Signature Insights

Salary Pulse: Hong Kong

Satisfaction, fairness and how to talk about pay rises

jobsdb by seek

About Jobsdb by SEEK

Jobsdb is a leading employment marketplace, connecting the right people with the right work in Hong Kong since 1998. Operated by SEEK, an Australian Securities Exchange-listed company, Jobsdb combines its deep local expertise with SEEK's world-class AI technology and platform to create relevant job and talent matches across Asia Pacific.

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.

About this report

The 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 Jobsdb by SEEK via an online survey in February 2026. Responses were gathered from 1,010 workers in Hong Kong aged 18 to 64 who are currently employed, recruited on a 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 Jobsdb job ad data from November 2025 - April 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 Jobsdb is required for a role to appear in these tables.

Contents

PART 1

Introduction

Pay is a foundational factor shaping how workers in Hong Kong feel about work, yet it's one of the most challenging topics to talk about openly. At Jobsdb by 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.

In Hong Kong, salary is about more than financial reward. It reflects hard work, ambition and professional achievement, and is closely tied to personal goals like buying a home and supporting family. In one of Asia's most competitive business hubs, many professionals regularly benchmark their market value, making pay a deeply personal and important part of career fulfilment.

This research goes beyond the numbers to understand how workers in Hong Kong feel about their pay, how fair they believe it is and their experiences around pay rises.

What we found matters for everyone. When people are happy with their pay, they're more likely to feel motivated and go above and beyond at work. And when leaders create transparent opportunities to discuss pay, they can manage expectations and build stronger pay satisfaction.

With fresh insights and practical advice, this report aims to support both employers and employees to have better, more confident conversations about pay.

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

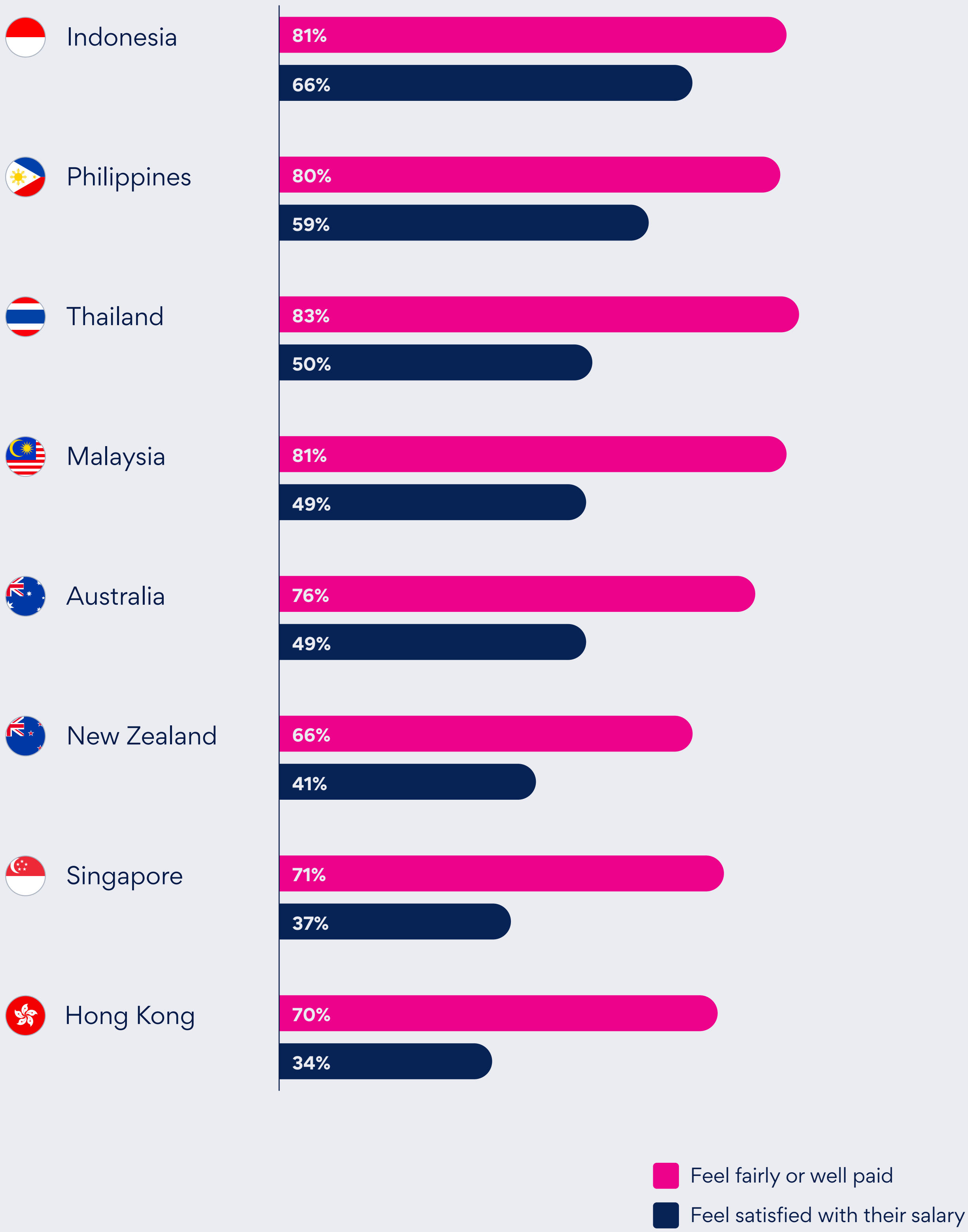
Across APAC, most workers feel they're paid fairly, but there's a distinct gap between feeling fairly paid and feeling satisfied with their salary.

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 Hong Kong

KEY FINDING 1:

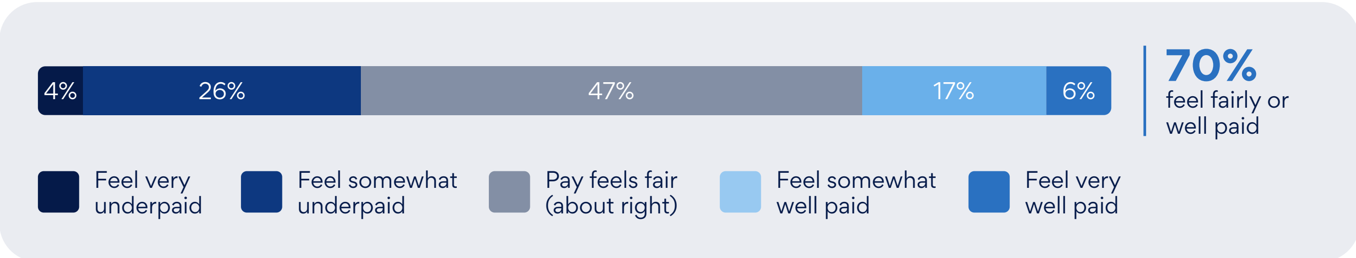
Many workers in Hong Kong feel fairly paid, but not necessarily content

Most Hong Kong workers feel broadly secure in their jobs (63% feel positive now, 61% feel positive about the next six months), and 70% feel they're being paid fairly for the current job they are in. Despite this, only 34% report being happy with their salary, highlighting a disconnect between what they consider fair and what they'd ideally like to earn.

