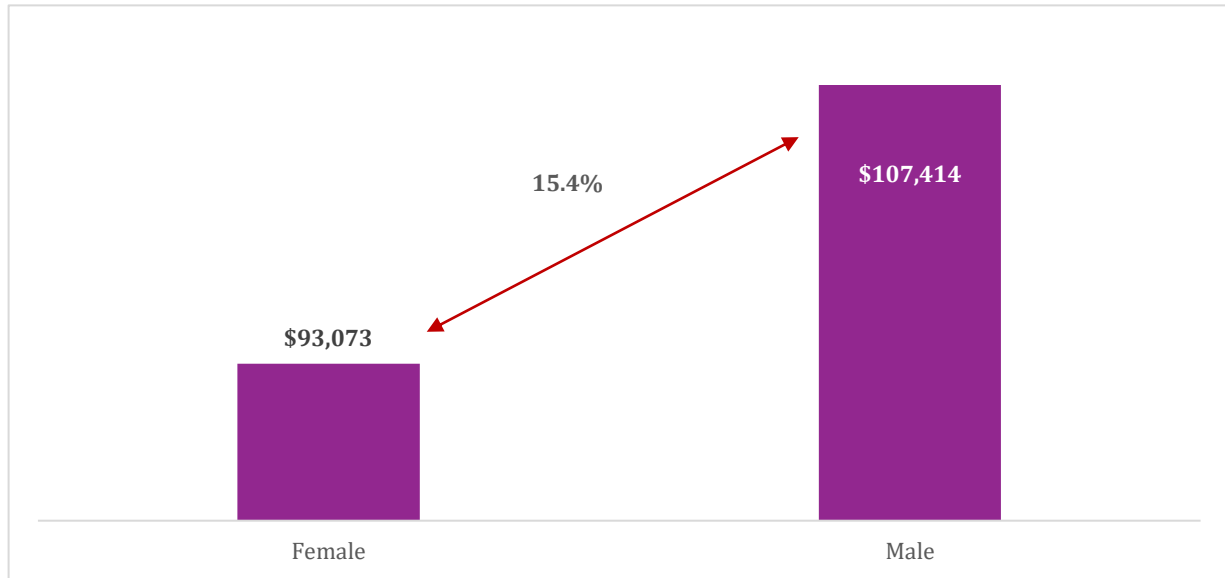
From data captured, we examined the correlation between average salaries and the education levels of respondents.



SALARY ANALYSIS

GENDER GAP

From data captured, we took the average salary of male respondents vs. female respondents.



SALARY VS AGE PROGRESSION

We analyzed salary progression against the age group of the respondents to indicate the average salary in each age group.



SALARY ANALYSIS

BASIC SALARY OF ALL RESPONDENTS

The following table indicates the basic salary range and median of all respondents. Respondents were able to respond in any currency, and these were then converted to USD* to enable analysis on an equal basis.

*Exchange rates used can be found at end of the report.

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$11,002	\$51,724	\$71,942	\$47,530
Admin Assistant	*	\$36,090	*	\$36,090
Administration Manager	\$1,603	\$65,395	\$95,368	\$66,594
Area Director of Sales & Marketing	\$53,000	\$82,380	\$147,493	\$94,291
Assistant Director of Sales & Marketing	\$51,556	\$57,313	\$73,684	\$60,700
Assistant Manager	\$11,002	\$17,688	\$47,677	\$27,230
AVP (Sales, Marketing or Revenue)	\$146,154	*	\$150,376	\$148,265
Business Development Manager	\$12,000	\$51,724	\$86,331	\$51,269
Chef de Cuisine	*	\$63,158	*	\$63,158
Chief Commercial Officer	*	\$146,237	*	\$146,237
Chief Executive Officer (CEO)	\$38,462	\$200,000	\$400,000	\$198,131
Chief Manager Corporate Travel	*	\$39,120	*	\$39,120
Chief Operating Officer (COO)	\$25,000	\$120,000	\$261,580	\$125,450
Client Servicing Manager	\$37,594	\$45,065	\$100,000	\$56,070
Company Director/ Owner	*	\$122,249	*	\$122,249
Consultant	\$19,296	\$75,188	\$135,338	\$76,338
Corporate Director of Revenue Management	*	\$132,670	*	\$132,670
Director of Account Management	\$43,243	\$91,508	\$320,000	\$120,713
Director of F&B	\$16,464	\$66,485	\$117,293	\$69,041
Director of Finance	\$1,400	\$73,846	\$172,000	\$86,963
Director of HR	\$29,371	\$72,889	\$110,315	\$71,739
Director of Marketing	\$83,008	\$108,350	\$196,241	\$123,244
Director of Operations	\$25,000	\$105,263	\$207,317	\$102,975
Director of Revenue	\$50,147	\$64,033	\$97,895	\$68,286
Director of Rooms	\$36,585	*	\$66,000	\$51,293
Director of Sales	\$40,628	\$66,200	\$150,376	\$74,426
Director of Sales & Marketing	\$45,000	\$89,058	\$139,768	\$90,128
Director of Sustainability	*	\$54,000	*	\$54,000
Director of Technical Services	\$95,156	\$120,000	\$176,000	\$124,088
Director, L&D	*	\$117,293	*	\$117,293
Director, Leisure Travel	*	\$74,627	*	\$74,627

SALARY ANALYSIS

E-commerce Executive	*	\$52,632	*	\$52,632
E-Commerce Manager	\$60,000	*	\$135,338	\$97,669
Event Manager	*	\$37,895	*	\$37,895
Executive	*	\$30,000	*	\$30,000
Executive Chef	\$42,000	\$74,648	\$129,755	\$77,968
Executive Housekeeper	\$45,113	\$59,486	\$72,000	\$59,385
F&B Manager	\$16,464	\$18,000	\$46,154	\$26,873
Finance Manager	\$61,654	\$82,707	\$152,857	\$99,073
Founder	*	\$121,951	*	\$121,951
Front Office Manager	\$52,845	\$55,940	\$67,201	\$58,662
General Manager	\$30,072	\$114,000	\$320,000	\$114,020
Global Travel Lead	*	\$24,450	*	\$24,450
Head of Commercial	\$63,498	\$130,827	\$234,586	\$152,960
Hotel Manager	\$18,000	\$50,400	\$76,692	\$55,144
HR & Administration Manager	*	\$19,355	*	\$19,355
HR Executive	\$29,323	\$37,895	\$47,270	\$38,096
HR Manager	\$7,133	\$48,223	\$64,103	\$41,656
IT Manager	\$39,098	\$55,448	\$67,526	\$56,143
Manager	\$24,974	\$55,172	\$180,451	\$72,611
Managing Director	\$45,113	\$125,373	\$350,000	\$130,593
Market Growth Manager	*	\$21,968	*	\$21,968
Marketing Manager	\$30,000	\$49,624	\$74,483	\$51,858
Operations Manager	\$15,990	\$24,714	\$80,000	\$38,130
Ops support	*	\$34,286	*	\$34,286
Portfolio Manager	*	\$150,376	*	\$150,376
Project Director	\$90,226	*	\$240,602	\$165,414
Project Manager	\$51,852	*	\$83,459	\$67,655
Purchasing Manager	\$34,230	\$59,030	\$83,433	\$54,420
Regional Business Manager	\$75,862	\$120,301	\$187,970	\$137,413
Regional Director	\$126,316	*	\$126,316	\$126,316
Regional Sales Manager	*	\$21,968	*	\$21,968
Revenue Manager	\$45,113	\$50,068	\$50,845	\$48,675
Sales & Marketing Manager	\$40,602	\$48,872	\$63,609	\$53,778
Sales Manager	\$44,780	\$62,470	\$80,000	\$63,233
Sales Support (Team Lead)	*	\$48,271	*	\$48,271
Senior Account Manager	\$46,692	*	\$49,378	\$48,035
Senior Project Manager	*	\$47,761	*	\$47,761
Senior Sales Manager	\$57,692	\$71,226	\$85,161	\$72,270

