

# SALARY SURVEY 2020

## LATIN AMERICA



**“ WE ARE POWERING  
PEOPLE AND  
ORGANISATIONS TO  
FULFIL THEIR UNIQUE  
POTENTIAL. ”**

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SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,  
CHIEF EXECUTIVE OFFICER**

Since opening our doors over 30 years ago, people have been at the heart of everything we do, from the jobseeker to the hiring manager and those who bring them together. As a market-leading global recruitment group, we see our role as that of a trusted advisor – helping our candidates and clients to build fulfilling careers and grow effective teams both now and into the future.

As we continue to grow internationally, we remain committed to our founding principles: a strong team-based culture that puts clients and candidates first, a passion for quality in all that we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve.

These values lead us to prioritise building long-term relationships – we advise and consult but never force people into making decisions that aren't right for their business or career goals. We believe that our consultative approach sets us apart from the competition and continues to cement our reputation as a recruiter of choice, trusted by the world's leading organisations and professionals.

In addition, we are experts in the disciplines we recruit for, enabling us to provide our clients and candidates with quality insights into hiring and salary trends. Our regional Salary Surveys are designed to help you make informed hiring decisions and salary negotiations. If you would like to discuss these topics further, please don't hesitate to contact your local Robert Walters office listed in the back of this book.

**Robert Walters**  
CEO  
Robert Walters Group

**69%**

OF OUR BUSINESS  
IS FOCUSED ON  
PERMANENT  
RECRUITMENT, 31%  
ON CONTRACT

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# GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



# 31

**WE RECRUIT  
ACROSS 31  
COUNTRIES  
GLOBALLY**

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AUSTRALIA

BELGIUM

BRAZIL

CANADA

CHILE

CHINA

CZECH REPUBLIC

FRANCE

GERMANY

HONG KONG

INDIA

INDONESIA

IRELAND

JAPAN

LUXEMBOURG

MALAYSIA

MEXICO

NETHERLANDS

NEW ZEALAND

PHILIPPINES

PORTUGAL

SINGAPORE

SOUTH AFRICA

SOUTH KOREA

SPAIN

SWITZERLAND

TAIWAN

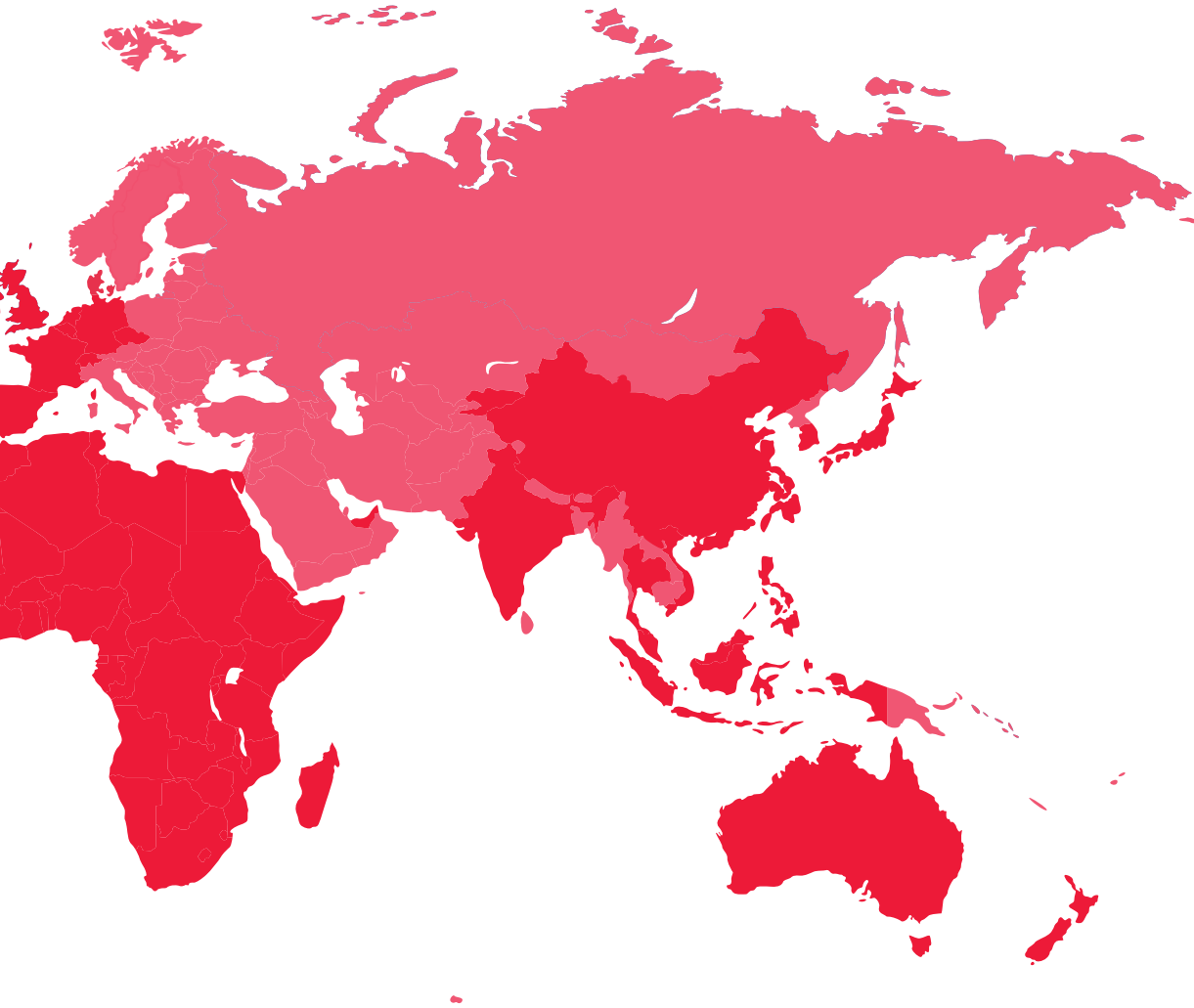
THAILAND

UAE

UK

USA

VIETNAM



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## DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

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- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

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## OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

### OUR CORE DISCIPLINES INCLUDE:

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology

### WHAT MAKES US DIFFERENT?

Bespoke, consultative service

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#### 1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

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#### 2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters is our preferred recruitment partner. They are able to identify talent that we would not have been able to find or engage with ourselves.

Razmig Hovaghimian,  
Founder & CEO,  
Hoodline, USA

”

“ Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I've enjoyed my experience working with Robert Walters over the last 10 years.

Atul Gaur, HR Director,  
L'Oréal, Singapore and  
Malaysia

”

“ Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I'd recommend using Robert Walters to any prospective organisation.

Shaq Mohajerani, Head  
of Development, Hanwha  
Energy, Australia

”

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### 3. No individual commission

We operate a team-based profit-share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

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### 4. Our people and culture

We promote long-term, international careers, which helps us to retain our top people, providing continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 22 years.

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### 5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with an in-house innovation team which tests and trials the latest recruitment technologies.

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### 6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long term and maintain our presence, even in tough times.

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### 7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

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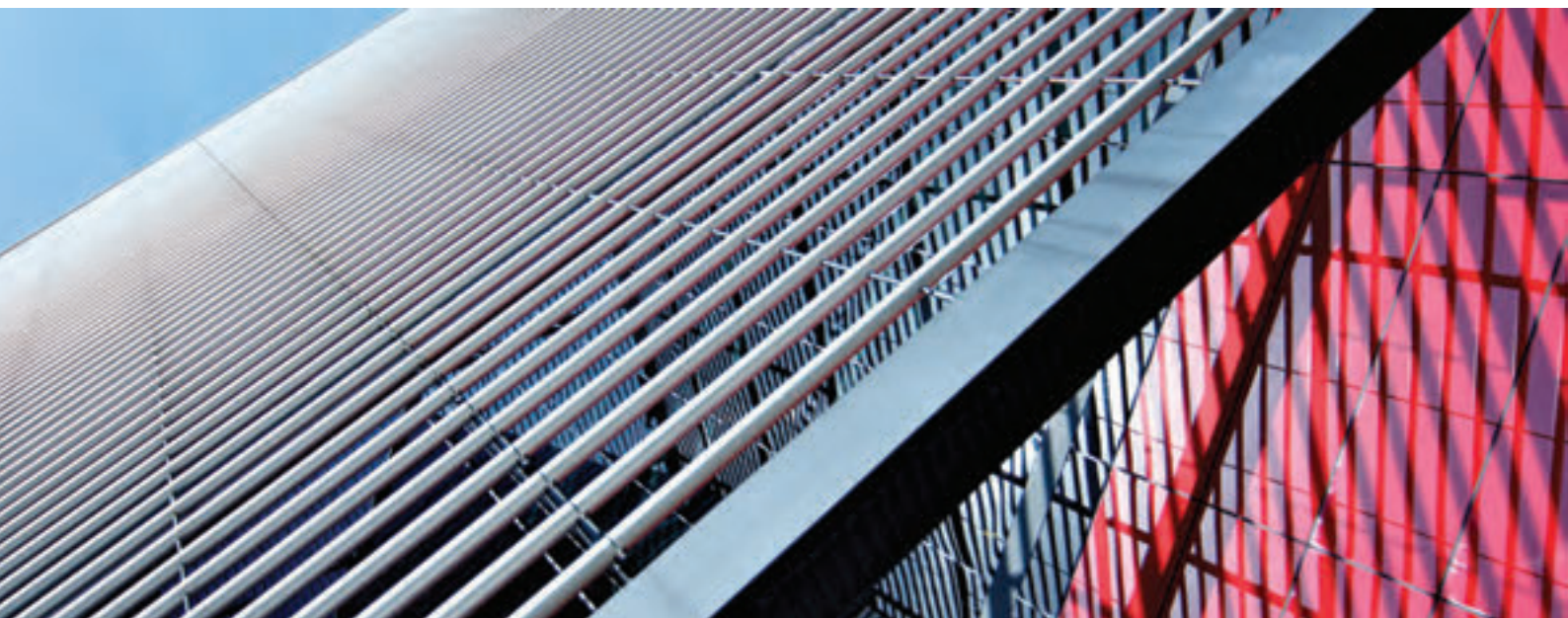
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- Canada
- Latin America

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“ WELCOME TO THE 21ST  
EDITION OF THE GLOBAL  
SALARY SURVEY PROVIDING  
CREDIBLE INSIGHT INTO  
HIRING AND SALARY TRENDS  
WORLDWIDE. ”

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## ABOUT THE SALARY SURVEY

Welcome to the 21st edition of the annual Robert Walters Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2019, and our predictions for the year ahead.

### GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.

# GLOBAL TRENDS

## GLOBAL OVERVIEW

Overall the global hiring market was active in 2019 despite widespread economic and political uncertainty. Demand for specialist technology skill sets as well as risk, regulatory and compliance professionals led to candidate shortages in many markets.

Across Europe, we saw demand for talent outstripping supply as businesses continued to hire. In France, the recruitment market performed well in 2019 despite employers pausing hiring activity during times of difficulty such as the yellow vests (gilets jaunes) protests.

Belgium experienced strong economic growth in 2019, which led to an active hiring market and widespread talent shortages. Across the border in Germany, hiring was buoyant as traditional Mittelstand companies focused on digitalisation and foreign companies grew their presence. Similarly, in the Netherlands, a strong economy and an exceptionally low unemployment rate led to candidate shortages across all disciplines.

In Spain, hiring activity was high in the first half of 2019 but reduced in the

second half due to uncertainty caused by the US-China trade war, Brexit and the difficulty of building a stable government in Spain.

Brexit continued to dominate the headlines in the UK, impacting hiring in many sectors; however, there were pockets of hiring activity across technology, fintech, property and professional services.

In the Middle East, recruitment activity was high for most of 2019. Nationalisation remains a key priority in the UAE and Saudi Arabia, leading to local talent shortages, wage inflation and nationals moving roles more frequently. We saw similar trends across Africa as companies sought to adhere to government nationalisation policies.

Throughout Greater China, the local market outlook became increasingly uncertain in the latter half of 2019, with the US-China trade war weighing heavily on sentiment. Candidates became harder to source as professionals proved reluctant to change roles in uncertain market conditions. We also saw manufacturers taking action to avoid US tariffs by

moving specific aspects of production out of Mainland China to locations such as Taiwan and South East Asia, which impacted hiring.

South East Asia experienced a predominantly buoyant hiring market in 2019, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Demand for 'glocal' talent – professionals with a strong understanding of both global business practices and local cultural mindsets – continued as more businesses internationalised.

In Japan, acute talent shortages continued due to the nation's declining and ageing population as well as high demand for bilingual professionals with international expertise. Companies specialising in cloud computing, AI,

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As top talent prioritise keeping their skills up to date, we recommend employers offer clear learning and development opportunities to attract in-demand professionals.

”

future mobility and smart factories increased hiring in 2019 in preparation for the rollout of 5G in 2020.

In Australia and New Zealand, the economic environment looks set to prevent any widespread jobs and salary growth in the near to mid-future. The exceptions will be in sectors where demand outstrips supply – most notably in technology, financial services and infrastructure.

## KEY TRENDS

### Acute tech talent shortages

Across most markets the demand for technology professionals with specialist skill sets will continue to outstrip supply in 2020. Digital transformations are continuing apace across many industries in China, Hong Kong, Australia and New Zealand, so in 2020 we expect to see employers vying for professionals with expertise in AI, big data, UX, development and cyber security.

Digital experts, data scientists and cyber security specialists will also be in high demand across Brazil, Chile and Mexico as companies migrate their businesses online and deal with the extra security challenges this presents. In San Francisco, companies will struggle to hire software and machine learning engineering specialists due to a shortage of qualified professionals.

