

The 2017 **RICS** and Macdonald & Company
ASIA SALARY & BENEFITS SURVEY

Now in its ELEVENTH
year, the annual **RICS** and
Macdonald & Company
ASIA SALARY & BENEFITS SURVEY
is the most comprehensive
survey undertaken for
the Property Sector.

Foreword

2017 is the eleventh edition of the RICS and Macdonald & Company Rewards and Attitudes Survey. Once again, our sincere thanks go to everyone who took the time to complete the survey; your input makes this the most comprehensive study of its kind in Asia.

In keeping with our surveys in other regions, average real estate salaries have seen a slight drop year on year, down 5.6% from 2016. That said, it is heartening to note that the proportion of people awarded an increase has remained broadly steady at 62% (-1%). A key difference to 2016 has been the magnitude of the increases awarded with 5% or less up by 7% and 6-10% down 6%. Our respondents appear to be indicating that increases are on the cards but not at the level of recent years.

With this in mind, one may expect business confidence to have taken a knock but, compared to last year, survey respondents have expressed a more positive sentiment with 7% more people expecting economic activity will increase in 2017 and 12% fewer predicting tougher conditions.

With China driving growth across the region, last year's results were notable for the first time that respondents from PRC suggested a negative outlook for their industry and hiring intentions. Looking at the salary data for last year, this is reflected in the muted salary increases and bonuses that were recorded for China respondents. Over the course of the decade that we have been looking at these results, it has been common to see PRC leading the way for pay rises, bonus expectations and anticipated growth, so this is reflective of a changing domestic climate.

Happily then, the most optimistic region for the outlook on 2017 is PRC once again, so the brief hiatus looks like being just that and compensation data for PRC will most likely rise again when we publish next year's results.

Given current volatility in global markets, the heightened effects of currency fluctuations in an interdependent region and persistent concerns about the fundamental health of the global economy, accurate predictions are difficult to make. None the less, we believe the results offer some thought provoking insights. 53% still expect their employer to increase headcount over the next year with respondents observing much higher levels of hiring at trainee and graduate levels, often a good indicator of activity. Interestingly, investment and business development professionals are the most optimistic respondents whilst their corporate finance counterparts the most negative! Overall sentiment in the industry is clearly inclined to hold, with few respondents eager to either raise the stakes or fold.

Finally, we would also like to note the market value of a professional qualification, with RICS qualified respondents earning 12.4% higher basic salaries than their non-qualified counterparts.

This year, we are extremely pleased to be able to offer our clients a new online tool which provides a more responsive view of the data. It can be segmented and analysed according to specific criteria and provides authoritative, up-to-date insights into market trends, benchmarks and priorities. Please contact your local office in order to find out more.

William Glover, Managing Director Asia,
Macdonald & Company, May 2017

Introduction

Now in its eleventh year, the Annual RICS and Macdonald & Company Asia Salary & Benefits Survey is the most comprehensive survey undertaken for the property sector.

The survey continues the success of previous years. 1,495 Asian real estate professionals participated online between November 2016 and March 2017 from across the Asian region.

Thanks this year must go to RICS and ANREV who actively promoted their involvement in the survey amongst their members. We would also like to thank all the participants who took time to complete the online survey.

Besides statistics on current salaries, recent salary increases, bonuses and employment package benefits, the results give insight into wider issues that are important to real estate professionals in their role and their attitudes toward employment.

This executive summary sets out the key findings of the survey. Because of rounding, some percentages may not add up to 100.

For further information or analysis please contact salariesurvey@macdonaldandcompany.com or call our Hong Kong or Singapore offices.

An online statistics package for the 2017 survey, as well as access to the two previous annual surveys, is available at a cost of US \$1199. In addition to the Asia survey, Macdonald & Company and RICS undertake remuneration and attitudes surveys for the following regions: UK and Middle East. All reports are available at www.macdonaldandcompany.com

For the ninth year, the results have been collated and analysed by BluSky Research (a research trading name of BluSky Marketing Limited – www.bluskymarketing.com).

30% ↑

are anticipating an improvement in economic activity (+7%*).

22% ↓

Negative business sentiment has fallen to 22% (-12%*).

62%

of respondents received a base salary increase (-1%*).

7.8% ↑

Of the 62% who received an increase, the average was 7.8% (-1.8%*).

\$90,138

is the average salary for real estate professionals in Asia (-5.6%*).

\$21,072

57% (=*) of all respondents secured an average bonus of \$21,072 (-19.8%*).

70%

of respondents class their current employer as an employer of choice (+5%*).

82%

are fairly or very satisfied with their current job (+2%*).

53%

of respondents believe their organisation will increase headcount in 2017 (+3%*).

+\$

Better salary continues to be the most important job aspect.

12.4%
MORE

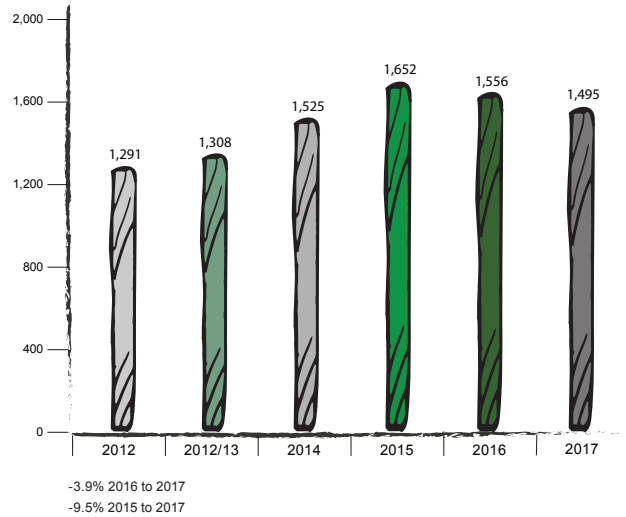
On average, RICS qualification leads to a 12.4% higher base salary.

