

# Southeast Asia Salary Trends

# 2025





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Welcome to CGP Annual Salary Trends 2025

We've put together this comprehensive guide to help job seekers and organizations stay up-to-date on hiring trends and salary ranges in various sectors across Southeast Asia.

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# A message from our Managing Director

Southeast Asia continues to be a resilient and dynamic region, bolstered by robust growth projections, diversified investments, and evolving labor market dynamics. In 2024, the businesses continued to experience notable shifts, driven by economic headwinds, technological advancements, and shifting workforce expectations.

Layoffs in the technology and manufacturing sectors created challenges but also opportunities for re-skilling and redeploying talent. Meanwhile, talent shortages in specialized fields like renewable energy, data analytics, and ESG compliance led employers to pivot toward contracting, flexible staffing, and retention strategies.

A slowdown in hiring was observed across traditional industries due to global market uncertainties. This cautious approach prompted businesses to adopt more cost-efficient and adaptive hiring practices.

Despite these challenges, Southeast Asia remains an investment hotspot. Thailand, for instance, recorded its highest FDI inflows in a decade, spurred by investments in electronics, data centers, and green energy projects.

Other countries, such as Vietnam and Indonesia, also saw growth as firms diversified supply chains to capitalize on the region's strategic economic position. However, global inflation and geopolitical tensions tempered growth in some traditional sectors, influencing labor demand and recruitment strategies.

## Evolving Talent Strategies

In response to market uncertainties, employers recalibrated their approaches. Talent shortages prompted a greater reliance on contracting and project-based roles, allowing companies to address immediate needs without long-term commitments.

Layoffs further encouraged investments in re-skilling initiatives to enhance workforce agility. Additionally, businesses prioritized employee retention, focusing on flexible work arrangements, competitive compensation, and enriched employee experiences.

Job seekers, in turn, are placing a greater emphasis on stability, work-life balance, and roles that align with their personal values and career growth aspirations.

## Outlook for 2025

As economic recovery gains momentum, Southeast Asia's labor market is poised for continued transformation. Employers will focus on attracting a digitally skilled, mobile workforce while enhancing retention strategies to mitigate skill shortages. Employees will continue to seek roles offering purpose, growth, and flexibility, underscoring the importance of aligning business goals with workforce expectations. And, employers will need to adopt innovative talent acquisition & management strategies to meet evolving demands.

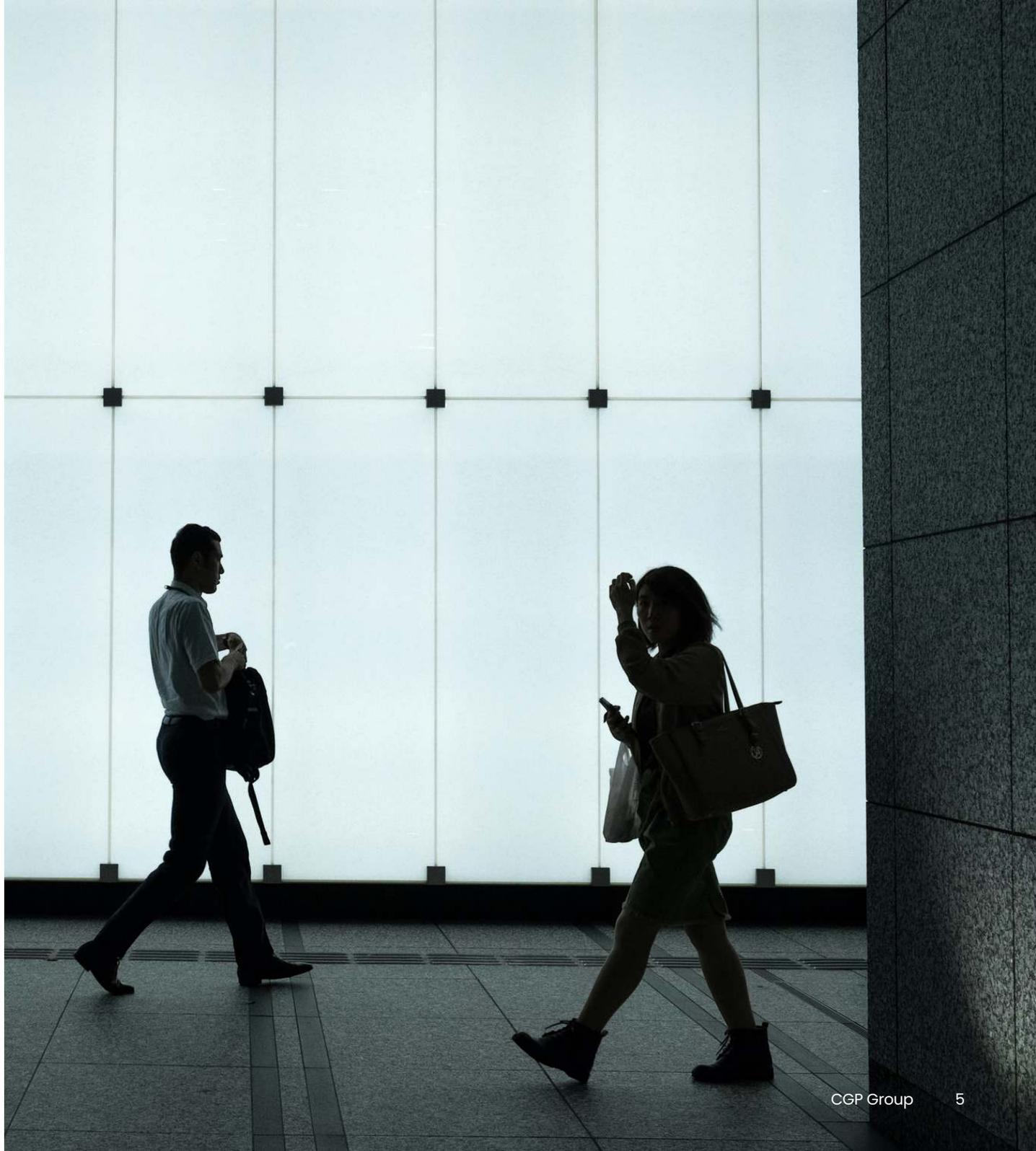
In conclusion, the economic and investment outlook in Southeast Asia positions recruitment firms as indispensable partners for businesses navigating talent acquisition complexities in 2025. By leveraging these insights and salary benchmarks shared below, CGP continues to help businesses address hiring challenges and seize emerging opportunities, solidifying our role as a strategic talent solutions provider in a competitive labor market. We are committed to assisting our clients in finding the right talent despite current challenges in the market.

“At CGP, we continue to actively engage with our clients to help them navigate the evolving landscape and find the talent they need to succeed.”



**Sean Ng**

Co-founder &  
Managing Director, APAC



# CGP Group at a glance

*All about recruitment solutions and  
HR Technology platform*

Founded in 2012, CGP Group is one of Asia's largest recruitment solutions and HR Technology platforms, with 22 offices worldwide and 500+ team members delivering comprehensive global talent solutions including Permanent Recruitment, Executive Search, Talent Mapping, Salary Benchmarks, Contracting, Advisory & Consulting and cross-border HR services.

With 17 brands that form our family of companies, we are a group that embraces and invests in entrepreneurship and joint ventures aligned with our business. Since our foundation, we have cooperated with more than 10,000 clients, ranging from Fortune 500 companies to start-up companies, and we have delivered more than 1,000 professionals to our clients every year which helps enterprises develop rapidly.



## 12+ years

Of proven experience in providing timely and cost-effective recruitment solutions to clients

## 500+ Professional

Consultants, researchers, and comprehensive supporting functions

## 25+

Industry Specialisations

## 50%+

Experienced sales and profit growth each of the last 5 years;  
**100%** achieved over growth in 2021

## 1,000,000+

Mid to Senior Level Talent database in over 25 industries and functions

## 22

Wholly owned offices worldwide

We deliver end-to-end recruitment solutions across APAC offering following services:

### ◀ Permanent Recruitment

We specialize in identifying and placing top talent for mid-to-senior level positions across a wide range of industries and functions. Our deep industry knowledge and extensive networks ensure we find the perfect fit for your organization's long-term needs.

### ◀ Salary Benchmarks

Stay ahead of the curve with our comprehensive salary benchmarking data. We provide accurate and up-to-date salary information across various industries and functions, empowering you to make competitive offers and attract top talent.

### ◀ Executive Search

Our executive search services are designed to attract and secure exceptional leaders who possess the vision, experience, and cultural fit to drive your organization to new heights. We employ a rigorous and discreet approach to identify and engage top-tier talent.

### ◀ Contracting

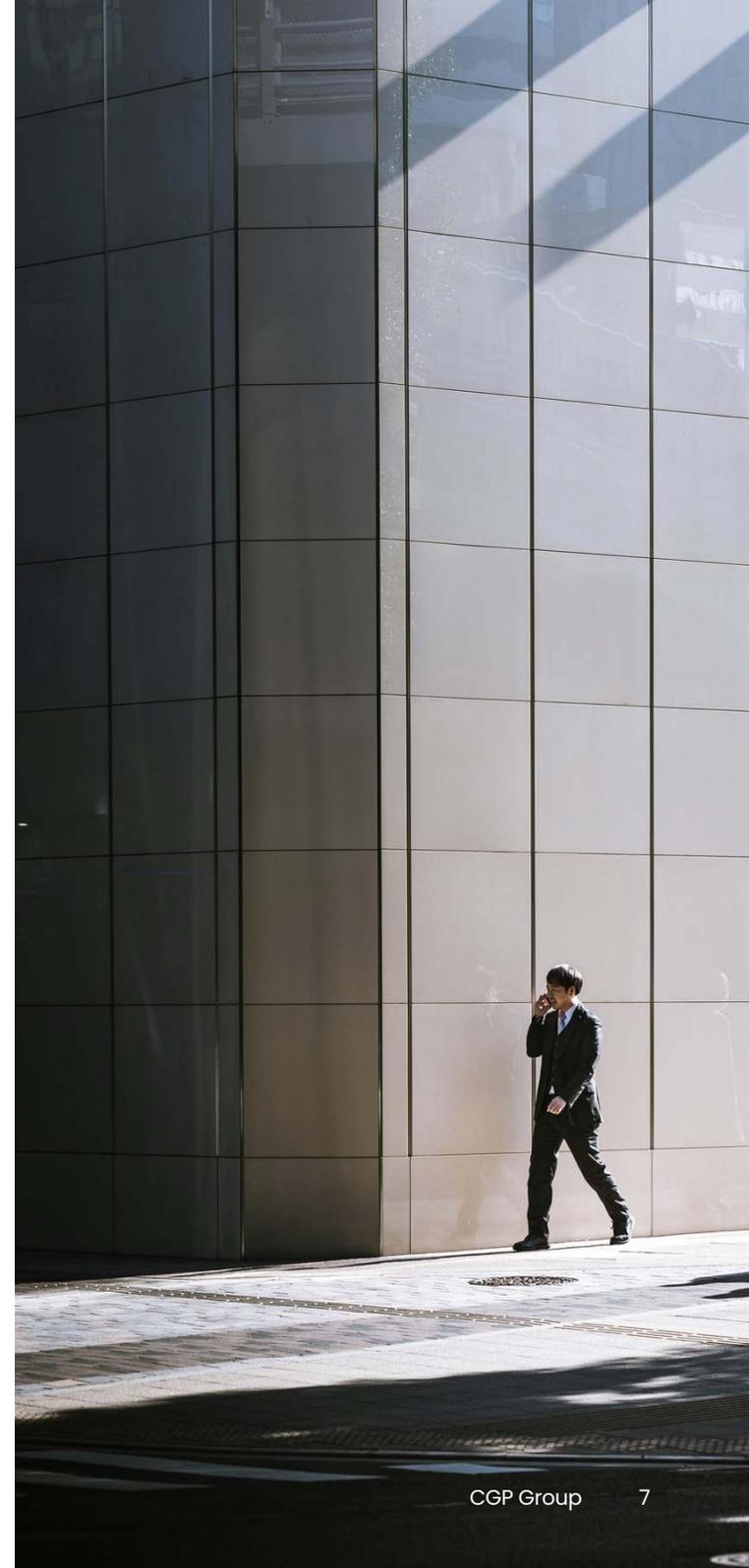
Secure skilled professionals for specific projects or temporary needs, without the commitment of full-time employment. Our contracting solutions offer agility, allowing businesses to scale up or down with ease while maintaining operational efficiency.

### ◀ Talent Mapping

Gain a competitive edge with our talent mapping services. We provide in-depth market insights, competitor analysis, and talent pool assessments to help you make informed and strategic hiring decisions.

### ◀ Advisory & Consulting

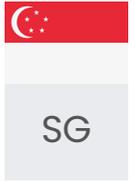
Beyond recruitment, we offer a range of HR consulting services to help you optimize your talent strategy.





# Talent Trends in Singapore

## Executive Summary



The recruitment landscape across Singapore and Southeast Asia (SEA) in 2025 continues to reflect a riding wave from 2024 across a region experiencing transformation amidst economic stabilization, digital acceleration, and global economic headwinds.

Businesses are prioritizing specialized talent to drive innovation, sustainability, and organizational agility, particularly in sectors like technology, professional services, and manufacturing. Regional hubs like Singapore are doubling down on their positions as centres of excellence for commercial, marketing, finance, digital transformation, and green initiatives, further influencing talent strategies across SEA.

### Projected Salary Trends in 2025:

Businesses in Singapore and Southeast Asia (SEA) are navigating a competitive talent market while adapting to sustainability, digital transformation, and geopolitical pressures.

Salary adjustments and workforce strategies will evolve to address both talent shortages and emerging opportunities and are expected to reflect a moderate but steady upward trend. In Singapore, Mercer projects an average salary increment of 4.2%, slightly below the 5.2% regional average across SEA. Sectors such as technology, financial services, and banking are expected to lead these increases, driven by the need for specialized skill sets and leadership roles in addition to employers turning to enhanced non-monetary benefits to remain competitive in attracting talent while managing wage pressures.

### Anticipated Challenges within the Talent Landscape

- **Hard-to-Fill Roles:** The demand for niche skills in areas such as ESG, digital transformation, and compliance continues to outpace supply making roles like ESG specialists, legal compliance officers, and tech architects particularly challenging to recruit.
- **Oversupplied Roles:** Conversely, positions in HR and marketing, such as HR generalists, recruiters, and brand managers, face intense competition among candidates, providing employers with a broader selection of talent pool.
- **Geopolitical Tensions:** Increase in tariffs and escalation of conflicts in the Middle East, Ukraine as well as China's continued slowdown could dampen cross-border trade and supply chain efficiencies, leading to widespread decisions on re-organizational movements.
- **Adapting to Market Dynamics:** As hiring becomes more competitive for specialized roles, employers are leveraging automation and AI in recruitment processes to improve efficiency. Upskilling initiatives and strategic benefits, such as hybrid working models and health incentives, are emerging as essential tools to attract and retain high caliber professionals

## Anticipated Opportunities within the Talent Landscape

### Economic Recovery & Market Shifts

- SEA's economies are stabilizing post-pandemic, with GDP growth projected to outpace global averages, driven by rising consumer demand, supply chain optimization, and increased foreign investments in the region. According to forecasts, we expect 2025 to reflect continued cautiousness, amidst heightened global economic uncertainties. However, based on growth driven in the 3rd quarter of 2024 primarily by manufacturing, wholesale trade, finance and insurance sectors, optimism against this backdrop remains.
- Singapore remains pivotal as a strategic hub for multinational companies, leveraging its regulatory environment, infrastructure, and talent ecosystem to attract high-value industries like fintech, biotechnology, and green energy.

### Talent Dynamics

- Talent shortages persist in high-skill areas such as technology integration, ESG compliance, and data analytics, pushing companies to adopt regional hiring strategies and invest in reskilling programs.
- Countries like Malaysia, Vietnam, and Indonesia are emerging as key markets for cost-efficient talent pools, particularly for shared services, engineering, and digital transformation roles.
- A trend toward hybrid and remote work models is enabling companies to tap into a broader talent base, although retention remains a challenge due to increased competition across borders. This is in line with us witnessing an increasing group of multinational organizations looking to re-design and develop robust succession plans to manage attrition at the executive / C-Suite level.

### Digitalization and ESG Priorities

- The integration of AI and automation is reshaping roles across industries, necessitating candidates skilled in digital transformation and data-driven decision-making.
- Governments and companies in SEA are accelerating their focus on sustainability, driving demand for professionals experienced in ESG strategy, green finance, and compliance.

### Compensation Trends

- Salary increments in specialized roles (e.g., tech, ESG, and compliance) are expected to outpace broader market averages, with Singapore projecting growth of 8–15% in high-demand areas.
- Entry-level and transactional roles will see moderate increases of 3–5%, reflecting automation-driven efficiencies and a surplus of junior talent.
- The rise for greater pay transparency will also surely be on the minds of both HR practitioners and C-Suite Leaders to ensure they continue to retain top talent in their organizations. There begs the question of internal pay equity and with more readily accessible information amongst today's generation of talents, having concrete and mature conversations around salary equity will be critical as the economy moves towards skills-based approach towards hiring vs a jobs-first approach.

### Regional Workforce Trends

- Companies are increasingly offering regional roles and cross-functional responsibilities to attract top-tier professionals, positioning jobs in SEA as platforms for international career growth.
- The demand for soft skills, including adaptability, cross-cultural communication, and stakeholder management, is growing alongside technical expertise.

## Conclusion

Amidst the current geopolitical conflicts and economic uncertainties moving into 2025, Singapore and SEA will continue to present a dual challenge of navigating talent shortages in high-demand areas while managing abundant competition for mid-tier roles, businesses that prioritize flexible hiring models, competitive compensation packages, and clear career progression will gain a strategic edge in this rapidly evolving market.

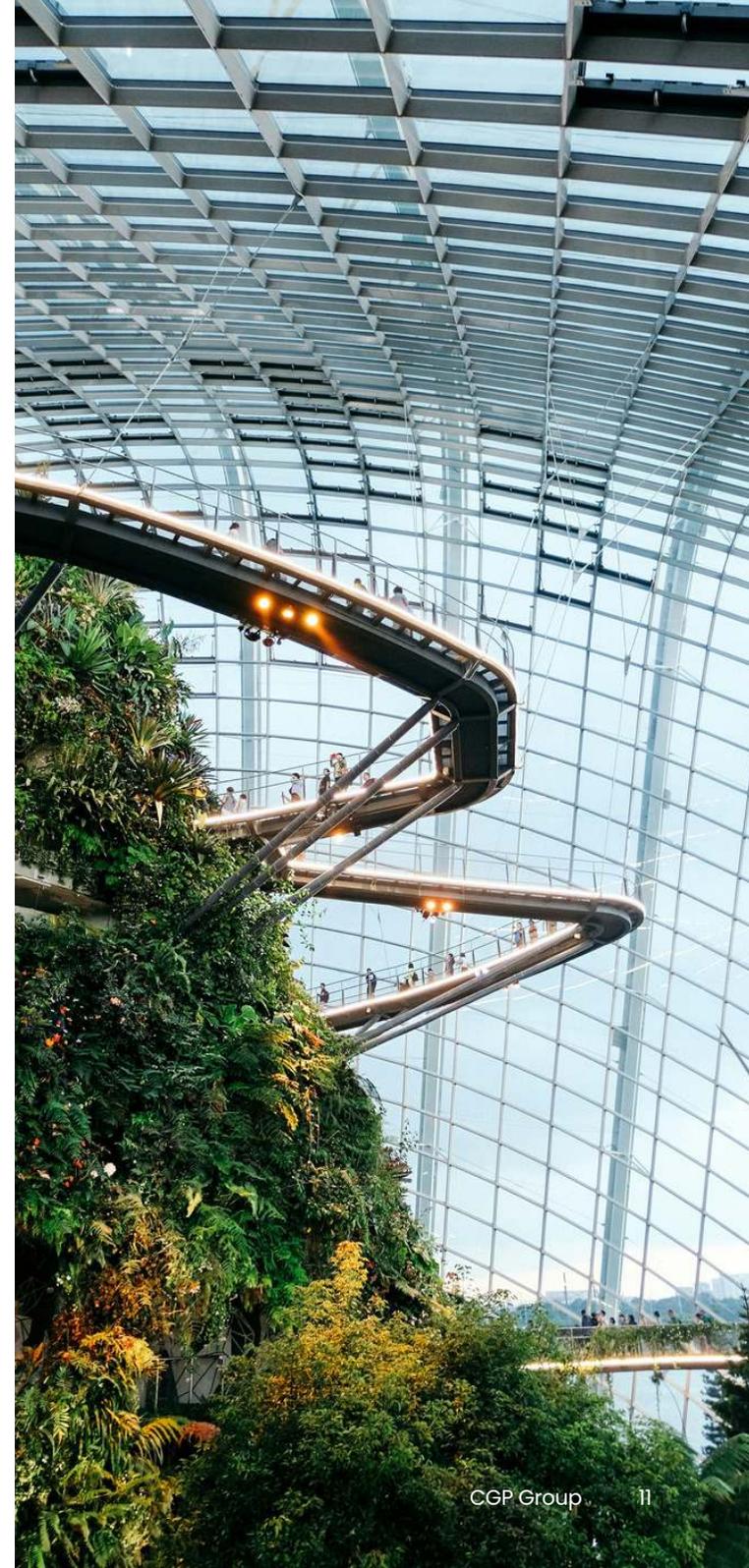
With Singapore retaining a strategic leverage as a Southeast Asia (SEA) hub and with abundance of mid-tier competition amongst talents, functions in HR, marketing, and sales face an oversupply and oversaturation of candidates, talents and organizations alike are recognizing the need to differentiate their value propositions and improving their organizational agility to keep up with evolving technological advancements.

