



ACI REPORT - 2025

SALARY & EMPLOYMENT TRENDS

FOREWORD

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FOREWORD

FOREWORD



The 2025 ACI Report is our 13th edition. Whilst we have virtually recovered to pre-pandemic levels across the industry in 2024, the tourism wheel is undoubtedly spinning again with great velocity. However, from the results captured in this year's ACI Report, 2024 may not have delivered the positivity we had expected, and it perhaps leaves us with more questions than answers in the coming year.

The ACI Report is a unique publication produced annually, and this year we saw a sample size of over 700 travel, tourism and hospitality professionals working across the Asia Pacific region. The respondents provided an extensive view of industry salaries and satisfaction levels, giving the report not only a unique statistical view of the travel, tourism, hospitality, and lifestyle labor market, but also an invaluable insight into the mindset of industry personnel.

The ACI Report is meant to serve as a useful guide for employers, jobseekers, HR professionals and recruitment specialists by providing an insight into prevailing job market conditions and hiring practices in Asia Pacific. A combination of qualitative and quantitative methods was used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

I take this opportunity to thank everyone who took the time to participate in this year's survey and hope that this report will be a useful and informative guide for you. ACI remains committed to providing unparalleled HR services to our clients and candidates within the travel, tourism, hospitality, and lifestyle industries.

A handwritten signature in black ink, appearing to read 'Andrew Chan'. The signature is fluid and cursive, with a horizontal line underneath the name.

Andrew Chan
Founder & CEO

AT A GLANCE – ACI REPORT 2025

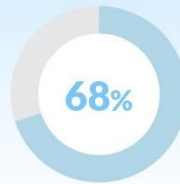
TRAVEL & HOSPITALITY WHEEL SPINNING WITH GREAT VELOCITY,
BUT THERE MAY CHALLENGES AHEAD



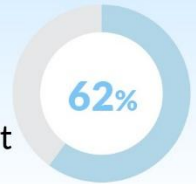
Less received salary increases and bonuses in 2024 -
62% had a salary increase in 2024



with **57%**
receiving a
bonus,



down from 68%
and 62% seen from
previous year's report

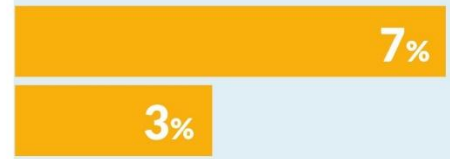


Singapore average
salaries dropped
12%



UAE/ Saudi once again
dominates with
highest average salary
\$198,582

7% made redundant
in 2024, up from 3%
the previous year



47% indicating
they'll change
employment in the
coming 12 months



31% continue to
indicate higher salary as
their top priority when
changing employment



ABOUT ACI

ABOUT ACI

Established in 2012, ACI stemmed from a need identified by Founder & CEO, Andrew Chan for a specialist firm owned and operated by people from within the industry. With unrivalled management experience in the sectors we serve, ACI is an award-winning specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

At ACI, we understand that finding the right talent is critical to an organisation's success, and finding the right opportunity is paramount to a candidate's career. We are passionate about connecting clients with the very best talents and pride ourselves with the philosophy of “growing the industry one talent at a time”.

OUR PEOPLE

Understanding nuances and macro talent issues of an industry takes people from the industry to appreciate; ACI consultants have unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, and are genuinely passionate not only about our clients' and candidates' success but the industry as a whole.

BEST PRACTICE

ACI delivers a full recruitment service and our adherence to Best Practice processes ensures our clients receive a guaranteed level of quality control in all areas of the recruitment process.

Customers come to us as the industry experts, knowing our staff are industry specialists and that we are current on all industry issues, both in travel & hospitality, and recruitment.