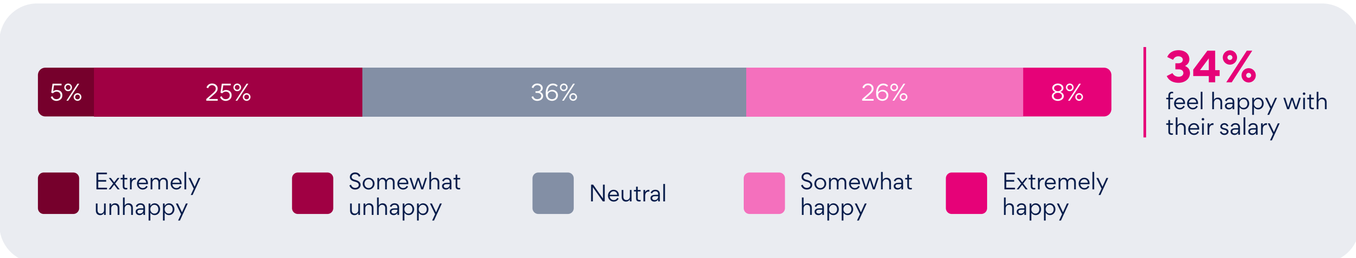
Pay fairness and salary happiness in Hong Kong sit below most other Asia-Pacific markets, revealing workers here feel less well rewarded and potentially more constrained in their earning potential than other APAC regions.

Gen Z, workers in retail, hospitality and sports are the most likely to feel fairly paid (see page 17 for more sector and generation insights).

Salary fairness



Salary happiness



> **My job isn't stressful, so it matches the salary, but I feel neutral and somewhat dissatisfied because my friends all earn more than I do.**
>
> – Millennial, Admin, customer service and sales

KEY FINDING 2:

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

Only about a quarter of employees who view their pay as "fair (feels about right)" are actually satisfied with that level of remuneration. This suggests that 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.

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 also 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.

Salary happiness among those who feel underpaid vs well paid

> Based on market rates, the salary for this role is reasonable, but considering the effort I put in, I think it should be higher.
>
> – Gen X, Industrial

KEY FINDING 3:

Salary happiness boosts motivation and prevents turnover

When workers in Hong Kong are happy with their pay, they're 2.7x 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 2.7x more 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.

2.7x

Workers who are happy with their pay are 2.7x more likely to feel motivated to go above and beyond at work than those who are unhappy (67% vs 25%)

2.7x

Workers who are unhappy with their pay are 2.7x more likely to think about changing jobs than those who are happy (46% vs 17%)

KEY FINDING 4:

Recent pay increases are modest, and mostly company-wide pay increases

Almost half (48%) of workers in Hong Kong reported a salary increase in the last year. Most reported pay rises in the last 12 months were small at 5% or less (70%) and driven by company-wide adjustments such as annual inflation increases rather than performance or promotion.

So, while small raises are common, promotion and performance-based increases are much less frequent. That matters, as employees who receive these types of raises are much more likely to receive an increase above 5%, and report greater salary satisfaction overall. This satisfaction is likely not just about the amount, but also the recognition and sense of being valued that comes with it. The limited number of performance-based raises is likely affecting employee motivation and retention.

Not all industries are equal, with those in construction and professional services sectors significantly more likely to have received higher pay increases. This reflects the greater flexibility these sectors have around salary bands and caps, allowing for more substantial pay increases for high-performing employees. See page 20 for more insights by industry.

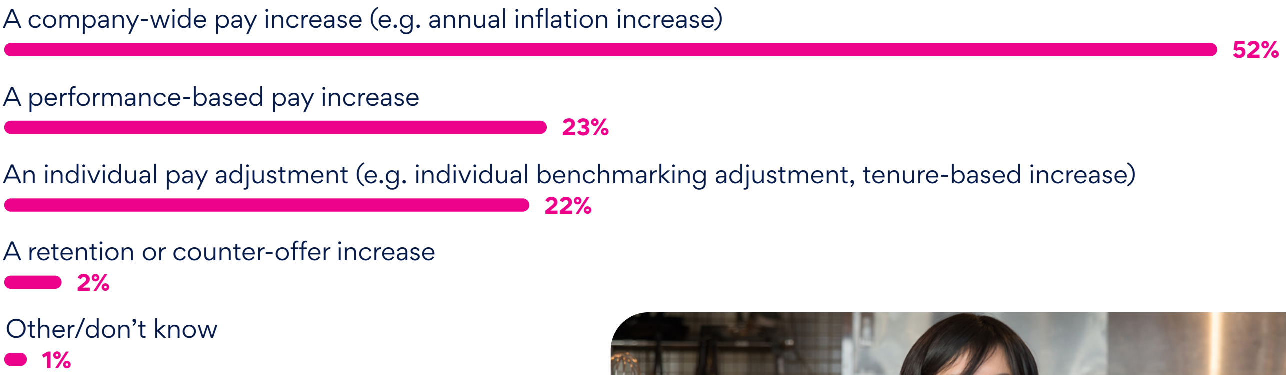
**Note: Individual pay adjustment refers to non-company-wide increases (e.g. individual benchmarking adjustment, tenure-based increase).*

72% of workers who received their last pay increase in the last 12 months achieved it in their current role.

13% 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)



> **Because inflation is high, my current salary can't maintain my standard of living.**
>
> – Millennial,
> Retail, hospitality and sports

KEY FINDING 5:

Even with weak salary satisfaction, workers have clear pay-for-sacrifice boundaries

43% of workers in Hong Kong say they would not be willing to make a personal sacrifice to get a 10% increase, revealing clear limits as to what workers would give up in Hong Kong.

For those who are willing to make a compromise for higher pay, the most popular sacrifice is accepting a lower job title or position or taking on work that feels less meaningful or fulfilling. However, from SEEK's Workplace Happiness Index we know 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.

Other sacrifices like considering relocating to another city or country (8%) or working for a company with a poor reputation (3%) for a 10% increase are less common. For those who are likely to consider working somewhere outside of Hong Kong in the next 12 months, elsewhere in China (Greater Bay Area) (29%), Japan (22%) and Singapore (20%) are the most popular destinations.

