



# ACI REPORT - 2024

## SALARY & EMPLOYMENT TRENDS

# FOREWORD

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# FOREWORD

## Foreword



First released in 2012, the 2024 ACI Report is our 12<sup>th</sup> edition. The travel and hospitality industry continues to rebound with gusto with international tourism now nearing 90% of pre-pandemic levels, paving way for an exciting year ahead. From this year's ACI Report, we again focused our analysis into recruitment demands and hiring challenges, and at the same time asked our respondents just exactly how they want to work – is it really WFH or nothing, or is remuneration still the driving force?

The ACI Report is a unique publication produced annually, and this year we saw a sample **size of just over 750 travel**, tourism and hospitality professionals working across the Asia Pacific region. The respondents provided an extensive view of industry salaries and satisfaction levels, giving the report not only a unique statistical view of the travel, tourism, hospitality, and lifestyle labor market, but also an invaluable insight into the mindset of industry personnel.

The ACI Report is meant to serve as a useful guide for employers, jobseekers, HR professionals and recruitment specialists by providing an insight into prevailing job market conditions and hiring practices in Asia Pacific. A combination of qualitative and quantitative methods was used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

I take this opportunity to thank everyone who took the time to participate in this year's survey and hope that this report will be a useful and informative guide for you. ACI remains committed to providing unparalleled HR services to our clients and candidates within the travel, tourism, hospitality, and lifestyle industries.

A handwritten signature in black ink, appearing to read 'Andrew Chan', written in a cursive style.

**Andrew Chan**  
**Founder & CEO**

# ABOUT ACI

## About ACI

Established in 2012, ACI stemmed from a need identified by Founder & CEO, Andrew Chan for a specialist firm owned and operated by people from within the industry. With unrivalled management experience in the sectors we serve, ACI is an award-winning specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

At ACI, we understand that finding the right talent is critical to an organisation's success, and finding the right opportunity is paramount to a candidate's career. We are passionate about connecting clients with the very best talents and pride ourselves with the philosophy of "growing the industry one talent at a time".

## OUR PEOPLE

Understanding nuances and macro talent issues of an industry takes people from the industry to appreciate; ACI consultants have unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, and are genuinely passionate not only about our clients' and candidates' success but the industry as a whole.

## BEST PRACTICE

ACI delivers a full recruitment service and our adherence to Best Practice processes ensures our clients receive a guaranteed level of quality control in all areas of the recruitment process.

Customers come to us as the industry experts, knowing our staff are industry specialists and that we are current on all industry issues, both in travel & hospitality, and recruitment.

## AWARDS

Most recently, ACI was honoured to be recognised with the following accolades:

- Best Recruitment Firm, Hospitality – 2023 Winner, HR Vendors of the Year
- Best Recruitment Firm, Specialist – Bronze, HR Vendors of the Year
- Best Recruitment Entrepreneur (Andrew Chan) – Gold Winner, Asia Recruitment Awards
- Best Executive Search Firm – Silver Winner, Asia Recruitment Awards
- Best Recruitment Portal – Silver Winner, Asia Recruitment Awards
- Best Cross Border Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Cross Border Recruitment Strategy – Bronze Winner, Asia Recruitment Awards
- Best Executive Search Firm – Bronze Winner, HR Vendors of the Year

# INTRODUCTION

## Introduction

### SALARY SURVEY METHODOLOGY

A survey link was sent to over 30,000 from ACI's database throughout Asia Pacific in December 2023 for employees of various levels to complete. We received a 13.5% open rate, and a 39.4% click rate. The survey link was also posted on the acihr.com website and included in a range of advertising, social media campaigns, and distributed to industry association members. We received 753 respondents.

### REPORT FORMAT

The 2024 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

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

### DEFINITIONS

Detailed below are the definitions for the salary data tables:

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

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

### DISCLAIMER

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

# At a Glance ACI Report 2024

Travel & Hospitality Sector Rebounds at Rapid Pace



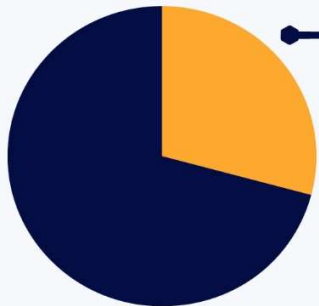
**68%**  
had a salary  
increase in  
2023



with **62%** also  
receiving a bonus

Singapore average  
salaries jumped

**10.7%**

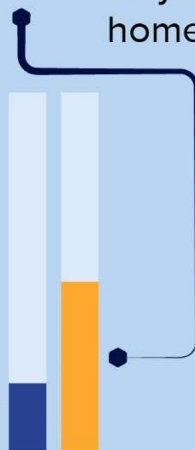


**41%** of hiring managers  
expect new headcounts in  
**2024**



**44%** currently working  
fully from  
home or hybrid,

while only  
**14%**  
indicated WFH  
as important



**30%** indicated  
higher salary as their  
top priority when  
changing employment

## Analysis

### IN BRIEF

#### **International tourism to end 2023 close to 90% of pre-pandemic levels**

International tourism recovered 87% of pre-pandemic levels in the period January-September 2023 (-13% versus 2019) backed by continued pent-up demand in the third quarter of 2023.

An estimated 975 million tourists travelled internationally between January and September 2023, an increase of 38% over the same months of 2022, though 13% fewer than in 2019.

International tourism receipts could reach USD 1.4 trillion in 2023, about 93% of the USD 1.5 trillion earned by destinations in 2019.

These results reflect the strong recovery of demand in 2023.

By regions, the Middle East continued to lead the recovery by regions in relative terms, with arrivals 20% above pre-pandemic levels in the first nine months of 2023. Europe, the world's largest destination region, reached 94% of pre-pandemic levels, supported by robust intra-regional demand.

Africa recovered 92% of pre-crisis visitors this nine-month period and the Americas 88%. In Asia and the Pacific arrivals climbed to 62% of pre-pandemic levels.

By subregions, North Africa (+5%), Central America (+4%) and Southern Mediterranean Europe (+1%) continued to exceed pre-pandemic levels in January-September 2023.

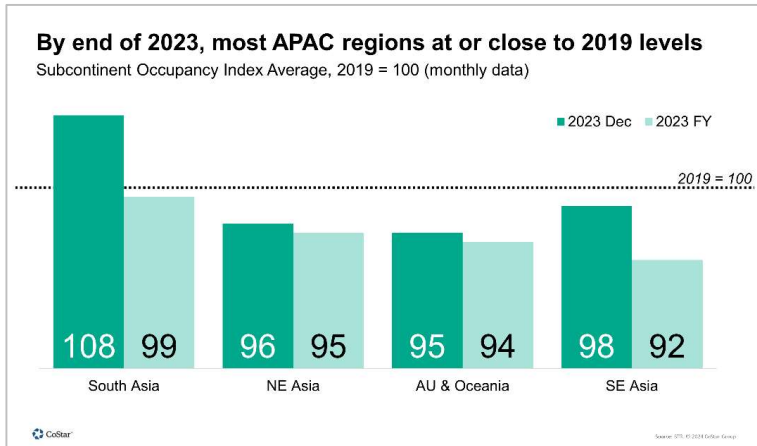
International arrivals are expected to reach 1.3 billion overall in 2023, up 33% over 2022 and almost 90% of pre-pandemic levels, in line with UNWTO scenarios published in January.

Against this backdrop, international tourism is well on track to fully recover pre-pandemic levels in 2024 despite economic challenges and uncertainty derived from certain geopolitical tensions and conflicts.

# ANALYSIS

## CoStar Asia Pacific Update for the annual ACI report

### Occupancy returning throughout 2023



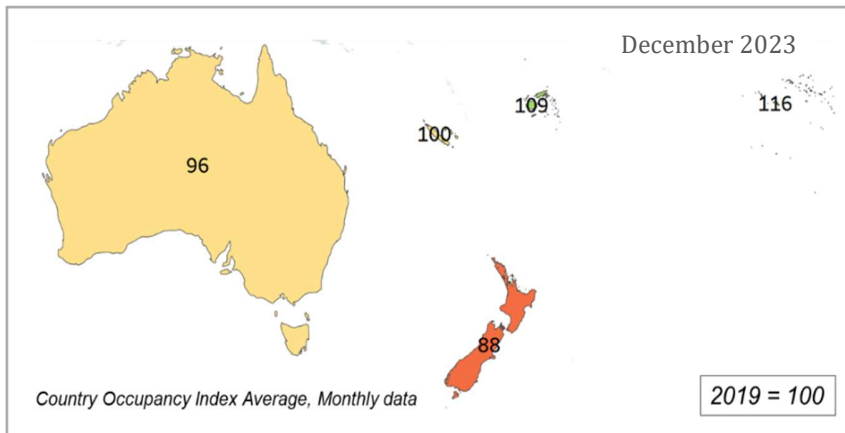
As many affecting remnants of the pandemic was left behind, last year had hotel occupancy come back around the entire Asia Pacific region.

While full-year numbers show a range of 92-99% of 2019 levels at sub-regional levels, when comparing only with December in isolation, it's clear that towards the end of the year it was all within the last 5%, with South Asia already putting quite the distance to the past.

### Southern Hemisphere: New Zealand continued to close the gap

New Zealand, as the main laggard in this region, with a limited domestic market to feed the ample new supply coming into place in the last few years, was always going to take a bit longer to reach peak levels outside its main markets, as inbound flights slowly return. For the month of December New Zealand ended 88% of 2019 levels, and while Auckland behaved more similarly as other larger APAC markets, with occupancy slightly trailing but with much higher ADR, a leisure market like Queenstown came back strong from winter season in July onwards. Both Fiji and French Polynesia saw plenty of flights returning bringing their demand back.

CBD areas around Australia had business travel resuming, and while if Melbourne as forecasted has a slightly longer supply-related journey when compared to Sydney, Brisbane performed very well throughout most of the year. Popular weekend destination Gold Coast ended 2023 with occupancy -2.2% lower than 2022, but that's only 1% point below 2019 and impact was from low season months.

