



# ACI REPORT - 2024

## SALARY & EMPLOYMENT TRENDS

# FOREWORD

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# FOREWORD

## Foreword



The 2024 ACI Report is our 12<sup>th</sup> 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', written in a cursive style.

**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 – 2023 Winner, HR Vendors of the Year
- Best Recruitment Firm, Specialist – Bronze, 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

# INTRODUCTION

## Introduction

### SALARY SURVEY METHODOLOGY

A survey link was sent to over 30,000 from ACI's database throughout Asia Pacific in December 2023 for employees of various levels to complete. We received a 13.5% open rate, and a 39.4% 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 753 respondents.

### REPORT FORMAT

The 2024 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:

<b>Lowest Salary:</b>	The lowest level in that category
<b>Median Salary:</b>	The salary level which 50% of salaries fall below and 50% are above
<b>Highest Salary:</b>	The highest salary level in that category
<b>Average:</b>	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 to end 2023 close to 90% of pre-pandemic levels**

International tourism recovered 87% of pre-pandemic levels in the period January-September 2023 (-13% versus 2019) backed by continued pent-up demand in the third quarter of 2023.

An estimated 975 million tourists travelled internationally between January and September 2023, an increase of 38% over the same months of 2022, though 13% fewer than in 2019.

International tourism receipts could reach USD 1.4 trillion in 2023, about 93% of the USD 1.5 trillion earned by destinations in 2019.

These results reflect the strong recovery of demand in 2023.

By regions, the Middle East continued to lead the recovery by regions in relative terms, with arrivals 20% above pre-pandemic levels in the first nine months of 2023. Europe, the world's largest destination region, reached 94% of pre-pandemic levels, supported by robust intra-regional demand.

Africa recovered 92% of pre-crisis visitors this nine-month period and the Americas 88%. In Asia and the Pacific arrivals climbed to 62% of pre-pandemic levels.

By subregions, North Africa (+5%), Central America (+4%) and Southern Mediterranean Europe (+1%) continued to exceed pre-pandemic levels in January-September 2023.

International arrivals are expected to reach 1.3 billion overall in 2023, up 33% over 2022 and almost 90% of pre-pandemic levels, in line with UNWTO scenarios published in January.

Against this backdrop, international tourism is well on track to fully recover pre-pandemic levels in 2024 despite economic challenges and uncertainty derived from certain geopolitical tensions and conflicts.

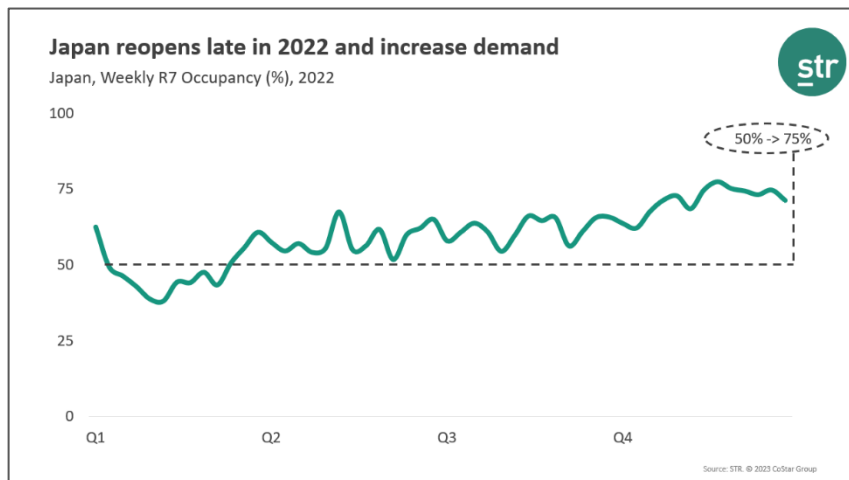
#### **STR Asia Pacific Update for the annual ACI report**

##### **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.

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

## ANALYSIS

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**

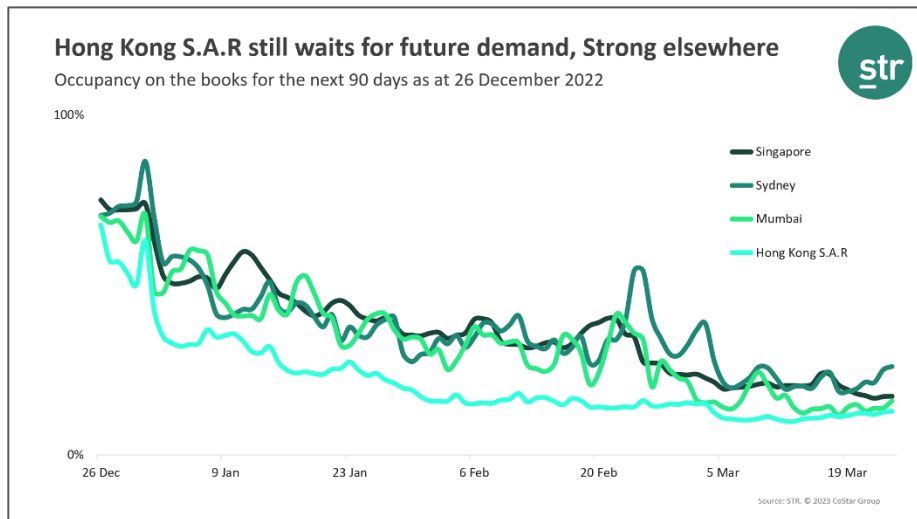
It's a changed reality looking ahead to 2023 compared to 12 months ago and the main risk factors in holding travel back carry a blend across economic and tourism rationale. Consumer spend and debt and the impact inflation and potential recession has on purchasing power will drive both large corporate 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

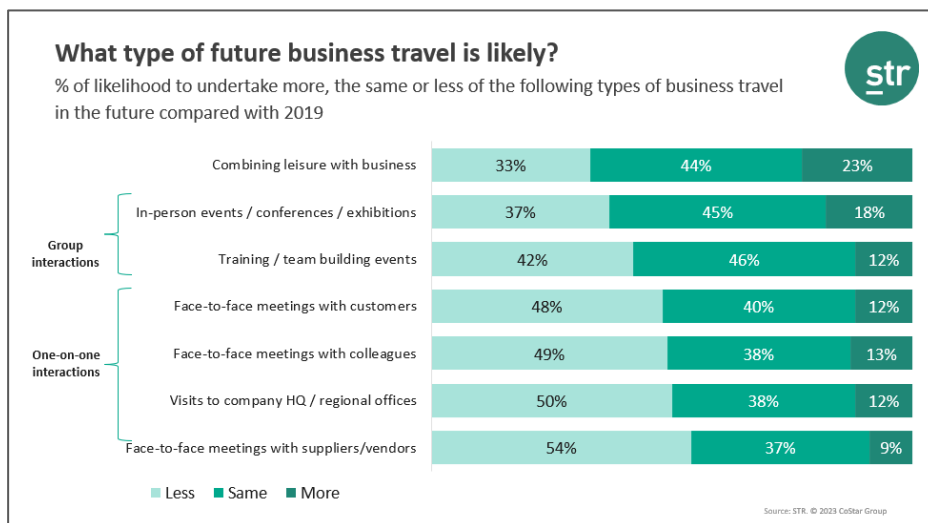


As peak season for resort markets like Phuket have strong demand on the books into Jan-Feb, we are also seeing more normal and decent Q1 occupancy levels booked in more business-driven markets like Singapore, Sydney and Mumbai.

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 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.

## ANALYSIS

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](mailto: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](http://str.com) and [costargroup.com](http://costargroup.com).*

# ANALYSIS

## THE SURVEY

The ACI Report (2024) is a unique publication with a sample of 753 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 (37%) were based in Singapore, with Hong Kong/Macau (10%), Indian Sub-Continent (9%) and Indonesia (7%) also providing solid samples.

By sector, most respondents were employed in the hospitality industry (41%), but the study includes a broad cross-section of industries, including F&B, Technology, Consultancy, and Corporate Travel. Of the respondents, 70% came from large MNCs (100 staff or more), 64% were male, 84% held permanent full-time employment with 44% either working completely from home or hybrid conditions.

77% of the respondents have 10 or more years working experience, while the majority (71%) 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 2023 or new entrants) dropped to 18% from 24% observed in the past 2 reports, possibly indicating a little more stability in the industry. Further cementing this sentiment was evident where we saw zero respondents who are currently not in employment, down from 2% in the previous report.

## POST COVID-19 REBOUND

The impact of the Covid-19 pandemic on travel & hospitality jobs continued to ease in 2023, with 11% of respondents indicating that they were impacted compared to 18% in 2022, 49% in 2021 and 74% at the peak of the pandemic in 2020. 3% indicated that their roles were made redundant in 2023, compared to 9% in 2022, and in positive signs it appears all have found new employment post retrenchment.

41% of HR and Hiring Managers indicated that they expect new headcounts in 2024 down from the record high of 58% seen in our 2023 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.

## SALARY SATISFACTION

In further signs of positivity, on the question of salary progression, 68% of respondents indicated they had received some form of a salary increment in 2023 – up from previous year's 55% and surpassing pre-Covid19 levels where 65% of respondents indicated a bump in their pay. Furthermore, 62% of respondents indicated they had received a bonus in 2023 (47% in 2022), the majority (39%) of those receiving one to two month's bonuses.

# ANALYSIS

## CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents, 37% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, a drop in satisfaction from 2023's 46%; at the same time 31% indicated that career prospects with their present employer being 'poor' or 'zero' rising from the 24% in last year's report. This perhaps could indicate that the fast paced rebounding of the industry has left some employees feeling left behind.

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, 52% indicated that they would be doing so, with 13% of those exploring opportunities outside the industry. This will undoubtedly be felt by employers and the industry in an already labour short market.

