



ACI REPORT - 2022

SALARY & EMPLOYMENT TRENDS

➤ **PLUS - COVID-19 SUPPLEMENT**

FOREWORD

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FOREWORD

Foreword



The 2022 ACI Report is our 10th edition, which also proudly coincides with ACI turning ten this year. Challenges haven't come much greater than the past two years for us as a company, as well as the greater travel, tourism, and hospitality community. The Covid-19 pandemic has devastated the sector, but I do believe the worse is behind us and we can perhaps start to think, and plan for its recovery.

The ACI Report is a unique publication produced annually, and this year we saw a sample **size of over 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 labour 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 horizontal line 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 28,000 from ACI's database throughout Asia Pacific in December 2021 for employees of various levels to complete. We received a 28.1% open rate, and a 17.8% 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 820 respondents.

REPORT FORMAT

The 2022 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

Global Tourism Sees Upturn in Q3 2021 but Recovery Remains Fragile

International tourist arrivals (overnight visitors) increased by 58% in July-September 2021 compared to the same period of 2020. However, they remained 64% below 2019 levels. In both August and September 2021 arrivals were at -63% compared to 2019, the best monthly results since the start of the pandemic. Data on international tourism receipts and spending show a similar improvement in Q3 2021.

The uplift in demand during the third quarter of 2021 was driven by increased traveler confidence amid rapid progress on vaccinations and the easing of entry restrictions in many destinations. In January-September 2021, international tourist arrivals worldwide were 20% lower than the same period in 2020, but still 76% below 2019 levels.

The Americas recorded the strongest results in the first nine months of 2021, with arrivals up 1% compared to 2020 but still 65% below 2019 levels. Europe saw an 8% decline compared to 2020, which is 69% below 2019. In Asia and the Pacific arrivals were 95% below 2019 levels as many destinations remained closed to non-essential travel. Africa and the Middle East recorded 77% and 82% drops respectively compared to 2019.

Despite the improvement in the third quarter of the year, the pace of recovery remains slow and uneven across world regions due to varying degrees of mobility restrictions, vaccination rates and traveler confidence.

According to the latest UNWTO data, international tourist arrivals are expected to remain 70% to 75% below 2019 levels in 2021, a similar decline as in 2020. Export revenues from international tourism could reach US\$ 700-800 billion in 2021, a small improvement from 2020 but less than half the US\$ 1.7 trillion recorded in 2019.

The direct economic contribution of tourism is estimated at US\$ 1.9 trillion in 2021 (measured in tourism direct gross domestic product) well below the pre-pandemic value of US\$ 3.5 trillion. The safe resumption of international tourism will continue to depend on a coordinated response among countries on travel restrictions, harmonized health and hygiene protocols and effective communication.

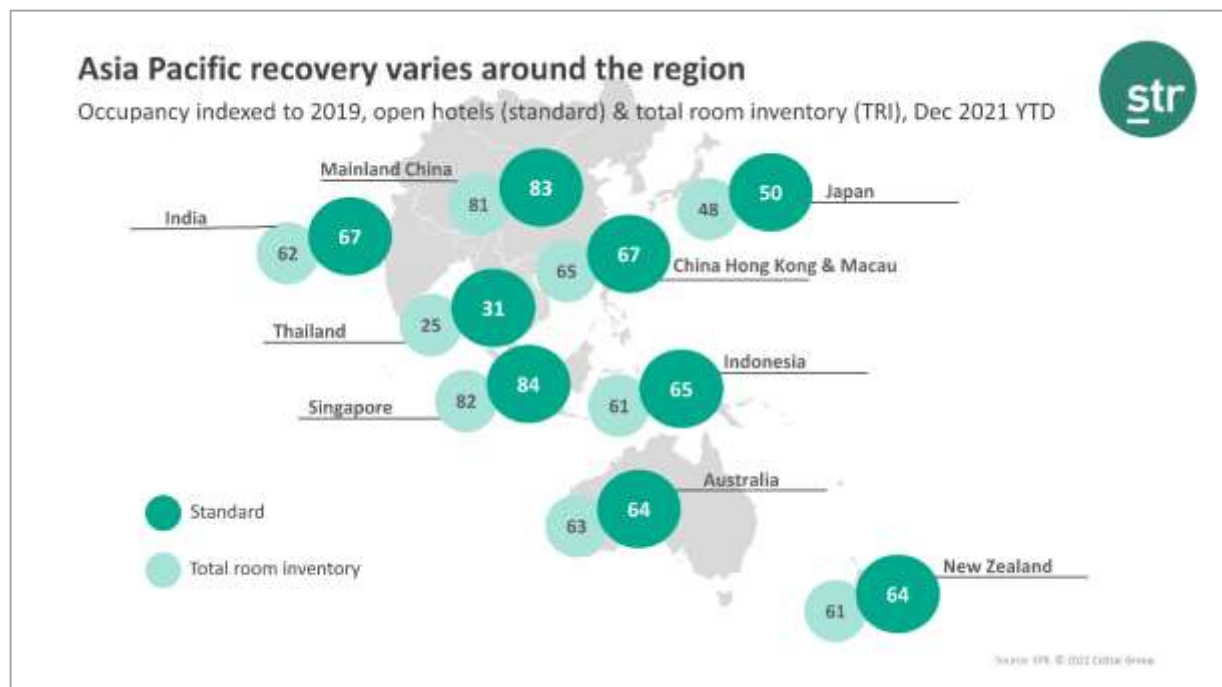
STR Asia Pacific Update for the annual ACI report

As we entered 2021 there was a sense of optimism in many APAC markets particularly for the second half of the year, but we also raised cautionary flags with regards to both known and unknown factors. The main known factors we looked at included vaccine rollout speed, variations in restrictions, protocol alignment to enable travel more broadly and by which degree domestic travel could replace missing international guests. What no one knew was the emergence of the Delta variant, which wreaked total havoc in many places, not only limiting progress plans, but also more importantly contributed to a grave reality with high mortality rates, largely seen in unvaccinated areas.

ANALYSIS

But what did prove to continue was an ever-increased speed in recovery, as in more V-shaped returns of demand, compared to the long and slow inclines seen in 2020. Alongside much awaited and improved vaccination numbers this meant the second half of the year was at least able to reposition recovery back on track in a number of markets.

Variation was (and is) a big consideration around the region



The map graph above shows two occupancy numbers per market where *Standard* excludes closed rooms and *TRI* includes them. The larger the gap between the two numbers indicates a higher share of rooms still closed in an area. Compared to 2020 it clearly shows that the majority of hotels have reopened by the end of 2021, but also that occupancy level disparity.

Australia, New Zealand and India were examples of markets that were on the path of quick recovery until Delta created a fast and big drop in demand, even if in the Pacific nations much of the decline was exacerbated by very restricted domestic policies. Variation existed in Australian states as rules would either change frequently, as in between the critical tourism border of NSW and QLD or create large periods of depression as in VIC with its long lockdown periods. Even if we started to occasionally see some CBD business over time, it was again a year driven by regional travel and demand and it won't be until 2022 when inbound travel can return to some degree.

ANALYSIS

The **Maldives** continued the path initiated in Q4 2020 and established itself as the world's favourite travel bubble, where its inherently favourable conditions of 'one island – one resort' and progressive control policies enabled good control of the virus and saw not only historically high rates but also strong occupancies. Using STR ForwardSTAR we can see that this high demand continues also in 2022 in the months ahead.

Japan pulled off the delayed Tokyo 2020 Olympics and Paralympics with aplomb and even if they were missing large crowds, the 'TV-Olympics' that only a quarter earlier could have been postponed, gave some of the hotels at least a bit of revenue. It should also be remembered that in regional areas and smaller locations hotels fared much better throughout the year as they saw less restrictions and viral spread.

Mainland China's insistence on a zero-tolerance policy towards Covid-19, with stringent lockdowns of multi-million people cities and fast turns in disruptions, generated a more muted recovery path in 2021 at national level, even if markets like Sanya remained popular with high yields as a result for hotels. Tier 1 cities were kept under very strict control and even if each interruption was countered with V-shaped recovery, it was still enough to slow down overall progress. For 2022 China needs to get past Omicron surges and the Beijing Winter Olympics which coincides with the Lunar New Year celebrations, and with current policies in place it's hard to see any substantial outbound travel volumes from China into Southeast Asia, Japan or Korea, markets that historically relied heavily on this as a source market.

Singapore authorities continued to hold up the industry with substantial support via contracted rooms for quarantine purposes in 2021, where even if contracted rates would often be about a third of what hotels would normally see, it meant GOP margins for many hotels were often better than elsewhere in the region, and even if domestic hotel use in the shape of 'staycations' were at an historic high, occupancy numbers were broadly inflated by quarantine usage as hotels who contracted for Government use reported 100% demand during those periods. High-end hotels and very often in the Sentosa island submarket leveraged off the inability of locals to travel abroad during restrictive periods, with substantial RevPAR numbers particularly during long weekends but over time also extending into normal weekdays.

The variations in other parts of **Southeast Asia** included continued restrictions in **Vietnam** and an expected delayed reopening at some stage in 2022, a carried-over limited growth in the **Philippines** outside repatriation and quarantine needs, a more muted year in **Laos, Myanmar** and **Cambodia** in 2021 – even if Cambodia succeeded with fast vaccinations and look towards 2022 with reopened borders. **Thailand** created sandboxed travel bubbles starting with Phuket in July 2021 and eventually the 'Test & Go' scheme more broadly that saw some pent-up demand enter the country. After an Omicron-driven pause in January 2021 it's now back again from February 1st and hoping to lead to the endemic reality enabling wider and much needed tourism across resorts in the country, with recovery in Bangkok expected later as it relies more on international business and MICE.

Domestic engines create fast and strong windfall

India and Indonesia both faced fast and devastating effects of Delta before hitting high vaccination numbers and as a result started all over again in the journey to recovery, but in both cases, it went faster than elsewhere. In **India** the main difference in 2021 was that it was not only leisure areas of Goa, Rajasthan and other regional

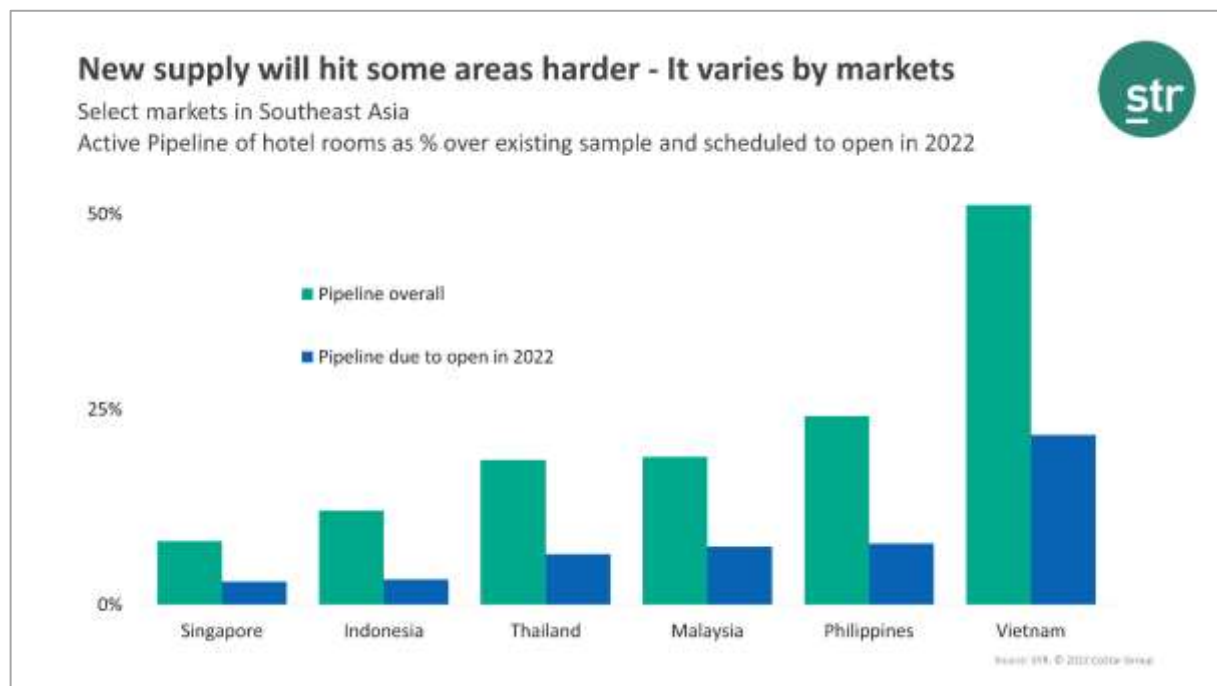
ANALYSIS

resorts that picked up quickly, it was very often city locations and business demand that helped improve the increased travel confidence.

In **Indonesia** weekday travel was already driving before Delta and this continued strongly once vaccinations were in place and not only across Java but also in other regions demand numbers stands out as the strongest in Southeast Asia. This eventually also extended to Bali, traditionally a very strong inbound tourist market now enjoying more domestic travellers than ever before, that at least in part brings some solace to the dire trading conditions during the past 24 months.

New supply remains a sticking point – but this also varies a lot within countries

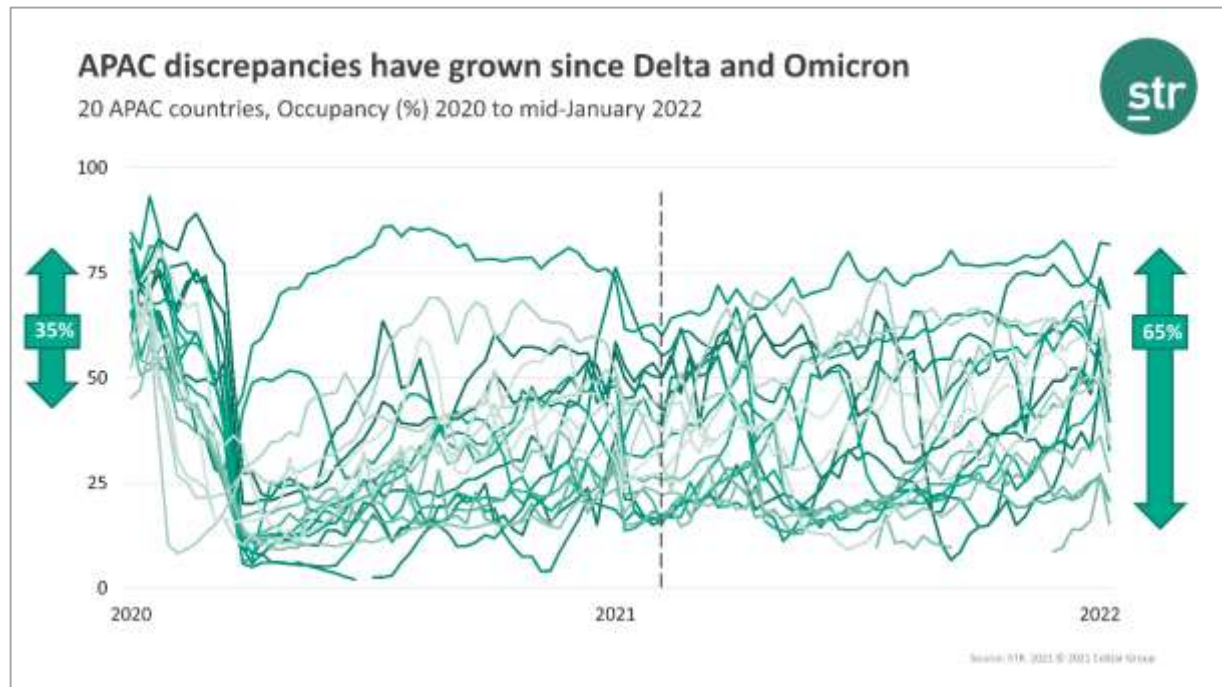
The overall development cycle was slowing down towards the end of the decade but there are always pockets where investors and owners see opportunity in increased development, and this is particularly seen across parts of Southeast Asia. In Thailand the future pipeline in Hua Hin is limited but it remains large in Phuket, which is likely to have a dampening effect on recovery as demand will be spread across more properties than before, including those yet to reopen. In parts of Vietnam there are many new hotels to open, both as a mix of those delayed from 20-21 and scheduled for 2022 and in popular beach resorts this will also delay higher demand numbers as markets adjust for the new supply.