Regional Adaptability and Digital Integration in executive search will depend on adaptability to regional nuances, as markets across SEA differ significantly in their economic and workforce dynamics. For example, Vietnam and Indonesia have been emerging as growth markets due to their young, tech-savvy populations and increasing foreign investments, while Singapore retaining a strategic hub for regional operations.

With this strategic retention, we can expect continued foreign investment to tap into our diverse workforce for both commercial and operational needs and growth to be underpinned by the ongoing global tech and economic upcycles and interest rate cuts and this spillover to our external-facing sectors, such as manufacturing, wholesale trade, transport and storage, finance and insurance, and information and communications. In conclusion, this combined with businesses that continue to emphasize agility, prioritize skills development, and offer a balanced mix of financial and non-financial incentives will be best positioned to thrive in SEA's complex recruitment landscape in 2025.

### Jarrold Lin

General Manager  
Executive Search & Permanent Recruitment  
Cornerstone Global Partners Singapore



# Accounting & Finance

## Hiring Trends in Accounting & Finance for Commercial and Industrial Segments in Singapore (2024–2025)



### Current Trends (2024)

The Accounting & Finance industry in the Commercial and Industrial sectors has experienced robust hiring activity in 2024, driven by factors such as regulatory changes, digital transformation, and the demand for financial transparency amid economic volatility. Employers are focusing on roles that emphasize strategic financial planning, compliance, and data-driven decision-making. Skills in digital finance tools (e.g., SAP, Oracle, Power BI) and automation technologies (e.g., RPA) are highly sought after as organizations aim to enhance efficiency and scalability.

Sustainability reporting (ESG) is also shaping hiring trends, with companies actively seeking finance professionals proficient in green finance, ESG frameworks, and regulatory compliance. The shift toward leveraging advanced analytics and AI tools has further underscored the demand for candidates adept at turning financial data into actionable insights.

### Predictions for 2025

The hiring landscape in 2025 is anticipated to be shaped by continued technological integration and the growing importance of sustainability and risk management. Emerging technologies such as blockchain for audits and predictive analytics for forecasting will influence demand, with organizations prioritizing professionals capable of navigating these innovations. As global tax reforms evolve, especially in APAC, there will be heightened demand for specialists in global tax compliance and BEPS 2.0 frameworks.

Professionals with expertise in ESG reporting, financial cybersecurity, and digital finance transformation will be particularly valuable. While difficult-to-hire roles will include ESG finance specialists, automation leads, and global tax advisors, generalist positions like financial analysts, payroll specialists, and general accountants will remain competitive due to an abundant talent pool.

### Difficult-to-Hire Roles

- **ESG Finance Specialists:** Limited expertise due to the nascent stage of this domain.
- **Risk Management Experts:** Demand for predictive modeling and financial cybersecurity skills.
- **Automation & Digital Transformation Leads:** Scarcity of professionals driving digital finance initiatives.
- **Global Tax Advisors:** Niche expertise in international tax laws and BEPS 2.0 compliance.
- **M&A Analysts:** Specialized skills in complex financial modeling and valuation.

### Highly Competitive Roles

- **General Accountants:** Many candidates meet baseline qualifications.
- **Financial Analysts:** Strong pool of talent in basic financial modeling and reporting.
- **Internal Auditors:** Ample mid-level professionals for compliance roles.
- **Payroll Specialists:** Oversubscribed due to transferable skill sets.
- **Accounts Payable/Receivable Executives:** Large pool of experienced transactional specialists.

### In-Demand Skills for 2025

- **Data Analytics & Visualization:** Proficiency in Tableau, Power BI, or SQL for transforming financial data into insights.
- **Sustainability Reporting:** Expertise in ESG frameworks and regulatory compliance.
- **Automation & AI:** Knowledge of RPA tools like UiPath or Blue Prism for process efficiency.
- **Global Tax Compliance:** Familiarity with cross-border tax frameworks and digital tax regulations.
- **Cybersecurity Awareness:** Safeguarding financial systems and ensuring data integrity.
- **Strategic Communication:** Effectively presenting financial data to non-finance stakeholders.

Companies that prioritise upskilling, employer branding, and competitive compensation packages will gain a competitive edge in attracting top talent in this dynamic landscape.

## Accounting & Finance

Position Title	Annual Package Range (SGD)			Need Indicator (0-100)
	Min (4-8 years)	Med (8-12 years)	Max (12+ years)	
CFO	-	-	230K - 420K	90
Finance Director	-	190K - 230K	230K - 420K	90
Finance/ Business Controller	85K - 125K	125K - 185K	185K - 210K	90
Finance Manager (Senior)	62K - 85K	85K - 125K	125K - 145K	90
Accountant (Senior)	52K - 72K	72K - 95K	95K - 125K	80
FP&A/ Finance Business Partner	85K - 125K	125K - 185K	230K - 290K	90
Tax	62K - 105K	105K - 165K	190K - 310K	90
Treasury	60K - 100K	100K - 160K	180K - 300K	90
Credit Control	52K - 85K	85K - 105K	125K - 190K	80
Internal Audit	62K - 105K	105K - 165K	190K - 310K	80

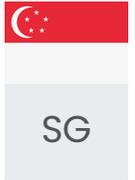
\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* **Need Indicator:** A metric to measure the need of the specific position or talent within the market. A score of 80 indicates an average demand or need. A score below 80 indicates an oversupply in the market. A score above 80 indicates an urgent need, or a scarcity in the market.

\* For a more detailed discussion, contact our Accounting & Finance Team.

# Government, GLC & Public Healthcare

## Hiring Trends in Government, GLC & Public Healthcare in Singapore (2024–2025)



### Government & Public Sector

The public sector in Singapore is adapting to broader economic and technological trends:

- **Upskilling and Digital Transformation:** In line with Singapore's Smart Nation initiative, government agencies are prioritizing employee upskilling, particularly in digital skills. This is essential to close competency gaps and enhance job security in an evolving workplace. Automation and AI are key levers prioritised for this digital transformation roadmap.
- **Emphasis on Work-Life Balance:** Government roles are increasingly offering flexible work options and wellness programs to attract talent who prioritize well-being alongside career development. The whole-of-government movement policy and talent framework remain a respected and robust framework that encourage continuous learning and career development for talents wanting to contribute meaningfully to the development of Singapore.

### Difficult-to-Hire Roles

- Allied Health – Physiotherapist, Occupational Therapist, Speech Therapist
- Special Needs Educator
- AI Engineers
- Machine Learning Engineers

### Highly Competitive Roles

- HR Generalists / HR Operations
- Finance Generalists / Finance Operations
- PR & Communications

### Healthcare & Clinical

The healthcare sector in Singapore will continue their transformation journey, especially for public healthcare with the lofty mission of securing the nation's health index. These transformation projects straddle across digital, policy, and structural / system, driven technological advancements, workforce challenges, and an aging population.

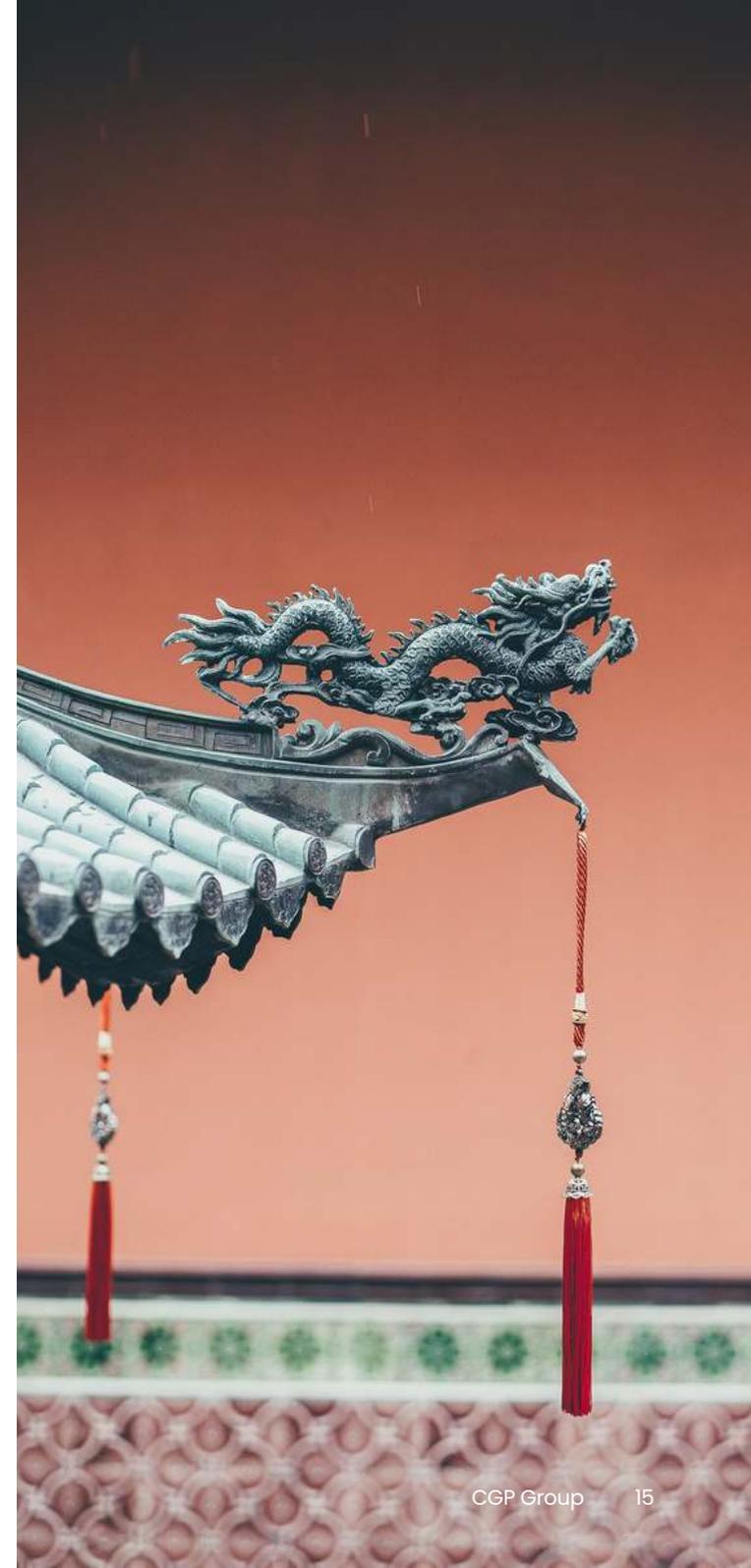
**Technology Integration:** Telehealth and virtual care delivery are becoming mainstream, creating demand for healthcare professionals skilled in remote care. This would also act as a key initiative to decongest saturation of primary health infrastructure – clinics / polyclinics etc. In addition, the interest to harness the capabilities of AI and automation continue to grow in healthcare, with the target to achieve administrative efficiency and improve patient care, necessitating new skill sets in the workforce as well as reducing manpower costs with the goal of ensuring healthcare accessibility and affordability for Singaporeans.

**Virtual Recruitment:** Virtual screening platforms and AI-driven processes are of interest to senior management and HR leadership, with the objective to improve candidate experience while streamlining hiring. This approach allows for a geographically broader talent pool and reduced time-to-hire.

**Retention Strategies:** Internal mobility and flexible working models, including hybrid arrangements, are key to retaining healthcare talent amid high burnout rates especially within Nursing and Allied health. Organizations are also focusing on work-life balance and tailored working arrangements to meet employee needs.

## Government & Public Sector (Human Resources)

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Head of HR	20 years+	216K	286K	325K	70
HR Director	15 years+	156K	195K	260K	75
HR Manager/ Business Partner	10 years+	78K	104K	143K	85
Head of C&B	20 years+	195K	234K	315K	70
C&B Director	15 years+	156K	195K	260K	75
C&B Manager	10 years+	78K	104K	156K	85
Head of L&OD	20 years+	195K	234K	300K	70
L&OD Director	15 years+	156K	195K	260K	80
L&OD Manager	10 years+	78K	104K	143K	85
HRIS Lead	15 years+	156K	195K	260K	85
HRIS Manager	10 years+	78K	104K	143K	90
HR Analytics Lead	15 years+	156K	195K	234K	85
HR Analytics Manager	10 years+	78K	104K	143K	90
Head of Payroll	15 years+	130K	156K	208K	70
Payroll Manager	10 years+	78K	104K	130K	75





## Government & Public Sector (Marketing & Communications)

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Head of Marketing Communications	20 years+	216K	286K	325K	70
Head of Communications	20 years+	216K	286K	325K	70
Marketing Communications Director	15 years+	156K	195K	260K	75
Communications Director	15 years+	156K	195K	260K	75
Marketing Communications Manager	10 years+	78K	104K	156K	80
Communications Manager	10 years+	78K	104K	156K	80
Digital Marketing Manager	10 years+	78K	104K	156K	85
Digital Product Director	15 years+	195K	235K	286K	85
Digital Product Manager	10 years+	117K	156K	195K	85
Digital Program Director	15 years+	195K	234K	260K	85
Digital Program Manager	10 years+	130K	156K	195K	85
Digital Transformation Lead	15 years+	195K	234K	260K	90
Digital Transformation Manager	10 years+	130K	156K	195K	90
Strategy Director	15 years+	195K	234K	260K	80
Strategy Manager	10 years+	130K	156K	195K	80

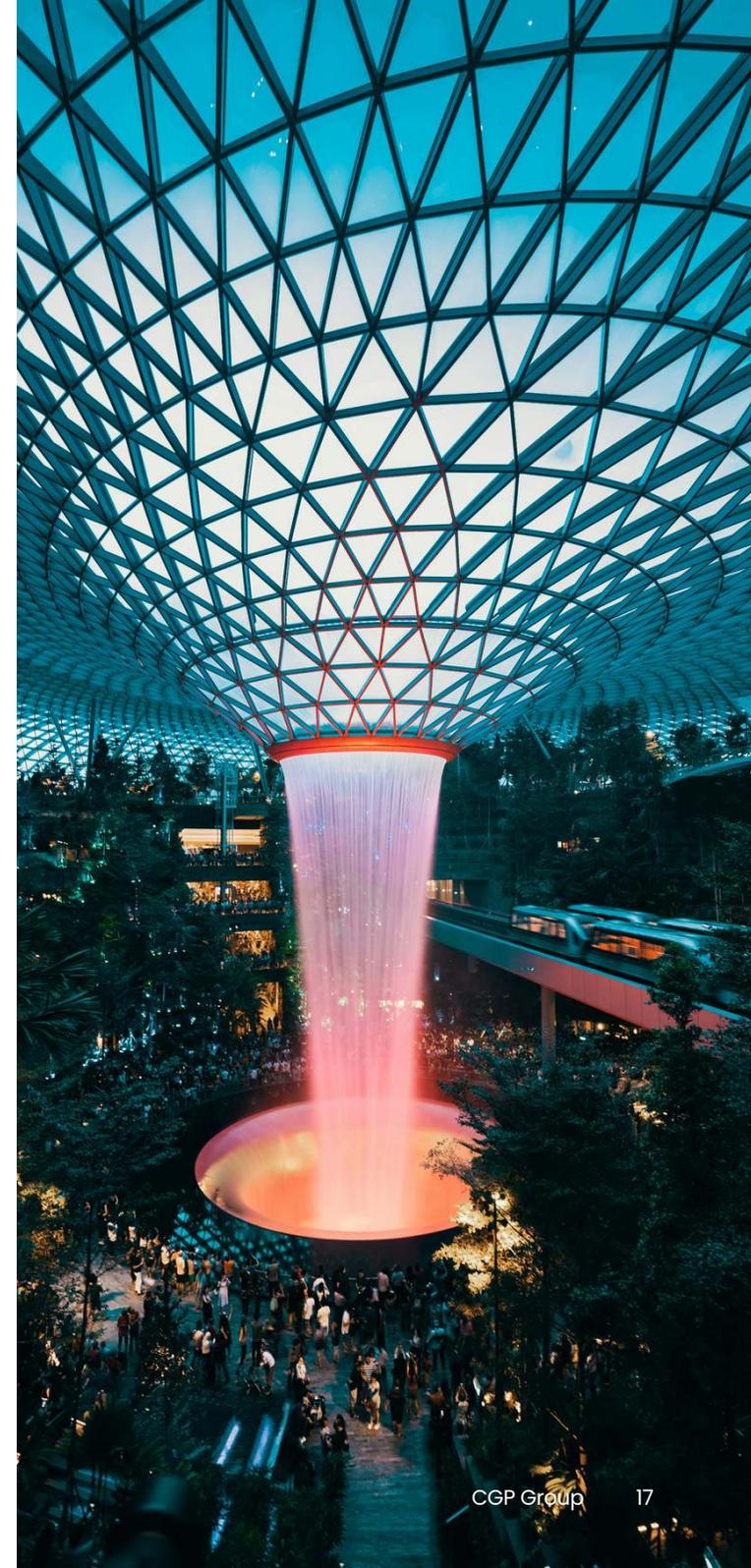
## Government & Public Sector (Accounting & Finance)

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Head of Finance	20 years+	216K	286K	325K	70
Finance Director	15 years+	156K	195K	260K	75
FP&A Director	15 years+	156K	195K	260K	75
Finance Manager	10 years+	78K	104K	143K	85
FP&A Manager	10 years+	78K	104K	156K	85
Finance Business Partner	10 years+	78K	104K	156K	85
Head of Finance Shared Services	15 years+	156K	195K	260K	75
Shared Services Manager, Finance	10 years+	78K	104K	156K	80

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* **Need Indicator:** A metric to measure the need of the specific position or talent within the market. A score of 80 indicates an average demand or need. A score below 80 indicates an oversupply in the market. A score above 80 indicates an urgent need, or a scarcity in the market.

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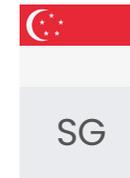


## Healthcare & Clinical

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Head of Pharmacy	12 years+	104K	130K	156K	80
Pharmacy Manager	8 years+	78K	90K	100K	80
Senior Pharmacist	5 years +	65K	72K	78K	85
Head of Audiology	10 years+	120K	135K	156K	70
Audiology Manager	8 years+	98K	52K	110K	70
Senior Audiologist	5 years+	63K	73K	84K	80
Head of Physiotherapy	10 years+	120K	130K	144K	70
Physiotherapy Manager	8 years+	91K	100K	112K	70
Senior Physiotherapist	4 years+	63K	72K	77K	90
Head of Radiology	10 years+	80K	92K	110K	70
Radiology Manager	7 years+	56K	62K	72K	70
Head of Podiatry	10 years+	120K	132K	144K	70
Podiatry Manager	8 years+	90K	100K	112K	70
Senior Podiatrist	4 years+	63K	70K	77K	85
Head of Respiratory Therapy	10 years+	104K	122K	144K	70
Respiratory Therapy Manager	7 years+	80K	85K	96K	70
Senior Respiratory Therapist	3 years+	64K	70K	78K	85
Principal Psychologist	8 years+	78K	95K	120K	75
Senior Psychologist	5 years+	50K	60K	70K	85

# Human Resources

## Hiring Trends in Human Resources, Corporate Functions, and Business Solutions in Singapore (2024–2025)



This year, hiring trends in HR, Corporate Functions, and Business Solutions across SEA, APAC, and Singapore have been driven by the growing adoption of digital transformation, workforce agility, and a focus on employee well-being. Organizations have sought professionals who can balance strategic thinking with operational efficiency, particularly in roles focused on talent retention, diversity, and digital integration.

