Human Resourcing Challenges for Compliance and Legal Professionals in the Singapore Asset Management Industry

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Key Trends of the Compliance Function

- Increased visibility and importance of the Compliance function
- One of the most in-demand jobs in the financial services sector
- Strong and Steady Demand for Compliance talent for the last 5 years

5 Key Human Resourcing Challenges

5 key HR challenges for Compliance & Legal Professionals in the Singapore Asset Management Industry:

- Shortage of Compliance and Legal Professionals with the Right Skills
- Evolving Regulatory Environment
- Singapore's Tight Labour Market
- Rising Cost of Salaries
- Retention of Compliance and Legal Talent

1. Shortage of Compliance and Legal Professionals with the Right Skills

- **Candidate Driven Market**
  - ✓ Regulatory requirements from both global and local
  - ✓ Demand exceeds supply of skilled Compliance and Legal talent
- **Strong competition for talent in the Singapore market**
  - ✓ Compliance and Legal professionals are not staying at one firm long enough to be "fully effective"

2. Evolving Regulatory Environment

- **Regulatory Driven Recruitment**
  - ✓ Enhanced Regulatory Regime Management
  - ✓ Capital Requirements Framework and other regulations such as FATCA, Dodd-Frank Act, PDPA etc.
- **Increasing Threat of Cyber Crime**
- **Stepping up of Anti-Money Laundering Efforts**

3. Singapore's Tight Labour Market

- Compliance function is a Specialized and Country Centric Role
- Demand for "Plug and Play" candidates
- Compliance function cannot be off-shored or out-sourced
- Burn out Compliance professionals leaving the industry, adding on to the talent shortage woes

4. Rising Cost of Salaries

- **Upward Pressure on Salaries**
  - ✓ Demand for skilled compliance professionals is continually pushing up the cost of salaries.
- **Candidates' Strong Negotiation Power**.
  - ✓ Salary hikes of up to 25% in a career move with sign-on bonuses.

5. Retention of Compliance Talent

- **Career Development / Training**
  - ✓ Create career development opportunity, expansion of job scope, job rotation and training opportunities
- **Effective Leadership**
  - ✓ Inspire and Mentor. Engage, Build Rapport and have an open door policy
- **Healthy Work / Life Balance**
  - ✓ Finding the balance point to keep employees happy and productive

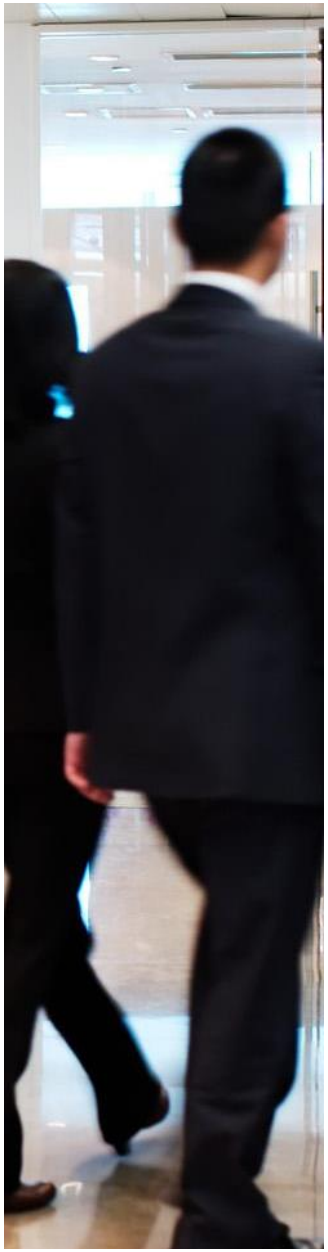
What can we do with these challenges?

- **Succession Planning**
  - ✓ Identify potential talent, look internally within the firm if possible

- **Internship / Management Trainee Program**
  - ✓ Train new graduates or chartered accountants in Compliance
  - ✓ Create interest of the Compliance Career - develop a wider pool of compliance talent in the longer term, e.g. work with universities and associations such as ICA, FICS, IBF

- **Search beyond the Asset Management Industry**
  - ✓ Be open to consider Compliance candidates beyond the Asset Management industry i.e. those coming from insurance, global markets, consumer banking – those with transferable skills and knowledge

Any questions?



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