



Signature Insights

# Salary Pulse: Singapore

---

Satisfaction, fairness and  
how to talk about pay rises

 **jobstreet**  
by seek

# About Jobstreet by SEEK

Jobstreet is the leading employment platform in Singapore\*, helping people live more fulfilling and productive working lives and helping organisations succeed. It is a subsidiary of SEEK, a diverse group of companies comprising a strong portfolio of online employment, educational, commercial and volunteer businesses.

SEEK is listed on the Australian Securities Exchange and has a strong presence across the APAC region, including 6 Asian markets – Hong Kong, Indonesia, Malaysia, the Philippines, Singapore, and Thailand – through the Jobsdb and Jobstreet brands. SEEK attracts over 500 million visits a year in Asia.

\*Based on survey research in Singapore, Dec 2024 – Nov 2025

## About this report

The SEEK Salary Pulse report is presented in two parts.

Part 1 focuses on attitudes and experiences around pay, including how fairly people feel paid, how happy they are with their salary, and how they approach pay conversations. It also offers practical guidance to help employers and employees have more open, confident conversations about salary.

This research was conducted by market research agency Nature on behalf of SEEK via an online survey in February 2026. Responses were gathered from 1,008 workers in Singapore aged 18 to 64 who are currently employed, recruited on a nationally representative basis on age and gender.

Part 2 shares average advertised salaries for the top 20 roles (by job ad volume) across industries, based on SEEK job ad data from October 2025 to March 2026. This provides a snapshot of what employers are currently offering in the market for high-demand roles. A minimum threshold of job ads on SEEK is required for a role to appear in these tables.

# Contents

Part 1: Introduction.....	<b>04</b>
Salary satisfaction across APAC in 2026.....	<b>05</b>
The state of pay in Singapore.....	<b>07</b>
Expert advice on pay conversations.....	<b>17</b>
Pay satisfaction across generations and industries.....	<b>19</b>
Playbook for employees and employers.....	<b>24</b>
Part 2: Singapore pay data.....	<b>28</b>
State of the economy.....	<b>30</b>
Learn more.....	<b>36</b>

## PART 1

# Introduction

Pay is a foundational factor shaping how Singaporeans feel about work, yet it's one of the most challenging topics to talk about openly. At SEEK, our purpose is to help people live more fulfilling and productive working lives and to help organisations succeed, and salary comes up time and again as a key driver of career happiness and longevity.

The financial strain that many are under is no secret. Cost of living challenges continue to weigh on household budgets and consumer confidence remains subdued, leaving candidates with less bargaining power than they once had. In this environment, how people feel about their pay can be the difference between staying in a role or moving on.

At face value, Singapore's labour market appears stable, with low unemployment and relatively low resignation rates. However, this sits alongside a tendency for some workers to hold on to their current roles, influenced in part by broader economic uncertainty rather than pure loyalty or satisfaction (a term known as 'job hugging').

This research goes beyond the numbers to understand how workers in Singapore feel about their pay, how fair they believe it is and their experiences around pay rises. It also reveals a tension: while only a small minority feel comfortable asking for a pay rise, those who do speak up are often successful.

Yes, people are happier and more motivated when they feel well paid, but that's not the whole story. What's concerning is that many workers don't feel equipped to talk about pay at all, and when salary expectations go unspoken, they can't be met. Left unaddressed, this can have a knock-on effect on motivation, retention and overall workplace happiness. Both leaders and employees have a role to play here, and with fresh insights and practical advice, this report is designed to help.

*Please note: Salary fairness in this report is based on workers' personal feelings and their own ideas about being paid fairly, not specific working conditions that constitute legally fair conditions.*

## Salary satisfaction across APAC in 2026

Across APAC, most workers feel their pay is mostly fair, but there's a distinct gap between feeling fairly paid and feeling satisfied with their salary.

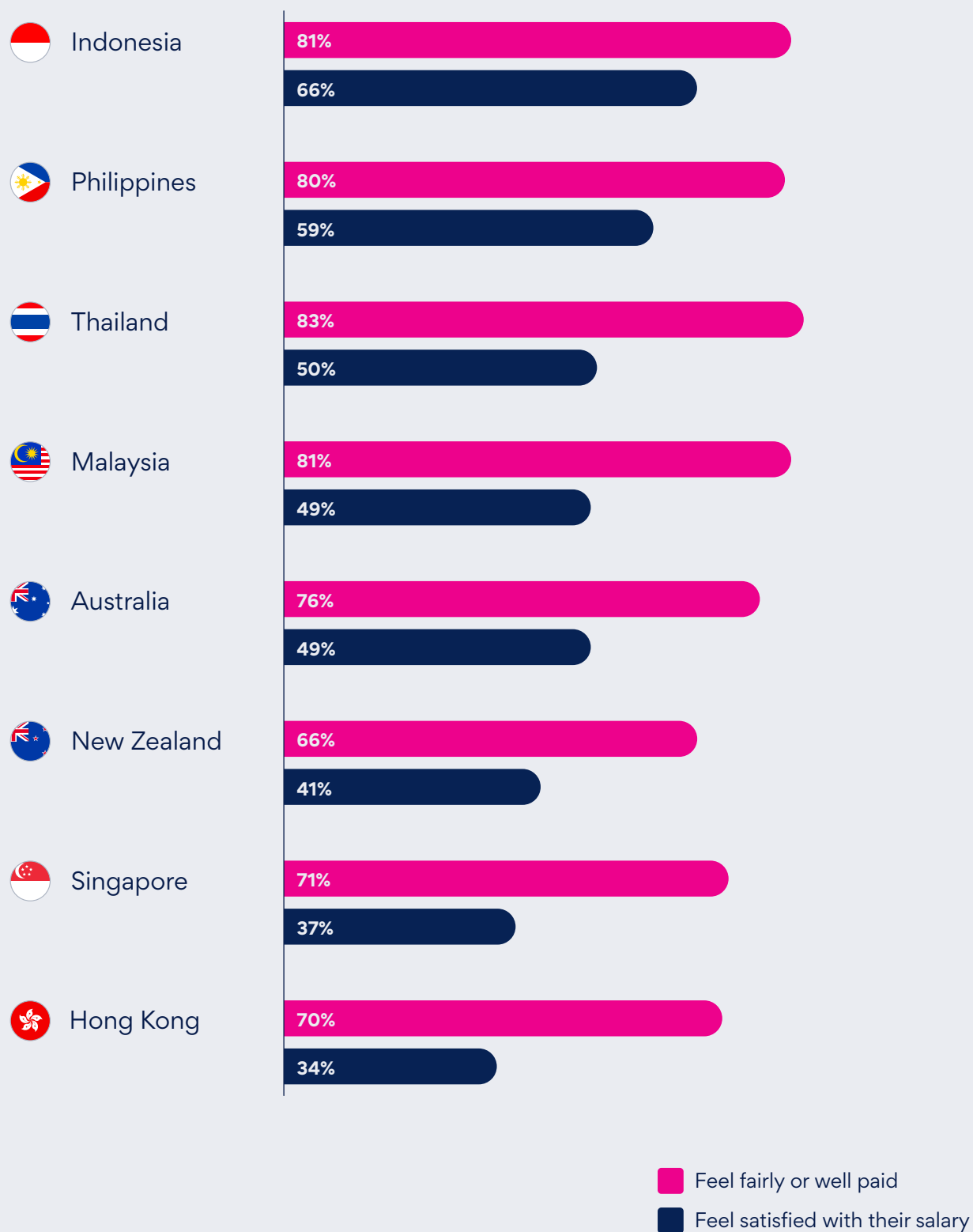
Indonesia leads on pay satisfaction, with 66% feeling somewhat or extremely happy with their salary, followed by the Philippines. While cultural positivity in survey responses may be contributing, these results still point to stronger salary optimism in these markets. A great sense of confidence likely supports this, with workers in Indonesia and the Philippines feeling the most comfortable in asking for a pay rise.

At the other end of the spectrum, Hong Kong, Singapore and New Zealand report the weakest levels of pay satisfaction among the markets surveyed. They are also the least comfortable initiating a pay rise conversation, giving them less agency to influence their salary. Hierarchical structures and social norms around proactively asking for pay increases could be playing a role for Hong Kong and Singapore, alongside high-pressure environments that workers feel don't match their monetary compensation. Cost of living challenges and tough job markets are also likely to be having a bearing on how satisfied workers are with their pay.