For 2025, HR, Corporate Functions, and Business Solutions sectors in Singapore and SEA are set to undergo significant transformations driven by digitalization, economic shifts, and the evolving priorities of businesses. As businesses strive to enhance efficiency while navigating complex geopolitical and economic environments especially in corporate functions, there will be an increased need for roles that support sustainability goals, cybersecurity, and advanced business analytics.

### Key Trends for Singapore and SEA in 2025

#### 1. Accelerated Digital Transformation in HR

- Companies in Singapore and SEA are rapidly adopting HR tech platforms like Workday, SAP SuccessFactors, and BambooHR to streamline processes such as payroll, recruitment, and performance management.
- Professionals with expertise in HR analytics, automation, and AI-based talent management will be in high demand, particularly in Singapore, a hub for innovation in digital HR solutions.

- In SEA, markets like Malaysia, Indonesia, and Vietnam will focus on catching up digitally, driving demand for professionals with implementation and training skills.

#### 2. Focus on Talent Retention and Workforce Upskilling

- High turnover rates and a shortage of niche skills will push companies to prioritize retention strategies, offering competitive salaries, hybrid work models, and structured learning pathways.
- Upskilling initiatives will grow, particularly in cybersecurity, sustainability, and data analytics, with governments and organizations co-investing in talent development programs.

#### 3. Rise in ESG and DEI Roles

- Singapore, with its sustainability-driven policies, will see increased demand for Sustainability Managers and ESG Specialists who can navigate complex reporting and compliance requirements.
- Across SEA, Diversity, Equity, and Inclusion (DEI) roles will gain prominence as global companies aim to align with international best practices.

#### 4. Greater Focus on Organizational Agility

- The shift towards project-based work and agile structures will boost demand for Organizational Development Consultants and Change Management Specialists to help businesses adapt quickly to market changes.

- In SEA, countries with developing economies will increasingly seek such roles to restructure traditional corporate hierarchies.

#### 5. Expansion of Shared Services Models

- Regional hubs like Singapore and Malaysia will see growth in shared service centers for corporate functions, driving demand for professionals in finance, HR, and IT operations with cross-border expertise.

### Salary Trends in 2025

The HR industry in 2025 is poised for further salary shifts as organizations continue to prioritize digital transformation, employee retention, and ESG-related goals.

#### 1. Significant Salary Growth for Specialized HR Roles

- **HR Data Analysts and HR Technology Specialists** will see 10–15% increases, driven by demand for professionals skilled in HR automation, AI-based analytics, and predictive workforce planning.
- **Compensation & Benefits Managers:** Salaries are likely to rise by 8–12%, particularly for those adept at designing competitive pay structures to address retention in a high-inflation environment.
- **Diversity, Equity, and Inclusion (DEI) Leaders:** Increased corporate focus on DEI will result in salary increments of 10% or more, especially in multinational corporations seeking to align with global ESG standards.

## 2. Regional Variations in Salary Trends

- **Singapore:**
  - HR roles with regional or cross-functional responsibilities will see higher-than-average salary growth of 12–15%, particularly in HR strategy, organizational design, and change management.
  - Roles requiring digital transformation expertise will command premium salaries as Singapore continues to position itself as a hub for innovation in HR technology.
- **SEA (Malaysia, Indonesia, Thailand, Vietnam):**
  - Salary increments of 6–10% are expected in markets focusing on developing digital HR capabilities and localized talent strategies.
  - Specialized roles, such as Talent Development Leads and HRIS Specialists, will attract higher-than-average salaries in these emerging markets.

## 3. Slower Growth for Transactional Roles

- Salaries for transactional HR roles (e.g., Recruitment Executives, Payroll Specialists) will grow modestly, around 3–5%, due to a larger talent pool and increasing automation.
- However, roles with a customer-facing or employee engagement focus will see slightly higher increments in line with company culture and retention goals.

## 4. Skills That Command Premium Salaries

- **HR Analytics & AI:** Professionals skilled in leveraging data-driven insights will command 15–20% higher salaries than peers.
- **Change Management:** With companies undergoing organizational redesign, HR professionals who can navigate workforce transformation are in high demand.

- **Cross-Border Talent Management:** As hybrid and remote work models grow, expertise in managing global teams will continue to attract a premium.
- **Sustainability & ESG:** Knowledge of integrating ESG goals into workforce strategies will drive salary increments in senior HR roles.

## Difficult-to-Hire Roles

- **HR Analytics Specialists:** Expertise in leveraging data to predict workforce trends and improve decision-making.
- **Organizational Development Consultants:** Limited talent pool for driving large-scale change and culture transformation.
- **Sustainability Managers:** Growing focus on ESG metrics but few candidates with the required cross-functional expertise.

## Highly Competitive Roles

- **HR Business Partners (HRBPs):** Many mid-level professionals available for generalist roles.
- **Talent Acquisition Specialists:** Large pool of candidates with recruitment and sourcing experience.
- **Administrative Support Professionals:** High competition for these operationally focused roles.

## In-Demand Skills

- **Digital Proficiency:** Expertise in HRMS platforms (Workday, SAP SuccessFactors) and data-driven decision-making.
- **Change Management:** Ability to navigate organizational transformation and employee engagement.
- **Diversity, Equity, and Inclusion (DEI):** Skills to create inclusive workplaces and drive diverse hiring strategies.
- **Strategic Communication:** Proficiency in conveying corporate goals to internal and external stakeholders.
- **Sustainability Integration:** Knowledge of embedding ESG practices into corporate strategy.

The industry's future will hinge on its ability to attract digitally adept, empathetic leaders who can align workforce priorities with business imperatives. The 2025 hiring landscape in Singapore and SEA will be shaped by digital innovation, sustainability mandates, and workforce agility. While Singapore will lead the charge in integrating technology and sustainability into corporate functions, SEA markets will focus on developing foundational infrastructure and skills. Companies that invest in upskilling, offer hybrid work environments, and focus on inclusive culture will have a competitive edge in attracting and retaining top talent.



## Human Resources

Position Title	Annual Package Range (SGD)			Need Indicator (0-100)
	Min (4-8 years)	Med (8-12 years)	Max (12+ years)	
Head of HR / HR Director		150K - 220K	220K - 350K	90
HR Business Partner	80K - 120K	120K - 180K	180K - 240K	90
Total Rewards	80K - 120K	150K - 200K	180K - 300K	80
Talent Acquisition	80K - 120K	120K - 180K	180K - 240K	90
Learning & Development	80K - 120K	120K - 180K	180K - 240K	80
HR Shared Services	80K - 120K	120K - 180K	180K - 220K	80
HR Operations	60K - 100K	100K - 150K	150K - 200K	80
Employee Relations	60K - 100K	100K - 150K	150K - 200K	70
Diversity & Inclusion	80K - 120K	120K - 180K	180K - 220K	90
HR Analytics	80K - 120K	120K - 180K	180K - 240K	90
Global Mobility	80K - 120K	120K - 180K	150K - 220K	70

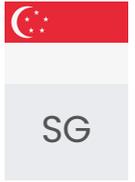
\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* **Need Indicator:** A metric to measure the need of the specific position or talent within the market. A score of 80 indicates an average demand or need. A score below 80 indicates an oversupply in the market. A score above 80 indicates an urgent need, or a scarcity in the market.

\* For a more detailed discussion, contact our Human Resources Team.

# Industrial & Manufacturing

## Hiring Trends in Industrial & Manufacturing in Singapore (2024–2025)



In 2025, Singapore's Industrial and Manufacturing sectors are experiencing notable hiring trends shaped by technological advancements, sustainability initiatives, and evolving workforce dynamics.

### Key trends include:

#### 1. Emphasis on Advanced Manufacturing and Industry 4.0

Singapore's manufacturing sector is increasingly integrating advanced technologies such as robotics, artificial intelligence (AI), and automation to enhance productivity and maintain competitiveness. This shift has led to a heightened demand for professionals skilled in these areas, including AI specialists, automation engineers, and data analysts. The adoption of Industry 4.0 technologies is pivotal in transforming traditional manufacturing processes.

#### 2. Sustainability and Green Manufacturing Initiatives

Aligning with global sustainability goals, Singaporean manufacturers are adopting green practices to reduce their environmental footprint. This transition has created opportunities for roles such as sustainability consultants, environmental engineers, and experts in renewable energy. The focus on sustainable manufacturing is reshaping the industry's landscape and driving the need for specialized talent.

#### 3. Extended Recruitment Processes and Internal Mobility

Companies are adopting more thorough hiring practices, resulting in longer recruitment timelines. This meticulous approach aims to ensure candidates possess the right technical skills and cultural fit. Additionally, there is a growing emphasis on internal mobility, with firms promoting existing employees to new roles to retain talent and leverage institutional knowledge.

#### 4. Focus on Up-skilling and Re-skilling

The rapid technological evolution necessitates continuous learning. Manufacturing firms are investing in up-skilling and re-skilling programs to bridge skill gaps, particularly in areas like digitalization and AI. This strategy not only enhances employee capabilities but also addresses the talent shortage in specialized domains.

#### 5. Competitive Compensation and Benefits

To attract and retain top talent, companies are offering competitive salaries and comprehensive benefits packages. Increments for job movers are expected to range between 12–15%, with those in high-demand areas like AI and data potentially seeing increases up to 20%. Existing employees may receive salary adjustments between 2–5%, aligning with inflation rates.

### Difficult-to-hire Roles

- **Artificial Intelligence (AI) Specialists:** With the integration of AI into manufacturing processes, there's a heightened demand for AI scientists and engineers.
- **Automation and Robotics Engineers:** As manufacturers adopt automation to enhance efficiency, the need for engineers skilled in robotics and automation has surged.
- **Sustainability and Environmental Specialists:** The global emphasis on sustainable manufacturing has created a demand for professionals adept in green technologies and environmental compliance. Roles focusing on sustainability initiatives are relatively new, resulting in a limited talent pool and making these positions harder to fill.

## Highly Competitive Roles

- **Advanced Manufacturing Specialists:** As Singapore continues to bolster its advanced manufacturing capabilities, there is a significant demand for specialists in precision engineering, robotics, and automation. These professionals are essential for driving innovation and maintaining the nation's competitive edge in the global market.
- **Semiconductor Process Engineers:** The semiconductor industry remains a cornerstone of Singapore's manufacturing landscape. Process engineers who can develop and optimize manufacturing processes for microchips are in short supply, making these roles particularly competitive.
- **Sustainability and Environmental Specialists:** With a global emphasis on sustainable manufacturing, professionals adept in green technologies and environmental compliance are highly sought after. Roles focusing on sustainability initiatives are relatively new, resulting in a limited talent pool and heightened competition for qualified individuals.
- **Digital Transformation Managers:** As industries embrace digitalization, there is a growing need for managers who can oversee the integration of digital technologies into manufacturing processes. These roles require a blend of technical knowledge and strategic vision, making them highly competitive.

## In-Demand Skills

- **Advanced Robotics and Automation:** The integration of advanced robotics into manufacturing processes requires professionals who can design, program, and maintain autonomous systems.
- **Sustainability and Environmental Management:** With a global emphasis on sustainability, skills in carbon footprint management, sustainability assurance, and environmental management systems are in high demand.
- **Artificial Intelligence (AI) and Machine Learning:** These technologies contribute to predictive maintenance, quality control, and supply chain optimization, making them invaluable in modern manufacturing settings.
- **Cybersecurity:** As manufacturing systems become more interconnected, safeguarding them against cyber threats is critical. Skills in cyber and data breach incident management are essential to protect sensitive information and maintain operational integrity.

By cultivating these skills, professionals can significantly enhance their contributions to Singapore's industrial and manufacturing sectors, aligning with the nation's strategic goals and technological advancements.





## Industrial & Manufacturing

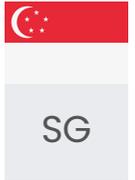
Position Title	Years of Experience	Annual Package (SGD)	
		Min	Max
Head of Aftersales	10 years	180K	220K
Service Operations Manager	8 years	120K	150K
OEM Sales Manager	8 years	120K	150K
OEM Sales Director	10 years	220K	250K
Plant Director	10 years	220K	250K
Plant Operations, Vice President	15 years	300K	350K
Procurement Manager	8 years	90K	120K
Procurement Director	15 years	220K	250K
Product Engineering Manager	8 years	110K	130K
Product Engineering Director	15 years	190K	220K
Quality Management Manager	8 years	90K	120K
Quality Management Director	15 years	200K	250K
Marketing Manager	8 years	90K	120K
Marketing Director	15 years	180K	230K
AI/Machine Learning Engineers	5 years	120K	180K
Industrial Cybersecurity Specialist	8 years	120K	200K
Sustainability Manager	5 years	90K	110K
Chief Sustainability Officer	8 years	200K	280K

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Industrial & Manufacturing Team.

# Legal & Compliance

## Hiring Trends in Legal & Compliance in Singapore (2024–2025)



The year 2024 has marked a shift in hiring trends for legal professionals in Singapore, with a noticeable decline in senior positions and a surge in demand for junior to mid-level in-house counsel roles. As companies adopt more cost-conscious strategies, there has been an accelerated trend toward "juniorisation" across various industry sectors. This shift has also contributed to the rise of in-house counsel positions in Malaysia, both for local and regional roles, a trend expected to continue in the foreseeable future.

In the banking and financial services sector, European and US-headquartered institutions have largely implemented hiring freezes throughout 2024. However, the final quarter of the year has seen some movement, with replacement roles and junior positions becoming available. There are optimistic signs that recruitment will increase in 2025, particularly in Singapore. In contrast, Asia-based banks, especially those involved in private banking, have maintained steady hiring, focusing on junior to mid-level positions.

Outside of financial services, demand for junior to mid-level talent remains strong across various industries. Notably, Singapore has become an attractive hub for China-based companies establishing international headquarters, as well as European companies setting up their first APAC branches. These new market entrants have contributed to the robust demand for in-house legal talent.

In terms of expertise, there continues to be high demand for legal professionals with experience in EPC (Engineering, Procurement, and Construction), real estate, data privacy, and the commodities sectors. This is driven by hiring needs in renewable energy, data centers, and commodities-focused businesses. In addition, ethics and compliance roles have been on the rise as some companies are increasing bandwidth by increasing headcount or setting up separate functions to navigate local market specific regulations on whistleblowing, anti-bribery and corruption matters.

As operational costs come under increasing scrutiny, companies are looking to fill "entry-level" in-house counsel positions with lawyers at the junior level (less than 8 years of Post-Qualification Experience, or PQE). These roles often focus on execution and team support functions. The trend toward more junior hires is also fuelled by replacement positions that come with tighter salary budgets. However, the challenge for companies is to balance the need for cost savings with effective risk management.

### Challenging Roles: Difficult to Hire

Several legal roles are proving challenging to fill, with limited qualified candidates available, making the recruitment process more difficult for HR teams. Particularly sought after are legal candidates with professional-level Mandarin language skills, a critical advantage for positions covering the China market. Candidates who can review Chinese-language documents, confidently negotiate with mainland Chinese stakeholders, and draft or comment on legal documents in Chinese are in particularly high demand.

In general, competition for junior to mid-level legal talent remains intense, with salary negotiations often becoming a key battleground. While companies are focused on hiring cost-effective candidates (especially those with less than 8 PQE), counteroffers and competing roles are driving significant salary increases at the offer stage.

### Competitive Roles: Hiring Power

In contrast, companies that offer long term stability are in a better position to attract talent amidst the ongoing restructuring and reorganizations seen in 2024. Employers that provide hybrid work arrangements, comprehensive benefits, and a proven track record of internal progression are especially appealing to junior and mid-level legal and compliance professionals looking for their next in-house role.

Meanwhile, the market has also seen a rise in immediately available senior in-house lawyers across various industries, as restructuring efforts have led to layoffs at the senior level. For employers looking to hire such senior talent, there is a unique opportunity to negotiate lower salaries, as many candidates are open to taking a pay cut to secure new roles.

### Hard-to-Fill Roles

The demand for niche skills in areas such as ESG, digital transformation, and compliance will translate into tech savvy, AI and data governance professional needs within the legal and compliance space.

# Legal

## General Corporate (Monthly, SGD)

Experience (Year)	Salary Range	Variable Bonus
2 - 4 PQE	8.5K - 10.8K	1 - 2.5 Months
5 - 7 PQE	11.5K - 14.5K	2 - 3 Months
8 - 10 PQE	15K - 16.5K	3 - 3.5 Months
10 - 15 PQE	16.5K - 19K	3 - 4 Months
15 - 25 PQE	20K - 28.5K	3 - 4 Months*

Experience (Year)	1-3 PQE	3-5 PQE	5-8 PQE	8-12 PQE	12-15 PQE	GC/HoL
Title   Annual Package Range (SGD)	Associate	Associate	AVP	VP/SVP	SVP/D	ED/MD
Corporate Institutional Banking	80K - 120K	100K - 160K	160K - 220K	200K - 280K	250K - 350K	250K - 350K
Private Banking	80K - 120K	120K - 160K	160K - 220K	250K - 280K	280K - 350K	380K - 380K+
Retail Banking	70K - 110K	80K - 140K	120K - 180K	160K - 220K	250K - 300K	320K - 320K+
Securities Services/ Funds	90K - 130K	120K - 180K	180K - 220K	250K - 300K	280K - 380K	360K - 360K+
Investment Banking	90K - 120K	120K - 180K	160K - 220K	250K - 320K	280K - 380K	380K - 380K+
Global Markets	90K - 120K	130K - 180K	160K - 220K	250K - 300K	280K - 380K	380K - 380K+
Insurance	70K - 110K	80K - 140K	120K - 180K	160K - 220K	180K - 240K	300K - 300K+
Asset Management	90K - 120K	120K - 180K	180K - 220K	250K - 300K	280K - 350K	380K - 380K+
Private Equity & Venture Capital	100K - 140K	120K - 180K	180K - 250K	220K - 300K	300K - 360K	420K - 420K+
Fintech	80K - 100K	90K - 150K	140K - 220K	180K - 260K	200K - 280K	350K - 350K+



## Compliance

(Financial Services – Monthly, SGD)

Experience (Year)	1 – 3 years	3 – 5 years	7 – 10 years	12 – 15 years	15 years+
Title	Compliance Officer	AVP/Senior Officer	VP/Compliance Manager	SVP/Senior Manager	Head of Compliance
Corporate Institutional Banking	4K – 6K	6K – 9K	10K – 15K	12K – 16K	20K – 35K
Private Banking	4K – 7K	7K – 10K	8K – 12K	12K – 17K	18K – 35K
Retail Banking	4K – 6K	6K – 9K	10K – 15K	12K – 16K	20K – 35K
Investment Banking	5K – 7.5K	7.5K – 10K	10K – 15K	14K – 18K	20K – 40K
Insurance	4K – 6K	6K – 9K	10K – 15K	12K – 16K	20K – 30K
Asset Management/Funds/Securities	4K – 7K	7K – 10K	8K – 12K	12K – 17K	18K – 30K
Private Equity & Venture Capital	4K – 7K	7K – 10K	8K – 12K	12K – 17K	18K – 30K
Fintech	4K – 7K	7K – 10K	8K – 11K	12K – 15K	15K – 35K

## Compliance

(Non-financial Services – Monthly, SGD)

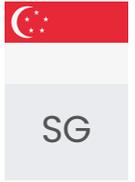
Experience (Year)	1 – 3 years	3 – 5 years	7 – 10 years	12 – 15 years	15 years+
Title	Compliance Officer	AVP/Senior Officer	VP/Compliance Manager	SVP/Senior Manager	Head of Compliance
All other industry sectors	5K – 7K	6.5K – 8K	10K – 17K	15K – 25K	18K – 35K+

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Legal & Compliance Team.

# Sales, Marketing & Digital

## Hiring Trends in Sales, Marketing & Digital in Singapore (2024–2025)



2024 has seen a significant drop in hiring activities in the FMCG, Beauty, and Retail sectors, driven by businesses adapting to post-pandemic consumer behaviour shifts and digital transformation. Companies are focusing on customer-centric strategies, leveraging data-driven insights, omnichannel marketing, and sustainable practices to meet evolving consumer demands. Employers are also emphasizing diversity, equity, and inclusion (DEI) and employer branding to attract top talent.

