



2026 Salary Guide:

What the Human-AI Future Means for You

How much should you earn in the age of AI?

Welcome to our 2026 Salary Guide: What the Human-AI Future Means for You

The Human-AI Future is no longer emerging, it is actively reshaping how organisations hire, structure roles and plan their workforces. For business leaders and HR decision-makers, AI is high on the Board agenda and companies are being driven to change their operating models to leverage AI and more flexible staffing models like using contractors rather than increase their permanent staff headcount.

Against this backdrop, Links has expanded the **2026 Salary Guide** to include **Malaysia** for the first time, highlighting Southeast Asia's growing role in supporting digital operations and regional hiring.

Across **Hong Kong, Singapore, Malaysia and Mainland China**, employers are moving beyond short-term hiring toward more resilient and scalable workforce models. Hiring is increasingly cross-border, supported by flexible work arrangements, broader access to global talent, and the growing use of Employer of Record (EOR) and alternative hiring models to enable compliant, efficient and agile regional expansion.

Market Highlights Across Asia:

Hong Kong

- Outside of IPO related areas, Hong Kong's job market was muted in 2025 with employers increasing their demand for contractors rather than permanent employees.
- The accelerated adoption of AI has been a key driver for this trend with Boards encouraging their business leaders to change their operating models and leverage AI rather than continue to hire more headcount. This AI driven transformation has positioned Hong Kong as home to approximately 500 AI organisations, comprising around 290 companies and 180 investors operating across financial services, healthcare and government sectors.
- The city continues to strengthen its role as a regional AI hub for financial services, supported by its position as Asia's gateway and initiatives such as the HKMA's Fintech 2030 strategy.
- In this environment, employee retention and experience have emerged as critical differentiators for employers competing for a limited pool of specialised talent.

Singapore

- Singapore's labour market continued to be robust in Q3 2025, with total employment growth more than doubling compared to Q2 (*an increase of around 25,000 jobs vs. 10,400*). This momentum was driven primarily by strong resident employment growth in Financial & Insurance services and Health & Social services. These trends reinforce Singapore's position as a regional hub for high-value and essential industries.
- Singapore has also announced efforts to build an AI-fluent workforce, including:
 - Upskilling technology professionals
 - Equipping non-tech workers with essential AI capabilities and knowledge

- Looking ahead to 2026, while there was a slight increase in retrenchments towards the end of 2025 demand is expected to remain strong across financial services, healthcare, advanced manufacturing and sustainability-focused roles.

Malaysia

- The Malaysia job market remains one of the hottest markets in APAC driven by the strong economic growth and continue strategic investments into Malaysia.
- Workforce expansion was broad-based, led by continued employment growth in the services sector, particularly across wholesale and retail trade, accommodation and food & beverage and information & communication services. Beyond services, employment growth was also observed in manufacturing, construction, mining & quarrying and agriculture.
- Growth has been reinforced by continued infrastructure investment, targeted government incentives and rising multinational activity. As a result, Malaysia has strengthened its position as a cost-efficient offshore and shared services hub supporting regional and cross-border operations.
- At the same time, sectors such as maritime and offshore engineering are undergoing significant digital and workforce transformation. The industry now employs an estimated 8,200 technology professionals, reflecting rising demand for digital capabilities.

Mainland China

- While the China economic environment and particularly Foreign Direct Investment into China remains challenging, China is also facing a contraction in its working-age population, alongside a rapidly ageing workforce. Younger workers are increasingly concentrated in wealthier provinces and major municipalities, while less developed regions are experiencing more pronounced declines due to falling birth rates. These demographic pressures are contributing to labour shortages, particularly across manufacturing, construction and logistics in developing regions.
- In response to these structural shifts, China is accelerating the adoption of AI through its national "AI+" initiative. This initiative integrates intelligent technologies across manufacturing, healthcare and smart city development.
- Together, these efforts aim to offset workforce constraints and drive productivity gains amid ongoing demographic challenges.

We hope this guide equips you with clarity and confidence as you navigate workforce and hiring decisions in 2026. Our team is here to support you throughout the year, and we welcome your conversations as we move forward into the Human-AI Future together.



Scott Thomson
Group Managing Director

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Awards & Recognition



Everest Group Star Performer

Multi-Country Payroll (MCP) and
Employer of Record Solutions
PEAK Matrix® Assessment

2022-2023 & 2025



Best All-Round Recruitment Agency

2025

Links International's positioning as a Major Contender and Star Performer on the Everest Group APAC MCP PEAK Matrix® Assessment 2025 underscores its strong momentum and sharp regional focus. Its in-country delivery model across APAC, deep localization capabilities, and agile, mid-market-oriented approach continue to differentiate it in a crowded landscape.

With the backing of Ascentium Group, a growing integration ecosystem, and adoption of AI-based payroll initiatives, Links is expanding its reach and enhancing the client experience, cementing its position as a fast-scaling payroll provider in APAC.

– Priyanka Mitra, Vice President, Everest Group



2021
China – The GHR Awards
Top Rated Payroll
Management Platform



2021
Everest Group
'Major Contender'



2021
JobsDB's The Hong Kong
HR Awards 2021/2022
Best HR Outsourcing
Recruitment Firm



2020
China – The RECC Awards
The Excellent
Growth Recruitment
Supplier of China –
Nomination Award



2020
China – The GHR Awards:
Top-rated
Human Resources Service
Provider of China



2020
HR Vendors of
the Year Awards
Best HR Outsourcing
Partner – Singapore



Banking, Finance and Accounting

Despite ongoing global economic uncertainty and trade tensions, the financial sector continues to play a key role in supporting Hong Kong's economic stability.¹ The city's IPO market rebounded in 2025, reclaiming its position as the world's largest fundraising hub by Q3.²

Hong Kong accounting firms are entering 2026 with renewed momentum, planning workforce expansion as they look to attract newly qualified accountants while accelerating the adoption of AI.³ Hong Kong also continues to reinforce its position as a regional AI hub for financial services⁴, supported by its role as Asia's gateway and initiatives such as the HKMA's Fintech 2030 strategy.⁵

Singapore's financial sector's average wage growth remains on track to meet the Industry Transformation Map (ITM) 2025 target of 4-5% annual growth from 2021-2025, while job creation continues to progress as planned.⁶ Between 2021-2024, the economy generated an average of 4,400 net jobs per year, with 90% taken up by local workers.⁷ Additionally, Singapore recorded 5.7% year-on-year growth in Q4, lifting full-year GDP to its strongest level since 2021, driven by manufacturing gains and the global AI boom. However, the Prime Minister cautioned that maintaining this pace into 2026 will be challenging.⁸

Malaysia's banking sector finished 2025 in a solid position⁹ and is set to strengthen further in 2026. Lower margin pressure, steadier funding and healthier capital levels are helping banks move past a challenging year of rate changes and deposit competition.¹⁰

Mainland China remains cautious but focused on efficiency, compliance and fintech adaptation, keeping hiring selective but steady in priority areas.

Hot Roles in 2026

- Finance Transformation & BI
- Sustainable Finance / ESG
- Technology-Integrated Finance Roles
- Digital Payments / FinTech Integration
- Crypto / Virtual Assets

AI's Impact on the Industry

- AI routine finance tasks (reconciliation, invoicing, reporting) continue¹¹, shifting demand toward advisory-focused and analytical roles.
- Banks in Asia are accelerating adoption of AI-driven fraud detection, risk modelling, investment advisory and client-insights tools.¹²
- Malaysia is expanding AI use in customer service, AML monitoring, and operational efficiency, driving need for hybrid tech-finance professionals.¹³



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Accounting			
CFO	1,650,250	2,050,000	2,697,300
Financial Controller	922,500	1,117,250	1,322,250
Finance Director	1,025,000	1,537,500	2,050,000
Finance Manager	656,000	789,250	922,500
Senior Accountant	471,500	540,000	621,500
Accountant	369,000	399,750	451,000
Assistant Accountant	225,500	266,500	348,000
Accounting Manager (GL, AP, AR)	563,750	666,250	820,000
Financial Analyst	410,000	502,250	522,750
Senior Financial Analyst	502,250	543,250	615,000
Finance Analytics Manager	717,500	768,750	820,000
FP&A Director - Regional	871,250	1,332,500	1,793,750
FP&A Manager - Business Partner	697,000	727,750	881,500
Head of Shared Services	717,500	871,250	1,025,000
Head of Internal Audit	1,578,500	1,711,750	1,978,250
Internal Audit Director	1,107,000	1,230,000	1,445,250
Internal Audit Manager	604,750	727,750	922,500
Senior Internal Auditor	543,250	584,250	594,500
Internal Auditor	461,250	502,250	522,750
Investor Relations Director	1,025,000	1,947,500	2,870,000
Investor Relations Manager	615,000	820,000	1,025,000
Finance Transformation Director	973,750	1,511,875	2,050,000
Finance Transformation Manager	922,500	1,127,500	1,332,500
Billing Specialist	410,000	538,125	666,250
Accounts Clerk	225,500	256,250	307,500
Corporate Development/M&A Director	1,230,000	1,896,250	2,562,500
Corporate Development/M&A Manager	717,500	871,250	1,025,000
Tax Analyst	328,000	430,500	522,750
Tax Manager	522,750	789,250	1,055,750
Tax Director	1,322,250	1,650,250	1,978,250
Treasury Analyst	399,750	451,000	512,500
Treasury Manager	727,750	953,250	1,189,000
Treasury Director	1,322,250	1,650,250	1,978,250
Credit Controller	410,000	615,000	820,000



Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Credit Control Officer	256,250	358,750	461,250
Corporate Finance Analyst	399,750	502,250	535,500
Compliance			
Analyst	328,000	430,500	553,500
Assistant Vice President	881,500	932,750	994,250
Vice President	1,096,750	1,424,750	1,763,000
Executive Director	1,752,750	2,091,000	2,429,250
Managing Director	–	–	3,167,250
Risk Management			
Analyst	246,000	399,750	522,750
Assistant Vice President	492,000	768,750	994,250
Vice President	984,000	1,322,250	1,650,250
Executive Director	1,599,000	1,927,000	2,193,500
Managing Director	–	–	3,167,250
Financial Services			
Financial & Regulatory Reporting	205,000	1,025,000	1,845,000
Management Reporting	205,000	1,025,000	1,845,000
Change Management	205,000	1,383,750	2,562,500
Treasury	205,000	1,383,750	2,562,500
Product Control & Valuation	256,250	1,153,125	2,050,000
Tax Planning & Advisory	256,250	1,409,375	2,562,500
Fund Accounting & Admin	205,000	1,127,500	2,050,000
Project Management	256,250	896,875	1,537,500
Head of Trading	1,025,000	1,793,750	2,562,500
Senior Trader	615,000	1,332,500	2,050,000
Junior Trader	410,000	768,750	1,025,000
Portfolio Manager	1,537,500	2,562,500	3,587,500
Assistant Portfolio Manager	1,025,000	1,793,750	2,562,500
Senior Investment Analyst	820,000	1,178,750	1,537,500
Investment Analyst	410,000	615,000	820,000
Trade Support	205,000	1,127,500	2,050,000
KYC/Client Onboarding	153,750	1,050,625	1,947,500
Settlement	205,000	871,250	1,537,500
Loan/Structured Finance	410,000	1,486,250	2,562,500
Fixed Income Trader	512,500	1,793,750	3,075,000
Senior Analyst	1,537,500	2,050,000	2,562,500



