

# Twosteps Global Legal Salary Survey 2010

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Salary Survey 2010**

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## Introduction

We recently surveyed over 500 lawyers and legal professionals across Europe, Asia, Australia and the US. The survey investigated salary trends, benefits and incentives and annual holiday allocation across different countries, ages and levels of experience.

This report found that salaries varied a great extent from one person to another based on 5 key influencing factors:

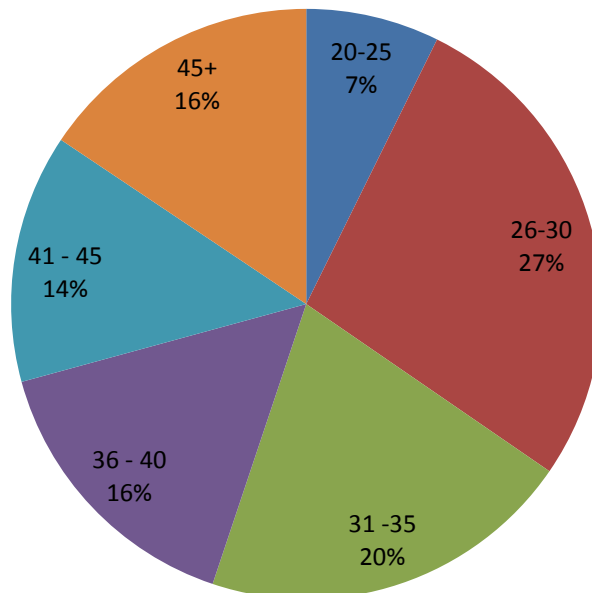
- Age
- Experience
- Weekly working hours
- Firm size
- The firm's client reach i.e. local, national or international

This survey report starts by introducing the demographics of our survey participants. The majority of participants were from Australia and the UK so there are two in-depth sections dedicated to these countries. However we do provide some overall statistics from all countries.

## Participant demographics

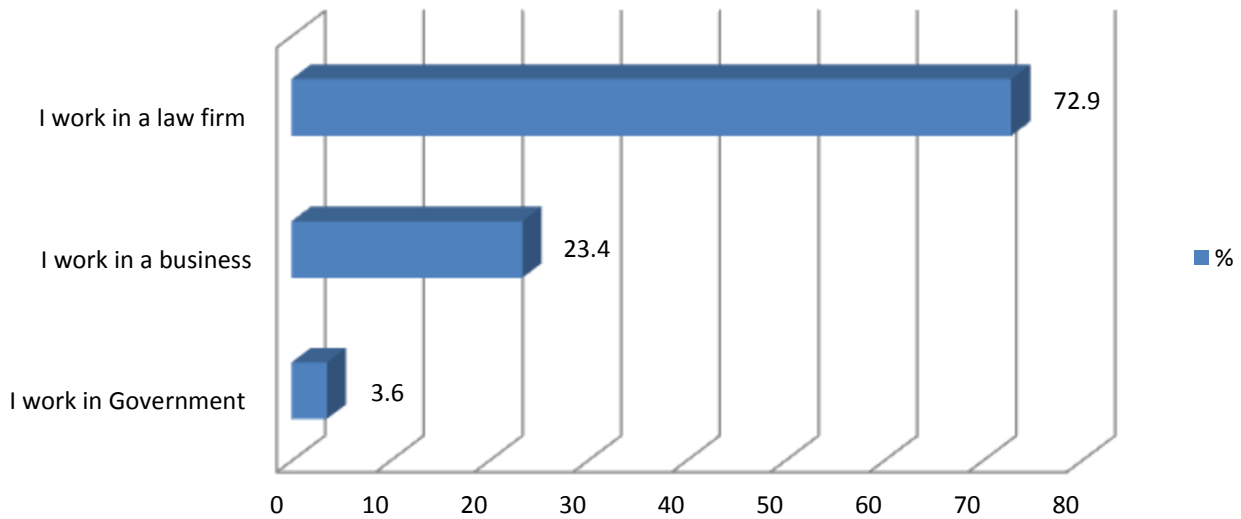
Over 500 lawyers and legal professionals participated in our recent survey of salaries, benefits and holiday allocation. This survey was conducted in December 2010. 38% were female and 62% male. The chart below shows the split of age ranges. We were pleased to receive a good cross section of participants.

### Age demographics



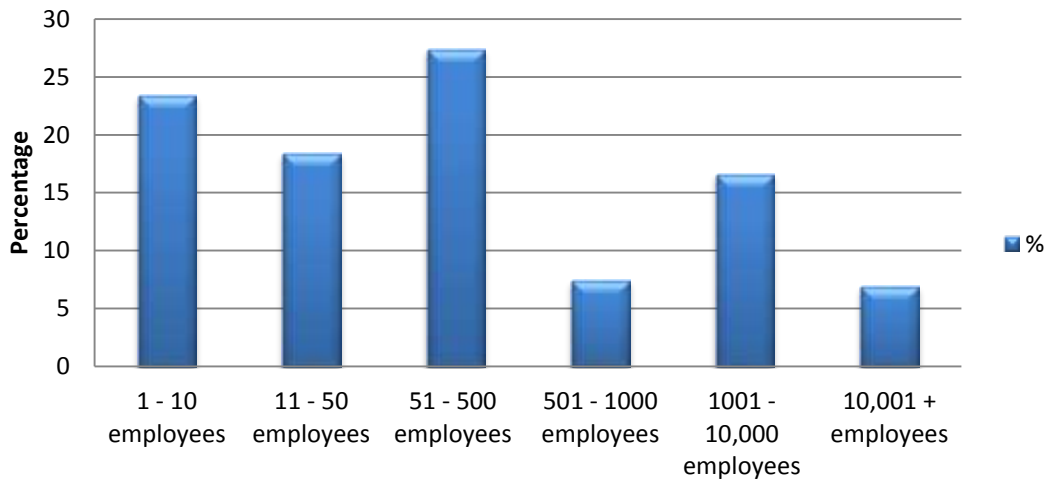
We also asked participants about their current place of work. The graph below shows the split between people working in law firms, businesses and Government.

### Where do you currently work?



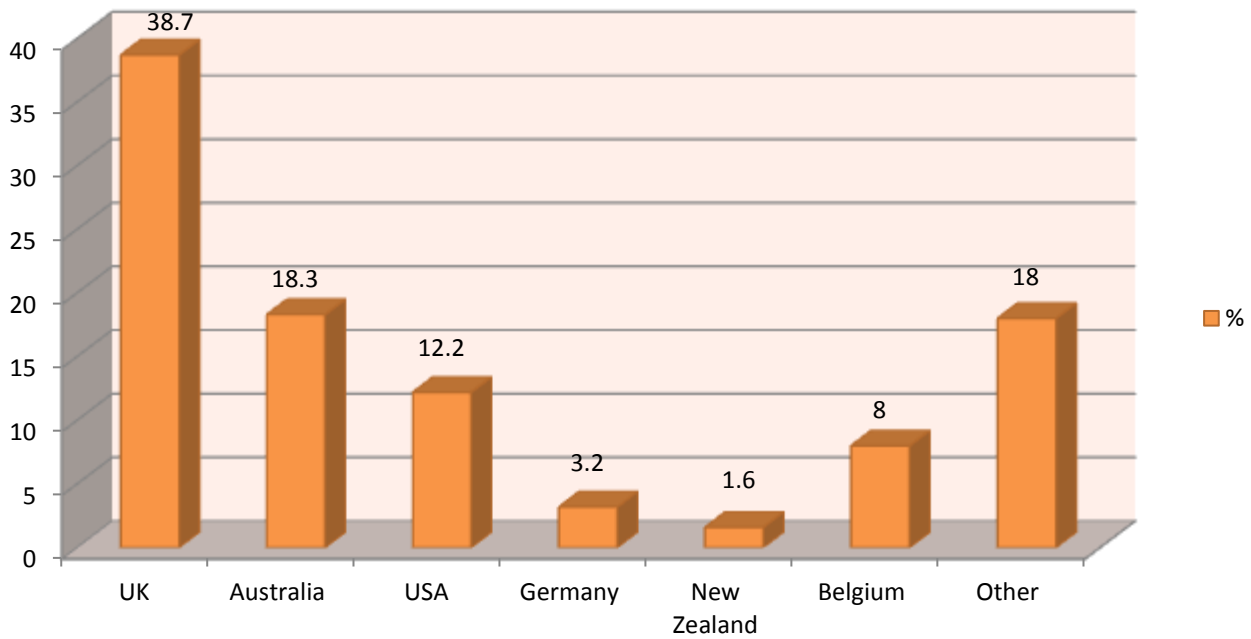
We asked how many years of experience our participants had and we found the majority had over 9 years as the graph below shows. We also asked participants what size their organisation or firm was, see graph below.

### How many employees in your organisation?



We asked participants which country they predominantly work in and we found the majority of people were from the UK, Australia and the US however we did receive results from many other European and Middle East countries so this report also gives some insight into additional countries other than the dominant three.

### What country do you work in?



## Salary comparison – non partner

The table below compares the highest and lowest salaries for both Australian and UK lawyers, against each PQE level.