For leaders across APAC, there's a clear opportunity to help workers navigate salary conversations with more clarity and confidence, fostering stronger pay satisfaction.



# Salary satisfaction in the APAC region



# The state of pay in Singapore



## KEY FINDING 1:

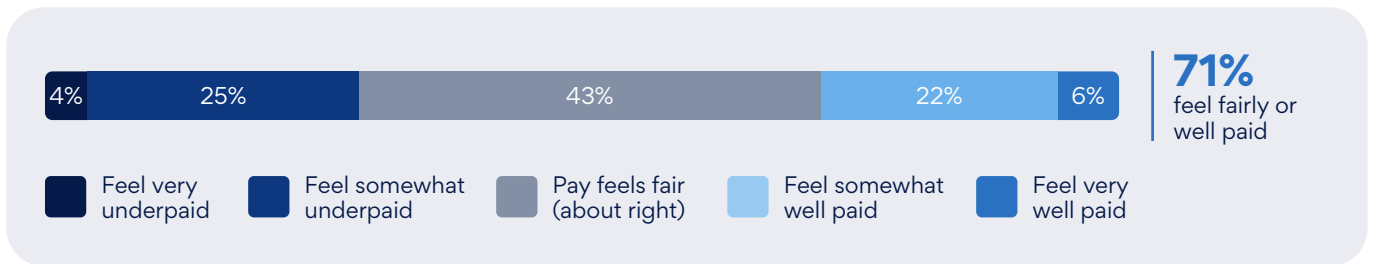
# Most workers in Singapore feel fairly paid, but not necessarily content

In Singapore, 71% of workers feel they're being paid fairly for their current role. Despite this, only 37% report being happy with their salary, highlighting a disconnect between what they consider fair and what they'd like to earn.

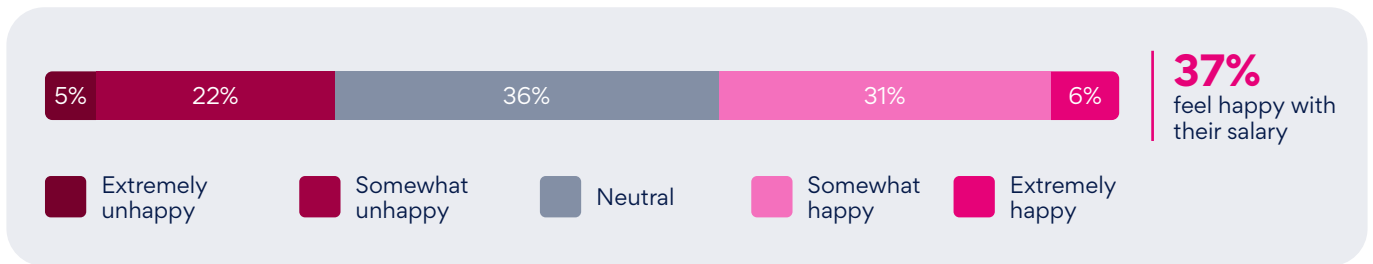
Perceptions of fairness and salary satisfaction are linked with income, with higher earners

more likely to feel well paid and happier with their salary overall. As part of this, senior-level employees are also more likely to feel well paid (42%), while workers in retail, hospitality and sports (38%) and professional services (35%) feel the most well paid across the industries. See page 22 for more sector insights.

## Salary fairness



## Salary happiness



“  
Compared to friends I think my pay is fair. However, there is no increment for the past 5 years and inflation is 2-3%, hence I am unhappy.  
– Gen X, Professional services



## KEY FINDING 2:

# Salary happiness comes from feeling meaningfully rewarded, not just fairly paid

Of those who view their pay as “fair (feels about right)”, 7 in 10 are not satisfied with their level of remuneration (9% feel dissatisfied, 62% feel neutral). This is highest for Gen Z, where 8 in 10 who view their pay as fair are not satisfied. This suggests that employees, particularly younger employees, don’t just want to know they’re being paid in line with a benchmark, they want to feel rewarded above and beyond for their contribution to feel truly well paid. Transparency matters too, with 77% of Singapore employees saying they’d want to know the salary ranges of positions in a company, and 57% reporting that they’d be less likely to apply for a job if the salary is not disclosed in the job ad. Gen Z in particular want transparency.

Alongside benchmarking, employees also interpret their salary in the context of their workload and how well it supports their lifestyle. Together, these factors have a significant bearing on how fairly employees feel they are being paid and how satisfied they are.

Given this, leaders need to think beyond benchmarking to help foster higher pay satisfaction in the workplace. It’s important to recognise that employees’ expectations are also shaped by how strongly they believe their contribution is valued, and by how well their salary supports what matters to them outside of work. See page 26 for more action points.

## Salary happiness among those who feel underpaid vs well paid



“

For the amount of work I’m doing and the long hours put into it, I feel I deserve more.

– Millennial, Technology

## KEY FINDING 3:

# Salary happiness boosts motivation and prevents turnover

When workers in Singapore are happy with their pay, they're almost 4x more likely to feel motivated and willing to put in extra effort at work. On the other hand, employees who aren't happy with their salary are almost 2x as likely to have one eye on the door and be thinking about changing jobs.

Pay satisfaction is therefore a critical area for leaders to understand and take seriously, given the role it plays in driving strong productivity and retention.

# 3.7x

Workers who are happy with their pay are 3.7x more likely to feel motivated to go above and beyond at work than those who are unhappy (77% vs 21%)



# 1.7x

Workers who are unhappy with their pay are 1.7x more likely to think about changing jobs than those who are happy (62% vs 37%)



## KEY FINDING 4:

# Recent pay increases are common, but modest

Just over half (53%) of Singapore workers reported a salary increase in the last year. Employees most commonly attribute this to their problem-solving skills, management and leadership abilities, core technical expertise, and communication and interpersonal skills. Leadership skills are seen as more critical to mid-level and senior-level workers, as their responsibilities are more likely to extend to people management.

Most recent pay increases were small at 5% or less (67%), and driven by within-role increases rather than promotions. Of those within-role increases, the type of pay increase was split between company-wide adjustments and performance-based pay rises. However, the workers who received a performance-based

increase were more likely to feel happy with their salary (57%) than those who only received a company-wide increase (36%). This shows that when leaders clearly tie pay increases to performance, the impact on pay satisfaction is significant.

At the same time, many employers are operating in a challenging macro environment, where simply ‘turning up the dial’ on salary is not always sustainable or sufficient on its own. Still, there’s opportunity is to be more deliberate about how pay, progression, and performance are connected. Our playbook at the end of this report outlines practical ways employers can strengthen perceived fairness and impact of rewards, even when headline salary increases need to remain modest.

**72%**

of workers who received their last pay increase in the last 12 months achieved it in their current role.

**14%**

achieved an increase through a promotion, with most others receiving one because of a role change (within the same company or moving to a different company/industry).

## Type of pay increase workers last received

(Among the 72% of workers who said their last pay increase was in their current role, not via a promotion)

A company-wide pay increase (e.g. annual inflation increase)

40%

A performance-based pay increase

37%

An individual pay adjustment (e.g. individual benchmarking adjustment, tenure-based increase)

19%

A retention or counter-offer increase

2%

Other / don't know

2%

“

Increment is very little. It's not in line with rising costs and inflation.

– Millennial,  
Telecommunications



## KEY FINDING 5:

# Workers in Singapore are willing to sacrifice their title for higher pay, but not their values

Most workers in Singapore are willing to make personal compromises for a higher salary. Around 1 in 3 employees are open to prioritising financial comfort and stability over title and status, with 32% willing to consider accepting a lower job title or position for a 10% pay increase. It's the most common sacrifice they're willing to make.

However, these workers show a strong commitment to maintaining their values. Only 3% would be willing to work for a company with a toxic culture for a 10% pay increase, and just 7% say they're willing to work for a company that doesn't align with their values for that pay rise.

Those who are unhappy with their salary are more open to making tough sacrifices to get the salary they want, being more likely to take on work that feels less meaningful or fulfilling. However, [SEEK's Workplace Happiness Index](#) shows that purposeful work is the #1 driver of happiness at work, and weak workplace happiness can lead to low motivation and high turnover.

This serves as a caution for employees: while the willingness may be there to sacrifice meaningful work to achieve a higher income, longer-term work satisfaction depends on working with a sense of purpose.

## Sacrifices for a 10% salary increase

(% who would consider doing each)



“

With my experience I could command a higher salary if I were to work for a larger company, but I am happy with my current employers' overall business philosophy.

