



ACI REPORT - 2021

SALARY & EMPLOYMENT TRENDS

➤ **PLUS - COVID-19 SUPPLEMENT**

FOREWORD

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FOREWORD

Foreword



The 2021 ACI Report – our 9th edition comes at an unprecedented time for the travel, tourism, and hospitality industry. The Covid-19 pandemic has devastated the sector with retrenchment levels exceeding those seen during the Global Financial Crisis in 2008.

The ACI Report is a unique publication produced annually, and this year we saw a sample size of **829** 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 have 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 were used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

The global economy may currently be in deep recession, but according to the IMF, the outlook may not be as severe. The global economy is set to decline by 4.4% in 2020 but could be expanding at a rate of 5.2% in 2021, the International Monetary Fund (IMF) published in its latest World Economic Outlook report. The IMF especially sees China as recovering faster than the rest of the world. The world's second-largest economy is projected to grow 1.9% in 2020 and accelerate to 8.2% in 2021.

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 stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the bottom.

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 25,000 from ACI's database throughout Asia Pacific in November 2020 for employees of various levels to complete. We received a 30% open rate, and a 5.9% 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 **829** respondents.

REPORT FORMAT

The 2021 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

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

DEFINITIONS

Detailed below are the definitions for the salary data tables:

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

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

DISCLAIMER

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

Analysis

IN BRIEF

International tourism expected to decline over 70% in 2020, back to levels of 30 years ago

International tourist arrivals (overnight visitors) fell by 72% in January-October 2020 over the same period last year, curbed by slow virus containment, low traveller confidence and important restrictions on travel still in place, due to the COVID-19 pandemic.

The decline in the first ten months of the year represents 900 million fewer international tourist arrivals compared to the same period in 2019, and translates into a loss of US\$ 935 billion in export revenues from international tourism, more than 10 times the loss in 2009 under the impact of the global economic crisis.

Asia and the Pacific saw an 82% decrease in arrivals in January-October 2020. The Middle East recorded a 73% decline, while Africa saw a 69% drop this ten-month period. International arrivals in both Europe and the Americas declined by 68%.

Data on international tourism expenditure continues to reflect very weak demand for outbound travel. However, some large markets such as the United States, Germany and France have shown some shy signs of recovery in the recent months.

While demand for international travel remains subdued, domestic tourism continues to grow in several large markets such as China and Russia, where domestic air travel demand has mostly returned to pre-COVID levels.

Based on current trends, UNWTO expects international arrivals to decline by 70% to 75% for the whole of 2020. This would mean that international tourism could have returned to levels of 30 years ago.

The estimated decline in international tourism in 2020 is equivalent to a loss of about 1 billion arrivals and US\$ 1.1 trillion in international tourism receipts. This plunge in international tourism could result in an estimated economic loss of over US\$ 2 trillion in global GDP, more than 2% of the world's GDP in 2019.

Looking ahead, the announcement and the roll-out of a vaccine are expected to gradually increase consumer confidence and contribute to ease travel restrictions.

UNWTO's extended scenarios for 2021-2024 point to a rebound in international tourism by the second half of 2021. Nonetheless, a return to 2019 levels in terms of international arrivals could take 2½ to 4 years.

STR Asia Pacific Update for the annual ACI report

In last year's outline for the annual ACI report we flagged the imminent risk of COVID-19, as it had already started showing drastic declines in Mainland China. We can now look back at the worst year in history as recovery across the region and the world varies wildly and both trading conditions and immediate outlook remains volatile to any further outbreak with potential travel and movement restrictions. We're already seeing a tendency by many to compare 2021 results and progress with that of 2019, due to the extraordinary numbers and closures it brought.

ANALYSIS

During 2020 and moving forward in 2021 we are helped by the launch of ForwardSTAR (Occupancy-on-the-books) to better understand the recovery progression, but also the launch of monthly P&L data for deeper insights into bottom-line performance in hotels.

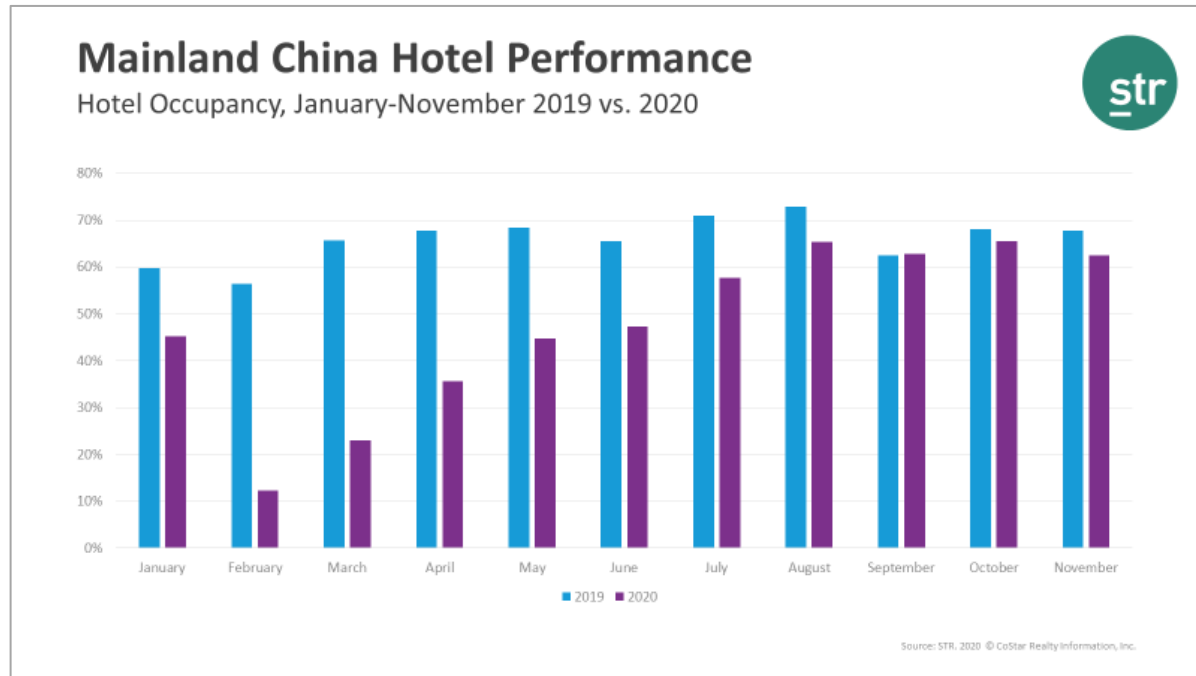
Across the world occupancy numbers remain very low in many locations, with main markets seeing green shoots and recovery including Mainland China, regional Australia and New Zealand, some regional parts of Indonesia and India as well as most recently – the Maldives.



Mainland China leading the way in global recovery trends

With COVID-19 well-controlled in China since late March, the country's hotel industry is furthest along in performance recovery with performance moving closer to pre-pandemic levels.

Since the pandemic low points, Mainland China has reported continued performance improvement. The market occupancy was as low as 12.4% on February, but reached as high as 65.6% on October, just a 3.7% decrease compare to the same month last year - the highest occupancy level since November 2019. In September, however, the market saw a 62.9% occupancy level, a 0.6% occupancy increase compare with September 2019 (62.5%).



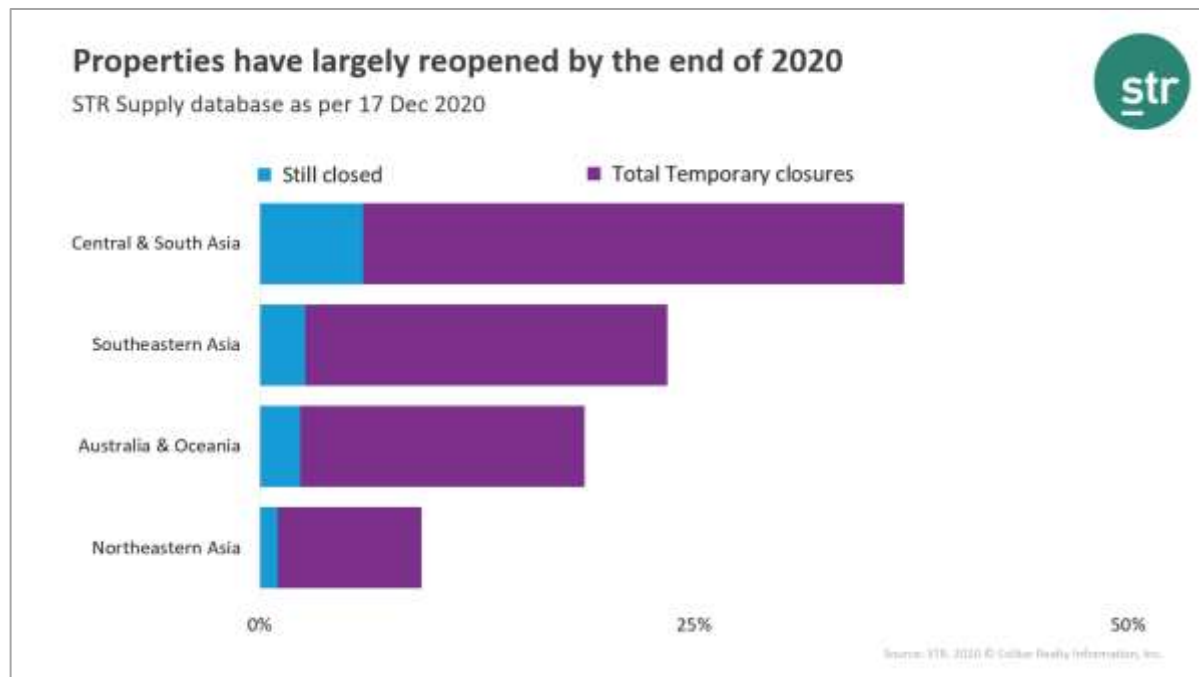
STR's predictions for Mainland China for 2021: What's next?

Looking forward to 2021, which is the first year of the 14th 5-year plan period of China, overall nationwide reform will be deepened, international and domestic dual circulation strategy will be enhanced, and hotel business in most of the mainland cities will be back to 2019 levels. That will not be the case in tier-1 cities yet, namely Beijing, Shanghai, Guangzhou and Shenzhen, which are more dependent on international corporate travellers and large-scale MICE activities. In addition, stricter pandemic prevention and control policies have to be carried out due to the large population in tier-1 cities, so demand and rate recovery will be slower than smaller cities.

Global movement restrictions imposed by the spread of COVID-19 forced many hotels to close its doors

The constantly shifting movement restrictions as imposed by authorities around the world meant that many accommodation providers around the world were either forced to close or did so by their own choice. While there are many locations around the world where hotels are still closed, across Asia Pacific the majority of the temporarily closed properties have reopened by the end of 2020.

ANALYSIS



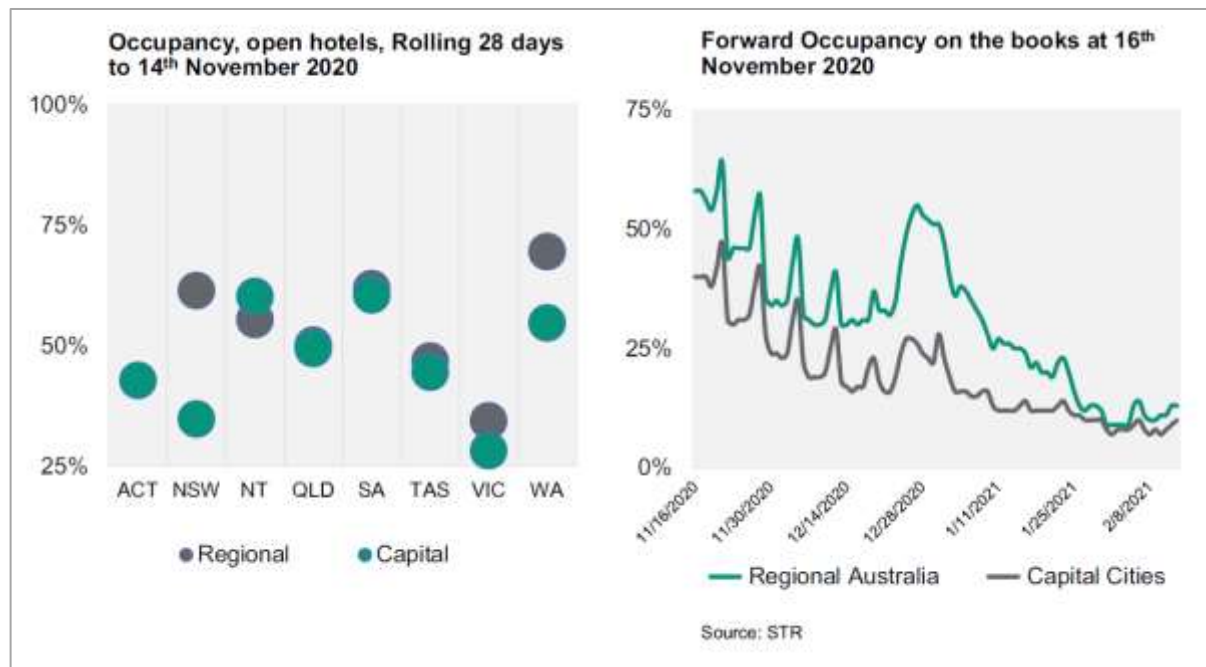
Australia continues to drive domestic business

As of November, Australia is in a confident position, provided the containment of COVID-19 continues. There is sustained evidence that consumers will travel and seek various adventures across Australia. We have seen intrastate and interstate travel to regional locations across the country, and hotel demand has been most noticeable on weekends and school holiday periods. For example, if one examines data through November, both past and future, each Australian regional area has outperformed its capital city.

Historical data has shown that Australians love to travel. Where economic ability still exists and access is not restricted, Australians will take the opportunity. Therefore, assuming a sustained strong health position with open borders and higher air capacity, we expect to see revenue per available room (RevPAR) for the regions exceed the capital cities over the course of 2021. Many destinations will be attractive, and with more limited room stock, we will likely see pricing pressure in peak holiday periods. Government limitations on international borders will turn Australians' leisure time attention to various parts of the country.

We predict that the performance in regions will exceed that of the capital cities because those capitals are much more reliant on business and group meeting travel. On this basis, we expect 2021 to be an outlier year in regional Australia performance, with regional markets exceeding capital city.

ANALYSIS



Looking ahead at 2021 progression around Asia Pacific

Certain Asia Pacific markets are expected to accelerate faster in the first six months of 2021, while some other markets are expected to either grow at a slower pace or solely rely on domestic and limited travel for a longer period of time. Our rationale is based on hotel data along with learnings pre-pandemic and now in the midst of it. The following principles were utilized:

1. The path and type of recovery (domestic, regional, leisure or weekend business).
2. Variations in movement restrictions and lockdowns.
3. Level of dependency on various source markets, like China.
4. Travel & tourism's importance within overall GDP.

We also anticipate a clear correlation between recovery speed and how likely markets are to quickly enable pre-vaccine travel solutions, via collaborative travel lanes that remove the need for lengthy quarantine periods that inhibit travel confidence. These travel lanes will need enhanced test, trace and protocol methods. As a result, we are likely to see an increased spread in recovery speeds.