Experience	Min range £	Max range £	Min range \$AUD	Max range \$AUD
1 year PQE	Under £35,000	£75,000	\$35,000	\$80,000
2 years PQE	£35,000	£80,000	\$45,000	\$105,000
3 years PQE	£40,000	£90,000	\$65,000*	\$120,000
4 years PQE	£45,000	£96,000	\$70,000*	\$135,000
5 years PQE**	£45,000	£105,000	\$80,000*	\$150,000
6 years PQE	£50,000	£110,000	\$90,000	\$170,000
7 years PQE	£59,000	£125,000	\$90,000	\$185,000
8 years PQE	£60,000	£150,000	\$90,000	\$200,000
9 years PQE+	£60,000	£150,000+	\$90,000*	\$250,000

### Table key

Min range £ = The minimum salary bracket recorded from our UK participants (including local firms)

Max range £ = The maximum salary bracket recorded from our UK participants (these include US firms)

Min range AUD = The minimum salary bracket reported from Australian participants

Max range AUD = The maximum salary bracket reported from Australian participants

Euros = The salary bracket that had the majority of responses in Euros

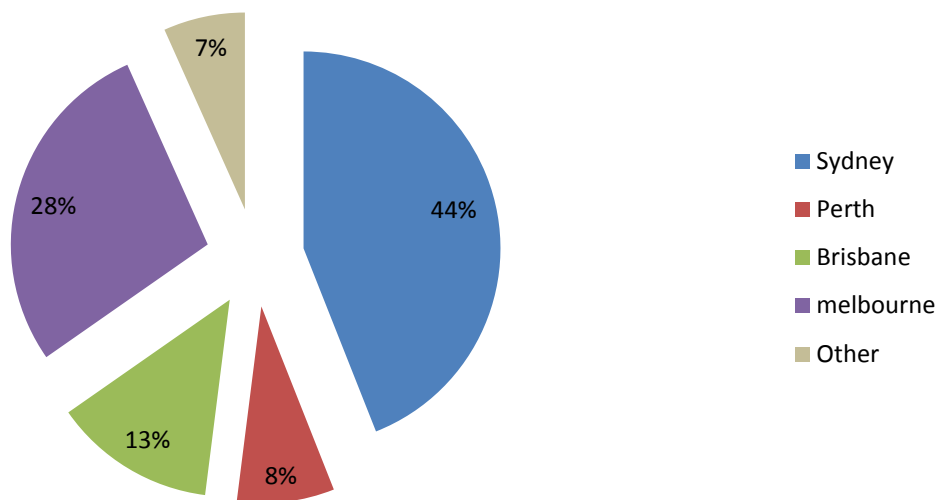
\*lowest salary at 3 years was \$55,000, 4 yrs was in fact \$35,000, \$45,000 at 5 years and \$85,000 at 9 years but as these only represented a tiny minority they are not shown in this table. They are shown on page 9.

\*\* Senior associates are usually made up at 5 years in Australia, salaries for SA's started at \$100,000

## Australian participants

We asked our Australian participants which city they worked in and these were the results. We managed to cover the major cities with the majority working in Sydney (44%).

### Which city do you live it?



Below is a graph showing the breakdown of Australian responses in regards to salary brackets. 58% of the Australian participants earn over \$95,000 AUD.

### What is your annual salary?



## Australian salaries split by firm reach – non partner

Below are the tables comparing different salaries of full time work in local, national and international firms.

### Australian salaries in local firms (Full time)

Experience	Min range AUD	Max range AUD
1 year PQE	\$35,000	\$60,000
2 years PQE	\$45,000	\$90,000
3 years PQE	\$55,000	\$95,000
4 years PQE	\$35,000	\$115,000
5 years PQE	\$45,000	\$125,000
6 years PQE	\$65,000	\$135,000
7 years PQE	\$65,000	\$155,000
8 years PQE	\$75,000	\$170,000
9 years PQE+	\$85,000	\$190,000

### Australian salaries in national and international firms (Full time)

Experience	Min range AUD	Max range AUD
1 year PQE	\$55,000	\$80,000
2 years PQE	\$70,000	\$105,000
3 years PQE	\$75,000	\$120,000
4 years PQE	\$75,000	\$135,000
5 years PQE	\$75,000	\$150,000
6 years PQE	\$75,000	\$170,000
7 years PQE	\$80,000	\$185,000
8 years PQE	\$90,000	\$200,000
9 years PQE+	\$90,000	\$250,000

The majority of participants working in international law firms in Australia were earning over \$95,000.

## Australia salary analysis

### 1 year PQE

If you are a lawyer with 1 year PQE in Australia, our survey suggests that you can expect to earn somewhere between \$35,000 and \$80,000, the average salary was around \$45,000. We found that this wide salary bracket was influenced by many factors including the size of the firm and its client reach. The participants working in national firms were earning an additional \$10,000 to those in local firms however they were also working an extra 10 hours a week (50 hours a week). Our survey results suggest you can expect no more than 20 days holiday and are unlikely to get a bonus, however if you are fortunate enough to work for a generous firm that gives you a bonus then it won't be more than 10% of your salary. Unless you work in Government you won't receive many benefits however you will receive good career development, networking and training opportunities.

### 2 years PQE

If you are lawyer with 2 years PQE in Australia, our survey suggests that you can expect to earn anywhere from \$45,000 to \$105,000. This is influenced by your age, the size of the firm and whether the firm is local, national or International. Naturally, a large national firm (1000 – 10,000 employees or more) or any sized International firm is going to be paying more than a local firm. We didn't see any significant trends by city and the average working week for all responses was around 35-45 hours. Around 40% received a bonus, and this was still under 10% of their salary however if you are working in an International firm you could find yourself with a bonus of 50%. The survey suggests you'll still be on 20 -21 days holiday and you benefits and incentives are pretty much the same as they were when you had 1 year PQE.

*Earn \$10,000 more  
at a national or  
international firm  
but work 10 hours  
more a week*

### 3 years PQE

If you are lawyer with 3 years PQE in a national or international Australian Law firm, our survey suggests that you can expect to earn \$75,000 to \$120,000 but it also suggests you'll now be working 60-70 hours a week possibly even 80 for some. If you receive a bonus it will be around 10% however in some exceptional cases this could be as high as 30%. You'll still be on 20 days holiday. You may be getting involved in pro bono work now and starting to receive even better career opportunities and training.

#### **4 years PQE**

If you are lawyer with 4 years PQE in Australia, our survey suggests that nationals will be offered \$70,000 - \$95,000 however local firms with 10 people or less are offering as low as \$40,000. The larger international firms are offering up to \$135,000. What was interesting is that this group of respondents reported their working hours to be around 50 hours a week. Some were working up to 60, or as low as 40. This group reported 20 days holiday and most didn't get bonuses, if they did it was under 10% of their salary.

#### **5 years to 8 years PQE**

If you are lawyer with over 5 years PQE in Australia, our survey suggests you'll be earning over \$95,000 now and will be working around 45 hours a week. Senior associates are usually made up at 5 years PQE and the salaries jump considerably starting at \$100,000. Only half will receive bonuses. We feel this could be subject to individual firm success year on year as we didn't find any significant patterns on bonuses in correlation to experience or age or even firm size or client reach. People that did receive bonuses were looking at under 10% of their salary. With the global economy slowly restoring back its previous levels again we may see an upturn in bonuses in 2011. The results suggest however that law firms did continue to support professional networking and offer some level of support and training throughout the year.

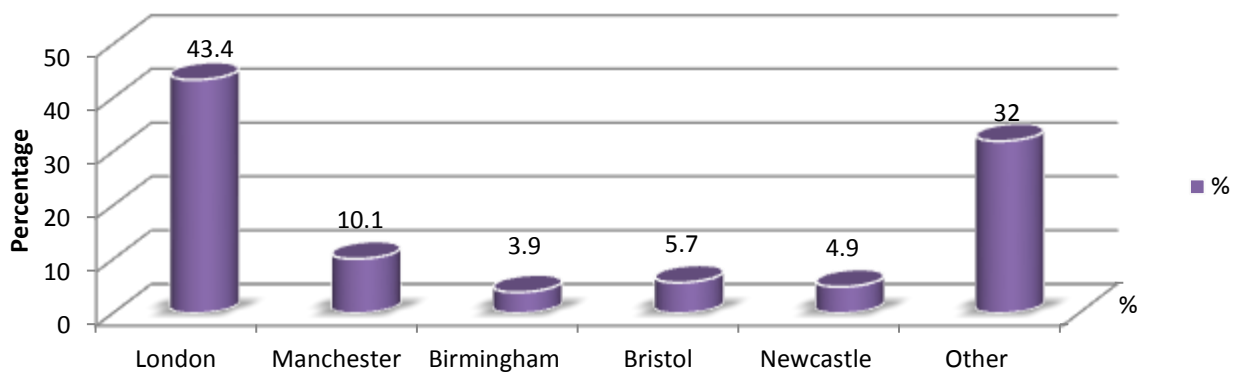
#### **9 years PQE or more**

By the time most people had reached 9 years PQE 50% of participants were partners and the others were in senior roles, as we would expect. If you work in a large national firm you are probably working 60 hours a week. Most people working in smaller nationals are working about 50 hours a week. However this isn't set in stone. There are however, some very keen lawyers working up to 70 hours in local, national and international firms. However half of participants still don't feel they earn enough for their role. This year around 80% of people didn't receive a bonus for the work they did in 2010. Interestingly the people that received a bonus, received less than 10% of their salary worth. We saw the annual holiday allocation open up to 20-25 days with a few having more than 25 days. Surprisingly we didn't see a particular change in benefits or increase on alternative incentives such as childcare benefits or healthcare.

## UK participants

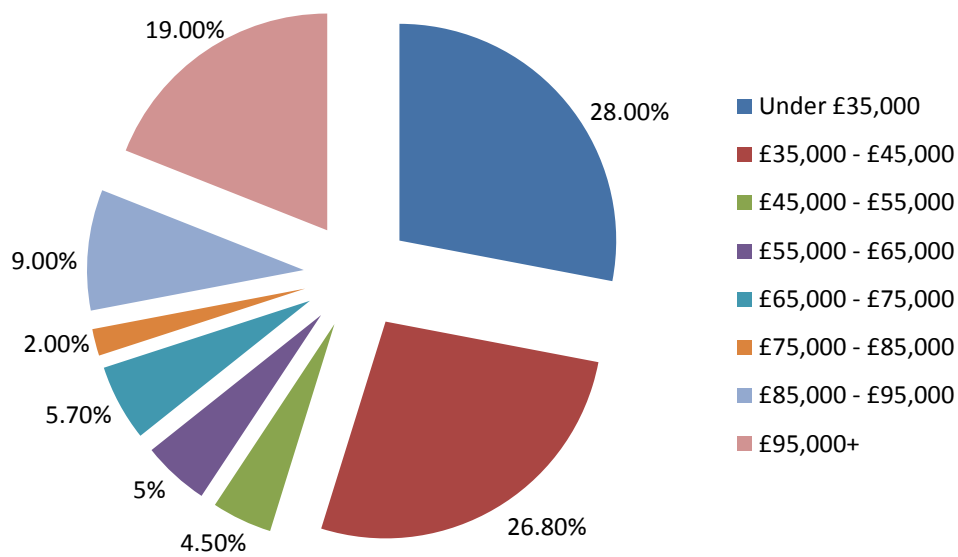
We asked our UK participants which city they worked in and these were the results. We managed to cover the major cities including Manchester, Birmingham, Bristol and Newcastle, with the majority working in London (47%). We also had 32% of participants from other smaller cities around the UK.

