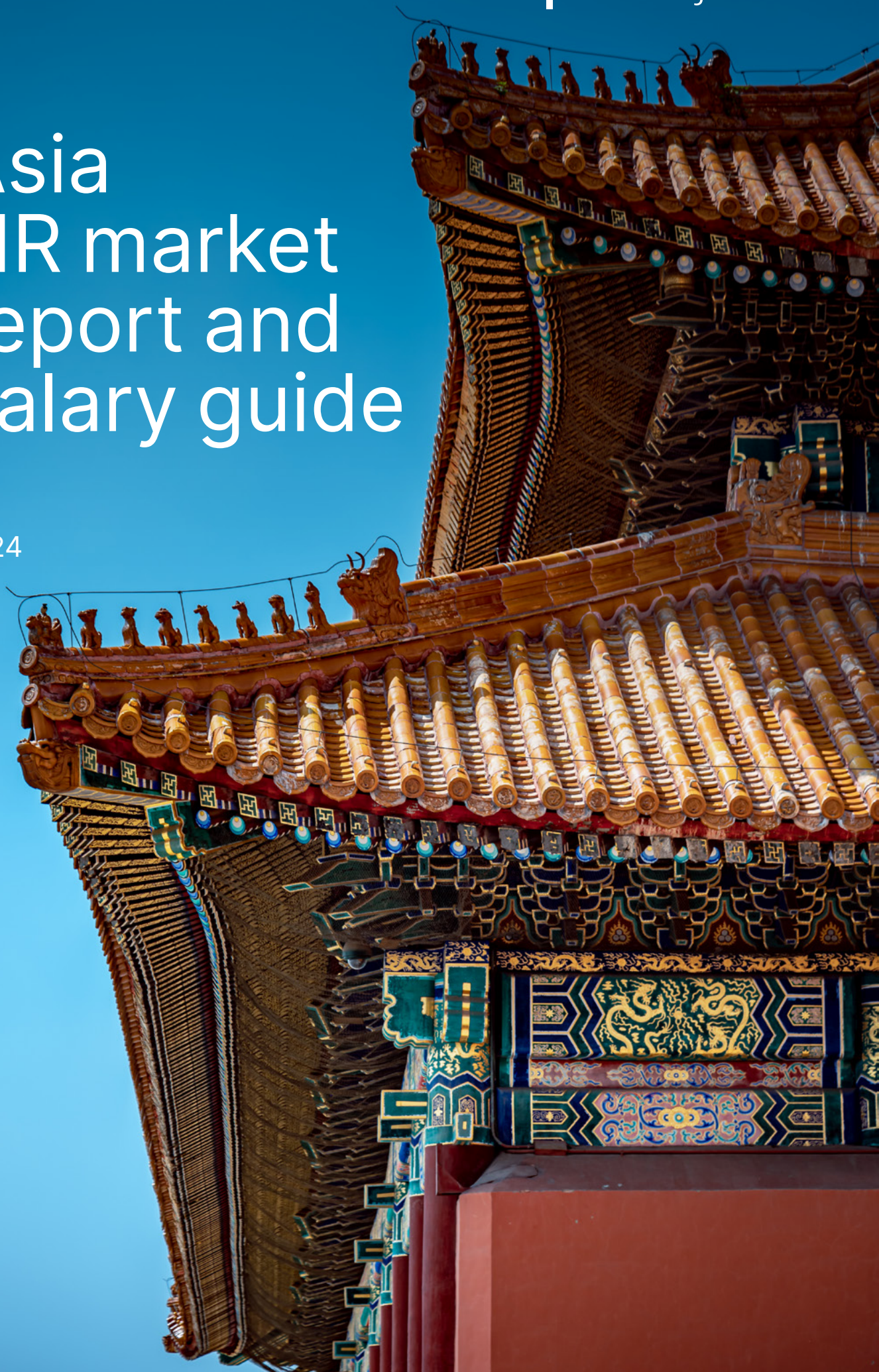


# Asia HR market report and salary guide

2024



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## Introduction

Welcome to our Asia HR market report and salary guide for 2024. The HR landscape in Asia is undergoing significant changes as the global economy recovers and adapts to new realities.

With the evolving landscape of digital transformation and innovation fueling business expansion across the region, organisations are compelled to stay abreast of the latest HR trends and salary benchmarks.

Our report aims to provide HR professionals, business leaders and job seekers with valuable insights into the current state of the HR market in Asia.

We have gathered data from various industries, job roles and levels of experience to create a comprehensive salary guide that reflects the latest market trends.

Our report also includes an in-depth analysis of key HR issues such as talent management, employee engagement and diversity and inclusion.

Our survey indicates that nearly two-thirds of HR professionals are considering moving roles in the next year.

This could be either a huge opportunity or a huge threat to businesses. Those companies that listen to what employees want and who create a compelling employee experience and competitive benefits package, stand to do well in the battle to attract and retain the best talent.

Furthermore, the geopolitical climate in Asia continues to exert significant influence on the HR landscape. With ongoing tensions between major

global players and persisting political instability in certain regions, organisations are recalibrating their expansion strategies and adopting a more cautious approach to hiring. However, amidst these challenges, some companies are leveraging the current situation to establish a stronger foothold in Asia, tapping into the region's vast growth potential.

In summary, our Asia HR market report and salary guide provides a comprehensive overview of the current HR landscape in the region. We hope that this report will be a valuable resource for HR professionals, business leaders and job seekers alike as they navigate the rapidly changing business environment in Asia.

### About our salary guide

Data for this salary guide has been compiled from our network, recent appointments over the past twelve months as well as several targeted LinkedIn polls. As always with our salary guides, there will be outliers at either end of the salary bands due to the vast number of companies from which we have collected data. If you require bespoke salary advice or benchmarking for you or your team, please get in touch with us.

Further salary guide and market information can also be shared via our offices in the UK, Europe, Middle East, Australia and the US at your request.



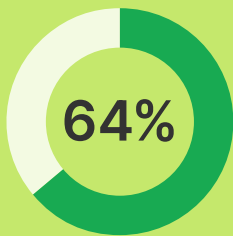
**Sean Tong | Partner**

Head of Asia

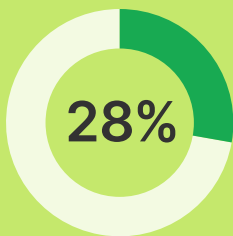
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## Key insights and statistics



HR professionals considering changing roles



HR professionals considering relocating

### We're still adjusting to new norms

Microsoft's Work Trend Index report of over 6000 workers shows many of us have not fully settled on our new normal, with large numbers of remote and hybrid workers still considering a shift



**57%**

Remote workers considering shift to hybrid

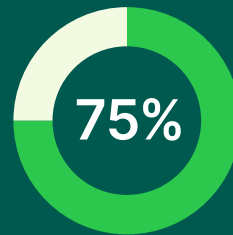


**51%**

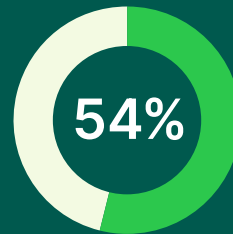
Hybrid workers considering shift to remote

### How many days in the office?

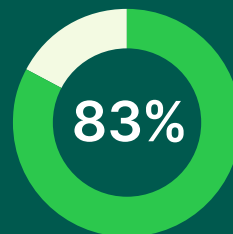
Our data reveals an overwhelming majority of people would reject a job offer if it meant working a five-day week in the office. The optimum number for most respondents was three to four days.