SALARY ANALYSIS

Senior Vice President Finance	*	\$300,752	*	\$300,752
Sous Chef	*	\$13,181	*	\$13,181
Technical Support	*	\$3,266	*	\$3,266
Training Manager	*	\$2,123	*	\$2,123
Travel Consultant	*	\$36,090	*	\$36,090
Travel Manager	\$18,337	\$109,023	\$236,923	\$107,882
Vice President	\$73,350	\$125,000	\$276,000	\$131,636
Vice President Marketing	\$112,782	*	\$216,000	\$164,391
Vice President of Strategy	\$115,000	*	\$120,301	\$117,650
Vice President Operations	\$56,690	\$160,000	\$390,000	\$193,918
Vice President Revenue Management	*	\$181,077	*	\$181,077
Vice President Sales	\$117,293	\$162,406	\$322,581	\$174,531
VP of HR	*	\$169,231	*	\$169,231

BASIC SALARY BY COUNTRY

The following tables indicate the basic salary range and median for respondents split by position and region. Respondents were able to respond in any currency, and these have all been converted to USD to enable analysis on an equal basis.

Salaries by Country – SINGAPORE 38% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$33,333	\$60,150	\$62,743	\$52,670
Admin Assistant	*	\$36,090	*	\$36,090
Administration Manager	*	\$90,226	*	\$90,226
Assistant Director of Sales & Marketing	\$51,556	\$54,135	\$73,684	\$59,358
Assistant Manager	*	\$45,113	*	\$45,113
Business Analyst	*	\$72,180	*	\$72,180
Business Development Manager	\$41,353	\$53,674	\$67,104	\$54,770
Chief Executive Officer (CEO)	\$69,173	\$135,338	\$259,398	\$135,768
Client Servicing Manager	\$37,594	\$43,556	\$54,135	\$45,088
Consultant	\$75,188	\$112,782	\$135,338	\$101,644
Director of Account Management	\$112,602	\$124,908	\$127,852	\$121,787
Director of F&B	\$81,374	\$117,100	\$117,293	\$105,256
Director of Finance	\$99,733	\$162,406	\$172,000	\$144,713
Director of HR	\$73,985	\$90,226	\$110,315	\$91,103
Director, L&D	*	\$117,293	*	\$117,293
Director of Marketing	\$83,008	\$108,350	\$196,241	\$121,806

SALARY ANALYSIS

Director of Operations	\$76,692	\$105,263	\$111,278	\$97,744
Director of Revenue	\$72,180	\$80,000	\$97,895	\$82,811
Director of Sales	\$76,692	\$120,000	\$150,376	\$115,689
Director of Technical Services	\$95,156	\$120,000	\$128,890	\$111,110
E-Commerce Executive	*	\$52,632	*	\$52,632
E-Commerce Manager	\$60,000	*	\$135,338	\$97,669
Event Manager	*	\$37,895	*	\$37,895
Executive Chef	\$62,222	\$92,447	\$129,755	\$94,886
Executive Housekeeper	\$45,113	\$59,486	\$65,684	\$58,029
Finance Manager	\$61,654	\$82,707	\$152,857	\$99,073
Front Office Manager	\$52,845	\$55,940	\$67,201	\$58,662
General Manager	\$75,188	\$141,935	\$172,932	\$112,598
Head of Commercial	\$130,827	*	\$234,586	\$182,707
Hotel Manager	\$62,792	\$67,669	\$76,692	\$69,051
HR Executive	\$29,323	\$37,895	\$47,270	\$36,517
HR Manager	\$54,135	\$55,263	\$55,263	\$54,887
IT Manager	\$39,098	\$55,448	\$67,526	\$56,143
Manager	\$75,188	\$81,203	\$180,451	\$114,075
Managing Director	\$45,113	\$93,985	\$160,000	\$98,221
Marketing Manager	\$43,103	\$49,624	\$54,135	\$52,141
Ops Support	*	\$34,286	*	\$34,286
Portfolio Manager	*	\$150,376	*	\$150,376
Project Director	*	\$240,602	*	\$240,602
Project Manager	\$51,852	*	\$83,459	\$67,655
Purchasing Manager	\$60,902	\$69,493	\$83,433	\$71,276
Regional Business Manager	\$120,301	*	\$187,970	\$154,135
Regional Director	\$126,316	*	\$126,316	\$126,316
Revenue Manager	\$45,113	\$50,068	\$50,845	\$48,475
Sales Support (Team Lead)	*	\$48,271	*	\$48,271
Senior Vice President Finance	*	\$300,752	*	\$300,752
Sales & Marketing Manager	\$40,602	\$48,872	\$63,609	\$53,778
Senior Account Manager	\$46,692	*	\$49,378	\$48,035
Travel Consultant	*	\$36,090	*	\$36,090
Travel Manager	\$60,526	\$124,060	\$210,526	\$126,950
Vice President	\$90,226	\$135,338	\$187,970	\$137,845
VP Marketing	\$112,782	*	\$216,000	\$164,391
Vice President of Strategy	\$115,000	*	\$120,301	\$117,650
VP Sales	\$117,293	\$150,376	\$162,406	\$143,358

