

2026 market outlook & salary guide.

randstad hong kong



partner for talent.

seizing opportunities in hong kong's 2026 talent outlook.

Hong Kong enters 2026 cementing its status as a global talent hub, rising 12 places in two years to rank fourth worldwide in talent competitiveness.

Despite this impressive position and rising incomes, employers and executives face a paradox: an oversupply of senior professionals coexists with a critical shortage of highly specialised and niche experts.

rising competitiveness amid talent scarcity in niche areas.

A key challenge in Hong Kong's talent market is misaligned expectations.

Companies are actively hiring, yet they operate with extreme selectivity, often engaging in "window shopping" for candidates. This approach stems from a widespread corporate perception that recent periods of restructuring and cost-cutting resulted in a talent surplus all across the board.

However, this abundance proves misleading for those seeking talent with specialised and niche skills.

The current talent surplus consists of individuals in cost-centre and consultancy roles, contributing to a surplus of highly-experienced senior candidates in the job seeking market. This surplus talent also often lacks the specific niche expertise necessary to fill critical hiring demands.

This mismatch slows hiring, frustrates talent with prolonged processes, and risks damaging employer brands. Employers must recognise that despite visible oversupply, success hinges on quickly identifying and securing scarce specialised talent.

leveraging strategic sector growth and flexible staffing.

Hong Kong's strategic development points towards several critical talent hotspots.

The government directs focus toward accelerating the development of the Northern Metropolis, establishing it as a new engine for economic growth. Furthermore, authorities concentrate resources on promoting the Life and Health Technology Industry and elevating AI and Data Science as a core industry for Hong Kong's future. The government also seeks to develop a sustainable aviation fuel industry chain and better harness high value-added maritime services.

Beyond government focus, specific industries show resilience and buoyancy through this period of transformation. Insurance remains to be recession proof, while the life sciences sector demonstrates continuous demand for professionals amid an ageing population and increasing focus on mental health and wellness. Regulated areas like legal, compliance, and cybersecurity are also active in hiring, as is the education sector.

Furthermore, Hong Kong's evolving talent landscape reflects a notable shift from West to East, as we see an inflow of mainland Chinese investment and enterprises. Consequently, Mandarin language proficiency is now commonly cited as an important job requirement across the market.

The simultaneous need for flexibility and the surplus of highly-experienced senior talent creates an opportunity for organisations to explore interim and fractional roles. Companies can embrace contracting to plug gaps and gain the necessary flexibility for scaling up or down according to business needs.

Candidates, particularly senior talent whose expertise might otherwise be untapped, seek contracting for improved work-life balance.



navigating the AI and equity frontiers.

Despite changes in talent dynamics leading to a more cautious talent market, companies have a valuable opportunity to act proactively and secure the critical skills needed to thrive in 2026.

Taking proactive and timely actions can help companies position themselves to capitalise on growth opportunities, a trend already noticeable in industries like construction, supply chain, and retail.

There is an opportunity for companies to transform their workforce not just to increase productivity, but also to foster a digitally-adept and collaborative workforce that enhances the employer brand to attract top talent.

According to the [2025 Employer Brand Research](#), AI adoption is progressing steadily with 30% of respondents using AI regularly in Hong Kong. However, there is room to increase awareness, especially among Gen X professionals, some of whom may not yet fully appreciate AI's future impact.

Employers can build a future-ready workforce by promoting a culture of continuous learning and providing equitable, targeted AI training across all skill levels, seniority, job type, and generations.

In a similar tone, there is an encouraging awareness around diversity, equity, and inclusion as Hong Kong upkeeps its reputation as a multi-cultural city for talent from all around the world. While 65% of respondents suggest there is more work to do, this feedback opens the door for employers to implement meaningful and transparent DEI strategies that strengthen fairness in hiring and promotions. Younger and minority employees especially benefit from initiatives that support clear pathways for growth.

To succeed in Hong Kong's competitive 2026 talent landscape, employers need to shift from the notion of a general talent surplus towards more efficient collaboration with recruitment partners, develop EVPs that meet talent expectations, and equitable AI upskilling for a resilient, future-ready workforce.



time for companies to embrace agile workforce solutions.

Hong Kong's talent landscape is facing a structural paradox: an oversupply of highly-experienced senior professionals but a critical shortage of highly-specialised talent.

Many companies are actively hiring, but their growing selectiveness often slows recruitment, making it harder to secure in-demand talent and skills before competitors do.

During this period of cost cautiousness, organisations should invest in building their expertise in hiring and managing contract talent. Flexible workforce models not only plug immediate skills gaps, but also prepare employers for a future where workforces will be increasingly skills-based.

flexible workforce models bridges skills gaps.

Engaging contract professionals allows businesses to stay agile and maintain productivity through changing market conditions.

With ongoing digital and AI transformation, contingent hiring helps companies deploy specialised expertise quickly for strategic projects, transformation work, or seasonal peaks. This approach strengthens internal capabilities while accelerating innovation and reducing time to market.

Companies that adopt flexible work models earlier gain more than just short-term relief; they will also learn how to scale operations efficiently as business demands evolve.

leveraging senior expertise through fractional roles.

The growing preferences for fractional and project-based roles signals another shift in how organisations across expertise. Experienced professionals, often operating as fractional directors or consultants, bring targeted knowledge and experience to solve complex business challenges, like transformation projects, and mergers and acquisitions.

For employers seeking both flexibility and stability, contract-to-permanent hiring offers a balanced pathway, as hiring managers test critical skills in action to manage hiring risks to make informed decisions.

In a market defined by cautious spending and selective recruitment, the ability to deploy adaptable, value-driven talent solutions will be key to ensuring business performance and productivity. Organisations that invest now to master flexible and contract workforce management will be far better positioned to secure scarce expertise, drive transformation, and stay competitive in Hong Kong.



contributors.

The collective insights and expertise of our leadership team across diverse specialisations forms the strategic foundation for the insights and projections shared within these pages. As trusted advisors to businesses navigating Hong Kong's workforce complexities, their perspectives offer employers and hiring managers guidance on navigating the job market in 2026.



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2026 market outlook & salary guide: engineering & supply chain.

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construction & property salary.

roles	low	middle	high
property management			
head of property management	80,000	120,000	160,000
senior property manager	60,000	68,000	75,000
property manager	43,000	48,000	60,000
assistant property manager	35,000	38,000	42,000
property officer	23,000	26,000	31,000
leasing and asset management			
head of asset management	90,000	120,000	170,000
senior asset manager	58,000	64,000	80,000
asset manager	45,000	52,000	56,000
head of leasing	95,000	100,000	160,000
senior leasing manager	60,000	70,000	85,000
leasing manager	50,000	55,000	60,000
assistant leasing manager	38,000	40,000	50,000
senior leasing officer	25,000	30,000	31,000
leasing officer	22,000	25,000	28,000
property sales			
head of sales	90,000	120,000	180,000
senior sales manager	65,000	70,000	90,000
sales manager	49,000	55,000	65,000
assistant sales manager	35,000	40,000	49,000
senior sales officer	25,000	30,000	35,000
sales officer	20,000	23,000	25,000
facility management			
facilities director	100,000	135,000	200,000
senior / facilities manager	48,000	60,000	85,000
assistant facilities manager	38,000	45,000	50,000
senior / facility officer	24,000	33,000	38,000
property investment & valuations			
property development director (GP surveyor)	87,000	120,000	155,000
property development manager (GP surveyor)	55,000	70,000	85,000
property investment director	90,000	110,000	170,000
property investment manager	45,000	60,000	80,000
property investment analyst	30,000	35,000	45,000

roles	low	middle	high
property management			
head of project / GM	120,000	160,000	230,000
senior project manager	78,000	88,000	100,000
project manager	60,000	70,000	80,000
assistant project manager	38,000	45,000	55,000
architecture & design			
design director / manager	72,000	80,000	110,000
senior architect	55,000	68,000	80,000
head of interior design	75,000	80,000	95,000
interior design manager	45,000	59,000	75,000
senior interior designer	35,000	40,000	45,000
bim manager	50,000	38,000	72,000
quantity surveying			
head of commercial	90,000	100,000	120,000
commercial manager	65,000	70,000	80,000
head of contracts	89,000	100,000	120,000
quantity surveying manager	55,000	62,000	75,000
senior quantity surveyor	42,000	48,000	58,000
building services and MEP			
building services manager / team lead	65,000	80,000	125,000
building services engineer	35,000	42,000	50,000
building services inspector	45,000	52,000	60,000
civil & structural engineering			
civil & structural head	85,000	95,000	120,000
civil & structural manager	65,000	80,000	85,000
construction management			
construction manager	60,000	65,000	80,000
clerk of works	45,000	50,000	60,000

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

construction & property salary.

roles	low	middle	high
HSE and sustainability			
head of environmental sustainability	75,000	100,000	150,000
health & safety & environmental (HSE) manager	48,000	58,000	70,000
environmental sustainability manager	50,000	65,000	72,000
assistant manager / senior sustainability officer	33,000	38,000	48,000
sustainability officer	23,000	29,000	33,000
safety officer	35,000	45,000	48,000
private equity / asset management			
managing director	160,000	200,000	300,000
investment vice president / executive director	85,000	110,000	160,000
asset management director	70,000	105,000	130,000
asset management manager	40,000	55,000	70,000
fund management	30,000	65,000	80,000
investor relationship	40,000	60,000	80,000
fund raising	80,000	140,000	200,000
head of research	65,000	80,000	110,000
manager / senior manager, research	40,000	50,000	65,000
research analyst	25,000	30,000	38,000

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construction & engineering.

roles	low	middle	high
civil / structures			
project director	110,000	155,000	250,000
civil & structural manager	65,000	80,000	95,000
senior engineer / engineer	35,000	50,000	60,000
assistant engineer / graduate engineer	24,000	28,000	33,000
building services / electrical & mechanical engineering			
director	100,000	145,000	220,000
senior / project manager	65,000	75,000	95,000
senior / project engineer	35,000	42,000	52,000
assistant engineer/ graduate engineer	23,000	28,000	31,000
quantity surveying / cost management			
managing director	135,000	155,000	185,000
director	100,000	120,000	130,000
senior / manager	65,000	76,000	90,000
senior quantity surveyor	40,000	48,000	58,000
quantity surveyor	28,000	32,000	38,000
architecture			
head of design	100,000	110,000	120,000
senior associate	70,000	85,000	100,000
associate	65,000	80,000	90,000
senior architect	55,000	68,000	80,000
architect	45,000	52,000	58,000
architectural assistant	24,000	28,000	35,000
resident architect	75,000	80,000	110,000
architectural designer	33,000	42,000	55,000
building information modelling	25,000	38,000	68,000
interior design	135,000	155,000	185,000
director / associate director	70,000	85,000	100,000
associate	45,000	59,000	75,000
senior interior designer	35,000	40,000	45,000
interior designer	26,000	30,000	35,000
assistant interior designer	19,000	23,000	25,000

roles	low	middle	high
environmental engineering			
head of / GM	90,000	135,000	160,000
senior / manager	55,000	72,000	85,000
senior / engineer	35,000	42,000	48,000
assistant engineer / graduate engineer	22,000	28,000	31,000

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supply chain & procurement.