### Demand for risk and compliance skill sets

As regulatory requirements evolve alongside digitalisation, companies are seeking professionals with expertise in risk, compliance and audit. South East Asia saw strong demand for

these skill sets within the banking and financial services sector as businesses sought to adhere to new regulations and guidelines set by their central banks. Japan continued to strengthen its financial regulations and companies faced greater scrutiny over their handling of personal data, leading to high demand for audit, risk and compliance professionals. In the Netherlands, salaries for compliance, regulatory reporting and risk management specialists are expected to rise in 2020 due to extreme talent shortages.

### Advice to employers

In order to secure top talent with specialist skill sets we recommend employers run swift and efficient recruitment processes, ensuring offers are made in a timely manner. As in-demand professionals consider moving roles they will focus on more than the salary on offer – they are keenly aware of the need to keep their specialist skills up to date, so we recommend businesses offer clear learning and development opportunities to attract the best talent on the market.



IN 2020 WE EXPECT TO SEE EMPLOYERS VYING FOR TALENT WITH EXPERTISE IN AI, BIG DATA, UX, DEVELOPMENT AND CYBER SECURITY.



# REGIONAL TRENDS

With our presence spanning 31 countries across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2019 and their predictions for the year ahead.

Our regional overviews include:

- Latin America
- Australia & New Zealand
- Greater China
- Japan & South Korea
- South East Asia
- Europe
- Middle East & Africa
- US & Canada



**THE GROUP'S INTERNATIONAL NETWORK OF OFFICES SPANS 31 COUNTRIES AND SIX CONTINENTS ENABLING US TO MEET THE DEMANDS OF CLIENTS AND CANDIDATES WHOSE NEEDS EXTEND BEYOND LOCAL MARKETS**

# LATIN AMERICA



**KEVIN GIBSON**  
CEO, LATAM

## 2019

Brazil, Chile and Mexico all experienced a challenging economic environment in 2019, which saw central banks cut interest rates to stimulate their economies.

Chile's economic slowdown was driven by weakening domestic demand and a slumping copper price, which drives many aspects of the economy. In Mexico, it was widely agreed that signs of economic stagnation were due to decisions made by the new president, most notably the cancellation of several high-profile construction projects, which shook investor confidence and dampened hopes for growth. In Brazil, early optimism that the new government would be good for business quickly cooled, following a series of distracting scandals and ongoing delays with the vote on pension reforms.

## Our presence in Latin America:

- Brazil
- Chile
- Mexico

Despite these economic challenges the demand for specialist technology talent remained consistent across all countries. While construction suffered in Mexico, the energy sector grew in Chile and there was an increased shortage of cyber security specialists in Brazil.

## 2020

Brazil, Chile and Mexico could all take very different paths in 2020, leading to a very mixed recruitment outlook for the region.



After years of economic misery, Brazil may finally see a long-awaited recovery spurred on by pension reform, which will most likely increase the level of foreign direct investment. The recovery of the oil and gas sectors, as well as the construction industry, will also start to have an impact on the economy in 2020, but the overall gains will still be modest by international standards.

In Mexico, the government's focus on economic equality policies at the expense of economic growth and decisions such as the cancellation of government contracts will likely have a negative impact on the economy, especially in the construction and energy industries. However, it remains to be seen if the government's budget stabilisation fund will be needed and if confidence will return.

Across the Andes, in Chile, where the business community has more confidence in the government's ability to manage economic challenges, the planned injection of USD \$600 million into the country's budget (for road construction, subsidised housing, healthcare and water projects) throughout 2020 should see the economy weather any challenges better than most in the region.

### **HIRING TRENDS**

With independent and diverse economic challenges across the region there are unique hiring environments in each country; however, there are also some common trends.

In all markets the recruitment of professionals with a high level of business English will remain a key challenge, especially for finance,

commercial and engineering roles. This is driven by two factors. Firstly, in many global firms, expats are being replaced with local employees, but as these roles are

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Despite economic challenges the demand for specialist technology talent remained consistent across all countries.

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the main interface with head office, professionals with a high level of fluency in English are needed. Secondly, many domestic firms are looking to expand internationally, so they are now competing with global companies for the same talent.

In all countries there are shortages of digital experts, data scientists and cyber security specialists, as firms look to migrate their businesses online and deal with the extra security challenges this presents. In many

cases 'digital-first' businesses are taking most of the talent due to the attractiveness of this business model.

As a rule, employers seeking digital skill sets are looking for multi-skilled profiles, hoping to add greater value to their businesses, so there will be more demand for commercial finance profiles as well as digital natives who combine technology and marketing expertise.

There is increasing demand from candidates for better work-life balance, with firms having to offer flexible and innovative working options, which, in many cases, are just as important as salary increases to professionals looking for their next career move. In addition to this, employers need to be able to demonstrate equal opportunities for women in the workplace with proven examples of women progressing their careers while having a family.

Firms should also consider hiring from international talent pools, where they can attract professionals who will often be in the role for longer, which easily compensates for the time and cost of arranging work visas.





# AUSTRALIA & NEW ZEALAND

## INTRODUCTION

The prevailing global and local economic headwinds look set to prevent any widespread jobs and salary growth in the near to mid future. That said, in the Australia and New Zealand markets, 2020 offers some reasons for cautious optimism, as we anticipate salary growth in selected sectors where there is high demand and limited supply — most notably in technology, financial services and infrastructure.

## BRIGHT FUTURE FOR TECH SPECIALISTS

Technology transformations are continuing unabated across every industry in Australia and New Zealand. As a result, 2020 will see employers vying for professionals with expertise in development, UX, data management

and cyber security. For professionals with these more niche skill sets, we anticipate further salary increases and premium rates for contractors.

Concerns about widespread unemployment due to automation and artificial intelligence have, so far, proved unfounded. In 2020, we expect some transactional roles to become obsolete, but new technology jobs will be created in areas such as design, programming and analysis.

## REPAIR JOBS AT THE BANKS

In the wake of Australia's recent Royal Commission, financial institutions are under enormous pressure from regulators, legislators, government, media and their customers. The result is an unprecedented focus on risk,

## Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Christchurch
- Melbourne
- Perth
- Sydney
- Wellington

remediation and compliance projects across the banking, financial services and insurance sectors — on both sides of the Tasman. Experienced professionals who can deliver these

massive programs are relatively scarce, and so demand (and salaries) are likely to remain high.

## CAUTIOUS GROWTH IN INFRASTRUCTURE

Australia and New Zealand will remain committed to long-term nation-building programs throughout 2020. Investment in traditional infrastructure projects such as transport, health and education will continue to stimulate demand for civil engineers and project managers, as well as professionals in ancillary sectors. And while the emerging renewables sector is showing signs of promise, and the creation of some new jobs, uncertainty may linger until the Australian Government articulates a more comprehensive energy policy.

## ADVICE FOR EMPLOYERS

Where skills shortages exist, hiring managers have much to do in 2020. Money talks, of course, but high salaries and premium rates may not be enough to entice specialists to join your organisation. Apart from flexible working, which remains a high priority for many, professionals are acutely aware of the need to keep their specialist skills up-to-date, so employers who can offer cutting-edge projects and substantial personal development opportunities will be those who attract and retain the best talent.

'Potential' should be the watchword for many employers in 2020. During selection processes, employers should remain open-minded when candidates are a good cultural fit but short on technical experience. A comprehensive learning and development strategy can help plug technical gaps, whilst also

helping to ease the disconnect between skills that the next generation of talent are being taught and what businesses need.

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In 2020, we anticipate salary growth in selected sectors of high demand and limited supply, most notably in technology, financial services and infrastructure.

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## ADVICE FOR CANDIDATES

2020 will be a year of opportunity for professionals with skills in the aforementioned areas of high demand and short supply. Approaches and offers from prospective employers are likely to be common, but our advice to these individuals is that not every job is equal. Do your research about possible employers, know what your market value is, and remember that in a fast-moving jobs market this golden moment may not last long. In 2020, we recommend that in-demand specialists seize the day.

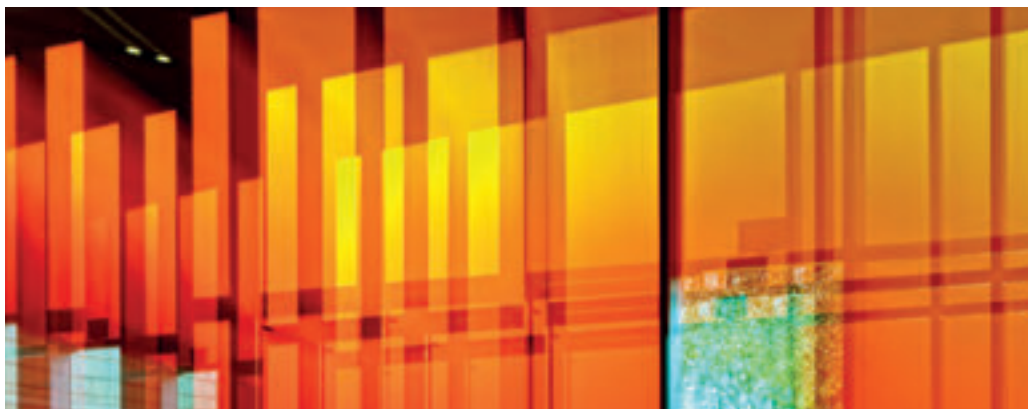
## POLITICAL LANDSCAPE IN 2020

While the outcome of New Zealand's 2020 general election currently appears

too close to call, we can predict two possible knock-on effects. First, many employers are likely to wait until after the election before embarking upon any major hiring campaigns. Second, the jobs market in Wellington will be dominated by contract and contingent roles until after the election result is known.

In Australia, 2020 will see local elections in Queensland and the Australian Capital Territory. Enterprise employers in these states may see elections as an opportunity to gain an advantage over their competitors. Aggressive hiring campaigns in areas of skills shortages during election season could yield a windfall of talent, as many other employers may have scaled down their recruitment activity.

Both the Australian and New Zealand governments are currently tightening immigration restrictions. For many employers, this means that their best chance of hiring overseas talent in 2020 will be to work with a recruitment partner who can offer access to an international talent network as well as expert, up-to-the-minute skilled migration advice and support.





# GREATER CHINA

## GREATER CHINA

The global economy and local market outlook became increasingly uncertain in the second half of 2019, with the impact of the US-China trade war continuing to weigh on sentiment, particularly in Hong Kong and Mainland China.

Despite the risks, we saw demand for candidates in key growth areas. The technology industry was one of the fastest-growing markets across Greater China and, because of the innovative and highly skilled nature of the industry, there was an ongoing shortage of suitably qualified candidates. Employers found talent harder to source, as professionals were reluctant to switch roles because of the uncertainty caused by changing market conditions.

## MAINLAND CHINA

The impact of lingering economic trade frictions and market uncertainties put pressure on the job market in 2019. The slowdown in hiring was more apparent in the manufacturing sector where companies are trying to avoid tariffs by moving specific aspects of production out of Mainland China.

Organisations in the region took steps to adapt by adding value to their existing products and considering expansion into international markets through free trade zones and the Belt and Road initiative. This drove demand for candidates with strong technical skills, solid business development capabilities and international work experience. Despite relatively slower growth, the country continues to strengthen its digital transformation

## Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

capabilities, through initiatives such as the development of Shenzhen as a hi-tech model city. Technology will remain a growth sector with employers looking to secure experienced professionals in R&D, big data and artificial intelligence.

In 2020, we expect both candidates and hiring managers to remain cautious due to uncertain market conditions.

While the total number of jobs may decline, demand is expected to continue for highly skilled professionals.

## HONG KONG

With ongoing political and economic uncertainty, Hong Kong has faced a challenging period in 2019, from trade and tourism to consumer sentiment and capital markets. Nevertheless, it retains its appeal to companies as a global business and finance hub.

In 2019, financial services firms took a relatively cautious approach to hiring, with the exception of virtual banking and fintech. With the issue of eight virtual banking licences, the demand for specialists ranging from C-level to managers has been on the rise in all areas of finance, legal, technology and risk and compliance, as well as operational and HR roles. This has been the backbone of financial services hiring over the last 12 months and we expect to see strong growth in this area in 2020.

Organisations across a range of different industries will continue their digital transformations, leading to sustained demand for analytics, big data, DevOps and digital specialists. At the same time, we have seen a noticeable shift towards contract hiring as businesses looked to build an agile workforce that can adapt to the fluid economic conditions. We expect this trend to continue in 2020.

## TAIWAN

Taiwan started 2019 with better-than-expected economic growth, resulting in buoyant hiring levels across several industries, including technology, FMCG and healthcare.

Towards the second half of the year, export-oriented companies became more conservative in their operations due to the US-China trade war. We saw manufacturers and electronics companies reshoring some production

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There is an atmosphere of cautiousness across the region and the outcome of the US-China trade war will play a determining role in the market and employment conditions in 2020.

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lines from Mainland China to other regions in Asia, including Taiwan. The inflow of investment has driven demand for technology and software talent. At the same time, there is continuous demand for engineering specialists within renewable energy industries. Compensation is expected to be steady, with levels set on a case-by-case basis, depending on individuals' expertise and performance.

## OUTLOOK FOR 2020

Demand for specialists is likely to continue in 2020, despite the uncertain economic situation. With skills shortages likely to be exacerbated, companies are expected to place greater emphasis on retention strategies. Moderate salary rises are anticipated across Greater China, and companies are advised to promote clear career development and smart workplace policies like flexible working, which are increasingly valued by employees.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in a changing job market. In-demand professions and specialist roles will continue to command premiums and yield lucrative new opportunities, but general salary inflation will be subject to, and defined by, the outcome of the variable macroeconomic conditions.