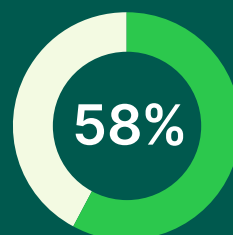
Of **women** would turn down a role if it meant four or more days in the office



Of **men** would turn down a role if it meant four or more days in the office



Of **junior talent** would turn down a role if it meant four or more days in the office



Of **senior talent** would turn down a role if it meant four or more days in the office

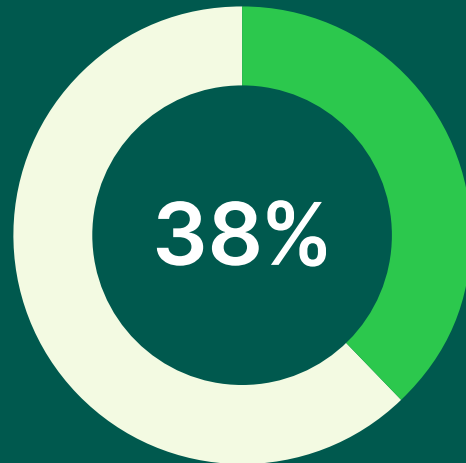
### People who aren't learning will leave

Three of the top five factors that drive people to pursue new jobs reflect their desire to stretch, grow and develop new skills.\*

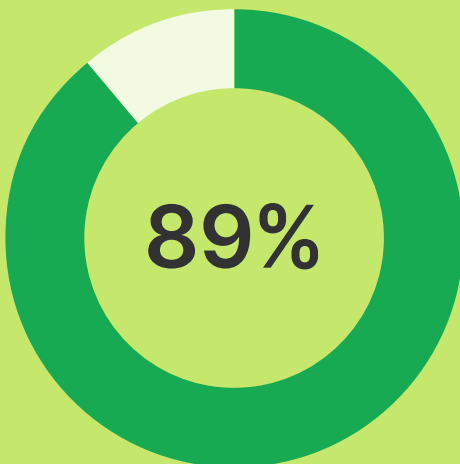
- 1 | Compensation and benefits
- 2 | Flexibility to work when and where I want
- 3 | Doing challenging and impactful work
- 4 | Opportunities for career growth within the company
- 5 | Opportunities to learn and develop new skills

\*LinkedIn Workplace Learning report 2023

### Link hybrid to purpose



38% of hybrid professionals say they do not know when or why to come into the office. Leaders must take a proactive approach to defining company vision and purpose, and ensuring this message is clear to all teams. Purpose-driven companies grow up to three times faster than their counterparts, according to McKinsey research.



of organisations are concerned about employee retention

## Banking, financial services, and professional services | North Asia

Despite initial fears and uncertainties, the North Asia job market experienced a surprisingly smooth year in 2023.

Despite initial fears and uncertainties, the North Asia job market experienced a surprisingly smooth year in 2023, despite volatility and external factors such as inflation and high interest rates. The market remained fairly strong, defying projections of a recession, banking crisis, and geopolitical challenges. While the future of the job market in 2024 is still uncertain, early indications suggest a positive outlook for the year ahead.

Organizations in the region are actively seeking professionals with a strong understanding of the local market, language skills, and cultural sensitivities. The demand for strategic total rewards leaders who can drive business results has increased significantly. These professionals play a crucial role in aligning HR strategies with overall business objectives. Moreover, since the beginning of 2024, signs of growth have emerged. One of the key supporting factors is the healthy IPO and M&A pipeline in the US and Europe, leading many organizations to plan for the expansion of their Talent Acquisition teams. Additionally, organizations are proactively revamping their HR functions to ensure their HR practices are future-proof.

While China may continue to face challenges, there is optimism that the market will stabilize in due course. Our clients in the senior space are actively preparing for Q2 of this year, and we currently have several ongoing pipelining projects. This segment of the market is expected to remain buoyant, with organizations prioritizing HR and workforce planning as critical business functions. This presents numerous opportunities for professionals seeking new challenges and exciting career paths in one of the world's most dynamic regions.

Furthermore, as Hong Kong repositions itself as an international hub, we anticipate a gradual return of talent to the city. This presents an opportunity for professionals to explore career prospects in a vibrant and diverse community while experiencing a rich cultural environment.

As Hong Kong repositions itself as an international hub, we anticipate a gradual return of talent to the city.



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## Banking and financial services salaries | Hong Kong

Salaries are in Hong Kong dollars ('000s)

### Generalist/HR Business Partner

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Advisor (Associate)	400-500	400-500	400-500	420-520	400-500	400-500	400-500	400-500
Senior HR Executive (AVP)	500-700	550-750	500-700	560-760	500-700	550-750	500-700	550-750
HR Manager/ Business Partner (VP)	720-900	720-950	720-900	720-950	720-900	720-950	720-900	720-950
Senior HR Manager/ Senior Business Partner (SVP)	900-1250	900-1250	900-1250	900-1250	900-1250	900-1250	900-1250	900-1250
Head of HR/HR Director (ED)	960-1500+	960-1500+	960-1500+	960-1500+	960-1500+	960-1500+	960-1500+	960-1500+
Chief HR Officer (MD/Head)	1800-2500+	1800-2500+	1800-2500+	1800-2500+	1800-2500+	1800-2500+	1800-2500+	1800-2500+

### HR Ops/HR shared services

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Ops/SS Advisor	400-650	400-650	400-650	400-650	400-650	400-650	400-650	400-650
HR Ops Manager/ HR SS Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Head of HR Operations	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+

### Recruitment and talent acquisition

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	350-450	350-450	350-450	350-450	350-450	350-450	350-450	350-450
Senior Campus Recruiter	400-650	400-650	400-650	400-650	400-650	400-650	400-650	400-650
Campus Development Advisor	400-650	400-650	400-650	400-650	400-650	400-650	400-650	400-650
Campus Recruitment Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Campus Development Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Head of Campus Recruitment	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+

## Asia HR market report and salary guide

### Recruitment and talent acquisition

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Recruiter	350-450	350-450	350-450	350-450	350-450	350-450	350-450	350-450
Senior Recruiter	400-650	400-650	400-650	400-650	400-650	400-650	400-650	400-650
Recruitment/ Talent Acquisition Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Resourcing Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Executive Recruiter	800-1100	800-1100	800-1100	800-1100	800-1100	800-1100	800-1100	800-1100
TA Ops and Projects	550-700	550-700	550-700	550-700	550-700	550-700	550-700	550-700
Head of Recruitment/Talent Acquisition	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+

### Learning, talent development and management

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
L&D Advisor	400-600	400-600	400-600	400-600	400-600	400-600	400-600	400-600
L&D Manager/ Talent/Engagement Manager	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000
D&I/Wellbeing Manager	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000
Head of D&I/ Wellbeing	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+
Head of Learning and Talent	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+	900-1300+

### Employee relations

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
ER Advisor	500-700	500-700	500-700	500-700	500-700	500-700	N/A	N/A
ER Manager	720-900	720-900	720-900	720-900	720-900	720-900	N/A	N/A
Head of ER	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	N/A	N/A

Salaries are in Hong Kong dollars ('000s)