67%

of respondents receive a 5 day working week in their current package, now the most popular employee benefit provided.

Response Rate Total

Now in its eleventh year, the survey remains the most credible and respected survey of its kind in the Asian property sector. With a sample size of 1,495 the survey response rate remains extremely robust.

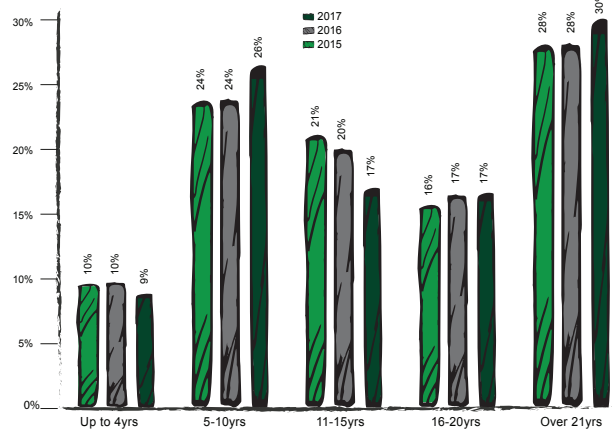


Years' Experience

How many years' experience do you have in your discipline?

The general level of experience has increased slightly this year with the proportion of respondents who have over 16 years' experience up to 47% from 45% the previous year.

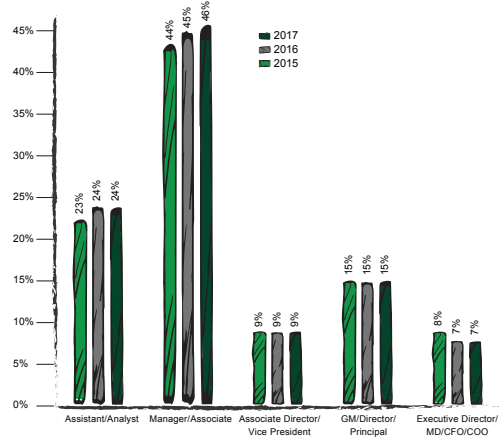
43% of respondents have between 5 and 15 years' experience compared to 44% last year.



Level of Responsibility

What is the level of responsibility within the organisation for which you work?

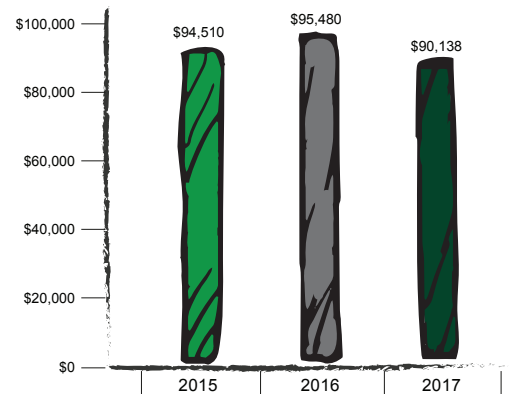
The level of responsibility remains largely the same as the previous year. Respondents indicating they are Manager/Associate increased slightly from 45%, to 46%, this year.



Average Asian Real Estate Salary

What is your current annual base salary in US\$?

The average salary of a real estate professionals in Asia is \$90,138. This is a decrease of 5.6% versus last year.



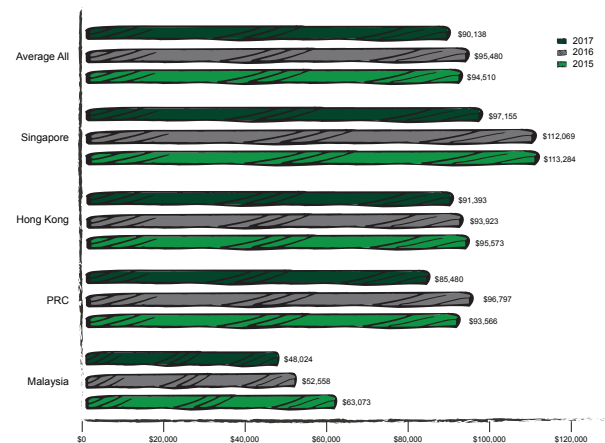
-5.6% 2016 to 2017
-4.6% 2015 to 2017

Average Salary (US\$pa): Region

What is your current annual base salary in US\$?

Respondents working in Singapore continue to earn, on average, the highest salary (\$97,155). However, the premium has reduced from 17.4% in 2016 to 7.8% this year.

While most regions saw a decrease in annual base salary (on average -6.6% versus last year), Hong Kong saw the smallest decrease, down 2.7% from the previous year.



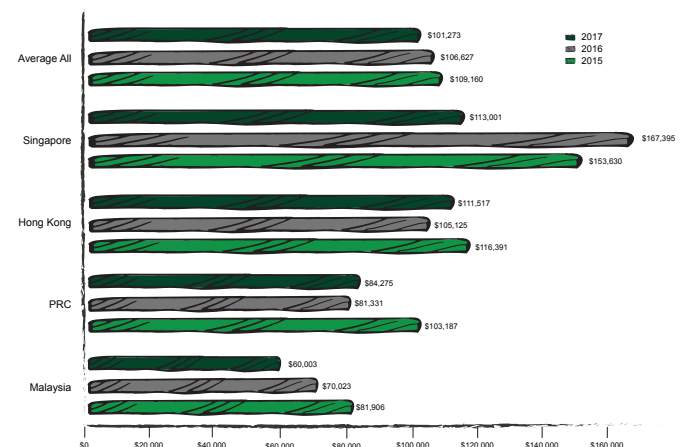
Please note: other regions not included.

Average Salary (US\$pa): Region by Qualified RICS

What is your current annual base salary in US\$?