## ACTUAL SALARIES XX

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.***

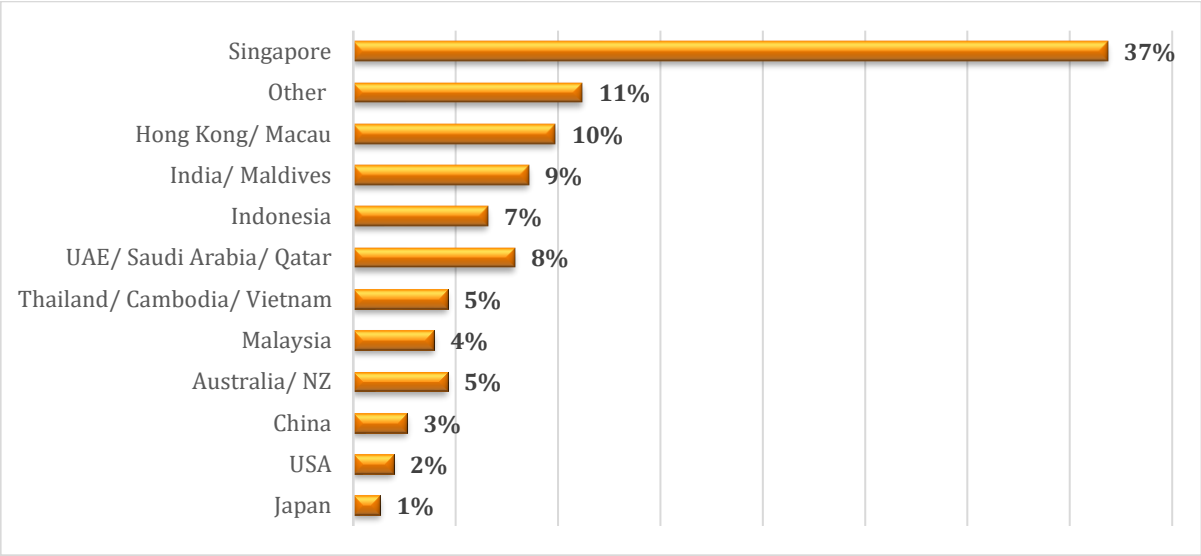
Source: Mailjet, UNWTO World Tourism Barometer, STR

# BREAKDOWN OF RESPONDENTS

## Breakdown of Respondents

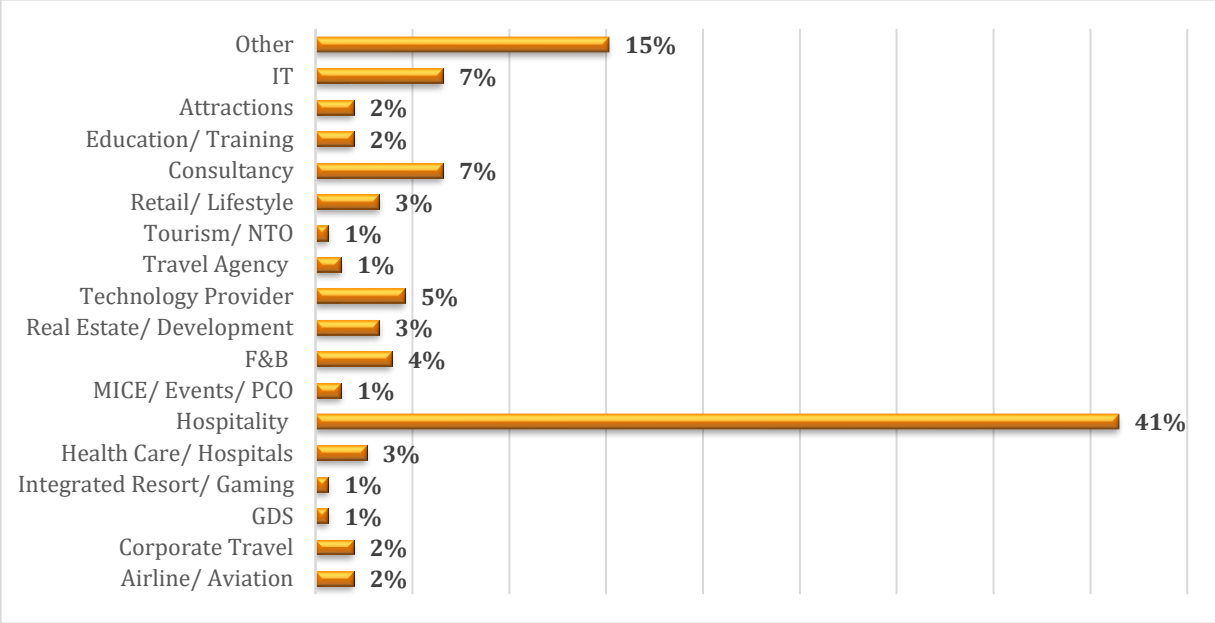
### RESPONDENTS BY LOCATION

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



### SECTOR BREAKDOWN

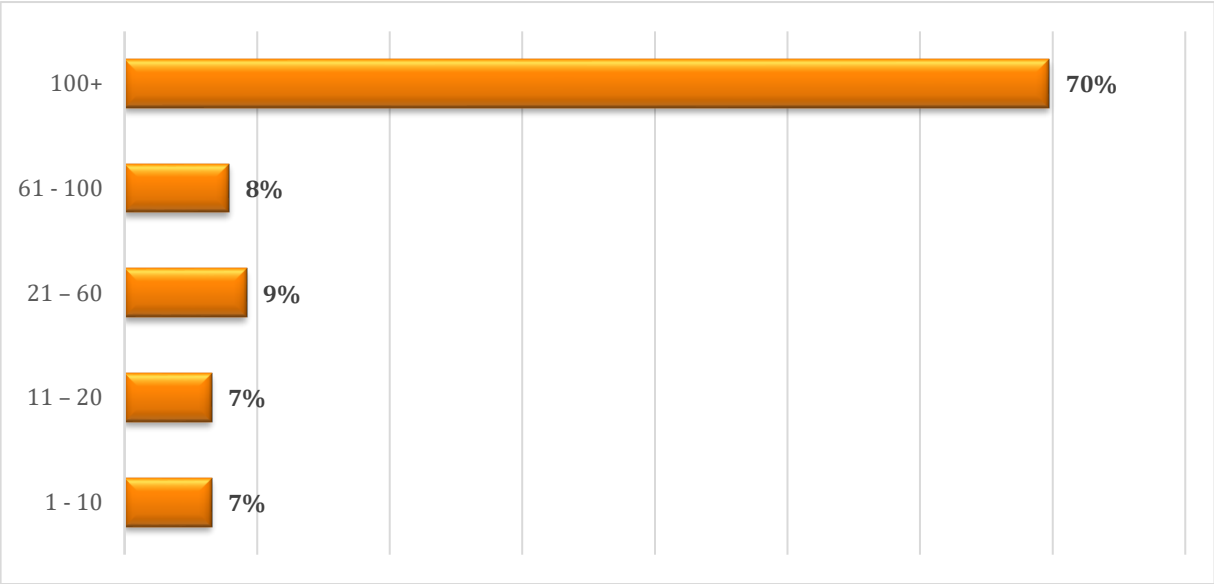
The graph below indicates which sectors of the industry the respondents work in.



# BREAKDOWN OF RESPONDENTS

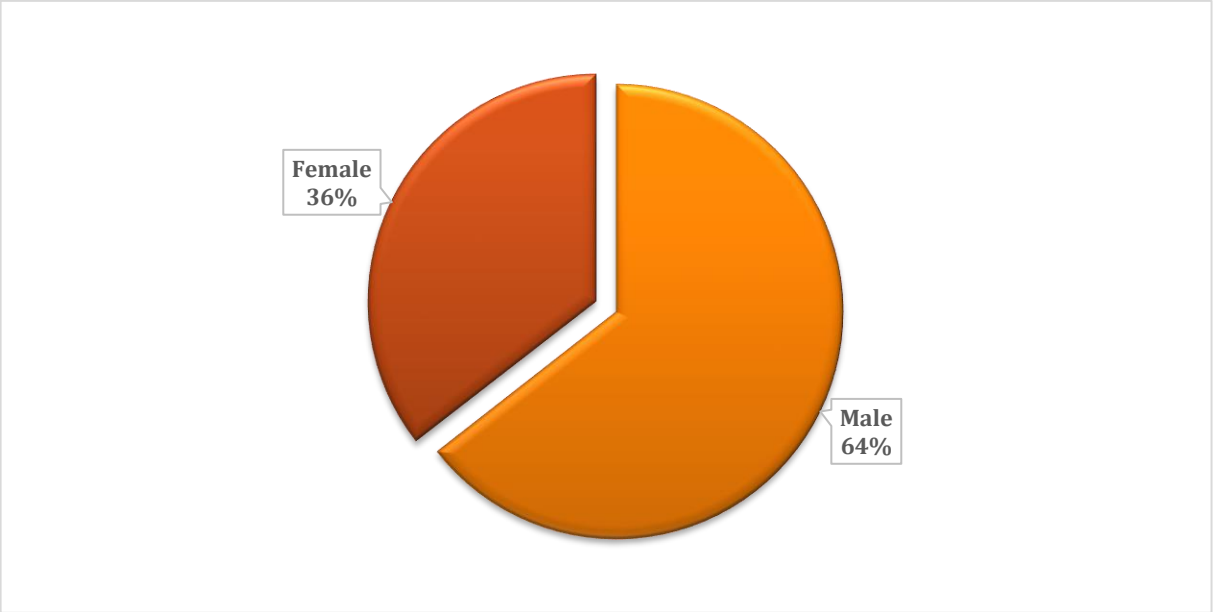
## NUMBER OF PEOPLE IN ORGANISATION

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



## GENDER OF RESPONDENTS

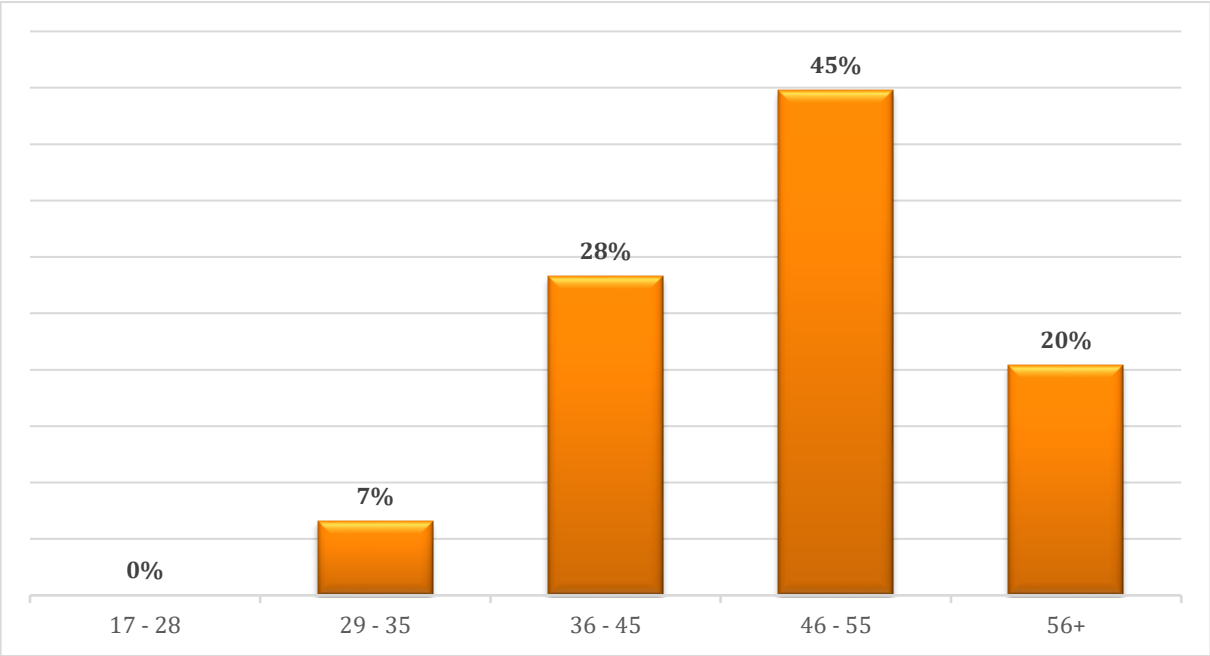
The graph below indicates the gender of the respondents.



