The Adecco Salary and Industry Guide is based on information gathered by a team of Adecco experts who specialise in various industries within Singapore. Their comments and opinions are based on their extensive knowledge and background in recruitment and within their specialisations.

The salary and industry information will be updated from time to time on our website: www.adecco.com.sg
“There’s never been a better time to be a worker with special skills or the right education, because these people can use technology to create and capture value. However, there’s never been a worse time to be a worker with only ‘ordinary’ skills and abilities to offer, because, computers, robots and other digital technologies are acquiring these skills and abilities at an extraordinary rate.”


1 WEF White Paper, Digital Transformation of Industries: Digital Enterprise
The Changing World of Work

The topic of work and jobs now dominate everyday news around the world. We are currently in a world of ambiguity, complexity and change. In today’s world of volatility, a contingent workforce has become essential to meet businesses’ growing need for flexibility.

The advancement of technology and digitalisation has also spurred greater automation of work. With that, an increased demand for ‘knowledge workers’. There are jobs which have evolved and new jobs which have been created. While there is a sense of fear and apprehension of how technology may cause more job displacement, there are also opportunities. According to recent studies, it is possible that six out of ten young people entering the workforce in 2025 will be in professions which currently do not exist².

The reality is that we have to work differently from what we are used to. There are new models of employment, with the rise of contingent and project-based work bearing testament to that trend.

Demographics like longer life expectancy also affect how we adapt to career paths which are no longer the traditionally linear and single-employer career path. We will all need a wide range of new skills from hard to soft skills.

While technology has moved at a rapid pace, we need to start talking about

Human Resources 4.0: bringing our talent pool up to speed on skills and productivity to capitalize on the opportunities.

Management styles at companies will need to shift towards more knowledge sharing and will need to embrace flexibility and mobility. Companies should also invest in the constant upskilling of employees and offer work-based training opportunities.

That said, public-private collaboration will be pivotal in driving the progress of companies, economies and also to foster sustainable solutions for workers and to boost competitiveness among companies.

Work around the world has transformed greatly in the last two decades. Some countries and industries in Asia Pacific have adopted automation, robotics, Artificial Intelligence (AI) and other productivity enhancing technologies at varying levels. Singapore has seen rising redundancies and contraction in total employment, and is restructuring to an innovation-based

² Wolf (2013). Other sources include: Committee on Future Economy (CFE), Global Talent Competitiveness Index 2017 by INSEAD, Adecco and HCLI.
economy. Industry sectors such as Healthcare Services, Information & Technology, Education, Compliance and Security will see job growth in almost all markets in Asia Pacific. Manufacturing, for the most part, will see many existing jobs replaced with new ones that require newer skillsets.

To meet the challenges and opportunities presented by these differences in the pace of growth, “annual talent planning” will need to be replaced by constant monitoring and streamlining of talent strategy, based on geography and industry developments.

The Committee on the Future Economy (CFE) was set up to develop economic strategies and has since engaged over 9,000 stakeholders. They include Trade Associations and Chambers (TACs), unions, companies, executives, workers, academics, educators, agencies, and students. With constant development, what is certain is that we will need to consistently look into continuous learning and development for both employers and employees.
Singapore: The next phase of growth
Greater focus on small and medium enterprises (SMEs)

Singapore is also in a good spot at the moment, transitioning from rapid catch-up growth to the next phase of trend growth with quality SMEs.

Today, more than 95% of companies in Singapore are SMEs and they employ about 70% of the workforce.

Attracting MNCs to Singapore remains an important strategy for Singapore as they could potentially provide a larger supply of jobs and they also have the capability of delivering world class training and development, which are essential for developing talent.

While MNCs provide the scale of jobs, SMEs have their strengths in rapid job creation compared with larger firms during the early stages after a slowdown in economy or a recession, based on studies by US, French and Danish experts. This provides a buffer for employees especially now given a more volatile global economy with possible shorter economic cycles.

SMEs have the potential for further growth with today’s digital economy which has reduced barriers to markets with the access to digital platforms. The CFE report has outlined its plans to build stronger digital capabilities and to help enterprises innovate and scale up.

Industry Transformation Maps (ITMs) have been developed for modular sector strategies which will help grow and scale companies, to remain competitive and to support the skills development of workers. 23 industries have been highlighted for transformation. With the implementation of these industry transformations, there will be better job opportunities for workers here. That said, workers will also need to be equipped with the necessary skills to support the shift towards greater value creation.

The government is making significant investment in ensuring that the workforce in Singapore is capable of meeting current and future work transitions.

Sources: Population.sg, CFE report, Ministry of Trade and Industry (MTI) Industry Transformation Maps (ITM)
**Workforce Trends**

1. Combination of soft and technical skills in demand

There is a scarcity of ‘soft skills’ which are sought after in leadership roles and a challenge in filling those leadership roles.

A study by an economist based on a survey of 291 hiring managers in the United States, discovered that 59% of hiring managers found soft skills are lacking in the job applicants. 58% of respondents mentioned that the soft skills deficiencies in candidates are ‘limiting their company’s productivity.’ The study identified the top 10 most in-demand soft skills among employers.