roles	low	middle	high
sourcing			
managing director of sourcing	120,000	150,000	180,000
VP of sourcing	100,000	110,000	125,000
sourcing director	75,000	85,000	90,000
senior merchandising manager	60,000	65,000	70,000
merchandising manager	40,000	45,000	50,000
assistant merchandising manager	35,000	38,000	45,000
senior merchandiser	25,000	29,000	35,000
merchandiser	22,000	25,000	28,000
assistant merchandiser	18,000	20,000	22,000
procurement			
head of procurement	100,000	130,000	150,000
global procurement manager	100,000	120,000	140,000
senior procurement manager	70,000	80,000	90,000
regional procurement manager	70,000	85,000	100,000
procurement manager	45,000	55,000	65,000
assistant procurement manager	35,000	40,000	45,000
senior procurement officer	25,000	30,000	35,000
procurement officer	20,000	22,000	25,000
tender manager	45,000	50,000	55,000
assistant tender manager	30,000	35,000	40,000
tender executive	22,000	25,000	28,000
supply chain			
trade compliance director	90,000	100,000	120,000
trade compliance manager	60,000	65,000	70,000
supply chain director	70,000	80,000	100,000
supply chain & purchasing director	90,000	100,000	110,000
senior supply chain manager	60,000	70,000	80,000
supply chain manager	45,000	55,000	65,000
logistics director	60,000	65,000	70,000
logistics manager	35,000	40,000	45,000
assistant logistics manager	30,000	35,000	40,000
logistic coordinator	20,000	25,000	28,000
planning manager	40,000	50,000	55,000

roles	low	middle	high
demand / supply planner			
demand / supply planner	25,000	30,000	35,000
warehouse manager	30,000	35,000	40,000
CS / sales operations manager	30,000	35,000	40,000
CS executive / sales admin	22,000	25,000	28,000
shipping supervisor	22,000	25,000	28,000
engineering			
product development / R&D director	80,000	90,000	110,000
product development / R&D manager	40,000	50,000	60,000
product development / R&D engineer	25,000	30,000	35,000
technical / project director	50,000	70,000	100,000
project engineer	30,000	35,000	40,000
mechanical engineer	30,000	40,000	50,000
quality director	80,000	90,000	110,000
quality manager	40,000	50,000	60,000
senior quality engineer	40,000	55,000	65,000
quality engineer	25,000	32,000	40,000
senior QA officer	30,000	35,000	40,000
QA officer	23,000	28,000	32,000
sustainability director	80,000	90,000	100,000
sustainability manager	50,000	60,000	65,000
service engineer	30,000	35,000	38,000
production			
head of manufacturing / factory	100,000	120,000	150,000
factory manager	70,000	100,000	110,000
senior production manager	50,000	60,000	70,000
production manager	40,000	50,000	60,000
assistant production manager	32,000	38,000	40,000
production supervisor	25,000	28,000	33,000

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2026 market outlook & salary guide: sales & marketing.

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sales & marketing outlook: thriving amid transformation.

In Hong Kong, structuring shifts in business models, changing consumer expectations, and digitisation are reshaping how talent connects with customers and markets. Alongside other industries, the sales and marketing sector is navigating towards renewed economic vibrancy with a new baseline.

hong kong's position as a global gateway.

Hong Kong is set to strengthen its dual role as a launchpad for Mainland companies that are expanding overseas and a destination for inbound companies entering Greater China. This positioning has always attracted steady investment and talent mobility across borders.

While this positioning has always attracted steady investments and talent mobility across borders, it is not entirely straightforward. For employers and talent, the market dynamics highlight the need for adjusting expectations and refining what will be considered success.

education: growth fueled by global ambition.

Demand for sales and admissions professionals has risen sharply as institutions and consultancies cater to families seeking global learning opportunities. This is in part of a longstanding trend of Hong Kong families seeking global education pathways that fuels demand.

As institutions and consultancies compete to attract students, they are actively hiring sales talent who can communicate value, build trust with parents, and differentiate their services in a highly competitive and complex landscape.

consumer & retail: redefining engagement and motivation.

Consumer brands continue to seek skilled sales and marketing professionals, but both talent preferences and market forces are shifting.

More sales professionals are transitioning to B2B sales roles that offer clearer progression paths and higher earning potential that is in line with market trends, leaving gaps in consumer-oriented segments like in FMCG, luxury retail and electronics.

While ultra-luxury spending declines, demand for middle-tier luxury is gaining popularity for value, accessibility, and “cool factor”. However, this category of brands struggle to offer commission structures to attract top sales talent, creating challenges for brands in motivating and retaining top performers.

Brands are increasingly adopting a “glocal” (global plus local) digital marketing strategy to drive sales, utilising partnerships, growth and social media to play a central role. This has fueled demand for skilled marketers who can think creatively and leverage multiple platforms, including e-commerce, to engage audiences and amplify brand presence effectively.

Additionally, soft skills are increasingly important as delivering positive, high-touch customer experiences is even more critical in today's digital-first environment. To stay competitive, consumer brands must redefine consumer sales roles as dynamic and aspirational careers rather than legacy positions.

logistics: expanding and competing under pressure.

Competition in Hong Kong's logistics sector is intensifying as more Mainland Chinese firms enter the market, driving down pricing and transforming traditional business models.

Firms are adapting through diversification and partnerships with e-commerce platforms, and expanding into markets like Australia and Canada, where demand for Chinese exports remains strong.

This evolution has created demand for sales professionals with strong global operational understanding and business development expertise, particularly for talent who can navigate price-sensitive, multinational environments while identifying new revenue channels and opportunities.



property: a new look at talent.

The trends and changes in the property industry are fundamentally structural. While commercial real estate remains steady, the residential segment faces weaker demand as with new apartments struggling to find buyers.

Leasing activity increasingly reflects consolidation and downsizing, reflecting the broader economic caution and evolving corporate space requirements.

In response, employers are “thinking out of the box” and are hiring sales talent without traditional property backgrounds to lend fresh perspectives and innovative approaches to reconnect with customers and buyers.

non-government organisations & charities: purpose-driven momentum.

Among all sectors, NGOs and charities show the most consistent growth. Their emphasis on social impact has led to cross-sector collaborations spanning education, tourism, and the arts. These partnerships enhance Hong Kong’s brand and appeal, while stimulating local business activity.

Job creation within this sector is closely linked to fundraising initiatives towards community and public causes. This dynamic is opening new opportunities for sales and marketing professionals who seek to align their careers with values-driven missions and social impact.

navigating talent shortages across sales, marketing & distribution channels.

Companies across industries now universally prioritise new business development as a critical growth strategy.

Demand for sales talent has increasingly channeled towards “hunters” — sales talent who are inherently driven to secure new business and attract fresh customers.

Sectors such as life sciences, logistics, and technology experience acute shortage of qualified hunters, intensifying competition for these specialised candidates.

These industry-specific and technically-demand roles require not only the sales mentality, but also great depth of product or sector expertise to succeed.

Similarly, the rise of distributor-led sales models across consumer, industrial, and construction sectors has amplified demand for professionals who can manage and optimise complex distribution networks.

The communications talent market, however, paints a slightly different picture.

Recognising that social license to operate and brand trust have direct commercial impacts in today’s environment, organisations are placing greater emphasis to strengthen their communications capabilities to improve public perception and business positioning.

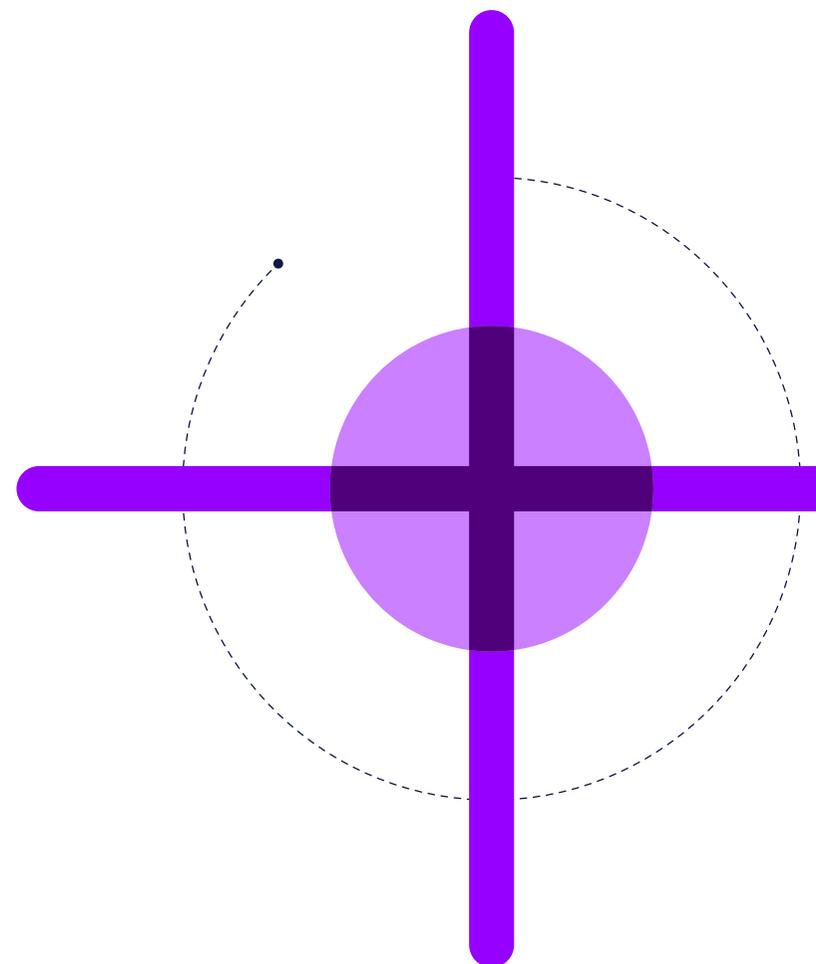
There is now a notable surge in demand for external communication specialists, such as public relations and investor relations experts, to elevate brand image amid heightened scrutiny and reputation management.

adopting creative hiring and brand strategies to navigate talent challenges.

A cautious mindset dominates Hong Kong’s talent market.

- About half of professionals prefer to wait for the “right fit,” prioritising roles that align with their expertise and values.
- Among active movers, those switching to direct competitors often secure higher compensation based on skills demand, expertise, and potential to deliver.
- The remaining half of the workforce are prioritising work-life balance and open to accepting slightly lower pay for reduced workload or stress, reflecting a recalibration of career priorities, which is the most evident among tenured professionals.

Employers, in turn, are becoming more selective, focusing on talent who have the highest potential to deliver. This mutual caution highlights the growing importance of employer branding and value alignment where sales professionals are now driven by purpose, connection, and conviction, not just pay.



embracing new hiring models: contracting & fractional work.

This evolving landscape raises questions about how to integrate experienced hires who, for various reasons, struggle to secure stable job opportunities that are present in today's environment.