# BREAKDOWN OF RESPONDENTS

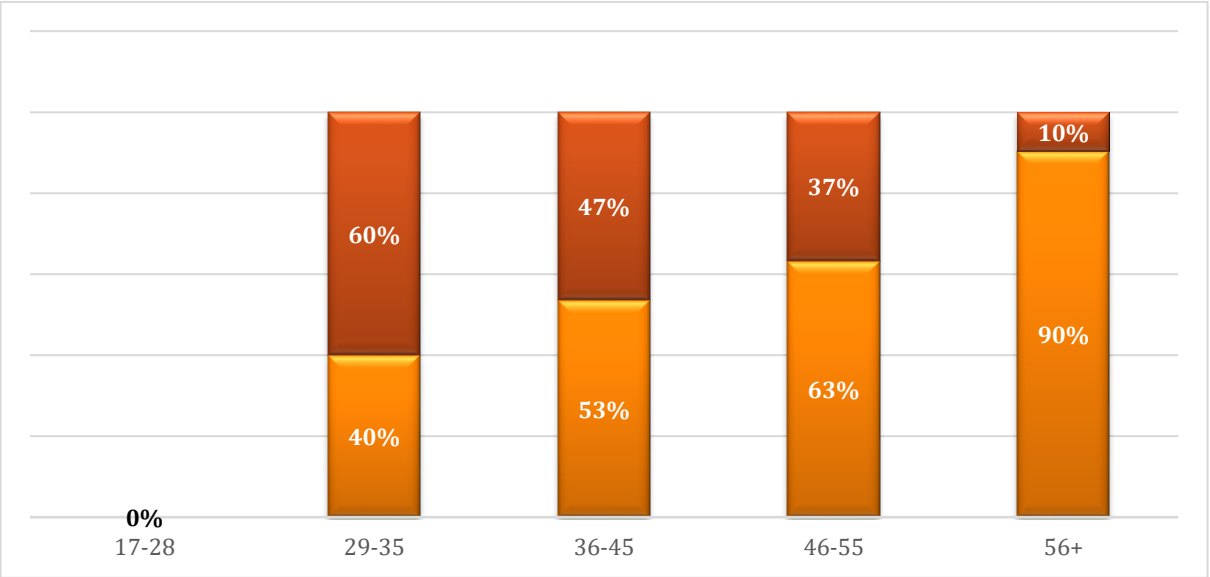
## AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



## AGE OF RESPONDENTS BY GENDER

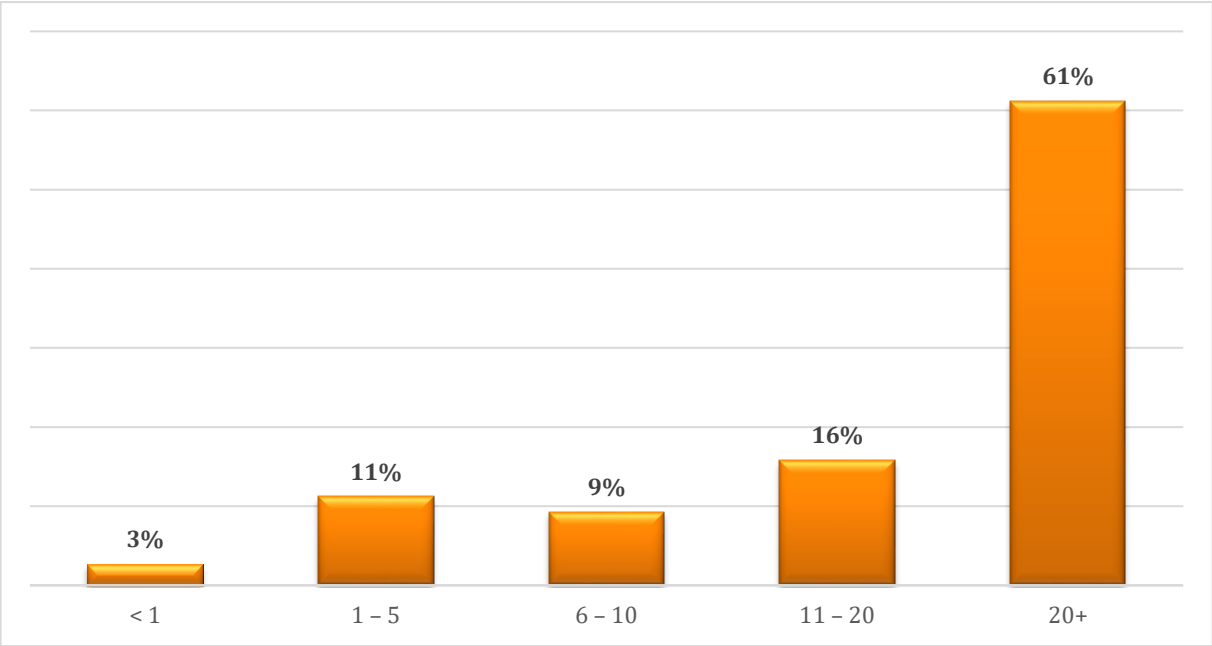
The graph below indicates the age group of the respondents broken down by gender.



# BREAKDOWN OF RESPONDENTS

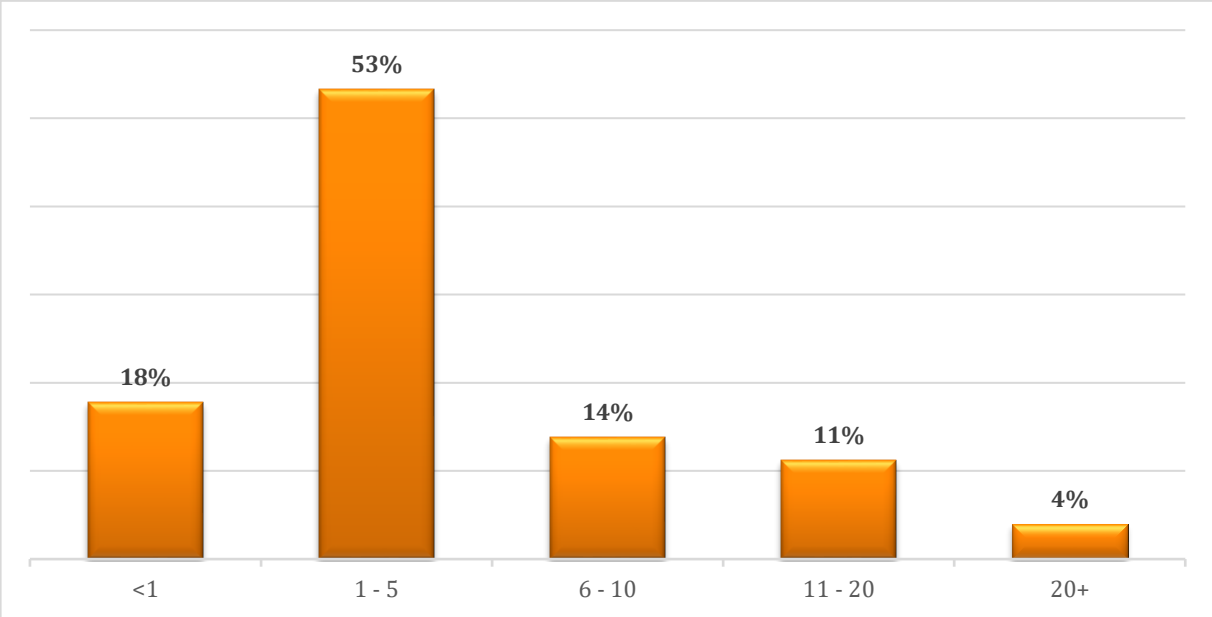
## TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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.

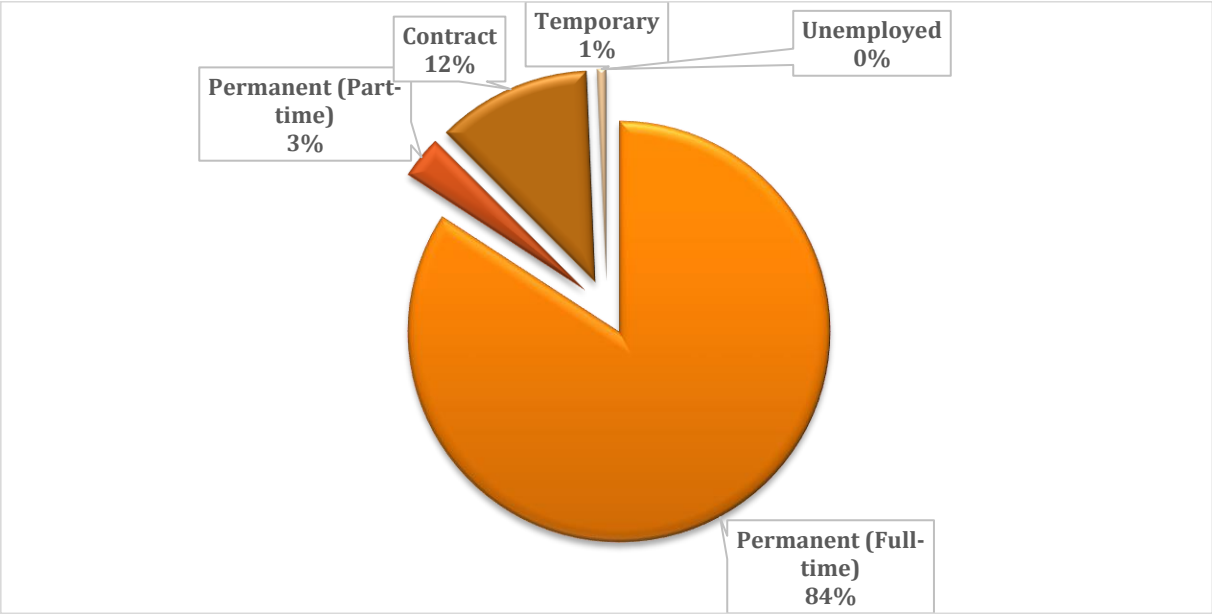




# BREAKDOWN OF RESPONDENTS

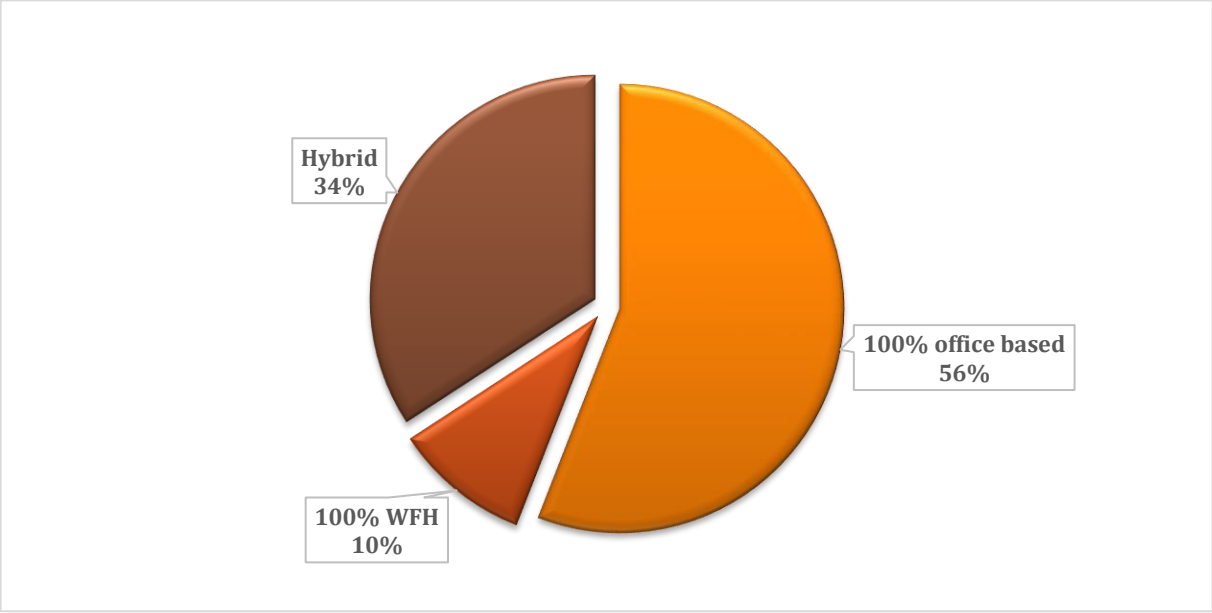
## EMPLOYMENT STATUS

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



## WORK CONDITION

The graph below represents respondents' current working condition i.e., Office, WFH or Hybrid