As we approach 2025, hiring trends across APAC markets and in Singapore will reflect the region's diverse economic landscapes and rapid digitalization. Businesses across FMCG, Beauty, and Retail will focus on adapting to market-specific consumer behaviours while responding to global pressures such as sustainability, technological disruption, and talent shortages.

We anticipate a continued emphasis on e-commerce growth, personalization powered by advanced CRM systems, and AI-driven marketing. Companies will seek professionals adept at utilizing data analytics, automation tools, and content personalization technologies to drive engagement. As sustainability becomes more central to brand identity, roles involving green marketing and corporate social responsibility (CSR) will gain prominence.

### APAC Market Trends

#### Market Trends in Singapore as a Regional Hub

Singapore's position as a strategic hub for multinational corporations (MNCs) operating across SEA and APAC significantly shapes hiring trends. Companies view Singapore as a gateway to the region's diverse markets, leveraging its connectivity, infrastructure, and talent pool to drive regional strategies.

#### E-Commerce Leadership

Singapore's role as a hub for regional operations ensures that e-commerce remains a significant growth driver. Companies are seeking E-commerce Managers and Digital Transformation Specialists to oversee regional platforms like Lazada, Shopee, and Tokopedia, alongside global marketplaces like Amazon. Expertise in cross-border trade regulations, local payment systems, and last-mile delivery logistics will be highly valued.

#### Personalization & Data-Driven Marketing

As a mature and data-forward market, Singapore drives innovation in CRM and personalization for MNCs, often piloting new strategies before regional rollouts. CRM Specialists and Performance Marketers are highly sought after to deliver ROI-focused campaigns. Singapore is leading efforts in advanced MarTech integration, using tools like Salesforce, Adobe Experience Cloud, and AI-driven analytics. MNCs operating regionally focus on building loyalty programs tailored to SEA's diverse consumer behaviors, with Singapore as a testing ground.

### Green Marketing & ESG Compliance

Singapore's leadership in sustainability, driven by initiatives like the "Green Plan 2030," positions the city-state as a regional hub for Sustainability Marketing Leads and ESG Compliance Officers.

Singapore acts as a knowledge-sharing hub, influencing sustainability efforts in emerging SEA markets. There would be a demand for professionals who can combine storytelling with actionable ESG practices, tailored to both developed and developing markets in the region.

#### Rise of Localization in Global Strategies

Singapore's cultural and linguistic diversity makes it the ideal hub for Localization Specialists who can adapt global campaigns to resonate with SEA audiences. These roles are crucial as brands focus on creating culturally sensitive and market-specific strategies across the region and will grow in prominence as global brands increase investment in nuanced, culturally sensitive marketing.

#### Hybrid Leadership and Innovation

Singapore's role as a digital and innovation hub for SEA has driven demand for Omni-Channel / Hybrid Marketing Leaders who excel in managing cross-functional teams across digital, offline, and e-commerce channels.

For example, retailers in Singapore are merging physical and digital experiences, using technologies like augmented reality (AR), mobile apps, and QR codes to elevate in-store interactions. Hybrid Marketing Leaders play a crucial role in ensuring consistent and seamless customer journeys across online, mobile, and offline touch-points.

### Difficult-to-Hire Roles

- **CRM Specialists/Managers:** High demand for professionals skilled in customer lifecycle management, data-driven campaigns, and CRM tools like Salesforce and HubSpot.
- **E-commerce Managers:** Limited expertise in handling multi-platform operations and ensuring seamless user experiences across digital touch points.
- **Digital Transformation Leads:** Requires cross-functional expertise in digitization, strategy, and execution.
- **Sustainability Marketing Leads:** Niche talent pool as companies prioritize ESG-driven branding.

### Highly Competitive Roles

- **Brand Managers:** Abundance of candidates with generalist marketing experience.
- **Social Media Specialists:** Many professionals equipped with basic social media management skills.
- **Content Creators/Copywriters:** Many candidates competing with diverse portfolios.

### In-Demand Skills

- **Data Literacy:** Proficiency in tools like Google Analytics, Tableau, and SQL.
- **Omnichannel Strategy:** Expertise in integrating online and offline sales channels.
- **Sustainability & ESG Knowledge:** Understanding how to embed these into branding.
- **AI & Automation:** Skills in leveraging AI tools for predictive marketing and operational efficiency.
- **Emotional Intelligence:** Strong interpersonal skills to lead diverse teams and manage stakeholder relationships.

Firms that invest in upskilling, strategic recruitment partnerships, and employer branding will gain a competitive edge in attracting and retaining top talent in this evolving landscape.



## Sales, Marketing & Digital (FMCG, Consumer, Retail, Beauty)

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Country Manager	12 years+	120K	152K	300K	90
Managing Director	15 years+	300K	400K	500K	90
Head of eCommerce	8 years+	180K	220K	300K	100
eCommerce Manager	5years+	120K	140K	160K	100
Head of Digital	15 years+	180K	220K	300K	90
Marketing Director	10 years+	160K	220K	350K	90
Marketing Manager	8 years+	80K	120K	150K	95
Head/VP of Growth	15 years+	180K	220K	240K	95
Business Development VP	18 years+	180K	220K	240K	90
Business Development Director	10 years+	120K	150K	180K	90
Business Development Manager	5 years+	80K	150K	120K	95
Account Manager	5 years+	80K	100K	120K	90
Analytics Director	10 years+	120K	152K	180K	80
Analytics Manager	5 years+	80K	102K	120K	80
Communications/PR Director	10 years+	120K	150K	180K	70
Communications/PR Manager	5 years+	65K	84K	120K	70
Head of Retail	15 years+	140K	175K	220K	70
Retail Manager	8 years+	80K	110K	140K	80
Merchandising Director	10 years+	140K	180K	250K	70
Merchandising Manager	6 years+	80K	100K	120K	70

## Sales, Marketing & Digital (eCommerce, B2C Technology)

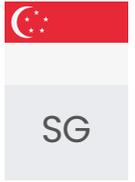
Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
SEO Manager	5 years+	50K	75K	90K	80
SEO Director	8 years+	100K	125K	150K	70
Growth Marketing Manager	4 years+	55K	80K	100K	85
Growth Lead	8 years+	100K	120K	160K	85
Digital Marketing Manager	4 years+	60K	80K	120K	90
Digital Marketing Lead	8 years+	80K	110K	140K	90
Performance Marketing Manager	4 years+	60K	80K	100K	90
Performance Marketing Lead	8 years+	90K	120K	150K	90
Business Development Specialist	2 years+	60K	75K	90K	90
Business Development Manager	5 years+	80K	75K	90K	90
Business Development Director	8 years+	90K	120K	150K	80
CRM Manager	5 years+	60K	80K	100K	95
Head of CRM	8 years+	108K	130K	160K	95
Product Marketing Specialist	2 years+	55K	70K	70K	80
Product Marketing Manager	4 years+	70K	95K	120K	70
Key Account Manager	3 years+	72K	80K	90K	90
Partnerships Manager	3 years+	60K	72K	90K	70
Category Manager	3 years+	50K	65K	100K	90
Social Media Manager	5 years+	60K	80K	100K	100

## Sales, Marketing & Digital (Media, Advertising, Professional Services)

Position Title	Years of Experience	Annual Package Range (SGD)			Need Indicator (0-100)
		Min	Med	Max	
Account Director	8 years+	90K	120K	150K	85
Account Manager	3 years+	60K	78K	90K	90
Creative Manager	4 years+	60K	80K	95K	80
Creative Director	8 years+	90K	120K	150K	80
Art Director	8 years+	90K	110K	130K	70
SEO Specialist	3 years+	54K	72K	90K	80
SEM Specialist	3 years+	54K	72K	90K	80
Performance Marketing Specialist	3 years+	60K	75K	96K	80
Marketing Automation Specialist	3 years+	51K	63K	76K	70
Public Relations Manager	5 years+	72K	90K	100K	85
Public Relations Director	7 years+	96K	115K	140K	80
Social Media Manager	4 years+	48K	60K	72K	90
Media Buyer	5 years+	54K	78K	90K	70
Media Planner	4 years+	58K	72K	96K	70
Media/Data Analyst	3 years+	51K	60K	72K	75
Digital Strategist	5 years+	60K	70K	80K	80
Copywriter	2 years+	40K	66K	80K	70
Content Creator/ Manager	4 years+	50K	65K	78K	90

# Technology

## Hiring Trends in Technology in Singapore (2024–2025)



In 2025, Singapore's technology sector is experiencing dynamic growth, driven by substantial investments and a heightened focus on digital transformation.

Given increased political tensions and anticipated slowdown in global trading volume, companies in Singapore are exploring a cautiously optimistic approach to hiring technology talents as they continue to enhance their technology bench yet remain mindful about cost controls.

### Key trends include:

#### 1. Increase in Demand for AI, Data & Cybersecurity Talent

The government's Research, Innovation, Enterprise (RIE) 2025 plan has allocated S\$25 billion to bolster AI, data science, and cybersecurity initiatives. This investment has led to a 40% increase in AI-related roles and a 45% rise in cybersecurity positions. MAS has also tightened its AI governance initiative in 2024 through Project Mindforge, leading to a surge in demand for newly created roles such as AI governance specialists.

#### 2. Emphasis on Digital Transformation, Cloud Computing & Data Centres

Companies are prioritizing roles in digital infrastructure and cloud computing, with platforms like AWS, Azure, and Google Cloud being integral to modern IT strategies. Singapore continues to build its reputation as a key location for data centres. Singtel secured a

S\$643 million green loan to develop a 58-megawatt data center in Tuas, catering to high-density AI workloads while Google has completed a \$5 billion expansion of its data center and cloud facilities in Singapore, supporting services like Google Search and Maps.

#### 3. Strengthening Singapore's Position as a Regional Technology Hub

MNCs continue to heavily invest in setting up or expanding their presence in Singapore which will serve as a South-East Asia or, more broadly, an Asia Pacific hub. For example, OpenAI has established their office in Singapore and has started building a team in Singapore within technology sales, customer success and technical functions. Similarly, Apple is investing over S\$250 million to expand its campus and focus on AI initiatives including the construction of two AI R&D buildings.

#### 4. Growing Preference for Mid-to-Senior Level Contracting

Once reserved mainly for junior hires, there's increasing demand for contract-based roles among high-calibre professionals seeking flexibility and specialized opportunities. In 2025, adoption of fractional technology leadership such as CTO-as-a-service are likely to increase. Employers are increasingly turning to contract positions to build a flexible workforce that supports permanent operations, allowing for scalability and adaptability in a rapidly changing market.

### Difficult-to-hire Roles

- **LLMOps Engineers, MLOps Engineers:** Companies are looking to start building or further enhance their Large Language Model (LLM) and Machine Learning (ML) platforms. As these technology are still new and evolving, companies will face challenges in hiring competent software engineers who are skilled in operationalizing ML models, ensuring they are scalable, reliable, and maintainable throughout their lifecycle.
- **AI Governance:** As companies increasingly focus on external LLM tools such as OpenAI, Gemini and DeepSeek, the focus on governing these AI models and ensuring they do not leak confidential user data becomes more important than ever been. As industry AI governance standards are still in discussion, companies will face difficulties hiring for governance specialists who can adapt work-in-progress AI frameworks for their internal company processes.
- **Cybersecurity Engineers:** With the increasing frequency and sophistication of cyber threats, organizations are seeking cybersecurity engineers to safeguard their systems and data. These professionals must possess a broad range of skills, including risk management, compliance knowledge, and technical expertise, contributing to the difficulty in hiring.

## In-Demand Skills

- **Artificial Intelligence (AI) & Machine Learning (ML):** AI and ML continue to lead technological advancements, with widespread use in sectors such as finance, healthcare, and smart city development. Employers are moving to focus from Proof-of-Concepts (POCs) to commercial AI use cases with substantial business impact.
- **Data Science & Analytics:** Analyzing and making sense of large, complex datasets is a critical skill. Proficiency in programming languages like Python, R, and SQL, along with experience using data visualization tools such as Tableau and Power BI, is particularly sought after—especially in fintech and the payments sectors. Data professionals are increasingly required to be kept informed with the latest AI and Machine Learning technology.
- **Cybersecurity:** As cyber threats grow more sophisticated; cybersecurity has become a top priority. Certifications like CISSP, CISM, and CEH are in strong demand, along with capabilities in risk assessment, compliance, and security strategy.
- **Cloud Computing:** With the ongoing shift to cloud-based infrastructure, skills in platforms like AWS, Microsoft Azure, and Google Cloud are in high demand. Certifications such as AWS Certified Solutions Architect and Azure Fundamentals are increasingly valued by employers.





## Technology (General Management)

Position Title	Annual Package (SGD)		Need Indicator (0-100)
	12 - 20 Years	20+ Years	
Chief Technology Office (CTO)	280K - 480K	480K+	50
Chief Information Officer (CIO)	250K - 520K	520K+	50
Chief Data Technology (CDO)	250K - 480K	480K+	60
Chief Information Security Officer (CISO)	250K - 500K	500K+	60

## Technology (Infrastructure & Network)

Position Title	Annual Package (SGD)			Need Indicator (0-100)
	3 - 8 Years	8 - 12 Years	12+ Years	
Infrastructure Management	60K - 100K	80K - 145K	140K - 200K	50
Infrastructure & Cloud Architecture	85K - 120K	120K - 200K	200K - 400K	50
DevOps	75K - 120K	120K - 280K	180K - 250K	60
Network Engineering & Design	60K - 120K	85K - 160K	120K - 200K	40
System Engineering	54K - 84K	84K - 105K	100K - 120K	75
Database Administration	75K - 120K	100K - 205K	200K - 300K	50
IT Change and Transformation	70K - 100K	100K - 150K	120K - 150K	75



## Technology (Data, AI & Business Intelligence)

Position Title	Annual Package (SGD)			Need Indicator (0-100)
	3 - 8 Years	8 - 12 Years	12+ Years	
Business Intelligence	60K - 90K	90K - 120K	120K - 250K	70
Data Analyst	65K - 100K	100K - 120K	120K - 250K	40
Data Scientist	65K - 100K	100K - 120K	120K - 250K	60
Data Engineering	65K - 100K	100K - 150K	150K - 190K	80
Data Architect	120K-180K	180K - 240K	240K - 300K	60
Data Governance	70K - 100K	100K - 180K	180K - 250K	70
AI Scientist	100K - 130K	130K - 200K	200K - 300K	75
AI Governance	80K - 100K	100K - 180K	180K - 280K	90
Machine Learning Engineering	70K - 100K	100K - 180K	180K - 300K	90

## Technology (Software Development)

Position Title	Annual Package (SGD)			Need Indicator (0-100)
	3 - 8 Years	8 - 12 Years	12+ Years	
Full Stack / Backend Developer	60K - 150K	120K - 200K	150K - 300K	90
Frontend Developer	61K - 120K	100K - 150K	150K - 200K	90
Mobile / Web Developer	62K - 100K	100K - 150K	150K - 200K	85
Solutions Architect	80K - 120K	120K - 180K	180K - 260K	80
Quality Assurance	60K - 100K	100K - 130K	130K - 200K	75

## Technology (Information Security )

Position Title	Annual Package (SGD)			Need Indicator (0-100)
	3 - 8 Years	8 - 12 Years	12+ Years	
Information Security (Infrastructure, Application)	55K - 100K	100K - 150K	150K - 220K	75
Cyber Security Engineer (SOC, IAM, Incident Response, Threat Hunter)	60K - 120K	120K - 180K	180K - 250K	50
Penetration Tester	70K - 100K	100K - 180K	180K - 250K	50
IT Governance	55K - 90K	90K - 150K	150K - 220K	60

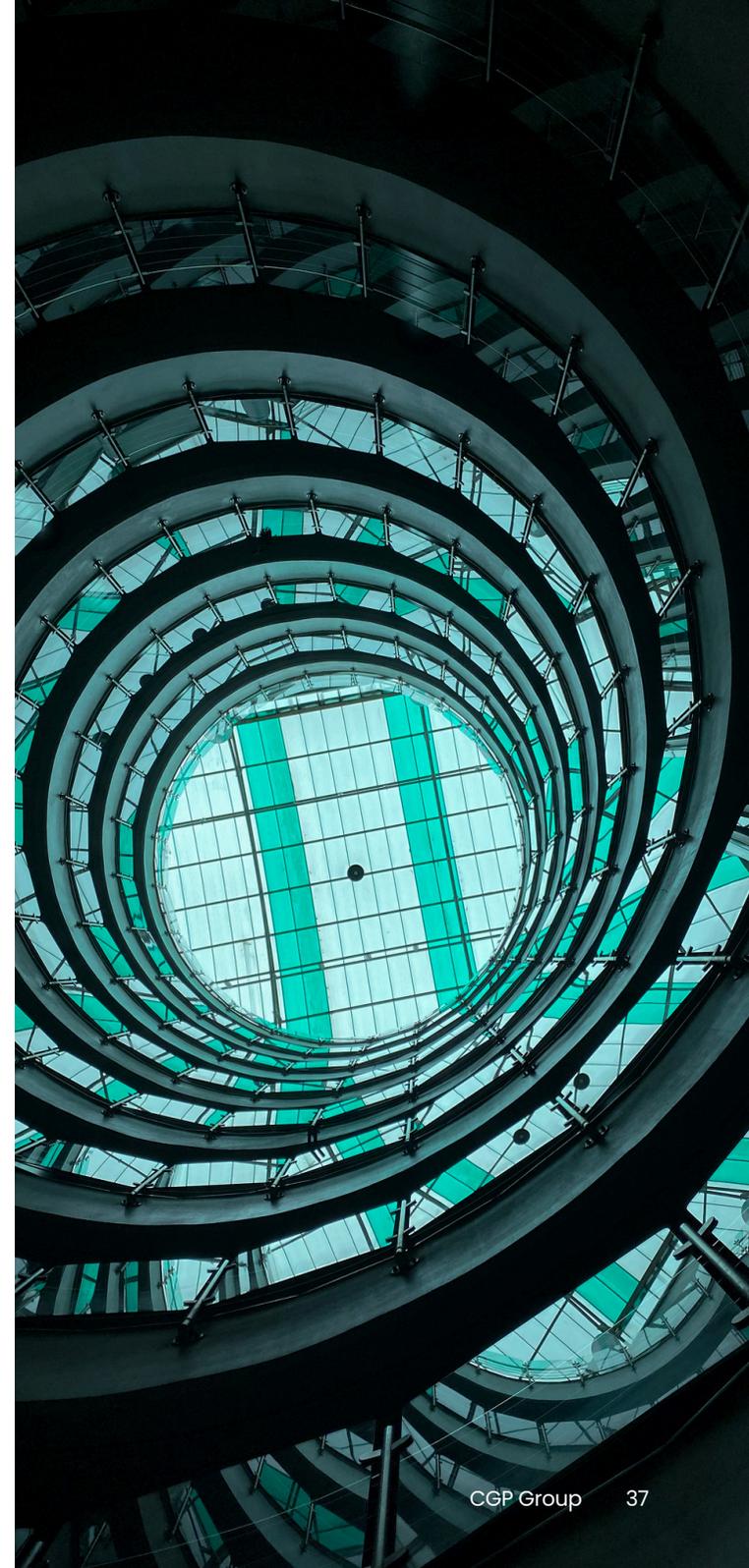
## Technology (IT Administration)

Position Title	Annual Package (SGD)			Need Indicator (0-100)
	3 - 8 Years	8 - 12 Years	12+ Years	
Helpdesk and IT Support	60K - 90K	90K - 120K	120K - 250K	80
IT Operations Management	65K - 100K	100K - 120K	120K - 250K	75
IT Services Management	65K - 100K	100K - 120K	120K - 250K	50

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* **Need Indicator:** A metric to measure the need of the specific position or talent within the market. A score of 80 indicates an average demand or need. A score below 80 indicates an oversupply in the market. A score above 80 indicates an urgent need, or a scarcity in the market.

\* For a more detailed discussion, contact our Technology Team.





