



2026 Asia Salary Guide

Navigating the skill premium
amidst a mover's market

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Welcome to the 2026 Hays Asia Salary Guide.

This year's insights arrive at a defining moment for the region. Across Asia, salary expectations continue to climb even as real wage growth slows. Job security remains fragile, with professionals increasingly concerned about organisational stability. Meanwhile, skill shortages are intensifying, placing significant pressure on organisations striving to deliver growth and transformation. These shifts raise important questions: What does stability look like in 2026? Where will meaningful salary and career growth come from? And how prepared are you for what comes next?

AI is reshaping the landscape just as quickly. 81 per cent of professionals now use AI tools, yet only four in ten have received formal training. The enthusiasm is undeniable, but so is the readiness gap. The organisations that will move ahead in 2026 are those that close this divide, embedding responsible governance, building AI fluency, and equipping their workforce to work confidently alongside emerging technologies.

But while AI adoption has increased steadily, skill gaps persist. Rather than replacing positions, AI is redefining job expectations, requiring employees to adapt and integrate technology into their workflows to remain competitive. Flexibility and openness to change are now critical traits, as AI-driven processes reshape industries and create new opportunities.

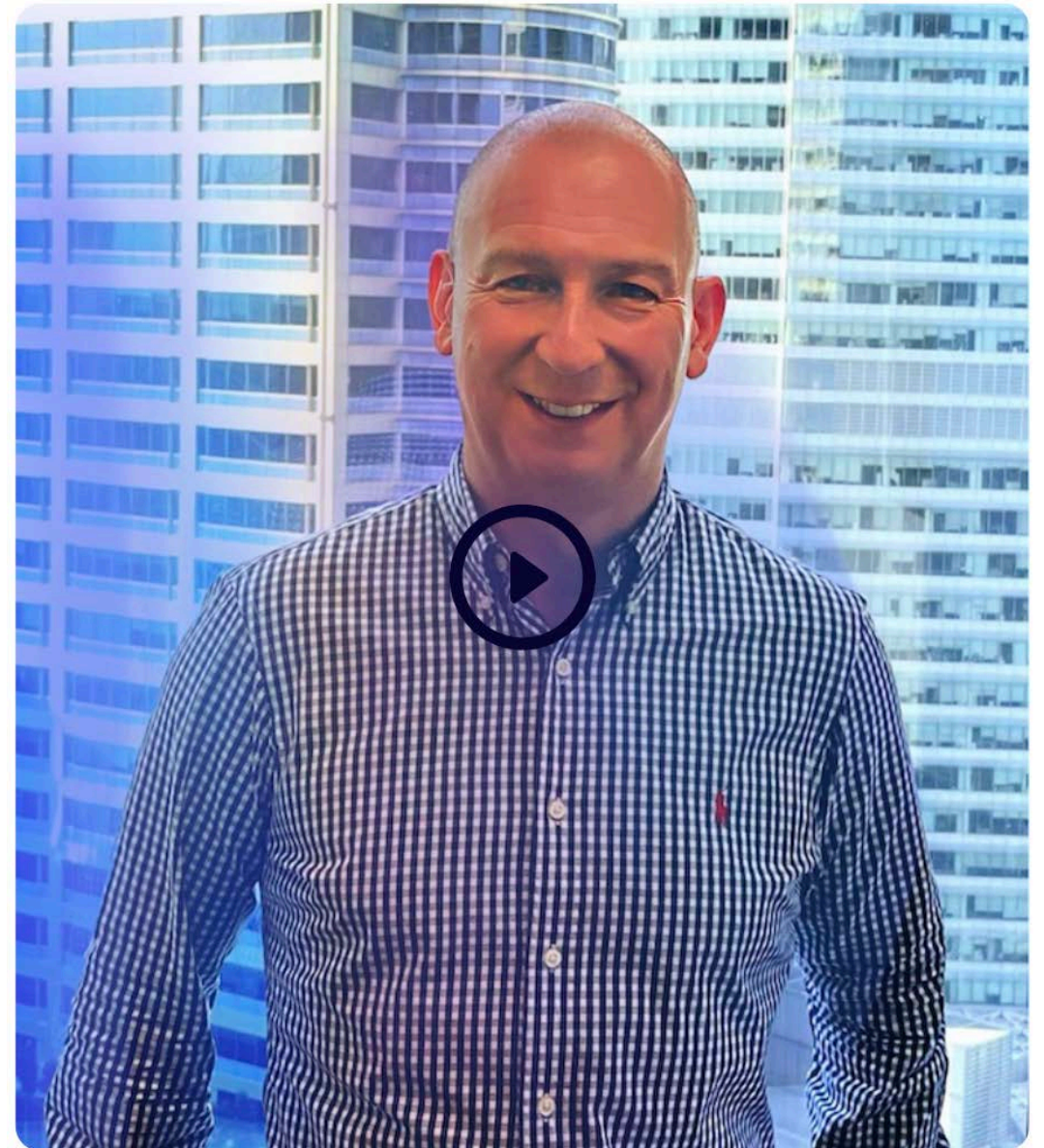
Another major shift is the rise of agile workforce models. Contracting continues to gain traction as organisations seek specialised expertise, accelerate critical projects, and bridge skill shortages without long-term headcount commitments. For professionals, contracting is becoming a strategic career path that offers flexibility, access to cutting-edge work, and rapid skill development. Together with internal mobility and capability building, contracting now plays a central role in closing the region's widening skill gaps.

Across markets, one theme is clear: the world of work is changing faster than organisations and individuals are prepared for. For professionals, staying relevant means investing in new skills, particularly those AI cannot replicate. For hiring managers, it means looking ahead, hiring not for the skills of yesterday or today, but for the capabilities your organisation will need next.

This Salary Guide brings together data-driven insights, regional nuances, and practical recommendations to help you navigate an increasingly complex environment, whether you are shaping workforce strategy, involved in hiring or planning your next career step. Thank you for choosing Hays as your partner. We look forward to supporting you as we continue shaping the future of work across Asia, together.

Marc Burrage

Managing Director
Hays Asia



Methodology

The 2026 Hays Asia Salary Guide is our 19th edition and features one of our most comprehensive data collections to date. A total of 13,372 individuals across Asia and beyond responded to our annual survey. Participants completed a range of questions on topics including but not limited to salary changes, career motivations, job security, benefits preferences, talent shortages, flexible working, contracting trends, and the use of AI in the workplace.

Hiring managers and leaders were also asked about organisational priorities, workforce challenges, and anticipated headcount changes for 2026. Together, these responses form a robust picture of the shifting dynamics shaping Asia's employment landscape.

The respondents

Most respondents identified as being at the intermediate or management level (76 per cent), with 14 per cent at Director-level and above, and 6 per cent in graduate or entry-level roles. 45 per cent reported involvement in hiring, providing balanced insight into recruitment challenges from both managerial and non-managerial viewpoints.

Respondents represented a diverse range of professions, including IT and Digital Technology, Life Sciences, Human Resources, Engineering and Manufacturing, Executive and General Management, Accountancy and Finance, Sales, Administrative Support, Procurement and Supply Chain, Banking and Financial Services, and Marketing and Communications.

While every care has been taken in the collection and analysis of the data, this report is directional and interpretive rather than conclusive. Insights should be used as a guide to understand broad trends in hiring, salary movement, and workforce sentiment across Asia.

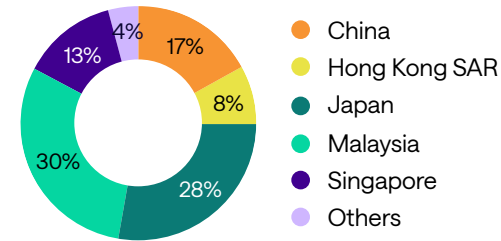
Please note that while n=17758 began the survey, some individuals did not complete the survey in full, with the minimum base on any one question is n>2601. Where subgroup analysis has been conducted, this is based on a minimal reliable base of n>30. For specific and precise base sizes for any one question, including impact of weighting, please contact Hays for further information.

Thank you

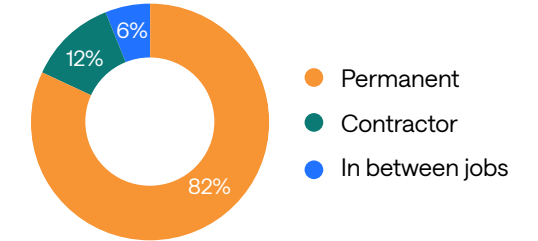
We would like to express our sincere appreciation to every professional who took part in this edition of the survey. Your contributions enable us to present a comprehensive, data-driven view of the labour market and provide meaningful insights to organisations and professionals across Asia.



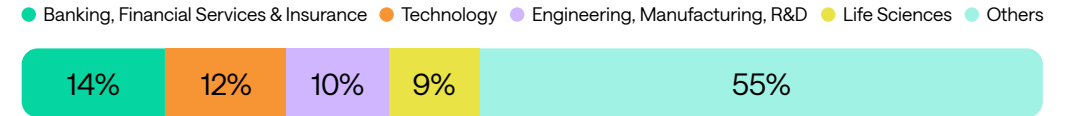
Location



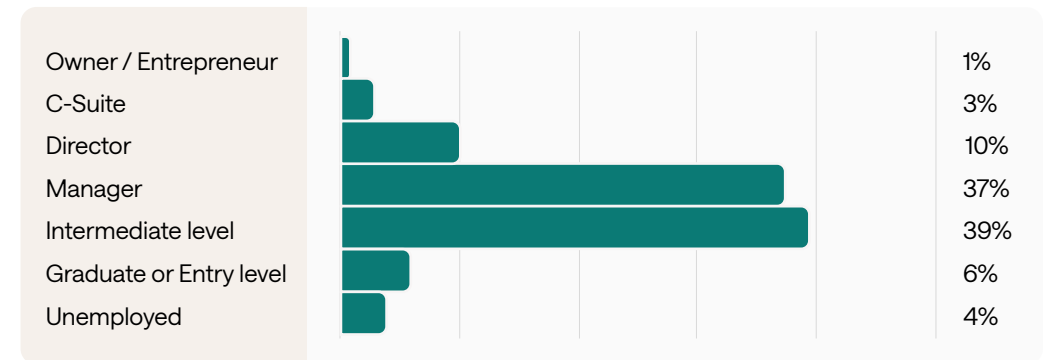
Current work nature



Industry



Role seniority





Navigating a market in flux:

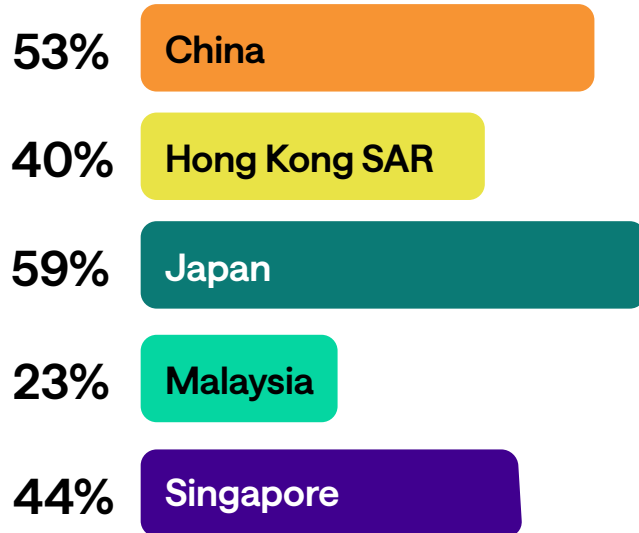
Key shifts shaping 2026

There is more uncertainty now than at any point in recent years. Hiring confidence has softened as organisations react to fiscal pressures, salary growth has levelled off, and reductions in income have become more common.

Job security concerns are rising and are expected to persist into 2026. HR leaders share these anxieties: in our recent [Unlocking the DNA of a HR Director report](#), 36 per cent cited the current economy as an immediate challenge for the year ahead.

Today, these conditions remain broadly unchanged. Sentiment across the region is notably cautious, with only 14 per cent of professionals feeling optimistic about the wider economic climate and its potential to create employment opportunities over the next two to five years. A further 35 per cent hold a neutral view, while over half (51 per cent) are not optimistic.

Respondents who were not optimistic about the wider economic climate and employment opportunities within the next 2-5 years



Against this backdrop, three structural shifts are redefining workforce priorities across Asia:

The Wage-Inflation Gap



Inflation continues to erode real wage gains, driving a mercenary mindset among candidates, with job switching seen as the most viable hedge against inflation. Across Asia, movers are consistently securing higher salary increases than stayers, reinforcing mobility as a primary strategy for financial resilience.

Contracting for Capability



A growing number of organisations are turning to contractors and freelancers to bridge critical skill gaps. While contracting remains a niche career path for professionals, its appeal to movers is largely driven by work-life balance among many other factors. The sector continues to expand, with half of organisations across Asia now considering contractors as an agile way to scale capability while navigating budget constraints.

The AI-Productivity Paradox



81 per cent of employees across Asia now use AI tools, yet only 39 per cent receive formal training, creating significant shadow IT risk. At the same time, a paradox persists: while productivity tools are ubiquitous, employers face acute shortages of “power skills” such as critical thinking and complex problem-solving: capabilities AI cannot replicate.

These trends signal a pivotal moment for workforce strategy. For employers, the challenge lies in balancing cost control with competitive remuneration, investing in upskilling, and building resilience through diversified talent pipelines.

For professionals, adaptability and continuous learning will be critical to staying relevant in a market shaped by technology, flexible work models, and economic volatility. The insights that follow will help both sides navigate these complexities and position themselves for success in 2026 and beyond.

Closing the gap between expectation and reality

Among professionals, salary expectations remain high but actual growth tells a different story. While 60 per cent of professionals anticipate an increase in 2026, real wage growth across Asia is modest, averaging just 2.7 per cent.

This disconnect is creating tension between what employees hope for and what organisations can deliver, underscoring the need for transparent communication and realistic planning.

Raises over the past year

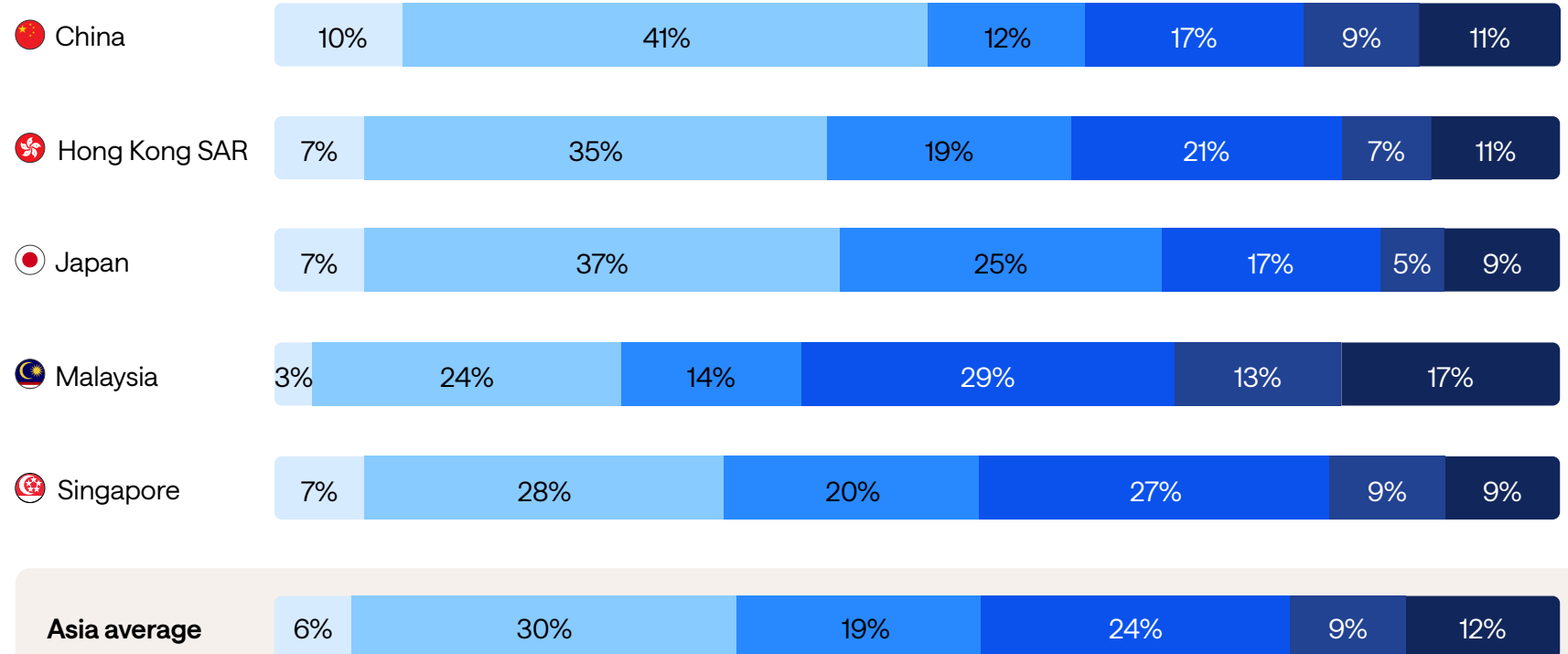
Permanent employees in Asia saw an average increase of just under three per cent over the past 12 months. However, 30 per cent experienced no change, and six per cent reported a decrease.

Across Asia, Malaysia recorded the strongest growth at 4.2 per cent, followed by other Southeast Asian markets at 3.7 per cent. Lower increases were observed in Japan (2.1 per cent), China (2.4 per cent), Hong Kong (2.5 per cent), and Singapore (2.7 per cent)*.

*Averages calculated using the following midpoints: increase by more than 10%: +12.5%, increase between 6% and 10%: +8%, increase between 2.5% and 5%: +3.75%, increase by up to 2.4%: +1.2%; no change: 0%; decreased: -5%

Salary increase over the last 12 months

● Decreased
 ● No change
 ● Increase by up to 2.4%
 ● Increase between 2.5% - 5%
 ● Increase between 6% - 10%
 ● Increase by more than 10%



The Satisfaction Curve

Overall, 44 per cent of professionals report being dissatisfied with their salary. Satisfaction peaks among those aged 30 to 49 and declines sharply for professionals over 50. Professionals in senior roles are more likely to feel content, reflecting their higher earning potential.

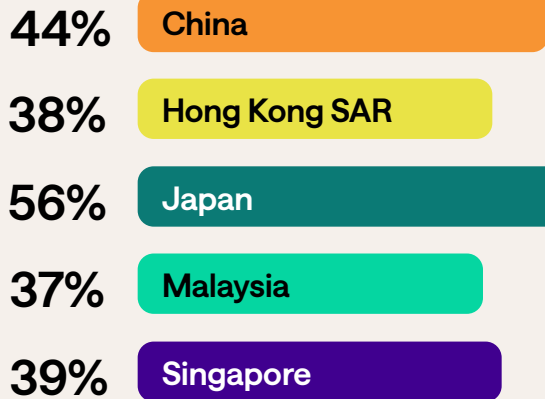
Salary satisfaction is closely tied to recent pay adjustments: eight in ten professionals who received an increase of more than ten per cent are satisfied, compared to just two in ten among those whose salary decreased.

Regional differences are notable. Malaysia leads with 63 per cent satisfaction, followed by Hong Kong at 62 per cent and Singapore at 61 per cent. In contrast, markets such as Japan report higher dissatisfaction, driven by inflation outpacing salary growth.



2 in 5 professionals in Asia are **dissatisfied with their salary.**

Dissatisfaction with salary



The Mover's Premium: *Why changing employers pays off*

When it comes to salary movement, the biggest driver remains organisational or market-wide adjustments, reported by 43 per cent of professionals. These changes, often linked to inflation or cost-of-living increases, typically result in modest gains of less than five per cent.

A quarter of professionals attribute pay changes to career advancement through promotion, upskilling, or expanded responsibilities, while one in five cite changing employers as the catalyst. Structural changes, such as budget cuts or company restructuring, account for one in ten cases and are more often associated with pay decreases.

Changing employers offers the greatest potential for significant salary growth. Nearly half of those who achieved an increase of more than ten per cent did so by moving to a new organisation.

However, this strategy carries risk: 22 per cent of movers experienced a decrease in pay, often due to mismatched expectations or structural adjustments during transition.

48% of professionals who grew their salaries over 10 per cent did it by **changing employers.**





Regional spotlights



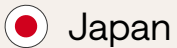
China

Professionals in China are significantly more likely to attribute salary increases to company-wide pay adjustments, with 45 per cent citing this as the primary driver.



Hong Kong SAR

Structural changes such as benefiting from budget reallocations or organisational restructuring are more likely to result in pay increases in Hong Kong compared to anywhere else, with seven per cent citing this as a factor.



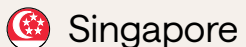
Japan

Internal promotions are the primary driver of salary growth in Japan, cited by 21 per cent of professionals.



Malaysia

In Malaysia, changing employers accounts for 23 per cent of salary increases, reflecting an intense war for talent driven by the data centre boom and ongoing brain drain to Singapore.



Singapore

Pay increments to offset inflation and rising living costs were more common in Singapore than in other Asian markets surveyed, with 27 per cent of professionals in Singapore attributing their salary increase to this reason.

More income, more responsibility

Salary increases often come with a shift in scope. For most professionals, a pay rise is just as likely to bring additional workload or expanded responsibilities as it is to maintain the status quo. The correlation is clear: the greater the increase, the higher the likelihood of added responsibility.

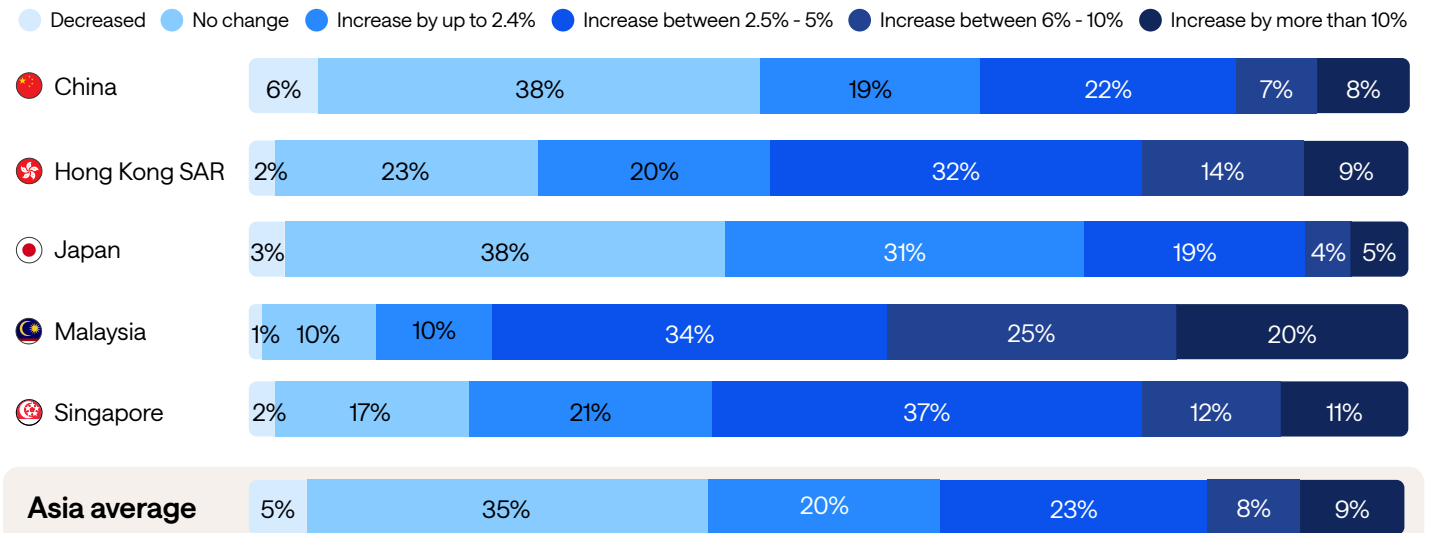
A small minority (eight per cent) reported a decrease in workload despite receiving a salary increase of more than ten per cent. This group tends to sit at the intermediate level, work within Banking & Financial Services, be under the age of 39, and are likely to be based in Malaysia.

Where will your salary go in 2026?

Looking ahead, optimism remains strong: 61 per cent of professionals expect a salary increase in the coming year, while 35 per cent anticipate their pay will remain unchanged. However, five per cent foresee a decrease, echoing trends identified in our [2025 Pulse of Recruitment report](#).

While salary reductions often signal financial prudence, they also hint at wider organisational adjustments and market uncertainty. Professionals are aware of these shifts, and this awareness is contributing to a more cautious outlook on job stability.

Anticipated salary increase in 2026



Job security is paramount

Across Asia, job security remains fragile. No market achieves a rating above 50 per cent, underscoring the sense of vulnerability among professionals.



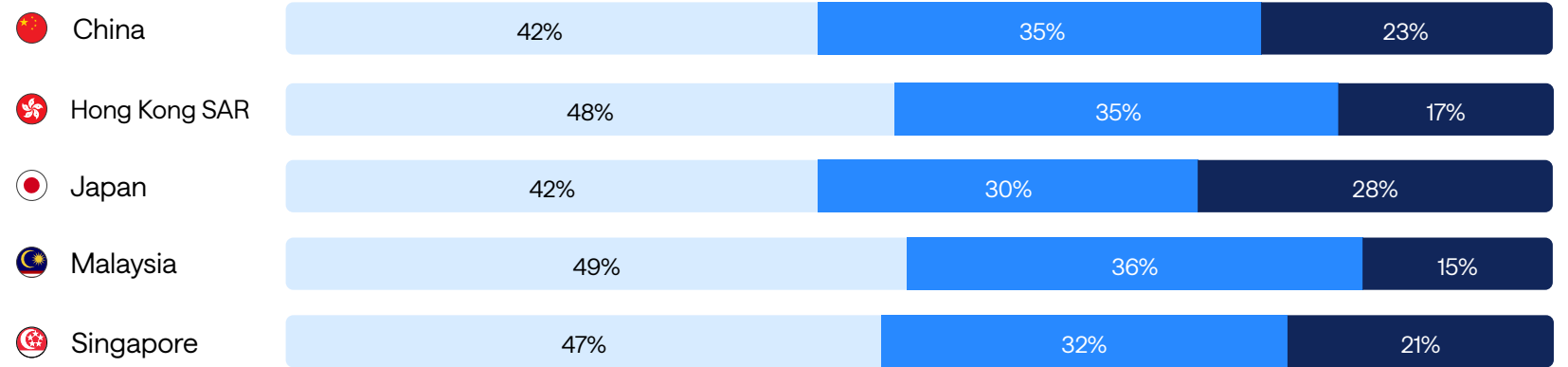
Career changes across Asia are driven by several dominant forces: **compensation, security and the pursuit of growth**. Over half of professionals cite financial concerns such as low salary, misaligned benefits, and uncertainty around job stability as key motivators for change.

Almost as many point to a lack of career progression, limited learning opportunities, and roles that fail to challenge them. These factors combine to create a powerful push toward mobility, particularly in markets where wage inflation and structural shifts are reshaping expectations.

Secondary drivers add further complexity. Nearly three in ten professionals attribute their decision to excessive workload or poor work-life balance, while one in five highlight workplace culture issues, including strained relationships with managers or colleagues and insufficient mental health support. A smaller proportion (eight per cent) point to practical considerations such as long commutes.

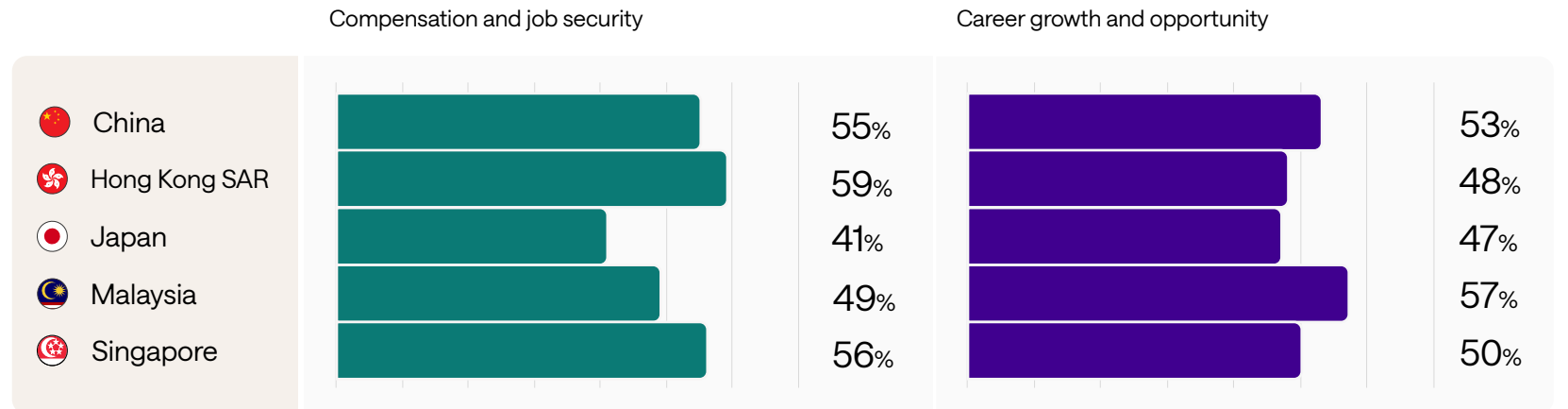
Rating of job security

I feel secure about my job
 I neither feel secure nor insecure about my job
 I feel insecure about my job



Main reasons for making career change in the past 12 months' time

(Respondents could choose up to three)



Looking ahead to 2026

Half of professionals in Asia plan to make a **career change** this year, with most intending to move to a new organisation. A smaller group aims to start a business, transition to contracting, or take a career break.

Among those planning to leave, lack of future opportunities dominates (46 per cent), followed by salary and benefits concerns (29 per cent). Mid-tier drivers include roles lacking challenge (17 per cent), low pay (15 per cent), and poor work-life balance (14 per cent).

50% of professionals plan to **make a change in their career path** in 2026.

46% of professionals seek a career change due to a **lack of growth opportunity**.

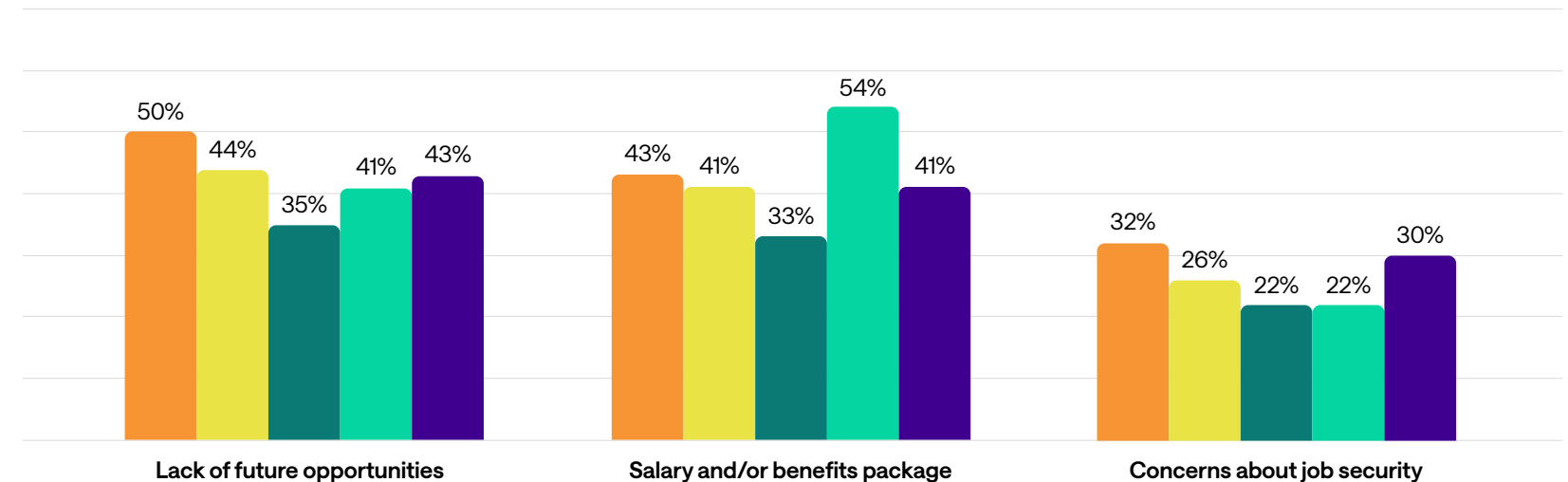
41% wish to do so for **better salaries and benefits packages**.

Percentage of professionals planning a career change in 2026



Main reasons for wanting to leave current employer in 2026

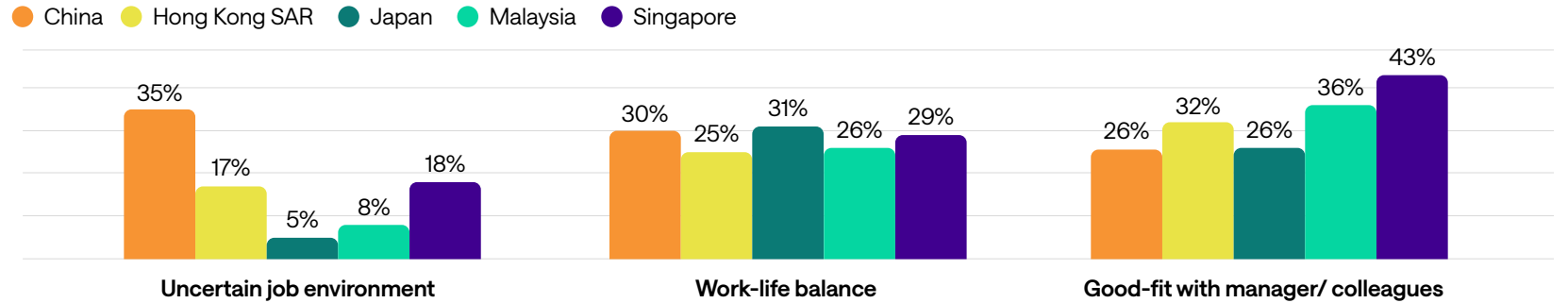
● China
 ● Hong Kong SAR
 ● Japan
 ● Malaysia
 ● Singapore



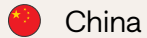
Looking ahead to 2026

Conversely, those planning to stay cite varied reasons: job security (27 per cent), good work-life balance (29 per cent), strong relationships with managers and colleagues (27 per cent), and alignment with organisational values (19 per cent). Flexible working options (20 per cent) and competitive salary packages (24 per cent) also feature prominently.

Reasons for planning to stay with current employer in 2026

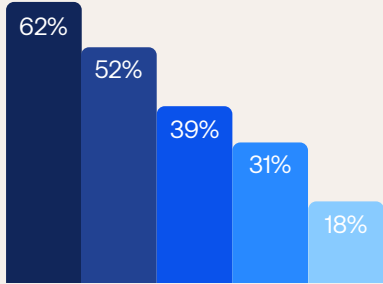


Beyond salary: Growth and security as key drivers



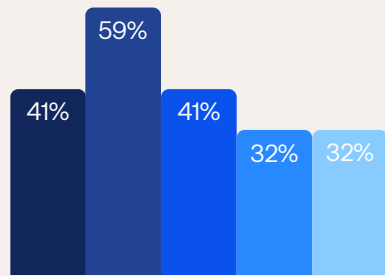
China

Professionals in China place the strongest emphasis on career development, benefits, and job security when choosing to stay with their employer compared to other markets. For employers, this means structured progression pathways and robust benefits programs are critical to attract and retain talent in a market where stability is highly valued.



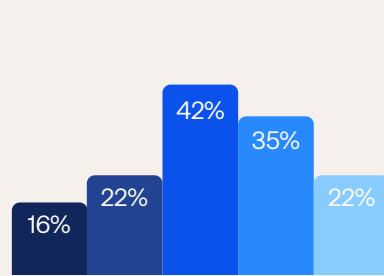
Hong Kong SAR

In Hong Kong, candidates prioritise comprehensive benefits packages and the reputation of the employer. Organisations seeking to compete in this market must ensure their employer brand reflects credibility and long-term opportunity, supported by benefits that address high living costs and lifestyle needs.



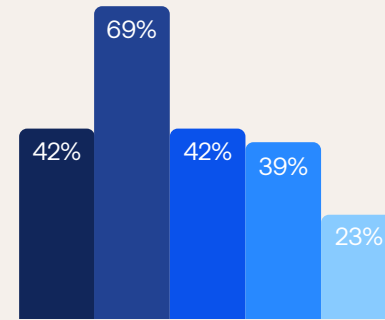
Japan

Japanese professionals focus on roles that offer meaningful challenges, alongside work-life balance considerations. Location and remote work options are increasingly influential, signalling the need for employers to combine engaging projects with flexible arrangements to appeal to a workforce navigating demographic and cultural shifts.



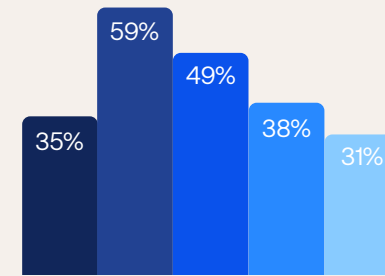
Malaysia

Malaysia stands out for its strong emphasis on benefits (the highest across all markets) paired with a desire for work-life balance. Employers must deliver competitive packages and flexibility to counter talent migration pressures and maintain engagement in sectors experiencing rapid growth.



Singapore

In Singapore, candidates value benefits alongside a positive work atmosphere, work-life balance, and remote work options. Organisations that combine strong compensation with a collaborative culture and hybrid flexibility will be best positioned to attract talent in this highly competitive market.



Charts: Factors considered most important when considering a new role besides salary

Legend: Career development initiatives, Benefits package, Good work atmosphere, Work-life balance initiatives, Job security

The competition for skills is heating up

Hiring momentum is positive but cautious. Over the past year, 41 per cent of organisations reported headcount growth versus 33 per cent reporting reductions. Optimism strengthens in 2026: 46 per cent expect to increase headcount, compared to 24 per cent anticipating decreases and 22 per cent projecting no change.

Expansion plans are however colliding with persistent talent gaps. Nearly nine in ten organisations (87 per cent) report skills shortages, with 59 per cent rating these as moderate or extreme.

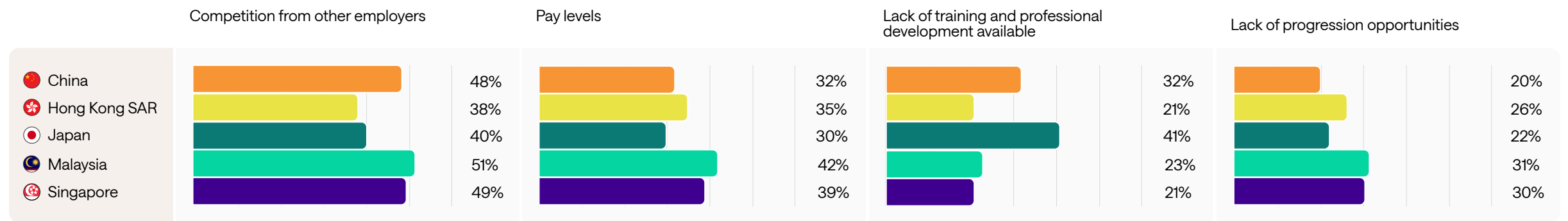
The most cited causes by hiring managers include competition from other employers (46 per cent), pay levels (33 per cent), limited training and development (31 per cent), and lack of progression opportunities (23 per cent), echoing the same factors driving job changes among professionals.

Extent to which organisation experienced skill shortages in 2025



(Respondents could choose up to three)

Main causes of skill shortages among those involved in hiring



Intermediate-level roles remain the hardest to fill (49 per cent), followed by management and director positions (34 per cent) and C-Suite roles (25 per cent). Entry-level hiring poses fewer challenges, with only 14 per cent reporting difficulty.