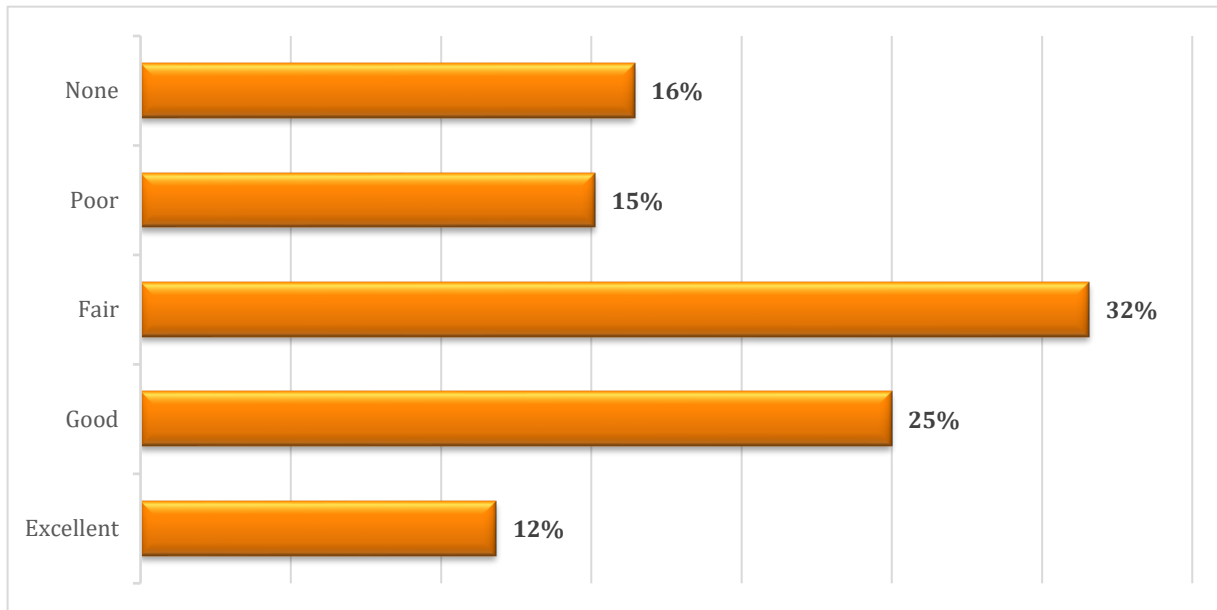


# CAREER PROGRESSION

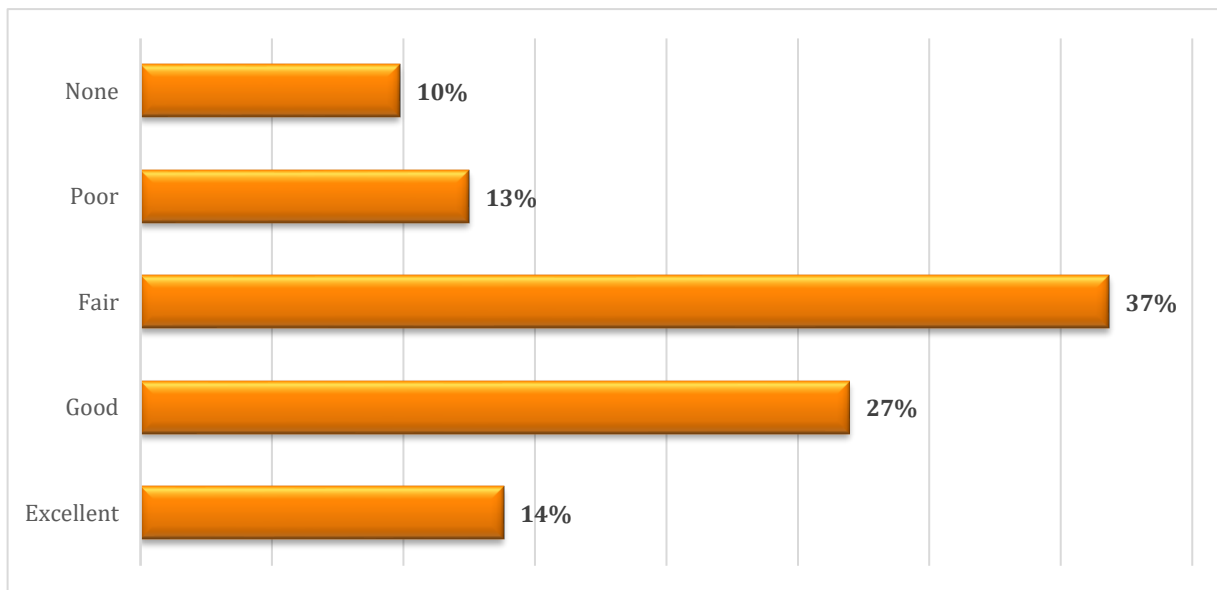
## Career Progression

### IMPORTANCE OF CAREER PROGRESSION AND TRAINING

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



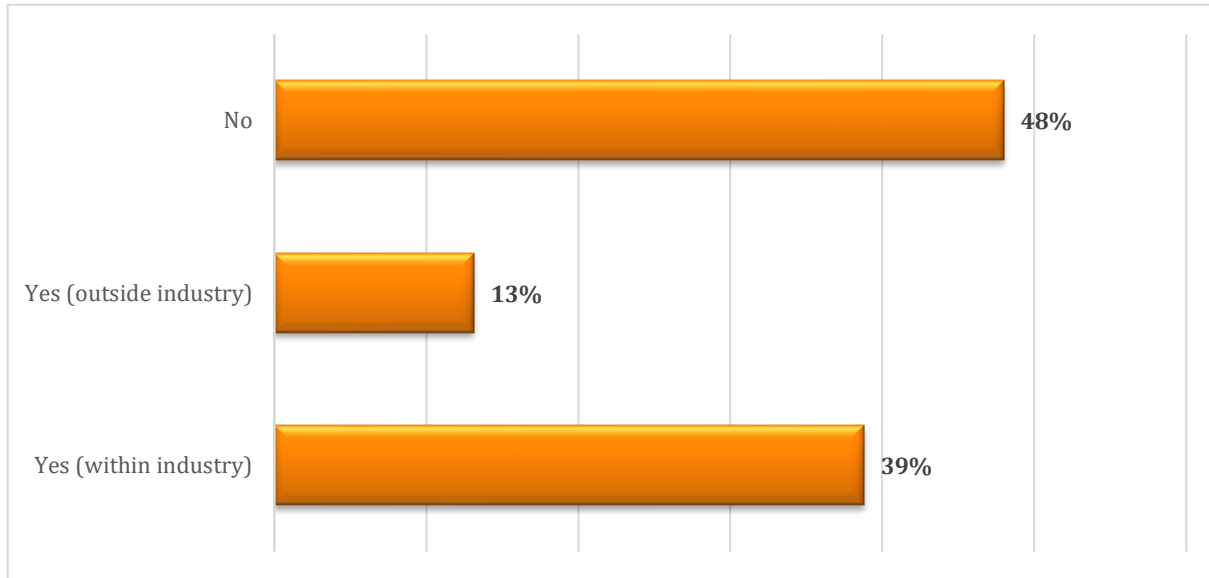
Respondents were also asked if they felt they had received adequate training & development from their current organisation.



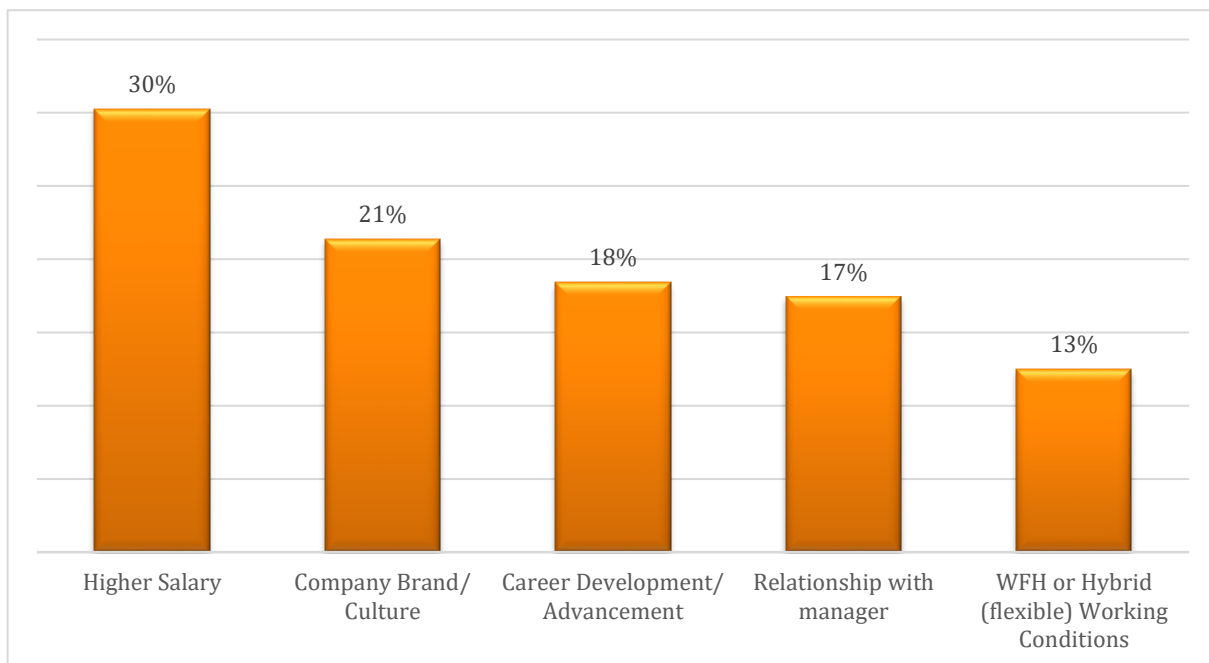
# CAREER PROGRESSION

## EMPLOYEE MOVEMENT

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



Respondents were asked what factors were most important when changing employment (or staying with their present employer). Below indicates those that put 1 or 2 as their highest priority. Additionally, 42% had indicated WFH as 5 (lowest priority).