### Which UK city do you live in?



Below is the table showing the split of how many people fell into each salary bracket across all UK responses you'll see that the biggest brackets were 'under £35,000', '£35,000 - £40,000' and over £95,000. Over the next few sections we will look closer at these trends to see what influences these salary brackets.

### What is your annual salary bracket?



## UK Salary summaries split by firm reach – non partner

### UK salaries in local firms (Full time)

Experience	Min range	Max range
1 year PQE	Under 35,000	35,000
2 years PQE	35,000	40,000
3 years PQE	40,000	45,000
4 years PQE	45,000	50,000
5 years PQE	45,000	53,000
6 years PQE	50,000	55,000
7 years PQE	59,000	62,000
8 years PQE	60,000	70,000
9 years PQE+	60,000	80,000

### UK salaries in National firms (Full time)

Experience	Min range	Max range
1 year PQE	35,000	50,000
2 years PQE	45,000	65,000
3 years PQE	50,000	67,000
4 years PQE	50,000	72,000
5 years PQE	55,000	75,000
6 years PQE	65,000	85,000
7 years PQE	65,000	85,000
8 years PQE	70,000	90,000
9 years PQE+	70,000	95,000+

**UK salaries in Major International firms excluding US firms (Full time)**

Experience	Min range	Max range
1 year PQE	55,000	67,000
2 years PQE	60,000	72,000
3 years PQE	65,000	83,000
4 years PQE	65,000	90,000
5 years PQE	75,000	96,000
6 years PQE	80,000	105,000
7 years PQE	85,000	125,000+
8 years PQE	95,000	130,000+
9 years PQE+	95,000	150,000+

## UK salary analysis

We found that it was more useful to break the UK responses into salary brackets rather than PQE levels. Below is a breakdown of salary brackets and the demographics and circumstances of the people in each category. We found this to be more revealing and insightful.

### Under £35,000

As expected, the majority of people in this wage bracket only had 1 year PQE. However there were still a few with 3, 5 and 9 years PQE. All were full time and worked around 30-40 hours a week however the odd few were working up to 50 hours a week. Only a small amount were working for International firms and most were working for local and national firms with 500 people or less.

50% didn't receive any contribution towards their pension and for the other 50% that did, they would be lucky to get 3%. 20% received a bonus of no more than 10% their salary. The interesting find was that almost all received an annual holiday allowance of 25 days or more (in Australia you would expect only 20 days) some received up to 28 days but they were usually over 40 years of age. We were noticed that all participants used up their holiday.

*UK law firms give an average of 5 days more annual holiday than Australian firms*

### £35,000 - £40,000

The majority of people in this bracket had 2 years PQE however there were also a few in all years PQE right up to over 9 year experience. However the majority of people with 6-9 years PQE were working in firms with around 10- 50 employees. The people on 2 -3 years PQE were working in firms with 500 – 10,000 employees. Most were working 40-50 hours a week with the few exceptions working up to 60 hours. Most of the larger firms were offering between 3% -5% for pension contributions however many of the smaller firms didn't offer any contribution. 10% of people received a bonus, in larger nationals and international firms these were about 30-40% of their salary and in smaller firms it was under 10%. The majority had 25 days holiday with a few boasting 26, 27 or 28 days. Most used their holidays, carrying over 2-3 days last year but a few people carried over up to 15 days holiday. Around 50% did receive health insurance and almost all felt they had good access to professional networking opportunities and paid external career development.

### **£40,000 - £50,000**

In this salary bracket we identified 3 main character profiles. The first was people at least 40 years old with 9 years experience or more, working in a local firm, possibly even working part time. The second profile was someone around 30 years plus with less experience 4 years PQE working at a national or International firm. However the majority were 26-30 years old with 2-5 years PQE working at a national or International firm. The majority of people were working 40-50 hours with a few of the older participants working 50-60 hours. All were looking at around 4-7% pension contribution and almost all didn't receive a bonus this year. Average holiday is still 25 days.

### **£50,000 - £60,000**

The people we identified in this salary bracket either had 9 years PQE and were working in a national firm with 0 - 500 employees, or had 2-6 years PQE and were working in an International firm with 500 or more employees. Most of these participants worked in London. The average working week for these people was 50 hours. Most didn't think they were paid enough. 50% of people had pension contributions from their employer of between 3% and 7%. Most didn't receive a bonus this year. If they did it was 0-10% of their salary. Average annual holiday was still 25 days. 50% had health insurance but most named very few other benefits. However around 25% did receive season ticket loans.

### **£60,000 - £70,000**

Half the people in this bracket were 35-45 years old with 9 years+ PQE and working in local and national firms. The other half 25-30 years old with 2-4 years PQE working in International firms. Most, but not all, worked in London. The people working at the international firms were working an average 60 hours a week with some reporting up to 70 hours. The people working at the local and national firms were working on average 50 hours a week. Most received employer contributions towards their pensions or around 6-7%. Average holiday was still 25 days and most people used it all up. Most were starting to get involved in Pro bono work and career mentoring and coaching.

### **£70,000 - £95,000**

Most of the people we identified in this salary bracket were working in London. 90% were working in international firms. We also noticed that there were a few people working on contracts in this section. Average working week was around 45 hours. 85% received contributions towards their pension of around 3-7%. 80% didn't receive a bonus but the people that did would have received between 1 and 10%. The average annual holiday allowance was 27 days. 85% did receive health insurance, 30% said they have additional childcare support i.e. childcare vouchers or on-site crèche. However many were unsure. 63% had access to an onsite restaurant as an added luxury.

### **£95,000+**

The people we identified in this salary bracket were 75% male. The majority worked in the major cities, predominantly London and Manchester. 42% of these people were partners. 95% worked in either a national or international firm. The people working in the firms with either 10-50 employees or 1000-10,000 were working up to 80 hours a week. 75% were working 60 hours a week or above! 100% the women in this category felt that their male peers earn more money than they do. As many become partners it isn't surprising to see the employer pension contributions drop off as we see now only 40% receive employer contributions. 40% received bonuses and those bonuses were on average 10-20% of their salary. The average annual holiday allowance was 30 days.

## Diversity and Equality

We compared the results of men and women to see if the results showed any variations in perception and reality, and we received some interesting results.

We compared the average weekly working hours and discovered that 53% of women worked 30-40 hours, 33% work 40-50 hours and 17% work 50-60 hours. Men on the other hand reported that 15% work 30-40 hours, 39% work 40-50 hours and 29% work 50-60. As a whole, 70% of participants can regularly work 50 hours or more each week.

Approximately 60% of men and women think they aren't paid enough for their role. 8% less women than men, received a bonus for the work they did in 2010. We asked men if they felt their male peers earn more than them, 45% said yes. When we asked women if they felt their male peers earn more than them 61% said yes.

*100% of UK women earning over £95,000 believe their male peers earn more.*

We reversed the questioning and asked men if they felt their female peers earn more than them, 70% said no. 22% of women feel their female peers earn more than them.

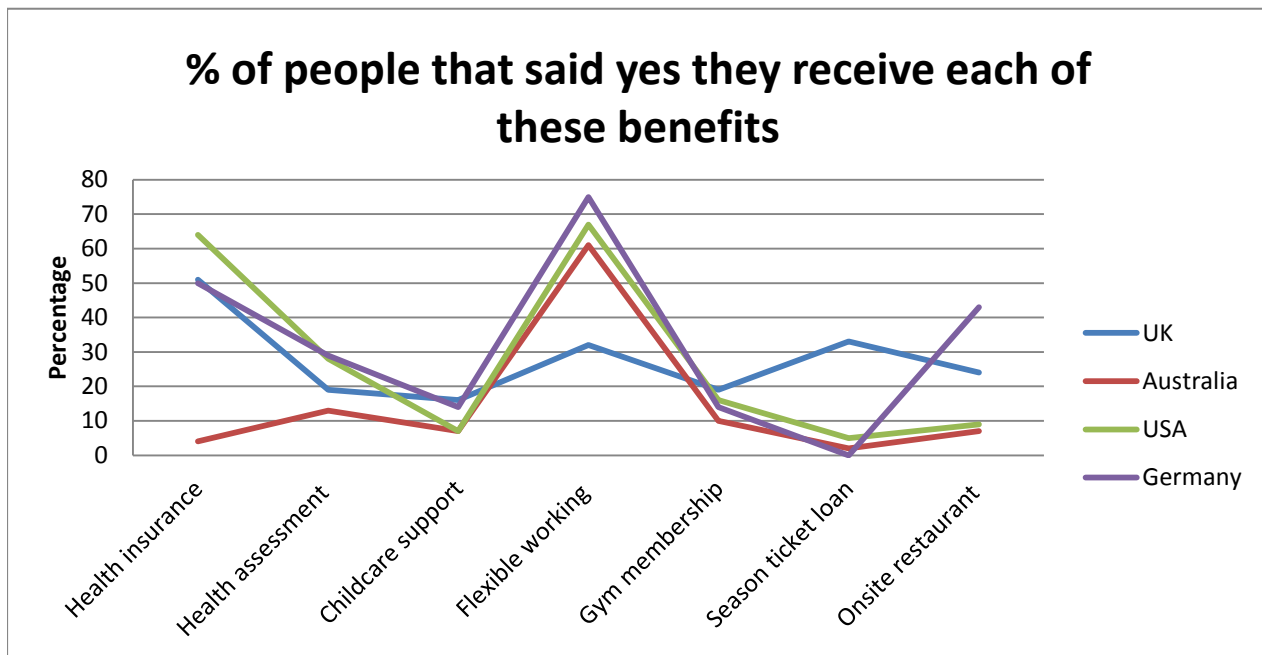
The interesting aspect of these results is that men seem significantly aware of the dissimilarity in gender pay. 70% of men believe they earn the same or more than woman, only 40% of women believe they earn the same or more than men!