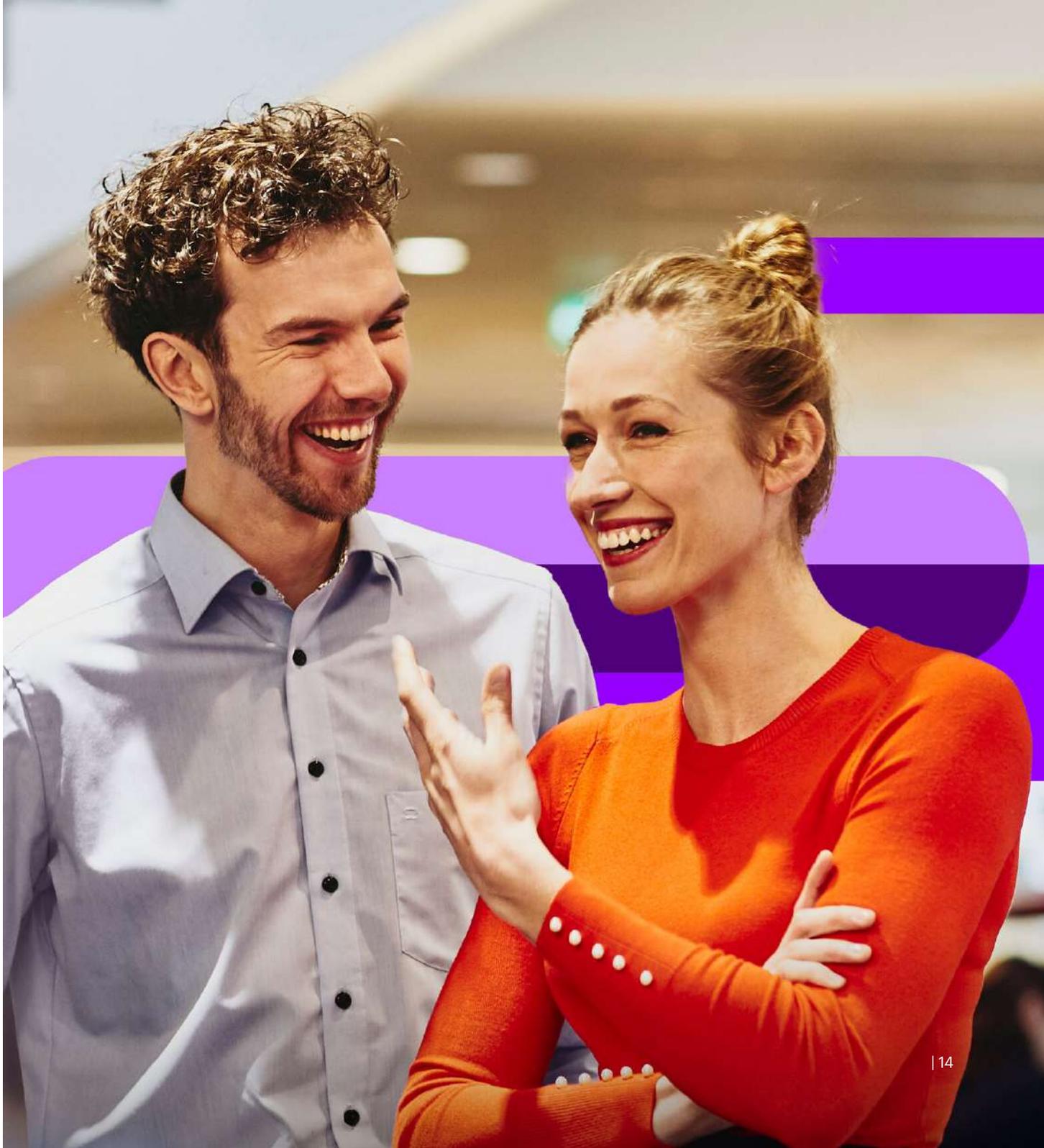
One practical solution towards increasing employment and ensuring value delivery is the emergence of contract roles, where companies engage top talent on a fractional or part-time basis. This hybrid model is gaining traction across sales and marketing functions, providing agility in uncertain market conditions.

The rise of contract, fractional, and project-based hiring offers a practical solution for both businesses and professionals. Companies benefit from flexible access to expertise while managing headcount costs, and talent gains opportunities that keep them professionally and financially active.

building a new, sustainable baseline in the sales & marketing talent market.

The hiring landscape for sales and marketing professionals in Hong Kong remains intricate yet promising. Slow but steady hiring growth signals cautious optimism heading into 2026.

Employers who keep an open mind toward unconventional hires, embrace innovative employment models, and invest in brand authenticity will be best positioned to capture the next wave of market opportunities — and to lead as the regional economy continues its transformation.



sales, marketing & communications.

roles	low	middle	high
technology & services			
head of sales	100,000	160,000	220,000
sales director	80,000	100,000	120,000
sales manager	45,000	57,500	70,000
sales executive	23,000	26,500	30,000
account director	60,000	90,000	120,000
account manager	40,000	50,000	60,000
business development director	60,000	70,000	80,000
business development manager	30,000	40,000	50,000
pre-sales director	80,000	105,000	130,000
pre-sales manager	40,000	55,000	70,000
digital marketing director	70,000	95,000	120,000
digital marketing manager	50,000	60,000	70,000
growth manager	45,000	57,500	70,000
chief marketing officer	150,000	195,000	240,000
marketing director	80,000	110,000	140,000
marketing manager	40,000	55,000	70,000
marketing executive	18,000	23,000	28,000
investor relations manager	40,000	55,000	70,000
public relations director	70,000	80,000	90,000
public relations manager	45,000	57,500	70,000
event manager	30,000	50,000	70,000
communications manager	45,000	55,000	65,000
communications director	80,000	100,000	120,000
customer service manager	28,000	34,000	40,000
customer service executive	15,000	18,500	22,000
head of customer service	60,000	80,000	100,000
creative director	65,000	72,500	80,000
content manager	45,000	52,500	60,000
social media manager	45,000	55,000	65,000
partnership manager	50,000	60,000	70,000

roles	low	middle	high
product & consumer			
general manager	70,000	125,000	180,000
marketing director	70,000	110,000	150,000
marketing manager	60,000	75,000	90,000
event manager	40,000	50,000	60,000
PR manager	40,000	55,000	70,000
digital / online marketing manager	45,000	57,500	70,000
digital marketing executive	25,000	30,000	35,000
e-commerce director	70,000	80,000	90,000
e-commerce manager	40,000	50,000	60,000
CRM director	70,000	80,000	90,000
CRM manager	45,000	57,500	70,000
operations manager	35,000	47,500	60,000
operations director	70,000	85,000	100,000
sales manager	50,000	60,000	70,000
senior sales manager	60,000	70,000	80,000
sales / key account executive	15,000	22,500	30,000
sales / key account director	70,000	110,000	150,000
general trade sales executive	18,000	24,000	30,000
trade marketing manager	35,000	52,500	70,000
trade marketing executive	22,000	30,000	38,000
key account manager	35,000	42,500	50,000
senior key account manager	45,000	57,500	70,000
business development executive	25,000	28,500	32,000
business development manager	35,000	47,500	60,000
business development director	65,000	72,500	80,000
product / brand manager	30,000	40,000	50,000
brand / marketing executive	18,000	21,500	25,000

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life sciences.

roles	low	middle	high
medical / technical / commercial			
general manager	90,000	140,000	180,000
business unit lead / business unit director	70,000	100,000	130,000
head of sales / sales director	70,000	95,000	120,000
operations director	75,000	97,500	120,000
sales manager (10+ years)	50,000 + comms	60,000 + comms	70,000 + comms
sales manager (5+ years)	40,000 + comms	45,000 + comms	50,000 + comms
medical representative	20,000 + comms	25,000 + comms	30,000 + comms
head of marketing / marketing director	70,000	90,000	120,000
marketing manager (10+ years)	60,000	70,000	80,000
product manager (5+ years)	45,000	50,000	60,000
marketing/ product executive	35,000	40,000	45,000
territory manager (device)	35,000 + comms	40,000 + comms	45,000 + comms
senior product specialist (3+ years) (device)	25,000 + comms	30,000 + comms	35,000 + comms
product specialist (1 - 3 years) (device)	18,000 + comms	22,000 + comms	26,000 + comms
clinical specialist (1 - 3 years) (device)	20,000 + KPI bonus	26,000 + KPI bonus	32,000 + KPI bonus
market access manager	48,000	55,000	65,000
medical affairs director	70,000	80,000	90,000
medical affairs manager	45,000	50,000	60,000
medical advisor	36,000	42,000	48,000
medical science liaison	30,000	35,000	40,000
regulatory affairs director	65,000	70,000	80,000
regulatory affairs manager	45,000	50,000	65,000
regulatory affairs executive	20,000	25,000	30,000
R&D director	70,000	85,000	110,000
R&D manager	45,000	50,000	60,000
principal scientist	55,000	65,000	75,000
scientist	28,000	36,000	45,000
associate scientist	25,000	30,000	35,000
research associate / research assistant	18,000	20,000	25,000
lab director	70,000	90,000	110,000

roles	low	middle	high
lab manager	40,000	45,000	55,000
senior lab technician	22,000	25,000	28,000
lab technician / lab assistant	15,000	20,000	25,000
application manager / application lead	36,000	45,000	60,000
application specialist	25,000	30,000	40,000
lead service engineer	40,000	53,000	60,000
field service engineer	20,000	27,000	35,000
clinical trial manager	45,000	55,000	65,000
clinical trial associate	27,000	27,000	27,000
medical director (insurance)	110,000	130,000	180,000
healthcare professionals			
doctor	100,000	180,000	300,000
advanced practice nurse (8+ years)	50,000	60,000	80,000
registered nurse (5+ years)	45,000	55,000	70,000
registered nurse (1 - 5 years)	32,000	44,000	52,000
educational psychologist	20,000	26,000	36,000
enrolled nurse	30,000	38,000	45,000
radiographer	38,000	60,000	110,000
pharmacist	52,000	75,000	120,000
physiotherapist I	35,000	45,000	60,000
physiotherapist II	52,000	65,000	80,000
occupational therapist I	30,000	40,000	50,000
occupational therapist II	45,000	60,000	75,000
medical laboratory technologist I	28,000	33,000	42,000
medical laboratory technologist II	30,000	50,000	80,000

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

2026 market outlook & salary guide: banking & financial services.

randstad hong kong



randstad

partner for talent.

banking & financial services: a strategic talent market in transition.

Hong Kong continues to strengthen its global leadership in financial services, advancing to [third place](#) globally in overall competitiveness and maintaining its status as the world's [third-ranked financial centre](#) behind New York and London.

The city's talent competitiveness ranking in a report released by the International Institute for Management Development has also climbed 12 places in two years, securing its highest-ever global ranking of [fourth spot](#) for talent globally.

The financial services sector, encompassing banking, insurance, and wealth management, is demonstrating significant resilience and signs of regaining momentum. This confidence is reflected in the sustained upward trend in sector headcount, which has marked an increase of about 2,300 people compared to the first quarter of 2025.

This growth in financial employment is occurring despite the broader economic context where the overall seasonally adjusted unemployment rate for Hong Kong rose to 3.7% between June and August 2025

Even within this supportive and robust environment, financial institutions are shifting focus to balance cost control with targeted investment in areas critical to long-term growth.

banking: precision hiring and cost discipline.

Talent strategies in Hong Kong's banking sector have become far more selective and outcomes-driven.

Within the front office space, companies are facing a narrowing talent pipeline both in [retail banking](#) and [wealth management](#).

Hiring in retail banking is increasingly concentrated on professionals who can drive cross-border transaction growth, particularly across Greater China and Asia. A similar trend exists in wealth management, where employers prioritise relationship managers with transferable client portfolios.

However, many financial institutions face challenges in migrating client assets due to retention barriers and regulatory complexities.

To stay competitive in hiring, especially for smaller firms, employers must establish clearer advisory frameworks and robust compliance support to help new hires navigate the intricacies of cross-border asset transfers more effectively.

Front office hiring now centres on roles that directly manage risk or generate direct revenue, particularly within [special assets recovery](#) and [risk management](#). These functions, increasingly seen as revenue generators rather than cost centres, remain front-office priorities as banks navigate current market challenges.

A notable surge in [commodities trading](#), particularly in gold and metals, reflecting Hong Kong's [ambition](#) to accelerate the establishment of an International Gold Trading Market. Despite gold prices being at an all-time-high (as of writing), demand for metals traders and commodities specialists is expected to rise across major institutions at least for the first half of 2026.

Hiring activities in middle and back office functions are expected to remain relatively muted in 2026 with companies focusing on replacement hires.

Organisations are opting to substitute senior positions with mid-level talent who are less expensive to hire and perceived to be more expandable in skills and responsibilities. This has led to a surplus of senior professionals in the job seeking market and a continued push from organisations to further manage labour costs.

Contracting hiring activities have also declined, particularly across investment and corporate banking. Contract durations have shortened, sometimes to as little as six months, and are mostly limited to replacement hires rather than expansions.

IPO: active talent hiring to boost further growth.