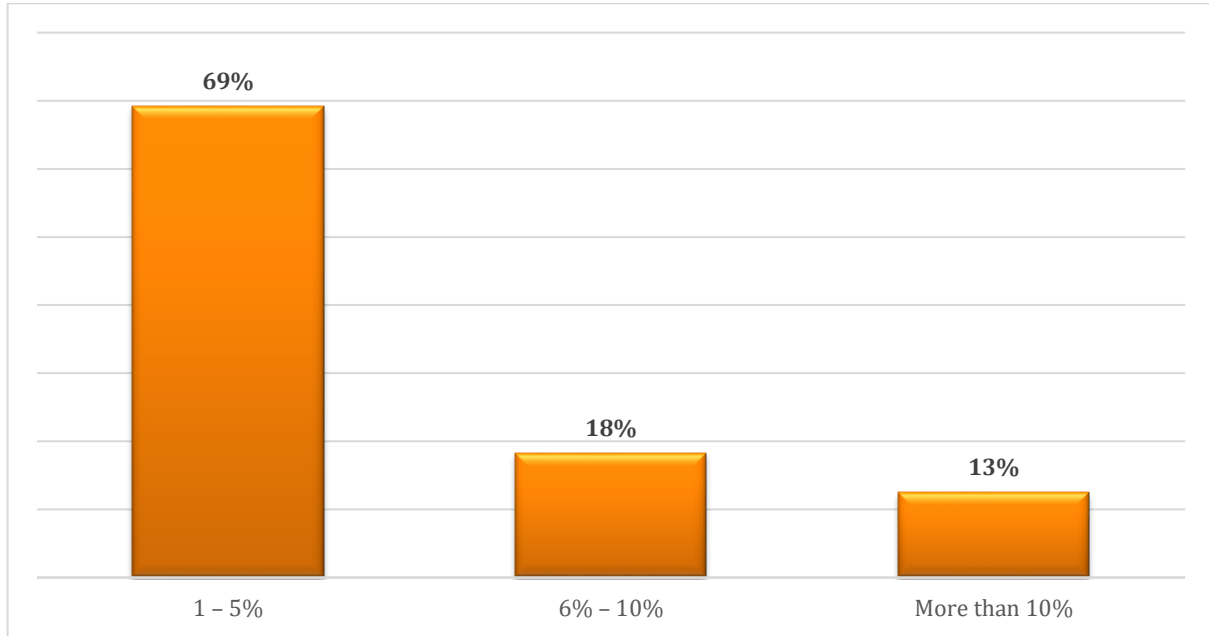


# SALARY ANALYSIS

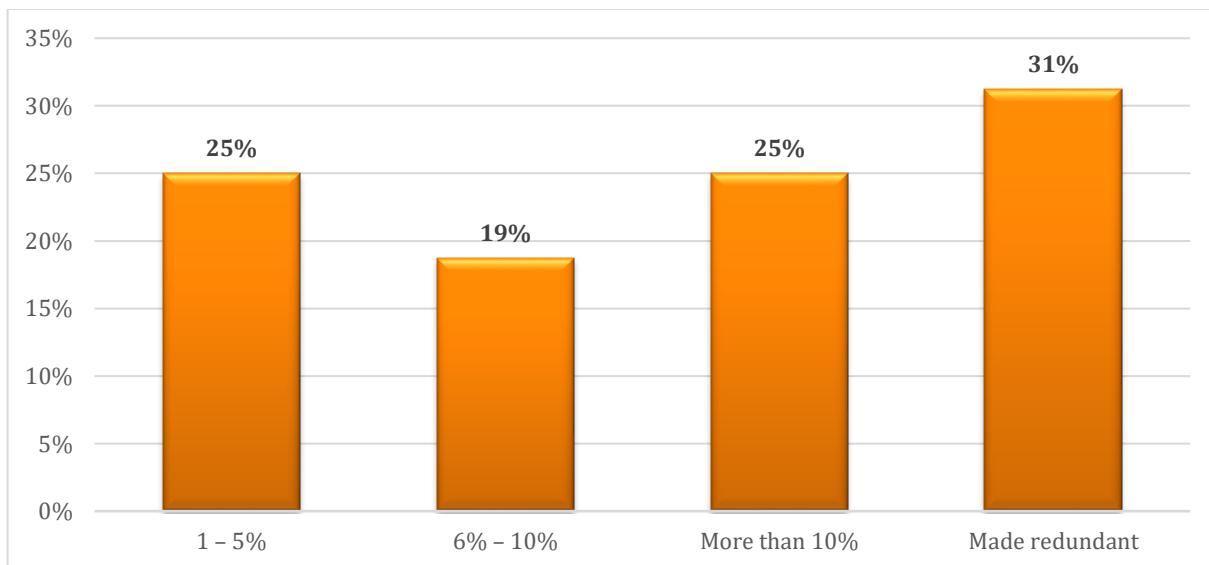
## Salary Analysis

### SALARY CHANGES OVER PAST 12 MONTHS

The graph below indicates the salary **INCREASES** of 68% of respondents over the past year.



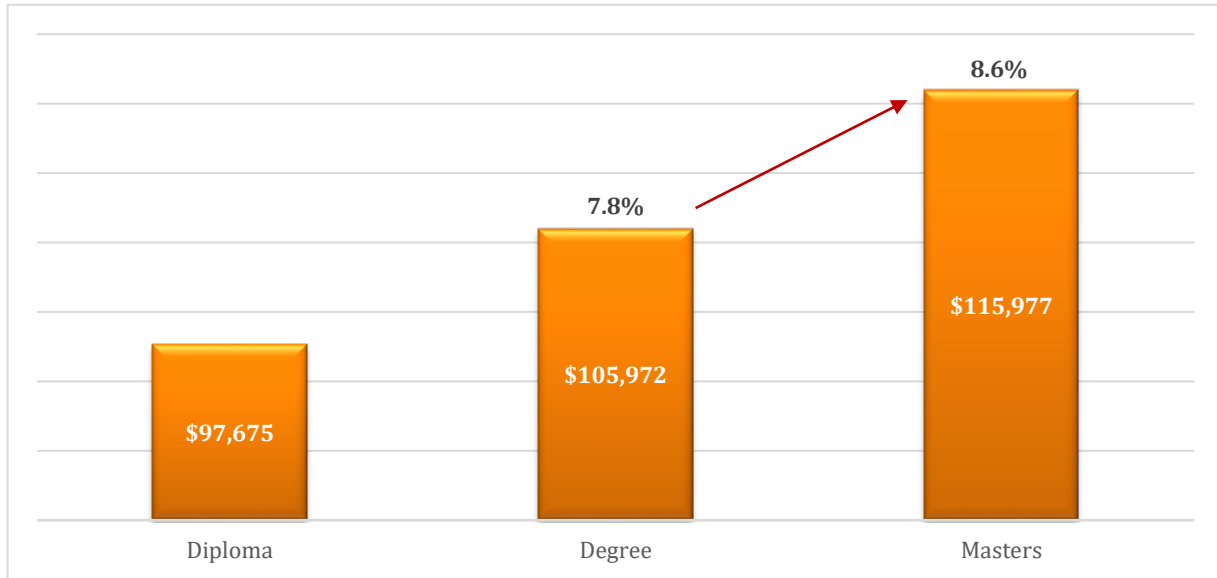
The graph below indicates the salary **DECREASES** of 11% of respondents over the past year.



# SALARY ANALYSIS

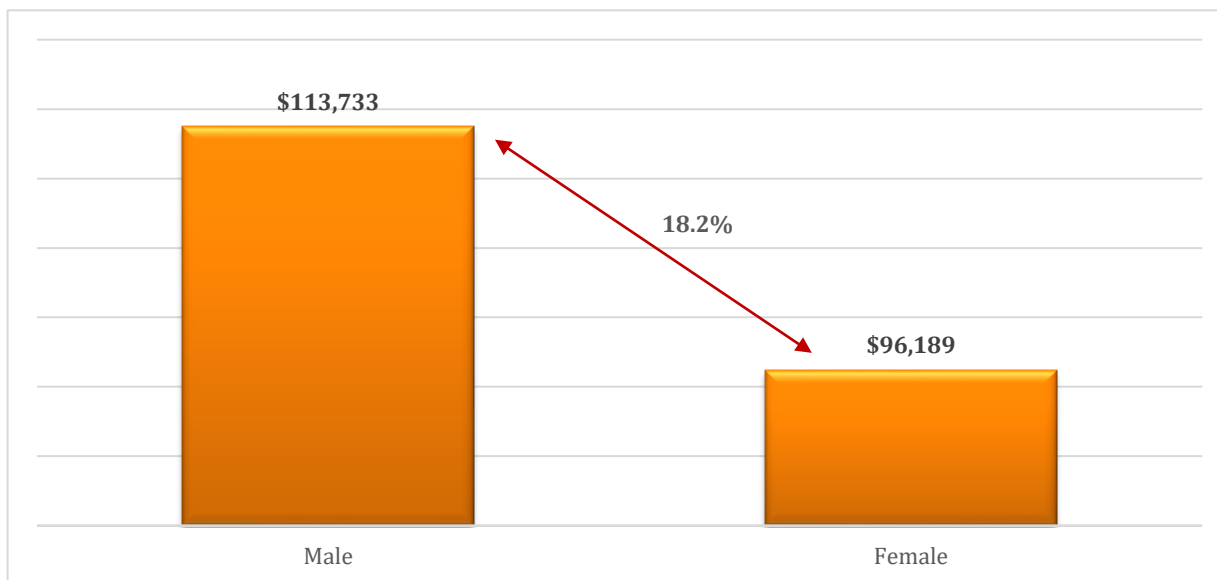
## SALARY VS. EDUCATION

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



## GENDER GAP

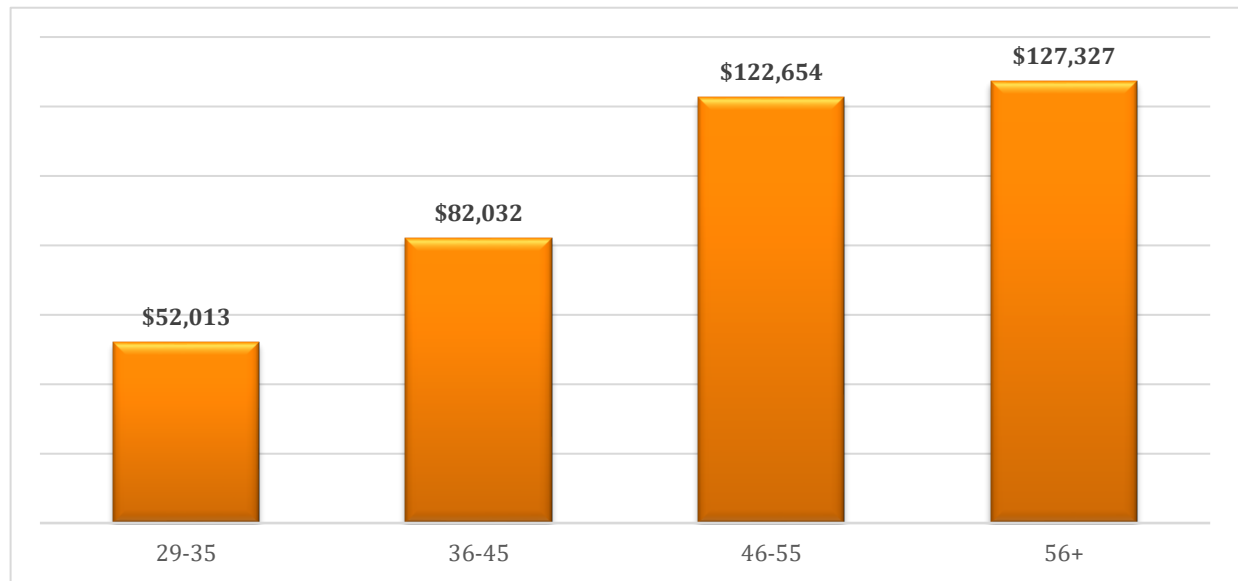
From data captured, we took the average salary of male respondents vs. female respondents.