ANALYSIS

2022 predictions can seem like a broken record

Variations around Asia Pacific remain at an all-time high as seen in below chart where the dotted line indicated a year ago as alignment was beginning but saw disruption from Delta and later the Omicron variant. The effect of this variation is likely to present a larger number of leaders and laggards across many markets during a hopeful return to business this year.



With vaccinations now in a much better place than 12 months ago we maintain a close eye on variations and protocols, while also adding new factors like high inflation, societal divides between those vaccinated and those who are not, and the pause on Just-In-Time trade amidst severe pressure on global supply chains.

While Omicron produces very high case numbers, we have so far seen vaccinations helping and creating an often mentioned 'less severe' reality where mortality and hospitalisation rates remain manageable in many areas.

These altered fundamentals is in early 2022 leading to authorities in many areas to not only produce more progressive reopening plans but also importantly re-assess any restrictions much faster than in 2021 and looking towards an endemic reality.

There is hope that both negative GDP trends will start to rebound by Q2 and inflation to have peaked by February, which if true can create favourable trading conditions for travel and tourism for second half of 2022 and perhaps the turning point in living with Covid-19.

ANALYSIS

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 apinfo@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.

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ANALYSIS

THE SURVEY

The ACI Report (2022) is a unique publication with a sample of 820 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 (32%) were based in Singapore, with Thailand/Vietnam/Cambodia (11%), Indonesia (7%) and Australia/NZ (7%) also providing solid samples.

By sector, most respondents were employed in the hospitality industry (40%), but the study includes a broad cross-section of industries, including F&B, Technology, Consultancy, Real Estate and Corporate Travel. Of the respondents, 62% came from large MNCs (100 staff or more), 75% were male and 78% held permanent full-time employment.

79% of the respondents have 10 or more years working experience, while the majority (72%) 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 2021 or new entrants) rose from 19% to 24%, while 6% of respondents are currently not in employment.

IMPACT OF COVID-19 IN 2021

The continued impact of the Covid-19 pandemic on travel & hospitality jobs eased in 2021, with 49% of respondents indicating that they were impacted compared to 74% the previous year. 12% indicated that their roles were made redundant in 2021, compared to 24% in 2020, whilst 29% experienced a salary cut, compared to 50% the year prior. Those that had experienced a salary reduction, a majority 36% saw their salary reduced between 25%-50%, whilst a further 30% of respondents experiencing a steeper cut of 50% or higher.

In further signs of positivity, hiring confidence appear to be returning, with 45% of HR and Hiring Managers indicating that they expect new headcounts in 2022, a level not seen since pre pandemic. However, throwing caution to the wind, the majority 34% did indicate that they expect the bulk of recruitment to only take place in the latter half of 2022. Hiring managers foresee challenges when they do begin recruitment, with their top concerns being 1) Lack of qualified candidates and finding the right talents 2) High competition for skilled talents, thus driving up salary levels 3) Work from home expectations of candidates that may not align with company's return to office policies. Lastly, employee sentiments also improved with 46% believing the worst is now behind them.

SALARY SATISFACTION

On the question of salary progression, not surprising that only 26% of respondents indicated they had received some form of a salary increment in 2021 – this represents a slight drop when compared to the previous year of 28%, and still well behind the levels seen pre-Convid19 where 65% of respondents indicated a bump in their pay.

ANALYSIS

37% of respondents indicated they had received a bonus in 2021 (similar to 2020's 39%), albeit the majority (36%) of those being less than 1 month's bonus, with a further 35% receiving between 1-2 months' bonus.

CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents even during another challenging year, with 68% indicating that career progression was either 'extremely important' or 'very important' to them, compared to 74% in the previous survey; 35% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, slightly higher than 2021's 32%, with a further 38% indicating that career prospects with their present employer were 'poor' or 'zero'; up from 34%.

Employers can 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, 59% indicated that they would be, with 19% of those exploring opportunities outside the industry. These are in fact slightly more promising numbers when compared to the previous ACI Report where 68% indicated a desire to change employment with 27% being outside the industry; another indication perhaps that employees' confidence is returning to the sector but will still be undoubtedly felt by employers as the industry starts the recover process.

Training and development continued to be a focus during 2021 with 37% of respondents taking up either short courses and/or higher education (up from 35%), with Digital Marketing & e-Commerce related programs once again being the most popular choice, followed by project management and leadership related courses.

ACTUAL SALARIES

Salaries fluctuated across the different countries surveyed, given salary adjustments during the pandemic, it was noticeable that certain positions had suffered a drop to their average salaries, most notable were senior leadership positions such as the CEO; UAE recorded the highest average salaries (\$146,142) and also rose sharply from the previous with a 34% jump, a positive sign that this region is well into the post Covid-19 recovery phase. Hong Kong (\$104,921), Thailand (\$94,649) and Singapore (\$91,895) were the next highest averages from the survey. Indonesia (\$42,514) again posted the survey's lowest average salary and additionally dropping a further 10% from the previous survey, highlighting perhaps how dire the tourism sector is in the country.

**15% 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, Taiwan, Philippines, Saudi Arabia, France, Greece, Germany, Cook Islands.*

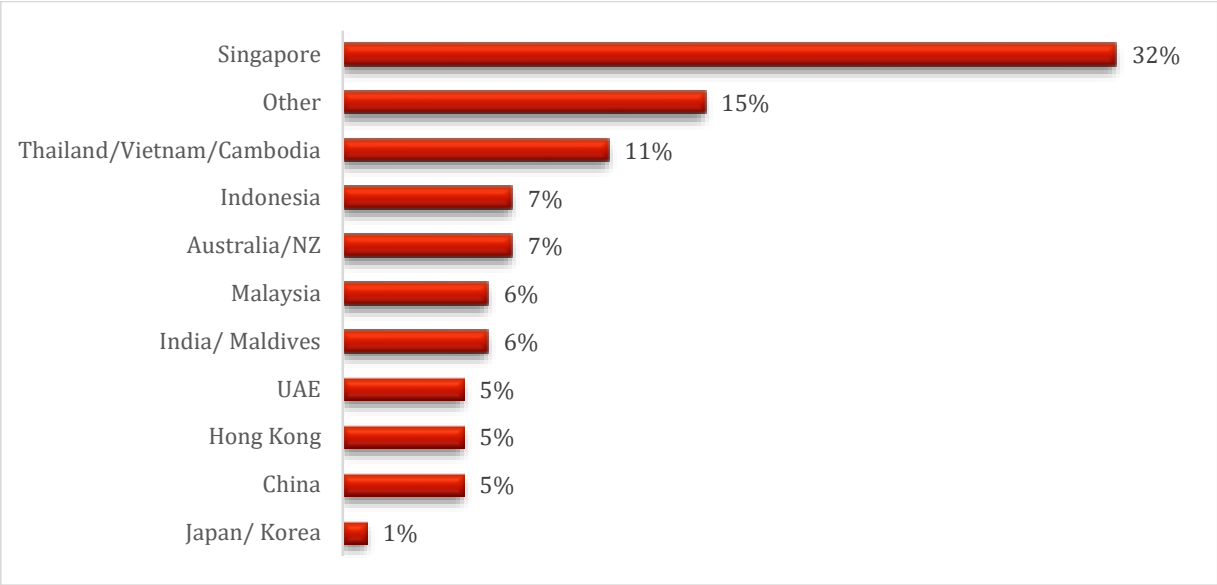
Source: Mailjet, UNWTO World Tourism Barometer, STR

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

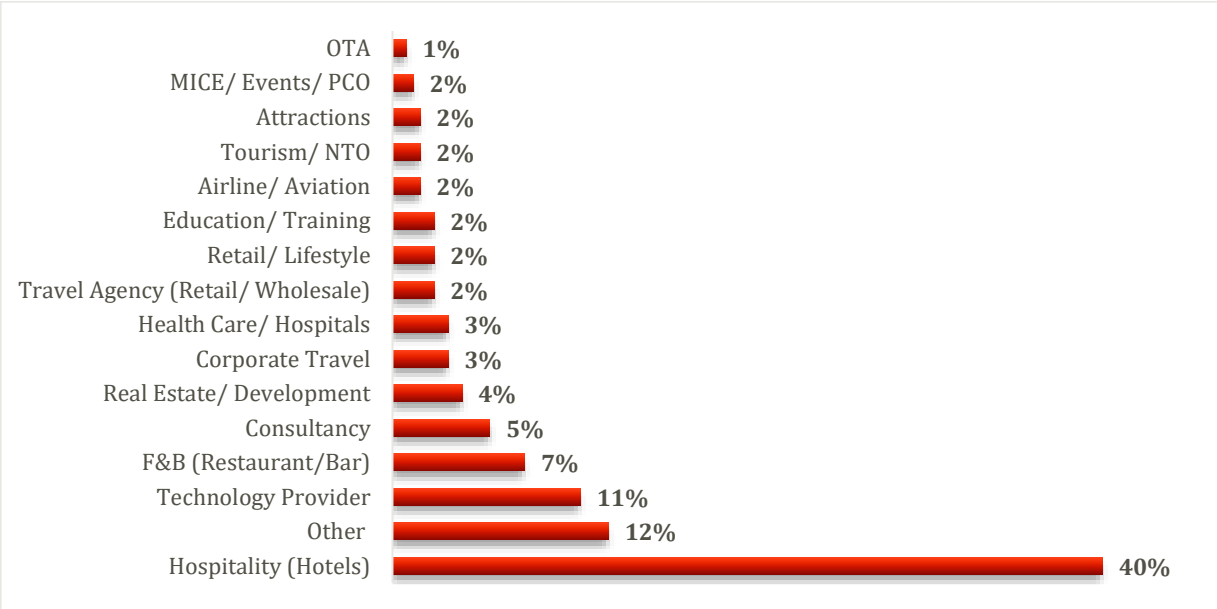
RESPONDENTS BY LOCATION

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



SECTOR BREAKDOWN

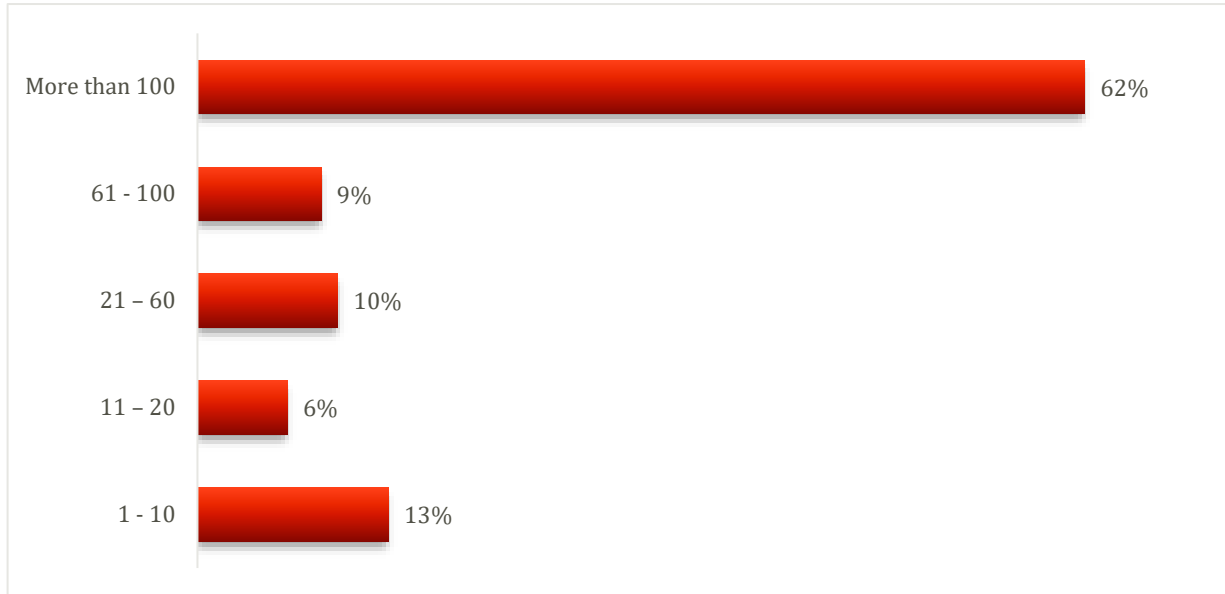
The graph below indicates which sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

