

2025 job market outlook
and salary guide.

hong kong SAR.



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partner for talent.

business & talent outlook.

The 2025 outlook for Hong Kong's labour market reflects a complex interplay of economic growth, strategic national developments and rising operating costs.

From 2025 to 2028, the local economy is forecasted to grow modestly at an average of 3.2% annually. This growth is supported by further investments and focus on growth areas.

As a reflection to the market conditions, results from our dipstick survey with employers revealed similar sentiments, as 54% of respondents will maintain their headcount in 2025 (hiring for replacements only) and 34% are looking to increase headcount as they expand their teams and offices.

high demand for sales and tech talent in hong kong.

Hong Kong's top priority following the pandemic is to rebuild business and social confidence in its future as a vibrant international hub for finance, maritime activities, and trade.

Recent government initiatives, including the [New Capital Investment Entrant Scheme](#) and streamlined IPO processes, aim to attract more businesses and high-net-worth individuals to the city. Domestically, projects like the Northern Metropolis and land reclamation near Victoria Harbour will create new and diverse business opportunities and attract more talent to Hong Kong.

Our survey reveals that revenue-generating roles are in high demand, with 34% of employers indicating a focus on hiring sales and business development talent. Even in marketing, life sciences and legal, we see more roles needing to make a commercial impact, necessitating data analytics, business acumen and basic financial skills among the workforce.

Digital transformation continues to change how businesses operate. Automation and digital tools are making processes more efficient, and the potential of artificial intelligence (AI) is set to boost productivity even further.

In addition to revenue-generating roles, employers are looking to hire more technology professionals. Our survey shows that 22% of employers plan to add tech staff, while 16% seek talent to help with digital transformation and AI integration.

navigating talent acquisition: new initiatives and market realities.

Employers are increasingly seeking talent equipped with the right skills, experience, and adaptability to navigate the evolving business landscape. With the rise of digital transformation and shifting customer behaviours, hiring expectations have increased, with a focus on attracting top talent.

While new initiatives like the expansion of the Top Talent Pass Scheme and the new [Quality Migrant Admission Scheme](#), are designed to attract more talent to Hong Kong, companies continue to face challenges in attracting and retaining skilled professionals due to skills scarcity and evolving talent expectations.

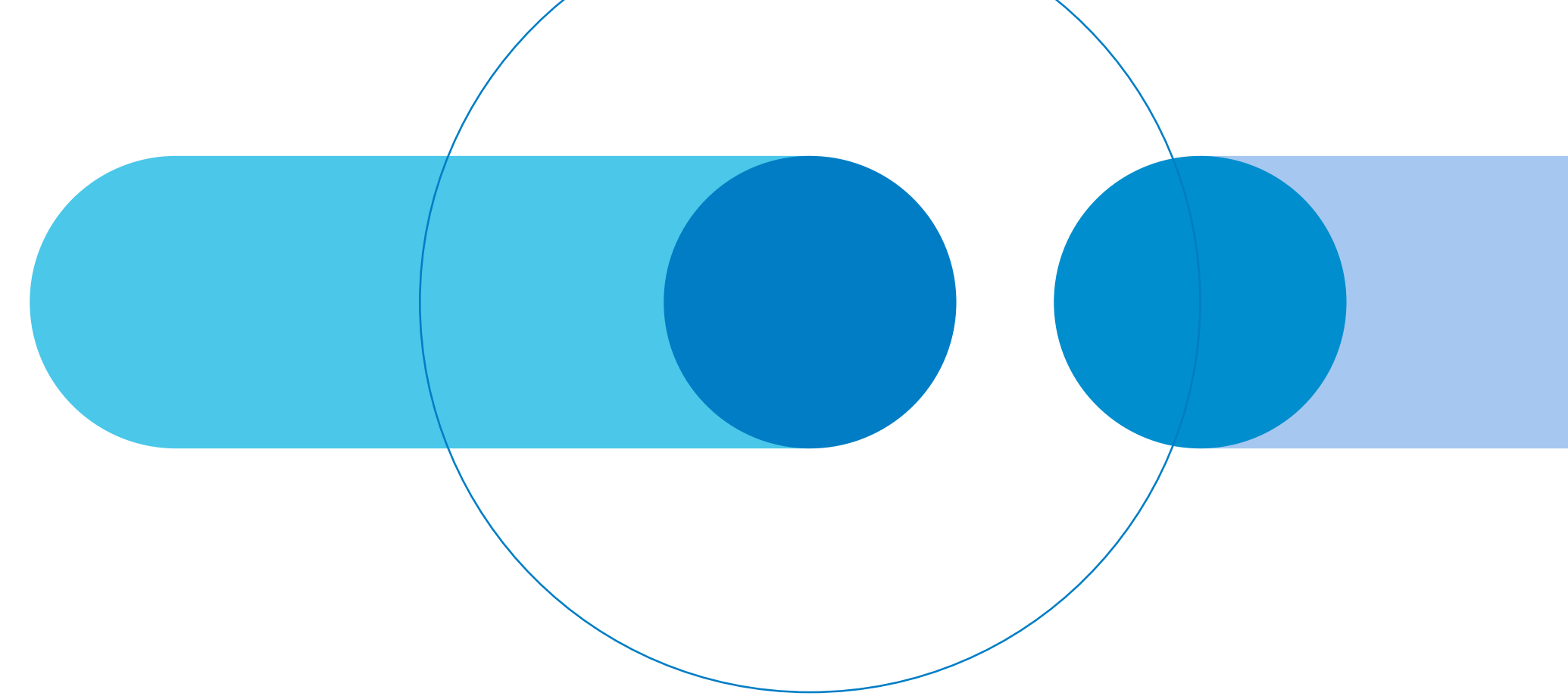
The top challenge for employers in Hong Kong is a shortage of skilled talent, with 62% of respondents highlighting this issue. Additionally, 46% struggle to meet salary expectations, and 26% face intense competition for skilled workers, particularly those with niche expertise.

In response to these challenges, 30% of companies plan to increase their budgets for hiring technical roles in 2025.

As companies prioritise finding individuals who can deliver results quickly, eligible candidates often find themselves in a strong position during salary negotiations. Many employers may also encounter tighter corporate budgets, with 62% of respondents anticipating further financial constraints due to the global economic environment.

This dual pressure makes it critical for organisations to carefully navigate talent acquisition while effectively managing costs.

This dynamic has created challenges for employers, who must balance their desire for top-tier talent with the reality of a limited talent pool.



59%

skilled labour shortages are a major HR challenge.

DEI and enhanced employee benefits in hong kong SAR

To better meet their hiring expectations, employers are encouraged to place renewed emphasis on their employer branding activities. 24% of respondents said that they will invest in employer branding to improve their overall recruitment efficiency.

Many companies are enhancing their employee benefits package to include health benefits, flexible work arrangements and career development opportunities - factors that have [become increasingly important for talent](#).

The changing environment underscores the growing recognition of the need for companies to cultivate a vibrant workforce culture with diversity, equity and inclusion (DEI) at the core. In our [2024 Employer Brand Research](#), “equity” debuted as the 5th most important employee value proposition factor that job seekers in Hong Kong prioritise in an ideal employer.

As Hong Kong navigates the changes in talent expectations and workplaces, it is clear that fostering an inclusive workplace culture is not merely a trend but a necessity for attracting and retaining top talent. Companies that prioritise DEI will be better positioned to unlock the full potential of their workforce, driving innovation and improving overall organisational performance.



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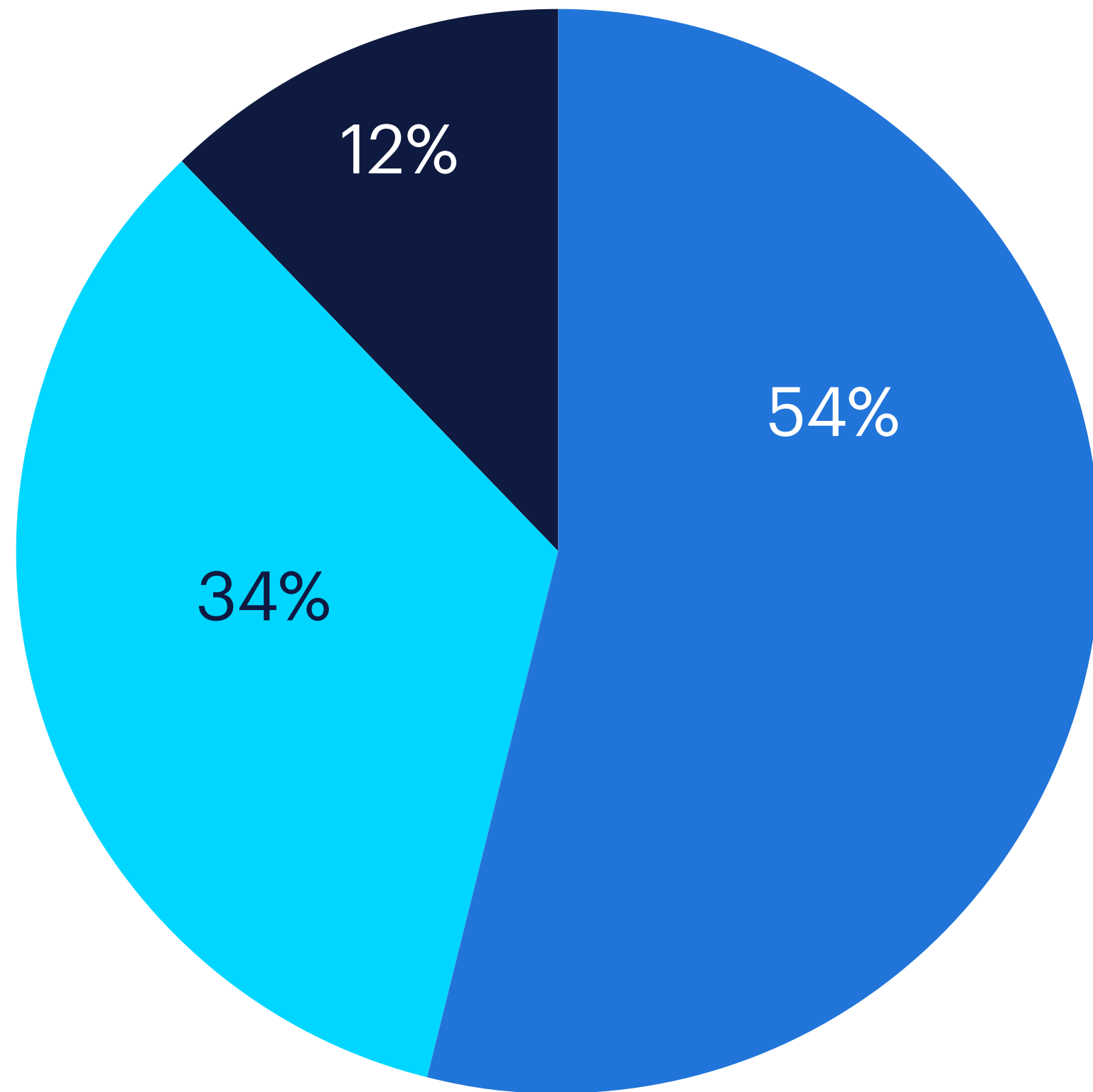
hong kong 2025 talent outlook dipstick survey results.



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what are your projected hiring needs for 2025, will you be increasing, decreasing or maintaining your current headcount?



- increase in headcount (expanding teams, setting up new offices)
- no change to headcount
- decrease in headcount (restructuring, downsizing)



which job functions or departments will see the most hiring activity in 2025?



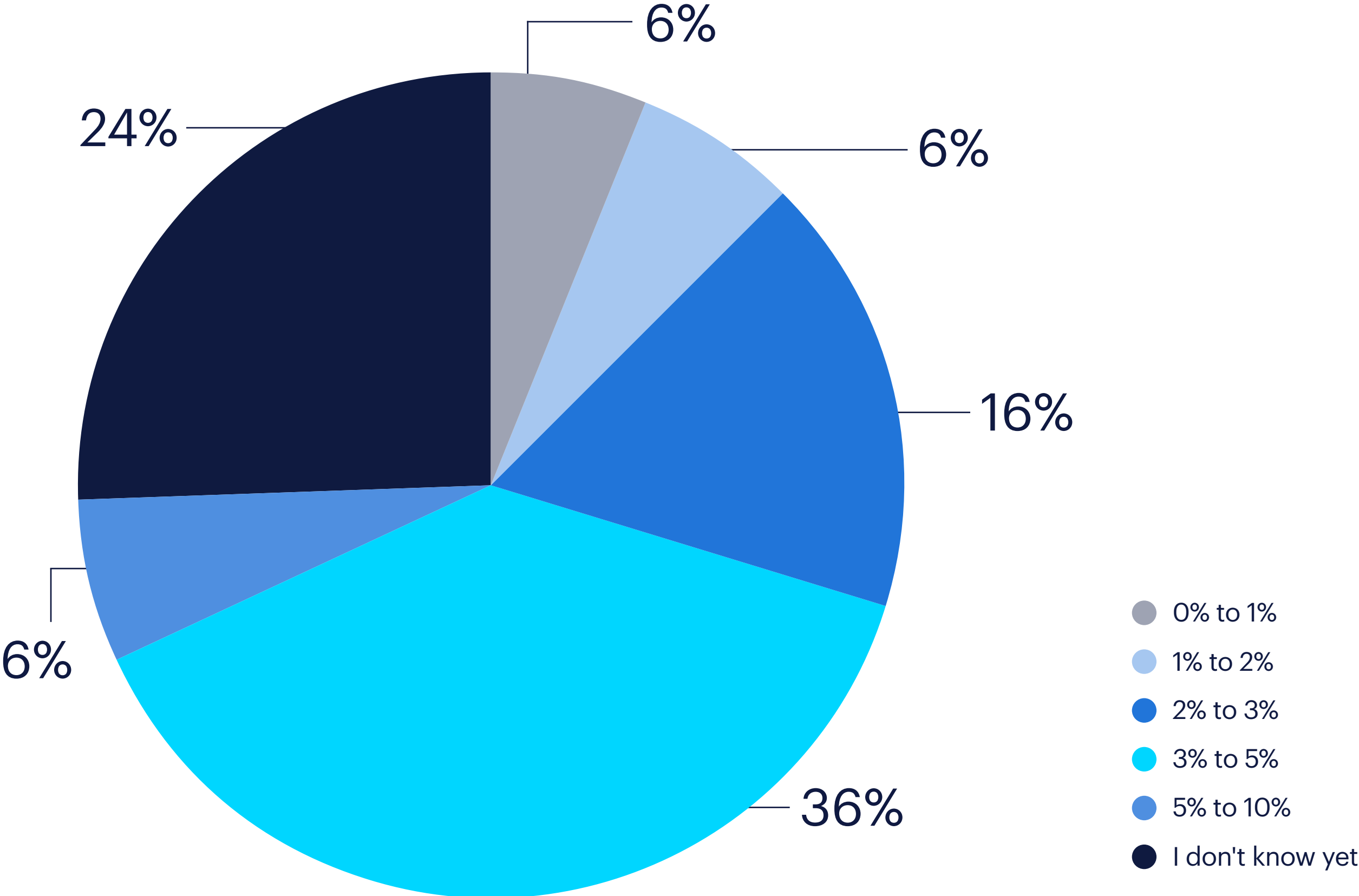
what will your hiring strategy for 2025 likely be?



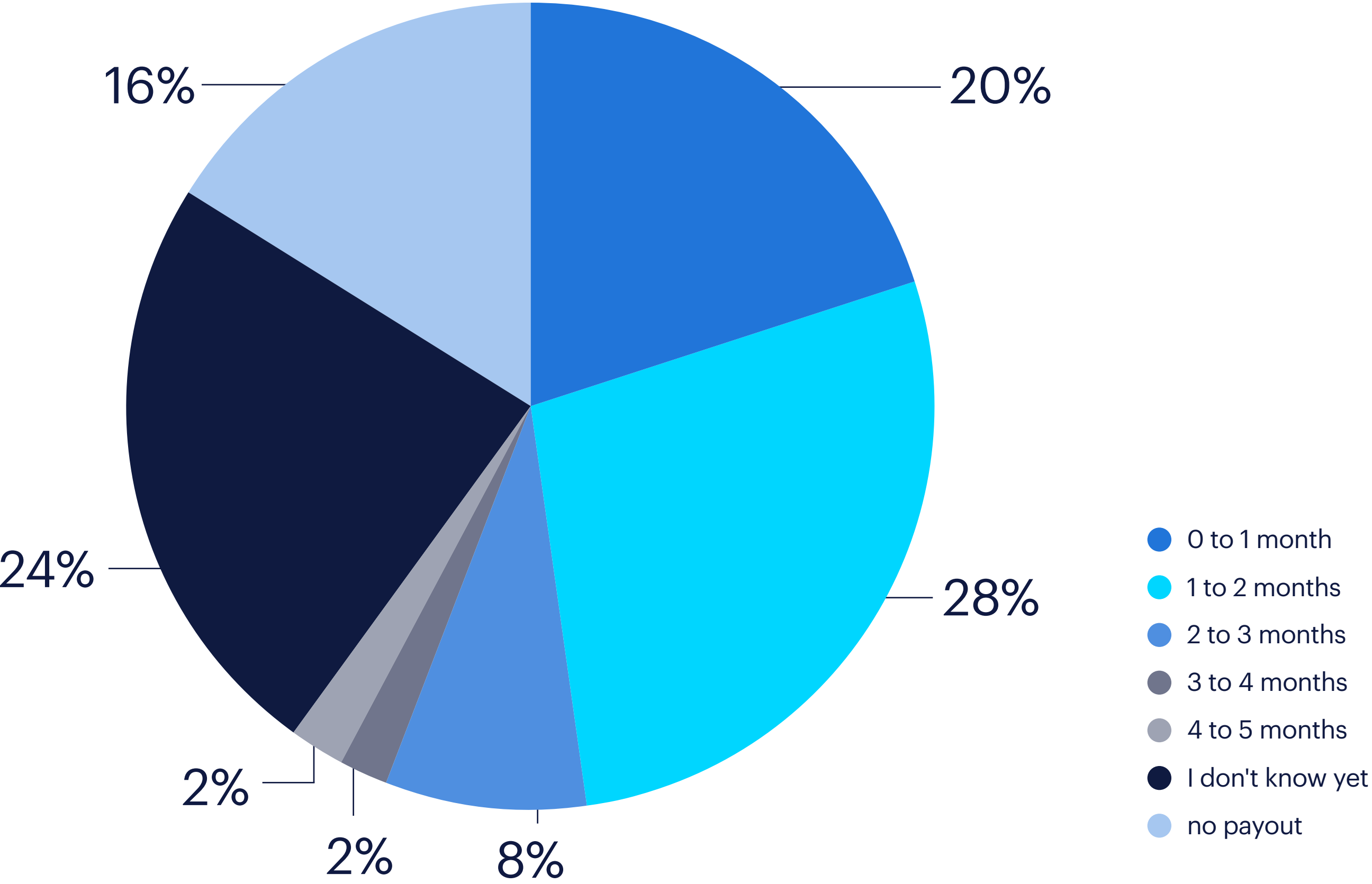
what will be your organisation's talent acquisition challenge in 2025?



what is your projected budget for average salary increases across your organisation in 2025?



will your company be issuing bonuses for work done in 2024, and how much on average across your organisation?



what are the biggest HR challenges you anticipate facing in 2025?