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Junior Analyst	840,500	1,137,750	1,435,000
Senior PM/CIO	2,562,500	3,075,000	3,587,500
Information Technology	358,750	948,125	1,537,500
Private Wealth Management & Fund Management	307,500	589,375	871,250
Investment Banking	307,500	615,000	922,500
Insurance	307,500	589,375	871,250
Retail & Commercial Banking	256,250	538,125	820,000
Investment Professional (Global Fund)	820,000	2,050,000	3,280,000
Investment Professional (Regional Fund)	512,500	1,537,500	2,562,500
Investment Professional (Fund of Funds)	512,500	1,332,500	2,152,500
Investor Relations	410,000	1,230,000	2,050,000
Relationship Manager (Managing Director)	2,050,000	3,331,250	4,612,500
Relationship Manager (Director/Executive Director)	1,025,000	2,050,000	3,075,000
Investment Advisor (Director/Executive Director)	1,025,000	1,793,750	2,562,500
Relationship Manager (Vice President)	871,250	1,306,875	1,742,500
Relationship Manager (Assistant Vice President)	717,500	871,250	1,025,000
Counterparty Credit Risk	307,500	615,000	922,500
Market Risk	307,500	666,250	1,025,000
Credit Analyst/Approver	256,250	589,375	922,500
Operational Risk	256,250	640,625	1,025,000



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Accounting			
CFO	258,000	361,200	516,000
Finance Director	185,760	258,000	330,240
Financial Controller	123,840	165,120	227,040
Finance Manager	92,880	123,840	154,800
Business Controller	103,200	134,160	175,440
Senior Accountant	72,240	92,880	113,520
Accountant	51,600	72,240	92,880
Assistant Accountant	41,280	51,600	61,920
Financial Analyst	61,920	82,560	103,200
Senior Financial Analyst	82,560	103,200	134,160



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
FP&A Manager	103,200	134,160	165,120
FP&A Director	154,800	206,400	258,000
Head of Internal Audit	144,480	185,760	227,040
Internal Audit Director	134,160	175,440	216,720
Internal Audit Manager	103,200	134,160	165,120
Senior Internal Auditor	82,560	103,200	123,840
Internal Auditor	61,920	82,560	103,200
Payroll Accountant	51,600	61,920	72,240
Payroll Manager	72,240	92,880	113,520
Tax Analyst	61,920	82,560	103,200
Tax Manager	103,200	134,160	165,120
Tax Director	154,800	206,400	258,000
Treasury Analyst	61,920	82,560	103,200
Treasury Manager	103,200	134,160	165,120
Treasury Director	154,800	206,400	258,000
Corporate Finance Analyst	72,240	92,880	113,520
Corporate Finance Manager	113,520	144,480	175,440
Corporate Finance Director	165,120	216,720	268,320
Commercial Finance Business Partners	92,880	123,840	154,800
Cost Accountant	61,920	82,560	103,200
Accounts Executive	41,280	51,600	61,920
Treasury			
Head of Treasury	258,000	309,600	371,520
Treasury Director	154,800	206,400	258,000
Treasury Manager	103,200	134,160	165,120
Treasury Analyst	61,920	82,560	103,200
Corporate Banking, Private Banking & Wealth Management			
Head of Compliance	258,000	361,200	464,400
AML/Transaction Monitoring/Sanctions/Fraud - VP/Director	175,440	268,320	361,200
Quality Assurance/Testing - VP/Director	165,120	258,000	361,200
Regulatory Compliance/Advisory - VP/Director	185,760	288,960	392,160
AML/Transaction Monitoring/Sanctions/Fraud - Manager/AVP	103,200	134,160	165,120
Quality Assurance/Testing - Manager/AVP	113,520	134,160	154,800
Regulatory Compliance/Advisory - Manager/AVP	92,880	134,160	185,760
AML/Transaction Monitoring/Sanctions/Fraud - Analyst/Associate	72,240	82,560	92,880



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Quality Assurance/Testing - Analyst/Associate	82,560	92,880	103,200
Regulatory Compliance/Advisory - Analyst/Associate	61,920	72,240	92,880
Credit Risk			
Corporate/Financial Institutional - Director	206,400	278,640	361,200
Portfolio Risk & Analytics - Director	227,040	268,320	309,600
Corporate/Financial Institutions - VP	144,480	175,440	206,400
Portfolio Risk & Analytics - VP	154,800	185,760	227,040
Corporate/Financial Institutions - Manager/AVP	92,880	113,520	144,480
Portfolio Risk & Analytics - Manager/AVP	92,880	113,520	144,480
Financial Control			
Financial Reporting - VP/Director	206,400	258,000	309,600
Treasury - VP/Director	206,400	258,000	309,600
Regulatory Reporting - VP/Director	175,440	216,720	268,320
Financial Reporting - Manager/AVP	134,160	154,800	175,440
Regulatory Reporting - Manager/AVP	134,160	154,800	175,440
Treasury - Manager/AVP	113,520	134,160	165,120
Financial Reporting - Analyst/Associate	72,240	103,200	134,160
Regulatory Reporting - Analyst/Associate	61,920	82,560	103,200
Treasury - Analyst/Associate	61,920	82,560	113,520
Fund Accounting			
Fund Accountant - Director	206,400	278,640	361,200
Fund Accountant - VP	103,200	134,160	165,120
Fund Accountant - Manager/AVP	82,560	92,880	103,200
Fund Management/Investment Management			
Chief Compliance Officer/Head of Compliance	247,680	350,880	464,400
Compliance Officer - VP/Director	185,760	268,320	361,200
AML/Financial Crime - VP/Director	175,440	258,000	350,880
Compliance Officer - Manager/AVP	123,840	154,800	185,760
AML/Financial Crime - Manager/AVP	103,200	134,160	165,120
Compliance Officer - Analyst/Associate	72,240	82,560	103,200
AML/Financial Crime - Analyst/Associate	61,920	72,240	92,880
Internal Audit			
Corporate Banking - VP/Director	154,800	227,040	309,600
Investment Banking & Wealth/Fund Management - VP/Director	154,800	227,040	309,600
Consumer Banking - VP/Director	144,480	227,040	309,600



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Investment Banking & Wealth/Fund Management - Manager/AVP	103,200	134,160	165,120
Corporate Banking - Manager/AVP	82,560	113,520	154,800
Consumer Banking - Manager/AVP	82,560	113,520	144,480
Investment Banking & Wealth/Fund Management - Analyst/Associate	72,240	82,560	92,880
Corporate Banking - Analyst/Associate	61,920	72,240	92,880
Consumer Banking - Analyst/Associate	51,600	61,920	82,560
Investment Banking/Capital Markets			
Head of Compliance	258,000	361,200	464,400
AML/Transaction Monitoring/Sanctions/Fraud - VP/Director	175,440	268,320	361,200
Quality Assurance/Testing - VP/Director	165,120	247,680	340,560
Regulatory Compliance/Advisory - VP/Director	185,760	268,320	361,200
AML/Transaction Monitoring/Sanctions/Fraud - Manager/AVP	103,200	134,160	165,120
Quality Assurance/Testing - Manager/AVP	113,520	134,160	154,800
Regulatory Compliance/Advisory - Manager/AVP	92,880	134,160	185,760
AML/Transaction Monitoring/Sanctions/Fraud - Analyst/Associate	72,240	82,560	92,880
Quality Assurance/Testing - Analyst/Associate	82,560	92,880	103,200
Regulatory Compliance/Advisory - Analyst/Associate	61,920	72,240	92,880
Investment Risk			
Asset Management/Investment Risk - Director	206,400	258,000	309,600
Asset Management/Investment Risk - VP	123,840	154,800	196,080
Asset Management/Investment Risk - Manager/AVP	82,560	103,200	123,840
Management Reporting			
Financial Planning & Analysis - VP/Director	206,400	258,000	309,600
Management Reporting - VP/Director	206,400	258,000	309,600
Financial Planning & Analysis - Manager/AVP	103,200	144,480	185,760
Management Reporting - Manager/AVP	103,200	134,160	175,440
Management Reporting - Analyst/Associate	61,920	92,880	123,840
Financial Planning & Analysis - Analyst/Associate	61,920	92,880	123,840
Market Risk			
Controlling/Reporting - Director	196,080	227,040	258,000
Market Risk Front Office - Director	237,360	268,320	309,600
Modelling/Model Validation - Director	247,680	278,640	309,600
Controlling/Reporting - VP	134,160	154,800	185,760
Market Risk Front Office - VP	165,120	196,080	227,040
Modelling/Model Validation - VP	185,760	206,400	237,360
Controlling/Reporting - Manager/AVP	72,240	92,880	123,840



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Market Risk Front Office - Manager/AVP	92,880	123,840	165,120
Modelling/Model Validation - Manager/AVP	92,880	123,840	165,120
Operational Risk			
Chief Risk Officer	247,680	371,520	495,360
Operational Risk Management - VP	154,800	175,440	206,400
Operational Risk Management - Director	216,720	247,680	288,960
Operational Risk Management - Manager/AVP	82,560	103,200	134,160
Operations			
Change Management - VP/Director	185,760	258,000	340,560
Client Onboarding/KYC/AML - VP/Director	154,800	206,400	258,000
Data Specialist - VP/Director	154,800	175,440	206,400
Settlements/Reconciliations - VP/Director	154,800	206,400	258,000
Fund Management/Custody - VP/Director	154,800	206,400	258,000
Client Services - VP/Director	144,480	175,440	206,400
Collateral Management - VP/Director	154,800	206,400	258,000
Corporate/Transactional - VP/Director	154,800	206,400	258,000
Trade Support- VP/Director	175,440	216,720	268,320
Treasury Operations - VP/Director	154,800	206,400	258,000
Securities/Brokerage - VP/Director	154,800	206,400	258,000
Commodities - VP/Director	185,760	247,680	309,600
Trade Finance - VP/Director	154,800	206,400	258,000
Change Management - Manager/AVP	103,200	144,480	185,760
Client Onboarding/KYC/AML - Manager/AVP	103,200	123,840	154,800
Data Specialist - Manager/AVP	103,200	123,840	154,800
Securities/Brokerage - Manager/AVP	103,200	123,840	154,800
Settlements/Reconciliations - Manager/AVP	103,200	123,840	154,800
Fund Management/Custody - Manager/AVP	103,200	123,840	154,800
Client Services - Manager/AVP	103,200	123,840	144,480
Collateral Management - Manager/AVP	103,200	123,840	154,800
Corporate/Transactional - Manager/AVP	103,200	123,840	154,800
Trade Support - Manager/AVP	103,200	134,160	175,440
Commodities - Manager/AVP	103,200	144,480	185,760
Treasury Operations - Manager/AVP	103,200	123,840	154,800
Client Onboarding/KYC/AML - Analyst/Associate	72,240	82,560	103,200
Data Specialist - Analyst/Associate	72,240	82,560	103,200
Change Management - Analyst/Associate	72,240	82,560	103,200