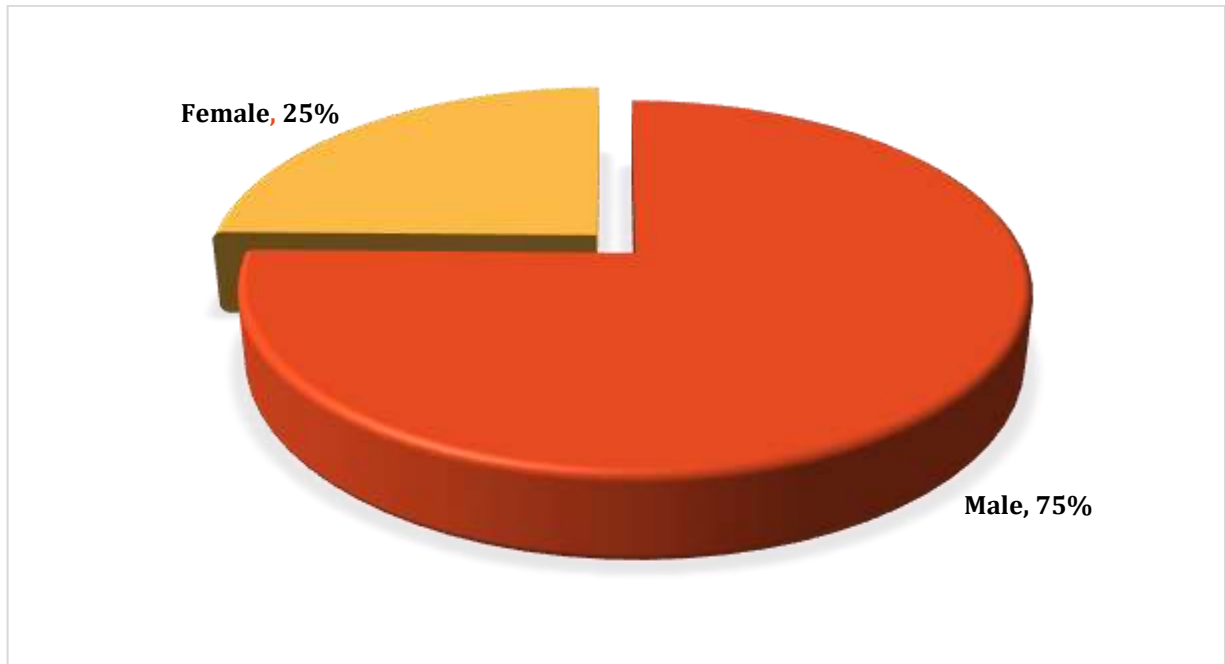
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

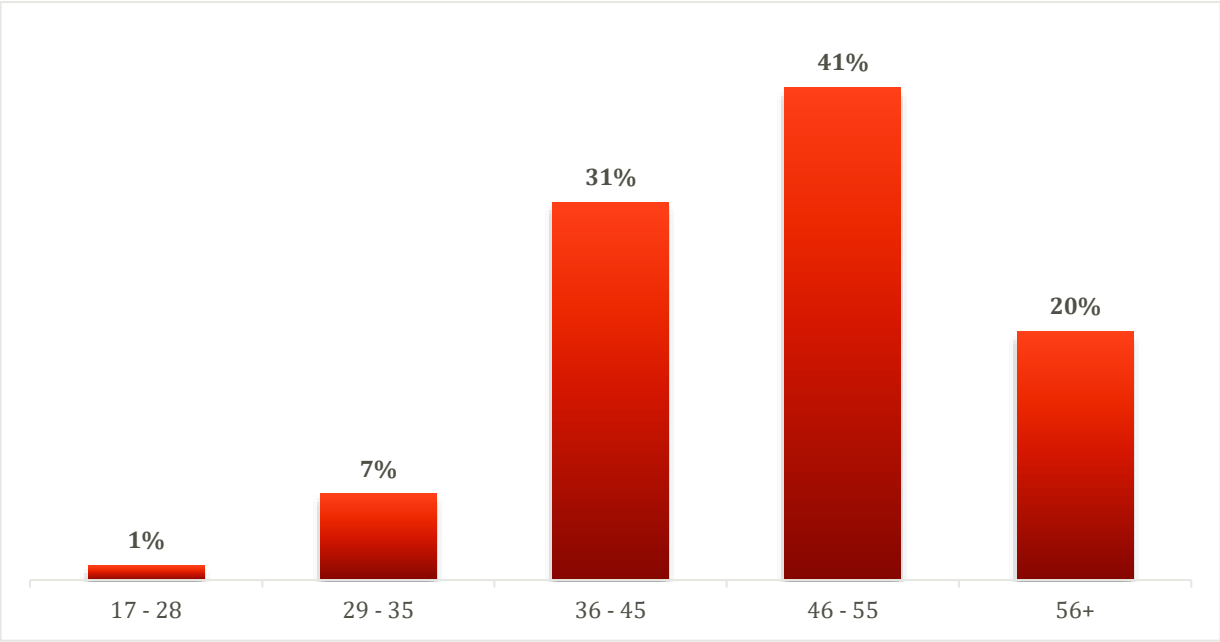
The graph below indicates the gender of the respondents.



BREAKDOWN OF RESPONDENTS

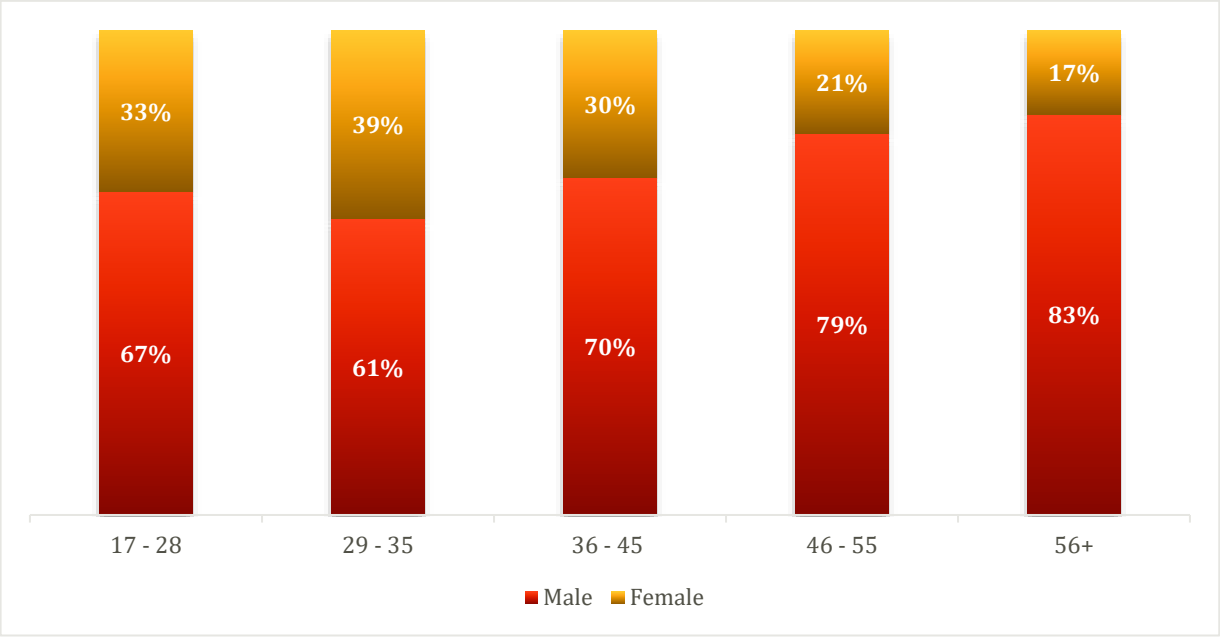
AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



AGE OF RESPONDENTS BY GENDER

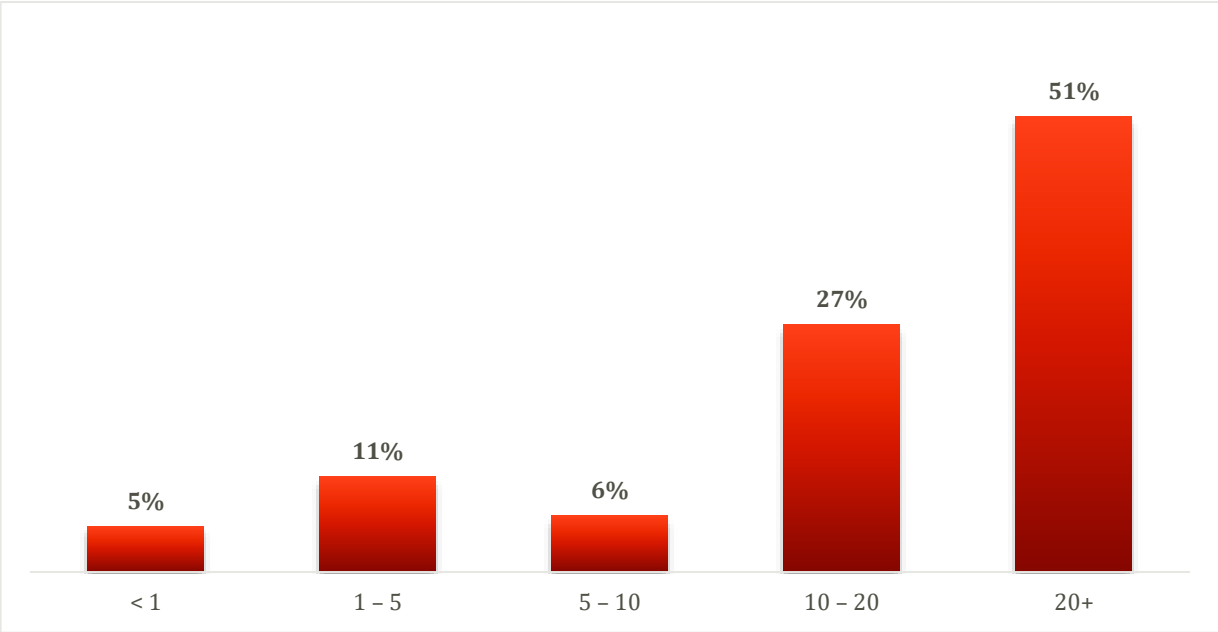
The graph below indicates the age group of the respondents broken down by gender.



BREAKDOWN OF RESPONDENTS

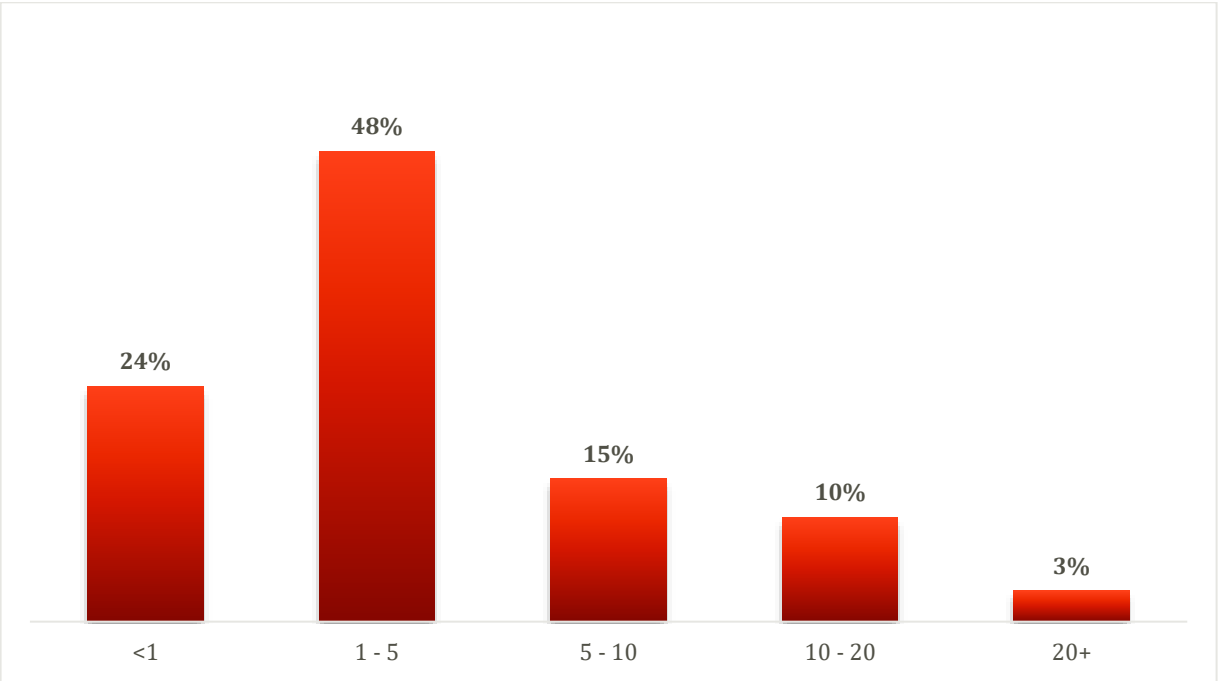
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

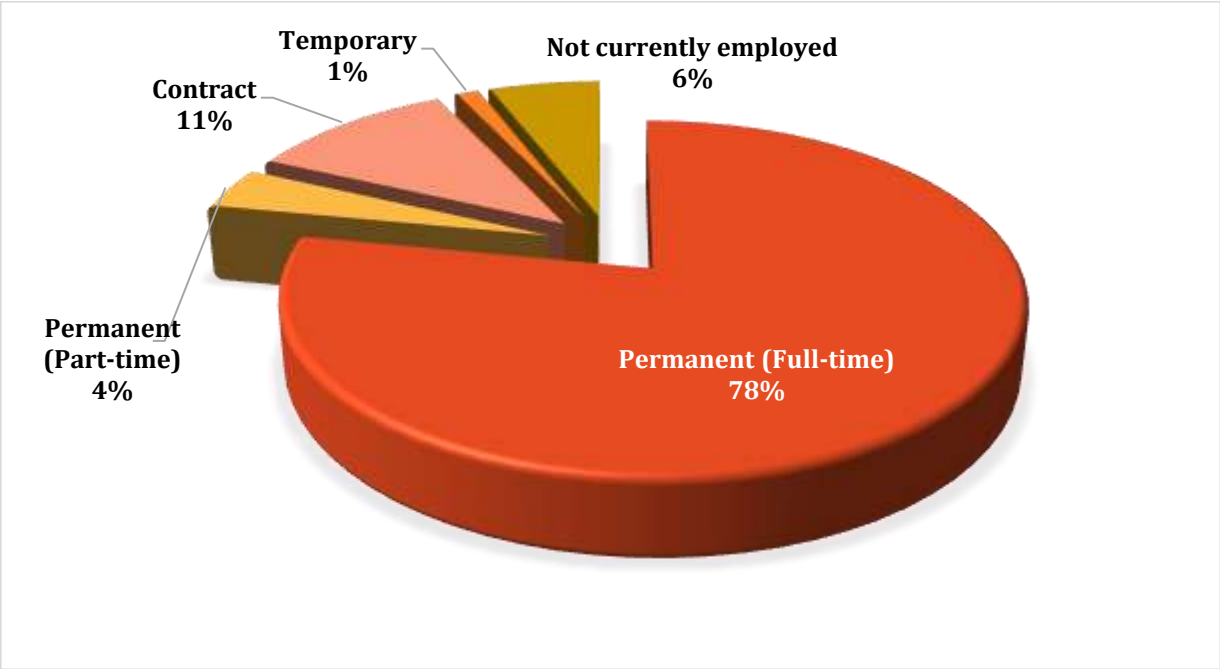
The graph below indicates a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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