2025
job market
outlook trends
by industry.



partner for talent.

accounting and finance.

The demand for skilled accounting and finance professionals is projected to rise in 2025, primarily due to the increasing number of Chinese companies setting up regional hubs in Hong Kong as part of their expansion plans into Southeast Asia.

For many Chinese fast fashion, retail, food and beverage companies, Hong Kong is emerging as a to key Southeast Asian markets. These exciting expansions create new business opportunities as well as an increasing demand for finance and investment talent.

talent movement & in-demand skills

We expect the high demand for junior to middle-level accountants and finance professionals to remain strong in 2025, as companies continue to hire talented workers to maintain their base operations.

When hiring, most employers are focussed on talent with specific skills and expertise who can meet their business needs to manage their hiring budgets effectively. As a result, there will be competition for finance professionals who can use data to make informed decisions and communicate financial information, as these are the skills and characteristics employers seek in talent.

Some of the most in-demand skills when hiring accounting and finance professionals are:

- Experienced in using data visualisation tools like Power BI and Tableau
- Language proficiency in Cantonese, English and Mandarin
- Stakeholder management
- Conflict management
- Effective communications

It is common for accounting and finance professionals with in-demand skills to receive multiple job offers. To successfully attract top talent, employers will need to offer competitive salaries, employee benefits, and flexible work arrangements. Additionally, employers must streamline their recruitment processes and make quick hiring decisions.

In 2025, many accounting and finance candidates will likely continue to be cautious about changing jobs, prioritising job security over other factors. According to the [2024 Employer Brand Research](#), job security is the 4th most important EVP Hongkongers look for in an ideal employer and 23% of respondents resigned due to concerns about their company's financial stability.

As companies adapt to changing market dynamics and consumer behaviours, the demand for skilled finance professionals will evolve. To successfully navigate talent shortages, organisations should focus on creating appealing work environments that emphasise stability, flexibility, and opportunities for professional development.



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in-demand skills.

- data visualisation skills (Power BI, Tableau)
- language proficiency
- stakeholder management
- conflict management
- effective communication

accounting and finance.

accounting / financial reporting / operation finance	low	middle	high
assistant accountant / finance officer	23,000	25,000	27,000
accountant	25,000	29,000	35,000
senior accountant	33,000	35,000	37,000
accounts receivable specialist	23,000	25,000	30,000
accounts receivable manager	45,000	50,000	60,000
accounts payable specialist	23,000	25,000	30,000
accounts payable manager	45,000	50,000	60,000
credit controller	25,000	35,000	60,000
assistant finance manager	40,000	45,000	48,000
finance manager	46,000	52,000	60,000
senior finance manager	52,000	60,000	65,000
financial planning & analysis / business partnering			
financial analyst	25,000	30,000	35,000
assistant manager, FP&A / senior financial analyst	38,000	45,000	50,000
FP&A manager / business controller	50,000	55,000	60,000
senior manager, FP&A / senior business controller	65,000	70,000	80,000
head of FP&A	80,000	85,000	95,000
regional FP&A director	85,000	90,000	100,000
internal audit / risk			
internal auditor	40,000	45,000	48,000
assistant manager, internal audit	45,000	48,000	50,000
internal audit manager	50,000	53,000	60,000
assistant manager, IT audit	48,000	52,000	55,000
IT audit manager	50,000	55,000	60,000
senior manager, internal audit	68,000	80,000	85,000
head of internal audit	85,000	90,000	130,000
risk manager / risk & compliance manager	50,000	55,000	60,000
head of risk	80,000	88,000	120,000

taxation	low	middle	high
tax analyst	20,000	24,000	26,000
assistant manager	35,000	38,000	43,000
tax manager	45,000	50,000	53,000
senior manager	55,000	62,000	65,000
head of tax	81,000	92,000	145,000
regional tax director	85,000	95,000	150,000
investment/ corporate finance			
treasury analyst / treasury specialist	28,000	32,000	42,000
treasury manager	38,000	45,000	56,000
treasurer / head of treasury	80,000	86,000	138,000
investment/ corporate finance			
analyst	28,000	32,000	40,000
manager	45,000	52,000	60,000
senior manager	60,000	75,000	86,000
director	85,000	93,000	120,000
project accounting			
project accountant	30,000	33,000	38,000
project accounting manager	50,000	53,000	60,000
finance transformation			
analyst	28,000	32,000	40,000
manager	40,000	48,000	56,000
finance transformation lead	70,000	85,000	96,000
head of finance transformation	86,000	100,000	120,000
investor relations			
assistant manager, investor relations	40,000	42,000	45,000
investor relations manager	45,000	52,000	60,000
head of investor relations / investor relations director	75,000	80,000	92,000
senior executive			
financial controller	65,000	68,000	72,000
finance director	70,000	75,000	85,000
head of finance	85,000	90,000	95,000
CFO - SME	95,000	100,000	120,000
CFO - large scale	130,000	200,000	330,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

banking & financial services.

In 2025, the banking and financial services sector will continue to transform its internal processes, products and services to adapt to the changing economy and changing customer needs. While there are areas where we see offshoring and divestments which led to lower hiring activities, there are also pockets of bright spots driving hiring activities as the industry retains its robust position in Hong Kong.

front office.

Corporate and transaction banks are showing signs of slowing, as employers now have more specific hiring criteria and are taking longer to approve new headcounts. At the same time, many senior professionals from investment banks are entering the job market due to global restructuring. However, Chinese investment banks continue to maintain a strong presence in Hong Kong and are focused on retaining their talent.

With fewer IPO deals and global restructuring, front-office hiring is likely to remain quiet in 2025, except for private banks and wealth management, which will see positive developments and active talent movement.

The growth is bolstered by new initiatives to attract wealth networks from around the globe, including the introduction of the New Capital Investment Entrant Scheme, which aims to draw high-net-worth (HNW) individuals and family offices to the city. This initiative is complemented by the "Impact Link" programme, designed to connect philanthropic efforts with high-potential charitable projects, thereby enhancing the appeal of Hong Kong as a hub for global family offices and asset owners.

Additionally, tighter and more transparent regulations introduced in recent years have made Hong Kong more attractive to clients seeking assurance and safety.

We are seeing Relationship Managers moving from private banks to family offices and wealth management firms, reflecting a shift in financial activities. There is also an increasing demand for Assistant Relationship Managers, who can expect better remuneration packages in 2025.

As hiring activity increases, employers are raising their expectations. Companies seek candidates with established client networks who can deliver results quickly. This pressure to deliver results quickly may discourage some candidates from exploring new job opportunities, even if they have the network, experience and skills to perform well.

Traders and portfolio managers are now expected to have programming skills to manage pricing, risk management, and trade management platforms effectively. Employers are particularly interested in candidates with expertise in data analytics and proficiency in data visualisation tools.

Employees can expect an organic salary increase of up to 5%, depending on their performance. However, professionals in front office roles are likely to seek salary increases of 15% to 20% when moving to new employers in 2024.

in-demand skills.

- good client network
- programming skills
- data analytics
- proficiency in data visualisation tools

middle & back offices.

As companies remain cautious in 2025, recruitment for middle and back office roles is expected to focus on replacing existing headcount rather than creating new positions. While many organisations are still in cost-management mode, further downsizing in middle and back office roles is unlikely.

This stability is largely due to the completion of offshoring restructurings, which means companies are already operating with leaner teams.

The emphasis will be on maintaining operational efficiency, particularly in roles related to Credit Risk and Enterprise Risk, where the headcount is essential for managing loan volumes and ensuring compliance with new regulations.

This environment may encourage more professionals to seek new opportunities in 2025, as concerns about restructuring and instability associated with job changes diminish.

Within compliance, cryptocurrency and digital assets firms are expected to invest in hiring senior compliance officers to navigate licensing applications and approvals. The ongoing compliance updates for digital assets will also increase talent demand for senior compliance professionals. However, candidates looking for roles in cryptocurrency firms should manage their expectations; while compensation can be lucrative, the work environment often resembles a one-person operation.

Additionally, the talent demand for Anti-Money Laundering positions will remain high in 2025, especially for roles focused on Fraud and Sanctions.

Overall, while the middle and back office sectors may not see significant growth in headcount, the need for skilled professionals in compliance and risk management will continue to drive recruitment efforts.

The demand for Know-Your-Customer (KYC) professionals is anticipated to remain strong, especially in light of potential growth in the private banking and wealth management sectors. As financial institutions prepare to capitalise on these opportunities, skilled KYC professionals will be critical to ensure compliance with evolving regulations.

Employers are increasingly looking for talent equipped with specialised knowledge in Financial Reporting Review (FRR) and Securities and Futures Commission (SFC) reporting. Candidates who are well-rounded and with practical experience are sought after to deliver on regulatory reporting and daily accounting operations.



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in-demand jobs.

- credit risk
- enterprise risk
- compliance
- anti-money laundering
- know-your-customer

banking & financial services: front office.

retail banking	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
personal banker	16,000 - 27,000	27,000 - 29,000	29,000+	-
premier banking relationship manager	30,000 - 44,000	35,000 - 65,000	45,000 - 70,000	70,000+
treasury specialist	33,000 - 35,000	38,000 - 48,000	48,000 - 55,000	60,000+
investment consultant	38,000 - 65,000	50,000 - 65,000	65,000 - 85,500	85,000+
insurance specialist	25,000 - 35,000	30,000 - 55,000	45,000 - 65,000	65,000+
mortgage specialist	15,000 - 21,000	21,000 - 25,000	25,000 - 30,000	-
global market treasury				
corporate sales	20,000 - 40,000	40,000 - 70,000	70,000 - 120,000	120,000+
credit sales	40,000 - 60,000	60,000 - 100,000	100,000 - 120,000	120,000+
product development	20,000 - 40,000	40,000 - 60,000	60,000 - 80,000	80,000+
FX trader	20,000 - 40,000	40,000 - 70,000	70,000 - 120,000	120,000+
money market trader	20,000 - 40,000	40,000 - 70,000	70,000 - 110,000	110,000+
bond trader	20,000 - 40,000	40,000 - 70,000	70,000 - 110,000	110,000+
corporate banking				
department head	-	-	120,000 - 180,000	180,000+
team head	65,000 - 75,000	75,000 - 100,000	85,000 - 120,000	120,000+
senior relationship manager / relationship manager	30,000 - 45,000	40,000 - 70,000	50,000 - 80,000	80,000+
assistant relationship manager / relationship support officer	15,000 - 33,000	25,000 - 42,000	35,000 - 50,000	40,000 - 50,000+
credit analyst	18,000 - 35,000	30,000 - 60,000	50,000 - 90,000	90,000+
commercial banking				
department head	-	-	120,000 - 180,000	150,000+
team head	60,000 - 70,000	65,000 - 80,000	70,000 - 90,000	80,000+
senior relationship manager / relationship manager	28,000 - 40,000	35,000 - 60,000	50,000 - 75,000	60,000+
assistant relationship manager / relationship support officer	13,000 - 30,000	22,000 - 40,000	35,000 - 50,000	40,000 - 50,000
financial institutional banking				
department head	-	-	160,000 - 200,000	200,000+
team head	75,000 - 90,000	90,000 - 120,000	100,000 - 140,000	120,000+
senior relationship manager / relationship manager	30,000 - 40,000	40,000 - 60,000	60,000 - 80,000	80,000+
assistant relationship manager / relationship support officer	25,000 - 45,000	40,000 - 55,000	55,000+	55,000+

transaction banking	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
trade finance sales	20,000 - 40,000	40,000 - 60,000	60,000 - 100,000	100,000+
cash sales	40,000 - 60,000	50,000 - 70,000	70,000 - 90,000	90,000+
structured finance / project finance / syndication finance				
associate / AVP	30,000 - 50,000	45,000 - 60,000	-	-
VP / senior associate / associate director	50,000 - 80,000	70,000 - 100,000	80,000 - 120,000	120,000+
director or above	-	110,000 - 150,000	140,000 - 170,000	160,000+
department head	-	-	200,000 - 250,000	250,000+
private banking & wealth management				
private banking management	-	-	-	300,000+
private banking relationship manager	65,000 - 80,000	80,000 - 110,000	120,000 - 180,000	200,000+
private banking client services officer	35,000 - 45,000	45,000 - 55,000	55,000 - 65,000	65,000+
investment counselor	65,000 - 75,000	70,000 - 100,000	100,000 - 140,000	150,000+
investment counselor assistance	35,000 - 50,000	50,000 - 65,000	-	-
product management	50,000 - 60,000	60,000 - 90,000	90,000 - 120,000	120,000+
wealth planning specialist	40,000 - 50,000	55,000 - 70,000	80,000 - 100,000	120,000+
private equity				
private equity associate / senior associate	40,000 - 60,000	50,000 - 100,000	100,000 - 150,000	-
private equity principal	-	-	125,000 - 200,000	200,000+
private equity partner	-	-	-	300,000+
asset management (fixed income, equities)				
analyst	30,000 - 50,000	50,000 - 70,000	70,000 - 90,000	90,000+
portfolio manager	-	60,000 - 80,000	80,000 - 130,000	130,000+
fund manager	-	50,000 - 70,000	70,000 - 100,000	100,000+
trader	30,000 - 40,000	40,000 - 60,000	60,000 - 100,000	110,000+
investment banking				
corporate finance	50,000 - 70,000	80,000 - 120,000	125,000 - 175,000	175,000+
M&A	50,000 - 70,000	80,000 - 120,000	125,000 - 175,000	175,000+
IPO execution	40,000 - 60,000	60,000 - 95,000	100,000 - 150,000	150,000+
DCM	45,000 - 65,000	70,000 - 110,000	120,000 - 160,000	175,000+

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

banking & financial services: middle office.

compliance	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
chief compliance officer / head of compliance	-	-	120,000 - 140,000	140,000+
licensing	25,000 - 40,000	40,000 - 60,000	60,000 - 80,000	80,000+
regulatory compliance	30,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
compliance advisory - global markets	30,000 - 50,000	50,000 - 70,000	70,000 - 110,000	110,000+
compliance policy and procedure	25,000 - 40,000	40,000 - 60,000	60,000 - 100,000	100,000+
anti-money laundering (AML) / financial crime compliance (FCC)	20,000 - 40,000	40,000 - 80,000	80,000 - 150,000	150,000+
fraud investigation & advisory	20,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
trade surveillance	25,000 - 35,000	35,000 - 60,000	60,000 - 100,000	100,000+
control room	25,000 - 35,000	35,000 - 60,000	60,000 - 100,000	100,000+
compliance advisory - IBD / research compliance	30,000 - 50,000	50,000 - 70,000	70,000 - 110,000	110,000+
disclosure of interest (DOI)	20,000 - 35,000	35,000 - 50,000	50,000 - 90,000	90,000+
compliance testing / assurance	25,000 - 45,000	45,000 - 70,000	70,000 - 100,000	110,000+
anti-bribery compliance	30,000 - 40,000	40,000 - 65,000	65,000 - 100,000	110,000+
sanction investigation & advisory	20,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
asset management compliance - investment compliance	25,000 - 40,000	40,000 - 75,000	75,000 - 120,000	120,000+
asset management compliance - business compliance	30,000 - 45,000	45,000 - 75,000	75,000 - 120,000	120,000+
insurance compliance	25,000 - 35,000	35,000 - 65,000	65,000 - 110,000	110,000+

risk management	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
chief risk officer / head of risk	-	-	120,000 - 140,000	165,000+
market risk	30,000 - 45,000	45,000 - 65,000	65,000 - 100,000	120,000+
liquidity risk	25,000 - 35,000	35,000 - 50,000	50,000 - 70,000	90,000+
credit risk	25,000 - 40,000	40,000 - 55,000	55,000 - 70,000	100,000+
operational risk	25,000 - 40,000	40,000 - 55,000	55,000 - 70,000	100,000+
enterprise risk	30,000 - 45,000	45,000 - 60,000	60,000 - 80,000	100,000+
IT risk	30,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
business risk	30,000 - 45,000	45,000 - 65,000	65,000 - 80,000	80,000+
risk analytics & methodology	25,000 - 35,000	35,000 - 50,000	50,000 - 70,000	90,000+
model risk / validation	30,000 - 40,000	40,000 - 55,000	55,000 - 80,000	90,000+
investment risk & portfolio risk	25,000 - 40,000	40,000 - 65,000	65,000 - 80,000	100,000+

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

banking & financial services: back office.

operations	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
chief operating officer	-	-	-	160,000+
head of operations	-	-	-	120,000+
asset servicing / corporate actions	18,000 - 28,000	28,000 - 40,000	40,000 - 70,000	70,000+
branch operations	14,000 - 18,000	18,000 - 30,000	30,000 - 50,000	50,000+
cash operations	18,000 - 25,000	25,000 - 38,000	38,000 - 60,000	70,000+
change management / project management	20,000 - 35,000	35,000 - 60,000	60,000 - 90,000	90,000+
credit administration	18,000 - 28,000	28,000 - 38,000	38,000 - 50,000	50,000+
fund administration / operations	20,000 - 35,000	35,000 - 50,000	50,000 - 70,000	80,000+
investment operations	25,000 - 40,000	40,000 - 60,000	60,000 - 75,000	85,000+
KYC / client onboarding (COB)	20,000 - 30,000	30,000 - 45,000	45,000 - 65,000	65,000+
loan operations	18,000 - 28,000	28,000 - 45,000	45,000 - 60,000	60,000+
middle office - client servicing / sales support	30,000 - 45,000	45,000 - 60,000	60,000 - 85,000	85,000+
middle office - trade support	25,000 - 38,000	38,000 - 55,000	55,000 - 75,000	75,000+
settlements	18,000 - 28,000	28,000 - 40,000	40,000 - 60,000	60,000+

finance accounting & audit	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
chief financial officer	-	-	-	160,000+
head of finance	-	-	85,000 - 95,000	110,000+
accountant	20,000 - 30,000	30,000 - 50,000	50,000 - 60,000	60,000+
fund accountant	20,000 - 30,000	30,000 - 50,000	50,000 - 70,000	70,000+
financial planning & analysis / management reporting	25,000 - 40,000	40,000 - 60,000	60,000 - 85,000	85,000+
financial reporting	25,000 - 40,000	40,000 - 55,000	55,000 - 75,000	75,000+
regulatory reporting	25,000 - 40,000	40,000 - 60,000	60,000 - 85,000	100,000+
product control	25,000 - 40,000	40,000 - 65,000	65,000 - 90,000	95,000+
tax	25,000 - 45,000	45,000 - 65,000	65,000 - 90,000	100,000+
asset liability manager / treasury	25,000 - 40,000	45,000 - 65,000	65,000 - 90,000	90,000+
system finance	25,000 - 40,000	40,000 - 60,000	65,000 - 85,000	85,000+
head of internal audit	-	-	-	160,000+
head of IT audit	-	-	-	150,000+
internal auditor	25,000 - 40,000	40,000 - 60,000	60,000 - 90,000	100,000+
IT audit	25,000 - 40,000	40,000 - 65,000	65,000 - 90,000	100,000+

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

business support.