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Settlements/Reconciliations - Analyst/Associate	72,240	82,560	103,200
Fund Management/Custody - Analyst/Associate	72,240	82,560	103,200
Trade Finance - Manager/AVP	103,200	123,840	154,800
Client Services - Analyst/Associate	72,240	82,560	103,200
Collateral Management - Analyst/Associate	72,240	82,560	103,200
Corporate/Transactional - Analyst/Associate	72,240	82,560	103,200
Trade Support - Analyst/Associate	82,560	92,880	103,200
Commodities - Analyst/Associate	82,560	92,880	103,200
Treasury Operations - Analyst/Associate	72,240	82,560	103,200
Securities/Brokerage - Analyst/Associate	72,240	82,560	103,200
Trade Finance - Analyst/Associate	72,240	82,560	103,200
Product & Valuations Control			
Valuations Control - VP/Director	206,400	278,640	361,200
Product Control - VP/Director	206,400	278,640	361,200
Product Control - Manager/AVP	113,520	144,480	185,760
Valuations Control - Manager/AVP	113,520	154,800	196,080
Product Control - Analyst/Associate	61,920	82,560	103,200
Valuations Control - Analyst/Associate	61,920	92,880	123,840
Retail Banking			
Head of Compliance	268,320	361,200	464,400
AML/Transaction Monitoring/Sanctions/Fraud - VP/Director	175,440	268,320	361,200
Regulatory Compliance/Advisory - VP/Director	154,800	227,040	309,600
AML/Transaction Monitoring/Sanctions/Fraud - Manager/AVP	103,200	134,160	165,120
Regulatory Compliance/Advisory - Manager/AVP	82,560	123,840	165,120
AML/Transaction Monitoring/Sanctions/Fraud - Analyst/Associate	72,240	82,560	92,880
Regulatory Compliance/Advisory - Analyst/Associate	61,920	72,240	92,880



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Accounting			
CFO	282,600	351,100	526,700
Financial Controller	158,000	191,400	226,900



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Finance Director	175,600	263,300	351,100
Finance Manager	112,300	135,200	157,800
Senior Accountant	80,700	96,500	114,000
Accountant	63,200	68,500	77,200
Assistant Accountant	38,600	45,600	61,400
Accounting Manager (GL, AP, AR)	96,500	114,000	140,300
Financial Analyst	70,200	86,000	89,500
Senior Financial Analyst	85,900	93,100	105,300
Finance Analytics Manager	122,900	131,700	140,300
FP&A Director - Regional	149,200	228,500	307,200
FP&A Manager - Business Partner	119,300	124,600	150,200
Head of Shared Services	122,900	149,200	175,600
Head of Internal Audit	270,400	293,400	339,800
Internal Audit Director	189,500	210,700	247,400
Internal Audit Manager	103,500	124,600	157,800
Senior Internal Auditor	93,000	100,100	101,900
Internal Auditor	78,800	86,000	89,500
Investor Relations Director	175,600	333,400	491,600
Investor Relations Manager	105,300	140,300	175,600
Finance Transformation Director	166,900	258,400	351,100
Finance Transformation Manager	158,000	193,100	228,500
Billing Specialist	70,200	92,100	114,000
Accounts Clerk	38,600	43,900	52,600
Corporate Development/M&A Director	210,700	324,800	438,900
Corporate Development/M&A Manager	122,900	149,200	175,600
Tax Analyst	56,200	73,700	89,500
Tax Manager	89,500	135,200	180,800
Tax Director	226,500	282,600	339,800
Treasury Analyst	68,500	77,200	87,800
Treasury Manager	124,600	163,300	203,300
Treasury Director	226,500	282,600	339,800
Credit Controller	70,200	105,300	140,300
Credit Control Officer	43,900	61,400	79,000
Corporate Finance Analyst	68,500	86,000	96,500



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Compliance			
Analyst	56,200	73,700	95,000
Assistant Vice President	150,200	159,800	170,600
Vice President	187,400	244,000	302,900
Executive Director	300,100	358,100	416,400
Managing Director	–	–	542,500
Risk Management			
Analyst	42,100	68,500	89,600
Assistant Vice President	84,300	131,100	170,600
Vice President	168,500	226,500	282,600
Executive Director	273,900	329,700	375,700
Managing Director	–	–	542,500
Financial Services			
Financial & Regulatory Reporting	35,100	175,600	315,400
Management Reporting	35,100	175,600	315,400
Change Management	35,100	236,900	438,900
Treasury	35,100	236,900	438,900
Product Control & Valuation	43,900	197,400	351,100
Tax Planning & Advisory	43,900	241,400	438,900
Fund Accounting & Admin	35,100	193,100	351,100
Project Management	43,900	153,700	263,300
Head of Trading	175,600	307,200	438,900
Senior Trader	105,300	228,200	351,100
Junior Trader	70,200	131,100	175,600
Portfolio Manager	263,300	438,900	614,500
Assistant Portfolio Manager	175,600	307,200	438,900
Senior Investment Analyst	140,400	201,800	263,300
Investment Analyst	70,200	105,300	140,400
Trade Support	35,100	193,100	351,100
KYC/Client Onboarding	26,300	179,900	333,600
Settlement	35,100	149,400	263,300
Loan/Structured Finance	70,200	254,600	438,900
Fixed Income Trader	87,800	307,200	526,700
Senior Analyst	263,300	351,100	438,900
Junior Analyst	143,800	195,000	245,800



Malaysia

Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Senior PM/CIO	438,900	526,700	614,500
Information Technology	61,400	162,400	263,300
Private Wealth Management & Fund Management	52,700	100,900	149,400
Investment Banking	52,700	105,300	157,900
Insurance	52,700	100,900	149,400
Retail & Commercial Banking	43,900	92,400	140,400
Investment Professional (Global Fund)	140,400	351,100	561,800
Investment Professional (Regional Fund)	87,800	263,300	438,900
Investment Professional (Fund of Funds)	87,800	228,200	368,300
Investor Relations	70,200	210,700	351,100
Relationship Manager (Managing Director)	351,100	570,600	789,400
Relationship Manager (Director/Executive Director)	175,600	351,100	526,700
Investment Advisor (Director/Executive Director)	175,600	307,200	438,900
Relationship Manager (Vice President)	149,400	223,200	298,200
Relationship Manager (Assistant Vice President)	122,900	149,400	175,600
Counterparty Credit Risk	52,700	105,300	157,900
Market Risk	52,700	114,100	175,600
Credit Analyst/Approver	43,900	100,900	157,900
Operational Risk	43,900	109,100	175,600



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Chief Financial Officer	1,530,000	3,901,500	6,426,000
Regional Finance Director	1,020,000	2,295,000	3,672,000
Finance Director	918,000	1,560,600	2,295,000
Merger & Acquisitions Director	918,000	1,560,600	2,295,000
Financial Controller	612,000	1,193,400	1,836,000
Financial Planning & Analysis Manager	408,000	872,100	1,377,000
Internal Audit Manager	408,000	872,100	1,377,000
Tax Manager	408,000	872,100	1,377,000
Treasury Manager	408,000	872,100	1,377,000
Finance Manager	306,000	596,700	918,000
Commercial Finance Manager	408,000	872,100	1,377,000
Financial Analyst	204,000	367,200	550,800
Internal Auditor	204,000	321,300	459,000

Information Technology

Rapid advances in AI, cloud computing, cybersecurity and data analytics continue to reshape Hong Kong, Singapore, Malaysia and China's IT sector in 2026.

While digital transformation is creating strong demand, employers across the region face persistent talent shortages. As a result, competition for skilled professionals remains intense. Employers are responding by prioritising:

- Upskilling in AI, cybersecurity and cloud technologies
- Flexible work arrangements to attract remote and hybrid talent
- Competitive pay to retain scarce technical expertise

Malaysia is emerging as a regional tech talent hub, supported by strong wage growth in digital roles.¹⁴ In Singapore, demand is increasingly focused on green IT, sustainable data management and AI capabilities, alongside broader efforts to build an AI-ready workforce.¹⁵

Large-scale hiring by China's tech giants is also reinforcing a growing trend among families, encouraging college-bound students to pursue science and technology-related degrees.¹⁶

Across the region, hiring demand is concentrating on cloud, data, AI engineering and tech sales roles, with banks, public-sector-linked projects and AI vendors leading recruitment activity.



Hot Roles in 2026

- AI / Machine Learning Engineers
- Cloud Architects / Cloud Engineers / DevOps
- Cybersecurity Specialists
- Data Engineers / Data Platform Engineers / Analytics Engineers
- AI Governance, Ethics & Compliance
- Platform & Infrastructure Engineers (Edge, Cloud, Data Centres)
- Software Developers (Full-Stack / Back-End with AI & Cloud Skills)
- Tech Sales / Product Owners (AI & Cloud Products)



AI's Impact on the Industry

- AI automates routine coding, testing, and ops, shifting demand towards higher-value work such as architecture, orchestration and model/toolchain integration.
- Breach costs and a global talent gap keep cybersecurity headcount a board priority, especially for cloud and AI workloads.¹⁷
- Banks in Hong Kong, such as Citigroup, piloting internal AI, point to demand for internal enablement, model governance and change management alongside pure engineering.¹⁸



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Chief Information Officer (CIO)	1,332,500	1,742,500	2,460,000
Head of IT	1,014,750	1,281,250	1,845,000
Enterprise / Solutions Architect	943,000	1,076,250	1,332,500
IT Manager	512,500	666,250	902,000
Information Security Manager	563,750	717,500	820,000
Project Manager	492,000	676,500	1,025,000
System Analyst	492,000	615,000	820,000
Business Analyst	338,250	492,000	615,000
Data Scientist / Lead AI Engineer	540,000	756,000	1,296,000
DevOps Engineer	410,000	717,500	922,500
System Engineer	410,000	563,750	717,500
Analyst Programmer	379,250	512,500	717,500
Programmer	307,500	410,000	615,000
Mobile/Web/UXUI Designer	410,000	615,000	820,000
IT Support	307,500	389,500	512,500