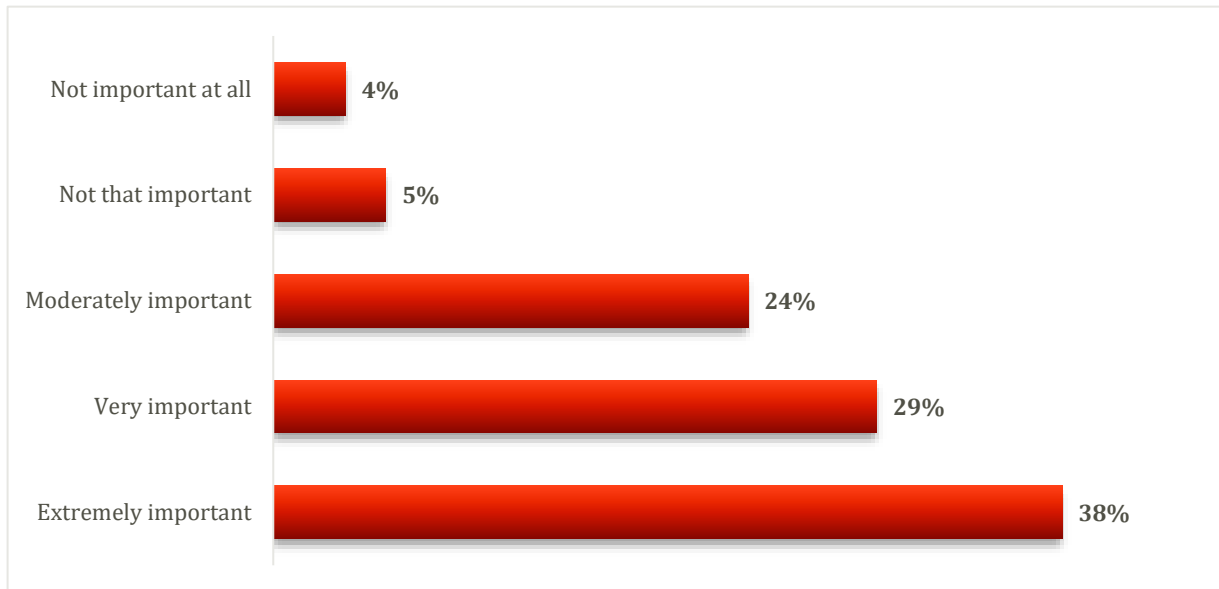


CAREER PROGRESSION

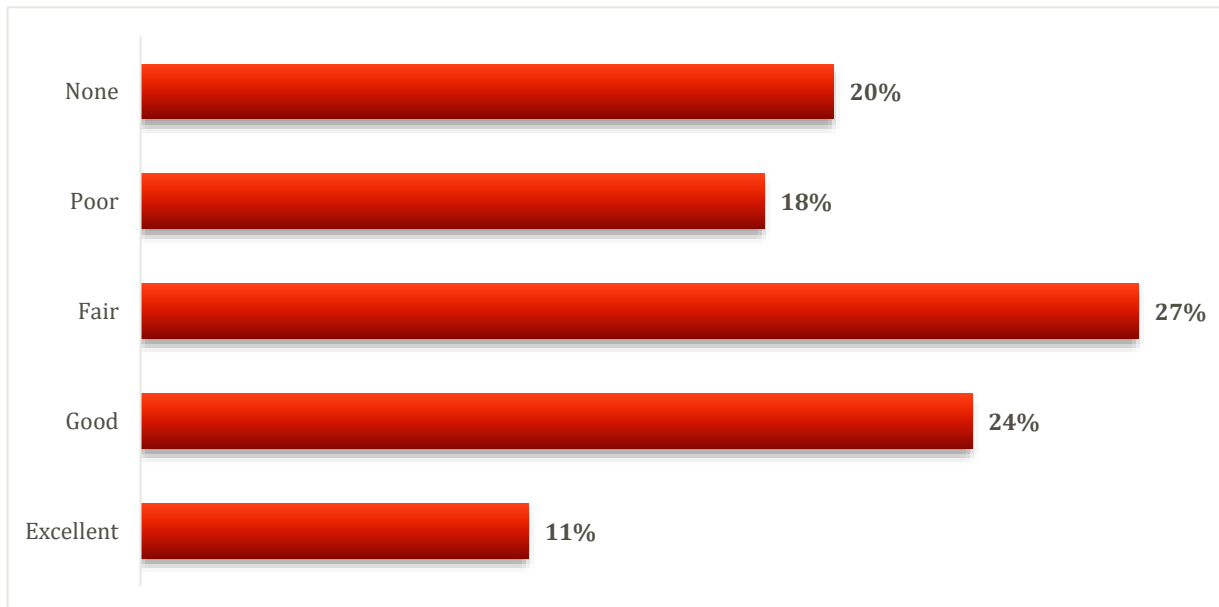
Career Progression

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

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

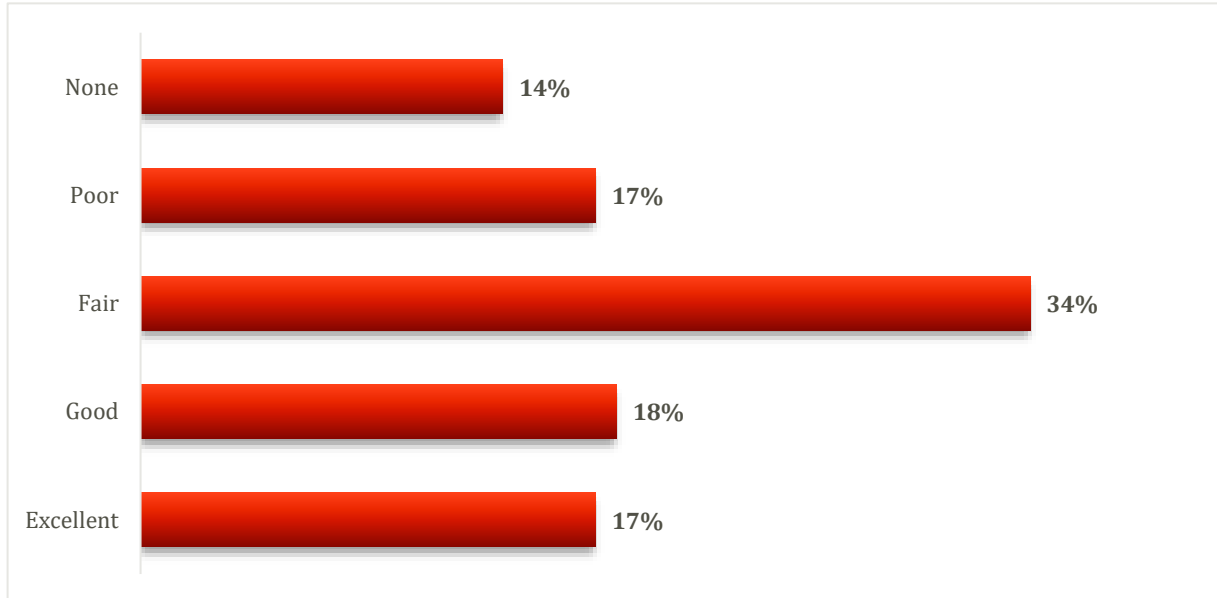


Respondents were then asked to rate their career progression opportunities within their current company.



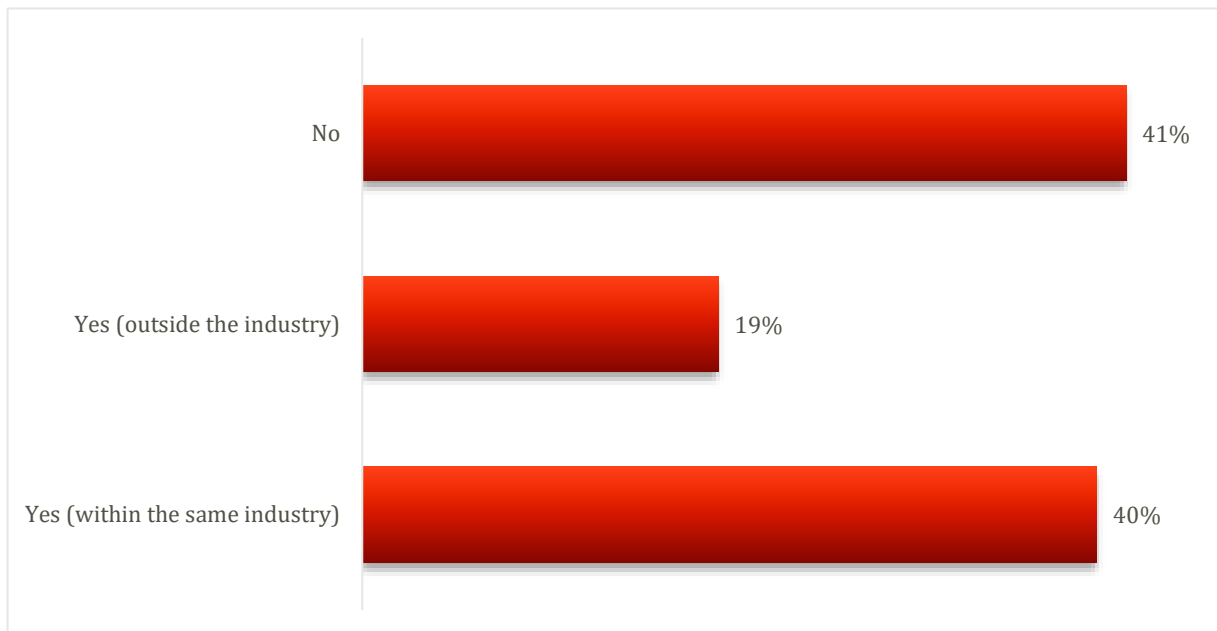
CAREER PROGRESSION

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.

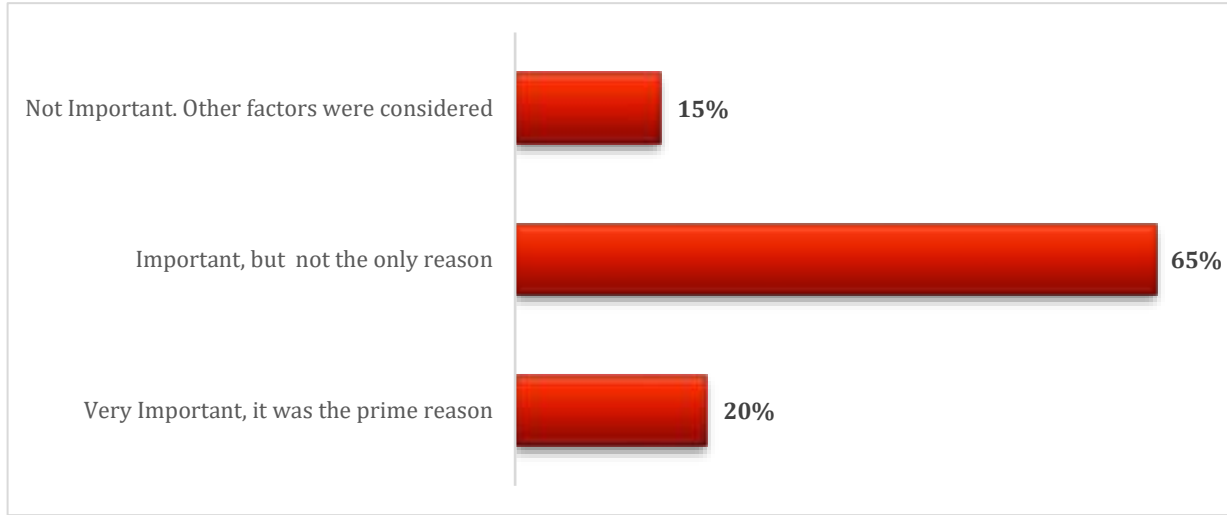


SALARY ANALYSIS

Salary Analysis

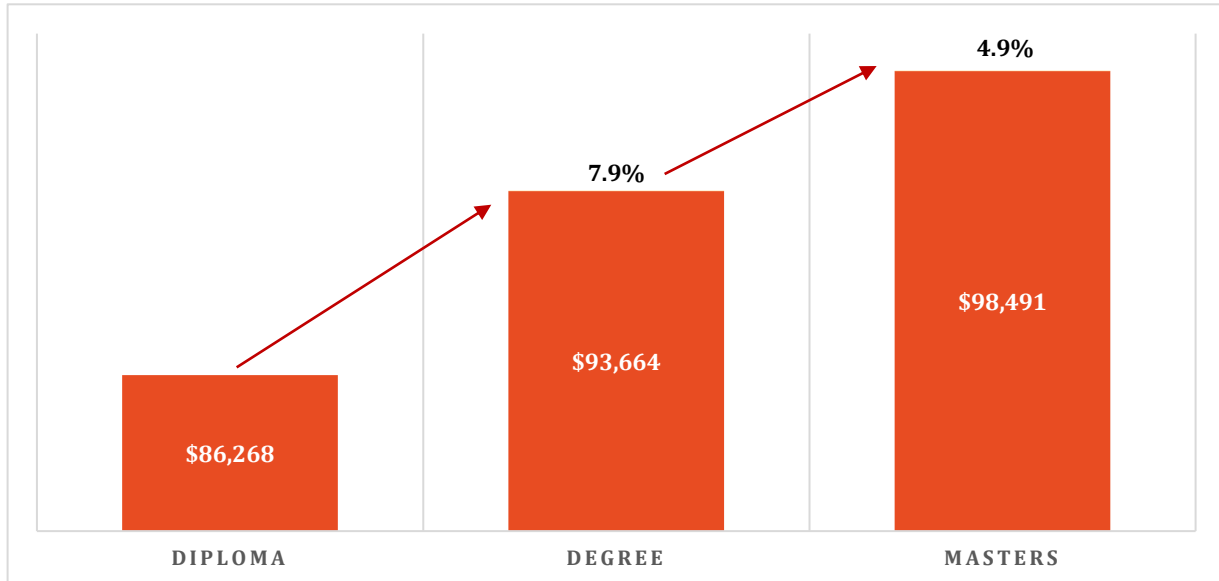
IMPORTANCE OF SALARY TO RESPONDENTS

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



SALARY VS. EDUCATION

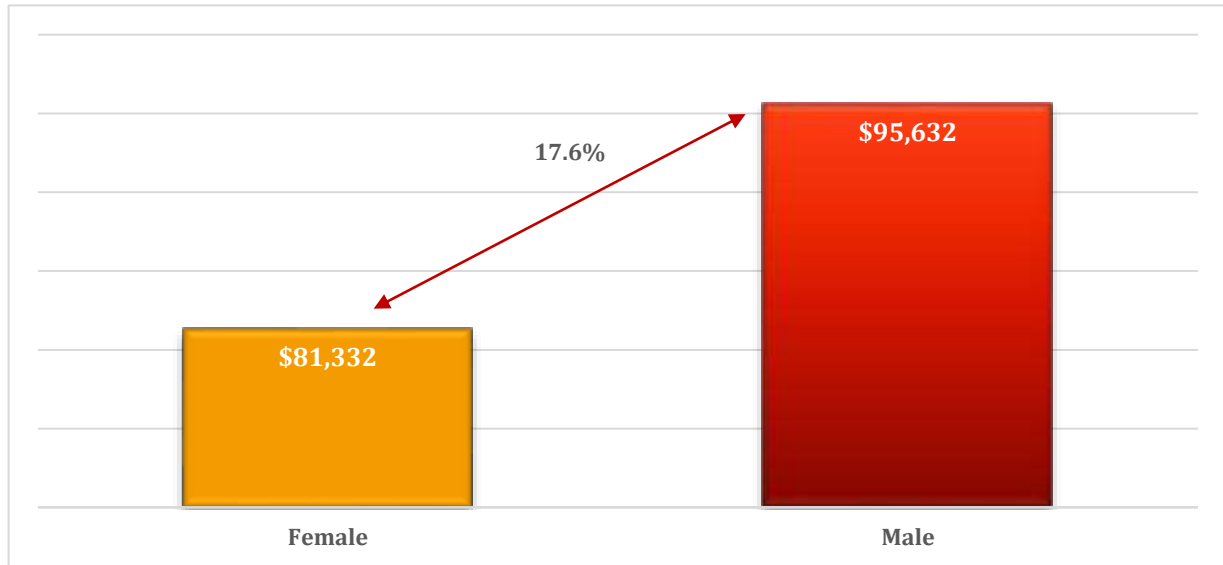
From data captured, we examined the correlation between average salaries and the education levels of respondents.