AWARDS

Most recently, ACI was honoured to be recognised with the following accolades:

- Best Recruitment Firm, Hospitality – 2023 Winner, HR Vendors of the Year
- Best Recruitment Firm, Specialist – Bronze, HR Vendors of the Year
- Best Recruitment Entrepreneur (Andrew Chan) – Gold Winner, Asia Recruitment Awards
- Best Executive Search Firm – Silver Winner, Asia Recruitment Awards
- Best Recruitment Portal – Silver Winner, Asia Recruitment Awards
- Best Cross Border Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Cross Border Recruitment Strategy – Bronze Winner, Asia Recruitment Awards
- Best Executive Search Firm – Bronze Winner, HR Vendors of the Year

INTRODUCTION

INTRODUCTION

SALARY SURVEY METHODOLOGY

A survey link was sent to over 30,000 from ACI's database throughout Asia Pacific in December 2024 for employees of various levels to complete. We received a 16.8% open rate, and a 31.7% click rate. The survey link was also posted on the acihr.com website and included in a range of advertising, social media campaigns, and distributed to industry association members. We received 718 respondents.

REPORT FORMAT

The 2025 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

Graphs have been used throughout to allow for visual display and interpretation of results. In most cases, percentages of all respondents have been shown on the graphs. These percentages have in some cases been rounded up or down to the nearest whole number.

DEFINITIONS

Detailed below are the definitions for the salary data tables:

Lowest Salary:	The lowest level in that category
Median Salary:	The salary level which 50% of salaries fall below and 50% are above
Highest Salary:	The highest salary level in that category
Average:	The arithmetic average is calculated by adding together the quantities in a group and dividing the resulting sum by the number of quantities in that group

* OR 0% = Sample too small: Denotes only 1 statistic available, limited analysis is made giving the average and median only.

DISCLAIMER

ACI HR Solutions have not audited, nor otherwise sought to verify all information collected in this survey and shall not be liable or responsible in respect of this document, including errors or omissions therein however caused. Furthermore, ACI HR Solutions accepts no liability for any actions taken as a result of the report.

ANALYSIS

ANALYSIS

IN BRIEF

International tourism virtually recovered (99%) pre-pandemic levels in 2024. An estimated 1.4 billion international tourists were recorded, an increase of 11% over 2023.

- International tourism virtually recovered (99%) pre-pandemic levels in 2024, with most destinations exceeding 2019 numbers.
- 2024 marks the consolidation of international tourism recovery from its worst crisis ever, four years after the outbreak of the COVID-19 pandemic.
- An estimated 1.4 billion international tourists (overnight visitors) were recorded around the world in 2024, an increase of 11% over 2023, or 140 million more.
- Results were driven by strong post-pandemic demand, robust performance from large source markets globally, as well as the ongoing recovery of destinations in Asia and the Pacific.
- The Middle East remained the strongest-performing region when compared to 2019, with international arrivals climbing 32% above pre-pandemic levels in 2024, though 1% compared to 2023.
- Europe welcome 1% more arrivals than in 2019 and 5% over 2023, while Africa saw a 7% increase in arrivals compared to 2019 and 12% more than in 2023.
- The Americas recovered 97% of its pre-pandemic arrivals, and Asia and the Pacific 87%.
- By subregions, North Africa (+22%) and Central America (+17%) saw the strongest performance in 2024 over 2019.
- Total export revenues from tourism (including passenger transport) are estimated at a record USD 1.9 trillion in 2024, about 3% higher than before the pandemic and 4% more than in 2019 (real terms). International tourism export had already recovered pre-pandemic levels in 2023.
- **International tourist arrivals are expected to grow 3% to 5% in 2025 compared to 2024, according to preliminary estimates.**
- The positive outlook for the sector is reflected in the latest UN Tourism Confidence Index, with a score of 130 for 2025 (based on a scale of 0 to 200, where 100 equals similar performance).
- About **64% of UN Tourism Panel of Experts indicate 'better' or 'much better' prospects for 2025 compared to 2024.**
- Economic and geopolitical challenges continue to pose significant risks to confidence levels.

CoStar Asia Pacific Update for the annual ACI report

Travel trends normalising in 2024

Source markets continued to return in terms of % levels of historic areas, but there were certainly nuances as well, as India continues to grow its outbound traveller base, albeit from a comparatively low base, which for some countries particularly in Southeast Asia is important, as they hope to see diversification and thus less risk of overdependency on a single source market.