– Gen X,  
Industrial



## KEY FINDING 6:

# Movers are being rewarded with higher pay increases

Most workers in Singapore (87%) received their last pay increase through their current employer, with just 7% doing so by moving to a different company or industry. The risk of changing jobs may be driving this widespread hesitation, with workers choosing to stay put rather than trade stability for a higher salary that could come at the cost of role fit, workplace culture or job security.

However, staying loyal to employers may have its trade-offs. Those who moved are 5x more likely to receive a substantial pay increase (greater than 10%) compared to those who stayed.

Staying loyal can therefore limit earning potential in the short term, leaving employees feeling undervalued and unmotivated. For employers, this risks lower productivity and a loss of deep

sector or company expertise. Replacing this experience can be costly, and it also opens the door to recruiting potential 'bad hires'. SEEK's past research across Australia and New Zealand shows that a bad hire is 3.3x more likely to leave than a good hire, and may cause the resignation of another employee, leading to even greater turnover costs and a weakened workplace culture.

Recognising and rewarding skilled, loyal employees is therefore a key opportunity for leaders to foster a motivated, productive workplace and limit turnover and related costs.

*\*Note: Note: Last pay increase reported on this page is based on last pay rise (not just those who have received increases in the last 12 months).*

## Last pay increase amount by those who stayed with their company vs those who moved



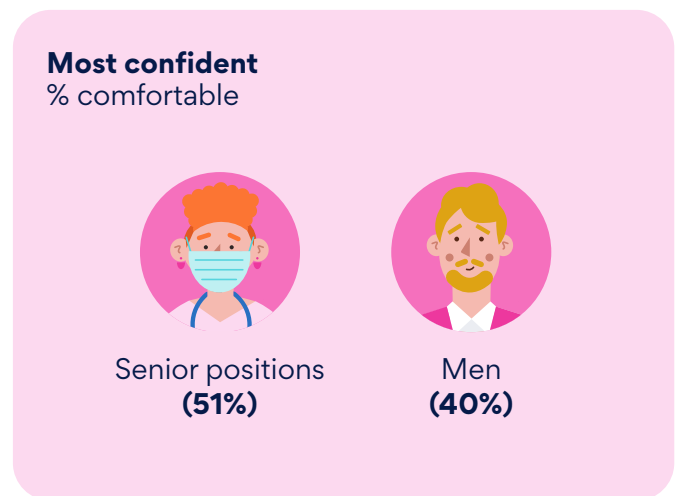
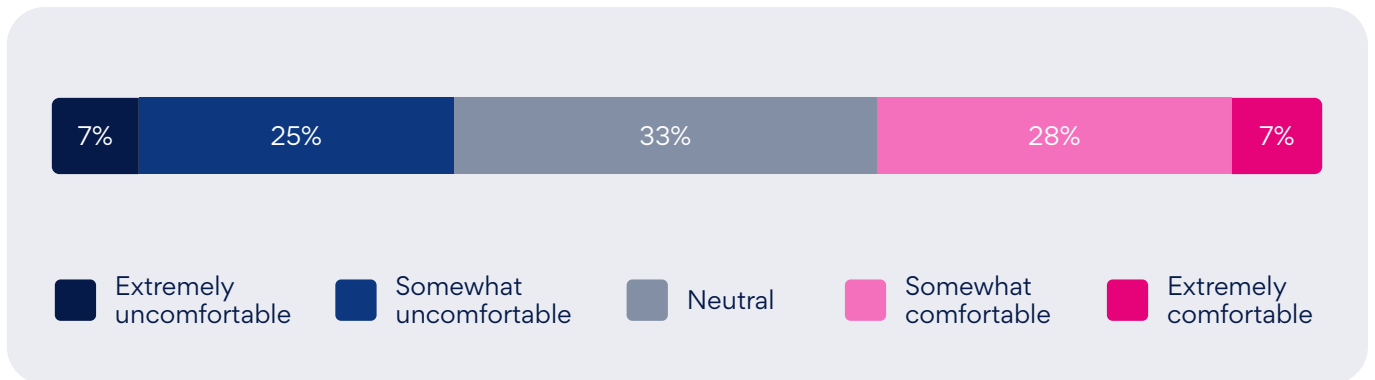
## KEY FINDING 7:

# Most workers in Singapore could use extra support navigating pay conversations

Workers in Singapore have mixed confidence levels around asking for a pay rise, with over 1 in 3 feeling comfortable and a similar proportion feeling uncomfortable. While general confidence is split, only 7% feel extremely comfortable asking for a pay rise. It's clear that nearly all of them could benefit from a confidence boost in this area.

Women and junior workers are in even greater need of support, as they are the employees least confident in asking for a pay rise. For more junior employees, this could come down to a few factors: less confidence in their ability to justify a pay rise, less established relationships with decision-makers, and general inexperience with these types of conversations.

## Comfort in asking for a pay increase



## KEY FINDING 8:

# It pays to be proactive in initiating pay conversations

One in two workers have asked for a pay rise before, mirroring the mixed levels of confidence Singapore workers experience in initiating salary discussions. While these conversations can feel awkward, the encouraging reality is that many employees (73%) who ask for an increase were successful.

Additionally, the more someone does it, the more confident they feel in approaching pay conversations, and the happier they tend to be with their salary. This heightened satisfaction

likely stems not just from the pay increase they typically receive, but also from the sense of ownership and achievement in securing it.

For employees, the opportunity is clear: don't let initial discomfort hold you back. If you have a solid case for a pay rise, invest time in preparing, anchor your ask in evidence, and approach the conversation with confidence. Whatever the outcome, every conversation is a learning experience.

# 79%

of repeat askers feel **comfortable asking for a pay rise**, compared to 48% of those who have only asked once



# 61%

of repeat askers feel happy with their salary, compared to 44% of those who have only asked once



## KEY FINDING 9:

# Declined pay requests or unmet expectations can trigger quiet withdrawal

While those who ask for a pay rise are often rewarded, 13% of employees have faced rejection. These employees tend to feel less valued and are less motivated to go above and beyond in their roles. Rejection can also lead them to consider changing jobs.

Beyond hard rejections, dissatisfaction with pay rise outcomes can also fuel 'quiet quitting' (where employees stop going above and beyond and performing only their required job duties), with 30% saying they'd accept the raise but

admit their motivation would be impacted, and 23% saying unmet expectations would prompt them to look for a new role.

These employees are essential for leaders to keep an eye on. If a pay increase is declined or smaller than expected, it's important to communicate clearly about why and offer guidance on what's needed for future success. Getting ahead of these conversations is equally important. Sharing what milestones are required before yearly reviews can help manage expectations early.

## Next steps if pay rise doesn't meet expectations

(% action most likely to do)

Accept it, but it would impact my motivation in my role  
**30%**

Look for a new role  
**23%**

Negotiate with my manager/ HR for a higher increase  
**15%**

Ask for additional perks  
**12%**

Other  
**1%**

Nothing - I'd accept it as is  
**16%**

I don't know what I'd do  
**3%**



# Expert advice on pay conversations



## For employees

Effective salary conversations come down to timing, preparation, and commercial awareness. Don't wait for your performance review, speak to your manager in advance to understand what's required, set expectations and align your goals accordingly.

### **Know what you're worth and benchmark it.**

- Use job advertisements, industry networks, and recruiters to understand your market value. Bring specific, evidence-based examples to the table: revenue generated, efficiencies delivered, responsibilities taken on beyond your role. Articulate not just what you do, but the impact of what you do. Salary increases are grounded in the value you provide to the organisation, not personal financial pressures.

### **Understand how pay decisions are made in your organisation.**

- Understanding how your company makes remuneration decisions allows you to time your conversation well and frame it in the context of business value.

### **When your priorities shift, speak up early.**

- Don't wait for formal feedback cycles to raise evolving needs. Proactive, honest communication keeps the conversation growing naturally. Be open to a broader discussion that may include non-monetary benefits if an immediate pay rise is not possible.
- Remember: salary is the baseline of fairness, not the ceiling of fulfilment. In today's environment, trade-offs are necessary and knowing where you stand gives you a stronger foundation for negotiation.

## For employers

Pay conversations carry significant emotional weight, and how they are handled can make or break trust in your organisation. Our research shows that 80% of employees in Singapore have experienced some form of job misalignment — with pay being the top trigger at 24%, followed closely by unclear role expectations (22%). Most of these mismatches are noticed within the first three months. The damage, in other words, happens early.