## Asia HR market report and salary guide

### HR projects

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Transformation Consultant	400-700	400-700	400-700	400-700	400-700	400-700	N/A	N/A
HR Transformation Manager	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	N/A	N/A
Organisation Design Manager	800-1000	800-1000	800-1000	800-1000	800-1000	800-1000	N/A	N/A
Head of HR Transformation	850-1300+	850-1300+	850-1300+	850-1300+	850-1300+	850-1300+	N/A	N/A
Head of Organisation Design	850-1300+	850-1300+	850-1300+	850-1300+	850-1300+	850-1300+	N/A	N/A

### Management consulting

	Banking		Asset management		Insurance		PS	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Consultant	N/A	N/A	N/A	N/A	N/A	N/A	420-660	420-660
Manager	N/A	N/A	N/A	N/A	N/A	N/A	660-960	660-960
Senior Manager	N/A	N/A	N/A	N/A	N/A	N/A	1000-1200	1000-1200
Head of Practice	N/A	N/A	N/A	N/A	N/A	N/A	1300-1500+	1300-1500+

### Reward and benefits

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Reward (C&B) Analyst	400-650	400-650	400-650	400-650	400-650	400-650	400-650	400-650
Reward (C&B) Manager	700-900	700-900	700-900	700-900	700-900	700-900	700-900	700-900
Regional/Group Head of Reward	750-1150+	750-1150+	750-1150+	750-1150+	750-1150+	750-1150+	750-1150+	750-1150+

### HRIS and analytics

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HRIS/Data Analyst	400-500	400-500	400-500	400-500	400-500	400-500	400-500	400-500
HRIS/Data Manager	720-900	720-900	720-900	720-900	720-900	720-900	720-900	720-900
Head of HRIS/ Analytics	950-1200+	950-1200+	950-1200+	950-1200+	950-1200+	950-1200+	950-1200+	950-1200+

Salaries are in Hong Kong dollars ('000s)

## Asia HR market report and salary guide

### Payroll

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Payroll Associate	360-500	370-520	360-500	370-520	360-500	370-520	360-500	370-520
Payroll Manager	600-960	620-1000	600-960	620-1000	600-960	620-1000	600-960	620-1000
Head of Payroll	960-1300+	1000-1500+	960-1300+	1000-1500+	960-1300+	1000-1500+	960-1300+	1000-1500+

### Global mobility

	Banking		Asset management		Insurance		PE/VC	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Global Mobility Specialist	420-500	420-500	420-500	420-500	420-500	420-500	420-500	420-500
Head of Global Mobility	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+	900-1200+



Salaries are in Hong Kong dollars ('000s)

## Professional services salaries | Hong Kong

Salaries are in Hong Kong dollars ('000s)

### Generalist/HR Business Partner

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Advisor	400-500	400-500	400-500	400-500	300-400	300-400	300-400	300-400
Senior HR Advisor	450-650	450-650	450-650	450-650	350-500	350-500	450-650	450-650
HR Manager/ Business Partner	700-900	700-900	700-900	700-900	500-700	500-700	600-800	600-800
Senior HR Manager/ Senior Business Partner	900-1300	900-1300	900-1150	900-1150	650-800	650-800	700-1150	700-1150
Head of HR/HR Director	1200-2600+	1200-2600+	1200-1400+	1200-1400+	800-1600+	800-1600+	1200-1800+	1200-1800+
Chief HR Officer	NA	NA	1300-1400+	1300-1400+	1800-2800+	1800-2800+	1800-2800+	1800-2800+

### HR Ops/HR shared services (SS)

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Ops/SS Advisor	300-500	400-550	400-550	400-550	350-500	350-500	400-550	400-550
HR Ops/SS Manager	500-750	500-750	500-750	500-750	500-700	500-700	700-850	700-850
Head of HR Operations	900-1200+	900-1200+	900-1200+	900-1200+	800-1200+	800-1200+	900-1200+	900-1200+

### Recruitment and talent acquisition

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	350-450	350-450	350-450	350-450	200-300	200-300	350-450	350-450
Senior Campus Recruiter	400-600	400-600	400-600	400-600	300-500	300-500	400-600	400-600
Campus Development Advisor	400-600	400-600	400-600	400-600	400-600	400-600	400-600	400-600
Campus Recruitment Manager	650-850	650-850	650-850	650-850	500-700	500-700	650-850	650-850
Campus Development Manager	650-850	650-850	650-850	650-850	600-800	600-800	650-850	650-850
Head of Campus Recruitment	900-1200+	900-1200+	900-1100+	900-1100+	700-1000+	700-1000+	900-1100+	900-1100+

## Asia HR market report and salary guide

### Recruitment and talent acquisition

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Recruiter	350-450	350-450	350-450	350-450	200-300	200-300	350-450	350-450
Senior Recruiter	400-650	400-650	400-650	400-650	300-500	300-500	400-650	400-650
Recruitment/ Talent Acquisition Manager	650-850	650-850	650-850	650-850	400-600	400-600	650-850	650-850
Resourcing Manager	650-850	650-850	650-850	650-850	500-700	500-700	650-850	650-850
Executive Recruiter	700-900	700-900	700-900	700-900	600-800	600-800	700-900	700-900
TA Ops and Projects	550-700	550-700	550-700	550-700	700-1000	700-1000	550-700	550-700
Head of Recruitment/Talent Acquisition	900-1300+	900-1300+	900-1300+	900-1300+	1000-1500+	1000-1500+	900-1300+	900-1300+

### Learning, talent development and management

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
L&D Advisor	400-600	400-600	400-600	400-600	200-300	200-300	400-600	400-600
L&D Manager/ Talent Manager	800-1000	800-1000	800-1000	800-1000	300-500	300-500	800-1000	800-1000
D&I/Wellbeing Manager	800-1000	800-1000	800-1000	800-1000	400-600	400-600	800-1000	800-1000
Head of D&I/ Wellbeing	900-1200+	900-1200+	900-1200+	900-1200+	700-1000+	700-1000+	900-1200+	900-1200+
Head of Learning and Talent	900-1300+	900-1300+	900-1300+	900-1300+	1000-1500+	1000-1500+	900-1300+	900-1300+

### Employee relations

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
ER Advisor	500-700	500-700	500-700	500-700	300-500	300-500	500-700	500-700
ER Manager	720-900	720-900	720-900	720-900	500-700	500-700	720-900	720-900
Head of ER	900-1200+	900-1200+	900-1200+	900-1200+	700-1000+	700-1000+	900-1200+	900-1200+

Salaries are in Hong Kong dollars ('000s)

## Asia HR market report and salary guide

### HR projects

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Transformation Manager	400-700	400-700	400-700	400-700	400-800	400-800	400-700	400-700
Organisation Design Manager	800-1000	800-1000	800-1000	800-1000	600-800	600-800	800-1000	800-1000
Head of HR Transformation	800-1000+	800-1000+	800-1000+	800-1000+	1000-1800+	1000-1800+	800-1000+	800-1000+
Head of Organisation Design	850-1300+	850-1300+	850-1300+	850-1300+	1000-19,000+	1000-19,000+	850-1300+	850-1300+

### Management consulting

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Consultant	400-650	400-650	400-650	400-650	N/A	N/A	400-650	400-650
Manager	700-850	700-850	700-850	700-850	N/A	N/A	700-850	700-850
Senior Manager	850-1000+	850-1000+	850-1000+	850-1000+	N/A	N/A	850-1000+	850-1000+
Head of Practice	1150-1300+	1150-1300+	1150-1300+	1150-1300+	N/A	N/A	1150-1300+	1150-1300+