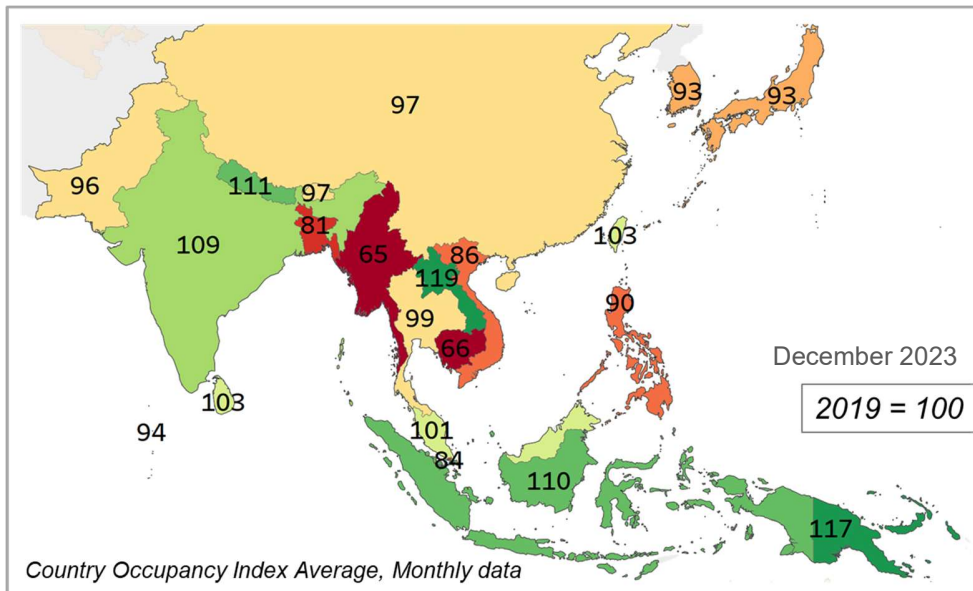




## ANALYSIS

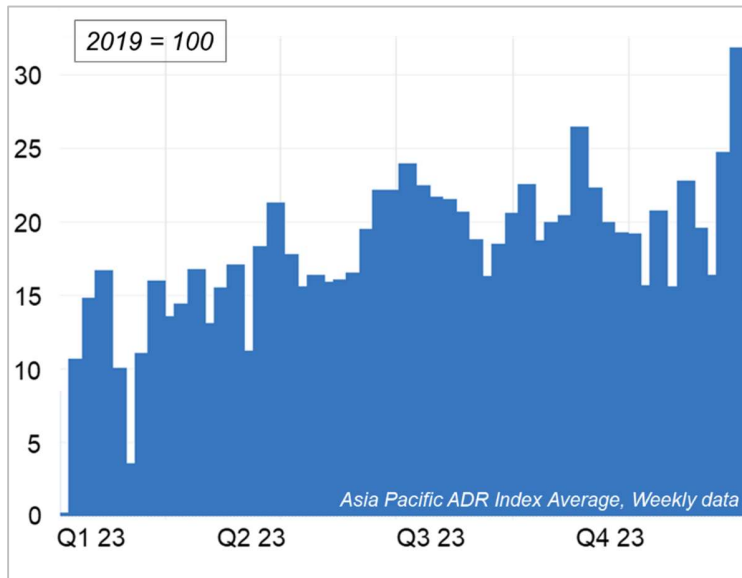
There were clear differences in Asia, where India saw business as usual, surpassing demand levels in business and leisure markets, with both domestic and international flight capacity more than recovered. While Vietnam in December had closed the gap to 86% of 2019 occupancy levels, driven mainly by HCMC and Hanoi (many resort markets still suffering from lack of demand), Cambodia remained far behind.

Japan and South Korea are both growing occupancy quickly, and we expect them to continue doing so in the 2024, even if pace will subside. Both Indonesia and Thailand had strong December months, and even without large volumes of Chinese outbound travellers hitting popular leisure markets in Thailand, there were still good results in December and so far in January. For Singapore, December had two weeks of lower than usual occupancy, which brought down historic comparisons, but that should be framed against rates more than 20% higher than 2019 (not inflation-adjusted).



## ANALYSIS

### 2023 was (again) a story about higher rates – and more segments returning



One of very few markets to not yet surpass 2019 rates levels was Vietnam, even if it came very close by the end of the year. On average ADR levels were 10-20% higher around Asia Pacific, as group travel returned there were also many conventions and large events that created spikes in many areas.

#### The fear of rates growing too high

Two very common questions floated during budgeting for 2024 was how rates will react during 2024 and if there is a concern that these historically high rates can have a negative impact on destinations. While

it is true that we have seen examples of specific brands in select markets selling at such high rates that it can create a customer backfire, along with reports of negative value set against the waning purchasing power; there are several counter points that so far mitigate such fears. We've come through a period of inflation (not everywhere, but in many places), there is a lot of new products that carry increased value and often in the longer view of ADR growth, at a CAGR for a decade, rate growth was quite moderate. Moreover, cost has increased drastically in the last few years, not only in utilities, sales & marketing, and F&B, but most significantly in the labour line item. The global concern of lack of staffing in the entire service sector carries on, and even if hotels run at lower staff ratios than ever before, it remains difficult to find, recruit and keep skilled team members in most places. One result of this has been a drastic increase in labour cost.

#### Rates are closely connected to arguably the biggest point of 2023 and 2024 – Cost Control

This cost increase put pressure on profit margins, but in 2023 that rate growth enabled flow through to return and revenue growth was higher than cost growth.

As rates in 2024 are not likely to continue growing with such pace and on average see more balanced and single digit increases, the pressure on profitability remains on hotel operators. In short, 2024 will not be 2023, with its very fast revenue growth.

Hotels remain a very attractive asset class for investors, and one of the ways this showed in 2023 was the flexibility with which that rate growth provided quick action as cost increased and traveller patterns changed. While office sectors also experienced higher vacancies, just like hotels, it was not able to counter that with rent growth, therefore seeing lower revenue per square feet/meter, compared to the equivalent revenue per available room (RevPAR) in hotels – that when combined with an increased productivity and cost control created a better balance sheet.

## ANALYSIS

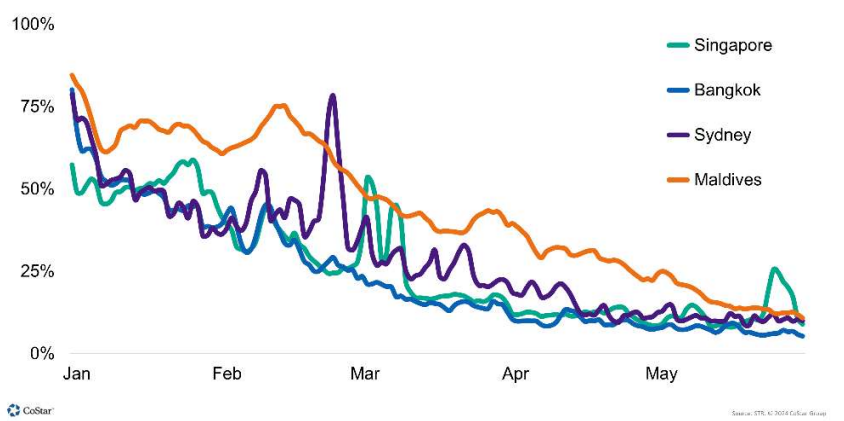
### Looking ahead – Drivers and Trends

An important progress indicator is what business on the books exist as of Jan 1, and this comparing to 12 months ago.

These four markets can attest to current reality, where Sydney's levels are stronger than in 2023, which makes sense, given an improved CBD booking pace. Singapore is slightly behind last year's pace, but it has stronger spikes during events. Maldives are nominally ahead of pace and Bangkok is largely similar, and that's again without Chinese travellers back with full demand.

#### Occupancy on the books more normal now

Select Markets, Occupancy on the books for Jan-May 2024, as of 1 January 2024



We are seeing far from historic levels of Chinese travellers leaving the country, as the domestic market did very well in 2023, once final lockdowns ended. As a very experience-driving demand market, China has improved their overall travel offering with better logistics, new hotels and destinations and domestic long-haul around the large nation has flourished. There is certainly an expectation that Chinese will return to travel abroad, and we can already see this in destinations with improved airlift, even if there is still some way to go. New visa-waiver plans in Southeast Asia will also assist in bringing more demand from the north.

The pipeline of new hotels in Asia Pacific is at peak delivery when you combine the opening of delayed projects during pandemic with recent refurbishments as well as all new buildings planned as part of the normal cycle. In some markets this will put demand pressure in 2024 and into 2025, even if this burst subsides into next year. Asia Pacific continues to be more branded than ever, and even if non-branded and independent hotels pop up, the speed of large brands is faster than ever. The most popular hotel class being planned, and opening, is in the Upper Midscale segment, just like in many other parts of the world, with a focus on 150-200 hotel rooms, fewer F&B outlets and finding new locations.

The concept of ensuring hotels being planned, built and managed sustainably fortunately carries on and bounced back quickly post the pandemic, as more owners and management companies consider this a key consideration in development and operations.

Main persisting risks on the horizon are recessionary fears, as in overall economic drivers, combatting recession and overall consumer spend, but also the gaps in flight capacity, particularly long-haul wide-body aircraft.

#### Additional performance data

Looking for performance data for a market not featured in this release? At CoStar we provide the largest database in hotel data globally across both topline and bottom-line numbers, along with supply, pipeline and

# ANALYSIS

forecasting – all in a globally accepted methodology across daily data in historic and future time periods. In addition, the product contains the largest database for commercial real estate across North America and the UK, as well as residential product in brands such as Homes.com and Apartments.com. Please contact [apsales@str.com](mailto:apsales@str.com) for any data requests.



## **About STR and CoStar**

*Founded in 1985, STR provides premium data benchmarking, analytics and marketplace insights for the global hospitality industry. STR was acquired in October 2019 as a division of CoStar Group, Inc. (NASDAQ: CSGP), a leading provider of online real estate marketplaces, information and analytics in the commercial and residential property markets. For more information, please visit [str.com](http://str.com) and [costargroup.com](http://costargroup.com).*

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# ANALYSIS

## THE SURVEY

The ACI Report (2024) is a unique publication with a sample of 753 travel, tourism, hospitality, and lifestyle personnel right across the Asia Pacific and surrounding regions, giving an extensive view of industry salaries and employment trends. The largest proportion of respondent (37%) were based in Singapore, with Hong Kong/Macau (10%), Indian Sub-Continent (9%) and Indonesia (7%) also providing solid samples.

By sector, most respondents were employed in the hospitality industry (41%), but the study includes a broad cross-section of industries, including F&B, Technology, Consultancy, and Corporate Travel. Of the respondents, 70% came from large MNCs (100 staff or more), 64% were male, 84% held permanent full-time employment with 44% either working completely from home or hybrid conditions.

77% of the respondents have 10 or more years working experience, while the majority (71%) have been employed with their current employer for 5 years or less. The number of those employed with their present company for 12 months or less (i.e., those that changed jobs in 2023 or new entrants) dropped to 18% from 24% observed in the past 2 ACI reports, possibly indicating a little more stability in the industry. Further cementing this sentiment was evident where we saw zero respondents who are presently not in employment, down from 2% in the previous report.

## POST COVID-19 REBOUND

The impact of the Covid-19 pandemic on travel & hospitality jobs continued to ease in 2023, with 11% of respondents indicating that they were impacted down from 18% in 2022, 49% in 2021 and 74% at the peak of the pandemic in 2020. 3% indicated that their roles were made redundant in 2023, compared to 9% in 2022, and in positive signs it appears all have since found new employment post retrenchment.

41% of HR and Hiring Managers indicated that they expect new headcounts in 2024 down from the record high of 58% seen in our 2023 ACI Report. Hiring managers foresee challenges when they do begin recruitment, with their top concerns being 1) Finding the right talents 2) Lack of applicants 3) Salary expectations higher than budgeted.

## SALARY SATISFACTION

In further signs of positivity, on the question of salary progression, 68% of respondents indicated they had received some form of a salary increment in 2023 – up from previous year's 55% and surpassing pre-Covid19 levels where 65% of respondents indicated a bump in their pay. Furthermore, 62% of respondents indicated they had received a bonus in 2023 (47% in 2022), the majority (39%) of those receiving one to two month's bonuses.

# ANALYSIS

## CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents, 37% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, a drop in satisfaction from 2023's 46%; at the same time 31% indicated that career prospects with their present employer being 'poor' or 'zero' rising from the 24% in last year's report. This perhaps could indicate that the fast-paced rebound of the industry has left some employees feeling left behind.

Employers can once again expect some turnover of staff in the coming 12 months, when asked about respondents' plans to change employers and/or industry over the next 12-months, 52% indicated that they would be doing so, with 13% of those exploring opportunities outside the industry. This will undoubtedly be felt by employers and the industry in an already tight labour market.