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	\$12,198	\$53,957	\$111,111	\$54,740
Accountant	\$17,203	*	\$23,500	\$20,352
Ad Operations Specialist	*	\$80,000	*	\$80,000
Admin Assistant	\$2,098	*	\$35,540	\$18,819
Administration Manager	\$4,196	\$66,038	\$95,368	\$62,275
Area Director of Revenue	\$72,000	*	\$80,000	\$76,000
Area Director of Sales & Marketing	\$80,861	\$118,919	\$190,977	\$122,161
Area Revenue Manager	*	\$25,956	*	\$25,956
Assistant Director of Sales & Marketing	\$48,000	\$54,429	\$100,000	\$63,154
Assistant General Manager	\$53,200	\$55,308	\$57,416	\$56,011
AVP (Sales, Marketing or Revenue)	\$84,444	\$114,003	\$170,641	\$123,029
Associate Director, L&D	\$35,885	*	\$48,000	\$41,943
Business Analyst	\$72,180	*	\$155,556	\$113,868
Business Development Manager	\$11,483	\$54,194	\$86,331	\$55,958
Cabin Crew	*	\$39,773	*	\$39,773
Chef de Cuisine	*	\$10,070	*	\$10,070
Chief Executive Officer (CEO)	\$10,000	\$150,000	\$389,178	\$159,872
Chief Operating Officer (COO)	\$49,261	\$132,979	\$261,580	\$135,280
Client Servicing Manager	\$37,594	\$44,370	\$54,135	\$45,065
Community Manager	\$28,148	*	\$44,444	\$36,296
Company Director/ Owner	\$80,000	\$140,741	\$210,000	\$144,805
Consultant	\$6,777	\$50,000	\$326,975	\$73,034
Country Manager	\$25,225	\$44,335	\$150,000	\$73,187
Customer Experience Manager	*	\$71,935	*	\$71,935
Deputy CEO	*	\$360,360	*	\$360,360
Director of Account Management	\$86,331	\$109,677	\$180,000	\$119,064
Director of Business Development	\$43,243	\$74,598	\$91,508	\$77,519
Director of Design	*	\$88,889	*	\$88,889
Director of F&B	\$21,686	\$78,207	\$138,462	\$74,793

SALARY ANALYSIS

Director of Finance	\$59,735	\$75,896	\$172,000	\$106,508
Director of HR	\$29,371	\$77,992	\$150,376	\$79,543
Director of Marketing	\$90,226	\$108,350	\$150,376	\$112,898
Director of Operations	\$53,333	\$82,000	\$149,864	\$85,979
Director of Revenue	\$50,147	\$70,000	\$98,093	\$70,604
Director of Rooms	\$39,773	\$66,038	\$149,864	\$85,225
Director of Sales	\$40,628	\$81,203	\$222,222	\$84,186
Director of Sales & Marketing	\$31,092	\$108,000	\$153,893	\$101,045
Director of Technical Services	\$95,153	\$95,156	\$128,889	\$106,399
Director, Legal	*	\$177,778	*	\$177,778
EAM	\$60,000	\$78,000	\$120,000	\$82,995
E-Commerce Manager	*	\$19,500	*	\$19,500
Executive Chef	\$55,611	\$65,000	\$164,384	\$81,975
Executive Housekeeper	\$56,000	\$60,358	\$59,077	\$63,385
F&B Manager	*	\$18,000	*	\$18,000
Finance Manager	\$16,265	\$23,893	\$28,110	\$22,087
Financial Controller	\$23,776	*	\$46,795	\$35,286
General Manager	\$20,000	\$113,636	\$310,000	\$112,313
Group General Manager	*	\$90,090	*	\$90,090
Guest Services Assistant/ Agent	*	\$37,037	*	\$37,037
Hotel Manager	\$18,660	\$50,400	\$172,662	\$61,606
HR Executive	\$27,068	\$31,579	\$101,111	\$47,340
HR Manager	\$7,133	\$45,113	\$64,965	\$42,744
IT Manager	\$39,098	\$65,345	\$124,444	\$67,526
Lecturer	\$58,667	*	\$74,074	\$66,370
Management Executive	*	\$44,444	*	\$44,444
Manager	\$3,077	\$53,333	\$111,111	\$47,695
Managing Director	\$21,583	\$162,420	\$222,222	\$149,719
Marketing Manager	\$43,103	\$61,703	\$109,630	\$71,232
Online Marketing Manager	*	\$62,222	*	\$62,222
Operations Manager	\$15,990	\$41,504	\$80,451	\$54,271
Principal Solution Engineer	*	\$89,928	*	\$89,928
Project Manager	\$51,852	*	\$85,000	\$68,426
Purchasing Manager	\$69,493	\$71,111	\$83,433	\$74,679
Quality & Process Improvement Manager	*	\$59,259	*	\$59,259
Regional Director	*	\$196,185	*	\$196,185

SALARY ANALYSIS

Regional Sales Manager	\$51,329	\$68,421	\$74,887	\$66,066
Reservations Officer	*	\$15,827	*	\$15,827
Revenue Manager	\$31,447	\$50,068	\$50,845	\$44,120
Safety & Security Manager	*	\$51,852	*	\$51,852
Sales Manager	\$27,547	\$62,184	\$80,000	\$54,080
Senior Account Director	*	\$140,741	*	\$140,741
Senior Key Account Manager	*	\$49,378	*	\$49,378
Senior Supply & Demand Planner	*	\$57,778	*	\$57,778
Senior Sales Manager	\$70,769	\$77,419	\$85,161	\$78,502
Senior Vice President of Marketing	*	\$216,000	*	\$216,000
SVP Sales/ Distribution/ Revenue	*	\$214,605	*	\$214,605
Sous Chef	\$5,693	*	\$28,767	\$17,230
Technical Support	*	\$15,094	*	\$15,094
Travel Manager	\$43,165	\$102,222	\$222,222	\$104,243
Vice President	\$67,769	\$150,000	\$340,909	\$165,451
Vice President Marketing	*	\$63,063	*	\$63,063
Vice President of Strategy	\$47,847	\$86,124	\$114,815	\$82,929
Vice President Operations	\$81,323	\$150,000	\$206,400	\$142,564
Vice President Sales	\$143,377	\$158,898	\$162,406	\$154,035

SALARY ANALYSIS

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 33% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$33,333	\$54,454	\$111,111	\$62,743
Ad Operations Specialist	*	\$80,000	*	\$80,000
Area Director of Sales & Marketing	\$108,271	\$135,338	\$190,977	\$136,842
Assistant Director of Sales & Marketing	\$51,556	\$54,135	\$63,158	\$54,256
AVP (Sales, Marketing or Revenue)	\$84,444	*	\$114,003	\$99,224
Business Analyst	\$72,180	*	\$155,556	\$113,868
Business Development Manager	\$41,353	\$53,674	\$67,104	\$56,948
Chief Executive Officer (CEO)	\$51,852	\$135,338	\$225,565	\$140,667
Client Servicing Manager	\$37,594	\$43,556	\$54,135	\$45,065
Community Manager	\$28,148	*	\$44,444	\$36,296
Company Director/ Owner	\$112,782	\$140,741	\$172,728	\$135,999
Consultant	\$75,188	\$88,889	\$135,338	\$96,022
Director of Account Management	\$124,908	\$127,852	\$180,000	\$138,281
Director of Business Development	\$72,593	\$74,596	\$88,872	\$78,479
Director of Design	*	\$88,889	*	\$88,889
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	\$72,889	\$110,315	\$150,376	\$108,098
Director of Marketing	\$90,226	\$102,638	\$150,376	\$108,350
Director of Operations	\$53,333	\$86,667	\$93,333	\$83,111
Director of Revenue	\$72,180	\$80,000	\$97,895	\$81,168
Director of Sales	\$81,203	\$94,737	\$222,222	\$98,821
Director of Technical Services	\$95,153	\$95,156	\$128,889	\$106,399
Director, Legal	*	\$177,778	*	\$177,778
EAM	\$97,548	\$114,286	\$120,000	\$110,611
Executive Chef	\$62,222	\$74,648	\$129,755	\$92,447
Executive Housekeeper	\$56,000	\$59,859	\$62,030	\$59,486
General Manager	\$66,667	\$88,889	\$200,000	\$109,748
Guest Services Assistant/ Agent	*	\$37,037	*	\$37,037

SALARY ANALYSIS

HR Executive	\$27,068	\$29,323	\$101,111	\$47,270
HR Manager	\$45,113	\$59,259	\$64,965	\$58,459
IT Manager	\$39,098	\$55,448	\$124,444	\$67,526
Lecturer	\$58,667	*	\$74,074	\$66,370
Management Executive	*	\$44,444	*	\$44,444
Manager	\$50,526	\$61,412	\$111,111	\$70,086
Managing Director	\$88,889	\$111,111	\$222,222	\$161,111
Marketing Manager	\$43,103	\$61,703	\$109,630	\$73,694
Online Marketing Manager	*	\$62,222	*	\$62,222
Operations Manager	\$41,504	\$57,768	\$80,451	\$58,190
Project Manager	*	\$51,852	*	\$51,852
Purchasing Manager	\$69,493	\$71,111	\$83,433	\$74,679
Quality & Process Improvement Manager	*	\$59,259	*	\$59,259
Regional Sales Manager	\$51,329	\$68,421	\$74,887	\$66,066
Revenue Manager	\$50,068	*	\$50,845	\$50,457
Safety & Security Manager	*	\$51,852	*	\$51,852
Senior Account Director	*	\$140,741	*	\$140,741
Senior Key Account Manager	*	\$49,378	*	\$47,378
Senior Supply & Demand Planner	*	\$57,778	*	\$57,778
Senior Vice President of Marketing	*	\$216,000	*	\$216,000
Travel Manager	\$78,222	\$102,222	\$222,222	\$121,274
Vice President	\$136,500	*	\$150,000	\$143,250
Vice President of Strategy	*	\$114,815	*	\$114,815
Vice President Sales	\$102,222	\$145,496	\$162,406	\$145,400

SALARY ANALYSIS

Salaries by Region - THAILAND/VIETNAM/CAMBODIA 11% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$118,919	*	\$118,919
Assistant Director of Sales & Marketing	*	\$70,800	*	\$70,800
Chief Executive Officer (CEO)	\$90,000	\$150,000	\$200,000	\$130,589
Chief Operating Officer (COO)	*	\$145,000	*	\$145,000
Country Manager	\$25,225		\$44,335	\$34,780
Deputy CEO	*	\$360,360	*	\$360,360
Director of Business Development	\$43,243	\$71,523	\$91,508	\$74,069
Director of HR	\$51,667	\$53,446	\$75,000	\$60,308
Director of Revenue	\$57,000	\$60,000	\$72,000	\$61,186
Director of Sales & Marketing	\$97,500	\$117,476	\$139,768	\$116,777
EAM	\$60,000	\$66,000	\$78,000	\$69,188
E-Commerce Manager	*	\$19,500	*	\$19,500
Executive Chef	\$60,000	\$62,250	\$65,000	\$62,362
General Manager	\$24,490	\$86,486	\$150,150	\$84,418
Group General Manager	*	\$90,090	*	\$90,090
Hotel Manager	*	\$72,072	*	\$72,072
HR Manager	*	\$36,757	*	\$36,757
Managing Director	*	\$130,000	*	\$130,000
Marketing Manager	*	\$54,000	*	\$54,000
Vice President	*	\$72,000	*	\$72,000
Vice President Marketing	*	\$63,063	*	\$63,063
Vice President Operations	\$144,000	\$160,000	\$206,400	\$165,600

Salaries by Country - INDONESIA 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Accountant	*	\$17,203	*	\$17,203
Admin Assistant	*	\$2,098	*	\$2,098
Administration Manager	*	\$4,196	*	\$4,196
Area Director of Revenue	\$72,000	*	\$80,000	\$76,000
Area Director of Sales & Marketing	*	\$83,916	*	\$83,916
Chef de Cuisine	*	\$10,070	*	\$10,070
Chief Executive Officer (CEO)	\$10,000	\$117,165	\$150,000	\$90,374

SALARY ANALYSIS

Consultant	\$8,392	\$29,528	\$45,000	\$24,244
Director of F&B	*	\$16,464	*	\$16,464
Director of Finance	\$59,735	\$73,846	\$75,896	\$68,183
Director of HR	\$29,371	\$81,818	\$82,221	\$64,470
Director of Sales	\$49,125	\$60,000	\$101,195	\$70,107
Executive Chef	\$55,611	\$75,990	\$99,600	\$76,239
F&B Manager	*	\$18,000	*	\$18,000
Finance Manager	\$16,866	\$23,893	\$28,110	\$23,542
Financial Controller	*	\$23,776	*	\$23,776
General Manager	\$41,958	\$85,800	\$96,000	\$79,940
Hotel Manager	\$28,110	\$50,600	\$68,705	\$49,138
HR Manager	\$7,133	\$21,600	\$50,350	\$20,506
Manager	\$3,077	*	\$8,433	\$5,755