That said, technical and hard skills are also in demand. Of LinkedIn’s top skills in demand from employers, 8 out of 10 were technical IT skills, such as SEO/SEM marketing, statistical analysis, data mining, mobile development and user interface design.

*Research and article by an economist, Guy Berger. ‘Soft skills are increasingly crucial to getting your dream job.’

### Top 10 Most In-Demand Soft Skills by Employers

<table>
<thead>
<tr>
<th>Soft Skills</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>57.9%</td>
</tr>
<tr>
<td>Organization</td>
<td>56.5%</td>
</tr>
<tr>
<td>Teamwork</td>
<td>56.4%</td>
</tr>
<tr>
<td>Punctuality</td>
<td>55.9%</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>55.8%</td>
</tr>
<tr>
<td>Social Skills</td>
<td>55.8%</td>
</tr>
<tr>
<td>Creativity</td>
<td>55.0%</td>
</tr>
<tr>
<td>Interpersonal Communication</td>
<td>55.0%</td>
</tr>
<tr>
<td>Adaptability</td>
<td>54.9%</td>
</tr>
<tr>
<td>Friendly Personality</td>
<td>54.6%</td>
</tr>
</tbody>
</table>

Fundamental soft skills such as communication, teamwork and critical thinking, are more in-demand with employers due to its broad application across functions, industries and level of seniority. As jobs move from routine to those which are less-routine, soft skills become more critical.
2. Expectations of work and the nature of work have evolved

Job-hopping which was deemed as a career limiting move not too long ago is now less of a stigma. 91% of millennials expect to stay in a job for less than 3 years. On average, workers today remain at their jobs for about 4.5 years. Nevertheless, job-hoppers will need to be prepared to provide their explanation for the changes when asked.

Money is not always the key driver for job-hoppers. A culture mismatch can also drive an employee out of the door.

Additionally, a work environment where employees feel safe enough to experiment, challenge, share information and support one another, is invariably one that has a high rate of productivity. It is also an environment that people want to stay in because team members are ready to give their managers and the organization itself, the benefit of the doubt. This environment, however, will not come together unless employees feel cared about.

In a recent Adecco Singapore survey ‘Youth and The World of Work’, top factors which make an organisation an attractive employer include:

- Career progression and learning opportunity
- Competitive salary and other incentives
- Flexible work arrangement/workplace flexibility

Respondents have also indicated that the role itself can attract them to the job. Having purpose in their role can be a strong motivation factor.

Digital advancements have transformed how workplaces and employees work. The demand for more flexibility at the workplace is also bringing about an increase in the volume of contractors, freelancers and casual work.

This is largely driven by how millennials want to work. Contract roles do have the potential to provide the fresh job seekers the experience and help them expand their skillsets. These roles also provide flexibility for moving on to other opportunities when the contract ends.

3. Evolution of jobs

As some industries in Singapore transform and restructure to remain competitive globally, we expect high value jobs and opportunities for workers.

The steady increase in PMET share of job openings increased steadily from 39% in 2013 to 48% in 2016, reflecting some restructuring of the economy and workforce.

With technology driving transformation across a range of industries, 60% of young people entering the world of work by 2025 will perform jobs which do not exist today.

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Technology: Millions of new job profiles created and skills needed

Job opportunities for today and tomorrow

IT/Digital/Robotics
- Security Analysts
- Data Scientists
- Cloud Architects
- Gamification Designers
- Avatar Managers
- Community Managers

Green Jobs
- Solar Energy Installation Managers
- Solar Sales Representatives and Assessors
- Energy Auditors

Healthcare / Personal Care
- Bioinformatic Technicians
- Informatics Nurse Specialists
- Nuclear Medicine Technologists
- Medical Equipment Repairers
- Health & Wellness Educators
- Personal Trainers

4. Increasing need for workforce flexibility

As the environment gets increasingly volatile, businesses will need to adapt to meet changing demands. Contract and contingent workforce can help fill gaps in talent resource. Contract workforce providers can be brought in early to help assess the skills needs and to identify the most cost-effective and efficient ways to fill the gaps.
Managing a contract workforce

Challenges in managing a contract workforce include:

- Attracting Talent
- Effective and Efficient Management

Benefits study: An overview

Based on our study, about 68% of respondents will consider providing contract staff with some benefits which are currently extended to full-time employees. By reducing the differentiation between full-time permanent employees and contract employees, jobseekers may be more attracted to take up a contract role with a company which values them and the work they do.

We’ve reviewed some common benefits and companies can also consider additional fringe benefits such as including corporate wellness programmes, childcare facilities, employee parking, flexi benefits and flexible workplace arrangements.

Will you extend the same benefits to your contract staff?