## ACTUAL SALARIES

Interestingly average salaries across the region mostly trended down or flat, this could be a result of the sizable bump needed to attracting talents back into the industry we saw in the previous year, and salaries have now started to stabilize and plateau. Bucking this trend was Singapore which recorded a 10.7% jump on last year, with average salaries from respondents of (\$106,714). The Middle East region of UAE, Saudi Arabia and Qatar once again recorded the highest average salaries (\$139,664), with Hong Kong not far behind with average salaries of (\$124,166) despite a dip of 4% from last year's ACI report. Average Australian salaries was also flat, seeing only a 1% growth to (\$101,540). Malaysia (\$32,164) recorded the survey's lowest average salary and additionally dropping a further 42% from the previous survey.

*\*11% of data came from "other" regions which fell below 10 respondents; for accuracy, we did not capture salary information and only the information pertaining to their employment sentiments. Those countries include (but not limited to) USA, UK, France, Canada.*

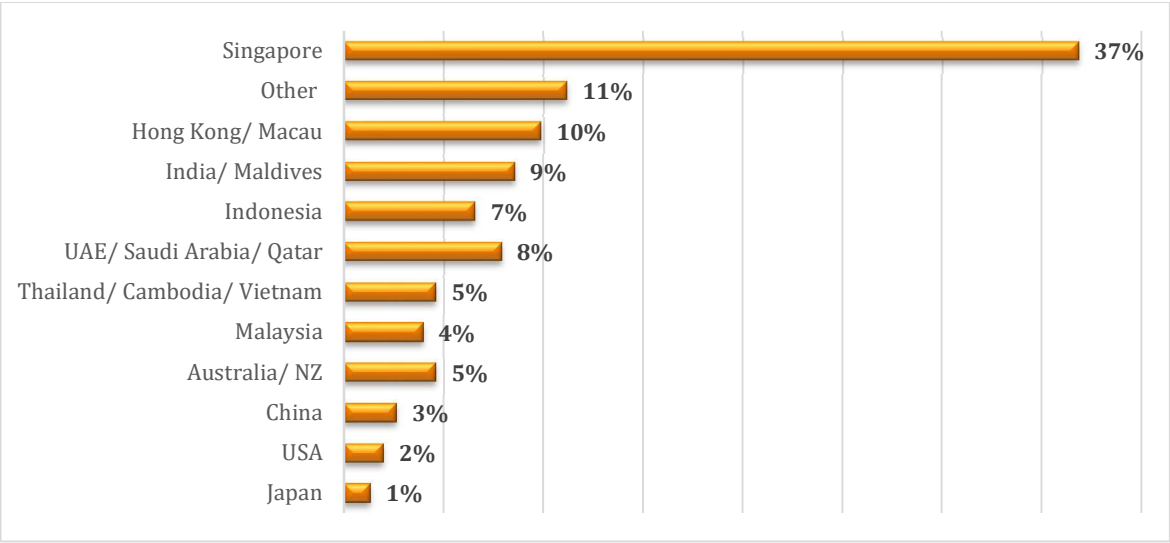
Source: Mailjet, UNWTO World Tourism Barometer, CoStar/STR

# BREAKDOWN OF RESPONDENTS

## Breakdown of Respondents

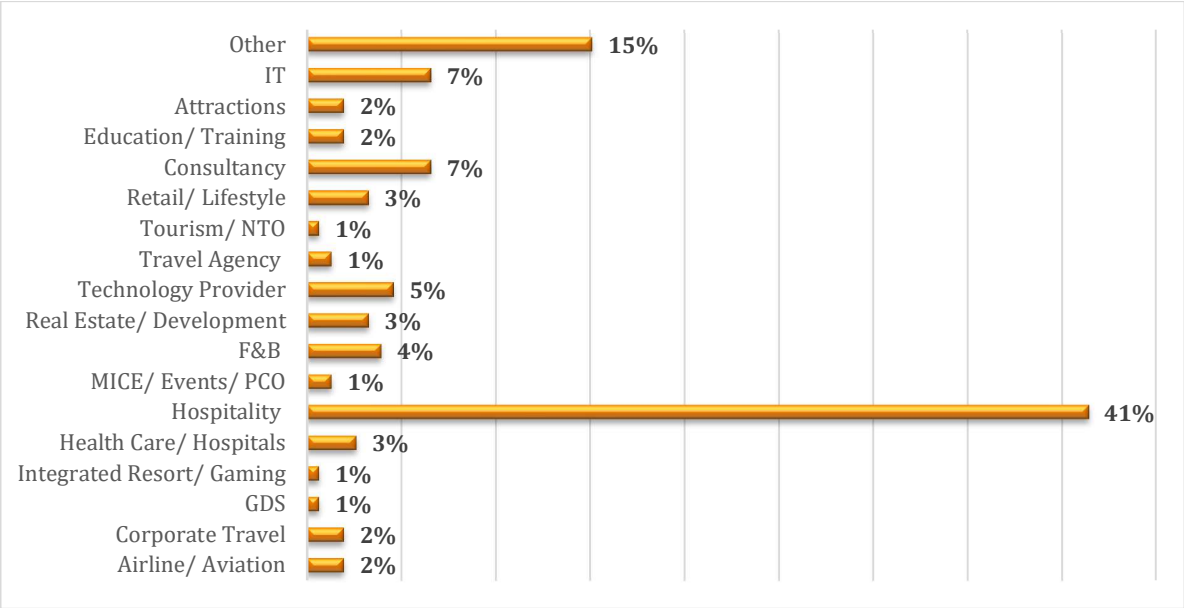
### RESPONDENTS BY LOCATION

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



### SECTOR BREAKDOWN

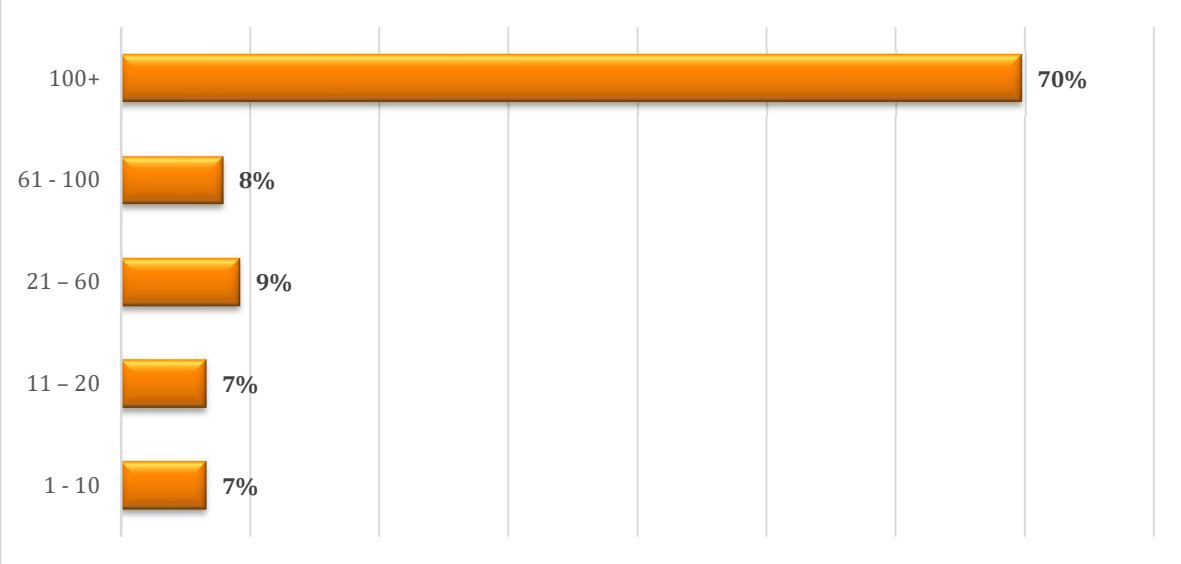
The graph below indicates which sectors of the industry the respondents work in.



# BREAKDOWN OF RESPONDENTS

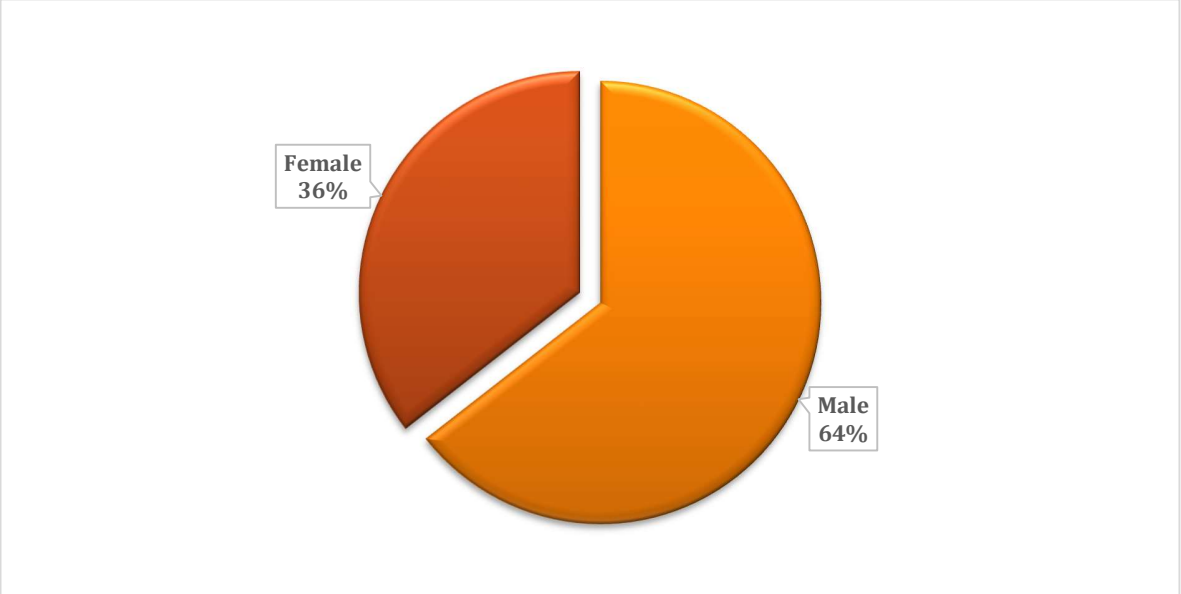
## NUMBER OF PEOPLE IN ORGANISATION

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



## GENDER OF RESPONDENTS

The graph below indicates the gender of the respondents.