For example, regardless of inbound travel growth, Japan has a big domestic market with strong logistics and a high likelihood of adapting to protocol. However, historically resilient Thailand will miss peak season, its economy is highly dependent on tourism and travel at almost 20% of GDP, and 30% of all arrivals pre-COVID came from China.

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. 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 is a unique publication with a sample of 829 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 (35%) were based in Singapore, with Hong Kong & Macau (12%) and Indonesia (10%) also providing solid samples.

By Sector, most respondents were employed in the hospitality industry (37%), but the study includes a broad cross-section of industries, including F&B, Technology, GDS, Corporate Travel and MICE. Of the respondents, 59% came from large companies (of 100 staff or more), 69% were male and 74% held permanent full-time employment.

70% of the respondents have worked in travel & hospitality for 10 years or more, 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 2020 or new entrants) dropped to 19% from 26% in our previous report, while another 9% are currently not in employment.

IMPACT OF COVID-19

The Covid-19 pandemic impacted 74% of respondents in the industry across the region, with 24% indicating that they were made redundant in 2020, and a further 50% experienced salary cuts, with a majority 36% seeing their salary reduced by 25%-50%, whilst a further 28% of respondents experiencing a steeper cut of 50% or higher. There may be some truth to being last in first out, with 83% who had experienced retrenchment, being employed with their organisation below 5 years, and the most vulnerable age group appears to be 46-55 with 53% of those retrenched belonging to this age bracket.

Despite the upheaval, most respondents felt their organisation had handled the Covid-19 situation well (measuring internal communication, staffing strategies, support, and health & safety), with 56% rating their company as good or excellent in performance, whilst another 28% saying it was fairly handled. However, alarmingly 20% of respondents indicated that they have lost confidence in the industry entirely, and will no longer pursue a career in the sector, with Technology/ IT, Health Care and Education being the top 3 alternate industries being pursued.

SALARY SATISFACTION

On the question of salary progression, not surprising that only 28% of respondents indicated they had received some form of a salary increment in 2020 – this represents a large drop when compared to the previous year where 65% of respondents indicated a bump in their pay.

39% of respondents did receive a bonus in 2020 (compared to 60% the previous year), the majority 40% of those receiving 1-2 months' bonus, with a further 32% receiving less than 1 months' bonus.

ANALYSIS

CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents even during a challenging year, and increased to 74% indicating that career progression was either ‘extremely important’ or ‘very important’ to them, compared to 70% in the previous survey; However only 32% of those surveyed said they believed their current employer offered ‘excellent’ or ‘good’ opportunities for career progression, down from 2020’s 40%, with a further 34% even indicating that career prospects with their present employer were ‘poor’ or ‘zero’; up from 30%.

In further worrying signs for employers, when asked about respondents’ plans to change employers and/or industry over the next 12-months, 68% indicated to the positive, with 27% of those open to exploring opportunities outside the industry compared to just 15% the previous year. This is now 2 consecutive years of increase from 62% in our 2020 report and 56% in 2019; the effects of this will surely be felt by employers as the industry starts the recover process.

Training and development were a key focus during 2020 with 35% of respondents taking up either short courses and/or higher education, with Digital Marketing & e-Commerce related programs being the most popular choice, followed by an MBA.

ACTUAL SALARIES

Salary fluctuated across the different countries surveyed, however we only measured pre-Covid salaries for the purpose of this report; Japan/Korea recorded the highest average salaries (\$114,319), while China (\$110,356), UAE (\$109,273) and Hong Kong (\$101,498) were not far behind from the survey. Indonesia (\$48,490) and Malaysia (\$53,545) posted the survey’s lowest average salary.

**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, Sri Lanka, Lao, France, Canada, Spain, Turkey.*

Source: Mailjet, UNWTO World Tourism Barometer, STR

In Partnership with:

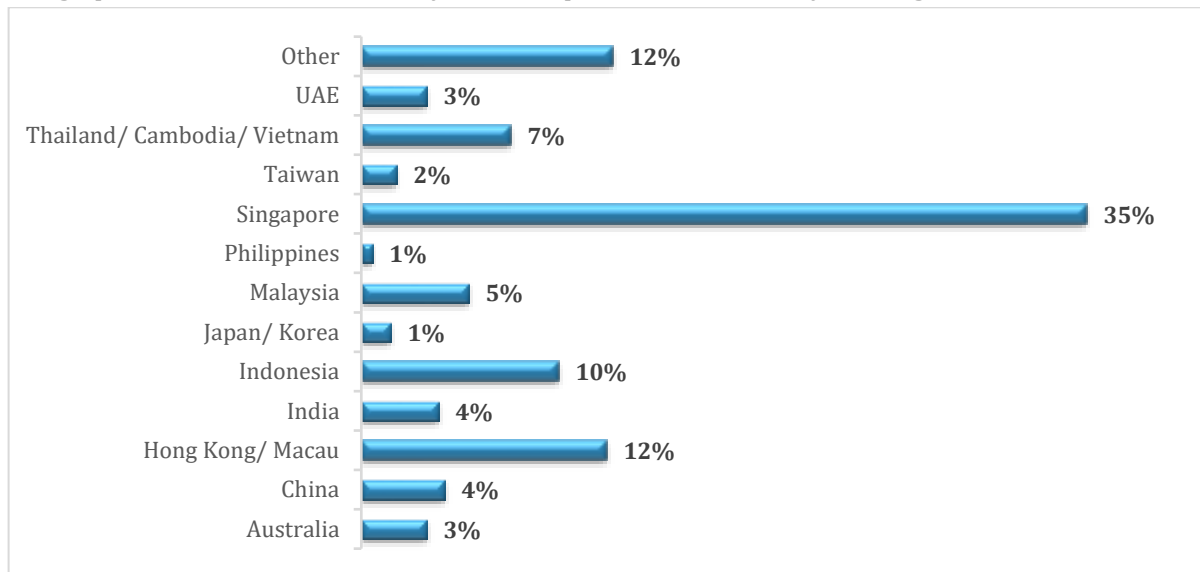


BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

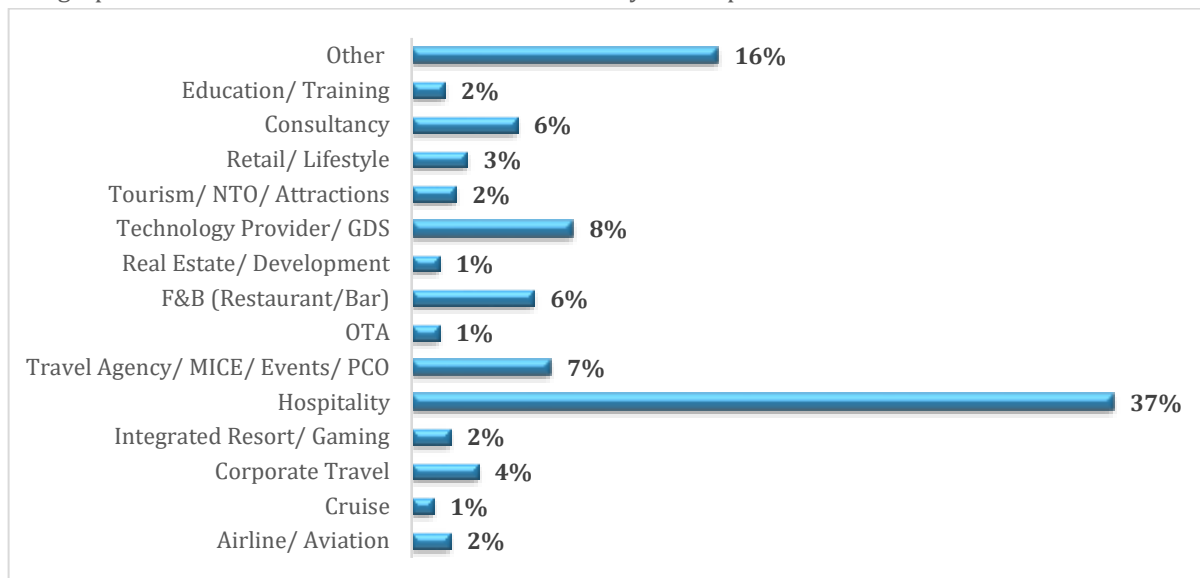
RESPONDENTS BY LOCATION

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



SECTOR BREAKDOWN

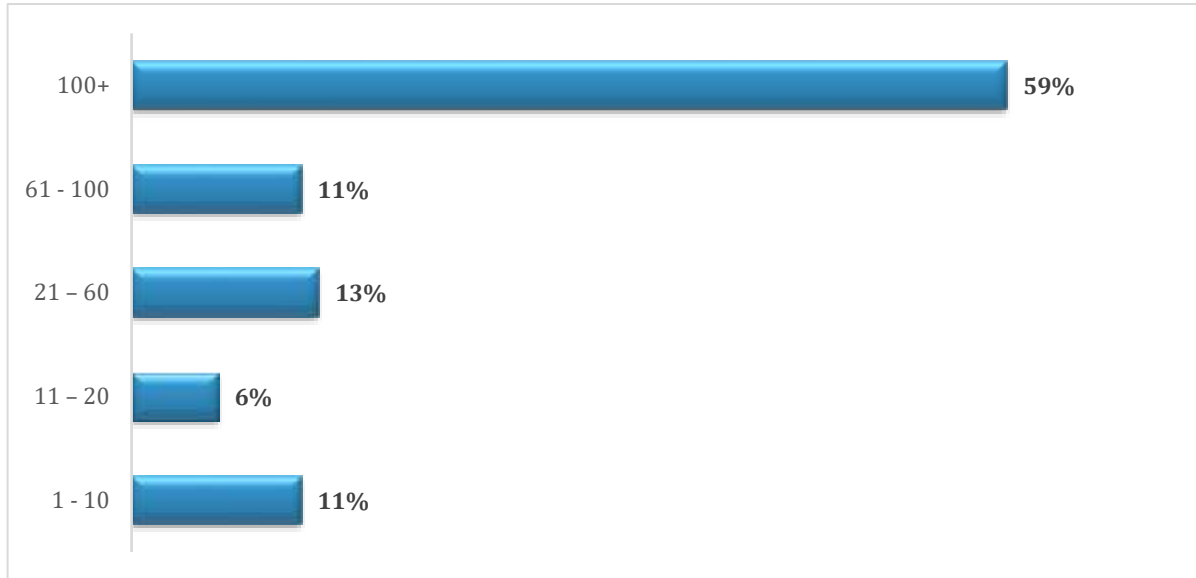
The graph below indicates which sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

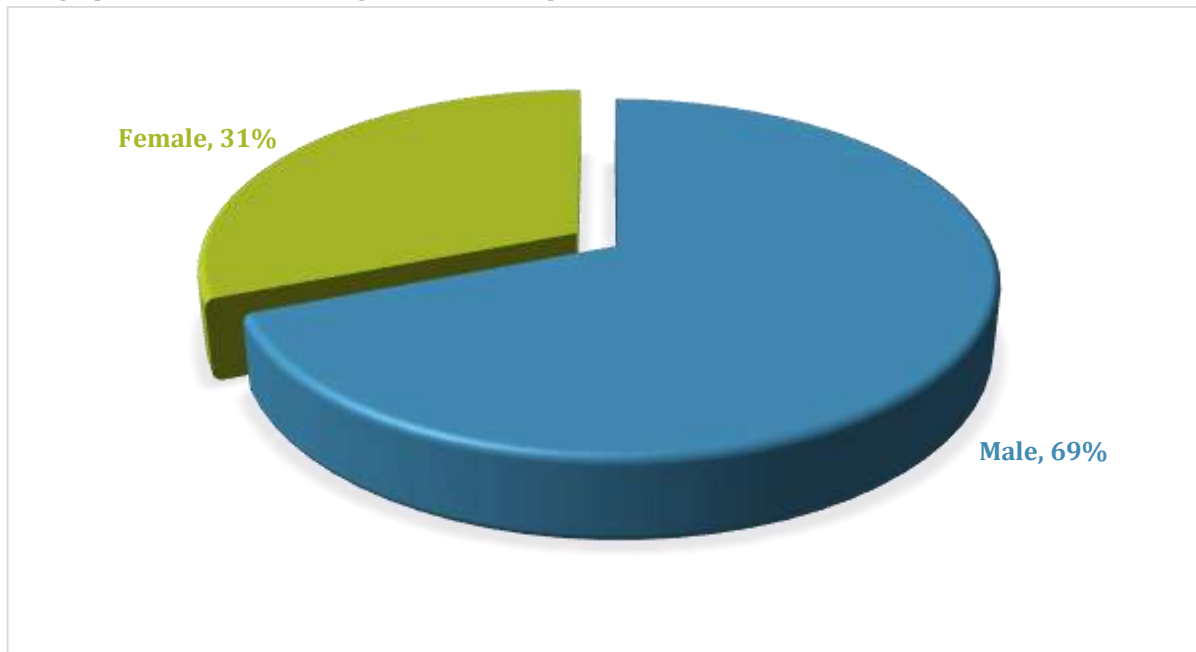
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

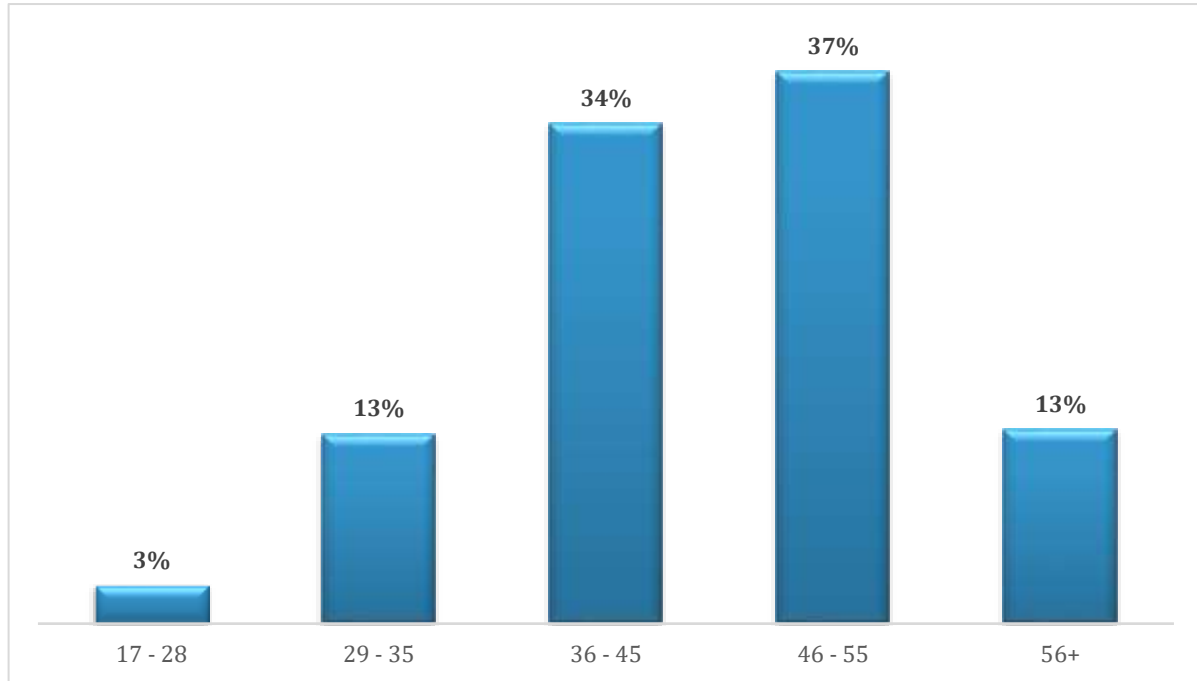
The graph below indicates the gender of the respondents.