## JAPAN & SOUTH KOREA

### JAPAN

Despite global economic and geopolitical uncertainty, demand for talent far outstripped supply in 2019 with a job openings-to-applicants ratio of 1.6 to 1. Japan's labour shortages continued unabated due to its declining and ageing population, as well as increased demand for talent with English-language skills and international expertise. Both foreign-affiliated firms and Japanese companies operating internationally are driving this demand for bilingual talent with international or global business exposure. Other businesses operating locally, such as transport networks, retailers, hotels and service and entertainment companies, are beginning to follow suit.

Companies specialising in cloud computing, artificial intelligence (AI),

mobility (connected cars and autonomous driving), smart factories and medtech increased hiring in 2019 in preparation for the rollout of 5G in 2020. In addition, the digital sector has seen strong growth in smartphone payment services, with many new offerings launching in quick succession. As a result, talented individuals have flocked to the industry, including candidates with financial backgrounds, app developers, security experts and other professionals able to draw from a diverse range of experience and skills.

The medical industry continues to hire in order to keep pace with Japan's ageing population, with life sciences specialists in particularly high demand. Medical device firms and pharmaceutical companies are searching for professionals specialising

### Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

in central nervous system disorders, and oncology and regenerative medicine. Following Japan's interest in the 100-year lifespan concept, which focuses on positive longevity, hiring has increased at manufacturers producing ingredients for dietary supplements and organic food products.

In 2019, Japan continued to strengthen its financial regulations following several high-profile incidents involving

cryptocurrencies and smartphone payment fraud. Similarly, companies are under increased scrutiny regarding their collection and usage of personal data, which requires compliance with the Personal Information Protection Law. Both these things have led to increased demand for cyber security, audit, risk and compliance professionals.

In 2020, legislation designed to ensure equal pay for equal work will come into force. This will give those in part-time and temporary work more stable employment conditions, an uplift in wages and an increase in opportunities to receive full-time employment. On the employer side, we expect to see companies utilising contractors even more as they seek to secure specialised talent at short notice in order to launch new projects or move into new markets.

## **SOUTH KOREA**

With the implementation of the 52-hour workweek, another rise in the minimum wage and prolonged US-China trade tensions, foreign direct investment (FDI) in Korea declined in the first half of 2019 compared to 2018. Despite this, FDI in the first half of 2019 actually surpassed the 10-year average, indicating that general upward movement continues.

In 2019, the Korean government invested heavily in the biotechnology sector, along with future mobility (autonomous and electric vehicles) and renewable energy, to lead the country's economic growth into the future. As a result, the biotechnology industry drew exceptional attention from foreign investors in 2019, with demand for highly skilled talent in this potentially

high-growth field remaining strong. In addition, the rapid growth of the biotechnology industry has expanded the market for analytical devices and diagnostics, leading to increased hiring in these areas.

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Both foreign-affiliated firms and Japanese companies operating internationally are driving demand for bilingual talent with overseas experience.

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Competition for technology specialists continued to intensify with the development of new business models converging IT and healthcare, as well as across-the-board digitalisation of many industries including retail, logistics, manufacturing and finance. Demand for new technology skills remains strong in the manufacturing sector, where a

transition to smart factories is taking place as part of the Fourth Industrial Revolution. Whereas manufacturers of internal-combustion engine vehicles experienced a decline against a backdrop of poor business performance in South Korea, the autonomous and electric car industries continued to boom. With that, the demand for bilingual data scientists, deep learning engineers and autonomous system platform specialists in the manufacturing field will continue in 2020.

Turning to new and renewable energy, the Korean government has announced the 'Renewable Energy 3020 Implementation Plan', with the goal of producing 20% of the country's energy from renewable sources by 2030. With the accelerated introduction of infrastructure for solar, wind and hydroelectric power generation, the demand for top talent in these areas is growing steadily.





# SOUTH EAST ASIA

## A SOLID GROWTH TRAJECTORY

In 2019, hiring activity in South East Asia was predominantly buoyant, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Elections in the first half of the year saw businesses take a more conservative approach to hiring, but activity recovered in the latter half of 2019. In Malaysia and Singapore, hiring showed steady signs of growth, with robust activity in technology.

Across the region, technology and transformation remains a major focus for businesses, which is in turn shaping hiring trends.

## KEY HIRING TRENDS

### Hybrid skill sets sought after

As companies continue their digitalisation journeys, hiring managers are looking for experienced technology professionals with hybrid skill sets. Specifically, they are seeking mid-level and senior managers who can help their teams navigate change and ensure the successful adoption of new technologies.

Outside of the technology function, employers are seeking professionals with the ability to leverage new technology within their work to drive the business forward. For example, HR professionals who are well-versed in workforce analytics and finance professionals with expertise in business intelligence are increasingly in demand.

### Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

Across the board, there is strong demand for professionals who are able to apply their technical expertise to a broader commercial context that positions the organisation for growth. 'Glocal' talent, or professionals who have a good understanding of both global and local cultures and mindsets, are also in demand as businesses continue to internationalise.



### **Risk and compliance professionals in demand**

Regulatory requirements and guidelines across the region have evolved alongside digitalisation. This has resulted in strong demand for risk and compliance professionals as businesses within the banking and financial services sector seek to align themselves with new regulations and guidelines set by their central banks.

As digital banking, fintech and online payment solutions continue to grow, so does the demand for risk, compliance and legal talent with specialist knowledge in technology.

### **Manufacturing growth drives hiring activity**

The manufacturing industries in Thailand and Vietnam saw healthy growth in 2019, driven by a multitude of factors, including the Eastern Economic Corridor project in Thailand, the establishment of free trade agreements in Vietnam and growing external confidence in these markets. The US-China trade war also played a part as manufacturers and electronics companies moved some production lines from Mainland China to South East Asia to avoid tariffs.

This has spurred demand for professionals within the industry across key functions, such as human resources, accounting & finance, engineering, supply chain & procurement and logistics.

### **HIRING TOP TALENT**

Broadly speaking, demand outstrips the supply of well-rounded talent who demonstrate strong expertise in their own field, the ability to leverage new technologies to drive efficiencies in their own work and a commercial mindset. As such, forward-thinking employers are starting to emphasise potential and transferrable skill sets over market

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Across functions, employers are seeking professionals with the ability to apply their technical expertise to a broader commercial context.

”

sector experience. For instance, businesses in fast-moving consumer goods (FMCG) are starting to hire technology talent from other industries such as financial services or retail.

The talented, modern jobseeker is looking for fresh challenges and the opportunity to deliver value to a business through their role. To secure and retain top professionals, hiring managers will need to show

a commitment to learning and development, while also demonstrating how the role contributes to the wider organisation.

To meet the need for 'glocal' talent, we encourage employers to search internationally, thereby tapping into the pool of local professionals based overseas. Organisations in the region have found high-quality local talent with niche skill sets and international expertise via our 'Return Home' campaigns – Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phở Good (Vietnam).

### **LOOKING AHEAD**

Global events like the US-China trade war may negatively influence hiring activity in specific industries and markets, but overall, we expect healthy levels of hiring across the region. Digitalisation will continue to build momentum and be a major driver of hiring trends in the coming year, and there will be growing demand for well-rounded, 'glocal' professionals, particularly for both mid-level and senior positions.





# EUROPE

## 2019

Despite much publicised economic and political uncertainty across Europe, businesses continued to recruit in 2019.

In France, businesses adopted a “stop-and-go” approach to hiring. Concerns about the economy and the yellow vests (gilets jaunes) protests meant companies were quick to stop recruitment activity in times of distress. However, in general the recruitment market performed well in 2019 as companies had to make up for talent shortages in all sectors. Real estate and construction were particularly busy as Paris geared up for the 2024 Olympic Games and worked on delivering the Greater Paris project.

The Dutch economy was in great shape in 2019. The unemployment

rate was at an all-time low, resulting in increased scarcity of candidates across all disciplines, especially at the junior and mid levels. In a market where candidates were calling the shots, employers were forced to act fast to secure the best candidates. To overcome candidate shortages companies hired more expats, from countries both within and outside the EU, such as Turkey and South Africa.

Belgium continued to benefit from strong economic growth in 2019, which led to a busy hiring market. However, businesses were still constrained by widespread candidate shortages. This resulted in companies hiring permanent staff more quickly than in previous years whilst increasing interim recruitment in the fields of finance and project management.

### Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom

While the UK was defined by a year of political and economic instability due to Brexit, the hiring market performed better than anticipated. There were pockets of hiring activity within sectors that received

notable VC funding such as technology and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

In 2019 there was a lot of negative press in Germany concerning the economic environment, political uncertainty and difficulties within the automotive industry. However, these stories did not lead to a slowdown in hiring. The professional skills shortage across finance, legal, technology and digital marketing showed no sign of abating and the market remained busy as traditional Mittelstand companies focused on digitalisation and international businesses grew their footprints in Germany.

Hiring activity in Spain was very high in the first half of the year as the strength of the economy facilitated growth. Businesses in the technology, automation, renewable energy, construction, chemical, pharmaceutical and tourism sectors were busiest. The second half of the year saw a reduction in hiring activity as commercial conflicts surrounding the USA and China, the UK's exit from the European Union and the difficulty of building a stable government in Spain reduced the appetite for hiring.

## 2020

It's very hard to predict what the European hiring market will look like in 2020 due to the unknown outcome of Brexit (at the time of writing) and ongoing economic and political uncertainty. However, we are confident that widespread candidate shortages will continue, resulting in demand for skilled professionals.

Recruitment has become less cyclical than it once was as business leaders have realised the value of being quick to adapt to market conditions, whilst remaining right-sized in order to take advantage of future growth.

In Belgium, we expect businesses will continue to expand in 2020. As a result, we will see an increase in demand for support professionals in HR, marketing, administration and supply chain. Like previous years, support staff with strong language capabilities in Dutch, French and English will be highly desirable.

The French hiring market is expected to remain relatively strong. For the first time in years the unemployment rate has fallen, causing further candidate shortages. As a result, companies will place greater emphasis on staff retention and succession planning.

In Spain, the technology sector will continue to be one of the biggest drivers of hiring. The focus on digital transformation is set to increase, which will lead to businesses recruiting specialist technology professionals. These professionals will need to have strong communication skills in order to work effectively and efficiently with departments outside of technology.

Whatever the outcome of Brexit in the UK, we will still see plenty of hiring activity amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies try to attract more risk-averse talent who are conscious about job moves during a time of uncertainty.

In the Netherlands, the scarcity of candidates is expected to continue in 2020 at all levels of seniority and across all disciplines. After two years of substantial growth, salaries are expected to stabilise in 2020. However, pay for specialists in compliance, regulatory reporting, risk management and technology will continue to grow, as these specialists are extremely scarce.

In Germany, hiring volumes in financial services will be dependent on the outcome of Brexit. If economic conditions worsen, we may see finance departments hire professionals who focus on cost efficiencies rather than business partnering and growth. Due to candidate scarcity we will continue to see salary increases across the market.



# MIDDLE EAST

## 2019

Recruitment activity was high across the Middle East for the majority of 2019, following a relatively flat first quarter. Businesses in the UAE, Saudi Arabia and Kuwait benefited from improved economic optimism and were the most active hirers.

In the UAE, the growing demand for nationals increased. Companies attempted to comply with 'Emiratization' legislation but struggled, due to available talent pools still being dominated by foreign expats. As a result, we have seen wage inflation for nationals at all levels and a trend of local candidates moving roles more frequently.

Multinationals continued to open their regional headquarters in Dubai, bringing further opportunities for skilled professionals. Digitalisation was at the forefront as companies looked to optimise performance and stay relevant. This led to greater demand for marketing and sales professionals with digital experience.

The job market in Saudi Arabia continued to be busy for government roles, with the

private sector starting to follow suit in the second half of the year. The rush to hire good-quality Gulf candidates resulted in increased candidate movement, especially in Saudi Arabia. Kuwait, often overshadowed by its larger neighbours, significantly increased hiring activity and continued to be a growing market.

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In 2020, the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence.

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## 2020

In 2020 the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. While Expo 2020 is not the silver bullet to solve everything, it is expected to act as a catalyst to kick-start 2020. With an optimistic economy forecasted, we expect a positive hiring market.

There will be a renewed focus on nationalisation, especially in the UAE and Saudi Arabia. Saudi Arabia has been the most stringent in enforcing nationalisation policies. This trend will accelerate throughout the year and we expect other GCC countries to follow suit.

The expected growth in Saudi Arabia means there are excellent career opportunities for Western-educated Saudi nationals and expats bringing best-practice skill sets from multinationals. The nation has immense hiring-potential and tangible opportunities that continue to grow in number. Social changes, such as the introduction of cinemas and women being permitted to drive, will continue at a steady pace and further investment into infrastructure is expected to support business growth. Kuwait will continue to be an area of focus for many companies and as a result we predict an active hiring market.

As the wider Middle East economic environment continues to improve, we expect to see salaries increasing during 2020.



# AFRICA

## **SOUTH AFRICA** **2019**

2019 was characterised by cautious hiring due to the general elections, a sluggish economy and unemployment of up to 29%. When businesses did hire, they sought internationally minded professionals with high adaptability and strong business acumen to minimise the downtime during onboarding.

The demand for employment equity (EE) professionals continued to influence hiring processes, resulting in salary increases of 10-15% for applicable candidates. Legal and finance specialists with high levels of technical competence and industry knowledge also received premium salaries.

## **2020**

In 2020, we expect to see high demand for professionals with both technical ability and strategic acumen. Productivity and effectiveness of employees will be the highest priorities. Historically, specialist skill sets in candidates were considered a 'value-add', but we expect this to be a minimum requirement moving forward.