Salaries by Country – HONG KONG/MACAU 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
AVP (Sales, Marketing or Revenue)	*	\$170,641	*	\$170,641
Account Manager / Relationship Manager	\$38,710	\$49,850	\$61,935	\$50,011
Business Development Manager	\$38,710	\$54,194	\$73,548	\$55,484
Chief Executive Officer (CEO)	\$180,000	\$200,000	\$309,677	\$229,892
Chief Operating Officer (COO)	\$155,000	*	\$192,308	\$173,654
Director of Account Management	\$96,774	\$103,226	\$109,677	\$103,226
Director of F&B	\$84,615	\$90,000	\$138,462	\$104,359
Director of HR	\$58,065	\$77,419	\$77,922	\$70,288
Financial Controller	*	\$46,795	*	\$46,795
General Manager	\$119,300	\$137,179	\$201,290	\$146,553
HR Manager	\$51,613	\$59,645	\$64,103	\$59,324
Manager	\$46,154	\$53,846	\$53,846	\$51,282
Managing Director	\$76,923	\$162,420	\$211,538	\$150,294
Sales Manager	\$44,780	\$62,917	\$80,000	\$62,470
Senior Sales Manager	\$70,769	\$71,226	\$85,161	\$76,502
Travel Manager	\$113,232	\$134,615	\$135,484	\$127,967

SALARY ANALYSIS

Salaries by Country – CHINA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$23,294	*	\$23,294
Accountant	*	\$23,500	*	\$23,500
Administration Manager	*	\$66,038	*	\$66,038
Company Director/ Owner	*	\$120,000	*	\$120,000
Director of Business Development	\$73,585	\$90,459	\$94,340	\$86,128
Director of F&B	*	\$56,604	*	\$56,604
Director of HR	\$48,000	\$86,788	\$92,506	\$75,765
Director of Rooms	*	\$66,038	*	\$66,038
Director of Sales	\$51,534	\$56,604	\$90,459	\$66,199
Director of Sales & Marketing	\$98,980	\$108,000	\$153,893	\$122,273
General Manager	\$119,749	\$148,000	\$180,000	\$154,150
Revenue Manager	*	\$31,447	*	\$31,447
Sales Manager	\$27,547	\$28,910	\$38,950	\$28,229
Technical Support	*	\$15,094	*	\$15,094
Vice President	\$140,250	\$156,509	\$183,206	\$158,991

Salaries by Country – AUSTRALIA 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$53,957	\$71,942	\$74,820	\$67,130
Admin Assistant	*	\$49,400	*	\$49,400
Business Development Manager	\$53,957	\$70,000	\$86,331	\$70,096
Consultant	\$9,496	\$17,266	\$107,914	\$44,892
Director of Account Management	*	\$86,331	*	\$86,331
General Manager	\$81,633	\$117,391	\$250,000	\$149,675
Hotel Manager	*	\$172,662	*	\$172,662
Manager	\$42,000	\$56,929	\$64,748	\$53,311
Managing Director	*	\$21,583	*	\$21,583
Operations Manager	*	\$79,137	*	\$79,137
Reservations Officer	*	\$15,827	*	\$15,827
Sales Manager	\$50,000	\$62,195	\$75,000	\$62,398
Solution Engineer	*	\$89,928	*	\$89,928
Travel Manager	\$43,165	\$45,000	\$82,000	\$58,007
Vice President	*	\$280,576	*	\$280,576

SALARY ANALYSIS

Salaries by Country - MALAYSIA 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Assistant Director of Sales & Marketing	\$53,000	\$80,861	\$100,000	\$77,954
Assistant General Manager	\$53,200	*	\$57,416	\$55,308
Associate Director, L&D	*	\$35,885	*	\$35,885
Business Development Manager	*	\$11,483	*	\$11,483
Chief Executive Officer (CEO)	\$110,048	*	\$180,000	\$145,024
Chief Operating Officer (COO)	\$49,261	\$73,892	\$91,626	\$71,593
Director of Sales & Marketing	\$47,847	*	\$53,000	\$50,424
General Manager	\$60,287	\$91,045	\$147,783	\$84,646
Hotel Manager	\$18,660	\$31,721	\$50,400	\$33,103
HR Manager	\$23,923	\$35,533	\$48,223	\$36,212
Operations Manager	\$15,990	\$21,113	\$25,837	\$21,446
Vice President of Strategy	\$47,847	*	\$86,124	\$66,986

Salaries by Country - INDIA/MALDIVES 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$12,198	\$16,265	\$17,620	\$15,361
Area Revenue Manager	*	\$25,956	*	\$25,956
Associate Director, L&D	*	\$48,000	*	\$48,000
Chief Executive Officer (CEO)	\$125,000	\$162,515	\$201,965	\$151,895
Consultant	*	\$6,777	*	\$6,777
Director of F&B	\$21,686	*	\$29,818	\$25,752
Director of Operations	\$72,000	\$78,000	\$80,000	\$76,667
Director of Revenue	\$50,147	\$50,154	\$70,000	\$50,151
Director of Sales	\$40,628	\$46,500	\$55,000	\$47,040
Director of Sales & Marketing	\$60,000	\$89,058	\$120,000	\$85,225
Finance Manager	*	\$16,265	*	\$16,265
General Manager	\$60,000	\$81,323	\$162,646	\$89,048
Manager	\$14,570	\$16,800	\$17,969	\$16,599
Sous Chef	*	\$5,693	*	\$5,693
Vice President	\$67,769	*	\$185,000	\$126,385
Vice President Operations	\$81,323	\$90,625	\$150,000	\$107,316

SALARY ANALYSIS

Salaries by Country - UAE 5% 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
Company Director/ Owner	*	\$210,000	*	\$210,000
Consultant	\$50,000	*	\$326,975	\$188,488
Customer Experience Manager	*	\$71,935	*	\$71,935
Director of Operations	\$76,800	\$115,000	\$149,864	\$113,749
Director of Revenue	\$64,033	*	\$90,093	\$77,063
Director of Rooms	*	\$149,864	*	\$149,864
Executive Housekeeper	\$57,033	\$72,000	\$72,000	\$67,011
General Manager	\$81,744	\$124,342	\$138,965	\$119,324
Manager	*	\$24,523	*	\$24,523
Regional Director	*	\$196,185	*	\$196,185
SVP Sales/ Distribution/ Revenue	*	\$214,605	*	\$214,605
Vice President	*	\$136,240	*	\$136,240

Salaries by Country - KOREA & JAPAN 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of F&B	\$40,336	*	\$42,017	\$41,176
Director of Operations	\$60,000	\$66,000	\$120,000	\$82,000
Director of Sales	\$80,000	\$91,823	\$92,903	\$88,443
Director of Sales & Marketing	\$31,092	\$120,301	\$125,264	\$98,191
General Manager	\$89,000	\$96,000	\$186,000	\$128,200

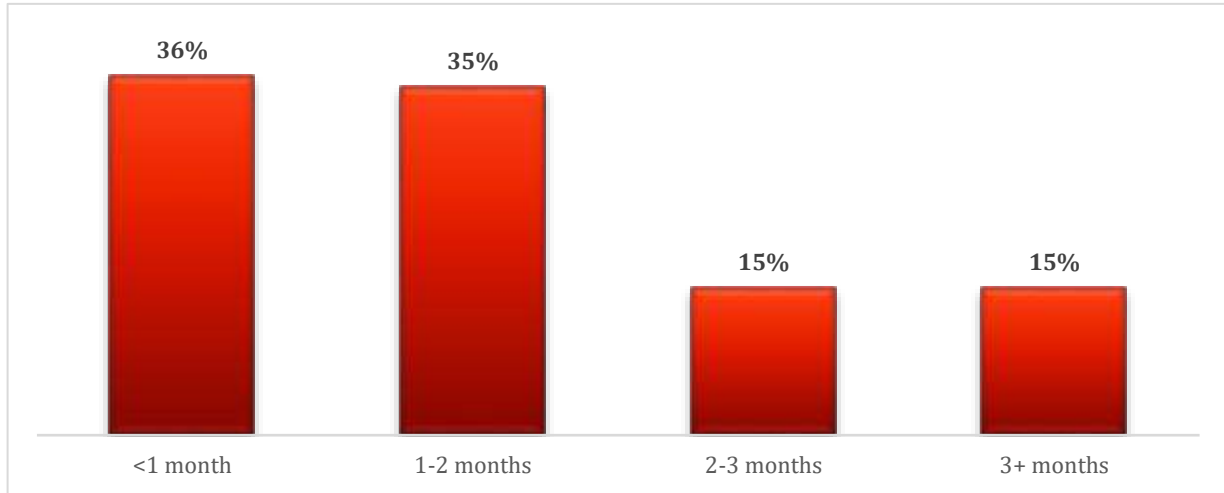
EXCHANGE RATES

<i>SGD = 1.35</i>	<i>AUD = 1.39</i>	<i>HKD = 7.8</i>	<i>CNY = 6.36</i>	<i>MYR = 4.18</i>
<i>THB = 33.3</i>	<i>INR = 73.78</i>	<i>IDR = 14300</i>	<i>AED = 3.67</i>	<i>KRW = 1190</i>

SALARY ANALYSIS

AVERAGE BONUS

37% of respondents received a bonus, below indicates the amount they had received.



ADDITIONAL BENEFITS

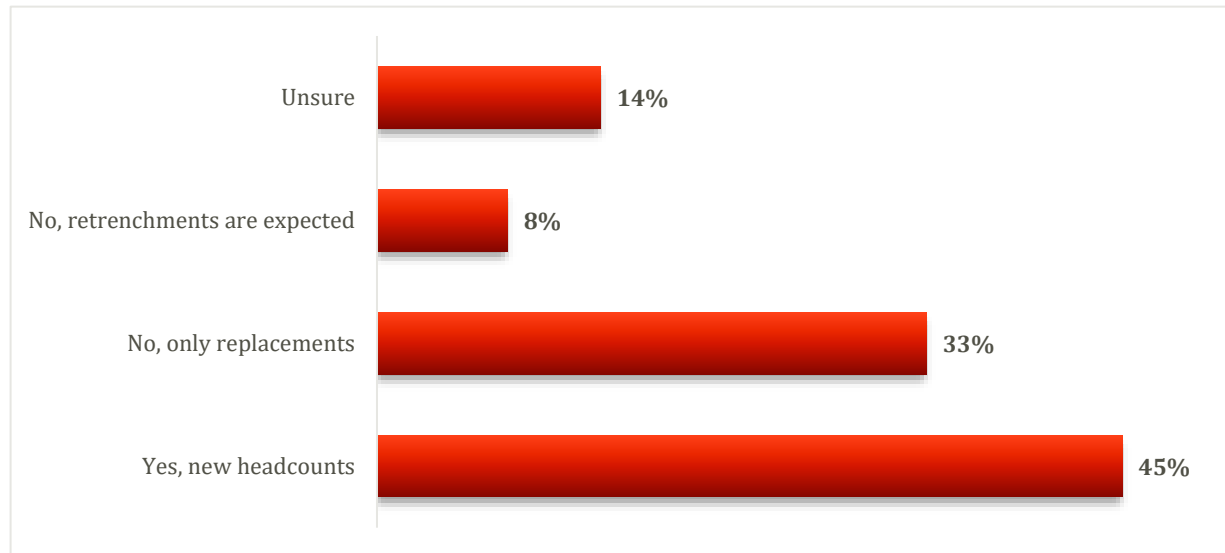
Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

Bonus	69%
Share allocation	13%
Profit Share	7%
Lump sum / cash incentives	9%
Non-cash incentives	8%
More than the statutory holidays / days off	17%
Housing allowance	28%
Company car	16%
Car allowance	19%
Parking	21%
Clothing allowance/ uniform	15%
Mobile phone/ phone allowance	58%
Complimentary/ discounted hotel rooms, airfare, tour packages	26%
Meal allowance	31%
Life insurance	27%
Children schooling	5%
Service charge	8%
Gym membership	8%
Medical Insurance	62%
Other	11%

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?



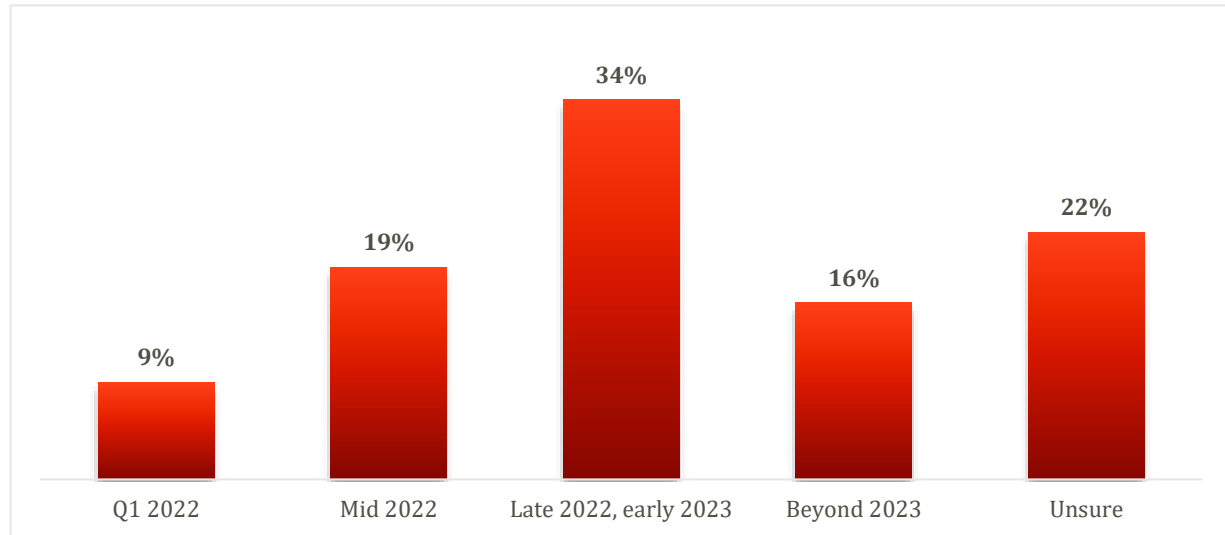
HIRING CHALLENGES

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/ talents**
3. **Many have left the industry and may not return, competition for available talents will be high**
4. **With borders remaining closed, only in country talents are available and competition will be high**
5. **Work from home expectations, with many candidates only wanting to work remotely**
6. **Higher salary expectations**
7. **Budget constraints**
8. **Visas and work permit approvals**
9. **Commitment and loyalty concerns**
10. **Difficulties in getting experienced mid-management level staff**

HIRING FORECAST

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



CTC

CORPORATE
TRAVEL
COMMUNITY

The **Corporate Travel Community** is a network of corporate travel buyers and other personnel who manage their organisation's travel portfolios.