Sacrifices for a 10% salary increase

(% who would consider doing each)

Accept a lower job title or position
17%

Take on work that feels less meaningful or fulfilling
16%

Be on call outside of work hours
11%

Accept a temporary or contract role over a permanent role
10%

Work for a company that does not align with my values
9%

Relocate to another city or country
8%

Work for a boss I do not respect
5%

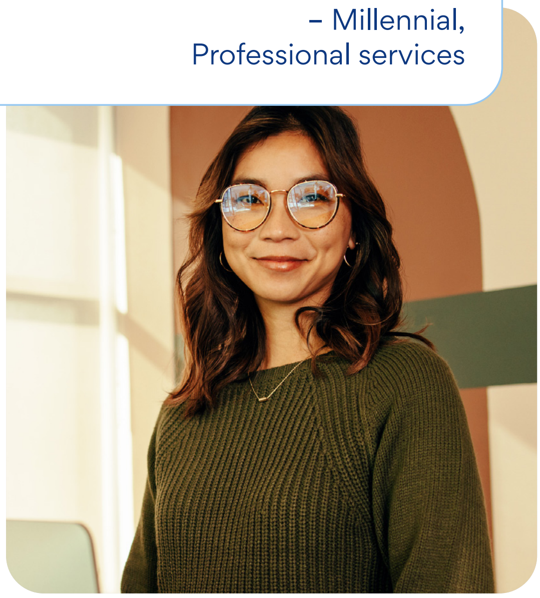
Work for a company with a toxic or negative culture
4%

Work for a company with questionable business practices
3%

Work for a company with a poor reputation
3%

Wouldn't make any of these sacrifices
43%

> **My colleagues are very friendly, and enjoying the work is more important than the pay.**
>
> – Millennial, Professional services



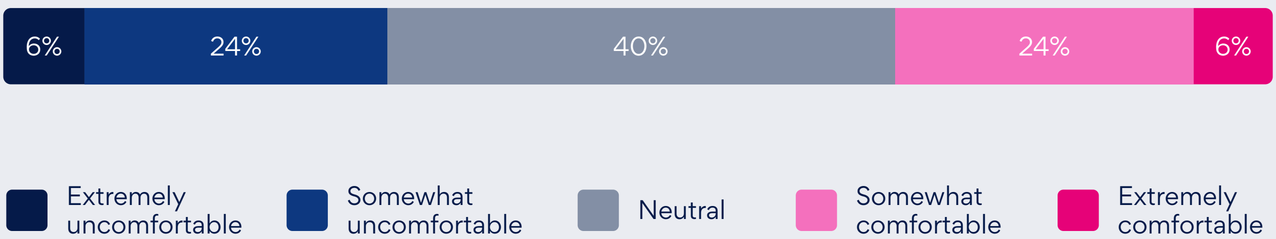
KEY FINDING 6:

Only 6% of workers are very comfortable in navigating pay conversations

Workers in Hong Kong are mixed in their confidence levels when it comes to asking for a pay rise, with 30% feeling comfortable and 30% feeling uncomfortable. While general confidence is split, only 6% feel extremely comfortable asking for a pay rise. It's clear that nearly all workers in Hong Kong could benefit from a confidence boost in this area.

Junior employees, newer staff and women are in even greater need of support, as the least confident in asking for a pay rise. For newer 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



Least confident
% uncomfortable

Entry-level/ junior position **(34%)**

Women **(38%)**

Most confident
% comfortable

Gen Z **(40%)**

Senior positions **(48%)**

Men **(37%)**

KEY FINDING 7:

It pays to be proactive in initiating pay conversations

One in two workers (48%) have asked for a pay rise before, mirroring the mixed levels of confidence employees experience in initiating salary discussions. While these conversations can feel awkward, the encouraging reality is that the majority of employees (77%) who ask for an increase were successful.

For leaders, normalising pay conversations and equipping managers to handle them productively can make a real difference to employee confidence. Additionally, the more someone does it, the more confident employees 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.

55%

of repeat askers feel comfortable asking for a pay rise, compared to 49% of those who have only asked once

56%

of repeat askers feel happy with their salary, compared to 43% of those who have only asked once

KEY FINDING 8:

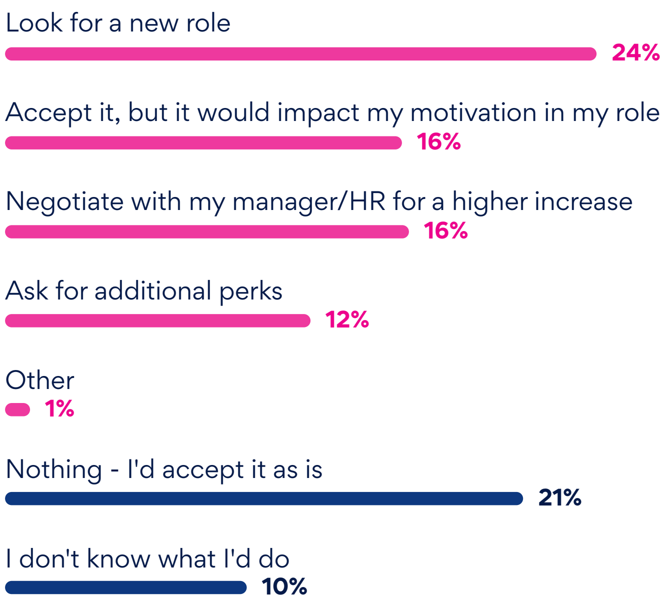
Declined pay requests or unmet expectations can trigger quiet withdrawal

While those who ask for a pay rise are often rewarded, 11% 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 make them more likely to consider changing jobs, making them more likely to leave.

Beyond rejected pay requests, unmet expectations around pay increases can also have an impact. In this situation, Hong Kong employees are taking proactive steps, including looking for a new role (24%), negotiating with their manager/HR (16%), or asking for additional perks (12%).

Next steps if pay rise doesn't meet expectations

(% most likely to take each action)



"I'm a bit underpaid but considering the current market situation it's not easy to get a job in other company, so I'll take it.

– Millennial,
Admin, customer service and sales

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.

- Come ready with evidence-based examples: revenue generated, efficiencies improved, and responsibilities taken on beyond your role.
- Benchmark your salary through recruiters, industry networks and job advertisements to understand your market value.

Remember, salary increases are based on the value you deliver, not personal financial pressures. Understand how pay decisions are made in your organisation, seek regular feedback year-round, and let the conversation grow naturally from there. Good luck!

For employers

Pay rise conversations can carry significant emotional weight and should be handled with care, therefore, preparation is critical. Clarity and transparency are essential during these conversations with employees.

- Ensure you can clearly talk to how remuneration decisions are made at your organisation and proactively set clear expectations around KPIs, behaviours and business results before any formal review.
- If a pay rise is declined or lower than expected, explain the rationale clearly and provide actionable feedback. Acknowledge the employee's contribution and demonstrate empathy.
- Where salary increases aren't possible, consider alternatives such as flexible working or professional development.

Handled well, these conversations build trust. Handled poorly, they risk disengagement and higher turnover.

Ukari Warmann,
Director, Business Partnering, APAC
SEEK

Pay satisfaction across generations and industries

KEY FINDING 9:

Gen Z are the most likely to feel they're being paid fairly

Gen Z are the most likely to feel satisfied with their pay, with 36% saying they feel well paid and 44% feeling happy with their salary. Driving this is potentially a sense that they lack the experience or skills to have earned a significantly higher salary. They may also be more likely to have greater disposable income if they are without a mortgage or dependants, which may help them feel that their salary is sufficient for their living costs.