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Software Engineer	72,100	113,300	164,800
Analyst Programmer	61,800	103,000	139,050
System Analyst	66,950	82,400	113,300
Application Manager	97,850	123,600	154,500
Application Architect	113,300	128,750	180,250
Enterprise Architect	139,050	164,800	185,400
System Engineer	51,500	72,100	92,700
System Admin	46,350	66,950	97,850
IT Support	41,200	56,650	72,100
IT Manager	92,700	123,600	154,500
Head of IT	206,000	247,200	309,000
CIO	257,500	329,600	391,400
Business Analyst	66,950	82,400	113,300



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Chief Information Officer (CIO)	317,000	415,000	586,000
Head of IT	241,000	305,000	439,000
Enterprise / Solutions Architect	162,000	184,000	228,000
IT Manager	122,000	159,000	215,000
Information Security Manager	134,000	171,000	195,000
Project Manager	117,000	161,000	244,000
System Analyst	84,000	105,000	140,000
Business Analyst	58,000	84,000	105,000
Data Scientist / Lead AI Engineer	122,000	171,000	293,000
DevOps Engineer	70,000	123,000	158,000
System Engineer	70,000	97,000	123,000
Analyst Programmer	64,000	88,000	123,000
Programmer	53,000	70,000	105,000
Mobile/Web/UXUI Designer	70,000	105,000	140,000
IT Support	53,000	67,000	88,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Data Scientist	484,500	867,000	1,346,400
Data Architect	510,000	714,000	1,009,800
Algorithm Engineer	459,000	714,000	1,065,900
Business Intelligence	357,000	586,500	897,600
Data Engineer	306,000	484,500	729,300
Data Analyst	255,000	382,500	561,000
Software Architect	612,000	918,000	1,346,400
Senior Software Developer	408,000	637,500	953,700
QA Engineer	255,000	408,000	617,100
Embedded Engineer	255,000	408,000	617,100
SAP Manager	561,000	739,500	1,009,800
SAP Consultant	306,000	510,000	785,400
Business Analyst	255,000	408,000	617,100
Cloud Architect	561,000	739,500	1,009,800
DevOps/SRE	255,000	510,000	841,500
Infrastructure Manager	306,000	459,000	673,200
Data Center Manager	357,000	510,000	729,300
Product Director	561,000	1,045,500	1,683,000
Product Manager	408,000	663,000	1,009,800
Mobile Developer	306,000	612,000	1,009,800
UI/UX Designer	306,000	510,000	785,400
Regional IT Director/CTO	969,000	2,014,500	3,366,000
Regional Digital Director/CDO	816,000	1,428,000	2,244,000
Application IT Director	612,000	918,000	1,346,400
Project Management Officer	408,000	663,000	1,009,800
Application Manager	408,000	637,500	953,700
Commercial Systems Manager	408,000	612,000	897,600
Service Manager	306,000	561,000	897,600
Information Security Director/CISO	714,000	1,632,000	2,805,000
Information Security Architect	612,000	1,071,000	1,683,000
Information Security Manager	408,000	663,000	1,009,800
Information Security Analyst	306,000	459,000	673,200

Sales and Marketing

The Sales & Marketing industry in Hong Kong, Singapore, China and Malaysia is rapidly adapting as organisations shift from traditional marketing models to AI-enabled, content-driven growth.¹⁹

FMCG and legacy brands are modernising their structures, while e-commerce and online-first businesses continue to scale aggressively.

Social selling, community-led content, and cross-border digital expansion are key drivers, especially as more Chinese companies push into international markets.

Retail conditions remain positive in both Hong Kong and Singapore. In Hong Kong, retail sales rose 6.5% year on year in November, marking a seventh consecutive month of growth as consumer momentum continued to recover.²⁰ In Singapore, retail spending is expected to grow by around 3.5% to 4% in 2026.²¹

By contrast, China's personal luxury goods market remained flat in 2025 amid ongoing economic pressures. However, the sector is expected to return to modest growth in 2026.²²

AI adoption is accelerating, but companies increasingly realise that human expertise still matters. New hybrid functions are emerging, particularly MarTech project managers who bridge marketing, data, AI agents and tech teams to drive automation and digital transformation.



Hot Roles in 2026

- Digital Marketing Strategists / Growth Marketers
- E-Commerce & Omnichannel Managers
- Customer Experience & Loyalty / Retention Leads
- Brand & Content Storytelling / Community Leads
- Content Creators
- Marketing Data & Analytics / Marketing Ops Specialists
- Sales Enablement & Business Development (including AI Solutions Sales)
- MarTech & AI Project Managers / AI Tool Specialists



AI's Impact on the Industry

- Campaign execution, ad optimisation, reporting and social scheduling are increasingly automated, shifting roles toward strategy, creativity, and experimentation.²³
- Demand is surging for talent who can combine marketing or sales expertise with AI tools, analytics, automation stacks, and MarTech governance - roles that guide AI adoption rather than being replaced by it.



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Commercial Director (Sales & Marketing)	1,435,000	1,845,000	2,530,000
Marketing Director (Regional)	1,230,000	1,742,500	2,255,000
Marketing Director (Local)	1,076,250	1,435,000	1,896,250
Marketing Manager (Regional)	615,000	871,250	1,332,500
Marketing Manager (Local)	512,500	820,000	1,080,000
Brand Manager	492,000	666,250	871,250
Corporate Communications, PR, Public Affairs Manager	563,750	871,250	1,284,000
Digital Marketing Manager	492,000	799,500	1,230,000
Event Manager	461,250	717,500	1,025,000
Customer Insight Manager	492,000	666,250	1,025,000
CRM/Performance Marketing Manager	461,250	615,000	922,500
Ecommerce Manager	461,250	615,000	1,025,000
Social Media / Content Marketing Manager	358,750	615,000	820,000
Art Director / Graphic Design	266,500	461,250	727,750
Sales Leader	768,750	1,230,000	1,845,000
Business Development Manager	461,250	717,500	1,332,500
Key Account Manager	461,250	666,250	994,250
Customer Success Manager	369,000	563,750	820,000
Luxury Store Manager / Retail Manager	666,250	922,500	1,435,000



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Commercial Director (Sales & Marketing)	247,680	309,600	464,400
Marketing Director (Regional)	206,400	288,960	381,840
Marketing Director (Local)	175,440	240,456	309,600
Marketing Manager (Regional)	102,942	150,053	223,015
Marketing Manager (Local)	85,785	141,178	188,753
Brand Manager	82,354	114,758	145,822
Corporate Communications, PR, Public Affairs Manager	94,364	150,053	223,015
Digital Marketing Manager	82,354	137,669	205,884
Event Manager	77,207	123,530	171,622
Customer Insight Manager	82,354	114,758	171,622
CRM/Performance Marketing Manager	77,207	105,883	154,387

Ecommerce Manager	77,207	105,883	171,622
Social Media / Content Marketing Manager	60,050	105,883	137,256
Art Director / Graphic Design	44,608	79,464	121,776
Sales Leader	128,678	211,766	308,878
Business Development Manager	77,207	123,530	223,015
Key Account Manager	77,207	114,758	166,462
Customer Success Manager	61,765	97,111	137,256
Luxury Store Manager / Retail Manager	111,521	158,825	240,250



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Commercial Director (Sales & Marketing)	342,000	438,000	635,000
Marketing Director (Regional)	293,000	415,000	537,000
Marketing Director (Local)	256,000	342,000	451,000
Marketing Manager (Regional)	146,000	208,000	317,000
Marketing Manager (Local)	122,000	195,000	268,000
Brand Manager	117,000	159,000	208,000
Corporate Communications, PR, Public Affairs Manager	134,000	208,000	317,000
Digital Marketing Manager	117,000	190,000	293,000
Event Manager	110,000	171,000	244,000
Customer Insight Manager	117,000	159,000	244,000
CRM/Performance Marketing Manager	110,000	146,000	219,000
Ecommerce Manager	110,000	146,000	244,000
Social Media / Content Marketing Manager	85,000	146,000	195,000
Art Director / Graphic Design	64,000	110,000	173,000
Sales Leader	183,000	293,000	438,000
Business Development Manager	110,000	171,000	317,000
Key Account Manager	110,000	159,000	237,000
Customer Success Manager	88,000	134,000	195,000
Luxury Store Manager / Retail Manager	159,000	219,000	342,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Consumer Goods			
Brand Marketing	247,248	494,496	865,368
Digital Marketing	272,972	420,321	741,744
Operation & Maintenance	222,523	370,872	684,022
Ecommerce Marketing	222,523	432,684	655,207
Channel Marketing	247,248	494,496	741,744
Regional Sales	197,798	395,596	618,120
Regional Marketing	185,436	271,972	370,872
Ecommerce Key Account	222,523	432,684	655,207
National Key Account	222,523	494,496	803,556
Luxury Goods and Retail			
Regional Store Management	494,496	741,744	1,112,616
Business Development	432,684	618,120	988,992
Distribution Management	432,684	618,120	988,992
EC Business Operations	432,684	618,120	988,992
EC Business Marketing	370,872	618,120	988,992
Merchandising & Buying	370,872	618,120	865,368
Merchandise Planning	370,872	618,120	865,368
Merchandise Allocation	309,060	556,308	803,556
Visual Merchandising	370,872	494,496	556,308
Graphic Design	309,060	494,496	556,308
Retail Training	370,872	494,496	618,120
Brand Marketing	432,684	556,308	684,022
Public Relations and Communications	370,872	556,308	618,120
Digital Marketing	432,684	618,120	741,744
Retail Marketing and Promotion	370,872	494,496	556,308

Human Resources, Administration and Business Support

HR, Administration and Business Support hiring in 2026 across Hong Kong, Singapore, Malaysia and Mainland China is expected to remain steady but increasingly strategic, driven by compliance demands and continued digitalisation across the region.

A similar trend to 2025, Links' research indicates that HR roles within financial institutions and MNCs are becoming increasingly regionalised, with organisations centralising functions under APAC leadership to manage costs more effectively. This leads to the responsibility and the scope of the role increasing.

HR technology adoption in APAC has surged since 2022. HR teams are increasingly using digital tools to influence workforce decisions, rather than just support operations. The share of organisations using HR tech for decision-making grew from 48% in 2020 to 58% in 2024.²⁴



Hot Roles in 2026

- Learning & Development / Upskilling & Reskilling Specialists
- HR Business Partners & Organisation Development Roles



AI's Impact on the Industry

- Automation of high-volume tasks such as screening, interview scheduling and data processing is reshaping HR workflows.
- AI-driven insights are increasingly used for workforce planning, predictive attrition, productivity tracking and engagement analytics.
- Recruiters shift toward high-value engagement, stakeholder management, assessment quality and advisory support as routine tasks are automated.
- Human-centric skills remain essential - employee relations, well-being, leadership support and cultural stewardship cannot be replaced by AI, reinforcing HR's strategic business role.