China

China reports the greatest difficulty in securing C-Suite talent, with 31 per cent of organisations struggling to fill top executive positions.

Hong Kong SAR

In Hong Kong, hiring challenges are most pronounced at the entry and junior level, cited by 25 per cent of organisations.

Japan

Japan faces acute shortages at the management and director level (48 per cent), alongside intermediate roles (55 per cent).

Malaysia

Malaysia's hiring difficulties centre on intermediate positions (56 per cent), with entry-level roles also presenting challenges (17 per cent).

Singapore

A quarter of organisations did not specify a particular role as their greatest challenge. Among those that did, 21 per cent identified entry-level positions as the most difficult to fill.



What do professionals want?

A deep dive into Employer Value Propositions

Compensation and benefits remain the cornerstone of an attractive Employer Value Proposition, with 59 per cent of professionals ranking this among their top three priorities. This aligns with the trend of job mobility as the most effective route to securing meaningful pay increases.

Second-tier drivers include clear goals and direction from senior leadership (37 per cent), alignment with company values and culture (31 per cent), and access to challenging, meaningful work (31 per cent). Mid-tier considerations revolve around flexible work arrangements (24 per cent), opportunities for career growth (21 per cent), and a strong team fit (19 per cent).

Lower-ranked factors, though still influential for some, include mentorship (4 per cent), visible commitment to ESG and sustainability (10 per cent), supportive direct managers (12 per cent), and active Diversity, Equity, and Inclusion (DEI) practices (12 per cent).

EVP priorities vary significantly by age, underscoring the need for tailored strategies:

| | |
|-----------|---|
| Under 30s | Greater emphasis on DEI, ESG, and mentorship, with less focus on cultural alignment or impactful work. |
| 30 - 39s | Strong preference for compensation, leadership clarity, career growth, and opportunities to learn in-demand skills; less emphasis on flexibility or team fit. |
| Over 40s | Increased focus on alignment with values, meaningful work, flexible arrangements, and team cohesion, factors that reinforce stability and engagement. |

Regional spotlights

China

Professionals in China place strong emphasis on competitive pay and benefits, but their priorities extend beyond financial rewards. Clear leadership direction, cultural alignment, and visible commitment to Diversity, Equity, and Inclusion (DEI) and ESG practices are increasingly important.

Hong Kong SAR

While compensation remains the top-ranked factor, Hong Kong professionals are placing greater weight on flexible work arrangements, team cohesion, and supportive management. Mentorship programs are also gaining traction, reflecting a workforce seeking guidance and balance amid the pressures of a fast-evolving financial landscape.

Japan

In Japan, the appeal of challenging and impactful work now rivals compensation as a key motivator. Flexible work options and strong team fit are rising priorities, signalling a shift toward roles that offer both engagement and adaptability.

Malaysia

Across Malaysia, clear goals and direction from senior leadership rank alongside compensation and benefits as top EVP drivers. Flexible work arrangements, career development pathways, and organisational support for work-life balance are also critical.

Singapore

Singapore stands out for its emphasis on team fit: nearly twice as important as in Malaysia, while both markets value mentorship and supportive managers as part of a holistic retention strategy.



What this means for employers

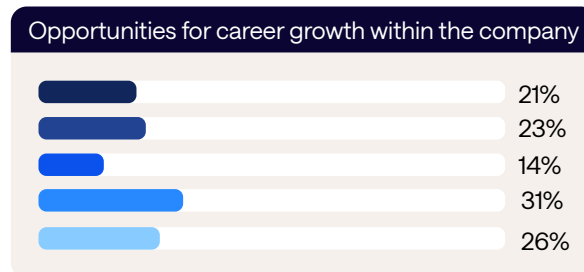
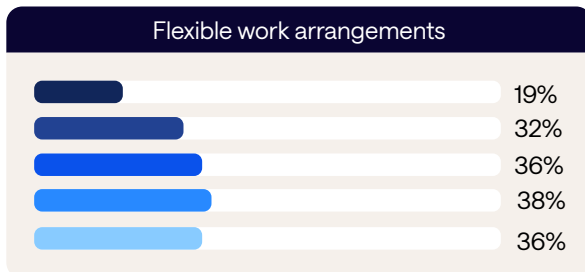
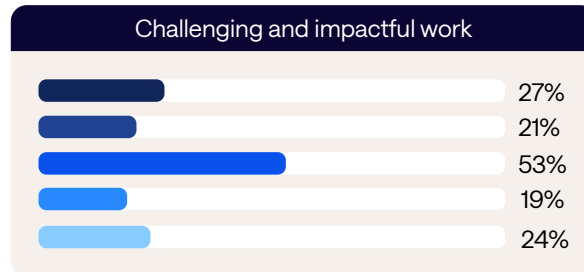
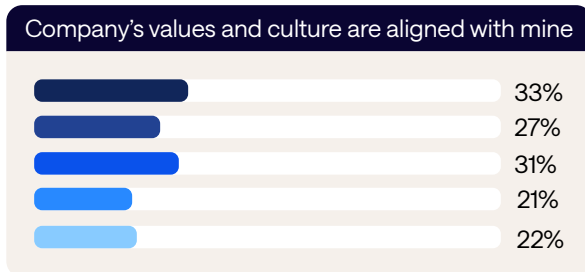
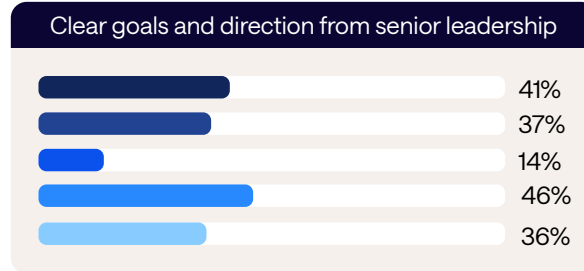
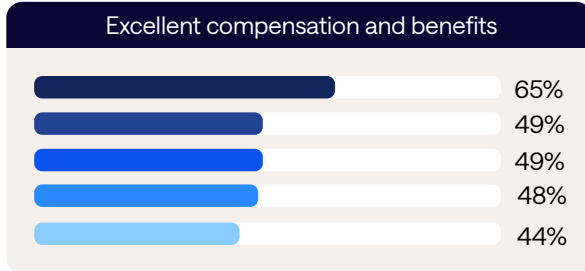
A one-size-fits-all EVP will not resonate in today's market. Organisations must balance competitive pay with initiatives that reflect generational priorities, combining financial security with career development, flexibility, and cultural alignment. Employers that deliver nuanced, authentic propositions will stand out in a landscape where talent has more choice than ever.



Reasons for planning to stay with current employer

(Respondents could choose up to three)

● China ● Hong Kong SAR ● Japan ● Malaysia ● Singapore



When it comes to benefits, professionals value a blend of work-life balance initiatives and financial protections. The most sought-after offerings include additional vacation days (49 per cent), health insurance or private medical cover (41 per cent), and flexible working arrangements (37 per cent). Share incentives and employee pension schemes follow closely, each cited by 24 per cent of respondents.

Much like EVPs, benefit priorities also vary significantly across age groups.

Under 40s

Greater emphasis on lifestyle and development perks, such as additional vacation days, financial support for further studies, meal vouchers, discounts on company products or services, and extended parental leave.

Over 40s

Stronger focus on financial security and family-related benefits, including health insurance, share incentives, pension schemes, transport allowances, child education support, and business telephone for private use.





From gig work to strategic interim contract roles

The gig economy is evolving into a more specialised model, with high-skilled professionals increasingly taking on interim management and project-based assignments.

For these contractors, priorities extend beyond pay. When considering a new project, the most valued factors include team fit (44 per cent), work-life balance and flexibility (41 per cent), and a clear method statement to set them up for success (36 per cent). Benefits and perks (35 per cent) and a positive company culture (33 per cent) also rank highly, while project complexity sits mid-tier at 27 per cent.

Regional spotlights

Contractors in **Hong Kong** are more focused on **reputation of the organisation**.

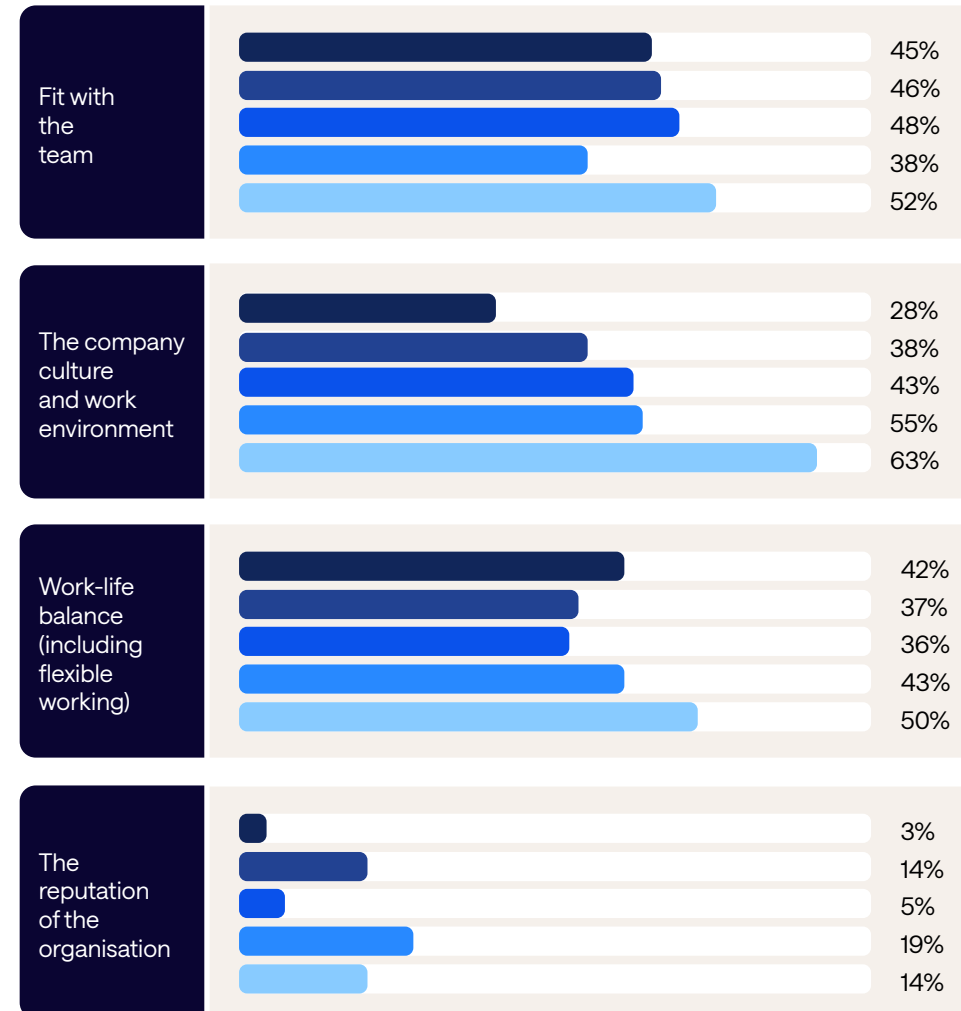
Contractors in **Japan, Malaysia and Singapore** placed **greater value on company culture** and work environment, with those in Malaysia and Singapore also valuing reputation of the organisation.

In addition to company reputation, Contractors in Singapore also valued how challenging the project was.

Factors most important when considering a new project, aside from pay, among contractors

● China ● Hong Kong SAR ● Japan ● Malaysia ● Singapore

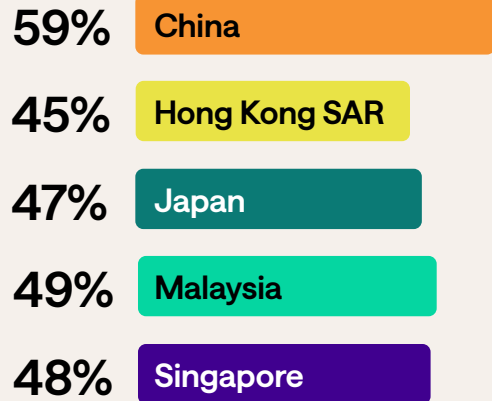
(Respondents could choose up to three)



More organisations are turning towards contracting

Contracting is gaining traction as a **strategic solution for bridging skill gaps**. Over half of organisations (55 per cent) have considered hiring contractors or freelancers to address talent shortages. This trend is most pronounced in professional services (78 per cent), while engineering, manufacturing, and R&D show lower adoption (44 per cent).

Proportion of hiring managers considering hiring a contract / freelance role to fill skill gaps



With demand for specialised talent rising faster than internal teams can upskill, employers are turning to contractors to access expertise quickly and maintain momentum on high-impact projects.

This agility allows organisations to scale capability without long-term headcount commitments: particularly valuable during transformation cycles or when navigating budget constraints.



What does this mean for prospective contractors?

Contracting is no longer just a lifestyle choice, but a strategic career move. Organisations increasingly value high-skilled professionals for short-term, high-impact projects, creating opportunities to accelerate your career beyond the limitations of a permanent role. For many, contracting offers the flexibility to shape their work-life balance while gaining exposure to diverse industries and projects.

Ready to take the next step?

We can help you navigate the contracting market and secure roles that match your skills and ambitions.

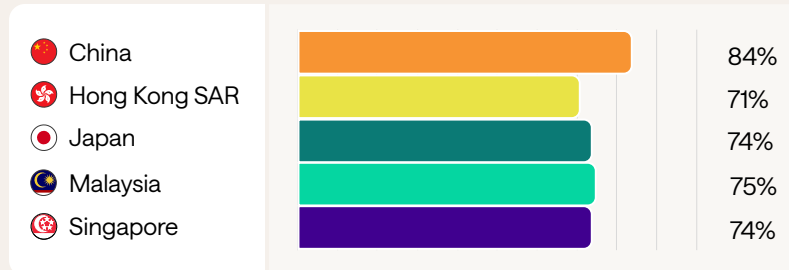




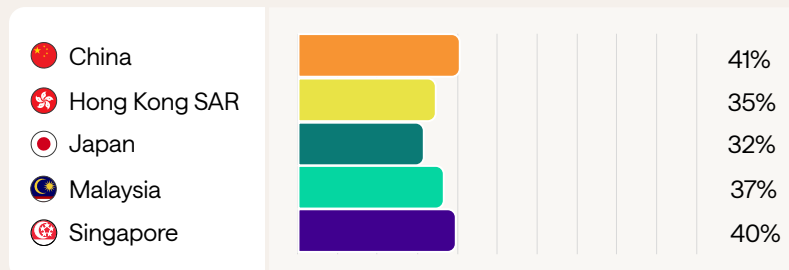
Emerging technologies and AI: Adoption, benefits and barriers

AI is no longer a future concept, but a tool that is embedded in the way professionals work today. 81 per cent of employees report using AI tools in their roles, and nearly all (91 per cent) are willing to participate in upskilling or reskilling programs to deepen adoption. Conversational AI dominates usage, with ChatGPT, Copilot, and DeepSeek leading at 92 per cent, followed by Bard/Gemini (14 per cent) and Grammarly (11 per cent).

Proportion currently using AI technology or tools as part of their job



Received any training or support from employer to adopt AI technologies in their work



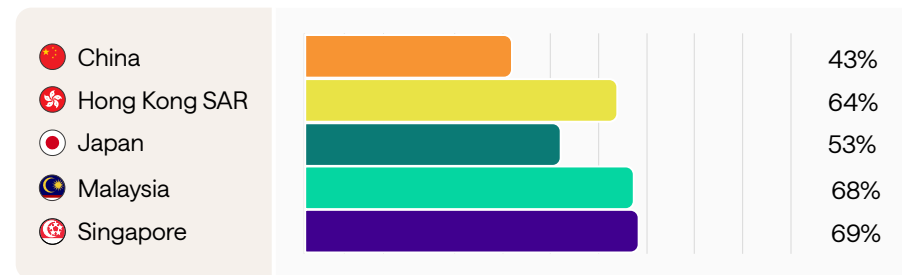
The primary driver for AI adoption is productivity and efficiency (82 per cent), followed by creativity and idea generation (48 per cent), support in data analysis (47 per cent), mitigation of human error (30 per cent), enhanced communication (28 per cent), and improved decision-making (26 per cent).

Despite these benefits, only four in ten professionals (39 per cent) have received formal training from their employer, highlighting a significant gap between enthusiasm and enablement.

Hiring is seeing growing AI use

Nearly three-quarters of employers (74 per cent) either use or plan to use AI in recruitment, with half (51 per cent) actively deploying it, typically at specific stages rather than end-to-end. Usage peaks in Singapore, with 69 per cent of organisations using AI during the hiring process, the highest percentage in Asia.

Use of AI in the recruitment process among those involved in hiring



Where AI is applied, resume screening and shortlisting dominate (69 per cent), followed by candidate assessment and ranking (29 per cent), predictive analytics for candidate fit (29 per cent), onboarding (29 per cent), and interview scheduling (25 per cent). Adoption is most common for intermediate roles (63 per cent) and entry-level positions (58 per cent), with far less use for management (24 per cent) or C-Suite hires (27 per cent).

Two primary challenges stand out when it comes to implementation: ensuring fairness and mitigating bias in AI algorithms (43 per cent) and integrating AI with existing HR systems (41 per cent). Other concerns include quality of sourced talent (33 per cent), interpreting AI-generated candidate data (33 per cent), data privacy and security (26 per cent), and maintaining a human touch in recruitment (22 per cent).



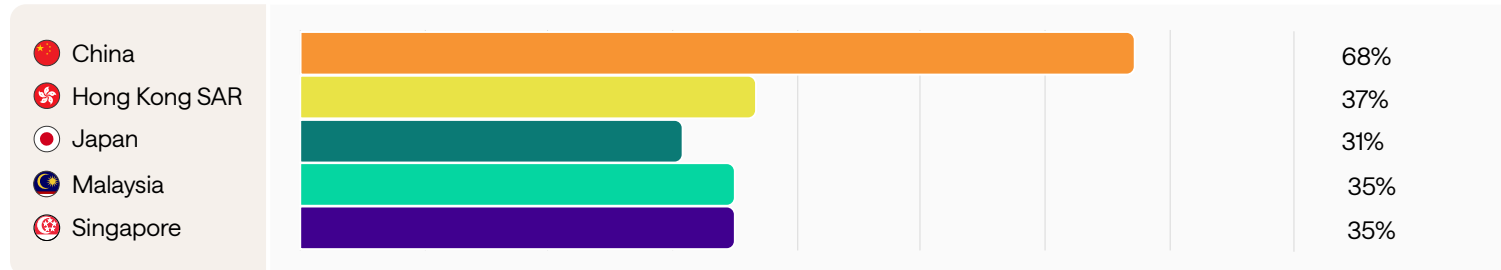
AI is also transforming the job search process

Nearly six in ten professionals (57 per cent) now use AI tools during their job search, primarily to enhance presentation and positioning. Two-thirds leverage AI to polish language and translate CVs (66 per cent), while smart resume enhancement (46 per cent) and job recommendation or matching (33 per cent) follow closely.

Other applications include salary benchmarking and market insights (24 per cent), mock interviews with feedback (25 per cent), career planning advice (26 per cent), and skill gap analysis with training suggestions (20 per cent).

Adoption skews younger: 69 per cent of professionals under 30 and 65 per cent of those aged 30–39 use AI for job seeking, compared to 52 per cent of 40–49s and 32 per cent of those over 50. Regionally, China leads at 68 per cent, reflecting its strong AI adoption and lower levels of concern about future employment risks.

Use of AI technologies or tools for job seeking



China
Professionals in China lead in AI adoption for job seeking, with 67 per cent using tools for CV language polishing and translation. Beyond immediate application, candidates here are also more likely to leverage AI for career path planning advice (27 per cent).

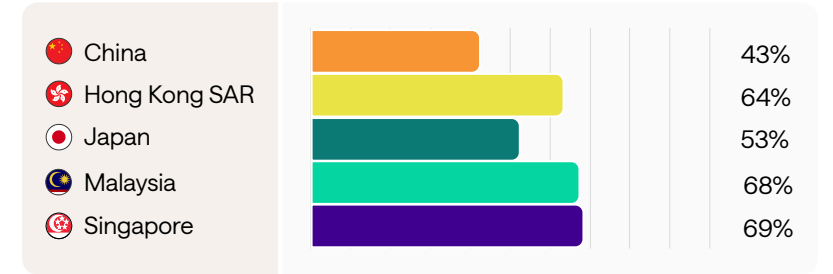
Hong Kong SAR
In Hong Kong, AI use is concentrated on smart resume enhancement, with less emphasis on longer-term planning such as career path advice or skill gap analysis.

Japan
Japanese candidates favour smart resume enhancement but show lower engagement with other AI applications, including CV language polishing, job matching, and salary benchmarking.

Malaysia
While CV polishing remains the dominant use case in Malaysia, adoption rates are lower than in other markets. Instead, candidates here demonstrate greater reliance on AI for resume enhancement, job recommendations, and salary benchmarking.

Singapore
Singaporean professionals show a balanced approach, using AI for resume enhancement and salary benchmarking, alongside skill gap analysis and training suggestions.

Concern about potential risks to future employment opportunities due to AI advancement



In addition to concerns about AI's potential impact on future employment, another challenge is emerging: a significant disconnect between employer intent and employee experience when it comes to AI training and support. While two-thirds of organisations (66 per cent) say they provide training or resources for AI adoption, only 39 per cent of employees confirm receiving this support, highlighting a gap in delivery and awareness that could hinder effective implementation.

Among organisations not currently recommending AI use, most plan to adopt it in the future, with 79 per cent expecting to allow monitored usage. For the minority that will not adopt AI, barriers remain substantial. Security risks (36 per cent) and privacy concerns (32 per cent) top the list, followed by lack of training (28 per cent), intellectual property issues (27 per cent), and regulatory compliance (17 per cent).



For Professionals



Invest in future-ready skills

AI adoption is advancing faster than many organisations can support, making self-driven learning essential. Professionals should build both technical capabilities and “power skills” such as critical thinking, communication, and adaptability. Short courses in AI literacy and digital tools can help future-proof your career, but simply experimenting with AI day-to-day is also an effective way to build confidence. In an evolving market, proactive learning is one of the strongest differentiators.



Leverage mobility strategically

Changing employers remains an effective path to higher salary growth, but not all moves deliver positive outcomes. Evaluating opportunities through the lens of organisational stability, leadership clarity, and long-term career growth helps reduce risk. Mapping your next steps: roles that offer progression, in-demand skills, or meaningful impact, ensures mobility is purposeful. Recruitment consultants can be valuable partners in assessing fit and identifying the right opportunities.



Review EVPs alongside pay

Compensation may be the strongest pull factor, but long-term satisfaction depends on development, culture, leadership, and work-life balance. Assess how clearly a potential employer communicates growth opportunities, supports flexibility, and maintains organisational health. For those seeking security, consider leadership stability, financial strength, and whether the team is positioned for future growth.



Contracting can unlock greater potential

Contracting offers flexibility, accelerated learning, and exposure to diverse projects. Contracting also means broader opportunities to work across industries, build diverse experience, and discover career paths that one might never have considered in a permanent role. Partnering with a recruitment consultant helps ensure rates are market-aligned and that opportunities match your skills and goals.

For Organisations



Close the AI training gap

While AI adoption is rising, many employees report receiving little or no training. Clear, accessible AI learning pathways paired with strong governance around permissible tools and data use are essential. For organisations not yet ready to implement AI widely, early actions such as piloting tools and defining ethical guidelines will help ease future rollout.



Tailor EVP to diverse workforce needs

Employees in Asia increasingly prioritise different aspects of work depending on age, market, and role. Younger talent values DEI, ESG, and learning; older talent prioritises financial security and work-life balance. Local nuances also matter. Crafting EVPs that reflect these distinctions signals genuine understanding and strengthens attraction and retention.



Don't just hire roles; build capability pipelines

With skill shortages affecting nearly nine in ten organisations, internal development is no longer optional. Clear mobility pathways, visible progression criteria, and proactive leadership support can reduce unnecessary turnover and strengthen engagement. Managers play a critical role in this strategy, and organisations will need to equip leaders to identify and nurture emerging talent.



Address skill shortages with agile workforce models

Internal pipelines take time to build, and many organisations need more immediate solutions. Contracting provides flexible access to specialised talent to allow organization agility. Clear onboarding, defined project scopes, and strong partner support help contractors deliver impact quickly while maintaining workforce efficiency.

Sector trends and salaries

Each sector is evolving in response to shifting workforce expectations, technology adoption, and broader economic change. To bring these dynamics to life, our consultants across five markets have contributed first-hand insights on hiring trends, talent movement, and market sentiment.

Alongside these commentaries, you will find updated salary data for key roles across 15 sectors, relevant for professionals benchmarking their compensation against peers, and for organisations aiming to stay competitive in a tightening talent market.

All salaries are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.

Click on the section to jump to that page

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China

Accounting and finance hiring in China is expected to remain selective in 2026 as organisations continue to operate with tighter budgets and heightened scrutiny on financial performance. Against the backdrop of China’s broader shift toward “high-quality development” in advanced manufacturing, technology, and green energy, finance functions are playing an increasingly strategic role in guiding cost management, profitability, and long-term sustainability. This has led to rising demand for professionals with strong commercial acumen and specialised experience, particularly those with successful IPO track records, which remain one of the most influential factors in determining compensation.

Hiring standards have become more rigorous as employers seek to balance cautious spending with the need for high-calibre talent. This mirrors the wider trend across China of professionals prioritising stability and established employers. With a younger talent pool compared to other markets, candidates place strong emphasis on competitive compensation, benefits, and clear leadership direction, reinforcing the importance of a compelling EVP for attracting top finance talent locally.

Demand is strongest for professionals with expertise in treasury, cost control, FP&A, and financial governance, as companies sharpen their focus on cash flow, profitability, and regulatory compliance.

Candidates who are experienced with IPO readiness, internal controls, and experience navigating complex reporting requirements continue to command premium salaries, particularly in sectors aligned with national priorities such as green tech, semiconductors, and advanced manufacturing.

As organisations hire more cautiously, securing the “best-fit” candidates within tight budgets has become a priority. Finance professionals who combine technical depth, digital fluency, and the ability to operate in fast-evolving business environments will be best positioned to succeed in China’s maturing finance landscape in 2026.



Hong Kong SAR

Hiring remains cautiously positive heading into 2026, supported by stabilising capital markets, evolving regulatory requirements, and continued digital transformation across both emerging and traditional industries. Organisations are prioritising roles that strengthen financial planning, commercial insight, and technology adoption, with FP&A specialists, finance business partners, corporate finance talent, and digital finance professionals among the most sought-after.

Consistent with wider regional trends, intermediate-level roles remain the hardest to fill, reflecting the broader skill shortages highlighted across Asia. This has prompted many employers to diversify hiring strategies, combining permanent recruitment with

project-based or contract roles to maintain agility. Hybrid work models, now considered standard across much of the sector, continue to influence candidate expectations, particularly among younger professionals who place greater emphasis on work-life balance and development opportunities.

Salary growth is expected to be steady rather than steep, mirroring the overall moderation seen across Hong Kong. However, specialist and transformation-linked roles, particularly those involving data analytics, automation, or AI-enabled processes, are likely to command premium packages due to scarcity of talent. Employers are therefore enhancing non-financial aspects of their EVP, including

flexibility, leadership clarity, and structured development pathways, all of which rank highly in professional decision-making according to our recent salary survey findings.

As finance functions continue to evolve, the ability to bridge traditional accounting expertise with digital capability will define the most valuable hires. In 2026, hybrid finance-technology professionals will play a central role in helping organisations drive efficiency, leverage data, and support enterprise-wide transformation.



Japan

Accountancy & finance hiring in Japan is expected to remain steady in 2026, reaffirming the function's importance amid structural labour shortages and continued economic uncertainty. Japan's demographic pressures mean organisations cannot rely solely on external hiring, particularly as mid-career professionals remain difficult to source. As a result, companies are prioritising strategic FP&A and Finance Business Partner talent capable of influencing commercial decisions, especially within multinational firms that have centralised or automated transactional work across APAC hubs.

Demand will remain strongest for strategic CFOs, Finance Directors, FP&A professionals from Senior Analyst to Manager level, and Accounting Managers.

Manufacturing and life sciences are expected to drive hiring momentum, supported by ongoing transformation and global investment. Conversely, luxury and retail firms are adopting leaner models, while many technology companies continue to maintain streamlined finance structures supported by regional shared services.

Salary growth will continue to favour mid-senior talent, with managers seeing meaningful upward movement (¥12–18M). Junior increases remain modest (¥6–8M), while senior leaders command highly competitive packages (Finance Directors: ¥18–25M; CFOs: ¥30–40M, with total packages reaching ¥100M). Benefits are shifting toward higher base salaries and enhanced pension contributions, and hybrid work patterns have stabilised at roughly three office days per week, consistent with broader preferences across Asia.

Technical capability remains essential: data analytics, automation tools, and SQL skills are increasingly valued, while Excel proficiency is still indispensable. USCPA qualifications continue to stand out, particularly as updated modules emphasise analytics. Candidates capable of displaying proficiency in these disciplines are well-positioned to navigate Japan's evolving finance landscape.



Malaysia

Malaysia's 2026 hiring landscape is shaped by rapid digital transformation, regulatory evolution, and increasing competition for specialist talent. As transactional finance work continues to be automated or consolidated into regional centres, organisations are prioritising roles that support strategic decision-making, regulatory compliance, and digital enablement. Demand is strongest for tax specialists, compliance managers, risk professionals, and FP&A talent with commercial insight.

Malaysia's acute skills shortages, coupled with continued talent migration to Singapore, have intensified competition for mid-career professionals. Employers are responding with stronger salary offers, clearer progression pathways, and greater workplace flexibility.

Salary expectations have risen accordingly: many professionals anticipate increases in the five to ten per cent range and place strong emphasis on career growth, benefits, and work-life balance, areas that consistently rank high in Malaysia's EVP priorities.

Digital capability continues to redefine finance functions. Skills in AI-enabled tools, ERP systems, automation, and data analytics are increasingly essential, with finance teams expected to partner closely with operations to drive efficiency and strategic insight. As organisations accelerate their digital agendas, hybrid finance-technology professionals are emerging as some of the most valuable hires.

To attract and retain talent in this evolving market, employers must balance competitive pay with supportive work environments, emphasising learning and development, flexible work arrangements, and clear leadership direction. Companies that invest in both capability-building and employee well-being will be best positioned to compete for Malaysia's tightening pool of finance professionals in 2026.



Singapore

In Singapore, hiring in 2026 will continue to centre on resource planning as organisations operate with leaner teams and sharpen their focus on efficiency. Digital transformation remains a major driver, with demand increasing for professionals who possess systems expertise, ERP knowledge, and hands-on experience managing finance migration or optimisation projects. Many companies remain in the early to mid-stages of transformation, reinforcing the need for talent who can support both day-to-day operations and technology-enabled improvements.

Hybrid roles are re-emerging as the norm particularly within controllership and finance business partnering, reflecting a shift away from the fully dedicated business partner model that was more common in previous years. Employers increasingly value

professionals who can deliver across multiple functions, demonstrating commercial insight, operational capability, and adaptability in streamlined structures.

A notable shift in candidate behaviour is also shaping the market. Consistent with broader trends across Asia, professionals in Singapore are prioritising stability over pure compensation. This is influenced by restructuring activity across the market and heightened attention to long-term role security. As a result, while competitive pay remains important, employer brand, organisational resilience, and transparent communication around change have become decisive factors in attraction and retention.

With intermediate roles continuing to be among the hardest to fill regionally, organisations that offer clear development opportunities, hybrid flexibility, and strong leadership direction will be best positioned to secure talent. Skills in digital finance, automation tools, and data analytics will remain in high demand as finance teams continue evolving to support business-wide transformation.





Commerce & Industry | Senior Finance

| Finance Director / CFO | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|---------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 600 - 1,500 | 800 - 1,500 | 16 - 20 | 300 - 420 | 144 - 220 |
| Mid-sized Enterprises | 1,200 - 2,500 | 1,400 - 2,400 | 18 - 25 | 360 - 480 | 180 - 360 |
| Multi-National Corporation | 1,200 - 5,000 | 1,500 - 5,000 | 25 - 50 | 500 - 900 | 240 - 600 |

| Financial Controller | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 450 - 800 | 660 - 950 | 12 - 15 | 180 - 240 | 120 - 160 |
| Mid-sized Enterprises | 600 - 1,000 | 840 - 1,080 | 15 - 17 | 240 - 300 | 144 - 210 |
| Multi-National Corporation | 800 - 1,500 | 840 - 1,350 | 15 - 20 | 300 - 420 | 160 - 260 |

| Senior Finance Manager | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 300 - 700 | 480 - 700 | 10 - 13 | 120 - 160 | 85 - 100 |
| Mid-sized Enterprises | 300 - 800 | 540 - 780 | 12 - 15 | 135 - 200 | 96 - 150 |
| Multi-National Corporation | 600 - 1,000 | 600 - 960 | 15 - 19 | 155 - 260 | 102 - 180 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| Senior Management Accountant | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 150 - 250 | 300 - 420 | 7 - 10 | 72 - 108 | 54 - 84 |
| Mid-sized Enterprises | 150 - 280 | 360 - 504 | 8 - 10 | 84 - 120 | 72 - 96 |
| Multi-National Corporation | 220 - 500 | 384 - 540 | 9 - 13 | 96 - 180 | 78 - 120 |
| Senior Financial Accountant | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 120 - 200 | 276 - 420 | 6 - 8 | 84 - 120 | 54 - 84 |
| Mid-sized Enterprises | 150 - 220 | 300 - 540 | 6 - 10 | 120 - 156 | 72 - 96 |
| Multi-National Corporation | 180 - 450 | 330 - 540 | 8 - 10 | 132 - 180 | 78 - 120 |
| FP&A Director | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 600 - 1,000 | 840 - 1,000 | 10 - 15 | 180 - 240 | 156 - 190 |
| Mid-sized Enterprises | 800 - 1,200 | 960 - 1,200 | 12 - 18 | 216 - 300 | 170 - 220 |
| Multi-National Corporation | 800 - 2,000 | 1,080 - 1,500 | 17 - 25 | 360 - 480 | 200 - 340 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| FP&A Manager | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 300 - 500 | 480 - 720 | 9 - 12 | 120 - 168 | 75 - 110 |
| Mid-sized Enterprises | 300 - 600 | 600 - 840 | 12 - 15 | 144 - 198 | 96 - 150 |
| Multi-National Corporation | 350 - 800 | 600 - 900 | 13 - 18 | 174 - 228 | 110 - 200 |
| Financial Analyst | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 150 - 230 | 336 - 456 | 6 - 8 | 80 - 108 | 60 - 80 |
| Mid-sized Enterprises | 200 - 300 | 360 - 540 | 7 - 10 | 96 - 144 | 75 - 95 |
| Multi-National Corporation | 250 - 550 | 360 - 540 | 7 - 10 | 120 - 168 | 80 - 110 |
| Tax Director / Head | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 500 - 800 | 780 - 960 | 10 - 15 | 200 - 240 | 145 - 160 |
| Mid-sized Enterprises | 700 - 1,000 | 840 - 1,200 | 12 - 20 | 240 - 360 | 170 - 220 |
| Multi-National Corporation | 800 - 1,600 | 1,500 - 2,000 | 15 - 30 | 360 - 480 | 230 - 380 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| Tax Manager | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 250 - 450 | 480 - 720 | 10 - 12 | 108 - 144 | 104 - 115 |
| Mid-sized Enterprises | 300 - 500 | 620 - 840 | 10 - 14 | 144 - 216 | 110 - 140 |
| Multi-National Corporation | 450 - 800 | 720 - 1,080 | 12 - 17 | 150 - 264 | 125 - 180 |
| Tax Accountant | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 150 - 250 | 400 - 450 | 4 - 8 | 60 - 84 | 65 - 80 |
| Mid-sized Enterprises | 180 - 280 | 400 - 600 | 5 - 8 | 102 - 120 | 70 - 90 |
| Multi-National Corporation | 200 - 300 | 450 - 660 | 7 - 10 | 120 - 156 | 70 - 100 |
| Head Of Treasury / Corporate Treasurer | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 500 - 800 | 840 - 1,080 | N/A | 216 - 240 | 110 - 150 |
| Mid-sized Enterprises | 600 - 800 | 960 - 1,200 | 12 - 15 | 240 - 300 | 195 - 220 |
| Multi-National Corporation | 600 - 1,600 | 1,200 - 2,000 | 15 - 18 | 300 - 600 | 240 - 340 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| Senior Treasury Manager | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 400 - 600 | 420 - 480 | 9 - 12 | 168 - 192 | 97 - 120 |
| Mid-sized Enterprises | 400 - 800 | 480 - 650 | 10 - 15 | 168 - 216 | 104 - 160 |
| Multi-National Corporation | 600 - 1,200 | 600 - 1,000 | 12 - 18 | 216 - 300 | 130 - 180 |
| Treasury Specialist | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 150 - 250 | 240 - 312 | 5 - 8 | 84 - 108 | 58 - 70 |
| Mid-sized Enterprises | 150 - 300 | 240 - 366 | 6 - 9 | 96 - 108 | 65 - 85 |
| Multi-National Corporation | 200 - 300 | 240 - 350 | 8 - 10 | 108 - 132 | 75 - 110 |
| Treasury Accountant | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Small and Medium-Sized Enterprises | 100 - 150 | 180 - 350 | 5 - 8 | 50 - 60 | 55 - 80 |
| Mid-sized Enterprises | 150 - 200 | 300 - 420 | 6 - 8 | 60 - 84 | 60 - 90 |
| Multi-National Corporation | 150 - 300 | 300 - 480 | 7 - 9 | 72 - 120 | 80 - 110 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| Project Controller | China | Hong Kong SAR | Japan | Singapore |
|------------------------------------|-----------|---------------|--------|-----------|
| Small and Medium-Sized Enterprises | 200 - 400 | N/A | 6 - 8 | 104 - 165 |
| Mid-sized Enterprises | 300 - 500 | 480 - 660 | 6 - 9 | 110 - 185 |
| Multi-National Corporation | 500 - 700 | 540 - 780 | 7 - 10 | 115 - 200 |

| Project Finance Manager | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-----------|---------------|---------|-----------|-----------|
| Small and Medium-Sized Enterprises | 200 - 400 | N/A | 7 - 12 | 120 - 144 | 90 - 120 |
| Mid-sized Enterprises | 250 - 450 | 480 - 660 | 8 - 14 | 132 - 168 | 110 - 130 |
| Multi-National Corporation | 300 - 600 | 540 - 780 | 10 - 16 | 144 - 180 | 120 - 140 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Senior Finance

| Shared Service Centre | China | Hong Kong SAR | Malaysia | Singapore |
|-------------------------------|-------------|---------------|-----------|-----------|
| Associate | N/A | N/A | 42 - 60 | N/A |
| Senior Analyst | N/A | N/A | 66 - 102 | N/A |
| Team Lead | 250 - 400 | 360 - 520 | 102 - 162 | 60 - 75 |
| Manager | 400 - 600 | 520 - 660 | 162 - 228 | 91 - 130 |
| Senior Manager | 600 - 800 | 660 - 960 | 240 - 360 | 104 - 150 |
| Head of Shared Service Centre | 600 - 1,500 | 1,000 - 1,500 | 360 - 840 | 190 - 250 |

Commerce & Industry | Accounting Support

| Graduate | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------|-----------|---------------|-------|----------|-----------|
| Assistant Accountant | 80 - 150 | 180 - 216 | 4 - 6 | 54 - 66 | 43 - 45 |
| Graduate Accountant | 100 - 150 | 192 - 264 | 4 - 6 | 48 - 60 | 43 - 48 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Commerce & Industry | Accounting Support

| Support | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------|-----------|---------------|-------|----------|-----------|
| Accounts Receivable | 150 - 300 | 192 - 300 | 4 - 6 | 42 - 69 | 48 - 66 |
| Accounts Payable | 150 - 300 | 192 - 300 | 4 - 6 | 42 - 69 | 48 - 66 |
| Credit Control | 250 - 450 | 240 - 420 | 4 - 7 | 40 - 69 | 48 - 66 |
| Bookkeepers | 100 - 150 | 192 - 300 | 4 - 6 | N/A | 48 - 66 |

Banking Industry

| Financial Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|---------|-----------|-----------|
| Assistant Finance Manager | 300 - 500 | 360 - 540 | 7 - 12 | 66 - 108 | 90 - 130 |
| Finance Manager | 500 - 750 | 540 - 900 | 8 - 15 | 108 - 168 | 120 - 180 |
| Senior Finance Manager | 600 - 1,000 | 840 - 1,200 | 12 - 18 | 156 - 300 | 160 - 220 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking Industry

| Financial Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------|---------------|---------------|---------|-----------|-----------|
| Financial Controller | 900 - 1,200 | 1,000 - 1,800 | 14 - 25 | 300 - 420 | 180 - 300 |
| Finance Director / CFO | 1,500 - 3,500 | 1,200 - 3,500 | 16 - 40 | 420+ | 350 - 500 |

| Financial Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------------|---------------|---------------|---------|-----------|-----------|
| Tax Accountant | 250 - 400 | 400 - 780 | 6 - 12 | 60 - 120 | 90 - 160 |
| Tax Manager | 500 - 800 | 650 - 1,000 | 10 - 18 | 132 - 156 | 150 - 220 |
| Tax Director / Head of Tax | 1,200 - 2,000 | 1,200 - 3,000 | 15 - 25 | 216 - 360 | 250 - 500 |
| Product Controller | 650 - 900 | 500 - 1,000 | 10 - 14 | 84 - 160 | 90 - 150 |
| Senior Product Controller | 800 - 1,200 | 840 - 1,200 | 12 - 16 | 156 - 240 | 150 - 200 |
| Dept Head Product Control | 1,200 - 1,600 | 1,000 - 1,500 | 18 - 20 | 252-360 | 200 - 250 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking Industry

| Financial Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|-------------|---------------|---------|-----------|-----------|
| Treasury Accountant | 150 - 350 | 480 - 720 | 7 - 10 | 72 - 120 | 80 - 130 |
| Treasury Manager | 350 - 650 | 720 - 1,000 | 10 - 15 | 120 - 216 | 140 - 180 |
| Senior Treasury Manager | 700 - 1,000 | 1,000 - 1,400 | 14 - 18 | 216 - 350 | 180 - 300 |

| Financial Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------|-----------|---------------|--------|----------|-----------|
| Accounts Receivable | 60 - 120 | 300 - 480 | 6 - 9 | 34 - 72 | 40 - 65 |
| Accounts Payable | 60 - 120 | 300 - 900 | 6 - 9 | 34 - 72 | 40 - 65 |
| Credit Control | 200 - 500 | 300 - 480 | 8 - 15 | 36 - 72 | 40 - 65 |

Professional Practice

| Advisory Practices | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------------|-----------|---------------|--------|----------|-----------|
| Consultant | 240 - 300 | 300 - 420 | 6 - 8 | 54 - 78 | 50 - 60 |
| Senior Associate / Assistant Manager | 320 - 560 | 420 - 600 | 8 - 11 | 84 - 108 | 70 - 84 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Professional Practice

| Advisory Practices | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-------------|---------------|---------|-----------|-----------|
| Manager | 570 - 920 | 600 - 840 | 10 - 12 | 114 - 156 | 90 - 110 |
| Senior Manager | 920 - 1,200 | 840 - 1,200 | 12 - 18 | 162 - 216 | 110 - 160 |
| Director / Partner | 1,200+ | 1,200+ | 18+ | 276+ | 180+ |

| Tax | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------|-----------|---------------|--------|----------|-----------|
| Tax Consultant | 240 - 400 | 240 - 420 | 5 - 8 | 48 - 60 | 48 - 66 |
| Senior Tax Consultant | 320 - 600 | 420 - 660 | 7 - 10 | 60 - 96 | 66 - 96 |

| Tax | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-------------|---------------|---------|-----------|-----------|
| Tax Manager | 570 - 920 | 660 - 840 | 10 - 12 | 108 - 144 | 120 - 150 |
| Senior Tax Manager | 920 - 1,200 | 840 - 1,200 | 12 - 18 | 144 - 204 | 150 - 180 |
| Tax Director | 1,200+ | 1,200+ | 18+ | 240+ | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



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China

Audit, risk, and compliance hiring in China is expected to remain stable in 2026, with demand driven largely by the country's continued shift toward "high-quality development" across advanced manufacturing, green energy, and technology sectors. As more domestic companies scale rapidly, a growing number are building audit, risk, and compliance functions from the ground up. This 0-1 development stage is creating strong demand for professionals with experience designing governance frameworks, establishing internal controls, and implementing global-standard compliance processes, particularly those who have worked within top multinational environments.