The rise of automation and digital solutions is reshaping the landscape of traditional administrative tasks, impacting the role that executive secretaries and administrators (EAs) play. While some routine tasks are becoming streamlined, this shift is driving a transformation in the skills and responsibilities expected of EAs.

the in-demand skills of an EA in a digital age

Digital transformation is creating a demand for EAs who are familiar with using different digital ecosystems and taking on more strategic responsibilities. This includes expertise in project management, data analysis and the ability to use technology to enhance efficiency.

With organisations streamlining their administrative headcount, employers are prioritising digital-savvy candidates who proactively upskill themselves. EAs experienced in managing multiple complex projects and analysing data for their teams will be highly sought after, as they become strategic partners to C-suite executives.

Companies also look for candidates with a strong attention to detail, as they are responsible for organising schedules and ensuring meticulous execution of their tasks. Employers are also looking for talent with a flexible mindset and effective communication skills to manage various senior stakeholders. Additionally, candidates must be adaptable with their time, as they will need to attend business meetings and accommodate changing schedules.

local and junior candidates are more in demand

The Hong Kong job market for executive assistants presents distinct opportunities for junior and senior candidates.

Many companies actively seek secretaries with less than five years of experience, creating an advantage for junior candidates entering the workforce. Their limited work experience serves as a benefit, allowing them to readily secure entry-level positions and explore a range of opportunities to gain valuable experience and refine their career aspirations.

In contrast, middle to senior talent often approach job changes with more caution. With established careers and specific goals in mind, they prioritise finding roles that align with their values and long-term ambitions.

A notable trend in Hong Kong's hiring landscape is a preference for local candidates. While hiring local candidates helps boost the local workforce, cultural fit considerations and language capabilities drive this hiring preference.

With more Chinese firms setting up operations in Hong Kong, Mandarin has become essential for most applications. Local candidates are often trilingual and proficient in English, Mandarin and Cantonese, which helps the company manage stakeholders across the region.



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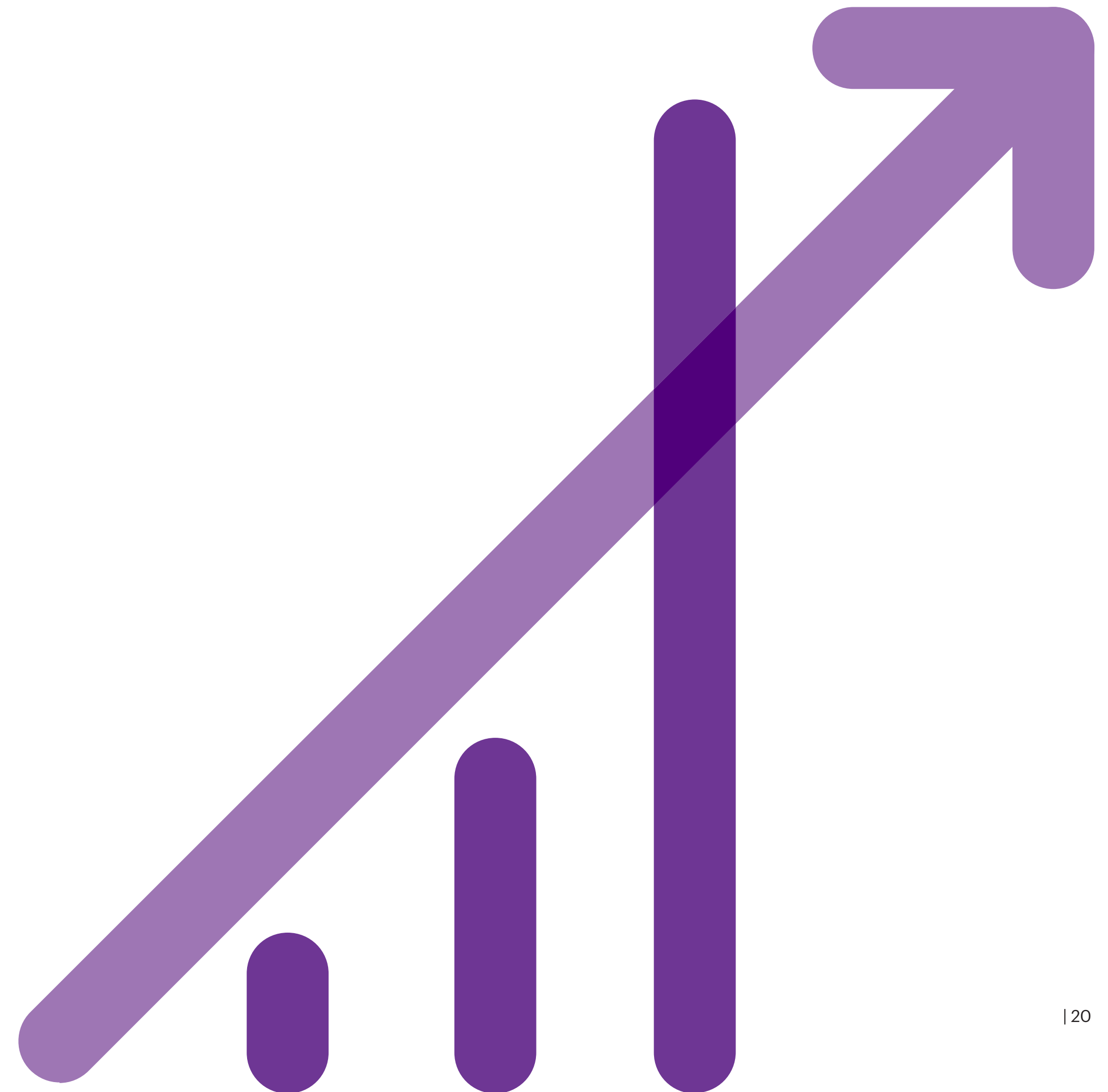
in-demand skills.

- project management
- data analysis
- attention to detail
- effective communication
- flexible mindset
- adaptable to changes

business support.

roles	low	middle	high
head of admin	90,000	100,000	120,000
senior secretary	40,000	45,000	50,000
secretary	25,000	30,000	35,000
executive assistant	40,000	50,000	60,000
personal assistant	40,000	50,000	65,000
office manager	40,000	50,000	65,000
administrative manager	40,000	45,000	50,000
team secretary	25,000	30,000	35,000
administrative assistant	20,000	25,000	28,000
receptionist	23,000	25,000	30,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.



construction, property & engineering.

Hiring activities in the construction and property industry are expected to remain stable in 2025. The recruitment landscape will likely be characterised by “musical chairs,” a term used to describe talent mobility without net job creation in the industry.

As large infrastructure projects, such as the three-runway system (3RS) at Hong Kong International Airport, near completion, a talent surplus may arise. However, many professionals may transition to other infrastructure projects like Hung Shui Kiu Station, the Northern Link Main Line, and cross-border railway initiatives. Despite initial excitement, the Northern Metropolitan project—the largest infrastructure endeavour in Hong Kong—has been progressing slowly.

Currently, there is more supply than demand in both commercial and residential sectors, prompting companies to be cautious about adding new headcounts. While lowering interest rates and initiatives from the 2025 Policy Address might provide a short-term boost to the property market, long-term success remains a question.

Green and sustainable building practices, although critical globally, may take a backseat in 2025. With an oversupply of properties and revenue concerns at the forefront, sustainability has become a “nice to have” rather than a priority for many organisations. However, we have observed that some larger, forward-looking companies are more likely to hire talent with green skills to advance their sustainability strategies and meet their commitment goals.

talent movement and expectations trends

Due to a lack of robust project pipelines, candidates are prioritising stability when seeking new employers. They prefer companies with sufficient ongoing projects that ensure long-term employment.

In this employer-driven market, candidates have adjusted their expectations; work flexibility is now seen as a “good to have” rather than a must-have benefit. Bonus expectations have also decreased significantly — from 2 to 3 months in real estate to just 1 to 2 months; in construction, receiving any bonus is now considered fortunate.

Middle to senior-level professionals often hold traditional expectations shaped by past economic crises, prioritising steady careers that meet their minimum job satisfaction criteria.

In contrast, junior and mid-level professionals — more sought after due to tighter hiring budgets — tend to have higher expectations regarding career development and growth.

higher demand for technical and transferable skills

There is an overall increase in demand for Electric and Mechanical Engineers and Building Services professionals due to their highly transferable skills. Even during this lull period without new construction projects, companies can reassign these professionals to retrofit and enhancement work or facilities management.

On the leasing and property front, there is heightened demand for proactive sales and marketing talent. Those innovative and creative in engaging customers — especially those who can generate excitement for projects before their official launch — are particularly sought after.

This trend pressures other property developers to hire professionals with the mindset to adopt similar strategies in media engagement, digital marketing, and offering special discounts to enhance project appeal.

Employers aim to recruit top salespeople with proven track records but remain cautious about hiring someone who may lack passion for the project or fit poorly within their organisational culture. During recruitment, it is recommended that employers focus on candidates’ potential, motivation, and willingness to contribute positively, as these factors will likely lead to successful integration into the company



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in-demand jobs.

- electric & mechanical engineers
- building services professionals
- sales & marketing talent

construction & property.

property management	low	middle	high
property director	80,000	100,000	130,000
senior property manager	60,000	68,000	75,000
property manager	43,000	48,000	55,000
assistant property manager	33,000	38,000	42,000
property officer	23,000	26,000	31,000
leasing and asset management			
asset management director	90,000	120,000	150,000
asset management manager	52,000	64,000	86,000
asset management officer	30,000	40,000	52,000
leasing director	85,000	100,000	160,000
senior leasing manager	60,000	70,000	85,000
leasing manager	50,000	55,000	60,000
assistant leasing manager	38,000	40,000	50,000
leasing officer	22,000	28,000	38,000
property sales			
sales director	85,000	100,000	150,000
senior sales manager	60,000	70,000	85,000
sales manager	49,000	55,000	60,000
assistant sales manager	35,000	40,000	49,000
senior sales officer	25,000	30,000	35,000
sales officer	18,000	23,000	24,000
facility management			
facilities director	82,000	100,000	130,000
facilities manager	48,000	60,000	80,000
assistant facilities manager	38,000	45,000	50,000
facility officer	24,000	33,000	38,000
head of technical service	85,000	95,000	120,000
technical service manager	55,000	65,000	75,000
technical service officer	30,000	36,000	45,000

property investment & valuations	low	middle	high
property development director (GP surveyor)	85,000	120,000	155,000
property development manager (GP surveyor)	55,000	70,000	85,000
property investment director	80,000	110,000	150,000
property investment manager	45,000	60,000	80,000
property investment analyst	28,000	35,000	45,000
valuation manager	35,000	45,000	65,000
quantity surveying			
head of commercial	90,000	100,000	120,000
commercial manager	65,000	70,000	80,000
head of contracts	89,000	100,000	120,000
quantity surveying manager	55,000	62,000	75,000
senior quantity surveyor	42,000	48,000	58,000
quantity surveyor	30,000	35,000	42,000
assistant quantity surveyor	19,000	23,000	25,000
architecture & design			
design manager	58,000	72,000	80,000
senior architect	55,000	68,000	80,000
architect	50,000	58,000	62,000
architectural assistant	24,000	28,000	35,000
head of interior design	75,000	80,000	95,000
interior design manager	45,000	59,000	75,000
senior interior designer	35,000	40,000	45,000
interior designer	25,000	30,000	35,000
assistant interior designer	19,000	23,000	25,000
building information modelling	25,000	38,000	68,000

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construction & property.

building surveying	low	middle	high
building surveying manager	56,000	68,000	80,000
building surveyor	38,000	43,000	52,000
assistant building surveyor	26,000	29,000	32,000
project management			
head of project	120,000	140,000	180,000
senior project manager	78,000	88,000	100,000
project manager	60,000	70,000	76,000
assistant project manager	38,000	45,000	55,000
project officer	30,000	36,000	40,000
building services and MEP			
building services manager / team lead	55,000	65,000	88,000
building services engineer	35,000	42,000	50,000
building services inspector	40,000	52,000	60,000
civil & structural engineering			
civil & structural head	85,000	95,000	120,000
civil & structural manager	65,000	80,000	85,000
civil & structural engineer	25,000	40,000	50,000
construction management			
construction manager	60,000	65,000	80,000
clerk of works	42,000	50,000	60,000
HSE and sustainability			
health & safety & environmental (HSE) manager	48,000	58,000	70,000
head of environmental sustainability	75,000	88,000	110,000
environmental sustainability manager	50,000	65,000	72,000
assistant manager / senior sustainability officer	33,000	38,000	48,000
sustainability officer	23,000	29,000	33,000
safety officer	28,000	35,000	42,000

private equity / asset management	low	middle	high
managing director	150,000	180,000	220,000
investment associate director / director	80,000	110,000	150,000
investment vice president	60,000	80,000	100,000
investment associate	35,000	65,000	80,000
investment analyst	25,000	45,000	60,000
asset management director	70,000	105,000	125,000
asset management manager	40,000	55,000	70,000
fund management	30,000	65,000	80,000
investor relationship	40,000	60,000	80,000
fund raising	80,000	140,000	200,000
head of research	65,000	80,000	110,000
manager / senior manager, research	40,000	50,000	65,000
research analyst	20,000	25,000	35,000
private equity / asset management			
head of real estate	120,000	160,000	220,000
VP / deputy general manager	80,000	100,000	120,000
AVP / senior manager	60,000	70,000	80,000
manager / assistant manager	35,000	50,000	60,000
officer / senior officer	19,000	25,000	33,000

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construction & engineering.

civil / structures	low	middle	high
project director	85,000	95,000	120,000
civil & structural manager	65,000	80,000	85,000
senior engineer / engineer	35,000	50,000	60,000
assistant engineer/ graduate engineer	23,000	28,000	33,000
geotechnical			
director	100,000	115,000	128,000
technical director	80,000	90,000	100,000
associate	72,000	83,000	90,000
senior engineer / engineer	30,000	50,000	60,000
building services/ electrical & mechanical engineering			
director	87,000	105,000	130,000
technical director	72,000	80,000	85,000
senior project manager	65,000	75,000	90,000
project manager	50,000	62,000	75,000
senior/ project engineer	35,000	42,000	52,000
electrical technician	20,000	26,000	32,000
mechanical technician	18,000	23,000	29,000
quantity surveying / cost management			
managing director	135,000	155,000	185,000
director	100,000	120,000	130,000
technical director	78,000	84,000	90,000
associate	65,000	68,000	75,000
senior quantity surveyor	40,000	48,000	58,000
quantity surveyor	28,000	32,000	38,000
project management			
head of project management	135,000	170,000	220,000
senior project manager	78,000	90,000	110,000
project manager	55,000	60,000	75,000
assistant project manager	38,000	42,000	48,000
project coordinator	28,000	33,000	38,000

architecture	low	middle	high
head of design	100,000	110,000	120,000
senior associate	70,000	85,000	100,000
associate	65,000	80,000	90,000
senior architect	55,000	68,000	80,000
architect	45,000	52,000	58,000
architectural assistant	24,000	28,000	35,000
resident architect	75,000	80,000	110,000
architectural designer	33,000	42,000	55,000
building information modelling	25,000	38,000	68,000
interior design			
associate	45,000	59,000	75,000
senior interior designer	35,000	40,000	45,000
interior designer	26,000	30,000	35,000
assistant interior designer	19,000	23,000	25,000
railway			
signalling engineer	25,000	30,000	35,000
system assurance engineer	25,000	45,000	60,000
system assurance manager	60,000	75,000	90,000
EMC engineer	25,000	30,000	35,000
senior / software engineer	28,000	35,000	40,000
planning engineer	32,000	37,000	45,000
design engineer	25,000	32,000	40,000
environmental engineering			
project manager	52,000	63,000	70,000
project engineer	30,000	38,000	50,000
process manager	38,000	42,000	55,000
process engineer	22,000	29,000	35,000
power plant manager	42,000	49,000	60,000
power plant engineer	26,000	31,000	36,000

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human resources.

The role of human resources (HR) professionals in Hong Kong SAR continues to evolve beyond traditional functions.

HR experts are increasingly tasked with aligning their strategies with overarching business objectives, directly contributing to the organisation's vision and success. This evolution enables HR professionals to adopt a more strategic and collaborative role in talent management and business growth, leading to a heightened demand for specialised skills.

the role of HR evolves from administrators to advisors

The demand for HR professionals who can act as strategic business partners (BP) is rising. These professionals are now expected to serve as trusted advisors to various stakeholders, providing critical insights on workforce planning, employee engagement, and organisational culture.

There is a growing trend among employers in Hong Kong to hire talent acquisition (TA) talent who can support succession planning. Companies are increasingly creating more growth opportunities for their employees, ensuring business continuity and preparing for future challenges.