100% of UK women earning over £95,000 believed that their male peers were earning more than them. However when it came to benefit packages, as a whole men and women received the same level of additional incentives and benefits. Read the next section for more information on benefits & incentives.

## Country comparisons of company benefits

We compared the 7 most common benefits in the legal industry across 4 countries to see if there were any significant differences across these cultures. You can see from the graph below 'health insurance' was fairly popular with employers in Germany, the USA and UK however in Australia it dropped off quite rapidly. In Australia the current system, known as Medicare, was instituted in 1984. It coexists with a private health system. Medicare is funded partly by a 1.5% income tax levy (with exceptions for low-income earners), but mostly out of general revenue. An additional levy of 1% is imposed on high-income earners without private health insurance.

Despite many PR campaigns suggesting that employers are now focussing on childcare support, only 10-20% across all countries said they receive any help with childcare.



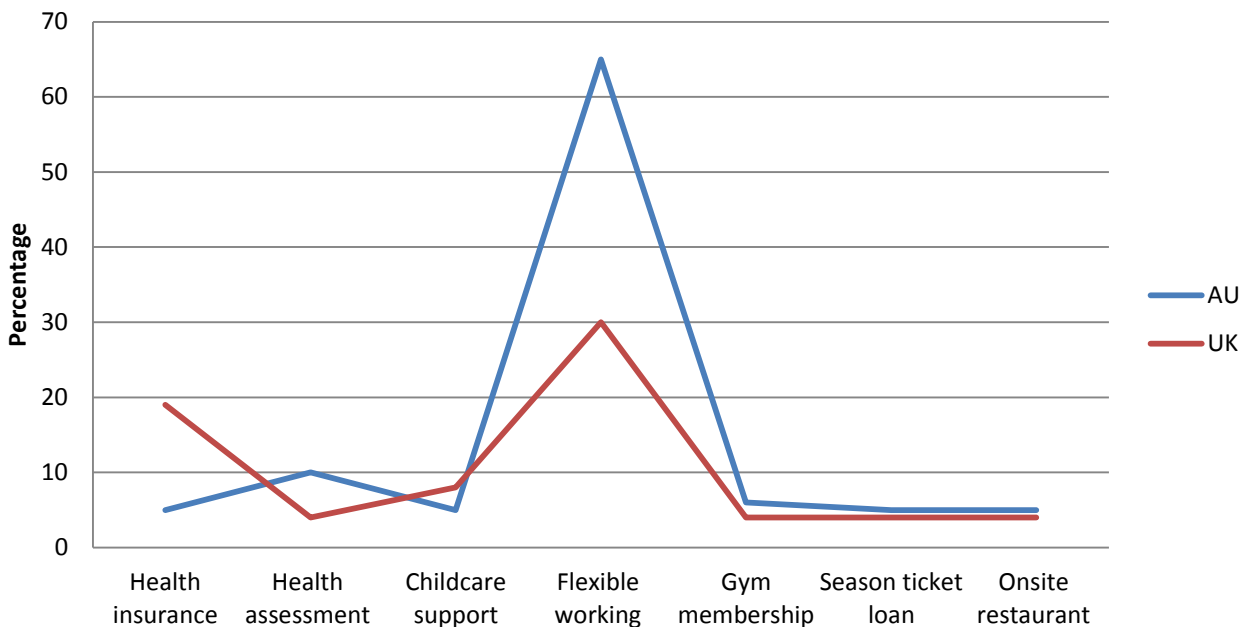
The UK employers differ the most on 'flexible working' policies and only 30% feel they have this as an option. UK firms over the last 3-5 years have started to improve their flexible working policies to encourage talented female lawyers back to work. The UK firms are keen on season ticket loans with 30% saying they had this benefit, compared to under 10% of responses in the other countries.

Lastly, Germany soared above the rest for feeding their employees with over 40% saying they had access to an onsite restaurant. Approx 30% of UK employees had this benefit and under 10% in Australia and the USA.

## Benefit comparisons by local, national & international firms

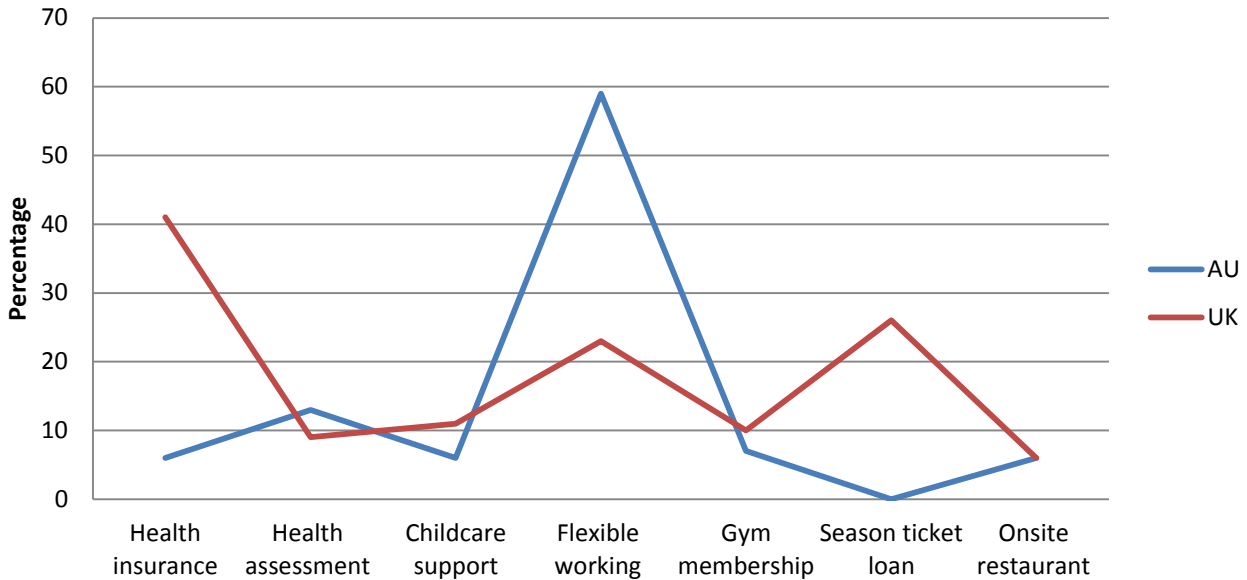
To get a clearer view of the trends in Australia and the UK we split the same 7 benefits by local, national and international firms. The first graph compares the benefits offered by local firms in Australia and the UK. As you might expect, the benefits are pretty low in these firms because they'll have less money to spend on big benefit packages. Interestingly, flexible working is considerably higher. We would expect this as flexible working can sometimes be invaluable to a person's quality of life and this is something an employer can offer without any direct costs being incurred. As long as the same amount of billable hours are made up in the week then it makes little or no difference to an employer's bottom line.

### AU/UK comparison of local firm benefits



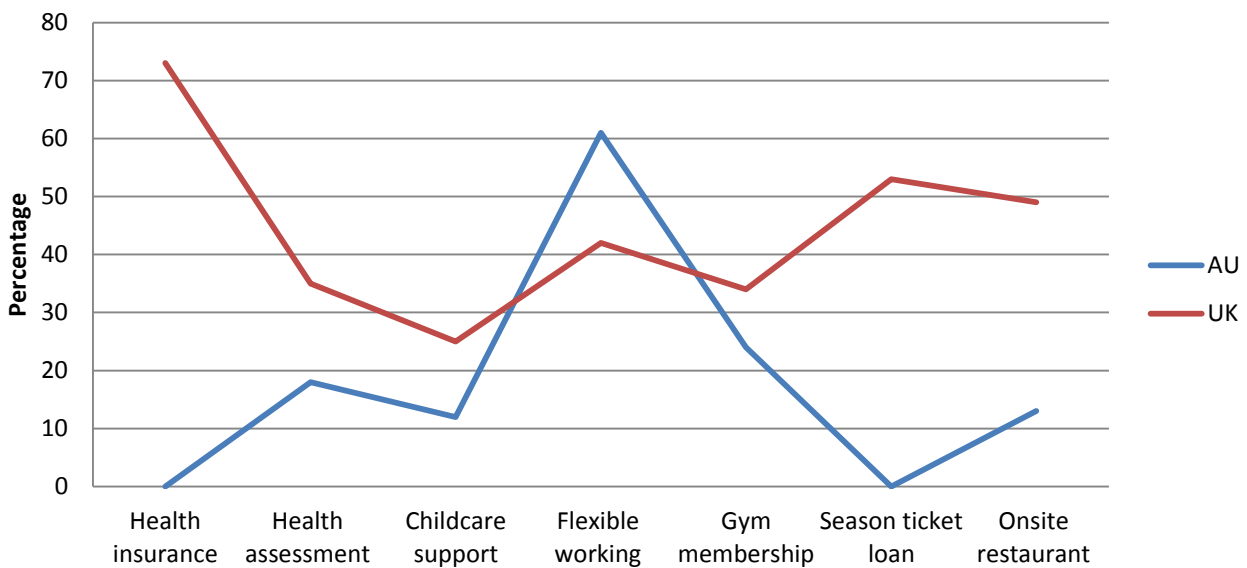
The next graph (on the following page) shows the benefits compared across Australian and UK national firms. We can identify the same flexible working spike however there are now a few more differences. UK health insurance increases by over 20% and season ticket loans also increase by over 20%. It appears that in the Australian culture 'season ticket loans' are not a common benefits as they are in the UK.