### **Be transparent about how pay decisions are made.**

- Employees are not asking for perfection — they are asking for clarity. When a pay rise is declined or lower than expected, explain the rationale with empathy. Acknowledging these limits openly — and pairing that honesty with a concrete development and action plan — goes a long way in maintaining trust.

### **Consider what else you can offer when salary increases aren't possible.**

- Beyond pay, 39% of employees wish for more performance bonuses and incentives and 28% want more career growth and learning opportunities. Our research further shows that career progression is the second most important factor in driving workplace happiness.
- Flexible working arrangements, mentorship, or accelerated career pathways can serve as meaningful alternatives that demonstrate genuine investment in your people.

### **Update job descriptions and align them to real expectations.**

- A job description is a communication tool. Regularly update job descriptions that reflect current role realities and tailoring them to what the targeted candidates actually value today— reduces post-hire disappointment and the difficult conversations that follow.

#### **Jaslyn Koh,**

Head of Remuneration and Benefits, Asia  
SEEK

# Pay satisfaction across generations and industries



## KEY FINDING 10:

# Despite lower salaries, Gen Z feel similarly fairly paid as other generations, thanks to more recent pay rises

On average, Gen Z are paid less than other generations, with a fifth earning below SGD 2,500 a month compared to the employment market average of 12%. This is linked to role level, with 23% of Gen Z respondents in entry level roles (vs 10% market average).

Despite this, Gen Z feel similarly to other generations when it comes to pay fairness. This may reflect a sense that their current salary matches their experience and skills, and for many, having fewer financial commitments such as mortgages or dependants may mean their income still feels sufficient for day-to-day life.

Gen Z are also more likely to have had a pay rise in the last 6 months than older workers (35% vs 25% market average). This may partly reflect

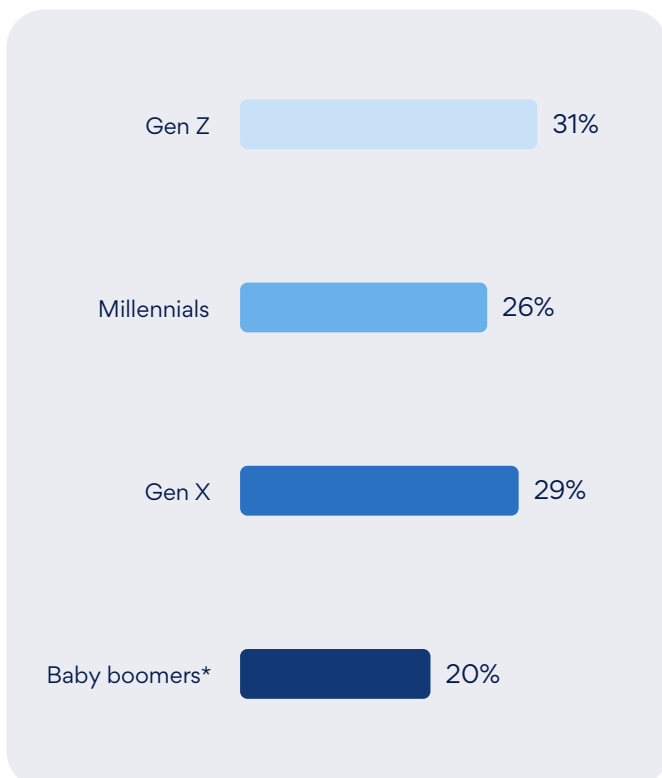
the natural pay steps that come with early career moves, such as graduate programmes or first promotions, helping younger workers feel their pay is progressing even if they remain in lower income bands. For Gen Z, lower base pay is being offset by more consistent progress, supporting similar perceptions of pay fairness overall.

This again shows that pay fairness is about more than the number on someone's payslip. Clear, consistent communication on pay and progression is key to building and maintaining a sense of fairness across all age groups.

*\*Note: baby boomers base size n=45. Low sample size (treat with caution)*

## Salary fairness

(I feel somewhat well paid + I feel very well paid)



“

It's been a gradual increment and I am happy to get what I am receiving now.

- Gen Z,  
Public sector

## KEY FINDING 11:

# Younger workers are more willing to act to improve their salary

Younger workers in Singapore are more likely to make a change when they aren't satisfied with their salary. If a pay rise was rejected or lower than expected, only 8% of Gen Z and 13% of Millennials say they would simply accept it and do nothing, compared with 22% of Gen X and 36% of baby boomers\*. Younger workers are less inclined to let a disappointing outcome slide.

They are also more likely to reconsider their future with their employer if a pay rise didn't meet their expectations. In this situation, 29% of Gen Z and 25% of Millennials say they would look for a new role, versus 20% of Gen X and 13% of baby boomers. For many younger workers, a poor pay outcome is a signal to reassess

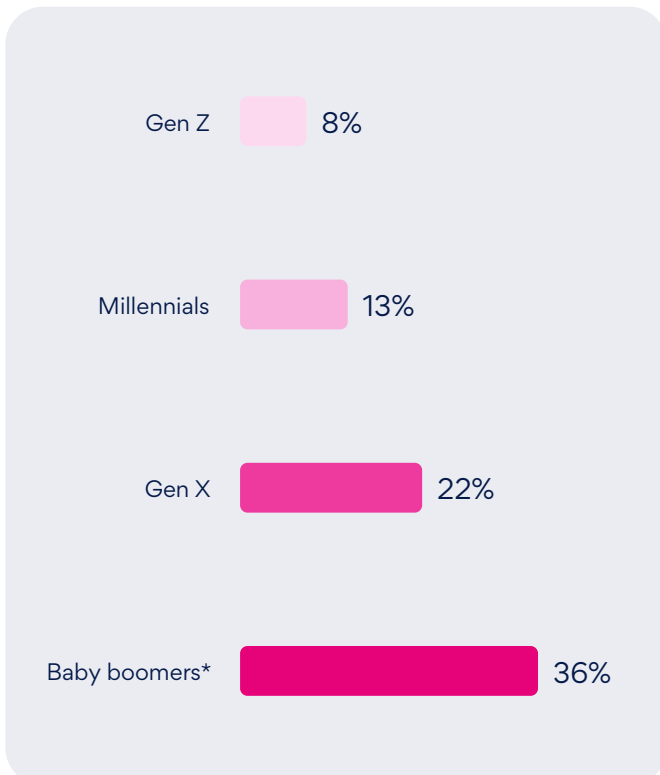
whether to stay, not just something to tolerate. For older generations, security and stability are often prioritised over the risk of making a move.

Younger generations are also more open to extra income streams to improve their financial position. The majority (60%) of Gen Z say they're at least somewhat likely to consider a side hustle in the next 12 months to boost their income, compared with just under half across other generations. This highlights their greater willingness to respond to pay pressure by looking for additional income streams, not just relying on their main role.

*\*Note: baby boomers base size n=45. Low sample size (treat with caution)*

## When a payrise doesn't meet expectations

(% that would do nothing and accept it)



## KEY FINDING 12:

# Workers in retail, hospitality and sports, and professional services feel most well-paid

How fairly people feel paid in Singapore varies by industry. Workers in retail, hospitality and sports are the most positive, with 38% saying they feel well paid for the work they do, followed closely by professional services at 35%.