# Talent Trends in Thailand



## Executive Summary

Thailand is experiencing moderate economic growth, with GDP forecasts of 2.7% for 2024 and 3% for 2025, according to the Ministry of Finance's Fiscal Policy Office. Additionally, the Thailand Board of Investment reports a 42% increase in investment applications from January to September 2024 compared to the same period in 2023. Electronic manufacturing and data center projects are driving this growth, with the total value of investment applications reaching 723 billion baht—the highest in the past decade. Singapore and China remain the top two investors.

In 2024, Thailand welcomed approximately 36 million international tourists, including around 7 million from China. This figure is slightly below the earlier forecast of 8 million, primarily due to three factors: China's economic slowdown, increasing global competition in tourism, and evolving travel preferences among Chinese tourists. Despite this decline, tourism remains robust, supported by visitors from countries such as India and the Middle East. This growth in tourism is expected to positively impact the retail, business services, hospitality, and luxury sectors in the country.

### Digital Transformation Driving Demand for Tech Talent

As Thailand accelerates its digital transformation, the demand for tech professionals across various sectors continues to grow. Government initiatives to establish Thailand as a regional hub for data centers and artificial intelligence (AI) are creating opportunities for skilled experts in software development, data science, cybersecurity, and AI. Additionally, companies are seeking specialists in emerging technologies such as blockchain, IoT, and 5G.

### E-commerce and Video Commerce Surge

The e-commerce sector is thriving, fuelled by the rapid rise of video commerce. This trend is driving demand for digital marketing specialists, content creators, and customer engagement experts to enhance the online shopping experience through interactive and immersive platforms.

The expanding e-commerce infrastructure is also increasing the need for logistics and supply chain professionals.

### Financial Services Embrace Fintech Innovations

Thailand's financial services sector is rapidly adopting fintech solutions, creating a high demand for professionals skilled in digital payments, blockchain technology, and financial analytics. The development of the nationwide digital wallet program highlights the importance of financial inclusion, further driving demand for experts in digital finance and regulatory compliance.

### Tourism Sector Rebounds with a Focus on Sustainability

Thailand's tourism sector is recovering, supported by new visa initiatives aimed at boosting inbound travel. These measures include expanded visa exemptions, a digital nomad visa program, and visa-on-arrival schemes. Sustainable and eco-conscious travel is also becoming a significant trend, with travellers increasingly seeking eco-friendly accommodations and responsible tourism experiences.

### Manufacturing Industry Adopts Advanced Technologies

Thailand's manufacturing sector is evolving with the adoption of advanced technologies such as automation, robotics, and Industry 4.0 practices.

This transformation is driving demand for engineers, technicians, and managers with expertise in these areas. Additionally, professionals skilled in supply chain optimization, quality control, and production management are in high demand.

### Thailand as a Luxury Shopping Hub for APAC

Thailand is positioning itself as a premier luxury shopping destination in the Asia-Pacific region. The growing luxury sector, driven by high-end brands and affluent consumers, is creating demand for talent in luxury retail management, brand management, and customer experience. Professionals with expertise in sales, marketing, and personalized services are essential to cater to the tastes of luxury shoppers.

As Thailand continues its push for digital transformation, AI is at the forefront of talent demand. Government efforts to position the country as a leader in data centers and AI innovation are fueling the need for highly skilled professionals in AI development, machine learning, and data analytics. The growth of AI-driven industries such as fintech, e-commerce, and cybersecurity, combined with the increased adoption of AI across sectors, underscores the urgency for AI talent. Companies aiming to remain competitive must prioritize attracting and retaining top AI experts to stay ahead of technological advancements. AI talent is not just a future trend—it is an immediate priority for businesses across all sectors in Thailand

### Wipawat Panutyothin

Managing Director  
Cornerstone Global Partners Thailand



# Accounting & Finance

## Hiring Trends in Accounting & Finance in Thailand (2024–2025)

In 2024, the hiring landscape for finance and accounting roles in Thailand has been significantly influenced by digital transformation, regulatory changes, and the push for IPO readiness among local companies. The demand for professionals skilled in financial digitalization, strategic planning, and compliance has surged as businesses increasingly adopt advanced analytics, automation, and ESG (Environmental, Social, and Governance) frameworks.

Looking ahead to 2025, Thailand's finance and accounting job market is expected to become even more specialized. As businesses expand and prepare for IPOs, the need for expertise in areas such as IPO advisory, corporate finance, and data-driven decision-making will grow. Additionally, skills in financial technology (FinTech), AI-driven forecasting, and sustainability reporting will be critical to meet both local and global trends.

### In-Demand Skills for 2025

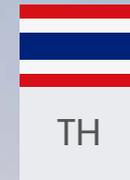
- Proficiency in advanced financial modeling and data analytics tools.
- Strong knowledge of regulatory frameworks, particularly IPO compliance and ESG mandates.
- Expertise in cloud-based ERP systems such as SAP or Oracle.
- Strong strategic and commercial acumen to drive impactful business decisions.

### Difficult-to-Hire Roles

- Chief Financial Officer (CFO) – Especially in IPO-driven companies and organizations based in regional or less-centralized areas.
- Financial Analysts with AI and Machine Learning Expertise – A niche yet growing demand for professionals bridging finance and technology.
- Tax Advisors Specializing in International Taxation – Essential for businesses with cross-border operations.
- M&A Analysts – High demand due to corporate restructuring and expansion initiatives.

### Highly Competitive Roles

- Accounting Manager
- Internal Audit Manager
- Financial Reporting Manager





## Accounting & Finance

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
CFO	15 years+	3.0M	11.0M
Finance Director	12 years+	3.0M	8.5M
Head of Commercial Finance	10 years+	3.0M	6.2M
Commerical Finance Manager	10 years+	1.8M	3.8M
Accounting Director	12 years+	3.0M	3.8M
Accounting Manager	6 years+	1.2M	2.4M
Internal Audit Director	10 years+	3.6M	6.0M
Internal Audit Manager	5 years+	1.2M	3.0M
Tax Director	10 years+	3.6M	5.5M
Tax Manager	6 years+	1.4M	3.2M
Financial Controller	8 years+	1.8M	3.7M
Finance and Accounting Manager	6 years+	1.8M	3.0M
Senior FP&A Manager	8 years+	1.8M	4.4M
FP&A Manager	6 years+	1.2M	2.4M
Plant Controller	8 years+	2.1M	3.8M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

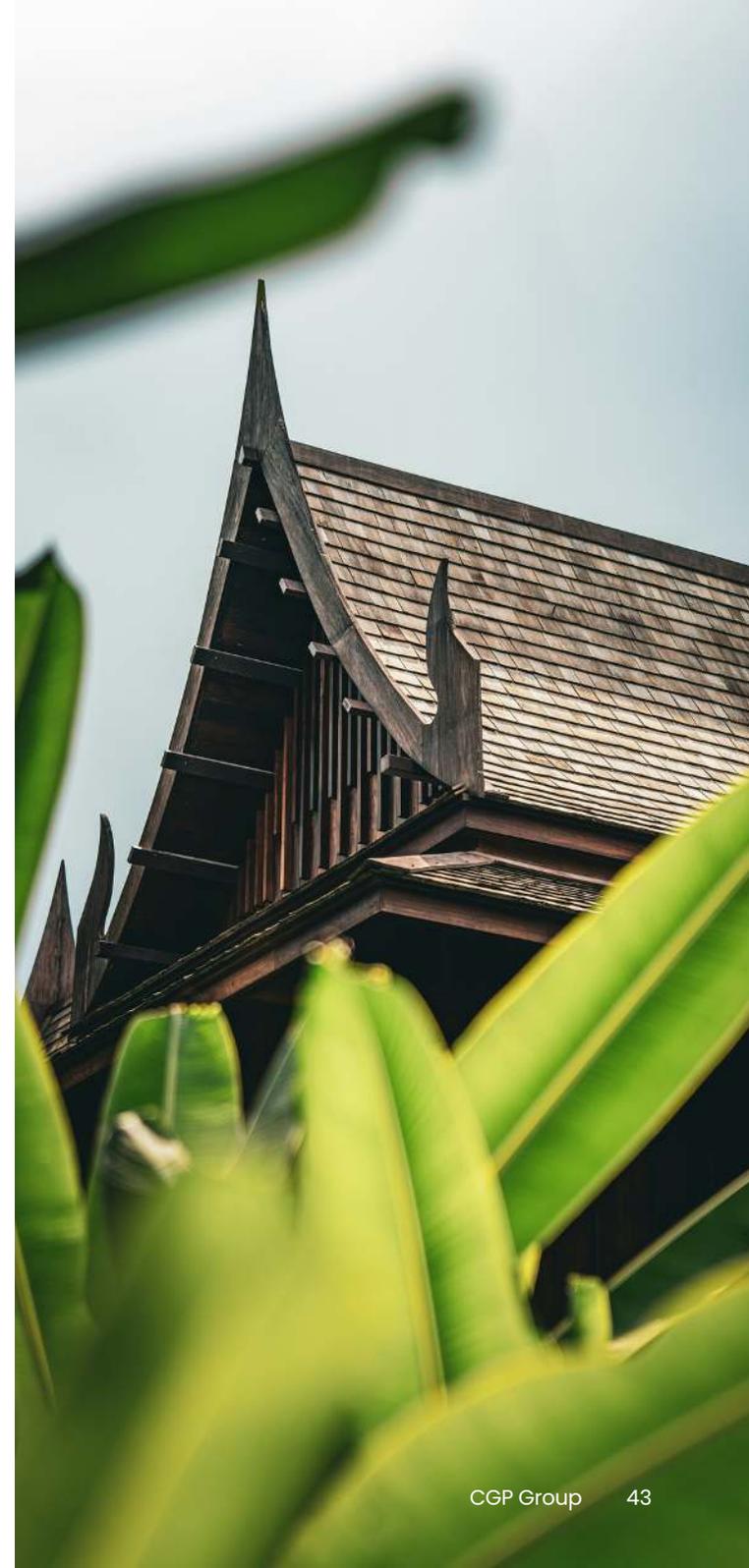
\* For a more detailed discussion, contact our Accounting & Finance Team.

## Accounting & Finance

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Cost Controller	5 years+	1.2M	2.6M
Treasury Manager	7 years +	1.4M	3.2M
Head of Investor Relations	8 years+	2.4M	4.5M
Head of Investment	8 years+	3.6M	6.2M
Investment Manager	5 years+	1.8M	2.6M
Business Development Manager	5 years+	1.5M	3.2M
Business Development Director	8 years+	3.6M	7.5M
Corporate Finance Manager	6 years+	1.5M	3.8M
Financial Analyst	5 years+	960K	2.0M
Supply Chain Finance Manager	7 years+	2.2M	3.8M
Credit Control and Collection Manager	6 years+	1.4M	2.6M
Regional Finance Manager	5 years+	3.0M	5.0M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Accounting & Finance Team.



# Sales & Marketing

## Hiring Trends in Sales & Marketing in Thailand (2024–2025)



### Fast-Moving Consumer Goods (FMCG)

The FMCG sector is experiencing rapid transformation, driven by evolving consumer preferences and technological advancements:

#### 1. E-commerce and Direct-to-Consumer (DTC) Channels

The continued growth of online shopping and e-commerce has led FMCG companies to invest heavily in digital platforms and DTC channels. These strategies enable direct consumer engagement and offer personalized shopping experiences.

#### 2. Sustainability and Eco-Friendly Products

With increasing consumer demand for sustainable products, companies are prioritizing efforts to reduce packaging waste, adopt sustainable sourcing and manufacturing practices, and introduce greener product alternatives.

#### 3. Health-Conscious Consumers

As health awareness grows, there is rising demand for functional and healthier food and beverage products. FMCG companies are reformulating existing offerings and launching new products with enhanced health benefits.

#### 4. Customization and Personalization

Brands are leveraging data-driven insights to tailor products and marketing efforts to individual consumer preferences, making personalization a key trend.

### 5. Digital Marketing and Social Media

The importance of digital marketing continues to grow, with FMCG companies investing in online advertising, influencer marketing, and social media strategies to engage consumers effectively.

### Retail

The retail sector in Thailand is balancing the physical and digital realms to create a seamless consumer experience:

#### 1. In-Person Shopping Preferences

Despite the rise of e-commerce, many consumers value the in-person shopping experience, leading to increased demand for talent in offline retail operations, including Sales, Marketing, and Operations roles.

#### 2. Omnichannel Strategies

Retailers are blending online and offline experiences to create seamless shopping journeys, allowing consumers to research online and purchase in-store or vice versa.

#### 3. Emerging Technologies

The integration of emerging technologies like augmented reality (AR) and virtual reality (VR) is revolutionizing the traditional retail environment. These tools enable consumers to visualize products, experience virtual try-ons, and receive tailored recommendations in-store.

his technological evolution not only elevates the shopping experience but also offers retailers insights into consumer behavior and preferences, aiding inventory and marketing strategies.

### 4. Global Expansion

In addition to refining local markets, many retailers are focusing on global expansion to tap into emerging economies and new customer bases. This often involves establishing physical stores in high-growth regions, adapting product offerings to local preferences to diverse cultural contexts. Countries in Southeast Asia are becoming attractive destinations for retail expansion due to their growing middle class, increasing disposable income, and urbanization trends.

Retailers are also leveraging franchise models and joint ventures to reduce risks and partner with local experts who understand the market dynamics. Furthermore, cross-border e-commerce complements physical store expansions by allowing retailers to test demand in international markets before making significant investments in infrastructure. This dual approach ensures retailers can scale effectively while responding to consumer needs and global market trends.

By integrating technological innovation, omnichannel strategies, and thoughtful international expansion, the retail sector is poised for sustained growth and global relevance.

## Industrial Business to Business (B2B)

The industrial B2B sector was expected to continue its digital transformation journey. This includes adopting technologies like the Internet of Things (IoT), data analytics, and automation to enhance operational efficiency, track supply chain performance, and provide data driven insights for decision making.

The industrial sales and marketing sector has a strong emphasis on performance marketing, including digital marketing, SEO, Google Analytics, e commerce, and corporate website enhancements. This focus reflects the industry's commitment to achieving measurable results, optimizing online visibility, and providing an enhanced user experience on their corporate websites.

## Key Skills for Sales and Marketing Candidates Across Industries

As industries adapt to technological advancements, shifting consumer behaviors, and global trends, the skills required for sales and marketing professionals are becoming increasingly diverse and specialized. By 2025, successful candidates across industries will need a robust mix of technical expertise, strategic thinking, and interpersonal abilities.

### 1. Digital and Data Proficiency

Technology is transforming sectors from retail to healthcare, finance, and manufacturing. Professionals must understand digital tools, analytics platforms, and CRM systems to gather insights and track customer journeys.

### 2. Customer-Centric Approach

Whether in B2B or B2C, placing the customer at the center of all strategies is essential. This includes empathy, active listening, and designing solutions tailored to customer pain points.

### 3. Omnichannel Expertise

Consumers now expect seamless integration between online and offline channels. Professionals must design cohesive experiences that meet customers wherever they are.

### 4. Sustainability and ESG Communication

Consumers increasingly expect brands to demonstrate social and environmental responsibility. Marketing and sales professionals must articulate these commitments authentically.

### 5. Global and Cross-Cultural Communication

As businesses expand globally, understanding cultural nuances is critical to successfully entering new markets.

### 6. AI and Personalization Mastery

AI-powered personalization enhances customer engagement by tailoring offerings to individual preferences.

### 7. Agility and Innovation

Rapid market changes require professionals who can think creatively, adapt quickly, and innovate effectively.

## Difficult-to-Hire Roles

- Performance Marketing Manager
- Category Management Manager
- Trade Marketing Manager
- Head of Commercial

## Highly Competitive Roles

- Sales Manager
- Key Account Manager
- Brand Manager





## Sales & Marketing

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Marketing Director	12 years+	3.5M	6M
Marketing Manager	8 years+	2.0M	3.2M
Brand/Product Manager	5 years+	600K	1.9M
Trade Marketing Director	12 years+	3.0M	4M
Trade Marketing Manager	6 years+	850K	2.0M
Head of Corporate Communications	10 years+	1.8M	3.9M
Public Relations Manager	5 years+	840K	1.5M
Head of Digital	12 years+	3.0M	4.8M
Digital Marketing Manager	6 years+	1.44K	2.4M
E-Commerce Manager	5 years+	960K	1.68M
Account Manager	3 years+	840K	1.2M
Performance Marketing Manager	5 years +	960K	2.4M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

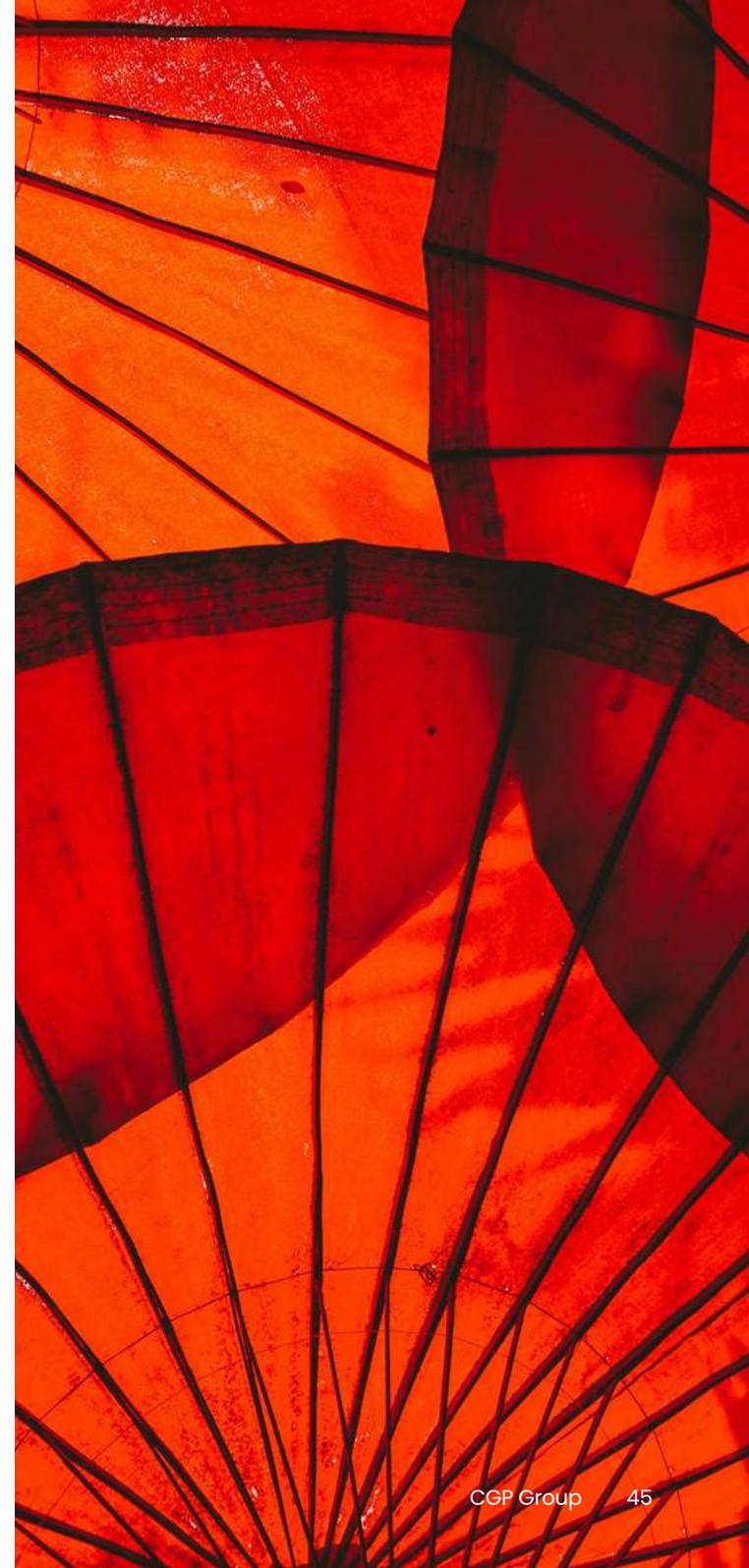
\* For a more detailed discussion, contact our Sales & Marketing Team.