When it comes to discussing pay, many younger workers value structure: around half of Gen Z (49%) prefer to wait for a scheduled review to discuss pay, while 27% are happy to proactively start the conversation and 25% would rather wait for their manager or HR to raise it.

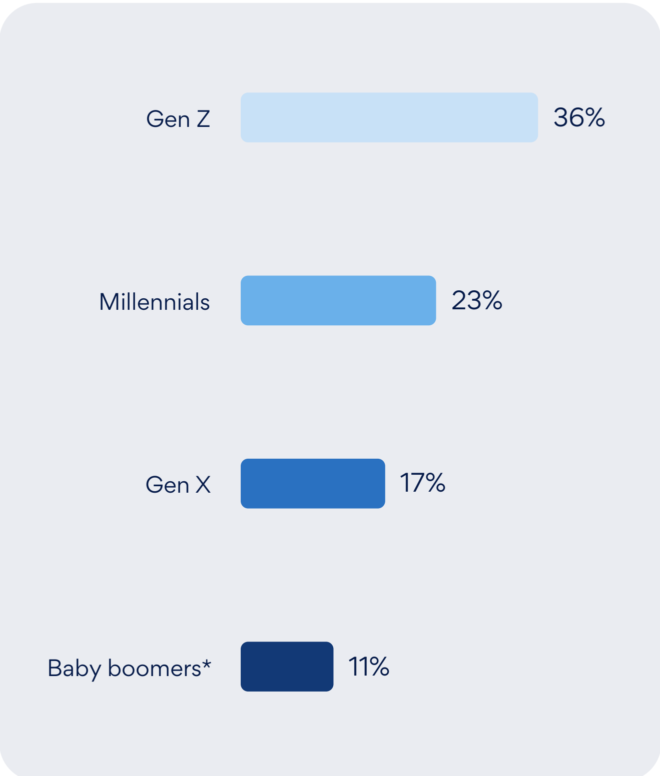
However, if the situation calls for it, younger workers are more confident about having pay conversations. Gen Z are the most comfortable asking for a pay increase and are also the most likely to say they'd negotiate with their manager or HR for a higher amount if a pay rise did not meet their expectations. Gen Z are clearly starting to challenge traditional norms in Hong Kong by advocating more directly for themselves.

Their confidence appears to be paying off, with Gen Z the most likely generation to have received a pay rise in the last 12 months (57% vs 48% market average).

**Note: baby boomers base size n=36. Low sample size (treat with caution)*

Salary fairness

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



"My skills are still developing, so as long as the salary is reasonable, I'm satisfied.

– Gen Z,
Admin, customer service and sales"

KEY FINDING 10:

Gen X are feeling less fairly paid

Gen X are the least likely to feel well paid (17% vs 23% market average), alongside baby boomers*. This tension may potentially reflect how they see their pay stacking up against peers in similar roles. At this stage of their careers, people with comparable job titles could have very different levels of experience and tenure, which can create noticeable gaps in pay and fuel a sense of unfairness.

Further fuelling these feelings is limited pay growth. Gen X is less likely to have received a recent increase, with 25% stating their last pay rise was more than two years ago (vs 19% market average). They are also the least comfortable asking for a pay rise, which can make it harder to change their situation even when they feel their pay is not keeping up.

Along with baby boomers (53%), Gen X (30%) are more likely to simply accept a pay rise decision that falls short of expectations rather than look for a new role, negotiate, or ask for additional perks (vs 21% market average), revealing a tendency to 'make do' and be more realistic about their options as they potentially move closer to retirement.

Still, it's important for leaders not to overlook these employees, as their motivation could eventually wane to impact their productivity and retention. According to SEEK's Workplace Happiness Index, day-to-day responsibilities and purpose at work are the strongest drivers of workplace happiness for Gen X, so helping them connect their role to a greater purpose is a powerful place for leaders to start.

**Note: baby boomers base size n=36. Low sample size (treat with caution)*

> **With the current market economy not doing well, it's better to have a job than none, and I'll be formally retiring in two and a half years.**
>
> – Baby boomer, Admin, customer service and sales

KEY FINDING 11:

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

Those working in retail, hospitality and sports, and professional services are the most likely to feel they are being paid well. This echoes the industries in Hong Kong that also reported stronger levels of happiness at work more generally (you can read more about this here).

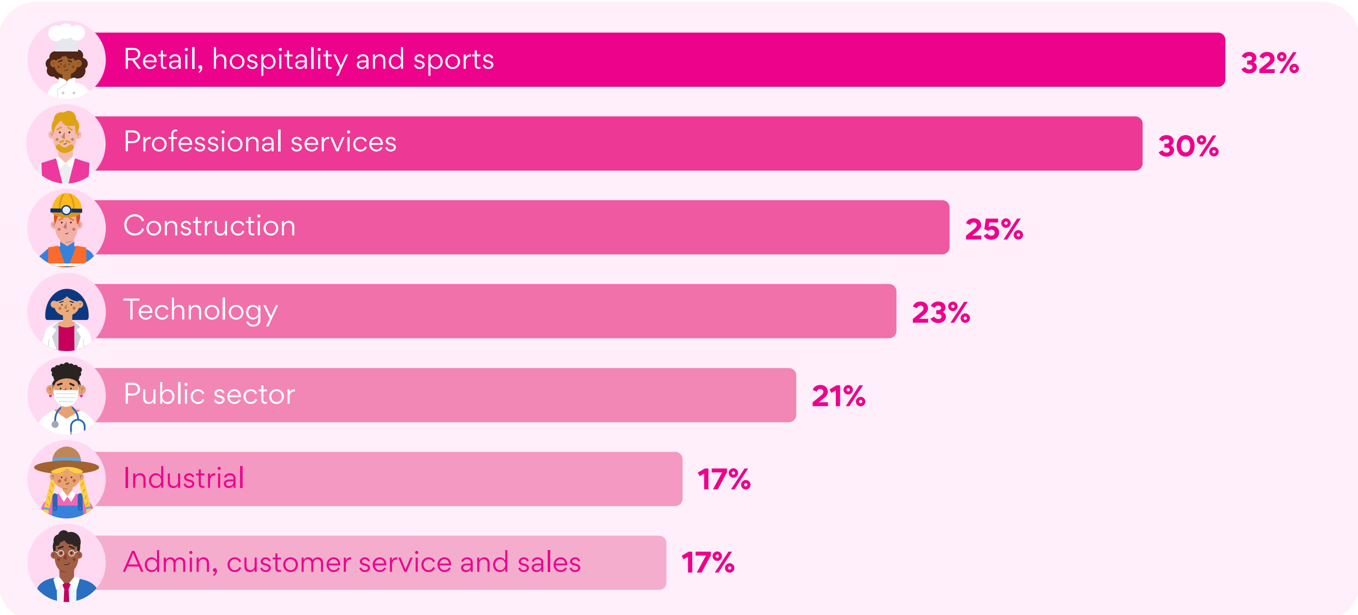
For workers in retail, hospitality and sports, reliable pay increases could be playing a role, as they are the most likely to have received a pay rise in the last year (58% vs 48% market average).