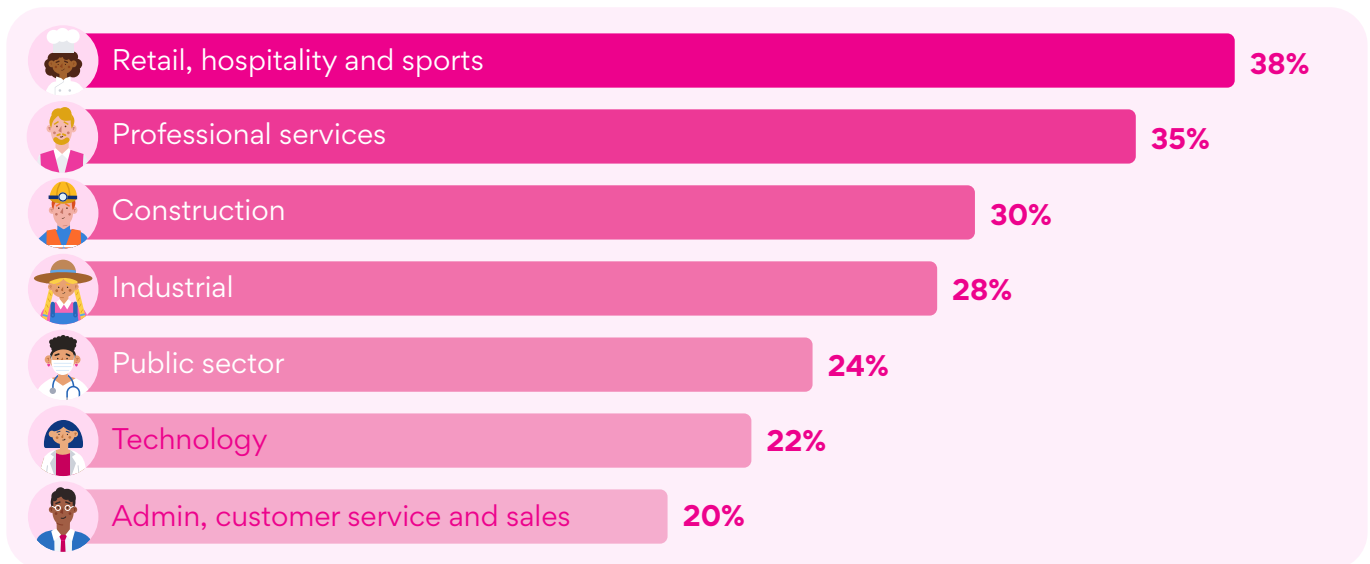
For workers in retail, hospitality and sports, this may be because pay structures are more transparent and expectations are clearer, so even if salaries are modest, people feel they're being treated fairly for the work they do. They are also more comfortable in approaching pay conversations (51% vs 35% market average) and more likely to ask for an increase (64% vs 50% market average), giving them more agency over pay outcomes.

In professional services, stronger pay growth plays a larger role, with these workers the most likely to have received a rise of more than 5% (39% vs 30% market average among those who received a pay rise in the last 12 months). They're also more likely to be proactive in asking for a pay rise (61% have asked for one before vs 50% market average).

In contrast, technology workers are the most likely to feel underpaid (37%), despite higher salaries on average. This reveals a gap between what they see their value is worth and what they earn, and serves as a watch-out to leaders: competitive salaries alone aren't enough. Leaders must also keep pace with employees' evolving skills and clearly reflect their workload, progression and impact.

## Salary fairness

(I feel somewhat well paid + I feel very well paid)



“

For the amount of work I'm doing for the pay I'm getting and with the long working hours, I deserve more.

– Millennial,  
Professional services



## → TAKEAWAYS

- Most workers in Singapore (71%) feel fairly paid, yet only 37% are happy with their salary, and just 29% of those who say their pay is 'about right' are truly satisfied. There's a gap between what feels fair and what they'd like to earn.
- Movers are being rewarded more, with job movers 5x more likely to receive a pay rise above 10%, making external moves attractive. When pay rise expectations aren't met, 23% say they would consider a new role and 30% are likely to remain but with lower motivation, signalling a quiet erosion of engagement.
- Most workers lack confidence in pay conversations, with just 7% feeling extremely comfortable. However, it typically pays off for those who are proactive - 73% of those who ask for a pay rise successfully received one.



# Playbook for employees and employers



# Playbook for employees

## 1. Know your market value

- **Benchmark your salary before any pay conversation.** Use [Jobstreet's Explore Salaries page](#) to understand what others in your role and industry are earning. It's the foundation of any confident pay discussion.
- **Don't rely on informal comparisons.** Comparing your salary to colleagues, friends or family is common, but these are subjective measures that can give you an inaccurate picture of your true market value. Note that the pay data in this report outlines what workers say they're being paid at an industry level – use it alongside dedicated salary benchmarking tools for a more complete picture.

## 2. Build your case

- **Know what you bring to the table.** Before any salary discussion, take stock of your contribution and how it aligns with your organisation's goals. The clearer you are on your value, the more confidently you can advocate for yourself. Need help getting started? [Jobstreet Career Advice](#) has practical tips to help you prepare.
- **Think beyond the pay rise.** If a higher salary isn't immediately possible, consider what else matters to you. Flexible work arrangements, additional leave or other benefits can be valuable alternatives.
- **If a pay rise is not immediately possible, use check-ins or performance reviews with your manager to discuss goal-setting and agree on a timeline.** Having clear goals and a shared plan gives you more control over your progression and shows you're invested in your own growth.

## 3. Have the conversation

- **Don't let discomfort hold you back.** Just under a third of Singapore workers (32%) find salary conversations uncomfortable, but those who have them are far more likely to be rewarded (73% of employees who asked for a pay rise received one, either in full or in part).

- **Choose the right moment.** Nearly half of workers (44%) prefer to bring up pay discussions in a scheduled review, while 34% prefer to start the conversation proactively. Know what works best for you and plan accordingly.
- **Go into the conversation prepared:**
  - Have a clear, specific ask
  - Show evidence of your impact on the organisation
  - Demonstrate an understanding of how your request aligns with the broader company context, such as budget cycles and recent business performance

## 4. If the answer is no

- **Ask for a clear pathway forward.** If a pay rise isn't possible right now, ask your manager for specific feedback on what's needed to get there. A clear plan gives you something to work towards and helps manage your expectations.
- **Don't let rejection derail your motivation.** It's natural to feel frustrated or undervalued after a knock-back, but staying engaged and focused on your development is the best way to position yourself for future success.
- **Consider your options.** If unmet expectations are affecting your motivation, weigh up whether other benefits or a move to a new role better aligned with your values and goals might be the right next step. The [Great Expectation Gap](#) reports that 64% of employers are willing to hire a less experienced candidate for their good attitude, and 28% of employers are willing to hire for culture fit despite skill gaps.



# Playbook for employers

## 1. Understand how your people feel about their pay

- **Don't assume fair means satisfied.** Most employees may feel their pay is reasonable, but that doesn't mean they're happy with it. Regularly checking in on pay satisfaction (not just pay rates) gives you a more accurate picture of how your people are really feeling.
- **Pay attention to who's feeling the pinch.** Mid-level workers are more likely to feel unfairly paid. Understanding where dissatisfaction is concentrated helps you focus your efforts where they're needed most.

## 2. Go beyond benchmarking

- **Benchmarking is the floor, not the ceiling.** Paying in line with market rates is important, but it's not enough on its own. Employees want to feel genuinely rewarded for their contribution, not just paid in line with a benchmark.
- **Build a culture of recognition.** Feeling valued is a key driver of pay satisfaction. Regular, meaningful recognition of your people's contribution can have a significant impact on how satisfied they feel with their pay overall.
- **Consider the full reward picture.** When a pay rise isn't possible, other benefits matter. Flexible work arrangements, additional leave and rostered days off are appealing alternatives that can help retain employees when salary increases aren't feasible.

- **Review how pay is structured** and consider rewarding employees based on skills and contribution rather than qualifications alone, in line with Singapore's push towards skills-first hiring.

## 3. Be transparent about pay

- **Share salary ranges.** Most (77%) employees want to know the salary ranges of positions within a company. Proactively sharing this information builds trust and helps employees feel more informed and fairly treated.
- **List salaries in job ads.** 57% of employees are less likely to apply for a role if the salary isn't disclosed. Being upfront about pay from the start helps attract the right candidates.
- **Communicate clearly about pay decisions.** When pay rises are declined or smaller than expected, employees need to understand why. Clear, honest communication helps manage expectations and reduces the risk of disengagement.
- **Be realistic about short-term trade-offs.** If competitive pay isn't possible right now, be upfront about it, and offer a clear development plan with a pathway to the salary they're looking for within an agreed timeframe.



#### 4. Create space for salary conversations

- **Normalise pay discussions.**  
Most employees find salary conversations uncomfortable, yet those who have them are far more likely to feel satisfied with their pay. Creating an environment where these conversations are expected and welcomed makes a real difference.

#### 5. Reward loyalty, don't tax it

- **Employees who move roles are 5x more likely to receive a pay increase above 10% compared to those who stay.**  
If your best people can earn significantly more by leaving, they will.
- **Review your performance-based pay.**  
Company-wide adjustments like CPI increases are important, but they're not enough to keep high performers motivated. Building in meaningful performance-based pay rises signals that contribution is recognised and rewarded.