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
HR Director	768,750	1,148,000	2,408,750
Human Resources Business Partner / HR Manager	522,750	656,000	953,250
Talent Acquisition / Recruitment	369,000	1,055,750	1,742,500
Compensation & Benefits / Payroll	369,000	1,107,000	1,845,000
Learning & Development / Training	328,000	871,250	1,332,500
HR Executive	266,500	358,750	471,500
Office Manager	399,750	563,750	789,250
Executive Assistant	328,000	461,250	697,000
Personal Assistant	358,750	522,750	758,500
Administration	287,000	399,750	563,750
Secretary	246,000	379,250	563,750
Receptionist	215,250	266,500	410,000
Legal Secretary	328,000	420,250	522,750
Company Secretary	430,500	820,000	1,383,750
Customer Service / Call Center	215,250	307,500	343,723



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Chief People Officer / Chief HR Officer (CHRO)	309,600	371,520	412,800
HR Director	154,800	216,720	299,280
Human Resources Business Partner / HR Manager	92,880	123,840	196,080
Talent Acquisition / Recruitment	51,600	103,200	175,440
Compensation & Benefits / Payroll	51,600	123,840	175,440
Learning & Development / Training	61,920	123,840	175,440
HR Executive	51,600	72,240	92,880
Office Manager	72,240	103,200	144,480
Executive Assistant	51,600	82,560	123,840
Personal Assistant	72,240	92,880	144,480
Administration	51,600	72,240	103,200
Secretary	51,600	72,240	103,200
Receptionist	30,960	51,600	82,560
Legal Secretary	61,920	72,240	92,880
Company Secretary	82,560	92,880	123,840
Customer Service / Call Center	41,280	51,600	61,920



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
HR Director	183,000	273,000	573,000
Human Resources Business Partner / HR Manager	124,000	156,000	227,000
Talent Acquisition / Recruitment	63,200	180,700	298,500
Compensation & Benefits / Payroll	63,200	189,400	315,400
Learning & Development / Training	56,200	149,800	228,200
HR Executive	45,700	61,400	81,000
Office Manager	68,500	96,600	135,200
Executive Assistant	56,200	79,000	119,300
Personal Assistant	61,400	89,500	129,900
Administration	49,100	68,500	96,600
Secretary	42,100	64,100	96,600
Receptionist	36,800	45,700	70,200
Legal Secretary	56,200	71,900	89,500
Company Secretary	73,700	140,400	236,900
Customer Service / Call Center	36,800	52,700	58,900



Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
HR VP/Chief HR Officer	1,938,000	3,149,250	4,360,500
HR Director	969,000	1,695,750	2,422,500
Head of Compensation & Benefits	969,000	1,695,750	2,422,500
Head of Organisational/Talent Development	969,000	1,453,500	1,938,000
Head of HR SSC	775,200	1,114,350	1,453,500
Head of Talent Acquisition/Director	969,000	1,453,500	1,938,000
HR Business Partner	387,600	920,550	1,453,500
Compensation & Benefits Manager	387,600	581,400	775,200
Talent Development Manager	387,600	581,400	775,200
Learning/Training Manager	339,150	436,050	533,950
Talent Acquisition Manager	290,700	484,500	678,300
HR SSC Manager	290,700	387,600	484,500
HRIS/HR Technology Manager	290,700	411,825	533,950
HR Manager	290,700	484,500	678,300
Office Manager	193,800	387,600	581,400
Executive Assistant	193,800	339,150	484,500

Life Science and Healthcare

Innovation in biotechnology, diagnostics and personalised medicine continues to accelerate across APAC. Life science organisations are adapting to new workforce models, evolving salary expectations and regulatory changes.

In 2026, hiring is expected to remain steady and targeted, with companies focusing on long-term capability rather than rapid expansion.

Links' research indicates that salary growth is becoming more sustainable, while demand for specialist skills remains strong. Healthcare professionals such as doctors, nurses and medical specialists continue to be in high demand across the region.

Personalised medicine and precision diagnostics are creating new opportunities, particularly for specialists with expertise in molecular biology and medical technology.²⁵

Biotechnology also remains a key growth driver, with the global biotech market projected to reach USD 3.88 trillion by 2030.²⁶ APAC is expected to record the fastest growth between 2024 and 2030, driven by supportive government initiatives and more favourable drug approval regulations in China.²⁷



Hot Roles in 2026

- Clinical & Nursing Staff
- Biopharma & R&D Scientists
- Ecommerce & Cross-Border Specialists
- Medical Technology Engineers & Quality Assurance
- Commercial & Market Access Roles
- Regulatory Affairs



AI's Impact on the Industry

- GenAI is becoming a major driver of innovation in the life science sector, significantly speeding up research and development.²⁸
- AI is changing how scientists' study and apply biology – from identifying new drug targets and improving molecule design to analysing real-time data in precision medicine.²⁹
- In Hong Kong, the Hospital Authority is pushing for AI-driven queue management, workflow redesign and diagnostics support.³⁰
- China sees the rapid scaling of digital health and smart-hospital ecosystems is fuelling demand in AI model validation, RWD analytics, remote-care product teams, and AI-enhanced clinical research.³¹



Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Medical / Technical / Commercial			
General Manager	1,640,000	2,408,750	3,331,250
Business Unit Lead / Business Unit Director	1,230,000	1,486,250	2,255,000
Head of Sales / Sales Director	1,025,000	1,281,250	1,588,750
Sales Manager (+10 years)	768,750	840,500	922,500
Sales Manager (+5 years)	615,000	666,250	738,000
Medical Representative	239,850	333,125	466,375
Key Account Manager	506,350	599,625	652,925
Head of Marketing / Marketing Director	922,500	1,178,750	1,588,750
Marketing Manager (+10 years)	820,000	871,250	932,750
Marketing Executive	239,850	333,125	425,375
Senior Product Manager (Medical)	768,750	850,750	912,250
Product Manager	666,250	717,500	768,750
Territory Manager (Device)	399,750	466,375	599,625
Senior Product Specialist (3+ years) (Device)	319,800	386,425	466,375
Product Specialist (1-3 years) (Device)	266,500	319,800	373,100
Clinical Specialist (1-3 years) (Device)	266,500	319,800	430,500
Market Access Manager	604,750	768,750	953,250
Medical Affairs Director	973,750	1,132,625	1,435,000
Medical Affairs Manager	639,600	799,500	946,575
Medical Affairs Executive	338,250	410,000	563,750
Medical Science Liaison	338,250	466,375	666,250
Regulatory Affairs Director	830,250	891,750	1,230,000
Regulatory Affairs Manager	574,000	635,500	830,250
Regulatory Affairs Executive	279,825	389,500	512,500
R&D Director	830,250	1,127,500	1,640,000
R&D Manager	512,500	635,500	768,750
Principal Scientist	697,000	830,250	953,250
Scientist	440,750	512,500	738,000
Associate Scientist	317,750	379,250	440,750
Research Associate / Research Assistant	205,000	256,250	420,250
Lab Director	891,750	1,127,500	1,435,000
Lab Manager	512,500	574,000	697,000
Senior Lab Technician	276,750	317,750	358,750
Application Manager / Application Lead	533,000	639,600	799,500



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Application Engineer Specialist	333,125	399,750	466,375
Lead Service Engineer	512,500	676,500	768,750
Field Service Engineer	256,250	333,125	466,375
Clinical Trial Manager	615,000	717,500	840,500
Clinical Trial Associate	338,250	461,250	639,600
Clinical Trial Coordinator	239,850	359,775	440,750
Medical Director (Insurance)	1,435,000	1,640,000	2,050,000
Healthcare Professionals			
Doctor	1,025,000	1,947,500	3,485,000
Advanced Practice Nurse (8+ years)	666,250	820,000	973,750
Nurse (5+ years)	563,750	666,250	789,250
Nurse (1-3 years)	410,000	574,000	686,750
Health Worker	235,750	307,500	369,000
Educational Psychologist	773,875	1,025,000	1,537,500
Enrolled Nurse	287,000	358,750	461,250
Radiographer	666,250	922,500	1,137,750
Pharmacist	533,000	820,000	1,025,000
Physiotherapist I	676,500	953,250	1,230,000
Physiotherapist II	461,250	594,500	768,750
Occupational Therapist I	676,500	820,000	1,014,750
Occupational Therapist II	399,750	533,000	666,250
Medical Laboratory Technologist I	584,250	768,750	953,250
Medical Laboratory Technologist II	369,000	430,500	533,000
Psychologist	430,500	717,500	1,025,000



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Medical / Technical / Commercial			
General Manager	237,360	361,200	505,680
Business Unit Lead / Business Unit Director	175,440	227,040	330,240
Head of Sales / Sales Director	144,480	185,760	237,360
Sales Manager (+10 years)	103,200	123,840	134,160
Sales Manager (+5 years)	82,560	92,880	103,200



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Medical Representative	30,960	41,280	61,920
Head of Marketing / Marketing Director	134,160	175,440	237,360
Marketing Manager (+10 years)	103,200	113,520	134,160
Marketing Manager (+5 years)	92,880	103,200	103,200
Marketing Executive	30,960	51,600	61,920
Senior Product Manager (Medical)	103,200	123,840	144,480
Product Manager	82,560	92,880	103,200
Territory Manager (Device)	61,920	72,240	92,880
Senior Product Specialist (3+ years) (Device)	41,280	51,600	61,920
Product Specialist (1-3 years) (Device)	30,960	41,280	51,600
Clinical Specialist (1-3 years) (Device)	41,280	41,280	51,600
Market Access Manager	72,240	103,200	144,480
Medical Affairs Director	185,760	227,040	309,600
Medical Affairs Manager	134,160	149,640	170,280
Medical Affairs Executive	51,600	61,920	82,560
Medical Science Liaison	51,600	61,920	103,200
Regulatory Affairs Director	206,400	258,000	288,960
Regulatory Affairs Manager	113,520	134,160	149,640
Regulatory Affairs Executive	41,280	61,920	72,240
R&D Director	123,840	175,440	258,000
R&D Manager	82,560	103,200	123,840
Principal Scientist	103,200	123,840	144,480
Scientist	72,240	82,560	113,520
Associate Scientist	51,600	61,920	72,240
Research Associate / Research Assistant	30,960	41,280	61,920
Lab Director	134,160	175,440	227,040
Lab Manager	82,560	92,880	103,200
Senior Lab Technician	41,280	51,600	51,600
Application Manager / Application Lead	72,240	92,880	113,520
Application Engineer Specialist	41,280	51,600	72,240
Lead Service Engineer	82,560	103,200	123,840
Field Service Engineer	41,280	51,600	72,240
Clinical Trial Manager	92,880	103,200	123,840
Clinical Trial Associate	41,280	72,240	92,880
Clinical Trial Coordinator	30,960	51,600	72,240