One of the bigger stories in 2024 was that we no longer asked the question 'when are the Chinese returning?', as Chinese tourists took advantage of more favourable fundamentals to travel. This would include affordable flights but also quick shifts in visa policies. Chinese can now venture to over 40 countries without a visa, and

ANALYSIS

this includes popular destinations such as Thailand, Jeju in South Korea and Italy. In reverse, China also extended and expanded its policies for inbound traffic, with either more unilateral non-visa policies but also the visa-free transit policy, where now 54 countries can enter into any of 24 provinces, travel within the country and stay for as long as 10 days, and then continue onwards to a third country. This includes US citizens and many European, and has increased inbound travellers quickly to China, where payments for foreigners have also been simplified and more widely enabled.

The clear shift in Chinese outbound was first reported by the Japanese Government, which saw fewer groups and more independent visitors, which lead not only to a higher average spend per person, but also a move from traditional shopping to experiences, F&B and hotels; this trend has since continued throughout Asia Pacific.

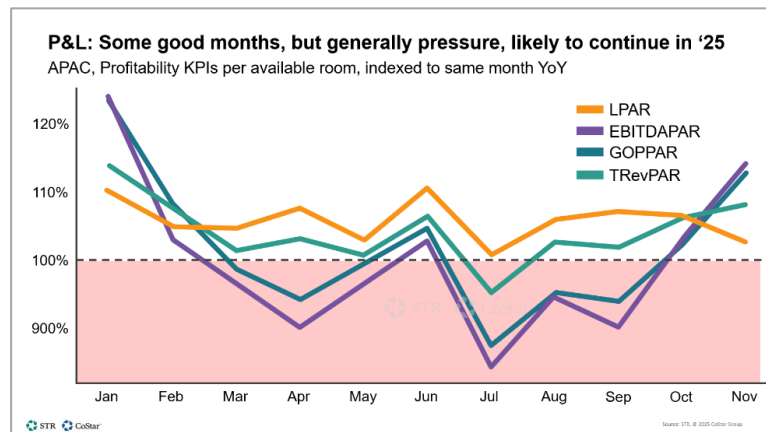
Airlift became largely normalised, with prices in short-haul and low-cost carriers often reflecting prices from the past (and not as in hotels, significantly higher now), with the obvious gap from pre-pandemic being some short-haul capacity and pricing, particularly to/from Australia and Europe.

In 2024 travel generally brought shorter lead times, as people made their travel plans later, enforcing flexibility in hotels. Fortunately for Asia Pacific hoteliers, major ongoing geopolitical conflicts and wars had limited negative impact on the region, and impact of such events were more constrained to select areas with continued civil conflict and disorder, e.g. Myanmar.

Profitability remains front and center

Outside general performance trends, what became clear last year was the careful balance of managing increasing cost as revenue growth slowed down, and this is likely to continue also in 2025. While there was less pressure than before from cost items such as insurance and energy, labour cost was the most prominently visible component, and particularly in F&B. Full-time employee (FTE) ratios had dropped in the last few years, and necessary temporary workers added to the bottom line and salaries often grew faster than revenues.

At a macro level we did see some positive signs towards the end of the year, in that labour cost growth slowed down, creating some good months in profitability. But it was far from the case during every month of the year, as seen in the graph.



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New supply passed peak delivery

2024 brought the last year of postponed and planned influx of new hotel delivery across Asia Pacific, in some markets adding to performance pressure as things got more competitive. While some markets seem to absorb new supply easier than others, for instance Bangkok, impact varies across the region, and it depends on in which hotel class and location new hotels are built. Trend continued to show that hotels are generally built with fewer rooms and the prevalence of brands continued to grow strongly.

Performance growth both normalised and stabilised

We learnt that that there was still more demand growth available, as markets still missing baseline inbound travel had double-digit growth in occupancy, and more mature and stable markets slowed down to regular pace. Weekday and weekend patterns also broadly stabilised across the region, showing that both business and leisure travel was back.

Luxury segment showed resilience and growth in all metrics, very often growing faster than total markets. This growth in luxury is visible in the continued average daily rate (ADR) growth seen in many places.

