

SALARY SURVEY 2020

PORTUGAL

ROBERT WALTERS



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

WELCOME TO ROBERT WALTERS

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

GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



31

**WE RECRUIT
ACROSS 31
COUNTRIES
GLOBALLY**

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

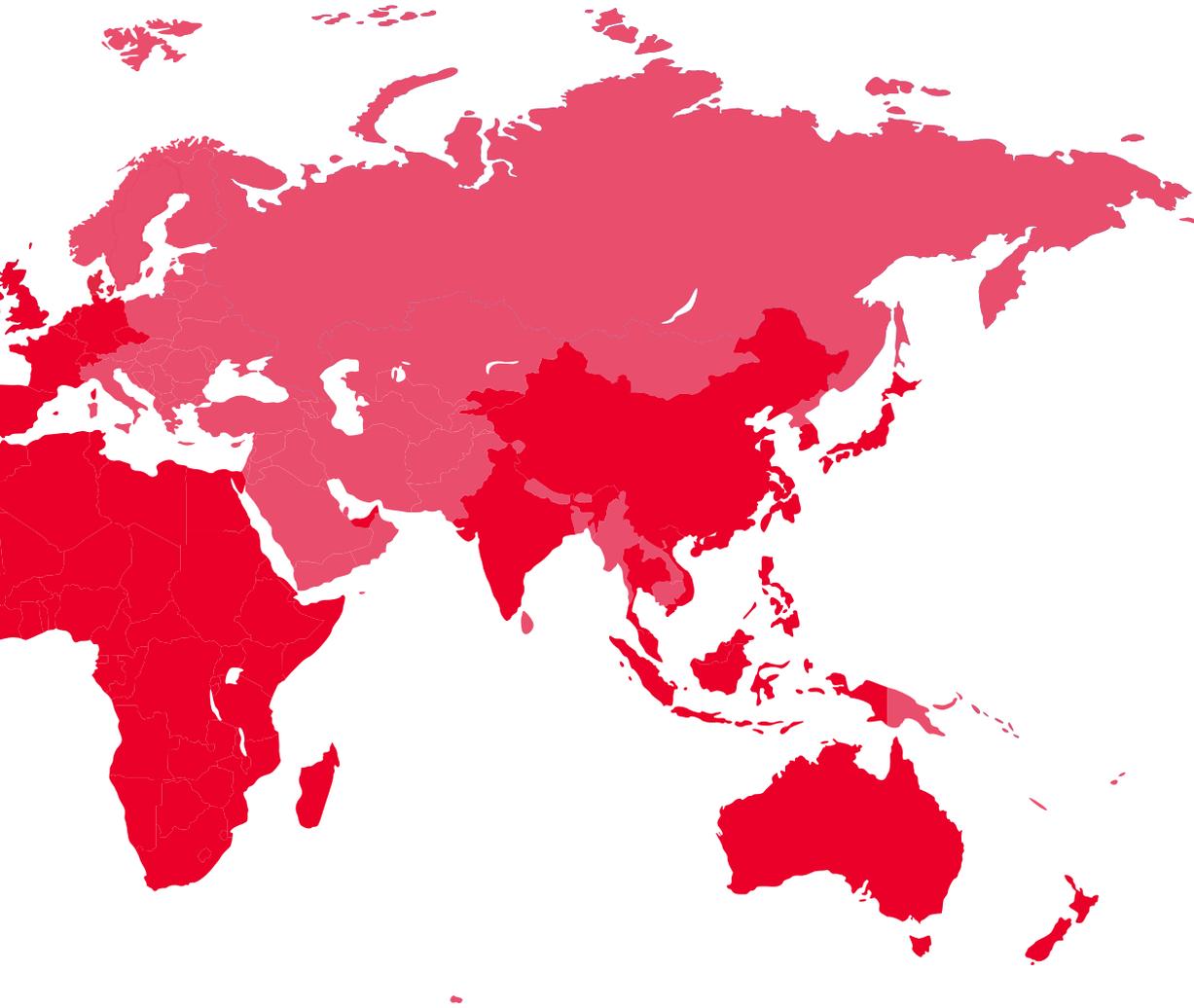
THAILAND

UAE

UK

USA

VIETNAM



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:

- Australia & New Zealand
- Belgium & Luxembourg
- Netherlands
- United Kingdom
- Greater China & South East Asia
- France
- Portugal
- Middle East & Africa
- Japan
- Germany
- Spain
- Canada
- South Korea
- Ireland
- Switzerland
- Latin America

Download your copy today by visiting www.robertwalters.com/salary-survey



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

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.

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

”

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.

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.

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.

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.

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.