The modernity and agile approach of SMEs has made them more competitive in the hiring market than their larger competitors. In order to compete, larger businesses need to have a clear picture of the professional they are looking to hire and operate swift recruitment processes. Due to continued economic instability, salary increases are expected to be in line with inflation.

## **REST OF AFRICA** **2019**

Across Africa there was an increasing drive towards nationalisation and a demand for diaspora professionals. The development of employees, succession planning and youth development were key focus areas for companies. Experienced finance professionals were highly sought after as companies looked to train and develop local staff.

Recruitment in both East and West Africa was particularly fast-paced due to the increased need for mid to senior level professionals within finance, legal, sales and operations. Across Central Africa the need for sales, marketing and finance professionals continued, with

an increased focus on digitalisation and engineering. As companies sought to adhere to government nationalisation policies while also facing a lack of local talent, we saw increased salary offers made to nationals for roles previously held by expats.

## **2020**

The competition for skilled nationals will remain high across the continent. In East Africa, international companies can expect inflated salary demands due to candidate shortages. Businesses in more developed parts of Africa, such as the Indian Ocean region, can expect to see multiple counter-offers presented to top talent. With increased stability across North Africa, salary increases of 3-7% are likely.

Investment in skills development, staff retention and competitive benefits will be key trends in 2020. Employers looking for skilled nationals with international and cross-border experience will struggle to recruit these roles themselves and will need to rely more on specialist recruiters.



# US & CANADA

## SAN FRANCISCO

In 2019, we saw an unprecedented demand for talent across the Bay area. Strategic, hands-on leaders were the most highly sought after.

Hiring activity spiked across design functions as companies realised the impact that design-led thinking can have on business success. Sectors with the highest levels of recruitment included AI, autonomous vehicles, robotics, online marketplaces and fintech.

In 2020, machine learning and AI will remain challenging areas to recruit in, with demand for talent far outweighing the availability of qualified professionals. Hiring managers should streamline their recruitment processes in order to attract more candidates and remain competitive in securing top talent.

We have seen a significant increase in salaries across the board, in part due to the change in law in California which prohibited employers from asking job applicants for salary history information. Salaries continued to rise due to the highly competitive nature of the market, and we expect this to continue in 2020.

## LOS ANGELES

In LA, businesses faced a shortage of CPA-qualified controllers with audit backgrounds, especially those with start-up experience. We expect this to continue in 2020.

Demand for operational leaders remained high in 2019. Many start-ups sought general managers and operational heads to manage the P&L, launch new markets, evaluate M&A possibilities, and provide insightful product and marketing feedback.

### Our presence in the US & Canada:

- Los Angeles
- New York
- San Francisco
- Toronto

LA will continue to be at the centre of frontier categories such as e-commerce, direct to consumer, logistics, manufacturing and aerospace as well as AR/VR and gaming/esports in 2020. These categories will be powered by increases in venture capital, a pipeline of diverse engineering talent and a legacy of expertise in specialised industries.

In 2020, employers are advised to run swift and efficient hiring processes.

By engaging all relevant stakeholders at the outset, hiring managers can build a clearer profile of their ideal candidate and move quickly to make an offer to promising candidates.

## NEW YORK

2019 saw high demand for talent in areas such as technology, data privacy, cyber security, AI and machine learning, leading to candidate shortages in these areas. Hiring activity was more measured in traditional areas such as accounting and finance, financial services operations and support functions. However, businesses in the fintech space and in pockets of the investment management industry were still strong hirers.

In many cases, interview processes were drawn out and due to the lack of swift decision making, clients missed out on securing top talent.

Demand for professionals in revenue generating roles, such as sales professionals across all industries and lawyers in private practice, remained high, and we expect this to continue in 2020.

In the financial services sector, highly quantitative candidates will remain in high demand, both in research and trading strategy roles and risk management positions.

VC-backed high-growth tech start-ups were major hirers in 2019. The need for hands-on leadership candidates will still be a high priority for all early stage firms looking to scale.

## TORONTO

Canada witnessed a buoyant recruitment market in 2019 as the

economy continued to grow and unemployment rates reached their lowest levels in decades.

Large cohorts of baby boomers retiring combined with low numbers of millennials with STEM (science, technology, engineering, mathematics) skill sets entering the workforce is causing an acute skills shortage in the Canadian market.

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Hiring managers should streamline their recruitment processes in order to effectively increase candidate attraction and remain competitive in securing top talent.

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Accounting and finance professionals who remained in their current roles either did not receive a salary review or had

their salary adjusted in line with inflation (2% forecast for end of 2019). Those who did start new roles saw an average increase in base salary of 14%. This caused significant movement in the market.

In 2020, top calibre candidates will have multiple opportunities to consider when moving jobs. The Canadian government will continue turning towards mass immigration for highly skilled workers to ensure all skill gaps are filled.

Salaries for lawyers in private practice will increase \$10-20k with each year post-call, before stabilising at the nine-year post-call mark at between \$150k (in small- to medium-sized law firms) and \$220k (for national or Seven Sister firms). Lawyers who move firms will see an average increase of 7% on base salary, while compliance professionals moving firms will receive pay increases of up to 10%.



# LOCAL TRENDS – LATIN AMERICA

In this section we delve deeper into the hiring and salary trends we expect to see across our local markets in 2020.

The locations covered are:

- Brazil
- Chile
- Mexico





# BRAZIL

## 2019

With Brazil facing challenging economic conditions in 2019, overall recruitment levels saw little growth, as hopes that the new government would signal the start of a significant economic recovery were not realised. However, businesses were still hiring, particularly within technology, construction, and oil and gas, with employers experiencing significant skills shortages in the technology area.

The growth in businesses with core offerings in digital, e-commerce or technology solutions, combined with the knock-on effect of traditional businesses rushing to compete with the new players, saw professionals with fintech, e-commerce and cyber security expertise in high demand.

With investment returning to the oil and gas industry and growth in the service sector supporting it, hiring levels were high, and we saw increased demand for specialist professionals with experience in civil, mechanical and electronic engineering, as well as with technical skill sets including geoscience, health and environment, quality and safety.

There was little growth in salaries, outside the high demand areas of technology, fintech and cyber security, although multilingual professionals with a high proficiency in English were also highly sought after and could command salary increases higher than other candidates with similar industry or technical experience.

In candidate-short areas like technology, employers struggled to adapt their hiring strategies, often applying the same recruitment and remuneration approaches as other recruitment areas, losing desperately needed skilled talent in the process.



**LEONARDO DE SOUZA**  
**COUNTRY MANAGER**  
**BRAZIL**

## 2020

The growth in technology hiring in 2019 will continue in 2020, with skills shortages growing more acute as businesses compete for the best digital specialists, data scientists and cyber security experts.

With traditional businesses moving to digitise many areas of their business or product offering, as well as play catch up with the 'digital-first' businesses (both established and new entrants to the market), employers will increasingly struggle to secure the best tech talent for their business. Employers are often seeking hybrid skill sets where candidates demonstrate experience in traditional areas such as finance, marketing or commercial expertise while also having digital or technology experience.

Hiring levels within construction, as well as oil and gas, will also remain high, as increased investment and political and economic stability helps to drive the recovery of these sectors, leading to the need for professionals with industry experience in technical roles as well as corporate support functions.

A focus on improving levels of diversity within businesses, increasing the participation of women and under-represented groups will also inform hiring strategies. A homogenous approach to hiring will not help businesses seeking to hire in candidate short areas, or in areas where they have a lack of diversity – companies should be careful to adapt their hiring strategies and their offering to employees, looking at flexible working and improving work-life balance.



Of employers in Brazil offer remote work as part of their benefits



1

Multilingual professionals who are proficient in English will continue to be in high demand. Technology and digitisation will continue to drive hiring.

# BRAZIL

## KEY FINDINGS

### KEY HIRING SECTORS



Technology



Fintech & Digital



Oil & Gas

### TOP JOBS IN DEMAND



Cyber Security  
Experts



Digital  
Specialists



Data  
Scientists

# 35%

Of professionals in Brazil would take a lower salary if they were able to work from home

### AVERAGE TENURE



Finance  
1.8 years



IT  
1.7 years

### TOP 4 DRIVERS OF JOB SATISFACTION

Work-life balance

60%

Compensation  
& benefits

60%

Workplace culture

38%

Challenging work

34%

# 91%

Of Millennials  
want rapid career  
progression



# ACCOUNTING, FINANCE & TAX

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Chief Financial Officer			27 - 45k	<b>30 - 45k</b>	36 - 55k	<b>36 - 60k</b>
Finance & Administrative Manager	11 - 17k	<b>12 - 18k</b>	14 - 20k	<b>14 - 23k</b>	21 - 35k	<b>24 - 35k</b>
Head of Controlling			13 - 23k	<b>15 - 24k</b>	19 - 29k	<b>19 - 30k</b>
Business Controller	12 - 16k	<b>16 - 17k</b>	14 - 21k	<b>14 - 22k</b>	18 - 27k	<b>18 - 30k</b>
Cost Controller	9 - 11k	<b>10 - 13k</b>	9 - 11k	<b>11 - 14k</b>	13 - 19k	<b>13 - 20k</b>
FP&A Manager	12 - 16k	<b>12 - 16k</b>	13 - 21k	<b>13 - 21k</b>	17 - 24k	<b>17 - 24k</b>
Treasury Manager	14 - 22k	<b>14 - 22k</b>	15 - 23k	<b>15 - 23k</b>	19 - 30k	<b>19 - 30k</b>
Accounting Manager	11 - 15k	<b>11 - 16k</b>	13 - 21k	<b>13 - 21k</b>	13 - 25k	<b>13 - 25k</b>
Internal Audit Manager	11 - 14k	<b>11 - 14k</b>	11 - 17k	<b>11 - 17k</b>	13 - 19k	<b>15 - 22k</b>
Tax Director			23 - 35k	<b>24 - 35k</b>	30 - 52k	<b>30 - 55k</b>
Tax Manager	12 - 18k	<b>13 - 18k</b>	17 - 27k	<b>17 - 27k</b>	23 - 30k	<b>23 - 30k</b>
Tax Planning Manager	12 - 17k	<b>13 - 18k</b>	17 - 27k	<b>17 - 27k</b>	23 - 32k	<b>23 - 32k</b>
Tax Compliance Manager	10 - 16k	<b>13 - 18k</b>	17 - 27k	<b>17 - 27k</b>	21 - 30k	<b>22 - 30k</b>
Tax Consultant	5 - 10k	<b>6 - 11k</b>	11 - 20k	<b>11 - 20k</b>	10 - 16k	<b>19 - 30k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# HUMAN RESOURCES

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
HR Director			26 - 42k	<b>25 - 30k</b>	32 - 63k	<b>35 - 45k</b>
HR Manager	10 - 12k	<b>10 - 12k</b>	14 - 24k	<b>12 - 15k</b>	16 - 29k	<b>15 - 20k</b>
HR Coordinator/Specialist	6 - 8k	<b>6 - 8k</b>	8 - 10k	<b>8 - 10k</b>	8 - 12k	<b>8 - 12k</b>
HRBP Manager	8 - 10k	<b>8 - 10k</b>	10 - 15k	<b>10 - 15k</b>	12 - 20k	<b>12 - 20k</b>
HRBP Coordinator/Specialist	7 - 9k	<b>7 - 9k</b>	7 - 9k	<b>7 - 9k</b>	7 - 10k	<b>7 - 10k</b>
Compensation & Benefits Manager	8 - 9k	<b>8 - 9k</b>	16 - 25k	<b>8 - 12k</b>	15 - 18k	<b>15 - 18k</b>
Talent Acquisition Manager	9 - 12k	<b>10 - 12k</b>	12 - 14k	<b>13 - 15k</b>	14 - 16k	<b>15 - 18k</b>
Talent Acquisition Coordinator/Specialist	6 - 7k	<b>7 - 8k</b>	8 - 9k	<b>9 - 10k</b>	11 - 14k	<b>12 - 15k</b>
Talent Development Manager	9 - 10k	<b>10 - 12k</b>	12 - 14k	<b>13 - 15k</b>	14 - 16k	<b>15 - 18k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# INFORMATION TECHNOLOGY

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)	
	2019	2020
<b>Management</b>		
CIO	36 - 41k	<b>40 - 50k</b>
CTO/IT Director	30 - 40k	<b>30 - 40k</b>
IT Manager	15 - 25k	<b>15 - 25k</b>
<b>Development</b>		
Development Manager	15 - 20k	<b>15 - 20k</b>
Tech Lead	9 - 13k	<b>10 - 14k</b>
Developer (4 - 8 yrs' exp)	5 - 7k	<b>6 - 8k</b>
Developer (8 - 12 yrs' exp)	7 - 10k	<b>7 - 12k</b>
<b>Infrastructure</b>		
Infrastructure Manager	14 - 16k	<b>14 - 16k</b>
Infrastructure Specialist	10 - 12k	<b>10 - 12k</b>
Devops Engineer	11 - 13k	<b>11 - 14k</b>
<b>Systems</b>		
System Manager	11 - 13k	<b>12 - 14k</b>
System Specialist	10 - 15k	<b>10 - 15k</b>
System Analyst (4 - 8 yrs' exp)	3 - 4k	<b>3 - 5k</b>
System Analyst (8 - 12 yrs' exp)	4 - 6k	<b>5 - 7k</b>
System Analyst (12+ yrs' exp)	6 - 10k	<b>6 - 12k</b>
<b>Security Information</b>		
CISO/CSO	23 - 36k	<b>25 - 40k</b>
Information Security Manager	16 - 22k	<b>18 - 24k</b>
Information Security Specialist	12 - 15k	<b>13 - 17k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# INFORMATION TECHNOLOGY