SALARY ANALYSIS

Salaries by Region – THAILAND/VIETNAM/CAMBODIA 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Assistant Director of Sales & Marketing	\$57,313	*	\$70,800	\$64,057
AVP (Sales, Marketing or Revenue)	*	\$150,376	*	\$150,376
Business Development Manager	*	\$36,000	*	\$36,000
CEO	\$200,000	*	\$300,000	\$250,000
Chief Operating Officer (COO)	\$104,478	\$104,478	\$145,000	\$117,985
Director of Business Development	\$43,243	\$71,523	\$91,508	\$70,086
Director, Leisure Travel	*	\$74,627	*	\$74,627
Director of HR	\$51,667	\$53,446	\$75,000	\$60,105
Director of Revenue	\$57,000	\$60,000	\$72,000	\$62,547
Director of Sales	*	\$51,940	*	\$51,940
Director of Sales & Marketing	\$97,500	\$117,476	\$139,768	\$117,880
Director of Sustainability	*	\$54,000	*	\$54,000
Executive Chef	\$60,000	\$62,250	\$65,000	\$62,403
General Manager	\$32,836	\$84,000	\$147,582	\$87,060
Hotel Manager	\$18,000	*	\$72,000	\$45,000
Managing Director	\$125,373	\$130,000	\$150,000	\$135,124
Marketing Manager	*	\$54,000	*	\$54,000
Senior Project Manager	*	\$47,761	*	\$47,761
VP Operations	\$56,690	\$108,271	\$165,600	\$126,912
Vice President Sales	*	\$120,000	*	\$120,000

Salaries by Country – INDIA/MALDIVES/ SRI LANKA 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$11,002	\$14,670	\$15,892	\$13,855
Administration Manager	*	\$1,603	*	\$1,603
Assistant Manager	\$11,002	\$14,670	\$47,677	\$24,450
CEO	*	\$200,000	*	\$200,000
Company Director/ Owner	*	\$122,249	*	\$122,249
Director of Revenue	\$50,147	\$50,154	\$70,000	\$55,113
Director of Sales	\$40,628	\$46,500	\$55,000	\$47,292
Director of Sales & Marketing	\$60,000	\$89,058	\$120,000	\$88,571
Executive	*	\$30,000	*	\$30,000
General Manager	\$60,000	\$85,575	\$146,699	\$95,089

SALARY ANALYSIS

Marketing Manager	*	\$30,000	*	\$30,000
Purchasing Manager	\$34,230	*	\$39,120	\$36,675
Travel Manager	\$18,337	\$24,450	\$39,120	\$25,061
Vice President	\$73,350	\$102,689	\$126,385	\$92,548
VP Operations	\$81,323	\$90,625	\$150,000	\$107,316

Salaries by Country - HONG KONG/MACAU 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Relationship Manager	\$38,710	\$50,011	\$61,935	\$50,127
AVP (Sales, Marketing or Revenue)	*	\$146,154	*	\$146,154
Business Development Manager	\$38,710	\$46,154	\$73,548	\$53,618
Chief Executive Officer (CEO)	\$180,000	\$230,000	\$320,000	\$232,500
Director of HR	\$58,065	\$70,288	\$77,419	\$69,205
Director of Sales	\$72,968	\$85,161	\$116,129	\$91,697
F&B Manager	*	\$46,154	*	\$46,154
General Manager	\$119,300	\$130,769	\$201,290	\$147,708
HR Manager	\$51,613	\$59,324	\$64,103	\$58,671
Manager	\$46,154	\$53,846	\$53,846	\$51,282
Sales Manager	\$44,780	\$62,917	\$80,000	\$63,880
Senior Sales Manager	\$57,692	\$71,226	\$85,161	\$72,270
Travel Manager	\$120,000	\$141,026	\$236,923	\$149,675
Vice President	*	\$276,000	*	\$276,000
VP of HR	*	\$169,231	*	\$169,231
VP Revenue Management	*	\$181,077	*	\$181,077
VP Operations	\$300,000	\$320,513	\$390,000	\$342,628

Salaries by Country - INDONESIA 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Operating Officer (COO)	\$17,688	\$75,000	\$120,000	\$59,422
Consultant	\$19,296	\$25,000	\$45,000	\$29,706
Director of Finance	\$1,400	\$69,467	\$75,896	\$58,088
Director of F&B	\$16,464	\$55,000	\$72,000	\$53,159
Director of HR	\$29,371	\$64,470	\$81,818	\$58,553

SALARY ANALYSIS

Director of Operations	*	\$25,000	*	\$25,000
Executive Chef	\$55,611	\$75,990	\$99,600	\$76,860
F&B Manager	\$16,464	*	\$18,000	\$17,232
General Manager	\$45,025	\$114,000	\$216,000	\$111,365
Hotel Manager	\$28,110	\$50,600	\$68,705	\$49,430
HR Manager	\$7,133	\$21,600	\$50,350	\$24,897
Purchasing Manager	\$34,733	*	\$59,030	\$46,882
Training Manager	*	\$2,123	*	\$2,123

Salaries by Country - **AUSTRALIA** 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager/ Key Account Manager	\$51,724	\$71,942	\$71,724	\$65,130
Business Development Manager	\$51,724	\$70,000	\$86,331	\$69,352
CEO	*	\$127,389	*	\$127,389
Client Servicing Manager	*	\$100,000	*	\$100,000
Director of Sales	*	\$103,448	*	\$103,448
General Manager	\$150,000	\$200,000	\$250,000	\$200,000
Manager	\$42,000	\$55,172	\$62,069	\$53,080
Managing Director	*	\$172,414	*	\$172,414
Marketing Manager	*	\$74,483	*	\$74,483
Operations Manager	\$65,517	*	\$80,000	\$72,759
Project Director	*	\$90,226	*	\$90,226
Sales Manager	\$50,000	\$62,500	\$75,000	\$62,424
Regional Business Manager	*	\$75,862	*	\$165,517
Travel Manager	\$41,379	\$58,007	\$82,000	\$56,741

Salaries by Country - **MALAYSIA** 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	\$53,000	*	\$82,380	\$67,690
Business Development Manager	\$12,000	*	\$25,812	\$18,906
Chef de Cuisine	*	\$63,158	*	\$63,158
CEO	\$60,000	\$82,380	\$110,000	\$84,127
Executive Chef	\$63,158	*	\$84,000	\$73,579

SALARY ANALYSIS

General Manager	\$60,287	\$91,045	\$147,783	\$95,940
Hotel Manager	\$18,660	\$31,721	\$50,400	\$33,471
HR Manager	\$23,923	\$35,533	\$48,223	\$35,973
Market Growth Manager	*	\$21,968	*	\$21,968
Operations Manager	\$15,990	\$21,113	\$24,714	\$20,816
Regional Sales Manager	*	\$21,968	*	\$21,968
Sous Chef	*	\$13,181	*	\$13,181