While the overall demand for learning and development talent has decreased, there is a heightened expectation for them to develop and implement robust skills development programmes to build a good leadership pipeline.

Today, there's also increasing expectation for HR leaders to develop HR initiatives that focus on wellness, especially as more employees seek mental health support. When hiring compensation and benefits (C&B) specialists, employers want professionals who can truly make a difference at work.

Employers are increasingly looking for HR candidates with strong soft skills, especially those who excel at handling difficult conversations. The ability to navigate difficult conversations, such as those about poor performance, job changes, and layoffs, is highly valued. Professionals with these skills can make a significant contribution to employee morale and productivity levels.

cautious senior talent and eager juniors shape hiring trends amid changing expectations

Middle to senior candidates will remain cautious about job switching in 2025, due to the difficulty of securing an ideal role that aligns with their values and desires. On the other hand, junior candidates are more open to opportunities and can easily find jobs, albeit entry-level roles.

As the number of job seekers decreases, companies are grappling with increased talent scarcity. While new talent is entering the Hong Kong market through various visa programs, many employers still prefer to hire local candidates due to cultural fit considerations.

However, Chinese companies often seek candidates from mainland China for dual roles that include local HR management and payroll responsibilities across the Greater China region.

We expect employers to keep offering competitive salary increases of 15% to 20% for high-calibre mid to senior HR professionals specialising in organisational development (OD) and business partnering (BP).

For junior to middle-level HR roles, the anticipated salary increase is slightly lower, ranging from 10% to 15%. The outlook for bonuses remains conservative, with average payouts ranging from 1 to 1.5 months.



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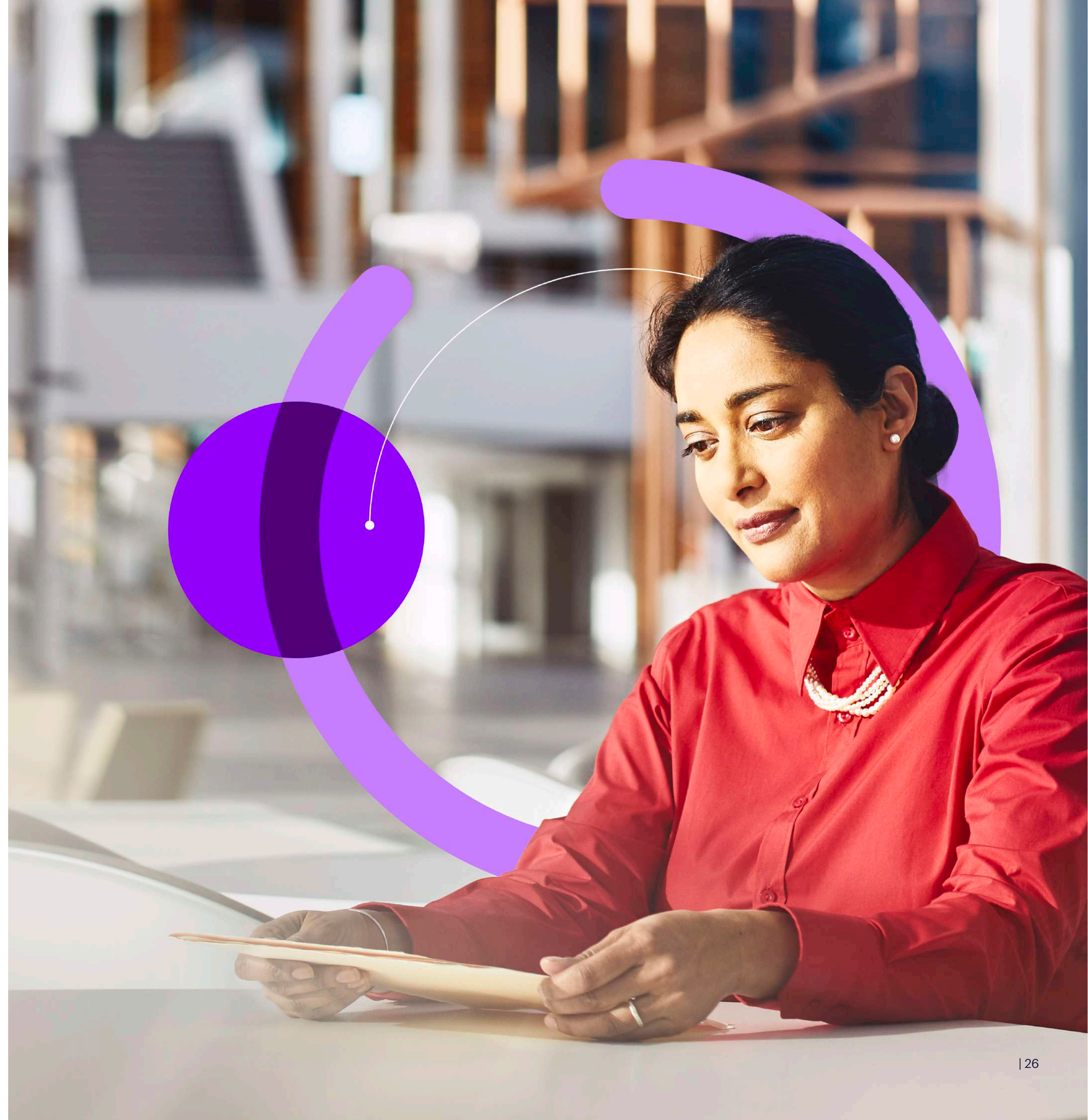
“there’s a growing demand for HR talent skilled in business partnering.”

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human resources.

	low	middle	high
recruitment / talent acquisition			
talent acquisition director	70,000	80,000	90,000
talent acquisition manager	45,000	50,000	55,000
technical recruiter	45,000	50,000	55,000
senior talent acquisition officer	28,000	32,000	35,000
talent acquisition officer	20,000	25,000	30,000
learning & development			
L&D director	70,000	80,000	100,000
L&D manager	45,000	50,000	55,000
L&D officer	20,000	25,000	28,000
compensation & benefits			
compensation & benefits director	80,000	90,000	110,000
compensation & benefits manager	50,000	60,000	70,000
compensation & benefits specialist	28,000	35,000	38,000
mobility manager	48,000	55,000	60,000
mobility specialist	30,000	35,000	42,000
business partnering			
head of HRBP	90,000	110,000	120,000
senior HRBP	65,000	70,000	80,000
HRBP	50,000	55,000	60,000
generalist			
regional head of HR	90,000	110,000	130,000
head of HR	80,000	90,000	100,000
senior HR manager	65,000	75,000	85,000
HR generalist	28,000	33,000	36,000
HR assistant	18,000	20,000	22,000
payroll			
payroll manager (regional)	40,000	50,000	60,000
payroll manager (local)	30,000	40,000	50,000
payroll officer	21,000	25,000	28,000
organisational development			
organisational development director	70,000	85,000	110,000
organisational development manager	50,000	58,000	65,000

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insurance.

The insurance industry in Hong Kong is showing resilience in the face of a sluggish economic environment. While there is a strong emphasis on replacing headcount, we also anticipate the creation of new roles in distribution and operations.

Front office roles within agency and partnership distributions are particularly dynamic, as companies are likely to increase headcount to drive sales. There is a noticeable trend of employers seeking high-potential fresh graduates and junior sales professionals who can replicate past successes for agency teams.

growing active hiring in agency distribution targets mainland chinese market

In the agency distribution sector, companies are actively hiring middle to senior managers with specific experience in the insurance field. Serving Mainland Chinese Visitor (MCV) clients is a focus of recruitment efforts, as businesses grow their workforce and give preference to job applicants who are from mainland China or have prior experience managing these customers.

Additionally, there is a growing demand for assistant and junior managers in agency training roles. Employers are taking a more flexible approach to hiring and are open to accepting candidates who may not have a lot of insurance expertise but who have strong networks in mainland China, a solid foundation understanding of insurance products, and a willingness to learn.

robust hiring in partnership distribution

Although partnership distribution teams are smaller than their agency counterparts, hiring activity is expected to remain robust in 2025. This growth is driven by the rise of new bancassurance partnerships and the ongoing development of the ecosystem, in which the insurance sector plays a pivotal role.

The emergence of new bancassurance partnerships in Hong Kong's insurance market is significantly influencing hiring trends and team movements, a momentum that is likely to carry into 2025. As insurance companies collaborate with banks and other financial institutions, they seek talent with expertise in project management, digital marketing, and customer relationship management to tailor products and services effectively for their clients.

Several large conglomerates are fostering an ecosystem that encourages partnerships, thereby driving job creation in the insurance sector. In response to a growing number of wellness-conscious consumers, many insurance companies are establishing new subsidiaries or entering exclusive partnerships with healthcare providers and wellness companies to offer customised options.

Partnership distribution serves as a crucial channel for attracting high-net-worth (HNW) customers. Consequently, insurers are increasingly open to hiring front office talent from private banking and wealth management sectors, intensifying competition for top-tier talent within the HNW space.

in-demand skills.

- project management
- transformation initiatives
- data analytics



new IA regulations tighten insurance distribution and talent flow

The Insurance Authority (IA) has implemented stricter regulations on insurance distribution that align with the frameworks established by the Hong Kong Monetary Authority (HKMA). These new guidelines require licensing and the implementation of stringent due diligence processes for referral models, which are designed to enhance integrity within the insurance sector.

As a result, we see new governance roles being created within the first line of defence in insurance to ensure compliance with these guidelines. This has also led to heightened activity levels in compliance (the second line) for both and general insurance sectors.

However, the recent regulatory changes introduced by the Insurance Authority (IA) are expected to reduce talent movement between financial institutions and insurance companies.

As IA implements more licensing and regulatory frameworks, companies will increasingly prioritise compliance professionals familiar with insurance and IA regulations.

As a result, companies may become less inclined to hire talent from other financial sectors, focusing instead on candidates with relevant experience in the insurance industry.

claims and underwriting will experience digital transformation

The insurance industry is also undergoing digital transformation, albeit at a slower pace than the banking sector.

In 2025, we expect to see more insurers step up to explore digitisation, artificial intelligence, and technology integration within their operations to automate processes in claims and underwriting.

While such changes can raise concerns among employees, claims and underwriting professionals may be more inclined to embrace these developments as they present opportunities for upskilling and career progression. This upskilling not only broadens their career options but also enhances their attractiveness to potential employers.

To support this digital transformation, there is an increasing demand for talent skilled in project management, transformation initiatives, and data analytics. The competition for professionals with an insurance background and operational knowledge is intensifying in Hong Kong.

Employees can expect an organic salary increase of between 3% and 4%, depending on their performance. Talent looking to change their employer could negotiate up to a 15% increment to their salary.



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“companies are hiring compliance talent familiar with IA regulations.”

insurance.

bancassurance	low	middle	high
head of bancassurance	120,000	150,000	180,000
senior manager	70,000	80,000	92,000
assistant manager / manager	40,000	55,000	68,000
bancassurance officer	28,000	32,000	38,000
alternative distribution			
head of alternative distribution	100,000	120,000	150,000
channel director	80,000	85,000	95,000
senior manager	68,000	75,000	80,000
assistant manager / manager	40,000	55,000	65,000
actuarial			
chief actuary	180,000	230,000	280,000
director	120,000	140,000	180,000
associate director	80,000	100,000	120,000
senior manager	68,000	78,000	85,000
manager	58,000	66,000	75,000
assistant manager	50,000	60,000	70,000
senior associate	40,000	45,000	50,000
associate	30,000	35,000	40,000
claims			
head of claims	90,000	110,000	140,000
senior manager	60,000	70,000	80,000
manager	42,000	50,000	65,000
assistant manager	38,000	40,000	42,000
senior officer	25,000	32,000	38,000
officer	18,000	22,000	25,000

customer service	low	middle	high
director	80,000	90,000	100,000
senior manager	60,000	70,000	80,000
manager	46,000	50,000	55,000
assistant manager	35,000	40,000	45,000
senior officer	26,000	30,000	35,000
officer	17,000	22,000	25,000
policy admin			
head of policy admin	70,000	85,000	95,000
senior manager	55,000	65,000	75,000
manager	40,000	\$45,000	55,000
assistant manager	30,000	35,000	43,000
senior officer	25,000	28,000	33,000
officer	18,000	22,000	25,000
underwriting			
chief underwriter	170,000	220,000	250,000
director	130,000	150,000	180,000
senior manager	60,000	80,000	100,000
manager	50,000	55,000	65,000
assistant manager	35,000	45,000	50,000
senior officer	25,000	28,000	35,000
officer	25,000	28,000	35,000
product			
head of product development	180,000	200,000	230,000
director	120,000	150,000	180,000
senior manager	75,000	80,000	95,000
manager	50,000	58,000	68,000
assistant manager	38,000	45,000	55,000
senior officer	30,000	35,000	38,000
officer	25,000	28,000	30,000

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insurance.

accounting & finance	low	middle	high
CFO	190,000	220,000	250,000
director	120,000	140,000	160,000
senior finance manager	70,000	80,000	90,000
finance manager	50,000	60,000	65,000
assistant finance manager	35,000	40,000	49,000
senior accountant	25,000	30,000	35,000
internal audit			
head of internal audit	160,000	180,000	200,000
senior audit manager	60,000	80,000	100,000
audit manager	40,000	50,000	60,000
assistant manager	35,000	40,000	45,000
transformation			
head of transformation	120,000	150,000	180,000
senior manager	75,000	90,000	110,000
manager	55,000	60,000	70,000
senior business analyst	30,000	40,000	48,000
business analyst	25,000	28,000	32,000
financial risk management			
head of risk management	140,000	190,000	240,000
senior manager	70,000	80,000	90,000
manager	55,000	60,000	65,000
assistant manager	35,000	45,000	50,000
officer	25,000	27,000	30,000

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legal.

The legal industry is currently in flux driven by a shift in hiring expectations that follow the digital transformation and overall shifts from other sectors.

While some areas within the legal industry may remain cautiously optimistic for 2025, others like data privacy, employment and general commerce reported growth in the tail end of 2024, coming as a relief after significant changes in skills and talent needs over the past few years.

In the second half of 2024, sectors such as conglomerates, real estate, FMCG, e-commerce, and retail actively sought middle-level lawyers for legal, compliance, and governance roles. Meanwhile, the banking and financial services industry faced hiring challenges in the first half of 2024, particularly on the sell side. As hiring activities picked up slightly in the second half, many firms opted to hire junior talent with the view of growth in place of middle-level lawyers to meet operational needs.

We also anticipate increasing hiring activities within private practice as they strengthen their capabilities in mergers and acquisitions, private equity and litigation. Employers hiring for these positions are particularly focused on attracting partner-level talent, a trend supported by an increased supply of qualified candidates following the exit of several law firms from the Greater China market in 2024.

changes in the legal landscape steering hiring activities

Most hiring that we anticipate to happen will be driven by changes in the legal landscape, including changing requirements and evolving business needs.

We have seen increased hiring activities for legal professionals at private equity and wealth management firms to support expanding operations and regulatory compliance matters. As financial institutions adapt to the increasing complexity of financial instruments and customer bases, there is a demand for legal expertise in areas such as equity derivatives, FICC, prime brokerage, and ISDA negotiation.

With changing fintech regulations in Hong Kong and the emergence of new firms, there has also been an increased demand for compliance, litigation, and product lawyers.

Within the commercial sectors, we have seen increasing regulatory changes to employment laws across the region which has in turn bolstered appetites to hire lawyers able to navigate through these challenges. As in previous years, many legal professionals are enhancing their technological skills and taking additional data privacy qualifications, as this area remains critical for corporations expanding operations across the Asia Pacific region.

agility and tech proficiency drive legal hiring practices

There is a change in talent hiring practices as legal professionals adjust their expectations in the job-seeking market. Employers increasingly prioritise cost management and in-demand skills when hiring, whether for replacement roles or team expansions.

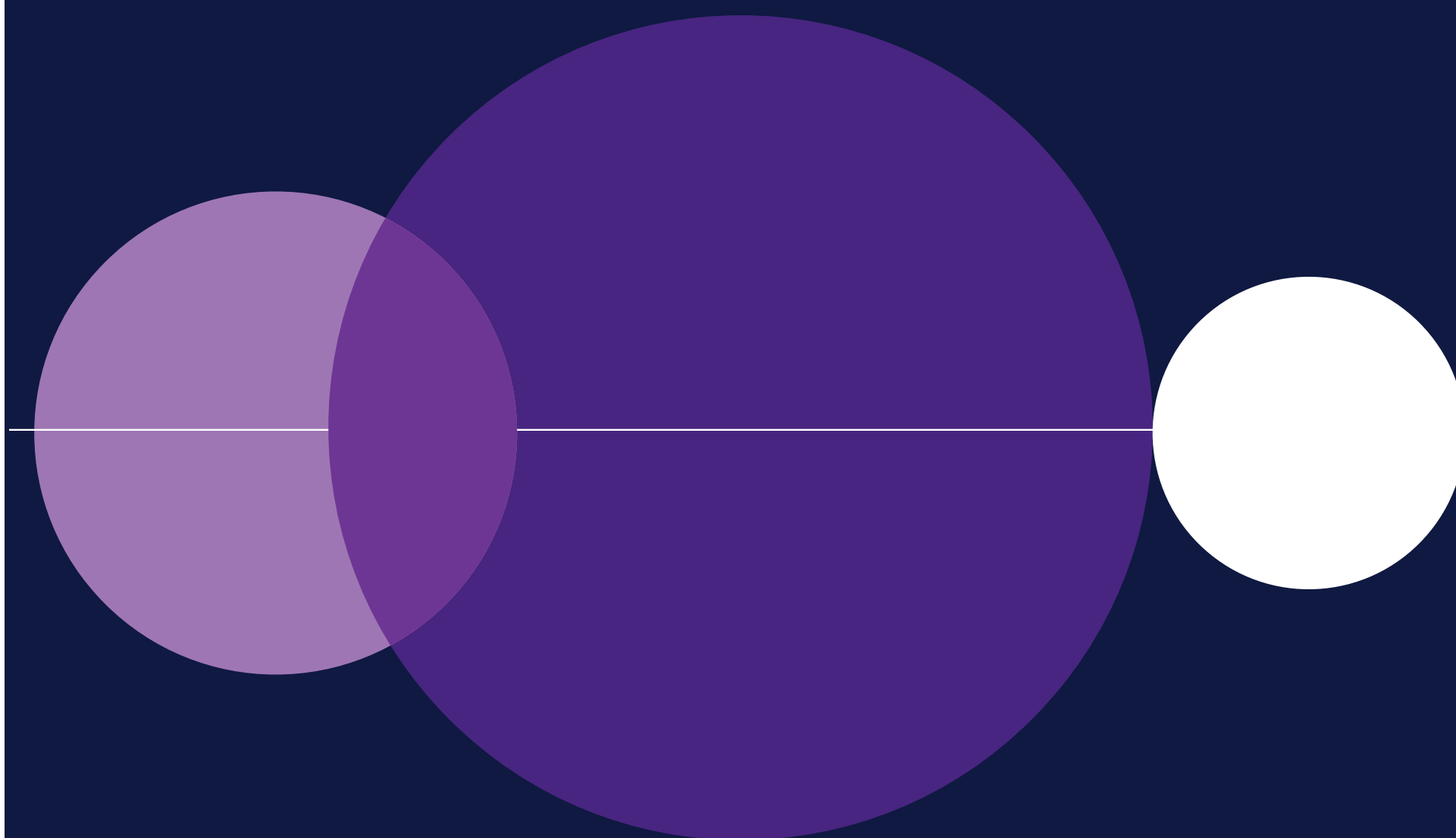
Given the significant differences between private practice and in-house work environments, in-house teams increasingly prefer candidates with prior in-house experience to ensure a better cultural fit and improve retention.