BREAKDOWN OF RESPONDENTS

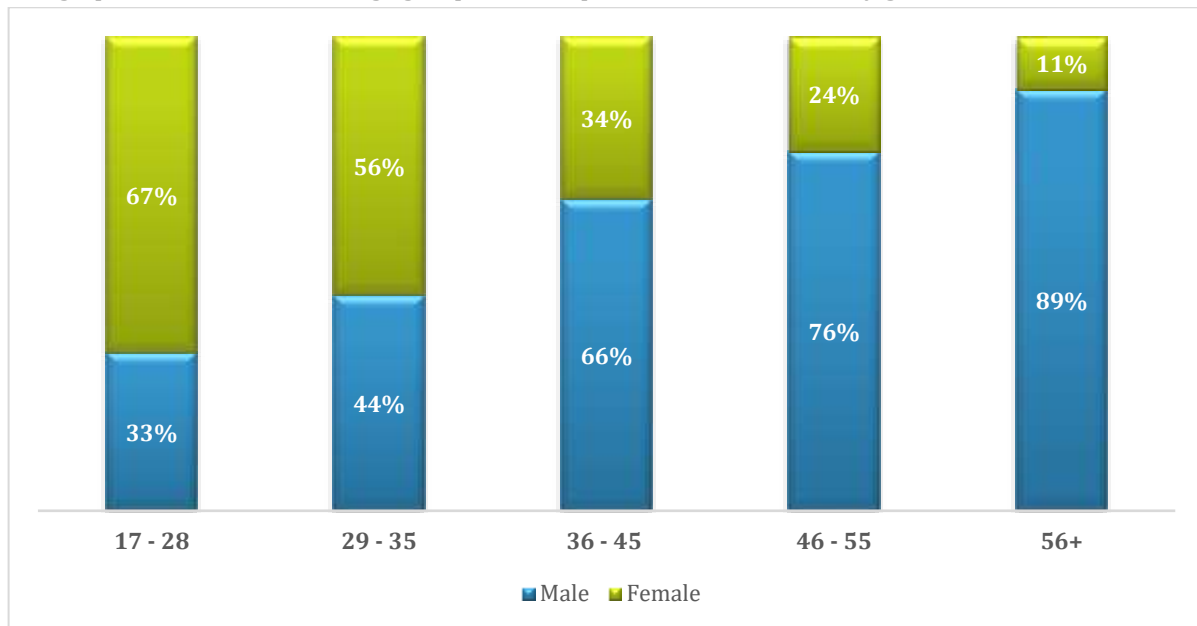
AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



AGE OF RESPONDENTS BY GENDER

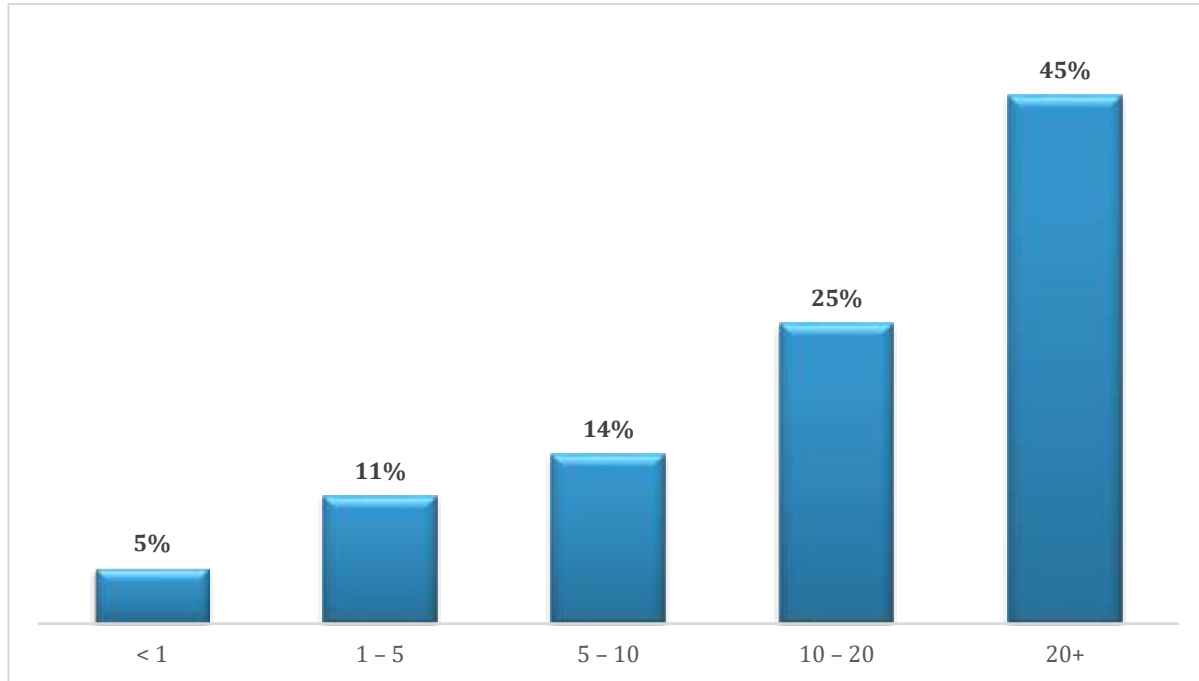
The graph below indicates the age group of the respondents broken down by gender.



BREAKDOWN OF RESPONDENTS

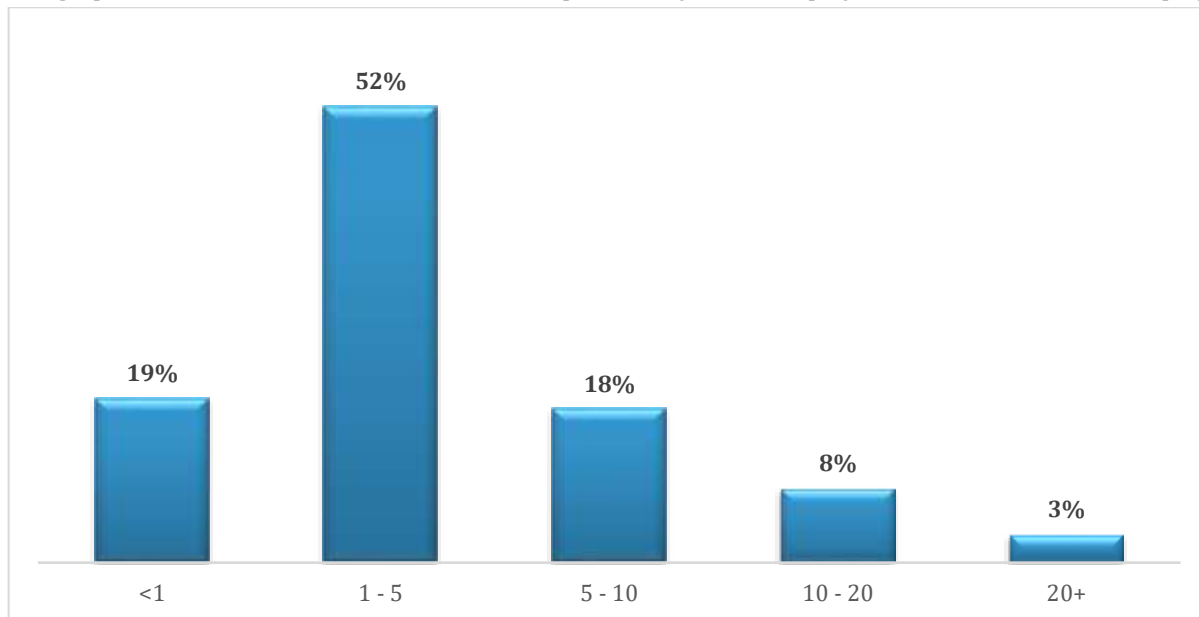
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

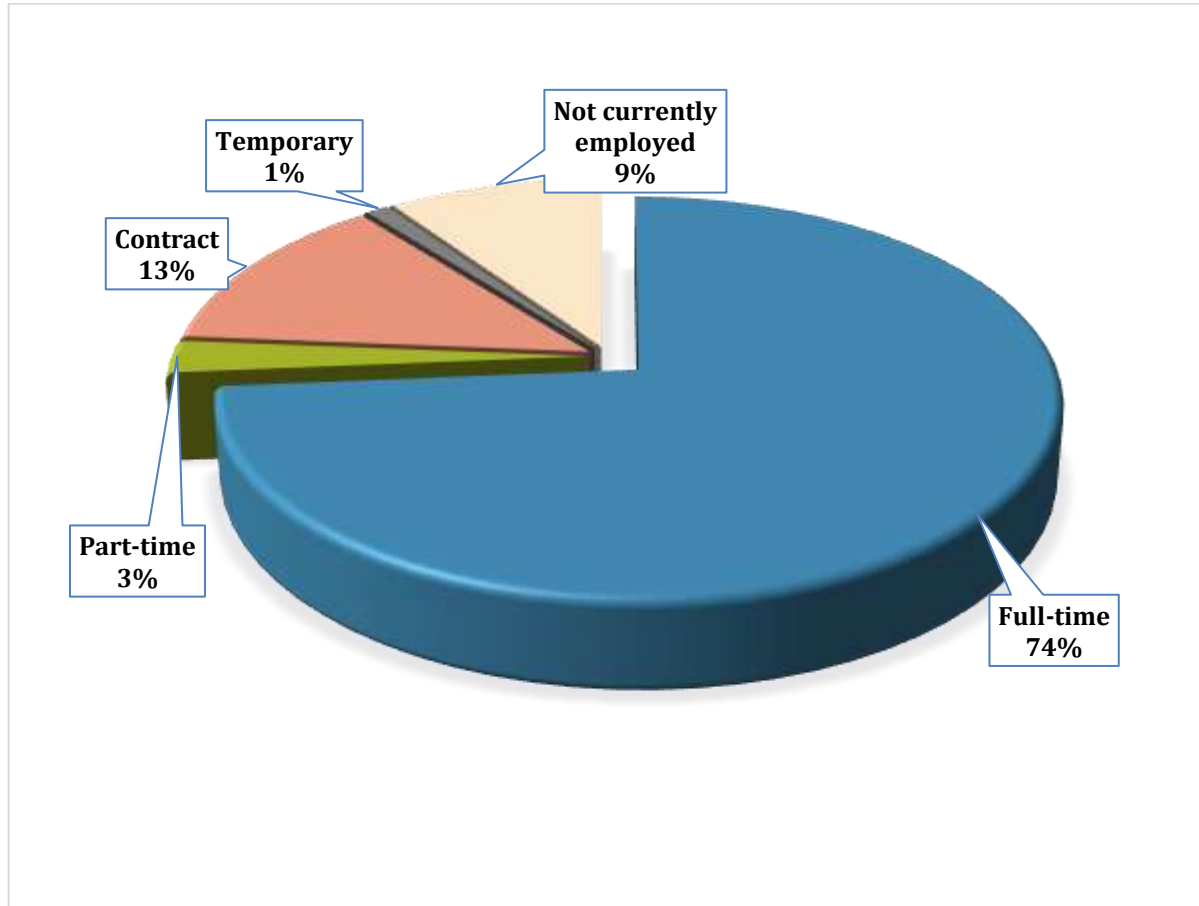
The graph below indicates a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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

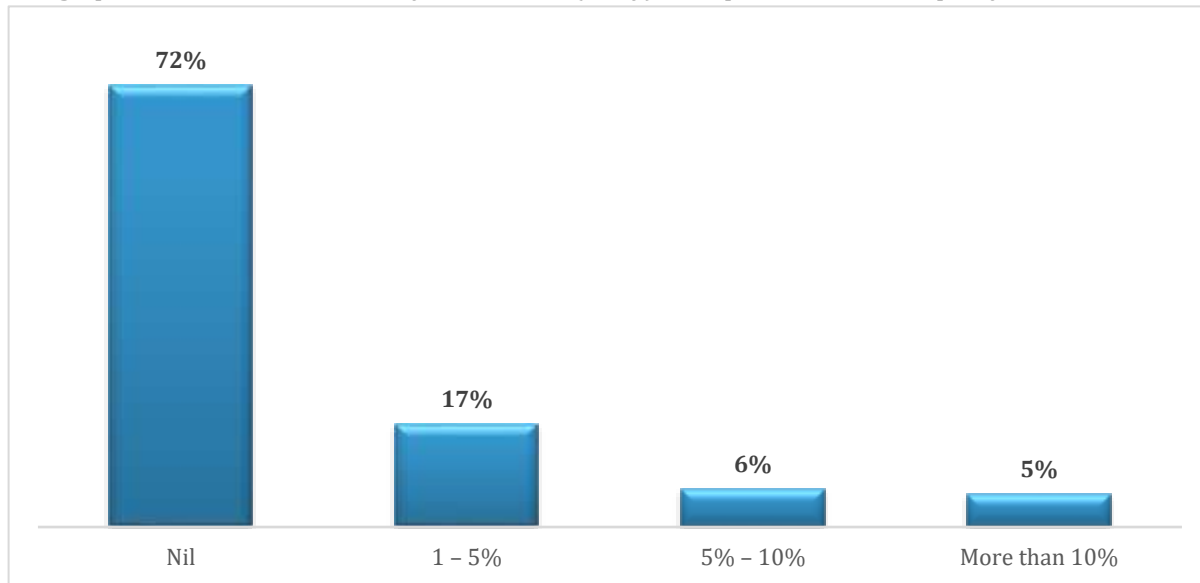


SALARY AND CAREER PROGRESSION

Salary and Career Progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

The graph below indicates the salary **INCREASES** (if any) of respondents over the past year.



ACI ACADEMY

Digital marketing campaigns are becoming more prevalent, as digital platforms are increasingly incorporated into marketing plans. This course will give you a solid foundation and better understanding of effective digital marketing strategies.