Salaries by Country - UAE/ SAUDI ARABIA/ QATAR 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	\$65,395	\$80,381	\$95,368	\$80,381
Chief Executive Officer (CEO)	\$304,581	\$381,471	\$389,178	\$358,410
Chief Operating Officer (COO)	\$128,000	\$163,488	\$261,580	\$184,356
Corporate Director of Revenue Management	*	\$132,670	*	\$132,670
Director of Business Development	*	\$320,000	*	\$320,000
Director of F&B	\$55,586	\$71,935	\$71,935	\$66,485
Director of Marketing	*	\$131,868	*	\$131,868
Director of Operations	\$78,474	\$115,000	\$149,864	\$111,122
Director of Revenue	\$64,033	*	\$90,093	\$77,063
Director of Technical Services	*	\$176,000	*	\$176,000
Executive Chef	*	\$60,000	*	\$60,000
Executive Housekeeper	\$56,567	\$72,000	\$72,000	\$66,856
General Manager	\$95,368	\$114,441	\$160,000	\$116,975

Salaries by Country - CHINA 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$147,493	*	\$147,493
Director of F&B	*	\$55,000	*	\$55,000
Director of HR	\$48,000	\$86,788	\$92,506	\$75,765
Director of Rooms	*	\$66,000	*	\$66,000
Director of Sales	\$51,534	\$56,604	\$90,459	\$66,200
General Manager	\$134,218	\$156,000	\$180,645	\$158,836

SALARY ANALYSIS

Salaries by Country - **PHILIPPINES** 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Operating Officer (COO)	*	\$93,750	*	\$93,750
Director of F&B	*	\$22,859	*	\$22,859
Director of Rooms	*	\$36,585	*	\$36,585
Director of Sales & Marketing	\$45,000	\$69,666	\$96,000	\$69,171
General Manager	\$30,072	\$120,000	\$134,434	\$94,972
Head of Commercial	*	\$63,498	*	\$63,498
Manager	*	\$24,974	*	\$24,974
Revenue Manager	*	\$14,844	*	\$14,844
Technical Support	*	\$3,266	*	\$3,266

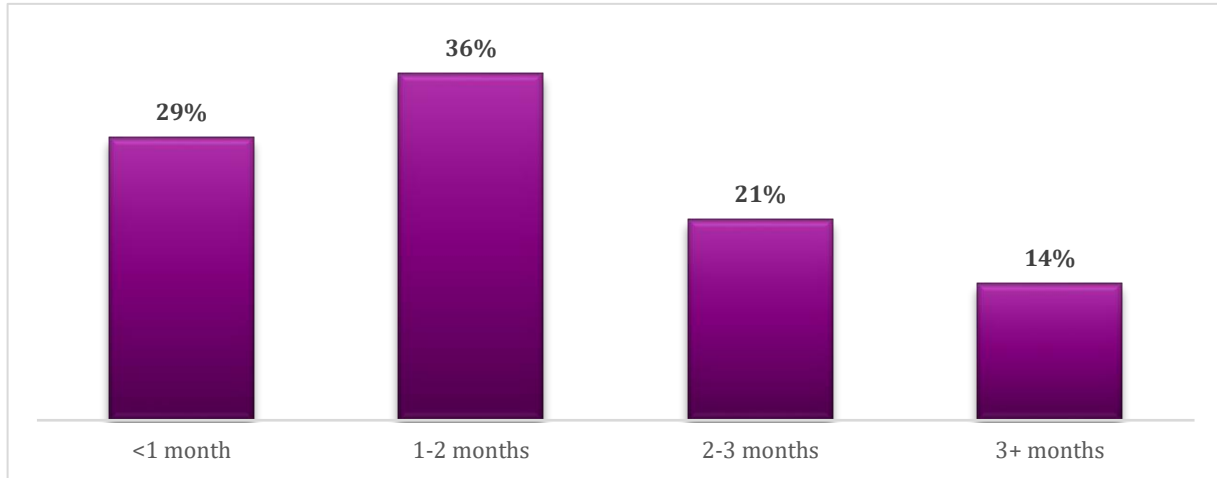
EXCHANGE RATES

<i>SGD = 1.33</i>	<i>AUD = 1.45</i>	<i>HKD = 7.8</i>	<i>CNY = 6.78</i>	<i>MYR = 4.37</i>
<i>THB = 33.5</i>	<i>INR = 81.8</i>	<i>IDR = 15547</i>	<i>AED = 3.67</i>	<i>PHP = 55.12</i>

SALARY ANALYSIS

AVERAGE BONUS

47% of respondents received a bonus, below indicates the amount they had received.



ADDITIONAL BENEFITS

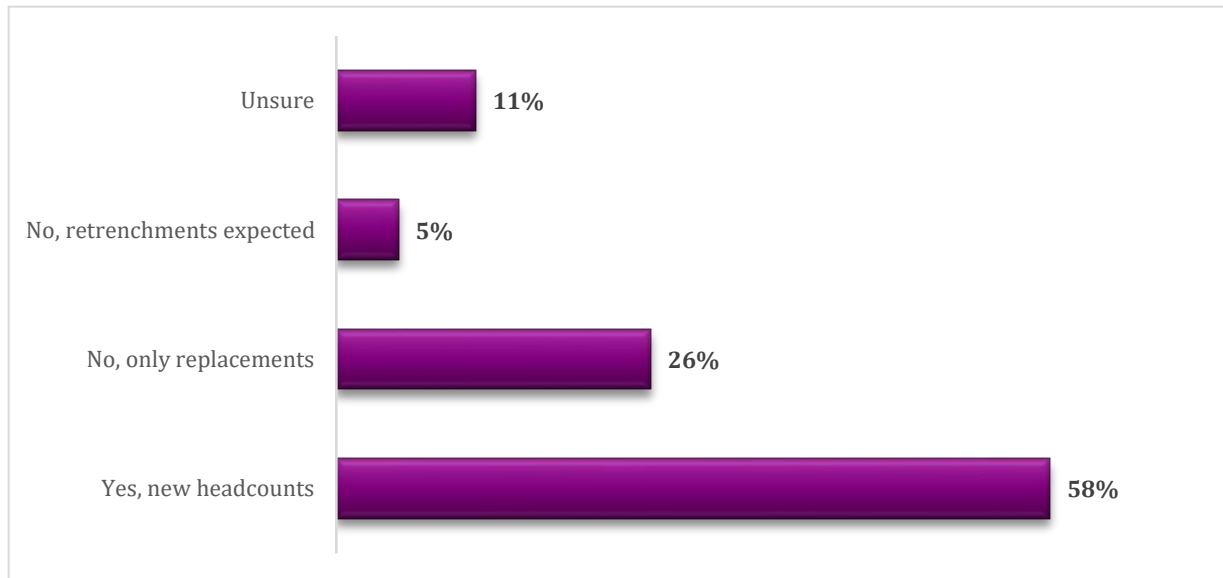
Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

Bonus	70%
Share allocation	13%
Profit Share	11%
Lump sum / cash incentives	8%
Non-cash incentives	7%
More than the statutory holidays / days off	18%
Housing allowance	25%
Company car	13%
Car allowance	15%
Parking	21%
Clothing allowance/ uniform	10%
Mobile phone/ phone allowance	64%
Complimentary/ discounted hotel rooms, airfare, tour packages	23%
Meal allowance	33%
Life insurance	33%
Children schooling	9%
Service charge	6%
Gym membership	9%
Medical Insurance	59%
Other	13%

HIRING FORECAST

Hiring Forecast

Hiring managers were asked if they themselves and/or their company expected to hire new staff over the next 12 months?