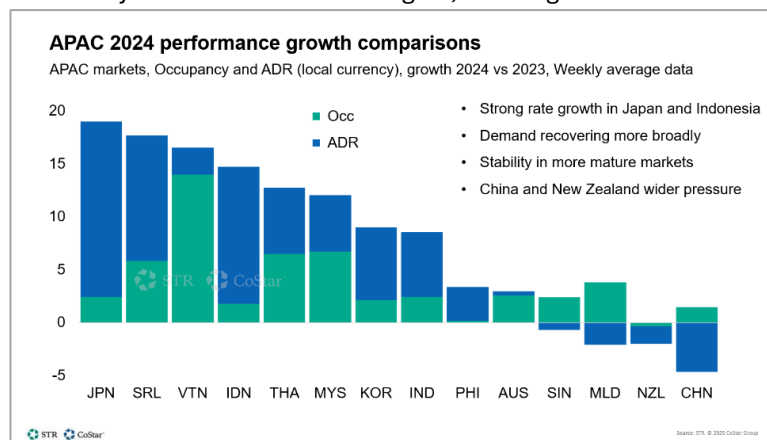
While Japan stands out as an anomaly, in that rate growth did not slow down much (and continuing into 2025), very few other markets had that

trajectory. Sri Lanka growth is a delayed recovery story from a lower baseline, but the only other larger area would be Indonesia, where quite a few markets saw rapid rate growth after a decade of muted CAGR numbers in ADR. Particularly Bali built on 2023 peak season growth in rates and enjoyed significant growth on backend of more arrivals.

Elsewhere it was a story of more stable and 'normal' growth in markets like Singapore, Australia and India, where growth overall slowed down and rather saw pressure from a cost perspective.

New Zealand's decline was a case of combined factors, including fewer arrivals, increased supply, overall economy and investment in tourism slowing down. The main declining large region remained China, where slowdown in GDP growth, youth unemployment, housing debt impact and consumer spending slowdown impacted hotels in the first full year with engines running on full speed. While new and more popular domestic markets such as west and northeast China had more demand than before, classic markets such as Sanya declined rapidly.

Events was a big story during 2024, as it was another year of strong touring activity by global and regional musical artists, alongside major conferences, creating sudden demand windfall with varied booking lead times.

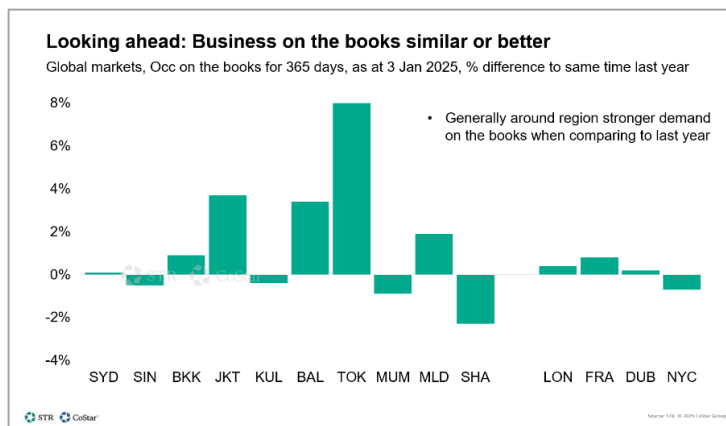


ANALYSIS

Industry and Macro trends

While franchising continues to grow, there was also growth in white label hotel management, historically less prevalent in APAC. As financial fundamentals shifted, we did see more deals in 2024, both in single assets as well as small portfolios, and more of this is anticipated in 2025. Question marks around tariffs and financial progress remains on radar, particularly around softened consumer/retail spend. While the office asset class may turn a corner in 2025, vacancy rates remain high in most key cities during 2024.

Looking ahead – Drivers and Trends



When comparing what occupancy is available on the books for hotels as of beginning of year, with that of same time last year, there are mostly positive signs around the region.

Tokyo remains an outlier with strong demand ahead, as a depreciated Yen and good airlift facilitates a seemingly unstoppable growth in arrivals, and as any country will have experienced in the past, it's a stiff challenge to try to divert visitors from only visiting key markets and travelling to secondary cities.

In general, 2025 is likely to continue along the path of more subdued growth, albeit mostly positive, with a lot of attention to balance sheets and the management of cost vs revenue.