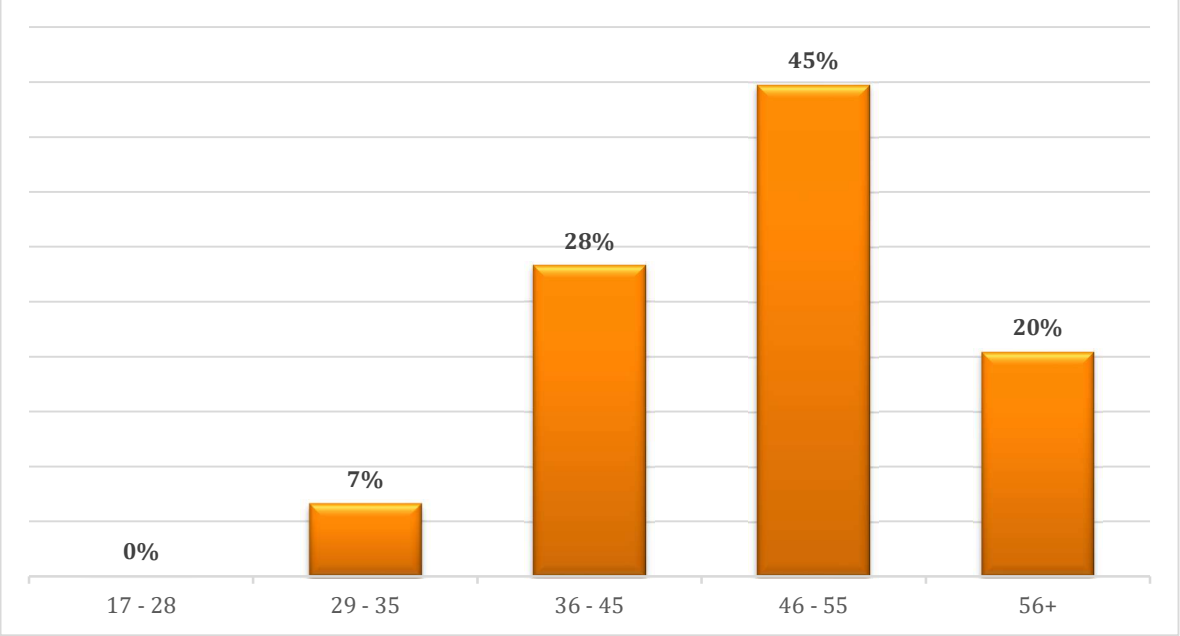




# BREAKDOWN OF RESPONDENTS

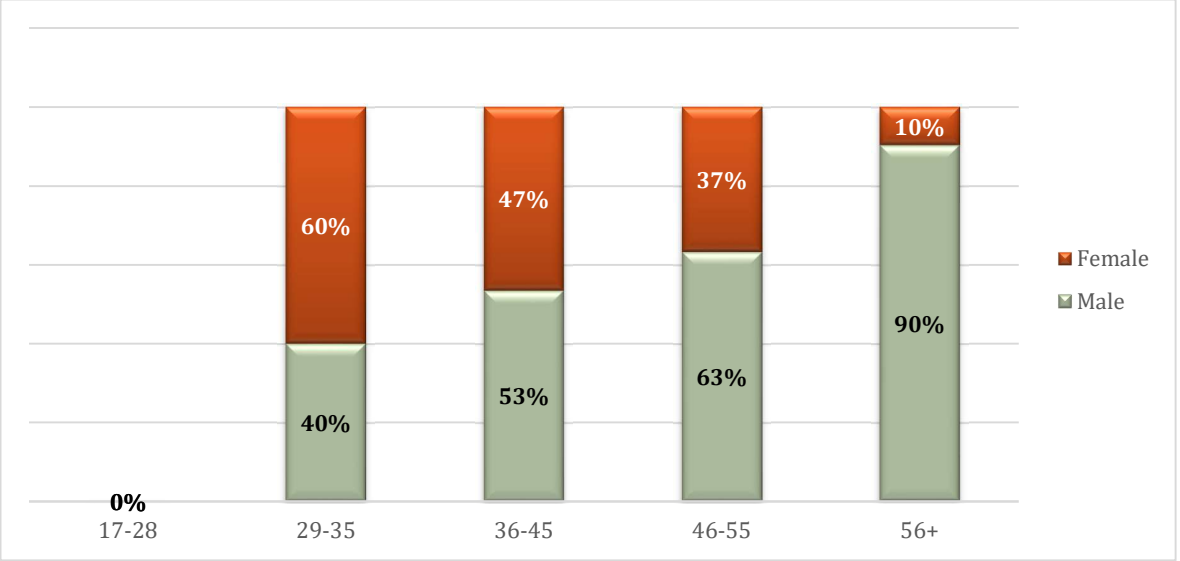
## AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



## AGE OF RESPONDENTS BY GENDER

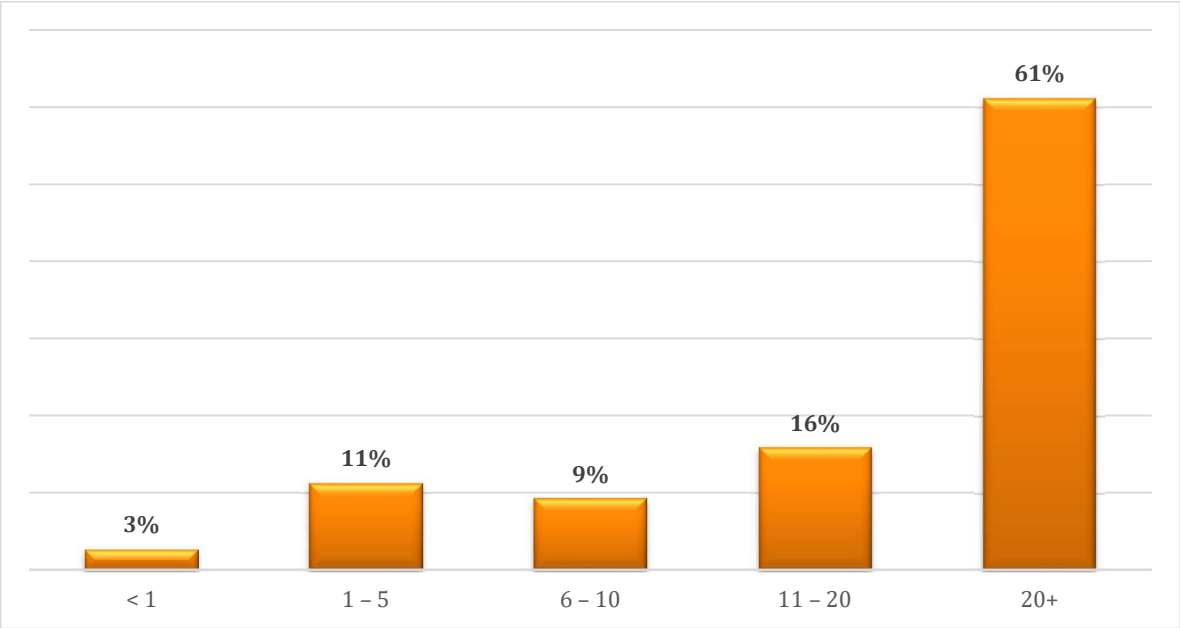
The graph below indicates the age group of the respondents broken down by gender.



# BREAKDOWN OF RESPONDENTS

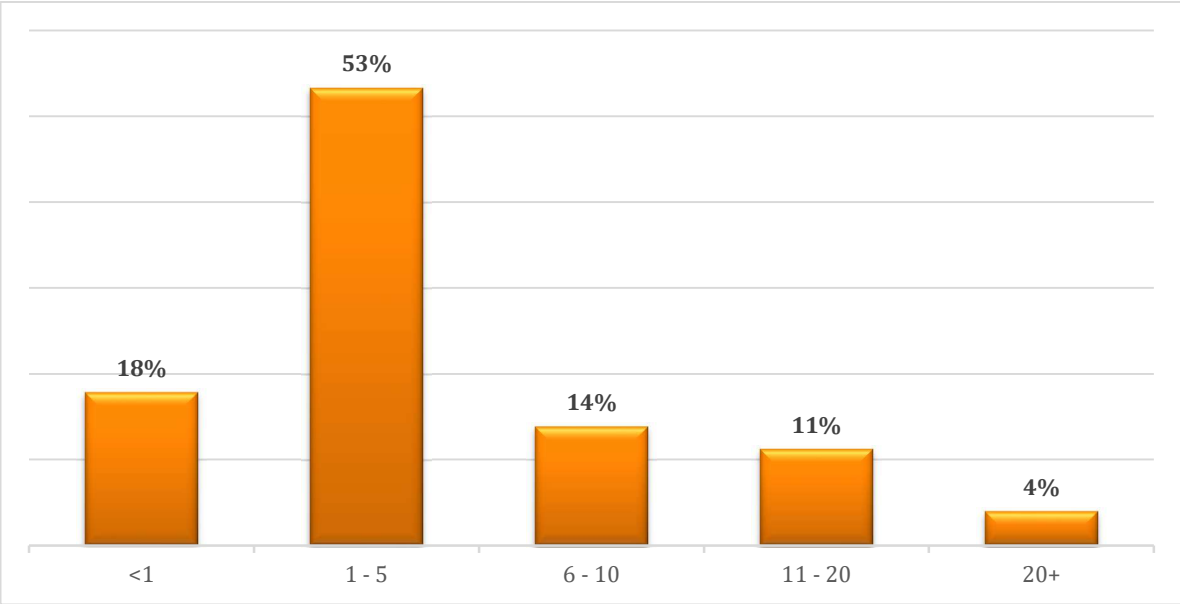
## TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



## CURRENT EMPLOYER

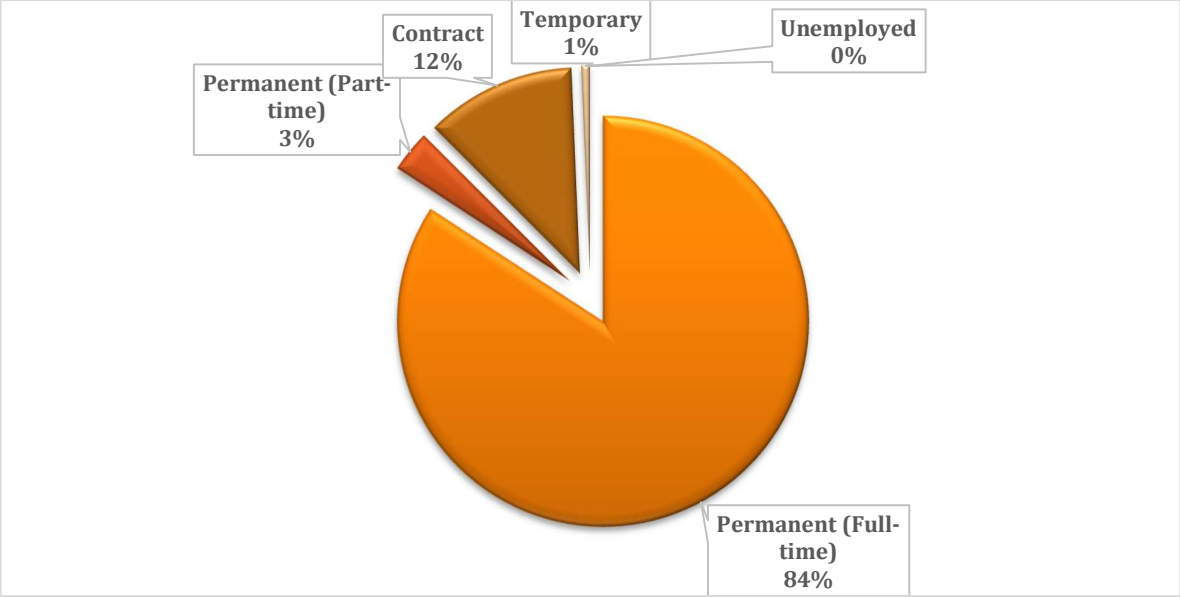
The graph below indicates a breakdown of the respondents' years of employment with their current employer.