Hong Kong's position as a premier international financial centre is being strongly reinforced by the resurgence of its Initial Public Offering (IPO) market. IPO fundraising has emerged as a powerful counterbalance to widespread cost-control measures, fuelling demand for specialist Investment Banking and Capital Markets talent.

By the end of August, funds raised through IPOs exceeded HK\$130 billion — a nearly sixfold increase over the same period last year — positioning Hong Kong first globally in IPO fundraising.

This performance reflects sustained efforts to strengthen the stock market, including leveraging the Technology Enterprises Channel to attract Mainland tech firms, refining listing requirements for weighted voting right structures, and encouraging both overseas companies and returning China Concept Stock firms to list locally.

As IPO pipelines grow, employers are urgently hiring high-calibre, front-office professionals capable of executing complex capital market mandates with precision, ensuring Hong Kong retains its competitive advantage in global fundraising.

strategic shifts in fintech and senior talent mobility.

Fintech growth continues to blur traditional industry lines, yet experienced bankers struggle to transition into external fintech roles such as crypto due to different skill frameworks.

At the same time, Chinese and local banks are actively hiring to build internal fintech capabilities, driven by initiatives such as the Hong Kong Monetary Authority (HKMA)'s [stablecoin launch](#).

Hiring expectations, historically stringent and favouring “apple-to-apple” matches, may loosen in 2026 as unfilled vacancies and lean teams increase operational strain.

For hiring managers, adopting contract-to-permanent hiring paths offers a pragmatic approach to onboard experienced candidates while managing risk and flexibility.

insurance: expanding horizons and specialised talent needs.

The insurance industry is showing more consistent hiring momentum than banking, supported by strategic growth targeting high-net-worth (HNW) clients.

As domestic markets in Hong Kong and Mainland China mature, insurers are diversifying geographically into Dubai, Thailand, and the Philippines.

The digitalisation and outsourcing of policy administration are largely complete, leading to fewer permanent back-office hires. The industry's gradual transition toward AI-enhanced operations continues to create opportunities for flexible contracts in claims processing, customer service, and policy administration, which serves as critical interim support as automation scales.

However, select roles in [claims](#), particularly within life insurance, remain difficult to fill due to sustained demand for human review and intervention given the sensitivity of the outcomes.

Insurers are also flexibly expanding their [claims](#) and [underwriting](#) teams through contract hires to meet rising volumes and increasingly complex customer requirements.

employee value proposition: realignment around balance and purpose.

As the market stabilises, employee priorities are shifting across the financial sector.

Work-life balance has reclaimed its top spot as the most important employee value proposition in Hong Kong, surpassing salary and benefits. According to Randstad Hong Kong's [2025 Employer Brand Research](#), 37% of respondents cite poor work-life balance as a key reason for low motivation.

Despite these challenges, the financial services industry retains significant EVP strengths, notably in financial stability, job security, and institutional reputation. Employers that effectively highlight these advantages in their employer branding and internal communications will be better positioned to attract and retain top performers.



strategic talent implications for employers.

In a market defined by cost control, selective hiring, and shifting employee expectations, financial institutions must adopt adaptable, value-driven talent strategies. Key actions include:

- Focusing on strategic hiring in revenue-generating and fintech-integrated roles.
- Leveraging contract-to-permanent models to onboard senior expertise flexibly.
- Enhancing employee value propositions around balance, growth, and stability.
- Communicating a strong, purpose-led employer brand to re-engage and attract talent.

Growth in the banking and financial services sector in 2026 depends on securing the right talent to prevent further strain on an already-stretched team. Yet, with unemployment rate remaining low and skilled professionals in short supply, employers must act decisively to strengthen their employer brand value and pursue proactive, strategic hiring to secure top talent ahead of the next economic growth cycle.

Hong Kong's 2026 financial talent market will ultimately favour organisations that balance precision and innovation, combining fiscal discipline with investment in human capital to sustain competitiveness in a transforming global environment.



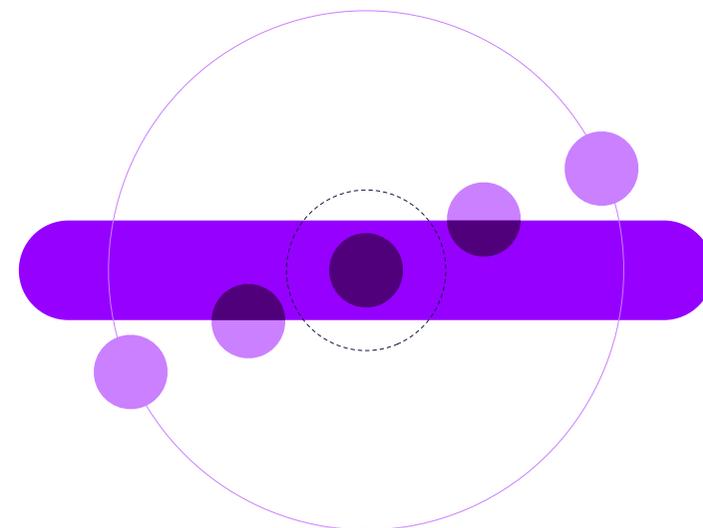
banking & financial services: front office.

roles	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
retail banking				
personal banker	18,000 - 32,000	28,000 - 42,000	40,000 - 65,000	60,000 - 80,000
premier banking relationship manager	25,000 - 44,000	35,000 - 65,000	55,000 - 75,000	75,000+
treasury specialist	33,000 - 35,000	38,000 - 48,000	48,000 - 55,000	60,000+
investment consultant	38,000 - 65,000	50,000 - 65,000	65,000 - 85,000	85,000+
insurance specialist	25,000 - 35,000	30,000 - 50,000	45,000 - 65,000	65,000+
mortgage specialist	15,000 - 21,000	21,000 - 25,000	25,000 - 30,000	-
global market treasury				
corporate sales	20,000 - 30,000	30,000 - 60,000	50,000 - 85,000	70,000 - 100,000
credit sales	25,000 - 45,000	35,000 - 70,000	60,000 - 100,000	80,000 - 120,000+
product development	20,000 - 30,000	25,000 - 50,000	50,000 - 70,000	70,000 - 90,000
FX trader	20,000 - 40,000	30,000 - 60,000	50,000 - 85,000	80,000 - 100,000
money market trader	20,000 - 40,000	30,000 - 60,000	50,000 - 85,000	80,000 - 100,000
bond trader	25,000 - 45,000	35,000 - 70,000	60,000 - 100,000	80,000 - 120,000+
corporate banking				
department head	-	-	-	150,000+
team head	-	-	75,000 - 90,000	80,000 - 120,000
senior relationship manager / relationship manager	-	30,000 - 55,000	50,000 - 80,000	70,000 - 100,000
assistant relationship manager / relationship support officer	18,000 - 30,000	25,000 - 40,000	35,000 - 45,000	-
credit analyst	20,000 - 32,000	30,000 - 60,000	50,000 - 80,000	65,000 - 95,000+
commercial banking				
department head	-	-	-	100,000 - 130,000
team head	-	-	70,000 - 85,000	80,000 - 100,000
senior relationship manager / relationship manager	-	30,000 - 45,000	40,000 - 70,000	60,000 - 80,000
assistant relationship manager / relationship support officer	18,000 - 25,000	20,000 - 35,000	30,000 - 40,000	-
financial institutional banking				
department head	-	-	-	130,000+
team head	-	-	75,000 - 90,000	80,000 - 120,000
senior relationship manager / relationship manager	-	30,000 - 55,000	50,000 - 80,000	70,000 - 100,000
assistant relationship manager / relationship support officer	18,000 - 30,000	25,000 - 40,000	35,000 - 45,000	-
transaction banking				
trade finance sales	18,000 - 30,000	25,000 - 50,000	50,000 - 80,000	70,000+
cash sales	18,000 - 30,000	25,000 - 50,000	50,000 - 80,000	70,000+

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

banking & financial services: front office.

roles	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
structured finance / project finance / syndication finance				
associate / AVP	30,000 - 60,000	50,000 - 80,000	70,000 +	-
VP / senior associate / associate director	-	70,000 - 90,000	90,000 - 120,000	120,000+
director or above	-	-	130,000 - 160,000	150,000+
department head	-	-	-	200,000+
private banking & wealth management				
private banking management	-	-	-	300,000+
private banking relationship manager	55,000 - 80,000	75,000 - 110,000	110,000 - 190,000	200,000+
private banking client services officer	30,000 - 45,000	45,000 - 55,000	55,000 - 65,000	65,000+
investment counselor	40,000 - 65,000	60,000 - 95,000	90,000 - 140,000	140,000+
investment counselor assistance	28,000 - 48,000	45,000 - 65,000	-	-
product management	-	50,000 - 90,000	90,000 - 120,000	120,000+
wealth planning specialist	35,000 - 50,000	55,000 - 70,000	80,000 - 100,000	120,000+
private equity				
private equity associate / senior associate	35,000 - 60,000	55,000 - 100,000	100,000 - 150,000	-
private equity principal	-	-	125,000 - 200,000	200,000+
private equity partner	-	-	-	280,000 - 300,000+
asset management (fixed income, equities)				
analyst	28,000 - 50,000	50,000 - 70,000	70,000 - 90,000	-
portfolio manager	-	65,000 - 85,000	85,000 - 135,000	135,000 - 200,000+
trader	30,000 - 50,000	45,000 - 60,000	60,000 - 120,000	100,000+
investment banking				
corporate finance	35,000 - 65,000	65,000 - 120,000	120,000 - 175,000	175,000+
M&A	45,000 - 70,000	70,000 - 120,000	120,000 - 175,000	175,000+
IPO execution	40,000 - 60,000	60,000 - 95,000	95,000 - 150,000	150,000+
DCM	35,000 - 60,000	60,000 - 110,000	110,000 - 160,000	160,000+



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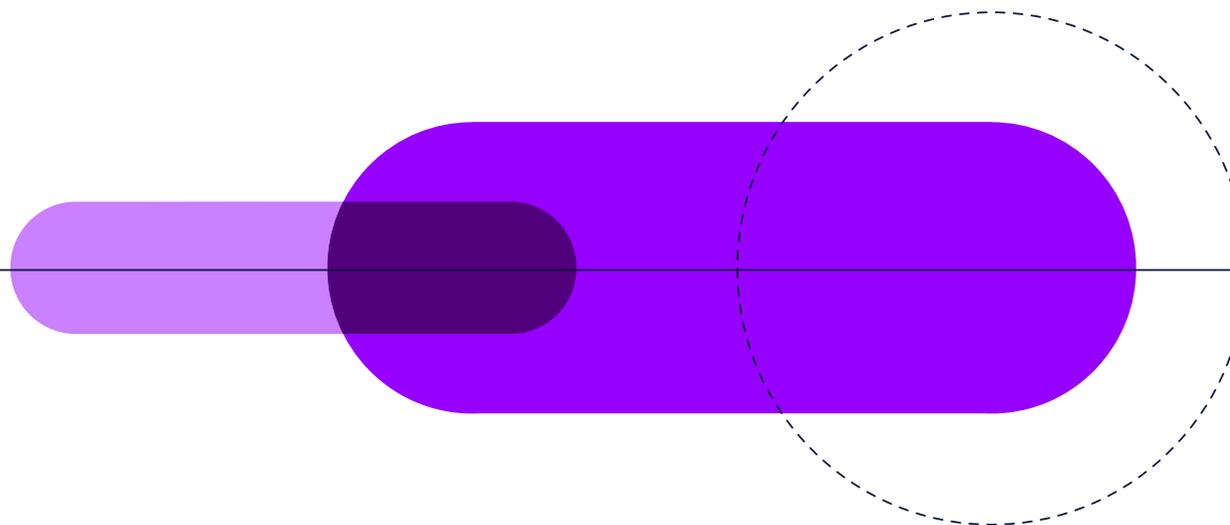
banking & financial services: middle and back office.