- **Factor in the true cost of turnover.**  
When a loyal, experienced employee leaves, the cost goes beyond recruitment. Deep sector knowledge walks out the door with them and retraining takes time, leading to even greater turnover costs.
- **While salary is an important consideration for job seekers, the [Workplace Happiness Index](#) reports that purpose, career progression opportunities and day-to-day role responsibilities are the top three drivers of happiness and retention at the workplace.** To hire and retain committed employees, employers need to redesign their hiring around expectation alignment by being upfront about trade-offs, ensure they're being paid fairly, nurture strong people leaders and build credible career pathways.



PART 2

# Singapore pay data



# A few things to keep in mind

This data reflects the salary ranges employers are advertising when posting roles on site - providing a snapshot of the current market for high-demand positions. It shows advertised salary ranges, which may differ from what employees are actually earning in their current roles (as reflected in Part 1's sentiment data).

The roles featured are the top 20\* by job ad volume within each industry, meaning they represent where hiring demand is strongest. The average salary ranges shown are based on salary information included in job ads during the six-month period.

This data is useful for understanding what employers are currently offering for in-demand roles, but individual salary offers will vary based on specific experience, skills, company size, and other factors. It should not be used as the sole benchmark for setting salaries or making hiring decisions.

For employers looking to establish competitive compensation packages, [Jobstreet's Explore Salaries page](#) provides up-to-date advertised salary data so you can see how your salary brackets measure up.

*\*A minimum threshold of job ads on Jobstreet is required for a role to appear in these tables.*



# State of the economy



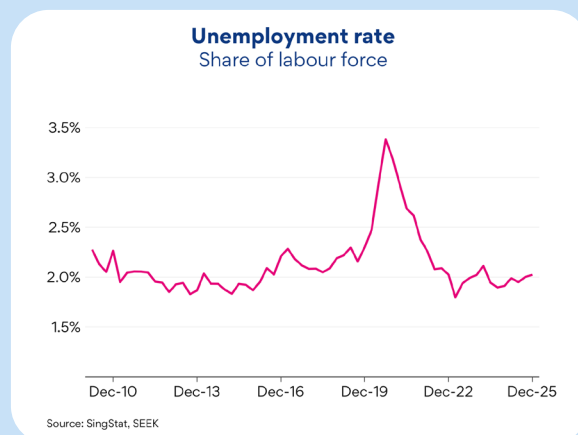
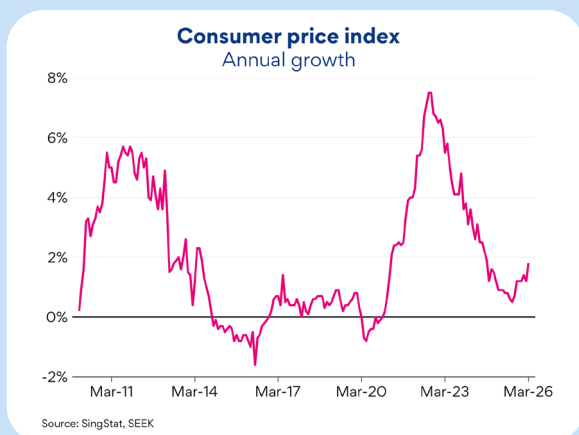
Inflation in Singapore rose sharply following the COVID-19 pandemic, as demand recovered and global supply chains struggled to keep pace. In response, the Monetary Authority of Singapore tightened monetary policy by increasing the mid-point of the Singapore dollar nominal effective exchange rate (S\$NEER), with the aim of easing imported inflation and maintaining medium-term price stability.

This appreciation in the S\$NEER, together with higher interest rates globally, helped bring inflation down. However, tighter financial conditions also weighed on economic activity and contributed to some softening in the labour market, with unemployment edging up from the very low levels recorded in early 2023. More recently, inflation has faced renewed upward pressure from higher energy and import costs, partly reflecting conflict in the Middle East.

Employee earnings grew strongly during the post-pandemic inflation surge, although pay increases did not always fully keep pace with rising prices. More recently, wage growth has remained relatively firm as inflation moderated, supporting some recovery in real incomes, that is, the purchasing power of earnings. However, renewed price pressures from higher energy and import costs may weigh on that improvement.

Looking ahead, the outlook for inflation and economic growth remains uncertain. Import prices could come under further pressure if energy costs remain elevated or disruptions to global trade intensify. At the same time, weaker consumer demand and softer global growth could reduce price pressures. However, these weaker demand conditions are unlikely to offset the immediate upward pressure on prices, with any disinflationary effects more likely to emerge over the medium term. Taken together, these opposing forces suggest that the path of inflation is likely to remain uneven.

**Dr Blair Chapman,**  
Chief Economist, SEEK



## Accounting

Role Titles	Lower Range	Upper Range
1. Accounts Executive	3,300	3,650
2. Accountant (General)	4,450	5,300
3. Finance Executive	3,360	3,800
4. Accounts Assistant	2,650	2,800
5. Finance Manager	6,300	6,950
6. Assistant Finance Manager	5,156	5,800
7. Accounts Receivable Executive	3,180	3,390
8. Accounts Payable Executive	3,300	3,650
9. Accounts And Administration Executive	3,063	3,300
10. Assistant Manager	4,962	5,500
11. Audit Associate	3,282	3,590
12. Full Set Accounts Executive	3,300	3,650
13. Accounts Officer	2,920	3,300
14. Financial Analyst	4,682	5,600
15. Audit Senior	3,590	4,000
16. Payroll Executive	3,450	3,800
17. Financial Controller	8,600	10,600
18. Accounting Executive	3,508	3,880
19. Internal Auditor	4,570	5,378
20. Financial Officer	2,911	3,150

## Advertising, Arts & Media

Role Titles	Lower Range	Upper Range
1. Producer	3,255	4,474

## Call Centre & Customer Service

Role Titles	Lower Range	Upper Range
1. Customer Service Representative	2,520	2,780
2. Customer Service Executive	2,756	3,090
3. Patient Service Associate	2,240	2,530
4. Call Centre Operator	2,612	2,960
5. Customer Service Call Centre Representative	2,708	3,080
6. Telemarketer	2,650	2,921
7. Customer Care Consultant	2,452	2,658
8. Customer Service Assistant	2,300	2,700
9. Contact Centre Team Leader	3,650	4,001
10. Call Centre Executive	2,730	3,100
11. Patient Services Officer	2,070	2,320

## Administration & Office Support

Role Titles	Lower Range	Upper Range
1. Administration Officer	2,320	2,650
2. Administration Executive	2,790	3,150
3. Executive	3,242	3,800
4. Administration Role	2,450	2,790
5. Operations Executive	3,010	3,450
6. Personal Assistant	3,220	4,150
7. Executive Assistant	3,450	4,800
8. Sales Administrator	2,590	2,920
9. Receptionist	2,591	2,800
10. Assistant Manager	3,962	4,615
11. Administration Coordinator	2,450	2,810
12. Project Administrator	2,760	3,150
13. Office Administrator	2,602	3,156
14. Senior Associate	2,675	2,984
15. Customer Service Executive	2,710	3,090
16. Document Controller	3,450	3,800
17. Accounts And Administration Assistant	2,390	2,650
18. Logistics Administrator	2,405	2,646
19. Customer Service Representative	2,500	2,800
20. Operations Administrator	2,650	2,800

## Banking & Financial Services

Role Titles	Lower Range	Upper Range
1. Relationship Manager	4,320	5,750
2. Financial Consultant	4,600	6,313
3. Operations Analyst	3,300	3,912
4. Compliance Officer	4,300	5,920
5. Compliance Manager	6,300	7,600
6. Loans Officer	3,150	3,435

## Community Services & Development

Role Titles	Lower Range	Upper Range
1. Assistant Manager	4,025	4,767
2. Program Executive	3,150	3,580

\*Figures listed are from Jobstreet advertised salary data in SGD based on monthly salaries, typically falling between the lower and upper range.