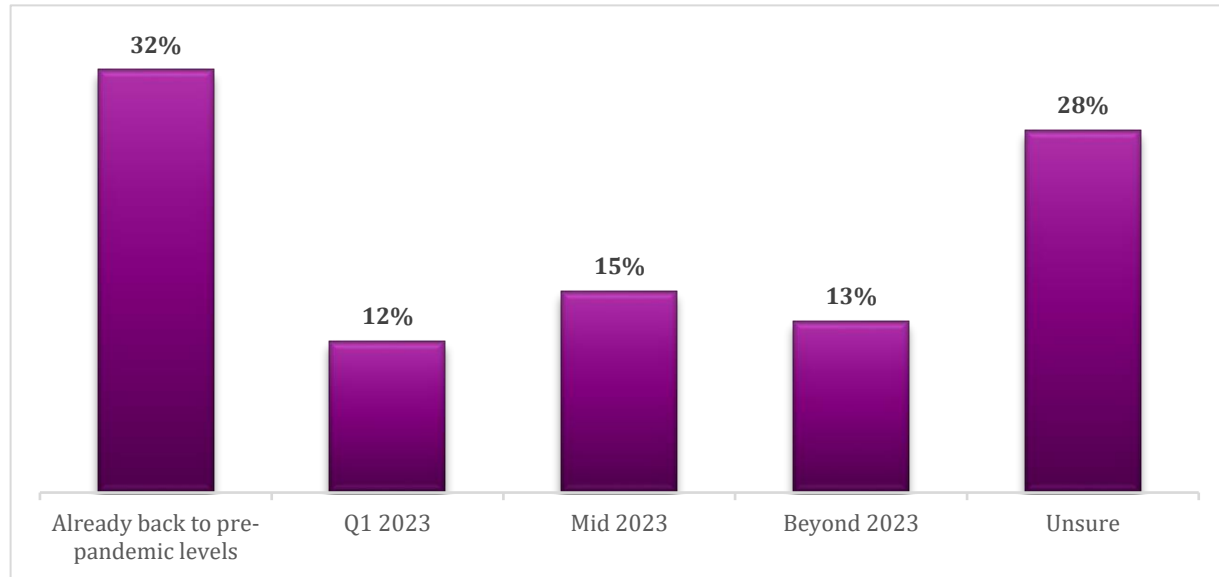
HIRING CHALLENGES

If hiring is expected, we asked hiring managers what challenges they expect, below are some popular responses.

- 1. Finding the right candidate**
- 2. Lack of qualified candidates/shortage of talents**
- 3. Work from home expectations, with many candidates only wanting to work remotely**
- 4. Higher salary expectations and budget constraints**
- 5. Hybrid work mentality and coming back to office work**
- 6. Difficulties with GenZ and GenAlphas' attitudes towards work**

HIRING FORECAST

Conversely, if no hiring or more retrenchments are expected, when would they expect headcounts to be back to pre-Covid-19 levels?



INTRODUCTION TO CORPORATE TRAVEL MANAGEMENT (UPDATED)



While the “new norm” post Covid-19 is not yet set in stone, we know that corporate travel and its practices beyond the pandemic will evolve

This comprehensive online workshop will cover the fundamentals of the business travel ecosystem from business processes, trends, safety, policy to performance measurement.

Syllabus:

- Introduction to managed travel
- Starting a corporate travel program
- Developing and managing a travel policy
- The booking process
- Engaging the traveller
- Utilising data to manage your travel program

ENROLL NOW



Covid-19 Supplement



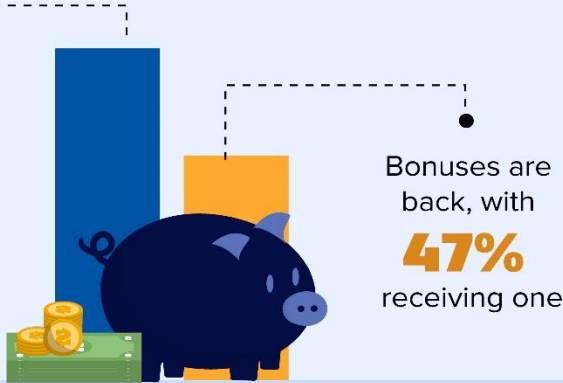
ACI HR SOLUTIONS

AT A GLANCE

ACI Report 2023

Post Pandemic Opportunities and Challenges for the Travel & Tourism Sector

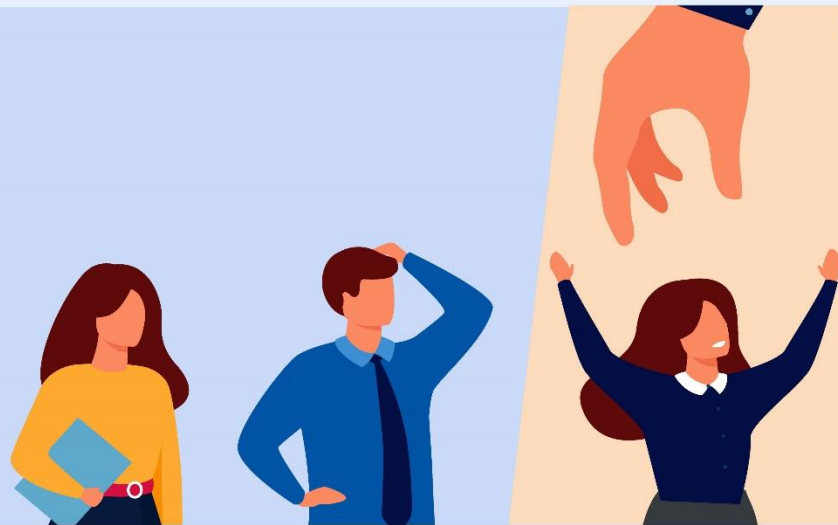
55% saw salary rise in **2022**



Unemployment rate reduced to **2%** FROM **6%**

Retaining talents, a major concern with **56%** expecting to change jobs in **2023**