roles	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
compliance				
chief compliance officer	-	-	-	150,000 - 200,000+
head of compliance	-	-	100,000 - 120,000	120,000 - 160,000+
licensing	-	35,000 - 60,000	60,000 - 85,000	85,000 - 100,000+
regulatory compliance	27,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000 - 120,000+
compliance advisory - global markets	30,000 - 50,000	50,000 - 70,000	70,000 - 110,000	110,000 - 130,000+
compliance policy and procedure	25,000 - 40,000	40,000 - 65,000	65,000 - 100,000	95,000 - 105,000+
anti-money laundering (AML) / financial crime compliance (FCC) advisory	20,000 - 40,000	40,000 - 80,000	80,000 - 130,000	120,000 - 160,000+
transaction monitoring	25,000 - 40,000	40,000 - 70,000	75,000 - 90,000	90,000 - 125,000+
fraud investigation & advisory	20,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
trade surveillance	25,000 - 35,000	35,000 - 60,000	65,000 - 100,000	100,000+
control room	25,000 - 40,000	40,000 - 65,000	65,000 - 100,000	100,000+
compliance advisory - IBD / research compliance	30,000 - 50,000	50,000 - 70,000	70,000 - 110,000	110,000+
disclosure of interest	20,000 - 35,000	35,000 - 55,000	55,000 - 85,000	85,000 - 95,000+
compliance testing / assurance	20,000 - 40,000	40,000 - 70,000	70,000 - 100,000	100,000+
anti-bribery compliance	30,000 - 40,000	40,000 - 65,000	65,000 - 100,000	100,000+
sanction investigation & advisory	20,000 - 45,000	45,000 - 65,000	65,000 - 100,000	100,000+
asset management compliance - investment compliance	30,000 - 40,000	40,000 - 75,000	75,000 - 120,000	120,000+
asset management compliance - general compliance	23,000 - 45,000	45,000 - 70,000	70,000 - 95,000	100,000+
insurance compliance	20,000 - 38,000	35,000 - 60,000	55,000 - 95,000	85,000 - 120,000+
risk management				
chief risk officer	-	-	-	180,000 - 250,000+
head of risk	-	-	-	150,000 - 200,000+
market risk	25,000 - 40,000	35,000 - 65,000	60,000 - 110,000	100,000 - 130,000+
liquidity risk	22,000 - 38,000	35,000 - 55,000	50,000 - 80,000	75,000 - 95,000+
credit risk	25,000 - 40,000	38,000 - 60,000	55,000 - 85,000	75,000 - 110,000+
operational risk	20,000 - 35,000	30,000 - 50,000	45,000 - 70,000	70,000 - 120,000+
enterprise risk	20,000 - 35,000	35,000 - 60,000	60,000 - 80,000	80,000 - 120,000+
technology risk	20,000 - 40,000	35,000 - 60,000	55,000 - 90,000	80,000 - 135,000+
business risk	18,000 - 32,000	30,000 - 48,000	45,000 - 60,000	65,000 - 80,000+
risk analytics	25,000 - 42,000	38,000 - 60,000	55,000 - 80,000	90,000+
model risk / validation	25,000 - 42,000	40,000 - 60,000	60,000 - 80,000	100,000 - 120,000+
investment risk & portfolio risk	25,000 - 45,000	45,000 - 70,000	65,000 - 85,000	90,000 - 120,000+

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banking & financial services: operations.

roles	1 - 3 years	3 - 6 years	7 - 10 years	10+ years
chief operating officer	-	-	-	160,000 - 250,000+
head of operations	-	-	-	120,000 - 180,000+
asset servicing / corporate actions	18,000 - 28,000	28,000 - 40,000	40,000 - 70,000	70,000+
branch operations	14,000 - 18,000	18,000 - 30,000	30,000 - 50,000	50,000+
cash operations	18,000 - 25,000	25,000 - 38,000	38,000 - 65,000	65,000+
change management / project management	20,000 - 35,000	35,000 - 60,000	60,000 - 95,000	95,000+
credit administration	18,000 - 30,000	30,000 - 40,000	40,000 - 55,000	55,000 - 68,000+
fund administration / operations	20,000 - 35,000	35,000 - 50,000	50,000 - 70,000	75,000+
investment operations	25,000 - 40,000	40,000 - 60,000	60,000 - 75,000	85,000+
KYC / client onboarding (COB)	20,000 - 32,000	32,000 - 45,000	45,000 - 65,000	65,000+
loan operations	18,000 - 28,000	28,000 - 45,000	45,000 - 60,000	60,000+
middle office - client servicing / sales support	30,000 - 45,000	45,000 - 65,000	65,000 - 85,000	85,000+
middle office - trade support	25,000 - 38,000	38,000 - 55,000	55,000 - 75,000	75,000+
settlements	18,000 - 28,000	28,000 - 40,000	40,000 - 60,000	60,000+



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insurance.

roles	low	middle	high
bancassurance			
head of bancassurance	115,000	150,000	180,000
senior manager	65,000	78,000	90,000
assistant manager / manager	40,000	55,000	68,000
bancassurance officer	25,000	32,000	38,000
alternative distribution (agency channel / brokerage/strategic partnerships & digital)			
chief distribution officer	150,000	210,000	260,000
head of alternative distribution	100,000	140,000	180,000
channel director	80,000	85,000	95,000
senior manager	68,000	75,000	80,000
assistant manager / manager	40,000	55,000	65,000
actuarial			
chief actuary	180,000	240,000	300,000
director	120,000	140,000	180,000
associate director	80,000	100,000	120,000
senior manager	68,000	78,000	85,000
manager	58,000	66,000	75,000
assistant manager	48,000	60,000	70,000
senior associate	40,000	45,000	50,000
associate	30,000	35,000	40,000
claims			
head of claims	85,000	120,000	150,000
senior manager	60,000	70,000	80,000
manager	50,000	55,000	65,000
assistant manager	40,000	45,000	50,000
senior officer	25,000	30,000	35,000
officer	18,000	22,000	25,000
customer service			
director	80,000	92,000	100,000
senior manager	60,000	70,000	80,000
manager	50,000	55,000	60,000
assistant manager	35,000	45,000	50,000
senior officer	25,000	30,000	35,000
officer	18,000	25,000	29,000

roles	low	middle	high
policy admin			
head of policy admin	70,000	90,000	120,000
senior manager	60,000	70,000	80,000
manager	45,000	50,000	60,000
assistant manager	32,000	38,000	45,000
senior officer	22,000	25,000	32,000
officer	18,000	22,000	25,000
underwriting			
chief underwriter	170,000	220,000	250,000
director	130,000	150,000	180,000
senior manager	70,000	80,000	100,000
manager	55,000	65,000	70,000
assistant manager	35,000	45,000	55,000
senior officer	25,000	30,000	35,000
officer	20,000	22,000	25,000
product			
head of product development	180,000	200,000	230,000
director	120,000	150,000	180,000
senior manager	70,000	80,000	95,000
manager	50,000	65,000	70,000
assistant manager	40,000	45,000	55,000
senior officer	30,000	35,000	40,000
officer	22,000	25,000	30,000
transformation			
head of transformation	100,000	135,000	180,000+
senior manager	75,000	100,000	130,000
manager	60,000	80,000	95,000
senior business analyst	35,000	43,000	48,000
business analyst	25,000	34,000	40,000

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2026 market outlook & salary guide: technology.

randstad hong kong



randstad

partner for talent.

technology outlook: urgent call to hire in AI & cybersecurity or risk losing out in transformation.

Hong Kong's technology market is at a crossroads, characterised by a cautious "wait-and-see" approach to hiring and investment. Moving into 2026, companies face a clear imperative: hire new talent and deepen tech capabilities, or risk losing ground in Asia's digital transformation race.

According to the [2025 Randstad Employer Brand Research](#), demand for job change is high, but opportunities are limited. 41.8% of ICT professionals in Hong Kong are actively looking for new jobs, yet only 19.7% have secured new roles. Tech hiring dropped from a high of 23.3% in 2022 to 14.4% in 2023, recovering moderately to 19.7% in 2025, a sign that employers are hiring more deliberately and cautiously.

However, this very delay comes with risks. Many companies, driven by cost considerations, are shifting AI and data-related functions to regions such as Southeast Asia and Mainland China, where operating environments can be centralised for tech operations and innovation.

This inertia perpetuates a localised "gap everywhere" in necessary tech and AI expertise. Hong Kong's stricter governance frameworks have also limited flexibility for tech experimentation, slowing overall AI and digital ecosystem growth.

In this race towards innovation, employers probably cannot wait forever. A decisive move towards aggressive capability building is now an urgent necessity to support local digital transformation, as well as the long-term attractiveness of Hong Kong's technology industry.

strategic playbook for navigating a talent-scarce tech landscape.

Despite ongoing restructuring across global tech firms, Hong Kong continues to face a skills and talent shortage, especially in high-demand specialisations.

While salary expectations for general IT roles have stabilised with the 2023 dip in hiring, professionals such as Software Developers and Infrastructure Engineers still anticipate 10% to 15% increments when switching jobs.

For niche talent in Cybersecurity and AI, companies need to raise salary offers to be between 18% and 25% as competitive compensation planning is the key element of hiring success.

building a skills-first talent strategy.

To close the talent gap, many employers are looking beyond Hong Kong's borders. The Top Talent Pass Scheme has made it easier for companies to hire experienced mainland technology professionals who bring technical expertise as well as valuable cross-border experience to close the skills gap in Hong Kong's talent pool.

Local candidates remain highly valuable for their domain and industry knowledge, linguistic skills for cross-border collaborations, as well as strong understanding of local regulations and alignment with the company's culture and personality fit.

A good talent strategy involves blending these two pools to acquire technical depth from expats while leveraging local knowledge for navigating the specific Hong Kong market landscape.

hiring must be driven by value creation and professional opportunity.

Randstad's 2025 Employer Brand Research reveals that 39.1% of ICT workers feel disengaged due to limited growth prospects, while 56% report excessive workloads and 38.5% face unclear management expectations.

Employers can address these challenges by improving communication transparency, resource planning, and career mobility frameworks.

To attract top talent, employers must demonstrate genuine commitment to digital transformation and technology integration, ensuring this support comes from top management rather than to fulfill regulatory checks.

Talent, particularly in high demand niche areas, is motivated not only by salary and job stability, but also by the promise of engaging and high-profile projects that improves their satisfaction and visibly enhances their portfolios.



When assessing new hires, companies should look beyond technical credentials. Agility, growth mindset, stakeholder communication, and problem-solving are now core differentiators in a hyper-fluid technological environment.

develop domains in cybersecurity and AI.

As we navigate 2026, two domains stand out as critical investment targets, underpinned by clear market demand and regulatory mandates: Cybersecurity and Artificial Intelligence (AI).

cybersecurity: a legal and strategic imperative.

The necessity of bolstering [cybersecurity](#) capabilities is unequivocally mandated by law. Hong Kong's first cybersecurity law, the Protection of Critical Infrastructure (Computer Systems) Ordinance (PCIO), is [expected](#) to take effect on January 1, 2026.

It mandates stronger infrastructure safeguards and data protection standards across eight critical sectors, including banking, technology, transportation, utilities and logistics. .

This regulatory environment, combined with the growing use of digital solutions and increased data volume, solidifies a steady, stable demand for cybersecurity specialists. Hiring in this area will focus on protection and detection specialists will help fulfil corporate governance and regulatory compliance, creating a reliable job flow across in-house corporate teams and consultancies.

AI: from experimentation to execution.

Large corporations that once hesitated enterprise AI adoption due to budget constraints and lack of proven use cases are increasingly recognising AI's impact on operating efficiency, customer experience, and revenue growth. AI investment in Hong Kong is hence growing, with companies using both enterprise-grade and open-source tools to drive innovation and stay ahead of the competition.