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Medical Director (Insurance)	227,040	258,000	319,920
Healthcare Professionals			
Doctor	258,000	412,800	536,640
Advanced Practice Nurse (8+ years)	103,200	123,840	144,480
Nurse (5+ years)	82,560	103,200	123,840
Nurse (1-8 years)	61,920	82,560	103,200
Health Worker	30,960	41,280	51,600
Educational Psychologist	123,840	154,800	237,360
Enrolled Nurse	41,280	51,600	72,240
Radiographer	49,536	56,760	61,920
Pharmacist	49,536	53,664	63,984
Physiotherapist I	103,200	144,480	237,360
Physiotherapist II	72,240	92,880	123,840
Occupational Therapist I	103,200	123,840	154,800
Occupational Therapist II	61,920	82,560	103,200
Medical Laboratory Technologist I	92,880	123,840	144,480
Medical Laboratory Technologist II	51,600	61,920	82,560
Psychologist	61,920	92,880	154,800



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Medical / Technical / Commercial			
General Manager	390,000	413,000	644,000
Business Unit Lead / Business Unit Director	293,000	255,000	436,000
Head of Sales / Sales Director	244,000	220,000	307,000
Sales Manager (+10 years)	182,000	143,000	178,000
Sales Manager (+5 years)	146,000	114,000	143,000
Medical Representative	57,000	57,000	90,000
Key Account Manager	121,000	103,000	126,000
Head of Marketing / Marketing Director	219,000	202,000	307,000
Marketing Manager (+10 years)	195,000	149,000	180,000
Marketing Executive	41,000	57,000	82,000
Senior Product Manager (Medical)	182,000	146,000	176,000
Product Manager	159,000	123,000	149,000



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Territory Manager (Device)	69,000	79,000	116,000
Senior Product Specialist (3+ years) (Device)	54,000	66,000	90,000
Product Specialist (1-3 years) (Device)	46,000	54,000	72,000
Clinical Specialist (1-3 years) (Device)	46,000	54,000	83,000
Market Access Manager	104,000	131,000	184,000
Medical Affairs Director	167,000	194,000	277,000
Medical Affairs Manager	110,000	137,000	183,000
Medical Affairs Executive	58,000	70,000	109,000
Medical Science Liaison	58,000	79,000	129,000
Regulatory Affairs Director	142,000	153,000	238,000
Regulatory Affairs Manager	136,000	151,000	223,000
Regulatory Affairs Executive	48,000	67,000	99,000
R&D Director	198,000	268,000	440,000
R&D Manager	122,000	151,000	206,000
Principal Scientist	119,000	142,000	184,000
Scientist	76,000	88,000	143,000
Associate Scientist	54,000	65,000	85,000
Research Associate / Research Assistant	35,000	44,000	81,000
Lab Director	153,000	193,000	277,000
Lab Manager	88,000	98,000	135,000
Senior Lab Technician	47,000	54,000	69,000
Application Manager / Application Lead	92,000	110,000	154,000
Application Engineer Specialist	57,000	69,000	90,000
Lead Service Engineer	88,000	116,000	149,000
Field Service Engineer	44,000	57,000	90,000
Clinical Trial Manager	105,000	123,000	162,000
Clinical Trial Associate	58,000	79,000	124,000
Clinical Trial Coordinator	41,000	62,000	85,000
Medical Director (Insurance)	246,000	281,000	396,000
Healthcare Professionals			
Doctor	176,000	334,000	597,000
Advanced Practice Nurse (8+ years)	114,000	140,000	167,000
Nurse (5+ years)	97,000	114,000	135,000
Nurse (1-3 years)	70,000	98,000	118,000
Health Worker	40,000	53,000	63,000
Educational Psychologist	133,000	176,000	263,000



Malaysia

Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Enrolled Nurse	49,000	61,000	79,000
Radiographer	114,000	158,000	195,000
Pharmacist	92,000	140,000	176,000
Physiotherapist I	115,000	163,000	211,000
Physiotherapist II	79,000	101,000	132,000
Occupational Therapist I	115,000	140,000	174,000
Occupational Therapist II	69,000	92,000	114,000
Medical Laboratory Technologist I	100,000	131,000	163,000
Medical Laboratory Technologist II	63,000	74,000	91,000
Psychologist	74,000	123,000	176,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Pharmaceutical and Biotech			
General Management			
CSO	2,448,000	3,672,000	5,406,000
CMO	1,836,000	3,060,000	4,692,000
COO	1,836,000	3,060,000	4,692,000
CQO	1,734,000	2,244,000	4,386,000
Plant/Site Head	1,734,000	2,142,000	2,958,000
R&D: Clinical, Medical Affairs, and Others			
Research and Discovery	244,800	489,600	979,200
Bioinformatics	306,000	550,800	1,122,000
Biostatistician	306,000	550,800	1,122,000
CRP	428,400	846,600	1,326,000
Medical Affairs	244,800	489,600	1,321,920
Clinical Operation	428,400	714,000	1,020,000
CRA	224,400	316,200	377,400
PV	224,400	316,200	377,400
Clinical Data Management	224,400	550,800	969,000
Regulatory Affair	224,400	591,600	867,000
Clinical Research	224,400	489,600	816,000
HEOR	224,400	550,800	969,000
RWE	255,000	601,800	918,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Manufacturing Operations and Quality Management			
Development	285,600	428,400	979,200
CMC Project Management	377,400	489,600	979,200
Production/Site Operation	377,400	489,600	979,200
Engineering	326,400	489,600	938,400
HS	285,600	510,000	958,800
Lean/Six Sigma/OpEx	295,800	499,800	938,400
GMP Quality Assurance	326,400	489,600	938,400
Quality Audit / Supplier Quality Management	342,720	550,800	1,122,000
Analytical Development/Quality Control	285,600	489,600	918,000
Post-market Quality Management (Chemical Drug)	306,000	499,800	958,800
Validation: Process/Equipment/CSV	295,800	499,800	938,400
Pharmaceutical Sales and Business Support			
Sales Management	306,000	612,000	1,530,000
Key Account Management	285,600	510,000	1,224,000
SFE	285,600	510,000	1,224,000
Sales Training	306,000	499,800	979,200
Product Marketing	244,800	489,600	1,122,000
Market Access	346,800	550,800	1,122,000
Management Consulting / Strategic Planning	306,000	499,800	979,200
Government Affair	408,000	663,000	1,122,000
Business Development	285,600	540,600	1,122,000
Public Relations and Communication	346,800	550,800	1,224,000
Digital Marketing and Innovation	346,800	550,800	1,122,000
Internet Healthcare Product Sales Marketing	367,200	795,600	1,428,000
Medical Device, Life Science			
General Management			
GM/BU Head	1,836,000	2,448,000	3,978,000
Plant/Site Head	1,020,000	1,632,000	2,448,000
CTO	1,020,000	1,632,000	2,448,000
COO	1,632,000	2,142,000	3,060,000
Project Management - NPD/NPI	377,400	632,400	1,224,000
Project Management - Lifecycle Management	377,400	632,400	1,224,000
Technical Leader	377,400	632,400	1,224,000
R&D - Hardware (Electronical/Mechanical)	377,400	612,000	1,224,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
R&D - Software	–	–	122,400
R&D - Algorithm	428,400	805,800	–
R&D - Material	377,400	612,000	–
R&D - System	428,400	714,000	–
Manufacturing, Operations and Quality Compliance			
Production/Operation	255,000	408,000	714,000
Engineering	265,200	377,400	734,400
Commercial Quality	367,200	561,000	1,224,000
Manufacturing Q/qc	285,600	673,200	1,224,000
Quality Audit /Supplier Quality Management	Auditor 391,680.00	673,200	1,224,000
Regulatory Affairs	367,200	693,600	1,530,000
EHS	306,000	428,400	632,400
Sales and Business Support			
Sales	367,200	612,000	1,224,000
Key Account Management	377,400	714,000	1,122,000
Sales Force Effectiveness	408,000	663,000	1,020,000
Sales Training	428,400	632,400	897,600
Product Marketing	510,000	775,200	1,326,000
Market Research/New Product Plan/Strategic Marketing	510,000	867,000	1,530,000
Management Consulting / Strategic Planning	591,600	897,600	1,632,000
Government Affairs and Market Access	377,400	663,000	1,224,000
Business Development	367,200	612,000	1,428,000
Public Relations and Communication	428,400	632,400	1,122,000
Multi-Channel Operation / Management	489,600	683,400	1,122,000
Digital Marketing / Digital Innovation	540,600	734,400	1,326,000
Internet Medical Product and Marketing	510,000	714,000	1,224,000

Sourcing, Supply Chain and Manufacturing

In 2026, hiring across sourcing and supply chain roles in Hong Kong, Singapore, Malaysia and Mainland China will be shaped by digitalisation, diversified manufacturing across the region and growing sustainability requirements.

Singapore's logistics sector continues to gain momentum. In early 2025, the industry was projected to grow by 2%, reaching SGD 6.9 billion and creating around 2,000 new jobs by the end of the year. Beyond growth figures, the sector is also transforming, driven by digitalisation, sustainability initiatives and a shift towards circular supply chains.³² This positive outlook is reinforced by broader economic performance. In Q4 of 2025, Singapore's economy grew 5.7% year on year, supported by a strong rebound in manufacturing, which recorded a 15% expansion.³³

Malaysia is gaining momentum as a manufacturing hub, with the sector continuing to drive economic growth.³⁴ Recent survey data shows manufacturing employment rising for a second consecutive month in December, marking one of the strongest increases seen in years.³⁵ The outlook for 2026 remains positive.

As Mainland China moves up the value chain, its focus on advanced manufacturing, renewable energy and smart logistics is intensifying. The biomanufacturing sector is entering a critical phase, driven by innovation, policy support and global competition, opening new opportunities for foreign companies and investors.³⁶



Hot Roles in 2026

- Head of Procurement / Procurement Director
- Supply & Demand Planning Manager / S&OP Manager



AI's Impact on the Industry

- AI-driven forecasting is improving supply chain accuracy, reducing errors by 20–50% and enabling faster responses to market changes.³⁷
- AI-powered ESG tracking is becoming a core capability, driving demand for professionals who can translate AI insights into compliance and sustainability reporting.
- Automation and robotics are lowering reliance on manual roles in inventory control and warehouse operations.