CONTENTS

INTRODUCTION

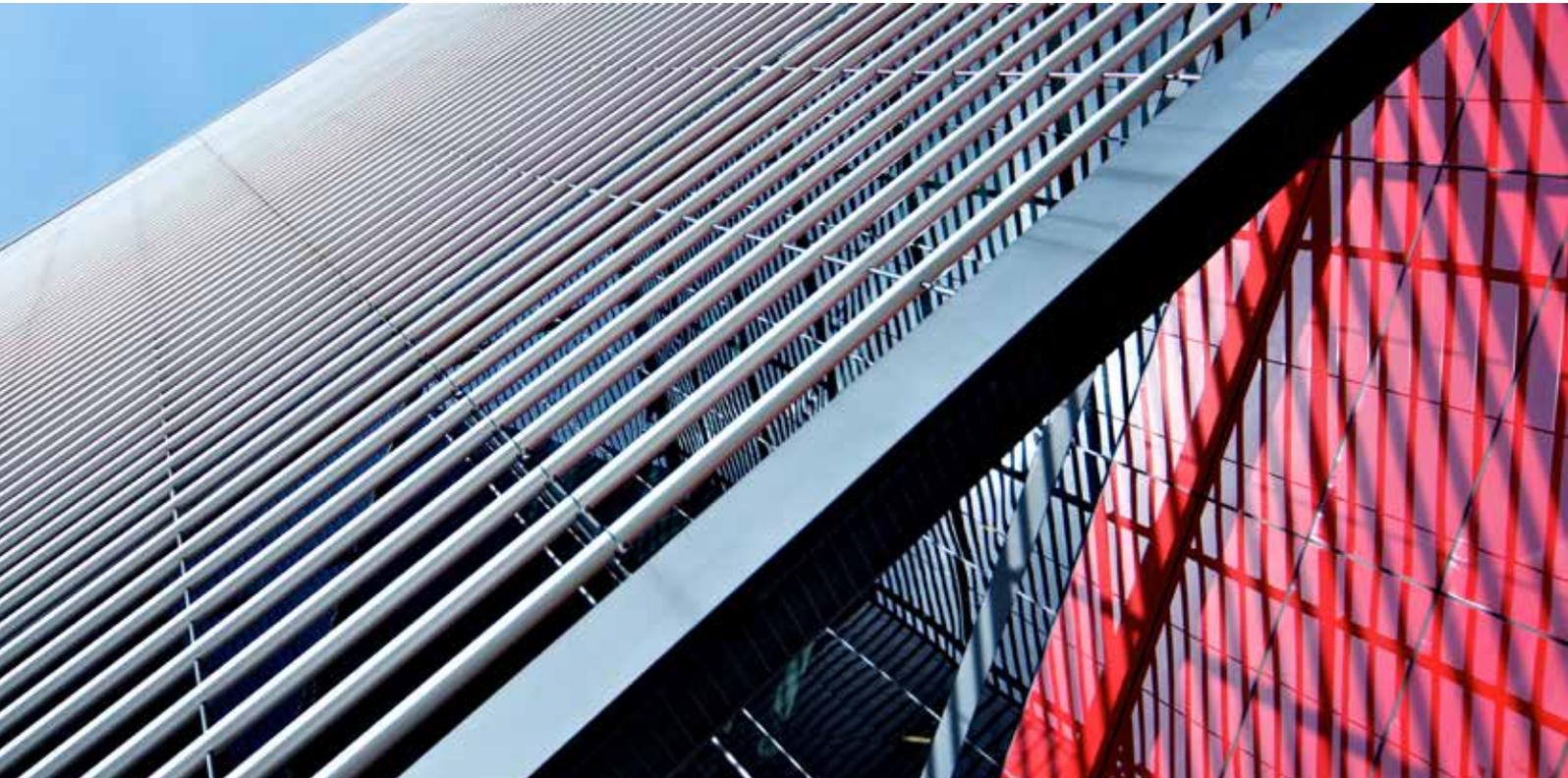
About the Salary Survey.....	09
Global Trends	10

REGIONAL OVERVIEWS

Australia & New Zealand	14
Greater China	16
Japan & South Korea	18
South East Asia	20
Europe	22
Middle East & Africa	24
US & Canada.....	26
Latin America	28

PORTUGAL

COUNTRY OVERVIEW	32
Accounting & Finance	34
Engineering & Operations.....	36
Information Technology	39
Sales & Marketing	42
CONTACT US.....	45





DOWNLOAD OUR SALARY SURVEYS

DOWNLOAD OUR SALARY SURVEY BOOKS

Drawing on our local knowledge and expertise across six continents we've produced a series of books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting
www.robertwalters.com/salary-survey



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



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,

“

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:

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



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



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.

“

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

”

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.