# SALARY ANALYSIS

## SALARY VS AGE PROGRESSION

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



## 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

## SALARY ANALYSIS

Chief Operating Officer (COO)	\$25,000	\$120,000	\$261,580	<b>\$125,450</b>
Client Servicing Manager	\$37,594	\$45,065	\$100,000	<b>\$56,070</b>
Company Director/ Owner	*	\$122,249	*	<b>\$122,249</b>
Consultant	\$19,296	\$75,188	\$135,338	<b>\$76,338</b>
Corporate Director of Revenue Management	*	\$132,670	*	<b>\$132,670</b>
Director of Account Management	\$43,243	\$91,508	\$320,000	<b>\$120,713</b>
Director of F&B	\$16,464	\$66,485	\$117,293	<b>\$69,041</b>
Director of Finance	\$1,400	\$73,846	\$172,000	<b>\$86,963</b>
Director of HR	\$29,371	\$72,889	\$110,315	<b>\$71,739</b>
Director of Marketing	\$83,008	\$108,350	\$196,241	<b>\$123,244</b>
Director of Operations	\$25,000	\$105,263	\$207,317	<b>\$102,975</b>
Director of Revenue	\$50,147	\$64,033	\$97,895	<b>\$68,286</b>
Director of Rooms	\$36,585	*	\$66,000	<b>\$51,293</b>
Director of Sales	\$40,628	\$66,200	\$150,376	<b>\$74,426</b>
Director of Sales & Marketing	\$45,000	\$89,058	\$139,768	<b>\$90,128</b>
Director of Sustainability	*	\$54,000	*	<b>\$54,000</b>
Director of Technical Services	\$95,156	\$120,000	\$176,000	<b>\$124,088</b>
Director, L&D	*	\$117,293	*	<b>\$117,293</b>
Director, Leisure Travel	*	\$74,627	*	<b>\$74,627</b>
E-commerce Executive	*	\$52,632	*	<b>\$52,632</b>
E-Commerce Manager	\$60,000	*	\$135,338	<b>\$97,669</b>
Event Manager	*	\$37,895	*	<b>\$37,895</b>
Executive	*	\$30,000	*	<b>\$30,000</b>
Executive Chef	\$42,000	\$74,648	\$129,755	<b>\$77,968</b>
Executive Housekeeper	\$45,113	\$59,486	\$72,000	<b>\$59,385</b>
F&B Manager	\$16,464	\$18,000	\$46,154	<b>\$26,873</b>
Finance Manager	\$61,654	\$82,707	\$152,857	<b>\$99,073</b>
Founder	*	\$121,951	*	<b>\$121,951</b>
Front Office Manager	\$52,845	\$55,940	\$67,201	<b>\$58,662</b>
General Manager	\$30,072	\$114,000	\$320,000	<b>\$114,020</b>
Global Travel Lead	*	\$24,450	*	<b>\$24,450</b>
Head of Commercial	\$63,498	\$130,827	\$234,586	<b>\$152,960</b>
Hotel Manager	\$18,000	\$50,400	\$76,692	<b>\$55,144</b>
HR & Administration Manager	*	\$19,355	*	<b>\$19,355</b>
HR Executive	\$29,323	\$37,895	\$47,270	<b>\$38,096</b>
HR Manager	\$7,133	\$48,223	\$64,103	<b>\$41,656</b>
IT Manager	\$39,098	\$55,448	\$67,526	<b>\$56,143</b>
Manager	\$24,974	\$55,172	\$180,451	<b>\$72,611</b>

## SALARY ANALYSIS

Managing Director	\$45,113	\$125,373	\$350,000	<b>\$130,593</b>
Market Growth Manager	*	\$21,968	*	<b>\$21,968</b>
Marketing Manager	\$30,000	\$49,624	\$74,483	<b>\$51,858</b>
Operations Manager	\$15,990	\$24,714	\$80,000	<b>\$38,130</b>
Ops support	*	\$34,286	*	<b>\$34,286</b>
Portfolio Manager	*	\$150,376	*	<b>\$150,376</b>
Project Director	\$90,226	*	\$240,602	<b>\$165,414</b>
Project Manager	\$51,852	*	\$83,459	<b>\$67,655</b>
Purchasing Manager	\$34,230	\$59,030	\$83,433	<b>\$54,420</b>
Regional Business Manager	\$75,862	\$120,301	\$187,970	<b>\$137,413</b>
Regional Director	\$126,316	*	\$126,316	<b>\$126,316</b>
Regional Sales Manager	*	\$21,968	*	<b>\$21,968</b>
Revenue Manager	\$45,113	\$50,068	\$50,845	<b>\$48,675</b>
Sales & Marketing Manager	\$40,602	\$48,872	\$63,609	<b>\$53,778</b>
Sales Manager	\$44,780	\$62,470	\$80,000	<b>\$63,233</b>
Sales Support (Team Lead)	*	\$48,271	*	<b>\$48,271</b>
Senior Account Manager	\$46,692	*	\$49,378	<b>\$48,035</b>
Senior Project Manager	*	\$47,761	*	<b>\$47,761</b>
Senior Sales Manager	\$57,692	\$71,226	\$85,161	<b>\$72,270</b>
Senior Vice President Finance	*	\$300,752	*	<b>\$300,752</b>
Sous Chef	*	\$13,181	*	<b>\$13,181</b>
Technical Support	*	\$3,266	*	<b>\$3,266</b>
Training Manager	*	\$2,123	*	<b>\$2,123</b>
Travel Consultant	*	\$36,090	*	<b>\$36,090</b>
Travel Manager	\$18,337	\$109,023	\$236,923	<b>\$107,882</b>
Vice President	\$73,350	\$125,000	\$276,000	<b>\$131,636</b>
Vice President Marketing	\$112,782	*	\$216,000	<b>\$164,391</b>
Vice President of Strategy	\$115,000	*	\$120,301	<b>\$117,650</b>
Vice President Operations	\$56,690	\$160,000	\$390,000	<b>\$193,918</b>
Vice President Revenue Management	*	\$181,077	*	<b>\$181,077</b>
Vice President Sales	\$117,293	\$162,406	\$322,581	<b>\$174,531</b>
VP of HR	*	\$169,231	*	<b>\$169,231</b>

### 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.



# SALARY ANALYSIS

## 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	<b>\$52,670</b>
Admin Assistant	*	\$36,090	*	<b>\$36,090</b>
Administration Manager	*	\$90,226	*	<b>\$90,226</b>
Assistant Director of Sales & Marketing	\$51,556	\$54,135	\$73,684	<b>\$59,358</b>
Assistant Manager	*	\$45,113	*	<b>\$45,113</b>
Business Analyst	*	\$72,180	*	<b>\$72,180</b>
Business Development Manager	\$41,353	\$53,674	\$67,104	<b>\$54,770</b>
Chief Executive Officer (CEO)	\$69,173	\$135,338	\$259,398	<b>\$135,768</b>
Client Servicing Manager	\$37,594	\$43,556	\$54,135	<b>\$45,088</b>
Consultant	\$75,188	\$112,782	\$135,338	<b>\$101,644</b>
Director of Account Management	\$112,602	\$124,908	\$127,852	<b>\$121,787</b>
Director of F&B	\$81,374	\$117,100	\$117,293	<b>\$105,256</b>
Director of Finance	\$99,733	\$162,406	\$172,000	<b>\$144,713</b>
Director of HR	\$73,985	\$90,226	\$110,315	<b>\$91,103</b>
Director, L&D	*	\$117,293	*	<b>\$117,293</b>
Director of Marketing	\$83,008	\$108,350	\$196,241	<b>\$121,806</b>
Director of Operations	\$76,692	\$105,263	\$111,278	<b>\$97,744</b>
Director of Revenue	\$72,180	\$80,000	\$97,895	<b>\$82,811</b>
Director of Sales	\$76,692	\$120,000	\$150,376	<b>\$115,689</b>
Director of Technical Services	\$95,156	\$120,000	\$128,890	<b>\$111,110</b>
E-Commerce Executive	*	\$52,632	*	<b>\$52,632</b>
E-Commerce Manager	\$60,000	*	\$135,338	<b>\$97,669</b>
Event Manager	*	\$37,895	*	<b>\$37,895</b>
Executive Chef	\$62,222	\$92,447	\$129,755	<b>\$94,886</b>
Executive Housekeeper	\$45,113	\$59,486	\$65,684	<b>\$58,029</b>
Finance Manager	\$61,654	\$82,707	\$152,857	<b>\$99,073</b>
Front Office Manager	\$52,845	\$55,940	\$67,201	<b>\$58,662</b>
General Manager	\$75,188	\$141,935	\$172,932	<b>\$112,598</b>
Head of Commercial	\$130,827	*	\$234,586	<b>\$182,707</b>
Hotel Manager	\$62,792	\$67,669	\$76,692	<b>\$69,051</b>
HR Executive	\$29,323	\$37,895	\$47,270	<b>\$36,517</b>
HR Manager	\$54,135	\$55,263	\$55,263	<b>\$54,887</b>
IT Manager	\$39,098	\$55,448	\$67,526	<b>\$56,143</b>
Manager	\$75,188	\$81,203	\$180,451	<b>\$114,075</b>
Managing Director	\$45,113	\$93,985	\$160,000	<b>\$98,221</b>

## SALARY ANALYSIS

Marketing Manager	\$43,103	\$49,624	\$54,135	<b>\$52,141</b>
Ops Support	*	\$34,286	*	<b>\$34,286</b>
Portfolio Manager	*	\$150,376	*	<b>\$150,376</b>
Project Director	*	\$240,602	*	<b>\$240,602</b>
Project Manager	\$51,852	*	\$83,459	<b>\$67,655</b>
Purchasing Manager	\$60,902	\$69,493	\$83,433	<b>\$71,276</b>
Regional Business Manager	\$120,301	*	\$187,970	<b>\$154,135</b>
Regional Director	\$126,316	*	\$126,316	<b>\$126,316</b>
Revenue Manager	\$45,113	\$50,068	\$50,845	<b>\$48,475</b>
Sales Support (Team Lead)	*	\$48,271	*	<b>\$48,271</b>
Senior Vice President Finance	*	\$300,752	*	<b>\$300,752</b>
Sales & Marketing Manager	\$40,602	\$48,872	\$63,609	<b>\$53,778</b>
Senior Account Manager	\$46,692	*	\$49,378	<b>\$48,035</b>
Travel Consultant	*	\$36,090	*	<b>\$36,090</b>
Travel Manager	\$60,526	\$124,060	\$210,526	<b>\$126,950</b>
Vice President	\$90,226	\$135,338	\$187,970	<b>\$137,845</b>
VP Marketing	\$112,782	*	\$216,000	<b>\$164,391</b>
Vice President of Strategy	\$115,000	*	\$120,301	<b>\$117,650</b>
VP Sales	\$117,293	\$150,376	\$162,406	<b>\$143,358</b>