## Sales & Marketing (FMCG & Retail Sale)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Chief Executive Officer/ Managing Director/ Country Manager	15 years+	6M	13M
General Manager	15 years+	4.4M	6.0M
Sales Director	15 years+	4.0M	5.6M
Regional Sales Manager	10 years+	1.0M	2.0M
Head of Modern Trade	10 years +	3.0M	5M
National Sales Manager	10 years +	3.0M	3.2M
Key Account Manager	10 years +	960K	2.2M
Commercial Planning Director	10 years+	2.4M	4M
Business Development Director	10 years+	2.4M	4M
Business Development Manager	10 years+	1.5M	3M
Area Sales Manager	5 years+	840K	1.5M
Retail Manager	10 years+	1.44K	1.8M
Boutique Manager	10 years+	960K	1.44M
Merchandising Manager	10 years+	960K	1.44M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Sales & Marketing Team.



# Technology

## Hiring Trends in Technology in Thailand (2024–2025)



The rapid evolution of technology will define the business landscape in 2025, bringing unprecedented opportunities and challenges. Understanding these trends is vital to align hiring strategies with market needs. Here are the key technology trends shaping the industry and their implications for talent acquisition:

### Generative AI and Hyperautomation

Generative AI will continue revolutionizing industries with its ability to create content, optimize workflows, and innovate processes. Hyperautomation, combining AI, robotic process automation (RPA), and other tools, will automate complex business workflows at scale.

### Sustainability and Green Technologies

As industries prioritize sustainability, green technology development—ranging from renewable energy solutions to climate tech—will accelerate.

### Biotech and Health-tech

Breakthroughs in personalized medicine, wearable health tech, and gene editing will dominate healthcare innovation. Biotechnology startups and Healthtech firms will seek experts to develop and implement these solutions.

### Advanced Connectivity

With the expansion of 5G and the potential of 6G, real-time IoT applications and edge computing will grow. These technologies enable autonomous systems and faster, more efficient operations across sectors.

### Immersive Technologies (XR)

Extended Reality (XR)—encompassing AR, VR, and MR—will transform industries like training, healthcare, and entertainment.

### Decentralized Systems

Blockchain technology will expand beyond cryptocurrency to revolutionize supply chains, digital identity, and secure transactions.

### Quantum and Neuromorphic Computing

These cutting-edge technologies will address complex challenges in AI, material science, and cryptography.

As we move toward 2025, the rapid advancement of technology will continue to reshape industries, creating new possibilities and redefining the skills landscape. Companies that understand and adapt to these key trends—such as generative AI, green technologies, biotech, advanced connectivity, immersive experiences, decentralized systems, and next-generation computing—will gain a competitive edge.

For organizations, staying ahead means not only adopting these technologies but also aligning talent acquisition strategies to attract and retain the expertise needed to harness their potential. By embracing these shifts proactively, businesses can position themselves as leaders in the evolving technological landscape.



## Technology (General Management)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Chief Technology Office (CTO)	12 years+	2.4M	6M
Chief Information Officer (CIO)	12 years+	3.6M	7.2M
Chief Data Technology (CDO)	12 years+	2.4M	4.8M
Chief Information Security Officer (CISO)	12 years+	2.4M	4.8M

## Technology (IT Application, ERP, CRM)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
IT Application Lead	10 years+	1.8M	3M
IT Service Delivery	8 years+	1.8M	3M
Solution Architect (ERP/CRM)	5 years+	960K	3M
Function Consultant	5 years+	960K	1.8M
Technical Consultant	5 years+	960K	1.8M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Technology Team.

## Technology (Network and Infrastructure)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Infrastructure Management	10 years+	1.2M	2.4M
Infrastructure & Cloud Architect	8 years+	1.8M	3.6M
DevOps	5 years+	960K	3M
Network and System Engineer	5 years+	840K	1.2M
IT Service and Operation	5 years+	600K	1.2M
IT Change and Transformation	8 years+	1.2M	2.1M

## Technology (IT Security, IT Risk and IT Audit)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Information Security Officer	5 years+	960K	1.8M
Cyber Security Engineer	5 years+	960K	1.8M
Penetration Tester	5 years+	1.2M	2.5M
Information Technology Audit	8 years+	1.2M	2.4M
Information Technology Risk	8 years+	1.2M	2.4M
Data Governance Specialist	3 Years+	1.2M	2.0M
Security Architect Specialist	3 Years+	1.5M	2.2M





## Technology (Software Development)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Full Stack Developer	5 years+	840K	2.1M
Frontend Developer	5 years+	840K	2.1M
Backend Developer	5 years+	840K	2.1M
Mobile Developer	5 years+	1M	1.8M
Quality Assurance	5 years+	1M	1.8M
Solutions Architect	5 years+	1.2M	3M

## Technology (Business Intelligence and Data Technology)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Business Intelligence	5 years+	840K	2.4M
Data Analyst	5 years+	840K	2.4M
Data Scientist	5 years+	840K	2.4M
Data Engineer	5 years+	840K	2.4M
Database Administrator	5 years+	840K	1.8M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Technology Team.

# Legal

## Hiring Trends in Legal roles in Thailand (2024–2025)

In 2024, the legal job market in Thailand has been shaped by the expansion of multinational corporations, the influence of regional trade agreements, and evolving domestic regulations. Companies are increasingly seeking legal professionals with expertise in corporate governance, regulatory compliance, and cross-border transactions, reflecting Thailand's ongoing economic and legal modernization.

The country's emphasis on digital transformation and ESG (Environmental, Social, and Governance) initiatives has further driven demand for tech-savvy legal advisors and those with a strong focus on sustainability.

Looking ahead to 2025, this trend is expected to persist. Organizations will place greater value on legal professionals proficient in emerging fields such as fintech, data privacy, and ESG compliance, as businesses navigate the complexities of these growing sectors.

### Difficult-to-Hire Roles

- General Counsel
- Data Privacy and Cybersecurity Lawyers
- ESG Compliance Experts

### Highly Competitive Roles

- Junior – Mid level legal counsel
- Contract Review Specialists

### Top In-Demand Skills

- Cross-Border Transaction Expertise
- Proficiency in Thai and International Law
- Digital and Tech Law Acumen
- Strong Negotiation and Contract Management Skills





## Legal

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
General Counsel	15 years+	4.2M	16M
Legal Director	15 years+	3M	11.4M
Regional Legal Counsel	12 years+	3.3M	10 M
Senior Legal Counsel	10 years+	2.5M	5.5M
Legal and Compliance Manager	8 years+	1.8M	3.6M
Senior Legal Manager	8 years+	1.4M	3M
Compliance Manager	10 years+	1.6M	5M
Legal Manager	7 years+	1.4M	2.4M
Regional Legal Counsel	7 years+	1.6M	3.3M
Legal Counsel	5 years+	1.4M	2.4M
Company Secretary	5 years+	1.6M	4.2M
Counsel (law firm)	10 years+	4.2M	10.6M
Senior Associate (law firm - tier 1)	5 years+	3M	6M
Senior Associate (law firm)	5 years+	1.6M	3.2M
Associate (law firm - tier 1)	5 years+	1.2M	4.2M
Associate (law firm)	5 years+	720K	2.4M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Legal Team.

# Human Resources

## Hiring Trends in Human Resources in Thailand (2024–2025)

The HR job market in Thailand this year has been shaped by a strong emphasis on digital transformation, employee well-being, and the shift to hybrid and flexible work models. Companies are increasingly seeking HR professionals who can harness technology for talent acquisition, performance management, and data-driven decision-making. Furthermore, HR teams are playing strategic roles in promoting diversity, equity, and inclusion (DEI) and ensuring HR practices align with overall business objectives.

Looking ahead to 2025, the demand for specialized HR skills is expected to rise as organizations focus on retention, enhancing employee experience, and upskilling the workforce. With AI and automation becoming integral to HR processes, professionals capable of combining technological expertise with human-centric approaches will be in high demand. Additionally, the move towards sustainable workforce practices and adherence to ESG frameworks will further shape hiring trends in the HR sector.

### In-Demand Skills for 2025

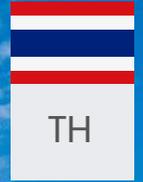
- Proficiency in HRIS tools to manage and optimize workforce data.
- Expertise in organizational design and workforce planning.
- Strong interpersonal and change management capabilities to navigate evolving workplace dynamics.
- Knowledge of emerging trends in ESG compliance and sustainable workforce practices.

### Difficult-to-Hire Roles

- **HR Data Analysts / HRIS Specialists:** Critical for organizations aiming to leverage data in strategic HR decision-making.
- **Compensation and Benefits Strategists:** Experts who can design competitive and equitable reward systems.
- **Employee Experience Managers:** Specialists focused on creating and maintaining a positive employee lifecycle.

### Highly Competitive Roles

- **Talent Acquisition Manager:** Demand continues to grow as organizations expand their hiring strategies.
- **HR Generalist:** Versatile professionals capable of managing multiple HR functions effectively.
- **Training and Development Specialists:** Key to driving workforce upskilling and career growth initiatives.





## Human Resources

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Head of HR/ HR Director	15 years+	2.4M	8.6M
HR Manager	10 years+	1.2M	2.6M
Plant HR Manager	12 years+	1.2M	4.4M
HR Business Partner	6-12 years	720K	2.0M
HR Business Partner	12 years+	1.8M	4.4M
Total Rewards	6-12 years	720K	1.5M
Total Rewards	12 years+	1.44M	4.4M
Organization Development	10 years+	1.44M	5.0M
Talent Acquisition	6-12 years	600K	1.5M
Talent Acquisition	12 years+	1.44M	3.0M
Learning & Development	6-12 years	600K	1.6M
Learning & Development	12 years+	1.44K	2.6M
HR Share Service & Payroll	6-12 years	720K	1.4M
HR Share Service & Payroll	12 years+	1.2M	2.8M
HRIS	6 years+	720K	2.6M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our HR Team.

# Industrial & Manufacturing

## Hiring Trends in Industrial & Manufacturing in Thailand (2024–2025)



The industrial and manufacturing sectors are poised for transformative shifts in 2025, driven by advancements in technology, a heightened focus on sustainability, and global market dynamics. These changes are reshaping hiring patterns and the skills demanded by employers.

### 1. Demand for Automation and Robotics Specialists

The adoption of Industry 4.0 technologies like automation, robotics, and IoT continues to drive efficiency and reduce costs in manufacturing. Companies are increasingly seeking experts to design, program, and maintain these advanced systems, creating strong demand for roles such as robotics engineers, automation specialists, and process automation managers.

### 2. Focus on Sustainability and Green Manufacturing

Environmental regulations and consumer expectations are pushing industries toward sustainable practices. This trend has heightened demand for professionals skilled in energy efficiency, waste reduction, and carbon footprint management. Key roles include sustainability engineers, green manufacturing specialists, and environmental compliance officers.

### 3. Expansion of Data-Driven Roles

The reliance on big data, AI, and machine learning to optimize production processes and supply chains is accelerating. Manufacturing organizations are prioritizing hiring data analysts, AI process optimization specialists, and predictive maintenance engineers to harness these technologies effectively.

### 4. Growth in Additive Manufacturing

The expanding use of 3D printing in prototyping and small-batch production is driving demand for specialists in additive manufacturing. Roles such as additive manufacturing engineers, 3D printing technicians, and materials specialists are gaining prominence in the sector.

### 5. Advanced Supply Chain Management

Global supply chain disruptions have highlighted the need for strategic planning and risk mitigation. Professionals adept at using AI-driven tools and incorporating sustainability into supply chain practices are highly sought after, with positions like logistics optimization specialists and circular supply chain managers emerging.

### 6. Health and Safety Prioritization

Stringent regulations and a focus on employee well-being are propelling demand for health and safety experts. Employers are investing in roles such as occupational health specialists, safety compliance managers, and ergonomics consultants to ensure workplace safety standards are met.

### 7. Hybrid Workforce Management

As automation blends human and machine labor, the need for managers skilled in coordinating these hybrid teams is growing. Roles such as digital factory managers and AI-human collaboration specialists are becoming vital for operational efficiency.

### 8. Rise of Multidisciplinary Engineers

Modern manufacturing demands engineers with cross-functional expertise in mechanical, electrical, software, and data engineering. Multidisciplinary roles like mechatronics engineers and systems integration engineers are crucial for managing complex systems.

### 9. Maintenance and Reliability Roles

Minimizing downtime and optimizing equipment lifecycle are core practices in the sector. Predictive maintenance and condition monitoring are fueling demand for reliability engineers and equipment health monitoring specialists.

### 10. Cybersecurity in Manufacturing

With the digitalization of manufacturing processes, cybersecurity has become a critical concern. Professionals specializing in securing smart factories and industrial control systems, such as manufacturing cybersecurity specialists, are in high demand.

### 11. Reskilling and Talent Gaps

Rapid technological advancements are creating skill gaps, particularly in AI, IoT, and robotics. Companies are focusing on reskilling initiatives, hiring workforce development managers and technical trainers to bridge these gaps.

## 12. Global Talent Mobility

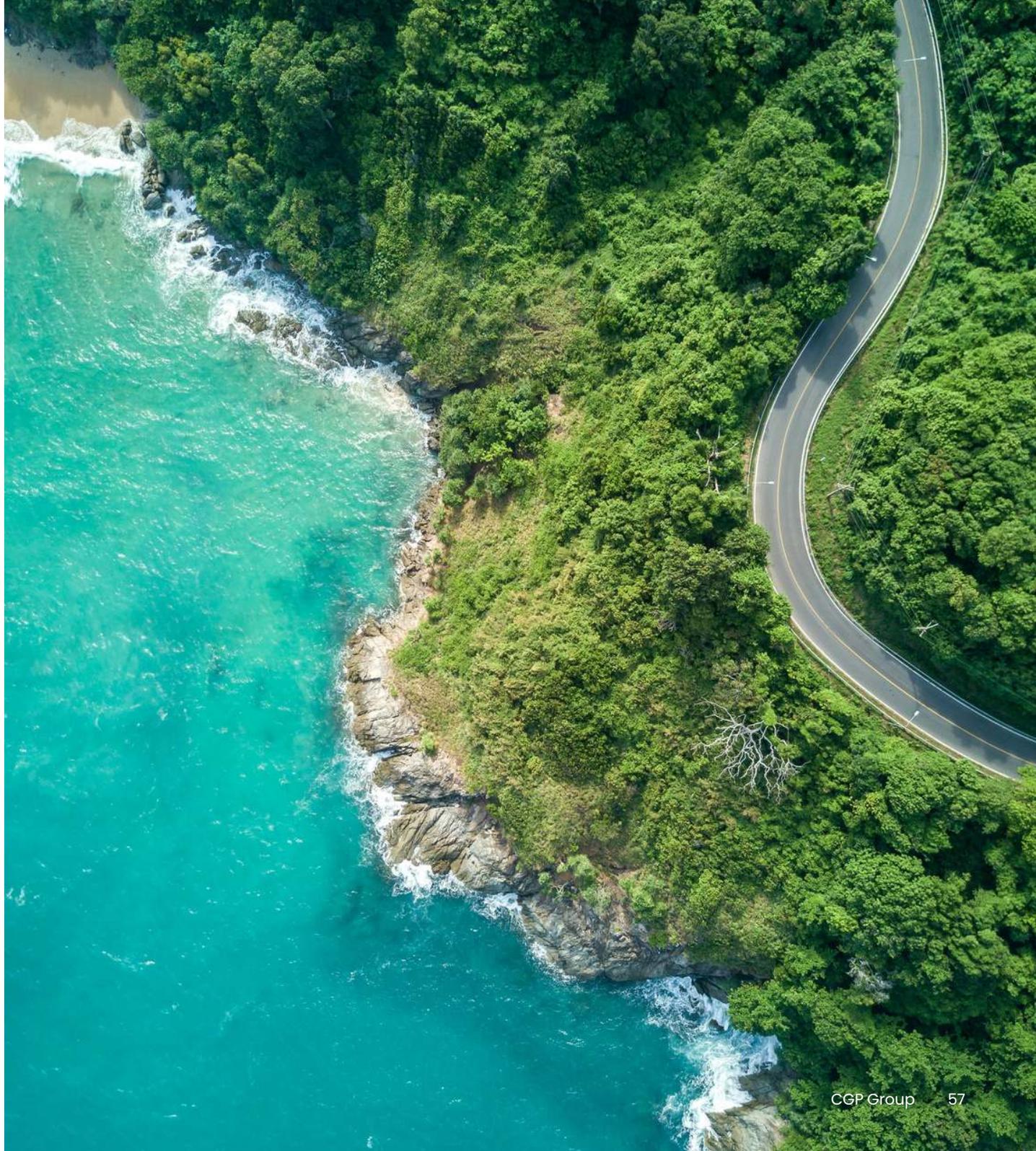
As manufacturing hubs diversify across regions, businesses are seeking professionals with expertise in international markets and cross-cultural collaboration. Roles like regional plant managers and cross-border supply chain specialists are increasingly valued.

### Key Skills and Top Sectors

The demand for technical skills such as AI, IoT, robotics, and data analytics is rising, alongside soft skills like adaptability, collaboration, and leadership. Industries like advanced manufacturing, renewable energy, healthcare equipment, automotive production, and aerospace are expected to drive recruitment.

### Conclusion

The recruitment landscape for industrial and manufacturing roles in 2025 will emphasize adaptability to technological advancements, sustainability, and strategic workforce management. Professionals with the right mix of technical expertise and leadership skills will thrive in this evolving environment. Businesses must stay agile, leveraging innovative hiring practices to meet the demands of a competitive labor market.



# Hiring Trends in Sales Roles in Industrial & Manufacturing (2024–2025)

The manufacturing and industrial sales sectors are set for notable transformations in 2025, influenced by technological advancements, sustainability imperatives, and global competition. Sales teams will play a pivotal role in navigating these shifts, requiring both technical acumen and strategic adaptability.

**Digital Sales Transformation** is becoming essential as companies integrate advanced sales platforms, CRM systems, and AI-powered tools to enhance efficiency and personalize customer interactions. Roles such as digital sales specialists and AI sales insights analysts are in high demand, emphasizing the growing importance of virtual sales expertise.

**Industry-Specific Technical Knowledge** is a key differentiator for sales professionals in manufacturing. Deep understanding of technical specifications, processes, and products enables teams to provide value-added consultations to clients. Positions like technical sales engineers and industrial solutions consultants are crucial in this domain.

The transition to **consultative and solution-based selling** reflects the industry's focus on meeting customer challenges with tailored solutions rather than standalone products. Sales professionals who excel in understanding client needs are highly sought after for roles such as solution sales managers and key account managers.

**The growing emphasis on sustainability** is driving demand for sales professionals skilled in communicating the environmental benefits of products and technologies. Sustainability sales consultants and green manufacturing sales specialists are emerging as critical roles, aligning with companies' ESG goals.

With increased globalization, global sales roles are expanding. **Multilingual professionals** with cross-cultural communication skills are in demand to manage international markets and cross-border transactions, taking on roles such as international sales managers and regional business development managers.

**Data-driven decision-making** is transforming the sales function, as teams use analytics to optimize lead generation and customer acquisition. Sales data analysts and revenue optimization specialists are integral to organizations adopting these strategies.

As hybrid and remote work environments become the norm, virtual selling skills are paramount. Sales professionals adept in virtual engagement tools are filling roles like online client engagement specialists and remote sales consultants.

Increased emphasis on **after-sales service and relationship building** highlights the need for customer retention and long-term satisfaction strategies. Roles such as after-sales service managers and customer success specialists are growing in importance as companies prioritize ongoing client engagement.

**The integration of AI tools** into sales processes is enhancing efficiency through predictive analytics and automated lead qualification. Professionals who can leverage these technologies effectively are stepping into roles like AI sales optimization specialists.

Finally, relationship management remains critical in industries with long sales cycles. Soft skills such as empathy and communication are essential for roles like strategic account managers and client relationship managers, ensuring trust-building and repeat business.

## Key Skills and Sectors

Sales roles in manufacturing require a combination of technical skills—such as expertise in CRM, ERP systems, and data analytics tools—and soft skills, including negotiation, relationship management, and cross-cultural communication for global roles. Industries driving recruitment include:

- Advanced Manufacturing and Automation.
- Renewable Energy and Green Technologies.
- Automotive and Electric Vehicles.
- Healthcare Equipment and Pharmaceuticals.
- Aerospace and Defense.

## Conclusion

The future of manufacturing and industrial sales lies in the ability to integrate technology, deliver customer-centric solutions, and adapt to the global push for sustainability. Professionals with technical expertise, data-driven approaches, and exceptional relationship-building skills will thrive in this competitive and evolving market.