### Reward and benefits

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Reward (C&B) Analyst	400-650	400-650	400-650	400-650	300-500	300-500	400-650	400-650
Reward (C&B) Manager	700-900	700-900	700-900	700-900	500-700	500-700	700-900	700-900
Head of Reward	750-1150+	750-1150+	750-1150+	750-1150+	1000-1800+	1000-1800+	750-1150+	750-1150+

### HRIS and analytics

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HRIS/Data Analyst	400-500	400-500	400-500	400-500	200-400	200-400	400-500	400-500
HRIS/Data Manager	720-900	720-900	720-900	720-900	400-700	400-700	720-900	720-900
Head of HRIS/ Analytics	950-1200+	950-1200+	950-1200+	950-1200+	800-1300+	800-1300+	950-1200+	950-1200+

Salaries are in Hong Kong dollars ('000s)

## Asia HR market report and salary guide

### Payroll

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Payroll Associate	360-500	360-500	360-500	360-500	200-400	200-400	360-500	360-500
Payroll Manager	600-960	600-960	600-960	600-960	400-700	400-700	600-960	600-960
Head of Payroll	960-1300+	960-1300+	960-1300+	960-1300+	800-1300+	800-1300+	960-1300+	960-1300+

### Global mobility

	Legal		Consultancy		Real estate		Accountancy	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Global Mobility Specialist	420-500	420-500	420-500	420-500	300-600	300-600	420-500	420-500
Head of Global Mobility	900-1200+	900-1200+	900-1200+	900-1200+	700-1000+	700-1000+	900-1200+	900-1200+



Salaries are in Hong Kong dollars ('000s)

## Banking, financial services, fintech and professional services | Southeast Asia

2024 has had a rocky start to the year from a financial services perspective, with a number of banks and broader financial services organisations going through re-structures and ultimately redundancies to rightsize their organisations for the current market conditions.

Having said that, professional services organisations, such as the strategy and management consulting firms have been busy advising their clients on people strategy, technology and transformation. Furthermore, the PE firms seem to be bullish about the year ahead and fintech's, especially those headquartered in the region, are back in growth mode, creating confidence in the market. Furthermore, there's a surprisingly high level of interest from individuals pro-actively looking to move employers, despite some market uncertainty, which suggests that once bonuses are paid, inevitably replacement hires will come to the market. However, employers have been reticent to buyout bonuses this year, instead delaying start dates and resignations to make cost savings.

We have seen the most client demand for technical professionals in areas such as rewards, executive compensation, HR technology, HR analytics, employee relations and organisation design professionals, who are building global and regional COE teams as part of new operating model changes. Given the narrow candidate pools, these individuals were able to command premium salaries, seeing average salary increases of 13 to 16% in Q1 2024 (down from +20% in Q1 2023). Similarly, MNC's appear to be offshoring HR ops teams to markets like Malaysia, the Philippines and India, where there's strong talent pools at a lower cost. The quietest areas hiring wise have been talent acquisition leaders, and

learning & development and/or diversity, equality and inclusion (DEI) and employer branding professionals, with concerns around cost and business performance. Having said that, we have seen signs of talent acquisition professionals being in demand from Q2, which is normally a barometer for the market, indicating hiring volumes will continue to build across Southeast Asia.

In Singapore specifically, we have seen a number of HR leaders secure a One Pass given job security concerns, with a number of US and European headquartered organisations removing headcount from the region. The majority of our financial and professional services clients have also returned to the office on a three or four day per week basis – with four days being the most commonly adopted model. We have also seen an increase in fixed term contract hiring to plug gaps with previous unsustainable capacity levels. Employers are also laser focused on employee experience and employee retention, reviewing organization culture, career management and manager development.

Overall, we expect hiring volumes to increase in the second half of the year. In parallel, employers should maintain strong internal communication enabling a positive employee experience in turbulent market conditions to support their employee retention and engagement strategies.



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# Banking, financial services and fintech salaries | Singapore

Salaries are in Singapore dollars ('000s)

## Generalist/HR Business Partner

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Advisor (Associate)	60-80	70-100	60-80	70-100	55-75	65-90	60-80	70-100
Senior HR Executive (AVP)	70-90	80-120	70-90	80-120	65-85	90-120	70-90	80-120
HR Manager/Business Partner (VP)	85-140	140-180	85-140	140-180	80-130	85-140	85-140	140-180
Senior HR Manager/ Senior Business Partner (SVP)	150-220	180-240	150-200	180-240	130-180	150-220	150-200	180-250
Head of HR/HR Director (ED)	250-320+	250-350+	250-320+	250-350+	200-250+	250-350+	200-280+	250-350+
Chief HR Officer (MD/Head)	320-400+	350-700+	320-400+	350-650+	250-300+	300-350+	250-350+	350-500+

## HR Ops/HR shared services

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Ops/SS Advisor	40-60	50-70	40-60	50-70	35-55	45-65	40-60	50-70
HR Ops Manager/ HR SS Manager	100-130	150-200	100-130	150-200	100-125	140-180	100-130	150-200
Head of HR Operations	150-220+	200-260+	150-220+	200-260+	140-180+	180-240+	150-200+	200-260+

## Recruitment and talent acquisition

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	50-70	60-80	50-65	50-70	50-65	50-70	40-60	50-70
Senior Campus Recruiter	60-80	70-90	60-80	70-90	60-75	70-85	60-80	70-90
Campus Development Advisor	60-80	70-90	60-80	70-90	60-75	70-85	60-80	70-90
Campus Recruitment Manager	100-140	150-220	100-140	150-220	100-130	120-160	100-140	150-220
Campus Development Manager	100-140	150-220	100-140	120-180	100-130	120-160	100-130	150-250
Head of Campus Recruitment	160-240+	220-400+	160-240+	220-320+	160-180+	180-200+	160-240+	220-300+

## Asia HR market report and salary guide

### Recruitment and talent acquisition

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Recruiter	70-90	80-100	70-90	80-100	70-80	80-90	70-90	80-110
Senior Recruiter	90-110	100-140	90-110	100-140	90-100	100-110	90-110	110-150
Recruitment/Talent Acquisition Manager	100-160	140-200	100-160	140-200	100-150	140-180	100-160	140-200
Resourcing Manager	120-140	140-160	120-140	140-160	120-140	140-180	120-140	140-160
Executive Recruiter	140-200	180-250	140-180	160-250	140-180	180-200	140-200	160-250
TA Ops and Projects	120-180	150-240	120-150	150-240	120-180	140-220	120-220	150-250
Head of Recruitment/ Talent Acquisition	180-250+	250-500+	180-250+	250-350+	180-220+	200-250+	180-250+	220-400+

### Learning, talent development and management

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
L&D Advisor	60-90	70-100	60-90	70-100	60-80	70-90	60-90	70-100
L&D Manager/Talent/ Engagement Manager	130-180	150-220	130-180	150-220	130-160	150-200	130-180	150-220
D&I/Wellbeing Manager	130-180	150-220	130-180	150-220	130-160	150-200	130-180	150-220
Head of D&I/Wellbeing	180-220+	220-300+	180-220+	200-280+	170-200+	150-220+	180-220+	220-300+
Head of Learning and Talent	180-240+	250-400+	180-240+	220-350+	180-220+	200-240+	180-250+	220-350+