Digitalisation continues to be a priority for transformation within the sector. Companies are integrating technology with legal expertise to ensure compliance and ethical data management practices.

Legal professionals familiar with legal tech and process optimisation are highly sought after, as many companies in the commercial sector incorporate legal operations work into job scopes to enhance overall compliance capabilities and operational efficiencies.

in-demand skills.

- equity derivatives
- FICC
- prime brokerage
- ISDA negotiation



Many companies are increasingly hiring junior candidates to fill positions once held by more senior lawyers. This comes with a rapid learning curve and higher expectations for younger talent, encouraging growth and mobility within the business while encouraging them to build relationships with senior stakeholders.

Meanwhile, senior lawyers face challenges in finding comparable roles or salary packages, leading them to adjust their overall expectations, whether salary, industry, or role type.

As lawyers frequently navigate complex situations, agility has become a key trait that employers look for during interviews.

To stand out in this competitive market, many lawyers are enhancing their technical skills through additional courses in accounting, finance, and fintech. By pursuing online or short university programmes, they position themselves as versatile professionals ready to tackle complex issues in an evolving landscape.

Despite ongoing uncertainties, there are positive signs of recovery as businesses adapt to changing conditions. As we keep a close eye on how the global economy will grow in 2025, companies will carefully manage their legal costs, resulting in more selective hiring decisions to ensure they find the right candidates.



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PRC / hong kong law firms

post-qualified experience	low	high
newly qualified	50,000	83,000
1 year	58,000	88,000
2 years	60,000	100,000
3 years	65,000	114,000
4 years	70,000	120,000
5 years	75,000	135,000
6 years	85,000	145,000
7 years	95,000	150,000
8 years	105,000	160,000
counsel	115,000	180,000
salaried partner	130,000	300,000

international / UK law firms

post-qualified experience	low	high
newly qualified	75,000	95,000
1 year	80,000	110,000
2 years	85,000	115,000
3 years	90,000	125,000
4 years	95,000	135,000
5 years	100,000	145,000
6 years	110,000	155,000
7 years	120,000	165,000
8 years	130,000	180,000
counsel	150,000	250,000
salaried partner	180,000	300,000+

offshore law firms

post-qualified experience	low	high
newly qualified	75,000	95,000
1 year	85,000	100,000
2 years	88,000	110,000
3 years	90,000	120,000
4 years	100,000	125,000
5 years	110,000	130,000
6 years	120,000	140,000
7 years	130,000	150,000
counsel		150,000+
salaried partner		180,000+

US law firms

class year	annual base (USD)	annual bonus (USD)
newly qualified	75,000	95,000
1 year	85,000	100,000
2 years	88,000	110,000
3 years	90,000	120,000
4 years	100,000	125,000
5 years	110,000	130,000
6 years	120,000	140,000
7 years	130,000	150,000
8 years	435,000	115,000
counsel	435,000+	-
salaried partners	435,000+	-

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

legal.

private practice, commerce & financial services. (paralegals and other legal support)

professional support	low	high
head of professional support	75,000	95,000
professional support lawyer	85,000	100,000
legal manager	88,000	110,000
legal consultant (3 - 5 years)	90,000	120,000
legal consultant (1 - 2 years)	100,000	125,000
senior paralegal (6+ years)	110,000	130,000
paralegal (3 - 5 years)	120,000	140,000
paralegal (1 - 2 years)	130,000	150,000

corporate governance

head of company secretary (20+ years)	80,000	150,000+
senior company secretarial manager (15 - 20 years)	65,000	100,000+
company secretarial manager (13 - 15 years)	50,000	75,000+
assistant company secretarial manager (9 - 12 years)	35,000	55,000
senior company secretarial officer (6 - 8 years)	30,000	45,000
company secretarial officer (4 - 5 years)	23,000	32,000
company secretarial assistant (1 - 3 years)	16,000	25,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.



legal.

in-house legal financial services

	analyst / associate / assistant legal counsel (newly qualified - 3 years PQE)		legal counsel (4 - 7 PQE)		vice president / senior legal counsel (8+ PQE)		vice president / senior legal counsel (8+ PQE)	
	low	high	low	high	low	high	low	high
international banks	80,000	120,000	95,000	140,000	130,000	165,000	150,000	220,000+
regional / local banks	60,000	100,000	90,000	130,000	120,000	160,000	140,000	180,000+
chinese banks / IBs	55,000	110,000	80,000	130,000	110,000	160,000	150,000	200,000+
buy-side: asset management, hedge funds, private equity	60,000	120,000	90,000	140,000	120,000	180,000	160,000	220,000+
fintech	65,000	100,000	90,000	120,000	120,000	165,000	160,000	200,000+
insurance	60,000	100,000	85,000	120,000	110,000	150,000	140,000	220,000+

in-house legal commerce & industry

	junior counsel / assistant legal counsel (newly qualified - 3 years PQE)		legal counsel (4-7 years PQE)		senior legal counsel (8+ PQE)		vice president / senior legal counsel (8+ PQE)	
	low	high	low	high	low	high	low	high
technology & media	60,000	95,000	65,000	120,000	95,000	150,000	150,000	220,000+
retail	55,000	90,000	60,000	110,000	85,000	140,000	140,000	180,000+
property & hospitality	55,000	90,000	60,000	120,000	90,000	150,000	150,000	200,000+
conglomerate	60,000	90,000	65,000	120,000	95,000	150,000	160,000	220,000+
manufacturing	50,000	70,000	55,000	110,000	80,000	130,000	160,000	200,000+
others (professional services, healthcare, energy, telecom, travel, transportation, shipping / logistics)	50,000	85,000	60,000	110,000	85,000	120,000	140,000	220,000+

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

life sciences & healthcare.

The Hong Kong government is actively promoting the life sciences sector through various funding initiatives. For example, they have earmarked [HK\\$10 billion](#) to enhance research and development in life sciences and health technology.

This funding will support collaborations between local universities and international research institutions, fostering innovation in drug development, medical devices, and healthcare services.

However, the life sciences and healthcare sector in Hong Kong continues to face a significant talent scarcity.

Employers are encountering challenges in hiring due to several factors, including the entry of new market players, intense competition for talent, consumer and organisation demand for more affordable products that deliver similar outcomes, and rising expectations from candidates.

growth in life sciences

Life sciences, particularly projects in molecular biology and next-generation sequencing, are attracting significant foreign investment in Hong Kong. The medical devices sector continues to experience steady growth.

Meanwhile, the pharmaceutical industry faces several challenges, including intense competition, slower growth, price wars, and product substitutes. Recent trends indicate several start-ups entering the Hong Kong market, bringing strong research and development pipelines and actively seeking funding in a regulated environment.

In 2025, these companies are expected to create more job opportunities for talent seeking to work in flatter organisational structures, further intensifying the competition for talent in Hong Kong

pharmaceutical industry faces continued challenges

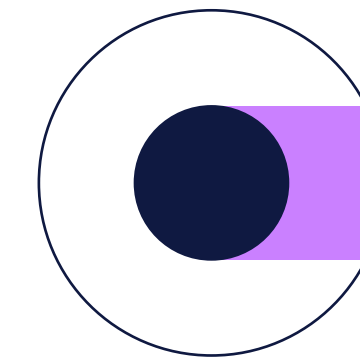
In the pharmaceutical sector, companies in Hong Kong are grappling with price competition. Once a lucrative area, oncology is now facing challenges as many large firms report weaker product pipelines or slower drug approvals. Additionally, they are competing against mainland Chinese companies that offer the same products at lower prices due to government procurement policies.

Despite these hurdles, there is a noticeable trend of sales, marketing, and medical affairs professionals shifting from primary care roles to specialties like haematology and oncology. This shift allows them to pursue career advancement through account management with key clients.

medical devices could quiet down in 2025

Although revenue remains strong in the medical devices industry, some large companies are seen to be cutting back on hiring budgets in 2024. This trend will likely continue into 2025.

Due to the competitive talent market and long working hours associated with supporting surgical teams, some sales professionals are seeking opportunities in marketing or clinical specialist positions. When replacing staff, many employers are opting to hire junior-level sales professionals who are equipped with adequate skills and networks to fulfil similar job responsibilities.



“life sciences are attracting significant foreign investments while pharmaceuticals & medical devices see stable growth.”

growth in health supplements

In addition to traditional medical interventions, there is a growing presence of health supplement companies in the market to meet the demands of wellness-conscious consumers.

A key priority for many companies is hiring talent capable of getting their products listed on the Hospital Authority's approved list. This listing enhances credibility among consumers seeking ways to improve their health and prevent illnesses. Sales and marketing professionals are also in demand to promote their products in an increasingly competitive space, while still adhering to local regulations.

talent movement and skills

The Hong Kong government has launched several initiatives and funding programmes to support the life sciences sector. With the availability of qualified professionals on various work visas, such as the Immigration Arrangements for Non-local Graduates (IANG) and the Top Talent Pass Scheme, firms can anticipate having more talent options in 2025.

In this competitive environment, employers are looking for applicants with experience in healthcare networks and specific therapeutic areas. Such expertise enables new hires to quickly adapt to workflows and start delivering outcomes efficiently.

For managerial roles that involve people management, employers should be looking for candidates who have had success in motivating teams and developing strategies that drive performance. Employers also like to hire senior experts with the same specialty area for their ability to implement strategies and skills, which may result in increased hiring competition.

Key soft skills that are highly sought after by employers include:

- Presentation skills: The ability to effectively communicate ideas and information.
- Communication skills: Essential for building relationships with clients and team members.

Additionally, qualities like self-motivation, a results-driven mindset, and solution-oriented thinking are critical, particularly in sales and marketing.

talent expectations

Candidates are approaching job changes with caution, carefully considering several factors, including the product offering, therapeutic area, personal interests, work environment, company product pipelines, and, most importantly, salary packages.

Salary increases for new roles are highly competitive, typically ranging from 18% to 25%, depending on the candidate's skills and experience, as well as the urgency to fill the headcount.

The market remains candidate-short, giving job seekers a number of options for their next move.

Additionally, many candidates are exploring opportunities in other sectors such as logistics and technology. However, companies are increasingly looking for talent who are committed to the organisation and projects that they will get to work on to create a sense of stability in the organisation.

It is hence important for talent to demonstrate their commitment to the organisation, such as explaining why they choose to apply for the job with the employer during the interview process.



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in-demand skills.

- people management
- strategy development & implementation
- presentation skills
- communications skills

life sciences & healthcare.

medical / technical / commercial	low	middle	high
general manager	90,000	140,000	180,000
business unit lead / business unit director	70,000	100,000	130,000
head of sales / sales director	70,000	95,000	120,000
sales manager (+10 years)	50,000 + comms	60,000 + comms	70,000 + comms
sales manager (+5 years)	40,000 + comms	45,000 + comms	50,000 + comms
medical representative	15,000 + comms	20,000 + comms	25,000 + comms
head of marketing / marketing director	70,000	90,000	120,000
marketing manager (+10 years)	50,000	58,000	70,000
marketing manager (+5 years)	45,000	50,000	55,000
marketing executive	20,000	25,000	28,000
senior product manager (medical)	45,000	65,000	65,000
product manager	35,000	38,000	50,000
territory manager (device)	30,000 + comms	35,000 + comms	45,000 + comms
senior product specialist (3+ years) (device)	23,000 + comms	26,000 + comms	33,000 + comms
product specialist (1 - 3 years) (device)	18,000 + comms	22,000 + comms	25,000 + comms
clinical specialist (1 - 3 years) (device)	20,000 + KPI bonus	22,000 + KPI bonus	25,000 + KPI bonus
market access manager	35,000	48,000	55,000
medical affairs director	70,000	80,000	90,000
medical affairs manager	45,000	50,000	60,000
medical affairs executive	26,000	30,000	33,000
medical science liaison	25,000	35,000	45,000
regulatory affairs director	65,000	70,000	80,000
regulatory affairs manager	45,000	50,000	65,000
regulatory affairs executive	20,000	25,000	30,000
R&D director	70,000	85,000	110,000
R&D manager	45,000	50,000	65,000
principal scientist	55,000	65,000	75,000
scientist	28,000	40,000	50,000
associate scientist	25,000	30,000	35,000
research associate / research assistant	18,000	20,000	25,000
lab director	70,000	90,000	110,000
lab manager	40,000	45,000	55,000
senior lab technician	22,000	25,000	28,000
lab technician / lab assistant	15,000	20,000	25,000

medical / technical / commercial	low	middle	high
application manager / application lead	36,000	45,000	58,000
application engineer specialist	20,000	28,000	36,000
lead service engineer	40,000	53,000	60,000
field service engineer	20,000	25,000	30,000
clinical trial manager	45,000	55,000	65,000
clinical trial associate	27,000	27,000	27,000
clinical trial coordinator	18,000	21,000	24,000
medical director (insurance)	110,000	130,000	180,000

healthcare professionals	low	middle	high
doctor	80,000	150,000	270,000
advanced practice nurse (8+ years)	50,000	60,000	75,000
nurse (5+ years)	41,000	50,000	60,000
nurse (1 - 8 years)	32,000	44,000	52,000
health worker	16,000	22,000	28,000
educational psychologist	60,000	80,000	120,000
enrolled nurse	20,000	26,000	36,000
radiographer	45,000	65,000	90,000
pharmacist	38,000	60,000	110,000
physiotherapist I	52,000	75,000	120,000
physiotherapist II	35,000	45,000	60,000
occupational therapist I	52,000	65,000	80,000
occupational therapist II	30,000	40,000	50,000
medical laboratory technologist I	45,000	60,000	75,000
medical laboratory technologist II	28,000	33,000	42,000
psychologist	30,000	50,000	80,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

luxury & retail.

Luxury and retail sales in Hong Kong are expected to remain weak in 2025, primarily due to sluggish domestic consumption and a decline in tourist spending.

According to a [Knight Frank report](#), total retail sales value dropped significantly, with luxury goods sales declining by 7.8% year-on-year as of April 2024. While some international franchises have exited the market, we are beginning to see some return after decade-long market testing across the Asia Pacific region.

Northbound travel trends are unlikely to change in the short term, as many Hongkongers now prefer to spend their time in other Greater Bay Area cities where they can find products and experiences at lower prices.

In response to this shift, several retail companies have expanded their operations into mainland China, following consumer trends while benefiting from lower operational costs.

With these changing shopping habits, we anticipate that luxury brands and retailers will establish premium flagship stores and pop-up locations that emphasise unique experiences. These new stores are expected to open in high-end shopping malls that are set to complete construction by 2026.

employers' hiring expectations in 2025

With the evolving market landscape, companies are seeking talent who can adapt and strategically respond to changing market trends, business needs and consumer behaviours.

Employers are particularly interested in experts in digital marketing, including social media, email marketing, search engine optimisation (SEO), and search engine advertising (SEA).

Candidates must not only be proficient in using these marketing platforms but also stay updated on the latest developments in the digital marketing world. Additionally, they should have strong data analytical skills to measure performance, make trend predictions, and identify opportunities before they present themselves.

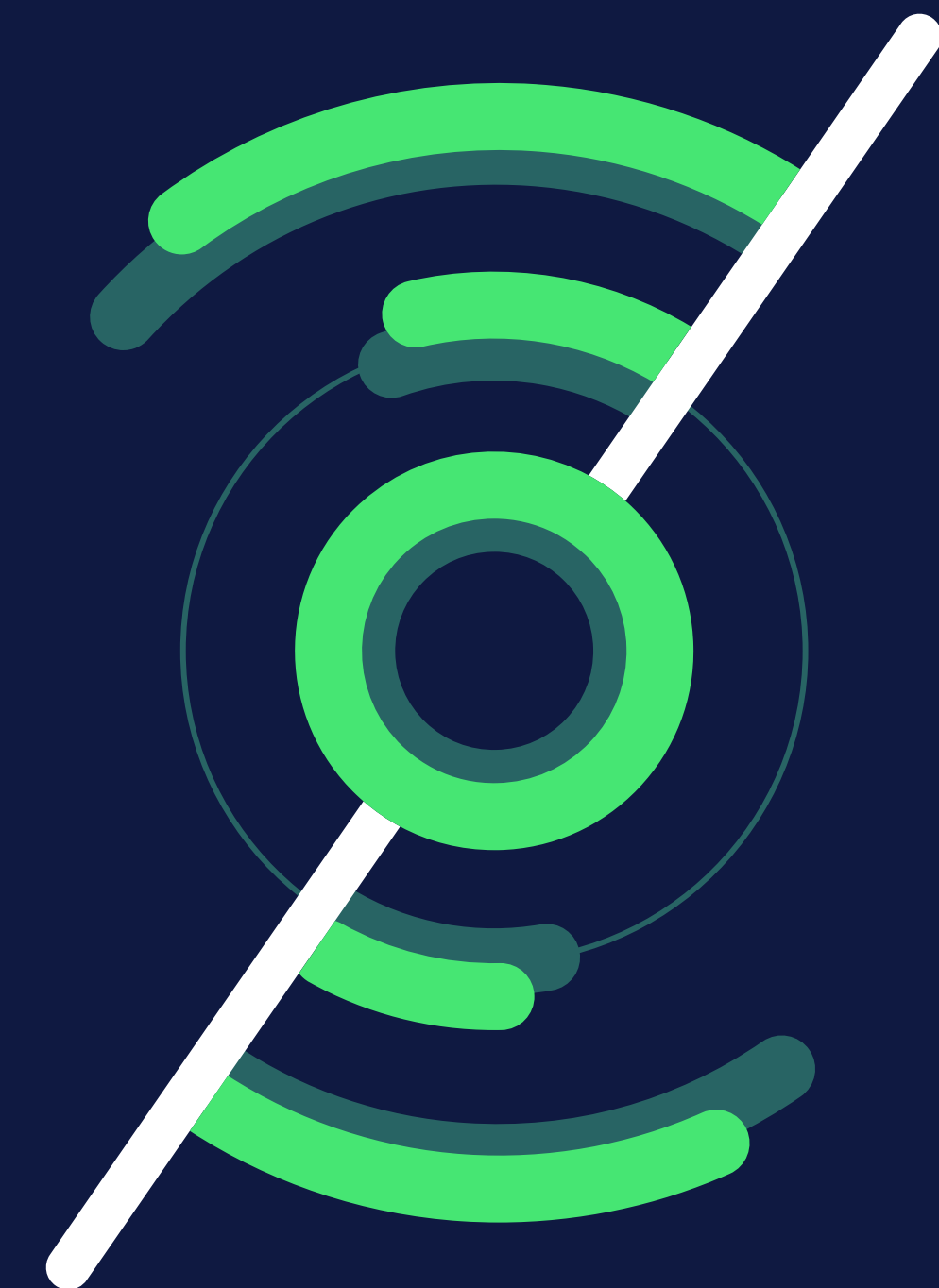
Effective use of customer relationship management (CRM) tools is also essential for gaining insights into customer behaviour, which can enhance attraction and retention strategies.