### 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	<b>\$64,057</b>
AVP (Sales, Marketing or Revenue)	*	\$150,376	*	<b>\$150,376</b>
Business Development Manager	*	\$36,000	*	<b>\$36,000</b>
CEO	\$200,000	*	\$300,000	<b>\$250,000</b>
Chief Operating Officer (COO)	\$104,478	\$104,478	\$145,000	<b>\$117,985</b>
Director of Business Development	\$43,243	\$71,523	\$91,508	<b>\$70,086</b>
Director, Leisure Travel	*	\$74,627	*	<b>\$74,627</b>
Director of HR	\$51,667	\$53,446	\$75,000	<b>\$60,105</b>
Director of Revenue	\$57,000	\$60,000	\$72,000	<b>\$62,547</b>
Director of Sales	*	\$51,940	*	<b>\$51,940</b>
Director of Sales & Marketing	\$97,500	\$117,476	\$139,768	<b>\$117,880</b>
Director of Sustainability	*	\$54,000	*	<b>\$54,000</b>
Executive Chef	\$60,000	\$62,250	\$65,000	<b>\$62,403</b>
General Manager	\$32,836	\$84,000	\$147,582	<b>\$87,060</b>
Hotel Manager	\$18,000	*	\$72,000	<b>\$45,000</b>
Managing Director	\$125,373	\$130,000	\$150,000	<b>\$135,124</b>

## SALARY ANALYSIS

Marketing Manager	*	\$54,000	*	<b>\$54,000</b>
Senior Project Manager	*	\$47,761	*	<b>\$47,761</b>
VP Operations	\$56,690	\$108,271	\$165,600	<b>\$126,912</b>
Vice President Sales	*	\$120,000	*	<b>\$120,000</b>

### 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	<b>\$13,855</b>
Administration Manager	*	\$1,603	*	<b>\$1,603</b>
Assistant Manager	\$11,002	\$14,670	\$47,677	<b>\$24,450</b>
CEO	*	\$200,000	*	<b>\$200,000</b>
Company Director/ Owner	*	\$122,249	*	<b>\$122,249</b>
Director of Revenue	\$50,147	\$50,154	\$70,000	<b>\$55,113</b>
Director of Sales	\$40,628	\$46,500	\$55,000	<b>\$47,292</b>
Director of Sales & Marketing	\$60,000	\$89,058	\$120,000	<b>\$88,571</b>
Executive	*	\$30,000	*	<b>\$30,000</b>
General Manager	\$60,000	\$85,575	\$146,699	<b>\$95,089</b>
Marketing Manager	*	\$30,000	*	<b>\$30,000</b>
Purchasing Manager	\$34,230	*	\$39,120	<b>\$36,675</b>
Travel Manager	\$18,337	\$24,450	\$39,120	<b>\$25,061</b>
Vice President	\$73,350	\$102,689	\$126,385	<b>\$92,548</b>
VP Operations	\$81,323	\$90,625	\$150,000	<b>\$107,316</b>

### 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	<b>\$50,127</b>
AVP (Sales, Marketing or Revenue)	*	\$146,154	*	<b>\$146,154</b>
Business Development Manager	\$38,710	\$46,154	\$73,548	<b>\$53,618</b>
Chief Executive Officer (CEO)	\$180,000	\$230,000	\$320,000	<b>\$232,500</b>
Director of HR	\$58,065	\$70,288	\$77,419	<b>\$69,205</b>
Director of Sales	\$72,968	\$85,161	\$116,129	<b>\$91,697</b>
F&B Manager	*	\$46,154	*	<b>\$46,154</b>
General Manager	\$119,300	\$130,769	\$201,290	<b>\$147,708</b>

## SALARY ANALYSIS

HR Manager	\$51,613	\$59,324	\$64,103	<b>\$58,671</b>
Manager	\$46,154	\$53,846	\$53,846	<b>\$51,282</b>
Sales Manager	\$44,780	\$62,917	\$80,000	<b>\$63,880</b>
Senior Sales Manager	\$57,692	\$71,226	\$85,161	<b>\$72,270</b>
Travel Manager	\$120,000	\$141,026	\$236,923	<b>\$149,675</b>
Vice President	*	\$276,000	*	<b>\$276,000</b>
VP of HR	*	\$169,231	*	<b>\$169,231</b>
VP Revenue Management	*	\$181,077	*	<b>\$181,077</b>
VP Operations	\$300,000	\$320,513	\$390,000	<b>\$342,628</b>

### 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	<b>\$59,422</b>
Consultant	\$19,296	\$25,000	\$45,000	<b>\$29,706</b>
Director of Finance	\$1,400	\$69,467	\$75,896	<b>\$58,088</b>
Director of F&B	\$16,464	\$55,000	\$72,000	<b>\$53,159</b>
Director of HR	\$29,371	\$64,470	\$81,818	<b>\$58,553</b>
Director of Operations	*	\$25,000	*	<b>\$25,000</b>
Executive Chef	\$55,611	\$75,990	\$99,600	<b>\$76,860</b>
F&B Manager	\$16,464	*	\$18,000	<b>\$17,232</b>
General Manager	\$45,025	\$114,000	\$216,000	<b>\$111,365</b>
Hotel Manager	\$28,110	\$50,600	\$68,705	<b>\$49,430</b>
HR Manager	\$7,133	\$21,600	\$50,350	<b>\$24,897</b>
Purchasing Manager	\$34,733	*	\$59,030	<b>\$46,882</b>
Training Manager	*	\$2,123	*	<b>\$2,123</b>

### 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	<b>\$65,130</b>
Business Development Manager	\$51,724	\$70,000	\$86,331	<b>\$69,352</b>
CEO	*	\$127,389	*	<b>\$127,389</b>
Client Servicing Manager	*	\$100,000	*	<b>\$100,000</b>
Director of Sales	*	\$103,448	*	<b>\$103,448</b>

## SALARY ANALYSIS

General Manager	\$150,000	\$200,000	\$250,000	<b>\$200,000</b>
Manager	\$42,000	\$55,172	\$62,069	<b>\$53,080</b>
Managing Director	*	\$172,414	*	<b>\$172,414</b>
Marketing Manager	*	\$74,483	*	<b>\$74,483</b>
Operations Manager	\$65,517	*	\$80,000	<b>\$72,759</b>
Project Director	*	\$90,226	*	<b>\$90,226</b>
Sales Manager	\$50,000	\$62,500	\$75,000	<b>\$62,424</b>
Regional Business Manager	*	\$75,862	*	<b>\$165,517</b>
Travel Manager	\$41,379	\$58,007	\$82,000	<b>\$56,741</b>

### 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	<b>\$67,690</b>
Business Development Manager	\$12,000	*	\$25,812	<b>\$18,906</b>
Chef de Cuisine	*	\$63,158	*	<b>\$63,158</b>
CEO	\$60,000	\$82,380	\$110,000	<b>\$84,127</b>
Executive Chef	\$63,158	*	\$84,000	<b>\$73,579</b>
General Manager	\$60,287	\$91,045	\$147,783	<b>\$95,940</b>
Hotel Manager	\$18,660	\$31,721	\$50,400	<b>\$33,471</b>
HR Manager	\$23,923	\$35,533	\$48,223	<b>\$35,973</b>
Market Growth Manager	*	\$21,968	*	<b>\$21,968</b>
Operations Manager	\$15,990	\$21,113	\$24,714	<b>\$20,816</b>
Regional Sales Manager	*	\$21,968	*	<b>\$21,968</b>
Sous Chef	*	\$13,181	*	<b>\$13,181</b>

### 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	<b>\$80,381</b>
Chief Executive Officer (CEO)	\$304,581	\$381,471	\$389,178	<b>\$358,410</b>
Chief Operating Officer (COO)	\$128,000	\$163,488	\$261,580	<b>\$184,356</b>
Corporate Director of Revenue Management	*	\$132,670	*	<b>\$132,670</b>
Director of Business Development	*	\$320,000	*	<b>\$320,000</b>
Director of F&B	\$55,586	\$71,935	\$71,935	<b>\$66,485</b>

## SALARY ANALYSIS

Director of Marketing	*	\$131,868	*	<b>\$131,868</b>
Director of Operations	\$78,474	\$115,000	\$149,864	<b>\$111,122</b>
Director of Revenue	\$64,033	*	\$90,093	<b>\$77,063</b>
Director of Technical Services	*	\$176,000	*	<b>\$176,000</b>
Executive Chef	*	\$60,000	*	<b>\$60,000</b>
Executive Housekeeper	\$56,567	\$72,000	\$72,000	<b>\$66,856</b>
General Manager	\$95,368	\$114,441	\$160,000	<b>\$116,975</b>

### 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	*	<b>\$147,493</b>
Director of F&B	*	\$55,000	*	<b>\$55,000</b>
Director of HR	\$48,000	\$86,788	\$92,506	<b>\$75,765</b>
Director of Rooms	*	\$66,000	*	<b>\$66,000</b>
Director of Sales	\$51,534	\$56,604	\$90,459	<b>\$66,200</b>
General Manager	\$134,218	\$156,000	\$180,645	<b>\$158,836</b>

### 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	*	<b>\$93,750</b>
Director of F&B	*	\$22,859	*	<b>\$22,859</b>
Director of Rooms	*	\$36,585	*	<b>\$36,585</b>
Director of Sales & Marketing	\$45,000	\$69,666	\$96,000	<b>\$69,171</b>
General Manager	\$30,072	\$120,000	\$134,434	<b>\$94,972</b>
Head of Commercial	*	\$63,498	*	<b>\$63,498</b>
Manager	*	\$24,974	*	<b>\$24,974</b>
Revenue Manager	*	\$14,844	*	<b>\$14,844</b>
Technical Support	*	\$3,266	*	<b>\$3,266</b>