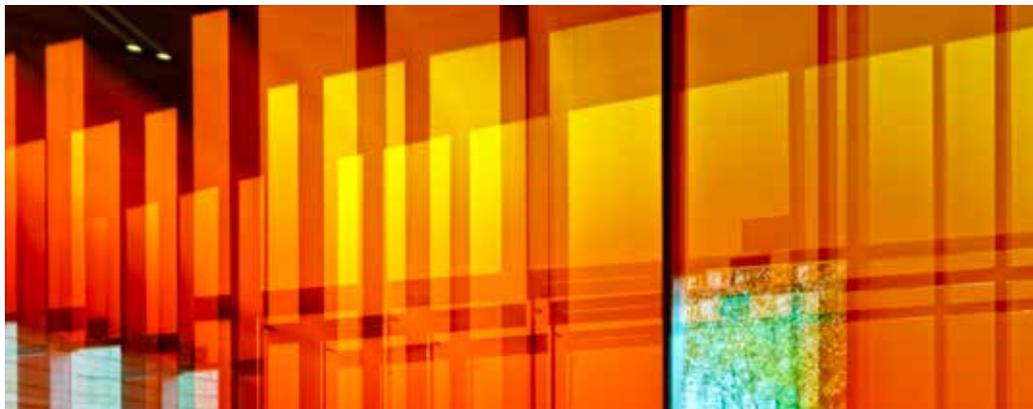
POLITICAL LANDSCAPE IN 2020

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

“

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.

”

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.

“

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

”

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

“

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.

“

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

”

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.

“

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

”

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%.





LATIN AMERICA

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.

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

Our presence in Latin America:

- Brazil
- Chile
- Mexico

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.

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 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.

“

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

”

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.