Companies are increasingly targeting talent with cross-border exposure, overseas listing experience, and the ability to navigate international regulatory environments. IPO readiness and proven success in governance transformation continue to be major differentiators in compensation and hiring decisions. However, many organisations are operating under tight budget constraints, resulting in cautious hiring patterns and higher expectations placed on each role: a trend consistent with China's broader preference for stability and prudent resource allocation.

Talent shortages persist at the intermediate level, reflecting wider Asia-Pacific trends, and competition is heightened

by candidates' increasing preference for stability and strong organisational reputation. Professionals in China place greater emphasis on compensation, clear leadership direction, and cultural alignment, making a compelling EVP essential for attracting high-calibre governance talent.

Looking ahead, governance professionals who combine audit or risk expertise with digital acumen including analytics, automation tools, and technology-enabled monitoring will be particularly sought after, as organisations strengthen their compliance frameworks to support both domestic and international growth in 2026.



Hong Kong SAR

Hiring in Hong Kong's risk and compliance market is expected to remain strong in 2026, particularly across second-line functions, even as some consolidation continues in first-line control roles. Demand is shifting toward product-focused compliance positions in FICC, equity, and global markets, supported by a healthy IPO pipeline and sustained growth in private wealth management. These roles are increasingly critical as organisations navigate complex regulatory frameworks while enabling market expansion.

FinTech will be a major driver of demand, with virtual asset trading platform (VATP) licensing and crypto-related compliance emerging as priority areas. Talent with expertise in these domains remains scarce,

creating intense competition and pushing salary increments into double-digit territory (often between 15 and 25 per cent) for candidates moving into these specialist roles. By contrast, traditional compliance positions are expected to see more modest salary growth of around three to eight per cent.

Beyond technical knowledge, employers are prioritising professionals who can combine regulatory expertise with commercial awareness and adaptability to evolving digital platforms. This trend reflects the strategic importance of compliance in safeguarding innovation while meeting global standards.

Overall, regulatory innovation and market diversification will keep risk and compliance

hiring active throughout 2026. Salary trends will continue to mirror skill shortages and the growing complexity of Hong Kong's financial ecosystem, with premium packages reserved for specialists in digital assets, product advisory, and emerging FinTech compliance.



Japan

Demand for audit, risk, and compliance professionals in Japan is expected to remain strong in 2026 as organisations respond to intensified regulatory scrutiny, corporate governance reforms, and rising expectations around operational resilience. With Japan's demographic constraints and persistent shortages at the intermediate level (the hardest segment to hire across Asia), employers are prioritising experienced professionals who can immediately strengthen internal controls and compliance structures.

A key shift is the growing preference for candidates with in-house experience rather than solely Big Four backgrounds. Companies are seeking individuals who understand operational

realities, can work across leaner structures, and can support the more performance-oriented culture emerging as seniority-based pay systems give way to merit-linked models. The market is particularly tight for professionals with SOX expertise, financial crime compliance exposure, cybersecurity governance experience, and strong bilingual capabilities: all of which remain in short supply.

Sector-specific regulatory demands continue to rise, especially in financial services, pharmaceuticals, manufacturing, and technology. Stricter FSA requirements, evolving data privacy laws, mandatory ESG assurance, and heightened cybersecurity risks are prompting organisations to invest in more robust governance frameworks. This aligns with broader sentiment in Japan, where job security concerns are elevated and professionals are increasingly seeking employers with stable operations, clear leadership direction, and transparent communication.

Compensation is expected to tick upward for specialist and leadership roles, particularly in internal audit, operational risk, and GRC functions. Employers that offer clear progression pathways, hybrid flexibility, and meaningful development opportunities will be best positioned to retain and attract talent in Japan's increasingly competitive regulatory landscape.



Malaysia

Audit, risk, and compliance functions in Malaysia continue to evolve rapidly as organisations navigate stricter regulatory expectations and accelerated digital transformation. Throughout 2025, audit teams increasingly shifted from traditional sampling methods to risk-based, technology-enabled approaches, incorporating AI, automation, and continuous monitoring tools. This is driving strong demand for professionals who can blend governance expertise with data analytics, a skill combination that remains scarce in a market already facing significant intermediate-level shortages.

Regulatory pressure is intensifying across financial services, insurance, telecommunications, and emerging digital industries. Heightened AML enforcement, tighter reporting requirements, and more frequent regulatory engagement are

prompting organisations to strengthen their compliance and risk functions. Demand is particularly acute for talent in internal audit analytics, AML and financial crime, enterprise risk, operational risk, and technology-driven risk oversight. With Malaysia's workforce also contending with talent migration to Singapore, competition remains high, pushing employers to offer stronger packages, clearer progression pathways, and hybrid flexibility to retain local talent.

Looking ahead to 2026, roles requiring hybrid skill sets will dominate hiring pipelines. Professionals who can combine governance expertise with analytics, automation tools, and regulatory understanding will be especially sought after, as organisations scale digital transformation while maintaining resilience and compliance. As job security concerns rise across the region, Malaysian professionals are placing greater value on leadership clarity, flexibility, and development opportunities, making these factors essential for employers looking to secure and retain high-calibre audit, risk, and compliance talent in the year ahead.



Singapore

Governance continues to serve as a critical foundation for Singapore's financial ecosystem. Compliance professionals remain the most sought-after talent segment, driven by regulatory requirements for licensing (particularly for Major Payment Institutions) as payments and digital assets maintain strong momentum. Demand is also rising for specialists in AML, sanctions, and regulatory reporting as firms navigate increasingly complex MAS guidelines and global compliance frameworks.

Risk and audit roles remain equally vital, though hiring is more selective. Organisations are prioritising professionals with expertise in operational risk, credit risk, and internal audit for high-impact areas such as digital banking and fintech.

Salary growth is expected to remain steady but targeted. While general compliance roles will see moderate increments of 3-6 per cent, niche positions in payments compliance, crypto regulation, and risk analytics are commanding premiums of 12-18 per cent. Employers are also offering sign-on bonuses and flexible arrangements to secure scarce talent, reflecting the competitive nature of these functions.



Audit

| Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|---------------|---------------|---------|-----------|-----------|
| Auditor | 250 - 400 | 350 - 450 | 6 - 10 | 40 - 84 | 50 - 96 |
| Senior Auditor (AVP) | 400 - 600 | 450 - 650 | 9 - 14 | 84 - 132 | 84 - 145 |
| Assistant Manager | N/A | 650 - 850 | N/A | 60 - 102 | N/A |
| Audit Manager (VP) | 600 - 800 | 850 - 1,100 | 11 - 20 | 132 - 192 | 126 - 240 |
| Senior Audit Manager (SVP) | 800 - 1,200 | 1,100 - 1,300 | 15 - 24 | 240 - 300 | 200 - 330 |
| Head of Audit / Audit Director | 1,000 - 1,600 | 1,300 - 1,600 | 18 - 30 | 180 - 360 | 300 - 500 |
| Associate Vice President | N/A | 1,600 - 1,900 | N/A | N/A | N/A |
| CIA | N/A | 1,900+ | 25+ | 240 - 840 | 500+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Audit

| Insurance | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-------------|---------------|---------|-----------|-----------|
| Auditor / Senior Auditor | 200 - 600 | 300 - 480 | 6 - 8 | 70 - 80 | 50 - 80 |
| Assistant Audit Manager | 400 - 600 | 420 - 650 | 7 - 10 | 72 - 120 | 70 - 108 |
| Audit Manager | 500 - 700 | 600 - 840 | 10 - 14 | 108 - 192 | 100 - 145 |
| Senior Audit Manager | 700 - 1,000 | 840 - 1,080 | 12 - 15 | 144 - 240 | 135 - 200 |
| Audit Director | 650 - 1,000 | 1,200 - 1,600 | 15 - 19 | N/A | 180 - 250 |
| Head of Audit / AVP | 650 - 1,000 | 1,400 - 2,200 | 16 - 20 | 240 - 480 | 240 - 360 |
| Chief Auditor | N/A | 2,200 - 3,000 | 17 - 22 | 300 - 600 | 360+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Audit

| Commerce & Industry | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-------------|---------------|----------|-----------|-----------|
| Auditor / Senior Auditor | 200 - 450 | 300 - 480 | 5 - 7 | 40 - 80 | 55 - 90 |
| Assistant Audit Manager | 180 - 400 | 420 - 600 | 8 - 10 | 80 - 110 | 84 - 100 |
| Audit Manager | 300 - 700 | 600 - 780 | 10 - 18 | 120 - 144 | 100 - 120 |
| Senior Audit Manager | 500 - 900 | 750 - 1,100 | 15 - 18 | 144 - 240 | 120 - 150 |
| Head of Audit / Audit Director | 700 - 1,500 | 1,200+ | 18 - 20+ | 240+ | 150+ |

| Professional Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-------------|---------------|---------|-----------|-----------|
| Associate / Senior Associate | 240 - 300 | 300 - 480 | 5 - 7 | 48 - 72 | 35 - 65 |
| Assistant Manager | 320 - 470 | 480 - 576 | 8 - 10 | 84 - 96 | 65 - 75 |
| Manager | 500 - 720 | 600 - 720 | 10 - 15 | 120 - 156 | 75 - 108 |
| Senior Manager | 750 - 1,000 | 780 - 1,100 | 15 - 17 | 160 - 216 | 100 - 180 |
| Director/Partner | 1,200+ | 1,200+ | 17+ | 240+ | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Risk

| Risk (Banking) | Hong Kong SAR | Malaysia | Singapore |
|---------------------------------------|---------------|-----------|-----------|
| Chief Risk Officer | 1,800+ | 300 - 900 | 380+ |
| Climate Risk (Banking) | Hong Kong SAR | Malaysia | Singapore |
| Senior Executive to Assistant Manager | 360 - 540 | 84 - 108 | 60 - 96 |
| Manager | 500 - 840 | 96 - 180 | 96 - 168 |
| Senior Manager | 840 - 1,440 | 180 - 240 | 168 - 200 |
| Head of Department | 1,440 - 1,800 | 240 - 420 | 200 - 250 |
| Risk Modeling / Validation (Banking) | Hong Kong SAR | Malaysia | Singapore |
| Senior Executive to Assistant Manager | 360 - 540 | 60 - 120 | 60 - 100 |
| Manager | 500 - 840 | 120 - 204 | 96 - 168 |
| Senior Manager | 840 - 1,440 | 180 - 264 | 168 - 200 |
| Head of Department | 1,440 - 1,800 | 240 - 480 | 200 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Risk

| Credit Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 180 - 240 | 240 - 480 | 6 - 8 | 48 - 72 | 50 - 66 |
| Associate | 240 - 360 | 420 - 720 | 8 - 11 | 48 - 72 | 66 - 84 |
| Senior Executive to Assistant Manager | N/A | N/A | N/A | 60 - 108 | N/A |
| Manager | N/A | N/A | N/A | 108 - 180 | N/A |
| Senior Manager | N/A | N/A | N/A | 180 - 300 | N/A |
| Associate Vice President | 360 - 600 | 600 - 900 | 11 - 15 | 108 - 180 | 84 - 150 |
| Vice President | 600 - 960 | 900 - 1,200 | 13 - 20 | 180 - 264 | 130 - 260 |
| Director | 960+ | 1,200+ | 20+ | 264 - 420 | 250+ |
| Head of Department | N/A | 1,200 - 1,800 | N/A | 300 - 420 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Risk

| Market Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-------------|---------------|---------|-----------|-----------|
| Analyst | 180 - 300 | 240 - 420 | 6 - 8 | 48 - 66 | 45 - 60 |
| Associate | 300 - 400 | 420 - 600 | 8 - 12 | 48 - 66 | 50 - 90 |
| Senior Executive to Assistant Manager | N/A | N/A | N/A | 60 - 120 | N/A |
| Manager | N/A | N/A | N/A | 120 - 180 | N/A |
| Senior Manager | N/A | N/A | N/A | 180 - 240 | N/A |
| Associate Vice President | 400 - 600 | 480 - 660 | 10 - 14 | 108 - 180 | 84 - 140 |
| Vice President | 600 - 1,000 | 840 - 1,000 | 13 - 20 | 180 - 264 | 120 - 200 |
| Director | 800+ | 1,080+ | 20+ | 264 - 420 | 200+ |
| Head of Department | N/A | 1,440+ | N/A | 240 - 600 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Risk

| OPS / Enterprise Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-------------|---------------|---------|-----------|-----------|
| Analyst | 150 - 240 | 240 - 336 | 6 - 8 | 48 - 60 | 50 - 66 |
| Associate | 200 - 360 | 336 - 540 | 8 - 10 | 48 - 60 | 66 - 84 |
| Senior Executive to Assistant Manager | N/A | N/A | N/A | 60 - 108 | N/A |
| Manager | N/A | N/A | N/A | 108 - 180 | N/A |
| Senior Manager | N/A | N/A | N/A | 180 - 240 | N/A |
| Associate Vice President | 400 - 600 | 540 - 720 | 11 - 14 | 108 - 156 | 84 - 120 |
| Vice President | 600 - 1,000 | 720 - 960 | 15 - 20 | 156 - 240 | 120 - 200 |
| Director | 1,080+ | 960 - 1,440 | 20+ | 240 - 360 | 200 - 260 |
| Head of Department | N/A | 1,440+ | N/A | 216 - 600 | 260+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Risk

| Insurance | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-------------|---------------|---------|-----------|-----------|
| Executive / Senior Executive | 180 - 250 | 300 - 420 | 6 - 7 | 48 - 90 | 40 - 70 |
| Assistant Manager | 200 - 400 | 480 - 600 | 7 - 10 | 84 - 120 | 66 - 95 |
| Manager | 400 - 600 | 720 - 840 | 9 - 12 | 108 - 180 | 85 - 140 |
| Senior Manager | 600 - 1,000 | 840 - 1,080 | 12 - 17 | 180 - 216 | 120 - 200 |
| Director | 1,000+ | 1,200 - 2,160 | 18+ | 240+ | 200 - 360 |
| Chief Risk Officer | N/A | 2,160+ | 20+ | 360 - 900 | 360+ |

| Commerce & Industry | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-------------|---------------|---------|-----------|-----------|
| Executive / Senior Executive | 120 - 250 | 360 - 540 | 5 - 10 | 48 - 88 | 35 - 70 |
| Assistant Manager | 250 - 400 | 540 - 780 | 7 - 16 | 88 - 180 | 70 - 130 |
| Senior Manager | 300 - 600 | 600 - 960 | 12 - 20 | 168 - 216 | 130 - 180 |
| Director | 600 - 1,000 | 960+ | 15+ | 240+ | 180+ |

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Risk

| Insurance - Enterprise Risk / Operational Risk | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|---------------|---------|-----------|-----------|
| Assistant Risk Manager | 360 - 540 | 7 - 10 | 60 - 120 | 66 - 95 |
| Risk Manager | 600 - 900 | 9 - 12 | 120 - 180 | 85 - 120 |
| Senior Risk Manager | 780 - 1,080 | 12 - 17 | 180 - 240 | 120 - 180 |
| Risk Director | 960 - 1,600 | 18+ | N/A | N/A |
| Head of Operational Risk | 1,600+ | 20+ | 240 - 360 | 180 - 250 |

| Insurance - Enterprise Risk / Financial Risk | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|---------------|---------|-----------|-----------|
| Assistant Risk Manager | 480 - 600 | 7 - 10 | 96 - 120 | 66 - 100 |
| Risk Manager | 720 - 960 | 9 - 12 | 120 - 180 | 90 - 140 |
| Senior Risk Manager | 940 - 1,080 | 12 - 17 | 168 - 240 | 130 - 200 |
| Risk Director | 960 - 1,920 | 18+ | N/A | N/A |
| Head of Risk | 1,800+ | 20+ | 240 - 384 | 200+ |

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Risk

| Professional Services Enterprise Risk | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Associate / Senior Associate | 120 - 250 | 240 - 300 | 5 - 8 | 48 - 72 | 45 - 65 |
| Assistant Manager | 200 - 400 | 360 - 540 | 7 - 12 | 80 - 110 | 65 - 75 |
| Manager | 400 - 700 | 540 - 780 | 9 - 16 | 110 - 160 | 75 - 100 |
| Senior Manager | 700 - 900 | 780 - 1,100 | 10 - 20 | 160 - 216 | 100 - 180 |
| Director / Partner | 800 | 1,200+ | 20+ | 216+ | 180+ |

| Insurance - Finance Risk | Malaysia |
|--------------------------------------|-----------|
| Senior Executive - Assistant Manager | 60 - 120 |
| Manager | 120 - 180 |
| Senior Manager | 180 - 240 |
| Head of Financial Risk | 240 - 360 |

| Insurance - Climate Risk | Malaysia |
|--------------------------------------|-----------|
| Senior Executive - Assistant Manager | 60 - 80 |
| Manager | 96 - 180 |
| Senior Manager | 180 - 240 |
| Head of Financial Risk | 240 - 420 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Compliance

| Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-------------|---------------|---------|-----------|-----------|
| Analyst | 180 - 300 | 216 - 360 | 6 - 9 | 48 - 78 | 48 - 72 |
| Associate | 300 - 400 | 336 - 540 | 9 - 12 | 48 - 78 | 66 - 96 |
| Senior Executive to Assistant Manager | 200 - 500 | N/A | N/A | 78 - 120 | N/A |
| Manager | 400 - 600 | N/A | N/A | 120 - 180 | N/A |
| Senior Manager | 600 - 900 | N/A | N/A | 180 - 300 | N/A |
| Head of Department | 900 - 1,500 | 540 - 780 | N/A | 300 - 600 | N/A |
| Associate Vice President | 400 - 600 | 780 - 970 | 9 - 14 | 132 - 216 | 90 - 120 |
| Vice President | 800 - 1,200 | 970 - 1,200 | 13 - 22 | 216 - 264 | 110 - 220 |
| Director | 1,200+ | 1,200+ | 20+ | 264 - 420 | 200 - 360 |
| Chief Compliance Officer | N/A | 1,800+ | N/A | 384 - 720 | 360+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Compliance

| Insurance | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|---------------|---------------|---------|-----------|-----------|
| Officer / Senior Officer | 180 - 300 | 300 - 480 | 6 - 8 | 60 - 72 | 40 - 78 |
| Assistant Manager | 250 - 400 | 420 - 600 | 8 - 10 | 72 - 108 | 70 - 110 |
| Manager | 400 - 600 | 600 - 840 | 10 - 14 | 108 - 168 | 96 - 135 |
| Senior Manager | 600 - 1,000 | 720 - 960 | 12 - 15 | 180 - 240 | 144 - 220 |
| Director | 1,000+ | 1,080 - 1,680 | 15 - 18 | 240 - 540 | 190 - 260 |
| Head of Compliance / AVP | 800 - 1,200 | 1,500 - 2,520 | 15 - 20 | 300 - 420 | 240 - 300 |
| Chief Compliance Officer | 1,200 - 1,600 | 2,200+ | 17 - 22 | 384 - 780 | 300+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Compliance

| Commerce & Industry | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-------------|---------------|---------|-----------|-----------|
| Officer / Senior Officer | 120 - 240 | 240 - 300 | 5 - 8 | 60 - 72 | 35 - 60 |
| Assistant Manager | 180 - 500 | 300 - 450 | 7 - 12 | 72 - 120 | 60 - 80 |
| Manager | 300 - 800 | 450 - 750 | 9 - 16 | 120 - 160 | 80 - 120 |
| Senior Manager | 400 - 1,000 | 600 - 850 | 10 - 20 | 160 - 210 | 120 - 180 |
| Director | 800+ | 850+ | 17+ | 220+ | 180+ |

| Professional Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|---------|-----------|-----------|
| Officer / Senior Officer | 120 - 250 | 216 - 360 | 5 - 8 | 60 - 84 | 35 - 60 |
| Assistant Manager | 180 - 400 | 360 - 480 | 7 - 12 | 80 - 130 | 60 - 84 |
| Manager | 300 - 700 | 480 - 780 | 9 - 16 | 130 - 170 | 84 - 108 |
| Senior Manager | 600 - 900 | 720 - 1,000 | 10 - 20 | 168 - 222 | 108 - 180 |
| Director / Partner | 800+ | 1,000+ | 17+ | 222+ | 180+ |

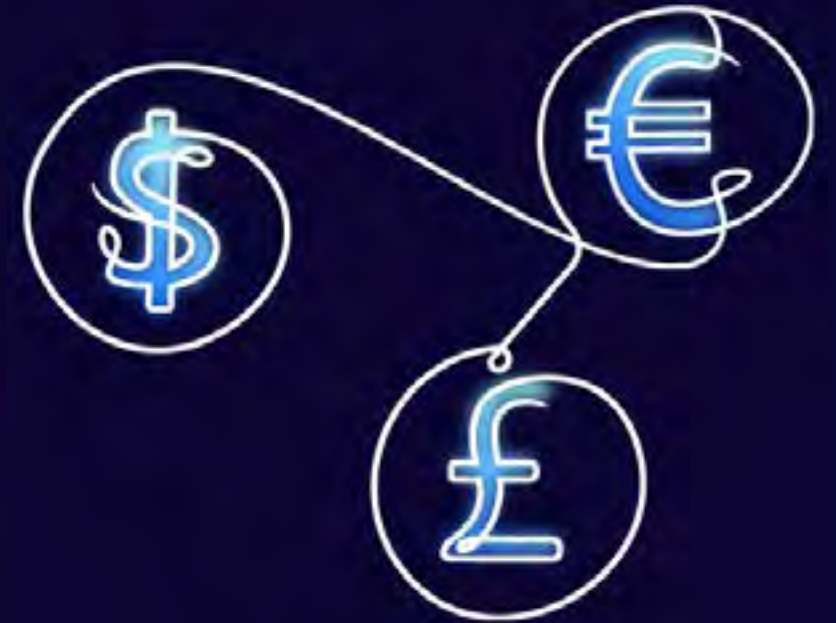
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China

China's banking, securities, and asset management sectors continued to expand steadily through 2025, supported by accelerated structural optimisation and strong capital inflows. Wealth management assets reached new highs, approaching RMB 180 trillion, with both bank wealth products and public mutual funds recording significant growth. Insurance-linked capital deployment further strengthened demand within asset management, contributing to a competitive landscape for experienced investment and advisory talent.

At the same time, the sector underwent notable restructuring. Geopolitical uncertainty, U.S. dollar volatility, and Basel III implementation

led several foreign banks to streamline their CIB and corporate banking teams, particularly within frontline relationship management. Yet hiring remained active in transaction banking, global markets, and capital markets as institutions sought to bolster fee-based income and meet liquidity and capital adequacy requirements. Digitalisation also continued at pace, with both domestic and international players centralising operations and establishing data centres in tier-2 and tier-3 cities to reduce middle- and back-office costs.

The Belt and Road Initiative fuelled interest from banks in Africa, the Middle East, and Southeast Asia, with several establishing new entities in China, lifting demand for CIB

bankers with cross-border exposure. Meanwhile, domestic securities firms continued to face compensation caps, prompting some talent movement toward foreign brokerages and private sector wealth managers. Competition remains strongest at the intermediate level, where skill shortages mirror broader trends across Asia.

Looking ahead to 2026, industry concentration is expected to intensify, with leading institutions competing aggressively for high-impact talent. Enhanced benefits, clear performance metrics, and flexible business development models will be essential to attracting and retaining professionals in an increasingly dynamic financial landscape.



Hong Kong SAR

Hong Kong's banking & financial services sector is positioned for a more active hiring landscape in 2026, driven by renewed momentum in private banking, retail wealth, and selected investment banking verticals. As individuals continue to shift their financial strategies toward investments and insurance, demand for relationship managers and wealth specialists remains strong. Competitive hiring within these customer-facing teams continues to push compensation packages above market averages, especially for talent with established books and multilingual capabilities.

Investment banking is also showing signs of recovery, particularly across FICC and IPO-related activity. This uptick is fuelling demand for front-office specialists,

quantitative analysts, and product talent able to support increasingly complex capital market needs. At the same time, regulatory scrutiny remains elevated. Compliance and risk roles remain among the hardest to fill, reflecting broader regional shortages at the intermediate level, where nearly half of employers cite significant hiring difficulty.

Digital transformation continues to reshape team structures. Banks are accelerating automation and analytics initiatives, increasing demand for quantitative skills, data specialists, and professionals who can bridge finance, technology, and risk. The early integration of AI into operations is beginning to translate into new specialist openings, including AI

Engineers, Data Scientists, and emerging roles in generative AI model governance.

Support functions remain stretched due to talent shortages, adding operational pressure and elevating the importance of retention. In an environment where job security concerns are rising across Asia, Hong Kong professionals continue to place strong emphasis on benefits, managerial support, and flexible work arrangements. Employers offering stability, clear leadership direction, and differentiated non-financial value will be best positioned to secure scarce talent in 2026.



Japan

Japan's financial services sector experienced renewed momentum in 2025, supported by improved profitability following monetary policy normalisation and a notable resurgence of global investor interest. Foreign banks, private equity firms, hedge funds, and global asset managers particularly from the United States, Europe, and increasingly Asia have expanded their footprint to access yen-denominated assets, restructuring opportunities, and outbound M&A advisory work. This increased activity has reinforced Japan's status as a strategic hub for cross-border capital flows.

Front-office hiring has remained selective but highly competitive. Demand is steady for corporate banking relationship managers, leveraged and structured finance specialists, M&A and

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capital markets bankers, and institutional sales professionals. Bilingual talent with cross-border execution capability continues to command premium attention, especially as foreign institutions seek candidates able to navigate both global standards and Japan's local market dynamics. Salaries show modest base pay growth but rising bonuses and sign-on incentives for revenue-generating roles — a shift consistent with Japan's wider transition toward performance-based compensation.

Operations hiring has been more varied. Automation and centralisation are reducing demand for routine processing roles, yet professionals skilled in process optimisation, regulatory reporting, and systems implementation remain in demand. Compensation here is largely stable unless tied to transformation initiatives.

Compliance and risk stand out as key hiring priorities for 2026. Demand remains high across AML, sanctions, model risk, market risk, and regulatory compliance, with both domestic and foreign institutions competing for a limited bilingual talent pool. As job security concerns rise and mobility increases under revised visa frameworks, employers offering clear progression, stability, and strong leadership direction will be best positioned to secure and retain essential risk and governance talent in the year ahead.



Malaysia

Malaysia's banking sector enters 2026 on firmer ground, supported by easing margin pressures, healthier capital positions, and resilient domestic consumption. As banks sharpen their focus on risk-weighted asset optimisation and regulatory governance, demand is rising for specialists in credit risk, capital and regulatory reporting, Basel frameworks, and financial crime compliance, aligning with the broader regional trend where governance roles remain among the hardest to fill. With Malaysia also experiencing significant talent migration to Singapore, shortages at the intermediate level continue to intensify competition for experienced risk and compliance professionals.

Retail banking and wealth advisory remain key growth engines, buoyed by strong consumer activity and increasing interest in

investment-linked products. Relationship Managers and Investment Advisors will continue to be in demand, particularly as banks upgrade digital platforms to attract and retain customers. This shift is generating opportunities for Digital Banking and Retail Product Managers, along with talent skilled in customer analytics and digital onboarding.

Investment banking demand is also strengthening, driven by increased deal activity, corporate restructuring, and improving momentum in debt and equity capital markets. As a result, corporate finance, M&A advisory, ECM, DCM, and structured finance roles are expected to see sustained hiring through 2026.

Conversely, operational and manual back-office roles are expected to decline as automation and digitalisation progress. Recruitment will be selective and specialist-led, with premium salary increments (often 30 to 40 per cent) required to attract niche talent. Employers will need to focus on aggressive retention strategies, targeted upskilling, flexible work options, and cross-border talent sourcing to remain competitive in Malaysia's tightening banking talent landscape.



Singapore

Singapore's banking & financial services sector enters 2026 on solid footing, following another strong year of profitability for local and global institutions. Despite some offshoring of operational functions to global service hubs, hiring remains robust across front-, middle-, and back-office roles, reflecting the city's continued status as a regional financial hub.

Capital markets delivered exceptional performance in 2025, with equity and debt segments expanding significantly. Investment banks, hedge funds, and quantitative trading firms are maintaining aggressive hiring strategies, particularly for talent in research, trading, and algorithm development. High-frequency trading (HFT) and quant firms continue to offer premium compensation for candidates with AI and quantitative modelling expertise.

Asset management firms are prioritising generalist analysts and fund managers as they adopt broader investment strategies. Meanwhile, payments and digital assets remain dynamic, with more firms seeking Digital Payment Token (DPT) licenses from MAS to enter the Web3 space. Compliance and risk professionals with crypto and regulatory expertise are increasingly valued.

Looking ahead, AI integration is the defining trend for 2026. Employers are seeking candidates who can embed AI into workflows to enhance efficiency across both back-office operations and front-office functions such as research and trading. This shift is driving demand for hybrid skill sets that combine technical fluency with financial acumen.

Salary expectations remain firm, with candidates typically seeking a minimum 10 per cent increment when changing roles. However, job security has become a top priority, influencing career decisions and retention strategies across the sector.