RICS membership leads to higher remuneration. On average, RICS qualification leads to a 12.4% higher base salary.

Please note: other regions not included.



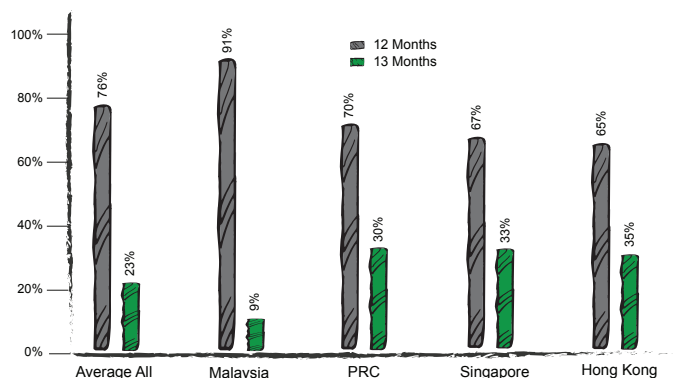
Average Salary (US\$pa): Level of Responsibility

What is your current annual base salary in US\$?	2015	2016	2017	+/-
Total	\$94,510	\$95,480	\$90,138	-5.6%
Assistant/Trainee/Graduate	\$20,965	\$30,755	\$25,777	-16.2%
Analyst/Officer	\$41,238	\$46,312	\$54,177	+17.0%
Manager	\$71,082	\$69,287	\$69,451	+0.2%
Senior Manager/Associate	\$98,346	\$104,318	\$94,955	-9.0%
Associate Director/ Vice President	\$115,584	\$114,901	\$112,480	-2.1%
GM/Director/Principal	\$149,339	\$146,145	\$141,026	-3.5%
Executive Director/MD/CEO/CFO/COO	\$192,136	\$213,086	\$165,218	-22.5%

Annual Salary

Is your salary paid over 12 months or 13 months?

On average 76% of respondents' salaries are paid over 12 months, with the highest being Malaysia (91%) and the lowest Hong Kong (65%). 35% of respondents from Hong Kong, meanwhile, are paid over 13 instalments during the year.

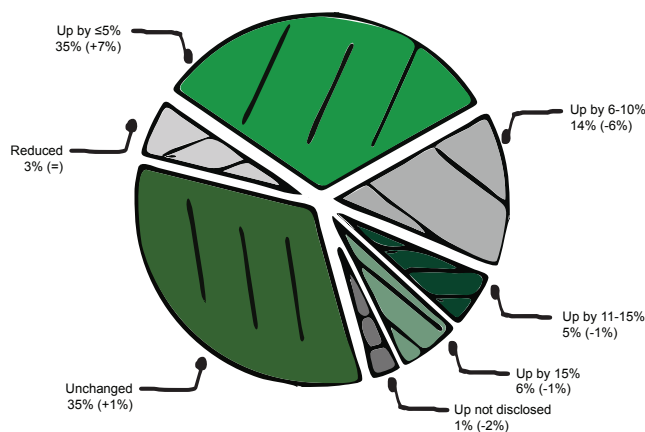


Please note: other regions not included.

Change to Salary at Last Review

What change (if any) was made to your annual base salary at your last pay review?

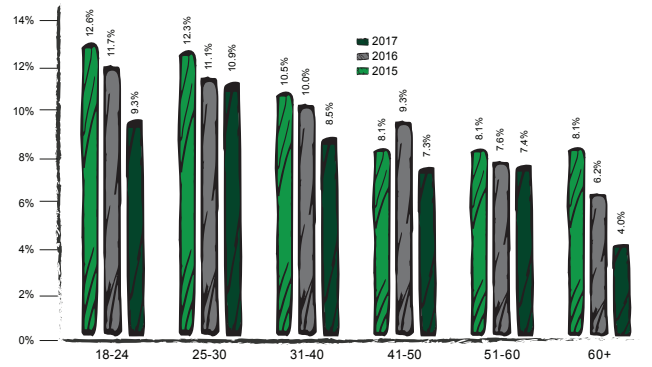
62% of respondents secured a base salary increase, down 1% from the previous year, while 3% received a salary reduction, equal to last year. 35% of respondents did not see a change in their annual salary.



Average Increase : Age

What (if any) was the % increase of your salary?

At 10.9%, the 25-30 age range received the largest average salary increase. The majority of age groups saw the average increase fall, with respondents aged 60+ seeing the average salary increase fall from 6.2% last year, to 4.0% this year.



Average Increase : Region

What (if any) was the % increase of your salary?

	AVERAGE INCREASE	CHANGE TO SALARY – LAST YEAR		
		=	↑	↓
Total	7.8%	35%	62%	3%
Singapore	8.0%	36%	63%	1%
Malaysia	7.3%	40%	60%	0%
Hong Kong	7.1%	25%	73%	2%
PRC	7.0%	50%	44%	8%

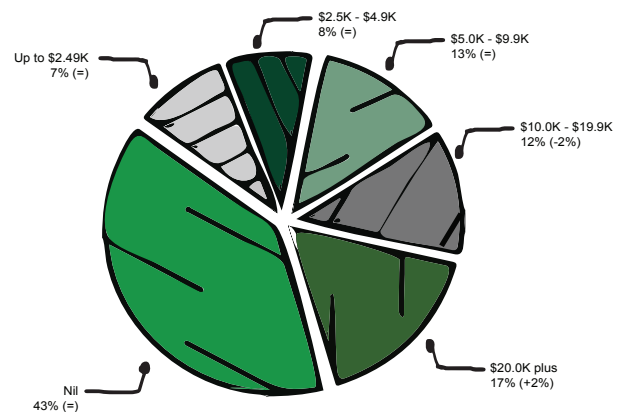
Please note: other regions not included.