# BREAKDOWN OF RESPONDENTS

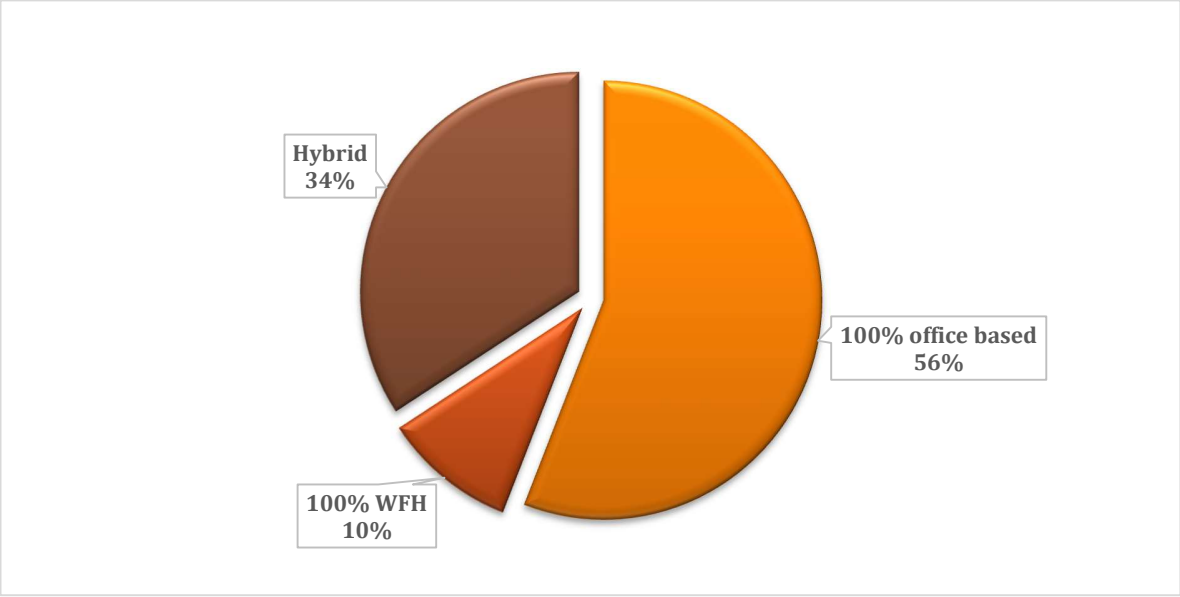
## EMPLOYMENT STATUS

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



## WORK CONDITION

The graph below represents respondents' current working condition i.e., Office, WFH or Hybrid

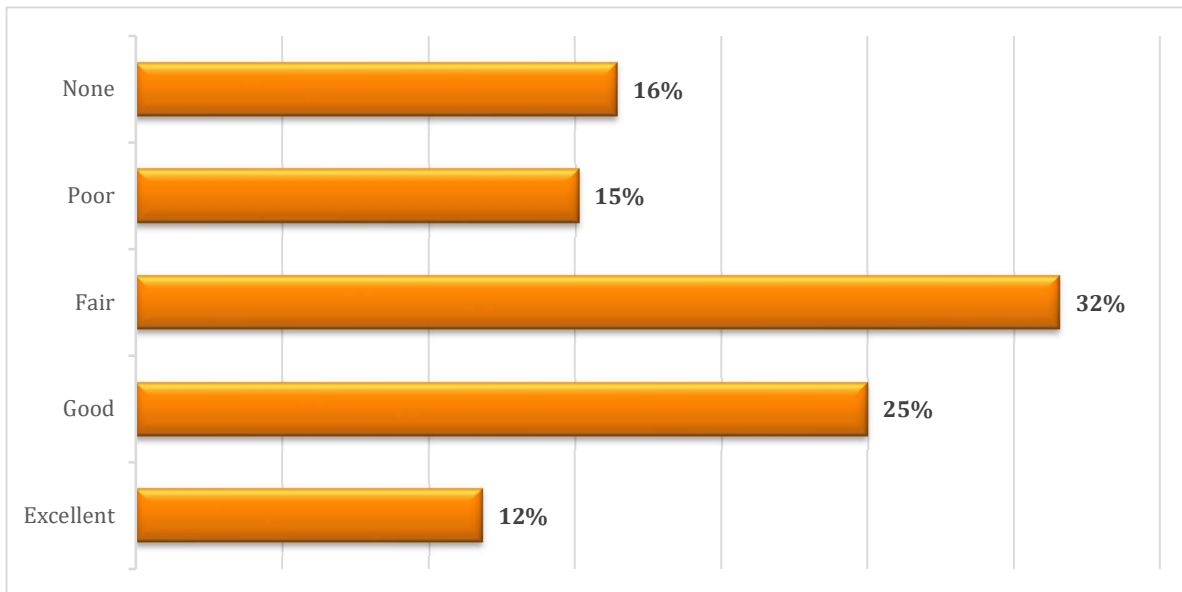


# CAREER PROGRESSION

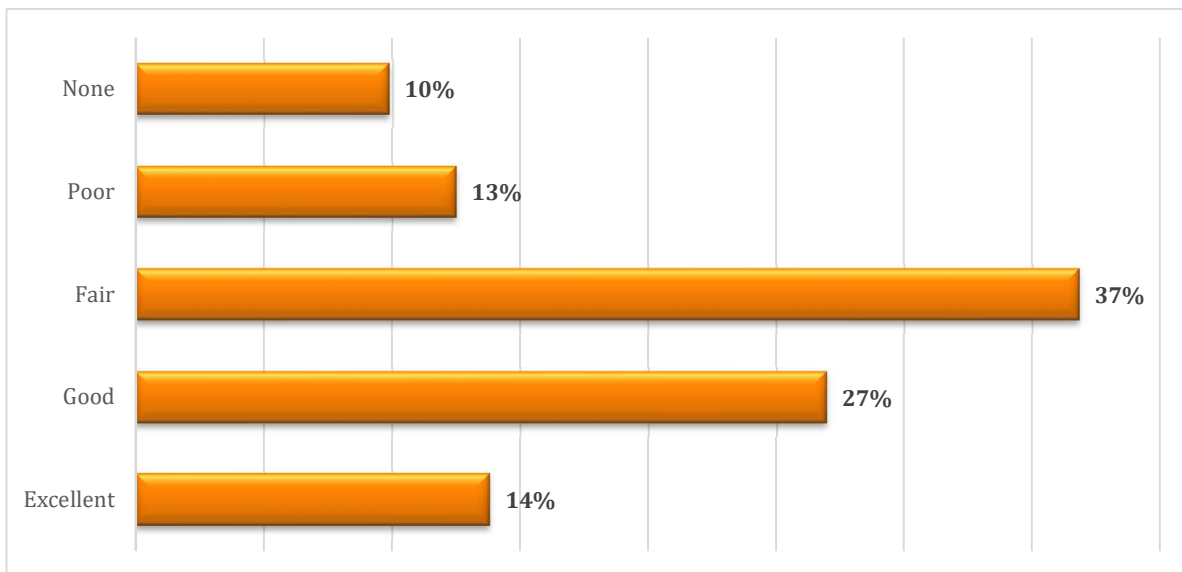
## Career Progression

### IMPORTANCE OF CAREER PROGRESSION AND TRAINING

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



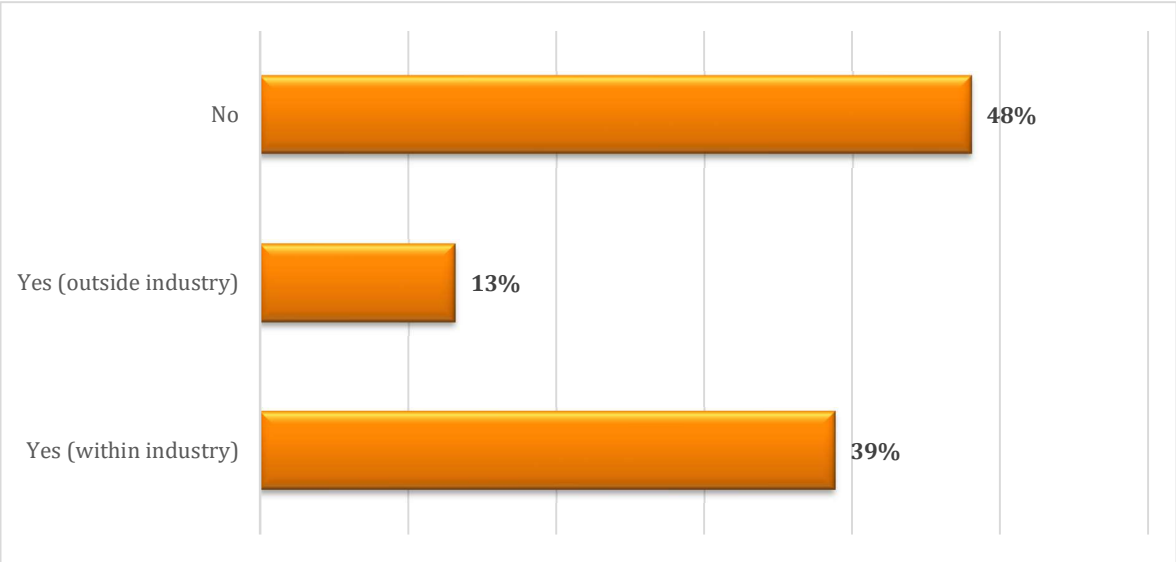
Respondents were also asked if they felt they had received adequate training & development from their current organisation.



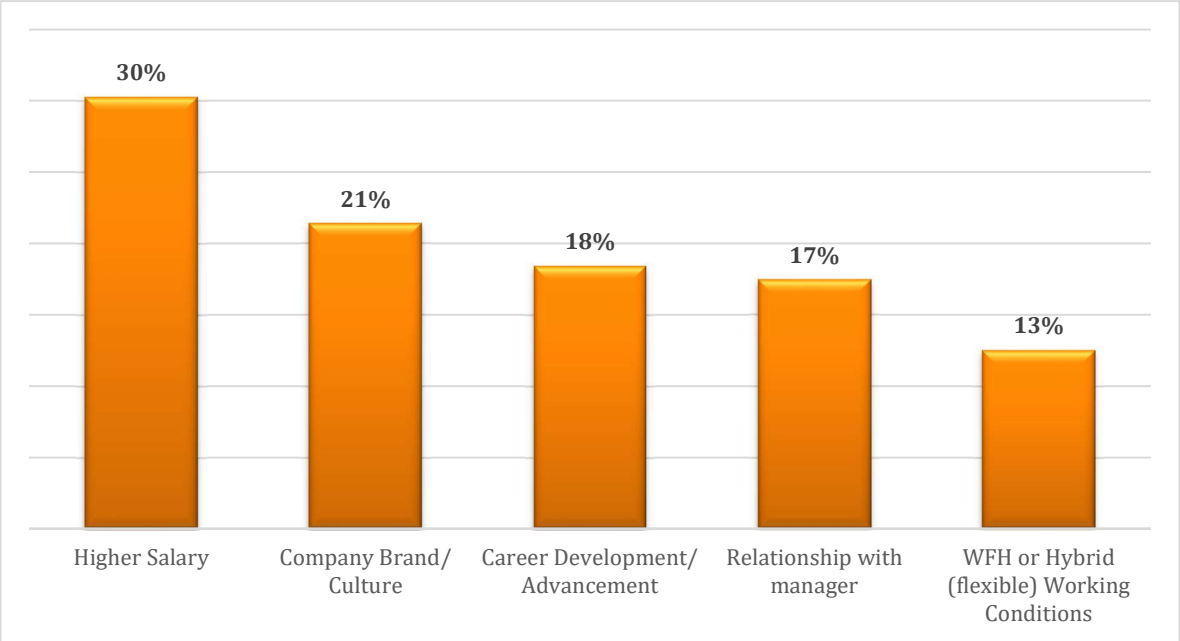
# CAREER PROGRESSION

## EMPLOYEE MOVEMENT

Respondents were asked if they expected to change employment from their present employer and/or the industry within the next 12 months.



Respondents were asked what factors were most important when changing employment (or staying with their present employer). Below indicates those that put 1 or 2 as their highest priority. Additionally, 42% had indicated WFH as 5 (lowest priority).