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Head of Procurement	1,030,000	2,214,500	2,987,000
Senior Procurement Manager	721,000	927,000	1,236,000
Procurement Manager	515,000	700,400	896,100
Senior Procurement Officer	309,000	412,000	515,000
Procurement Officer	206,000	309,000	412,000
Sourcing Director/VP	1,030,000	1,648,000	2,369,000
Sourcing Manager/Category Manager	463,500	669,500	927,000
Operations Director	824,000	1,081,500	1,339,000
Operations/Logistics Manager	412,000	618,000	824,000
Trade Lane Manager	412,000	618,000	824,000
Warehouse Manager	309,000	412,000	515,000
Warehouse Officer	206,000	309,000	412,000
Merchandising Manager	463,500	669,500	927,000
Senior Merchandiser (Hardline)	309,000	412,000	515,000
Senior Merchandiser (Softline)	309,000	412,000	515,000
Merchandiser (Hardline)	206,000	360,500	515,000
Merchandiser (Softline)	206,000	360,500	515,000
Head of Supply Chain	1,030,000	1,854,000	2,266,000
Logistics/Operations Director	824,000	1,442,000	2,060,000
Logistics/Warehouse/Shipping Manager	412,000	618,000	824,000
Supply Chain Analyst	412,000	556,200	834,300
Logistics Officer/Shipping Officer	206,000	360,500	515,000
Supply/Demand Planner	206,000	309,000	412,000



Singapore

Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Direct Spend/Category Manager	103,200	165,120	227,040
Global Procurement/Sourcing Director	309,600	387,000	464,400
Indirect Spend/Category Manager	103,200	154,800	227,040
Procurement Executive	51,600	87,720	123,840
Regional Procurement Director	154,800	309,600	464,400
Regional Procurement Manager	103,200	180,600	258,000
Regional Procurement Senior Manager	154,800	206,400	258,000
Sourcing Specialist	51,600	77,400	103,200



Roles	Entry	Senior	Veteran
Annual Salary – SGD (\$)			
Strategic Sourcing Manager	154,800	206,400	258,000
Corporate Strategy Manager	103,200	154,800	206,400
Customer Service & Logistics Director	154,800	232,200	309,600
Customer Service Executive	51,600	77,400	103,200
Customer Service Manager	51,600	103,200	154,800
Facilities Manager	51,600	103,200	154,800
Logistics Manager	103,200	154,800	206,400
Planner	51,600	103,200	154,800
Planning Manager	103,200	154,800	206,400
Project Manager	82,560	129,000	175,440
Quality Manager	51,600	103,200	154,800
Supply Chain Director	206,400	330,240	464,400
Supply Chain Manager	103,200	154,800	206,400
Sustainability Manager	80,496	117,648	154,800



Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Head of Procurement	244,000	464,000	683,000
Senior Procurement Manager	171,000	208,000	268,000
Procurement Manager	122,000	166,000	212,000
Senior Procurement Officer	73,000	98,000	122,000
Procurement Officer	49,000	73,000	98,000
Sourcing Director/VP	244,000	415,000	561,000
Sourcing Manager/Category Manager	110,000	159,000	219,000
Operations Director	195,000	244,000	293,000
Operations/Logistics Manager	98,000	146,000	195,000
Trade Lane Manager	98,000	146,000	195,000
Warehouse Manager	73,000	98,000	122,000
Warehouse Officer	35,000	53,000	70,000
Merchandising Manager	110,000	159,000	219,000
Senior Merchandiser (Hardline)	53,000	70,000	88,000
Senior Merchandiser (Softline)	53,000	70,000	88,000
Merchandiser (Hardline)	35,000	61,000	88,000
Merchandiser (Softline)	35,000	61,000	88,000



Malaysia

Roles	Entry	Senior	Veteran
Annual Salary – MYR (RM)			
Head of Supply Chain	176,000	315,000	404,000
Logistics/Operations Director	195,000	293,000	438,000
Logistics/Warehouse/Shipping Manager	98,000	146,000	195,000
Supply Chain Analyst	70,000	95,000	142,000
Logistics Officer/Shipping Officer	35,000	61,000	88,000
Supply/Demand Planner	35,000	53,000	70,000



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Procurement			
Sourcing Office Country Manager	918,000	1,734,000	2,550,000
Sourcing Director	765,000	1,402,500	2,040,000
Senior Sourcing Manager	612,000	918,000	1,224,000
Sourcing Manager	408,000	561,000	714,000
Supplier Quality Engineer	204,000	357,000	510,000
Merchandiser/Buyer	102,000	306,000	510,000
Supply Chain			
Supply Chain VP	1,530,000	2,550,000	3,570,000
Supply Chain Director	816,000	1,428,000	2,040,000
Logistics Director	612,000	1,071,000	1,530,000
Trade Compliance Director	1,020,000	1,377,000	1,734,000
Trade Compliance Manager	510,000	714,000	918,000
Senior Supply Chain Manager	663,000	943,500	1,224,000
Social Responsibility Manager	408,000	663,000	918,000
Supply Chain Manager	408,000	612,000	816,000
Planning Manager	306,000	561,000	816,000
Logistics Manager	255,000	459,000	663,000
Planner	102,000	229,500	357,000
Supply Chain Specialist	102,000	204,000	306,000
Customer Service Representative	102,000	204,000	306,000

Construction, Property and Engineering

Construction hiring in 2026 is expected to remain steady across the region. Hong Kong's outlook is supported by large-scale housing targets of 420,000 units over the next decade³⁸ and ongoing infrastructure works.

In Q3 2025, growth in the Singapore construction sector came in at 3.6% year-on-year.³⁹ For domestically oriented sectors, the sector is forecast to continue growing, supported by expansions in public residential building and civil engineering works.⁴⁰ An analysis by Maybank shows that this is driven by a backlog of HDB housing projects and major developments such as Changi Terminal 5 and new MRT lines.⁴¹

Malaysia's construction industry is expected to grow by an average of 4% per year from 2026 to 2029.⁴² This growth is driven by investments in industrial, transport and energy projects, as well as government initiatives such as New Industrial Master Plan 2030 (NIMP 2030)⁴³, National Energy Transition Roadmap (NETR)⁴⁴, the National Semiconductor Strategy (NSS)⁴⁵ and the 13th Malaysia Plan (13MP)⁴⁶. Key growth centres include Kuala Lumpur, Penang and Johor Bahru.⁴⁷

Although the sector is in transition, activity in China's construction market is recovering due to local investment.⁴⁸ However, labour shortages, fluctuating material costs and complex regulations still pose challenges for project delivery.⁴⁹



Hot Roles in 2026

- Project Director / Senior Project Manager
- Engineering Director / Head of Engineering
- Construction Director / Head of Construction
- Property / Asset Management Director
- Head of Sustainability / ESG & Green Building Lead



AI's Impact on the Industry

- Robotics and automation are reducing reliance on unskilled labour but simultaneously creating new roles in robotics maintenance and digital operations.
- AI tools are increasingly used to measure and report on green construction performance, driving demand for professionals who can bridge technology and compliance.



Hong Kong

Roles	Entry	Senior	Veteran
Annual Salary – HKD (\$)			
Architecture			
Project Director	1,107,000	1,390,500	1,782,000
Project Manager	772,500	911,550	1,050,600
Registered Architect	492,000	602,700	713,400
Civil & Structuring			
Project Director	1,281,250	1,742,500	2,050,000
Project Manager	707,250	820,000	830,250
Senior Engineer	379,250	635,500	768,750
Engineer / Assistant Engineer	276,750	317,750	358,750
Electrical & Mechanical			
Director	1,127,500	1,281,250	1,640,000
Manager	738,000	836,400	885,600
Senior Engineer/ Engineer	369,000	481,750	697,000
HSEQ			
Director	959,400	984,000	1,045,500
Manager	615,000	686,400	840,500
Registered Officer	430,500	467,400	553,500
Quantity Surveying			
Commercial Manager	1,045,500	1,205,400	1,537,500
Quantity Surveying Manager	679,800	738,000	871,250
Quantity Surveyor	358,750	410,000	512,500
Leasing & Property Management			
Director	1,025,000	1,332,500	1,640,000
Manager	535,600	635,500	820,000
Assistant Manager	358,750	379,250	533,000
Officer	225,500	297,250	358,750



Mainland China

Roles	Entry	Senior	Veteran
Annual Salary – CNY (¥)			
Real Estate / Property Investment	222,523	422,794	723,200
Asset Management	200,270	356,037	667,569
Leasing (Tenant/Landlord Representation)	222,523	422,794	834,462
Sales and Marketing	133,513	333,784	534,055
Property Management	166,892	389,415	723,200
Property Engineering	200,270	389,415	645,317
Operation Management	166,892	333,784	556,308
Project Management	311,532	545,181	778,831
Facility Management	200,270	356,037	667,569
Architecture Design	133,513	333,784	667,569
Interior Design	133,513	311,532	556,308
Landscape Design	133,513	289,280	556,308
Civil Engineering	133,513	278,154	467,298
Mechanical/Electrical/Plumbing	166,892	333,784	667,569
Hardcover Engineering	144,640	311,532	534,055
Cost Control	166,892	266,027	534,055
Construction Procurement	133,513	311,532	467,298
EHS	166,892	278,154	556,308

Temporary and Contracting

Hong Kong's 2025 job market saw subdued hiring activity, with employers increasing their demand for contractors instead of permanent staff. The government has also introduced measures to strengthen employee protections, including revisions to the "continuous contract" definition under the Employment Ordinance.⁵⁰

Singapore's Platform Workers Bill took effect on 1 January 2025, introducing clearer protections for gig workers as platform-based services continue to expand. The legislation balances improved financial security and fair treatment with the flexibility central to the gig economy.⁵¹

China has the largest and most developed gig economy globally, comprising over 200 million workers⁵², about 20% of its total workforce.⁵³ Ongoing regulatory developments are driving stronger protections for platform workers, with early initiatives pointing to broader potential through regional and public-private collaboration.⁵⁴

Malaysia saw a major shift in labour regulation with the passage of the Gig Workers Bill 2025 by the Malaysia Senate. The legislation introduces a legal framework to protect gig workers' rights, providing statutory safeguards for around 1.2 million workers⁵⁵ amid growing gig-based employment across transportation, food delivery, education and digital services.⁵⁶



HR Solutions for Business Success

OVER 25 YEARS OF HR EXCELLENCE IN ASIA PACIFIC & THE MIDDLE EAST

Links International, an Ascentium Company, has been specialising in delivering **100% in-country HR services** and tech across Asia Pacific and the Middle East for over 25 years.

Our team of 2,800+ dedicated HR experts in 15 locations supporting over 30 locations across Asia Pacific and the Middle East help provide clients with the best HR experience by delivering local market expert HR advice including best industry practices and final mile services.

Links continues to set industry benchmarks, having been recognised as the **Best All-Round Recruitment Agency** for five consecutive years and the **Best Innovative Recruitment Solution Provider** in 2024.

Our commitment to excellence has also earned us multiple **'Star Performer'** distinctions from the Everest Group including the latest recognition for Multi-Country Payroll (MCPS) Solutions in 2025.