Bonuses Received Over the Last Twelve Months

What was the approximate value of your annual bonus (or bonuses) over the last 12 months?

57% of respondents received a bonus (equal to last year) and the average bonus awarded was US\$21,072 (down from US\$26,268).

Conversely 43% did not secure a bonus, the same as last year.



OVERVIEW
BY MAIN PROFESSIONAL ACTIVITY

	RESPONSES	AVERAGE SALARY	AVERAGE BONUS	CHANGE TO SALARY – LAST YEAR			
				=	↑	↓	RIC*
Average Overall	1495	\$90,138	\$21,072	35%	62%	3%	6.8%
Architecture	49	\$70,057	\$29,012	34%	63%	3%	9.3%
Asset/Portfolio Management	28	\$111,657	\$30,844	42%	58%	0%	6.5%
Building Control	9	\$83,526	\$12,957	29%	71%	0%	8.2%
Business Development/Land Acquisition/Investment	36	\$88,948	\$26,401	18%	79%	4%	8.7%
Capital Markets	22	\$81,472	\$68,771	29%	71%	0%	14.9%
CEO/MD/Head	44	\$173,118	\$53,466	36%	56%	8%	1.2%
Commercial	81	\$108,438	\$14,914	37%	61%	1%	5.9%
COO	7	\$167,800	\$105,600	71%	29%	0%	8.0%
Corporate Finance	11	\$94,500	\$39,750	14%	86%	0%	7.4%
Development Manager	26	\$137,989	\$29,247	27%	73%	0%	9.5%
Engineering	118	\$61,176	\$6,861	33%	63%	5%	5.6%
Finance/Accountancy	12	\$85,891	\$13,780	36%	64%	0%	9.5%
Fund/Investment Management	39	\$128,051	\$73,678	44%	56%	0%	15.7%
Global Workplace Solutions/Corporate Real Estate	32	\$109,359	\$23,363	18%	82%	0%	7.7%
HSE	6	\$84,720	\$18,125	0%	100%	0%	5.2%
Human Resources Director	7	\$66,144	\$15,629	20%	80%	0%	6.1%
Interior Design	15	\$91,732	\$11,187	40%	60%	0%	4.2%
IPM/Sales & Marketing	6	\$83,638	\$8,000	20%	80%	0%	9.8%
Leasing	18	\$84,659	\$21,987	33%	67%	0%	3.9%
Legal	6	\$79,667	\$12,033	20%	80%	0%	6.8%
Masterplanning	6	\$61,425	\$11,500	25%	75%	0%	9.8%
Occupier Services/Advisory/Leasing/Agency	41	\$84,951	\$15,107	44%	53%	3%	5.2%
Project Management	55	\$91,595	\$14,799	40%	56%	5%	5.5%
Project Management/Construction	78	\$98,778	\$22,782	24%	73%	3%	6.6%
Project/Construction Management	150	\$81,943	\$14,397	42%	56%	3%	5.9%
Property Management/FM	50	\$87,999	\$14,606	34%	66%	0%	7.9%
Property/Asset Management	36	\$95,995	\$20,761	23%	69%	8%	2.9%
QS/Cost Management	221	\$77,985	\$12,198	34%	62%	4%	6.0%
Research	19	\$105,921	\$38,854	9%	91%	0%	5.6%
Sales & Marketing	17	\$64,025	\$14,061	57%	43%	0%	8.1%
Valuation and Consultancy	124	\$67,682	\$13,636	42%	52%	6%	8.2%
Other	56	\$100,519	\$19,659	41%	57%	2%	5.9%

*Real Industry Change. The average increase of those respondents who reported a salary increase offset against those who reported a salary decrease as a %.

= SALARY WAS UNCHANGED
↑ SALARY WAS INCREASED
↓ SALARY WAS REDUCED

OVERVIEW

BY MAIN PROFESSIONAL ACTIVITY

	NEXT 12 MONTHS – ANTICIPATED PAY & BENEFITS CHANGE				
	=	↑	↓	→	?
Average Overall	42%	37%	13%	2%	7%
Architecture	44%	31%	11%	3%	11%
Asset/Portfolio Management	39%	39%	4%	0%	17%
Building Control	100%	0%	0%	0%	0%
Business Development/Land Acquisition/Investment	21%	58%	21%	0%	0%
Capital Markets	27%	53%	7%	0%	13%
CEO/MD/Head	47%	41%	6%	0%	6%
Commercial	52%	34%	13%	0%	0%
COO	67%	33%	0%	0%	0%
Corporate Finance	14%	43%	43%	0%	0%
Development Manager	64%	27%	9%	0%	0%
Engineering	37%	41%	11%	4%	7%
Finance/Accountancy	55%	18%	9%	9%	9%
Fund/Investment Management	40%	37%	10%	3%	10%
Global Workplace Solutions/Corporate Real Estate	31%	42%	19%	8%	0%
HSE	33%	33%	0%	0%	33%
Human Resources Director	40%	20%	40%	0%	0%
Interior Design	13%	38%	13%	0%	38%
IPM/Sales & Marketing	60%	40%	0%	0%	0%
Leasing	63%	38%	0%	0%	0%
Legal	40%	20%	20%	20%	0%
Masterplanning	33%	33%	0%	33%	0%
Occupier Services/Advisory/Leasing/Agency	26%	32%	32%	6%	3%
Project Management	39%	44%	5%	5%	7%
Project Management/Construction	42%	31%	9%	4%	15%
Project/Construction Management	44%	39%	13%	0%	4%
Property Management/FM	38%	49%	5%	3%	5%
Property/Asset Management	40%	52%	4%	0%	4%
QS/Cost Management	41%	35%	16%	0%	8%
Research	33%	22%	22%	11%	11%
Sales & Marketing	62%	0%	38%	0%	0%
Valuation and Consultancy	42%	35%	15%	2%	6%
Other	30%	35%	14%	2%	19%