About 10.5% of respondents indicated that they are providing both permanent and contract staff with the same benefits or will provide them with the same benefits.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>68.4%</td>
<td>Some Benefits (Not all)</td>
</tr>
<tr>
<td>21.1%</td>
<td>No</td>
</tr>
<tr>
<td>7.0%</td>
<td>Both permanent and contract staff are provided the same benefits</td>
</tr>
<tr>
<td>3.5%</td>
<td>Yes (as the benefits are currently not provided)</td>
</tr>
</tbody>
</table>
Manufacturing is a key pillar of Singapore’s economy and as the nation progresses into a more innovative economy, there will be potential for new growth opportunities and higher value jobs for Singaporeans.

The GDP contribution from manufacturing has seen steady growth over the years and in the fourth quarter of 2016, GDP from Manufacturing in Singapore increased to SGD19,121.20 million from SGD17,584.70 million in the third quarter of 2016.

Singapore, with its high connectivity and regulatory environment, is a global manufacturing base for biopharmaceuticals manufacturing and there are more than 50 commercial-scale multi-purpose manufacturing facilities which are operating in Singapore.

As air travel in Asia Pacific increases, there is also a growing need for aerospace specialists in Maintenance, Repair and Overhaul (MRO). Additionally, aerospace design and manufacturing operations are also growing in Singapore as more companies leverage Singapore’s existing capabilities in precision engineering and electronics.
The aerospace industry employs about 19,900 workers as of 2016, of which 90% are skilled. The industry has stringent safety and quality standards which requires skilled, well-trained and experienced workers.

Precision Engineering (PE) in Singapore has transformed over the years from one which supported Consumer Electronics into a key sector, with contract manufacturers and full-solution providers which cover the value chain. Singapore is the headquarter and R&D centre for many global precision engineering companies, comprising over 2,800 companies.

Advanced Manufacturing and Engineering (AME) has been identified by the CFE as a key growth sector to be further developed. Technology areas such as the following form the foundation to the advancement of the various industry verticals:

- Robotics and Automation
- Digital Manufacturing
- Additive Manufacturing
- Advanced Materials

The 2016 Gartner annual report indicated that about 75% of manufacturing operations globally will be using 3D-printed tools, jigs and fixtures for the finished goods. It is essential for the workforce in Singapore to be equipped with the requisite skills to fill new job roles.
<table>
<thead>
<tr>
<th>Engineering</th>
<th>1 to 5 years</th>
<th>5 years and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation Engineer</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Civil and Structural Engineer</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Construction Manager (EPC)</td>
<td>4,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Drafter</td>
<td>2,000</td>
<td>3,500</td>
</tr>
<tr>
<td>Electrical and Instrumentation Engineer</td>
<td>3,000</td>
<td>5,500</td>
</tr>
<tr>
<td>Electrical/Electronics Design Engineer</td>
<td>3,500</td>
<td>6,000</td>
</tr>
<tr>
<td>Engineer (Precision Engineering)</td>
<td>3,400</td>
<td>5,300</td>
</tr>
<tr>
<td>Environment Health and Safety Engineer</td>
<td>4,200</td>
<td>6,500</td>
</tr>
<tr>
<td>Equipment Engineer</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Facilities Engineering Manager</td>
<td>-</td>
<td>5,000</td>
</tr>
<tr>
<td>Field Applications Engineer</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Head of Engineering/ Engineering Manager</td>
<td>-</td>
<td>8,000</td>
</tr>
<tr>
<td>Industrial Engineer</td>
<td>3,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Machinist</td>
<td>1,800</td>
<td>2,700</td>
</tr>
<tr>
<td>Mechanical Engineer</td>
<td>3,100</td>
<td>5,000</td>
</tr>
<tr>
<td>Mechanical Engineer / Designer</td>
<td>3,100</td>
<td>5,500</td>
</tr>
<tr>
<td>Planning Executive / Senior Planning Executive</td>
<td>2,200</td>
<td>3,000</td>
</tr>
<tr>
<td>Plant Manager</td>
<td>-</td>
<td>5,500</td>
</tr>
<tr>
<td>Process Engineer (Chemical)</td>
<td>2,500</td>
<td>5,000</td>
</tr>
<tr>
<td>Production Coordinator</td>
<td>2,200</td>
<td>4,400</td>
</tr>
<tr>
<td>Project Manager (EPC)</td>
<td>5,000</td>
<td>9,000</td>
</tr>
<tr>
<td>Piping Specialist / Manager</td>
<td>3,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Sales Engineer</td>
<td>2,600</td>
<td>5,000</td>
</tr>
<tr>
<td>Service Engineer</td>
<td>2,800</td>
<td>5,000</td>
</tr>
<tr>
<td>Technician / Technical Specialist</td>
<td>1,500</td>
<td>3,500</td>
</tr>
<tr>
<td>Quantity Surveyor</td>
<td>2,200</td>
<td>3,500</td>
</tr>
<tr>
<td>Quality Assurance Assistant Engineer</td>
<td>2,600</td>
<td>5,000</td>
</tr>
</tbody>
</table>
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Leverage on contingent workforce

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- Enhance visibility and control
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- Ensure business continuity
- Increase process efficiency
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