Banking/Front Office

| Corporate Finance, M&A, ECM/DCM | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------|---------------|---------------|---------|-----------|-----------|
| Analyst | 300 - 400 | 500 - 1,000 | 7 - 15 | 48 - 105 | 75 - 120 |
| Associate | 400 - 600 | 1,000 - 1,500 | 8 - 20 | 90 - 165 | 100 - 165 |
| Vice President | 600 - 1,200 | 1,500 - 2,000 | 15 - 30 | 150 - 460 | 155 - 275 |
| Director | 1,200 - 2,000 | 2,000 - 3,000 | 20 - 45 | 375 - 656 | 240 - 400 |
| Managing Director | 2000+ | 3,000+ | 30+ | 680+ | 400+ |

| Asset Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|----------|-----------|-----------|
| Junior Trader | 400 - 600 | 540 - 840 | 6.5 - 11 | 24 - 78 | 70 - 110 |
| Trader | 500+ | 850+ | 12 - 40 | 60 - 240 | 100+ |
| Sales Support / Assistant | N/A | 450 - 750 | 6 - 10 | N/A | N/A |
| Sales | 400 - 1,000 | 800 - 1,500 | 6 - 25 | 60 - 240 | 80 - 150 |
| Senior Sales | N/A | 1,500 - 2,500 | 15-28 | 180 - 300 | N/A |
| Head of Sales | 1,500+ | 2,500+ | 18 - 50+ | 240 - 480 | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Asset Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|---------------|---------------|----------|-----------|-----------|
| Research Analyst | 300 - 400 | 360 - 600 | 6 - 15 | 48 - 102 | 60 - 100 |
| Senior Research Analyst | 400 - 600 | 600 - 1,400 | 10 - 22 | 84 - 300 | 100 - 200 |
| Head of Research | 1,000+ | 1,400+ | 13 - 23+ | 300 - 480 | 200+ |
| Assistant Fund Manager | 800 - 1,200 | 660 - 1,000 | 8 - 12 | 100 - 180 | 150+ |
| Fund Manager | 1,000 - 2,000 | 1,000 - 1,400 | 10 - 23 | 120 - 216 | 150 - 300 |
| Senior Fund Manager | 2,000+ | 2,000 - 3,000 | 15 - 25 | 192 - 360 | N/A |
| Head of Investment / Chief Investment Officer | 2,000+ | 3,000+ | 20 - 35+ | 300 - 720 | 300+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Private Equity | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------|---------------|---------------|---------|-----------|-----------|
| Analyst | 300 - 500 | 480 - 600 | 6 - 13 | 60 - 180 | 72 - 110 |
| Associate | 500 - 800 | 660 - 1,500 | 8 - 15 | 120 - 240 | 110 - 150 |
| Vice President | 800 - 1,500 | 1,200 - 1,800 | 12 - 25 | 216 - 480 | 150 - 200 |
| Director | 1,500 - 2,000 | 1,400 - 2,000 | 20 - 30 | 420 - 720 | 200 - 300 |
| Managing Director | 2,000+ | 2,000+ | 30+ | 720+ | 300+ |

| Hedge Fund - Investment | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|-------------|---------------|---------|-----------|-----------|
| Analyst | 420 - 600 | 500 - 700 | 6 - 13 | 60 - 108 | 80 - 110 |
| Associate | 600 - 800 | 700 - 1,000 | 10 - 16 | 96 - 200 | 110 - 160 |
| Vice President | 800 - 1,200 | 1,000 - 1,350 | 15 - 26 | 216 - 360 | 140 - 200 |
| Assistant Fund Manager | 800 - 1,500 | 1,200 - 1,500 | 10 - 18 | 100 - 180 | 180 - 250 |
| Fund Manager | 1,500+ | 1,500+ | 20+ | 120 - 240 | 250+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Hedge Fund - Execution | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------|-------------|---------------|----------|-----------|-----------|
| Risk Analyst | 300 - 500 | 400 - 700 | 9 - 12 | 40 - 72 | 80 - 120 |
| Risk Manager | 600 - 800 | 720+ | 10 - 18 | 72 - 114 | 100 - 200 |
| Quantitative Analyst | 600+ | 1,000+ | 12 - 15 | 114 - 168 | 150 - 250 |
| Trader | 500 - 800 | 400 - 800 | 15 - 25 | 216 - 288 | 170 - 250 |
| Senior Trader | 800 - 1,200 | 800+ | 25 - 40+ | 288+ | 250+ |

| Global Markets | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------|---------------|---------------|----------|-----------|-----------|
| Junior Trader | 400 - 500 | 420 - 660 | 6 - 14 | 48 - 72 | 84 - 120 |
| Trader | 500 - 1,200 | 680 - 1,200 | 10 - 20 | 60 - 180 | 110 - 200 |
| Senior Trader | 1,000 - 1,500 | 1,200 - 1,900 | 20 - 30 | 180 - 360 | 200 - 275 |
| Desk Head | 1,500+ | 2,000+ | 30 - 40+ | 480+ | 260+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Financial Markets Sales, Institutional, Corporate, Research, Hedge Funds | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| Associate | 300 - 500 | 360 - 800 | 8 - 14 | 48 - 84 | 80 - 130 |
| Vice President | 500 - 800 | 800 - 1,200 | 12 - 20 | 84 - 240 | 120 - 230 |
| Director | 800 - 2,000 | 1,200 - 2,400 | 22 - 30 | 240 - 480 | 220 - 300 |
| Managing Director | 2,000+ | 2,000+ | 30+ | 480+ | 300+ |

| Research/Strategy (FICC & EQUITY) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------------|---------------|---------------|---------|-----------|-----------|
| Analyst | 360 - 500 | 360 - 600 | 6 - 10 | 48 - 90 | 60 - 100 |
| Associate | 500 - 800 | 660 - 840 | 8 - 14 | 84 - 192 | 100 - 140 |
| Vice President | 800 - 1,200 | 960 - 1,500 | 13 - 22 | 192 - 360 | 150 - 200 |
| Director | 1,200 - 1,800 | 1,500 - 2,100 | 20 - 30 | 300 - 480 | 200 - 300 |
| Managing Director | 1,800+ | 2,100+ | 30+ | 480+ | 300+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Coporate Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | 180 - 300 | 250 - 400 | 5 - 9 | 60 - 144 | 48 - 84 |
| Relationship Manager | 360 - 600 | 380 - 600 | 8 - 13 | 120 - 200 | 80 - 190 |
| Senior Relationship Manager | 600 - 1,000 | 840 - 1,200 | 11 - 20 | 180 - 300 | 180 - 240 |
| Team Head | 800 - 2,000 | 900 - 1,680 | 15 - 25 | 270 - 360 | 200 - 320 |
| Department Head | 1,800+ | 1,800+ | 20+ | 370+ | 250 - 500 |

| Commercial Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | 180 - 300 | 240 - 330 | 5 - 8 | 75 - 130 | 48 - 72 |
| Relationship Manager | 300 - 600 | 360 - 600 | 8 - 13 | 150 - 250 | 60 - 100 |
| Senior Relationship Manager | 600 - 800 | 600 - 840 | 11 - 20 | 260 - 330 | 100 - 150 |
| Team Head | 750 - 1,200 | 750 - 1,200 | 15 - 25 | 330 - 450 | 150 - 200 |
| Department Head | 1,200+ | 1,600+ | 20+ | 450+ | 200+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| SME Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | 120 - 200 | 240 - 360 | 5 - 8 | 53 - 87 | 60 - 90 |
| Relationship Manager | 200 - 420 | 300 - 540 | 7 - 11 | 75 - 125 | 48 - 72 |
| Senior Relationship Manager | 420 - 600 | 540 - 720 | 11 - 15 | 144 - 172 | 72 - 100 |
| Team Head | 600 - 1,000 | 700 - 1,200 | 14 - 18 | 200 - 325 | 120 - 180 |
| Department Head | 1,000+ | 1,200+ | 19+ | 360+ | 150 - 200 |

| Financial Institutions Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | 180 - 300 | 230 - 400 | 6 - 9 | 60 - 144 | 60 - 100 |
| Relationship Manager | 300 - 600 | 300 - 600 | 8 - 12 | 120 - 200 | 60 - 120 |
| Senior Relationship Manager | 600 - 1,000 | 600 - 1,200 | 12 - 18 | 180 - 300 | 120 - 200 |
| Team Head | 900 - 2,000 | 1,200 - 1,600 | 18 - 22 | 270 - 360 | 180 - 250 |
| Department Head | 1,800+ | 1,600+ | 22+ | 370+ | 250+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Transaction Banking (Cash Management, Trade Finance, Project & Export Finance) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | 150 - 240 | 300 - 480 | 6 - 9 | 48 - 96 | 60 - 80 |
| Relationship Manager | 250 - 400 | 480 - 720 | 8 - 14 | 84 - 180 | 80 - 130 |
| Senior Relationship Manager | 400 - 800 | 720 - 1,000 | 10 - 16 | 156 - 276 | 130 - 200 |
| Team Head | 800 - 1,000 | 1,000 - 1,700 | 16 - 22 | 216 - 384 | 200 - 250 |
| Department Head | 1,000+ | 1,600+ | 20+ | 384+ | 250+ |

| Financial Planning & Wealth Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-----------|---------------|----------|----------|-----------|
| Wealth Manager | 180 - 240 | 300 - 480 | 6 - 11 | 36 - 60 | 39 - 46 |
| Senior Wealth Manager | 240 - 400 | 480 - 720 | 10 - 18+ | 60 - 144 | 45 - 70 |
| Premier Banking Relationship Manager | 400 - 500 | 360 - 750 | 8 - 15 | 54 - 150 | 50 - 65 |
| Private Banking Client Services Officer | 250 - 500 | 400 - 700 | 12 - 20 | 70 - 90 | 55 - 80 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Front Office

| Private Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| Assistant Relationship Manager | N/A | 450 - 1,200 | N/A | N/A | N/A |
| Private Banking Relationship Manager | 420 - 540 | 960 - 1,500 | 6 - 14 | 84 - 150 | 150 - 200 |
| Senior Private Banking Relationship Manager | 540 - 1,000 | 1,500 - 2,500 | 12 - 24 | 190 - 250 | 200 - 275 |
| Team Head | 800 - 1,500 | 2,400 - 3,000 | 15 - 26 | 260 - 300 | 250 - 400 |
| Head of Department | 1,500+ | 3,000+ | 18+ | 310+ | 400+ |
| Investment Counsellor / Advisor (excluding Investment Counsellor Analyst, ICA) | 360 - 480 | 800 - 2,000 | N/A | N/A | 60 - 100 |
| Senior Investment Counsellor / Advisor | 480 - 600 | 1,800 - 2,800 | N/A | N/A | 100 - 145 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Trade Support | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 120 - 180 | 240 - 360 | 6 - 8 | 42 - 60 | 42 - 78 |
| Associate | 150 - 300 | 360 - 660 | 8 - 9 | 42 - 60 | 70 - 100 |
| Associate Vice President | 300 - 500 | 660 - 900 | 10 - 14 | 96 - 144 | 90 - 130 |
| Vice President | 400 - 800 | 900 - 1,200 | 13 - 18 | 144 - 216 | 140 - 180 |
| Director | 800+ | 1,200+ | 20+ | 216+ | 180+ |

| Collateral Management/Client Valuations | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-----------|---------------|---------|-----------|-----------|
| Analyst | 150 - 200 | 150 - 300 | 6 - 8 | 42 - 78 | 42 - 70 |
| Associate | 200 - 350 | 300 - 500 | 8 - 9 | 72 - 108 | 60 - 90 |
| Associate Vice President | 300 - 550 | 500 - 700 | 10 - 14 | 108 - 144 | 90 - 130 |
| Vice President | 500 - 800 | 700 - 900 | 13 - 18 | 144 - 240 | 130 - 200 |
| Director | 800+ | 900+ | 20+ | 240+ | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Change Management/Project Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------------|-----------|---------------|---------|-----------|-----------|
| Business Analyst | 200 - 350 | 250 - 800 | 8 - 12 | 96 - 168 | 60 - 130 |
| Project Manager | 350 - 700 | 350 - 1,000 | 13 - 18 | 120 - 288 | 130 - 220 |
| Head of Project Management | 700+ | 1,000+ | 20+ | 288+ | 220+ |

| Asset Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------------|-----------|---------------|---------|-----------|-----------|
| Product Manager | 400 - 500 | 600 - 780 | 7 - 11 | 78 - 156 | 80 - 150 |
| Senior Product Manager | 450 - 650 | 780 - 960 | 10 - 18 | 144 - 240 | 150 - 250 |
| Client Service/Reporting Specialist | 200 - 350 | 480 - 720 | 8 - 11 | 72 - 108 | 70 - 110 |
| Client Service / Reporting Manager | 250 - 500 | 720 - 960 | 12 - 15 | 108 - 216 | 120 - 160 |
| Head of Client Service/Reporting | 500+ | 960+ | 12 - 22 | 216+ | 180 - 220 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Performance Measurement/Investment Risk | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-----------|---------------|---------|-----------|-----------|
| Associate Vice President | 300 - 600 | 360 - 780 | 7 - 14 | 150 - 225 | 100 - 150 |
| Vice President | 500 - 700 | 720 - 1,200 | 11 - 18 | 210 - 300 | 150 - 200 |
| Head | 700+ | 1,200+ | 16 - 24 | 300+ | 200 - 300 |

| Transaction Banking Client Service | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-----------|---------------|---------|-----------|-----------|
| Officer | 120 - 250 | 240 - 360 | 6 - 7.5 | 48 - 78 | 50 - 60 |
| Associate | 250 - 300 | 360 - 600 | 8 - 10 | 60 - 96 | 60 - 90 |
| Associate Vice President | 300 - 450 | 600 - 800 | 10 - 13 | 120 - 180 | 90 - 130 |
| Vice President | 450 - 600 | 800 - 1,000 | 13 - 18 | 180 - 240 | 130 - 180 |
| Director | 600+ | 1,000+ | 18+ | 240+ | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Transaction Banking Implementation | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-----------|---------------|---------|-----------|-----------|
| Officer | 180 - 240 | 240 - 300 | 6 - 7.5 | 48 - 78 | 50 - 70 |
| Associate | 240 - 360 | 300 - 480 | 8 - 10 | 60 - 96 | 80 - 110 |
| Associate Vice President | 360 - 600 | 480 - 740 | 11 - 13 | 120 - 180 | 120 - 150 |
| Vice President | 600 - 800 | 740 - 840 | 14 - 18 | 180 - 240 | 160 - 220 |
| Director | 800+ | 800 - 1,050 | 18+ | 240+ | 250+ |

| Investment Consultant | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------|-----------|---------------|--------|----------|-----------|
| Analyst | 200 - 300 | 240 - 360 | 6 - 9 | 54 - 72 | 60 - 85 |
| Associate | 300 - 400 | 360 - 480 | 8 - 14 | 72 - 162 | 90 - 120 |
| Manager | 400+ | 500 - 1,200 | 15+ | 162+ | 150+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Product Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 200 - 300 | 260 - 360 | 6 - 7 | 48 - 84 | 65 - 100 |
| Associate | 300 - 450 | 360 - 600+ | 8 - 10 | 84 - 156 | 80 - 120 |
| Manager | 450+ | 600+ | 10 - 18 | 144 - 204 | 120 - 180 |

| Risk Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|--------|---------------|---------|-------------|-----------|
| Chief Risk Officer | 2,000+ | 1,800+ | 20 - 45 | 375 - 1,200 | 380+ |

| Climate Risk Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Senior Executive to Assistant Manager | 240 - 350 | 360 - 540 | 10 - 12 | 75 - 127 | 60 - 96 |
| Manager | 350 - 450 | 500 - 840 | 15 - 17 | 127 - 180 | 96 - 168 |
| Senior Manager | 450 - 650 | 840 - 1,440 | 18 - 26 | 180 - 270 | 168 - 200 |
| Head of Department | 750+ | 1,440-1,800 | 24 - 30 | 270+ | 200 - 250 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Audit Banking | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|---------------|---------------|---------|-----------|-----------|
| Auditor | 250 - 400 | 350 - 450 | 6 - 10 | 60 - 120 | 50 - 96 |
| Senior Auditor (AVP) | 400 - 500 | 450 - 650 | 9 - 14 | 120 - 180 | 84 - 145 |
| Assistant Manager | N/A | 650 - 850 | 10 - 16 | 100 - 120 | N/A |
| Audit Manager (VP) | 500 - 700 | 850 - 1,100 | 12 - 20 | 180 - 270 | 126 - 240 |
| Senior Audit Manager (SVP) | 700 - 1,000 | 1,100 - 1,300 | 15 - 22 | 270 - 300 | 200 - 330 |
| Head of Audit / Audit Director | 1,000 - 1,600 | 1,300 - 1,600 | 20+ | 300 - 450 | 300 - 450 |
| Associate Vice President | N/A | 1,600 - 1,900 | 10 - 16 | N/A | N/A |
| CIA | 1,600+ | 1,900+ | 20 - 35 | 300+ | 450+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Credit Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 100 - 250 | 240 - 480 | 6 - 8 | 60 - 90 | 50 - 66 |
| Associate | 200 - 350 | 420 - 720 | 8 - 11 | 60 - 90 | 66 - 84 |
| Senior Executive to Assistant Manager | N/A | N/A | 12 - 15 | 90 - 120 | N/A |
| Manager | N/A | N/A | 12 - 16 | 120 - 180 | N/A |
| Senior Manager | N/A | N/A | 14 - 20 | 180 - 300 | N/A |
| Associate Vice President | 350 - 600 | 600 - 900 | 10 - 14 | 108 - 180 | 84 - 120 |
| Vice President | 600 - 800 | 900 - 1,200 | 13 - 20 | 180 - 264 | 120 - 220 |
| Director | 800+ | 1,200+ | 20+ | 264 - 420 | 220+ |
| Head of Department | N/A | 1,200 - 1,800 | 20 - 40 | 300 - 420 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Market Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 150 - 250 | 240 - 420 | 6 - 8 | 60 - 90 | 50 - 66 |
| Associate | 200 - 350 | 420 - 600 | 8 - 12 | 60 - 90 | 50 - 90 |
| Senior Executive to Assistant Manager | N/A | N/A | 8 - 12 | 90 - 120 | N/A |
| Manager | N/A | N/A | 11 - 16 | 120 - 180 | N/A |
| Senior Manager | N/A | N/A | 14 - 20 | 180 - 240 | N/A |
| Associate Vice President | 350 - 500 | 480 - 660 | 9 - 13 | 108 - 180 | 84 - 140 |
| Vice President | 500 - 800 | 840 - 1,000 | 12 - 20 | 180 - 264 | 120 - 200 |
| Director | 800+ | 1,080+ | 20+ | 264 - 420 | 200+ |
| Head of Department | N/A | 1440+ | 24 - 40 | 240 - 600 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Ops / Enterprise Risk (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-------------|---------------|---------|-----------|-----------|
| Analyst | 150 - 200 | 240 - 336 | 6 - 8 | 52 - 60 | 50 - 66 |
| Associate | 200 - 360 | 336 - 540 | 6 - 10 | 52 - 60 | 66 - 84 |
| Senior Executive to Assistant Manager | N/A | N/A | 8 - 12 | 60 - 108 | N/A |
| Manager | N/A | N/A | 12 - 16 | 108 - 180 | N/A |
| Senior Manager | N/A | N/A | 14 - 30 | 180 - 240 | N/A |
| Assistant Vice President | 350 - 600 | 540 - 720 | 11 - 14 | 108 - 156 | 84 - 120 |
| Vice President | 600 - 1,000 | 720 - 960 | 13 - 20 | 156 - 240 | 120 - 200 |
| Director | 1,000+ | 960 - 1,440 | 20+ | 240 - 360 | 200 - 260 |
| Head of Department | N/A | 1,440+ | 25 - 40 | 216 - 600 | 260+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Risk Modeling / Validation (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Senior Executive to Assistant Manager | 240 - 360 | 360 - 540 | 15 - 20 | 75 - 127 | 60 - 100 |
| Manager | 360 - 500 | 500 - 840 | 15 - 24 | 127 - 204 | 96 - 168 |
| Senior Manager | 500 - 750 | 840 - 1,440 | 18 - 26 | 204 - 300 | 168 - 200 |
| Head of Department | 750+ | 1,440 - 1,800 | 24 - 35 | 300+ | 200 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Middle Office

| Compliance (Banking) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------------|-----------|---------------|---------|-----------|-----------|
| Analyst | 120 - 250 | 216 - 360 | 6 - 9 | 52 - 75 | 48 - 72 |
| Associate | 200 - 350 | 336 - 540 | 9 - 12 | 52 - 75 | 66 - 96 |
| Senior Executive to Assistant Manager | N/A | N/A | 12 - 16 | 78 - 120 | N/A |
| Manager | N/A | N/A | 14 - 20 | 120 - 180 | N/A |
| Senior Manager | N/A | N/A | 16 - 24 | 180 - 300 | N/A |
| Assistant Vice President | 300 - 500 | 540 - 840 | 9 - 14 | 300 - 600 | N/A |
| Vice President | 450 - 600 | 840 - 1,200 | 13 - 18 | 132 - 216 | 90 - 120 |
| Director | 600 - 800 | 1,200+ | 20+ | 216 - 264 | 110 - 220 |
| Head of Department | N/A | N/A | 20 - 30 | 264 - 420 | 200 - 360 |
| Chief Compliance Officer | 1,500+ | 1,800+ | 22 - 40 | 384 - 720 | 360+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Back Office

| Securities Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|------------|---------------|---------|-----------|-----------|
| Analyst | 150 - 250 | 200 - 300 | 5.5 - 8 | 48 - 72 | 36 - 65 |
| Associate | 250 - 350 | 300 - 450 | 8 - 10 | 72 - 96 | 60 - 85 |
| Assistant Vice President | 350 - 550 | 450 - 720 | 10 - 14 | 96 - 144 | 85 - 120 |
| Vice President | 550 - 800+ | 720 - 900 | 13 - 20 | 144 - 264 | 120 - 180 |
| Director | 800+ | 900+ | 15 - 25 | 264+ | 160+ |

| Documentation/Know Your Client/Client On Boarding | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-----------|---------------|---------|-----------|-----------|
| Analyst | 120 - 180 | 200 - 300 | 6 - 8 | 36 - 60 | 42 - 60 |
| Associate | 180 - 250 | 300 - 450 | 8 - 10 | 60 - 84 | 60 - 84 |
| Assistant Vice President | 250 - 400 | 450 - 720 | 10 - 15 | 84 - 144 | 84 - 120 |
| Vice President | 400 - 600 | 720 - 1,000 | 13 - 18 | 144 - 240 | 120 - 180 |
| Director | 600+ | 1,000+ | 18+ | 240+ | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Back Office

| Treasury Operations | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|---------|-----------|-----------|
| Officer | 120 - 200 | 200 - 300 | 6 - 7.5 | 48 - 72 | 40 - 70 |
| Associate | 200 - 300 | 300 - 450 | 8 - 10 | 72 - 96 | 60 - 100 |
| Assistant Vice President | 300 - 450 | 450 - 720 | 10 - 13 | 96 - 144 | 80 - 120 |
| Vice President | 450 - 650 | 720 - 1,000 | 13 - 17 | 144 - 240 | 120 - 180 |
| Director | 650+ | 1,000+ | 18+ | 240+ | 200+ |

| Transaction Banking Operations | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-----------|---------------|---------|----------|-----------|
| Officer | 150 - 200 | 200 - 300 | 6 - 8 | N/A | 55 - 70 |
| Associate | 200 - 300 | 300 - 450 | 8 - 10 | N/A | 75 - 100 |
| Assistant Vice President | 300 - 480 | 450 - 720 | 10 - 13 | N/A | 100 - 135 |
| Vice President | 480 - 700 | 720 - 1,000 | 13 - 17 | N/A | 140 - 190 |
| Director | 700+ | 1,000+ | 18+ | N/A | 200+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Back Office

| Loan Administration/Credit Operation | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------------|-----------|---------------|---------|-----------|-----------|
| Officer | 100 - 150 | 200 - 300 | 6 - 7.5 | 48 - 60 | 42 - 65 |
| Associate | 150 - 300 | 300 - 450 | 8 - 10 | 60 - 96 | 65 - 90 |
| Assistant Vice President | 300 - 450 | 450 - 720 | 10 - 13 | 96 - 156 | 90 - 120 |
| Vice President | 450 - 700 | 720 - 1,000 | 13 - 20 | 156 - 252 | 130 - 200 |
| Director | 700+ | 1,000+ | 18+ | 252+ | 200+ |

| Fund/Investment Operations | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------------|-------------|---------------|---------|-----------|-----------|
| Administrator | 200 - 300 | 250 - 350 | 6 - 8 | 48 - 72 | 42 - 55 |
| Senior Administrator | 300 - 450 | 380 - 780 | 8 - 10 | 72 - 96 | 55 - 80 |
| Manager | 450 - 600 | 600 - 1,200 | 11 - 14 | 96 - 144 | 80 - 110 |
| Assistant Vice President | 600 - 1,000 | 800 - 1,400 | 10 - 15 | 144 - 250 | 110 - 200 |
| Director | 1,000+ | 1,000+ | 15+ | 250+ | 200+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Back Office

| Trade Operation | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-----------|---------------|----------|-----------|-----------|
| Trade Operation Officer | 150 - 200 | 200 - 360 | 6 - 8.5 | 48 - 60 | 42 - 78 |
| Trade Operation Associate | 200 - 250 | 360 - 600 | 8 - 10.5 | 60 - 96 | 70 - 100 |
| Trade Operation Assistant Vice President | 250 - 400 | 600 - 840 | 10 - 14 | 96 - 156 | 90 - 130 |
| Trade Operation Vice President | 400 - 600 | 840 - 1,000 | 13 - 19 | 156 - 252 | 140 - 180 |
| Trade Operation Director | 600+ | 1,000+ | 20+ | 252+ | 200+ |

| Payment Operation | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|---------|-----------|-----------|
| Officer | 100 - 200 | 200 - 300 | 5.5 - 8 | 48 - 60 | N/A |
| Associate | 200 - 300 | 300 - 400 | 8 - 10 | 60 - 96 | N/A |
| Assistant Vice President | 300 - 450 | 400 - 600 | 10 - 14 | 96 - 156 | N/A |
| Vice President | 450 - 600 | 600 - 800 | 13 - 17 | 156 - 252 | N/A |
| Director | 600+ | 800+ | 15 - 18 | 252+ | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Retail

| Branch Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|---------|-----------|-----------|
| Sub Branch Manager | 500 - 750 | 600 - 720 | 9 - 11 | 84 - 108 | N/A |
| Branch Manager | 750 - 1,000 | 720 - 1,200 | 10 - 18 | 120 - 180 | 50 - 75 |
| Regional/District Manager | 1,000+ | 1,200+ | 16+ | 180 - 264 | 80 - 110 |

| Branch Operation Staff | China | Hong Kong SAR | Japan | Singapore |
|------------------------|-----------|---------------|--------|-----------|
| Teller | 100 - 240 | 192 - 336 | 3 - 5 | 30 - 40 |
| Supervisor | 240 - 360 | 360 - 480 | 6 - 10 | 40 - 55 |
| Operations Manager | 360 - 500 | 480+ | 10-13 | 55 - 100 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Retail

| Relationship Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|-----------|---------------|----------|----------|-----------|
| Assistant Relationship Manager | 120 - 180 | 300 - 420 | 6 - 8 | 48 - 72 | 50 - 75 |
| Relationship Manager | 180 - 360 | 420 - 660 | 8 - 12 | 66 - 96 | 60 - 80 |
| Senior Relationship Manager | 360 - 600 | 660 - 1,080 | 12 - 14 | 96 - 120 | 80 - 100 |
| Sales Manager | 420 - 600 | 660 - 1,080 | 14 - 20+ | 120+ | 180+ |

| Mortgage | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------|-----------|---------------|--------|-----------|-----------|
| Specialist | 180 - 240 | 240 - 360 | 4 - 6 | 48 - 72 | 60 - 80 |
| Senior Specialist | 240 - 400 | 360 - 540 | 6 - 8 | 72 - 96 | 80 - 100 |
| Team Head | 400 - 600 | 540 - 780 | 9 - 11 | 96 - 120 | 120 - 150 |
| Region Head | 600+ | 960 - 1,080 | 12+ | 120 - 180 | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Banking/Retail

| Insurance and Investment | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|--------|-----------|-----------|
| Specialist | 300 - 420 | 300 - 420 | 4 - 6 | 54 - 66 | 50 - 75 |
| Senior Specialist | 420 - 540 | 420 - 660 | 6 - 9 | 66 - 96 | 80 - 100 |
| Team Head | 500 - 700 | 660 - 1,080 | 9 - 12 | 96 - 144 | 120 - 150 |
| Region Head | 700+ | 660 - 1,080 | 13+ | 144 - 243 | 180+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Construction

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China

China's construction sector continued on a steady growth trajectory throughout 2025, supported by national priorities such as new infrastructure, intelligent manufacturing, energy transition, and urban renewal. As the country accelerates its "high-quality development" agenda, hiring demand is shifting away from traditional construction roles toward highly technical, managerial, and digitally enabled positions. Companies are placing greater emphasis on delivery quality, digital transformation, and safety compliance, aligning with broader market expectations around governance and operational resilience.

In 2026, this shift is expected to deepen. Hiring will focus on talent capable of supporting

smart-factory deployment, green-energy expansion, and the integration of digital technologies across project lifecycles. Key roles in demand include Project Directors, BIM Engineers, Intelligent-Manufacturing Engineers, EHS Managers, Energy Engineers, and Digital Project Managers. Professionals with strong digital fluency, multi-disciplinary expertise, and experience working within complex, cross-functional environments will be especially competitive.

China's younger-skewing workforce and heightened focus on stability mean candidates increasingly prioritise compensation, career clarity, and alignment with organisational values: all EVP factors that rank strongly

in this market. At the same time, intermediate-level skill shortages persist across Asia, making experienced mid-career engineering talent difficult to secure. Organisations also remain cautious with budgets, raising expectations for each new hire and reinforcing a preference for candidates who can contribute across both technical and managerial dimensions.

As China accelerates infrastructure modernisation and green development, employers that invest in digital capability, structured career pathways, and competitive compensation will be best positioned to attract scarce engineering talent in 2026.



Hong Kong SAR

Hong Kong's construction sector is expected to see sustained hiring momentum in 2026, supported by major long-term infrastructure commitments and continued housing development, particularly within the Northern Metropolis and related city-building initiatives. Demand will remain strong for Project Managers, Civil Engineers, and Quantity Surveyors as organisations seek experienced professionals capable of managing complex, multi-phase works under demanding delivery timelines.

Competition for bilingual talent with digital project management capabilities is intensifying as the industry accelerates its shift toward smart construction, automation, and sustainability-led practices.

Skills in BIM, digital design coordination, and data-enabled project planning are becoming increasingly important, with employers valuing candidates who can support both technical execution and digital transformation. This trend mirrors the broader regional findings that mid-career professionals skilled in hybrid, tech-enabled roles remain the hardest to secure across Asia.

Skill shortages are most pronounced in electrical and mechanical trades, where demand continues to outstrip supply. As a result, salaries for these roles are projected to rise by six to eight per cent in 2026, outpacing last year's average adjustments. Employers are responding with retention bonuses, project-completion incentives, and more flexible

reward packages to secure talent in the most competitive segments.

With job security concerns rising across the region, professionals in Hong Kong are also placing greater emphasis on organisational stability, workplace support, and benefits. Salary growth is expected to remain robust as the sector continues to navigate talent scarcity and the demands of digitally driven project delivery.



| Construction - Civil | China | Hong Kong SAR |
|----------------------|-----------|---------------|
| Site Engineer | N/A | 335 - 385 |
| Project Engineer | 150 - 250 | 400 - 480 |
| Design Manager | 300 - 400 | 500 - 840 |
| Project Manager | 350 - 500 | 720 - 900 |

| Construction - Civil | China | Hong Kong SAR |
|------------------------|-----------|---------------|
| Planner | 150 - 350 | 480 - 720 |
| Estimator | 200 - 350 | 400 - 500 |
| Construction Manager | 250 - 350 | 720 - 960 |
| Senior Project Manager | 400 - 600 | 850 - 1,200 |

| Construction - Civil | China | Hong Kong SAR |
|---|-----------|---------------|
| Contracts Administrator / Quantity Surveyor - Entry-level | 120 - 200 | 350 - 450 |
| Contracts Administrator / Quantity Surveyor - Senior | 200 - 400 | 480 - 720 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Construction - Building | China | Hong Kong SAR |
|-------------------------|-----------|---------------|
| Site Engineer | 150 - 250 | 335 - 385 |
| Project Engineer | 150 - 300 | 400 - 480 |
| Design Manager | 250 - 400 | 500 - 840 |

| Construction - Building | China | Hong Kong SAR |
|-------------------------|-----------|---------------|
| Planner | 200 - 350 | 480 - 720 |
| Estimator | 250 - 400 | 400 - 500 |
| Construction Manager | 300 - 400 | 720 - 960 |
| Project Manager | 300 - 400 | 720 - 900 |
| Senior Project Manager | 400 - 600 | 850 - 1,200 |

| Construction - Building | China | Hong Kong SAR |
|---|-----------|---------------|
| Contracts Administrator / Quantity Surveyor - Entry-level | 150 - 250 | 350 - 450 |
| Contracts Administrator / Quantity Surveyor - Senior | 250 - 400 | 480 - 720 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Construction - Building | China | Hong Kong SAR |
|-------------------------|-----------|---------------|
| HVAC Engineer | 150 - 300 | 360 - 500 |
| MEP Engineer | 150 - 300 | 360 - 500 |
| ELV Engineer | N/A | 300 - 480 |
| BMS Engineer | N/A | 336 - 420 |
| Senior Engineer | N/A | 480 - 660 |

| Construction - Development | China | Hong Kong SAR |
|-------------------------------|-------------|---------------|
| Development Manager | 250 - 400 | 720 - 900 |
| Project Manager | 300 - 500 | 720 - 900 |
| Business Development Manager | 300 - 600 | 500 - 700 |
| Business Development Director | 800 - 1,200 | 800 - 1,500 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Engineering

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China

AI-driven innovation and sustainability are reshaping China's economic and business landscape. At CIIE 2025, leading companies showcased AI-powered solutions across healthcare, automotive, and industrial sectors, underscoring the country's commitment to high-tech manufacturing and digital transformation. This rapid adoption of artificial intelligence has created a significant talent gap, with demand for specialists in AI algorithms, machine learning, robotics, and large model development far outpacing supply. Organisations are responding by investing in upskilling, leveraging remote hiring models, and partnering with universities to build future-ready talent pipelines.

At the same time, ESG is moving from a reputational consideration to a core driver of growth. Regulatory authorities have

launched mandatory disclosure pilots for listed companies, with full implementation expected by 2026 and complete coverage by 2030. Industries such as renewable energy, smart manufacturing, and green finance are benefiting from policy incentives and rising consumer demand for sustainable brands. Compliance pressure is intensifying, and failure to meet standards may lead to penalties and restricted financing, while strong ESG performance enhances access to green capital and global competitiveness. This shift is fuelling demand for ESG specialists, carbon auditors, and compliance managers, prompting companies to invest in governance structures, digital reporting tools, and interdisciplinary training.

Overlaying these trends is China's Dual Circulation strategy, which prioritises domestic consumption and technological self-reliance while maintaining global trade links. By 2027, internal circulation is expected to account for over 60% of GDP, creating opportunities in renewable energy, advanced manufacturing, robotics, and AI-enabled services. Healthcare and biotech are also gaining momentum, supported by

demographic shifts and innovation partnerships. For foreign companies, aligning with local priorities through R&D, technology transfer, and compliance with ESG and labour standards is critical. Demand for engineers, AI specialists, ESG compliance officers, and bilingual project managers continues to rise, while brand positioning that emphasises sustainability and local innovation will enhance competitiveness. Diversification strategies such as "China +1" remain essential to mitigate geopolitical and regulatory risks. In essence, these structural shifts are transforming China into a market-driven innovation hub, requiring enterprises to adapt quickly for sustainable growth and global competitiveness.



Japan

Japan's engineering sector is experiencing uneven momentum heading into 2026, shaped by global economic uncertainty and sector-specific performance. Machinery and chemicals have adopted a more cautious hiring stance as export demand softens, while semiconductor manufacturing equipment and factory automation (FA) remain resilient. Reshoring initiatives and supply chain restructuring continue to drive local production, contributing to steady domestic capital investment expected to rise three to five per cent year-on-year. Automotive, semiconductors, data centres, and factory automation related fields are expected to lead this growth.

Across the industry, long-term structural themes are becoming increasingly pronounced. Companies are accelerating investments in automation to counter chronic labour shortages, with robotics adoption expanding in the food and pharmaceutical sectors. AI utilisation, risk-aware innovation, and decarbonisation are also shaping strategic priorities, though ESG-related activity has moderated slightly. These trends reinforce the need for engineers who can operate at the intersection of hardware, software, and digital systems.

Talent shortages remain a defining challenge. Engineers with expertise in automotive electronics, robotics, semiconductors, and mechatronics continue to be in high demand, alongside technical sales and Field Application Engineers capable of bridging customer needs and product capability. Consulting firms are also increasingly targeting manufacturing-experienced engineers to support transformation projects.

Salaries are trending upward, with bilingual professionals typically commanding a 10 to 20 per cent premium. As job security concerns rise nationally, employers offering stability, clear leadership direction, and strong development pathways will be best positioned to attract and retain engineering talent in 2026.



Malaysia's engineering landscape enters 2026 with broad-based momentum across energy, construction, and manufacturing, supported by ongoing transformation initiatives and rising demand for highly specialised technical talent. The Energy & Utilities sector is undergoing a significant shift as conventional power assets near end-of-life and investment pivots toward sustainability-linked generation. Waste-to-energy (WTE), large-scale solar (LSS+), and rooftop solar projects are expanding nationwide, while battery energy storage systems (BESS) move from pilot phase to mainstream adoption. This transition is driving strong demand for engineers skilled in grid modernisation, energy storage integration, and environmental compliance: areas where talent remains scarce and salary premiums are highest.

In Property & Construction, hiring remains resilient, driven by steady residential and industrial development and a surge of data centre projects entering major build and commissioning phases. Digital construction tools such as BIM, combined with stricter sustainability expectations, are reshaping hiring needs toward technically adept project managers, MEP specialists, and mission-critical construction engineers. Shortages in specialist roles continue to elevate compensation for advanced project delivery profiles.

Manufacturing continues to expand across semiconductors, MedTech, FMCG, automotive, and aerospace. Growth in EV-related components, precision engineering, and AI-enabled electronics is driving demand for R&D engineers, process specialists, automation talent, and continuous improvement professionals. As Malaysia strengthens

its position as a regional MedTech and semiconductor hub, competition for intermediate-level engineering talent remains intense.

Salary growth is expected to remain steady and competitive, with organisations prioritising candidates who combine strong technical foundations with digital fluency and efficiency-improvement capability. Employers offering clear development pathways, flexible work arrangements, and compelling retention strategies will be best positioned to secure top engineering talent in 2026.



Singapore

Singapore's engineering market enters 2026 with steady but more targeted hiring, driven by ongoing investment in AI, digitalisation and advanced manufacturing. These areas remain resilient despite softer overall sentiment, with employers prioritizing engineers who can deliver immediate impact and support lean, technology-enabled operations. In contrast, some traditional sectors, particularly chemicals and certain process-heavy industries, have slowed, creating a more uneven hiring landscape.

Engineering roles are also being reshaped by the rise of enterprise AI, increasing demand for digitally fluent talent and accelerating upskilling needs. This push toward higher capability standards, combined with a tightening resident engineering workforce, continues to widen salary gaps between generalists and in-demand specialists.

Across the market, the strongest demand remains in robotics and automation, advanced manufacturing, biomanufacturing, and sustainability-focused fields including green tech and energy modelling. These shortages are contributing to continued salary pressure, supported by more employers planning wage increases and candidates expecting meaningful jumps to consider a move.

Overall, 2026 is shaping up to be a year defined by selective but sustained engineering hiring, intensified competition for specialist talent, and ongoing salary growth in the highest-value technical domains.