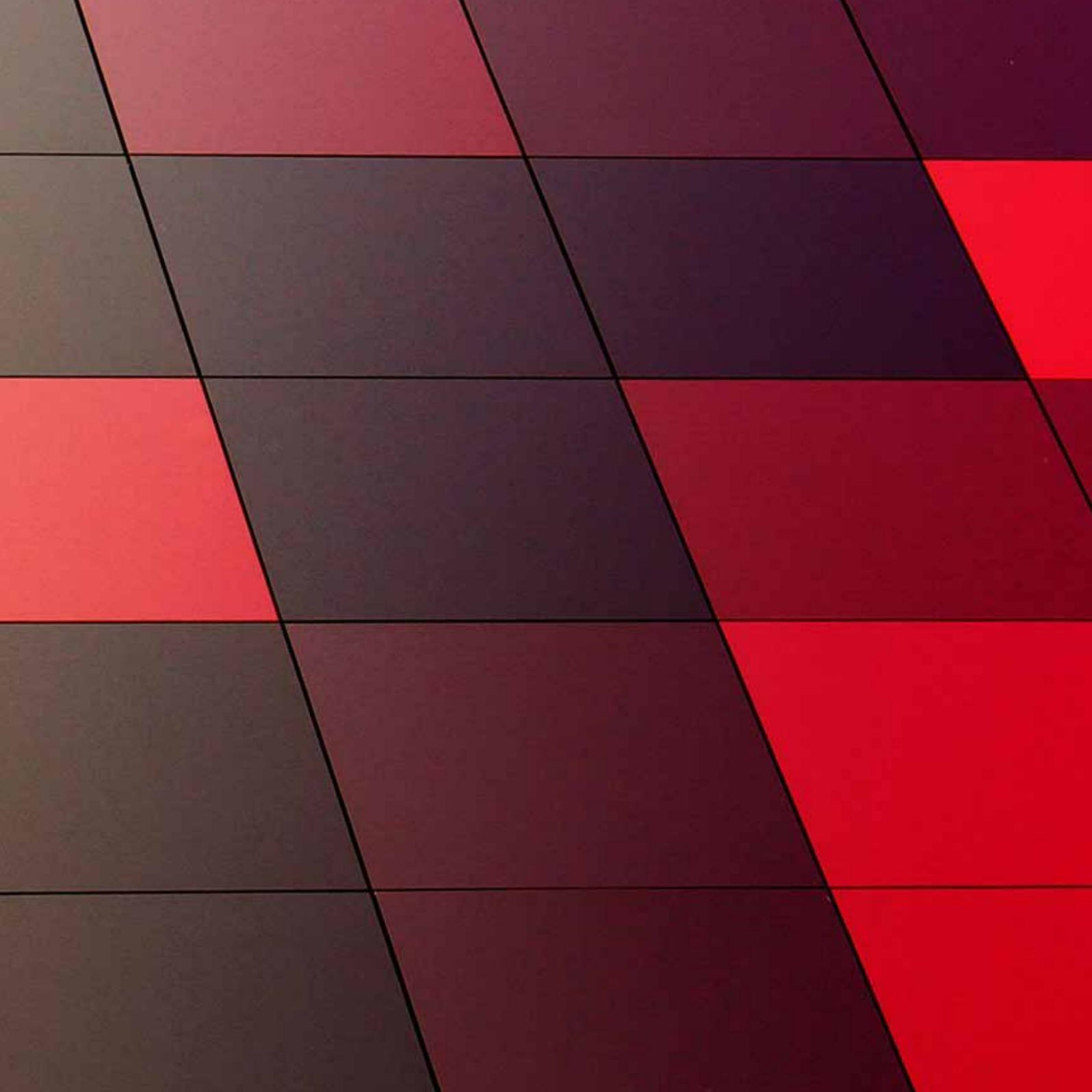


INDUSTRY TRENDS - PORTUGAL

In this section we delve deeper into the hiring and salary trends for 2020 of the recruitment areas we specialise in.

The specialisations covered include:

- Accounting & Finance
- Engineering & Operations
- Information Technology
- Sales & Marketing



PORTUGAL

2019

2019 has witnessed a very strong growth in employment, especially in the technology, renewable energy, automotive, real estate, infrastructure, automation and supply chain, mass market and services sectors. Tourism has reached new record highs in 2019, benefiting many other sectors, from retail to real estate, services and industry. Hiring demand has been particularly strong in the Greater Lisbon and Oporto areas, even reaching full employment in some cases. Base salaries showed an average increase of 10-12% compared to 2018.

The globalization of the Portuguese economy and the desire to attract international investment projects in the technological, logistics and transport, industrial and blue economy sectors, required companies to guarantee the optimization of their productivity, the improvement of their organizations and the attainment of qualitative excellence. This has resulted in companies strengthening their Supply Chain and Manufacturing, Quality, Finance and Controlling, Digital Transformation, Marketing and Sales teams. Among the most in demand roles in 2019 were Business Developers and Senior Sales profiles, Technical and Asset Managers, Project Managers, Scrum Masters, Developers, Controlling and Risk Managers.

During the last quarter, global economic uncertainty contributed to a slight slowdown in public investment, namely in transport infrastructures and logistics.

In 2019, professionals were more likely to change jobs for career progression, greater flexibility or interesting projects. Companies that offered remuneration packages based on performance with an adapted 'emotional salary' were the most successful in attracting and retaining top talent.

44%

**OF PROFESSIONALS IN PORTUGAL
ARE ACTIVELY LOOKING TO CHANGE
JOBS**

“

Hiring demand has been particularly strong in the Greater Lisbon and Oporto areas, even reaching full employment in some cases.

”



**FRANÇOIS-PIERRE PUECH,
SENIOR MANAGER, PORTUGAL**

2020

A series of positive macroeconomic indicators, including contraction of the public deficit, improvement of tax revenues, GDP growth, new international and state investment projects and the good state of the tourism and real estate sectors let us predict a promising 2020 for the labour market. Although uncertainties linked to Brexit might affect the second semester, the Portuguese economy is expected to grow steadily in parallel with political stability, contrasting with other Southern European countries.

However, Portugal is beginning to experience a demographic challenge which will create talent shortages in the labour market, mainly in technical positions. Hence,

to remain competitive, the country will have to attract increasingly more international talent to cover employment needs. To achieve this, companies will need to offer more competitive salaries and benefits, from flexibility to remote working.

The technological, financial, agrifood, industrial and renewable energy sectors, besides the traditionally strong tourism industry will continue to grow throughout the year. In all of these, companies will bid for specialized profiles, with a strong technical knowledge and a good command of languages. Soft skills such as versatility when integrating and communicating with the different stakeholders, critical thinking, creativity and adaptability to change will be the most required.



Of professionals in Portugal are expecting a salary increase in 2020

1

Lisbon - 55% of professionals feel confident about job opportunities in their sector



TOP FOUR MOTIVATORS TO MOVE JOBS

- 1 Better compensation and benefits
- 2 Career progression
- 3 Improved work-life balance
- 4 Attractive company culture