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)	
	2019	2020
<b>Data</b>		
CDO	23 - 27k	<b>25 - 40k</b>
Data Engineer (4 - 8 yrs' exp)	6 - 8k	<b>7 - 10k</b>
Data Engineer (8 - 12 yrs' exp)	9 - 10k	<b>10 - 11k</b>
Data Engineer (12+ yrs' exp)	12 - 13k	<b>14 - 15k</b>
Data Analytics (4 - 8 yrs' exp)	5 - 6k	<b>6 - 7k</b>
Data Analytics (8 - 12 yrs' exp)	8 - 9k	<b>9 - 10k</b>
Data Analytics (12+ yrs' exp)	10 - 11k	<b>12 - 13k</b>
Data Scientist (4 - 8 yrs' exp)	8 - 9k	<b>8 - 10k</b>
Data Scientist (8 - 12 yrs' exp)	12 - 13k	<b>12 - 14k</b>
Data Scientist (12+ yrs' exp)	14 - 15k	<b>16 - 18k</b>
UX/UI (4 - 8 yrs' exp)	5 - 7k	<b>7 - 8k</b>
UX/UI (8 - 12 yrs' exp)	9 - 10k	<b>10 - 12k</b>
UX/UI (12+ yrs' exp)	13 - 14k	<b>15 - 16k</b>
BI Manager	16 - 18k	<b>18 - 20k</b>
Scrum Master	16 - 18k	<b>18 - 20k</b>
Digital Transformation	13 - 14k	<b>14 - 16k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# SALES & MARKETING

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Sales</b>						
Relationship Manager	17 - 21k	<b>18 - 22k</b>	21 - 26k	<b>23 - 27k</b>	26 - 38k	<b>30 - 40k</b>
Key Account Manager	14 - 18k	<b>18 - 20k</b>	19 - 23k	<b>21 - 25k</b>	24 - 29k	<b>26 - 30k</b>
Sales Regional Manager	10 - 13k	<b>11 - 15k</b>	14 - 15k	<b>16 - 21k</b>	20 - 24k	<b>22 - 25k</b>
Sales Manager	10 - 13k	<b>11 - 15k</b>	15 - 20k	<b>16 - 22k</b>	21 - 28k	<b>23 - 30k</b>
Commercial Planning Manager	11 - 13k	<b>12 - 15k</b>	15 - 20k	<b>16 - 21k</b>	21 - 27k	<b>22 - 28k</b>
Business Development Director	18 - 23k	<b>20 - 24k</b>	23 - 27k	<b>25 - 30k</b>	28 - 40k	<b>32 - 42k</b>
Business Development Manager	14 - 17k	<b>15 - 18k</b>	17 - 18k	<b>19 - 24k</b>	21 - 29k	<b>25 - 30k</b>
Sales Intelligence Manager	11 - 13k	<b>12 - 14k</b>	14 - 17k	<b>15 - 18k</b>	18 - 23k	<b>19 - 25k</b>
Sales Specialist	9 - 12k	<b>10 - 13k</b>	13 - 15k	<b>14 - 16k</b>	16 - 18k	<b>17 - 18k</b>
Sales Director	19 - 26k	<b>20 - 28k</b>	27 - 37k	<b>30 - 40k</b>	40 - 53k	<b>42 - 55k</b>
National Sales Manager	14 - 17k	<b>14 - 18k</b>	17 - 19k	<b>18 - 20k</b>	21 - 29k	<b>22 - 30k</b>
Technical Sales Manager	10 - 12k	<b>11 - 13k</b>	12 - 16k	<b>14 - 17k</b>	15 - 21k	<b>17 - 23k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
<b>Digital Marketing</b>						
Strategy Manager	13 - 15k	<b>13 - 15k</b>	15 - 19k	<b>17 - 20k</b>	20 - 24k	<b>21 - 25k</b>
Product Owner	7 - 8k	<b>8 - 9k</b>	9 - 11k	<b>9 - 11k</b>	11 - 15k	<b>12 - 15k</b>
Product Manager	13 - 15k	<b>9 - 12k</b>	14 - 15k	<b>13 - 16k</b>	16 - 20k	<b>17 - 22k</b>
Head of Product	15 - 17k	<b>14 - 17k</b>	16 - 20k	<b>17 - 20k</b>	21 - 26k	<b>21 - 26k</b>
Product Designer	7 - 10k	<b>8 - 10k</b>	10 - 13k	<b>11 - 13k</b>	14 - 17k	<b>13 - 15k</b>
Business Intelligence Manager	11 - 13k	<b>13 - 15k</b>	13 - 16k	<b>16 - 19k</b>		
Marketing Coordinator	8 - 10k	<b>8 - 10k</b>	9 - 12k	<b>9 - 12k</b>	12 - 14k	<b>12 - 14k</b>
Marketing Manager	15 - 17k	<b>10 - 12k</b>	16 - 20k	<b>14 - 21k</b>	21 - 26k	<b>23 - 32k</b>
Marketing Director	23 - 25k	<b>15 - 19k</b>	23 - 28k	<b>23 - 29k</b>	29 - 33k	<b>32 - 45k</b>
Digital Marketing Manager	15 - 17k	<b>10 - 12k</b>	16 - 20k	<b>14 - 21k</b>	21 - 26k	<b>22 - 25k</b>
Digital Marketing Director	23 - 25k	<b>15 - 19k</b>	25 - 28k	<b>20 - 22k</b>	29 - 33k	<b>23 - 29k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING/OPERATIONS

## BRAZIL

ROLE	PERMANENT SALARY PER MONTH BRL (R\$)					
	4 - 8 YRS' EXP		8 - 12 YRS' EXP		12+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Plant Manager	15 - 19k	<b>15 - 19k</b>	19 - 20k	<b>19 - 20k</b>	20 - 24k	<b>20 - 24k</b>
Quality Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
EHS Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Industrial Director	29 - 39k	<b>29 - 39k</b>	39 - 49k	<b>39 - 49k</b>	49 - 60k	<b>49 - 60k</b>
Maintenance Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Engineering Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Production Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Logistic Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Purchasing Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
PCP Manager	12 - 15k	<b>12 - 15k</b>	15 - 17k	<b>15 - 17k</b>	17 - 19k	<b>17 - 19k</b>
Supply Chain Director	24 - 29k	<b>24 - 29k</b>	29 - 34k	<b>29 - 34k</b>	34 - 39k	<b>39 - 49k</b>
Logistic Director	29 - 39k	<b>29 - 39k</b>	39 - 49k	<b>39 - 49k</b>	49 - 60k	<b>49 - 60k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# CHILE

## 2019

Economic growth slowed in 2019 as concerns over global trade tensions and inflation impacted business confidence and led to conservative hiring in many sectors. Political unrest at the end of the year, broadcast on news channels across the globe, surprised many, both inside and outside of Chile, one of the most stable economies in the Latin America region.

Hiring for business-critical roles related to technology, digital and strategy was high throughout the year, with innovation and digital transformation a key focus for businesses in Chile looking to compete on a global level.

Professionals with a background in automation or cyber security, as well as those who could demonstrate experience working in an environment with a focus on continuous improvement, were highly sought after by employers.

Salaries were stable in 2019, with professionals in candidate short areas seeing the greatest increases.

Candidates were expected to show that they could embrace digitisation and innovation as well as stay up to date with the skills relevant for the changing world of work. With many businesses going through full digital transformation processes, the ability to adapt, understand technology and operate in a changing environment was essential.



**ALFREDO ARANEDA**  
**COUNTRY MANAGER**  
**CHILE**

## 2020

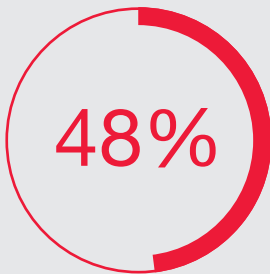
Technology and digital transformation will continue to be the driving forces behind hiring this year, with an increase in specialist positions creating diversification in the recruitment market.

Employers will struggle to hire professionals in data analytics, as demand for professionals to fill these increasingly business-critical roles far outstrips the supply of candidates with skills and experience in this area.

Cyber security specialists and digital experts will also be in high demand, particularly as traditional businesses move through digital transformation projects and technology becomes embedded in all aspects of their business, bringing increased risks to data and IT security.

A focus on increasing gender diversity at a leadership level means that many businesses will be seeking to empower women within their business and industry to reach career success, addressing imbalances where they exist and creating greater equality within the workplace.

We will see slight wage increases this year, with skill-short areas the most likely to see the highest salary increases. However, candidates are increasingly motivated by non-financial aspects of their employment packages, and smart businesses are looking at benefits such as flexible hours, investment in training and development and a focus on building a positive workplace culture to help them secure the people they need for their business.



Of professionals in Chile  
have a Master's Degree



1

Technology, digital transformation and cyber security will drive hiring, and employers will face skills shortages in these areas.

# CHILE

KEY FINDINGS

## GENDER DIVERSITY IN SENIOR LEADERSHIP



## 1.4 YEARS

The average tenure for technology professionals in Chile is 1.4 years

## TOP SKILLS IN DEMAND



Cyber Security



Data Analytics



Digital Experts

## KEY TRENDS DRIVING HIRING



Digital Transformation



Data Security

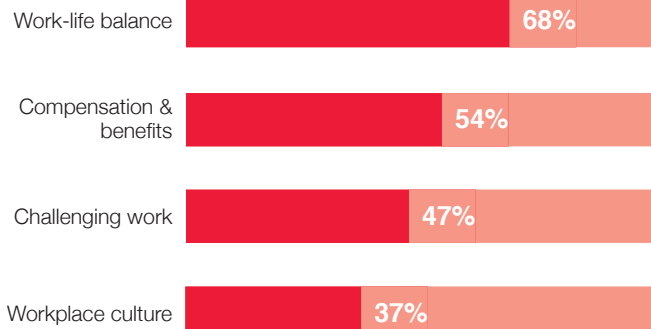


Gender Diversity

**77%**

Believe women are under-represented in business leadership

## TOP 4 DRIVERS OF JOB SATISFACTION



# IT & DIGITAL

## CHILE

ROLE	PERMANENT SALARY PER MONTH CLP (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
<b>IT Business Partner</b>						
CIO/IT Director	6.6 - 7.7m	<b>6.7 - 7.8m</b>	7.5 - 8.8m	<b>7.5 - 9m</b>	8.5 - 14m	<b>8.5 - 15m</b>
IT Manager	3.8 - 5.5m	<b>4 - 5.7m</b>	4.8 - 6m	<b>4.8 - 6.2m</b>	6 - 7.5m	<b>6 - 7.8m</b>
Infrastructure Manager	4.2 - 4.5m	<b>4.4 - 4.7m</b>	4.5 - 5m	<b>4.5 - 5.2m</b>	5 - 5.8m	<b>5 - 6m</b>
Software Development Manager	3.3 - 4.2m	<b>3.5 - 4.5m</b>	4 - 5m	<b>4 - 5.5m</b>	4.7 - 5.8m	<b>4.7 - 6.2m</b>
Project Manager	2.5 - 3.5m	<b>2.5 - 3.8m</b>	3.2 - 4.2m	<b>3.3 - 4.4m</b>	3.8 - 5m	<b>4.3 - 5.8m</b>
Consulting and Services Manager	3.3 - 4.2m	<b>3.5 - 4.3m</b>	4 - 5.5m	<b>4 - 5.7m</b>	5 - 6.5m	<b>5.5 - 7.5m</b>
SAP Consultant	3.2 - 4m	<b>3.3 - 4.1m</b>	4 - 5m	<b>4 - 5.3m</b>	4.6 - 5.5m	<b>4.6 - 5.7m</b>
<b>Digital</b>						
Digital Transformation Manager	4.2 - 5.2m	<b>4.5 - 6m</b>	5.3 - 8.2m	<b>5.5 - 8.8m</b>	8 - 10m	<b>9 - 13m</b>
E-commerce Manager	3.3 - 4.3m	<b>3.5 - 4.5m</b>	4.2 - 5.7m	<b>4.5 - 6m</b>	6.2 - 7.7m	<b>6.2 - 8.3m</b>
IT Business Partner	3.3 - 4m	<b>3.5 - 4.2m</b>	4.5 - 5m	<b>4.5 - 6m</b>	5.1 - 6m	<b>5.7 - 7m</b>
BPO	3.3 - 4m	<b>3.5 - 4.5m</b>	4.5 - 5m	<b>4.5 - 6m</b>	5.1 - 6m	<b>5.7 - 7m</b>
BPA	2 - 3.2m	<b>2.5 - 3.5m</b>	2.9 - 3.8m	<b>3 - 3.9m</b>	3.5 - 4.4m	<b>3.5 - 4.5m</b>
Data & Analytics Manager	3.2 - 3.7m	<b>3.5 - 4m</b>	4.5 - 5.2m	<b>4.5 - 5.8m</b>	6 - 8m	<b>6.2 - 8.3m</b>
Business Intelligence Manager	3.7 - 4m	<b>3.7 - 4.5m</b>	4.4 - 6.5m	<b>4.5 - 7m</b>	5.8 - 8m	<b>6 - 8.5m</b>
Scrum Master	2.8 - 3.3m	<b>3 - 3.5m</b>	3.4 - 3.8m	<b>3.6 - 4.4m</b>	4 - 4.5m	<b>4.3 - 5m</b>
Data Scientist & Big Data	2.7 - 3m	<b>2.7 - 3.5m</b>	3.3 - 3.6m	<b>3.7 - 4.2m</b>	4 - 4.5m	<b>4.5 - 5m</b>
Product Owner	2.7 - 3.2m	<b>2.7 - 3.5m</b>	3.6 - 4.2m	<b>3.7 - 4.45m</b>	4 - 4.8m	<b>4 - 5.3m</b>
<b>IT Sales</b>						
IT Commercial Manager	4.1 - 5.5m	<b>4.1 - 6m</b>	6.2 - 8m	<b>6.5 - 8.3m</b>	7 - 11m	<b>7 - 12m</b>
Business Development Manager	3.3 - 4.5m	<b>3.3 - 4.7m</b>	4.5 - 5.5m	<b>4.5 - 5.3m</b>	5.5 - 6.5m	<b>5.5 - 6.7m</b>
Account Manager	2.5 - 3.2m	<b>2.5 - 3.5m</b>	3.2 - 4.6m	<b>3.5 - 4.8m</b>	4.3 - 5.3m	<b>4.3 - 5.5m</b>
IT Presale	3 - 3.5m	<b>3 - 3.8m</b>	3.2 - 3.8m	<b>3.3 - 4m</b>	3.5 - 4.5m	<b>3.5 - 5m</b>
<b>Information Security</b>						
CSO/CISO	6.8 - 7.4m	<b>6.8 - 7.5m</b>	8 - 9m	<b>8 - 9.5m</b>	9.7 - 11.2m	<b>9.7 - 13m</b>
Information Security Manager	5.5 - 6.5m	<b>5.5 - 6.8m</b>	5.8 - 7m	<b>6 - 7.5m</b>	6.2 - 7.5m	<b>6.5 - 7.9m</b>
Ethical Hacker	2 - 2.5m	<b>2.4 - 3.3m</b>	2.6 - 3.2m	<b>2.7 - 3.5m</b>	4 - 4.3m	<b>4.3 - 4.5m</b>

NB: Figures are NET basic salaries exclusive of benefits/bonuses unless otherwise specified.