Introduction to Digital Marketing

50% OFF

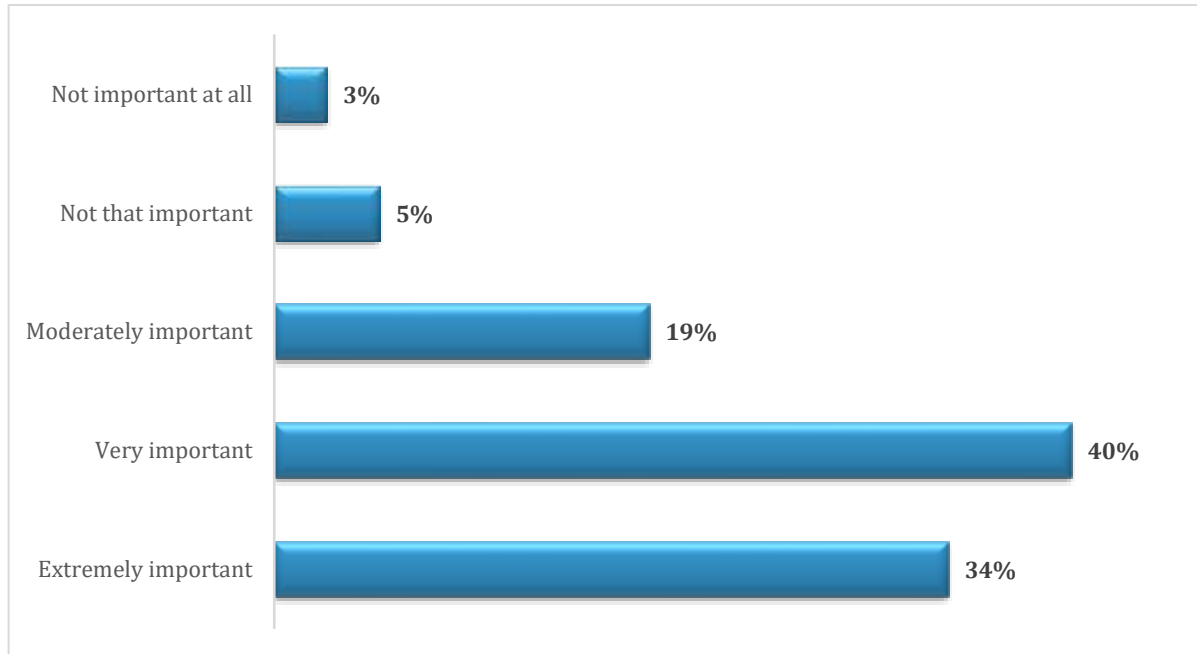
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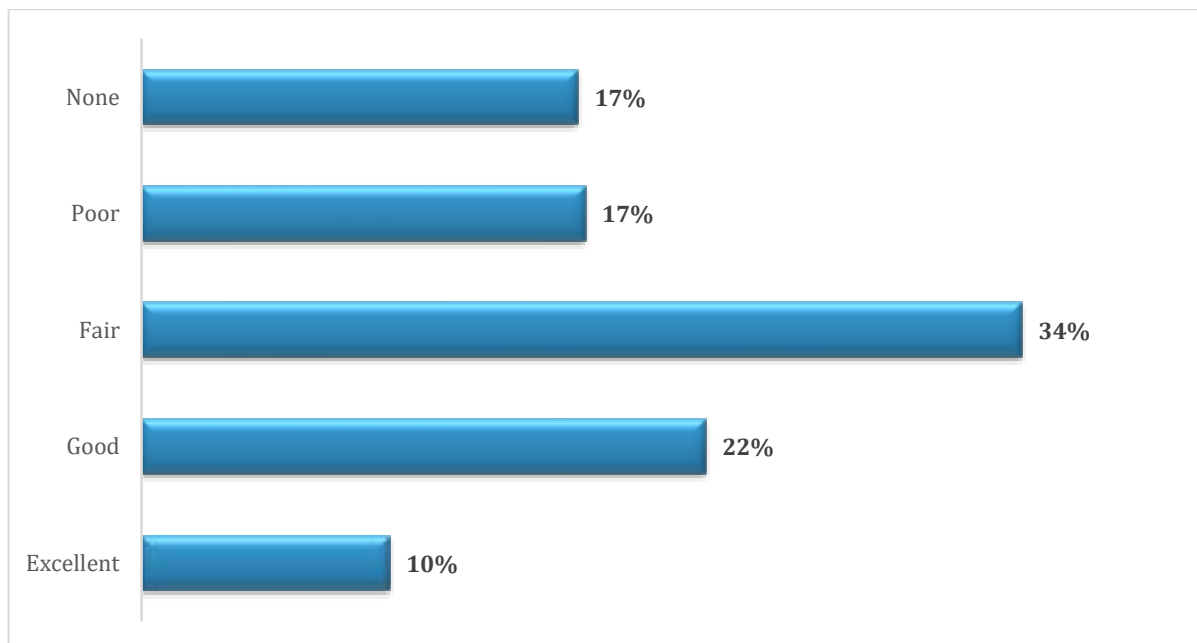
SALARY AND CAREER PROGRESSION

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

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

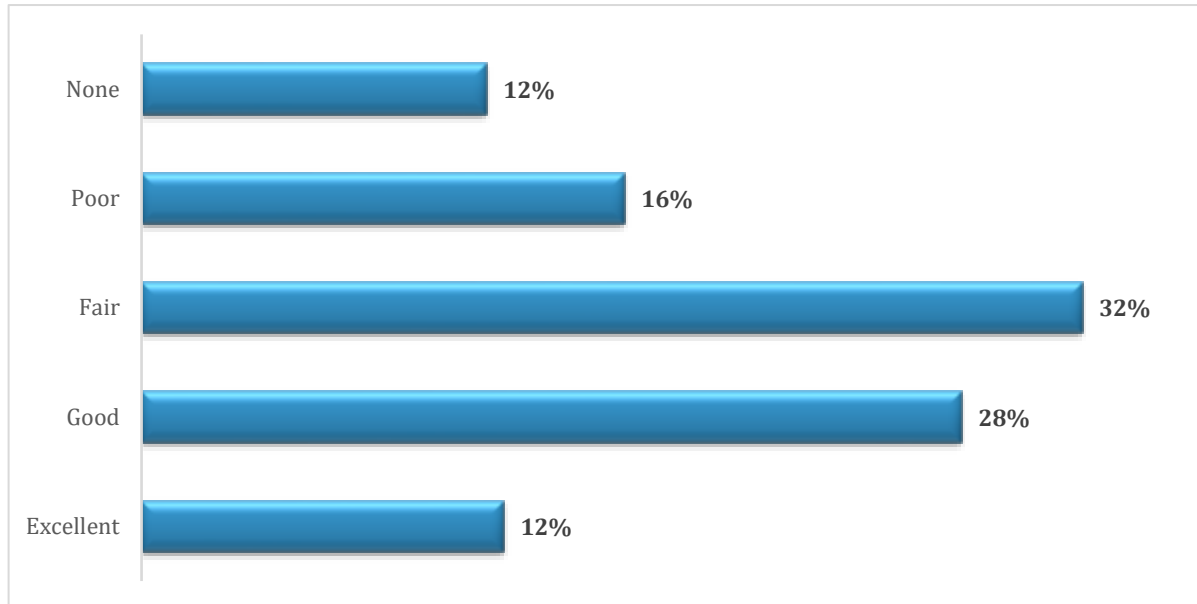


Respondents were then asked to rate their career progression opportunities within their current company.



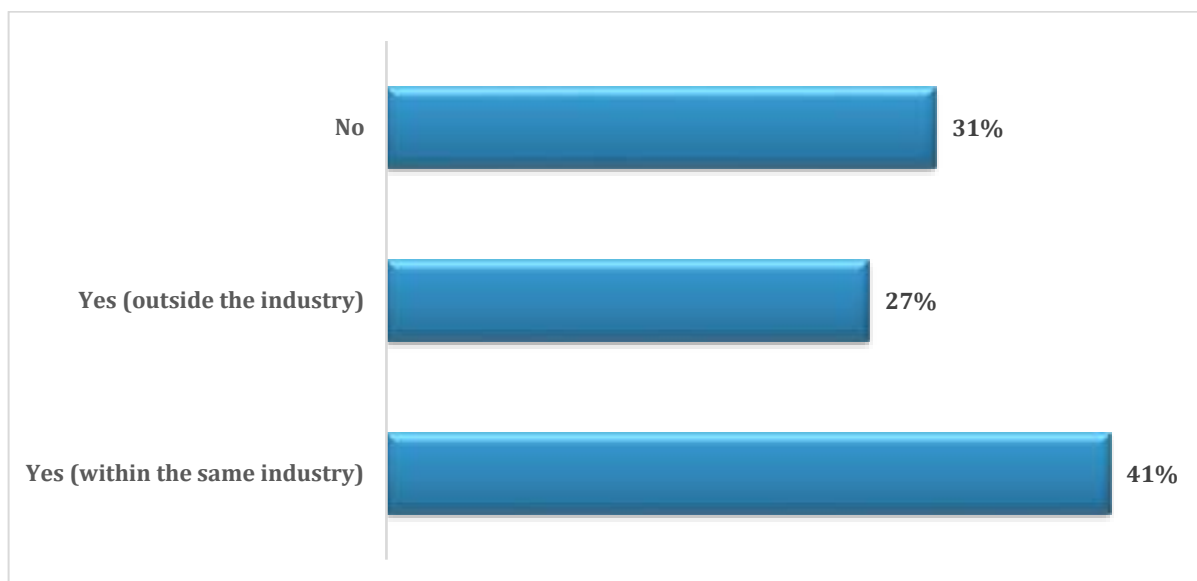
SALARY AND CAREER PROGRESSION

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.

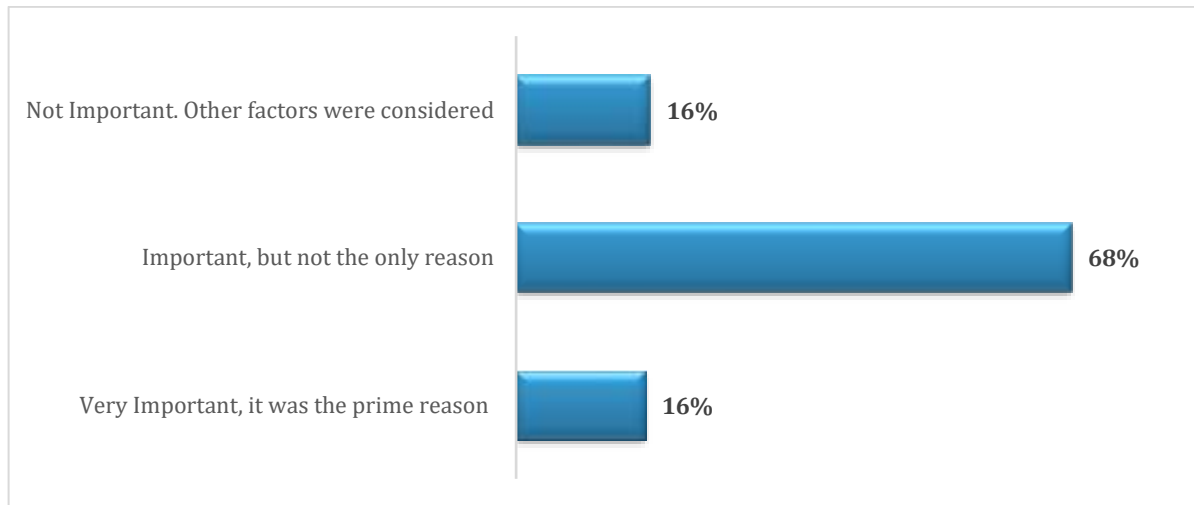


SALARY ANALYSIS

Salary Analysis

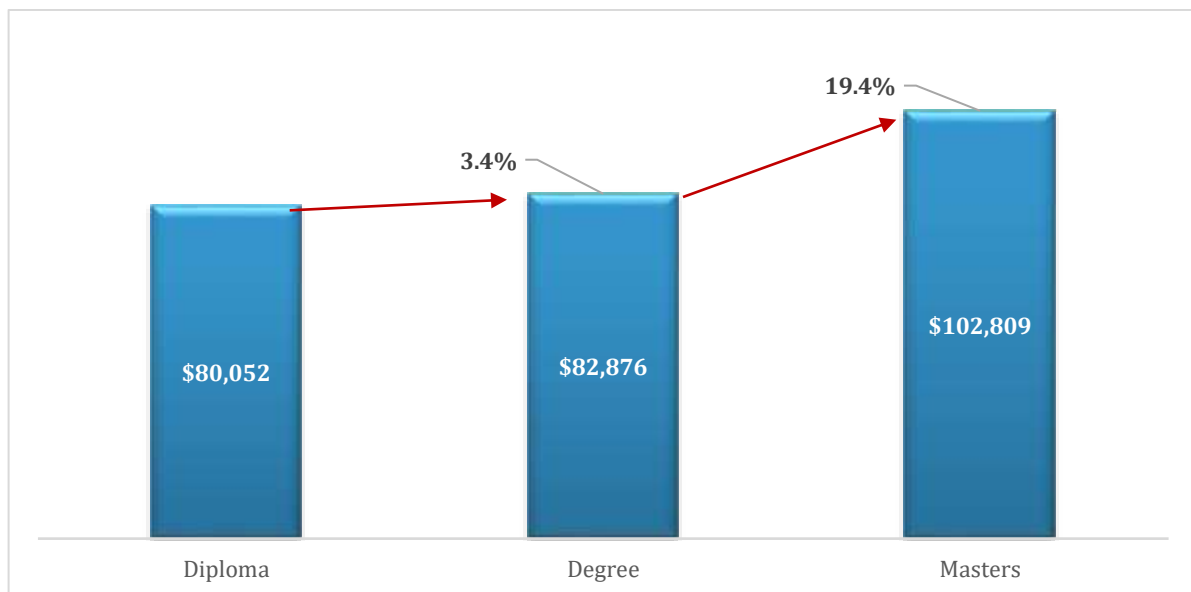
IMPORTANCE OF SALARY TO RESPONDENTS

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



SALARY VS. EDUCATION

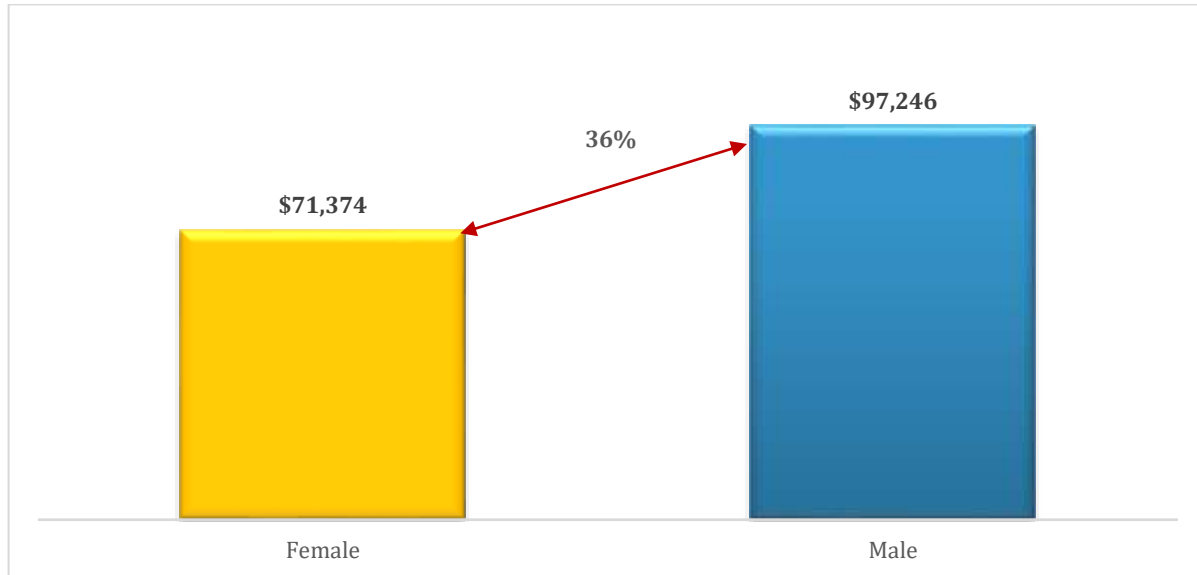
From data captured, we examined the correlation between average salaries and the education levels of respondents.