To spearhead this transformation, companies are seeking high-level [AI strategists](#) and [technology leads](#) who can transform boardroom visions into operational reality that leads to business results.

These leaders are actively hiring [AI engineers](#), [AI architects](#), and [machine learning specialists](#) prioritising skills in model deployment and Large Language Models (LLMs) across key sectors like insurance, fintech, FMCG, and cryptocurrency.

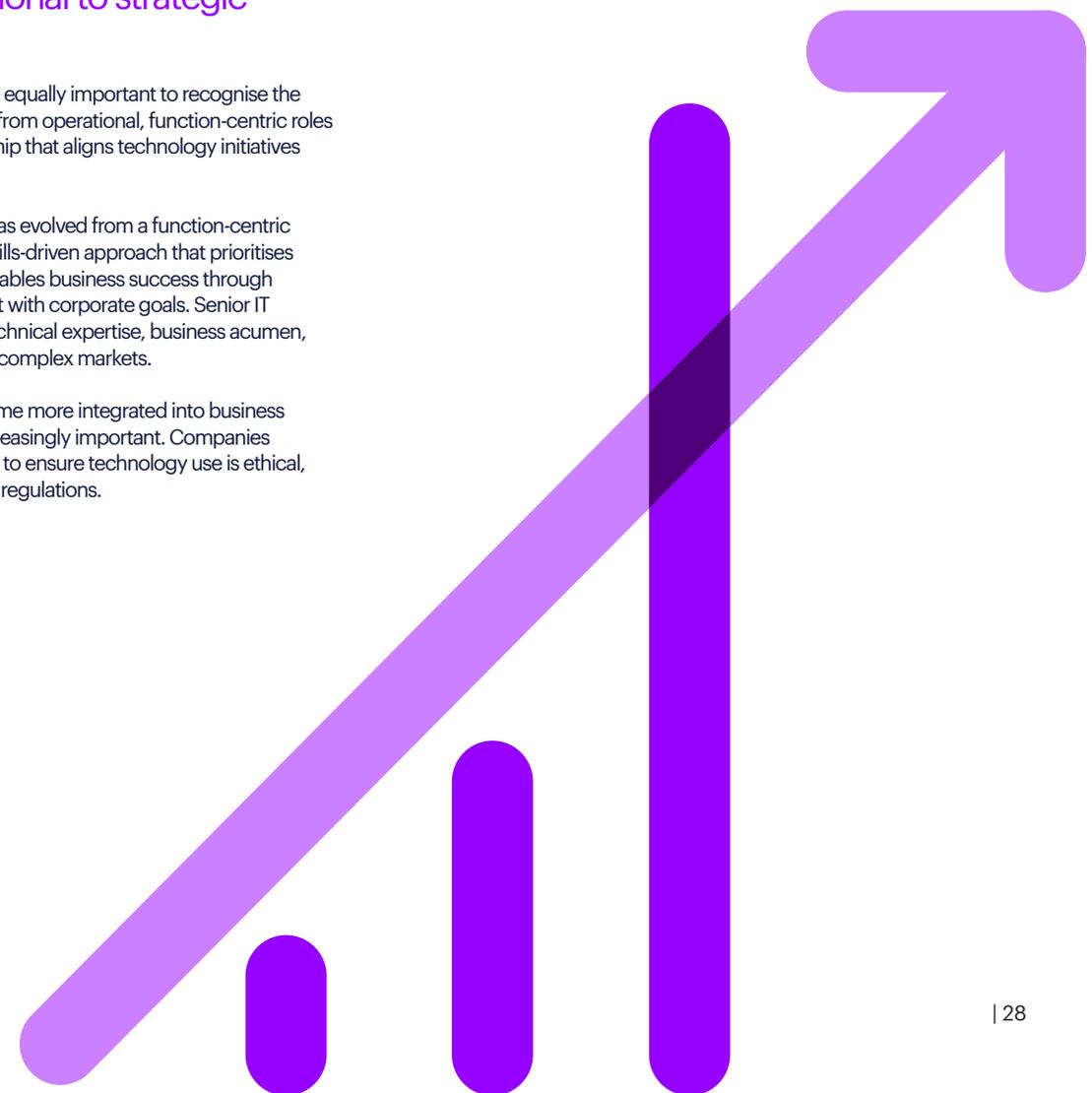
They will be focused on high-impact projects, with applications like Agentic AI and Smart Manufacturing, rapidly moving from experimentation to full-scale production to drive business optimisation.

a shift from operational to strategic hiring in tech.

While these fields are critical, it is equally important to recognise the broader shift in IT management from operational, function-centric roles to strategic, skills-driven leadership that aligns technology initiatives with business objectives.

IT management in Hong Kong has evolved from a function-centric operational role to a strategic, skills-driven approach that prioritises business objectives. Today, IT enables business success through innovation, agility, and alignment with corporate goals. Senior IT professionals will now require technical expertise, business acumen, and leadership skills to navigate complex markets.

As digital platforms and AI become more integrated into business operations, IT governance is increasingly important. Companies must establish clear frameworks to ensure technology use is ethical, responsible, and compliant with regulations.



gain a first-mover edge through contingent hiring strategies.

The city's tech market remains cautious, with most hiring focused on replacement headcount of core technology roles. Many employers are also waiting for significant internal or external triggers before expanding teams or hiring new capabilities, a hesitation that will slow both adoption and innovation.

Companies are driving key strategic digital initiatives to stay competitive, but it is coming at a cost when increased operational demands puts additional pressure on existing teams. While these projects provide valuable exposure and career development opportunities, the heavier workload can reduce job satisfaction and ultimately drive higher turnover.

To accelerate tech innovation, companies can adopt more agile hiring strategies that expand capacity and strengthen capabilities through contingent talent funded by operational budgets. This approach also enables faster skill-based hiring through contract-to-permanent processes, giving organisations tangible results to support reason-to-hire discussions and a first-mover advantage in securing top talent.



technology & services.

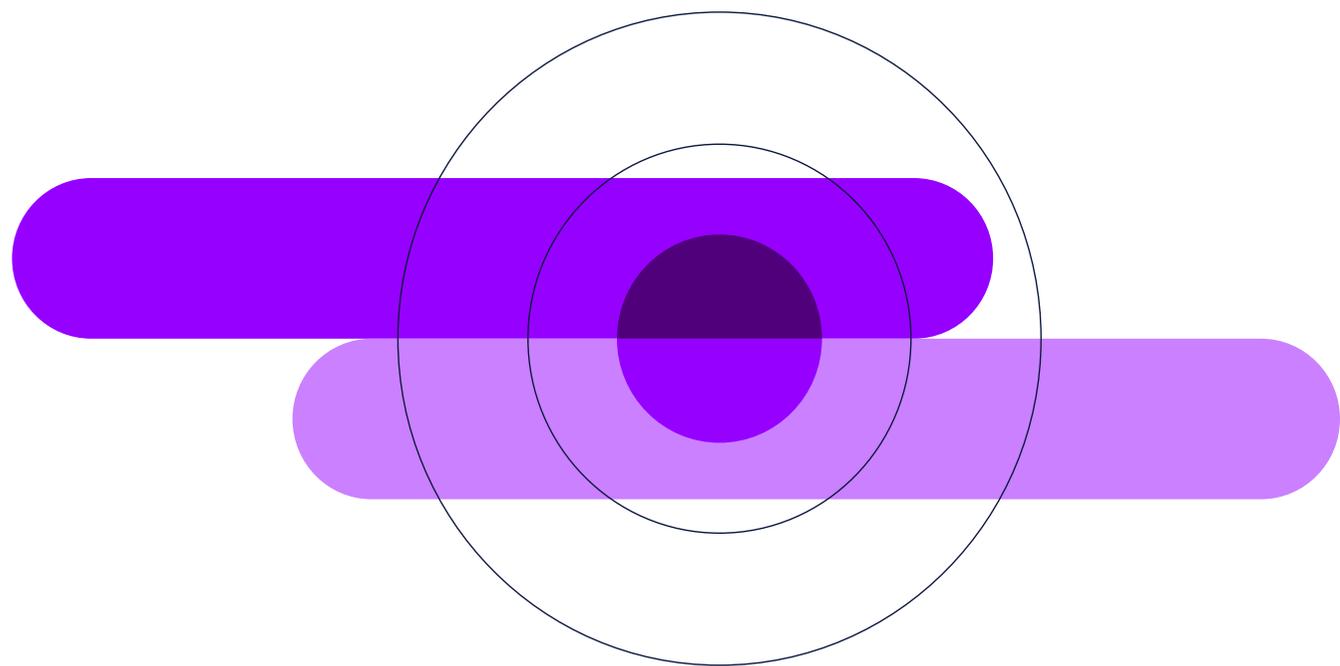
roles	low	middle	high
management			
CIO / CTO / CDO / CISO	150,000	220,000	280,000
IT director / head of IT	75,000	90,000	120,000
head of data	90,000	120,000	140,000
IT audit / security manager	55,000	75,000	90,000
program manager	70,000	85,000	120,000
PMO	70,000	85,000	100,000
product manager	50,000	65,000	80,000
business analyst manager	45,000	55,000	70,000
software development manager	55,000	70,000	85,000
enterprise architect	80,000	95,000	120,000
application support manager	50,000	60,000	75,000
QA / testing manager	55,000	65,000	75,000
ERP / CRM / SAP manager	55,000	70,000	85,000
service delivery manager	45,000	60,000	70,000
infrastructure manager	50,000	65,000	80,000
helpdesk / desktop manager	40,000	55,000	70,000
software development			
software architect / solution architect	55,000	75,000	90,000
blockchain developer	35,000	55,000	80,000
python developer	30,000	45,000	60,000
java developer	35,000	50,000	65,000
.net developer	30,000	45,000	60,000
php developer	30,000	40,000	55,000
c++ developer	28,000	35,000	60,000
mobile developer	30,000	45,000	65,000
front end developer	28,000	40,000	60,000

roles	low	middle	high
business intelligence / data science			
data strategy / data solutions	60,000	80,000	110,000
data architect	60,000	80,000	100,000
data ops engineer / data platform engineer	45,000	60,000	85,000
data engineer / ETL developer	40,000	60,000	75,000
database administrator / DBA	45,000	60,000	80,000
data analytics & business intelligence, IT development	40,000	55,000	80,000
AI / machine learning engineer	40,000	55,000	75,000
data scientist	42,000	65,000	85,000
data analyst & insights	32,000	55,000	80,000
data governance	40,000	65,000	90,000
cybersecurity			
cybersecurity architect	60,000	80,000	110,000
data security & protection	50,000	70,000	90,000
cybersecurity engineer	45,000	60,000	80,000
information security assurance / security risk	40,000	60,000	85,000
information security engineer	50,000	75,000	85,000
application security & governance	45,000	65,000	85,000
identity & access management	40,000	60,000	95,000
cybersecurity consultant	40,000	65,000	85,000
IT risk consultant	45,000	60,000	80,000
cybersecurity analyst	40,000	60,000	72,000
penetration tester / ethical hacker	40,000	65,000	80,000

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

technology & services.

roles	low	middle	high
systems, network & support			
network solution architect	55,000	75,000	100,000
network engineer	35,000	55,000	75,000
NOC engineer	30,000	35,000	45,000
storage engineer	40,000	50,000	65,000
systems engineer (Linux / UNIX)	35,000	50,000	60,000
desktop engineer	30,000	45,000	55,000
helpdesk support	28,000	35,000	45,000
cloud			
cloud architect	60,000	75,000	90,000
cloud engineer	45,000	55,000	70,000
transformation			
business analyst	30,000	45,000	55,000
project manager	45,000	65,000	85,000
Microsoft Dynamics functional consultant	35,000	45,000	65,000
Microsoft Dynamics technical consultant	35,000	50,000	65,000
Oracle functional consultant	35,000	50,000	70,000
Oracle technical consultant	35,000	50,000	70,000
SAP functional consultant	35,000	50,000	75,000
SAP technical consultant	35,000	50,000	70,000
Salesforce consultant	35,000	50,000	70,000
testing			
QA / software testing (automation)	35,000	48,000	58,000
QA / software testing (manual)	28,000	40,000	50,000