Understanding market behaviour

Looking for performance data for a market not featured in this release? At CoStar we provide the largest database in hotel data globally across both topline and bottom-line numbers, along with supply, pipeline and forecasting – all in a globally accepted methodology across daily data in historic and future time periods. In addition, the product contains the largest database for commercial real estate across North America and the UK, as well as residential product in brands such as Homes.com and Apartments.com. Please contact apsales@str.com to subscribe now.

About STR and CoStar

Founded in 1985, STR provides premium data benchmarking, analytics and marketplace insights for the global hospitality industry. STR was acquired in October 2019 as a division of CoStar Group, Inc. (NASDAQ: CSGP), a leading provider of online real estate marketplaces, information and analytics in the commercial and residential property markets. For more information, please visit str.com and costargroup.com.

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ANALYSIS

THE SURVEY

The ACI Report (2025) is a unique publication with a sample of 718 travel, tourism, hospitality, and lifestyle personnel right across the Asia Pacific and surrounding regions, giving an extensive view of industry salaries and employment trends. The largest proportion of respondent (39%) were based in Singapore, with Hong Kong/Macau (12%), Thailand (9%) and Indian Sub-Continent (8%) also providing solid samples.

By sector, most respondents were employed in the hospitality industry (40%), but the study includes a broad cross-section of industries, including Technology, Consultancy, and Corporate Travel. Of the respondents, 71% came from large MNCs (100 staff or more), 72% were male, 89% held permanent full-time employment with 46% either working completely from home or hybrid conditions.

80% of the respondents have 10 or more years working experience, while the majority (60%) have been employed with their current employer for 5 years or less. The number of those employed with their present company for 12 months or less (i.e., those that changed jobs in 2024 or new entrants) dropped slightly to 17% from 18% observed in the last report, a continuation of a more stable workforce in the industry. However, we did see a slight increase in unemployment from 0% in last year's report to 2%.

A cause for caution, we did notice a jump in redundancies in 2024 to 7%, compared to 3% indicated in last year's ACI Report. At the same time, Hiring Managers' expectations for further redundancies in the coming year increased from 6% last year, to 10% this year, while 38% do expect new headcounts in 2025, albeit a slight dip from the 41% we saw in 2024.

Hiring managers once again foresee challenges when they do begin recruitment, with their top concerns being (1). Lack of qualified candidates/shortage of talents, (2). High salary, unrealistic expectations, and budget constraints and (3). Hiring quotas – limitation

SALARY SATISFACTION

On the question of salary progression, 62% of respondents indicated they had received some form of a salary increment in 2024 – this was down from previous year's 68%, meanwhile 57% of respondents indicated they had received a bonus last year, a drop from the 62% who had indicated so in last year's report, the majority (39%) of those receiving one to two month's bonuses.

CAREER PROGRESSION AND TRAINING

The importance of career development was not lost to respondents, 35% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, a drop in satisfaction from 2024's 37%; at the same time 37% indicated that career prospects with their present employer being 'poor' or 'zero' a continued rise from the 33% seen in last year's report, and 24% in 2023. This perhaps could indicate that the post-covid rebounding of the industry, together with new working environments i.e. WFH has left some employees feeling less engaged.

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Employers can once again expect some turnover of staff in the coming 12 months, when asked about respondents' plans to change employers and/or industry over the next 12 months, 47% indicated that they would be doing so, with 13% of those exploring opportunities outside the industry. This will undoubtedly be felt by employers and the industry in an already tight labour market.

ACTUAL SALARIES

Salaries across the region received mixed results, with key cities' average salaries mostly trending down and secondary cities experiencing jumps. The Middle East region of UAE, Saudi Arabia and Qatar once again recorded the highest average salaries in this year's report (\$198,582) with Japan coming in second (\$159,727) on a sizable increase to average salaries (37%) compared to the previous year's, and Hong Kong despite experiencing a dip of 9% coming in third (\$113,821). India and the subcontinent (\$55,944) recorded the survey's lowest average salaries, despite a gain of 12% from the previous report.