In professional services, higher pay growth plays a larger role. These workers are among the most likely to have received a larger increase in the last 12 months (35% achieved an increase over 5% vs 28% market average), and their recent pay rises are more likely due to a promotion compared to other sectors. They also feel more comfortable navigating pay conversations, giving them more opportunity to influence outcomes.

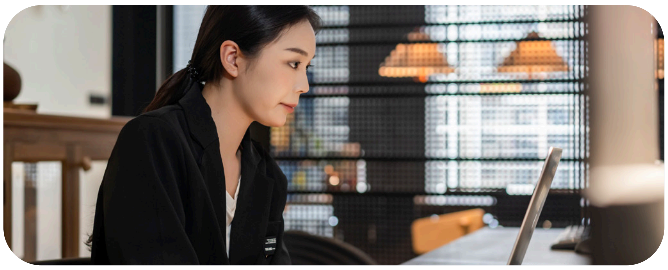
For leaders, this shows the value of making pay more transparent and managing expectations, linking increases to clear progression and performance, and supporting people to have confident pay conversations, to help improve perceived fairness and overall pay satisfaction.

Salary fairness

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



> **Beyond the base salary, the overall compensation package is quite valuable and increases satisfaction.**
>
> – Millennial, Professional services



TAKEAWAYS

- Many workers in Hong Kong (70%) feel fairly or well paid, yet only 34% are happy with their salary, revealing a gap between what feels fair and what they'd ideally like to earn.
- Only 27% of employees who feel their pay is "fair (about right)" are happy with it, showing that real salary happiness comes from feeling meaningfully rewarded, not just fairly paid.
- Pay satisfaction is a critical focus for leaders, with workers who are happy with their pay almost 3x more likely to go above and beyond at work, and unhappy workers almost 3x more likely to be thinking about changing jobs.
- Recent pay rises are modest, with half of workers in Hong Kong reporting an increase in the last year and 70% of these amounting to 5% or less.
- Workers are less open to making personal sacrifices for a 10% higher salary than other APAC regions, with only 17% willing to consider accepting a lower job title or position.
- Most workers in Hong Kong could use extra support navigating pay conversations, with only 30% feeling comfortable asking for a pay rise and just 6% feeling extremely comfortable.
- Being proactive with pay conversations pays off, with 77% of workers who ask for a pay rise successfully receiving one and typically feeling more confident and happier with their salary.
- When pay rise expectations are not met, engagement can drain, with 24% saying they'd be likely to look for a new role, and 16% likely to stay in that situation, but with reduced motivation.

Playbook for employees and employers

Playbook for employees

1. Know your market value

- **Benchmark your salary before any pay conversation.**
Use Jobsdb'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.

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? Jobsdb 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.

3. Have the conversation

- **Don't let discomfort hold you back.**
30% of workers in Hong Kong find salary conversations uncomfortable, but those who have them are far more likely to be rewarded (77% of employees who asked for a pay rise received one, either in full or in part).

- **Choose the right moment.**
Half of workers prefer to bring up pay discussions in a scheduled review, while 28% prefer their manager or HR to bring it up, and 22% prefer to start the conversation proactively themselves. Know what works best for you and plan accordingly.

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.

Playbook for employers

1. Understand how your people feel about their pay

- **Don't assume fair means satisfied.** Many 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.** Women, older workers, and those in micro organisations are more likely to feel unfairly paid. Understanding where dissatisfaction is concentrated helps you focus your efforts where they're needed most.
- **Watch for the warning signs.** Don't wait for a resignation to find out there was a problem.

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.

3. Be transparent about pay

- **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.

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.

- **Provide structure but keep it flexible.**
  Workers who can discuss pay during scheduled reviews and at other times if needed are the happiest with their salary (50%), compared to those with only scheduled reviews (29%) or no formal process at all (41%). Regular structured check-ins are important, but leaving the door open for informal conversations is equally valuable.

5. Manage expectations early

- **Be proactive about pay conversations.**
  Don't wait for the annual review to discuss salary. Regular check-ins on performance and pay give employees a clearer sense of where they stand and what's needed to progress.

- **Set clear milestones for pay rises.**
  Employees who understand what's required to earn a higher salary are better equipped to work towards it and less likely to feel blindsided if a review doesn't go their way.

PART 2

Hong Kong pay data

A few things to keep in mind

This data reflects the salary ranges employers are advertising when posting roles on Jobsdb and provides 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 the sentiment data in Part 1).

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 (November 2025 - April 2026).

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, Jobdb'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 Jobsdb is required for a role to appear in these tables.*

State of the economy

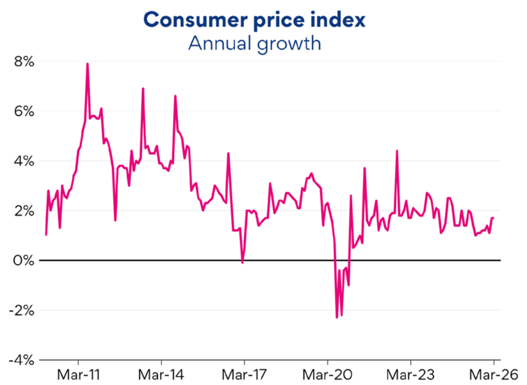
Compared with many other economies, consumer price growth in Hong Kong remained relatively contained after the COVID-19 pandemic, averaging below 2%. Although, some workers are likely to have experienced periods of declining purchasing power, particularly in 2021 and 2022 when wage growth in some occupations lagged inflation.

Hong Kong's post-pandemic recovery has also been uneven. While global demand rebounded strongly as many economies reopened in 2022, Hong Kong's border with Mainland China did not fully reopen until 2023. As a result, some parts of the economy took longer to recover. Tourism, for example, was still below its 2019 level in 2025, while exporters faced added uncertainty from US tariff measures.

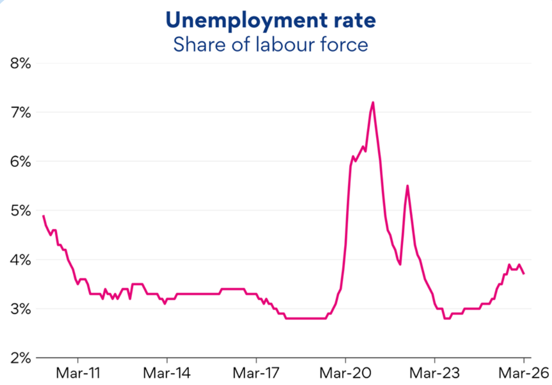
At the same time, labour supply constraints have become more entrenched. The labour force has yet to return to its pre-pandemic size, despite government measures aimed at easing shortages in selected industries. This partly reflects demographic pressures, including population ageing and a low birth rate, but weaker labour force participation among younger people has also contributed to the decline in recent years.