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technology - financial services.

roles	low	middle	high
management			
CIO / CTO / CDO / CISO	170,000	250,000	400,000
IT director / head of IT	80,000	110,000	150,000
head of data	110,000	140,000	170,000
IT audit / security	60,000	95,000	140,000
program manager	65,000	80,000	120,000
PMO	40,000	65,000	90,000
product manager	55,000	75,000	95,000
business analyst manager	60,000	72,000	95,000
software development manager	70,000	80,000	100,000
infrastructure manager	55,000	65,000	80,000
application support manager	40,000	55,000	65,000
service delivery manager	55,000	75,000	90,000
software development			
software architect / solution architect	65,000	90,000	150,000
C++ developer	50,000	70,000	100,000
python developer	35,000	50,000	100,000
java developer	35,000	60,000	100,000
.net developer	35,000	55,000	80,000
mobile apps developer	35,000	50,000	80,000
front end developer	35,000	50,000	80,000
business intelligence / data science			
data strategy / data solutions	65,000	90,000	120,000
data architect	70,000	100,000	120,000
data ops engineer / data platform engineer	50,000	70,000	90,000
data engineer / ETL developer	42,000	60,000	85,000
database administrator / DBA	40,000	60,000	80,000
data analytics & business intelligence development	40,000	55,000	80,000
AI / machine learning engineer	40,000	55,000	80,000
data scientist	40,000	70,000	90,000
data analyst	32,000	55,000	80,000
data governance	45,000	75,000	110,000

roles	low	middle	high
cybersecurity			
cybersecurity architect	70,000	90,000	120,000
data security & protection	60,000	80,000	110,000
cybersecurity engineer	50,000	75,000	95,000
information security engineer	45,000	70,000	90,000
application security & governance	50,000	75,000	95,000
identity & access management	45,000	70,000	95,000
cybersecurity consultant	58,000	75,000	95,000
information security assurance / security risk	55,000	75,000	90,000
IT risk consultant	55,000	70,000	85,000
cybersecurity analyst	40,000	55,000	65,000
penetration tester / ethical hacker	40,000	65,000	80,000
transformation			
business analyst	35,000	60,000	80,000
project manager	35,000	60,000	80,000
systems, network & support			
network architect	70,000	80,000	90,000
network engineer	40,000	60,000	75,000
application support	35,000	60,000	85,000
NOC engineer	30,000	38,000	45,000
storage engineer	40,000	50,000	70,000
systems engineer (Linux / UNIX)	45,000	60,000	75,000
desktop engineer	35,000	45,000	60,000
systems engineer	40,000	60,000	75,000
helpdesk support	35,000	50,000	65,000
trading support engineer	40,000	60,000	70,000
cloud			
cloud architect	65,000	80,000	100,000
cloud engineer	55,000	70,000	90,000
testing			
QA / software testing (automation)	40,000	55,000	70,000
QA / software testing (manual)	30,000	40,000	50,000

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2026 market outlook & salary guide: corporate services.

randstad hong kong



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partner for talent.

accounting & finance - commerce & industry.

roles	low	middle	high	roles	low	middle	high
assistant accountant / finance officer	23,000	25,000	27,000	senior manager	60,000	75,000	86,000
accountant	25,000	29,000	35,000	director	85,000	93,000	120,000
senior accountant	33,000	35,000	37,000	head of investment	90,000	100,000	150,000
accounts receivable specialist	23,000	25,000	30,000	project accountant	30,000	33,000	38,000
accounts receivable manager	45,000	50,000	60,000	project accounting manager	50,000	53,000	60,000
accounts payable specialist	23,000	25,000	30,000	analyst	28,000	32,000	40,000
accounts payable manager	45,000	50,000	60,000	manager	40,000	48,000	56,000
credit controller	25,000	35,000	60,000	finance transformation lead	70,000	85,000	96,000
assistant finance manager	40,000	45,000	48,000	head of finance transformation	86,000	100,000	120,000
finance manager	46,000	52,000	60,000	assistant manager, investor relations	40,000	42,000	45,000
senior finance manager	52,000	60,000	65,000	investor relations manager	45,000	52,000	60,000
financial analyst	25,000	30,000	35,000	head of investor relations / investor relations director	75,000	80,000	92,000
assistant manager, FP&A / senior financial analyst	38,000	45,000	50,000	financial controller	65,000	68,000	72,000
FP&A manager / business controller	50,000	55,000	60,000	finance director	70,000	75,000	85,000
senior manager, FP&A / senior business controller	65,000	70,000	80,000	head of finance	85,000	90,000	100,000
head of FP&A	80,000	85,000	95,000	CFO - SME	95,000	100,000	120,000
regional FP&A director	85,000	90,000	100,000	CFO - large scale	130,000	200,000	330,000
internal auditor	40,000	45,000	48,000				
assistant manager, internal audit	45,000	48,000	50,000				
internal audit manager	50,000	53,000	60,000				
assistant manager, IT audit	48,000	52,000	55,000				
IT audit manager	50,000	55,000	60,000				
senior manager, internal audit	68,000	80,000	85,000				
head of internal audit	85,000	90,000	130,000				
tax analyst	20,000	24,000	26,000				
assistant manager	35,000	38,000	43,000				
tax manager	45,000	50,000	53,000				
senior manager	55,000	62,000	65,000				
head of tax	81,000	92,000	145,000				
regional tax director	85,000	95,000	150,000				
treasury analyst / treasury specialist	28,000	32,000	42,000				
treasury manager	38,000	45,000	56,000				
treasurer / head of treasury	80,000	86,000	138,000				
analyst	28,000	32,000	40,000				
manager	45,000	52,000	60,000				

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

accounting & finance - banking and financial services / insurance.

roles	low	middle	high
chief financial officer	130,000	180,000	250,000
head of finance	85,000	100,000	130,000
head of financial planning & analysis / management reporting	80,000	95,000	120,000
financial planning & analysis / management reporting manager	50,000	70,000	90,000
financial analyst	28,000	36,000	50,000
financial planning & analysis / management reporting officer	25,000	30,000	35,000
head of financial control	85,000	100,000	125,000
financial reporting manager	45,000	52,000	60,000
senior finance manager	60,000	70,000	80,000
finance manager	45,000	50,000	60,000
accountant	26,000	30,000	35,000
accounting assistant	17,000	19,000	22,000
head of regulatory reporting	105,000	118,000	130,000
regulatory reporting manager	40,000	65,000	90,000
regulatory reporting officer	25,000	32,000	40,000
head of IFRS 17	100,000	120,000	145,000
finance manager (IFRS 17 focused)	60,000	70,000	85,000
actuarial manager (reporting)	45,000	55,000	75,000
technical accounting manager	60,000	70,000	85,000
head of product control	95,000	110,000	130,000
product control manager	40,000	55,000	70,000

roles	low	middle	high
product control officer	26,000	30,000	37,000
head of valuation control	95,000	110,000	130,000
valuation control manager	45,000	55,000	70,000
head of fund accounting	80,000	95,000	120,000
fund accounting manager	50,000	60,000	70,000
fund accountant	25,000	35,000	45,000
head of tax / tax director	85,000	100,000	145,000
tax manager	55,000	65,000	75,000
tax accountant	20,000	25,000	30,000
head of asset liability management/ treasury / treasurer	80,000	100,000	140,000
asset liability / treasury manager	50,000	65,000	85,000
treasury manager (FTP)	55,000	70,000	90,000
asset liability / treasury officer	24,000	28,000	35,000
system finance	55,000	75,000	100,000
head of internal audit	120,000	150,000	220,000
head of IT audit	90,000	110,000	140,000
internal audit manager	60,000	70,000	80,000
internal auditor	35,000	42,000	50,000
IT audit manager	55,000	68,000	82,000
IT auditor	38,000	45,000	55,000

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human resources.

roles	low	middle	high
recruitment/talent acquisition			
director/ head of talent acquisition (regional)	100,000	130,000	180,000
director/ head of talent acquisition (local)	76,000	100,000	133,000
talent acquisition senior / manager (regional)	80,000	100,000	120,000
talent acquisition senior / manager (local)	55,000	65,000	80,000
talent acquisition officer	20,000	30,000	45,000
learning & development			
L&D director (regional)	100,000	115,000	135,000
L&D director (local)	66,000	90,000	110,000
L&D senior / manager (regional)	80,000	100,000	120,000
L&D senior / manager (local)	50,000	65,000	80,000
L&D officer	18,000	25,000	35,000
compensation & benefits			
director / head of compensation & benefits (regional)	100,000	115,000	135,000
director / head of compensation & benefits (local)	76,000	88,000	100,000
compensation & benefits senior / manager (regional)	80,000	100,000	120,000
compensation & benefits senior / manager (local)	50,000	70,000	85,000
compensation & benefits specialist	28,000	35,000	38,000
rewards manager (regional)	80,000	100,000	120,000
rewards manager (local)	65,000	75,000	80,000
payroll			
payroll manager (regional)	60,000	65,000	80,000
payroll manager (local)	40,000	50,000	60,000
payroll officer	25,000	30,000	35,000
business partnering			
director / head of HRBP (regional)	100,000	180,000	200,000
director / head of HRBP (local)	80,000	100,000	120,000
senior HRBP (regional)	75,000	90,000	110,000
senior HRBP (local)	60,000	80,000	95,000
HRBP (regional)	65,000	75,000	85,000
HRBP (local)	45,000	55,000	65,000