In terms of soft skills, employers are prioritising a customer-first approach, as exceptional customer service skills are becoming increasingly vital in the retail sector. Providing outstanding service throughout the customer experience journey encourages customers to return, boosting sales and fostering customer and brand loyalty.

With the growing influx of tourists from mainland China seeking new experiences, frontline sales employees are expected to be fluent in English, Cantonese, and Mandarin. This linguistic capability reflects Hong Kong's diverse cultural dynamics and enhances the overall customer experience.

in-demand skills.

- social media management
- digital marketing
- search engine optimisation
- search engine advertisement
- customer relationship management tools
- language proficiencies



mismatch expectations between employers & talent

Due to the economic uncertainty in Hong Kong's retail industry, it is unlikely for talent to actively seek new job opportunities. Instead, they will observe the job market and employer's company growth strategy before they start looking out. At the same time, many employers struggle to meet increasing candidate expectations for fewer working hours on a competitive salary due to a lack of confidence in market conditions.

When individuals hunt for new jobs, they look for roles where they can further deepen their capabilities in e-commerce and digital marketing for more fulfilling work and to secure a better career future for themselves. Employers who are open to investing in employees regardless of their industry background are more likely to attract top talents.

While there are valid reasons for caution among retail talents in Hong Kong in 2025, several factors could also encourage movement. If the economic outlook improves and new opportunities arise, we may see a more active job market.



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frontline (retail / F&B / customer service).

roles	low	middle	high
retail director	60,000	85,000	120,000
retail manager	40,000	48,000	65,000
store manager (with commission)	30,000	45,000	80,000
store sales associate (with commission)	13,000	20,000	45,000
store supervisor (with commission)	23,000	28,000	33,000
restaurant manager	33,000	40,000	50,000
restaurant supervisor	22,000	24,000	30,000
captain	24,000	26,000	27,000
server	15,000	19,000	24,000
bartender	15,000	19,000	24,000
barista	15,000	19,000	24,000
customer service executive (concierge)	15,000	22,000	26,000
call center customer service representative	15,000	17,000	20,000



*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

manufacturing & supply chain.

The manufacturing and supply chain sectors in Hong Kong are experiencing significant transformations as they adapt to emerging trends in sustainability, economic uncertainties, and evolving talent dynamics.

companies continue to face economic and operational challenges

Fluctuations in the global economy and geopolitical tensions continue to cause cautious spending among businesses and consumers, prompting companies to stabilise existing operations rather than invest in new avenues.

The rapid technological advancements, particularly in AI and quantum computing, may outpace some companies' ability to adapt, leading to further stagnation in growth.

increasing attention on sustainability

A key trend is the growing demand for sustainable practices and green technologies. Companies are increasingly focused on developing solutions that align with environmental initiatives, driven by heightened awareness of climate issues and pressures from policymakers and shareholders to transition to using green energy.

While this may not lead to immediate demand for talent with sustainability and green maritime expertise, some companies may start to hire corporate responsibility talent to support the reduction of waste and carbon emissions in the procurement and purchasing process.

As companies navigate these challenges while pursuing growth opportunities in green technologies, understanding evolving skill requirements will be crucial for future success. Organisations that operate with lean teams should consider investing in upskilling their workforce in 2025. This will enable employees to adapt more easily to changes brought about by digital transformation and advancements in green technologies, ensuring that productivity remains optimised.

employers making strategic hires as candidates become more careful of change

The cautionary approach towards talent recruitment will likely continue into the first half of 2025. Many companies are delaying non-essential hires until market growth stabilises.

This is particularly the case in the electronics sector which saw large-scale restructuring, as well as companies moving their manufacturing plants from China to SEA/Mexico, which has also impacted local employment dynamics.

Offsetting this decline at the moment is the increasing number of Chinese firms establishing their regional hubs in Hong Kong as a gateway to the rest of the world. This has led to more applicants from mainland China and Southeast Asia, as they leverage talent schemes to work in Hong Kong.

When hiring talent, the in-demand skills that employers often look for are:

- Language proficiency: Fluent in Mandarin, English, and a third language
- Excel skills: Proficient in pivot tables and VLOOKUP
- Logistics connections: Strong relationships with carriers and agents for last-mile delivery solutions
- Supplier relationship management: Effective management of supplier relationships for cost-saving initiatives

Talent is expected to remain cautious about changing employers in 2025 due to ongoing economic instability and a higher-than-normal unemployment rate in the industry. As they prioritise stability over advancements during these times, professionals are likely to be discouraged from making risky career moves.

in-demand skills.

- language proficiency
- advanced Excel skills
- network with carriers & agents
- supplier relationship management



In 2025, expectations for salary increases when changing employers are earmarked between 3% and 4%. While the electronics industry may forego any salary adjustments given the economic climate, most other sectors are likely to experience conservative salary growth in the range of 2% to 3%.

For employers hiring new or replacement talent, it is critical to communicate job requirements and expectations clearly from the outset. This includes clarifying whether the role is new or recently vacant, outlining available training opportunities, and sharing the company's short-term priorities and direction. Clear communication will help attract the right candidates and set them up for success within the business.



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supply chain & logistics.

sourcing	low	middle	high
VP of sourcing	100,000	110,000	125,000
sourcing director	75,000	85,000	90,000
senior merchandising manager	60,000	65,000	70,000
merchandising manager	40,000	45,000	55,000
assistant merchandising manager	35,000	38,000	45,000
senior merchandiser	25,000	29,000	35,000
merchandiser	22,000	24,000	26,000
assistant merchandiser	18,000	20,000	22,000
procurement			
head of procurement	110,000	130,000	150,000
global procurement manager	100,000	120,000	150,000
senior procurement manager	70,000	80,000	90,000
regional procurement manager	70,000	85,000	100,000
procurement manager	45,000	55,000	65,000
assistant procurement manager	35,000	40,000	45,000
senior procurement officer	25,000	30,000	35,000
procurement officer	18,000	22,000	25,000
supply chain			
trade compliance director	90,000	100,000	120,000
supply chain director	70,000	80,000	100,000
supply chain & purchasing director	90,000	100,000	110,000
supply chain manager	50,000	60,000	70,000
logistics director	60,000	65,000	70,000
logistics manager	35,000	40,000	45,000
logistic coordinator	20,000	25,000	28,000
planning manager	40,000	50,000	55,000
demand / supply planner	25,000	30,000	35,000
warehouse manager	30,000	35,000	40,000
CS / sales operations manager	30,000	35,000	40,000
CS executive / sales admin	22,000	25,000	28,000
shipping supervisor	22,000	25,000	28,000

engineering	low	middle	high
product development / R&D director	80,000	90,000	110,000
product development / R&D manager	40,000	45,000	50,000
product development / R&D engineer	25,000	30,000	35,000
technical / project director	50,000	70,000	100,000
project engineer	30,000	35,000	40,000
quality director	80,000	90,000	110,000
quality manager	40,000	50,000	60,000
quality engineer	25,000	32,000	40,000
sustainability director	80,000	90,000	100,000
sustainability manager	50,000	60,000	65,000
service engineer	30,000	35,000	38,000
production			
head of manufacturing / factory	100,000	120,000	150,000
factory manager	70,000	100,000	110,000
senior production manager	50,000	60,000	70,000
production manager	40,000	50,000	60,000
assistant production manager	30,000	35,000	38,000
production supervisor	22,000	25,000	30,000

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sales & marketing.

Hong Kong's economic environment remains complex, influenced by global uncertainties such as geopolitical tensions and fluctuating markets. Despite the challenges, the logistics, industrial, manufacturing and fast-moving consumer goods (FMCG) sectors are poised for expansion.

the shift in talent demand towards e-commerce and emerging technologies

Within the sales and business development functions, employers are strategically hiring talent with a strong network and specific channel experiences.

Within FMCG, we see a strong focus on e-commerce growth in the local market, with more product categories entering online channels, driving the demand for sales and marketing talent. Logistics continues to benefit from the resurgence of cross-border e-commerce, encouraging more small and medium-sized enterprises (SMEs) to set up and provide customers with more competitive pricing and flexible solutions.

Guided by global trends, we are observing a shift within the local technology sector, as the demand for sales talent in software products and services has gradually declined due to the disruption caused by AI and a saturated market filled with start-ups. Instead, optimism has improved slightly, and companies are conservatively hiring revenue-generating roles in sales, pre-sales and business development for cybersecurity, telecommunications, and data.

At the start of 2025, we can also expect to see more hiring activities from companies in system integration, with multiple fintech and professional services companies planning to hire new headcounts.

digital transformation in sales and marketing

Digital transformation remains a key theme in Hong Kong's sales and marketing landscape, especially as companies increasingly adopt digital strategies to engage audiences locally, regionally and globally. Companies are using numerous technology platforms to increase brand awareness and revenue generation across multiple customer touch points.

This shift is driving greater demand for roles in digital marketing, content creation, customer relationship management (CRM), and social media management. Employers prioritise talent experienced in using different technology platforms, as data analytics is becoming increasingly critical for marketing professionals.

in-demand skills.

- digital marketing
- content creation
- customer relationship management
- social media management
- data analytics

skills demands shaping the market

As traditional marketing techniques become less effective and competitive, companies are strategically turning to digital and creative marketing strategies. Organisations are also implementing digital transformation initiatives, including the use of AI, to streamline internal operations and improve productivity.

While this has made some operational or administrative roles obsolete, it has also created new jobs and headcounts as companies seek more specialised skills to meet their transformation objectives. However, companies that are hiring find themselves facing talent shortages and skills gaps.

Sales talent is in high demand, as supported by our dipstick survey, which revealed that 34% of respondents expect hiring to be more competitive for sales and business development talent. Companies are now prioritising candidates with strong self-motivation, communication skills, and the ability to quickly adapt to new environments.

Talent is also increasingly pursuing roles that offer opportunities to deliver measurable results, particularly revenue generation. They are less attracted to traditional positions in marketing, communications, and event management, and prefer jobs that include sales targets and clear metrics for evaluating their return on investment for a more fulfilling and satisfying work experience.

Soft skills such as communication, critical thinking, teamwork, and leadership adaptability remain vital. These skills enable employees to collaborate effectively and contribute to organisational growth.

Given the talent scarcity, we can expect some companies to address workforce gaps by hiring remote talent outside Hong Kong or relocating foreign talent to the city.

talent movements in 2025

Despite growth opportunities, the marketing and sales industry faces challenges due to global economic uncertainties.

In response to these challenges, many organisations have become more flexible in their hiring requirements. They are willing to consider candidates who demonstrate the right mindset and motivation over specific experience or qualifications.

Looking ahead to 2025, talent movement will likely remain cautious due to market uncertainties.

Senior candidates in stable positions are more hesitant to switch roles due to the potential risks of redundancy in new environments. Conversely, junior talent may be more open to transitions driven by salary packages, company reputation, and flexible work arrangements.



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sales & marketing

in-demand skills.

- effective communication
- critical thinking
- teamwork
- leadership adaptability

sales & marketing — services.

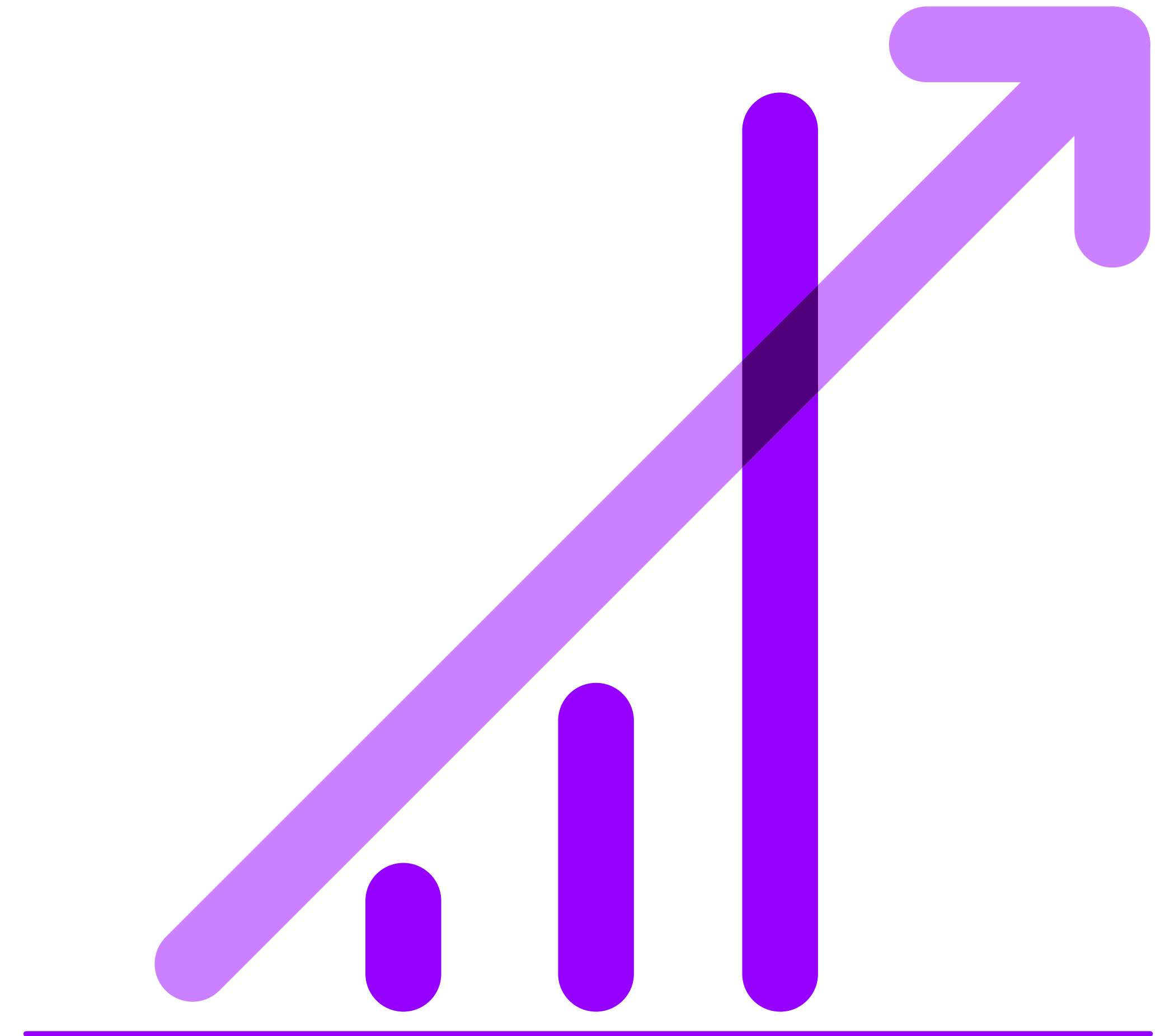
roles	low	middle	high
sales director	60,000 + comms	80,000 + comms	110,000 + comms
account director	45,000 + comms	55,000 + comms	75,000 + comms
sales manager	30,000 + comms	45,000 + comms	55,000 + comms
sales executive	14,000 + comms	22,000 + comms	35,000 + comms
regional sales lead	70,000 + comms	90,000 + comms	140,000 + comms
key account manager	30,000 + comms	55,000 + comms	75,000 + comms
product sales specialist	35,000 + comms	50,000 + comms	75,000 + comms
pre-sales manager	45,000 + comms	55,000 + comms	75,000 + comms
product manager	40,000	55,000	65,000
digital marketing director	70,000	80,000	120,000
digital marketing manager	45,000	60,000	75,000
growth manager	40,000	55,000	70,000
marketing director	70,000	90,000	130,000
marketing manager	35,000	50,000	70,000
marketing executive	18,000	25,000	28,000
investor relations manager	40,000	55,000	70,000
public relations director	65,000	80,000	120,000
public relations manager	40,000	50,000	60,000
event manager	30,000	40,000	50,000
event director	50,000	60,000	70,000
communications manager	45,000	55,000	65,000
communications director	70,000	85,000	120,000
customer service manager	22,000	25,000	30,000
customer service executive	14,000	16,000	18,000
creative director	65,000	80,000	120,000
content manager	40,000	50,000	60,000
field marketing	45,000	55,000	65,000
product marketing manager	45,000	50,000	55,000
social media manager	40,000	50,000	60,000
partnership manager	35,000	50,000	70,000



*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

sales & marketing — non-services.

roles	low	middle	high
general manager	100,000	150,000	180,000
marketing communication director	70,000	85,000	100,000
marketing manager	50,000	60,000	75,000
event manager	35,000	45,000	60,000
PR manager	40,000	45,000	50,000
digital / online marketing manager	40,000	52,500	65,000
digital marketing executive	25,000	27,500	30,000
e-commerce director	80,000	100,000	140,000
e-commerce manager	35,000	50,000	70,000
CRM director	70,000	85,000	100,000
CRM manager	40,000	50,000	60,000
training manager	40,000	52,000	65,000
visual merchandising manager	35,000	40,000	48,000
visual merchandiser	15,000	22,000	30,000
product manager	30,000	35,000	38,000
head of product management	60,000	70,000	90,000
operations manager	35,000	56,000	80,000
operations director	60,000	85,000	120,000
sales manager	45,000	50,000	65,000
senior sales manager	55,000	65,000	75,000
sales / key account executive	16,000	20,500	25,000
sales / key account director	65,000	73,000	90,000
key account manager	30,000	40,000	50,000
senior key account manager	45,000	57,500	70,000
business development executive	18,000	24,000	35,000
business development manager	40,000	47,500	55,000
business development director	60,000	70,000	80,000
marketing director	70,000	90,000	150,000
product/brand manager	25,000	38,000	50,000
marketing executive	16,000	18,000	22,000



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technology.