Looking ahead, Hong Kong's economy is expected to grow modestly. Goods exports may receive some support from AI-related investment and an easing in China-US trade tensions, while overall labour demand is likely to remain relatively stable. Even so, structural shifts in the economy are likely to remain challenging for some sectors. Inflation is expected to stay contained, although higher energy prices linked to conflict in the Middle East could place some upward pressure on import costs. That said, domestic price pressures are expected to remain modest.

Dr Blair Chapman,
Chief Economist
SEEK



Source: HK Census and Statistics Department, SEEK



Source: HK Census and Statistics Department, SEEK

Accounting

Role Titles	Lower-mid range	Upper-mid range
1. Accountant	25,800	34,900
2. Accounts Clerk	16,600	20,300
3. Accounting Officer	20,600	27,600
4. Assistant Accountant	20,900	27,060
5. Finance Manager	43,000	66,000
6. Assistant Finance Manager	33,000	46,500
7. Accounting Manager	33,000	53,000
8. Accounting Assistant	17,900	21,500
9. Assistant Accounting Manager	32,400	43,000
10. Financial Analyst	28,000	42,700
11. Financial Controller	57,640	87,600
12. Assistant Accounting Officer	18,600	22,400
13. Financial Planning And Analysis Manager	46,800	66,000
14. Accounts And Administration Clerk	16,500	19,470
15. Company Secretarial Officer	23,000	33,630
16. Accounts Officer	20,600	24,660
17. Internal Auditor	33,000	54,500
18. Assistant Manager	33,040	48,000
19. Internal Audit Manager	43,000	61,150
20. Auditor	19,520	34,140

Advertising, Arts & Media

Role Titles	Lower-mid range	Upper-mid range
1. Editor	19,400	24,800
2. Reporter	17,300	22,400
3. Multimedia Designer	20,100	26,490
4. Video Editor	17,600	22,910
5. Account Executive	16,900	23,000

Call Centre & Customer Service

Role Titles	Lower-mid range	Upper-mid range
1. Customer Service Representative	18,600	23,000
2. Customer Service Executive	18,440	22,910
3. Customer Service Assistant	16,440	19,600
4. Client Service Associate	30,200	30,200
5. Waitperson	14,640	16,811
6. Customer Care Consultant	15,950	21,500
7. Customer Service Manager	31,500	41,330
8. Customer Service Call Centre Representative	18,500	21,600

Administration & Office Support

Role Titles	Lower-mid range	Upper-mid range
1. Administration Officer	17,600	23,200
2. Executive Assistant	19,835	38,000
3. Clerk	15,237	18,291
4. Personal Assistant	23,000	41,000
5. Secretary	20,100	29,240
6. Receptionist	16,600	22,250
7. Executive Officer	21,850	32,936
8. Office Assistant	13,600	17,160
9. Administration Clerk	15,830	19,400
10. Administration Manager	32,400	50,550
11. Assistant	16,500	27,300
12. Sales Administrator	17,950	22,800
13. Human Resources And Administration Officer	19,200	25,880
14. Assistant Administration Officer	17,300	22,279
15. Customer Service Representative	18,400	21,500
16. Operations Assistant	16,500	20,600
17. Administration Executive	19,200	26,200
18. Assistant Officer	15,600	23,000
19. Operations Officer	18,800	26,320
20. Officer	19,530	31,470

Banking & Financial Services

Role Titles	Lower-mid range	Upper-mid range
1. Manager	38,000	57,500
2. Assistant Vice President	43,010	56,000
3. Relationship Manager	28,699	56,000
4. Assistant Manager	28,699	45,880
5. Vice President	53,000	76,000
6. Responsible Officer	43,000	69,000
7. Compliance Manager	37,860	62,950
8. Dealer	22,100	34,500
9. Officer	21,200	28,000
10. Asset Manager	36,380	76,000
11. Compliance Officer	25,990	39,500
12. Investment Manager	39,300	69,000
13. Product Manager	36,800	62,820
14. Management Trainee	20,100	29,750
15. Analyst	23,000	43,600
16. Wealth Management Manager	34,500	44,850
17. Settlements Officer	23,000	31,140
18. Customer Service Representative	20,400	26,320
19. Trader	26,740	54,080
20. Operations Manager	33,200	56,000

**Figures listed are from Jobsdb advertised salary data in HKD based on monthly full-time salaries, typically falling between the lower-mid and upper-mid range.*

CEO & General Management

Role Titles	Lower-mid range	Upper-mid range
1. General Manager	56,000	92,000

Construction

Role Titles	Lower-mid range	Upper-mid range
1. Quantity Surveyor	31,500	43,700
2. Project Coordinator	21,260	31,720
3. Project Manager	39,500	66,000
4. Assistant Quantity Surveyor	23,000	30,300
5. Assistant Project Manager	31,200	49,430
6. Safety Officer	28,480	47,280
7. Site Supervisor	23,000	33,000
8. Project Quantity Surveyor	36,000	51,000
9. Safety Supervisor	20,500	27,300
10. Foreperson	26,500	39,100
11. Registered Safety Officer	35,800	41,140
12. Assistant Building Surveyor	20,100	29,480

Education & Training

Role Titles	Lower-mid range	Upper-mid range
1. Tutor	19,400	27,413
2. Research Assistant	19,370	23,000
3. English Teacher	21,420	28,750
4. Assistant Professor	57,500	87,900
5. Native-speaking English Teacher	21,500	28,000
6. Mathematics Tutor	19,400	28,300
7. Teachers Aide	17,192	22,560
8. Teacher	21,200	28,066
9. Lecturer	45,969	58,558
10. English Tutor	19,740	30,820
11. Chinese Teacher	21,440	31,600
12. Instructor	22,800	31,050
13. Mathematics Teacher	20,180	32,956
14. Chinese Tutor	18,900	21,500
15. Executive Officer	11,500	32,936

Community Services & Development

Role Titles	Lower-mid range	Upper-mid range
1. Social Worker	25,558	37,795
3. Project Officer	19,450	26,048

Consulting & Strategy

Role Titles	Lower-mid range	Upper-mid range
1. Consultant	27,850	46,500

Design & Architecture

Role Titles	Lower-mid range	Upper-mid range
1. Interior Designer	20,700	30,100
2. Graphic Designer	18,800	26,500
3. Designer	19,400	28,080
4. User Experience And Interface Designer	25,600	33,000
5. Fashion Designer	20,100	28,000
6. Product Designer	21,500	31,950
7. Interior Design Assistant	18,100	28,000
8. Multimedia Designer	19,570	24,500