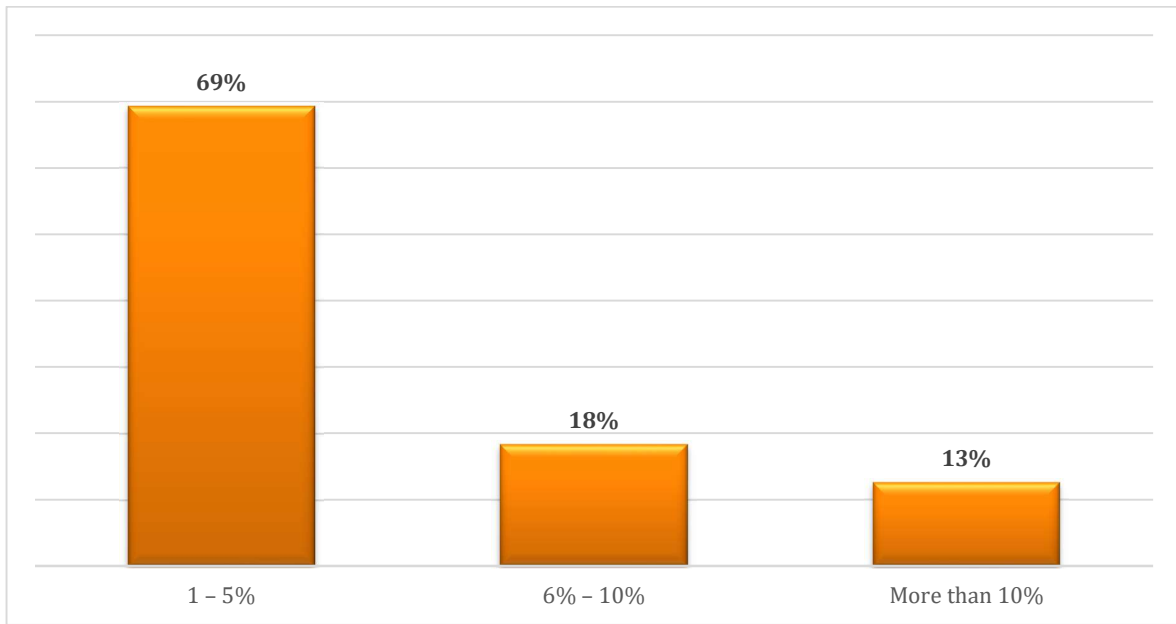


# SALARY ANALYSIS

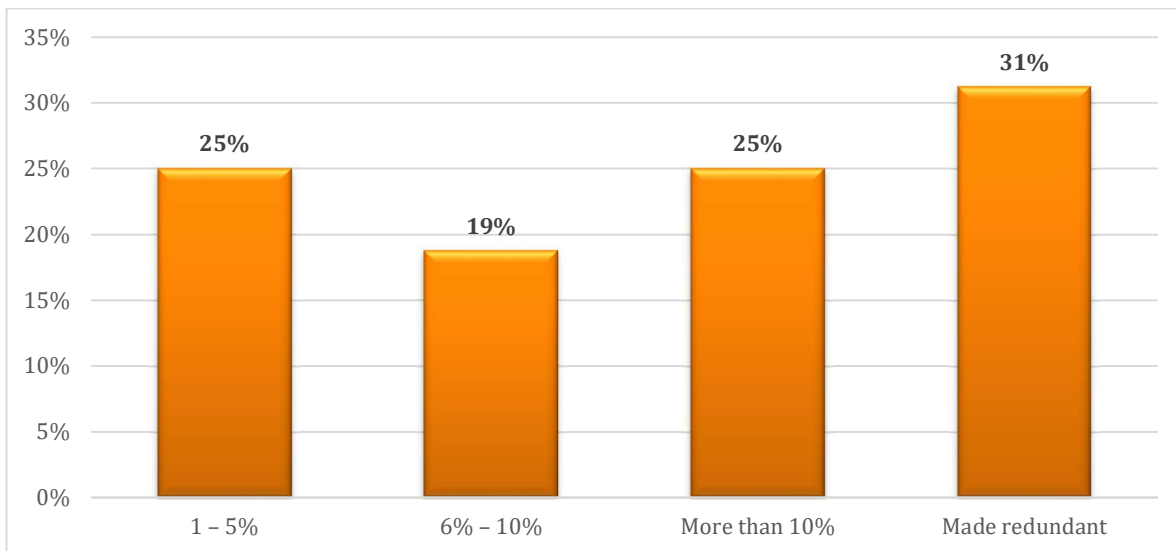
## Salary Analysis

### SALARY CHANGES OVER PAST 12 MONTHS

The graph below indicates the salary **INCREASES** of 68% of respondents over the past year.



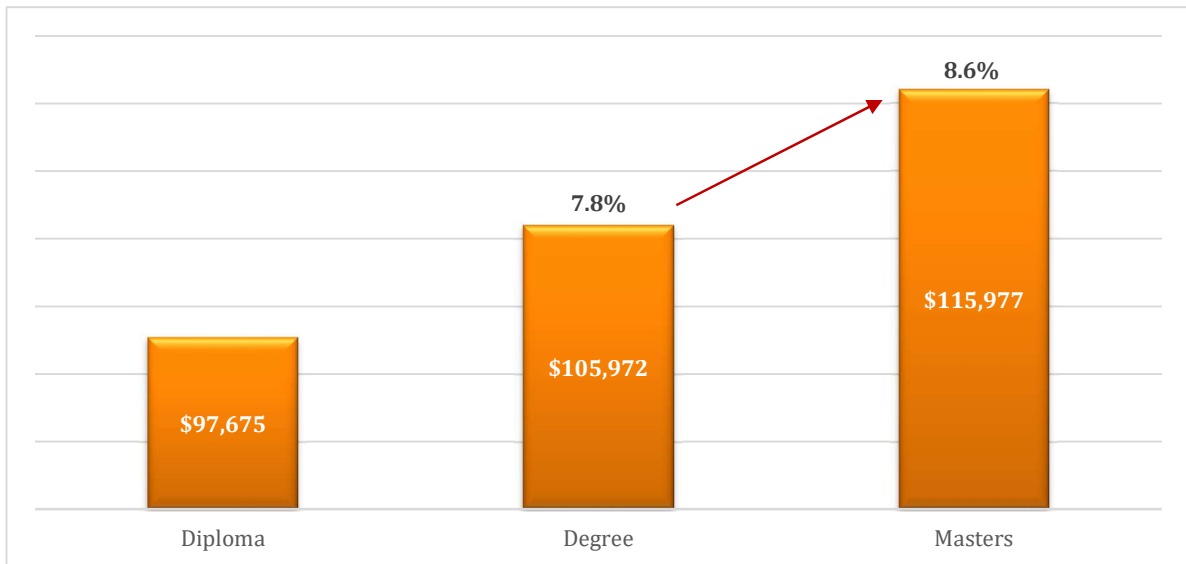
The graph below indicates the salary **DECREASES** of 11% of respondents over the past year.



# SALARY ANALYSIS

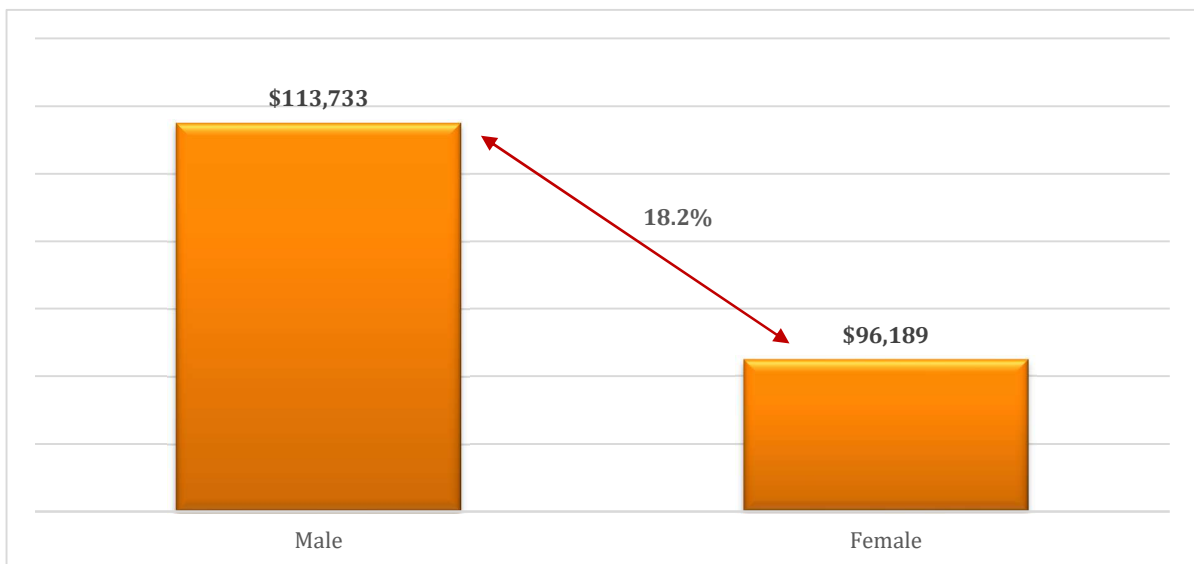
## SALARY VS. EDUCATION

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



## GENDER GAP

From data captured, we took the average salary of male respondents vs. female respondents.



# SALARY ANALYSIS

## SALARY VS AGE PROGRESSION

We analyzed salary progression against the age group of the respondents to indicate the average salary in each age group.



## INTRODUCTION TO CORPORATE TRAVEL MANAGEMENT (UPDATED)



While the "new norm" post Covid-19 is not yet set in stone, we know that corporate travel and its practices beyond the pandemic will evolve

This comprehensive online workshop will cover the fundamentals of the business travel ecosystem from business processes, trends, safety, policy to performance measurement.

### Syllabus:

- Introduction to managed travel
- Starting a corporate travel program
- Developing and managing a travel policy
- The booking process
- Engaging the traveller
- Utilising data to manage your travel program

**ENROLL NOW**



# SALARY ANALYSIS

## BASIC SALARY OF ALL RESPONDENTS

The following table indicates the basic salary range and median of all respondents. Respondents were able to respond in any currency, and these were then converted to USD\* to enable analysis on an equal basis.

\*Exchange rates used can be found at the end of the report.