# FINANCE & ACCOUNTING

CHILE

ROLE	PERMANENT SALARY PER MONTH CLP (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
<b>Finance &amp; Accounting</b>						
CFO	7.5 - 15m	<b>5.5 - 10m</b>	8 - 16m	<b>6 - 12m</b>	8 - 16m	<b>8 - 16m</b>
GAF	3.8 - 6.5m	<b>3.5 - 6.5m</b>	4 - 8m	<b>4 - 6.5m</b>	4.5 - 8.5m	<b>4.5 - 8m</b>
FP&A Manager	3.3 - 4.5m	<b>3 - 4.5m</b>	3.6 - 7m	<b>3.5 - 5.5m</b>	4 - 6.5m	<b>4.3 - 6.5m</b>
Corporate Treasury	2.2 - 3.5m	<b>2.5 - 4m</b>	3.2 - 5m	<b>3 - 5m</b>	3.8 - 6.5m	<b>3.5 - 6.5m</b>
Accounting & Taxation Manager	3.8 - 4.7m	<b>3 - 5m</b>	3.5 - 5m	<b>3.5 - 5m</b>	3.5 - 6m	<b>3.8 - 6m</b>
Credit & Collection Manager	3.1 - 4.6m	<b>3 - 4.5m</b>	3.3 - 4m	<b>3.5 - 4.5m</b>	3.5 - 4.7m	<b>3.8 - 5m</b>
<b>Compliance &amp; Audit</b>						
Controller	3.8 - 5m	<b>3 - 5m</b>	4 - 6m	<b>3.5 - 6m</b>	4.5 - 7m	<b>4 - 7m</b>
Audit Manager	3.8 - 4.7m	<b>3 - 4.5m</b>	3.5 - 5m	<b>3.5 - 5m</b>	3.5 - 8m	<b>3.5 - 6.5m</b>
Risk Manager	4.3 - 5.8m	<b>3.5 - 5.5m</b>	4.5 - 7m	<b>4 - 6.5m</b>	4.5 - 7m	<b>4.5 - 7.5m</b>
Compliance Officer	3.3 - 4.5m	<b>3 - 4.5m</b>	3.5 - 5m	<b>3.5 - 5m</b>	4 - 7m	<b>4 - 7m</b>
<b>Strategy &amp; Management Control</b>						
Strategic Planning Manager	5 - 7.5m	<b>3.5 - 6.5m</b>	6 - 10m	<b>4 - 7m</b>	6.5 - 10m	<b>5 - 8m</b>
Management Control Manager	4.5 - 7m	<b>3.5 - 5.5m</b>	5.5 - 8m	<b>4 - 6m</b>	5.5 - 8m	<b>4.5 - 7m</b>
Finance Business Partner	4.5 - 7m	<b>2.5 - 4m</b>	4.8 - 7.5m	<b>3 - 5m</b>	5 - 8.5m	<b>3.5 - 6m</b>
Project Finance	5 - 7m	<b>3.5 - 6.5m</b>	5 - 8m	<b>4 - 7.5m</b>	6.5 - 8.5m	<b>4.5 - 8m</b>
Business Controller	4.5 - 7m	<b>3.5 - 6m</b>	4.8 - 8.5m	<b>4 - 7m</b>	5 - 9m	<b>4.5 - 8m</b>

NB: Figures are NET basic salaries exclusive of benefits/bonuses unless otherwise specified.



# HUMAN RESOURCES

## CHILE

ROLE	PERMANENT SALARY PER MONTH CLP (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
People Manager	3.7 - 4.5m	<b>3 - 4.5m</b>	4.7 - 5.7m	<b>3.5 - 5.5m</b>	5.7 - 8.2m	<b>4 - 8m</b>
HR Business Partner	2.8 - 3.5m	<b>2.5 - 3.5m</b>	3.5 - 4.5m	<b>3 - 4m</b>	4.5 - 4.8m	<b>3.5 - 4.5m</b>
Head of Organizational Development	2.5 - 3m	<b>2.5 - 3.5m</b>	3.5 - 3.8m	<b>3 - 4m</b>	3.5 - 3.8m	<b>3.5 - 4.5m</b>
Head of Recruitment & Selection	2.35 - 2.9m	<b>2.5 - 3.5m</b>	3.125 - 3.5m	<b>3 - 4m</b>	3.125 - 3.5m	<b>3.5 - 4.5m</b>
Head of Personnel & HR	2.35 - 2.9m	<b>2.3 - 3m</b>	3.125 - 3.5m	<b>2.5 - 3.5m</b>	3.125 - 3.5m	<b>3 - 4m</b>

NB: Figures are NET basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## CHILE

ROLE	PERMANENT SALARY PER MONTH CLP (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
<b>Sales</b>						
CEO (Chief Executive Officer)	9.5 - 12m	<b>9.8 - 12.3m</b>	12 - 15m	<b>12.3 - 15.4m</b>	15 - 20m	<b>15.4 - 20.6m</b>
Commercial Manager	4.5 - 6m	<b>4.6 - 6.2m</b>	5.5 - 7m	<b>5.7 - 7.2m</b>	7.5 - 11.2m	<b>7.7 - 11.5m</b>
Business Development Manager	3.3 - 4m	<b>3.4 - 4.1m</b>	4 - 6m	<b>4.1 - 6.2m</b>	5 - 7.5m	<b>5.1 - 7.7m</b>
Sales Manager	3.3 - 5.3m	<b>3.4 - 5.4m</b>	4.5 - 7.5m	<b>4.6 - 7.7m</b>	5.5 - 8m	<b>5.7 - 8.2m</b>
Key Account Manager	2.3 - 3.8m	<b>2.4 - 3.9m</b>	3.2 - 4.2m	<b>3.3 - 4.3m</b>	3.5 - 5m	<b>3.6 - 5.1m</b>
Export Manager	2.2 - 3.3m	<b>2.3 - 3.4m</b>	3.5 - 4.5m	<b>3.6 - 4.6m</b>	4.5 - 7m	<b>4.6 - 7.2m</b>
<b>Marketing</b>						
CMO (Chief Marketing Officer)	6.1 - 7.4m	<b>6.3 - 7.6m</b>	6.5 - 8.5m	<b>6.7 - 8.7m</b>	7.5 - 11m	<b>7.7 - 11.3m</b>
Marketing Manager	2.8 - 3.3m	<b>2.9 - 3.4m</b>	4 - 6m	<b>4.1 - 6.2m</b>	5.5 - 7.5m	<b>5.7 - 7.7m</b>
Trade Marketing Manager	2.2 - 3.3m	<b>2.3 - 3.4m</b>	3 - 4.5m	<b>3.1 - 4.6m</b>	3.5 - 5m	<b>3.6 - 5.1m</b>
Brand Manager	2.6 - 3m	<b>2.7 - 3.1m</b>	3 - 4m	<b>3.1 - 4.1m</b>	3.5 - 4.5m	<b>3.6 - 4.6m</b>
Product Manager	1.9 - 2.8m	<b>2 - 2.9m</b>	2.3 - 3.3m	<b>2.4 - 3.4m</b>	2.8 - 4.5m	<b>2.9 - 4.6m</b>

NB: Figures are NET basic salaries exclusive of benefits/bonuses unless otherwise specified.

# ENGINEERING & MINING

## CHILE

ROLE	PERMANENT SALARY PER MONTH CLP (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
<b>Mining</b>						
Contract Manager	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.3 - 6.2m</b>	5 - 7.5m	<b>5.3 - 7.5m</b>
Senior Engineer Detail	4.5 - 6m	<b>4.8 - 6.3m</b>	5.5 - 7m	<b>5.7 - 7.3m</b>	7.5 - 11.2m	<b>7.6 - 11.3m</b>
Assembly and Construction Specialist	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.3 - 6.3m</b>	5 - 7.5m	<b>5.2 - 7.7m</b>
HSEQ Manager	4.5 - 6m	<b>4.5 - 6m</b>	5.5 - 7m	<b>5.7 - 7.2m</b>	7.5 - 11.2m	<b>7.7 - 11.3m</b>
<b>Engineering</b>						
Operations Manager	2.2 - 3.3m	<b>2.2 - 3.3m</b>	3.5 - 4.5m	<b>3.7 - 4.8m</b>	4.5 - 7m	<b>4.7 - 7.3m</b>
Production Manager	2.2 - 3.3m	<b>2.2 - 3.3m</b>	3.5 - 4.5m	<b>3.6 - 4.7m</b>	4.5 - 7m	<b>4.7 - 7.2m</b>
Supply Chain Manager	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.3 - 6.2m</b>	5 - 7.5m	<b>5.3 - 7.6m</b>
Plant Maintenance Manager	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.3 - 6.5m</b>	5 - 7.5m	<b>5.3 - 7.7m</b>
<b>Energy</b>						
Asset Manager	2.6 - 3m	<b>2.6 - 3m</b>	3 - 4m	<b>3.2 - 4.2m</b>	3.5 - 4.5m	<b>3.6 - 4.7m</b>
Marketing of PMGD and PPA	1.9 - 2.8m	<b>1.9 - 2.8m</b>	2.3 - 3.3m	<b>2.5 - 3.6m</b>	2.8 - 4.5m	<b>3 - 4.7m</b>
Project Manager	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.6 - 6.3m</b>	5 - 7m	<b>5.3 - 7.2m</b>
PMP/PMO	4.5 - 6m	<b>4.5 - 6m</b>	5.5 - 7m	<b>5.6 - 7.3m</b>	7.5 - 11.2m	<b>7.8 - 11.3m</b>
Site Manager	3.3 - 4m	<b>3.6 - 4.2m</b>	4 - 6m	<b>4.3 - 6.3m</b>	5 - 7m	<b>5.2 - 7.2m</b>

NB: Figures are NET basic salaries exclusive of benefits/bonuses unless otherwise specified.

# MEXICO

## 2019

Mexico experienced a period of significant political transition in 2019. The new government that took office at the end of 2018 implemented a number of policy decisions in 2019 which, when combined with uncertainty surrounding international trade and the global economy, slowed growth and business confidence.

However, hiring levels remained stable throughout the year, with notable exceptions in construction and energy which saw a significant drop. The cancellation of major infrastructure projects (including construction of the international airport in Mexico City) and the suspension of energy contract auctions for three years resulted in challenging recruitment conditions in the construction and energy sectors.

Salaries grew in line with inflation – against the backdrop of political change professionals were less likely to move jobs and roles offering natural growth in wages were in short supply.

Digital businesses, start-ups that had invested in operations in Mexico and fintech firms were strong hirers in 2019, with employers seeking professionals with hybrid skill sets spanning both industry and technological experience.

Candidates at all levels with digital knowledge, particularly in sales, marketing and finance, were in high demand, and we expect this to continue in 2020.



**RODOLFO OVIEDO**  
**COUNTRY MANAGER**  
**MEXICO**

## 2020

This year will see even greater demand for hybrid candidate profiles across all sectors, with professionals who have both operational and technological skills highly sought after.

As businesses in Mexico seek to increase their international competitiveness, and with the US trade war with China potentially opening up greater access to the US market, professionals with international experience and high levels of English will be in incredibly high demand.

With the first year of the new government now behind us, a period which historically carries a burden of uncertainty for each new government in Mexico, we expect to see clarity around key government policies and expectations for economic growth, which, together with increased foreign investment, will give employers greater confidence.

At a senior level, professionals with the ability to adapt to a changing business environment will continue to be in high demand – not only to help businesses respond to external factors but also to meet the changing expectations and dynamics of the younger generation in the workforce. Managers with both commercial and financial knowledge, as well as those with additional academic degrees and proficiency in English will see career growth.

Hiring managers need to start moving towards the ways of working expected by new generations in the workforce. To attract the best candidates, employers will need to consider the full range of benefits they can offer their employees, with flexible work and the ability to contribute to business success all core drivers for the next generation of workers.



Of Millennials want an engaging and fun workplace with 'work perks' like free food and social events



1

Employers will increasingly seek hybrid skill sets, with traditional or technical experience coupled with technology in high demand to meet the rapidly changing business landscape.