**All statistics are drawn from Robert Walters industry research*

ACCOUNTING & FINANCE

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Good work-life balance



Feedback and encouragement from management



Competitive remuneration & benefits

1.6 years

Is the average tenure for accounting & finance professionals

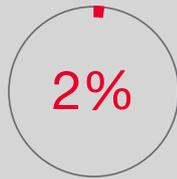
SALARY INCREMENT EXPECTATIONS FOR 2020



Expecting a 0-6% increase



Expecting a 7-15% increase



Expecting a 16%+ increase

ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting a 0-6% bonus



Expecting a 7-15% bonus

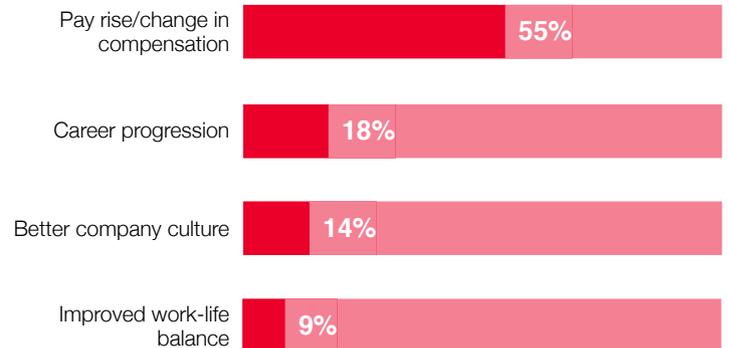


Expecting a 16%+ bonus

64%

Of accounting & finance professionals feel confident about job opportunities in their sector

TOP 4 MOTIVATORS TO MOVE JOBS



ACCOUNTING & FINANCE

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Generalist						
Chief Financial Officer			75 - 90k	75 - 90k	90 - 120k	100 - 130k
Finance Director - SME	45 - 55k	45 - 55k	55 - 75k	55 - 80k	65 - 85k	65 - 90k
FP&A Manager	35 - 40k	35 - 40k	45 - 50k	45 - 55k	55 - 65k	55 - 80k
Head of Controlling			45 - 60k	45 - 65k	60 - 75k	60 - 85k
Financial Controller	35 - 45k	35 - 45k	40 - 55k	45 - 60k	50 - 65k	60 - 70k
Accounting Manager	30 - 40k	30 - 40k	40 - 45k	40 - 50k	45 - 55k	50 - 65k
Chartered Accountant	25 - 28k	25 - 28k	28 - 35k	28 - 35k	35 - 40k	35 - 45k
Commercial Controller	35 - 45k	35 - 45k	45 - 50k	45 - 55k	53 - 65k	55 - 65k
Specialist						
Plant Controller	25 - 35k	25 - 35k	35 - 45k	35 - 50k	50 - 65k	50 - 70k
Internal Auditor	25 - 30k	25 - 30k	30 - 40k	30 - 45k	40 - 60k	45 - 65k
Consolidation Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k	50 - 70k	55 - 80k
Strategy Consultant	30 - 40k	30 - 40k	40 - 50k	40 - 55k	50 - 80k	55 - 90k

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

ENGINEERING & OPERATIONS

KEY FINDINGS

GENDER DIVERSITY IN ENGINEERING & OPERATIONS



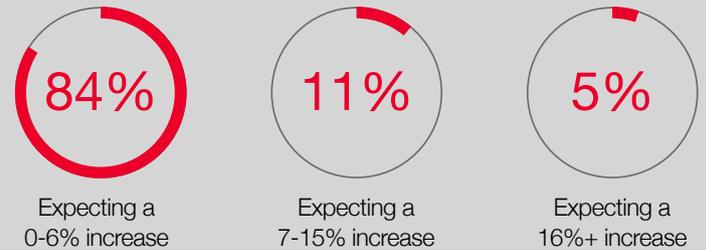
3 out of 5

Professionals are satisfied with their current salary

TOP 3 DRIVERS OF JOB SATISFACTION



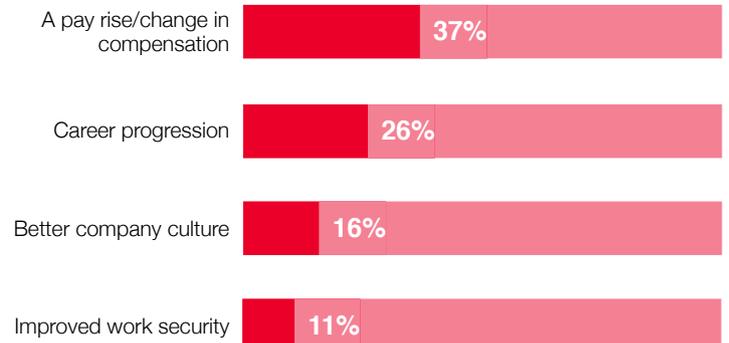
SALARY INCREMENT EXPECTATIONS FOR 2020



63%

Of engineering professionals feel confident about job opportunities in their sector