= NO CHANGE

↑ POSITIVELY

↓ NEGATIVELY

→ LIKELY TO LEAVE PROFESSION

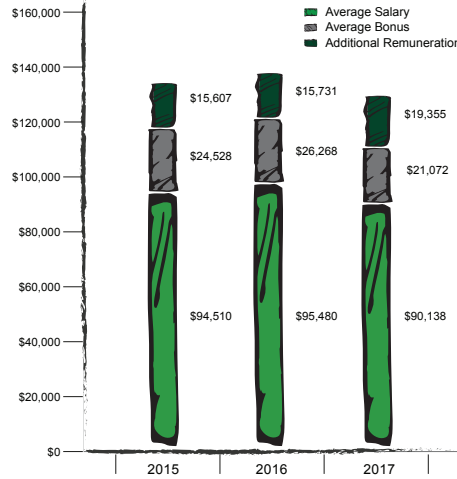
? DON'T KNOW

Average Real Estate Total Reward

What was the approximate value of your annual salary, bonus and additional remuneration received (e.g. commission & performance related pay) over the last 12 months?

The total reward received by real estate professionals decreased by 5.0% to \$130,565 year on year.

The total reward includes annual base salary, annual bonus and additional remuneration received (e.g. commission and performance related pay).

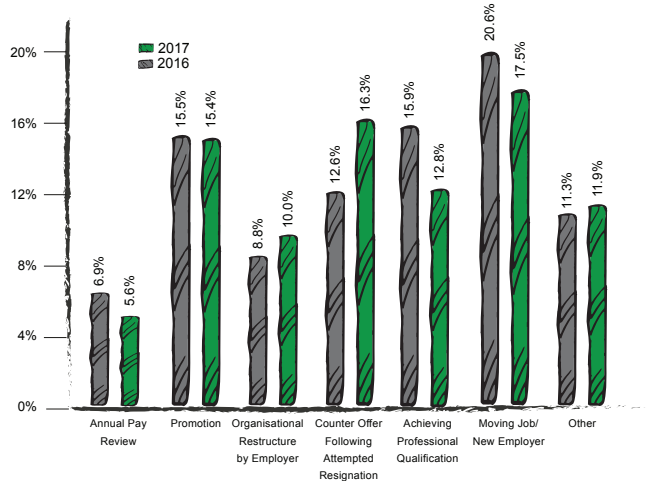


Reason for Salary Increase

If your salary was increased please indicate % INCREASE.

At 17.5%, moving job / new employer led to the largest increase to base salary.

Respondents whose annual base salaries were increased following an annual pay review received an average of 5.6%.

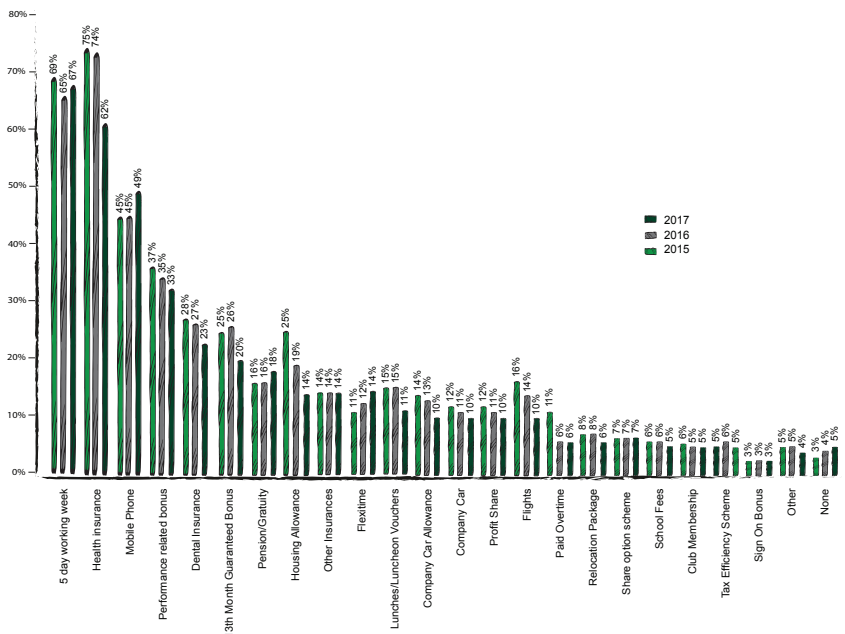


Employee Benefits

Which of the following additional benefits are included in your current package?

5 day working week (67%), health insurance (62%) and a mobile phone (49%) are the most popular employee benefits.

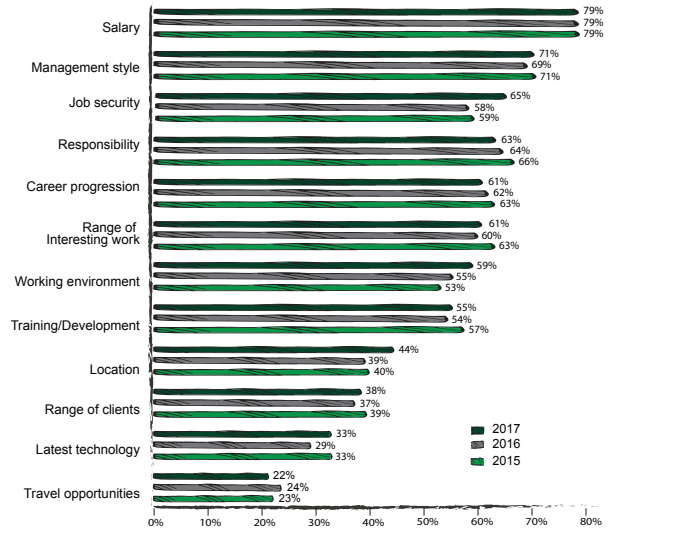
Although remaining one of the most popular benefits, the biggest decrease in an employee benefit was health insurance, down from 74% last year to 62% this year.