Automotive

| Production | China | Hong Kong SAR | Japan | Malaysia |
|----------------|---------------|---------------|---------|-----------|
| Engineer | 120 - 250 | 300 - 450 | 6 - 9 | 70 - 120 |
| Supervisor | 250 - 400 | 450 - 600 | 8 - 11 | 40 - 70 |
| Manager | 400 - 600 | 600 - 900 | 8 - 13 | 180 - 240 |
| Director | 600 - 1,200 | 900 - 1,200 | 14 - 18 | 300 - 450 |
| Vice President | 1,200 - 2,000 | 1,200 - 1,680 | 18 - 30 | 450 - 700 |

| Engineering | China | Hong Kong SAR | Japan | Malaysia |
|----------------|-----------|---------------|---------|-----------|
| Engineer | 150 - 250 | 300 - 420 | 6 - 9 | 70 - 120 |
| Supervisor | 250 - 400 | 430 - 540 | 8 - 11 | 40 - 70 |
| Manager | 400 - 600 | 550 - 780 | 8 - 13 | 180 - 240 |
| Director | 600 - 800 | 790 - 960 | 14 - 18 | 300 - 450 |
| Vice President | N/A | N/A | 18 - 30 | 450 - 700 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Automotive

| R&D | China | Hong Kong SAR | Japan | Malaysia |
|----------------|---------------|---------------|---------|-----------|
| Engineer | 150 - 300 | 300 - 450 | 5 - 9 | 70 - 120 |
| Supervisor | 300 - 400 | 450 - 600 | 8 - 11 | 40 - 70 |
| Manager | 400 - 700 | 600 - 900 | 8 - 13 | 180 - 240 |
| Director | 800 - 1,800 | 900 - 1,600 | 14 - 18 | 300 - 450 |
| Vice President | 1,500 - 4,000 | 1,600 - 2,200 | 18 - 30 | N/A |

| Quality | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 120 - 250 | 216 - 400 | 5 - 9 | 70 - 120 |
| Supervisor | 250 - 400 | 360 - 450 | 8 - 11 | 40 - 70 |
| Manager | 400 - 600 | 480 - 700 | 8 - 13 | 180 - 240 |
| Director | 600 - 1,000 | 720 - 1,200 | 14 - 18 | 300 - 450 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Automotive

| Sales & Marketing | China | Hong Kong SAR | Japan |
|-------------------|---------------|---------------|---------|
| Engineer | 150 - 300 | 216 - 400 | 6 - 9 |
| Supervisor | 300 - 450 | 360 - 450 | 9 -12 |
| Manager | 400 - 800 | 480 - 700 | 8 - 15 |
| Director | 800 - 1,600 | 700 - 1,200 | 10 - 20 |
| Vice President | 1,000 - 2,000 | N/A | 18 - 30 |

Aviation

| Production | China | Malaysia |
|------------|-------------|-----------|
| Engineer | 120 - 180 | 80 - 132 |
| Supervisor | 150 - 300 | 60 - 96 |
| Manager | 250 - 600 | 180 - 300 |
| Director | 600 - 1,200 | 360 - 600 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Aviation

| Engineering | China | Hong Kong SAR | Malaysia |
|-------------|-------------|---------------|-----------|
| Engineer | 150 - 300 | 220 - 400 | 90 - 132 |
| Manager | 400 - 600 | 400 - 700 | 180 - 300 |
| Director | 600 - 1,200 | 700 - 1,000 | 400 - 600 |

| Quality | China | Hong Kong SAR | Malaysia |
|------------|-------------|---------------|-----------|
| Engineer | 120 - 250 | 300 - 480 | 90 - 132 |
| Supervisor | 250 - 350 | 480 - 660 | 60 - 90 |
| Manager | 500 - 700 | 660 - 800 | 180 - 300 |
| Director | 700 - 1,100 | 800 - 1,200 | 300 - 372 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Aviation

| Sales & Marketing | China |
|-------------------|---------------|
| Engineer | 180 - 250 |
| Supervisor | 250 - 350 |
| Manager | 350 - 800 |
| Director | 700 - 1,500 |
| Vice President | 1,500 - 3,000 |

| R&D | China | Malaysia |
|----------|-------------|-----------|
| Engineer | 200 - 300 | 90 - 132 |
| Manager | 300 - 800 | 180 - 300 |
| Director | 700 - 1,500 | 400 - 600 |

Chemicals & Materials

| Production | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 120 - 150 | 220 - 300 | 6 - 8 | 90 - 120 | 40 - 70 |
| Supervisor | 150 - 400 | 300 - 450 | 7 - 9 | 60 - 90 | 70 - 90 |
| Manager | 400 - 600 | 450 - 600 | 8 - 12 | 120 - 180 | 84 - 120 |
| Director | 500 - 1,200 | 600 - 1,000 | 12 - 20 | 240 - 360 | 110 - 160 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Chemicals & Materials

| Engineering | China | Japan | Malaysia | Singapore |
|-------------|-------------|---------|-----------|-----------|
| Engineer | 120 - 180 | 6 - 8 | 90 - 120 | 30 - 80 |
| Supervisor | 150 - 300 | 7 - 9 | 60 - 90 | 70 - 108 |
| Manager | 300 - 500 | 8 - 12 | 120 - 180 | 100 - 150 |
| Director | 500 - 1,000 | 12 - 20 | 240 - 360 | 150 - 250 |

| R&D | China | Malaysia | Singapore |
|------------|-------------|-----------|-----------|
| Engineer | 150 - 250 | 90 - 120 | 30 - 80 |
| Supervisor | 250 - 450 | 60 - 90 | 70 - 100 |
| Manager | 400 - 800 | 120 - 180 | 100 - 120 |
| Director | 500 - 1,500 | 240 - 360 | 120 - 200 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Chemicals & Materials

| Quality | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 150 - 200 | 220 - 300 | 6 - 7 | 90 - 120 | 40 - 80 |
| Supervisor | 200 - 350 | 300 - 450 | 7 - 9 | 60 - 90 | 70 - 100 |
| Manager | 350 - 600 | 450 - 600 | 8 - 12 | 120 - 180 | 100 - 120 |
| Director | 600 - 1,300 | 600 - 1,000 | 12 - 20 | 240 - 360 | 120 - 200 |

| Sales & Marketing | China | Hong Kong SAR | Japan |
|-------------------|-------------|---------------|---------|
| Engineer | 150 - 250 | 300 - 450 | 6 - 8 |
| Supervisor | 250 - 400 | 450 - 550 | 7 - 9 |
| Manager | 400 - 700 | 550 - 700 | 8 - 12 |
| Director | 600 - 2,000 | 700 - 1,000 | 12 - 20 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Medical Devices / Pharmaceutical

| Production | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 150 - 200 | 300 - 450 | 6 - 9 | 60 - 80 |
| Supervisor | 200 - 500 | 450 - 550 | 8 - 11 | 40 - 80 |
| Manager | 400 - 800 | 550 - 700 | 9 - 13 | 180 - 300 |
| Director | 700 - 1,500 | 700 - 1,000 | 15 - 35 | 400 - 600 |

| R&D | China | Hong Kong SAR | Japan |
|----------------|---------------|---------------|---------|
| Engineer | 150 - 400 | 300 - 500 | 6 - 9 |
| Supervisor | 250 - 500 | 450 - 600 | 8 - 11 |
| Manager | 500 - 1,000 | 600 - 800 | 9 - 13 |
| Director | 800 - 2,000 | 800 - 1,200 | 15 - 22 |
| Vice President | 1,500 - 3,000 | N/A | 22 - 35 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Medical Devices / Pharmaceutical

| Engineering | China | Hong Kong SAR | Japan | Malaysia |
|-------------|-------------|---------------|---------|-----------|
| Engineer | 140 - 220 | 300 - 450 | 6 - 9 | 60 - 80 |
| Supervisor | 240 - 400 | 450 - 600 | 8 - 11 | 40 - 80 |
| Manager | 400 - 800 | 600 - 800 | 9 - 13 | 180 - 300 |
| Director | 800 - 1,500 | 800 - 1,000 | 15 - 22 | 350 - 600 |

| Quality | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 120 - 250 | 240 - 360 | 6 - 9 | 60 - 80 |
| Supervisor | 250 - 400 | 360 - 480 | 8 - 11 | 40 - 80 |
| Manager | 450 - 700 | 480 - 700 | 9 - 13 | 200 - 350 |
| Director | 700 - 1,400 | 700 - 1,000 | 15 - 20 | 400 - 600 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



FMCG

| Production | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 120 - 150 | 240 - 420 | 4.5 - 6 | 90 - 120 |
| Supervisor | 150 - 250 | 420 - 500 | 7 - 8.5 | 60 - 90 |
| Manager | 250 - 600 | 540 - 780 | 8 - 12 | 130 - 195 |
| Director | 550 - 1,400 | 780 - 1,000 | 12 - 25 | 300 - 450 |

| Engineering | China | Hong Kong SAR | Japan | Malaysia |
|----------------|-------------|---------------|---------|-----------|
| Engineer | 100 - 140 | 300 - 420 | 4.5 - 6 | 90 - 120 |
| Supervisor | 130 - 250 | 430 - 540 | 7 - 8.5 | 60 - 90 |
| Manager | 250 - 600 | 550 - 780 | 8 - 12 | 120 - 180 |
| Director | 550 - 1,200 | 790 - 960 | 12 - 18 | 240 - 400 |
| Vice President | N/A | 1,000 - 1,500 | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



FMCG

| R&D | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 120 - 150 | 210 - 340 | 4.5 - 6 | 90 - 120 |
| Supervisor | 150 - 300 | 340 - 400 | 7 - 8.5 | 60 - 90 |
| Manager | 300 - 600 | 400 - 660 | 8 - 12 | 120 - 180 |
| Director | 600 - 1,500 | 660 - 840 | 12 - 18 | 180 - 400 |

| Quality | China | Hong Kong SAR | Japan | Malaysia |
|------------|-------------|---------------|---------|-----------|
| Engineer | 120 - 180 | 200 - 320 | 4.5 - 6 | 90 - 120 |
| Supervisor | 180 - 300 | 320 - 400 | 7 - 8.5 | 60 - 90 |
| Manager | 300 - 650 | 400 - 660 | 8 - 12 | 120 - 180 |
| Director | 650 - 1,200 | 600 - 800 | 12 - 18 | 180 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Heavy Industry

| Production | China | Japan | Malaysia | Singapore |
|----------------|-------------|---------|-----------|-----------|
| Engineer | 100 - 200 | 5 - 8 | 90 - 120 | 40 - 70 |
| Supervisor | 200 - 300 | 8 - 10 | 60 - 90 | 70 - 90 |
| Manager | 400 - 600 | 8 - 12 | 120 - 180 | 84 - 120 |
| Director | 600 - 1,000 | 12 - 20 | 240 - 360 | 120 - 168 |
| Vice President | 1,000+ | 15 - 30 | 360 - 500 | N/A |

| Engineering | China | Japan | Malaysia | Singapore |
|----------------|-----------|---------|-----------|-----------|
| Engineer | 100 - 200 | 5 - 8 | 90 - 120 | 40 - 80 |
| Supervisor | 200 - 300 | 8 - 10 | 60 - 90 | 70 - 100 |
| Manager | 300 - 500 | 8 - 12 | 120 - 180 | 96 - 154 |
| Director | 500 - 800 | 12 - 20 | 240 - 360 | 150 - 300 |
| Vice President | N/A | 15 - 30 | 400+ | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Heavy Industry

| R&D | China | Japan | Singapore |
|----------------|--------------|---------|-----------|
| Engineer | 150 - 250 | 5 - 8 | 40 - 80 |
| Supervisor | 250 - 350 | 8 - 10 | 70 - 100 |
| Manager | 400 - 600 | 8 - 12 | 100 - 120 |
| Director | 600 - 1,200 | 12 - 20 | 120 - 300 |
| Vice President | 1200 - 2,000 | 15 - 30 | N/A |

| Quality | China | Japan | Malaysia | Singapore |
|------------|-----------|---------|-----------|-----------|
| Engineer | 100 - 200 | 5 - 8 | 90 - 120 | 40 - 80 |
| Supervisor | 200 - 300 | 7 - 9 | 60 - 90 | 70 - 100 |
| Manager | 300 - 500 | 8 - 12 | 120 - 180 | 100 - 120 |
| Director | 500 - 800 | 12 - 15 | 240 - 360 | 120 - 200 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Heavy Industry

| Sales & Marketing | China | Japan |
|-------------------|---------------|---------|
| Engineer | 150 - 300 | 5 - 8 |
| Supervisor | 300 - 400 | 7 - 9 |
| Manager | 400 - 600 | 8 - 12 |
| Director | 600 - 1,200 | 12 - 15 |
| Vice President | 1,500 - 2,000 | N/A |

Electronics

| Production | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------|---------------|---------------|---------|-----------|-----------|
| Engineer | 200 - 400 | 300 - 450 | 5 - 8 | 70 - 120 | 40 - 70 |
| Supervisor | 200 - 500 | 450 - 600 | 7 - 9 | 40 - 70 | 70 - 90 |
| Manager | 300 - 500 | 600 - 900 | 9 - 12 | 180 - 240 | 90 - 110 |
| Director | 600 - 1,200 | 900 - 1,200 | 12 - 15 | 300 - 450 | 110 - 160 |
| Vice President | 1,200 - 2,500 | 1,200 - 1,680 | 15 - 20 | 450 - 700 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Electronics

| Engineering | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------|---------------|---------------|---------|-----------|-----------|
| Engineer | 200 - 300 | 300 - 450 | 5 - 8 | 70 - 120 | 30 - 80 |
| Supervisor | 300 - 500 | 450 - 600 | 7 - 9 | 40 - 70 | 70 - 100 |
| Manager | 500 - 800 | 600 - 900 | 9 - 12 | 180 - 240 | 100 - 140 |
| Director | 800 - 1,500 | 900 - 1,200 | 12 - 15 | 300 - 450 | 140 - 220 |
| Vice President | 1,200 - 1,500 | 1,200 - 1,680 | 15 - 20 | 450 - 700 | N/A |

| R&D | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------|---------------|---------------|---------|-----------|-----------|
| Engineer | 200 - 400 | 260 - 380 | 5 - 8 | 70 - 120 | 40 - 80 |
| Supervisor | 300 - 500 | 380 - 500 | 7 - 9 | 40 - 70 | 70 - 100 |
| Manager | 500 - 800 | 500 - 800 | 9 - 12 | 180 - 240 | 100 - 120 |
| Director | 700 - 1,200 | 800 - 1,000 | 12 - 15 | 300 - 450 | 120 - 200 |
| Vice President | 1,200 - 2,500 | 1,000 - 1,600 | 15 - 20 | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Electronics

| Quality | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 150 - 250 | 300 - 480 | 5 - 8 | 70 - 120 | 30 - 80 |
| Supervisor | 250 - 350 | 480 - 660 | 7 - 9 | 40 - 70 | 70 - 100 |
| Manager | 350 - 600 | 660 - 800 | 9 - 12 | 180 - 240 | 100 - 120 |
| Director | 600 - 1,200 | 800 - 1,200 | 12 - 15 | 300 - 360 | 120 - 200 |

| Sales & Marketing | China | Hong Kong SAR | Japan |
|-------------------|---------------|---------------|---------|
| Engineer | 150 - 250 | 300 - 480 | 5 - 8 |
| Supervisor | 250 - 400 | 480 - 660 | 7 - 9 |
| Manager | 400 - 800 | 660 - 800 | 9 - 12 |
| Director | 600 - 1,200 | 800 - 1,200 | 12 - 15 |
| Vice President | 1,200 - 2,500 | N/A | 15 - 20 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Electronics

| Project Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 150 - 200 | 240 - 420 | 6 - 9 | 70 - 100 | 40 - 80 |
| Supervisor | 200 - 350 | 420 - 540 | 7 - 10 | 40 - 70 | 70 - 100 |
| Manager | 300 - 600 | 540 - 700 | 10 - 13 | 120 - 180 | 100 - 120 |
| Director | 600 - 1,000 | 700 - 1,000 | 12 - 18 | 300 - 420 | 120 - 200 |

| Operational Excellence | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-------------|---------------|---------|-----------|-----------|
| Lean Specialist | 200 - 300 | 240 - 420 | 6 - 9 | 80 - 180 | 50 - 100 |
| Lean Manager | 300 - 600 | 420 - 540 | 7 - 10 | 180 - 300 | 110 - 130 |
| SixSigma Specialist | 300 - 400 | 540 - 700 | 10 - 13 | 180 - 240 | 100 - 130 |
| SixSigma Master (Black belt) | 400 - 1,200 | 700 - 1,000 | 12 - 18 | 300 - 420 | 120 - 150 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Machinery / Mechanical Manufacturing

| Production | China | Japan | Malaysia | Singapore |
|------------|-------------|---------|-----------|-----------|
| Engineer | 150 - 250 | 4.5 - 6 | 84 - 120 | 40 - 70 |
| Supervisor | 250 - 400 | 7 - 9 | 36 - 84 | 70 - 90 |
| Manager | 300 - 600 | 8 - 12 | 120 - 220 | 90 - 110 |
| Director | 600 - 1,200 | 12 - 18 | 220 - 360 | 110 - 160 |

| Engineering | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 150 - 250 | 220 - 380 | 4.5 - 6 | 84 - 120 | 30 - 80 |
| Supervisor | 200 - 400 | 380 - 500 | 7 - 9 | 36 - 84 | 70 - 100 |
| Manager | 400 - 600 | 500 - 800 | 8 - 12 | 120 - 220 | 100 - 140 |
| Director | 600 - 1,200 | 800 - 1,000 | 12 - 18 | 220 - 360 | 140 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Machinery / Mechanical Manufacturing

| R&D | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 200 - 400 | 220 - 380 | 4.5 - 6 | 84 - 120 | 40 - 80 |
| Supervisor | 300 - 500 | 380 - 500 | 7 - 9 | 36 - 84 | 70 - 100 |
| Manager | 500 - 800 | 500 - 800 | 8 - 12 | 120 - 220 | 100 - 120 |
| Director | 600 - 1,500 | 800 - 1,000 | 12 - 18 | 220 - 360 | 120 - 200 |

| Quality | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------|-------------|---------------|---------|-----------|-----------|
| Engineer | 200 - 300 | 220 - 380 | 4.5 - 6 | 84 - 120 | 40 - 80 |
| Supervisor | 300 - 400 | 380 - 480 | 7 - 9 | 36 - 84 | 70 - 100 |
| Manager | 400 - 600 | 480 - 700 | 8 - 12 | 120 - 220 | 100 - 120 |
| Director | 600 - 1,200 | 700 - 900 | 12 - 18 | 220 - 360 | 120 - 200 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Machinery / Mechanical Manufacturing

| Sales | China | Hong Kong SAR | Japan |
|----------------|---------------|---------------|---------|
| Engineer | 150 - 250 | 250 - 300 | 4.5 - 6 |
| Supervisor | 250 - 400 | 300 - 400 | 7 - 9 |
| Manager | 400 - 700 | 400 - 650 | 8 - 12 |
| Director | 600 - 1,500 | 550 - 1,200 | 12 - 18 |
| Vice President | 1,200 - 2,500 | N/A | N/A |

| Marketing | China | Hong Kong SAR | Japan |
|----------------|---------------|---------------|---------|
| Specialist | 150 - 200 | 300 - 400 | 4.5 - 6 |
| Supervisor | 200 - 300 | 400 - 500 | 7 - 9 |
| Manager | 300 - 700 | 500 - 800 | 8 - 12 |
| Director | 600 - 1,500 | 800 - 1,200 | 12 - 18 |
| Vice President | 1,000 - 2,500 | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Engineering

| Design Consultancy - Building Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-----------|---------------|--------|----------|-----------|
| CAD Design Drafter | N/A | 216 - 300 | 4 - 6 | 30 - 60 | N/A |
| CAD Manager | 150 - 250 | 480 - 660 | 6 - 8 | 60 - 84 | N/A |
| Graduate Design Engineer | 70 - 130 | 240 - 336 | 4 - 5 | 36 - 42 | 36 - 50 |
| Design Engineer | 80 - 150 | 276 - 384 | 5 - 8 | 42 - 72 | 50 - 78 |
| Senior Design Engineer | 120 - 200 | 420 - 540 | 7 - 10 | 72 - 108 | 72 - 96 |

| Design Consultancy - Building Services | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-----------|---------------|--------|-----------|-----------|
| Principal Design Engineer | 100 - 200 | 600 - 780 | 6 - 10 | 108 - 156 | 96 - 120 |
| Project Manager | 250 - 400 | 600 - 780 | 6 - 11 | 120 - 180 | 84 - 120 |
| Associate / Senior Associate | 300 - 500 | 780 - 960 | 4 - 6 | 72 - 108 | 120 - 180 |
| Principal / Director | 600 - 900 | 900 - 1,440 | 9 - 13 | 216 - 240 | 180+ |
| Resident Engineer | 150 - 300 | 480 - 780 | 5 - 8 | 180 - 216 | 72 - 96 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Engineering

| Design Consultancy - Civil & Structural | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-----------|---------------|--------|----------|-----------|
| CAD Design Drafter | N/A | 240 - 360 | 4 - 6 | 30 - 60 | N/A |
| CAD Manager | 150 - 250 | 540 - 720 | 6 - 8 | 60 - 84 | N/A |
| Graduate Design Engineer | 70 - 130 | 336 - 420 | 4 - 5 | 36 - 42 | 36 - 50 |
| Design Engineer | 80 - 150 | 420 - 504 | 5 - 8 | 42 - 72 | 50 - 78 |
| Senior Design Engineer | 120 - 200 | 540 - 720 | 7 - 10 | 72 - 108 | 72 - 96 |

| Design Consultancy - Civil & Structural | China | Hong Kong SAR | Japan | Singapore |
|---|-----------|---------------|--------|-----------|
| Principal Design Engineer | 100 - 200 | 720 - 960 | 6 - 10 | 96 - 120 |
| Project Manager | 250 - 400 | 780 - 1,080 | 6 - 11 | 84 - 120 |
| Associate / Senior Associate | 350 - 500 | 960 - 1,440 | 4 - 6 | 120 - 180 |
| Principal / Director | 700 - 900 | 1,200 - 2,160 | 9 - 13 | 180+ |
| Resident Engineer | 250 - 400 | 600 - 1,200 | 5 - 8 | 72 - 96 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Engineering

| Renewable Energy | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|---------------|---------|-----------|-----------|
| Operations (General Manager/ Director) | 960 - 1,440 | 15 - 25 | 360 - 720 | 180 - 216 |
| Project Manager | 660 - 900 | 9 - 15 | 120 - 300 | 84 - 120 |
| Technical Manager | 720 - 960 | 8 - 12 | 120 - 216 | N/A |

| Energy | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|---------------|---------|-------------|-----------|
| Operations (General Manager / Director) | 960 - 1,440 | 15 - 25 | 600 - 1,200 | 168 - 192 |
| Project Manager | 540 - 840 | 9 - 15 | 120 - 180 | 84 - 120 |
| Operations and Maintenance Manager | 480 - 780 | 9 - 13 | 120 - 216 | 108 - 132 |
| HSSE Manager | 600 - 780 | 8 - 14 | 120 - 180 | 72 - 98 |
| Technical Manager | 600 - 840 | 8 - 12 | 120 - 180 | N/A |

| Engineering Services | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|---------------|---------|-----------|------------|
| Operations (General Manager/ Director) | 960 - 1,440 | 10 - 15 | 360 - 720 | 168 - 192, |
| Project Manager | 480 - 720 | 8 - 13 | 120 - 300 | 84 - 120 |
| Technical Manager | 540 - 720 | 8 - 12 | 120 - 216 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Human Resources

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China

China's HR market enters 2026 amid rapid transformation, driven by technology adoption, workforce restructuring, and the globalisation of private enterprises. As Chinese companies accelerate international expansion by building operations, Supply Chains, and sales networks across Asia, Europe, and the Americas, the demand for HR talent capable of supporting global growth is surging.

Private enterprises are leading this trend, creating significant hiring volume for HR leaders who can design talent systems from the ground up, manage cross-border compliance, and foster multicultural integration. Senior roles such as HR Directors, HR Business Partners, Talent Acquisition Heads, and Global HR Leads are

in exceptionally high demand, particularly within fast-scaling organisations entering new markets.

Globalisation is also reshaping role distribution. Many companies are embedding HR teams directly in overseas locations rather than centralising functions in China, reflecting a strategic need for localized decision-making and cultural alignment.

Despite rising demand, HR compensation has undergone a sharp recalibration. Average salaries have declined by 20–30 per cent over recent years, with senior executive packages falling by as much as 25–35 per cent due to cost optimisation and leaner team structures. Mid-level roles have seen more moderate reductions of 10–20 per cent, underscoring a broader shift toward efficiency and value-based HR delivery.



Hong Kong SAR

Over the past year, global and medium-sized organisations have significantly restructured their HR functions, leading to leaner operating models and widespread redundancies at senior levels. Regional head roles are increasingly replaced by mid-level positions as companies centralise payroll and HR administration, establish Centres of Excellence, and strengthen advisory capabilities. While overall HR headcount has declined, these changes reflect a shift toward more strategic, technology-enabled HR functions.

As HR becomes more advisory and forward-looking, demand is rising for professionals with specialised expertise in Compensation & Rewards, HRIS, and data analytics. Organisations are prioritising

candidates with strong analytical and technical skills, including proficiency in tools such as VBA, Power BI, and AI-driven platforms. HR professionals who can leverage data for strategic decision-making are highly sought after, and Learning & Development roles are gaining traction as companies focus on technology enablement and workforce upskilling.

Hiring volumes remain modest due to leaner structures, but companies are willing to offer competitive packages for mid-level talent with niche technical skills. Senior-level HR professionals, however, face pay compression as redundancies have created an abundant supply of experienced candidates, reducing the need for premium salaries. In contrast, middle- and junior-level roles continue to see strong salary adjustments during job changes, particularly for individuals with data analytics expertise and HRIS proficiency.

Employers that invest in specialised skill sets, digital transformation, and continuous upskilling will be best positioned to enhance HR effectiveness and drive strategic human capital initiatives in an increasingly data-driven environment.



Japan

Japan's HR market is set to remain active in 2026, driven by accelerating organisational transformation, demographic pressures, and the continued shift toward performance-based workforce models. HR Business Partner (HRBP) roles dominated the market in 2025, and demand is expected to stay strong as companies seek strategic HR capability to support business growth and cultural change.

Large enterprises continue to favour HRBPs dedicated to strategy, talent planning, and organisational development, while small and mid-sized companies are prioritising hybrid profiles capable of balancing high-level advisory work with hands-on operations. This reflects broader national trends, including chronic intermediate-level talent shortages and rising

expectations for HR to deliver both strategic impact and operational efficiency.

HR Operations roles remain essential despite increased digitalisation. While AI and automation have reduced manual workloads globally, Japan's complex labour regulations and strong emphasis on compliance mean HR Ops professionals are still highly valued.

Salary levels for Compensation & Benefits (C&B) roles have also increased over the past year. This is primarily driven by a shortage of qualified professionals, particularly bilingual C&B specialists, making it challenging for organisations to secure suitable talent. As a result, many companies have raised budgets to attract and retain experienced candidates in this functional area.



Malaysia

Malaysia's HR landscape is undergoing rapid transformation as organisations accelerate digitalisation, rethink workforce structures, and integrate AI into core people processes. Administrative tasks continue to be automated or centralised, shifting HR's mandate toward strategic, advisory, and transformation-driven responsibilities. As a result, demand remains strong for professionals skilled in Organisation Design, HR Transformation, and Organisation Development, areas that help companies adapt to new operating models and prepare for future workforce needs. Talent with the ability to integrate HR technologies, interpret people analytics, and optimise AI-powered tools such as chatbots, learning platforms, and reporting systems is particularly sought after.

Talent Management and Development continue to be top priorities, reflecting broader trends in Malaysia where professionals place significant value on career growth, learning opportunities, and leadership clarity. Compensation & Benefits (C&B) roles are gaining greater strategic importance as employers refine their "pay-for-performance" models and design reward strategies that help

attract and retain mid-career professionals where skills shortages are most acute.

Recruitment demand is strong for HRIS specialists, C&B managers, Talent Development roles, and HR professionals with digital transformation expertise. Persistent shortages in these areas are pushing salary premiums, even as overall growth stabilises around 2.5 to 5 per cent. Niche, tech-enabled HR positions, particularly those tied to analytics, automation, and workforce planning are expected to see above-average increases.

In 2026, HR functions will continue to shift toward digitally enabled, strategically focused roles. Employers that invest in capability building, flexible work arrangements, and competitive rewards will be best positioned to secure future-ready HR talent.



Singapore

Through 2025, many organisations undertook workforce optimisation initiatives in response to slowing growth and global uncertainty, placing HR teams at the centre of retrenchment cycles, employee wellbeing concerns, and change management responsibilities. These pressures have heightened demand for strategic HR capability while reinforcing the need for HR to act as a stabilising force during periods of transition.

With organisations becoming more deliberate in headcount planning, broad-based salary increments have tapered. Compensation frameworks are tighter, and hiring decisions are increasingly justified through value, not volume. Salary growth in 2026 is expected to remain moderate, with premium rewards reserved for roles that directly

support transformation or workforce stability, including HR Business Partners, Compensation & Benefits specialists, Talent Management leaders, Organisational Development roles, and HR analytics experts. Transactional HR roles are seeing flatter salary progression due to automation, HRIS expansion, and outsourced shared service models.

A key shift for 2026 is the continued move toward skills-based workforce planning. As job roles evolve in a digitally enabled, post-restructuring environment, organisations are investing in upskilling, internal mobility, and rotational assignments to strengthen in-house capability. HR teams are redesigning competency frameworks, elevating leadership development, and using people

analytics to guide future-ready workforce strategies.

Flexible staffing models are also expanding. Contract HR professionals have become a critical resource during peak cycles such as annual C&B reviews, HRIS rollouts, transformation projects, and restructuring support, a trend likely to continue as employers seek agility without long-term cost commitments.

For HR candidates, the strongest opportunities lie in roles requiring both deep functional expertise and strong stakeholder maturity. Employers increasingly value HR professionals who can navigate ambiguity, influence senior leaders, and manage sensitive conversations with empathy and resilience. Salary expectations will need to remain realistic, as double-digit increments above 20 per cent will be largely limited to niche, high-demand roles.



| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|---------------|---------------|---------|-----------|-----------|
| Regional HR Manager / HR Business Partner | 600 - 1,500 | 750 - 1,200 | 15 - 18 | 240 - 360 | 120 - 200 |
| HR Director / Head of HR | 600 - 2,000 | 1,000 - 1,800 | 15 - 30 | 300 - 420 | 170 - 220 |
| Regional HR Director / Vice President of HR | 800 - 3,000 | 1,200 - 1,880 | 18 - 30 | 420 - 480 | 220 - 270 |
| Regional HR Director / Senior Vice President of HR | 1,500 - 4,500 | 1,500 - 3,500 | 30 - 40 | 360 - 540 | 250 - 400 |

| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| HR Co-ordinator | 120 - 210 | 216 - 300 | N/A | N/A | 42 - 54 |
| HR Executive | 150 - 240 | 192 - 360 | 5 - 7 | 42 - 66 | 50 - 70 |
| Senior HR Executive | 180 - 400 | 300 - 540 | 6 - 10 | 67 - 84 | 65 - 78 |
| Assistant HR Manager | 230 - 350 | 420 - 720 | 7 - 12 | 84 - 120 | 75 - 100 |
| HR Manager / HR Business Partner (6+ yrs) | 350 - 800 | 500 - 800 | 10 - 15 | 120 - 156 | 85 - 130 |
| HR Manager / HR Business Partner (10+ yrs) | 500 - 1,200 | 840 - 1,320 | 12 - 16 | 180 - 240 | 85 - 170 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-------------|---------------|---------|-----------|-----------|
| Talent Acquisition / Recruitment Manager | 350 - 800 | 540 - 720 | 10 - 16 | 108 - 180 | 90 - 120 |
| Regional Talent Acquisition Manager | 500 - 1,000 | 720 - 840 | 15 - 20 | 144 - 216 | 120 - 180 |
| Regional Talent Acquisition Director | 800 - 2,000 | 840 - 1,400 | 18 - 25 | 240 - 360 | 180 - 250 |
| Talent Acquisition / Recruiter | 130 - 400 | 360 - 1,200 | 6 - 10 | 60 - 108 | 72 - 120 |

| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-------------|---------------|---------|-----------|-----------|
| Learning & Development Officer | 130 - 300 | 216 - 500 | 7 - 9 | 60 - 72 | 66 - 80 |
| Learning & Development Manager | 350 - 800 | 500 - 850 | 9 - 14 | 96 - 180 | 80 - 108 |
| Regional Learning & Development Manager | 500 - 1,500 | 850 - 1,300 | 12 - 18 | 180 - 264 | 120 - 156 |
| Regional Learning & Development Director | 800 - 1,500 | 1,200 - 1,800 | 15 - 20 | 264 - 420 | 180 - 220 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-----------|---------------|---------|-----------|-----------|
| HRIS Administrator | 120 - 200 | 240 - 384 | 6 - 10 | 48 - 96 | 55 - 72 |
| HRIS Analyst | 120 - 240 | 380 - 600 | N/A | 96 - 144 | 75 - 85 |
| HRIS Manager | 300 - 650 | 480 - 1,020 | 10 - 16 | 180 - 300 | 90 - 160 |

| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-------------|---------------|---------|-----------|-----------|
| Compensation & Benefits Specialist | 180 - 300 | 300 - 480 | 7 - 12 | 84 - 168 | 70 - 100 |
| Manager Compensation & Benefits | 400 - 700 | 480 - 720 | 11 - 18 | 144 - 180 | 100 - 160 |
| Regional Compensation & Benefits Manager | 600 - 1,200 | 720 - 1,300 | 15 - 22 | 180 - 300 | 150 - 220 |
| Regional Director Compensation & Benefits | 800 - 2,000 | 1,200 - 2,400 | 18 - 26 | 300 - 420 | 200 - 350 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Payroll Officer | 120 - 180 | 216 - 336 | 5 - 10 | 54 - 90 | 48 - 70 |
| Payroll Manager | 300 - 600 | 480 - 900 | 9 - 14 | 120 - 180 | 70 - 120 |
| Shared Services Manager | 400 - 1,000 | 480 - 900 | 10 - 15 | 144 - 180 | 90 - 220 |
| Organisational Development Manager | 500 - 1,500 | 600 - 1,500 | 12 - 18 | 144 - 360 | 130 - 250 |
| Change Management | N/A | N/A | N/A | 96 - 300 | 95 - 220 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Insurance

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Hong Kong SAR

Hong Kong's insurance sector is expected to see steady hiring momentum in 2026, driven by expanding demand for high-net-worth (HNW) and ultra-HNW solutions, as well as the industry's increasing diversification into adjacent health, wellness, and investment services. More direct insurers are targeting affluent segments, creating sustained demand for professionals in Product Development, Business Development & Strategy, Partnership Distribution, and Marketing. HNW brokerage firms are also performing strongly, with significant hiring planned for sales consultants capable of building trusted advisory relationships with sophisticated clients.

The sector is also experiencing rapid growth in health and wellness offerings. Insurers are investing in medical and clinical services to enhance customer retention and acquisition, fuelling demand for registered doctors, nurses, nutritionists, and wellness specialists. This shift reflects broader regional trends identified in the Salary Guide, where customers increasingly prioritise holistic protection and value-added health services.

Hiring activity is rising in Investment, Risk, and Compliance as insurers expand into adjacent financial sectors and navigate evolving regulatory expectations. Reinsurers are performing well and are expected to allocate more resources to middle- and back-office hiring, particularly across actuarial and risk management: both areas where Hong Kong faces persistent intermediate-level shortages.

Overall, recruitment is expected to grow steadily through 2026, with new headcount emerging after the bonus cycle. Competition will be strongest across HNW business development, investment functions, and actuarial/risk roles. In a market where professionals remain highly sensitive to job security and benefits, employers offering clear leadership direction, flexible arrangements, and strong non-financial value will be best positioned to secure top insurance talent.



Japan

Japan's insurance sector continues to experience a divergence between life and non-life lines heading into 2026. Private life insurance demand remains stagnant, particularly among younger generations who favour building personal savings over purchasing long-term policies. Conversely, the general insurance market remains comparatively resilient. Frequent natural disasters, expanding marine and shipping activity, and increasing corporate risk exposure continue to reinforce Japan's status as a strong market for property, casualty, and specialty insurance products.

Hiring activity across the sector is expected to increase, particularly for underwriters and claims

professionals. Strengthened regulatory oversight, including more rigorous sales audits and the expansion of compliance functions under Financial Services Agency (FSA) guidance is driving organisations to build capability in risk governance, underwriting quality, and policy administration. As seen across Asia, intermediate-level talent remains the hardest to secure, and Japan's demographic pressures further tighten an already limited candidate pool. Success in filling these roles often hinges on hiring flexibility, strong collaboration between Hiring Managers and Talent Acquisition, and clear communication throughout the process.

For candidates, underwriting and claims remain among the most stable career paths in Japan. Salaries continue to trend upward, with Assistant Managers typically earning between ¥8M and ¥14M, Managers ¥10M to ¥17M, and Department Heads ¥15M to ¥22M. The combination of predictable earning potential, well-defined progression pathways, and organisational stability contributes to lower job-change motivation, reinforcing Japan's long-standing preference for longer tenures within a single employer.



Malaysia

Malaysia's insurance sector enters 2026 with cautious but targeted hiring activity, shaped by sustained claims pressure, regulatory evolution, and accelerating digital transformation. While broad-based expansion remains limited, demand is strong for advisory-driven Business Development and Partnership roles, particularly those able to deliver profitability and risk-aligned growth. Employers are placing greater emphasis on relationship-led consultative talent rather than volume-based sales, reflecting a shift toward higher-quality, sustainability-focused portfolio management.

Actuarial demand remains one of the sector's hottest areas. As insurers progress beyond IFRS 17 implementation, actuarial teams are expanding their remit into optimisation,

capital management, and strategic leadership. Ongoing regionalisation and new trade frameworks are reshaping risk profiles, prompting insurers to redesign products with a stronger focus on sustainability-linked lines. Professionals with technical, regulatory, and digital integration expertise will continue to command highly competitive pay, mirroring Malaysia's broader premium for niche, intermediate-level skillsets.

Shared services growth is another key driver. Malaysia's established insurance hubs are fuelling strong demand in back-office operations, particularly across claims, policy servicing, and health administration. Rising medical inflation is driving the need for medical professionals, doctors, and specialists who can deliver cost-containment strategies while supporting clinical governance.

Underwriting demand is expected to rise across commercial lines, supported by continued investment inflows and infrastructure development. For life underwriters, specialisation is becoming more pronounced: high-net-worth underwriting, risk automation capabilities, and digital tool proficiency are now essential. These niche requirements are likely to drive upward pressure on compensation in 2026.



| Actuarial | Hong Kong SAR | Japan | Malaysia |
|-----------------------------|---------------|---------|-----------|
| Officer/ Senior Officer | 240 - 420 | 6 - 10 | 60 - 84 |
| Associate/ Senior Associate | 360 - 600 | N/A | 78 - 108 |
| Assistant Manager | 480 - 720 | N/A | 120 - 168 |
| Manager | 600 - 1,080 | 12 - 18 | 180 - 228 |
| Senior Manager | 960 - 1,400 | 14 - 21 | 240 - 336 |
| Department Head | 1,400 - 2,160 | 19 - 25 | 336 - 540 |
| Chief Actuary | 1,500 - 3,000 | 20 - 35 | 420 - 900 |

| Distribution | Hong Kong SAR | Japan | Malaysia |
|--------------------------------|---------------|---------|-----------|
| Head of Sales Development | 1,200 - 2,000 | 15 - 25 | 480 - 600 |
| Head of Alternate Distribution | 1,300 - 2,000 | 15 - 25 | 360 - 480 |
| Head of Bancassurance | 1,400 - 2,300 | 15 - 25 | 420 - 480 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Agency | Hong Kong SAR | Japan | Malaysia |
|-------------------|---------------|---------|-------------|
| Agency Officer | 180 - 340 | 6 - 8 | 600 - 1,080 |
| Assistant Manager | 340 - 480 | 7 - 10 | 102 - 120 |
| Manager | 500 - 720 | 8 - 12 | 120 - 144 |
| Senior Manager | 700 - 960 | 12 - 18 | 192 - 216 |
| Agency Director | 1,000 - 1,600 | 15 - 20 | 240 - 360 |

| Bancassurance | Hong Kong SAR | Japan | Malaysia |
|-----------------------|---------------|---------|-----------|
| Bancassurance Officer | 216 - 360 | 6 - 8 | 600 - 960 |
| Assistant Manager | 360 - 480 | 7 - 10 | 102 - 120 |
| Manager | 500 - 800 | 10 - 12 | 120 - 144 |
| Senior Manager | 720 - 1,020 | 12 - 15 | 192 - 216 |
| Department Head | 1,200 - 2,000 | 15 - 20 | 240 - 360 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Alternate Distribution | Hong Kong SAR | Japan | Malaysia |
|---------------------------------|---------------|---------|-------------|
| Assistant Manager | 400 - 500 | 6 - 10 | 93 - 114 |
| Manager | 540 - 690 | 10 - 14 | 120 - 145 |
| Senior Manager | 750 - 900 | 12 - 18 | 172 - 238 |
| Underwriting Life | Hong Kong SAR | Japan | Malaysia |
| Assistant Manager | 480 - 570 | 8 - 10 | 78 - 108 |
| Manager | 570 - 820 | 10 - 14 | 132 - 168 |
| Senior Manager | 840 - 940 | 10 - 17 | 168 - 300 |
| Director / Head of Underwriting | 950 - 1,560 | 15 - 22 | 300 - 480 |
| Distribution | Hong Kong SAR | Japan | Malaysia |
| Chief Agency Officer | 1,300 - 2,000 | 15 - 30 | 600 - 1,080 |
| Chief Distribution Officer | 1,500 - 2,500 | 15 - 30 | 600 - 1,080 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Underwriting General | Hong Kong SAR | Japan | Malaysia |
|-----------------------|---------------|---------|-----------|
| Assistant Manager | 340 - 490 | 10 - 14 | 82 - 120 |
| Manager | 550 - 670 | 12 - 16 | 132 - 168 |
| Senior Manager | 720 - 840 | 14 - 18 | 168 - 300 |
| Head of Business Line | 900 - 1,700 | 15 - 25 | 300 - 480 |
| Claims Life | Hong Kong SAR | Japan | Malaysia |
| Assistant Manager | 400 - 500 | 10 - 14 | 78 - 96 |
| Manager | 570 - 720 | 12 - 16 | 108 - 156 |
| Senior Manager | 800 - 960 | 14 - 18 | 180 - 216 |
| Head of Claims | 1,000 - 1,400 | 15 - 25 | 240 - 360 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Claims General | Hong Kong SAR | Japan | Malaysia |
|-----------------------------------|---------------|---------|-----------|
| Assistant Manager | 380 - 500 | 10 - 14 | 84 - 108 |
| Manager | 570 - 720 | 12 - 16 | 120 - 168 |
| Senior Manager | 720 - 820 | 14 - 18 | 180 - 216 |
| Head of Business Line | 800 - 900 | 15 - 18 | 216 - 240 |
| Head of Claims (Regional / Local) | 900 - 1,400 | 18 - 25 | 252 - 420 |

| Projects & Transformation | Hong Kong SAR | Japan | Malaysia |
|----------------------------------|---------------|---------|-----------|
| Business Analyst | 240 - 600 | 5 - 10 | 56 - 300 |
| Assistant Manager | 400 - 600 | 6 - 11 | 84 - 180 |
| Project Manager | 600 - 960 | 8 - 15 | 156 - 240 |
| Senior Project / Program Manager | 960 - 1,300 | 14 - 22 | 240 - 360 |
| Transformation Head | 1,300 - 2,000 | 20 - 25 | 300 - 500 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Strategic | Hong Kong SAR | Japan | Malaysia |
|-------------------------------------|---------------|---------|-----------|
| Analyst | 280 - 540 | 5 - 11 | 56 - 120 |
| Manager | 600 - 800 | 10 - 16 | 84 - 156 |
| Associate Director / Senior Manager | 1,100 - 1,700 | 13 - 19 | 156 - 300 |
| Director / AVP | 1,400 - 2,200 | 15 - 25 | 240 - 420 |