### AU/UK comparison of national firm benefits



The final benefits graph compares Australian and UK international firms. Here we see the same trends as before on a much larger scale. Flexible working increases in the UK. Health care insurance increase by another 30% and season ticket loans also increase another 30%. Flexible working in Australia stays consistent at around 60% despite the firm size.

### AU/UK comparison of internation firm benefits



## Country comparisons of company training

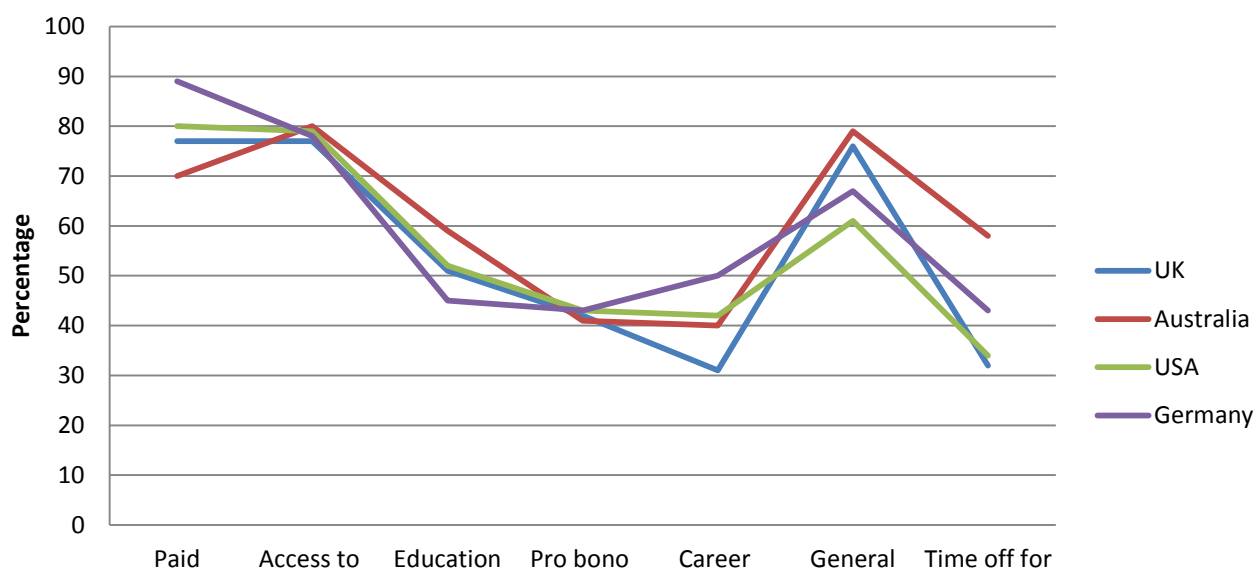
We compared the 7 most common types of training and support in the legal industry across 4 countries to see if there were any significant differences across these cultures. You can see from the graph below that there is a pretty consistent trend across each of the countries however if we look closer we can notice a few interesting points.

Australia seemed to be the least keen on external paid courses but offer the highest level of general training and support. They also offer the most time off for personal study (60%) which suggests they are more likely to support employees doing longer term home study courses rather than short 1 or 2 day seminars. Our professional experience supports the notion that Australian law firms encourage staff to undertake a Masters during their career.

A huge 90% of German participants said their employers support paid external training courses and 50% said they had the opportunity of career coaching and mentoring. In the UK they had the least opportunity for career coaching and mentoring or time off for personal study however a good amount had access to paid training courses and general support and training.

Lastly, the USA seem to offer the lowest level of general support and training and time off for personal study but they do offer a higher level of career coaching and mentoring and access to professional networking events. They also score highly on offering paid external training opportunities.

### % of people that said yes they receive each of these training types

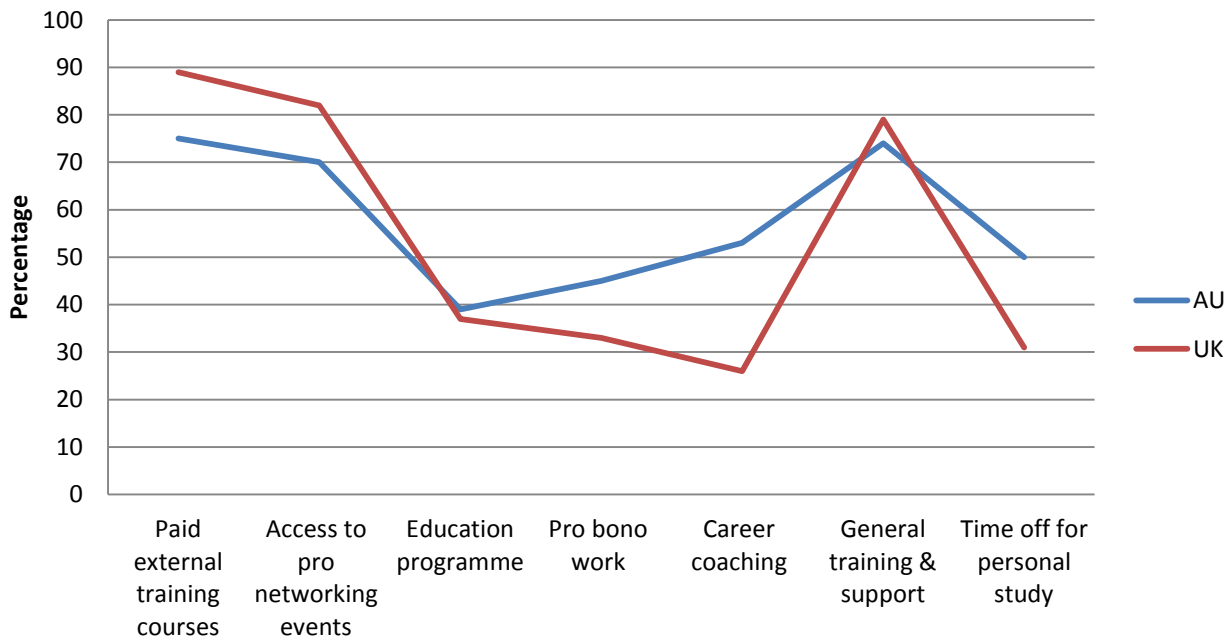


## Training comparisons by local, national & international firms

To get a clearer view of the trends in Australia and the UK we split the same 7 training types by local, national and international firms. The first graph compares the training options offered by local firms in Australia and the UK.

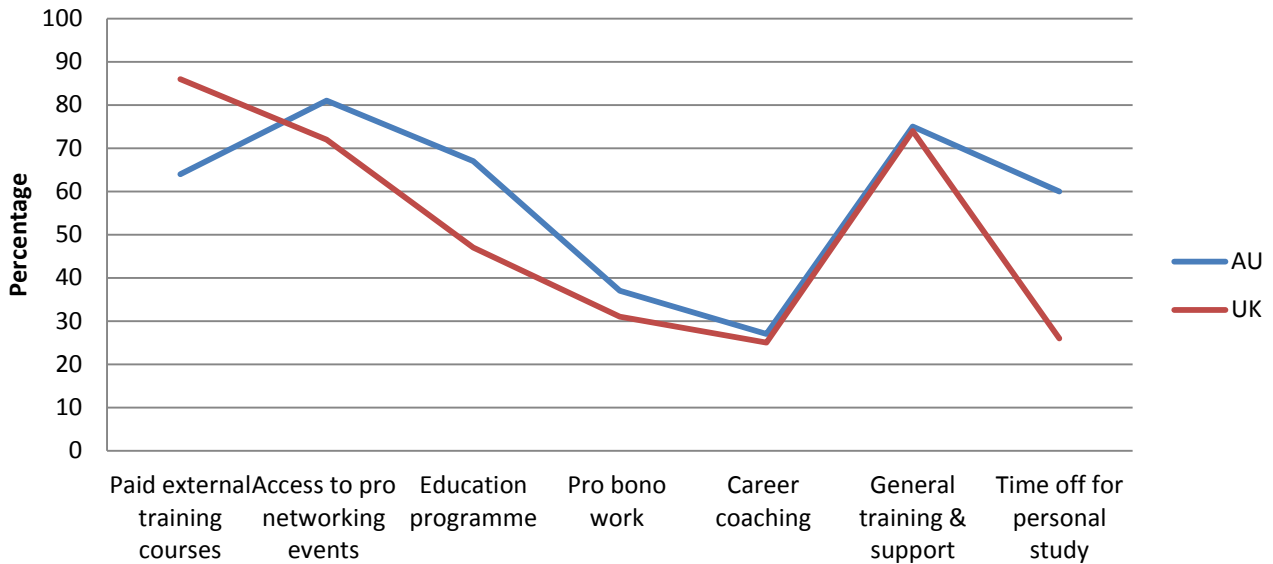
We can see instantly that both offer a similar trend in training. Australian local firms offer around 20% more opportunity for career coaching and mentoring. They also offer around 20% more people time off for personal study. The UK local firms offer around 15% more paid external training.