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$10,826	\$49,342	\$71,942	<b>\$46,918</b>
Area Director of Sales & Marketing	*	\$108,000	*	<b>\$108,000</b>
Assistant Director of Sales & Marketing	\$54,039	*	\$70,800	<b>\$62,419</b>
Assistant General Manager	*	\$60,000	*	<b>\$60,000</b>
Assistant Operations Manager	*	\$24,000	*	<b>\$24,000</b>
Business Development Manager	\$12,000	\$53,674	\$91,791	<b>\$53,027</b>
Chef de Cuisine	*	\$48,000	*	<b>\$48,000</b>
Chief Commercial Officer (CCO)	\$216,418	*	\$231,343	<b>\$223,881</b>
Chief Executive Officer (CEO)	\$38,363	\$230,000	\$389,178	<b>\$207,099</b>
Chief Financial Officer (CFO)	\$111,940	*	\$250,000	<b>\$180,970</b>
Chief Operating Officer (COO)	\$54,000	\$163,488	\$261,580	<b>\$143,994</b>
Client Servicing Manager	\$37,594	\$45,088	\$54,135	<b>\$45,093</b>
Conf., Incentive & Events Consultant	*	\$23,096	*	<b>\$23,096</b>
Consultant	\$7,627	\$40,000	\$48,778	<b>\$29,485</b>
Corporate Secretary	*	\$46,053	*	<b>\$46,053</b>
Director of Account Management	\$14,872	\$104,478	\$124,908	<b>\$93,316</b>
Director of Engineering/ Chief Engineer	*	\$120,896	*	<b>\$120,896</b>
Director of F&B	\$25,424	\$72,000	\$117,293	<b>\$77,259</b>
Director of Finance	\$58,088	\$69,467	\$76,805	<b>\$70,064</b>
Director of HR	\$29,371	\$69,205	\$110,315	<b>\$69,960</b>
Director of Marketing	\$82,388	\$89,552	\$121,806	<b>\$98,330</b>
Director of Operations	\$95,604	\$111,278	\$199,488	<b>\$123,000</b>
Director of Revenue	\$23,618	\$62,547	\$97,895	<b>\$64,113</b>
Director of Sales	\$40,628	\$87,000	\$326,087	<b>\$89,704</b>
Director of Sales & Marketing	\$30,508	\$88,571	\$120,000	<b>\$79,968</b>
Director of Technical Services	\$95,156	\$111,110	\$128,890	<b>\$113,789</b>
EAM	*	\$84,000	*	<b>\$84,000</b>
Executive Chef	\$55,611	\$75,990	\$125,000	<b>\$80,862</b>
Executive Housekeeper	\$45,113	\$59,486	\$72,000	<b>\$61,906</b>
Finance Manager	\$61,654	\$99,073	\$151,716	<b>\$99,325</b>

## SALARY ANALYSIS

Financial Controller	*	\$23,425	*	<b>\$23,425</b>
Founder	\$111,940	*	\$260,870	<b>\$186,405</b>
Front Office Manager	\$52,845	\$55,940	\$67,201	<b>\$58,662</b>
General Manager	\$15,879	\$127,273	\$385,000	<b>\$128,431</b>
Head of Commercial	\$44,492	\$182,707	\$232,836	<b>\$155,211</b>
Hotel Manager	\$18,660	\$50,400	\$131,100	<b>\$53,070</b>
HR Manager	\$15,361	\$48,223	\$64,103	<b>\$43,729</b>
Integration Manager	*	\$40,299	*	<b>\$40,299</b>
IT Manager	\$55,448	\$56,143	\$67,526	<b>\$59,706</b>
Lecturer	*	\$30,000	*	<b>\$30,000</b>
Manager	\$16,845	\$53,080	\$320,000	<b>\$72,319</b>
Managing Director	\$118,210	\$135,154	\$223,881	<b>\$150,426</b>
Marketing Manager	\$49,254	\$58,209	\$71,053	<b>\$59,089</b>
Officer	*	\$23,018	*	<b>\$23,018</b>
Operations Manager	*	\$107,463	*	<b>\$107,463</b>
Outsourced Travel Lead	*	\$69,054	*	<b>\$69,054</b>
QHSE	*	\$55,522	*	<b>\$55,522</b>
Quality Assurance	*	\$15,254	*	<b>\$15,254</b>
Regional Director	\$125,373	\$126,866	\$130,790	<b>\$127,101</b>
Regional Sales Manager	\$120,301	\$154,135	\$186,567	<b>\$156,296</b>
Revenue Manager	\$25,175	\$46,567	\$50,845	<b>\$44,318</b>
Sales Executive	*	\$27,621	*	<b>\$27,621</b>
Sales Manager	\$24,523	\$62,424	\$80,000	<b>\$57,941</b>
Senior Consultant	*	80000	*	<b>\$80,000</b>
Senior Marketing Manager	*	\$56,418	*	<b>\$56,418</b>
Senior Sales Manager	*	\$111,940	*	<b>\$111,940</b>
Senior Vice President	\$300,752	*	\$302,985	<b>\$301,868</b>
Sous Chef	\$11,441	*	\$12,203	<b>\$11,822</b>
Spa Manager	\$8,449	*	\$54,348	<b>\$31,398</b>
State Manager	*	\$85,526	*	<b>\$85,526</b>
Training Co-ordinator	*	\$1,920	*	<b>\$1,920</b>
Training Manager	*	\$46,567	*	<b>\$46,567</b>
Travel & Event Manager	*	\$127,877	*	<b>\$127,877</b>
Travel Co-ordinator	*	\$14,435	*	<b>\$14,435</b>
Travel Manager	\$24,059	\$96,235	\$230,179	<b>\$94,366</b>
Vice President	\$72,176	\$186,567	\$278,000	<b>\$157,393</b>
Vice President Human Resources	\$132,836	*	\$168,798	<b>\$150,817</b>
Vice President Marketing	\$109,612	\$163,970	\$216,000	<b>\$150,381</b>

## SALARY ANALYSIS

Vice President Operations	\$81,323	\$184,211	\$390,000	<b>\$210,374</b>
Vice President Revenue Management	\$180,614	*	\$312,720	<b>\$246,667</b>
Vice President Sales	\$116,418	\$149,254	\$179,104	<b>\$145,410</b>

### BASIC SALARY BY COUNTRY

The following tables indicate the basic salary range and median for respondents split by position and region. Respondents were able to respond in any currency, and these have all been converted to USD to enable analysis on an equal basis.

### Salaries by Country – **SINGAPORE** 37% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$33,333	\$52,670	\$62,743	<b>\$52,112</b>
Business Development Manager	\$41,353	\$54,770	\$91,791	<b>\$61,738</b>
Chief Commercial Officer (CCO)	\$216,418	*	\$231,343	<b>\$223,881</b>
Chief Executive Officer (CEO)	\$130,597	\$134,328	\$257,463	<b>\$174,129</b>
Chief Financial Officer (CFO)	*	\$111,940	*	<b>\$111,940</b>
Chief Operating Officer (COO)	*	\$72,537	*	<b>\$72,537</b>
Client Servicing Manager	\$37,594	\$45,088	\$54,135	<b>\$45,093</b>
Director of Account Management	\$82,090	\$111,761	\$124,908	<b>\$109,005</b>
Director of Engineering/ Chief Engineer	*	\$120,896	*	<b>\$120,896</b>
Director of F&B	\$81,374	\$105,256	\$117,293	<b>\$105,256</b>
Director of HR	\$73,433	\$89,552	\$110,315	<b>\$91,101</b>
Director of Marketing	\$82,388	\$89,552	\$121,806	<b>\$98,330</b>
Director of Operations	\$97,744	\$105,263	\$111,278	<b>\$105,437</b>
Director of Revenue	\$72,180	\$82,811	\$97,895	<b>\$83,222</b>
Director of Sales	\$76,119	\$87,761	\$120,000	<b>\$99,892</b>
Director of Sales & Marketing	\$85,821	*	\$85,821	<b>\$85,821</b>
Director of Technical Services	\$95,156	\$111,110	\$128,890	<b>\$113,789</b>
Executive Chef	\$62,222	\$92,447	\$94,886	<b>\$83,185</b>
Executive Housekeeper	\$45,113	\$58,029	\$65,194	<b>\$56,955</b>
Finance Manager	\$61,654	\$99,073	\$151,716	<b>\$99,325</b>
Founder	\$111,940	*	\$260,870	<b>\$186,405</b>
Front Office Manager	\$52,845	\$55,940	\$67,201	<b>\$58,662</b>
General Manager	\$94,030	\$107,463	\$166,460	<b>\$122,651</b>
Head of Commercial	\$129,851	\$182,707	\$232,836	<b>\$181,798</b>
HR Manager	\$53,731	\$54,851	\$54,887	<b>\$54,580</b>
Integration Manager	*	\$40,299	*	<b>\$40,299</b>
IT Manager	\$55,448	\$56,143	\$67,526	<b>\$59,706</b>

## SALARY ANALYSIS

Lecturer	*	\$30,000	*	<b>\$30,000</b>
Manager	\$74,627	\$91,791	\$126,119	<b>\$97,442</b>
Managing Director	\$134,328	\$160,000	\$223,881	<b>\$163,134</b>
Marketing Manager	\$49,254	\$53,731	\$70,149	<b>\$56,697</b>
Operations Manager	*	\$107,463	*	<b>\$107,463</b>
QHSE	*	\$55,522	*	<b>\$55,522</b>
Regional Director	\$125,373	\$125,373	\$126,866	<b>\$125,871</b>
Regional Sales Manager	\$120,301	\$154,135	\$186,567	<b>\$156,296</b>
Revenue Manager	\$44,776	\$48,475	\$50,845	<b>\$48,146</b>
Senior Marketing Manager	*	\$56,418	*	<b>\$56,418</b>
Senior Sales Manager	*	\$111,940	*	<b>\$111,940</b>
Senior Vice President	\$300,752	*	\$302,985	<b>\$301,868</b>
Training Manager	*	\$46,567	*	<b>\$46,567</b>
Travel Manager	\$44,776	\$98,507	\$188,060	<b>\$103,234</b>
Vice President	\$186,567	\$190,299	\$268,657	<b>\$215,174</b>
Vice President Human Resources	*	\$132,836	*	<b>\$132,836</b>
Vice President Marketing	\$109,612	\$163,970	\$216,000	<b>\$150,381</b>
VP Sales	\$116,418	\$143,358	\$179,104	<b>\$145,410</b>

### Salaries by Region - **HONG KONG/ MACAU** 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Relationship Manager	\$38,710	\$50,127	\$63,939	<b>\$52,944</b>
Business Development Manager	\$38,710	\$46,036	\$73,548	<b>\$52,978</b>
Chief Executive Officer (CEO)	\$63,939	\$232,500	\$320,000	<b>\$205,288</b>
Director of HR	\$58,065	\$69,205	\$77,419	<b>\$68,744</b>
Director of Operations	*	\$199,488	*	<b>\$199,488</b>
Director of Sales	\$72,968	\$91,697	\$116,129	<b>\$91,489</b>
General Manager	\$130,769	\$147,708	\$201,290	<b>\$159,922</b>
HR Manager	\$51,613	\$59,324	\$64,103	<b>\$58,671</b>
Manager	\$46,154	\$53,846	\$53,846	<b>\$51,282</b>
Managing Director	*	\$180,000	*	<b>\$180,000</b>
Officer	*	\$23,018	*	<b>\$23,018</b>
Outsourced Travel Lead	*	\$69,054	*	<b>\$69,054</b>
Sales Executive	*	\$27,621	*	<b>\$27,621</b>
Sales Manager	\$44,780	\$63,880	\$80,000	<b>\$62,894</b>
Travel & Event Manager	*	\$127,877	*	<b>\$127,877</b>
Travel Manager	\$129,668	\$140,665	\$230,179	<b>\$166,837</b>

## SALARY ANALYSIS

Vice President Operations	\$300,000	\$320,513	\$390,000	<b>\$345,344</b>
VP of HR	*	\$168,798	*	<b>\$168,798</b>
VP Revenue Management	\$181,077	*	\$312,720	<b>\$246,898</b>

### Salaries by Country – **INDIA/MALDIVES** 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$10,826	\$14,435	\$15,638	<b>\$13,633</b>
Assistant Operations Manager	*	\$24,000	*	<b>\$24,000</b>
Conference, Incentive & Events Consultant	*	\$23,096	*	<b>\$23,096</b>
Director of Revenue	\$50,147	\$55,113	\$70,000	<b>\$56,534</b>
Director of Sales	\$40,628	\$47,292	\$55,000	<b>\$47,355</b>
Director of Sales & Marketing	\$60,000	\$89,058	\$120,000	<b>\$89,407</b>
General Manager	\$15,879	\$85,575	\$146,699	<b>\$81,271</b>
Manager	\$16,845	\$20,450	\$43,306	<b>\$26,867</b>
Travel Co-ordinator	*	\$14,435	*	<b>\$14,435</b>
Travel Manager	\$24,059	\$38,494	\$96,235	<b>\$45,962</b>
Vice President	\$73,350	\$84,205	\$102,689	<b>\$84,609</b>
VP Operations	\$81,323	*	\$90,625	<b>\$85,974</b>