| Operations | Hong Kong SAR | Japan | Malaysia |
|-------------------|---------------|---------|-----------|
| Assistant Manager | 420 - 540 | 6 - 8 | 78 - 108 |
| Manager | 540 - 720 | 8 - 12 | 108 - 144 |
| Senior Manager | 700 - 950 | 12 - 18 | 156 - 400 |
| COO | 1,800 - 2,500 | 15 - 30 | 456 - 660 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Product Development | Hong Kong SAR | Japan | Malaysia |
|-----------------------------|---------------|---------|-----------|
| Assistant Manager | 240 - 480 | 6 - 10 | 96 - 132 |
| Product Manager | 540 - 900 | 8 - 12 | 144 - 180 |
| Senior Manager | 840 - 1,200 | 10 - 15 | 196 - 300 |
| Director / Head of Products | 1200+ | 14 - 20 | 360 - 600 |
| Audit (Insurance) | Hong Kong SAR | Japan | Malaysia |
| Auditor / Senior Auditor | 300 - 540 | 6 - 8 | 84 - 96 |
| Assistant Audit Manager | 480 - 600 | 7 - 10 | 72 - 120 |
| Audit Manager | 600 - 840 | 10 - 14 | 108 - 192 |
| Senior Audit Manager | 780 - 1,020 | 12 - 15 | 144 - 240 |
| Audit Director | 1,200 - 1,600 | 15 - 19 | N/A |
| Head of Audit / AVP | 1,400 - 2,000 | 16 - 20 | 240 - 480 |
| Chief Auditor | 2,200 - 2,800 | 17 - 22 | 300 - 600 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Investment | Hong Kong SAR | Malaysia |
|---|---------------|-----------|
| Analyst | 480 - 600 | 48 - 102 |
| Senior Analyst | 600 - 780 | 78 - 300 |
| Fund Manager | 780 - 960 | 72 - 192 |
| Senior Fund Manager | 960 - 1,200 | 192 - 360 |
| Head of Investment / Chief Investment Officer | 1,500 - 3,000 | 300 - 660 |

| Actuarial - Pricing | Hong Kong SAR | Malaysia |
|---------------------|---------------|-----------|
| Assistant Manager | 360 - 600 | 108 - 144 |
| Manager | 480 - 720 | 156 - 204 |
| Senior Manager | 720 - 1,200 | 228 - 300 |
| Associate Director | 960 - 1,680 | N/A |
| Director | 1,440 - 2,160 | N/A |
| Head of Pricing | 1,500+ | 300 - 540 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Actuarial - Audit | Hong Kong SAR | Malaysia |
|--------------------|---------------|-----------|
| Assistant Manager | 300 - 540 | 132 - 180 |
| Manager | 480 - 840 | 180 - 240 |
| Senior Manager | 780 - 1,080 | 288 - 360 |
| Associate Director | 1,080 - 1,500 | N/A |
| Director | 1,500 - 2,000 | 360 - 660 |

| Enterprise Risk/ Operational Risk (Insurance) | Hong Kong SAR | Japan | Malaysia |
|---|---------------|---------|-----------|
| Assistant Risk Manager | 300 - 540 | 7 - 10 | 60 - 120 |
| Risk Manager | 600 - 840 | 9 - 12 | 120 - 180 |
| Senior Risk Manager | 780 - 1,020 | 12 - 17 | 180 - 240 |
| Risk Director | 960 - 1,400 | 18+ | N/A |
| Head of Operational Risk | 1,600 - 2,200 | 20+ | 240 - 360 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Risk (Insurance) | Hong Kong SAR | Japan | Malaysia |
|------------------------------|---------------|---------|-----------|
| Executive / Senior Executive | 300 - 420 | 6 - 7 | 48 - 90 |
| Assistant Manager | 480 - 600 | 7 - 10 | 84 - 120 |
| Manager | 720 - 840 | 9 - 12 | 108 - 180 |
| Senior Manager | 840 - 1,080 | 12 - 17 | 180 - 216 |
| Director | 1,200 - 1,800 | 18+ | 240+ |
| Chief Risk Officer | 2,200 - 3,000 | 20+ | 360 - 900 |

| Enterprise Risk / Financial Risk (Insurance) | Hong Kong SAR | Japan | Malaysia |
|--|---------------|---------|-----------|
| Assistant Risk Manager | 360 - 600 | 7 - 10 | 96 - 120 |
| Risk Manager | 600 - 840 | 9 - 12 | 120 - 180 |
| Senior Risk Manager | 840 - 1,020 | 12 - 17 | 168 - 240 |
| Risk Director | 1,200 - 1,800 | 18+ | N/A |
| Head of Risk | 2,400 - 3,000 | 20+ | 240 - 384 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Finance Risk (Insurance) | Hong Kong SAR | Malaysia |
|--------------------------------------|---------------|-----------|
| Senior Executive - Assistant Manager | 420 - 720 | 60 - 120 |
| Manager | 720 - 1,080 | 120 - 180 |
| Senior Manager | 1,200 - 1,800 | 180 - 240 |
| Head of Financial Risk | 1,800 - 3,000 | 240 - 360 |

| Climate Risk (Insurance) | Hong Kong SAR | Malaysia |
|--------------------------------------|---------------|-----------|
| Senior Executive - Assistant Manager | 360 - 600 | 60 - 80 |
| Manager | 720 - 900 | 96 - 180 |
| Senior Manager | 900 - 1,200 | 180 - 240 |
| Head of Director | 1,800 - 2,200 | 240 - 420 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Compliance (Insurance) | Hong Kong SAR | Japan | Malaysia |
|--------------------------|---------------|---------|-----------|
| Officer / Senior Officer | 300 - 420 | 6 - 8 | 60 - 72 |
| Assistant Manager | 420 - 540 | 6 - 10 | 72 - 108 |
| Manager | 600 - 780 | 8 - 12 | 108 - 168 |
| Senior Manager | 780 - 1,200 | 13 - 18 | 180 - 240 |
| Director | 1,200 - 1,800 | 15 - 18 | 240 - 540 |
| Head of Compliance / AVP | 1,500 - 2,000 | 15 - 20 | 300 - 420 |
| Chief Compliance Officer | 2,200 - 2,800 | 17 - 22 | 384 - 780 |

| Policy Administration | Hong Kong SAR | Malaysia |
|-------------------------------|---------------|-----------|
| Assistant Manager | 340 - 450 | 78 - 108 |
| Manager | 450 - 660 | 120 - 156 |
| Senior Manager | 600 - 780 | 144 - 204 |
| Head of Policy Administration | 840 - 1,300 | 216 - 288 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Accounting | Hong Kong SAR | Malaysia |
|-------------------------|---------------|-----------|
| Accountant / Executive | N/A | 48 - 72 |
| Assistant Manager | 240 - 480 | 72 - 120 |
| Manager | 480 - 840 | 120 - 240 |
| Senior Manager | 960 - 1,500 | 180 - 300 |
| Financial Controller | 1,800 - 2,400 | 300 - 420 |
| Chief Financial Officer | 1,800 - 3,000 | 420 - 780 |

| Broker / IFA | Hong Kong SAR | Malaysia |
|-------------------|---------------|-----------|
| Officer | 216 - 300 | 120 - 130 |
| Assistant Manager | 360 - 576 | 132 - 145 |
| Manager | 480 - 720 | 264 - 303 |
| Senior Manager | 720 - 960 | 330 - 462 |
| Department Head | 1,200 - 2,000 | 462 - 528 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Partnership Distribution | Hong Kong SAR | Malaysia |
|--------------------------|---------------|-----------|
| Officer | 180 - 300 | 36 - 96 |
| Assistant Manager | 360 - 576 | 132 - 158 |
| Manager | 480 - 720 | 171 - 198 |
| Senior Manager | 600 - 840 | 198 - 264 |
| Department Head | 1,200 - 2,200 | 264 - 560 |

| Customer Service | Hong Kong SAR | Malaysia |
|--------------------------|---------------|-----------|
| Assistant Manager | 340 - 480 | 72 - 96 |
| Manager | 500 - 620 | 108 - 144 |
| Senior Manager | 700 - 800 | 180 - 204 |
| Head of Customer Service | 870 - 1,500 | 216 - 288 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Pension Operations | Hong Kong SAR |
|--------------------|---------------|
| Officer | 180 - 240 |
| Assistant Manager | 350 - 480 |
| Manager | 420 - 600 |
| Senior Manager | 620 - 1,000 |
| Department Head | 1,200 - 2,500 |

| Pension Sales | Hong Kong SAR |
|-------------------|---------------|
| Officer | 180 - 300 |
| Assistant Manager | 300 - 480 |
| Manager | 480 - 720 |
| Senior Manager | 720 - 1,000 |
| Department Head | 1,200 - 2,000 |

| Pension | Hong Kong SAR |
|-----------------------|---------------|
| Bancassurance Officer | 170 - 300 |
| Assistant Manager | 380 - 480 |
| Manager | 480 - 600 |
| Senior Manager | 600 - 800 |
| Department Head | 900 - 2,500 |

| Pension Projects | Hong Kong SAR |
|------------------------|---------------|
| UAT Tester | 240 - 420 |
| Business Analyst | 540 - 660 |
| Project Manager | 720 - 900 |
| Senior Project Manager | 960 - 1,100 |
| Department Head | 1,200 - 2,500 |

| Employee Benefits | Hong Kong SAR |
|-----------------------|---------------|
| Bancassurance Officer | 180 - 300 |
| Assistant Manager | 360 - 500 |
| Manager | 500 - 750 |
| Senior Manager | 720 - 1,000 |
| Department Head | 1,200 - 2,000 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



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China

China's legal and compliance talent market shifted from expansion to stabilisation in 2025, as tariff fluctuations and geopolitical uncertainty created uneven conditions across manufacturing, high-tech, consumer goods, automotive, logistics, and parts of the biopharmaceutical Supply Chain. These pressures heightened regulatory complexity, prompting organisations to strengthen contract risk management, trade compliance, supply-chain due diligence, and cross-border regulatory assessments. As a result, many multinational companies adopted conservative hiring approaches, leading to stable but largely replacement-driven recruitment. Large enterprises continued prioritising specialist legal talent with

deep regulatory expertise to navigate increasingly complex compliance requirements.

In contrast, small- and mid-sized domestic companies, many that were accelerating outbound business and pursuing overseas market entry, showed stronger appetite for hybrid legal profiles such as IP, Government Relations, or Compliance. These combinations reflect leaner organisational structures and the need for legal talent capable of managing broad, multi-functional portfolios. Capital markets also regained momentum in the second half of 2025, especially via Hong Kong listings, driving steady demand for compliance, regulatory, and corporate governance professionals.

Salary growth remained modest, with employers showing increased openness to candidates with short employment gaps, consistent with the broader stabilisation trend in China's labour market.

Looking ahead to 2026, capital-market activity is expected to support sustained hiring for IPO compliance, corporate-governance, and company-secretary roles. Regulatory tightening across ESG, data security, anti-bribery, and third-party compliance will elevate the importance of in-house compliance teams. Meanwhile, rising innovation activity in technology, consumer, and biopharmaceutical sectors will drive increased demand for IP-focused legal talent.



Hong Kong SAR

Hong Kong's legal market continued to stabilise and strengthen in 2025, following the challenges of the previous year. Transactional activity showed signs of recovery, particularly across capital markets, private equity, and cross-border M&A. As a result, demand has grown for lawyers with strong deal-execution capability, as well as practitioners experienced in commercial and leasing matters as retail and travel sectors regain momentum. Private practice hiring accelerated across 2025 as firms rebuilt benches in IPOs, M&A, funds, and litigation, reflecting renewed confidence in Hong Kong's role as a regional financial centre.

Regulatory and technology-driven specialisms

continued to anchor demand. Intellectual property, data privacy, cybersecurity, and employment law remained resilient as companies expanded digital operations and navigated increasingly complex compliance expectations. Financial institutions and fintechs sustained strong demand for regulatory lawyers, particularly those with cryptocurrency, digital-assets, and cross-jurisdictional compliance expertise. These areas align with wider trends in Hong Kong where professionals place strong emphasis on organisational stability, benefits, and flexible working arrangements, important differentiators for attracting scarce mid-career legal talent.

Company secretarial

hiring remained largely replacement-driven through 2025, with steady demand from blue-chip firms and privately held groups. Governance expertise continued to be essential due to ongoing changes in Hong Kong listing rules and offshore regulatory regimes. As corporate governance requirements expand further in 2026, demand for company secretarial and corporate-governance professionals is expected to grow, particularly across listed companies and firms preparing for IPO activity.

Looking ahead, 2026 will see heightened focus on retention and competitive compensation as market confidence improves and legal workloads continue to rise.



Japan

Japan's legal hiring landscape remained active yet highly selective throughout 2025, shaped by sustained transactional demand, growing regulatory complexity, and an increased focus on resourcing efficiency. In private practice, hiring activity was strongest across corporate, M&A, finance, and private equity, where firms continued to support complex domestic and cross-border transactions. Demand focused primarily on mid- to senior-level lawyers with proven technical capability, strong sector experience, and bilingual proficiency. Junior hiring was more measured as firms prioritised productivity and adopted leaner staffing structures.

In-house recruitment continued to grow steadily as organisations expanded their legal teams to manage rising governance, compliance, data-protection, and risk-management requirements. Companies increasingly expect in-house counsel to act as strategic partners, advising on business decisions, managing internal stakeholders, and handling a wider range of matters internally to reduce reliance on external advisors.

Structural pressures also influenced hiring patterns. Economic caution encouraged conservative headcount planning, with preference given to experienced lawyers who can add immediate value. Meanwhile, legal technology and early adoption of AI tools continued to reshape workflows, reducing the need for large junior cohorts while heightening demand for lawyers who can navigate digitalised legal environments.

Looking ahead to 2026, legal hiring is expected to remain resilient but targeted. Private practice demand will stay strong in transaction-driven and specialist advisory areas, while in-house expansion is likely across compliance, data privacy, cybersecurity, and legal operations. Competition for experienced, bilingual legal professionals will remain intense, supporting continued upward pressure on compensation for in-demand skill sets.



Malaysia

Malaysia's legal market is entering 2026 with expanding regional relevance, driven by multinational companies consolidating their Southeast Asia and APAC operations into Malaysian hubs. This has led to rising demand for lawyers with regional exposure and cross-border capability, particularly those able to support multi-jurisdictional commercial, regulatory, and compliance matters. As organisations streamline and scale across the region, Malaysia is increasingly recognised as a strategic base for legal talent, with demand expected to grow further in the coming year.

A major trend shaping 2025 hiring was the rapid rise of data protection and privacy roles. Following heightened cybersecurity concerns and the broader adoption of in-house Data Protection Officer (DPO) frameworks, legal teams are expanding their capacity in

data governance, cybersecurity compliance, and privacy operations. This momentum is expected to continue in 2026 as companies strengthen digital infrastructure and prepare for evolving regulatory standards.

In banking and financial services, legal specialists in fintech, digital assets, Web3, and AI remain highly sought after. These roles reflect the sector's ongoing transition into digital products and ecosystems. As regulatory expectations increase, legal professionals with strong compliance grounding and familiarity with cross-border regulatory frameworks are becoming essential. This mirrors broader regional talent shortages at the intermediate level, driving competitive salary adjustments across private practice and in-house functions.

Demand for corporate secretarial talent also remains steady, with a growing emphasis on governance strategy rather than purely operational duties. Senior company secretaries are increasingly expected to serve as governance advisors to boards, requiring strong communication skills and deep knowledge of corporate governance codes.

2026 will favour legal professionals who can blend technical expertise, commercial awareness, and regional fluency: capabilities that remain in short supply across Malaysia's evolving legal landscape.



Singapore

Singapore's legal market enters 2026 structurally tight but strategically disciplined. Demand for legal talent remains high, anchored by Singapore's role as a regional hub for arbitration, cross-border advisory, and regulatory oversight. However, hiring is increasingly measured, with both law firms and in-house teams prioritising profitability, specialist capability, and leaner team structures over broad expansion. Organisations are becoming more selective, focusing on lawyers who combine technical depth with regional exposure and strong commercial judgement.

Recruitment activity is expected to centre on mandate-specific hiring rather than general bench building. "Plug-and-play"

lawyers in the 4-10 PQE range remain the most sought-after, as employers seek talent who can deliver immediate impact. Hiring decisions in 2026 will place greater weight on sector knowledge (such as fintech, energy, and funds), regulatory fluency, and client-facing capability. While academic pedigree and firm brand continue to matter, they now play a less decisive role than demonstrated practical experience.

As legal tech and AI adoption accelerates, team structures are shifting. Reliance on large junior cohorts is decreasing, with firms favouring leaner, more senior teams capable of managing higher-value work. Junior hiring will continue, but promotion pipelines may tighten in private practice.

Across the market, five areas are expected to drive hiring: dispute resolution and international arbitration; regulatory, risk, and compliance (especially financial services and digital assets); corporate, funds, and private capital; energy, infrastructure, and ESG; and technology, data, and IP. In all areas, hiring will remain specialist-driven, talent-constrained at the mid-level and cost-conscious — but willing to pay for impact.



| Private Practice | China (International Firm) | China (PRC Firm) | Hong Kong SAR (International Firm) | Hong Kong SAR (NY/US Firm) | Japan | Malaysia | Singapore |
|-----------------------------|----------------------------|------------------|------------------------------------|----------------------------|---------|-----------|-----------|
| Paralegal | 180 - 360 | 150 - 250 | 240 - 840 | 350 - 980 | 4 - 13 | 38 - 60 | 43 - 66 |
| Newly Qualified | 500 - 1,250 | 200 - 300 | 980 - 1,092 | 2028+ | 6 - 15 | 60 - 72 | 48 - 72 |
| 1 year PQE | 600 - 1,350 | 250 - 350 | 1,050 - 1,190 | 2303+ | 9 - 17 | 63 - 69 | 60 - 84 |
| 2 years PQE | 700 - 1,550 | 280 - 400 | 1,162 - 1,302 | 2,385+ | 10 - 18 | 63 - 75 | 70 - 108 |
| 3 years PQE | 750 - 1,650 | 300 - 450 | 1,232 - 1,372 | 2,574+ | 11 - 19 | 75 - 82 | 108 - 130 |
| 4 years PQE | 850 - 1,750 | 350 - 550 | 1,260 - 1,540 | 2,903+ | 12 - 20 | 82 - 96 | 110 - 140 |
| 5 years PQE | 1,000 - 2,050 | 400 - 600 | 1,344 - 1,680 | 3,138+ | 13 - 22 | 75 - 120 | 130 - 155 |
| 6 years PQE | 1,200 - 2,250 | 500 - 700 | 1,512 - 1,820 | 3,372+ | 14 - 25 | 96 - 108 | 132 - 160 |
| 7 years PQE | 1,200 - 2,450 | 600 - 900 | 1,610 - 1,890 | 3,560+ | 15 - 25 | 108 - 132 | 132 - 180 |
| 8 years PQE | 1,300 - 2,600 | 700 - 1,200 | 1,750 - 2,170 | 3,842+ | 15 - 30 | 130 - 150 | 180+ |
| Salaried Partner (Junior) | 1,800+ | 1,200+ | 2,500+ | 4,000+ | 25+ | 156 - 180 | 192 - 250 |
| Salaried Partner (Senior) | 3,000+ | 2,000+ | 3,000+ | 6,000+ | 30+ | 240+ | 325+ |
| Professional Support Lawyer | 600 - 1,200 | 600 - 800 | 950 - 1,500 | 950 - 1,500 | 15+ | 144 - 180 | 75 - 96 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Commercial In-house | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|---------------|---------------|---------|-----------|-----------|
| Paralegal | 140 - 250 | 180 - 840 | 6 - 12 | 48 - 60 | 46 - 65 |
| Finance Junior Legal Counsel (0-3 PQE) | 200 - 350 | 500 - 1,120 | 6 - 12 | 42 - 60 | 54 - 84 |
| Legal Counsel (4-6 PQE) | 350 - 600 | 950 - 1,750 | 8 - 16 | 60 - 96 | 85 - 132 |
| Legal Counsel (7-10+ PQE) | 600 - 1,200 | 1,150 - 1,950 | 10 - 25 | 108 - 165 | 144 - 216 |
| Senior Legal Counsel (10+ PQE) | 800 - 1,600 | 1,500 - 2,400 | 14 - 40 | 120 - 300 | 180 - 240 |
| General Counsel | 1,200 - 4,000 | 1,800 - 4,000 | 20+ | 300 - 600 | 240 - 600 |
| Company Secretarial Assistant to Senior Officer | N/A | 228 - 480 | N/A | N/A | N/A |
| Assistant Manager to Senior Manager | N/A | 480 - 900 | N/A | N/A | N/A |
| Assistant Company Secretary to Deputy Company Secretary | N/A | 840 - 1,200 | N/A | N/A | N/A |
| Named Company Secretary | N/A | 1,020 - 1,800 | N/A | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Financial Services In-house | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|---------------|---------------|---------|-----------|-----------|
| Paralegal | 150 - 300 | 300 - 900 | 7 - 15 | 36 - 54 | 52 - 65 |
| Finance Junior Legal Counsel (0-3 PQE) | 250 - 500 | 600 - 1,395 | 10 - 15 | 42 - 78 | 52 - 91 |
| Legal Counsel (4-6 PQE) | 500 - 750 | 960 - 1,950 | 15 - 25 | 72 - 132 | 104 - 130 |
| Legal Counsel (7-10+ PQE) | 650 - 1,300 | 1,200 - 2,400 | 18 - 30 | 120 - 180 | 150 - 240 |
| Senior Legal Counsel (10+ PQE) | 1,000 - 2,000 | 1,850 - 3,000 | 15 - 40 | 180 - 300 | 300 - 450 |
| General Counsel | 1,500 - 3,500 | 2,550 - 6,000 | 30 - 70 | 480 - 600 | 500+ |
| Company Secretarial Assistant to Senior Officer | N/A | 390 - 520 | N/A | N/A | N/A |
| Assistant Manager to Senior Manager | N/A | 520 - 910 | 10 - 20 | N/A | N/A |
| Assistant Company Secretary to Deputy Company Secretary | N/A | 650 - 1,160 | N/A | N/A | N/A |
| Named Company Secretary | N/A | 1,170 - 3,000 | N/A | 360 - 480 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.

| Data Privacy In-house | China | Hong Kong SAR | Japan |
|--|---------------|---------------|---------|
| Associate Privacy Counsel | 350 - 450 | 750 - 1,000 | 8 - 10 |
| Data Privacy Counsel (4-6 PQE) | 400 - 1,000 | 1,100 - 1,400 | 10 - 15 |
| Senior Data Privacy Counsel (7-10 PQE) | 800 - 1,500 | 1,400 - 1,800 | 12 - 18 |
| Data Privacy Officer (10+ PQE) | 1,000 - 2,000 | 1,800+ | 16+ |
| APAC Data Privacy Officer (10+ PQE) | 1800+ | 2,500+ | 20+ |

| Company / Corporate secretary [C&L] | Malaysia | Singapore |
|-------------------------------------|-----------|-----------|
| Entry Level | 30 - 48 | 36 - 48 |
| Junior Executive (0-3 PQE) | 36 - 60 | 36 - 48 |
| Senior Executive (4-8 PQE) | 60 - 108 | 48 - 72 |
| Manager (8-15+ PQE) | 102 - 180 | 72 - 156 |
| Company Secretary | 240 - 360 | 110 - 180 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Compliance | China | Hong Kong SAR | Japan | Malaysia |
|-------------------------------------|---------------|---------------|------------|-----------|
| Compliance Specialist (0-3Yrs) | 250 - 400 | 240 - 300 | 6 - 8 | 30 - 60 |
| Compliance Counsel (4-7yrs) | 300 - 700 | 360 - 600 | 7 - 11 | 60 - 108 |
| Senior Compliance Counsel (7-14yrs) | 600 - 1,200 | 660 - 1,080 | 9 - 14 | 120 - 216 |
| Compliance Director (14 - 20yrs) | 1,200 - 2,500 | 1,080 - 1,800 | 12 - 16 | 240 - 420 |
| Chief Compliance Officer (20yrs+) | 2,000+ | 1,800+ | 14 - 25 | 420 - 600 |
| Investigator (5-8yrs) | 300 - 700 | N/A | 6.5 - 8.5 | N/A |
| Senior Investigator (8-15yrs) | 700- 1,500 | N/A | 7.5 - 11.0 | N/A |
| Investigation Director (15yrs+) | 1500+ | N/A | 8 - 15 | N/A |

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 **China**

China's life sciences sector enters 2026 with renewed momentum, supported by policy initiatives, healthcare digitalisation, and accelerating domestic innovation. Hiring is becoming increasingly strategic, with organisations prioritising roles that directly influence commercial performance and regulatory compliance. Demand remains strong across medical devices, diagnostics, and biotech commercialisation, alongside continued expansion into global markets.

Recruitment trends point to a sharper focus on compliance-ready talent and cross-functional capability. Employers are seeking commercial leaders, market access specialists, and regulatory experts who can navigate complex policy environments while driving

growth. Localisation of leadership roles continues, while companies expanding into lower-tier cities are competing aggressively for experienced professionals, adding upward pressure on salaries in niche segments.

Talent shortages remain most acute in regulatory affairs, clinical operations, and digital health commercial roles. These gaps are driving selective salary premiums, faster hiring cycles, and increased interest in candidates who can integrate technical expertise with data-driven decision-making. Professionals with hybrid skill sets combining commercial acumen, regulatory knowledge, and digital fluency are expected to command the highest offers.

Salary growth for 2026 is forecast to remain moderate but targeted, with most organisations planning adjustments of three to six per cent for high-impact roles, while other positions remain flat.



 **Hong Kong SAR**

After a challenging 2025 marked by budget cuts, organization closures, and restructuring, Hong Kong's life sciences sector enters 2026 with cautious optimism. While pharmaceutical companies continue to streamline operations and merge teams to control costs, a strong product pipeline is expected to create new roles, particularly in sales and technical functions. Salary growth will remain moderate overall, but candidates with niche technical expertise or proven commercial performance will retain strong bargaining power.

Hiring activity is forecast to rebound gradually, though recruitment strategies are shifting. Demand for managerial roles especially in sales and marketing remain subdued as

organisations adopt leaner structures and prioritise operational efficiency. Instead, emphasis is moving toward revenue-generating positions, particularly medical sales roles linked to upcoming product launches. Companies are increasingly targeting early-career professionals for these roles to balance cost and capability.

The most significant challenge for 2026 will be talent shortages in technical domains. Engineering, quality assurance (QA), and regulatory affairs roles are becoming harder to fill due to a limited local talent pool and rising regional competition. These functions are critical for compliance, product development, and market access, making them

indispensable for business continuity.

To address these gaps, employers are offering competitive packages, flexible arrangements, and investing in upskilling initiatives and cross-border recruitment. 2026 will be defined by selective hiring, a pivot toward technical expertise, and a renewed focus on sustainable growth in Hong Kong's life sciences sector.



Japan

Japan's life sciences sector enters 2026 with a more targeted hiring approach, as companies prioritise roles that directly support product launches, regulatory excellence, and data-driven decision making. Rather than broad workforce expansion, organisations are focusing on talent capable of bridging scientific rigour with operational, commercial, and patient-centric outcomes: a trend intensified by growing regulatory scrutiny and the need for more agile product lifecycle management.

Medical device and diagnostics companies remain among the most active recruiters. Hiring demand is shifting toward engineers and specialists who can work with advanced imaging

technologies, connected devices, robotics-assisted tools, and automation platforms. As clinical settings become more digitalised, employers are seeking professionals who can troubleshoot complex equipment, train healthcare teams, and integrate technical services into customer environments with a high degree of sophistication.

Pharmaceutical and biotech organisations continue to strengthen roles tied to regulatory strategy, clinical operations, medical affairs, and CMC development. Demand is particularly strong for professionals who can interpret real-world evidence, handle data-heavy submissions, and translate scientific insights into meaningful commercial or medical strategies.

A defining theme for 2026 is cross-functional capability. Companies increasingly value scientifically credible talent who are also digitally fluent, globally minded, and capable of collaborating across medical, regulatory, commercial, and operational teams. Bilingual professionals remain in critically short supply and will continue to command competitive salary premiums.



Malaysia

Malaysia's life sciences sector enters 2026 with strong, broad-based growth across pharmaceuticals, MedTech, healthcare services, and biotechnology. Demographic trends, accelerating technology adoption, and continued policy support are driving demand across both public and private healthcare systems. Digital health and AI integration are reshaping patient care, while public-private partnerships are helping ease capacity constraints in hospitals, supporting hiring needs across clinical operations, digital health, and patient-services functions.

Biotech innovation is emerging as a major growth pillar, both for domestic healthcare solutions and export-focused R&D. Areas such as cell and gene therapy, including stem-cell treatment, are generating new demand for specialised scientific talent, a capability still in

short supply locally. This mirrors the broader trend highlighted in the Salary Guide: Malaysia faces acute intermediate-level shortages, especially in niche technical roles, resulting in strong competition and rising salary premiums.

Private healthcare groups continue to expand aggressively, increasing demand for clinical operations professionals, medical affairs specialists, and talent capable of managing multi-site service delivery. Pharmaceutical multinationals are exploring local manufacturing investments to tap into Malaysia's technically skilled workforce and deepen regional Supply Chain resilience, creating opportunities across quality assurance, regulatory affairs, biomanufacturing, and engineering.

Digitalisation is accelerating across the sector. AI-enabled diagnostics, laboratory automation, and data-driven care models are driving demand for hybrid scientific-digital profiles — roles that combine technical credibility with analytics and system-integration skills. As salary growth across life sciences continues to outpace national averages, employers will need strong EVP offerings, development pathways, and retention strategies to secure specialised talent in an increasingly competitive market.



Singapore

Singapore's life sciences sector enters 2026 with steady momentum, supported by the transition from RIE2025 to the expanded RIE2030 initiative, which continues to strengthen biopharma manufacturing, medtech innovation, and digital health capabilities. Despite global cost pressures and geopolitical uncertainty, Singapore's position as a regional hub for R&D, clinical trials, and advanced manufacturing remains intact, underpinned by resilient investment and ongoing M&A activity, particularly in diagnostics, medtech, and biotech.

Hiring in 2026 will be selective but competitive, with demand concentrated in specialist roles aligned to digital transformation and high-growth therapeutic

areas. AI and automation are becoming embedded across R&D, manufacturing, and clinical operations, driving strong demand for professionals skilled in data analytics, health informatics, and technology-enabled laboratory environments. Regulatory affairs, market access, and quality roles will remain critical, especially as pharmaceutical companies ramp up new product development to offset upcoming patent cliffs.

Commercial hiring will also stay active. Demand is rising for business development talent across medical devices, capital equipment, and laboratory technology, as well as professionals experienced in ASEAN market expansion. As market penetration deepens, skilled regulatory affairs talent continues to be one of the scarcest and most competitive segments.

Salary growth is expected to remain above the national average, with increases between 4.6 and 6 per cent as employers compete for niche, technically specialised talent. Acute shortages persist in biotech R&D, regulatory affairs, and medtech engineering; all areas where salary premiums will continue to rise through 2026.



| Commercial | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|---------------|---------------|---------|-----------|-----------|
| Country Manager | 2,000 - 4,000 | 1,800 - 3,000 | 18 - 30 | 240 - 420 | 270 - 350 |
| Sales Director | 1,400 - 1,800 | 1,100 - 1,300 | 12 - 18 | 300 - 420 | 225 - 270 |
| Medical Rep | 150 - 300 | 433 - 620 | 6 - 14 | 60 - 90 | 50 - 80 |
| Account Manager | 300 - 500 | 600 - 750 | 6 - 10 | 132 - 180 | 80 - 110 |
| Area Sales Manager | 350 - 600 | 850 - 1,000 | 10 - 13 | 144 - 216 | 110 - 160 |

| Commercial | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------|---------------|---------------|---------|-----------|-----------|
| Regional Sales Manager | 500 - 800 | 950 - 1,100 | 12 - 18 | 150 - 200 | 160 - 200 |
| Marketing Specialist | 200 - 300 | 260 - 400 | 5 - 8 | 48 - 66 | 48 - 75 |
| Product Manager | 350 - 550 | 600 - 800 | 6 - 12 | 108 - 180 | 90 - 140 |
| Marketing Manager | 700 - 950 | 850 - 1,100 | 12 - 15 | 180 - 300 | 140 - 200 |
| Marketing Director | 1,000 - 1,800 | 1,100 - 1,300 | 14 - 20 | 300 - 600 | 200 - 250 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Commercial | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------|---------------|---------------|---------|-----------|-----------|
| Business Development Manager | 550 - 650 | 520 - 850 | 9 - 13 | 120 - 180 | 100 - 150 |
| Business Development Director | 1,200 - 1,500 | 900 - 1,300 | 12 - 15 | 240 - 420 | 160 - 250 |
| PR/Corp Comms | 450 - 700 | 377 - 650 | 8 - 12 | 60 - 180 | 70 - 150 |
| Strategy Manager | 600 - 800 | N/A | 8 - 12 | N/A | 100 - 230 |
| Strategy Director | 1,500 - 2,000 | N/A | 12 - 15 | N/A | 250 - 350 |

| Commercial | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|-------------|---------------|---------|-----------|-----------|
| HEOR/Market Access Staff | 300 - 550 | 440 - 600 | 7 - 10 | 84 - 120 | 130 - 230 |
| HEOR/Market Access Manager | 550 - 750 | 620 - 836 | 10 - 15 | 160 - 276 | 230 - 300 |
| HEOR/Market Access Director | 850 - 1,500 | 910 - 1,300 | 14 - 22 | 276 - 480 | 250+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Commercial | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------|-------------|---------------|---------|-----------|-----------|
| SFE Specialist | 200 - 250 | 299 - 550 | 4 - 8 | 48 - 96 | 70 - 100 |
| SFE Manager | 350 - 550 | 680 - 760 | 8 - 10 | 96 - 180 | 120 - 180 |
| SFE Director | 600 - 1,100 | N/A | 10 - 14 | 180 - 360 | 180 - 240 |

| Commercial | Malaysia | Japan |
|-------------------------------|-----------|---------|
| Digital Marketing Executive | 48 - 66 | 6 - 8 |
| Digital Marketing Manager | 180 - 300 | 9 - 12 |
| Commercial Excellence Exec | 60 - 120 | 10 - 13 |
| Commercial Excellence Manager | 120 - 276 | 12 - 15 |

| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------|-----------|---------------|---------|-----------|-----------|
| Drug Safety Specialist | 220 - 300 | 300 - 450 | 6 - 9 | 60 - 72 | 70 - 100 |
| Drug Safety Manager | 450 - 700 | 510 - 715 | 10 - 15 | 108 - 150 | 120 - 150 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|---------------|---------------|---------|-----------|-----------|
| Quality Manager (GCP) | 450 - 650 | 455 - 650 | 10 - 14 | 108 - 144 | 125 - 160 |
| Quality Manager (GMP) | 350 - 550 | 480 - 730 | 10 - 14 | 120 - 144 | 96 - 120 |
| Quality Manager (GLP) | 300 - 400 | 455 - 650 | 10 - 12 | 108 - 144 | 70 - 95 |
| Quality Control Manager | 250 - 500 | 494 - 728 | 10 - 12 | 96 - 200 | 96 - 120 |
| Quality Director | 1,000 - 1,500 | 850 - 1,200 | 15 - 20 | 360 - 480 | 200 - 230 |

| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|---------------|---------------|---------|-----------|-----------|
| MSL | 300 - 450 | 380 - 610 | 7 - 15 | 60 - 80 | 80 - 130 |
| Medical Advisor | 400 - 600 | 455 - 800 | 8 - 15 | 120 - 156 | 132 - 156 |
| Medical Affairs Manager | 500 - 750 | 650 - 900 | 12 - 25 | 144 - 180 | 140 - 180 |
| Medical Affairs Director | 1,000 - 1,800 | 910 - 1,500 | 15 - 35 | 240 - 360 | 250 - 300 |
| Medical Information Manager | 350 - 600 | 455 - 750 | 5 - 12 | 96 - 144 | 90 - 200 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------|-------------|---------------|---------|-----------|-----------|
| Regulatory Affairs Specialist | 150 - 280 | 260 - 468 | 6 - 9 | 60 - 100 | 60 - 90 |
| Regulatory Affairs Manager | 350 - 700 | 560 - 786 | 10 - 14 | 100 - 240 | 90 - 150 |
| Regulatory Affairs Director | 900 - 1,800 | 880 - 1,200 | 15 - 20 | 220 - 400 | 150 - 250 |
| Scientific Affairs Manager | N/A | 600 - 880 | 10 - 14 | 144 - 216 | 90 - 140 |

| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Clinical Research Associate | 130 - 250 | 325 - 494 | 4 - 8 | 42 - 100 | 50 - 70 |
| Senior Clinical Research Associate | 220 - 400 | 494 - 676 | 6 - 10 | 100 - 180 | 70 - 110 |
| Clinical Study/Project Manager | 450 - 700 | 700 - 950 | 12 - 16 | 120 - 220 | 90 - 160 |
| Clinical Operation Manager | 450 - 700 | 700 - 950 | 6 - 10 | 180 - 264 | 50 - 70 |
| Clinical Operation Director | 900 - 1,800 | 910 - 1,300 | 14 - 25 | 350 - 500 | 150 - 200 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Technical | China | Hong Kong SAR | Japan | Singapore |
|-----------------------------|-----------|---------------|---------|-----------|
| Project & Portfolio Manager | 600 - 800 | 585 - 900 | 12 - 20 | 90 - 160 |
| Data Management Specialist | 120 - 250 | 300 - 500 | 6 - 10 | 60 - 70 |
| Data Manager | 240 - 500 | 550 - 800 | 10 - 12 | 70 - 90 |
| SAS Programmer | 300 - 500 | N/A | 6 - 10 | 60 - 90 |

| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------|-------------|---------------|---------|-----------|-----------|
| BioStatistic Manager | 500 - 800 | 700 - 900 | 9 - 12 | 180 - 240 | 120 - 150 |
| BioStatistic Director | 800 - 1,500 | 1,000 - 1,500 | 14 - 18 | N/A | N/A |
| Scientist | 400 - 700 | 400 - 715 | 6 - 8 | 48 - 84 | 65 - 90 |
| Senior Scientist | 450 - 750 | 550 - 850 | 8 - 12 | 80 - 100 | 90 - 160 |
| RWE/HEOR Manager | 300 - 500 | N/A | 10 - 16 | N/A | N/A |
| RWE/HEOR Director | 900 - 1,200 | N/A | 18 - 30 | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|---------------|---------------|---------|----------|-----------|
| Investigator | 300 - 450 | 600 - 1,300 | 9 - 15 | N/A | 90 - 120 |
| Senior Investigator | 450 - 700 | N/A | 16 - 19 | N/A | N/A |
| Principal Investigator | 700 - 1,000 | 600 - 1,300 | 18 - 20 | N/A | 90 - 120 |
| Chief Scientific Officer | 1,500 - 3,000 | 850 - 3,000 | 20 - 30 | 198+ | 150 - 180 |

| Technical | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|-----------|---------------|---------|----------|-----------|
| Clinical Research Physician | 400 - 750 | 500 - 800 | 13 - 30 | N/A | 150 - 250 |
| Medical Writer | 300 - 700 | 300 - 750 | 6 - 12 | 48 - 96 | 70 - 90 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



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China

China's e-commerce and marketing landscape is evolving rapidly, with the hottest roles in 2025–2026 focused on live-streaming commerce, cross-border trade, and digital brand strategy. These positions demand specialised skills and offer strong career prospects as companies compete to capture consumer attention in an increasingly digital-first market.

Live-streaming commerce remains one of China's fastest-growing retail channels, driving demand for specialists who can blend entertainment with persuasive selling on platforms such as Douyin, Taobao Live, and Xiaohongshu. Success in these roles requires expertise in real-time content creation, influencer partnerships, and conversion optimisation through analytics and audience insights.

Professionals who excel in this space are commanding premium salaries as brands invest heavily in interactive shopping experiences.

Cross-border e-commerce is another area of rapid expansion, with exports projected to grow steadily through 2026. Managers overseeing international trade operations for popular online platforms need strong capabilities in global logistics, compliance with customs and tax regulations, and market expansion strategies targeting Southeast Asia, Europe, and North America. Multilingual skills and regulatory expertise are particularly valued.

Digital brand strategists are also in high demand as consumers seek authentic, localised narratives. These roles require creative storytelling tailored to China's dominant social platforms,

integrated campaign planning, and influencer collaboration to build strong community engagement. Strategists who can craft compelling stories are critical to brand success.