### Employee relations

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
ER Advisor	80-120	80-140	80-120	80-140	80-100	80-120	80-100	80-120
ER Manager	100-160	120-200	100-160	120-200	100-150	120-160	100-150	120-160
Head of ER	180-250+	250-400+	180-220+	220-350+	180-200+	200-250+	180-200+	220-350+

## Asia HR market report and salary guide

### HR project

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HR Transformation Consultant	80-120	100-140	80-120	100-140	80-120	100-140	80-120	100-140
HR Transformation Manager	140-180	150-240	140-180	150-240	140-180	150-220	140-180	150-240
Organisation Design Manager	140-180	150-240	140-180	150-240	140-180	150-220	140-180	150-240
Head of HR Transformation	200-250+	250-350+	200-250+	250-350+	200-250+	250-350+	200-250+	250-350+
Head of Organisation Design	200-250+	250-350+	200-250+	250-350+	200-250+	250-350+	200-250+	250-350+

### Reward

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Reward Associate	70-90	80-100	70-90	80-100	70-80	80-90	70-90	80-100
Reward Manager	90-150	120-240	90-150	150-240	90-160	150-220	90-150	120-240
Head of Reward	180-250+	250-600+	200-250+	250-550+	180-220+	200-260+	200-250+	250-350+

### Benefits

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Benefits Associate	70-100	90-110	80-100	90-110	80-100	90-110	80-100	90-110
Benefits Manager	100-150	140-180	100-150	140-180	100-140	120-160	100-140	120-160
Head of Benefits	180-220+	200-240+	180-220+	200-240+	160-220+	200-240+	160-220+	200-240+

### HRIS and analytics

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HRIS/Data Analyst	80-100	90-110	80-100	90-110	80-100	90-110	80-100	90-110
HRIS/Data Manager	100-150	140-180	100-150	140-180	100-140	120-160	100-140	120-160
Head of HRIS/Analytics	180-240+	220-350+	180-240+	220-300+	160-220+	200-260+	160-220+	200-350+

Salaries are in Singapore dollars ('000s)

Payroll

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Payroll Associate	40-50	50-60	40-50	50-60	40-50	50-60	40-50	50-60
Payroll Manager	60-75	80-180	60-80	80-180	60-80	80-180	60-75	80-120
Head of Payroll	120-140+	140-240+	130-180+	160-240+	130-180+	160-220+	120-140+	140-240+

Global mobility

	Banking		Asset management/ PE/VC		Insurance		Fintech	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Global Mobility Specailist	50-100	60-130	50-120	60-140	50-120	60-140	50-100	60-130
Head of Global Mobility	100-150+	150-240+	100-150+	150-240+	100-150+	150-240+	100-150+	150-240+



## Professional services salaries | Singapore

Salaries are in Singapore dollars ('000s)

### Generalist/HR Business Partner

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
HR Advisor	60-75	65-90	55-75	65-95	55-75	65-90
Senior HR Advisor	85-110	90-120	65-90	75-110	65-85	75-100
HR Manager/Business Partner	120-140	130-170	80-125	120-160	80-120	120-150
Senior HR Manager/Senior Business Partner	150-180	150-220	140-180	150-200	130-160	140-170
Head of HR/HR Director	200-250+	250-320+	180-250+	250-300+	170-240+	250-350+
Chief HR Officer	250-300+	300-425+	240-300+	240-350+	240-300+	240-350+

### HR Ops/HR shared services

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
HR Ops/SS Advisor	55-75	60-80	40-55	50-65	40-50	50-60
HR Ops/SS Manager	100-120	120-160	100-140	120-180	100-140	120-180
Head of HR Operations	120-160+	150-200+	140-180+	160-220+	140-180+	160-220+

### Recruitment and talent acquisition

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	50-60	55-70	50-60	55-70	50-60	55-70
Senior Campus Recruiter	60-70	70-80	60-70	70-80	60-70	70-80
Campus Development Advisor	55-70	70-80	55-70	70-80	55-70	70-80
Campus Recruitment Manager	100-130	100-150	100-130	120-160	100-130	100-150
Campus Development Manager	100-130	100-150	100-130	120-160	100-130	100-150
Head of Campus Recruitment	140-180+	150-180+	140-180+	150-200+	140-180+	150-180+
Recruiter	60-80	70-90	60-80	70-90	60-80	70-90
Senior Recruiter	85-100	90-110	80-100	90-110	80-100	90-110
Recruitment/Talent Acquisition Manager	100-140	120-160	100-140	120-160	100-140	120-160
Resourcing Manager	100-140	120-160	100-140	120-160	100-140	120-160
Executive Recruiter	100-140	120-160	100-140	120-180	100-140	120-160
TA Ops and Projects	120-140	120-180	120-140	120-180	120-140	120-180
Head of Recruitment/Talent Acquisition	150-200+	150-250+	150-200+	150-250+	150-200+	150-250+

## Asia HR market report and salary guide

### Learning, talent development and management

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
L&D Advisor	55-80	65-90	55-80	65-90	55-80	65-90
L&D Manager/Talent Manager	120-160	140-220	120-160	140-220	120-160	140-220
D&I/Wellbeing Manager	120-160	140-180	120-160	140-180	120-160	140-180
Head of D&I/Wellbeing	120-150+	150-220+	120-180+	160-220+	120-150+	150-220+
Head of Learning and Talent	150-200+	180-220+	150-220+	180-240+	150-200+	180-220+

### Employee relations

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
ER Advisor	80-100	90-120	90-100	90-120	80-100	90-120
ER Manager	80-140	100-160	80-150	120-180	80-140	100-160
Head of ER	150-200+	180-240+	150-220+	200-250+	150-200+	180-240+

### HR projects

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
HR Transformation Manager	70-100	80-120	70-110	80-120	70-100	80-120
Organisation Design Manager	120-160	140-180	120-180	150-200	120-160	140-180
Head of HR Transformation	160-220+	180-240+	160-240+	200-250+	160-220+	180-240+
Head of Organisation Design	180-220+	180-240+	180-220+	200-250+	180-220+	180-240+

### Human capital consulting

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Consultant	N/A	N/A	70-100	80-110	N/A	N/A
Manager	N/A	N/A	110-140	120-160	N/A	N/A
Senior Manager	N/A	N/A	150-200	160-220	N/A	N/A
Director	N/A	N/A	180-250	220-300	N/A	N/A
Head of Practice/Partner	N/A	N/A	250-350+	300-500+	N/A	N/A

### Reward

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Reward (C&B) Analyst	60-80	70-90	60-80	70-90	60-80	70-90
Reward (C&B) Manager	85-115	90-150	85-115	90-150	85-115	90-150
Head of Reward	120-180+	150-220+	140-180+	180-250+	140-180+	180-250+

Salaries are in Singapore dollars ('000s)

## Asia HR market report and salary guide

### Benefits

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Benefits Associate	70-100	80-110	80-100	90-110	80-100	90-110
Benefits Manager	100-150	140-180	100-150	140-180	100-140	120-160
Head of Benefits	160-200+	200-240+	160-200+	200-240+	160-200+	200-240+

### HR data analytics

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
HRIS / Data Analyst	60-80	70-80	70-90	80-100	60-80	70-80
HRIS / Data Manager	80-120	100-140	90-130	110-150	80-120	100-150
Head of HRIS/Analytics	120-180+	140-200+	140-200+	150-240+	140-120+	150-240+

### Payroll

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Payroll Associate	40-50	50-60	40-50	50-60	40-50	50-60
Payroll Manager	60-75	80-120	60-80	80-130	60-80	80-130
Head of Payroll	120-140+	140-200+	130-180+	160-220+	130-180+	160-220+

### Global mobility

	Legal		Consultancy		Real estate	
	Country	Regional	Country	Regional	Country	Regional
Global Mobility Specialist	50-100	60-130	50-120	60-140	50-120	60-140
Head of Global Mobility	100-130+	120-150+	100-150+	150-220+	100-150+	150-220+

## Commerce and industrial | North Asia

2023 proved to be a dynamic and eventful year in the commerce and industrial sectors, and the market landscape has undergone some notable shifts in the current year.