Adding to this, the HR Vendors of the Year Awards have consistently acknowledged our innovation and service excellence, naming us **Best Innovation HR Service Provider, Best HR Outsourcing Partner, Best Employer of Record Service Provider,** and **Best Payroll Outsourcing Partner.**

Award-Winning HR Outsourcing Solutions



Recruitment Process Outsourcing (RPO)

Finding the best talent is hard. Links can connect you with the best talent and find you a suitable candidate for your position. We offer 3 key recruitment outsourcing solutions, designed to meet your hiring needs.

1. Recruiter on Demand

Have a hiring target with a strict deadline? Our project-based hiring solution can give you the recruitment manpower at a moment's notice to meet your hiring needs. Need to hire a lot of people quickly? Tackle mass hiring demands with ease..

Best suited for:

- High quantity/ Bulk-hiring
- Project based/ Flexi-hire
- Hiring spike

2. Contingent Search

Need help to identify, vet, and hunt down top qualified candidates? Tap into a wider candidate pool with contingency recruitment. Need to fill a role quickly? Effectively broaden your candidate reach with this recruitment solution.

Best suited for:

- Replacements
- Quick hires
- Fixed budget

Functions:

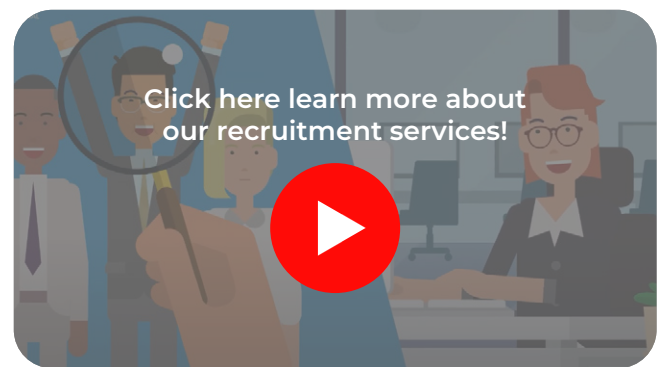
- [Banking, Finance & Accounting](#)
- [Information Technology](#)
- [Sales & Marketing](#)
- [Human Resources, Administration & Business Support](#)
- [Sourcing, Supply Chain & Manufacturing](#)
- [Life Science & Healthcare](#)
- [Construction, Property & Engineering](#)
- [Temporary & Contracting](#)

3. Retained/Executive Search

Have a difficult role to fill? Our retained recruitment is an elevated solution for strategic hires. With talent mapping and guaranteed timelines, retained search gives you clarity, results and unique talent insights.

Best suited for:

- Priority and/or confidential hires
- New to market
- Impossible hires



All-In-One Solutions



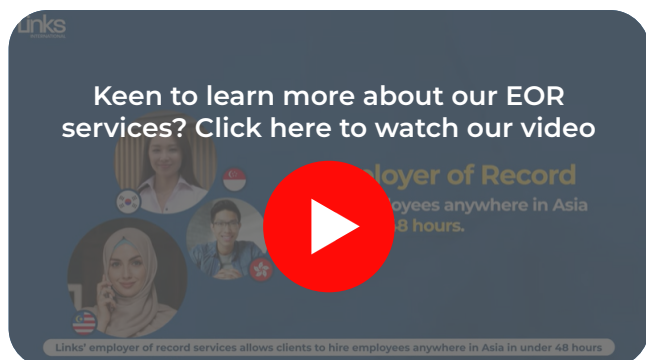
Human Resources Outsourcing (HRO)

1. Payroll Outsourcing

Payroll outsourcing can be tricky, especially for HR professionals managing multiple locations. At Links, we guarantee 100% in-country delivery and advisory support. Our services cover Hong Kong, Singapore, Macau, Mainland China, Taiwan, Malaysia, Vietnam, Thailand, Japan, Myanmar, South Korea, Indonesia, Philippines, Cambodia, India, New Zealand, Australia, Dubai, Bangladesh, Pakistan, UAE and Saudi Arabia.

2. Employer of Record (EOR)

Links' EOR services is the most flexible and cost-effective way to expand your business in Asia Pacific and the Middle East. Onboard offshore people in as little as 48 hours and cut costs by up to 10 times compared to setting up a local entity. Our services will employ staff on your behalf and second them back to you, ensuring legal compliance at every step of the way.



3. Visa Application Services

Need a working visa for foreign employees? Our visa application services will help you organise and streamline the process. Links' professional consultants can also advise you on the type of visa you should apply depending on the individual, making your job easier.

4. Statement of Work (SOW) services

As a flexible alternative to traditional contingent workforce models, SOW enables clients to engage individuals, vendors, or entire teams for project-based work. Our SOW solutions can be delivered in two ways:

1. Supplier & Consultant Management
2. Project Teams & Resource Augmentation

5. Corporate Services

Links provides a full suite of corporate services to support your business from setup to ongoing operations. Our services include company incorporation & business formation, company secretarial & compliance, and director services across Asia and the Middle East.

Whether you are establishing a new entity, expanding regionally, or maintaining multi-country operations, our team ensures that your business remains compliant, efficient, and ready for growth.



Brand & Reputation Building

Armed with a wide network of professionals, we help businesses elevate their corporate brand with our outplacement and employer branding services.

1. Outplacement / Career Transition Services

Links outplacement services can be seen as redundancy aftercare, providing both practical and emotional support for employees and helping individuals transition into their next career. What sets Links' outplacement solution apart is that we have a wealth of knowledge from both an HR and recruiter's perspective. This means we're in the perfect position to provide key market insights and connect people to future opportunities.



2. Employer Branding

Attract the best talent in the market by refining your employer branding. Our professional employer branding consultancy will help you attract and retain the best people in a market that is constantly changing. Establish a people strategy to promote and strengthen your organisation's growth.

3. Employee Assistance Programme

Links' Employee Assistance Programme provides professional counselling services for your employees, helping provide emotional support to employees coping with personal and workplace issues. Our services are tailored to the local market, supporting your people where they need.



HR Technology

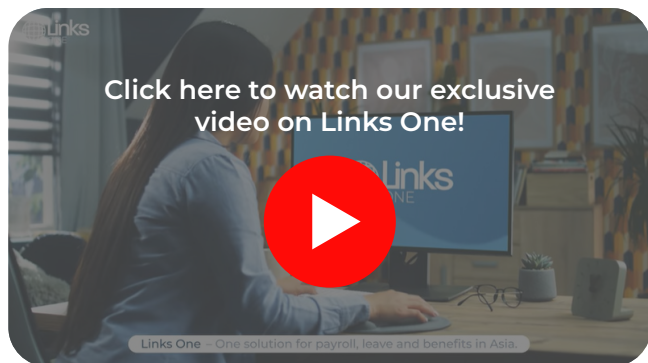
One of the key ways of streamlining HR processes is through automation technology.

Links HR Technology frees employees from manual paperwork and tedious manual tasks allowing employees to focus on value-add HR activities like talent retention and predictive analytics strategies.

1. Links One

One HR platform for all your payroll, leave, and benefit needs. Links One is an intuitive HCM solution that provides businesses control over multi-country reporting functionality with integration to Microsoft Teams. Fully customisable with multi-language support, our cloud-based solution is a tool that helps elevate internal employer branding.

Nestled in Links One, [Workforce Asia](#) lets users streamline workforce management with easy roster building and time tracking.



2. On Demand Pay

Promote financial wellness by allowing your employees to access their earned wages anytime via Links One within 2 hours. Increase employee engagement and reduce turnover rates by protecting them from predatory lenders and providing them with stability in their lives.



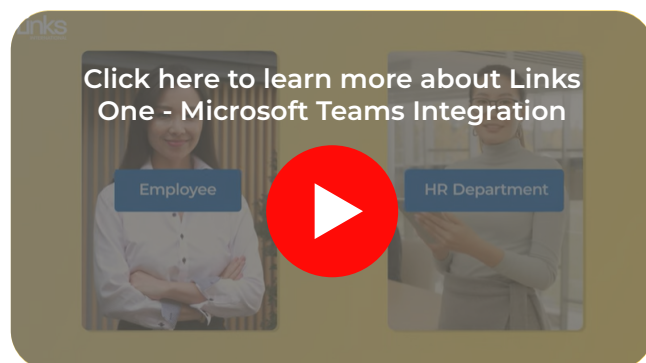
3. Links Integration Hub

Global payroll integration capability which enables automation of data requirements to and from various 3rd party solutions including [Workday](#), [Oracle](#), [SAP](#), [SuccessFactors](#) and [Kronos](#). Designed to enhance efficiency and reduce manual processing, the integration ensures data accuracy, compliance and real-time synchronisation across HR and payroll functions.

To support clients in optimising their payroll operations, Links has developed a comprehensive [HCM Payroll Integration Guide](#). The purpose of this guide is to help HR, Finance and IT teams understand why you might want to integrate your HCM and other HR systems with payroll, provide options for integration and practical items you need to think about before commencing a payroll integration.

4. Microsoft Teams Integration

With Links One Microsoft Teams Integration, employees can get access to payslips, tax forms, and leave directly on Teams.



Technology Consultancy

Looking to revamp your business through technology? Links Technologies offer end-to-end tech solutions from consultation, implementation, to the completion of IT projects.

Our service covers talent solutions to assist clients to quickly acquire IT talent and resources on a flexible project basis to achieve their digital transformation projects.



Emerging Markets Payroll (EMP)

Emerging Markets Payroll (EMP) is a payroll alliance of three specialist Regional Payroll Providers that collectively offer comprehensive local HR and payroll support for 80+ countries worldwide in emerging markets across Asia Pacific & the Middle East, Africa, and Latin America.

Let us help you plan your HR and grow your business in 2026!

Drop us an email at frontdesk@linksinternational.com or call to learn how we can help fortify your HR functions. For more information about any of our services, simply visit us at www.linksinternational.com

Contact us

Links International is committed to providing recruitment, advisory and payroll services in Asia & the Middle East. With 30+ locations in Asia & the Middle East, no matter the size of your organisation, we can tailor our solutions to meet your business needs and better serve your employees.

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Appendix

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5. Hong Kong Monetary Authority
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7. The Straits Times
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10. Malay Mail
11. McKinsey & Company
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15. Infocomm Media Development Authority
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21. The Straits Times
22. China Briefing
23. Salesforce State of Marketing Report
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Over 25 years of HR excellence – Links International

Links has been specialising in delivering 100% in-country HR services and tech across Asia & the Middle East for over 25 years. Our team of 2,800+ professionals across 20+ locations help provide clients with the best HR experience by delivering local market expert HR advice including best industry practices and final mile services. Links has been recognised as a 'Star Performer' in Everest Group's Multi-Country Payroll (MCP) Solutions PEAK Matrix® Assessment 2022-2023 & 2025 and has been voted best HR Outsourcing Partner for 11 consecutive years.

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