Hong Kong's technology sector is poised for cautious growth amidst ongoing global economic uncertainties. Despite recent workforce reductions in response to global companies streamlining and resource reallocation, industries such as insurance, fintech and aviation are projected to experience notable expansions.

Companies in Hong Kong continue to prioritise digital transformation and automation initiatives, creating a wealth of opportunities in emerging sectors. Data science and analytics, AI and machine learning, as well as cybersecurity are witnessing significant growth, shaping the current market landscape.

Employers are looking for tech talent with efficient and versatile technical skill sets capable of meeting evolving requirements. IT professionals are expected to demonstrate strong commercial acumen, effective communication abilities with business stakeholders and advanced problem-solving skills.

software engineering

A notable trend in the software industry is the migration of junior headcounts to markets like mainland China, India, and Vietnam, where talent is more readily available and labour costs are more affordable.

The demand for software engineers in Hong Kong is expected to grow in 2025, driven by increased digital transformation initiatives, a growing number of Internet of Things (IoT) projects across various sectors, and the expansion of fintech and Web3 companies. A number of Chinese companies are also seen to be expanding their businesses in Hong Kong as they seek to expand their footprint across Asia Pacific.

When looking for new jobs, talent value the opportunity to work on application and system development projects, or enhancement using the latest technologies. Software candidates can anticipate internal pay increments of 3% to 5%, while those switching companies may see increases of 18% to 20%.

emerging technologies, data and AI

Due to the conservative macroeconomic atmosphere, the demand for data talent dropped slightly in 2024.

For banks and financial institutions, especially Japanese banks and family offices still developing their data capabilities, investment in hiring data professionals is expected to continue into 2025. Crypto and insurance firms are projected to remain active in hiring new talent, while commerce firms may maintain their current headcount for digital and data teams.

This trend reflects a sector-specific demand for technology and data talent, alongside a migration of skilled professionals from Hong Kong, Singapore, and Greater China to the UAE, which could lead to a talent shortage. On the AI front, many companies are increasingly adopting generative AI to enhance internal operations, boost efficiency, and improve customer satisfaction. As a result, we expect a growing demand for talent proficient in developing and integrating AI capabilities within organisations by 2025.

The increasing recognition of emerging technologies and AI has led to the development of hybrid data roles in Hong Kong, such as Data Reliability Engineer, Data Analytics Engineer, and Data Science Engineer.

Hiring expectations are also higher, as employers are not only assessing technical skills and domain expertise but also the flexibility and potential of candidates to master various technologies and data functions.

Beyond financial motivations, data and AI talent are seeking employers that can provide them with a data-driven environment where they have the opportunities to explore the potential of AI technology and promote higher AI use rates within the company.

Internal salary reviews in 2025 are projected to range between 4% and 6%. Meanwhile, candidates looking for new employers are likely to negotiate for an increment of 18% to 20%.

in-demand roles.

- data reliability engineer
- data analytics engineer
- data science engineer



infrastructure: network, system and cloud

Companies from all industries recognise the crucial need to protect sensitive and proprietary data, prompting almost all companies to upgrade their infrastructure, including network and cloud solutions.

In Hong Kong, we see more companies implementing edge computing models, which enhance data processing capabilities and enable faster response times for critical applications. Financial institutions, in particular, are enhancing their hybrid cloud infrastructures to balance regulatory compliance with the need for scalability and flexibility.

As hybrid work models become the norm, companies are investing in secure remote access solutions and collaboration tools to support their distributed teams.

As businesses continue to invest in their IT capabilities, the demand for skilled infrastructure talent is experiencing significant growth, particularly for multi-skilled professionals who can navigate various technologies & platforms.

Companies are increasingly seeking individuals equipped with a diverse skill set that enables them to adapt to the rapidly evolving IT landscape.

In particular, professionals with cloud-related project experience are highly sought after, reflecting a hot trend in the market as organisations accelerate their digital transformation initiatives.

Infrastructure candidates can expect internal pay increments of 5% to 8%, or 18% to 20% when switching companies. In addition to competitive salaries, these professionals are looking for opportunities to work on innovative projects and gain exposure to new technologies that employers provide.

cybersecurity

Many organisations in Hong Kong are actively undergoing digital transformation as they speed up technology adoption, which has resulted in a stronger reliance on digital platforms that are all interconnected to drive greater collaboration and efficiency. However, digital transformation at this scale has amplified the potential risk associated with cyber threats.

To regulate critical infrastructure operations and enhance cybersecurity measures, [the Protection of Critical Infrastructure \(Computer System\) Bill](#) was passed by the Hong Kong government in 2024.

Driven by regulatory requirements and heightened public awareness, there is an increasing emphasis on data privacy and protection, prompting more companies to further invest in building robust cybersecurity measures. As more companies enhance their data governance & safeguard their digital infrastructures, the demand for cybersecurity professionals will remain high in 2025.

Companies will face persistent talent scarcity, as demand continues to outstrip talent supply. Given this demand, salary increments for cybersecurity professionals are projected to range between 20% and 25% when they seek new employers, significantly higher than increases that we see in other technology domains.

“salary increments for cybersecurity talent projected to be 20% to 25%.”

business analysis, project management & product management

In 2025, we anticipate that banks and financial institutions will increase their project management headcount to support ongoing digital transformation initiatives and strategic partnerships.

This expansion will focus on integrating artificial intelligence into chatbots and developing advanced automation products to enhance operational efficiency.

Additionally, there will be a greater emphasis on exploring blockchain technology, as financial firms seek to leverage it for securing transactions, preparing smart contracts, and improving transparency in financial record-keeping.

The demand for project managers will also rise as they play a crucial role in facilitating collaboration between traditional banking institutions and fintech start-ups.

These professionals will be critical in facilitating the quick integration of new technologies, allowing companies to stay competitive and be among the first to market with innovative solutions.

Internal salary reviews for business analysts and project managers will range between 3% and 6%, while those searching for new employers can negotiate a pay raise between 15% and 20%.



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manager
technology



technology.

management	low	middle	high
CIO / CTO / COO / CDO	150,000	180,000	220,000
IT director / head of IT	75,000	90,000	120,000
head of data	90,000	120,000	140,000
IT audit / security manager	50,000	70,000	90,000
program manager	70,000	85,000	120,000
PMO	70,000	85,000	100,000
project manager	45,000	65,000	85,000
business analyst manager	45,000	55,000	70,000
software development manager	55,000	70,000	85,000
enterprise architect	50,000	70,000	120,000
application support manager	50,000	60,000	75,000
QA / testing manager	55,000	65,000	75,000
ERP / CRM / SAP manager	45,000	65,000	85,000
service delivery manager	45,000	55,000	65,000
infrastructure manager	50,000	65,000	80,000
helpdesk / desktop manager	40,000	55,000	70,000
programmer			
software architect / solution architect	55,000	75,000	100,000
blockchain developer	35,000	50,000	80,000
python developer	30,000	45,000	60,000
java developer	33,000	45,000	65,000
.net developer	30,000	40,000	60,000
php developer	30,000	40,000	55,000
c++ developer	28,000	35,000	60,000
mobile developer	30,000	40,000	65,000
front end developer	28,000	35,000	60,000

business intelligence / data science	low	middle	high
data strategy / data solutions	60,000	70,000	90,000
data architect	60,000	80,000	100,000
data ops engineer / data platform engineer	45,000	60,000	85,000
data engineer / ETL developer	40,000	60,000	80,000
database administrator / DBA	45,000	60,000	80,000
data analytics & business intelligence development	40,000	55,000	80,000
AI / machine learning engineer	40,000	55,000	75,000
data scientist	35,000	65,000	85,000
data analyst	32,000	55,000	75,000
data governance	40,000	60,000	80,000
QA testing			
QA / software testing (automation)	35,000	48,000	58,000
QA / software testing (manual)	28,000	40,000	50,000
network			
network solution architect	55,000	65,000	90,000
voice / comms engineer	50,000	60,000	70,000
network engineer	35,000	55,000	75,000
NOC engineer	30,000	35,000	45,000
systems			
security engineer	40,000	55,000	60,000
storage engineer	35,000	40,000	50,000
systems engineer (Linux/UNIX)	32,000	40,000	48,000
desktop engineer	30,000	45,000	55,000
helpdesk support	28,000	35,000	45,000
ERP / CRM			
SAP solution architect	55,000	75,000	85,000
ERP functional consultant	35,000	45,000	65,000
ERP technical consultant	35,000	50,000	65,000
Oracle functional consultant	35,000	50,000	70,000
Oracle technical consultant	35,000	50,000	70,000
SAP functional consultant	35,000	50,000	75,000
SAP technical consultant	35,000	50,000	70,000
CRM consultant (Salesforce)	35,000	50,000	70,000

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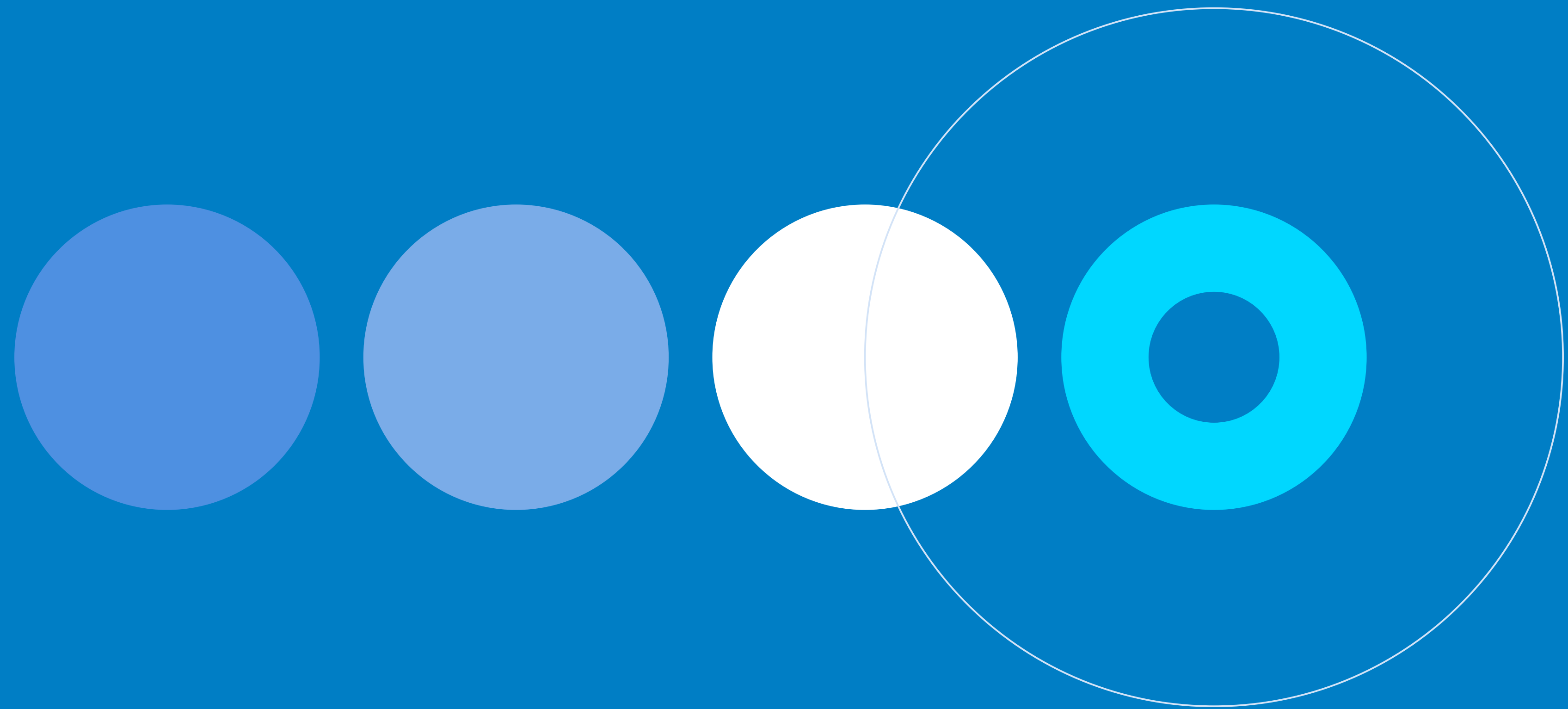
information technology - financial services.

management	low	middle	high
CIO / CTO / COO	170,000	230,000	300,000
IT director / head of IT	80,000	110,000	150,000
head of data	110,000	140,000	170,000
IT audit / security	60,000	95,000	140,000
program manager	65,000	80,000	120,000
project manager	50,000	65,000	100,000
business analyst	40,000	60,000	80,000
business analyst manager	60,000	72,000	95,000
PMO	45,000	65,000	90,000
development manager	70,000	80,000	100,000
test manager	70,000	80,000	100,000
infrastructure manager	55,000	65,000	80,000
application support manager	40,000	55,000	65,000
service delivery manager (SLA)	55,000	75,000	90,000
programmer			
software - solutions / technical architect	65,000	90,000	150,000
C++ developer	35,000	55,000	80,000
python developer	35,000	50,000	100,000
java developer	35,000	55,000	100,000
.net developer	35,000	50,000	80,000
mobile apps developer	33,000	50,000	80,000
front end developer	33,000	50,000	80,000
mobile developer	30,000	40,000	65,000
front end developer	28,000	35,000	60,000
mobile developer	30,000	40,000	65,000
front end developer	28,000	35,000	60,000
cybersecurity			
cybersecurity architect	65,000	75,000	100,000
security engineer	50,000	67,000	90,000
cybersecurity consultant	58,000	75,000	95,000
IT risk consultant	55,000	70,000	85,000
cybersecurity analyst	40,000	52,000	62,000
penetration tester / ethical hacker	40,000	60,000	70,000

business intelligence / data science	low	middle	high
data strategy / data solutions	65,000	90,000	110,000
data architect	70,000	100,000	120,000
data ops engineer / data platform engineer	50,000	70,000	90,000
data engineer / ETL developer	45,000	60,000	85,000
database administrator / DBA	40,000	60,000	80,000
data analytics & business intelligence development	40,000	55,000	75,000
AI / machine learning engineer	40,000	55,000	75,000
data scientist	40,000	65,000	85,000
data analyst	32,000	55,000	75,000
data governance	45,000	75,000	100,000
testing			
QA / software testing (automation)	35,000	48,000	58,000
QA / software testing (manual)	40,000	55,000	70,000
network			
network architect	70,000	80,000	90,000
network engineer	40,000	60,000	75,000
application support	35,000	60,000	85,000
NOC engineer	30,000	38,000	45,000
cloud			
cloud architect	65,000	80,000	100,000
cloud engineer	55,000	70,000	90,000
systems			
storage engineer	40,000	50,000	60,000
systems engineer (Linux/UNIX)	45,000	60,000	75,000
desktop engineer	35,000	45,000	60,000
systems engineer	40,000	60,000	75,000
helpdesk support	35,000	50,000	65,000
trading support engineer	40,000	60,000	70,000
Oracle functional consultant	35,000	50,000	70,000
Oracle technical consultant	35,000	50,000	70,000
SAP functional consultant	35,000	50,000	75,000
SAP technical consultant	35,000	50,000	70,000
CRM consultant (Salesforce)	35,000	50,000	70,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

2025 contracting job trends.



partner for talent.

contracting.

Confronted with cost management challenges, employers in Hong Kong are increasingly exploring flexible workforce solutions, including the hiring of contract workers. This trend is particularly pronounced among global multinational companies that have undergone rightsizing and restructuring in response to a sluggish economic climate and digital disruptions that have changed the skill sets required for various roles.

Since 2023, large organisations have been recalibrating their operations to adapt to evolving market dynamics and the demands of digital transformation. Companies have been assessing their resources and streamlining operations with a focus on efficiency and cost control.

Through this, we see that middle and senior-level professionals are more likely to face the brunt of the bad news, as we have seen in banking and financial services, legal, and technology industries. To bridge this workforce gap, many companies are now turning to contract workers for their specialised technical skills and knowledge.

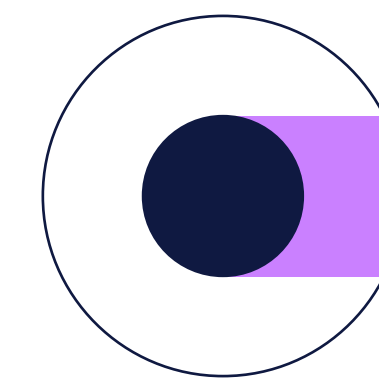
When hiring contract talent — whether to work on projects or temporarily — we have observed that hiring expectations have increased across the board. Employers value talent for their expertise and industry knowledge from their previous roles as they bring outside-in perspectives to longstanding challenges. Companies are also particularly interested in candidates proficient in various software platforms, as familiarity with modern tools facilitates quicker integration into roles.

In the technology sector, companies are increasingly tapping into the global talent pool to recruit remote contract workers specialising in areas where local talent is scarce, such as data science and cybersecurity. Additionally, there is a growing demand for contract positions in sales, business development, and customer service. This shift reflects companies' priorities to boost revenue and enhance customer experiences.

We also anticipate a rise in hiring within the education and healthcare sectors, which face similar talent shortages. This demand is largely driven by an ageing population that requires more healthcare services. Additionally, the education sector is seeing the establishment of new schools and enhancements to existing facilities to accommodate the growing enrollment numbers in Hong Kong.