Several trends are shaping these roles, including AI integration for predictive analytics, personalised shopping experiences, and automated content targeting. Regional diversification is also notable, with cities such as Hangzhou, Shenzhen, and Chengdu emerging as talent hubs beyond Beijing and Shanghai. While overall salary growth is modest, specialised digital roles particularly in live-streaming and cross-border management continue to command premiums. Professionals who combine creativity, global awareness, and data-driven decision-making are set to thrive.



Hong Kong SAR

Hong Kong's economy is rebounding strongly, setting the stage for sustained growth in marketing and digital sectors throughout 2026. Hiring activity is expected to accelerate across commerce and professional services, driven by a continued emphasis on data-led strategies and seamless AI integration.

The recruitment landscape is shifting toward hybrid talent capable of thriving in human-AI partnerships. Organisations increasingly seek adaptable professionals who combine creative vision with strategic oversight, while entry-level roles diminish as automation takes over routine tasks. Demand is particularly high for experienced marketers who can deliver sophisticated, cross-platform campaigns with precision.

Talent shortages are most acute in areas requiring deep expertise in Chinese social platforms such as WeChat, Douyin and Xiaohongshu to enable authentic regional engagement. Employers also value hands-on ability to deploy AI-powered tools that significantly enhance traffic and conversion rates. Proven experience in influencer collaborations and high-performance ecommerce ecosystems is increasingly sought after, alongside a strong analytical mindset to interpret complex data and translate insights into agile, results-focused media strategies.

These gaps are exerting upward pressure on salaries, with digital marketing managers who possess AI and Chinese-platform expertise

commanding premium packages. Employers that prioritise continuous upskilling, flexible work models and competitive reward structures will be best positioned to attract scarce, high-calibre talent and maintain a competitive edge in Hong Kong's dynamic market.



Japan

Japan's marketing and digital hiring landscape remains robust entering 2026, with strong demand across consumer-facing sectors such as FMCG, luxury, hospitality, and retail. Throughout 2025, organisations continued to invest in brand visibility and customer engagement, fuelling consistent hiring for Marketing Communications and Digital Marketing professionals. Direct-to-consumer channels, in particular, saw sustained momentum as companies sought to strengthen loyalty, personalise customer experiences, and create more resilient revenue streams.

Looking ahead, hiring will increasingly shift from execution-heavy roles to strategic marketing positions that directly influence business

growth. Companies are accelerating their adoption of data-driven decision-making, elevating demand for professionals skilled in marketing analytics, CRM optimisation, performance marketing, and omnichannel strategy. This mirrors broader regional trends from the Salary Guide: intermediate-level candidates with digital fluency remain among the hardest to secure, especially those comfortable navigating cross-functional environments and translating insights into commercial impact.

Bilingual talent which is scarce across Japan will continue to command strong premiums, particularly for roles that require collaboration with global teams or regional headquarters. As companies transition from seniority-based models toward performance-linked structures, marketers with measurable impact, commercial mindset, and strong stakeholder management will be highly valued.

Salary growth is expected to remain steady, with premium increases concentrated in specialised digital roles such as Marketing Analysts, Growth Marketers, CRM Specialists, and UX-driven content strategists. In a market where job security concerns persist, professionals are prioritising employers who offer stability, clear leadership direction, and opportunities to develop future-ready digital skills.



Malaysia

Malaysia's marketing and digital hiring landscape enters 2026 with strong momentum, driven by continued investment in technology-enabled brand building and intensifying competition across consumer and tech-led industries. Over the past year, organisations significantly expanded their marketing capability at the Manager and Senior Manager levels, particularly within technology companies and digitally mature sectors. This trend is expected to persist as firms prioritise marketing talent capable of delivering measurable commercial outcomes.

One of the most notable shifts is the rise of Martech roles that blend technical literacy with digital marketing expertise. Professionals skilled in marketing automation, CRM optimisation, performance tracking, data analytics, and platform integration

are increasingly in demand. These roles sit at the intersection of marketing, product, and technology, and the scarcity of such talent is contributing to higher salary benchmarks, especially at the intermediate level.

While overall salary growth in Malaysia's marketing sector remains steady compared with 2025, niche digital positions continue to command premiums. Professionals with strong data fluency, experience working across omnichannel environments, or capability in AI-driven customer engagement tools are particularly well-positioned for competitive offers.

Hiring momentum remains strongest in technology, telecommunications, FMCG, and high-growth digital-native businesses, all of which are scaling their digital presence to compete regionally. As talent migration to Singapore continues to tighten the local talent pool, Malaysian employers are responding with stronger EVP investments, including flexible working, clearer leadership direction, and defined career development pathways to attract and retain top marketing talent in 2026.



Singapore

Singapore's digital economy continues to gain momentum, and this is translating into sustained demand for specialised marketing talent. Demand remains strongest for performance-led roles, including Performance Marketers, SEO/SEM specialists, Social Media and Content Marketers, and Digital Analysts. These positions are critical as organisations across technology, professional services, financial services, and consumer sectors continue to deepen their digitalisation efforts and integrate marketing technologies into daily operations.

As marketing functions mature, expectations are rising. Marketers are expected to stay close to market movements, maintain a strong grasp of competitor activity,

and adapt quickly to changing platforms and algorithms. Data literacy, marketing automation exposure, and collaboration with sales, product, and technology teams are increasingly valued as organisations adopt more integrated go-to-market models.

While the overall pace of headcount growth remains measured, there is clear intent among employers to continue investing in digital marketing capability. Roles that combine analytical rigour with creativity and commercial awareness will be best positioned for growth as Singapore's marketing landscape becomes more performance-driven and technology-enabled in the years ahead.





| Marketing - Traditional | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|-------------|---------------|---------|-----------|-----------|
| Marketing Executive | 100 - 200 | 190 - 300 | 4 - 8 | 48 - 62 | 36 - 48 |
| Senior Marketing Executive | 200 - 300 | 320 - 380 | 6 - 10 | 66 - 96 | 48 - 60 |
| Assistant Marketing Manager | 300 - 420 | 360 - 540 | 7 - 12 | 70 - 120 | 60 - 90 |
| Marketing Manager | 500 - 800 | 540 - 930 | 8 - 15 | 96 - 180 | 90 - 150 |
| Marketing Director | 900 - 2,000 | 840 - 1,680 | 12 - 25 | 300 - 540 | 180 - 300 |

| Marketing - Branding | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-------------|---------------|---------|-----------|-----------|
| Channel/ Trade Manager | 400 - 600 | 560 - 750 | 8 - 12 | 120 - 160 | 80 - 120 |
| Direct Marketing Manager | 450 - 700 | 500 - 790 | 8 - 15 | 105 - 180 | 80 - 120 |
| Product/Brand Manager | 350 - 500 | 520 - 890 | 6 - 12 | 100 - 150 | 60 - 96 |
| Global Brand Manager | 700 - 1,000 | 720 - 1,020 | 10 - 16 | 300 - 420 | 100 - 150 |
| Brand Director | 800 - 1,600 | 1,080 - 1,800 | 12 - 15 | N/A | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Marketing - Advertising | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|-----------|---------------|---------|-----------|-----------|
| Media Planner | 250 - 400 | 250 - 400 | 5 - 10 | 42 - 72 | 60 - 90 |
| Account Executive | 130 - 250 | 200 - 330 | 4.5 - 8 | 36 - 72 | 40 - 60 |
| Account Manager | 280 - 500 | 330 - 600 | 8 - 11 | 72 - 120 | 60 - 100 |
| Account Director | 350 - 500 | 600 - 780 | 10 - 15 | 120 - 190 | 120 - 160 |
| Group Account Director | 500 - 800 | 750 - 1,000 | 12 - 18 | 190 - 300 | 140 - 220 |

| Marketing - Creative | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|---------------|---------------|---------|-----------|-----------|
| Copywriter | 150 - 350 | 240 - 480 | 5 - 8 | 48 - 72 | 40 - 60 |
| Art Director | 400 - 800 | 480 - 650 | 5 - 12 | 170 - 230 | 40 - 60 |
| Creative Director | 600 - 800 | 600 - 850 | 7 - 12 | 170 - 230 | 140 - 250 |
| Executive Creative Director | 1,000 - 1,500 | 1,000 - 1,550 | 10 - 20 | 230 - 300 | 250 - 350 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Marketing - Communications | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-----------|---------------|--------|-----------|-----------|
| Marketing Communications Manager | 300 - 600 | 480 - 660 | 9 - 15 | 96 - 150 | 80 - 140 |
| Public Relations/ Communications Manager | 300 - 800 | 480 - 720 | 8 - 15 | 96 - 150 | 80 - 140 |
| Internal Communications Manager | 300 - 500 | 480 - 600 | 6 - 12 | 86 - 140 | 80 - 140 |
| Corporate Communications Manager | 400 - 800 | 600 - 840 | 7 - 15 | 120 - 180 | 80 - 140 |

| Marketing - Market Research | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|--------|-----------|-----------|
| Market Research / Consumer Insights Analyst | 150 - 250 | 360 - 456 | 4 - 8 | 82 - 140 | 60 - 90 |
| Market Research / Consumer Insights Manager | 300 - 700 | 480 - 800 | 6 - 12 | 96 - 160 | 100 - 140 |
| Market Research / Consumer Insights Director | 700 - 1,200 | 720 - 1,200 | 8 - 15 | 240 - 360 | 140 - 200 |

| Digital - Transformation & Analytics | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------------|---------------|---------------|---------|-----------|-----------|
| Web Analytics Manager | 450 - 750 | 540 - 800 | 6 - 15 | 48 - 96 | 80 - 130 |
| Head of Digital Transformation | 1,000 - 2,500 | 1,200 - 1,600 | 12 - 20 | 216 - 480 | 200 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Digital - Marketing | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-------------|---------------|---------|-----------|-----------|
| Digital/ Online Marketing Manager | 300 - 600 | 480 - 850 | 8 - 15 | 84 - 150 | 80 - 120 |
| Digital Communication/Content Manager | 300 - 600 | 420 - 800 | 6 - 12 | 72 - 180 | 80 - 120 |
| Digital Acquisition/Performance Manager | 500 - 700 | 480 - 840 | 6 - 12 | 96 - 180 | 80 - 130 |
| Head of Digital | 900 - 1,800 | 840 - 2,000 | 10 - 20 | 216 - 480 | 140 - 240 |
| Head of eCommerce | 900 - 2,000 | 660 - 2,000 | 8 - 20 | 220 - 480 | 140 - 240 |

| Digital - Customer Experience | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------|-------------|---------------|---------|-----------|-----------|
| CRM Manager | 400 - 700 | 480 - 780 | 7 - 12 | 70 - 140 | 80 - 120 |
| Manager | 400 - 700 | 600 - 780 | 7 - 15 | 96 - 120 | 80 - 120 |
| Senior Manager | 500 - 800 | 780 - 960 | 10 - 18 | 120 - 216 | 120 - 150 |
| Director | 900 - 1,600 | 960 - 1,200 | 12 - 20 | 216 - 480 | 150 - 200 |
| Dept Head | 900 - 2,000 | 1,000 - 1,800 | 15 - 25 | 216 - 480 | 200 - 250 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Social | China |
|------------------------|-----------|
| Social Media Associate | 200 - 300 |
| Social Media Manager | 300 - 600 |

| eCommerce | China |
|--|---------------|
| E-commerce Marketing Manager | 400 - 600 |
| E-commerce Marketing Director | 600 - 1,000 |
| E-commerce Operation Manager | 400 - 500 |
| E-commerce Operation Director | 500 - 1,000 |
| E-commerce Head | 1,000 - 2,000 |
| Live Streaming Manager | 500 - 800 |
| Live Streaming Director | 800 - 1,200 |
| Cross-border E-commerce Operation Manager | 400 - 700 |
| Cross-border E-commerce Operation Director | 800 - 1,000 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



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Hong Kong SAR

Hong Kong's office professionals market is expected to remain stable in 2026, with hiring momentum shaped largely by organisational restructuring and a continued focus on operational efficiency. As companies streamline teams and optimise headcount, demand is shifting toward administrative talent who can operate confidently across multiple functions. Employers increasingly seek candidates who not only bring strong organisational and coordination skills, but also digital fluency, adaptability, and trilingual proficiency in English, Cantonese, and Mandarin: capabilities essential for supporting senior leadership and complex regional portfolios.

Competition is highest at the Executive Assistant and Office Manager levels, particularly for bilingual professionals who can handle board-level support, project coordination, and regional communication. As a result, salaries for these roles continue to trend slightly above general market averages, with overall increments forecast at two to three per cent. Premium packages are offered for C-suite support roles, expanded-scope Office Manager positions, and roles involving governance, HR collaboration, or cross-departmental project management.

Flexible work arrangements and stronger non-financial EVPs including job stability, supportive leadership, and career clarity are becoming increasingly important in attracting and retaining talent, especially in a market where professionals report heightened concerns around job security. Employers that articulate clear role expectations, offer opportunities for growth, and demonstrate commitment to employee wellbeing will be best positioned to secure high-performing office professionals in 2026.



Japan

Japan's office professionals market remains steady heading into 2026, with continued demand for Secretarial, Executive Assistant, Office Management, and Sales Administration roles across legal, finance, and FMCG sectors. As mid-sized firms prioritise efficiency and streamline structures, administrative teams are expected to play a more strategic role, supporting cross-functional coordination, compliance, and operational continuity. This reflects broader trends across Japan: intermediate-level roles remain among the hardest to fill, and employers increasingly seek talent who can deliver immediate value in lean environments.

Demand for bilingual Executive Assistants and Legal Secretaries remains particularly strong, driven by global firms requiring support across international stakeholders

and complex documentation. These shortages continue to push salary growth in the range of three to five per cent, with Office Management and General Affairs roles also seeing upward pressure as responsibilities expand to include project coordination, vendor management, and workplace experience.

Customer Service hiring continues to decline as companies accelerate adoption of AI-driven solutions such as chatbots and automated support workflows. However, niche segments including roles requiring Japanese-English bilingual capability or specialised industry knowledge may see modest growth.

Salary benchmarks for 2026 remain stable: Administrative Assistants typically earn between ¥5M and ¥7M, Office Managers between ¥8M and ¥12M, and senior General Affairs or Administration Heads between ¥10M and ¥16M. Finance and professional services continue to offer the highest compensation levels for administrative roles.

Looking ahead, employers in Japan are expected to show greater flexibility around age and seniority while continuing to prioritise bilingual, tech-enabled office professionals who can support transformation and ensure operational stability in increasingly agile organisational structures.



Singapore

Singapore's office professionals market enters 2026 with steady demand, particularly across financial services, professional services, technology, and multinational corporations. While the overall supply of general administrative talent remains stable, both employers and candidates have become more selective. Organisations are increasingly prioritising individuals who can support leaner structures and operate confidently across multiple functions, consistent with the broader skills-first shift observed across the region.

Competition is strongest at the experienced Executive Assistant and Office Manager levels. These roles now extend well beyond traditional administrative support, with employers seeking talent who can act as strategic partners to leadership, manage

complex stakeholder relationships, oversee office operations, support HR or finance tasks, and coordinate cross-functional projects. Candidates with this blend of operational oversight, business acumen, and stakeholder maturity are in short supply, reflecting the wider intermediate-level shortages highlighted in the Salary Guide. As a result, employers must present compelling value propositions that go beyond salary, including career exposure, autonomy, and clarity of role scope.

Salary growth remains healthy but measured. Entry- to mid-level administrative professionals typically earn between SGD 3,500 and 5,000 monthly, while experienced Executive Assistants and Office Managers, especially those supporting senior leadership or regional portfolios can command SGD 7,000 to 9,000 or more.

Looking ahead to 2026, demand will continue to favour office professionals with "multi-hat" capability: administration, operations, project coordination, and digital proficiency. As companies maintain leaner teams, individuals who can enhance productivity, strengthen employee experience, and ensure operational continuity will remain highly competitive. Employers will need to rethink job design and retention strategies to secure this increasingly valuable talent segment.



| Administration | Hong Kong SAR | Japan | Singapore |
|--|---------------|-----------|-----------|
| Administration Assistant (Subject to experience) | 360 - 600 | 5 - 7 | 45 - 66 |
| Office Manager | 360 - 800 | 8 - 12 | 96 - 120 |
| Project Coordinator | 216 - 336 | 5.5 - 8.0 | N/A |
| Head of Administration | 600 - 1,200 | 10 - 16 | N/A |
| Data Entry Operator | 156 - 204 | 4 - 6 | 30 - 42 |
| Sales Coordinator | 216 - 360 | 5 - 7.5 | N/A |

| Reception/Secretarial | Hong Kong SAR | Japan | Singapore |
|-------------------------------------|---------------|--------|-----------|
| Receptionist | 216 - 336 | 4 - 6 | 36 - 50 |
| Secretary | 300 - 540 | 4 - 7 | 66 - 102 |
| Personal Assistant / Team Assistant | 300 - 600 | 6 - 8 | 72 - 102 |
| Executive Assistant (for 1 person) | 300 - 720 | 7 - 10 | 78 - 108 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Legal Support | Hong Kong SAR | Japan | Singapore |
|--------------------------|---------------|-------|-----------|
| Legal Secretary | 240 - 540 | 5 - 8 | 48 - 66 |
| Legal Personal Assistant | 400 - 720 | N/A | N/A |

| Banking & Finance Support | Hong Kong SAR | Japan | Singapore |
|---------------------------|---------------|-----------|-----------|
| Secretary | 216 - 400 | 4.0 - 6.5 | 72 - 84 |
| Senior Secretary | 360 - 600 | 7 - 11 | 90 - 102 |
| Personal Assistant | 360 - 850 | 6 - 10 | 72 - 90 |
| Executive Assistant | 360 - 1,000 | 6 - 10 | 102 - 120 |

| Property & Construction Support | Japan |
|-----------------------------------|-----------|
| Project Secretary / Administrator | 4.5 - 6.5 |
| Site Secretary / Administrator | 6.0 - 7 |
| Facilities Administrator | 5 - 8 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Customer Service / Call Center | Hong Kong SAR | Japan |
|---|---------------|-----------|
| Operator (Subject to experience) | 192 - 300 | 4.5 - 6.5 |
| Call Center Manager (Subject to experience) | 324 - 540 | 7 - 12 |
| Call Center Director | 600 - 840 | 10 - 15 |
| Customer Service Specialist | 192 - 252 | 4.5 - 7 |
| Customer Service Manager | 420 - 580 | 7 - 12 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



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China

China's procurement and Supply Chain market heads into 2026 with a continued emphasis on digitalisation, compliance, and cost discipline. While overall salary growth is moderating compared with previous years, demand for specialised, high-skill talent remains strong creating a clear "skills premium" across roles that support digital transformation, cross-border operations, and supply-risk management. This divergence mirrors broader trends in the Salary Guide: organisations are leaning toward strategic hiring while remaining cautious with headcount, and candidates increasingly prioritise stability, compensation clarity, and strong leadership direction.

Hiring is becoming more selective and capability-driven.

Companies are expanding their use of project-based and contract professionals to close immediate skill gaps, particularly in areas tied to digital supply-chain integration and compliance. Internal redeployment is also growing, as organisations upskill existing teams to support automation, analytics, and AI-enabled planning. Flexible workforce models (including outsourced hiring and Employer-of-Record solutions) continue to rise in popularity as firms navigate market volatility and manage labour costs more tightly.

Critical talent shortages persist in supply-chain digital engineering, supplier-compliance and customs operations, reverse logistics, sustainable procurement, and cross-border

trade governance. These roles are expected to command salary premiums of around 5 to 12 per cent. Salary growth will remain modest for most roles: entry-level procurement talent is expected to see increases of three to five per cent, mid-level professionals around five to eight per cent, and senior directors eight to 12 per cent with the highest premiums concentrated in digitally enabled, compliance-heavy, or sustainability-driven roles.



Hong Kong SAR

Hong Kong's procurement and Supply Chain landscape moves into 2026 with stable hiring activity, despite ongoing regional shifts. The relocation of many FMCG and apparel regional headquarters to Shanghai or Singapore has reduced the number of leadership roles locally, but domestic positions remain steady, anchored by replacement hiring and demand for niche capabilities. Within FMCG, merchandising, sourcing, and procurement talent continue to be required, while logistics hiring is shaped by persistent shortages particularly in operational leadership and digital-enabled roles.

In the industrial and manufacturing sectors, hiring is becoming more strategic and

capability-driven as companies accelerate automation, AI integration, and end-to-end digitalisation. Roles such as Strategic Sourcing Managers, Category Managers, and procurement professionals skilled in data analytics, supplier risk management, and e-procurement systems are increasingly prioritised. These shifts mirror broader Salary Guide trends: intermediate-level, tech-enabled talent remains one of the hardest segments to hire across Asia, placing upward pressure on compensation for specialised roles.

Logistics and third-party providers continue to evolve rapidly as e-commerce and fulfilment demands intensify. Companies are investing

in automation, WMS/TMS platforms, and advanced visibility tools, creating strong demand for Air and Ocean Freight Operations Managers, Key Account Managers, and digital logistics specialists. Organisations are also seeking talent capable of managing regional supply-chain complexity while delivering efficiency through data-driven process improvements.

Across all sectors, talent shortages in technical and leadership roles will keep the market competitive. Employers offering clearer development pathways, stability, and flexible work structures will be best positioned to secure high-value procurement and Supply Chain professionals in 2026.



Japan

Japan's procurement and Supply Chain sector is entering 2026 with heightened urgency as companies strengthen resilience amid global uncertainty, currency volatility, and rising raw-material costs. Both domestic and international firms are accelerating diversification efforts: expanding supplier bases, building larger inventory buffers, and improving end-to-end visibility to mitigate disruption risk.

Japanese companies are reinforcing long-term contracts, adopting collaborative purchasing models, and increasingly turning to digital procurement platforms to balance cost optimisation with supply-risk management. At the same time, foreign multinationals are

applying global sourcing strategies to the Japanese market while deepening ties with local suppliers to meet stringent quality standards.

Severe labour shortages continue to shape the logistics sector, prompting rapid adoption of automation, robotics, and AI-enabled optimisation tools. As a result, demand is rising for Supply Chain professionals with advanced IT literacy, data-analysis capability, and experience leading digital transformation in logistics and warehousing. ESG considerations are also gaining importance, with more organisations seeking talent who can align procurement and Supply Chains with environmental and sustainability standards.

Roles attracting the strongest demand include senior managers who can use data to shape Supply Chain strategy, procurement specialists who can influence sourcing decisions, and logistics professionals skilled in automation and process improvement.

Trade-compliance expertise is also increasingly sought after as global security concerns drive more rigorous controls. Bilingual capability remains a significant differentiator in Japan, with English proficiency often commanding salary premiums of 10 to 20 per cent, and in some cases up to 30 per cent for highly specialised roles.



Malaysia

The coming year signals a turning point for Malaysia's procurement and Supply Chain functions. As companies confront rising expectations around digitalisation, ESG compliance, and end-to-end visibility, demand is shifting sharply toward talent who bring strategic insight and technical fluency. This evolution is revealing capability gaps across mid-career roles and prompting organisations to rethink how they build and deploy their workforce.

Hiring is increasingly focused on strategic procurement talent, category managers, supply-chain planners, and professionals with exposure to regional operations. As Malaysia continues to strengthen its position as a Southeast Asian supply-chain hub, particularly in semiconductors, advanced manufacturing, and FMCG, companies require talent who can navigate complex

vendor ecosystems, manage multi-country operations, and contribute to resilience planning. Intermediate-level shortages, one of the most acute challenges highlighted in the Salary Guide, remain evident across these roles.

Contract-based hiring is also accelerating. Organisations are increasingly using interim procurement and Supply Chain professionals to manage transformation projects, ERP rollouts, change management, and short-term capacity needs. This flexible workforce model helps companies balance agility with cost efficiency, especially during periods of fluctuating demand. Skills in ESG-aligned sourcing, AI-driven planning, supplier-risk management, and analytics are becoming essential. While overall salary growth is expected to remain modest, specialists with niche technical expertise, sustainability knowledge, or advanced data capability can command premium increments of 15 to 25 per cent.

In 2026, Malaysia's procurement and Supply Chain hiring will continue to be shaped by strategic agility, digital maturity, and flexible talent deployment favouring professionals who blend operational depth with future-ready skills.



Singapore

Singapore's procurement and Supply Chain market enters 2026 in a state of strategic transformation. As organisations continue to centralise regional oversight and shift transactional work to lower-cost hubs, local teams are becoming leaner but more influential. Professionals in Singapore are now expected to operate at a higher strategic level, blending category expertise with data analytics, supplier risk management, and digital innovation.

AI-powered forecasting, automated sourcing, and advanced supply-chain analytics are becoming embedded across operations, creating strong demand for digitally fluent Procurement Managers, Supplier Relationship Managers, and supply-chain planners. These roles align with Salary Guide findings showing that

intermediate-level, tech-enabled professionals remain among the hardest to secure across Asia. Skills in IT procurement, indirect categories, digital logistics, and ESG-aligned sourcing are increasingly essential as organisations strengthen resilience in a volatile market.

Workforce models are also shifting. Companies are adopting flexible hiring strategies, from project-based procurement specialists to interim supply-chain leads to support transformation initiatives, system upgrades, and short-term capacity gaps. This reflects broader cost-control sentiment across Singapore, where hiring cycles are lengthening and headcount approvals remain cautious.

Salary growth is expected to remain modest at two to four per cent, with job-change increments continuing to taper as employers prioritise internal mobility and retention. Premiums persist for niche digital and ESG skills, but the era of automatic double-digit increases is receding. In 2026, the market will favour procurement and Supply Chain professionals who bring strategic capability, digital fluency, and regional perspective — qualities that increasingly define success in Singapore's evolving supply-chain ecosystem.



| Procurement | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---|-------------|---------------|---------|-----------|-----------|
| Buyer | 120 - 300 | 216 - 360 | 5 - 9 | 60 - 96 | 39 - 75 |
| Senior Buyer / Regional Specialist | 300 - 400 | 360 - 540 | 7 - 9 | 100 - 200 | 80 - 90 |
| Category Manager | 300 - 600 | 660 - 840 | 8 - 12 | 120 - 324 | 70 - 120 |
| Sourcing Manager | N/A | 540 - 720 | 8 - 12 | 130 - 300 | 80 - 120 |
| Procurement Manager | 300 - 600 | 660 - 900 | 8 - 15 | 130 - 300 | 80 - 140 |
| Chief Procurement Officer / Head of Procurement | 800- 2,500 | 1,600 - 2,200 | 20 - 35 | 300 - 700 | 180 - 300 |
| Purchasing Manager | 300 - 600 | 660 - 840 | 8 - 12 | 130 - 300 | 60 - 100 |
| Purchasing Director | 700 - 2,000 | 1,000 - 1,800 | 14 - 18 | 300 - 700 | 150 - 250 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Supply Chain

| Warehousing/Distribution | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-----------|---------------|---------|-----------|-----------|
| Warehouse Supervisor | 150 - 300 | 360 - 480 | 4.5 - 8 | 55 - 96 | 52 - 60 |
| Distribution Centre / Distribution Manager | 350 - 600 | 540 - 720 | 7 - 11 | 144 - 300 | 75 - 115 |
| Operations Manager | 300 - 600 | 540 - 720 | 7 - 11 | 120 - 300 | 80 - 144 |
| Stock/Inventory Controller | 150 - 250 | 240 - 340 | 6 - 9 | 70 - 96 | 24 - 43 |
| Warehouse Manager | 200 - 400 | 540 - 720 | 8 - 13 | 102 - 210 | 70 - 85 |
| Third Party Logistics | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Operations Executive | 80 - 200 | 240 - 420 | 4 - 8 | 36 - 84 | 33 - 55 |
| Operations Manager | 200 - 400 | 560 - 720 | 6.5 - 8 | 84 - 240 | 65 - 80 |
| Sea/Ocean Freight Manager | 250 - 400 | 420 - 600 | 7 - 10 | 104 - 210 | 70 - 100 |
| Air Freight Manager | 250 - 400 | 600 - 1,000 | 7 - 10 | 104 - 210 | 70 - 100 |
| Key Account Manager | 250 - 500 | 450 - 720 | 7 - 10 | 130 - 180 | 65 - 130 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Supply Chain

| Logistics | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-----------|---------------|---------|-----------|-----------|
| Transport Coordinator | 150 - 230 | 240 - 360 | 4.5 - 8 | 30 - 58 | 40 - 55 |
| Transport Manager | 350 - 600 | 540 - 660 | 7 - 10 | 96 - 200 | 80 - 120 |
| Operations Manager | 250 - 400 | 540 - 720 | 8 - 10 | 108 - 240 | 65 - 90 |
| Fleet Controller | 144 - 300 | 420 - 540 | 4.5 - 8 | 26 - 52 | 52 - 65 |
| Import/Export Clerk | 150 - 300 | 240 - 340 | 4.5 - 8 | 26 - 52 | 33 - 48 |
| Fleet Manager | 200 - 350 | 420 - 540 | 5 - 7.5 | 96 - 200 | 52 - 65 |
| Trade Compliance Manager | 420 - 700 | 540 - 700 | 9 - 13 | 108 - 300 | 78 - 169 |
| Logistics Manager | 400 - 700 | 540 - 720 | 9 - 12 | 108 - 360 | 90 - 144 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Supply Chain | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------|-------------|---------------|----------|-----------|-----------|
| Order Fulfilment | 150 - 350 | 240 - 420 | 5.5 - 8 | 42 - 120 | 36 - 75 |
| Supply Chain Analyst | 200 - 400 | 300 - 480 | 7 - 10 | 42 - 180 | 40 - 90 |
| Supply Chain Planner | 200 - 450 | 300 - 560 | 7 - 11 | 42 - 120 | 40 - 96 |
| Supply Chain Manager | 300 - 650 | 600 - 780 | 8 - 14 | 108 - 360 | 100 - 150 |
| Demand Planner | 150 - 350 | 480 - 560 | 7.5 - 11 | 60 - 144 | 48 - 96 |
| Materials Manager | 250 - 600 | 600 - 780 | 7 - 12 | 120 - 300 | 72 - 110 |
| Supply Chain Director | 800 - 2,500 | 840 - 1,200 | 14 - 25 | 240 - 840 | 150 - 320 |
| Planning Manager | 400 - 700 | 540 - 720 | 10 - 12 | 96 - 216 | 96 - 144 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Property

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China

China's property sector is entering 2026 in a period of structural recalibration rather than expansion. While the residential market continues to stabilise, the non-residential segment spanning industrial parks, logistics facilities, commercial assets, and data-centre infrastructure has become the key engine of activity. Organisations are reassessing how value is created, shifting focus from land acquisition and development toward asset efficiency, operational performance, and technology-enabled management models. This change in direction is reshaping hiring priorities across the sector.

As organisations pivot toward “operation-focused, light-development” models,

talent needs are becoming more specialised. Demand is rising for Asset Managers, Industrial Leasing Managers, Commercial Operations talent, and professionals skilled in digital property management, data-centre engineering, and smart-park technologies. These roles require a blend of technical understanding, financial analysis, and cross-functional coordination, capabilities that remain in short supply, especially at the intermediate level.

Digital transformation is also reshaping organisational structures. Companies are increasingly adopting intelligent building systems, automation tools, and data-enabled asset optimisation platforms, driving demand for hybrid profiles

who can integrate operations, technology, and sustainability considerations. The push toward higher quality, more resilient asset performance aligns with China's broader economic focus and elevates the strategic importance of operations and asset-management roles.

From a talent perspective, professionals in China continue to prioritise compensation, stability, and clear leadership direction. Employers able to offer structured development and will be best positioned to attract and retain specialised talent as competition intensifies in 2026.



Hong Kong SAR

Hong Kong's property sector is expected to move into a modest recovery phase in 2026, with residential prices and rents showing early signs of stabilisation and gradual improvement. Prime office leasing activity is strengthening at a measured pace, supported by incremental increases in occupier confidence and selective expansion within finance, professional services, and technology. While developers remain cautious with land acquisition and major new builds, ongoing government-backed infrastructure initiatives will continue to support construction and technical hiring throughout the year.

Recruitment demand remains steady across asset management, leasing, property

management, and technical services, as organisations place greater emphasis on operational efficiency and portfolio optimisation. Many companies are restructuring to streamline processes, centralise workflows, and sharpen cost controls, consistent with the broader Hong Kong market where cautious hiring sentiment persists. As a result, employers are focusing more on retaining and upskilling existing staff rather than aggressively acquiring talent from competitors.

Skill shortages at the intermediate level particularly in leasing, asset operations, and building services engineering continue to shape hiring dynamics. Candidates with trilingual capability, strong

digital skills, and experience working across mixed-use or Grade-A portfolios are especially sought after.

Salary growth in 2026 is forecast to improve slightly compared with 2025, driven primarily by competition for talent in operationally critical roles. With stability and supportive leadership high on candidates' agendas, companies offering strong development prospects and flexibility will have an advantage in securing key talent.



Japan

Japan's property market continues to be shaped by structural demographic pressures, with the ageing population and declining birth rate contributing to persistent talent shortages across the sector. These shortages are particularly acute at the mid-to-senior level, where international companies consistently seek bilingual Facility Managers, Project Managers, and operations leaders who can navigate both domestic requirements and global stakeholder expectations.

Demand for Facility Managers and Construction Project Managers remains strong across the office sector, supported by ongoing workplace modernisation, retrofit projects, and continued

investment in building optimisation. Hiring activity also continues in hospitality and retail, though at lower volumes than in commercial office, as companies adopt a disciplined approach to expansion. Much of the recruitment remains concentrated within outsourcing and consulting providers, reflecting employers' preference for flexible cost structures, a trend expected to persist through 2026.

Japan's data-centre market, while still active, has entered a measured consolidation phase as major players strengthen their footprint in key regions. Although organisations continue to seek Facilities and Project Management talent, requirements for electrical and mechanical engineering expertise remain challenging to fill, mirroring the intermediate-level shortages highlighted across the Salary Guide. These roles command strong

interest but face a constrained candidate pipeline.

Given the continued shortage of bilingual, specialised talent, companies that offer not only competitive roles but also stability, transparent leadership, and opportunities to build new capabilities will be far better positioned to hire and retain property talent in 2026.



| Property | China | Hong Kong SAR |
|-----------------------------|-----------|---------------|
| Manager | 300-400 | 480 - 600 |
| Senior Manager | 350-550 | 660 - 840 |
| Head of Property Management | 600 - 800 | 840 - 1,080 |
| GM Property Management | 800+ | 900 - 1,200 |

| Property | China | Hong Kong SAR | Japan |
|--|-----------|---------------|-----------|
| Centre Manager - Retail | 300 - 600 | 480 - 600 | N/A |
| Facilities Coordinator / Manager (2-5 yrs) | 150-250 | 320 - 480 | 4.5 - 7.5 |
| Facilities Manager (5-10 yrs) | 250 - 350 | 540 - 720 | 7.5 - 12 |
| Facilities Manager (10+ yrs) | 350 - 500 | 600 - 780 | 12 - 15 |
| Facilities Director | 800+ | N/A | 15 - 17 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Property | China | Hong Kong SAR | Japan |
|-------------------------------|-----------|---------------|----------|
| Leasing Executive / Assistant | 150 - 260 | 300 - 360 | 5 - 8 |
| Leasing Manager | 300 - 450 | 540 - 720 | 8.5 - 11 |
| Senior Leasing Manager | 450 - 600 | 660 - 840 | 11-15 |
| Leasing Director | 700+ | 900 - 1,080 | 15.5+ |

| Property | China | Japan |
|----------------------|-----------|---------|
| Asset Specialist | 150 - 250 | 6 - 8 |
| Asset Manager | 250 - 500 | 8 - 11 |
| Senior Asset Manager | 400 - 600 | 11 - 15 |
| Asset Director | 700+ | 16+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Property | China | Japan |
|------------------------------------|-----------|-----------|
| Property Investment Analyst | 150 - 300 | 6 - 9 |
| Property Investment Manager | 300 - 400 | 9 - 12 |
| Property Investment Senior Manager | 400 - 600 | 12.5 - 16 |
| Property Investment Director | 800+ | 17+ |

| Property | China | Japan |
|--|-----------|---------|
| Acquisitions Surveyor / Manager (2-5 yrs) | 150 - 250 | 6 - 9 |
| Acquisitions Surveyor / Manager (5-10 yrs) | 250 - 500 | 9 - 12 |
| Senior Acquisitions Surveyor / Manager | 500 - 800 | 12 - 15 |
| Acquisitions Director | 800+ | 16+ |

| Property | Japan | Hong Kong SAR |
|----------------------------|---------|---------------|
| Assistant Security Manager | 6 - 9 | 600 - 720 |
| Security Manager | 9 - 11 | 780 - 1,020 |
| Senior Security Manager | 11 - 15 | 1,080 - 1,440 |

| Property | Japan |
|---------------------------------------|----------|
| Data Centre Assitant Facility Manager | 5 - 7 |
| Data Centre Facility Manager | 7.5 - 12 |
| Data Centre Senior Facility Manager | 12+ |

| Property | Japan |
|-------------------------------|--------|
| Assistant Store Planner | 4 - 6 |
| Store Planning Manager | 7 - 9 |
| Store Planning Senior Manager | 9 - 11 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Property | China | Hong Kong SAR | Japan |
|------------------------------|-----------|---------------|-----------|
| Quantity Surveyor (2-5 yrs) | 120 - 200 | 300 - 480 | 5 - 8 |
| Quantity Surveyor (5-10 yrs) | 150 - 350 | 480 - 660 | 8 - 12 |
| Senior Quantity Surveyor | 300 - 500 | 480 - 660 | 12.5 - 15 |
| Quantity Surveyor Director | 700+ | 840 - 1,440 | 17+ |
| Project Director | 800+ | 840 - 1,440 | 17+ |

| Property | China | Hong Kong SAR | Japan |
|---------------------------|-----------|---------------|------------|
| Project Coordinator | 180 - 240 | 300 - 450 | 4.5 - 5.5 |
| Assistant Project Manager | 200 - 300 | 500 - 600 | 5.5 - 7 |
| Project Manager | 300-500 | 600 - 720 | 7 - 9 |
| Senior Project Manager | 500-800 | 720 - 900 | 9.5 - 12.5 |
| Security Director | N/A | 15+ | N/A |

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Sales

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China

China's sales market remains steady entering 2026, with the overall unemployment rate stable and hiring activity concentrated in sectors that continue to show resilience. FMCG remains a key driver of demand, although hiring in this segment reflects a more cautious sentiment. Salary increases for job movers remain modest at around five to 15 per cent as companies tighten cost controls and emphasise disciplined, value-driven hiring.

The strongest competition is for omni-channel sales talent, particularly professionals experienced with emerging digital platforms like TikTok and Xiaohongshu where consumer engagement increasingly shapes purchasing behaviour. Candidates with specialised digital capabilities

continue to attract premium compensation.

Foreign companies facing tariff pressures or geopolitical uncertainty are adopting more conservative growth plans, while Australian and New Zealand firms remain comparatively optimistic about China's long-term potential. Meanwhile, Chinese enterprises continue accelerating outbound expansion, sustaining strong demand for internationally minded sales talent with cross-border exposure.

Looking ahead to 2026, hiring demand will be uneven across sub-sectors. Outdoor, health and wellness, and pet-related industries are expected to remain attractive, supported by lifestyle and demographic

shifts. The mother-and-baby and education segments continue to face headwinds, while beauty and cosmetics remain stable but pressured by rising costs. Nutritional supplements are projected to post steady growth, driving consistent demand for specialised sales talent.



Hong Kong SAR

Hong Kong's commercial sales landscape enters 2026 with cautious optimism, supported by a gradual tourism rebound, improving cross-border movement, and deeper integration within the Greater Bay Area. While sentiment is recovering, structural shifts continue to reshape hiring patterns across the market.

Demand in traditional frontline and luxury retail remains restrained as mainland e-commerce platforms expand their footprint, reducing the need for large in-store sales teams. FMCG, however, is stabilising, with modest improvement in hiring driven by renewed consumer confidence and steady visitor spending.