Important Job Aspects

How important are each of the following to you in your job?

Salary is now the most important priority for real estate professionals, with 79% (=) of respondents indicating its importance. This is followed by management style at 71% (+2%), job security at 65% (+7%) and responsibility at 63% (-1%).

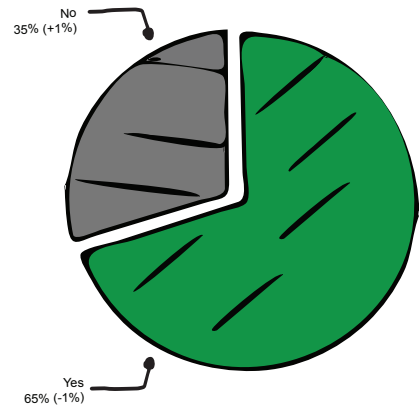


Holiday Usage

Do you utilise your full annual holiday entitlement?

65% of respondents used their full annual holiday entitlement, down 1% from the previous year.

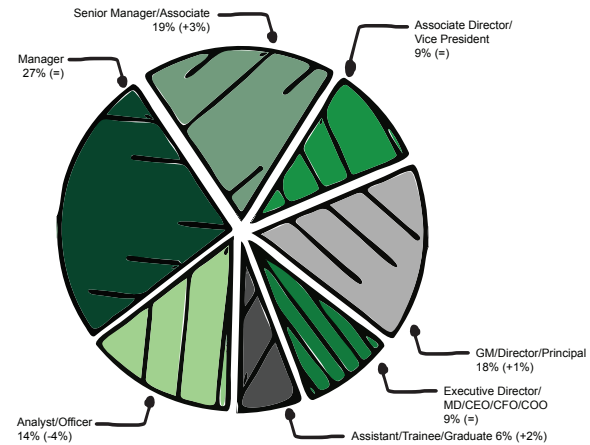
Conversely 35% failed to take their full holiday entitlement, up 1% from the previous year.



Holiday Usage by Level

Do you utilise your full annual holiday entitlement?

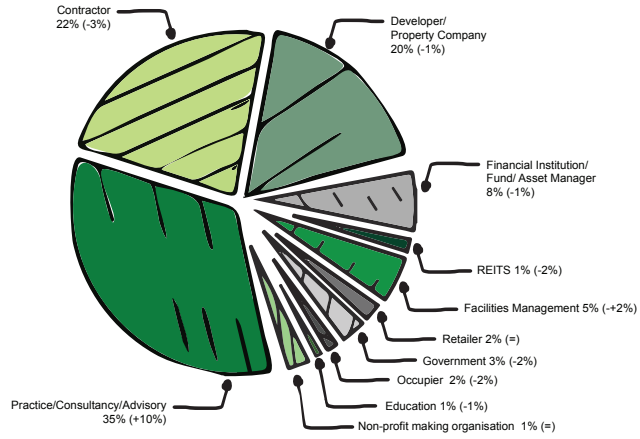
Of the 35% who fail to take full holiday entitlement, 27% are Managers, an additional 19% are Senior Managers/Associates and 18% are GMs/Directors/Principals. Only 6% of those who fail to take full holiday entitlement are Assistant/Trainee/Graduate level.



Holiday Usage by Employer

Do you utilise your full annual holiday entitlement?

Of the 35% who fail to take full holiday entitlement, 35% work in Practice/Consultancy/Advisors. Those working as Contractors make up 22% and Developer/Property Companies 20%. 1% of those who fail to take full holiday entitlement, work within REITS, a further 1% in Education and another 1% in non-profit making organisations.

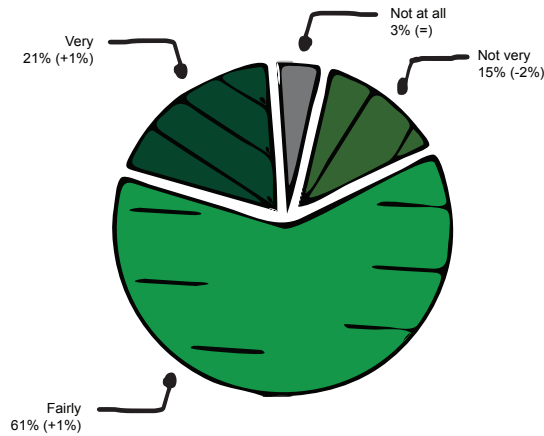


Job Satisfaction

How satisfied overall are you with your current job?

The majority of survey participants (82%) are fairly or very satisfied with their current job (+2% on previous year).

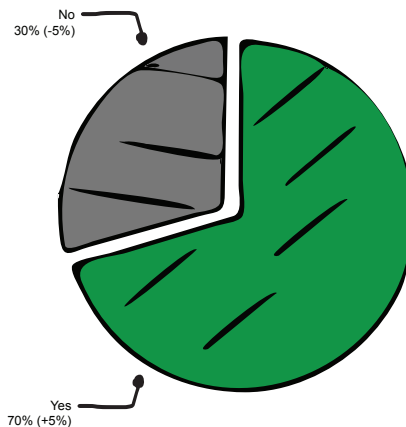
Those who felt they were not at all satisfied with their current job remained at 3%, the same as last year.



Employer of Choice

Do you consider your current employer an employer of choice?