2023 proved to be a dynamic and eventful year in the commerce and industrial sectors, and the market landscape has undergone some notable shifts in the current year. While larger players have shown a decrease in investment in their HR functions, smaller and ambitious organizations have become more proactive. As we progress into 2024, we anticipate the larger players to regain momentum and become more active in the latter part of the year.

The job market remains exceedingly competitive, particularly in high-growth sectors where talent pools are limited. Top HR professionals are now more discerning in their career choices, seeking opportunities that offer the ideal platform for personal and professional growth. Despite the intensified competition for top talent, there are reasons to be optimistic. Employers can set themselves apart from their competitors by reassessing their HR strategies and introducing innovative employee benefits. Many HR professionals who refrained from making job transitions last year have become more active in their pursuit of new opportunities this year.

It is important to acknowledge that the year ahead will present its fair share of challenges. However, numerous organizations continue to experience growth and success. By prioritizing adaptability and implementing strategic HR practices, forward-

thinking companies are well-positioned to navigate these challenges and capitalize on emerging opportunities within the evolving business landscape.

In conclusion, the market in 2023 was characterized by activity and change in the commerce and industrial sectors. The market dynamics have shifted, with smaller players taking a more active role while the larger players are expected to regain momentum later in 2024. The job market remains highly competitive, prompting HR professionals to be selective in their career choices. Nonetheless, employers can differentiate themselves by reevaluating HR strategies and offering innovative benefits. Despite the challenges that lie ahead, organizations exhibiting adaptability and strategic HR practices can position themselves for success in the evolving business landscape.

Despite the challenges that lie ahead, organizations exhibiting adaptability and strategic HR practices can position themselves for success in the evolving business landscape



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## Commerce and industrial salaries | Hong Kong

Salaries are in Hong Kong dollars ('000s)

### Generalist/HR Business Partner

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Senior HR Executive/ Advisor	300-360	336-420	300-360	336-420	300-360	336-420	300-360	336-420
HR Manager/Business Partner	420-600	420-600	420-600	420-600	420-600	420-600	420-600	420-600
HR Operations Manager	420-600	420-600	420-600	420-600	420-600	420-600	420-600	420-600
HR Shared Services Manager	420-600	420-600	420-600	420-600	420-600	420-600	420-600	420-600
HR Shared Services Senior Manager	720-960	720-960	720-960	720-960	720-960	720-960	720-960	720-960
Senior HR Manager/ Business Partner	720-960	720-960	720-1080	720-1080	720-1200	720-1200	720-960	720-960
Head of HR Operations	850-1300+	850-1300+	850-1400+	850-1400+	850-1600+	850-1600+	850-1300+	850-1300+
Head of HR Business Partnering	1000-1400+	1000-1400+	1100-1800+	1100-1800+	1200-1800+	1200-2200+	1200-1700+	1200-1700+
Head of HR/HR Director	1300-2200+	1700-2200+	1400-1700+	1700-3400+	1800-2400+	2200-3400+	1800-2400+	2200-3000+
Chief HR Officer	2200-3000+	3000-4200+	2200-3000+	2200-3600+	2400-3000+	3600-4800+	2400-3000+	3600-4800+

### Recruitment and talent acquisition

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	240-360	240-360	NA	NA	300-420	300-420	240-360	240-360
Senior Campus Recruiter	360-480	360-480	NA	NA	360-480	360-480	360-480	360-480
Campus Recruitment Manager	600-720	600-720	NA	NA	600-840	600-840	600-840	600-840
Head of Campus Recruitment	850-1400+	850-1400+	NA	NA	NA	NA	960-1600+	960-1600+
Recruiter	240-360	240-360	240-360	240-360	240-360	240-360	240-360	240-360
Senior Recruiter	360-480	360-480	360-480	360-480	360-480	360-480	360-480	360-480
Recruitment/Talent Acquisition Manager	600-720	600-720	600-720	600-720	600-720	600-720	600-720	600-720
Head of Recruitment/ Talent Acquisition	850-1400+	850-2000+	850-1200+	850-1700+	960-1700+	960-2400+	960-1600+	960-2000+

### Learning, talent development and management

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
L&D Specialist	240-360	240-360	240-360	240-360	240-360	240-360	240-360	240-360
L&D Manager	600-720	600-720	600-720	600-720	600-720	600-720	600-720	600-720
Head of L&D	850-1400+	850-2000+	850-1200+	850-1700+	960-1700+	960-2400+	960-1600+	960-2000+

### Reward

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Reward (C&B) Analyst	240-360	240-360	240-360	240-360	240-360	240-360	240-360	240-360
Reward (C&B) Manager	600-720	600-720	600-720	600-720	600-720	600-720	600-720	600-720
Head of C&B	850-1400+	850-2000+	850-1200+	850-1700+	960-1700+	960-2400+	960-1600+	960-2000+

### HRIS and analytics

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HRIS/Data Analyst	240-360	240-360	240-360	240-360	240-360	240-360	240-360	240-360
HRIS/Data Manager	600-720	600-720	600-720	600-720	600-720	600-720	600-720	600-720
Head of HRIS/Analytics	850-1400+	850-2000+	850-1200+	850-1400+	960-1400+	960-1700+	960-1400+	960-1700+

## Commerce and industrial | Southeast Asia

Entering 2024, the Southeast Asia markets have undergone significant dynamics across the region as we continue to see a trend of relocation of regional headquarters and expansion of commercial hubs.

Where cost is a consideration, we have observed that countries such as Malaysia and Thailand continue to be a popular destination to qualify the shift in business operations. With more than 75% of professionals considering a move in 2024, it has increasingly become crucial for HR professionals to think beyond what had worked well in the past to attract, retain and develop an engaging workforce across the Southeast Asia markets.

Despite the recent challenges in sectors such as technology, FMCG and manufacturing, there continues to be an intensifying talent war as there are aplenty companies who are optimistic and bullish in acquiring such talents that are hard to attract in other times. This in turns has put pressure on HR professionals to devise beyond competitive talent acquisition strategies. Beyond a differentiation in employee benefits, flexible work arrangement and professional development opportunities, we have observed that there has been more emphasis on “skills-base” hiring instead of “role or industry base” hiring where companies are more receptive to hiring strong talented individuals from slow growing industries.

Furthermore, there continues to be a strong demand agile and international HR professionals to across many Asian and/or Singaporean based multinational companies with a strong interest to expand their international operations and/or outreach beyond. The need for HR transformation and modernization continues to be a key focus for such organisations which generates a high level of interest, particularly for experienced hires in the market.