TOP 4 MOTIVATORS TO MOVE JOBS



ENGINEERING & OPERATIONS

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Industry & Supply Chain						
Operations Director	50 - 65k	50 - 65k	60 - 80k	65 - 85k	70 - 130k	80 - 130k
Technical Director	40 - 50k	40 - 50k	50 - 65k	55 - 70k	65 - 80k	70 - 90k
Industrial/Plant Manager	40 - 50k	40 - 50k	50 - 60k	50 - 65k	60 - 80k	65 - 90k
Production Manager	30 - 40k	30 - 40k	40 - 50k	40 - 50k	55 - 70k	55 - 70k
QA/QC Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k		
Engineering Manager	40 - 50k	40 - 50k	45 - 60k	45 - 60k	60 - 75k	65 - 80k
Process Engineer	25 - 35k	25 - 35k	35 - 45k	35 - 45k	45 - 60k	50 - 65k
Supply Chain/Logistics Manager	40 - 50k	40 - 50k	45 - 55k	45 - 60k	45 - 60k	50 - 80k
Purchasing Manager	30 - 40k	30 - 40k	38 - 45k	38 - 45k		
Demand Planner	25 - 30k	25 - 30k	30 - 45k	30 - 45k		
Maintenance/Facility Manager	40 - 50k	40 - 50k	45 - 55k	45 - 55k	50 - 65k	50 - 65k
Field Service Engineer	25 - 35k	25 - 35k	35 - 45k	35 - 45k	45 - 60k	45 - 60k
Procurement Manager	30 - 40k	30 - 40k	38 - 45k	38 - 45k		
Continuous Improvement Manager	30 - 40k	30 - 40k	40 - 60k	45 - 65k		
Sales						
Sales Director			65 - 95k	65 - 95k	65 - 120k	65 - 120k
Business Development Manager	40 - 60k	40 - 60k	55 - 95k	55 - 95k	65 - 100k	65 - 100k
Regional Sales Manager	45 - 55k	45 - 55k	50 - 60k	50 - 60k	50 - 85k	50 - 85k
Sales Engineer	30 - 45k	30 - 45k	35 - 50k	35 - 50k	45 - 55k	45 - 55k
Sales Representative	28 - 40k	28 - 40k	32 - 45k	32 - 45k	40 - 55k	40 - 55k
Customer Service Manager			35 - 45k	35 - 45k	40 - 55k	40 - 55k

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

ENGINEERING & OPERATIONS

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Construction & Renewable Energy						
Technical Director			60 - 80k	60 - 80k	80 - 90k	80 - 95k
Project Director			60 - 90k	60 - 90k	70 - 130k	80 - 130k
Construction Director			65 - 80k	65 - 80k	80 - 100k	80 - 100k
Construction Project Manager	40 - 55k	40 - 60k	50 - 80k	55 - 80k	70 - 90k	75 - 95k
Construction Project Engineer	25 - 35k	25 - 35k	35 - 45k	35 - 50k	45 - 55k	50 - 60k
Contract Manager			45 - 65k	45 - 65k	55 - 85k	55 - 85k
Planning & Cost Manager	45 - 55k	45 - 60k	55 - 65k	60 - 70k	65 - 80k	70 - 85k
Project Development Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k	50 - 60k	55 - 65k
Renewables Project Manager	30 - 40k	30 - 40k	45 - 60k	45 - 60k	60 - 75k	60 - 75k
Renewables Project Engineer	25 - 35k	25 - 35k	35 - 45k	35 - 45k		
Engineering Manager	30 - 45k	30 - 45k	45 - 55k	45 - 55k	55 - 70k	55 - 75k
Commissioning Manager	35 - 50k	35 - 50k	40 - 55k	40 - 55k	50 - 80k	55 - 80k
O&M Supervisor/Manager	30 - 40k	30 - 40k	35 - 50k	40 - 55k	45 - 60k	45 - 65k
Mechanical/Electrical Technician/Engineer	25 - 35k	25 - 35k	35 - 45k	35 - 45k		
Asset Manager	30 - 40k	30 - 40k	40 - 50k	40 - 55k	50 - 65k	55 - 70k