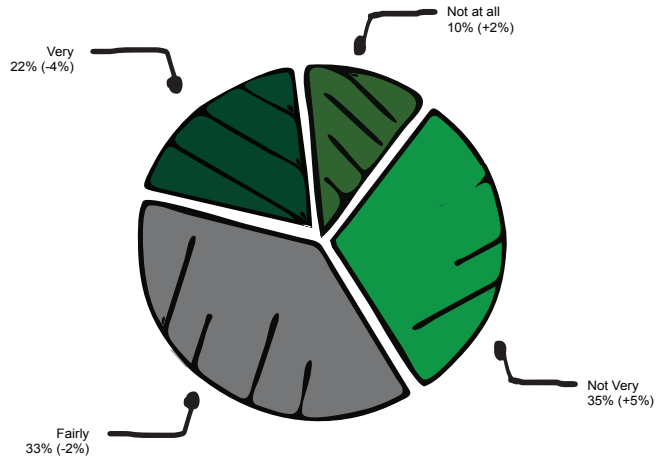
Overall, 70% (up 5%) of the survey respondents consider their current employer to be an employer of choice.



Moving Job

How likely are you to change employer in the next 12 months?

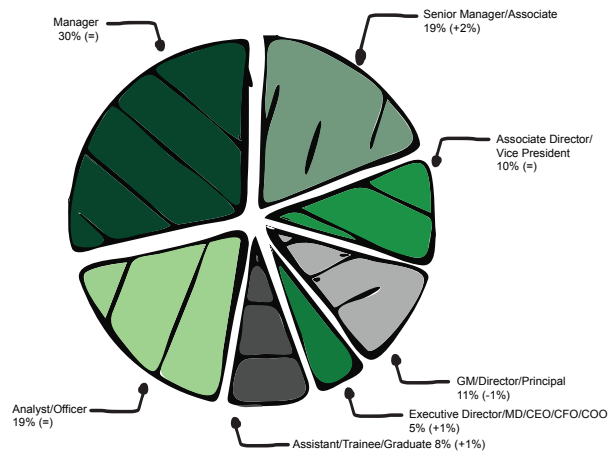
55% of respondents state that they are either very or fairly likely to move job in the next 12 months, down 6% from last year.



Moving Job by Level

How likely are you to change employer in the next 12 months?

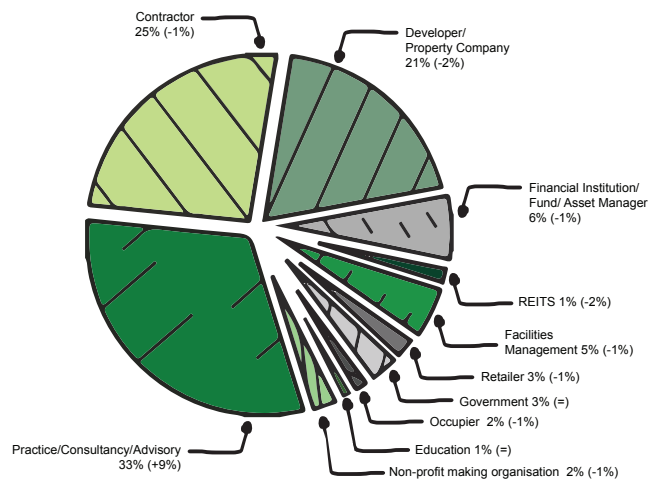
Of the 55% of respondents that state they are either very or fairly likely to move job in the next 12 months, 30% are Managers, 19% Analyst/Officers and 19% Senior Manger/Associates. Only 5% are Executive Director/MD/CFO/COO's and a further 8% are Assistant/Trainee/Graduates.



Moving Job by Employer

How likely are you to change employer in the next 12 months?

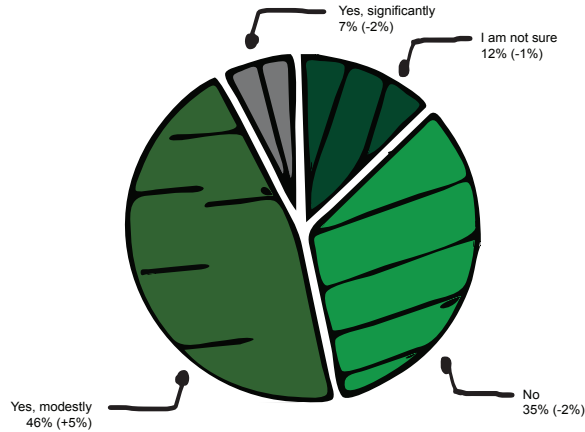
Of the 55% of respondents that state they are either very or fairly likely to move job in the next 12 months, 33% work at Practice/Consultancy/Advisors and a further 25% at a Contractor. They are followed by those working in a Developer/Property Company (21%) and Financial Institution/Fund/Asset Manager (6%). Only 1% are in REITs and 1% in Education.



Hiring Intentions

Do you expect your organisation to increase headcount in 2017?

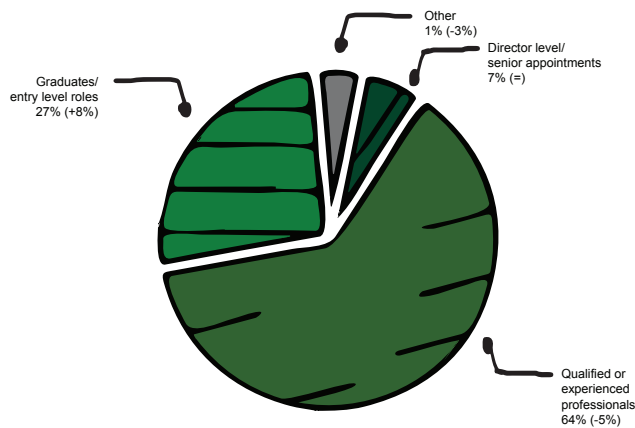
Over half of respondents (53%) believe their organisation will increase headcount in 2017, with 46% of respondents expecting their organisation to modestly increase headcount and 7% expecting a significant increase in headcount in 2017.



Hiring Intentions by Level

At what level/role do you expect your company to hire this year?