# Hiring Trends in Logistics Roles (2024–2025)

The logistics industry is undergoing rapid transformation driven by advancements in technology, the continued growth of e-commerce, and a heightened global focus on supply chain sustainability and resilience. These changes are shaping hiring trends, creating demand for both technical and strategic skill sets.

**Technology-Driven Logistics** is at the forefront, with companies investing in automation, IoT, AI, and blockchain to enhance supply chain efficiency and transparency. Professionals skilled in data analytics, supply chain modeling, and process automation are in high demand, particularly for roles such as logistics automation specialists and blockchain logistics coordinators.

**The rise of e-commerce** is fueling the need for expertise in last-mile delivery optimization and on-demand logistics platforms. As the e-commerce sector grows, roles like last-mile delivery managers and e-commerce logistics specialists are becoming pivotal to ensure operational efficiency and customer satisfaction.

**The push for sustainability** in supply chains has made green logistics and renewable energy integration key priorities. Professionals with expertise in carbon footprint reduction, reverse logistics, and circular economies are increasingly sought after for roles such as sustainable supply chain managers and green logistics specialists.

In response to post-pandemic disruptions, supply chain resilience is a critical focus. Logistics professionals who can manage risk, diversify suppliers, and implement contingency plans are highly valued for positions such as supply chain risk analysts and global sourcing managers.

The need for omni-channel expertise continues to grow, as companies integrate physical and digital sales channels. This shift requires logistics professionals adept in inventory synchronization and multi-channel distribution to take on roles like omni-channel logistics managers and distribution network analysts.

Robotics and automation are transforming warehouse and fulfillment operations, with companies investing in automated storage and retrieval systems. Roles like robotics operations managers and warehouse automation specialists are vital to manage these technologies effectively.

Cross-border logistics and trade compliance specialists are in demand due to the complexities of global trade. Multilingual professionals with expertise in customs regulations and regional trade agreements are particularly valued for roles such as international trade compliance specialists and customs brokers.

Real-time visibility is another priority, with companies seeking real-time tracking solutions to improve customer satisfaction and operational control. Professionals skilled in logistics software integration are stepping into roles such as visibility solutions managers and logistics IT system integrators.

The industry also emphasizes soft skills and leadership as logistics operations become more complex. Roles like logistics operations managers and supply chain strategists require strong leadership, problem-solving, and communication abilities to navigate challenges and lead cross-functional teams.

Finally, the rise of on-demand and gig logistics highlights the need for flexible delivery models and crowdsourced logistics networks. Professionals managing these dynamic systems are filling roles like gig logistics coordinators, On-Demand Delivery Manager and shared mobility logistics specialists.

## Skills and Sectors in Demand

### Technical Skills:

- Proficiency in logistics software (e.g., SAP, Oracle, TMS).
- Knowledge of AI, data visualization, and predictive analytics tools.

### Soft Skills:

- Problem-solving, adaptability, and communication.
- Strong leadership and project management abilities.

### Top Sectors for Logistics Roles in 2025

- E-commerce and Retail.
- Third-Party Logistics (3PL) Providers.
- Manufacturing and Automotive.
- Renewable Energy and Green Tech.
- Healthcare and Pharmaceuticals.

## Conclusion

As the logistics industry evolves, success in 2025 will require a blend of technological proficiency, sustainability-driven strategies, and the ability to adapt to global challenges. Candidates with the right mix of technical skills, industry expertise, and adaptability will thrive in this dynamic and evolving field.



## Industrial & Manufacturing (General Management)

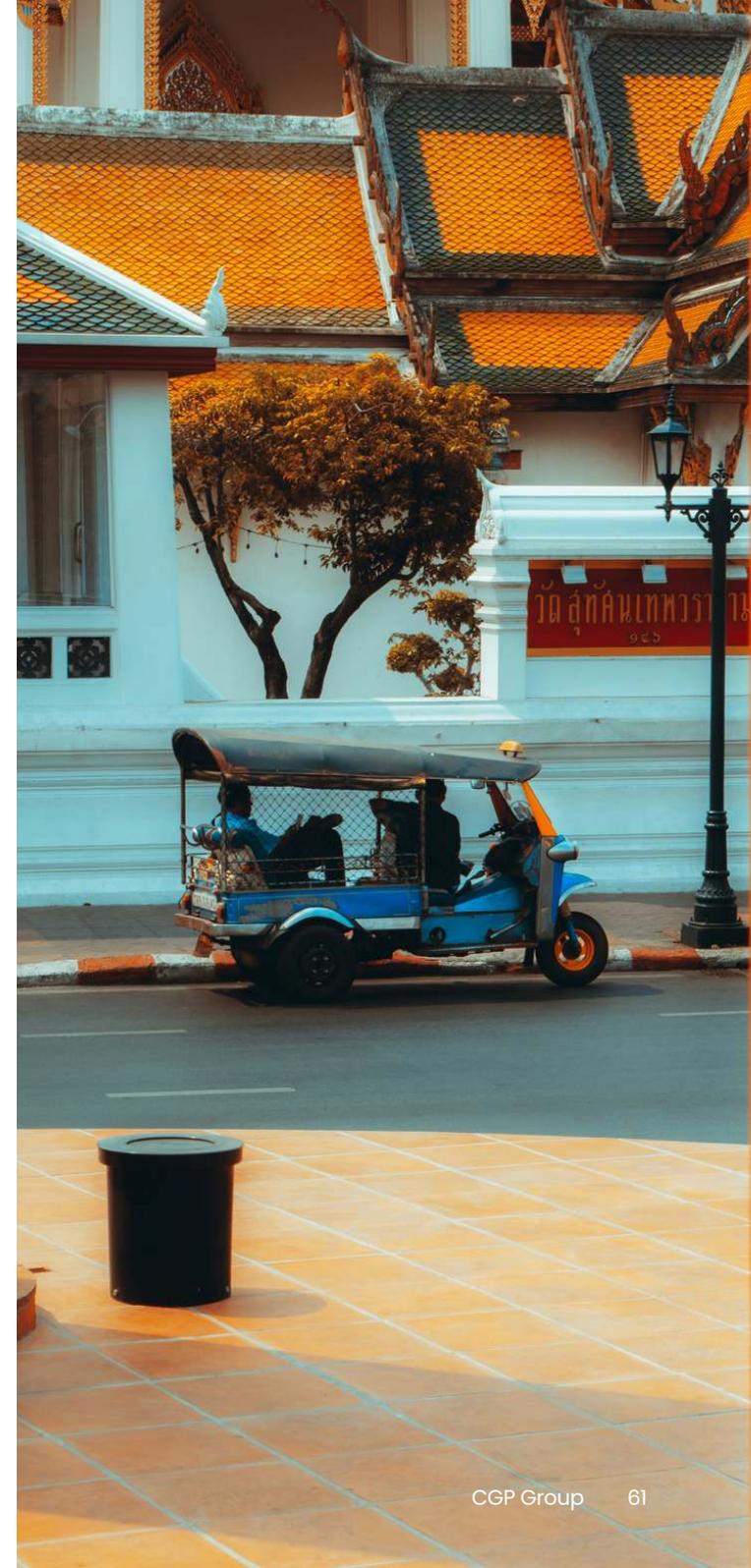
Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Chief Executive Office (CEO)	12 years+	3.8M	10M
Chief Operating Officer (COO)	12 years+	2.6M	6.9M
Chief Marketing Officer (CMO)	12 years+	1.3M	3.6M
Chief Supply Chain Officers (CISO)	12 years+	2.5M	7M
Managing Director (MD)	12 years+	3.2M	6M
General Manager (GM)	12 years+	6.5M	7M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Industrial & Manufacturing Team.

## Industrial & Manufacturing (Director)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Operation Director	8 years+	1.8M	3.5M
Marketing Director	8 years+	1.5M	2.5M
Supply Chain Director	8 years+	2.4M	4M
Engineering Director	8 years+	2.2M	3.5M
Sales Director	8 years+	3.35M	4M
Factory Director	8 years+	1.8M	3.5M
Commercial Director	8 years+	2.1M	7M
QA Director	8 years+	2M	4M
R&D Director	8 years+	1.5M	3.2M
Production Director	8 years+	1.1M	3M
Safety, Health, and Environmental (SHE) Director	8 years+	1.5M	3M





## Industrial & Manufacturing (Manager)

Position Title	Years of Experience	Annual Package (THB)	
		Min	Max
Operation Manager	8 years+	860K	3.6M
Marketing Manager	8 years+	1.2M	2.1M
Supply Chain Manager	8 years+	1.2M	2.5M
Engineering Manager	5 years+	1.6M	2.5M
Sales Manager	5 years+	720K	2.4M
Factory Manager	5 years+	960K	2M
Commercial Manager	8 years+	1.2M	3M
QA Manager	8 years+	1.4M	2.5M
R&D Manager	8 years+	1.2M	2.5M
Production Manager	8 years+	1.1M	2.5M
Safety, Health, and Environmental (SHE) Manager	8 years+	1.2M	2.5M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our Industrial & Manufacturing Team.

# IT Outsourcing

## Hiring Trends in IT Outsourcing in Thailand (2024–2025)

The IT outsourcing sector in Thailand has undergone significant transformation, influenced by post-pandemic adjustments and prevailing economic conditions. During the COVID-19 pandemic, the industry experienced rapid growth as companies ramped up hiring to meet the surging demand for digital transformation.

However, as the pandemic receded and Thailand faced economic challenges, many organizations shifted their focus toward restructuring and cost-efficiency. This shift gave rise to a growing trend: hiring outsourcing professionals over permanent staff. Outsourcing offers businesses greater flexibility and reduced long-term costs, making it an appealing solution for adapting to fluctuating project demands and economic uncertainties.

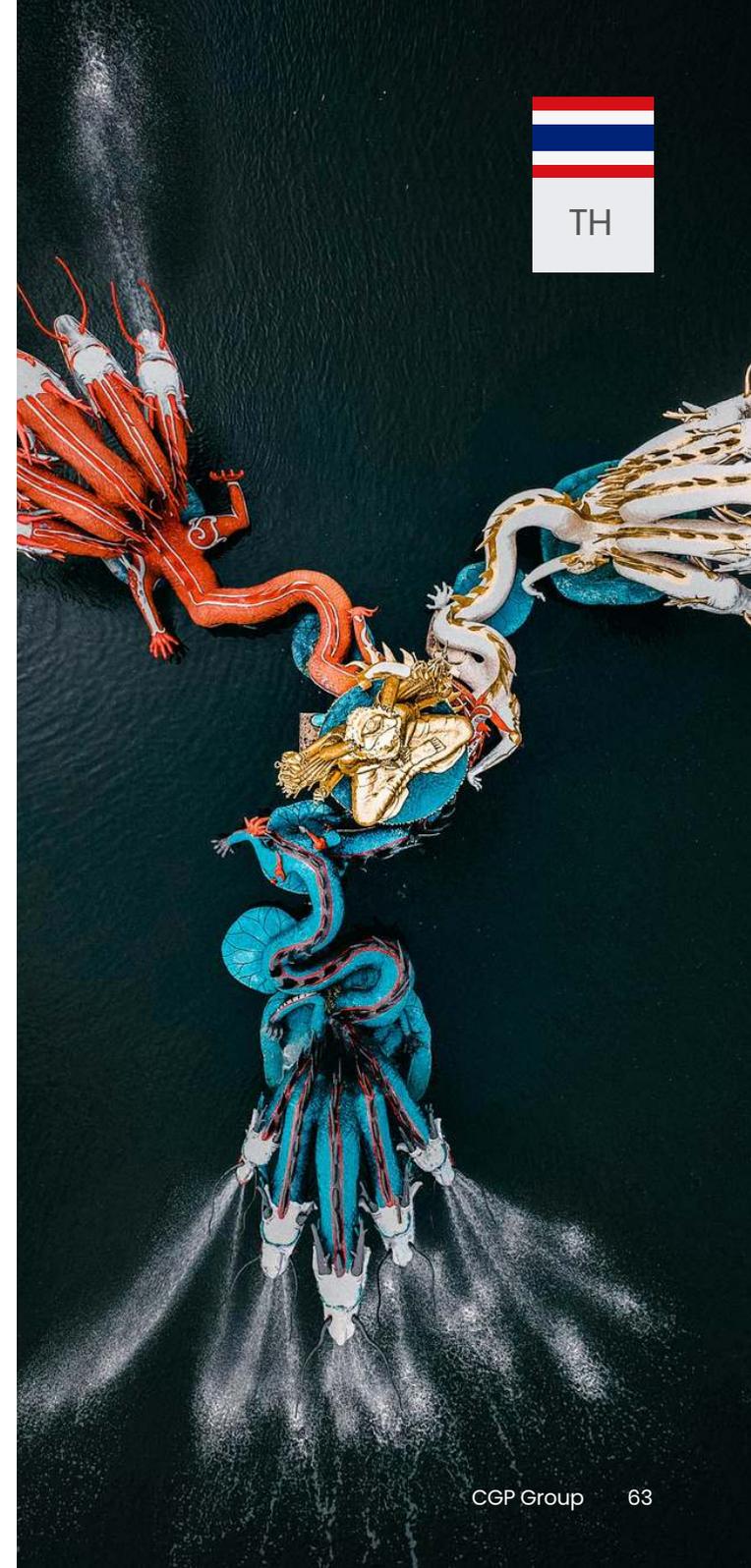
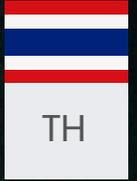
Looking ahead to 2025, this preference for outsourcing is expected to continue expanding, as businesses increasingly prioritize agility and scalability in their operations.

### Difficult-to-Hire Roles in IT Outsourcing

Despite the growing reliance on outsourcing, some IT roles remain particularly challenging to fill due to a limited pool of qualified professionals in the Thai market. These include:

- **Cybersecurity Experts:** Skilled in threat management, compliance, and safeguarding data integrity.
- **AI/ML Engineers:** Proficient in algorithm design, predictive analytics, and deep learning technologies.
- **Data Scientists:** Experts in big data tools (e.g., Hadoop, Spark), analytics, and visualization techniques.

As demand for these specialized roles continues to rise, businesses are competing for a small talent pool, underscoring the importance of strategic recruitment and talent partnerships.





## IT Outsourcing (Web Development)

Position Title	Years of Experience	Total Package (THB)/ Contract (Months)		
		3 months	6 months	12 months
Full Stack Developer	5 years+	255K	510K	1.02M
Frontend Developer	5 years+	210K	420K	840K
Backend Developer	5 years+	240K	480K	960K
Team Lead	8 years+	300K	600K	1.2M

## IT Outsourcing (Mobile Development)

Position Title	Years of Experience	Total Package (THB)/ Contract (Months)		
		3 months	6 months	12 months
iOS Developer (Swift)	4 years+	240K	480K	960K
Android Developer (Kotlin)	4 years+	240K	480K	960K
Flutter Developer	4 years+	210K	420K	840K
React Native Developer	4 years+	210K	420K	840K
Team Lead	8 years+	330K	660K	1.32M

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

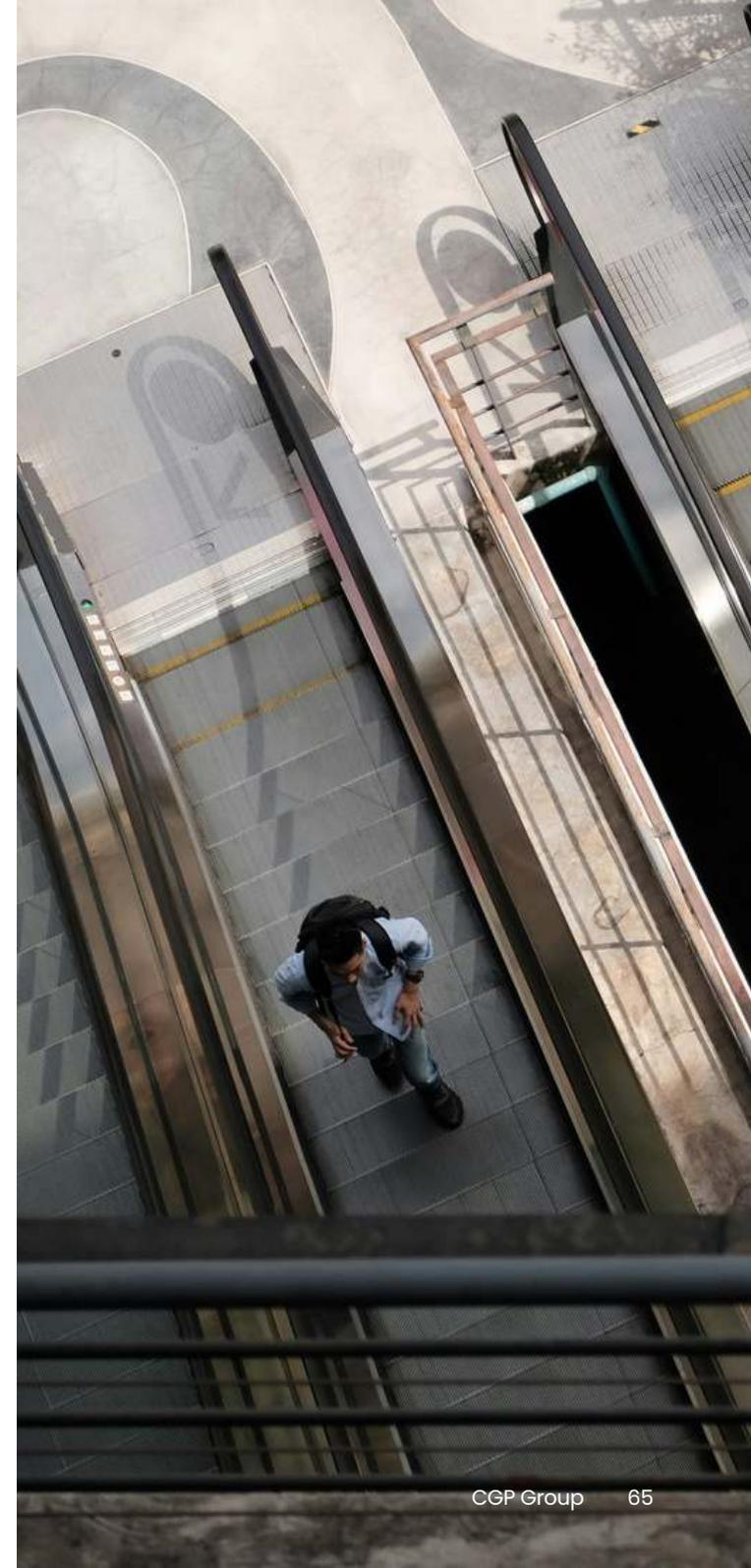
\* For a more detailed discussion, contact our IT Outsourcing Team.

## IT Outsourcing (Data)

Position Title	Years of Experience	Total Package (THB)/ Contract (Months)		
		3 months	6 months	12 months
Business Intelligence	5 years+	210K	420K	840K
Data Analytic	5 years+	225K	450K	900K
Data Scientist	5 years+	240K	480K	960K
Data Engineer	5 years+	240K	480K	960K
Database Administrator	5 years+	180K	360K	720K

## IT Outsourcing (Software Tester/ QA)

Position Title	Years of Experience	Total Package (THB)/ Contract (Months)		
		3 months	6 months	12 months
Manual Tester	5 years+	180K	360K	720K
Automate Tester	5 years+	240K	480K	960K
QA Engineer (Manual & Automate)	5 years+	210K	420K	840K
Test Lead	5 years+	300K	600K	1.2M





# IT Outsourcing

## (Digital Transformation and Product Development)

Position Title	Years of Experience	Total Package (THB)/ Contract (Months)		
		3 months	6 months	12 months
DevOps Engineer	5 years+	270K	540K	1.08M
System Analyst	5 years+	240K	480K	960K
Business Analyst	5 years+	240K	480K	960K
Project Manager	5 years+	240K	480K	960K
Product Manager	5 years+	255K	510K	1.02M
UX/UI Designer	5 years+	180K	360K	720K

\* **Annual Package:** Basic Salary + Standard Bonus (excluding stocks or other benefits)

\* For a more detailed discussion, contact our IT Outsourcing Team.



# Talent Trends in Vietnam



## Executive Summary

In 2025, Vietnam's labor market is poised for dynamic expansion, presenting compelling opportunities for foreign direct investment (FDI) as the country accelerates its journey of digitalization and modernization. With key sectors experiencing transformative growth, the demand for specialized talent and business innovation is at an all-time high.