### AU/UK comparison of local firms training



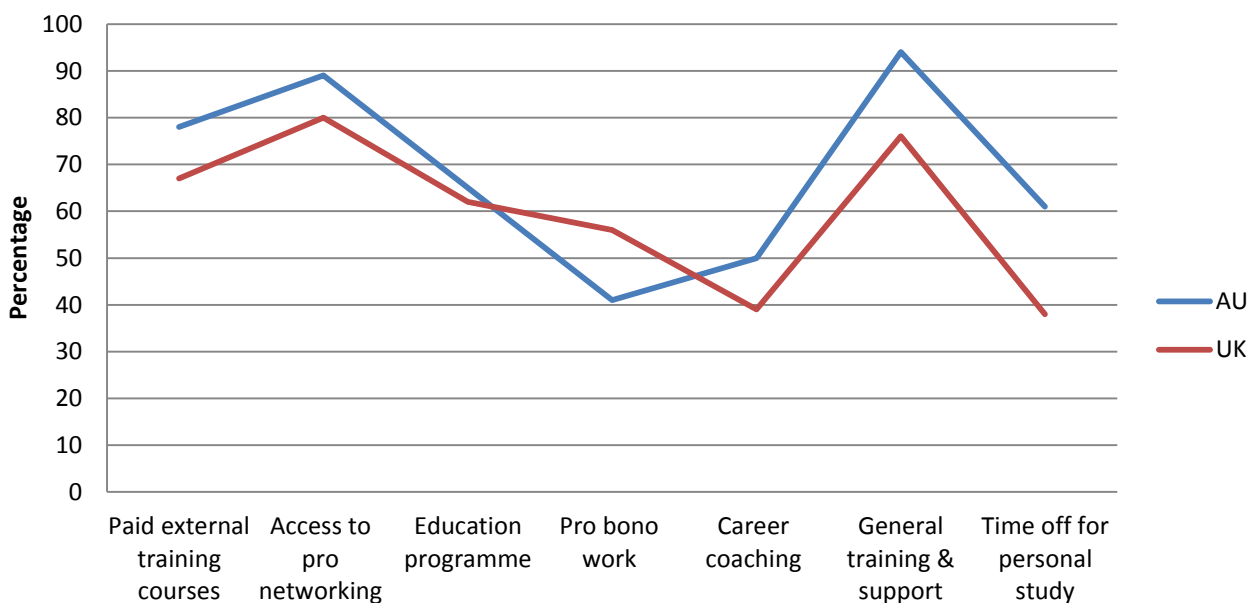
The next graph (on the following page) compares the training opportunities in national Australian and UK firms. We can see from this graph that the training sticks to a similar trend as before. However the main changes are; UK paid training and education programmes are up 10%, Australian career coaching opportunities is down 25%.

## AU/UK comparison of national firm training



The last graph compares training at the international firms in Australia and the UK. There are dramatic changes here. Australian paid courses are up by 15% and UK paid courses are down 20%. This could be due to the common Australian culture to undertake a Masters course. Pro bono work is up by 15% in the UK. Career coaching in both UK and Australia is up 15%-20%.

## AU/UK comparison of international firm training

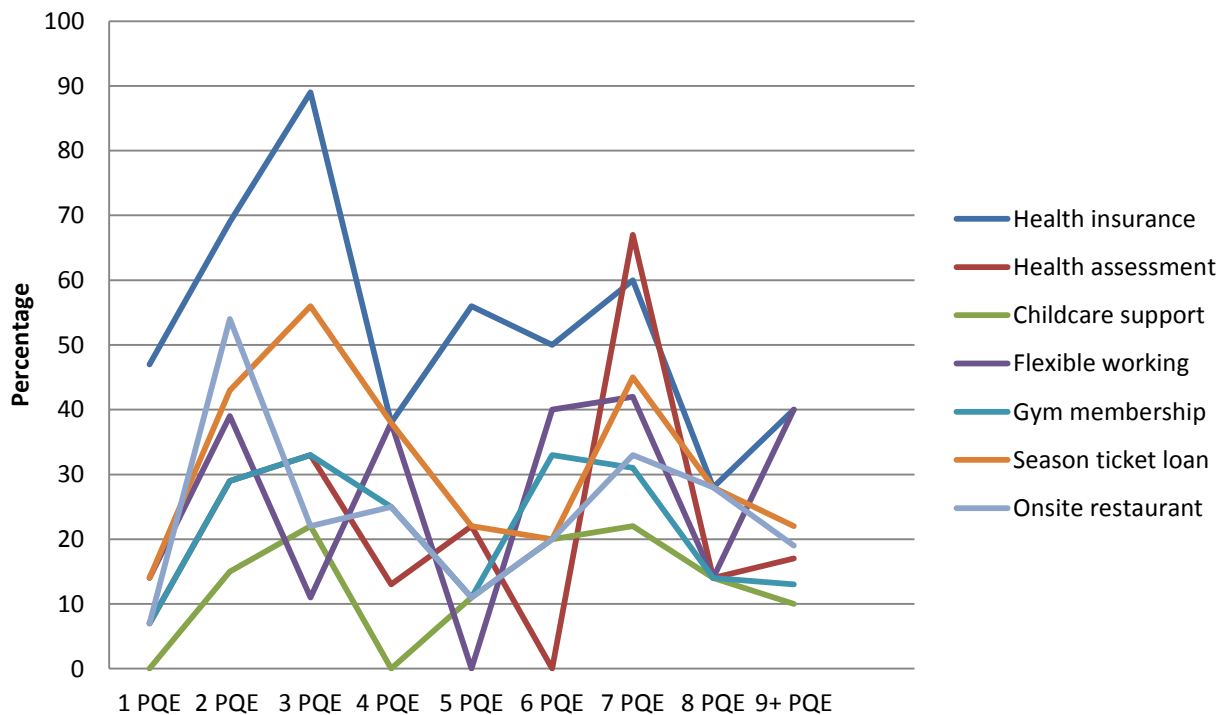


## UK benefits by PQE years

Below is a graph that compares benefits received at each PQE year in the UK. The figures are pretty sporadic however we do notice a few spikes in 2, 3 and 7 years PQE. Health insurance is generally the highest, with childcare support being the lowest. Flexible working allowance appears to increase as employees gain more years PQE.

Access to an onsite restaurant and gym membership appears to stay pretty stable throughout. Employers have often made public acknowledgements of their responsibility towards the health and wellbeing of their employees, especially for those working prolonged hours. For this reason it isn't surprising to see gym memberships playing a part in benefit packages.

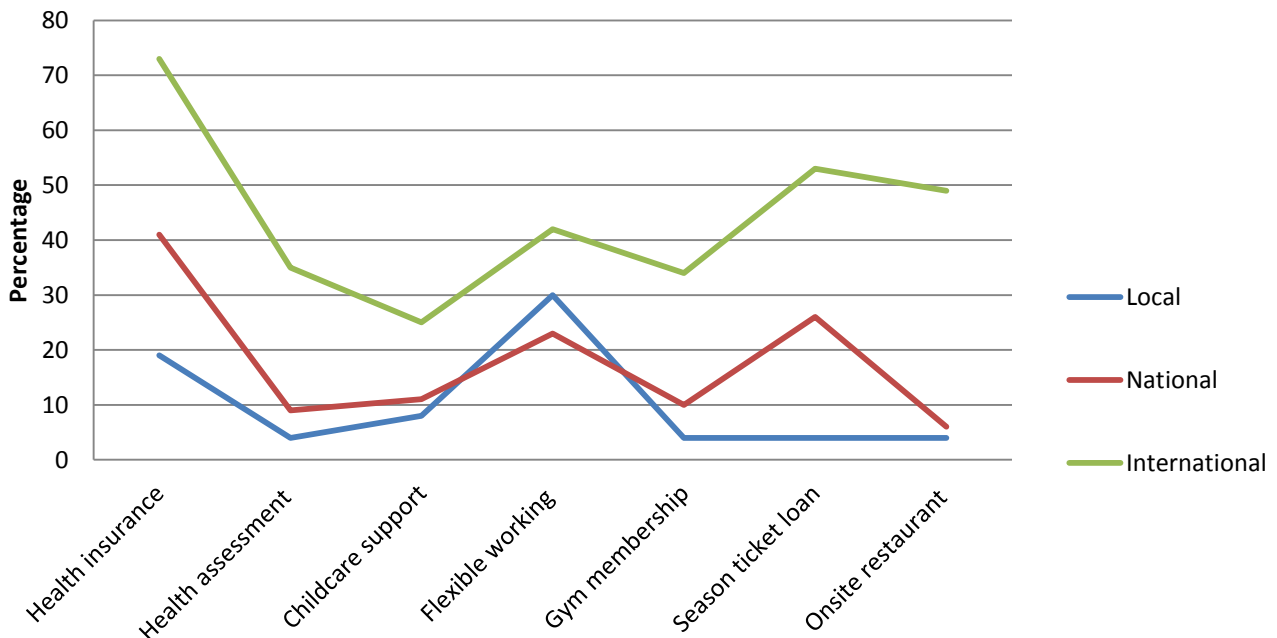
### UK benefits by PQE years



## UK benefits by local, national and international firms

We looked at most of the UK trends in the previous benefit sections however we have also included a graph below showing the overall comparison of UK local, national and international firms. You can see that the international firms offer the most benefits and local firms offer the least. However all offer a similar level of flexible working.