SALARY ANALYSIS

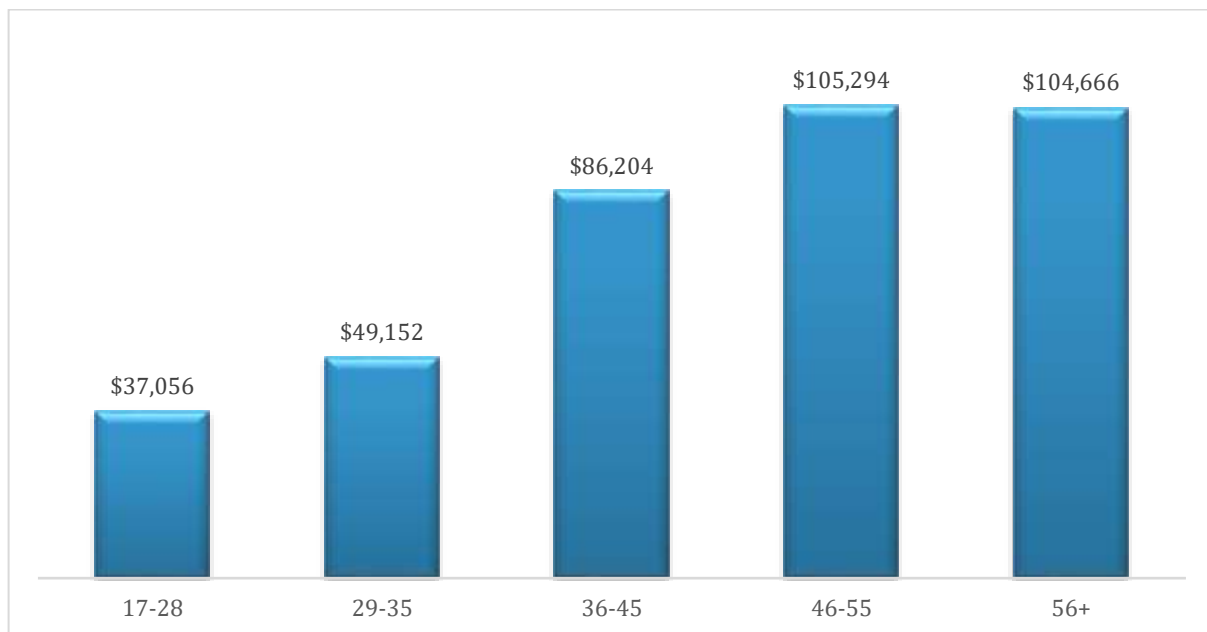
GENDER GAP

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	\$22,619	\$49,548	\$105,263	\$53,825
Accountant	*	\$22,820	*	\$22,820
Administration Manager	\$65,395	*	\$95,368	\$80,381
Area Director of Revenue	*	\$80,000	*	\$80,000
Area Director of Sales & Marketing	\$53,000	\$116,129	\$190,977	\$116,663
Area Revenue Manager	*	\$18,797	*	\$18,797
Area Sales Manager	\$12,866	\$89,147	\$116,129	\$59,806
Assistant Director of Sales & Marketing	\$48,000	\$54,519		\$54,906
Assistant Director, Business Transformation	*	\$68,571	*	\$68,571
Assistant General Manager	\$42,164	\$53,202	\$128,244	\$74,537
Assistant Marketing Manager	*	\$49,674	*	\$49,674
Assistant Operations Manager	*	\$54,135	*	\$54,135
Associate Director, Conferences	*	\$68,571	*	\$68,571
Business Analyst	\$20,000	*	\$72,180	\$46,090
Business Development Manager	\$16,251	\$55,000	\$100,000	\$60,838
Business Support Executive	\$23,459	\$41,353	\$69,474	\$50,347
Chief Executive Officer (CEO)	\$84,329	\$162,514	\$488,722	\$201,530
Chief Financial Officer (CFO)	\$73,788	\$135,338	\$225,564	\$130,309
Chief Operating Officer (COO)	\$29,515	\$120,000	\$400,000	\$130,887
Client Servicing Manager	\$28,440	\$41,461	\$54,135	\$42,391
Company Director/ Owner	\$34,483	\$112,782	\$172,727	\$109,536
Consultant	\$14,055	\$76,889	\$135,338	\$82,041
Corporate Legal Administrator	*	\$70,936	*	\$70,936
Country Manager	\$44,335	\$98,522	\$166,829	\$105,624
Customer Service Executive	*	\$38,797	*	\$38,797
Customer Service Manager	*	\$72,180	*	\$72,180
Director of Account Management	\$96,774	\$108,271	\$150,376	\$111,974
Director of Asset Management	\$126,316	*	\$240,000	\$183,158
Director of Business Development	\$21,253	\$74,598	\$113,000	\$76,541
Director of Communications	*	\$84,211	*	\$84,211
Director of F&B	\$30,000	\$72,000	\$180,451	\$81,783

SALARY ANALYSIS

Director of Finance	\$59,735	\$75,000	\$162,406	\$87,028
Director of HR	\$51,667	\$82,221	\$150,376	\$84,141
Director of Marketing	\$72,000	\$91,286	\$150,376	\$99,032
Director of Operations	\$60,000	\$82,404	\$166,667	\$97,338
Director of Revenue	\$29,455	\$60,000	\$97,895	\$62,497
Director of Rooms	\$36,585	*	\$64,122	\$50,354
Director of Sales	\$40,628	\$85,161	\$184,059	\$82,548
Director of Sales & Marketing	\$45,000	\$100,000	\$153,893	\$101,697
Director of Technical Services	\$90,226	\$96,541	\$120,000	\$102,256
Director of Events (MICE)	*	\$75,758	*	\$75,758
EAM	\$66,000	\$78,000	\$120,000	\$87,119
E-Commerce Manager	*	\$54,135	*	\$54,135
Executive Chef	\$50,000	\$74,648	\$129,755	\$78,488
Executive Housekeeper	\$53,030	\$59,859	\$62,030	\$58,892
F&B Manager	\$6,746	\$13,892	\$18,000	\$12,879
Finance Manager	\$16,866	\$25,299	\$61,654	\$31,445
Financial Controller	\$17,287	*	\$26,000	\$21,644
Front Office Manager	\$52,845	\$55,940	\$117,293	\$67,201
General Manager	\$15,179	\$96,000	\$218,543	\$98,728
Global Senior Account Manager	*	\$120,301	*	\$120,301
Head of Commercial	*	\$180,000	*	\$180,000
Help Desk Consultant	*	\$26,316	*	\$26,316
Hotel Manager	\$28,020	\$50,400	\$160,000	\$58,412
HR Executive	\$13,703	\$30,968	\$145,000	\$44,786
HR Manager	\$8,433	\$48,223	\$97,744	\$49,810
Installation Manager	*	\$53,202	*	\$53,202
IT Manager	\$39,098	\$65,345	\$100,645	\$69,139
Manager	\$8,433	\$46,452	\$90,000	\$43,147
Managing Director	\$60,000	\$135,338	\$180,451	\$133,191
Marketing & Communications Director	*	\$86,165	*	\$86,165
Marketing Manager	\$28,110	\$51,118	\$97,744	\$52,432
Operations Manager	\$15,990	\$41,504	\$80,451	\$44,217
Owner's Representative	*	\$146,341	*	\$146,341
Partnership Director	*	\$139,098	*	\$139,098
Professor	*	\$300,752	*	\$300,752
Project Executive	*	\$27,078	*	\$27,078
Project Manager	\$33,829	\$85,000	\$123,871	\$80,900
Purchasing Manager	\$27,078	\$69,493	\$180,451	\$79,947

SALARY ANALYSIS

Regional Business Manager	\$68,129	\$120,301	\$196,185	\$128,205
Regional Sales Manager	\$51,282	\$63,697	\$98,485	\$64,535
Restaurant Manager	\$39,237	*	\$51,613	\$45,425
Revenue Manager	\$50,068	\$50,845	\$63,380	\$55,448
Sales & Marketing Manager	\$40,602	\$48,941	\$112,782	\$62,029
Sales Manager	\$26,735	\$50,000	\$80,000	\$52,326
Sales Operations	\$31,579	*	\$49,624	\$40,602
Senior Director Operations	*	\$214,286	*	\$214,286
Senior L&D Executive	*	\$27,068	*	\$27,068
Senior Marketing Manager	*	\$71,429	*	\$71,429
Senior Project Manager	*	\$54,000	*	\$54,000
Senior Sales Manager	\$11,603	\$71,226	\$85,161	\$62,505
Spa Manager	*	\$14,336	*	\$14,336
Supervisor	*	\$18,045	*	\$18,045
Technical Support	\$27,068	*	\$56,391	\$41,729
Ticketing Consultant	*	\$52,316	*	\$52,316
Ticketing Supervisor/ Team Leader	*	\$67,424	*	\$67,424
Training Manager	\$45,355	\$52,648	\$71,970	\$56,681
Travel Consultant	\$5,850	*	\$6,230	\$6,040
Travel Co-ordinator	*	\$22,556	*	\$22,556
Travel Manager	\$45,000	\$108,271	\$135,484	\$94,602
Vice President	\$140,250	\$156,000	\$241,639	\$172,235
Vice President Account Management	\$90,226	*	\$90,226	\$90,226
Vice President Operations	\$120,301	\$206,400	\$390,000	\$222,677
Vice President Sales	\$14,662	\$179,433	\$365,854	\$186,114

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** 35% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$37,594	\$45,113	\$105,263	\$61,263
Area Director of Sales & Marketing	\$108,271	\$135,338	\$190,977	\$136,842
Area Revenue Manager	*	\$18,797	*	\$18,797
Assistant Director of Sales & Marketing	\$48,000	\$54,135	\$63,158	\$54,429
Assistant Marketing Manager	*	\$49,674	*	\$49,674
Assistant Operations Manager	*	\$54,135	*	\$54,135
Associate Director, Conferences	*	\$68,571	*	\$68,571
Business Analyst	*	\$72,180	*	\$72,180
Business Development Manager	\$41,353	\$67,104	\$97,744	\$65,661
Business Support Executive	*	\$23,459	*	\$23,459
Chief Executive Officer (CEO)	\$135,338	\$225,564	\$324,812	\$209,023
Chief Operating Officer (COO)	*	\$150,376	*	\$150,376
Client Servicing Manager	\$37,594	\$49,248	\$54,135	\$44,370
Company Director/ Owner	\$90,226	\$112,782	\$172,727	\$117,744
Consultant	\$75,188	\$76,888	\$135,338	\$103,809
Country Manager	\$72,180	\$90,226	\$161,654	\$108,020
Customer Service Executive	*	\$38,797	*	\$38,797
Customer Service Manager	*	\$72,180	*	\$72,180
Director of Account Management	\$108,271	\$124,908	\$150,376	\$127,852
Director of Asset Management	*	\$126,316	*	\$126,316
Director of Business Development	\$74,598	*	\$88,872	\$81,735
Director of Communications	\$84,211	*	\$86,165	\$85,188
Director of F&B	\$81,374	\$117,293	\$180,451	\$117,100
Director of Finance	*	\$162,406	*	\$162,406
Director of HR	\$90,226	\$95,893	\$150,376	\$110,314
Director of Marketing	\$90,226	\$102,638	\$150,376	\$108,350
Director of Operations	\$79,699	\$94,737	\$135,338	\$103,258
Director of Revenue	\$72,180	\$74,304	\$97,895	\$81,460
Director of Sales	\$81,203	\$81,203	\$94,737	\$85,714
Director of Technical Services	\$90,226	\$96,541	\$120,000	\$102,256
EAM	\$97,548	\$114,286	\$120,000	\$110,611
E-Commerce Manager	*	\$54,135	*	\$54,135

SALARY ANALYSIS

Executive Chef	\$74,648	\$97,717	\$129,755	\$97,895
Executive Housekeeper	\$59,185	\$59,859	\$62,030	\$60,358
Finance Manager	*	\$61,654	*	\$61,654
Front Office Manager	\$52,845	\$55,940	\$117,293	\$67,201
General Manager	\$45,113	\$121,805	\$200,000	\$118,516
Global Senior Account Manager	*	\$120,301	*	\$120,301
Help Desk Consultant	*	\$26,316	*	\$26,316
Hotel Manager	\$40,602	\$67,669	\$76,692	\$62,792
HR Executive	\$27,068	*	\$31,579	\$29,323
HR Manager	\$45,113	\$62,869	\$97,744	\$64,965
IT Manager	\$39,098	\$55,448	\$65,345	\$53,297
Manager	\$50,526	\$54,135	\$90,000	\$61,412
Managing Director	\$60,000	\$135,338	\$180,451	\$140,454
Marketing Manager	\$43,103	\$48,872	\$97,744	\$61,703
Operations Manager	\$41,504	\$67,669	\$80,451	\$57,768
Owner	*	\$135,338	*	\$135,338
Owner's Representative	*	\$146,341	*	\$146,341
Partnership Director	*	\$139,098	*	\$139,098
Professor	*	\$300,752	*	\$300,752
Project Executive	*	\$27,068	*	\$27,068
Purchasing Manager	\$27,068	\$69,493	\$180,451	\$83,433
Regional Business Manager	*	\$120,301	*	\$120,301
Regional Sales Manager	\$51,329	\$68,421	\$74,887	\$64,584
Revenue Manager	\$50,068	\$50,845	\$63,380	\$54,764
Sales & Marketing Manager	\$40,602	\$63,609	\$112,782	\$62,029
Sales Operations	\$31,579	*	\$49,624	\$40,602
Senior Director, Operations	*	\$214,286	*	\$214,286
Senior L&D Executive	*	\$27,068	*	\$27,068
Senior Marketing Manager	*	\$71,429	*	\$71,429
Supervisor	*	\$18,045	*	\$18,045
Technical Support	\$27,068	*	\$56,391	\$41,729
Training Manager	\$45,355	\$52,648	\$56,750	\$51,584
Travel Co-ordinator	*	\$22,556	*	\$22,556
Travel Manager	\$69,173	\$108,271	\$120,301	\$102,080
Vice President	*	\$150,000	*	\$150,000
Vice President Account Management	\$90,226	*	\$90,226	\$90,226
Vice President Operations	\$120,301	\$225,564	\$243,609	\$192,444
Vice President Sales	\$143,377	\$162,406	\$179,433	\$158,898