Employee sentiments climb, **59%** believe the worst is now behind us



3.7%

Singapore average salaries nudges up

16.4%

Australian average salaries jump



Hiring at record demands, **58%** expect new headcounts, levels not seen for over a decade

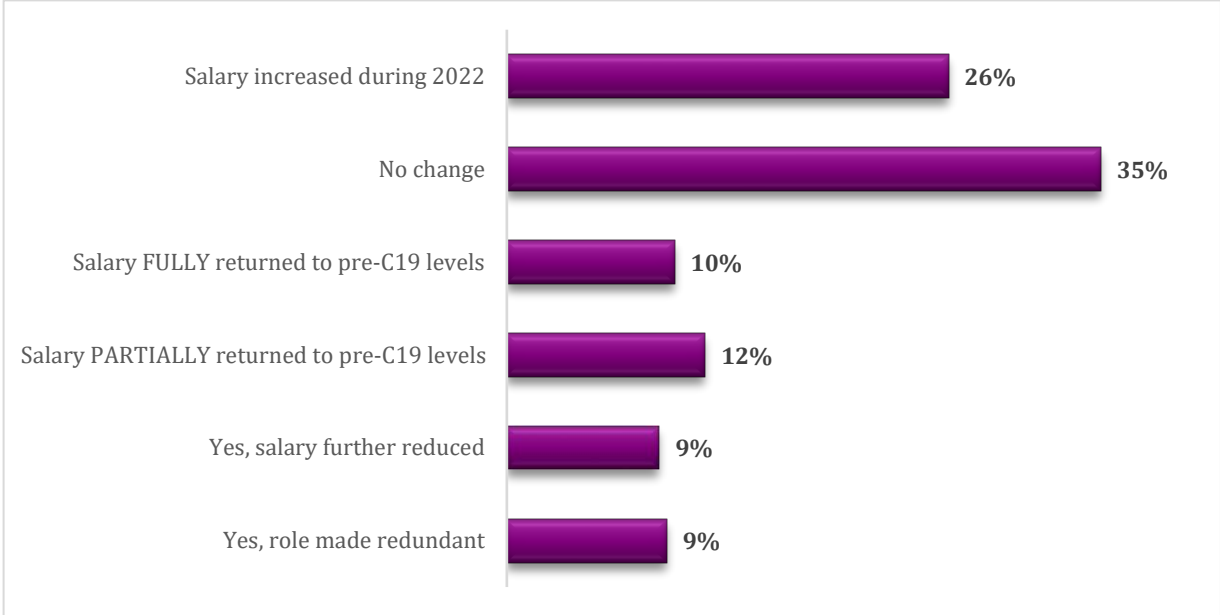
32%

of companies already back at pre-pandemic headcounts

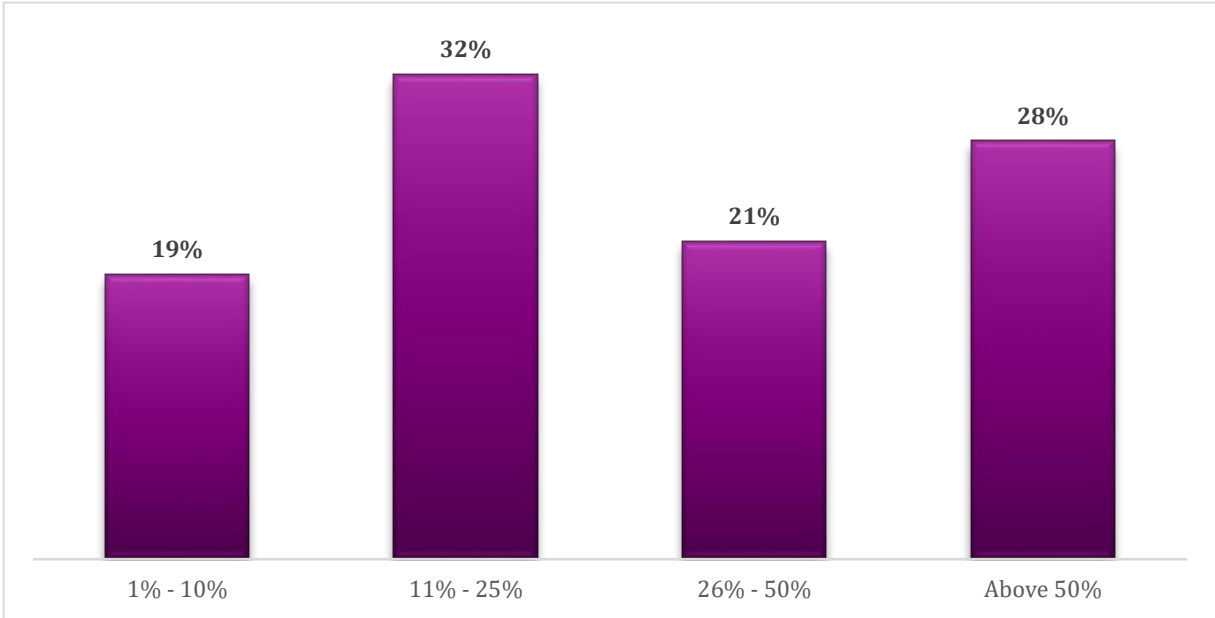
COVID-19 SUPPLEMENT

COVID-19 EMPLOYMENT IMPACT

Respondents were asked what impact Covid-19 had on their employment, or salary in 2022.