### Salaries by Country – **INDONESIA** 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Consultant	\$19,201	\$45,000	\$48,778	<b>\$37,660</b>
Corporate Secretary	*	\$46,053	*	<b>\$46,053</b>
Director of F&B	\$53,159	\$55,000	\$72,000	<b>\$60,053</b>
Director of Finance	\$58,088	\$69,467	\$75,896	<b>\$70,064</b>
Director of HR	\$29,371	\$58,553	\$64,470	<b>\$50,798</b>
Director of Revenue	*	\$23,618	*	<b>\$23,618</b>
Executive Chef	\$55,611	\$76,860	\$99,600	<b>\$77,015</b>
Financial Controller	*	\$23,425	*	<b>\$23,425</b>
General Manager	\$85,800	\$114,000	\$200,000	<b>\$127,791</b>
HR Manager	\$15,361	\$21,600	\$24,897	<b>\$20,619</b>
Spa Manager	*	\$8,449	*	<b>\$8,449</b>
Training Co-ordinator	*	\$1,920	*	<b>\$1,920</b>

## SALARY ANALYSIS

### Salaries by Country – AUSTRALIA/ NZ 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager/ Key Account Manager	\$49,342	\$71,942	\$68,421	<b>\$63,235</b>
Business Development Manager	\$49,342	\$70,000	\$86,331	<b>\$68,558</b>
Chief Executive Officer (CEO)	\$144,737	\$230,263	\$263,158	<b>\$212,719</b>
General Manager	\$121,951	\$150,000	\$200,000	<b>\$157,317</b>
Manager	\$42,000	\$53,080	\$59,211	<b>\$51,731</b>
Managing Director	\$164,474	*	\$169,211	<b>\$166,842</b>
Marketing Manager	*	\$71,053	*	<b>\$71,053</b>
Sales Manager	\$50,000	\$62,424	\$75,000	<b>\$62,481</b>
State Manager	*	\$85,526	*	<b>\$85,526</b>
Travel Manager	\$39,474	\$58,007	\$82,000	<b>\$59,055</b>
Vice President Operations	*	\$118,421	*	<b>\$118,421</b>

### Salaries by Country – THAILAND/ VIETNAM/ CAMBODIA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$108,000	*	<b>\$108,000</b>
Assistant Director of Sales & Marketing	\$54,039	*	\$70,800	<b>\$62,419</b>
Assistant General Manager	*	\$60,000	*	<b>\$60,000</b>
CEO	\$180,000	\$200,000	\$250,000	<b>\$210,000</b>
Chef de Cuisine	*	\$48,000	*	<b>\$48,000</b>
Consultant	*	\$40,000	*	<b>\$40,000</b>
Director of F&B	*	\$67,549	*	<b>\$67,549</b>
Director of HR	\$51,667	\$60,105	\$75,000	<b>\$60,055</b>
Director of Revenue	\$57,000	\$60,000	\$72,000	<b>\$62,887</b>
EAM	*	\$84,000	*	<b>\$84,000</b>
General Manager	\$47,847	\$87,060	\$139,150	<b>\$87,931</b>
Managing Director	\$118,210	\$135,154	\$150,000	<b>\$133,692</b>
VP Operations	\$108,271	\$126,912	\$165,600	<b>\$133,594</b>

## SALARY ANALYSIS

### Salaries by Country – MALAYSIA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Business Development Manager	\$12,000	\$18,906	\$23,898	<b>\$18,268</b>
Consultant	*	\$7,627	*	<b>\$7,627</b>
Director of F&B	*	\$25,424	*	<b>\$25,424</b>
Director of Sales & Marketing	*	\$30,508	*	<b>\$30,508</b>
General Manager	\$60,287	\$95,940	\$147,783	<b>\$98,764</b>
Head of Commercial	*	\$44,492	*	<b>\$44,492</b>
Hotel Manager	\$18,660	\$3,347	\$50,400	<b>\$33,563</b>
HR Manager	\$23,923	\$35,973	\$48,223	<b>\$35,913</b>
Quality Assurance	*	\$15,254	*	<b>\$15,254</b>
Sous Chef	\$11,441	*	\$12,203	<b>\$11,822</b>

### Salaries by Country – CHINA 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of F&B	\$55,000	*	\$100,699	<b>\$77,850</b>
Director of HR	\$48,000	\$86,788	\$92,506	<b>\$75,765</b>
Director of Sales	\$51,534	\$56,604	\$90,459	<b>\$66,199</b>
General Manager	\$127,273	\$158,836	\$180,645	<b>\$158,464</b>
Revenue Manager	*	\$25,175	*	<b>\$25,175</b>

### Salaries by Country – UAE/ SAUDI ARABIA/ QATAR 8% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Executive Officer (CEO)	\$126,316	\$304,581	\$389,178	<b>\$311,991</b>
Chief Operating Officer (COO)	\$128,000	\$163,488	\$261,580	<b>\$184,356</b>
Director of Operations	\$95,604	\$115,000	\$149,864	<b>\$123,092</b>
Executive Chef	\$60,000	*	\$66,000	<b>\$63,000</b>
Executive Housekeeper	\$56,567	\$72,000	\$72,000	<b>\$66,856</b>
General Manager	\$95,368	\$116,975	\$160,000	<b>\$117,964</b>
Head of Compliance	*	\$132,425	*	<b>\$132,425</b>
HR Manager	*	\$26,158	*	<b>\$26,158</b>
Manager	\$24,523	*	\$320,000	<b>\$172,262</b>
Regional Director	*	\$130,790	*	<b>\$130,790</b>
Sales Manager	*	\$24,523	*	<b>\$24,523</b>

## SALARY ANALYSIS

Vice President	*	\$278,000	*	<b>\$278,000</b>
Vice President Operations	*	\$184,211	*	<b>\$184,211</b>

### Salaries by Country - **JAPAN** 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales	\$67,495	\$87,000	\$92,903	<b>\$85,533</b>
General Manager	\$96,000	\$128,200	\$186,000	<b>\$136,733</b>
Senior Consultant	*	\$80,000	*	<b>\$80,000</b>

### EXCHANGE RATES

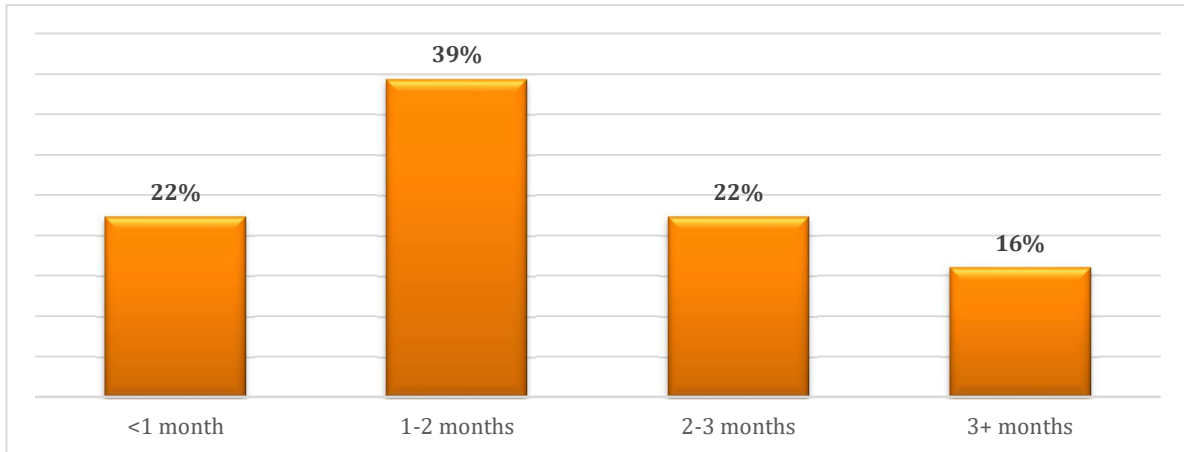
<i>SGD = 1.34</i>	<i>AUD = 1.52</i>	<i>HKD = 7.82</i>	<i>CNY = 7.16</i>	<i>MYR = 4.72</i>
<i>THB = 35.53</i>	<i>INR = 83.13</i>	<i>IDR = 15625</i>	<i>AED = 3.67</i>	<i>EUR = 0.92</i>



# SALARY ANALYSIS

## AVERAGE BONUS

62% of respondents received a bonus, below indicates the amount they had received.



## ADDITIONAL BENEFITS

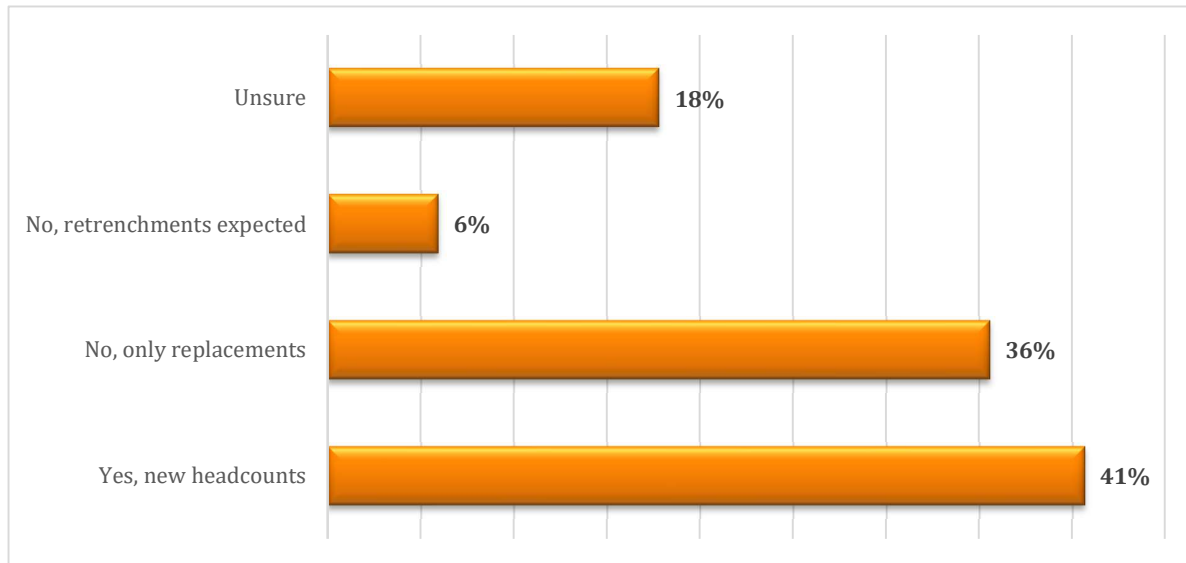
Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

Bonus	76%
Share allocation	17%
Profit Share	8%
Flexible working hours	32%
WFH	34%
Lump sum / cash incentives	14%
Non-cash incentives	14%
More than the statutory holidays / days off	21%
Housing allowance	26%
Company car	18%
Car allowance	10%
Parking	21%
Clothing allowance/ uniform	12%
Mobile phone/ phone allowance	59%
Complimentary/ discounted hotel rooms, airfare, tour packages	29%
Meal allowance	35%
Life insurance	33%
Children schooling	7%
Service charge	5%
Gym membership	16%
Medical Insurance	67%
Other	10%

# HIRING FORECAST

## Hiring Forecast

Hiring managers were asked if they themselves and/or their company expected to hire new staff over the next 12 months?



## HIRING CHALLENGES

If hiring is expected, we asked hiring managers what challenges they expect, below are some popular responses.

- 1. Finding the right talent**
- 2. Lack of qualified candidates/shortage of talents**
- 3. Work from home expectations, with many candidates only wanting to work remotely**
- 4. High salary and bonus expectations and budget constraints**
- 5. Hybrid work mentality and coming back to office work**

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