## Construction

Role Titles	Lower Range	Upper Range
1. Quantity Surveyor	3,690	4,449
2. Project Manager	5,800	7,900
3. Project Coordinator	3,152	3,650
4. Assistant Project Manager	4,950	6,250
5. Work Health And Safety Officer	5,600	6,022
6. Contracts Manager	6,602	7,680
7. Safety Coordinator	3,150	3,590
8. Construction Project Manager	6,026	7,900
9. Mechanical And Electrical Quantity Surveyor	3,944	4,440
10. Construction Manager	7,100	8,600
11. Project Engineer	3,710	4,300
12. Quality Assurance And Control Engineer	4,300	4,650
13. Site Supervisor	3,230	3,585
14. Resident Technical Officer	5,010	5,300
15. Safety Officer	4,950	5,600
16. Tender Quantity Surveyor	4,300	5,310
17. Construction Quantity Surveyor	3,813	4,555

## Education & Training

Role Titles	Lower Range	Upper Range
1. Student Care Teacher	2,195	2,390
2. Research Fellow	5,616	5,820
3. Preschool Teacher	3,360	3,595
4. Lecturer	2,790	3,620
5. Chinese Teacher	3,100	3,450
6. Teachers Aide	2,309	2,570
7. English Teacher	3,450	3,790
8. Teacher	3,204	3,780
9. Assistant Manager	4,600	5,100
10. Infant Care Teacher	2,980	3,040
11. Research Associate	3,970	4,180
12. Trainer	3,795	3,890
13. Preschool Educator	3,532	3,910
14. English Language Teacher	3,650	3,790
15. Executive	3,594	3,796
16. Research Engineer	4,570	5,260
17. Assistant Professor	3,120	3,210
18. Special Educational Needs Teacher	3,450	3,484
19. Preschool Principal	5,980	6,750
20. Childcare Teacher	3,360	3,647

## Design & Architecture

Role Titles	Lower Range	Upper Range
1. Interior Designer	3,450	4,340
2. Architectural Coordinator	4,300	4,950
3. Graphic Designer	2,878	3,300
4. Sales Interior Designer	4,600	5,750
5. Architect	6,178	6,900

## Engineering

Role Titles	Lower Range	Upper Range
1. Project Engineer	3,800	4,370
2. Engineer	4,600	6,210
3. Assistant Engineer	2,800	3,100
4. Electrical Engineer	4,008	4,600
5. Process Engineer	4,300	5,175
6. Services Engineer	3,300	3,950
7. Mechanical Engineer	3,880	4,600
8. Technician	2,450	2,800
9. Bim Modeller	3,450	3,890
10. Field Service Engineer	3,650	4,150
11. Application Engineer	3,800	4,950
12. Design Engineer	4,300	5,450
13. Manufacturing Engineer	3,950	4,600
14. Site Engineer	3,796	4,310
15. Project Manager	6,008	7,250
16. Maintenance Engineer	3,692	4,061
17. Maintenance Technician	2,590	2,902
18. Facilities Engineer	4,176	4,692
19. Mechanical And Electrical Engineer	4,300	4,950
20. Mechanical Design Engineer	4,600	5,300

## Government & Defence

Role Titles	Lower Range	Upper Range
1. Auxiliary Police Officer	4,076	4,713

\*Figures listed are from Jobstreet advertised salary data in SGD based on monthly salaries, typically falling between the lower and upper range.

## Healthcare & Medical

Role Titles	Lower Range	Upper Range
1. Staff Nurse	3,680	4,300
2. Clinic Assistant	2,407	2,650
3. Dental Assistant	2,300	2,580
4. Assistant Manager	4,600	5,024
5. Social Worker	4,000	4,450
6. Physiotherapist	4,600	5,175
7. Pharmacy Technician	2,710	2,860
8. Occupational Therapist	4,600	5,028
9. Patient Service Associate	2,300	2,510
10. Radiographer	4,950	5,600
11. Enrolled Nurse	2,591	3,010
12. Pharmacist	4,600	5,100
13. Manager	6,210	6,450
14. Executive	3,626	3,950
15. Healthcare Assistant	2,300	2,872
16. Medical Social Worker	4,160	4,450
17. Executive Assistant Manager	4,144	4,539
18. Therapy Assistant	2,258	2,580
19. Research Assistant	3,790	3,790
20. Optometrist	3,878	4,126

## Information & Communication Technology

Role Titles	Lower Range	Upper Range
1. Software Engineer	5,369	6,210
2. Network Engineer	4,370	5,750
3. Business Analyst	5,158	6,210
4. Systems Engineer	4,442	5,309
5. Information Technology Support Engineer	2,940	3,447
6. Engineer	5,450	6,600
7. Project Manager	6,214	7,450
8. Information Technology Executive	3,290	3,650
9. Full Stack Developer	5,800	6,650
10. Artificial Intelligence Engineer	5,820	6,600
11. Information Technology Engineer	3,150	4,600
12. Data Engineer	6,242	7,600
13. Desktop Engineer	2,628	3,010
14. Cyber Security Engineer	4,800	6,557
15. Software Developer	5,100	5,800
16. Product Manager	6,210	7,690
17. Systems Analyst	4,668	5,750
18. Information Technology Manager	6,210	7,250
19. Full Stack Software Engineer	5,790	6,900
20. Data Analyst	4,600	6,150

## Hospitality & Tourism

Role Titles	Lower Range	Upper Range
1. Service Crew	2,440	2,675
2. Chef De Partie	2,820	3,010
3. Sous Chef	3,602	4,010
4. Barista	2,420	2,650
5. Kitchen Assistant	2,300	2,528
6. Kitchen Crew	2,650	2,960
7. Bartender	2,800	3,002
8. Restaurant Manager	4,010	4,534
9. Food And Beverage Management Trainee	3,175	3,315
10. Cook	2,451	2,730
11. Assistant Restaurant Manager	3,410	3,729
12. Assistant Manager	3,800	4,666
13. Management Trainee	3,150	3,327
14. Commis Chef	2,460	2,596
15. Guest Services Executive	2,648	2,850
16. Chef	2,800	3,150
17. Housekeeping Supervisor	2,564	2,771
18. Restaurant Supervisor	2,940	3,150
19. Duty Manager	3,450	3,756
20. Food And Beverage Captain	2,780	2,880

## Human Resources & Recruitment

Role Titles	Lower Range	Upper Range
1. Human Resources Executive	3,300	3,710
2. Recruitment Consultant	3,010	3,450
3. Human Resources Manager	5,804	6,903
4. Human Resources Business Partner	4,414	5,710
5. Human Resources Assistant	2,600	2,720
6. Assistant Human Resources Manager	4,792	5,408
7. Talent Acquisition Executive	3,240	3,800
8. Human Resources Officer	2,980	3,300
9. Human Resources Generalist	3,800	4,800
10. Talent Acquisition Specialist	4,300	5,284
11. Recruitment Executive	3,150	3,662
12. Assistant Manager	4,600	5,260
13. Manager	6,320	7,429
14. Human Resources Specialist	4,300	5,300
15. Talent Acquisition Professional	3,450	4,592
16. Talent Acquisition Manager	5,714	6,600
17. Human Resources Administrator	2,650	2,944
18. Compensation And Benefits Manager	8,042	8,434
19. Human Resources Recruitment Consultant	2,846	3,450
20. Learning And Development Executive	3,450	4,150

\*Figures listed are from Jobstreet advertised salary data in SGD based on monthly salaries, typically falling between the lower and upper range.

## Legal

Role Titles	Lower Range	Upper Range
1. Legal Counsel	7,728	9,200

## Marketing & Communications

Role Titles	Lower Range	Upper Range
1. Marketing Executive	3,300	3,680
2. Digital Marketing Executive	3,300	3,800
3. Marketing Manager	5,413	6,600
4. Events Executive	3,150	3,450
5. Ecommerce Executive	3,090	3,570
6. Executive	3,450	3,920
7. Assistant Manager	4,600	5,072
8. Assistant Marketing Manager	4,600	5,300
9. Sales And Marketing Executive	3,300	3,650
10. Marketing Assistant	2,526	2,790
11. Marketing Specialist	3,950	4,981
12. Social Media Executive	3,150	3,318
13. Events Coordinator	2,930	3,485
14. Product Manager	5,310	6,250
15. Product Marketing Manager	6,218	7,820
16. Marketing Communications Manager	4,860	6,250

## Real Estate & Property

Role Titles	Lower Range	Upper Range
1. Property Executive	3,380	3,800
2. Property Officer	2,908	3,100
3. Facilities Manager	5,300	6,250
4. Facilities Executive	3,380	3,923
5. Condominium Manager	4,150	4,450