SALARY ANALYSIS

Salaries by Region – **HONG KONG/MACAU** 12% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Relationship Manager	\$38,710	\$49,548	\$61,935	\$49,850
Area Director of Sales & Marketing	\$116,129	*	\$134,194	\$125,161
Area Sales Manager	*	\$116,129	*	\$116,129
Assistant Director of Sales & Marketing	*	\$57,290	*	\$57,290
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)		\$154,839		\$154,839
Client Servicing Manager	*	\$46,452	*	\$46,452
Director of Account Management	\$96,774	\$103,226	\$109,677	\$103,226
Director of HR	\$58,065	\$600,000	\$77,419	\$67,742
Director of Sales	\$72,968	\$85,161	\$116,129	\$92,529
General Manager	\$61,935	\$137,715	\$201,290	\$119,300
HR Executive	*	\$30,968	*	\$30,968
HR Manager	\$51,613	\$61,935	\$64,103	\$59,645
IT Manager	\$85,161	*	\$100,645	\$92,903
Manager	*	\$46,452	*	\$46,452
Marketing Manager	\$38,711	\$46,452	\$61,935	\$49,033
Project Manager	*	\$123,871	*	\$123,871
Regional Business Manager	*	\$68,129	*	\$68,129
Regional Sales Manager	\$51,282	\$54,194	\$65,215	\$55,998
Restaurant Manager	*	\$51,613	*	\$51,613
Sales Manager	\$44,780	\$62,184	\$80,000	\$62,917
Senior Sales Manager	\$71,226	\$77,419	\$85,161	\$77,935
Travel Manager	\$64,516	\$128,535	\$135,484	\$113,232
Vice President Sales	\$167,742	\$200,515	\$361,290	\$228,365
Vice President Operations	\$300,000	\$390,000	\$390,000	\$360,000

SALARY ANALYSIS

Salaries by Country - **INDONESIA** 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Revenue	*	\$80,000	*	\$80,000
Area Sales Manager	*	\$21,082	*	\$21,082
Assistant General Manager	*	\$42,164	*	\$42,164
Business Analyst	*	\$20,000	*	\$20,000
Chief Executive Officer (CEO)	\$84,329	*	\$150,000	\$117,165
Chief Financial Officer (CFO)	\$73,788	*	\$75,000	\$74,394
Chief Operating Officer (COO)	\$29,515	*	\$120,000	\$74,758
Consultant	\$14,055	*	\$45,000	\$29,527
Director of F&B	\$55,000	\$60,000	\$72,000	\$62,333
Director of Finance	\$59,735	\$75,000	\$75,896	\$68,183
Director of HR	*	\$82,221	*	\$82,221
Director of Sales	\$49,125	\$60,000	\$101,195	\$70,107
Executive Chef	\$55,611	\$73,751	\$99,600	\$75,992
F&B Manager	\$6,746	*	\$18,000	\$12,373
Finance Manager	\$16,866	\$25,299	\$28,110	\$23,893
Financial Controller	*	\$17,287	*	\$17,287
General Manager	\$15,179	\$72,000	\$120,000	\$70,834
Hotel Manager	\$28,110	\$50,597	\$160,000	\$68,705
HR Executive	*	\$13,703	*	\$13,703
HR Manager	\$8,433	*	\$21,600	\$15,016
Manager	\$8,433	*	\$36,683	\$22,558
Marketing Manager	*	\$28,110	*	\$28,110
Purchasing Manager	*	\$59,030	*	\$59,030
Spa Manager	*	\$14,336	*	\$14,336

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

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Executive Officer (CEO)	\$102,649	\$150,000	\$200,000	\$150,883
Director of Account Management	*	\$99,338	*	\$99,338
Director of Business Development	\$71,523	\$90,000	\$113,000	\$91,508
Director of F&B	\$60,000	*	\$79,470	\$69,735
Director of HR	\$51,667	\$53,446	\$75,000	\$60,308
Director of Marketing	\$72,000	*	\$79,470	\$75,735

SALARY ANALYSIS

Director of Operations	\$66,000	\$72,000	\$82,404	\$74,969
Director of Revenue	\$57,000	\$60,000	\$72,000	\$61,186
Director of Sales & Marketing	\$97,500	\$117,476	\$139,768	\$116,777
EAM	\$66,000	\$68,000	\$78,000	\$69,500
Executive Chef	\$60,000	*	\$65,000	\$62,250
General Manager	\$43,046	\$96,000	\$218,543	\$109,560
Marketing Manager	*	\$54,000	*	\$54,000
Senior Project Manager	*	\$54,000	*	\$54,000
Vice President Operations	\$144,000	\$165,600	\$206,400	\$169,000
Vice President Sales	*	\$119,205	*	\$119,205

Salaries by Country - **MALAYSIA** 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$53,000	*	\$53,000
Assistant General Manager	*	\$53,202	*	\$53,202
Chief Operating Officer (COO)	\$49,261	\$73,892	\$91,626	\$71,593
Company Director/ Owner	*	\$34,483	*	\$34,483
Consultant	*	\$100,000	*	\$100,000
Corporate Legal Administrator	*	\$70,936	*	\$70,936
Country Manager	\$44,335	*	\$98,522	\$71,429
Director of F&B	\$30,000	*	\$50,000	\$40,000
Executive Chef	*	\$84,000	*	\$84,000
F&B Manager	\$13,547	*	\$13,892	\$13,719
General Manager	\$59,113	\$65,000	\$147,783	\$91,045
Hotel Manager	\$28,020	\$31,721	\$50,400	\$36,714
HR Executive	*	\$20,400	*	\$20,400
HR Manager	\$35,533	\$41,878	\$48,223	\$41,878
Installation Manager	*	\$53,202	*	\$53,202
Operations Manager	\$15,990	\$22,843	\$26,601	\$21,113

SALARY ANALYSIS

Salaries by Country – CHINA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$22,619	*	\$22,619
Accountant	*	\$22,820	*	\$22,820
Assistant General Manager	*	\$128,244	*	\$128,244
Chief Operating Officer (COO)	*	\$400,000	*	\$400,000
Director of Rooms	\$64,122	*	\$66,000	\$65,061
Director of Sales	\$51,534	\$90,459	\$184,049	\$106,510
Director of Sales & Marketing	\$98,980	\$108,000	\$153,893	\$128,218
General Manager	\$35,468	\$131,298	\$148,000	\$119,749
HR Manager	*	\$36,641	*	\$36,641
Sales Manager	\$11,603	\$28,910	\$38,950	\$27,547
Vice President	\$140,250	\$156,000	\$183,206	\$156,509

Salaries by Country – INDIA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$82,611	*	\$82,611
Area Sales Manager	*	\$12,866	*	\$12,866
Business Development Manager	*	\$16,251	*	\$16,251
Chief Executive Officer (CEO)	\$125,000	\$162,514	\$201,964	\$151,895
Chief Operating Officer (COO)	\$56,880	*	\$180,000	\$118,440
Client Servicing Manager	*	\$28,440	*	\$28,440
Director of Revenue	\$29,455	\$50,147	\$70,000	\$50,154
Director of Sales	\$40,628	\$46,500	\$55,000	\$46,032
General Manager	\$27,086	\$65,005	\$162,514	\$68,154
Manager	\$14,559	\$17,068	\$17,969	\$16,800
Travel Consultant	*	\$6,230	*	\$6,230
Vice President	*	\$187,970	*	\$187,970

SALARY ANALYSIS

Salaries by Country – UAE 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	\$65,395	*	\$95,368	\$80,381
Chief Executive Officer (CEO)	\$304,581	\$381,471	\$488,722	\$389,178
Director of Business Development	*	\$21,253	*	\$21,253
Director of F&B	\$55,586	\$71,935	\$71,935	\$66,485
Director of Operations	\$78,474	\$115,000	\$149,864	\$113,749
Director of Revenue	*	\$64,033	*	\$64,033
General Manager	\$81,744	120000	\$138,965	\$116,518
Hotel Manager	*	\$62,670	*	\$62,670
Regional Business Manager	*	\$196,185	*	\$196,185
Restaurant Manager	*	\$39,237	*	\$39,237
Ticketing Consultant	*	\$52,316	*	\$52,316

Salaries by Country – AUSTRALIA 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$56,818	*	\$78,788	\$67,803
Business Development Manager	*	\$56,818	*	\$56,818
Chief Executive Officer (CEO)	\$100,000	\$300,000	\$242,424	\$214,141
Director of Operations	*	\$166,667	*	\$166,667
Director of Events (MICE)	*	\$75,758	*	\$75,758
Executive Housekeeper	*	\$53,030	*	\$53,030
Manager	\$42,000	\$60,606	\$68,182	\$56,929
Regional Sales Manager	*	\$98,485	*	\$98,485
Sales Manager	\$50,000	\$62,195	\$75,000	\$62,398
Ticketing Supervisor/ Team Leader	*	\$67,424	*	\$67,424
Training Manager	*	\$71,970	*	\$71,970
Travel Manager	\$45,000	\$45,455	\$82,000	\$61,864

SALARY ANALYSIS

Salaries by Country – TAIWAN 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Business Development Manager	\$36,000	\$55,000	\$100,000	\$64,200
Director of HR	*	\$46,858	*	\$46,858
Director of Sales & Marketing	*	\$53,248	*	\$53,248
General Manager	\$46,148	\$70,998	\$177,494	\$83,422
Head of Commercial	*	\$180,000	*	\$180,000
Marketing Manager	\$51,118	*	\$53,248	\$52,183
Vice President Sales	*	\$184,594	*	\$184,594

Salaries by Region – JAPAN & KOREA 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
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	*	\$120,000	*	\$120,000
General Manager	\$89,000	96000	150000	\$120,000
Project Manager	*	\$33,829	*	\$33,829
Vice President	*	\$241,639	*	\$241,639

Salaries by Country – PHILIPPINES 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Operating Officer (COO)	*	\$93,750	*	\$93,750
Director of Rooms	*	\$36,585	*	\$36,585
Director of Sales & Marketing	\$45,000	\$66,750	\$96,000	\$68,438
General Manager	\$30,072	\$112,383	\$120,000	\$77,972
Manager	*	\$24,974	*	\$24,974

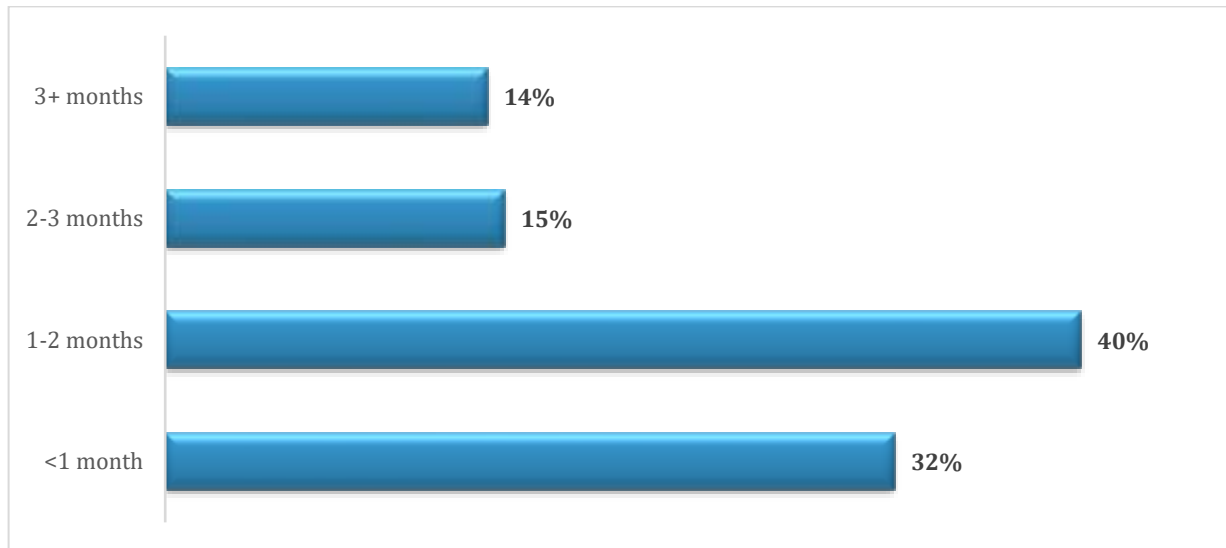
EXCHANGE RATES

SGD = 1.33	AUD = 1.32	HKD = 7.75	CNY = 6.55	MYR = 4.06	TWD = 28.1
THB = 30.20	INR = 73.84	IDR = 14230	AED = 3.67	PHP = 48.05	JPY = 103.46

SALARY ANALYSIS

AVERAGE BONUS

39% of respondents received a bonus, below indicates the amount they received.



ADDITIONAL BENEFITS

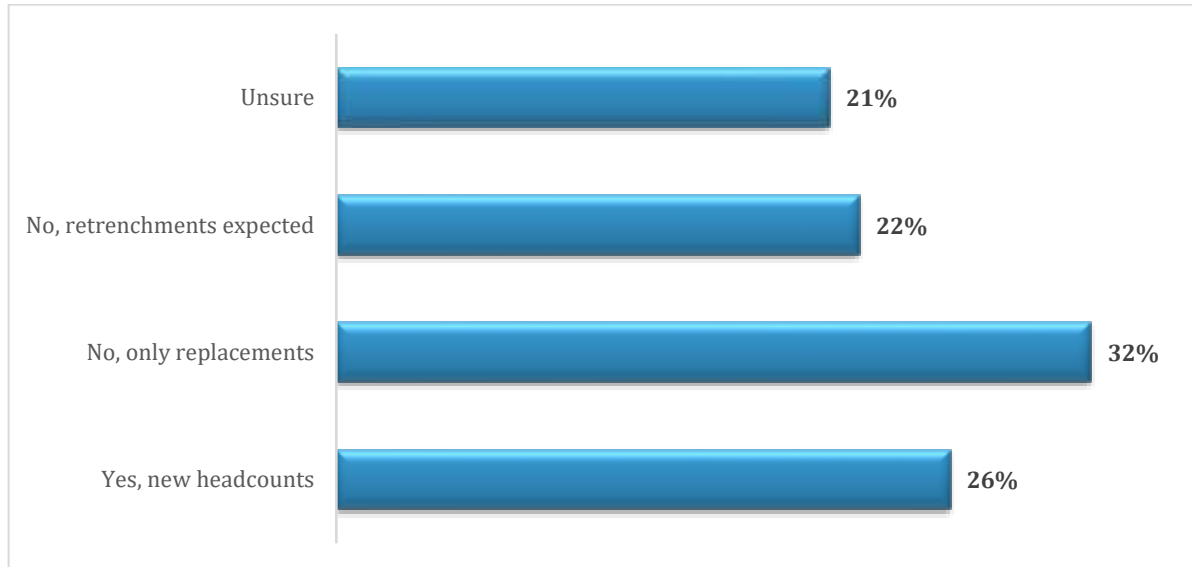
Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