Additionally, as businesses continue to adapt to evolving consumer demands and technological advancements, strategic planning and agile decision-making will be crucial for navigating the uncertainties of the market. Industries such as technology, healthcare, and sustainable energy are expected to thrive, presenting significant opportunities for HR leaders to enhance talent acquisition, retention, and development strategies. It's imperative for HR leaders to stay proactive, foster resilience, and seize opportunities for growth amidst the challenges of 2024, ensuring that organizations have the right people in place to drive success and innovation.

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## Commerce and industrial salaries | Singapore

Salaries are in Singapore dollars ('000s)

### Generalist/HR Business Partner

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Senior HR Executive/ Advisor	40-60	40-60	40-70	40-70	40-70	40-70	40-60	40-70
HR Manager/Business Partner	60-80	60-100	70-100	70-120	70-100	70-140	70-100	70-120
HR Operations Manager	60-100	70-120	70-100	70-120	70-90	70-120	70-100	70-120
HR Shared Services Manager	90-120	90-130	90-120	90-130	60-80	80-120	90-120	90-130
HR Shared Services Senior Manager	120-150	120-180	120-150	130-200	70-100	80-130	120-150	130-200
Senior HR Manager/ Business Partner	120-160	120-180	120-170	130-200	100-130	100-150	120-180	130-220
Head of HR Operations	130-180+	150-200+	130-180+	150-200+	150-200+	150-220+	130-180+	150-200+
Head of HR Business Partnering	140-180+	150-220+	140-180+	160-240+	180-220+	180-240+	140-180+	160-240+
Head of HR/HR Director	180-240+	180-250+	180-240+	200-250+	150-220+	180-240+	180-240+	180-250+
Chief HR Officer	200-280+	250-350+	200-280+	280-350+	200-250+	300-400+	200-280+	250-350+

### Recruitment and talent acquisition

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Campus Recruiter	40-60	50-70	40-60	50-70	40-60	50-70	40-60	50-70
Senior Campus Recruiter	60-80	70-90	60-80	70-90	60-80	70-90	60-80	70-90
Campus Recruitment Manager	100-140	120-180	100-140	120-180	100-140	120-180	100-140	120-180
Head of Campus Recruitment	160-200+	220-250+	160-200	220-250+	160-200+	220-250+	160-200+	220-250+
Recruiter	60-80	60-80	70-90	80-100	80-120	100-120	70-90	80-100
Senior Recruiter	80-100	80-100	90-110	100-130	90-130	120-140	90-110	100-130
Recruitment/Talent Acquisition Manager	100-160	120-180	120-180	130-200	120-180	150-220	120-180	140-200
Head of Recruitment/ Talent Acquisition	140-180+	150-200+	180-250+	220-300+	180-250+	220-300+	180-250+	220-300+

## Asia HR market report and salary guide

### Learning, talent development and management

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
L&D Specialist	70-90	70-100	70-90	70-100	70-90	70-100	70-90	70-100
L&D Manager	90-130	90-160	90-140	90-180	90-130	90-180	90-130	90-180
Head of L&D	150-200+	170-230+	150-200+	170-230+	150-200+	170-230+	150-200+	170-230+

### Reward

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
Reward (C&B) Analyst	70-90	80-100	70-90	80-100	70-90	80-100	70-90	80-100
Reward (C&B) Manager	90-150	120-220	90-150	130-240	90-120	120-180	90-120	130-240
Head of C&B	180-220+	250-300+	180-250+	250-300+	180-250+	250-300+	180-250+	250-300+
Benefits Associate	60-80	60-90	70-90	80-100	70-90	80-100	70-90	80-100
Benefits Manager	70-100	90-140	90-120	100-180	90-120	120-180	90-120	100-180
Head of Benefits	100-150+	180-200+	130-150+	200-220+	130-150+	200-220+	130-150+	200-240+

### HRIS and analytics

	Manufacturing/ engineering		Pharmaceutical		Technology		FMCG	
	Country	Regional	Country	Regional	Country	Regional	Country	Regional
HRIS/Data Analyst	60-80	60-90	60-80	60-90	60-80	60-90	60-80	60-90
HRIS/Data Manager	80-120	90-140	80-120	90-140	80-120	90-140	80-120	90-140
Head of HRIS/Analytics	140-180+	180-240+	140-180+	180-240+	140-180+	180-250+	140-180+	180-240+

## Rest of Asia salaries

	China RMB'000	Japan JPY'000'000	Indonesia Rp'000'000	Malaysia RM'000	Thailand THB'000
Head of Global Mobility	900-1,200+	8,000-12,000+	1,500-2,000+	330-380+	3,500-4,000+
Head of Payroll	900-1,100+	8,000-15,000+	1,500-2,000+	330-380+	3,500-4,000+
Head of HRIS/Analytics	900-1,200+	10,000-15,000+	1,500-2,000+	330-380+	3,500-4,000+
Regional/Group Head of Reward	1,100-1,500+	12,000-25,000+	2,000-2,500+	350-400+	3,500-4,200+
Head of ER	800-1,200+	16,000-21,000+	1,500-2,000+	350-400+	3,500-4,000+
Head of HR Transformation	1,000-1,500+	14,000-18,000+	1,500-2,000+	350-400+	3,500-4,500+
Head of Organisation Design	1,000-1,300+	16,000-30,000+	1,800-2,300+	350-400+	3,500-4,500+
Head of D&I/Wellbeing	1,000-1,300+	10,000-18,000+	1,300-2,000+	330-400+	3,500-4,500+
Head of Learning and Talent	1,000-1,300+	10,000-18,000+	1,300-2,000+	330-380+	3,500-4,000+
Head of Recruitment/Talent Acquisition	900-1,300+	10,000-20,000+	2,000-2,700+	350-400+	3,500-4,500+
Head of Campus Recruitment	900-1,100+	8,000-14,000+	1,300-2,000+	330-400+	3,500-4,000+
Head of HR Operations	1,100-1,700+	14,000-18,000+	1,300-2,000+	330-400+	3,500-4,000+
Head of HR/HR Director	1,300-1,800+	18,000-25,000+	2,000-2,500+	400-550+	4,000-4,500+
Chief HR Officer (MD/Head)	1,500-2,200+	30,000-80,000+	2,500-3,500+	550-800+	4,500-5,500+