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

INFORMATION TECHNOLOGY

KEY FINDINGS

GENDER DIVERSITY IN IT



Male
76%



Female
24%

90%

Of IT candidates are open to a job approach when not actively looking

TOP SKILLS IN DEMAND



SALARY INCREMENT EXPECTATIONS FOR 2020



Expecting a 0-6% increase



Expecting a 7-15% increase



Expecting a 16%+ increase

89%

Of IT professionals have a permanent contract

TOP 4 MOTIVATORS TO MOVE JOBS



INFORMATION TECHNOLOGY

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Management						
Chief Information Officer	80 - 85k	85 - 90k	85 - 100k	90 - 100k	90 - 120k	95 - 125k
Chief Technology Officer	65 - 75k	65 - 75k	90 - 100k	90 - 105k	95 - 110k	95 - 115k
Chief Operations Officer	55 - 60k	55 - 65k	80 - 90k	80 - 95k	85 - 95k	90 - 95k
IT Manager			55 - 70k	60 - 75k	70 - 80k	75 - 80k
Infrastructure Director	45 - 55k	50 - 55k	60 - 80k	65 - 80k	85 - 95k	90 - 100k
Delivery Manager	35 - 45k	40 - 45k	55 - 70k	60 - 75k	70 - 80k	75 - 85k
Solutions Engineer	23 - 28k	28 - 35k	35 - 45k	40 - 45k	50 - 65k	55 - 70k
Digital Transformation Manager	40 - 50k	45 - 55k	55 - 70k	60 - 70k	70 - 85k	70 - 85k
Outsystems Delivery Manager	35 - 45k	40 - 45k	50 - 65k	55 - 65k	70 - 80k	70 - 85k
Development						
Development Director	50 - 60k	60 - 65k	65 - 85k	70 - 90k	75 - 90k	90 - 100k
Front-end Developer	30 - 45k	35 - 50k	50 - 60k	55 - 65k	70 - 85k	75 - 85k
Back-end Developer	25 - 40k	30 - 40k	40 - 55k	45 - 50k	55 - 60k	55 - 60k
DevOps Engineer	40 - 55k	45 - 55k	60 - 75k	65 - 80k		
Tester/QA Analyst	25 - 35k	25 - 35k	35 - 45k	45 - 50k		
Full-Stack Developer	30 - 45k	30 - 45k	50 - 65k	55 - 70k	70 - 80k	70 - 80k
Machine Learning Engineer	30 - 45k	35 - 48k	45 - 70k	50 - 75k		
UX/UI Designer	20 - 38k	25 - 40k	35 - 50k	35 - 50k	40 - 55k	40 - 60k
Outsystems Developer	25 - 40k	30 - 45k	40 - 50k	45 - 55k	50 - 70k	55 - 75k
Product Manager	35 - 45k	35 - 45k	50 - 60k	50 - 60k	65 - 80k	65 - 80k
Project Manager	35 - 45k	35 - 45k	45 - 60k	45 - 60k	65 - 85k	65 - 85k

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

INFORMATION TECHNOLOGY

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
IT Sales						
Sales Director			50 - 65k	50 - 65k	55 - 90k	55 - 90k
Account Executive/Manager	26 - 35k	26 - 35k	30 - 35k	30 - 35k	35 - 50k	35 - 50k
Pre-Sales Solutions Architect	42 - 50k	42 - 50k	45 - 50k	45 - 50k	50 - 65k	50 - 65k
Sales Engineer	28 - 39k	28 - 39k	35 - 45k	35 - 45k	42 - 50k	42 - 50k
Inside Sales Engineer	26 - 35k	26 - 35k	30 - 35k	30 - 35k	35 - 45k	35 - 45k
ERPs						
SAP Manager	45 - 55k	45 - 55k	50 - 60k	55 - 65k	55 - 75k	55 - 80k
SAP Analyst	35 - 45k	35 - 45k	45 - 60k	45 - 55k	55 - 65k	55 - 60k
Security						
Chief Security Officer	40 - 65k	45 - 65k	60 - 80k	65 - 85k	75 - 95k	75 - 95k
Blockchain Engineer	50 - 75k	55 - 80k				
Cybersecurity Manager	40 - 60k	45 - 60k	65 - 75k	65 - 80k	80 - 90k	80 - 95k
Data & Analytics						
Data & Analytics Manager	60 - 65k	68 - 70k	75 - 85k	80 - 90k		
Data Architect	45 - 60k	50 - 60k	55 - 65k	60 - 70k		
Data Analyst	30 - 45k	35 - 45k	45 - 50k	45 - 55k		
BI Specialist	30 - 35k	30 - 35k	50 - 55k	50 - 55k		
Big Data Specialist	45 - 55k	45 - 65k				
Data Scientist	50 - 60k	50 - 70k				

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

SALES & MARKETING

KEY FINDINGS

TOP 3 DRIVERS OF JOB SATISFACTION



Work-life balance



Remuneration and benefits



Feedback and encouragement from management

1.3 years

Is the average tenure for sales & marketing professionals

SALARY INCREMENT EXPECTATIONS FOR 2020



Expecting a 0-6% increase



Expecting a 7-15% increase



Expecting a 16%+ increase

ANNUAL BONUS EXPECTATIONS (% OF SALARY)