13% of data came from "other" regions which fell below 10 respondents; for accuracy, we did not capture salary information and only the information pertaining to their employment sentiments. **Those countries include (but not limited to) USA, UK, Nepal, Fiji, Mexico, Switzerland, Mexico*

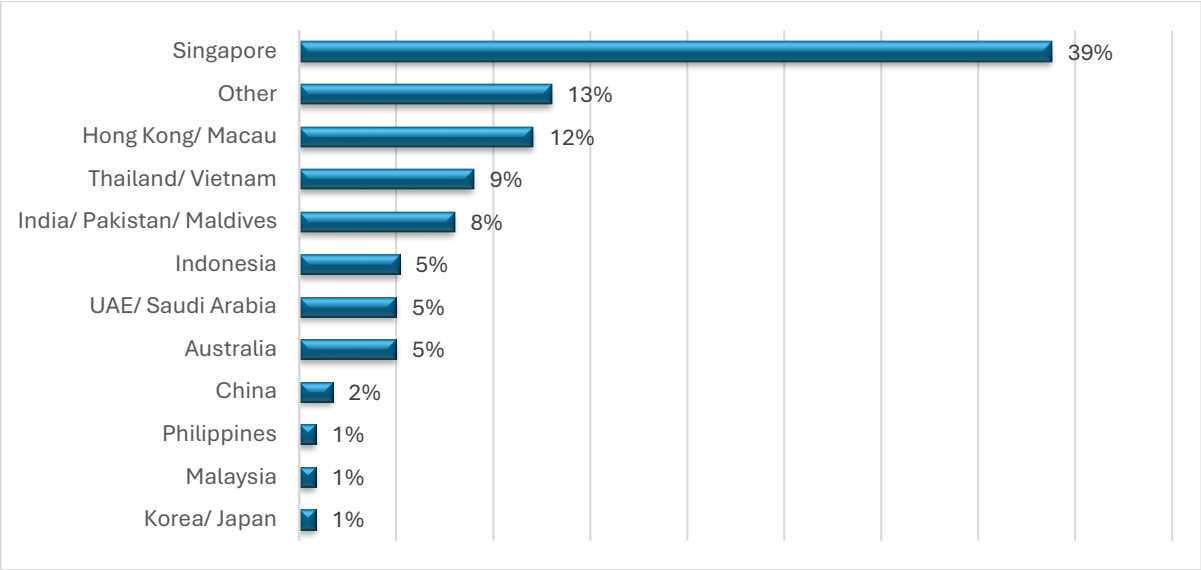
Source: Mailjet, UNWTO World Tourism Barometer, STR