Bonus	67%
Share allocation	11%
Profit Share	11%
Lump sum / cash incentives	7%
Non-cash incentives	7%
More than the statutory holidays/ days off	16%
Housing allowance	26%
Company car	16%
Car allowance	16%
Parking	17%
Clothing allowance/ uniform	11%
Mobile phone/ phone allowance	57%
Complimentary/ discounted hotel rooms, airfare etc	30%
Meal allowance	33%
Life insurance	30%
Children schooling	7%
Service charge	6%
Gym membership	11%
Other	18%

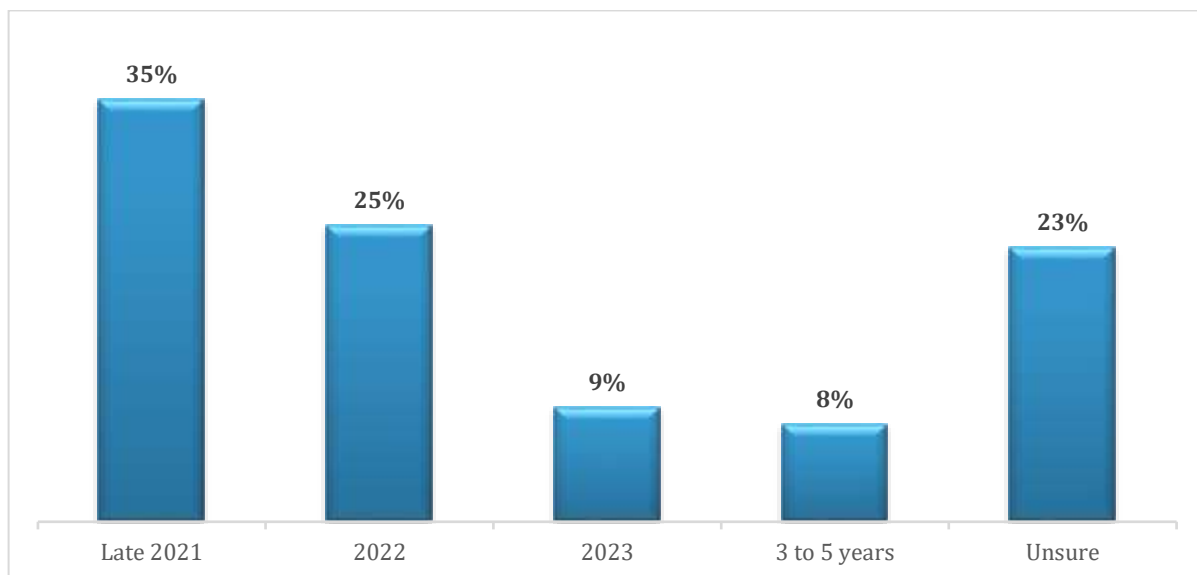
HIRING FORECAST

Hiring Forecast

We directed a question at hiring managers and asked if they themselves and/or their company expected to hire new staff over the next 12 months?



Additionally, this year we asked, if no hiring or more retrenchments are expected, when would they expect headcounts to be back to pre Covid-19 levels?



COVID-19 SUPPLEMENT



Covid-19 Supplement



At a Glance COVID-19's Impact on Travel & Tourism Jobs

24%

of the industry was made redundant,

while

50%

experienced salary cuts.

9%

are currently still unemployed.



36% saw pay cuts of between

25% - 50%

while another

28%

saw cuts above

50%



56%

believed their company handled Covid-19 positively.

35%

of the industry took up short courses or higher education, with Digital Marketing and e-Commerce being the most popular choice, followed by an MBA.



51%

prefer the flexibility to choose WFH options post Covid-19.



22%

of hiring managers expect further retrenchments in 2021, while

21%

are still unsure.



35% of hiring managers do not expect to reach pre Covid-19 headcounts until late 2021, while another

25% indicated 2022.

20%

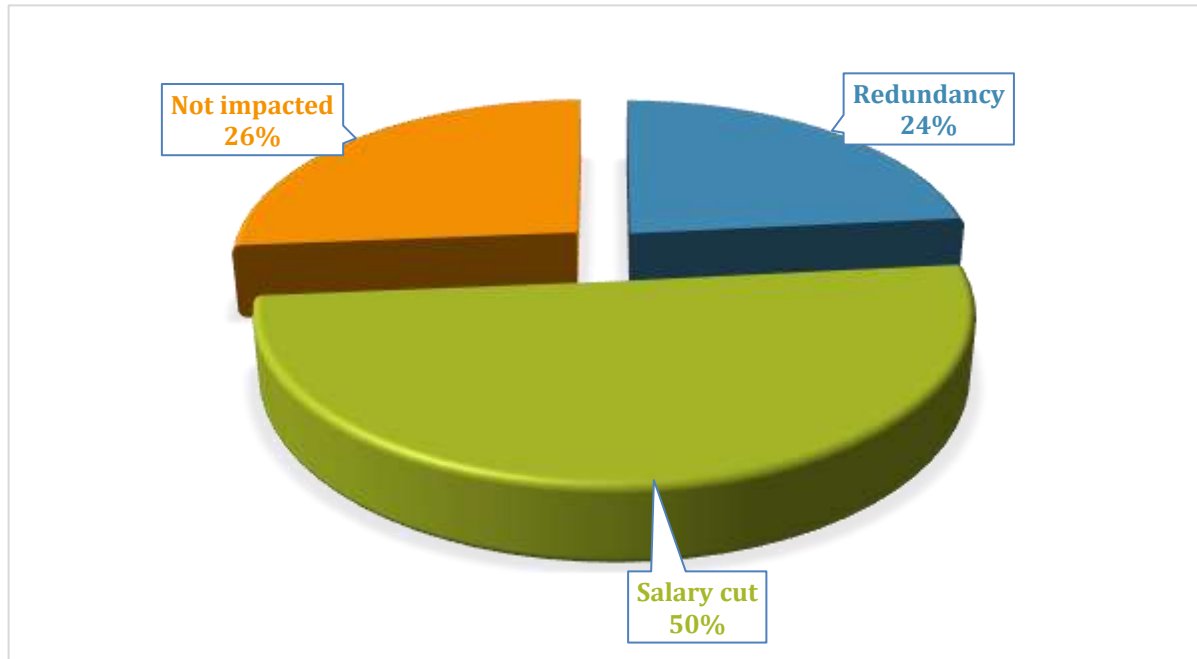
indicated they have lost confidence in the sector and will no longer pursue a career in the industry.

- 👍 Technology/ IT,
- 👍 Health Care and
- 👍 Education were the top 3 sectors pursued.

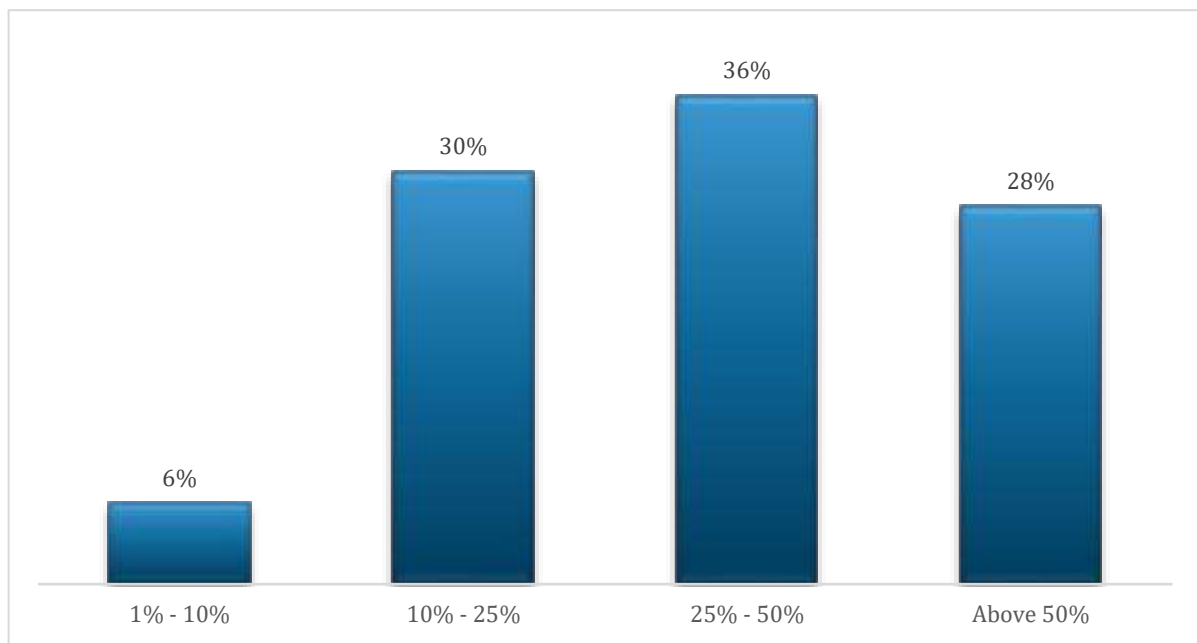
COVID-19 SUPPLEMENT

COVID-19 EMPLOYMENT IMPACT

Respondents were asked what impact Covid-19 had on their employment, or salary in 2020.



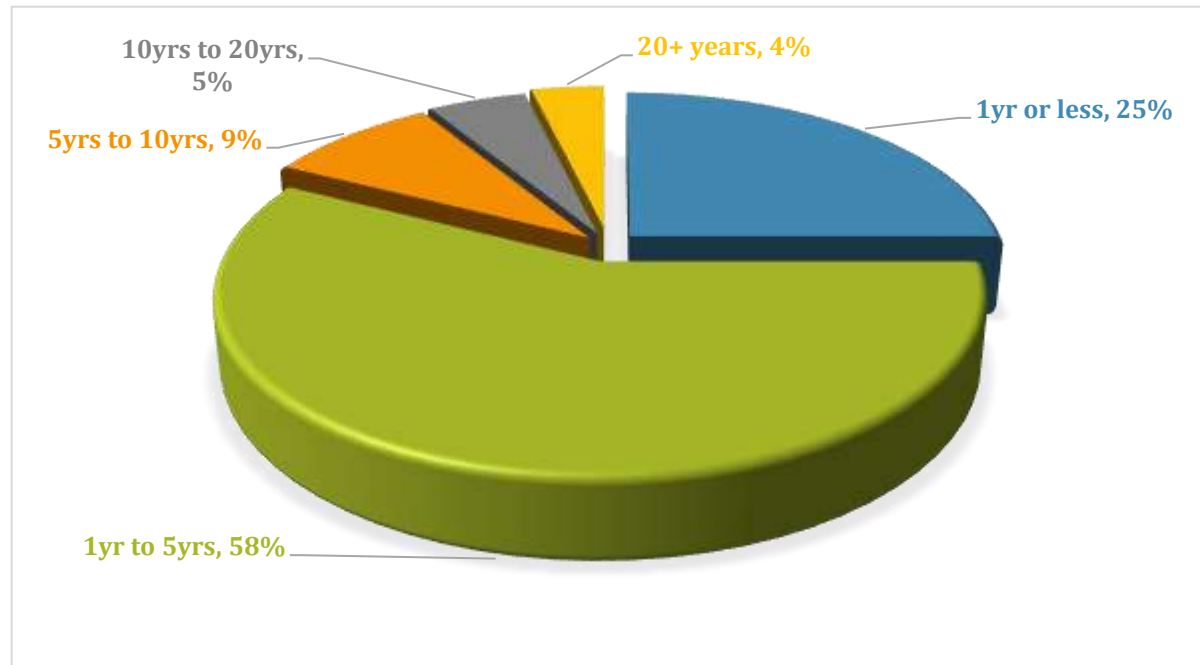
Respondents who experienced a salary cut during Covid-19 were asked to indicate the amount it was reduced by.



COVID-19 SUPPLEMENT

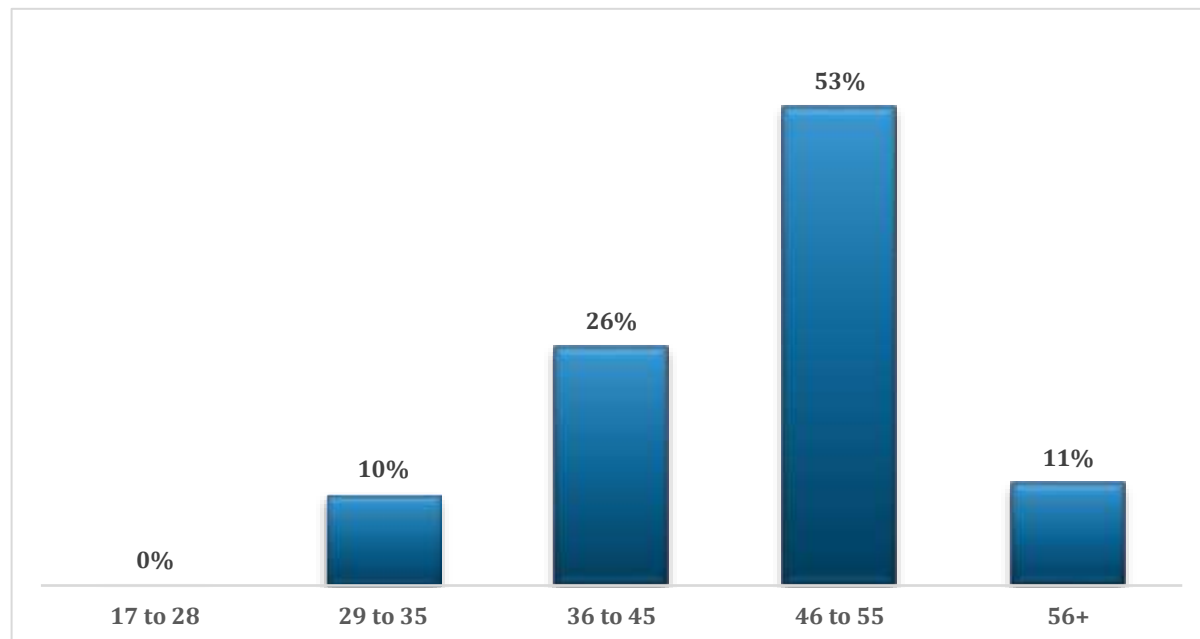
Is it really last in first out?

We analyzed respondents' length of employment with their company before their retrenchment.



Is age a factor?