## Manufacturing, Transport & Logistics

Role Titles	Lower Range	Upper Range
1. Warehouse Assistant	2,150	2,380
2. Production Operator	2,150	2,440
3. Procurement Executive	3,300	3,800
4. Logistics Assistant	2,280	2,500
5. Operations Executive	3,020	3,414
6. Delivery Driver	2,422	2,760
7. Assembly Technician	2,310	2,650
8. Manufacturing Technician	2,580	2,740
9. Driver	2,394	2,920
10. Logistics Executive	3,150	3,510
11. Heavy Rigid Driver	2,870	3,230
12. Class 3 Driver	2,490	2,730
13. Production Technician	2,258	2,520
14. Logistics Coordinator	2,655	3,010
15. Customer Service Executive	3,010	3,308
16. Warehouse Supervisor	3,090	3,300
17. Personal Driver	3,070	3,450
18. Storekeeper	2,150	2,360
19. Purchasing Executive	3,150	3,450
20. Technician	2,380	2,770

## Retail & Consumer Products

Role Titles	Lower Range	Upper Range
1. Retail Sales Associate	2,383	2,710
2. Sales Associate	2,460	2,800
3. Store Manager	3,800	4,450
4. Store Supervisor	2,870	3,150
5. Retail Executive	2,590	2,989
6. Sales Assistant	2,288	2,590
7. Beauty Adviser	2,345	2,640
8. Cashier	2,314	2,520
9. Management Trainee	3,090	3,290
10. Client Advisor	2,864	3,330
11. Sales Promoter	2,300	2,720
12. Promoter	2,300	2,669
13. Merchandiser	2,590	3,300

\*Figures listed are from Jobstreet advertised salary data in SGD based on monthly salaries, typically falling between the lower and upper range.

## Sales

Role Titles	Lower Range	Upper Range
1. Sales Executive	3,300	3,890
2. Sales Engineer	3,800	4,300
3. Business Development Executive	3,590	3,960
4. Sales Manager	5,256	6,208
5. Business Development Manager	5,600	6,750
6. Sales Coordinator	2,730	3,042
7. Sales Consultant	3,290	3,950
8. Sales Representative	3,010	3,650
9. Account Manager	4,366	5,300
10. Assistant Sales Manager	4,630	5,600
11. Business Development Role	4,160	5,450
12. Sales And Marketing Executive	3,312	3,800
13. Sales Account Manager	4,300	5,100
14. Sales Support Executive	3,150	3,450
15. Outdoor Sales Executive	3,100	3,450
16. Key Account Manager	5,100	6,300
17. Sales Specialist	3,740	4,926
18. Business To Business Sales Executive	3,450	3,950
19. Technical Sales Engineer	3,950	4,600
20. Sales And Marketing Manager	5,214	5,770

## Sport & Recreation

Role Titles	Lower Range	Upper Range
1. Personal Trainer	3,090	3,450

## Science & Technology

Role Titles	Lower Range	Upper Range
1. Scientist	5,820	6,210
2. Laboratory Technician	2,360	2,724
3. Research Fellow	5,260	5,820
4. Medical Laboratory Technologist	3,740	3,950
5. Research Engineer	4,840	5,260
6. Research Assistant	3,720	3,790
7. Medical Technologist	3,070	3,795
8. Laboratory Analyst	2,800	3,156
9. Data Scientist	6,210	7,820
10. Laboratory Assistant	2,440	2,760
11. Research Associate	3,970	4,420

## Trades & Services

Role Titles	Lower Range	Upper Range
1. Security Officer	2,975	3,200
2. Technician	2,376	2,673
3. Service Technician	2,580	2,800
4. Maintenance Technician	2,518	2,750
5. Beautician	3,220	3,680
6. Cleaner	1,950	2,100
7. Beauty Therapist	3,160	3,450
8. Baker	2,490	2,650
9. Beauty Consultant	3,830	5,750
10. Computer Numerical Control Machinist	2,450	2,726
11. Pest Control Technician	2,094	2,452
12. Operations Executive	3,300	3,752
13. Facilities Technician	2,720	2,871

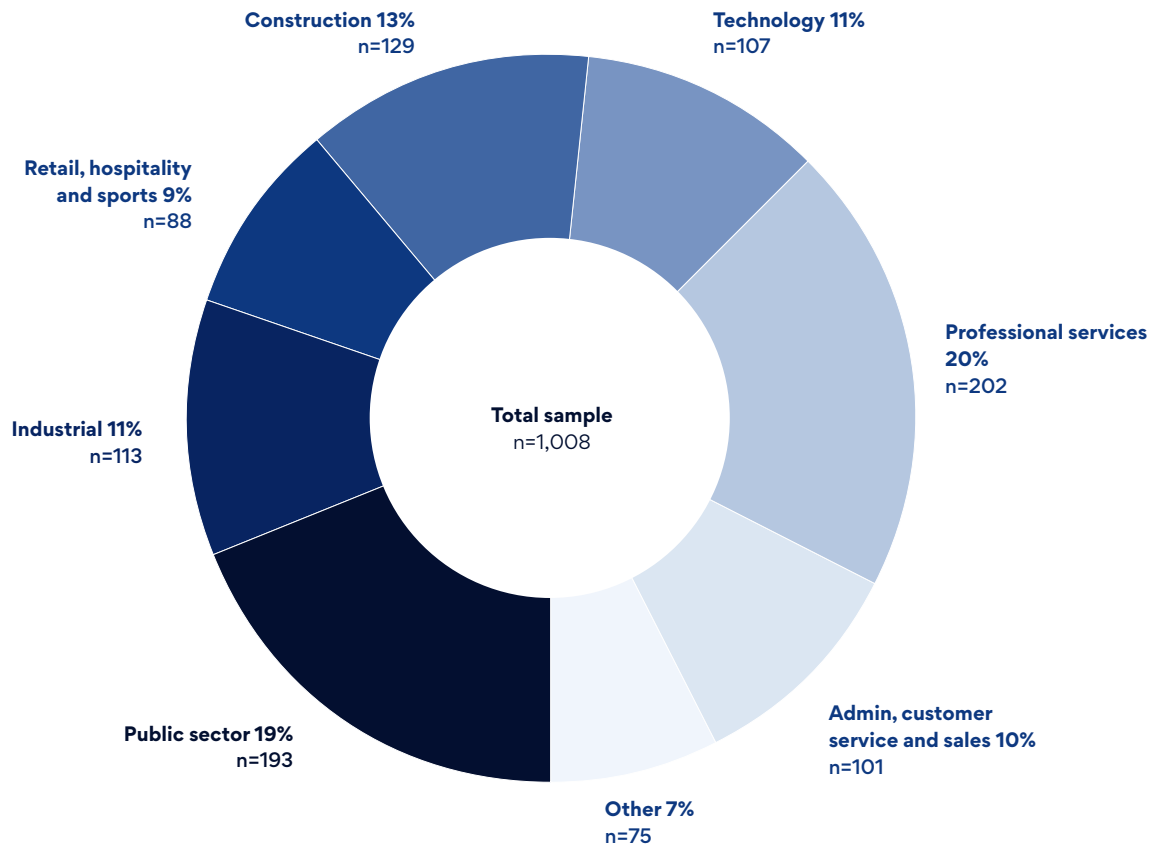
\*Figures listed are from Jobstreet advertised salary data in SGD based on monthly salaries, typically falling between the lower and upper range.

# Appendix

## Industry breakdown

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (7%)	Manufacturing, transport & logistics (10%)	Retail & consumer products (6%)	Trades & services (2%)	Information & communication technology (8%)	Accounting (3%)	Administration & office support (6%)
Healthcare & medical (7%)	Farming, animals & conservation (0%)	Hospitality & tourism (3%)	Construction (5%)	Science & technology (3%)	Banking & financial services (9%)	Call centre & customer service (2%)
Government & defence (4%)	Resources & energy (1%)	Sport & recreation (1%)	Engineering (6%)		Consulting & strategy (2%)	Sales & business development (1%)
Community services & development (1%)			Design & architecture (0.5%)		Advertising, arts & media (1%)	Real estate & property (2%)
					Legal (1%)	
					Marketing & communications (1%)	
					Insurance & superannuation (1%)	
					Human resources & recruitment (2%)	

## Industry sample size



\*Note figures may exceed 100% due to rounding.

This study is part of SEEK's Voice of the Customer program. Through our research work we listen and empathise, we synthesise and share, and we influence and act.

By distilling our candidate and hirer insights we can tell a story about what's most important to our customers, empowering us to make a meaningful impact.

## LEARN MORE

Contact your account manager or reach out to our local representatives at [customerservice-sg@seek.com](mailto:customerservice-sg@seek.com) for more information if you're interested in a Salary Pulse industry deep dive or training for people leaders.