Engineering

Role Titles	Lower-mid range	Upper-mid range
1. Engineer	26,470	42,400
2. Assistant Engineer	21,500	28,750
3. Technician	20,200	25,966
4. Project Engineer	23,800	38,000
5. Electrical Engineer	28,000	43,000
6. Technical Officer	25,400	35,400
7. Project Manager	34,200	57,200
8. Building Services Engineer	34,500	49,500
9. Mechanical Engineer	23,000	38,000
10. Services Engineer	20,900	30,900
11. Structural Engineer	32,330	57,580
12. Maintenance Technician	19,500	26,850
13. Systems Engineer	27,400	43,100
14. Engineering Manager	38,000	56,000
15. Electronics Engineer	20,600	32,440
16. Maintenance Engineer	23,000	38,900
17. Site Engineer	31,500	37,400
18. Assistant Project Manager	33,200	49,300
19. Building Engineer	28,380	40,300
20. Fire Services Engineer	23,020	34,500

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Healthcare & Medical

Role Titles	Lower-mid range	Upper-mid range
1. Clinic Assistant	16,600	20,600
2. Registered Nurse	34,350	48,210
3. Enrolled Nurse	25,300	31,300
4. Social Worker	26,500	42,295
5. Dental Assistant	17,200	21,500
6. Product Specialist	23,000	29,100
7. Radiographer	51,480	69,600
8. Healthcare Assistant	18,900	21,008
9. Dispenser	20,800	28,070
10. Physiotherapist	39,440	51,400
11. Registered Chinese Medicine Practitioner	37,250	43,200

Human Resources & Recruitment

Role Titles	Lower-mid range	Upper-mid range
1. Human Resources Officer	21,500	28,000
2. Human Resources Manager	39,590	63,280
3. Assistant Human Resources Manager	31,080	39,665
4. Human Resources Assistant	16,600	20,600
5. Recruitment Consultant	19,420	33,899
6. Human Resources And Administration Officer	20,960	27,400
7. Assistant Human Resources Officer	18,600	22,300
8. Human Resources And Administration Manager	33,000	52,400
9. Human Resources Business Partner	31,200	71,250
10. Human Resources Specialist	23,000	33,300
11. Human Resources And Administration Assistant	16,200	23,000
12. Human Resources Executive	21,500	31,500

Insurance & Superannuation

Role Titles	Lower-mid range	Upper-mid range
1. Assistant Manager	34,400	45,990
2. Manager	49,900	79,000
3. Business Development Manager	34,500	53,000
4. Claims Officer	20,620	28,300

Hospitality & Tourism

Role Titles	Lower-mid range	Upper-mid range
1. Waitperson	16,600	20,070
2. Chef	18,950	23,600
3. Barista	16,345	18,600
4. Restaurant Manager	23,160	33,680
5. Cook	18,400	21,600
6. Chef De Partie	21,500	25,810
7. Captain	20,080	25,200
8. Bartender	18,570	22,910
9. Supervisor	21,200	26,935
10. Assistant Manager	24,600	34,750
11. Commis Chef	18,300	22,900
12. Server	18,500	20,490
13. Assistant Branch Manager	20,300	25,600
14. Receptionist	18,600	24,900
15. Number 2 Cook	19,400	23,600
16. Guest Services Officer	17,976	21,500
17. Sous Chef	24,720	33,900
18. Room Attendant	16,600	20,300
19. Assistant Restaurant Manager	26,400	35,900
20. Guest Relations Officer	19,200	21,500

Information & Communication Technology

Role Titles	Lower-mid range	Upper-mid range
1. Analyst Programmer	28,920	45,900
2. Business Analyst	27,960	44,500
3. Systems Analyst	38,790	58,180
4. Network Engineer	31,000	49,533
5. Project Manager	40,020	69,500
6. Systems Engineer	28,600	44,400
7. Information Technology Manager	43,000	66,187
8. Software Engineer	24,600	38,900
9. Engineer	25,100	39,500
10. Product Manager	34,500	56,000
11. Data Engineer	36,810	51,000
12. Information Technology Officer	23,000	32,008
13. Manager	46,000	69,140
14. Specialist	23,700	43,680
15. Data Analyst	25,450	40,450
16. Programmer	23,000	34,500
17. Full Stack Developer	27,600	53,000
18. Java Analyst Programmer	32,200	46,500
19. Assistant Information Technology Manager	34,500	46,500
20. Artificial Intelligence Engineer	29,900	49,500

**Figures listed are from Jobsdb advertised salary data in HKD based on monthly full-time salaries, typically falling between the lower-mid and upper-mid range.*

Legal

Role Titles	Lower-mid range	Upper-mid range
1. Legal Counsel	57,500	98,000
2. Legal Secretary	20,100	31,500
3. Paralegal	22,640	41,384
4. Legal Manager	44,500	57,500
5. Legal Executive	19,770	26,500
6. Legal Assistant	19,220	32,400
7. Legal Officer	25,300	41,600
8. Trainee Solicitor	21,500	28,000
9. Conveyancing Clerk	18,680	22,520

Marketing & Communications

Role Titles	Lower-mid range	Upper-mid range
1. Marketing Executive	19,900	26,365
2. Marketing Manager	34,500	50,570
3. Marketing Officer	20,100	26,500
4. Assistant Marketing Manager	28,080	36,500
5. Marketing Assistant	16,875	20,130
6. Digital Marketing Executive	19,525	25,600
7. Assistant Manager	31,540	41,500
8. Manager	36,500	67,000
9. Digital Marketing Manager	31,500	46,500
10. Sales And Marketing Executive	19,400	26,320
11. Marketing Specialist	21,200	31,200
12. Digital Marketing Officer	19,560	28,000
13. Brand Manager	37,100	53,900
14. Product Manager	36,710	52,936
15. Corporate Communications Manager	34,500	53,800
16. Events Manager	29,600	46,740
17. Project Executive	19,950	23,050
18. Marketing Director	47,150	97,500
19. Ecommerce Manager	34,500	50,880
20. Events Executive	18,200	24,400

Manufacturing, Transport & Logistics

Role Titles	Lower-mid range	Upper-mid range
1. Driver	20,319	27,200
2. Company Driver	21,850	28,150
3. Warehouse Clerk	15,200	17,900
4. Procurement Officer	21,500	28,000
5. Shipping Clerk	16,500	20,380
6. Warehouse Assistant	14,950	21,500
7. Procurement Manager	36,660	56,500
8. Private Driver	23,000	29,640
9. Purchasing Officer	19,443	24,080
10. Logistics Officer	20,600	24,400
11. Operations Clerk	15,900	20,100
12. Logistics Coordinator	16,560	22,200
13. Logistics Manager	33,600	52,788
14. Assistant Manager	29,540	41,150
15. Warehouse Supervisor	19,900	24,800
16. Operations Manager	36,450	55,888
17. Quality Assurance Officer	17,100	23,000
18. Logistics Clerk	15,050	16,600
19. Supervisor	22,505	34,000
20. Quality Manager	38,000	49,500

Real Estate & Property

Role Titles	Lower-mid range	Upper-mid range
1. Property Officer	22,400	28,000
2. Assistant Property Officer	18,600	21,900
3. Facilities Officer	21,800	28,000
4. Assistant Property Manager	32,200	43,000
5. Leasing Officer	21,500	29,800
6. Property Manager	36,500	51,920
7. Residential Property Officer	22,610	31,600
8. Leasing Manager	39,500	58,450
9. Facilities Manager	41,500	60,000
10. Assistant Leasing Manager	33,200	38,000
11. Property Assistant	15,600	18,600
12. Property Management Officer	20,940	33,000
13. Customer Service Assistant	17,230	19,385

Figures listed are from Jobsdb advertised salary data in HKD based on monthly full-time salaries, typically falling between the lower-mid and upper-mid range.