BREAKDOWN OF RESPONDENTS

BREAKDOWN OF RESPONDENTS

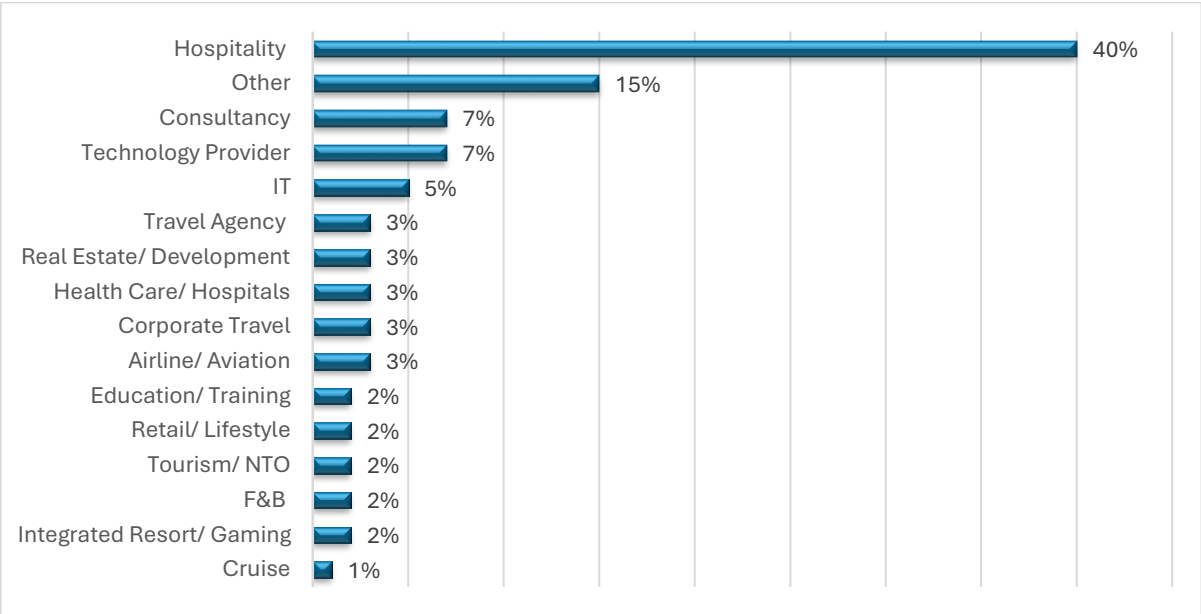
RESPONDENTS BY LOCATION

The graph below indicates the country where respondents are currently working.



SECTOR BREAKDOWN

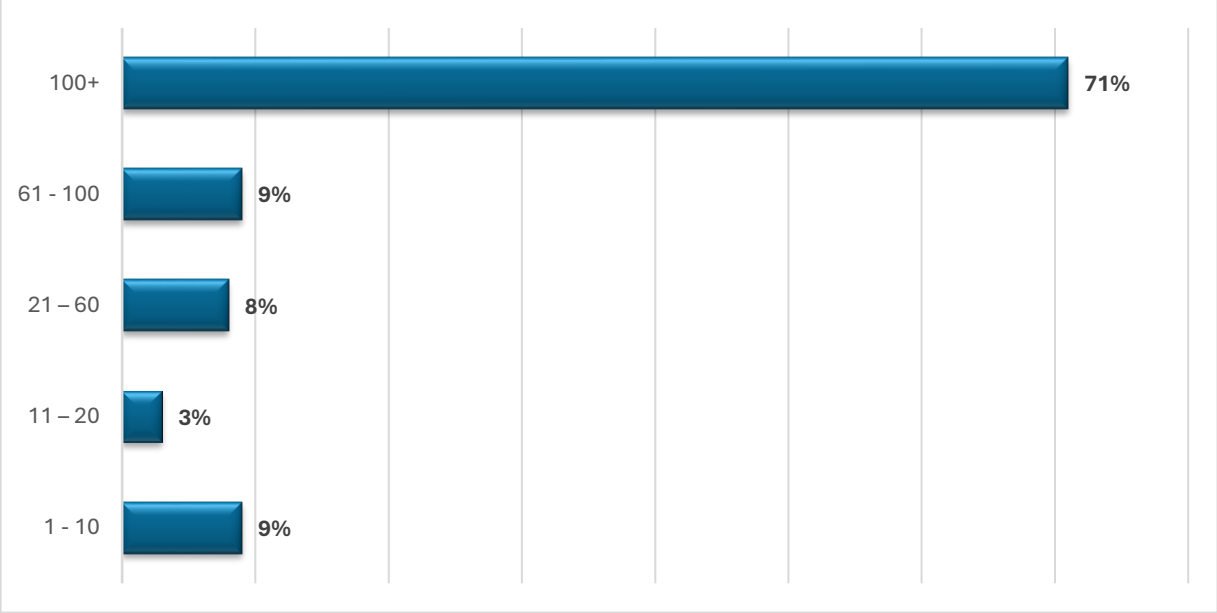
The graph below indicates which sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