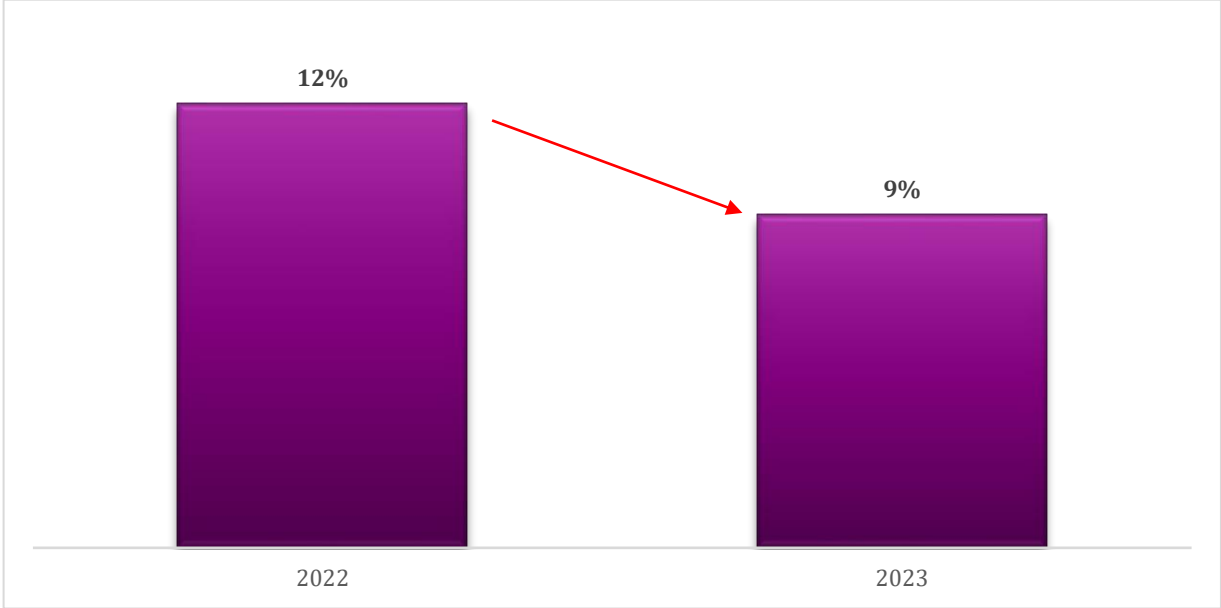
Respondents who experienced a salary cut in 2022 were asked to indicate the amount it was reduced by.



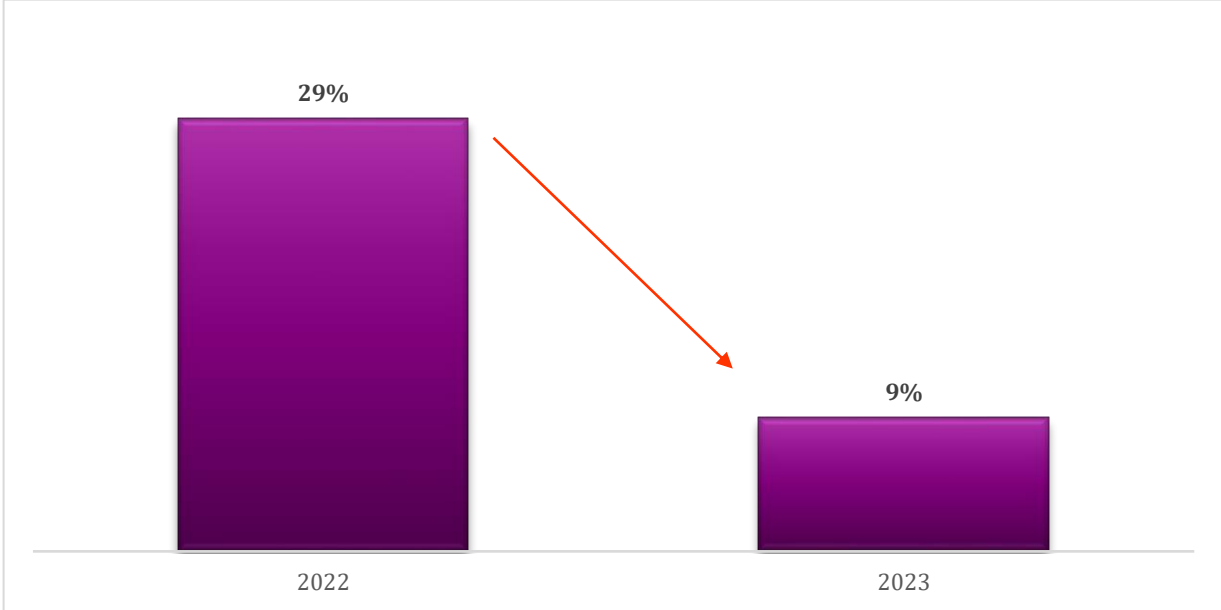
COVID-19 SUPPLEMENT

Road to recovery?

Retrenchment levels again declined with less retrenchments seen in this year's report than the year prior.

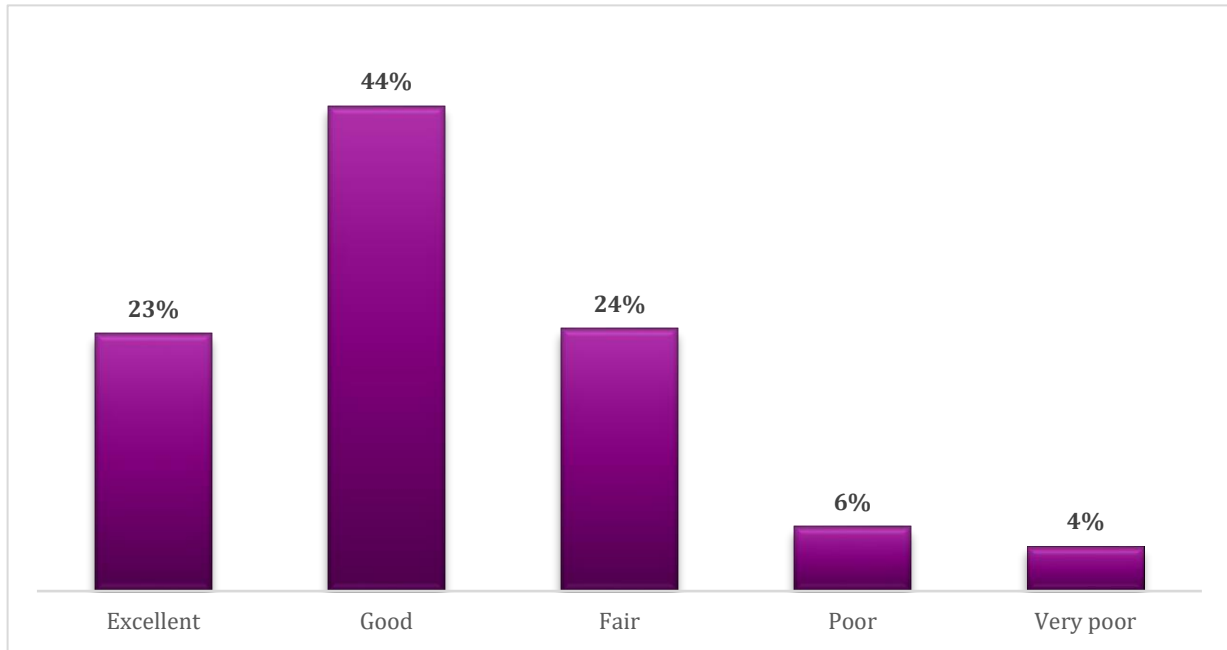


There was also less impact on salary, with those affected by salary reductions significantly reduced.