Retail & Consumer Products

Role Titles	Lower-mid range	Upper-mid range
1. Sales Associate	16,600	24,200
2. Merchandiser	21,500	28,000
3. Store Manager	24,400	43,000
4. Merchandise Assistant	17,200	21,580
5. Store Supervisor	19,200	28,700
6. Store Clerk	15,600	18,600
7. Assistant Store Manager	21,020	33,000
8. Merchandise Manager	38,000	58,000
9. Sales Assistant	15,744	20,990
10. Retail Sales Assistant	15,600	18,178
11. Client Advisor	21,500	28,750
12. Buyer	22,900	31,600
13. Retail Sales Associate	16,500	23,000
14. Beauty Adviser	18,500	28,750
15. Toys Merchandiser	27,100	29,200
16. Management Trainee	17,800	22,900
17. Beauty Consultant	19,560	34,500
18. Buyers Assistant	19,200	23,000
19. Cashier	15,740	22,240
20. Events Executive	18,200	24,400

Science & Technology

Role Titles	Lower-mid range	Upper-mid range
1. Laboratory Technician	15,690	25,230

Sales

Role Titles	Lower-mid range	Upper-mid range
1. Sales Executive	19,200	25,100
2. Business Development Manager	31,500	47,560
3. Sales Manager	30,600	46,000
4. Business Development Executive	20,100	28,720
5. Account Manager	24,600	33,300
6. Sales Representative	19,400	25,000
7. Assistant Sales Manager	26,500	34,500
8. Sales Coordinator	17,600	22,100
9. Sales Consultant	19,400	29,593
10. Key Account Manager	34,500	53,000
11. Sales And Marketing Executive	19,500	24,540
12. Sales Associate	16,600	23,000
13. Sales Account Manager	24,270	33,517
14. Sales Assistant	17,300	21,200
15. Account Executive	19,370	28,100
16. Manager	38,000	58,000
17. Sales And Marketing Manager	31,350	44,500
18. Business Development Officer	22,400	30,660
19. Sales Engineer	22,999	33,000
20. Sales Director	44,500	90,470

Trades & Services

Role Titles	Lower-mid range	Upper-mid range
1. Technician	20,100	24,600
2. Security Guard	17,200	21,360
3. Cleaner	12,999	16,600
4. Security Officer	17,900	25,300
5. Beauty Consultant	23,000	36,000
6. Security Supervisor	21,900	27,520
7. Maintenance Technician	19,800	28,950
8. Therapist	20,160	33,000
9. Beautician	20,200	28,000

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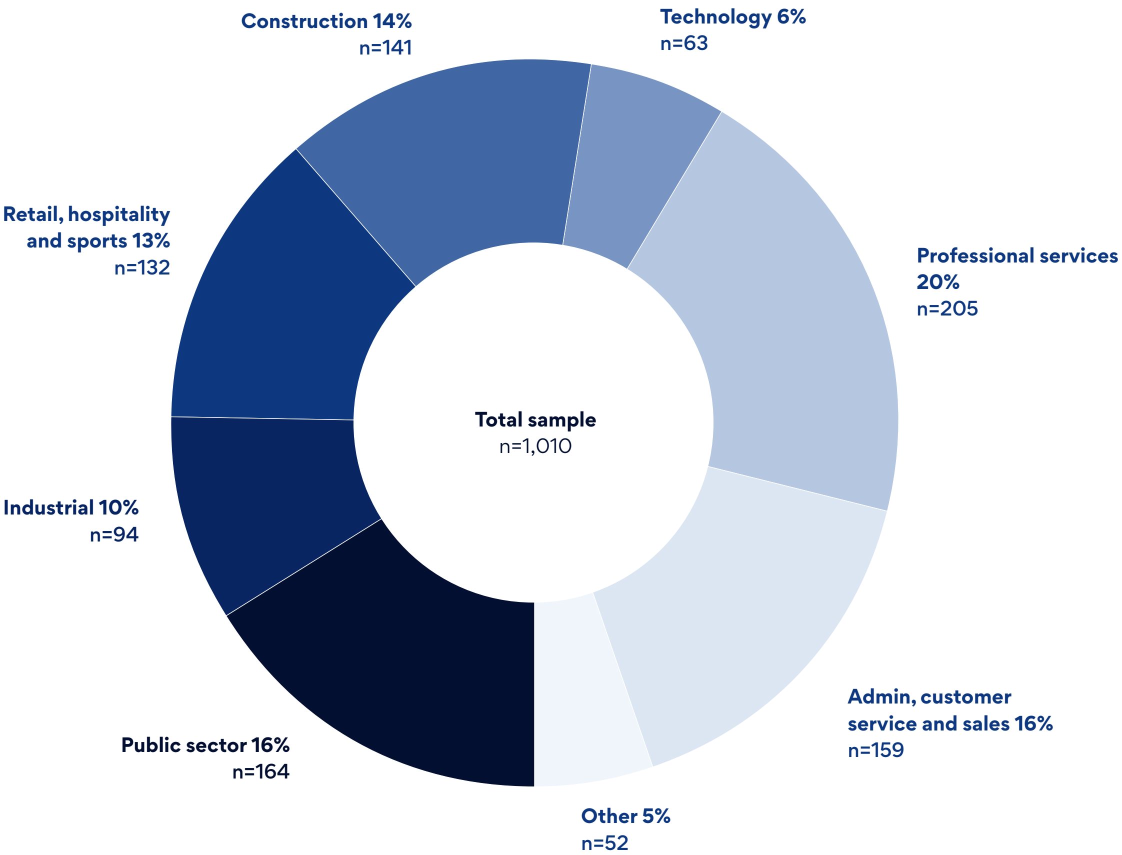
Appendix

Industry breakdown

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (6%) Healthcare & medical (4%) Government & defence (3%) Community services & development (3%)	Manufacturing, transport & logistics (9%) Farming, animals & conservation (0.1%) Resources & energy (1%)	Retail & consumer products (9%) Hospitality & tourism (3%) Sport & recreation (1%)	Trades & services (4%) Construction (2%) Engineering (6%) Design & architecture (2%)	Information & communication technology (5%) Science & technology (1%)	Accounting (3%) Banking & financial services (4%) Consulting & strategy (1%) Advertising, arts & media (1%) Legal (1%) Marketing & communications (1%) Insurance & superannuation (1%) Human resources & recruitment (6%) Analytics (2%)	Administration & office support (7%) Call centre & customer service (3%) Sales & business development (2%) Real estate & property (4%)

Industry sample size



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

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