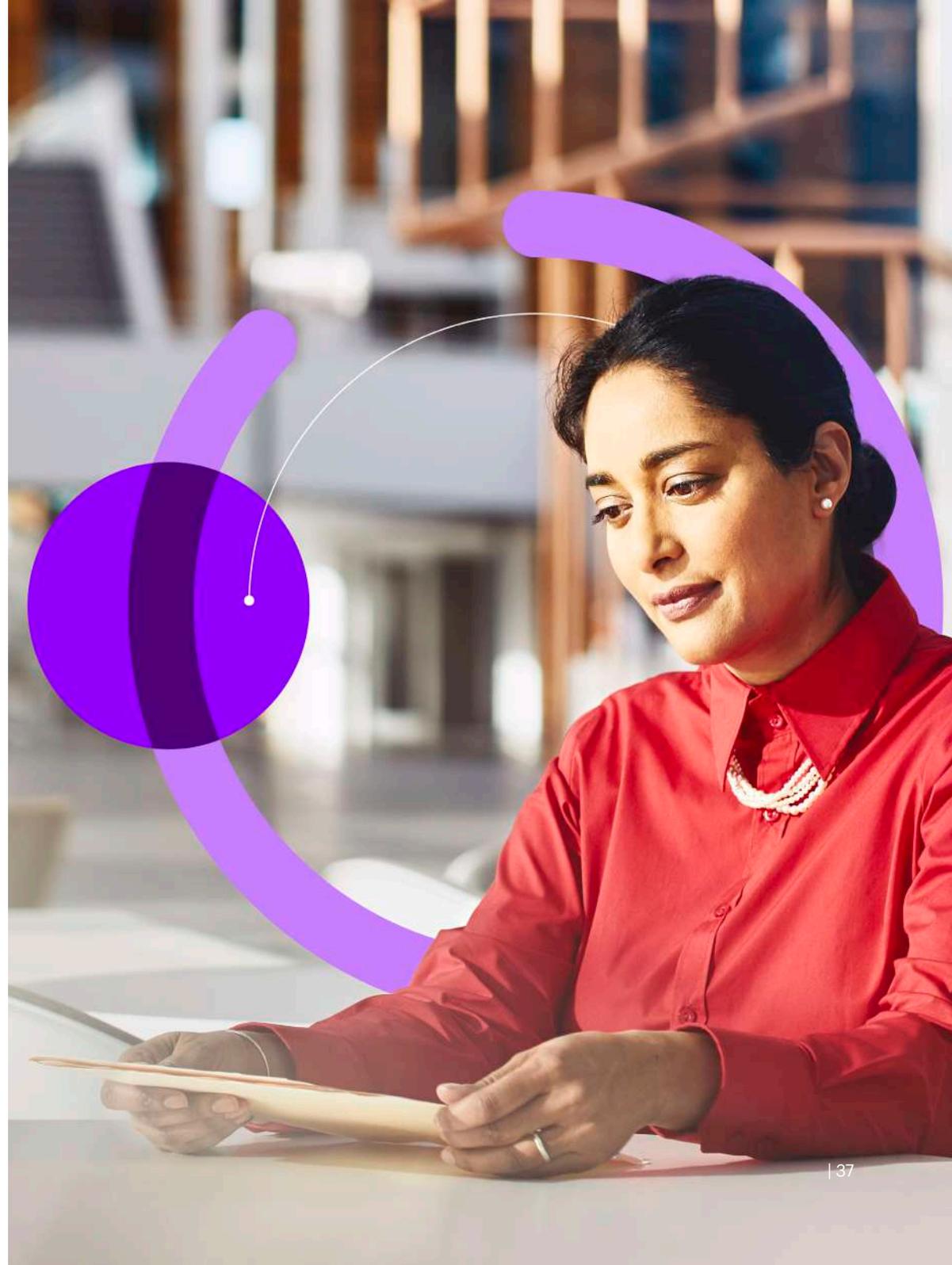
roles	low	middle	high
generalist			
director / head of HR (regional)	100,000	150,000	240,000
director / head of HR (local)	80,000	100,000	120,000
senior HR manager (regional)	80,000	100,000	120,000
senior HR manager (local)	60,000	70,000	80,000
HR manager	45,000	58,000	70,000
HR senior / officer	18,000	24,000	38,000
HR assistant	15,000	18,000	23,000
talent management/ employee engagement			
talent management manager (regional)	80,000	100,000	120,000
talent management manager (local)	45,000	55,000	65,000
talent management officer	25,000	33,000	40,000

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business support.

roles	low	middle	high
financial services & pro firms			
chief admin officer / head of admin	100,000	130,000	180,000
executive assistant	35,000	45,000	85,000
senior secretary	33,000	45,000	78,000
personal assistant	30,000	40,000	65,000
secretary	23,000	30,000	40,000
office manager	40,000	48,000	55,000
administrative manager	45,000	55,000	65,000
team secretary	38,000	45,500	50,000
administrative assistant / officer	23,000	25,000	32,000
receptionist	20,000	23,000	28,000
commercial & industrial			
chief admin officer / head of admin	90,000	110,000	160,000
executive assistant	33,000	40,000	55,000
senior secretary	32,000	38,000	48,000
personal assistant	30,000	35,000	45,000
secretary	25,000	30,000	35,000
office manager	40,000	50,000	65,000
administrative manager	40,000	45,000	50,000
team secretary	25,000	30,000	35,000
administrative assistant	20,000	23,000	28,000
receptionist	19,000	22,000	26,000

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legal.

roles	low	high
PRC / hong kong law firms		
post-qualified experience		
newly qualified	55,000	85,000
1 year	60,000	90,000
2 years	65,000	100,000
3 years	70,000	115,000
4 years	78,000	130,000
5 years	85,000	145,000
6 years	88,000	155,000
7 years	92,000	160,000
8 years	100,000	165,000
counsel	115,000	180,000
salaried partner	130,000	300,000+

international / UK law firms		
post-qualified experience		
newly qualified	78,000	100,000
1 year	85,000	105,000
2 years	90,000	115,000
3 years	95,000	130,000
4 years	100,000	135,000
5 years	115,000	150,000
6 years	125,000	155,000
7 years	130,000	170,000
8 years	145,000	175,000
counsel	180,000	250,000
salaried partner	200,000	300,000+

roles	low	high
offshore law firms		
post-qualified experience		
newly qualified	50,000	95,000
1 year	85,000	100,000
2 years	88,000	110,000
3 years	90,000	120,000
4 years	100,000	125,000
5 years	110,000	130,000
6 years	120,000	140,000
7 years	130,000	150,000
counsel	150,000+	
salaried partner	180,000+	

US law firms		
class year	annual base (USD)	annual bonus (USD)
1st year	225,000	20,000
2nd year	235,000	30,000
3rd year	260,000	57,500
4th year	310,000	75,000
5th year	365,000	90,000
6th year	390,000	105,000
7th year	420,000	115,000
8th year	435,000	115,000
counsel	435,000+	-
salaried partners	435,000+	-

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legal.

roles	low	high
private practice, commerce & financial services. (paralegals and other legal support)		
professional support		
head of professional support	100,000	200,000
professional support lawyer	80,000	130,000
legal manager	45,000	80,000
legal consultant (3 - 5 years)	50,000	60,000
legal consultant (1 - 2 years)	40,000	50,000
senior paralegal (6+ years)	35,000	55,000
paralegal (3 - 5 years)	25,000	50,000
paralegal (1 - 2 years)	20,000	35,000

corporate governance	low	high
head of company secretary (20+ years)	80,000	150,000+
senior company secretarial manager (15 - 20 years)	65,000	100,000
company secretarial manager (13 - 15 years)	50,000	75,000
assistant company secretarial manager (9 - 12 years)	37,000	55,000
senior company secretarial officer (6 - 8 years)	30,000	45,000
company secretarial officer (4 - 5 years)	25,000	32,000
company secretarial assistant (1 - 3 years)	18,000	25,000

in-house legal financial services. (per month in HKD)

	analyst / associate / assistant legal counsel (newly qualified - 3 years PQE)		legal counsel (4-7 years PQE)		senior legal counsel 8+ PQE		head of legal 15+ PQE	
	low	high	low	high	low	high	low	high
international banks	70,000	110,000	90,000	140,000	120,000	170,000	150,000	250,000+
regional / local banks	65,000	100,000	85,000	130,000	110,000	160,000	140,000	200,000+
chinese banks / IBs	60,000	90,000	80,000	130,000	100,000	150,000	140,000	200,000+
buy-side: asset management, hedge funds, private equity	70,000	110,000	90,000	140,000	110,000	180,000	160,000	250,000+
fintech	70,000	100,000	90,000	120,000	100,000	170,000	150,000	220,000+
insurance	60,000	100,000	80,000	120,000	100,000	150,000	140,000	250,000+

in-house legal commerce & industry. (per month in HKD)

	junior counsel / assistant legal counsel (newly qualified - 3 years PQE)		legal counsel (4-7 years PQE)		senior legal counsel 8+ PQE		head of legal 15+ PQE	
	low	high	low	high	low	high	low	high
technology & media	50,000	95,000	65,000	110,000	90,000	150,000	130,000	220,000+
retail	55,000	85,000	60,000	110,000	85,000	140,000	110,000	180,000+
property & hospitality	50,000	85,000	60,000	110,000	90,000	130,000	130,000	200,000+
conglomerate	55,000	80,000	65,000	110,000	90,000	140,000	140,000	200,000+
manufacturing	50,000	70,000	55,000	105,000	80,000	120,000	110,000	150,000+
others (professional services, healthcare, energy, telecom, travel, transportation, shipping / logistics)	50,000	80,000	60,000	110,000	80,000	130,000	110,000	150,000+

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randstad hong kong: services & solutions.

We help clients find in-demand talent — when they need it. By offering a comprehensive set of solutions, backed by our innovative technologies and global footprint, with deep insights into market dynamics, a vast pool of pre-screened candidates, and specialised recruiting and talent management processes, we help fill crucial roles to bolster growth and agility.

employer brand research.

The Randstad Employer Brand Research is the most representative and inclusive employer brand research in the world. It is the only study that captures the workforce sentiments towards key employee value proposition factors from employees and job seekers between the ages 18 and 64.

Commissioned by Randstad, the research is conducted annually and independently by Kantar, to share data-driven insights from more than 170,000 respondents across 32 markets, including approximately 2,500 in Hong Kong SAR.

workmonitor.

The Randstad Workmonitor 2025 survey explores the views of working people to identify a new workplace baseline defined by three factors: the «why» of personal motivations, the «who» of community, and the «how» of sharpening job skills.

Commissioned by Randstad, the research is conducted annually and independently by Evalueserve, to share data-driven insights from more than 26,000 respondents across 35 markets, including approximately 750 in Hong Kong.

local research & specialised reports.

Randstad Hong Kong offers customised and specialised talent reports tailored to your industry and unique business needs.

Gain a critical advantage with in-depth analysis of local talent supply and demand, competitor employer branding strategies, and emerging recruitment trends specific to Hong Kong SAR.

Our customised insights delivered by our specialised talent consultants empower you to make informed decisions, optimise your talent attraction strategy, and build a workforce equipped for sustainable growth in the Hong Kong market.

our talent management solutions.

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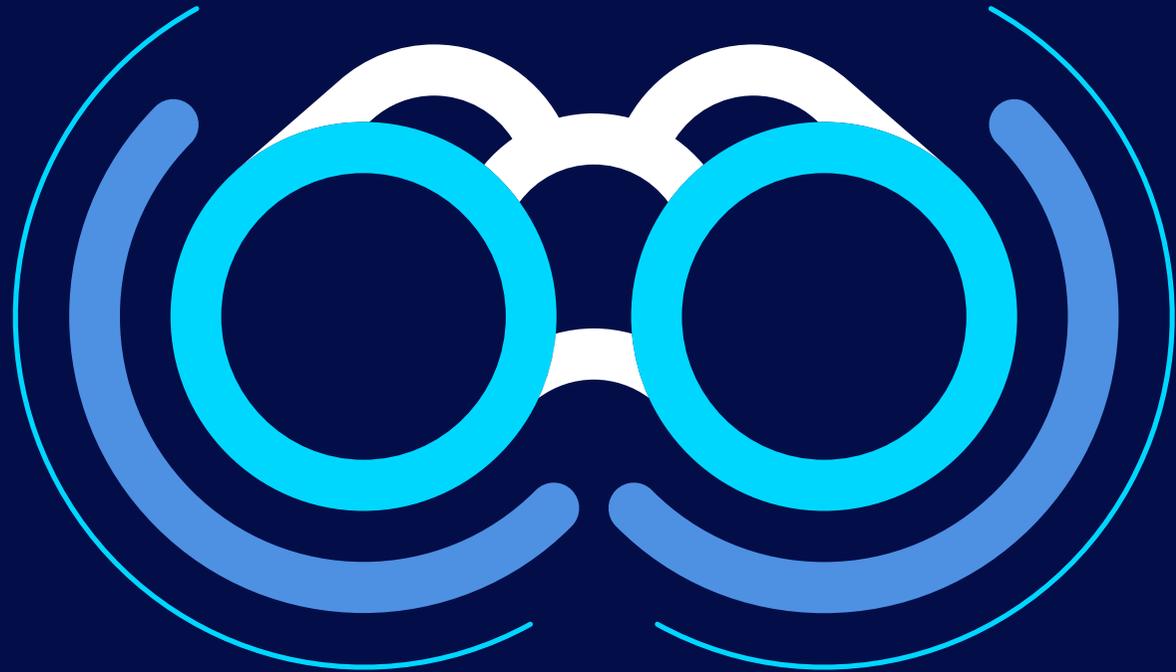
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