## Our work across North Asia

### Hong Kong

**Chief HR Officer**  
Luxury retail

**Chief People Officer**  
FMCG

**Regional HR Director, APAC**  
Engineering

**Group Head of Rewards**  
FMCG

**Global Head of Executive Compensation**  
Luxury retail

**Chief People Officer**  
Media

**SVP, HR Operations**  
Banking

**VP of HR, International**  
Apparel sourcing

**SVP, HR**  
Banking

**Group Head of Talent Development**  
Luxury retail

**Group Head of DEI**  
Luxury retail

**Head of HR, APAC**  
Prop trading

**Global Head of Talent Development**  
Ultra luxury hospitality

**Head of Early Careers Talent Development**  
Retail banking

**Head of HR, APAC**  
Legal

### China

**Talent Management Leader, Asia**  
FMCG

**Head of HR, Greater China**  
Pharmaceutical

**Learning Director, Asia**  
Luxury group

**Head of Rewards**  
Technology

**HR Director**  
Diversified conglomerate

**Head of HR, China**  
Engineering consultancy

**Group HR Director, Greater China**  
International education

**Head of HR, China**  
Legal

**Head of Executive Search, APAC**  
Luxury group

### Japan

**Global Head of Rewards**  
Automotive

**Head of HR, JAPAC**  
FMCG

**Head of HR, Japan**  
Electronics

**Senior HR Director, North Asia**  
Diversified conglomerate

**Country HR Director**  
Technology

**Global Head of Talent Acquisition**  
Electronics

**Regional Head of Talent Management**  
Banking

### Korea

**Senior HR Director**  
FMCG

**Head of HR, Korea**  
F&B group

**VP, Human Resources**  
Technology

**Country Head of HR**  
FinTech

**Global HR Director**  
Asian bank

## Our work across Southeast Asia

### Singapore

**Global Head of HR (MD)**  
Banking

**Regional Head of HR, APAC**  
FinTech

**Group Head of Talent Acquisition**  
eCommerce

**Global Head of Rewards**  
Asian conglomerate

**HR Director APAC**  
Investment management

**Head of HR, APME**  
Industrial

**Regional Head of HR and Operations**  
FMCG

**Senior Director, HR, APAC**  
Precision engineering

**Global Head of Talent Acquisition**  
Hi-tech

**Global Head of Culture, Org Development and Coaching**  
Banking

**Total Rewards Director, APAC**  
Luxury

**Regional Talent Director, JAPAC**  
Pharmaceutical

**VP, Head of HR Business Partnering, SEA**  
Tech unicorn

**Group Head of Performance and Reward**  
Banking

**HR Director APAC**  
Legal

**Group Reward Director**  
Insurance

**Site HR Director**  
Pharmaceutical

**Asia HR Director**  
Luxury

**SEA HR Head**  
Industrial

**Head of TA**  
Asian Conglomerate

**CHRO**  
Technology

**APAC Head of HR**  
Consumer Product

### Thailand

**Head of HR**  
Industrial

**Senior Vice President, HR**  
UK international bank

**Senior HR Director**  
Technology

**Head of Talent Acquisition**  
Technology

**Rewards Director, SEA**  
FinTech

### Malaysia

**HR Director**  
FinTech

**Country Head of Human Resources**  
Insurance

**Regional Head of HR SEA**  
Investment Bank

**Learning and Development Director**  
Technology

**Vice President, HR**  
FMCG

**Country HR Director**  
Pharmaceutical

**Country HR Business Partner**  
FinTech

**Regional HR Director**  
Services

### Vietnam

**VP, Human Resources**  
FMCG

**Head of HR, VPT**  
Industrial

**Country Head of HR**  
Technology

**Talent Management Leader**  
Engineering

**Director of HR and Administration**  
Insurance

### Philippines

**APAC HR Lead**  
Professional Services

**Executive Director Head of HR**  
UK International Bank

**HR Director**  
FinTech

**Country HR Head**  
Technology

**Head of Learning, PVT**  
FMCG

**VP Human Resources**  
Luxury retail

### Indonesia

**Rewards Director**  
SEA Engineering

**HR Director**  
FMCG

**Head of HR**  
Technology

**Country HR Director**  
US International Bank

**Regional HR Director**  
SEA Automotive

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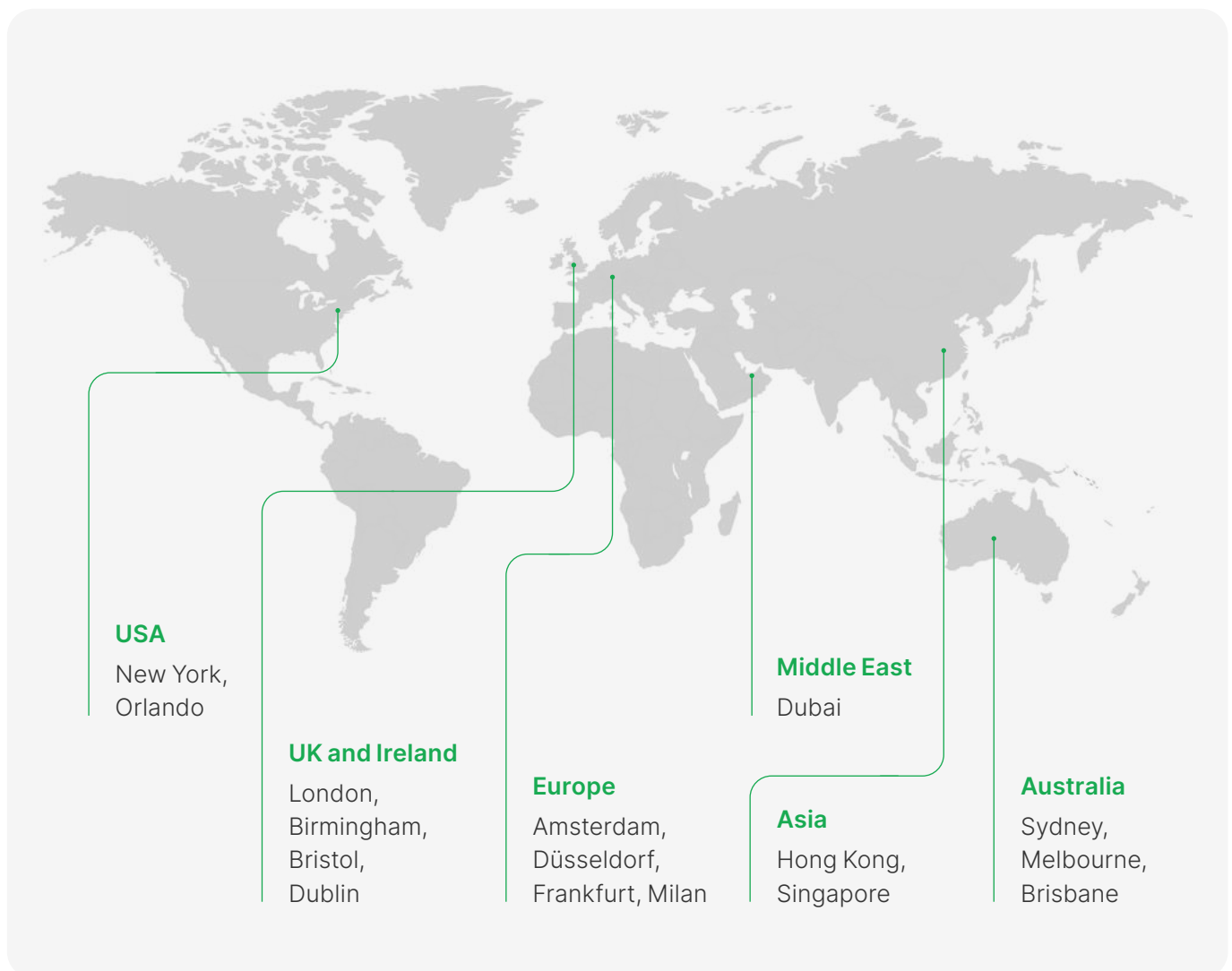
## About Frazer Jones

We're a global HR executive search and recruitment consultancy.

We help HR professionals thrive and empower HR leaders to put people and culture at the heart of their business – creating a more progressive future, for everyone.

We support companies of every size and within all sectors, from professional services, retail, legal, banking and financial services through to technology, media and telecommunications, pharmaceuticals, consumer and more.

We are part of The SR Group, a fast-growing and hugely successful collection of specialist search and recruitment consultancies covering everything from tax, treasury and senior finance, as well as legal, risk and compliance to marketing, sales and HR.



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