The strongest momentum is emerging in technology and

fintech sales. As organisations accelerate AI adoption and capitalise on the recent uplift in IPO activity, employers are seeking sales professionals who can position complex digital, AI-enabled, and fintech solutions to enterprise and institutional clients.

Salary growth is returning selectively. Most commercial roles will see modest increments, but candidates who bring hybrid skill sets across digital and traditional channels, especially those with Greater China account management experience, can expect more competitive packages.

Recruitment strategies are shifting accordingly. Employers are favouring internal upskilling, targeted

capability building, and faster decision-making processes to secure scarce talent in high-growth segments. With professionals increasingly valuing stability, benefits, and strong managerial support, organisations that combine a clear EVP with structured development will be best positioned to attract and retain top sales talent in 2026.



Japan

Japan's sales hiring landscape moves into 2026 with steady demand, but the drivers behind that demand are shifting. Strong inbound tourism continues to bolster recruitment across luxury, FMCG, hospitality, and services, sustaining a solid flow of in-store and visual merchandising-related hiring. At the same time, the rapid rise of online purchasing within luxury and consumer categories is creating new demand for e-commerce sales professionals who can manage digital storefronts, optimise customer journeys, and collaborate effectively with regional and global teams.

This shift toward omni-channel capability is reshaping expectations for candidates. Many sales roles now require

strong e-commerce knowledge and high English proficiency. These requirements narrow the available talent pool considerably, especially given Japan's broader intermediate-level talent shortages highlighted in the Salary Guide. Japanese companies' continued expansion into overseas markets is also fuelling greater demand for international sales professionals who can drive cross-border growth and support multi-market strategies.

Looking ahead to 2026, hiring momentum is expected to remain firm across both inbound-driven sales and digitally enabled commercial roles. Companies will continue to prioritise talent able to operate seamlessly across online and offline channels, with bilingual capability in English and Chinese increasingly viewed as a competitive advantage. As sales roles become more integrated with digital marketing, customer analytics, and global coordination, professionals who can bridge these skill sets will be especially well positioned in Japan's evolving commercial landscape.



Malaysia

Malaysia's sales landscape heads into 2026 with a clear upward shift in expectations, as employers across technology, FMCG, financial services, and B2B industrial markets compete for increasingly scarce commercial talent. Sales performance has become closely tied to growth outcomes across sectors, and with experienced sales professionals often being pulled into regional roles or migrating to neighbouring markets like Singapore, the domestic talent pool continues to tighten. As a result, salary growth for sales professionals is expected to remain above national averages in the year ahead.

High-performing sales talent, particularly those who can blend technical understanding with strong commercial instinct, will continue to attract premium compensation packages. Employers are

offering stronger base salaries, enhanced incentives, and performance-linked rewards to secure individuals who can drive revenue, expand market share, and manage key accounts in competitive environments.

Digital capability is becoming a defining requirement. Demand is rising for sales professionals who are proficient in CRM platforms, analytics, automation tools, and AI-assisted selling, a trend reflected in the broader Salary Guide findings that highlight Malaysia's acute intermediate-level shortages in digitally enabled roles. These expectations are extending hiring cycles, with employers encountering fewer qualified candidates and needing to benchmark salaries more competitively to close offers.

Looking into 2026, companies will prioritise sales talent who bring both resilience and adaptability across omnichannel environments, as well as the ability to wield data to inform strategy and contribute to customer-experience initiatives. With compensation trends trending upward, employers will need clear role positioning, compelling value propositions, and strong development pathways to retain and attract top-performing sales talent.



Singapore

Singapore's sales market is expected to remain strong in 2026, with hiring focused heavily on revenue-generating functions at the mid-senior level. Demand will be particularly robust across industrial sales, technology, and service providers supporting data-centre expansion and major national infrastructure projects. Sales Directors, Growth Heads, and senior account leads will continue to be sought after as organisations prioritise talent capable of driving pipeline development and navigating complex enterprise deals.

The nature of sales roles is also evolving as digital capability becomes essential to commercial success. Hybrid commercial positions that blend traditional sales expertise with AI-assisted selling, automation tools, and data-driven customer engagement will see accelerating

demand. This reflects Singapore's broader push toward digital transformation and aligns with growth sectors including technology, industrial solutions, construction, and property, all of which are expected to benefit from significant public and private investment over the next five years.

Professionals looking to stay competitive will need to invest in digital and AI literacy, as well as strengthen their leadership and stakeholder management capabilities. For mid-career talent in particular, broadening management experience while maintaining strong revenue impact will be critical to progression in a market that increasingly values commercial versatility and future-ready skills.





| Retail | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|---------------|---------------|---------|-----------|-----------|
| Merchandising Manager | 350 - 700 | 480 - 750 | 6 - 15 | 84 - 150 | 80 - 100 |
| Visual Merchandising Manager | 300 - 550 | 450 - 720 | 6 - 10 | 60 - 84 | 72 - 96 |
| Service Delivery Manager | N/A | 380 - 540 | 6 - 12 | 110 - 140 | N/A |
| Category Manager | 500 - 800 | 480 - 720 | 8 - 15 | 110 - 150 | 90 - 130 |
| Retail Operations Manager | 250 - 500 | 720 - 840 | 6 - 15 | 96 - 144 | 70 - 120 |
| Head of Retail | 1,000 - 2,000 | 1,000 - 1,200 | 12 - 25 | 240 - 360 | 140 - 200 |
| Area Manager | 350 - 500 | 420 - 480 | N/A | 120 - 144 | N/A |
| Retail Operations Director | 800 - 1,000 | 1,000 - 1,200 | N/A | 300 - 480 | N/A |
| Store Development Manager | 500 - 700 | 480 - 600 | N/A | 96 - 132 | N/A |
| Training Manager | 300 - 500 | 480 - 600 | N/A | 120 - 144 | N/A |
| Training Director | 700 - 1,000 | 960 - 1,020 | N/A | 300 - 420 | N/A |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



| Sales | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------------|---------------|---------------|---------|-----------|-----------|
| Account Manager | 200 - 500 | 420 - 720 | 9 - 12 | 96 - 180 | 84 - 120 |
| Key Account Manager | 200 - 500 | 480 - 780 | 9 - 12 | 96 - 180 | 84 - 120 |
| Aftersales Manager | 300 - 500 | 480 - 600 | 10 - 13 | 120 - 144 | N/A |
| Ecommerce Manager | 300 - 500 | 480 - 780 | 9 - 12 | 120 - 156 | N/A |
| Sales Training Manager | 300 - 600 | 480 - 600 | 9 - 12 | 120 - 144 | N/A |
| Business Development Manager | 300 - 600 | 600 - 850 | 9 - 15 | 96 - 186 | 100 - 140 |
| Sales Operations Manager | 400 - 600 | 550 - 800 | 9 - 20 | 96 - 144 | 80 - 120 |
| Senior Business Development Manager | 500 - 800 | 600 - 1,000 | 15 - 25 | 144 - 252 | 140 - 180 |
| Regional Sales Director | 600 - 1,000 | 1,000 - 1,800 | 15 - 20 | 360 - 600 | 180 - 240 |
| Sales Director | 800 - 1,500 | 840 - 1,200 | 15 - 25 | 250 - 480 | 160 - 200 |
| Country Manager | 1,500 - 2,500 | 1,050 - 2,000 | 20 - 40 | 360 - 650 | 240 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Technology

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China

China's technology hiring landscape is set to regain momentum in 2026, fuelled by sustained national investment in AI, cloud computing, IoT and the expansion of Chinese tech enterprises into overseas markets. While 2025 brought more cautious headcount planning, demand held firm for senior-level software engineers, system architects, and AI specialists capable of supporting large-scale platform engineering and cross-border delivery. These areas remain among the tightest talent pools, particularly for candidates who combine deep technical expertise with commercial acumen or international market experience.

Demand in cybersecurity continues to shift. While GRC hiring has flattened, roles

in DevSecOps, security operations, and cloud-native security remain hot spots, commanding premium compensation. SAP talent is also in heavy demand as enterprises accelerate S/4HANA upgrades, driving some of the highest salary inflation across the technology function in 2026. By contrast, infrastructure roles are gradually relocating to other Asian hubs or being consolidated into regional shared services, tempering local hiring.

Digital commerce and broader business-IT hiring have stabilised as markets mature, with employers increasingly prioritising hands-on specialists over generalist IT managers, widening the salary gap between niche expertise

and leadership roles. Web3 and platform-based businesses are selectively adding headcount, focusing on experienced, multi-disciplinary talent rather than junior profiles.

With China's technology ecosystem shifting toward "high-quality" innovation and efficiency, employers can expect sharper salary increases for critical skills in SAP, advanced cybersecurity, AI engineering, and cloud architecture, paired with growing emphasis on retention, flexible compensation models, and long-term incentives to secure top-tier talent.



Hong Kong SAR

Hong Kong's technology market is set for an active 2026 as organisations accelerate digital transformation across AI, cloud, IoT, and data-driven platforms. With many businesses balancing modernisation goals against cost-efficiency pressures, contracting is becoming a dominant workforce model. Demand for short-term specialists, particularly AI/ML engineers, cloud engineers, cybersecurity experts, and data architects, is rising sharply as companies prioritise rapid deployment and measurable outcomes.

Contractor rates are trending above market averages, with urgent project needs pushing short-term compensation to roughly ten per cent higher than permanent equivalents. Employers are taking a

skills-first approach, placing greater value on hands-on project portfolios, immediate availability, and demonstrated delivery capability rather than formal educational credentials. Flexible work arrangements remain essential levers to attract top technical talent, aligning with broader Salary Guide findings on Hong Kong's workforce expectations.

Permanent salary movement is more moderate at around three to five per cent, but contracting rates are climbing faster, particularly for niche, transformation-focused roles. Employers increasingly seek professionals with a growth mindset who can combine technical depth with commercial impact, adapting quickly to changing business needs and continuous learning

demands.

Critical shortages persist across AI engineering, cloud architecture, cybersecurity operations, and data architecture, the latter experiencing particularly acute gaps as organisations expand beyond analytics into scalable data-infrastructure design. These shortages will continue to drive salary inflation and intensify competition for specialised talent.



Japan

Japan's technology sector enters 2026 with sustained hiring activity, though employers are becoming increasingly deliberate in their selection criteria. After a year of strong but cautious recruitment, companies are doubling down on candidates who can drive meaningful transformation, particularly across legacy-system modernisation, cloud migration, and AI adoption. IT engineers and consultants remain at the centre of demand, with the bar for both technical depth and commercial impact rising sharply. Startups, meanwhile, continue to prioritise cultural fit and adaptability alongside engineering capability.

Core roles that dominated 2025: data scientists, cloud

engineers, web engineers, and digital-transformation specialists will remain highly sought after. The market continues to be shaped by chronic talent shortages, particularly at the intermediate level, prompting more potential-based hiring for younger professionals as well as notable mobility among senior candidates in their late 50s and early 60s. While foreign-engineer recruitment was once a key pipeline for Japan, inflows appear to be moderating as companies balance localisation strategies with evolving regulatory and visa frameworks.

Looking ahead, investment in AI, cybersecurity, and cloud architecture will accelerate, driving strong demand for IT consultants, AI engineers, security specialists, and cloud-infrastructure talent. These roles are expected to command expanded salary ranges, sign-on incentives, and above-market premiums as organisations compete for scarce capability. Beyond technical excellence, employers are increasingly prioritising soft skills such as stakeholder influence, risk awareness, and the ability to translate technology into business outcomes as AI-driven automation reshapes both workflows and team structures.



Malaysia

Malaysia's technology sector is poised for a high-growth year in 2026 as organisations push deeper into AI adoption, sovereign cloud strategy, cybersecurity modernisation, and large-scale data-centre expansion. As digital transformation accelerates under initiatives such as the National AI Action Plan and MyDIGITAL, hiring demand will increasingly concentrate around AI/ML engineering, cloud architecture, and cybersecurity.

This shift reflects a broader move away from traditional degree-dependent hiring toward a "skills-first" approach: employers are placing greater emphasis on micro-credentials, certifications (AWS, CISSP, Azure, data analytics), and demonstrable project portfolios. Software engineering hiring has levelled globally, but Malaysia remains a regional skill hub, providing a springboard for

AI-driven growth in 2026.

Recruitment activity will be strongly shaped by the emergence of new hybrid roles. AI fluency becomes baseline: Prompt Engineers, AI Trainers, AI Governance Specialists, and engineers who integrate AI into day-to-day tasks will see rising relevance. Cybersecurity hiring will pivot toward digital trust (risk governance, compliance, and AI-enhanced security operations) while cloud security remains the single most valuable capability, especially as multi-cloud adoption accelerates. Continued investment from global tech firms and semiconductor players is also expanding demand for embedded engineers, technical project managers, and data-centre-related talent.

Key shortages persist across Cloud and DevOps, Cybersecurity, AI/ML, Data Engineering, and Enterprise Applications. Salaries in cloud and DevOps roles are expected to rise by 10 to 12 per cent, while cybersecurity specialists will command upper-band offers and sign-on bonuses. MLOps engineers, data scientists, and AI governance professionals remain scarce, prompting employers to pair competitive packages with internal upskilling strategies. ERP and CRM specialists, especially those with multi-country implementation expertise, continue to command premium compensation due to limited supply.



Singapore

Technology hiring in Singapore is becoming increasingly disciplined as companies allocate resources toward the skill areas that matter most. Rather than broad expansion, employers are targeting applied AI, data engineering, cybersecurity, and cloud platform roles, capabilities now central to cost efficiency, risk mitigation, and competitive product development.

Applied AI continues to reshape hiring needs. Employers now seek engineers who can embed generative-AI features into products, maintain model lifecycles, and enforce governance and safety frameworks. Data engineering has overtaken traditional data science in strategic importance as organisations focus on building reliable pipelines, governance structures, and real-time analytics.

Cybersecurity, particularly in regulated industries such as financial services and healthcare, remains highly constrained, with seasoned cloud-security and architecture talent in especially short supply.

Selective salary premiums are becoming the norm. Instead of broad pay increases, employers are directing competitive packages toward roles where scarcity is critical: AI engineers with integration experience, data engineers proficient in governance and privacy, and cloud specialists with FinOps capability. Mid-level roles see modest growth, while senior and niche positions often command double-digit increments. Faster hiring cycles, flexibility, and occasional sign-on bonuses are increasingly used to secure finalists who may be holding multiple offers.

Product management is becoming more complex, with demand highest for leaders who can balance innovation with regulatory compliance. AI-driven products, digital payments, and enterprise SaaS remain priority areas, contributing to a two-speed salary trend: steady growth for generalist PMs and accelerated uplift for those in regulated or AI-heavy domains.



Software Development | Financial Services (Java / C++ / C#)

| CASH (All asset classes) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|---------------|---------------|---------|-----------|-----------|
| Non-Officer (Associate) | 200 - 350 | 420 - 650 | 6 - 10 | 70 - 120 | 60 - 80 |
| AVP Senior Associate | 350 - 700 | 700 - 1,000 | 13 - 20 | 90 - 160 | 90 - 140 |
| Vice President | 500 - 1,200 | 900 - 1,500 | 13 - 20 | 160 - 220 | 175 - 250 |
| Executive Director | 1,200 - 1,500 | 1,500 - 2,000 | 20 - 35 | 220 - 350 | 250 - 350 |
| Managing Director | 1,500 - 1,800 | 2,000+ | 40+ | 300+ | 350+ |

| Derivatives (All asset classes) | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------|---------------|---------------|---------|-----------|-----------|
| Non-Officer (Associate) | 250 - 450 | 480 - 700 | 6 - 10 | 80 - 100 | 100 - 140 |
| AVP Senior Associate | 350 - 700 | 700 - 1,000 | 8 - 12 | 90 - 160 | 120 - 180 |
| Vice President | 500 - 1,200 | 920 - 1,500 | 13 - 20 | 160 - 220 | 175 - 250 |
| Executive Director | 1,000 - 1,800 | 1,500 - 2,000 | 20 - 35 | 220 - 330 | 250 - 350 |
| Managing Director | 2,000+ | 2,000+ | 40+ | 320+ | 400+ |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Software Development | Financial Services (Java / C++ / C#)

| Electronic Trading | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|---------------|---------------|---------|-----------|-----------|
| Non-Officer (Associate) | 250 - 450 | 480 - 700 | 6 - 10 | 80 - 100 | 100 - 140 |
| AVP Senior Associate | 350 - 700 | 700 - 1,000 | 8 - 12 | 110 - 150 | 120 - 180 |
| Vice President | 500 - 1,200 | 950 - 1,500 | 13 - 20 | 160 - 240 | 175 - 250 |
| Executive Director | 1,000 - 1,800 | 1,500 - 2,000 | 20 - 35 | 240 - 320 | 250 - 350 |
| Managing Director | 2,000+ | 2,000+ | 40+ | 320+ | 350+ |

Software Development

| Software Testing | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------|-------------|---------------|---------|-----------|-----------|
| Test Analyst | 250 - 350 | 420 - 800 | 6 - 8 | 80 - 120 | 60 - 90 |
| Senior Test Analyst | 300 - 500 | 600 - 1,000 | 8 - 10 | 84 - 140 | 80 - 140 |
| QA Manager | 420 - 700 | 600 - 880 | 8 - 14 | 156 - 240 | 100 - 180 |
| QA Director | 600 - 1,000 | 700 - 1,100 | 10 - 16 | 264 - 330 | 160 - 240 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Software Development

| Development / Design | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------|-----------|---------------|--------|----------|-----------|
| Full-Stack Developer | 400 - 850 | 420 - 840 | 8 - 14 | 84 - 240 | 60 - 150 |
| Mobile Developer | 350 - 650 | 350 - 840 | 6 - 12 | 84 - 220 | 70 - 150 |
| Server-Side Developer | 300 - 600 | 350 - 700 | 6 - 10 | 72 - 240 | 80 - 150 |
| Front-End Developer | 300 - 600 | 350 - 600 | 6 - 12 | 84 - 180 | 50 - 150 |
| Embedded Developer | 350 - 700 | N/A | 6 - 10 | 74 - 220 | 60 - 150 |
| Back-End Developer | 350 - 700 | 350 - 800 | 6 - 12 | 72 - 240 | 60 - 180 |

| Development / Design | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------|-----------|---------------|----------|----------|-----------|
| Web Designer | 250 - 450 | 240 - 500 | 4 - 8 | 62 - 140 | 60 - 100 |
| UX/UI Designer | 250 - 600 | 500 - 900 | 5 - 12 | 84 - 240 | 80 - 120 |
| Java Developer | 400 - 700 | 450 - 840 | 6.5 - 12 | 84 - 240 | 80 - 150 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Software Development

| IOT | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|--------|-----------|-----------|
| IOT Engineer | 400 - 700 | 550 - 720 | 7 - 11 | 168 - 264 | 90 - 180 |
| Engineer - IOT Innovation | 400 - 700 | 550 - 720 | 7 - 12 | 180 - 360 | 90 - 180 |
| Solution Architect - IOT | 650 - 1,100 | 720 - 1,080 | 8 - 15 | 240 - 384 | 120 - 300 |

Software Development | Financial Services

| Application Development | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--|-------------|---------------|---------|-----------|-----------|
| Database Developer | 300 - 450 | 360 - 540 | 7 - 12 | 80 - 150 | 70 - 120 |
| Application Architect / Lead Developer | 500 - 1,200 | 900 - 1,300 | 10 - 16 | 150 - 260 | 120 - 220 |
| Development Manager | 500 - 1,200 | 720 - 1,200 | 10 - 18 | 144 - 300 | 100 - 240 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Software Development | Financial Services

| Application Support | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------|-------------|---------------|--------|-----------|-----------|
| Application Support | 450 - 600 | 650 - 900 | 6 - 8 | 60 - 140 | 60 - 120 |
| Application Support Manager | 550 - 1,000 | 780 - 1,200 | 7 - 13 | 132 - 192 | 100 - 180 |

| Project Management | China | Hong Kong SAR | Japan | Malaysia |
|-----------------------------|-----------|---------------|---------|-----------|
| Business Analyst | 200 - 350 | 400 - 600 | 8 - 15 | 96 - 156 |
| Project Manager | 300 - 600 | 600 - 750 | 10 - 18 | 120 - 300 |
| Program Manager | 350 - 650 | 720 - 840 | 14 - 18 | 300 - 720 |
| Project Co-ordinators / PMO | 500 - 800 | 600 - 780 | 6 - 12 | 120 - 360 |
| Service Delivery Manager | 500 - 800 | 600 - 750 | 10 - 14 | 144 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Software Development | Financial Services

| Project Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------|-----------|---------------|---------|-----------|-----------|
| Test Analyst | N/A | 400 - 500 | 6 - 10 | 108 - 156 | 70 - 120 |
| Test Manager | 300 - 450 | 650 - 750 | 10 - 14 | 156 - 240 | 140 - 200 |

| Management | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|-------------|---------------|---------|-----------|-----------|
| Infrastructure Manager | 300 - 750 | 720 - 850 | 10 - 18 | 150 - 300 | 96 - 180 |
| Development Manager - Front Office | 300 - 750 | 720 - 960 | 14 - 20 | 120 - 240 | 160 - 260 |
| Development Manager - Middle/Back | 350 - 1,000 | 840 - 1,080 | 12 - 18 | 120 - 240 | 140 - 240 |
| IT Director | 750 - 1,500 | 900 - 1,300 | 20 - 30 | 300 - 540 | 144 - 240 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Data & Advanced Analytics

| AI | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------|-------------|---------------|---------|-----------|-----------|
| AI Developer | 450 - 1,000 | 480 - 960 | 7 - 15 | 96 - 240 | 100 - 200 |
| AI Global Solution Architect | 800 - 1,500 | 840 - 1,200 | 10 - 22 | 180 - 360 | 150 - 200 |
| Deep Learning Project Manager | 400 - 1,500 | 900 - 1,320 | 8 - 18 | 180 - 360 | 100 - 200 |
| Machine Learning Engineer | 450 - 1,200 | 660 - 1,200 | 7 - 18 | 96 - 240 | 100 - 200 |

| Data Specialists | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|---------|-----------|-----------|
| Data Architect | 600 - 1,200 | 600 - 1,300 | 10 - 18 | 144 - 300 | 144 - 180 |
| DBA | 450 - 750 | 660 - 900 | 6 - 10 | 96 - 300 | 72 - 120 |
| Data Modeller | 300 - 750 | 480 - 700 | 10 - 14 | 144 - 240 | 72 - 120 |
| Data Warehouse Consultant | 300 - 550 | 420 - 840 | 10 - 18 | 120 - 240 | 72 - 120 |
| Business Intelligence | 400 - 550 | 420 - 780 | 8 - 12 | 120 - 240 | 80 - 150 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Data & Advanced Analytics

| Data Analytics | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|---------------|---------------|---------|-----------|-----------|
| Data Analyst | 350 - 600 | 360 - 600 | 6 - 12 | 96 - 180 | 60 - 120 |
| Senior / Lead Data Analyst | 500 - 900 | 600 - 960 | 9 - 16 | 120 - 216 | 72 - 160 |
| Head of Analytics | 800 - 2,000 | 1,200 - 2,400 | 14 - 22 | 240 - 540 | 180 - 300 |
| Data Engineering | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Data Engineer | 300 - 550 | 480 - 660 | 8 - 12 | 120 - 240 | 90 - 120 |
| Senior / Lead Data Engineer | 450 - 1,200 | 660 - 960 | 9 - 16 | 240 - 480 | 100 - 180 |
| Head of Data Engineering | 1,200 - 1,800 | 960 - 1,400 | 14 - 22 | 240 - 540 | 180 - 300 |
| Data Science | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Data Scientist | 500 - 1,200 | 600 - 840 | 8 - 14 | 120 - 300 | 90 - 150 |
| Senior / Lead Data Scientist | 750 - 1,500 | 840 - 1,200 | 14 - 18 | 240 - 480 | 120 - 180 |
| Head of Data Science | 1,200 - 2,500 | 1,200 - 2,500 | 16 - 24 | 240 - 540 | 180 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Cybersecurity

| Cybersecurity | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-----------|---------------|--------|-----------|-----------|
| Digital Forensics | 400 - 750 | 400 - 900 | 8 - 16 | 180 - 360 | 100 - 216 |
| Incident Response Specialist | 400 - 850 | 600 - 1,200 | 8 - 17 | 120 - 300 | 80 - 180 |
| Cybersecurity Consultant | 550 - 800 | 480 - 1,200 | 8 - 18 | 180 - 400 | 80 - 180 |
| Malware Reverse Engineer | 300 - 650 | 360 - 750 | 9 - 14 | 240 - 360 | 100 - 216 |

| Cybersecurity | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------------|---------------|---------------|---------|-----------|-----------|
| Security Operations Center Analyst | 350 - 550 | 400 - 900 | 8 - 12 | 84 - 240 | 70 - 160 |
| Penetration Tester | 400 - 750 | 400 - 900 | 8 - 15 | 144 - 240 | 100 - 200 |
| Threat Intelligence Analyst | 400 - 750 | 400 - 900 | 8 - 14 | 180 - 360 | 100 - 200 |
| CISO | 1,000 - 2,500 | 2,000 - 3,500 | 15 - 30 | 360 - 720 | 200 - 500 |
| Cybersecurity Architect | 750 - 1,200 | 480 - 1,200 | 9 - 16 | 240 - 420 | 150 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Cybersecurity

| Cybersecurity | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------|-----------|---------------|--------|-----------|-----------|
| Security Engineer | 400 - 650 | 650 - 800 | 8 - 16 | 100 - 300 | 70 - 160 |
| Security Consultant | 400 - 800 | 1,000 - 1,200 | 8 - 18 | 120 - 260 | 80 - 180 |
| IT Audit | 400 - 800 | 600 - 960 | 8 - 15 | 96 - 180 | 90 - 175 |

| Others | Japan | Malaysia | Singapore |
|-----------------------|---------|-----------|-----------|
| IT Security / IT Risk | 8 - 15 | 180 - 300 | 100 - 300 |
| IT Audit | 8 - 15 | 180 - 300 | 90 - 175 |
| BCP Manager | 10 - 18 | 180 - 300 | 100 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Projects & Change

| Analysis & Project | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-----------------------------------|-------------|---------------|---------|-----------|-----------|
| Technical Business Administration | 250 - 380 | 500 - 800 | 8 - 12 | 120 - 180 | 78 - 120 |
| Business / Process Analyst | 300 - 550 | 500 - 800 | 8 - 12 | 96 - 180 | 70 - 144 |
| Systems Analyst | 350 - 550 | 360 - 660 | 8 - 12 | 90 - 144 | 78 - 120 |
| Analysis & Project | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| Project Manager | 320 - 800 | 580 - 950 | 8 - 20 | 120 - 300 | 84 - 180 |
| Project / Program Director | 550 - 1,200 | 850 - 1,300 | 12 - 20 | 300 - 720 | 150 - 250 |
| Product Manager | 600 - 1,500 | 500 - 700 | 8 - 15 | 300 - 540 | 80 - 180 |
| ERP / CRM | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| PeopleSoft Technical | 250 - 420 | 550 - 900 | 8 - 10 | 90 - 150 | 80 - 130 |
| PeopleSoft Functional | 250 - 600 | 670 - 900 | 10 - 15 | 100 - 180 | 90 - 170 |
| Basis Administration | 200 - 400 | 500 - 700 | 8 - 12 | 120 - 200 | 90 - 150 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Projects & Change

| ERP / CRM | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|-------------|---------------|---------|-----------|-----------|
| SAP Analyst | 350 - 550 | 500 - 800 | 10 - 14 | 144 - 240 | 90 - 130 |
| SAP Functional Consultant | 400 - 700 | 520 - 900 | 10 - 18 | 240 - 420 | 95 - 160 |
| Oracle / SAP Developer | 350 - 750 | 700 - 1,000 | 10 - 12 | 240 - 420 | 90 - 160 |
| SAP Functional Consultant | 600 - 1,200 | 800 - 1,200 | 8 - 20 | 240 - 420 | 108 - 168 |

| Management Roles | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------------|-------------|---------------|---------|-----------|-----------|
| Client Relationship Manager | 400 - 800 | 700 - 900 | 10 - 16 | 160 - 260 | 160 - 250 |
| Professional Services Manager | 600 - 1,200 | 1,000 - 1,800 | 12 - 16 | 180 - 300 | 160 - 250 |
| Director Network Operations | 600 - 1,200 | 800 - 1,000 | 12 - 20 | 240 - 420 | 180 - 250 |
| IT Director | 800 - 1,800 | 1,000 - 2,000 | 15 - 25 | 300 - 720 | 200 - 350 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Projects & Change | Commercial Technology

| Business Development | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|-------------------------|-------------|---------------|---------|-----------|-----------|
| Presales Consultant | 300 - 600 | 550 - 900 | 10 - 14 | 100 - 200 | 130 - 215 |
| Presales Manager | 600 - 1,000 | 700 - 900 | 14 - 22 | 144 - 300 | 170 - 300 |
| Technical Sales Manager | 600 - 1,000 | 1,400 - 1,800 | 14 - 22 | 216 - 350 | 170 - 300 |
| Industry Consultants | 300 - 600 | N/A | 8 - 30 | 300 - 480 | 320 - 550 |

| Business Development | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------|-------------|---------------|---------|-----------|-----------|
| Account Manager | 390 - 845 | 620 - 830 | 10 - 20 | 120 - 180 | 100 - 210 |
| Manager | 455 - 800 | 750 - 1,100 | 10 - 16 | 150 - 210 | 115 - 220 |
| Senior Manager | 500 - 1,000 | 1,000 - 2,000 | 12 - 18 | 168 - 300 | 160 - 270 |
| Sales Director | 800 - 1,800 | 1,500 - 1,800 | 15 - 30 | 240 - 480 | 275 - 680 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Leadership - Executive | Technology Business

| Management Roles | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------|---------------|---------------|---------|-----------|-----------|
| Chief Information Officer | 2,000 - 4,000 | 2,000 - 3,500 | 20 - 40 | 480 - 720 | 300 - 525 |
| Chief Technology Officer | 2,000 - 3,500 | 2,000 - 3,500 | 12 - 26 | 480 - 720 | 250 - 500 |
| Chief Product Officer | 1,500 - 2,500 | N/A | 15 - 30 | 480 - 960 | 250 - 420 |

| Management Roles | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------------|---------------|---------------|---------|-----------|-----------|
| Head of Digital Transformation | 800 - 2,500 | 1,500 - 1,800 | 14 - 20 | 300 - 600 | 250 - 420 |
| Chief Data Officer | 1,500 - 3,000 | 2,000 - 3,500 | 16 - 22 | 300 - 550 | 250 - 420 |
| Head of Product | 1,500 - 2,500 | 1,300 - 1,800 | 15 - 25 | 300 - 550 | 150 - 300 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Infrastructure & Cloud

| Cloud | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------|-------------|---------------|--------|-----------|-----------|
| Cloud Consultant | 380 - 650 | 700 - 1,100 | 8 - 12 | 180 - 300 | 90 - 165 |
| Cloud Engineer | 400 - 550 | 360 - 800 | 7 - 12 | 120 - 240 | 60 - 144 |
| Cloud Architect | 500 - 1,000 | 740 - 1,080 | 8 - 15 | 180 - 360 | 120 - 200 |

| WAN | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|----------------------------------|-----------|---------------|---------|-----------|-----------|
| Cisco Engineer | 180 - 300 | 500 - 800 | 8 - 14 | 84 - 240 | 55 - 100 |
| Voice / Comms Engineer | 220 - 350 | 560 - 1,000 | 8 - 10 | 96 - 240 | 65 - 100 |
| Network Design | 400 - 650 | 550 - 1,000 | 8 - 12 | 120 - 300 | 90 - 150 |
| Technical Architect | 450 - 700 | 760 - 1,400 | 12 - 16 | 140 - 300 | 120 - 180 |
| Solutions & Enterprise Architect | 500 - 850 | 760 - 1,400 | 12 - 16 | 180 - 420 | 140 - 220 |
| NOC Engineer | 150 - 220 | 460 - 760 | 6 - 8 | 84 - 200 | 54 - 80 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Infrastructure & Cloud

| Management Roles | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|--------------------------|-------------|---------------|---------|-----------|-----------|
| Data Centre Manager | 500 - 1,100 | 650 - 1,100 | 8 - 14 | 180 - 360 | 85 - 144 |
| Service Delivery Manager | 600 - 1,000 | 700 - 1,100 | 10 - 15 | 120 - 300 | 100 - 155 |
| Helpdesk Manager | 280 - 600 | 480 - 1,000 | 8 - 12 | 96 - 216 | 85 - 140 |
| Network Manager | 400 - 800 | 750 - 1,000 | 10 - 14 | 120 - 360 | 100 - 180 |
| IT Manager | 400 - 750 | 750 - 1,200 | 11 - 16 | 120 - 300 | 115 - 200 |

| Technical Specialist | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|---------------------------------|-----------|---------------|---------|-----------|-----------|
| Unix Consultant | N/A | 500 - 900 | 7 - 14 | 120 - 216 | 100 - 160 |
| Pre Sales Engineer | 250 - 600 | 500 - 920 | 10 - 18 | 120 - 300 | 120 - 190 |
| Technical Support / IT Helpdesk | 150 - 300 | 300 - 480 | 5 - 8 | N/A | 48 - 90 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.



Infrastructure & Cloud

| Systems Admin | China | Hong Kong SAR | Japan | Malaysia | Singapore |
|------------------------------|-------------|---------------|--------|-----------|-----------|
| Unix Admin | 280 - 450 | 500 - 900 | 7 - 14 | N/A | 70 - 120 |
| Sybase / Oracle / MS SQL DBA | 450 - 780 | 550 - 800 | 6 - 10 | 96 - 240 | 100 - 150 |
| Storage Engineer | 400 - 650 | 460 - 860 | 8 - 12 | 120 - 240 | 90 - 135 |
| Voice Engineer | 300 - 500 | 660 - 950 | 6 - 12 | 96 - 216 | N/A |
| Network Engineer | 300 - 500 | 550 - 750 | 6 - 13 | 96 - 300 | 70 - 130 |
| Windows (Wintel) Admin | 300 - 450 | 420 - 800 | 6 - 12 | 60 - 200 | 60 - 120 |
| Linux Engineer | 400 - 650 | 420 - 540 | 6 - 10 | 84 - 220 | 70 - 120 |
| DevOps | China | Hong Kong SAR | Japan | Malaysia | Singapore |
| DevOps Engineer | 350 - 550 | 540 - 960 | 6 - 12 | 120 - 240 | 60 - 144 |
| DevOps Architect | 500 - 1,000 | 840 - 1,320 | 8 - 15 | 180 - 360 | 100 - 150 |
| Site Reliability Engineer | 350 - 700 | 600 - 960 | 8 - 15 | 120 - 240 | 84 - 180 |

NOTE: Salary ranges are represented in local currencies in '000 excluding Japan which is stated in millions, and representative of the total annual package value.

Unlock Strategic Growth with Hays Enterprise Solutions

In a year shaped by rapid AI adoption, shifting macroeconomics, and a dynamic talent market, the journey to secure the right expertise at scale isn't about guessing, but partnering with confidence. As you enter 2026, how have you prepared yourself to navigate the increasingly complex talent landscape ahead?

At Hays, we build lifelong partnerships that empower people and businesses to thrive. Our Enterprise Solutions division combines permanent and contingent workforce models, bespoke advisory services, and real-time market insights to craft resilient talent strategies tailored to the complexities of today's workplace.

Key workforce trends shaping 2026 strategies in Asia

Macroeconomic uncertainties in Asia, driven by slower global growth, geopolitical tensions, inflation volatility, and technological disruption, are reshaping workforce trends by making employers more cautious and selective in hiring while accelerating structural changes. Companies are prioritising productivity and cost control, leading to slower headcount growth, and greater reliance on contract, project-based, and outsourced talent. At the same time, skills demand is polarising: there is strong investment in digital, AI, cybersecurity, sustainability, and leadership roles, while routine or low-value roles face automation or consolidation. Workers are responding by upskilling, seeking job security in resilient sectors (healthcare, energy transition, etc), while valuing flexibility and wellbeing at the same time, resulting in higher internal mobility, cross-border remote work, and selective talent shortages despite overall economic caution.

Common client challenges and how they shape workforce needs

Across Asia, common client challenges include cost pressure, talent scarcity in critical skills, retaining top talent, and rapid digital transformation, all of which are directly impacting workforce trends. To manage costs and uncertainty, clients are optimising organisational structures, slowing permanent hiring, and increasing use of contract, interim, and project-based talent. Persistent shortages in digital, AI, data, cybersecurity, and leadership capabilities are pushing employers towards skills-based hiring, invest more in upskilling, and looking regionally or remotely for talent. At the same time, pressure to drive productivity and transformation is accelerating automation and reskilling, with an increasing demand for agile and adaptable employees, reinforcing trends towards flexible work models, internal mobility, and upskilling across Asian markets.



What sets us apart

Today, Hays Enterprise Solutions stands out through a combination of technology innovation, strategic partnerships, and client-centric delivery models.



One integrated, tech-enabled ecosystem

We provide a seamless “one Hays” experience that fuses permanent recruitment, contingent workforce management, advisory services, and market insights into a single delivery model.



AI-enhanced, human-led delivery

We apply AI-powered tools to enhance the entire recruitment process, combining them with rigorous human judgment to deliver exceptional client/candidate experience.



Global reach with local agility

We possess deep industry expertise across regions and sectors, paired with scalable delivery in our delivery centres to meet local market realities while leveraging global strength.



Workforce solutions beyond recruitment

We offer comprehensive solutions including RPO and MSP, tailoring each model to address clients' unique workforce requirements while ensuring cost optimisation and governance.

Unlock Strategic Growth with Hays Enterprise Solutions

When to engage us

- Steady-but-muted hiring climate prompting leaders to prioritise critical roles and measurable outcomes. This creates a demand for precise, cost-effective, outcome-driven workforce solutions.
- Skills shortages persist, accelerating adoption of skills-based hiring and internal mobility.
- GenAI becomes embedded in core HR workflows, increasing client needs for compliance and governance in AI-enabled recruitment.
- Contingent workforce programs mature, with clients seeking tighter vendor and cost control.
- Hiring shifts from expansion to increased productivity, boosting demand for efficient outsourced workforce models.
- A commitment to future-proofing talent strategy with data-driven insights and risk management.

How we partner with you



Deep discovery and co-creation

A rigorous current-state assessment and forward-looking workforce plan aligned to your business goals.



Data-driven, human-centered delivery

AI-enabled sourcing and analytics combined with expert consultants to ensure cultural fit and long-term retention.



Flexible, scalable solutions

Modular RPO, MSP, and Direct Sourcing options with clear governance on risk, tax, and compliance.



Resilient workforce planning

Upskilling, internal mobility, and alternative talent pools to navigate macroeconomic volatility.



Transparent, outcome-focused partnership

Clear SLAs, measurable outcomes, and ongoing optimisation to maximize value.



Whether your organisation is navigating growth, automation, talent scarcity, or macroeconomic uncertainty in 2026, we would welcome a tailored discussion around your goals.

Reach out to explore how we can help you shape a future-ready workforce and sustain competitive advantage.



Erin Loh

Head of Enterprise Solutions
Hays Asia

Connect with us





Hays, the world's leading organisation in recruiting qualified, professional, and skilled workers. We invest in lifelong partnerships that empower people and businesses to succeed. With over 50 years' success under our belts and a workforce of over 9,100 in 30 countries, we've evolved to put our customers at the heart of everything we do.

So much more than a specialist recruitment business, what really sets us apart is our knowledge through scale, deep understanding, and our ability to meaningfully innovate for our customers.

Whether you're looking for what's next in your career, or workforce solutions such as permanent and contract recruitment, a RPO or MSP, you can rely on us to shape your tomorrow.



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