Of the respondents who expect their organisation to increase headcount in 2017, 64% believe their company will hire qualified or experienced professionals, while 27% anticipate their company hiring at graduate and entry level, up from 19% last year.

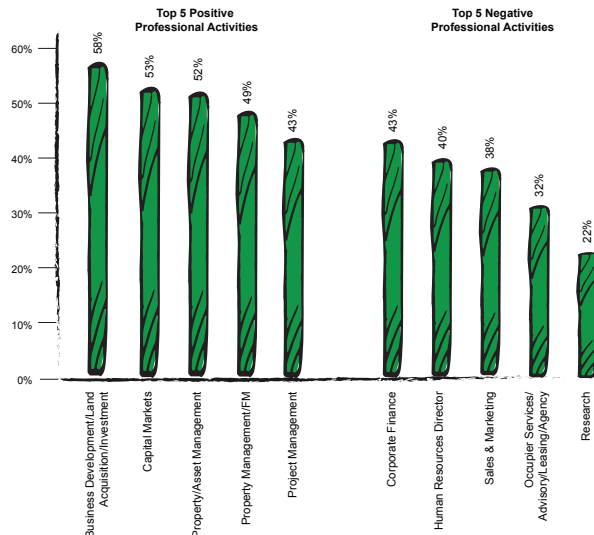


Pay & Benefits by Main Professional Activity

How do you anticipate that your pay and benefits will be affected by market conditions in the next 12 months?

The most confident professional activity is Business Development/Land Acquisition/Investment, 58% of whom believe their pay and benefits will be positively affected by market conditions over the next 12 months.

Corporate Finance are the least confident with 43% believing their pay and benefits will be negatively affected.

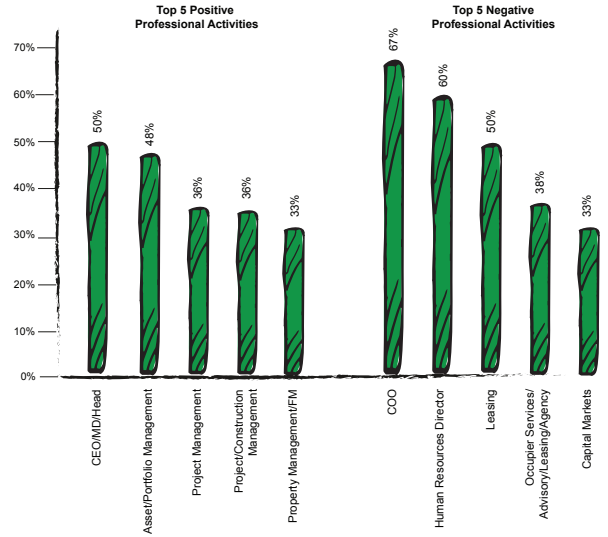


Sentiment by Main Professional Activity

In your chosen professional activity, do you anticipate economic activity in the next 12 months to increase, decrease or remain unchanged?

CEOs/MDs/Heads are the most positive about the economic outlook in the next 12 months with 50% anticipating an increase in economic activity during 2017. This is followed by Asset/Portfolio Management (48%).

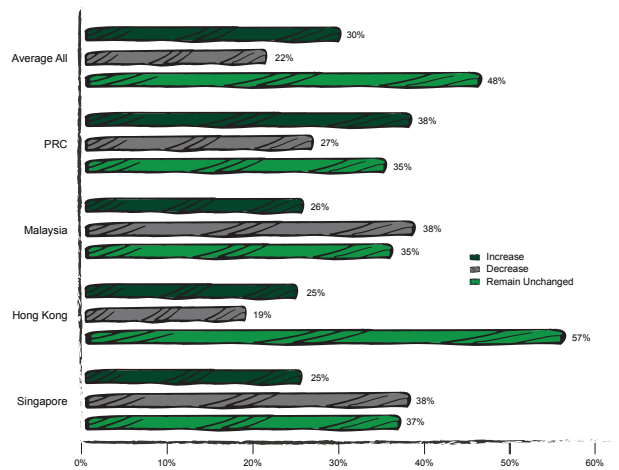
Those working as COOs are the least confident, with 67% anticipating a decrease in economic activity during 2017.



Sentiment by Region

In your chosen professional activity, do you anticipate economic activity in the next 12 months to increase, decrease or remain unchanged?

Those working in the PRC are generally the most optimistic with 38% anticipating an increase in economic activity (up 15% from 23% last year). 25% of those working in Singapore anticipate an increase and 38% anticipate a decrease compared to 22% across Asia.

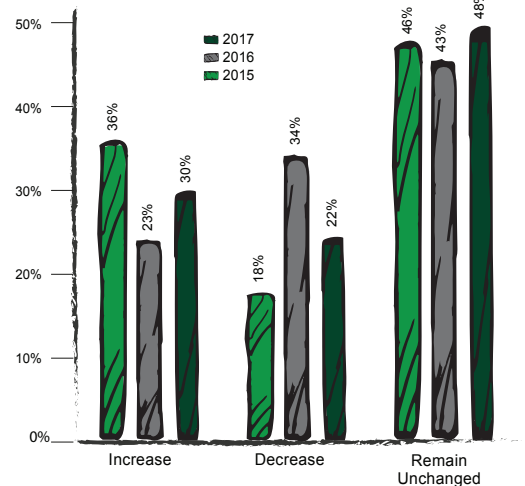


Please note: other regions not included.

Overall Sentiment

In your chosen professional activity, do you anticipate economic activity in the next 12 months to increase, decrease or remain unchanged?

Overall positive sentiment has increased in the Asian Real Estate Market, with 30% of respondents anticipating economic activity will increase (up from 23% last year), while 22% believe it will decrease (down from 34%). However nearly half of respondents (48%) believe economic activity will remain unchanged over the next 12 months.



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