We have observed a decline in contracting job opportunities within the banking and financial services sector, reflecting the broader global economic environment and prevailing hiring sentiments in the industry.

However, contract roles are still available in insurance, asset management, and securities. We anticipate an increase in sales-related positions within front office roles, as well as in sales and marketing as companies focus on enhancing revenue generation and meeting client needs alongside increasing market activities.



“in 2025, more

contracting jobs

will be found in technology, education, healthcare & insurance.”

balancing between flexibility and stability

While hiring contract workers provides employers with greater cost efficiency and workforce flexibility, there remains a notable level of caution similar to that seen with permanent hires in Hong Kong. Companies are carefully evaluating the necessity of adding additional headcount, whether temporary or permanent, to ensure that their workforce aligns with current business needs and strategic objectives.

Furthermore, job seekers in Hong Kong may hesitate to pursue contract roles, as they tend to prioritise job security, especially in a less active labour market with fewer hiring opportunities.

Despite the potential for higher pay in some contract positions, candidates may prefer permanent roles due to the stability they offer. Given the limited availability of jobs, talent will likely lean towards permanent employment options, valuing the long-term security and benefits associated with these positions.

To meet the demand for stability among job seekers, companies can consider offering longer contract durations to provide a greater sense of security for those willing to accept contract roles. Additionally, introducing project completion bonuses can incentivise talent to take on contract positions by alleviating concerns about job searches after their contracts end.

Many candidates are increasingly open to such opportunities and benefits, as they not only offer financial stability but also help mitigate the stress associated with frequent job hunting.



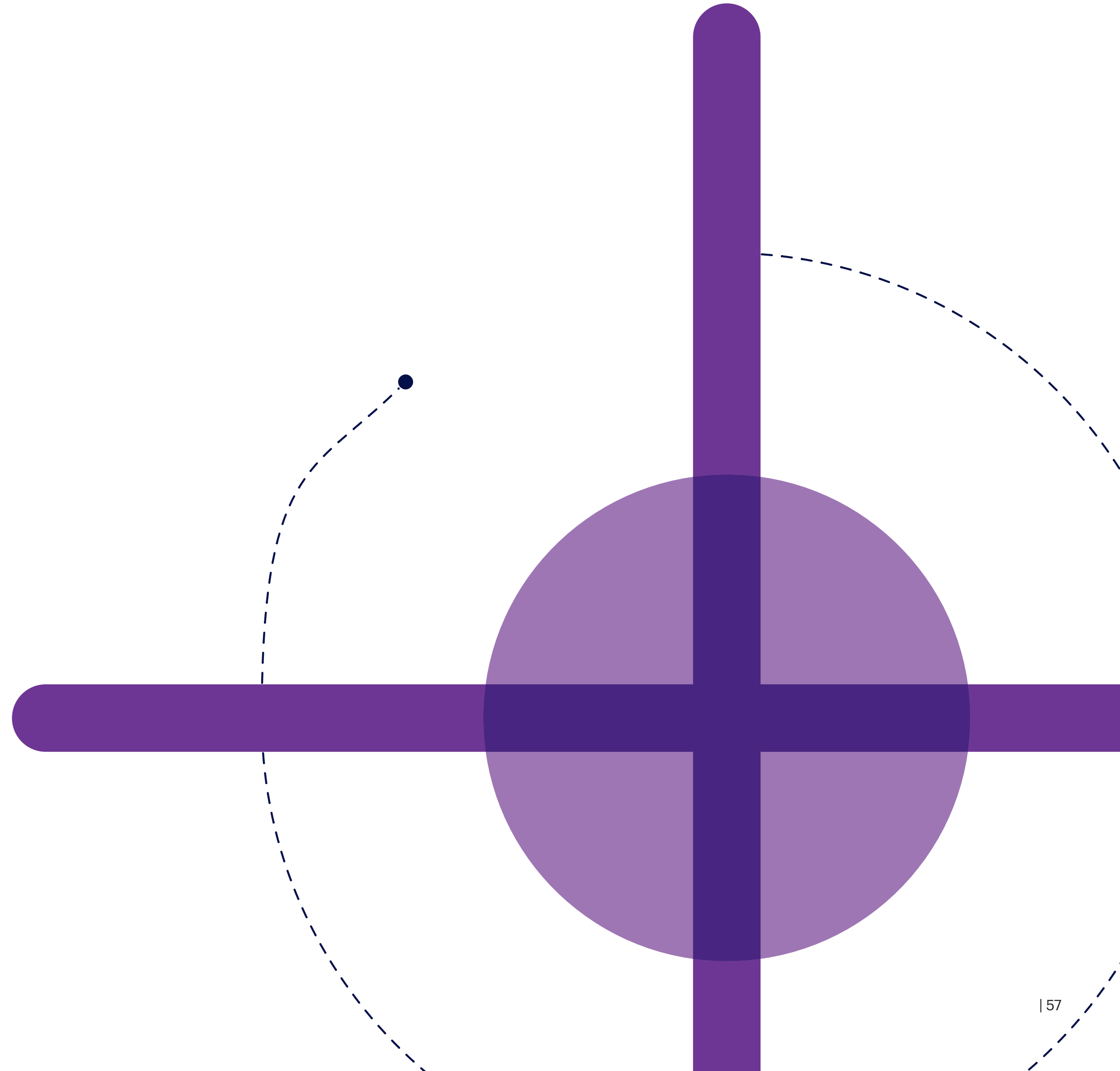
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senior manager
staffing & payroll



contracting - banking & financial services.

roles	low	middle	high
KYC / client onboarding	27,000	40,000	65,000
AML	30,000	60,000	75,000
compliance	40,000	59,000	84,000
settlement	23,000	34,000	50,000
corporate actions	23,000	34,000	55,000
cash operations	21,500	31,500	49,000
client services	34,000	50,000	72,500
trade finance	26,000	37,000	48,500
trade support	31,500	46,500	65,000
AR / AP accountant	25,000	40,000	55,000
regulatory reporting	32,500	49,000	72,500
tax operation	31,500	46,500	75,000
financial analyst	26,500	47,500	73,000
risk operation	32,500	47,500	68,000
credit / credit documentation	32,500	47,500	68,000
project analyst	27,500	52,500	75,000
product control	32,500	42,500	77,500
operation analyst	27,500	41,500	60,000
human resources	30,000	25,000	56,500
receptionist / admin	17,000	25,000	38,500
office manager	17,000	25,000	38,500

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.



contracting - information technology.

management	low	middle	high
CIO / CTO / COO / CDO	120,500	165,000	220,000
IT director / head of IT	82,500	99,000	130,000
IT audit / security manager	55,000	73,000	99,000
program manager	73,000	85,000	120,000
PMO	70,000	85,000	100,000
project manager	55,000	71,500	82,500
business analyst manager	65,000	75,000	88,000
software development manager	65,000	75,000	88,000
enterprise architect	65,000	75,000	120,000
testing / QA manager	55,000	65,000	75,000
ERP / CRM / SAP manager	55,000	66,000	77,000
service delivery manager	45,000	58,000	82,000
infrastructure manager	55,000	70,000	85,000
application support manager	48,000	55,000	70,000
helpdesk / desktop manager	45,000	53,000	73,000
programmer			
software architect / solution architect	55,000	78,000	110,000
blockchain developer	38,500	50,000	80,000
python developer	35,000	46,500	63,000
mobile apps developer	34,000	45,000	65,000
java developer	38,000	55,000	75,000
.net developer	35,000	50,000	70,000
front end developer	25,300	38,500	55,000
business intelligence / data science			
data architect	60,500	77,000	110,000
data scientist (machine learning / predictive modelling)	45,000	82,500	121,000
database administrator / DBA	38,500	49,500	60,500
business intelligence BA / consultant (data visualisation / reporting)	35,000	56,000	66,000
data engineer / ETL developer	35,000	47,000	66,000
.net developer	35,000	50,000	70,000
front end developer	25,300	38,500	55,000

QA testing	low	middle	high
automation testing	35,200	48,000	60,500
QA / software testing	28,000	42,000	52,000
network			
network architect	60,500	71,500	88,000
voice / comms engineer	55,000	66,000	77,000
network engineer	40,000	55,000	75,000
network support engineer	35,000	45,000	55,000
NOC engineer	30,000	35,000	45,000
systems			
storage engineer	38,500	45,000	55,000
security engineer	38,500	49,500	60,500
messaging specialist	38,500	44,000	55,000
Wintel engineer	38,000	50,000	63,000
helpdesk support	24,000	35,000	42,000
desktop engineer	27,500	37,000	45,000
systems engineer	32,000	45,000	53,000
ERP / CRM			
SAP solution architect	49,500	66,000	82,500
SAP technical consultant	40,000	55,000	71,500
SAP functional consultant	35,500	45,000	70,000
ERP technical consultant	39,500	50,000	71,500
ERP functional consultant	35,500	48,500	69,000
CRM consultant (Salesforce)	38,500	49,500	71,500
Oracle technical consultant	38,500	49,500	71,500
Oracle functional consultant	35,500	43,500	68,000

*Figures are in HKD and based on a basic monthly salary of a permanent role (not including AWS or fixed/variable bonus); unless otherwise stated.

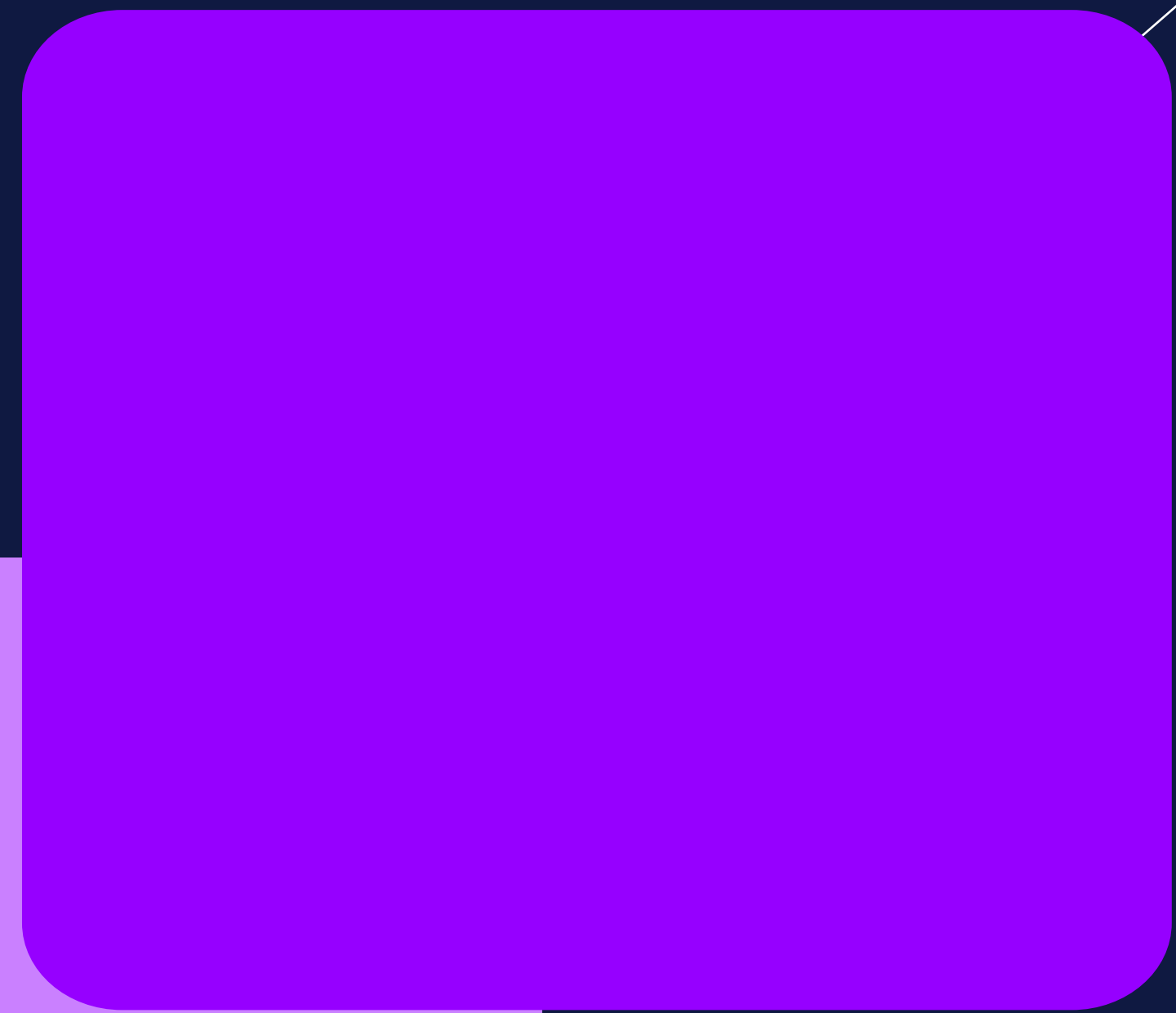
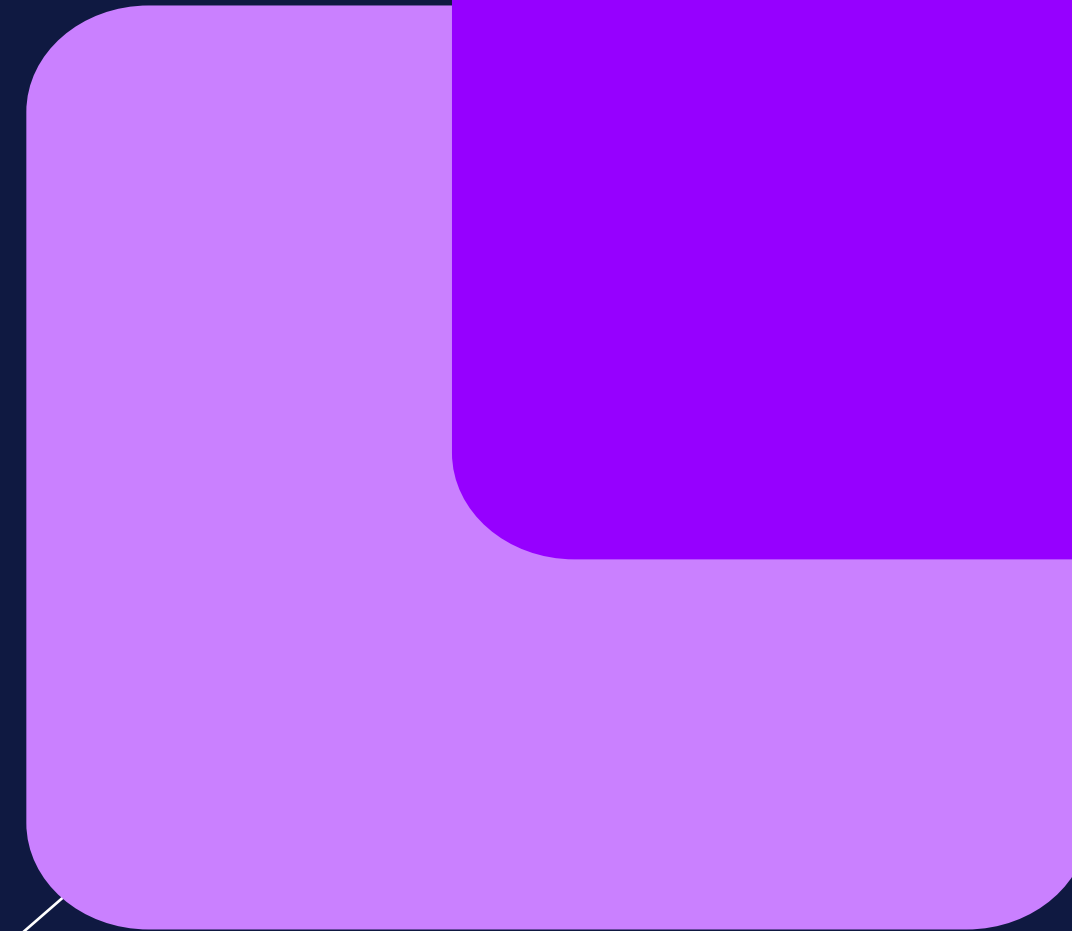
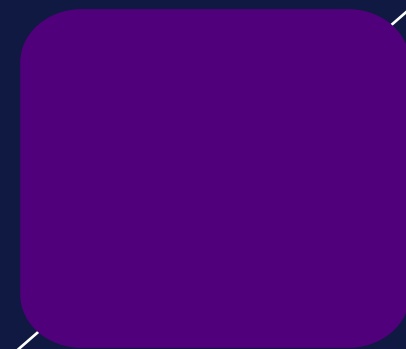
contracting - information technology (finance).

management	low	middle	high
CIO / CTO / COO	110,000	192,500	330,000
IT director / head of IT	82,500	110,000	154,000
development manager	65,000	78,000	94,000
program manager	60,000	88,000	110,000
test manager	58,000	65,000	73,000
IT audit / security	55,000	68,000	99,000
project manager	55,000	69,000	88,000
PMO	53,000	65,000	88,000
infrastructure manager	55,000	70,000	90,000
business analyst manager	50,000	62,000	77,000
application support manager	50,500	68,000	80,000
service delivery manager (SLA)	43,000	60,000	82,000
programmer			
software - solutions / technical architect	68,000	82,000	110,000
application support	43,000	52,000	78,000
C++ developer	40,000	58,500	99,000
java developer	39,000	56,000	68,800
.net developer	35,000	47,000	65,000
mobile apps developer	36,000	52,000	63,000
front end developer	33,000	48,000	58,000
testing			
software tester / QA	33,000	49,500	66,000
network			
network architect	58,000	78,000	89,000
voice / comms engineer	55,000	71,500	82,500
network engineer	44,000	55,000	71,500
network support engineer	38,500	49,500	62,500
NOC engineer	25,000	33,000	40,000

systems	low	middle	high
security engineer	44,000	65,000	89,000
messaging specialist	44,000	55,000	66,000
Oracle DBA	44,000	66,000	77,000
helpdesk support	26,000	35,000	45,000
storage engineer	38,500	50,000	65,500
UNIX admin	38,500	49,500	66,000
Wintel engineer	40,000	50,000	65,000
systems engineer	35,000	45,000	60,000
desktop engineer	25,000	40,000	50,000
transformation			
head of transformation	100,000	130,000	180,000
senior manager	72,000	85,000	99,000
manager	45,000	58,000	69,000
senior business analyst	38,000	46,000	58,000
business analyst	24,000	35,000	45,000

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