### UK benefits compared by local, national and international firms

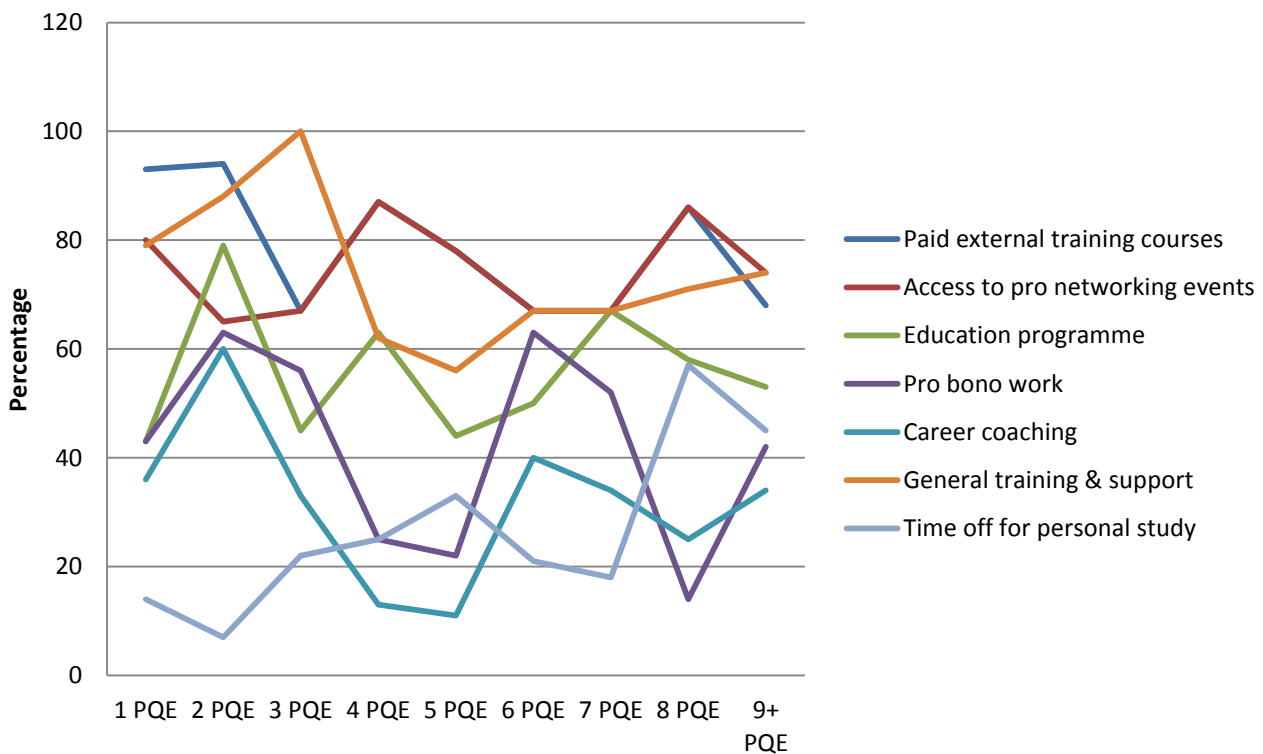


## UK training by PQE years

Below is a graph for training and support availability for different years PQE. The results seem to vary quite considerably however we can see from the individual training types a few emerging trends.

Access to paid external training courses and access to professional networking events appear to follow the same pattern across all PQE levels. As you would probably expect, general support and training is one of the most available training options. Around half of participants reported being on an 'education programme' despite what level they were at. Career coaching and mentoring appears to drop off as people progress through their career. However 'Time off for personal study' increases as people grow more experienced.

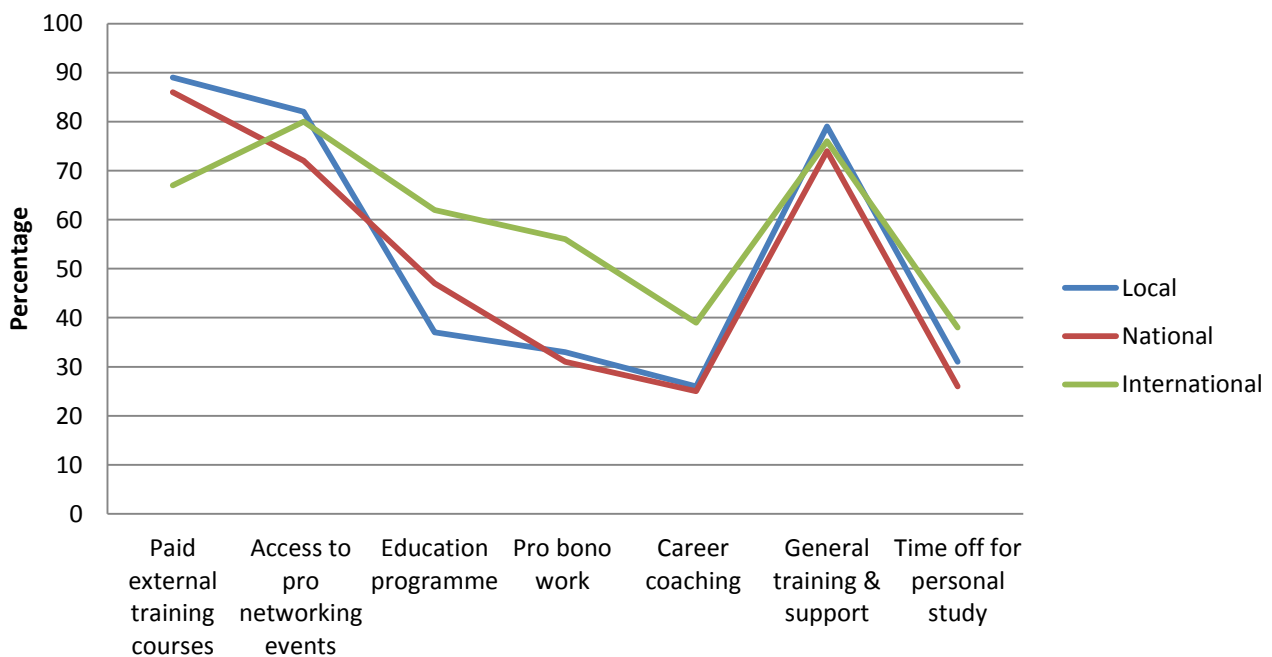
### UK training by PQE level



## UK training by local, national and international firms

We looked at most of the UK trends in the previous training sections however we have also included a graph below showing the overall comparison of UK local, national and international firms. You can see that local and national firms appear to offer the same level of training opportunity however international firms appear to offer slightly more career coaching and pro bono work but less external paid training.

### UK training compared by local, national and international

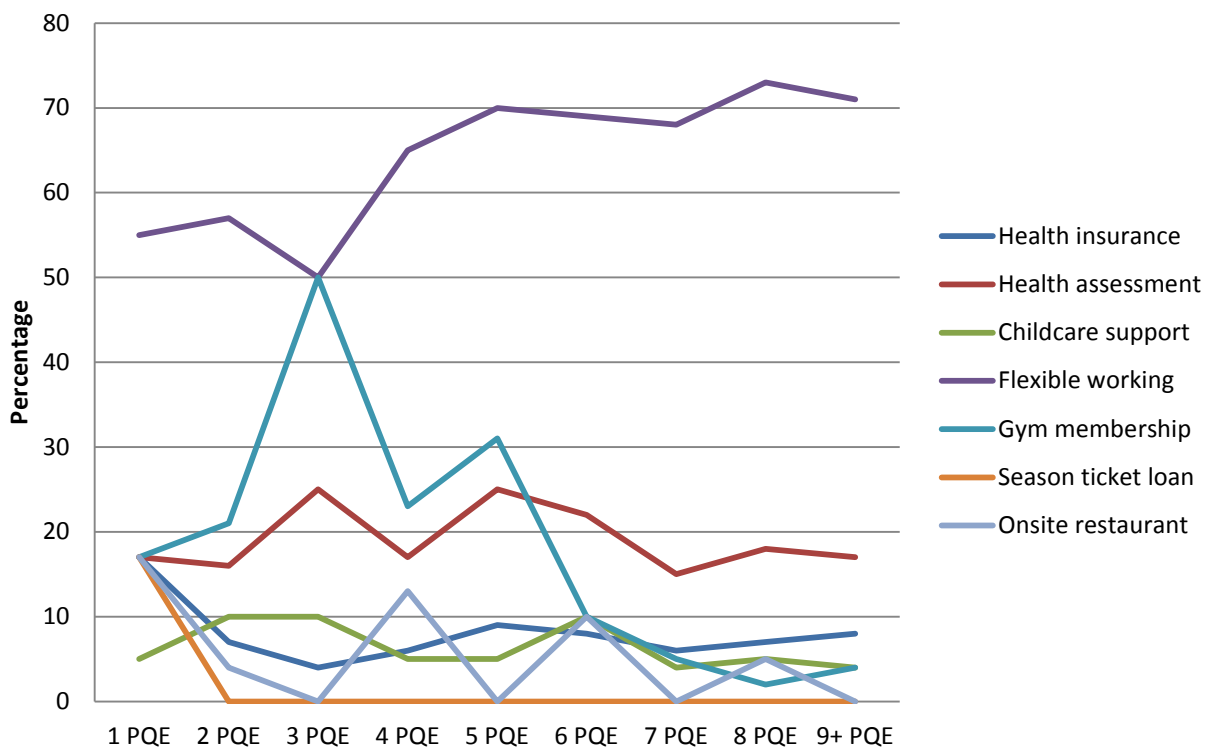


## Australian benefits by PQE years

Below is a graph that compares benefits received at each PQE year in Australia. The interesting thing you can notice straight away is the high level of flexible working in Australia. Over 70% report having the benefit of being able to fit their working lives in around their personal lives.

Gym membership appears to be a popular benefit in the first 6 years PQE however that appears to drop off as people get more experienced. Health assessments stay pretty consistent across the years. A very small percentage appears to have childcare support, onsite restaurants or season ticket loans.