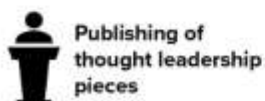
CTC'S MISSION IS SIMPLE:

To help corporate travel buyers progress in their roles and careers, by providing them with information, data and networking opportunities.

Upcoming Events Calendar & Opportunities

<p>Virtual</p> <p>CTC Virtual Roundtables</p>	<p>In-Person</p> <p>CTC Exclusive Buyer Luncheons</p>	<p>Virtual 12 October</p> <p>CAPA Live – Environmental Sustainability</p>	<p>Singapore 9-10 November</p> <p>CAPA Asia Aviation Summit & Awards for Excellence</p>	<p>Sydney 22-23 November</p> <p>CTC Australasia Corporate Travel Summit & Sustainability Expo</p>
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Sponsorship Opportunities include:



Publishing of thought leadership pieces



Direct marketing to buyer database



Speaking opportunities



Brand promotion



Advertising

...and more

corporatetravelcommunity.com

To position your company as an industry thought leader and to obtain engaged, qualified leads, contact us now:
E: info@corporatetravelcommunity.com

CAPA
CENTRE FOR AVIATION



Covid-19 Supplement

AT A GLANCE

Covid-19's Impact in 2021 on Travel & Tourism Jobs

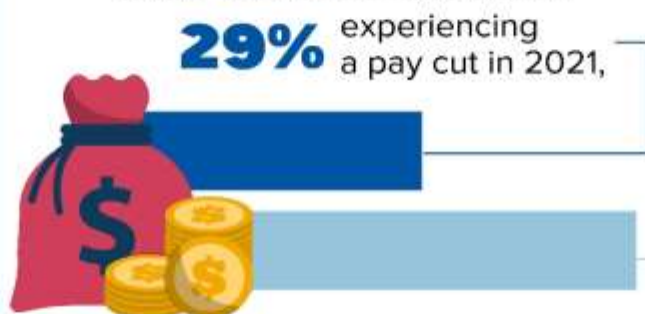


Retrenchments halved



24% in 2020
12% in 2021

Salary cuts also reduced, with



29% experiencing a pay cut in 2021,

50% compared with in 2020

Unemployment rate reduced to

6%, from **9%** in 2020



Hiring confidence returns,

45%

expect new headcounts in 2022, levels not seen since pre pandemic



However, the majority

34%

expect the bulk of hiring to be in late 2022

Only **8%** expect further retrenchments in 2022,

Down from **22%**

seen in last year's report



Hiring managers expect recruitment challenges, with top concerns being

Lack of qualified candidates and finding the right talents



High competition, driving up salaries



WFH expectations of candidates



Employee sentiments also improved with

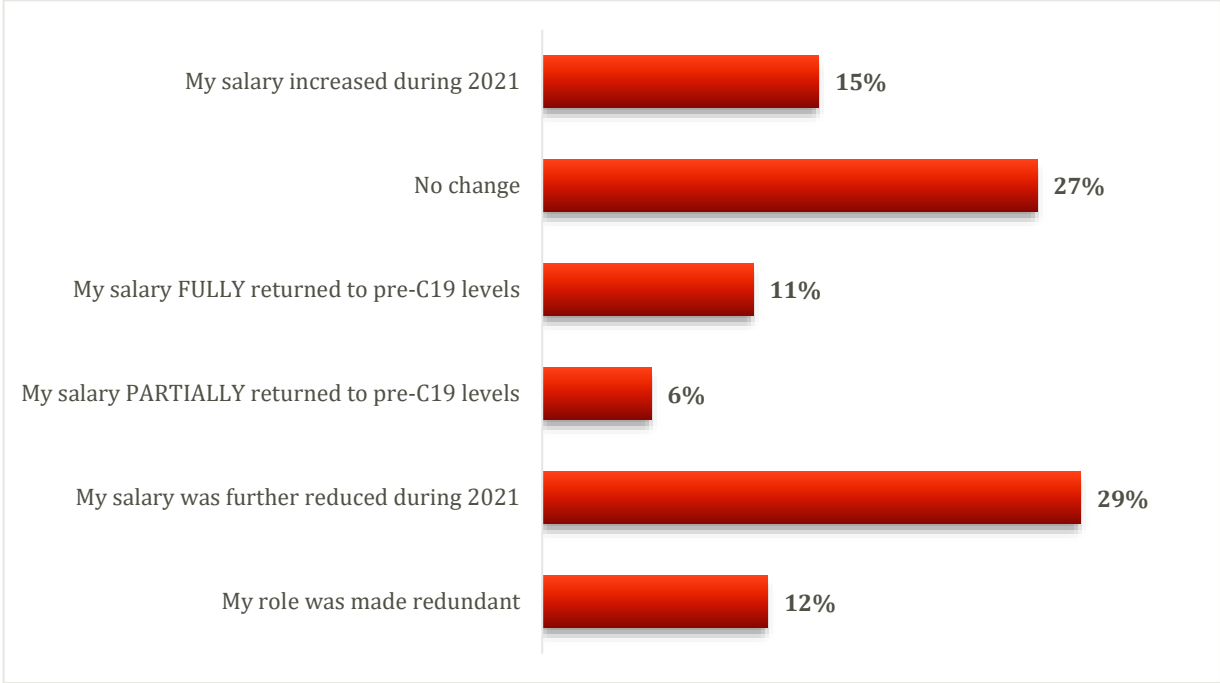
46% believing the worst is now behind us



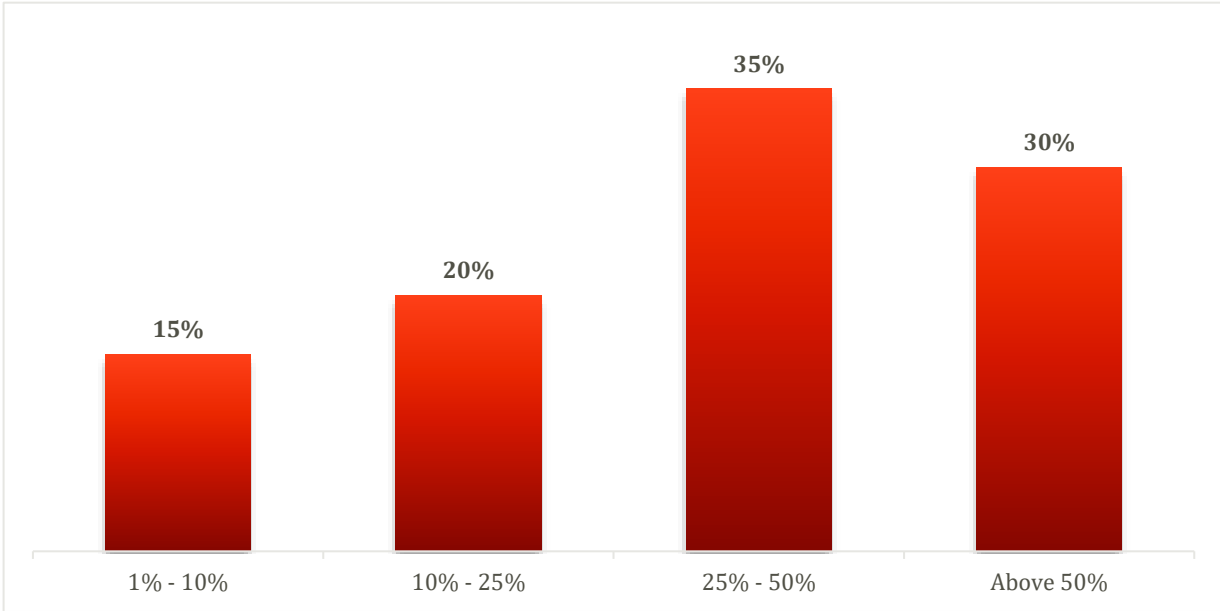
COVID-19 SUPPLEMENT

COVID-19 EMPLOYMENT IMPACT

Respondents were asked what impact Covid-19 had on their employment, or salary in 2021.



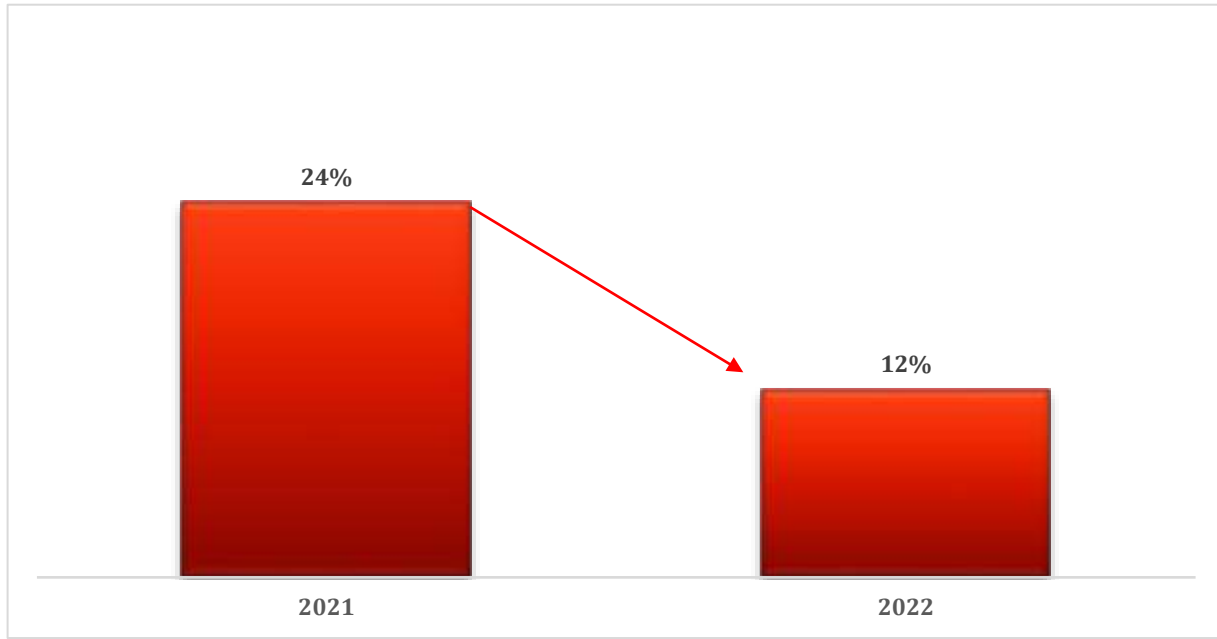
Respondents who experienced a salary cut in 2021 were asked to indicate the amount it was reduced by.



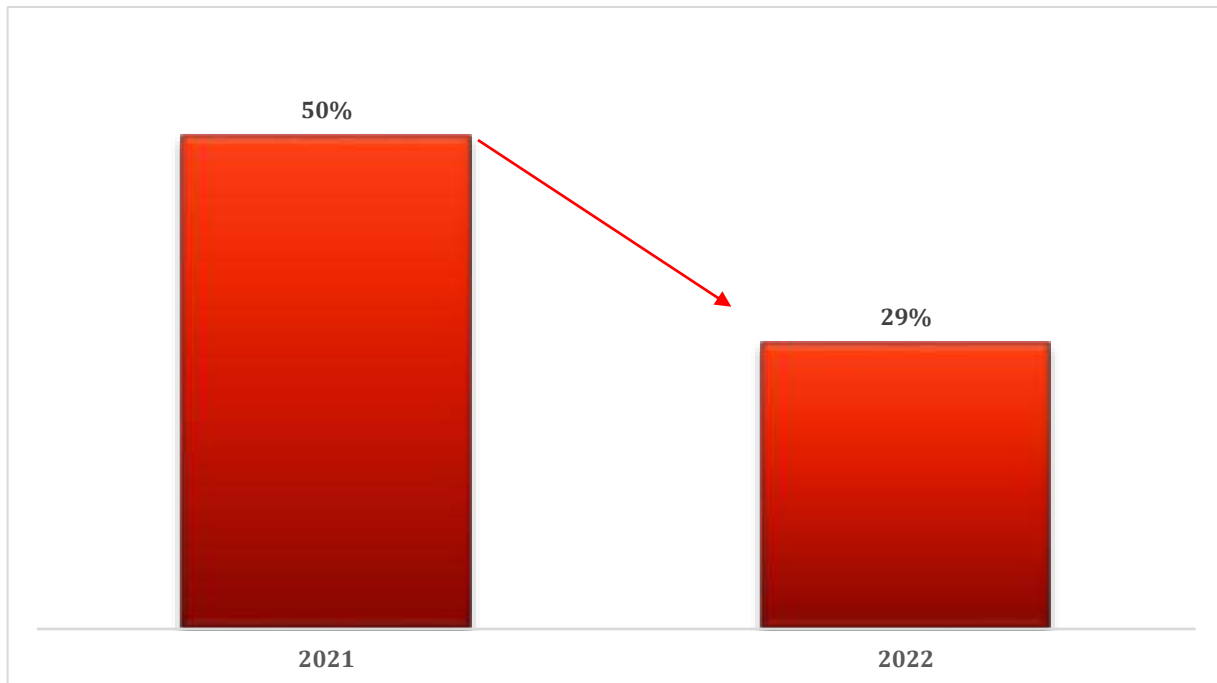
COVID-19 SUPPLEMENT

Road to recovery?

Retrenchment levels halved 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 also easing.