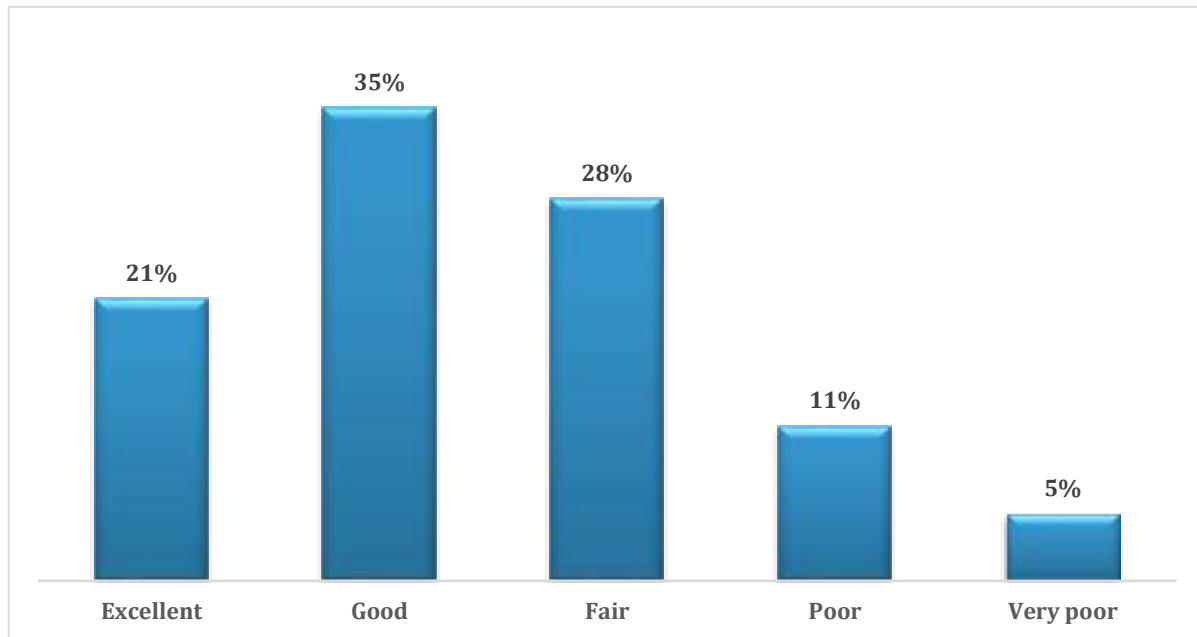
We broke down the age group of those impacted by retrenchment during Covid-19.



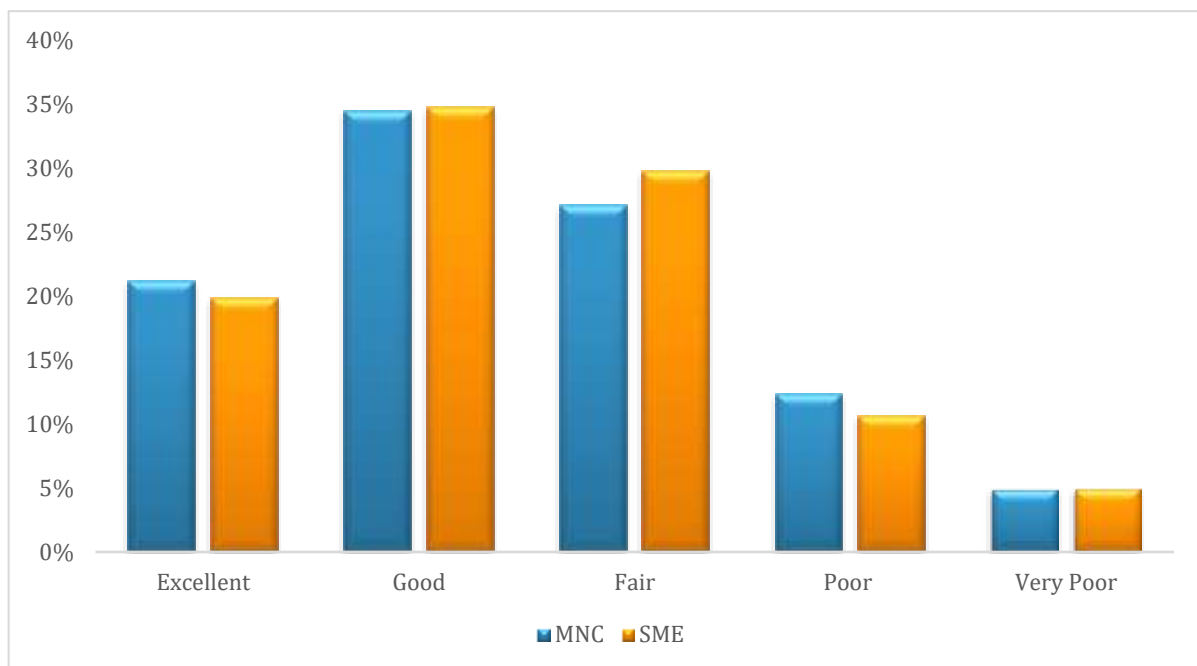
COVID-19 SUPPLEMENT

COVID-19 COMPANY IMPACT

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

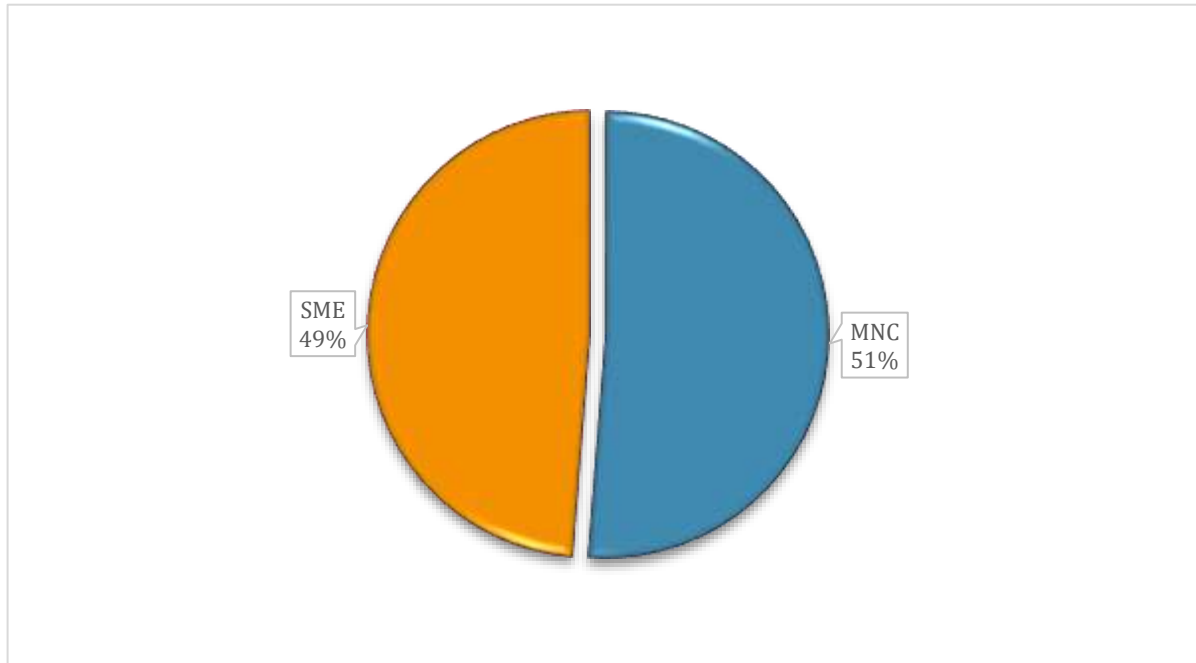


From the data above, we broke down and compared the responses of employees working for MNCs vs SMEs.

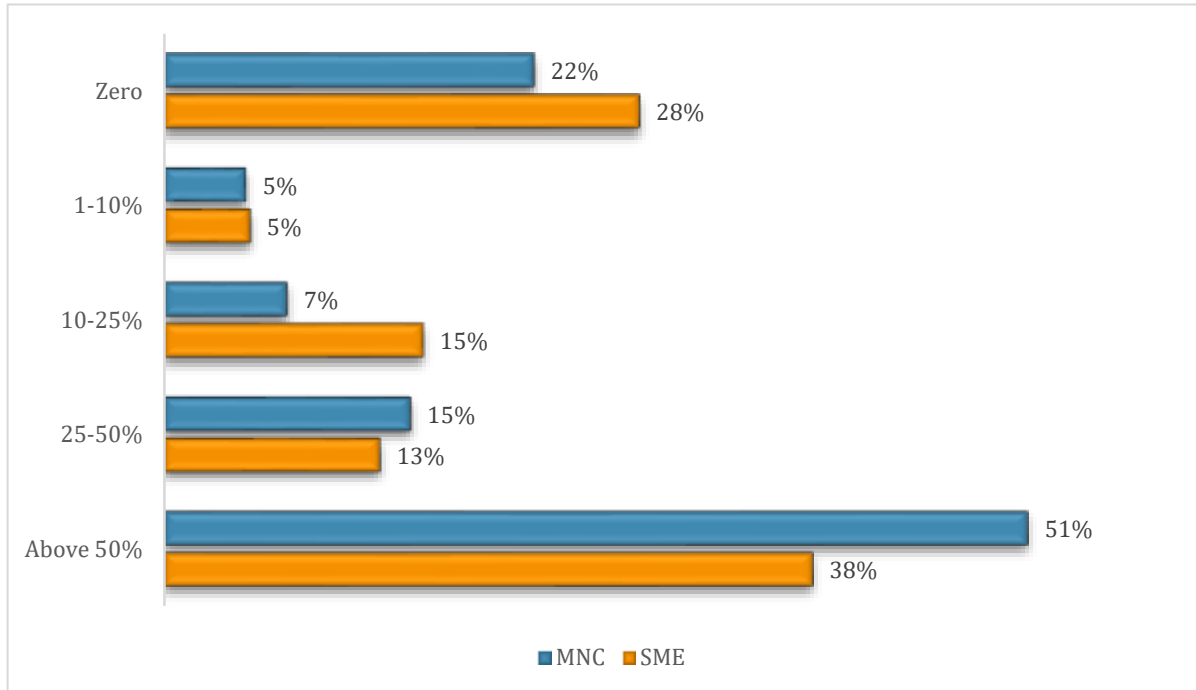


COVID-19 SUPPLEMENT

From the data, we broke down retrenchment by company size; MNCs vs SMEs



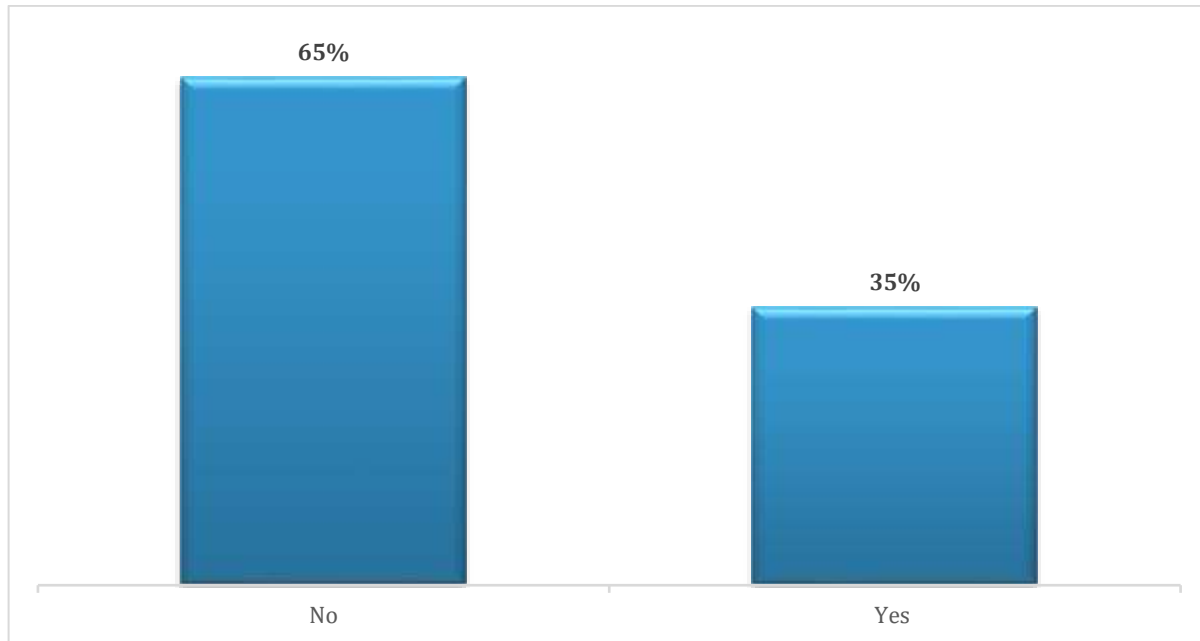
We then examined salary cut amounts by company size; MNCs vs SMEs



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.

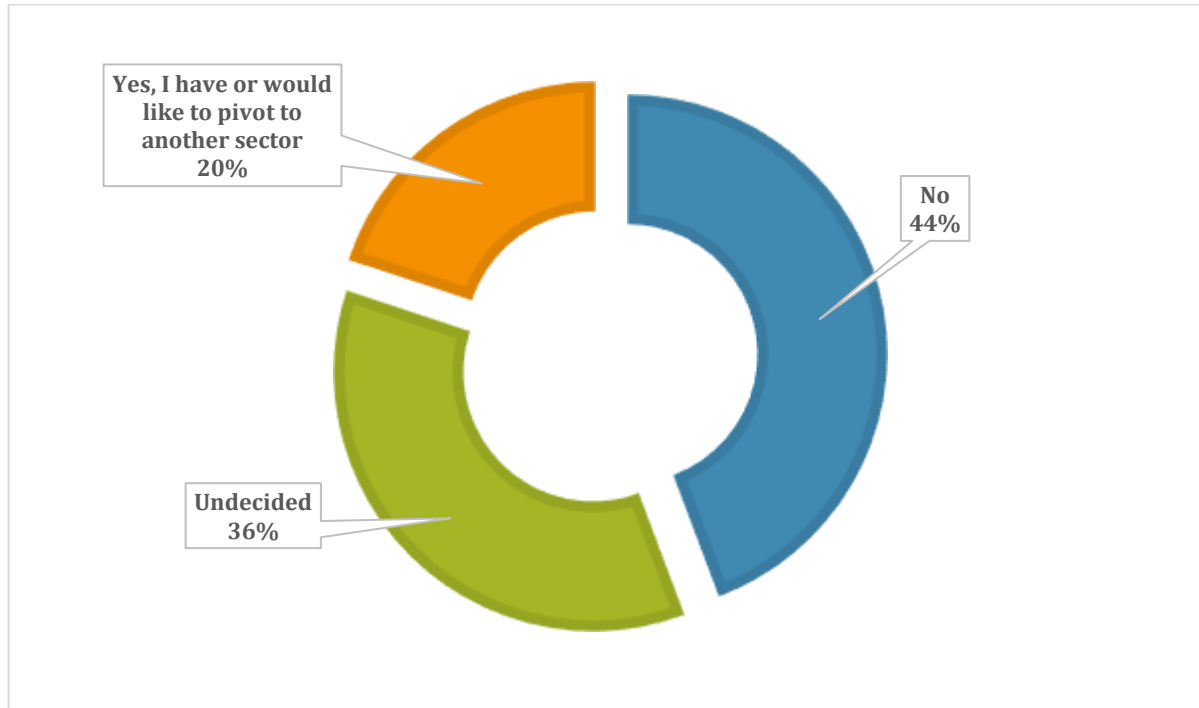


TOP COURSES/ PROGRAMS ENROLLED DURING COVID-19

- 1) Digital Marketing, e-Commerce, and Social Media Marketing
- 2) MBA
- 3) Revenue Management
- 4) Language studies
- 5) Business Analytics

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) Education
- 4) Real Estate
- 5) Financial Services

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