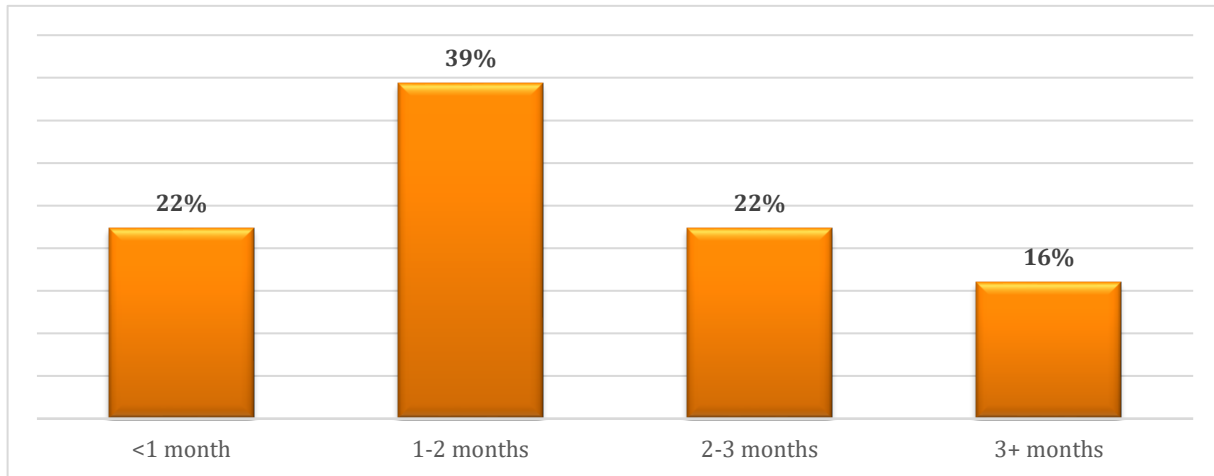
### EXCHANGE RATES

<i>SGD = 1.34</i>	<i>AUD = 1.52</i>	<i>HKD = 7.82</i>	<i>CNY = 7.16</i>	<i>MYR = 4.72</i>
<i>THB = 35.53</i>	<i>INR = 83.13</i>	<i>IDR = 15625</i>	<i>AED = 3.67</i>	<i>EUR = 0.92</i>

# SALARY ANALYSIS

## AVERAGE BONUS

62% of respondents received a bonus, below indicates the amount they had received.



## ADDITIONAL BENEFITS

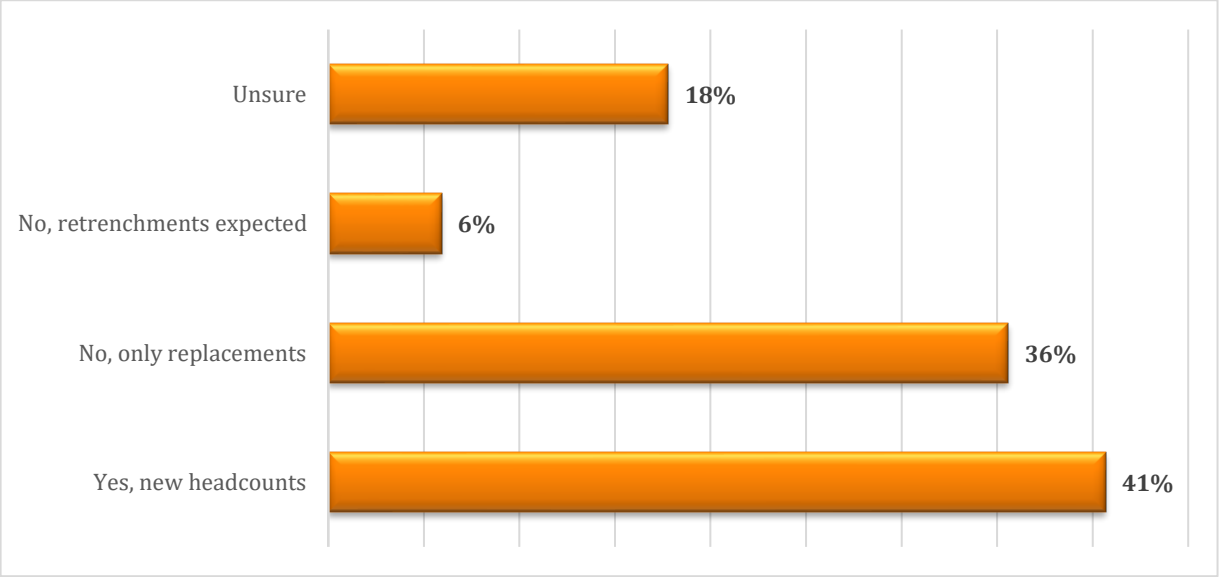
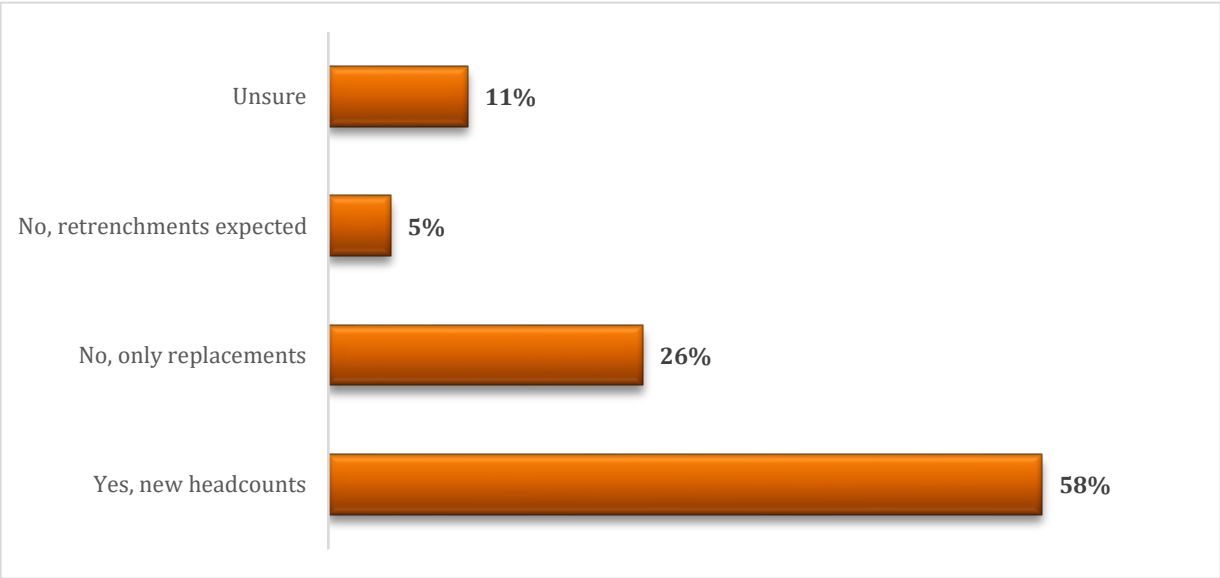
XX Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

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 FORECAST

## 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

## 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

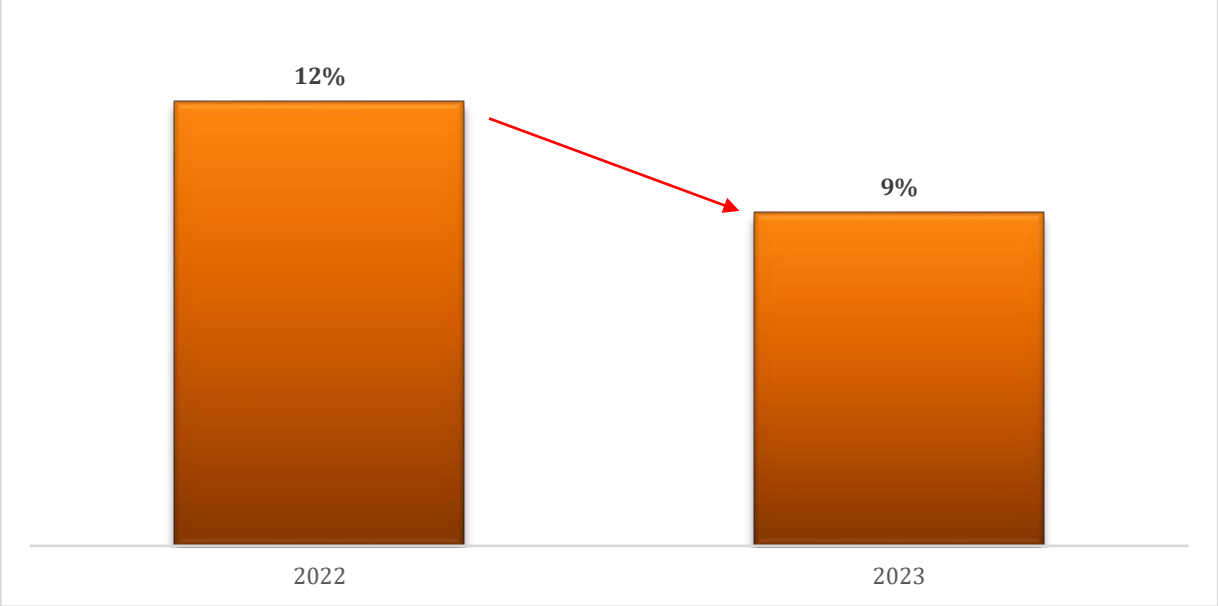
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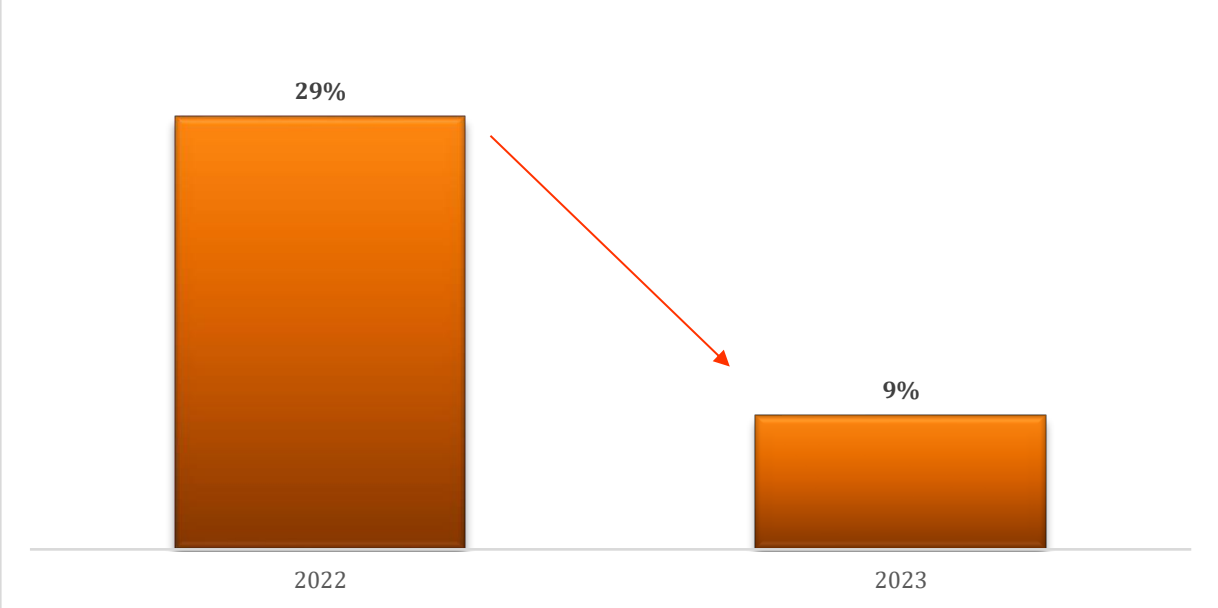
# HIRING FORECAST

## 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.



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