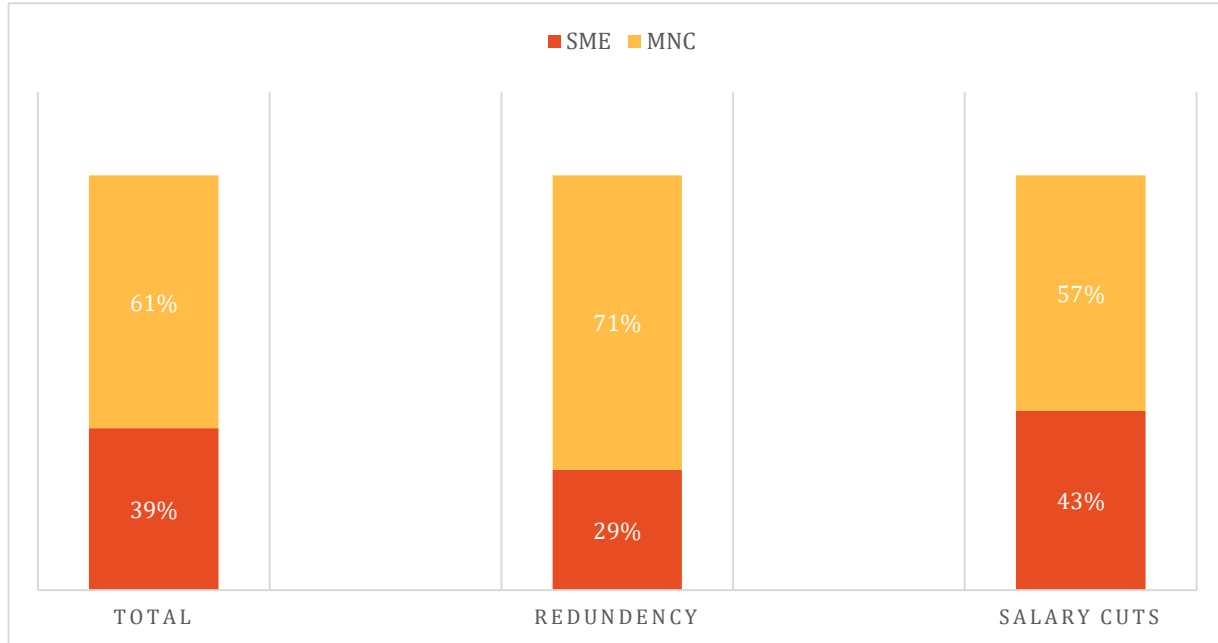


COVID-19 SUPPLEMENT

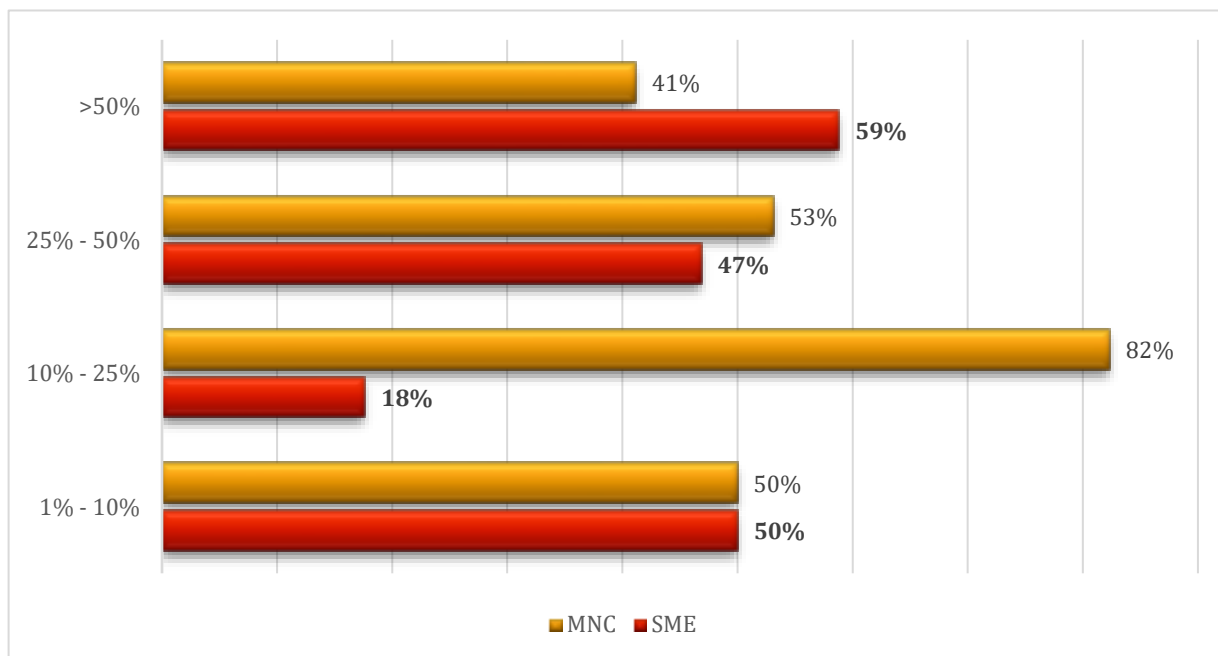
COVID-19 COMPANY IMPACT

MNCs VS SMEs

Of those impacted in 2021, we broke down the organisation size they were employed by i.e., MNCs vs SMEs

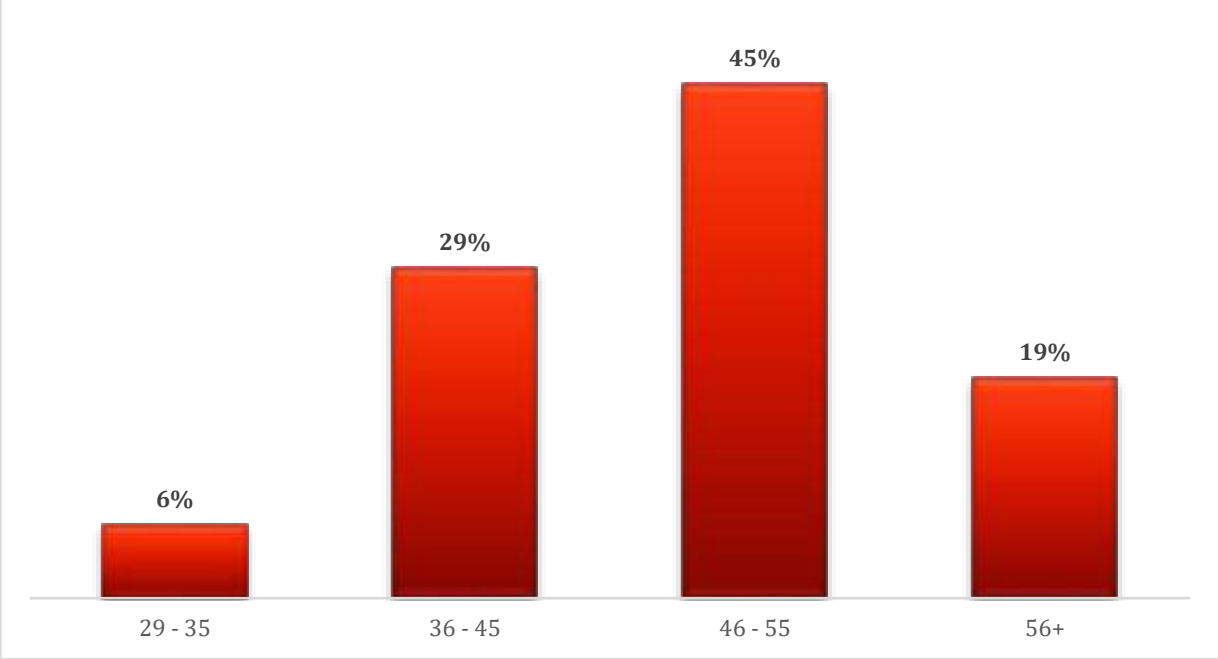


We then examined salary cut amounts against company type; MNCs vs SMEs

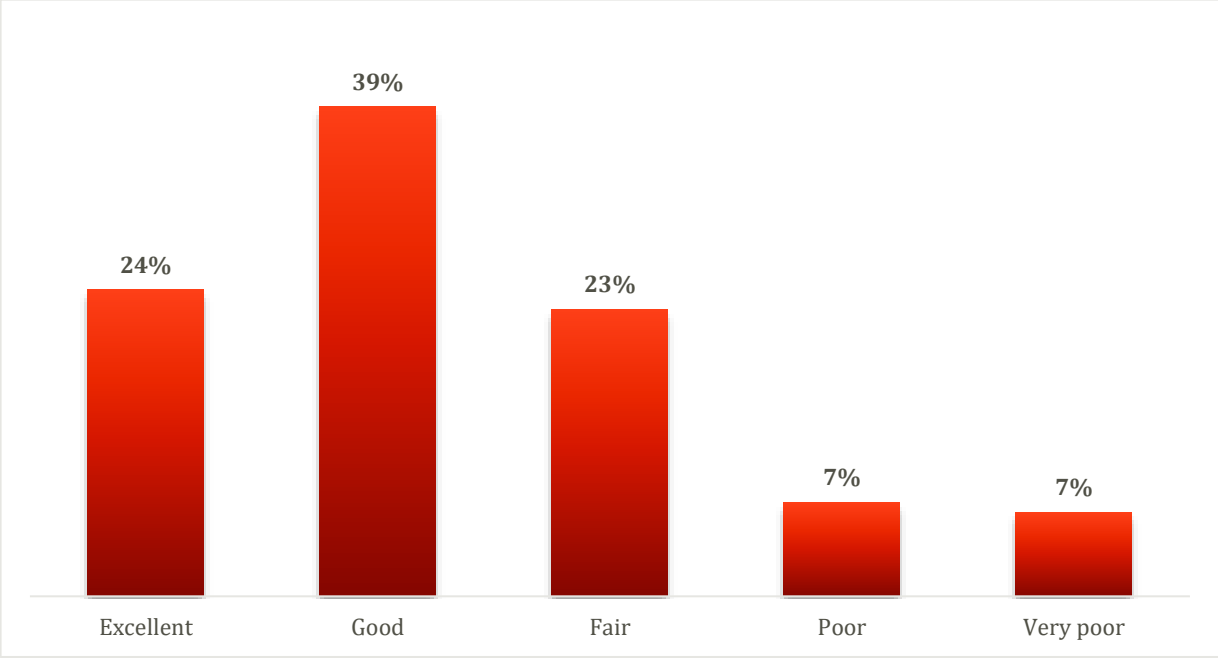


COVID-19 SUPPLEMENT

We broke down the age group of those impacted by retrenchment in 2021.



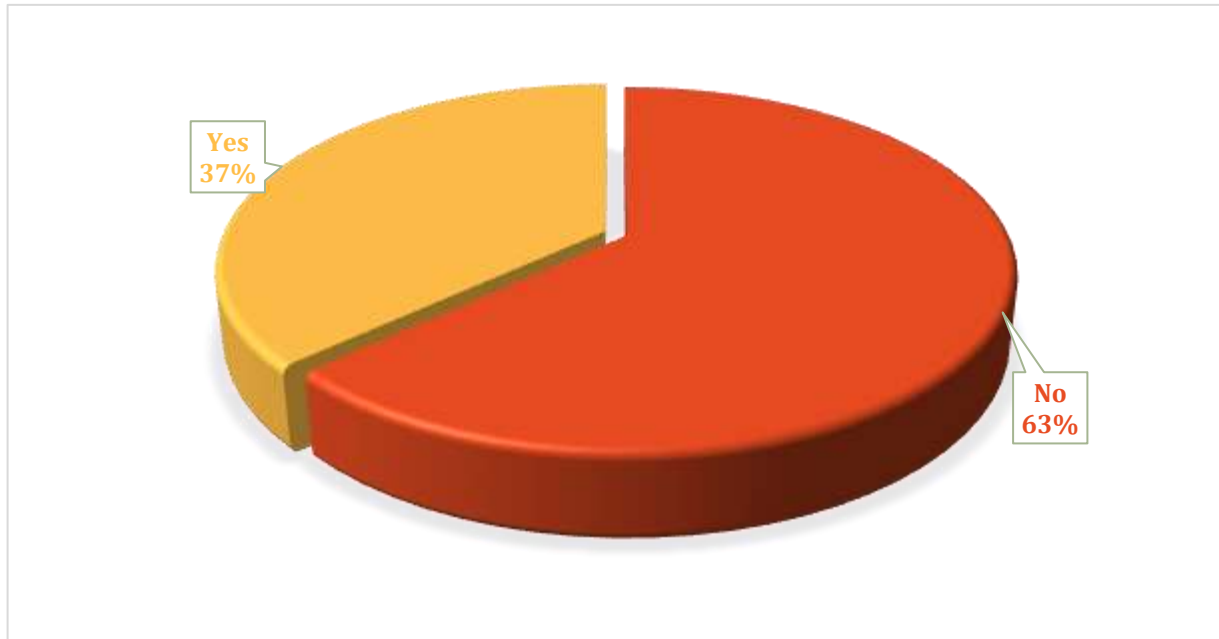
Respondents were again asked to rate their company's handling of the Covid-19 pandemic? (I.e., internal communication, staffing strategies, support, health & safety etc.)



COVID-19 SUPPLEMENT

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.

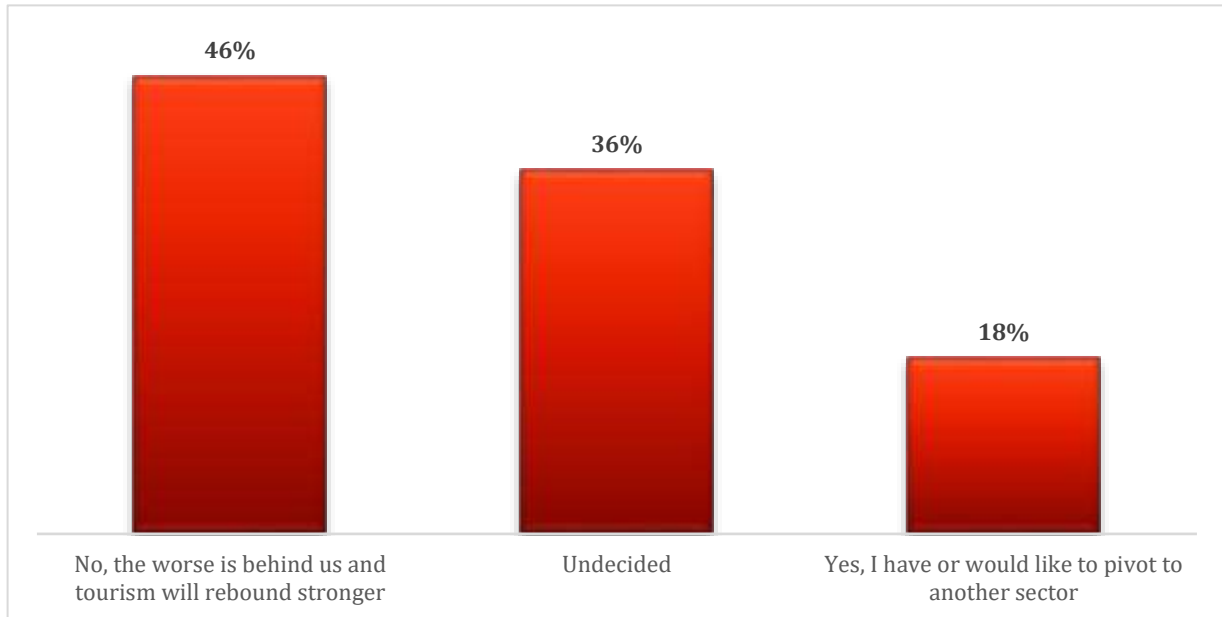


TOP COURSES/ PROGRAMS ENROLLED DURING COVID-19

- 1) Project Management
- 2) Digital Marketing, e-Commerce
- 3) Masters
- 4) Leadership Management
- 5) Six Sigma
- 6) Data Analytics
- 7) Asset Management
- 8) Train the Trainer

COVID-19 SUPPLEMENT

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

- 1) **Technology/ IT**
- 2) **Healthcare, Medical and Pharmaceutical**
- 3) **Real Estate**
- 4) **Retail**
- 5) **FMCG**

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