# MEXICO

## KEY FINDINGS

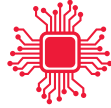
### DRIVERS OF JOB GROWTH



International  
Business



Technology



Fintech & Digital

# 53%

Of Millennials have been disappointed by a lack of personal development or training in a new job

### TOP SKILLS IN DEMAND



Hybrid  
Skill Sets



International  
Experience



Management

### AVERAGE TENURE



Finance  
1.7 years



IT  
1.6 years

# 80%

Of women surveyed think mentoring programmes are an effective strategy to build gender diversity

### TOP 4 DRIVERS OF JOB SATISFACTION

Flexible working

66%

Compensation  
& benefits

62%

Challenging work

46%

Opportunity for  
rapid development

35%

# FINANCE & BANKING

## MEXICO

ROLE	PERMANENT SALARY PER MONTH MXN (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
CFO	90 - 100k	<b>95 - 105k</b>	120 - 125k	<b>150 - 160k</b>	180k+	<b>190k+</b>
Accounting and Tax Manager/Director	70 - 80k	<b>70 - 85k</b>	80 - 100k	<b>85 - 105k</b>		
Financial Planning Manager/Director	70 - 75k	<b>85 - 90k</b>	90 - 95k	<b>120 - 125k</b>	125 - 130k	<b>150 - 160k</b>
Controller	80 - 100k	<b>85 - 105k</b>	110 - 130k	<b>115 - 135k</b>	130k+	<b>135k+</b>
Audit Manager/Director	65 - 70k	<b>70 - 75k</b>	80 - 95k	<b>85 - 100k</b>	95 - 120k	<b>100 - 125k</b>
Treasury Manager/Director	70 - 85k	<b>75 - 90k</b>	75 - 100k	<b>80 - 105k</b>	105 - 120k	<b>110 - 125k</b>
Business Controller	80 - 90k	<b>85 - 95k</b>	100 - 135k	<b>105 - 140k</b>	135 - 150k	<b>140 - 160k</b>
Project Finance	70 - 90k	<b>75 - 95k</b>	90 - 120k	<b>95 - 125k</b>	120k+	<b>125k+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# SALES & MARKETING

## MEXICO

ROLE	PERMANENT SALARY PER MONTH MXN (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
Sales Director	160 - 215k	<b>240 - 260k</b>	270 - 295k	<b>295 - 340k</b>	345 - 380k	<b>400 - 435k</b>
Key Account Manager	65 - 70k	<b>70 - 75k</b>	80 - 85k	<b>100 - 110k</b>		
Marketing Director	160 - 185k	<b>160 - 180k</b>	215 - 240k	<b>240 - 260k</b>	270 - 360k	<b>325 - 370k</b>
Trade Marketing	125 - 140k	<b>150 - 165k</b>	195 - 240k	<b>215 - 240k</b>	240 - 260k	<b>280 - 295k</b>
B2B Marketing Director	60 - 80k	<b>65 - 85k</b>	100 - 130k	<b>105 - 135k</b>	150k+	<b>160k+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# REAL ESTATE & CONSTRUCTION

## MEXICO

ROLE	PERMANENT SALARY PER MONTH MXN (\$)					
	4 - 8 YRS' EXPERIENCE		8 - 12 YRS' EXPERIENCE		12+ YRS' EXPERIENCE	
	2019	2020	2019	2020	2019	2020
Real Estate Director			80 - 120k	<b>84 - 125k</b>	150 - 200k	<b>160 - 210k</b>
Property Manager	50 - 70k	<b>55 - 75k</b>	80 - 100k	<b>84 - 105k</b>	100 - 120k	<b>105 - 125k</b>
Facilities Manager	50 - 80k	<b>55 - 85k</b>	80 - 100k	<b>84 - 105k</b>	100 - 130k	<b>105 - 135k</b>
Project Director	100 - 120k	<b>105 - 125k</b>	150 - 180k	<b>160 - 190k</b>	180 - 250k	<b>190 - 265k</b>
Architecture Director	70 - 100k	<b>75 - 105k</b>	90 - 130k	<b>95 - 135k</b>	130 - 200k	<b>135 - 210k</b>
Operations Director	100 - 120k	<b>105 - 125k</b>	120 - 150k	<b>125 - 160k</b>	150 - 200k	<b>160 - 210k</b>
Construction Director	80 - 100k	<b>85 - 105k</b>	100 - 150k	<b>105 - 160k</b>	150 - 250k	<b>160 - 265k</b>
Project Manager	50 - 70k	<b>55 - 75k</b>	70 - 100k	<b>75 - 105k</b>	100 - 120k	<b>105 - 125k</b>
Construction Manager	40 - 60k	<b>40 - 65k</b>	60 - 90k	<b>65 - 95k</b>	100 - 140k	<b>105 - 145k</b>
Cost Manager	40 - 60k	<b>40 - 65k</b>	70 - 110k	<b>75 - 115k</b>	110 - 150k	<b>115 - 160k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# CONTACT US

## LATIN AMERICA

### BRAZIL

#### SÃO PAULO

Rua do Rócio  
350, 4º andar  
Vila Olímpia  
São Paulo  
04552-000  
Brazil  
t: +55 (11) 2655 0888

### CHILE

#### SANTIAGO

Rosario Norte 555  
Oficina 1802  
Piso 18  
Las Condes  
Santiago  
+56 2 3251 3600

### MEXICO

#### MEXICO CITY

Av. Paseo de la  
Reforma 296  
Piso 24  
Colonia Juarez 06600  
Mexico City  
Mexico  
t: +52 55 7100 4777

## REST OF WORLD

### AUSTRALIA

#### ADELAIDE

Level 20  
25 Grenfell Street  
Adelaide  
SA 5000  
Australia  
t: +61 (0) 8 8216 3500

#### BRISBANE

Level 27  
Waterfront Place  
1 Eagle Street  
Brisbane  
QLD 4000  
Australia  
t: +61 (0) 7 3032 2222

#### CHATSWOOD

Level 15  
67 Albert Avenue  
Chatswood  
NSW 2067  
Australia  
t: +61 (0) 2 8423 1000

#### MELBOURNE

Level 41  
385 Bourke Street  
Melbourne  
VIC 3000  
Australia  
t: +61 (0) 3 8628 2100

### PERTH

Level 10  
109 St Georges Terrace  
Perth  
WA 6000  
Australia  
t: +61 (0) 8 9266 0900

### SYDNEY

Level 53  
Governor Phillip Tower  
1 Farrer Place  
Sydney  
NSW 2000  
Australia  
t: +61 (0) 2 8289 3100

### BELGIUM

#### ANTWERP

##### ROBERT WALTERS

Antwerp Gate 1  
Uitbreidingstraat 2-8  
B-2600 Antwerp  
Belgium  
t: +32 (0) 3 202 79 00

##### WALTERS PEOPLE

t: +32 (0) 3 202 79 10

## **BRUSSELS**

### **ROBERT WALTERS**

Avenue Louise 326  
10th Floor  
B-1050 Brussels  
Belgium  
t: +32 (0) 2 511 66 88

### **WALTERS PEOPLE**

#### **Finance**

t: +32 (0) 2 542 40 40

#### **Business Support**

t: +32 (0) 2 627 75 10

## **GHENT**

### **WALTERS PEOPLE**

Axxess Business Park -  
Building C  
Guldensporenpark 25  
B-9820 Merelbeke  
Belgium  
t: +32 (0) 9 210 57 40

## **GROOT-**

## **BIJGAARDEN**

### **WALTERS PEOPLE**

West End - Building C  
Noordkustlaan 16c  
B-1702 Groot-Bijgaarden  
Belgium  
t: +32 (0) 2 609 79 00

## **ZAVENTEM**

### **WALTERS PEOPLE**

Leuvensesteenweg 555  
Entrance 3  
B-1930 Zaventem  
Belgium

#### **Finance**

t: +32 (0) 2 613 08 00

#### **Business Support**

t: +32 (0) 2 613 08 88

## **CANADA**

## **TORONTO**

145 King Street West  
Suite 720  
Toronto  
ON M5H 1J8  
Canada  
t: +1 647 288 2438

## **MAINLAND CHINA**

## **BEIJING**

Room 1579, 15/F, NCI Tower  
12A Jianguomenwai Ave  
Chaoyang District  
Beijing 100022  
China  
t: +86 10 8523 3026

## **SHANGHAI**

2206-2207, 22nd Floor  
Park Place Office Tower  
No.1601 West Nanjing Road  
Shanghai 200040  
China  
t: +86 21 5153 5888

## **SHENZHEN**

Level 3, Tower 1  
Kerry Plaza  
No.1 Zhong Xin Si Road  
Futian District  
Shenzhen 518048  
China  
t: +86 755 3304 0350

## **SUZHOU**

Room 1906, Block A  
Building #58, Suzhou Centre  
Suzhou Industrial Park  
Suzhou 215021  
Jiangsu Province  
China  
t: +86 512 6873 5888

## **FRANCE**

## **LYON**

### **ROBERT WALTERS**

63 quai Charles de Gaulle  
69006 Lyon  
France  
t: +33 4 72 44 04 18

### **WALTERS PEOPLE**

3 rue de l'Arbre Sec  
69001 Lyon  
France  
t: +33 4 72 69 77 15

## **NANTES**

12 avenue Carnot,  
44017 Nantes  
France  
t: +33 2 72 24 26 24

## **PARIS**

### **ROBERT WALTERS**

25 rue Balzac  
75008 Paris  
France  
t: +33 1 40 67 88 00

### **WALTERS PEOPLE**

251 boulevard Pereire  
75017 Paris  
France  
t: +33 1 40 76 05 05

# CONTACT US

## REST OF WORLD

### SAINT-QUENTIN

#### WALTERS PEOPLE

41 avenue du Centre  
78180 Montigny-le-  
Bretonneux  
France  
t: +33 1 30 48 21 80

### TOULOUSE

56 - 58 rue d'Alsace  
Lorraine  
31000 Toulouse  
France  
t: +33 6 60 57 82 66

## GERMANY

### COLOGNE

Christophstraße 15-17  
50670 Cologne  
Germany  
t: +49 (0) 221 65086 160

### DUSSELDORF

Königsallee 76-78  
40212 Dusseldorf  
Germany  
t: +49 (0) 211 30180 000

### FRANKFURT

Main Tower  
Neue Mainzer Str. 52-58  
60311 Frankfurt am Main  
Germany  
t: +49 (0) 69 9203 840 000

### HAMBURG

Gorch-Fock-Wall 1a  
20354 Hamburg  
Germany  
t: +49 (0) 40 377 0739 90

## HONG KONG

### HONG KONG

20th Floor Nexus Building  
41 Connaught Road Central  
Central  
Hong Kong  
t: +852 2103 5300

## INDONESIA

### JAKARTA

World Trade Centre 3  
18th Floor, Jl. Jend.  
Sudirman  
Kav. 29-31  
Jakarta  
12920  
Indonesia  
t: +62 (21) 2965 1500

## IRELAND

### DUBLIN

Level 3  
Custom House Plaza 2  
IFSC  
Dublin 1  
Ireland  
t: +353 (0) 1 633 4111

## JAPAN

### OSAKA

Pias Tower 15th Floor  
3-19-3 Toyosaki Kita-ku,  
Osaka-shi  
Osaka  
531-0072  
Japan  
t: +81 (0) 6 4560 3100

### TOKYO

Shibuya Minami Tokyu  
Building 14th Floor  
3-12-18 Shibuya  
Shibuya-ku  
Tokyo  
150-0002  
Japan  
t: +81 (0) 3 4570 1500

## LUXEMBOURG

### LUXEMBOURG

681, rue de Neudorf  
L-2220 Luxembourg  
Luxembourg  
t: +352 2647 8585

## MALAYSIA

### KUALA LUMPUR

Level 24, Menara 3 Petronas  
Persiaran KLCC  
Kuala Lumpur 50088  
Malaysia  
t: +603 2380 8700

### NORTHERN REGION

t: +6010 931 9803  
e: penang@robertwalters.  
com.my

## NETHERLANDS

### AMSTERDAM

#### ROBERT WALTERS

WTC, Tower H 3rd Floor  
Zuidplein 28  
1077 XV Amsterdam  
Netherlands  
t: +31 (0) 20 644 4655

#### WALTERS PEOPLE

t: +31 (0) 20 796 9040

### EINDHOVEN

#### ROBERT WALTERS

Begijnenhof 4-6  
5611 EL Eindhoven  
Netherlands  
t: +31 (0) 40 799 9910

#### WALTERS PEOPLE

t: +31 (0) 40 799 9912

### ROTTERDAM

#### ROBERT WALTERS

Millenniumtoren  
Weena 690, 29th floor  
3012 CN Rotterdam  
Netherlands  
t: +31 (0) 10 799 8090

#### WALTERS PEOPLE

t: +31 (0) 10 752 7200

## UTRECHT

Herculesplein 44  
3584 AA Utrecht  
t : +31 (0) 30 799 8050

## NEW ZEALAND

### AUCKLAND

Level 9  
22 Fanshawe Street  
Auckland  
New Zealand  
t: +64 (0) 9 374 7300

### WELLINGTON

Level 15  
Harbour Tower  
2 Hunter Street  
Wellington  
New Zealand  
t: +64 (0) 4 471 9700

### CHRISTCHURCH

4/248 St Asaph Street  
Christchurch Central  
New Zealand

## PHILIPPINES

### MANILA

37/F Philamlife Tower  
8767 Paseo De Roxas  
Makati City 1226  
Philippines  
t: +63 2 8816 4972

## PORTUGAL

### LISBON

Av. da Liberdade, 110  
1st floor  
1269-046, Lisbon  
Portugal  
t: +351 211 221 863