### Industrial Sector: Modernizing Operations

Vietnam's industrial sector, contributing over 30% to GDP, is undergoing significant upgrades in automation and supply chain management. By 2025, the demand for professionals skilled in robotics, AI-driven logistics, and smart manufacturing systems is expected to grow by 15–20% annually. This presents a lucrative opportunity for foreign investors to establish technology transfer partnerships and expand industrial operations, tapping into Vietnam's push for global competitiveness.

### FMCG and Retail: The E-Commerce Boom

With Vietnam's e-commerce market projected to reach \$40 billion by 2025, FMCG and retail companies are prioritizing roles in digital marketing, e-commerce management, and customer engagement. Online shopping has seen a 53% increase in active users in recent years, driven by a tech-savvy population and expanding internet penetration (now exceeding 75% nationwide). This rapid growth signals immense potential for FDI in retail technology platforms, supply chain solutions, and digital marketing infrastructure.

### Technology Sector: Powering Digital Transformation

Vietnam's tech sector remains a magnet for investment, with digital transformation forecasted to contribute an additional \$30 billion to GDP by 2025.

The demand for software developers, data scientists, and cybersecurity experts is expected to grow by 25% annually, underscoring a critical skills gap. Foreign investors have a unique opportunity to support this sector through joint ventures, innovation hubs, and upskilling programs, aligning with government initiatives to position Vietnam as a regional tech leader.

### Healthcare Sector: Expanding Infrastructure

The healthcare sector is projected to grow at a compound annual growth rate (CAGR) of 10%, driven by increased investment in clinical services and digital health technologies. Vietnam's health IT market alone is expected to reach \$1 billion by 2025, with rising demand for experts in telemedicine, electronic health records, and AI-powered diagnostics. These developments open avenues for FDI in medical technology, pharmaceuticals, and healthcare infrastructure projects.

### Corporate Support Roles: Enabling Growth Across Sectors

As Vietnam's regulatory environment evolves to attract more foreign investment, corporate support roles in HR, Legal, and Finance are anticipated to expand by 8–10% annually. This growth reflects the increasing complexity of compliance requirements and the emphasis on workforce planning. Foreign companies entering Vietnam will benefit from a robust local talent pool while contributing to knowledge transfer and professional development.

### Strategic Opportunities for FDI

- 1. Skill Development and Training Centers:** Investors can address the talent shortage by establishing training programs and certification hubs for high demand sectors like tech and automation.
- 2. Smart Infrastructure Investment:** Opportunities abound in building e-commerce logistics networks, industrial automation facilities, and health IT systems.
- 3. Public-Private Partnerships (PPPs):** Collaborating with the Vietnamese government on infrastructure and digital transformation projects ensures longterm market presence and influence.
- 4. Localized Innovation Hubs:** Setting up R&D centers to tap into Vietnam's young, dynamic workforce offers a competitive edge in the region.

“By leveraging Vietnam’s favorable demographics, increasing consumer base, and government incentives for foreign businesses, FDI can play a pivotal role in shaping the country’s growth story in 2025. Companies that align with Vietnam’s modernization goals and invest in the future of its workforce will reap significant rewards in this thriving market.”

## Hao Vi

Managing Director  
Cornerstone Global Partners Vietnam



# Accounting & Finance

## Hiring Trends in Accounting & Finance in Vietnam (2024–2025)

The Accounting and Finance sector is experiencing a shift towards specialized roles demanding technological proficiency, particularly in automation and sustainability. Employers seek candidates with strong analytical thinking and adaptability to a fast-paced, globalized workplace. Local talent and Vietnamese professionals returning from abroad are highly sought-after. For senior roles, CFOs with strategic decision-making experience are in high demand.

Attracting and retaining top finance talent remains a challenge, prompting companies to enhance benefits packages and offer competitive salaries. Salary increases of 20–30% are common, with even higher increases for senior or specialized positions. This trend is expected to persist due to high demand and inflation.

Job mobility is high, with professionals changing jobs every 2 to 3 years for better opportunities and career growth. Candidates typically expect a salary increase of 10–30% when considering new roles.

### Key Hiring Trends

#### 1. Compliance and Risk Management

With Vietnam adopting international financial reporting standards (e.g., IFRS) and evolving tax regulations, the demand for compliance officers, internal auditors, and risk managers is expected to grow by 15–20% annually.

#### 2. Digital Finance Roles

Automation and AI tools are reshaping finance functions, driving demand for professionals skilled in ERP systems, financial analytics, and digital accounting. A 25% surge in hiring for tech-enabled roles is anticipated.

#### 3. Corporate Finance and M&A

As Vietnam becomes a hub for M&A activities, demand is growing for experts in strategic financial planning, valuation, and deal structuring.

#### 4. ESG and Sustainable Finance

The rise of environmental, social, and governance (ESG) reporting is creating niche roles focused on sustainability and compliance, with demand expected to grow by 10–15%.





## Accounting & Finance (General)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Chief Financial Officer	15 years+	80K	150K+
Finance Director	10 - 15 years	60K	120K
Financial Controller	7 - 10 years	40K	80K
Finance Manager	5 - 8 years	25K	50K
Internal Audit Director	12 - 15 years	70K	120K
Internal Audit Manager	7 - 10 years	40K	75K
Tax Manager	5 - 8 years	30K	55K
Chief Accountant/ Accounting Manager	7 - 10 years	25K	45K

## Accounting & Finance (Banking)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Head of Corporate Banking	12 - 15 years	100K	180K
Head of Retail Banking	12 - 15 years	90K	150K
Internal Audit Director	10 - 15 years	70K	120K
Head of Collection	8 - 12 years	50K	90K

# Sales & Marketing

## Hiring Trends in Sales & Marketing in Vietnam (2024–2025)



### FMCG

In 2024, hiring in the FMCG and Retail sectors has been marked by a strong focus on roles that enhance digital engagement, streamline supply chains, and respond to sustainability trends. From a hiring manager's perspective, companies are prioritizing candidates with experience in digital marketing, data analytics, e-commerce, and supply chain management, as these skills are crucial for meeting evolving consumer demands. There's also a notable rise in demand for professionals in sustainability and ESG roles, as brands aim to build more responsible and transparent operations. Moving into 2025, emerging skills in AI, automation, and customer data management are anticipated to be highly sought-after, reflecting a trend toward data-driven and technology-enhanced operations.

From a candidate's perspective, job mobility remains high, with professionals frequently switching roles to pursue growth opportunities, improved benefits, and better work-life balance. Candidates are typically expecting a 20-30% salary bump when transitioning to a new role. Beyond pay, job seekers are increasingly prioritizing flexible work arrangements, career development opportunities, and positive workplace culture. These expectations are shaping how companies attract talent and build competitive, attractive work environments. Overall, as 2025 approaches, both candidates and employers are adjusting to a market that values digital expertise, flexibility, and purpose-driven work.

### Industrial

The industrial sector demands candidates with strong leadership and business development skills, particularly those with extensive industry networks. The hiring process is highly selective due to the competitive landscape.

In 2025, the talent shortage in specialized roles is expected to persist. Companies are prioritizing reskilling initiatives and emphasizing sustainability to attract talent. Sought-after skills include business development, networking, data-driven decision-making, and leadership.

Attracting and retaining talent requires competitive salaries, comprehensive training, and clear career paths. Salary increases range from 15-25% and may increase in 2025.

### Healthcare

Healthcare hiring trends in 2024 reflect a push toward digital health and improved patient care. Companies are actively seeking talent with a mix of medical and tech skills, especially in areas like health informatics, telemedicine, and data analytics. Key skills in demand include AI, patient data management, and regulatory compliance. Looking ahead to 2025, skills in AI-based diagnostics and remote care are expected to grow in importance as technology advances. Attracting and retaining healthcare talent remains challenging, especially for nurses and digital health professionals. To compete, companies are offering flexible schedules, ongoing training, and better work-life balance.

On candidate's perspective, job mobility is high, driven by burnout, career growth, and interest in digital roles. Candidates expect salary hikes of 15-20% when moving jobs and prioritize flexibility, career development, and supportive work environments over salary alone. These priorities are expected to remain as the industry advances in 2025.

## Digital & Technology

Hiring in the Tech & Digital sector in the past year has focused heavily on roles that drive digital transformation, such as AI and machine learning engineers, cybersecurity specialists, and cloud computing experts. Hiring managers have noticed a strong demand for these skills as companies work to enhance their digital capabilities and improve data security. Additionally, skills in blockchain, automation, and data analysis are increasingly sought-after, and by 2025, emerging fields like quantum computing and advanced AI are expected to become more prominent. The challenge of attracting and retaining top talent remains a primary concern, especially as companies compete for a limited pool of highly skilled tech professionals. Many firms are addressing this by offering flexible work arrangements, remote work options, and professional development opportunities. Salary increases for these roles currently range from 15-20%, with competitive compensation expected to remain a trend into 2025 as companies aim to retain critical talent in a competitive market.

For candidates, job mobility in tech is relatively high, driven by a combination of career growth opportunities, rising salary expectations, and rapid advancements in technology that make skills quickly outdated. Candidates moving to new roles often seek a 20-25% salary increase, with many prioritizing work-life balance, a strong company culture, and meaningful career development opportunities over compensation alone. Looking toward 2025, these priorities are likely to hold, with tech professionals continuing to value roles that offer flexibility, impactful projects, and career progression.





## Sales & Marketing (FMCG)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Country Manager/CEO/MD	20 years+	100K	300K
Commercial Director	15 years+	75K	100K
Head of Sales	15 years+	75K	100K
Regional Sales Manager	8 - 15 years	45K	80K
Area Sales Manager	5 - 8 years	30K	50K
Modern Trade Head	8 - 15 years	45K	80K
Key Account Manager	5 - 8 years	30K	50K
Head of Trade Marketing	10 years+	50K	90K
Trade Marketing Manager	5 - 10 years	36K	60K
Marketing Director	15 years+	75K	100K
Marketing Manager/Category Lead	8 - 15 years	45K	90K
Brand Manager	5 - 8 years	30K	50K

## Sales & Marketing (Retail)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Head Of Marketing (Retail)	15 years+	65K	120K
Purchasing Director	8 - 15 years	60K	100K
Merchandise/Category Manager	5 - 10 years	36K	70K
Store Manager	5 - 8 years	24K	46K

## Sales & Marketing (Luxury)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Country Manager	20 years+	110K	180K
Group Brand Manager	15 years	70K	100K
Brand Manager	5 - 10 years	40K	75K
Marketing Director	15 years+	90K	120K
Marketing Manager	8 - 15 years	50K	100K





## Sales & Marketing (Industrial)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
General Manager/Country Manager/CEO/MD	12 years+	80K	130K
Head of BU	12 years+	65K	100K
Marketing Director/Head of Marketing	12 years+	60K	80K
Sales Director/Head of Sales	10 years+	43K	65K
Sales Manager/Regional SM/Senior SM	5 years	25K	35K
Sales Engineer	5 years	15K	20K
Technical Sales Engineer	5 years	15K	20K
Marketing Manager	5 - 7 years	30K	45K
Key Account Manager	5 - 7 years	30K	40K
Business Development Manager	5 - 7 years	30K	40K

## Sales & Marketing (Healthcare)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
General Manager	15 years+	80K	150K
Head of BU	10 - 15 years	70K	130K
Sales Director	10 - 16 years	60K	110K
Sales Manager/Regional SM/ Senior SM	7 - 12 years	45K	70K
Marketing Director	10 - 15 years	60K	100K
Group Product Manager	8 - 12 years	40K	65K
Head of Medical Affairs	10 - 15 years	70K	120K
Medical Affairs Manager/Advisor	5 - 10 years	50K	80K
Head of Regulatory Affairs	10 - 15 years	65K	100K
Regulatory Affairs Manager	5 - 10 years	45K	75K
Product Manager/Senior Product Manager	5 - 10 years	40K	65K



## Sales & Marketing (Digital & Technology)

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
General Manager/Country Head	15 years +	90K	140K
Marketing Director	8 - 12 years	60K	80K
Marketing Manager	5 - 8 years	40K	55K
Senior Brand/Product Manager	5 - 8 years	40K	80K
Trade Marketing Director	8 - 12 years	60K	80K
Trade Marketing Manager	5 - 7 years	30K	60K
Head of Corporate Communications	8 - 12 years	50K	90K
Public Relations Manager	5 - 8 years	30K	50K
Head of Digital	8 - 12 years	60K	100K
Digital Marketing Manager	5 - 8 years	40K	65K
E-Commerce Manager	5 - 8 years	40K	65K

# Manufacturing & Engineering

## Hiring Trends in Manufacturing & Engineering in Vietnam (2024–2025)

In Vietnam's Manufacturing & Engineering sector, hiring trends in 2024 are heavily shaped by the shift toward Industry 4.0 and sustainable practices. Hiring has increasingly focused on roles in automation, robotics, and data analytics, alongside traditional fields like production management and quality control. Employers are seeking candidates with proficiency in data-driven decision-making, process automation, and project management skills, and by 2025, demand is expected to grow for skills in AI, cybersecurity, and green engineering as companies work toward more sustainable operations.

Companies are prioritizing attitude, commitment, and willingness in candidates. Soft skills and adaptability are highly valued. Attracting and retaining talent is challenging due to factors like leadership gaps and uncompetitive compensation.

Salary increases range from 25–40% and are often customized. Job mobility is high, with professionals seeking better opportunities and career growth. Candidates value good working conditions, clear strategies, and strong leadership.

### Key Hiring Trends

#### 1. Automation and Smart Manufacturing

The adoption of Industry 4.0 technologies is driving demand for talent skilled in robotics, automation, and IoT integration. Hiring for roles such as automation engineers, industrial system designers, and data analysts in manufacturing is projected to grow by 20–25% annually.

#### 2. Supply Chain and Logistics Experts

As Vietnam strengthens its position as a global manufacturing hub, companies are seeking professionals with expertise in supply chain management, procurement, and logistics optimization to improve efficiency and reduce costs. The demand for these roles is expected to increase by 15%, particularly in electronics, automotive, and apparel sectors.

#### 3. Green Manufacturing Specialists

Sustainability is becoming a priority, leading to a rise in demand for environmental engineers, energy efficiency experts, and professionals skilled in sustainable production methods. Companies adopting green practices will seek talent to meet ESG goals and reduce carbon footprints.

#### 4. Quality Assurance and Compliance Roles

With Vietnam's exports growing and new trade agreements in place, the need for quality assurance specialists and compliance officers is surging. Professionals with expertise in international standards like ISO, CE marking, and FDA compliance are in high demand.

#### 5. Infrastructure and Construction Engineers

The rapid expansion of industrial parks and manufacturing facilities is fueling the need for civil, structural, and project engineers to support infrastructure development.





## Manufacturing & Engineering

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Factory/Plant Director	17 years+	95K	150K
Engineering Director/ Head of Engineering	15 years+	80K	120K
Production Director	15 years+	80K	120K
Continuous Improvement Manager	10 years+	45K	70K
Head of HSE/HSE Manager	10 years+	45K	70K
Design Manager	7 years+	45K	70K
Lean Manager	7 years+	45K	70K
Engineering Manager Industrial Engineer Manager Process Engineer Manager Technical Program Manager	7 years+	45K	70K
QA/QC Director	13 years+	78K	100K
QA/QC Manager/ Supplier Quality Manager	7 years+	40K	65K
R&D Manager	7 years+	45K	70K
Project Manager	7 years+	45K	70K
Technical Service Manager	7 years+	45K	65K
Site Manager	7 years+	45K	65K

# Human Resources & Legal

## Hiring Trends in Human Resources & Legal in Vietnam (2024–2025)



The HR and legal sectors are experiencing a surge in demand for specialized roles in compliance and risk management. Companies seek professionals with expertise in data protection and corporate governance, as well as tech-savvy lawyers. HR leaders who can drive strategic initiatives are also highly sought after.

In-demand HR skills include workforce planning, HR analytics, and employee experience. For legal roles, expertise in regulatory compliance and corporate governance is essential, along with knowledge of digital contracts and cybersecurity laws.

Attracting and retaining top talent is challenging, so companies are offering competitive compensation, development opportunities, and enhanced work-life balance programs.

HR and legal professionals can expect salary increases of 15–25%, with higher increases for senior roles. Job mobility is high, with professionals changing roles every 2–4 years for career advancement and better compensation.

Candidates typically request a 10–30% salary increase when moving to a new position. They are motivated by career advancement, higher compensation, and impactful roles. Work-life balance and a positive company culture are also key priorities. Beyond salary, candidates value flexibility, growth potential, and clear pathways to promotion.

### Key Hiring Trends

#### 1. Talent Acquisition and Employer Branding

With rising competition for specialized talent, companies are prioritizing HR professionals skilled in recruitment strategies, employer branding, and workforce analytics. Demand for roles such as Talent Acquisition Specialists and HR Business Partners is expected to grow by 15–20%.

#### 2. HR Digitalization and People Analytics

As organizations embrace digital transformation, HR teams are focusing on technology-driven solutions. Roles specializing in HRIS (Human Resource Information Systems), people analytics, and employee engagement platforms are on the rise, with projected growth of 25% in hiring for tech-enabled HR professionals.

#### 3. Learning and Development (L&D)

Upskilling and reskilling the workforce is a top priority, driving demand for L&D professionals to design and implement training programs aligned with business needs. This trend is particularly strong in industries undergoing rapid digitalization, such as technology, manufacturing, and finance.

#### 4. Legal Compliance and Risk Management

With Vietnam's regulatory landscape evolving, demand for legal professionals with expertise in compliance, labor law, and corporate governance is growing. Roles like Compliance Officers and Legal Counsel are seeing steady increases in demand, particularly in multinational corporations and heavily regulated sectors such as finance and healthcare.

#### 5. Diversity, Equity, and Inclusion (DEI)

Organizations are placing greater emphasis on building inclusive workplaces, creating opportunities for DEI Specialists and HR leaders who can champion diversity initiatives and foster inclusive cultures.

#### 6. Cross-Border Legal Expertise

As Vietnam becomes a hub for FDI and international business, legal professionals with expertise in cross-border transactions, intellectual property, and trade agreements are increasingly sought after.



## Human Resources

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
HR Director	12 - 15 years	80K	150K+
HR Manager	5 - 8 years	30K	50K
HR Business Partner Manager	8 - 12 years	40K	70K
C&B Manager	5 - 8 years	35K	60K
Total Reward Manager	5 - 8 years	35K	60K
Office Manager	3 - 5 years	15K	30K
Executive Assistant	3 - 5 years	12K	25K

## Legal

Position Title	Years of Experience	Annual Package (USD)	
		Min	Max
Head of Legal	12 - 15 years	90K	180K+
Head of Compliance/Audit (Banking & Financial Services)	12 - 15 years	90K	150K+
Head of Compliance/Audit (Commerce Industries)	10 - 15 years	80K	130K
Senior Legal Counsel (Banking & Financial Services)	8 - 12 years	50K	90K
Senior Legal Counsel (Commerce Industries)	8 - 12 years	45K	80K
Compliance/Risk/Audit Senior Manager/Manager (Commerce)	6 - 10 years	40K	70K



# Contact us

Cornertstone Global Partners Group



## Vietnam

Sonatus Building, 5th Floor, 15 Le Thanh Ton Street, Ben Nghe Ward, District 1, Ho Chi Minh, Vietnam, 700000  
+84 28 7100 0600  
[www.cgpvietnam.com](http://www.cgpvietnam.com)  
[vietnam@cgptalent.com](mailto:vietnam@cgptalent.com)



## Thailand

No. 1, Park Silom Building, Room 30.04, 30th Floor, Convent Rd., Silom, Bangrak, Bangkok, Thailand, 10500  
+66 (0) 2153 3560  
[www.cgpthailand.com](http://www.cgpthailand.com)  
[enquiriesth@cgptalent.com](mailto:enquiriesth@cgptalent.com)



## Singapore

79 Anson Rd, #17-01, Singapore, 079906  
+65 6206 9800  
[www.cgp.sg](http://www.cgp.sg)  
[enquiriessg@cgptalent.com](mailto:enquiriessg@cgptalent.com)



## Malaysia

Suite 19, Level 9, Tower B, Menara UOA Jalan Bangsar Utama 1, Bangsar, 59000 Kuala Lumpur, Wilayah Persekutuan  
+603 2935 0107  
[www.cgpemployment.my](http://www.cgpemployment.my)  
[contact@cornerstoneglobalpartners.com](mailto:contact@cornerstoneglobalpartners.com)



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