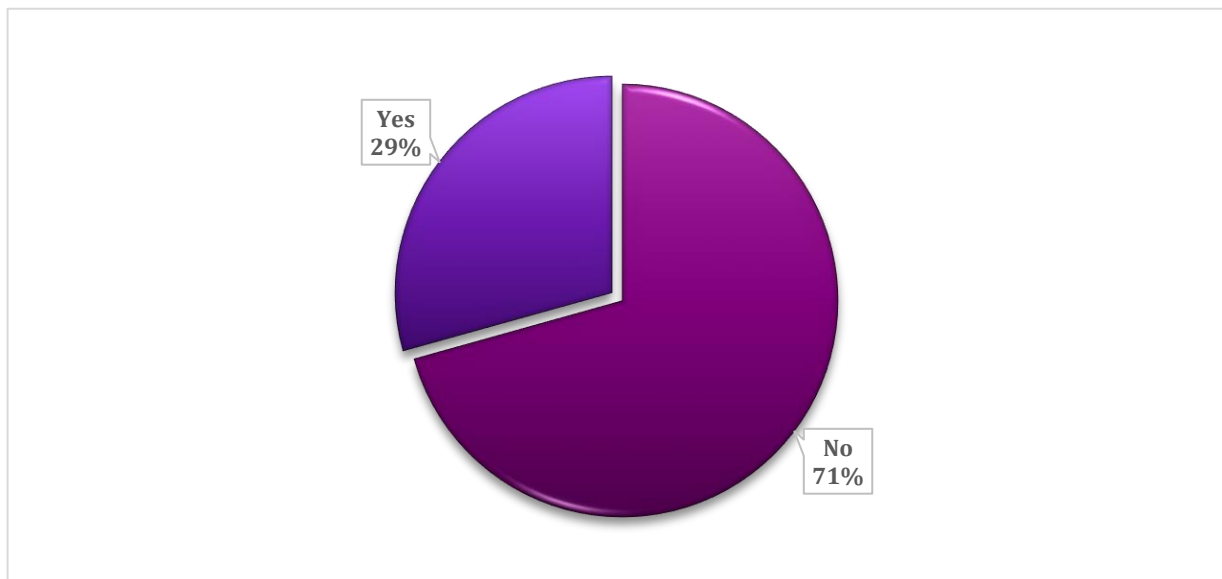
COVID-19 SUPPLEMENT

Respondents were again asked to rate their company's handling of the Covid-19 pandemic? (I.e., internal communication, staffing strategies, support, health & safety etc.)



COVID-19 PERSONAL DEVELOPMENT

We asked respondents if they had enrolled in training, short courses and/or higher education programs during the Covid-19 period.

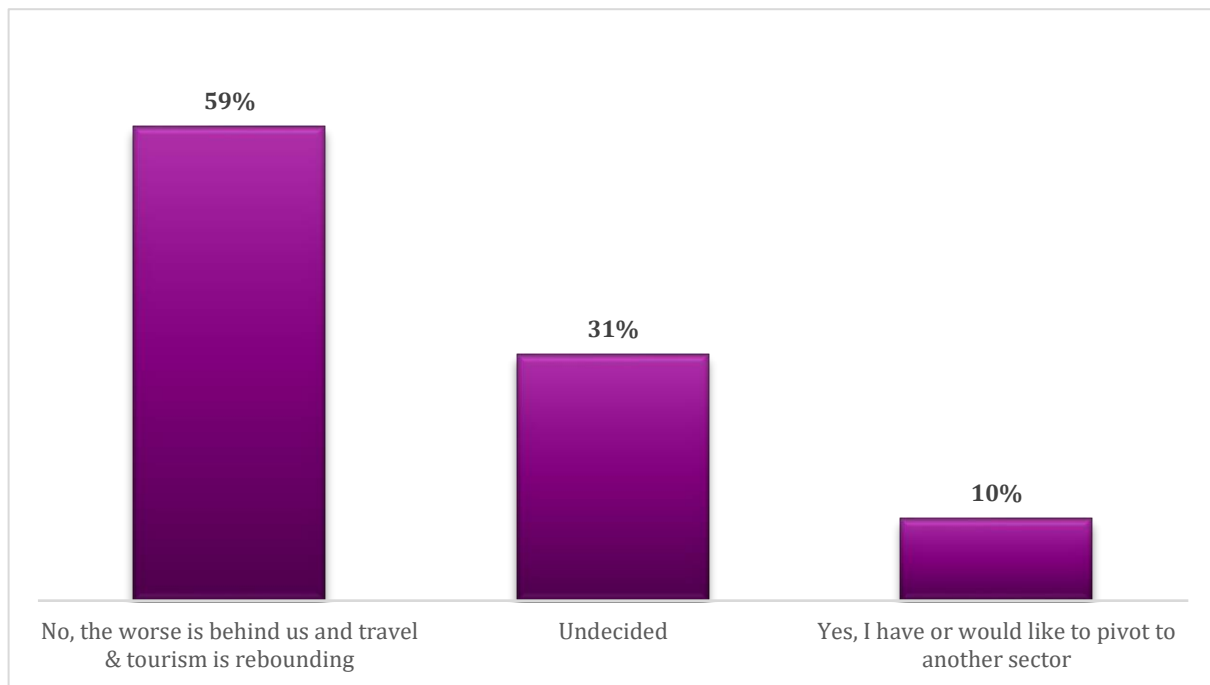


COVID-19 SUPPLEMENT

TOP COURSES/ PROGRAMS ENROLLED IN 2022

- 1) Digital Marketing, e-Commerce
- 2) MBA
- 3) Leadership Management
- 4) Agile Marketing/ Leadership
- 5) LinkedIn Learning
- 6) Six Sigma

We asked respondents if the Covid-19 pandemic has affected their confidence to pursue, or to continue pursuing a career in travel, tourism, and hospitality.



TOP SECTORS PURSUED BY RESPONDENTS OUTSIDE TRAVEL & TOURISM

- 1) Healthcare, Medical and Pharmaceutical
- 2) Technology/ IT
- 3) Financial Services
- 4) FMCG

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2023 Corporate Travel Summit Calendar

The Corporate Travel Community (CTC) organises a broad array of events designed to educate and inspire corporate travel buyers. The range of events includes online webinars, educational workshops, social get-togethers, and corporate Summits. All CTC conferences and seminars provide unparalleled opportunities to learn about industry innovations, connect with thought leaders and network with peers.



**CTC Hong Kong
Corporate Travel Summit**



**CTC Singapore
Corporate Travel Summit**



**CTC @ CAPA Australia Pacific
Aviation Summit**



**CTC Shanghai
Corporate Travel Summit**



**CTC @ CAPA Asia Aviation
Summit & Sustainability Awards**



**CTC Sydney
Corporate Travel Summit & Awards**