## SINGAPORE

### SINGAPORE

6 Battery Road  
22nd Floor  
Singapore 049909  
t: +65 6228 0200

## SOUTH AFRICA

### JOHANNESBURG

19th Floor  
GreenPark Corner  
Cnr West Road South and  
Lower Road  
Morningside, Sandton  
Johannesburg  
2196  
South Africa  
t: +27 (0) 11 881 2400

## SOUTH KOREA

### SEOUL

21F, East Center, Center 1  
Building  
26 Eulji-ro 5-gil  
Jung-gu  
Seoul 04539  
South Korea  
t: +82 (0) 2 6454 7000

# CONTACT US

## REST OF WORLD

### SPAIN

#### **BARCELONA**

**ROBERT WALTERS &  
WALTERS PEOPLE**

Passeig de Gràcia nº 55-57  
3ª planta  
08007 Barcelona  
Spain  
t: +34 93 216 30 00

#### **MADRID**

**ROBERT WALTERS &  
WALTERS PEOPLE**

Paseo de Recoletos nº 7-9  
5ª - 6ª planta  
28004 Madrid  
Spain  
t: +34 91 309 79 88

#### **VALENCIA**

Avenida de Aragón nº 30  
8ª planta  
46021 Valencia  
Spain  
t: +34 96 046 86 46

### SWITZERLAND

#### **GENEVA**

Rue de la Cité 1  
1204 Geneva  
Switzerland  
t: +41 (0) 22 561 84 77

#### **ZURICH**

Claridenstrasse 41  
8002 Zurich  
Switzerland  
t: +41 (0) 44 809 35 00

### TAIWAN

#### **TAIPEI**

Room F, 10th Floor  
No. 1 Songzhi Road  
Xin-yi District  
Taipei  
Taiwan  
t: +886 2 8758 0700

### THAILAND

#### **BANGKOK**

Q House Lumpini, 12th Floor  
Unit 1201  
1 South Sathorn Road  
Thungmahamek, Sathorn  
Bangkok 10120  
Thailand  
t: +66 (0) 2 344 4800

#### **EASTERN SEABOARD**

Level 12, Room No.1259-  
1260  
Harbor Mall Office  
4/222 Moo 10, Sukhumvit  
Road,  
Thungsukhla, Sriracha,  
Chonburi 20230  
Thailand  
t: +66 (0) 33 030 780

### UAE

#### **DUBAI**

Unit C 1008  
10th floor Burj Daman  
DIFC  
P.O. Box 506851  
Dubai  
UAE  
t: +971 4 8180 100

### UNITED KINGDOM

#### **BIRMINGHAM**

9th Floor  
11 Brindley Place  
Birmingham  
B1 2LP  
United Kingdom  
t: +44 (0) 121 281 5000

#### **BRACKNELL**

The Lightbox  
Willoughby Road  
Bracknell  
RG12 8FB  
United Kingdom  
t: +44 (0) 134 423 3280

## LIVERPOOL

3rd Floor  
No.1 Mann Island  
Liverpool  
L3 1BP  
United Kingdom  
t: +44 (0) 151 433 5612

## LONDON

### **ROBERT WALTERS & WALTERS PEOPLE**

11 Slingsby Place  
St Martin's Courtyard  
London  
WC2E 9AB  
United Kingdom  
t: +44 (0) 207 379 3333

## MANCHESTER

9th Floor  
3 Hardman Street  
Manchester  
M3 3HF  
United Kingdom  
t: +44 (0) 161 214 7400

## MILTON KEYNES

1st Floor  
Altius House  
North Fourth Street  
Milton Keynes  
MK9 1NE  
United Kingdom  
t: +44 (0) 190 804 4000

## ST ALBANS

1st Floor  
4 Beaconsfield Road  
St Albans  
AL1 3RD  
United Kingdom  
t: +44 (0) 172 761 7010

## UNITED STATES

### LOS ANGELES

1925 Century Park E  
Suite 1700  
Los Angeles, CA 90067  
USA  
t: +1 424 204 8725

### NEW YORK

7 Times Square  
Suite 4301  
New York, NY 10036  
USA  
t: +1 212 704 9900

### SAN FRANCISCO

575 Market Street  
Suite 2950  
San Francisco, CA 94105  
USA  
t: +1 415 549 2000

## VIETNAM

### HO CHI MINH CITY

Unit 1, Level 9,  
The Metropolitan  
235 Dong Khoi Street  
District 1  
Ho Chi Minh City  
Vietnam  
t: +84 28 3520 7900

# ABOUT ROBERT WALTERS

## ROBERT WALTERS IS A GLOBAL, SPECIALIST PROFESSIONAL RECRUITMENT GROUP

Over the last 34 years the business has grown and so has our ambition. We now operate across 31 countries and employ over 4,200 people. It's a powerful success story built on the strength of our people. Organisations rely on us to find high-quality professionals for a range of specialist roles. Professionals who are looking for a new role, whether it's on a permanent, interim or contract basis, trust us to find them their ideal job.

## MISSION & VALUES

We want to be the world's leading specialist recruitment group, the first name the world's businesses choose whenever they need to hire the best. But it's not just about being the biggest, it's about having a clear differentiation based on the quality of service delivered to our clients and our candidates. Our focus on quality in all we do, acting with integrity, and focusing on team-work are values that run through the heart of the business. From the first office to the 31st country, our team-based profit-share model ensures the needs of our clients and candidates come first.

## OUR CORE RECRUITMENT DISCIPLINES

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology
- Recruitment Process Outsourcing

## OUR SERVICES

### SPECIALIST PROFESSIONAL RECRUITMENT

Permanent, contract and interim recruitment across the core disciplines of: banking & finance; business support; commerce; engineering & construction; human resources; legal; procurement & supply chain; sales & marketing; and technology.

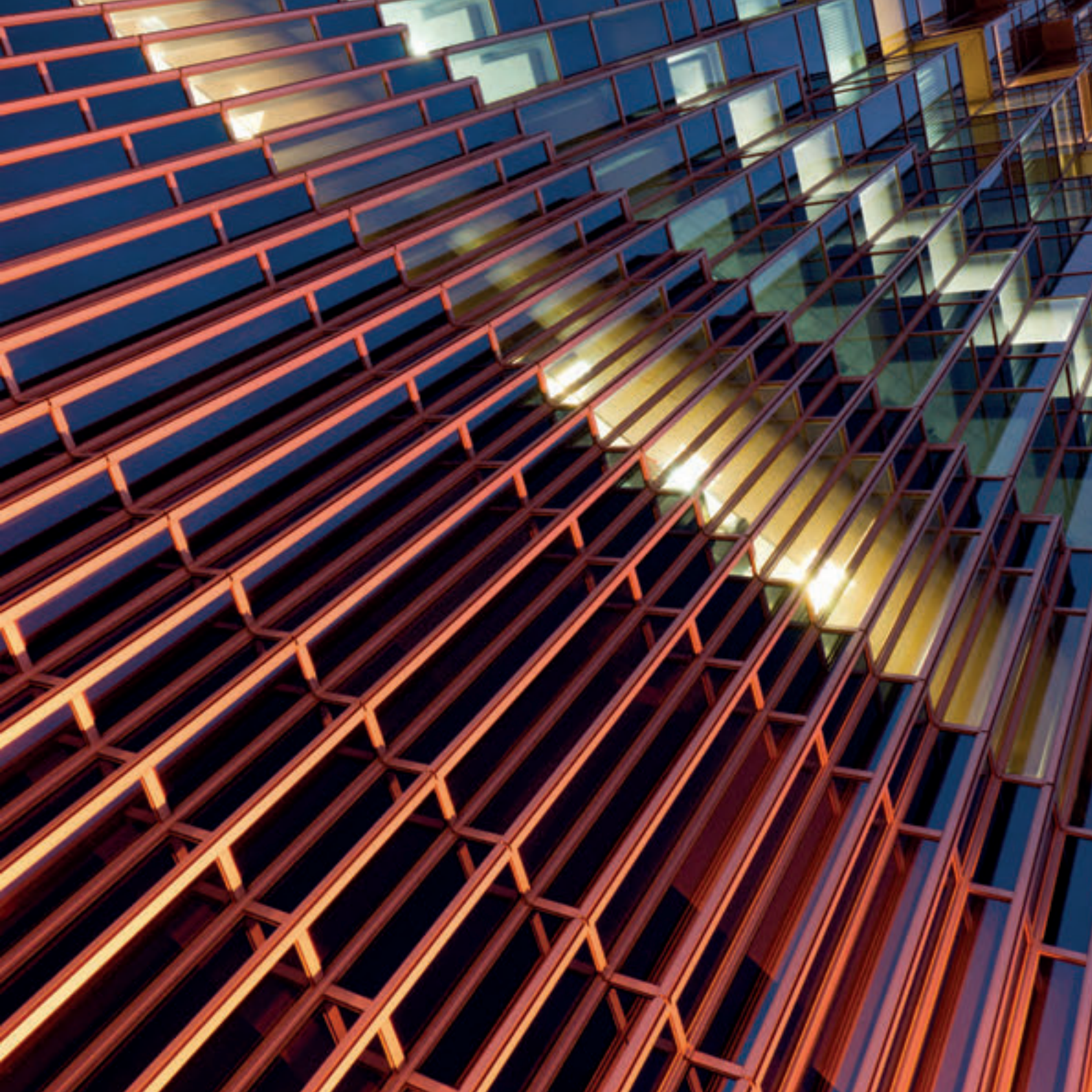
### RECRUITMENT PROCESS OUTSOURCING

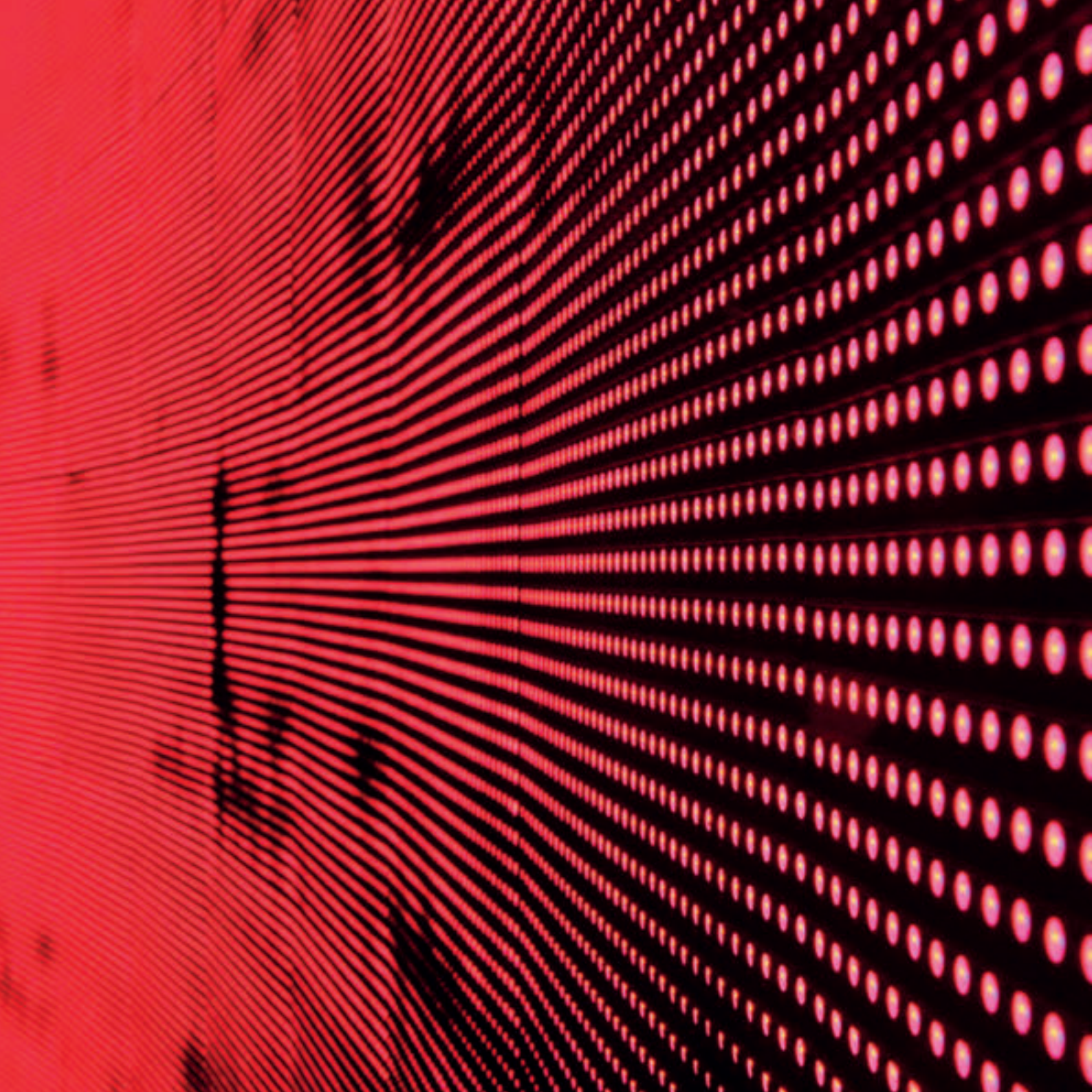
Resource Solutions is a market leader in recruitment process outsourcing (RPO) and managed services. Resource Solutions designs and deploys tailored recruitment outsourcing solutions for clients across the globe.

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Robert Walters Group operations worldwide are fully carbon balanced through the World Land Trust Carbon Balanced Programme and The Woodland Trust.

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BRAZIL  
CANADA  
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CHINA  
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NEW ZEALAND  
PHILIPPINES  
PORTUGAL  
SINGAPORE  
SOUTH AFRICA  
SOUTH KOREA  
SPAIN  
SWITZERLAND  
TAIWAN  
THAILAND  
UAE  
UK  
USA  
VIETNAM