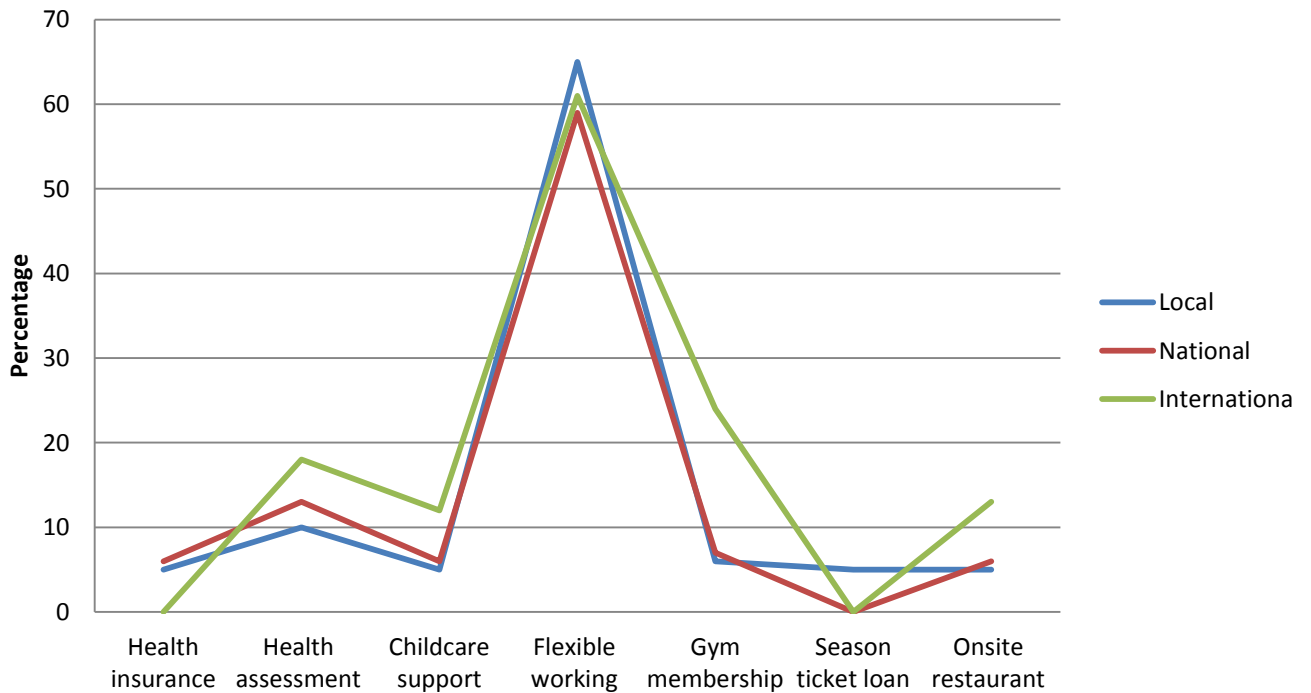
### Australian benefits by PQE years



## Australian benefits by local, national and international firms

We looked at most of the Australian trends in the previous benefit sections however we have also included a graph below showing the overall comparison of Australian local, national and international firms. Impressively, you can see in the graph that they all offer a much similar level of benefits than those in the UK. The international firms offer slightly more however local and national firms offer almost identical amounts.

### Australia benefits compared by local, national and international firms



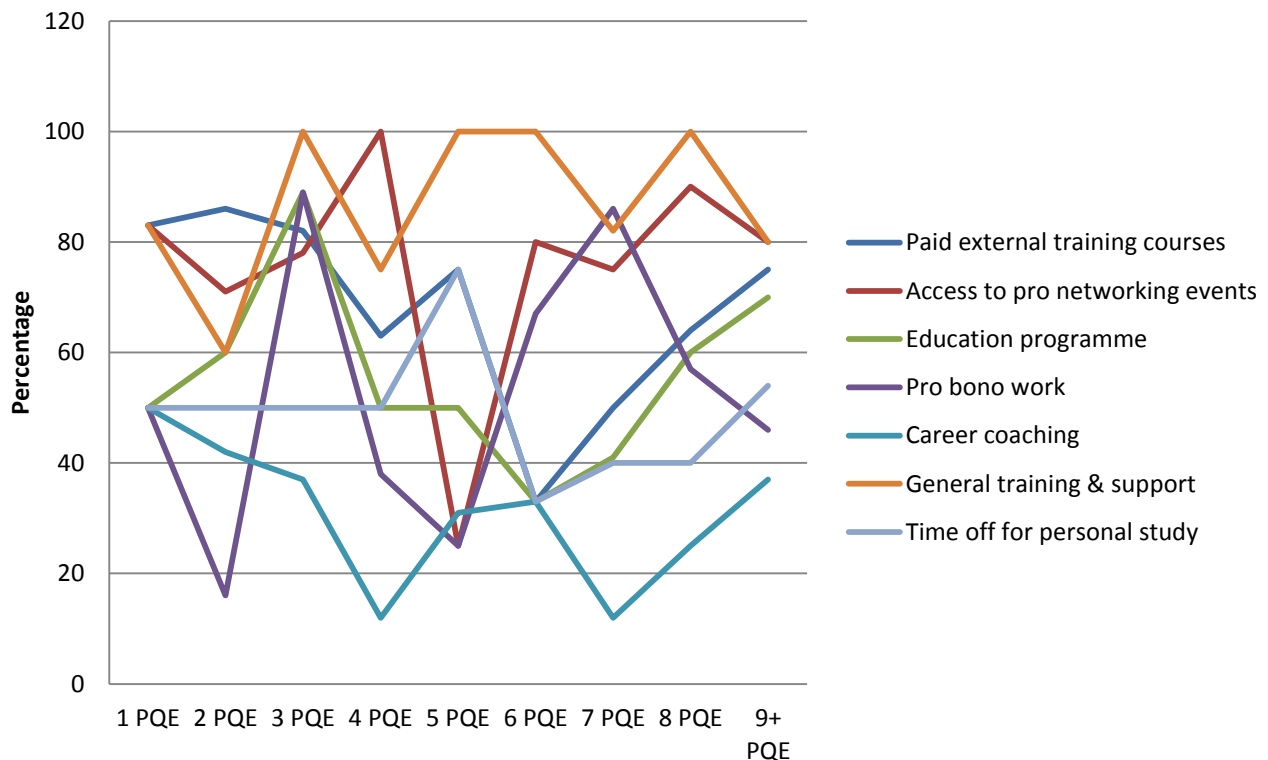
## Australian training by PQE years

Below is a graph that compares training and support availability for different PQE years in Australia. The results, not that dissimilar to the UK results are all pretty chaotic. However we can still pull some individual trends.

General training and support is the most common training available and stays consistent across the years. Access to professional networking events appears to radically drop in year 5, as does pro bono work.

People generally seem to be on an education programme from the beginning of their career and it seems to trail off as they reach years 6 and 7 PQE. It appears to grow again towards years 8 and 9. This may be as older professionals beginning to start new advanced training programmes. Career coaching and mentoring is the highest in year 1 and stays quite low throughout the years.

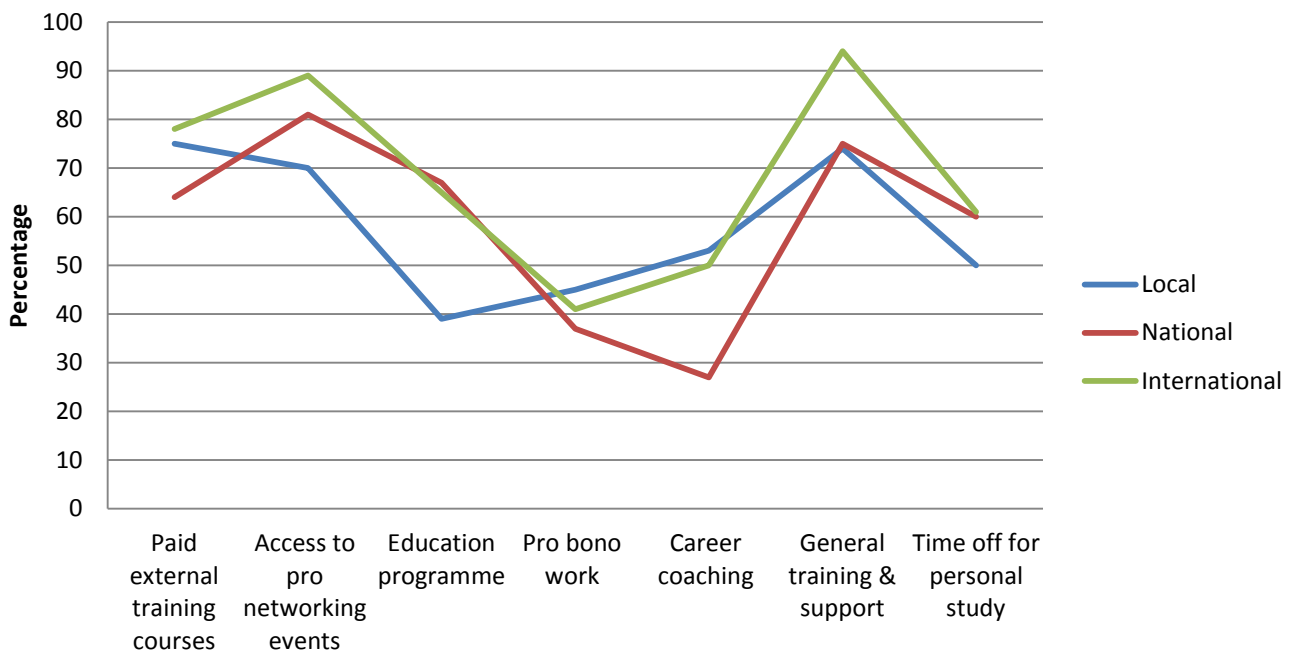
### Australian training by PQE years



## Australian training by local, national and international firms

We looked at most of the Australian trends in the previous training sections however we have also included a graph below showing the overall comparison of Australian local, national and international firms. You can see from the graph that training opportunities follow a similar pattern however national firms offer the least amount of career coaching and international firms offer the most general support and training.

### Australia training compared by local, national and international firms



## About twosteps

This report was published by twosteps. Twosteps.com is a recruiter free global recruitment website and has offices in Sydney and London but provides a service to a global employer base, our clients range from global US and UK law firms, domestic one office boutiques, multinational corporations and financial institutions.

Twosteps is first and foremost a job board but is fast becoming a technology company in the sense that our systems and software are constantly evolving as the demand for cloud recruitment takes off.

We offer traditional job board services and secure networking to offer the most sophisticated combination of talent banking, candidate tracking and online headhunting in the market.

Twosteps currently matches jobseekers and employers locally, nationally and globally across the legal services sector but is dedicated to supporting the entire professional services industry.

The concept stems from three simple factors; globalisation, advances in both digital and social media and generational change. The direct interface between employer and jobseeker across the globe allows twosteps to offer quality candidates to quality firms.

Twosteps is privately owned. The founders have over thirty years direct experience as Lawyers, Headhunters and Sales & Marketing professionals. We launched in mid 2010 and now operate in the UK, Europe, Australia and Asia.

### Our Vision

To be the most recognised, highly regarded and widely used brand in the global online professional services recruitment industry.

### Our Values

- Professionalism
- Integrity and Quality
- Security and Trust

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