Expecting a 0-6% bonus



Expecting a 7-15% bonus

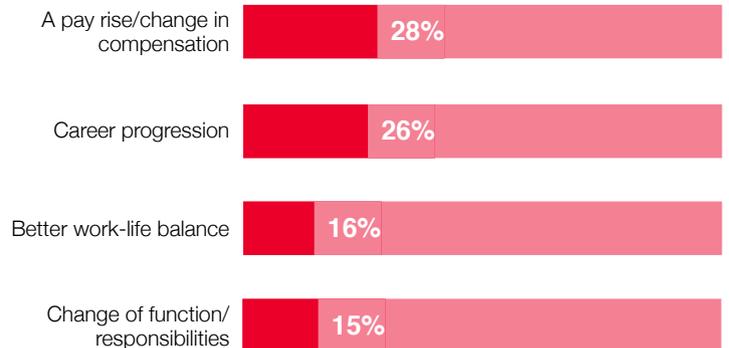


Expecting a 16%+ bonus

58%

Of sales & marketing professionals are actively looking to change jobs

TOP 4 MOTIVATORS TO MOVE JOBS



SALES & MARKETING

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Digital						
Head of E-commerce	35 - 45k	35 - 45k	42 - 55k	42 - 55k	55 - 80k	55 - 80k
E-commerce Manager	20 - 30k	25 - 35k	30 - 40k	35 - 45k		
Head of Digital	35 - 45k	35 - 45k	42 - 68k	42 - 68k	68 - 90k	68 - 90k
Digital Marketing Specialist	25 - 42k	25 - 35k	35 - 50k	35 - 45k	45 - 60k	45 - 55k
Digital Marketing Manager	20 - 35k	20 - 35k	35 - 45k	35 - 45k		
Performance Manager	30 - 40k	30 - 40k	40 - 50k	40 - 50k		
Social Media Specialist	20 - 25k	20 - 25k	25 - 35k	25 - 35k		
SEO/SEM Manager	24 - 42k	25 - 35k	35 - 42k	35 - 45k		
Head of Programmatic	35 - 45k	35 - 45k	42 - 55k	42 - 55k		
CRM Manager	30 - 35k	30 - 35k	35 - 45k	35 - 45k		
Healthcare						
Business Unit Manager			70 - 90k	70 - 90k	75 - 110k	75 - 110k
Sales Manager	35 - 49k	35 - 49k	50 - 70k	50 - 70k	65 - 80k	65 - 80k
Key Account Manager	18 - 28k	18 - 28k	30 - 45k	30 - 45k	45 - 56k	45 - 56k
Sales Representative	18 - 28k	18 - 28k	28 - 35k	28 - 35k	35 - 45k	35 - 45k
Marketing Director	42 - 55k	42 - 55k	55 - 70k	55 - 70k	70 - 85k	70 - 85k
Product Manager	28 - 35k	28 - 35k	35 - 49k	35 - 49k	50 - 70k	50 - 70k
Brand Manager	28 - 35k	28 - 35k	35 - 49k	35 - 49k	49 - 70k	49 - 70k

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

SALES & MARKETING

PORTUGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2019	2020	2019	2020	2019	2020
Marketing						
Marketing Director			55 - 70k	55 - 70k	80 - 100k	80 - 100k
Communications Director			55 - 70k	55 - 70k	70 - 90k	70 - 90k
Product Manager	18 - 28k	18 - 28k	28 - 40k	28 - 40k	40 - 60k	40 - 60k
Brand Manager	18 - 28k	18 - 28k	28 - 40k	28 - 40k	40 - 60k	40 - 60k
Trade Marketing Manager	18 - 28k	18 - 28k	28 - 40k	28 - 40k	40 - 60k	40 - 60k
Sales						
Commercial Director			50 - 70k	50 - 70k	70 - 90k	70 - 90k
Sales Manager			45 - 60k	45 - 60k	60 - 80k	60 - 80k
Export Director			30 - 50k	30 - 50k	50 - 70k	50 - 70k
Key Account Manager	25 - 42k	25 - 42k	30 - 50k	30 - 50k	42 - 60k	42 - 60k
Commercial Director (FMCG)			58 - 70k	58 - 70k	70 - 100k	70 - 100k
Sales Manager (FMCG)			45 - 70k	45 - 70k	65 - 90k	65 - 90k
National Account Manager (FMCG)			38 - 55k	38 - 55k	50 - 63k	50 - 63k
Key Account Manager (FMCG)	18 - 28k	18 - 28k	30 - 40k	30 - 40k	35 - 46k	35 - 46k

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

CONTACT US

PORTUGAL

PORTUGAL

LISBON

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

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

CONTACT US

REST OF WORLD

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

BRAZIL

SÃO PAULO

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

CANADA

TORONTO

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

CHILE

SANTIAGO

Rosario Norte, 555 - Oficina
1802
Piso 18
Las Condes
Santiago
+56 9 4297 9475

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

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 Nexxus 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

CONTACT US

REST OF WORLD

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

MEXICO

MEXICO CITY

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

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

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

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

CONTACT US

REST OF WORLD

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.

FOLLOW US ON LINKEDIN

[linkedin.com/company/robert-walters](https://www.linkedin.com/company/robert-walters)





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

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