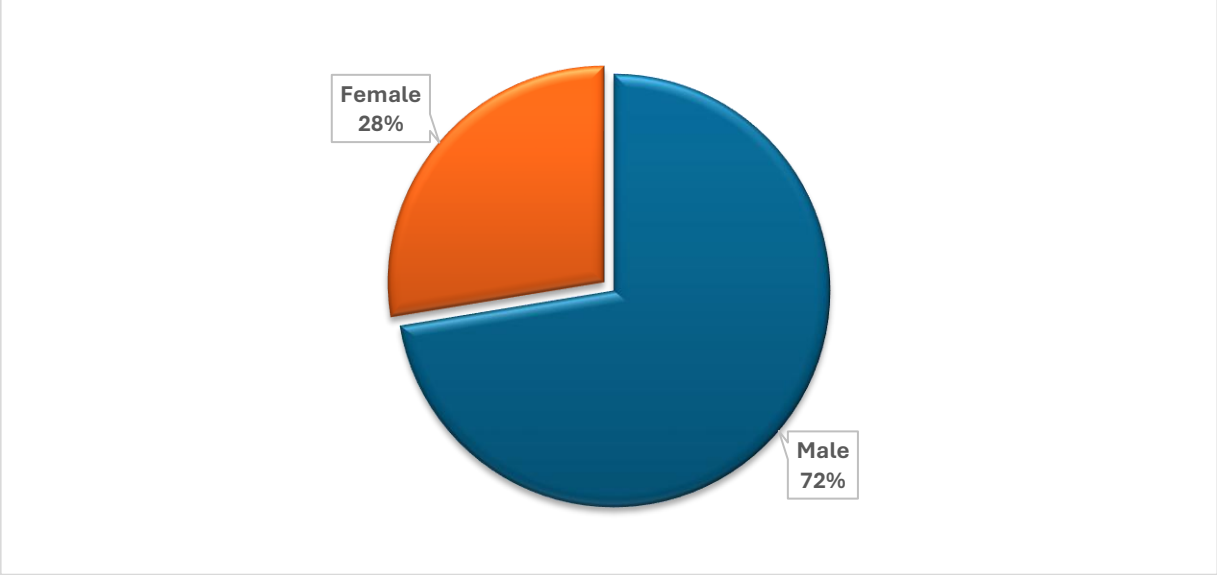
NUMBER OF PEOPLE IN ORGANISATION

The graph below indicates the number of people working in their organisation.



GENDER OF RESPONDENTS

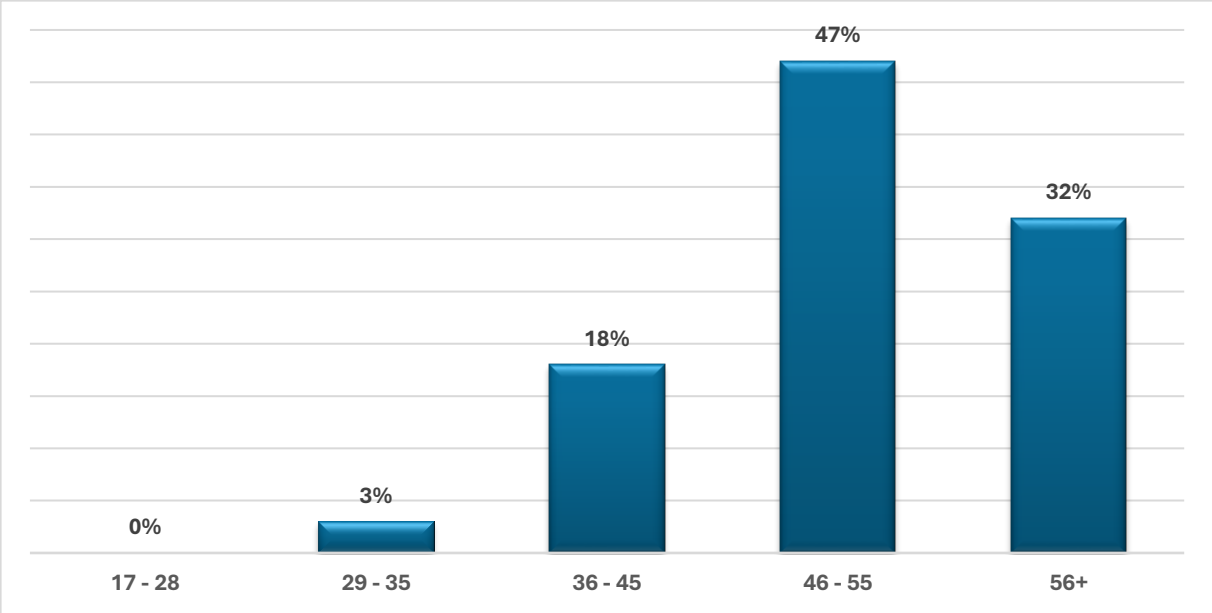
The graph below indicates the gender of the respondents.



BREAKDOWN OF RESPONDENTS

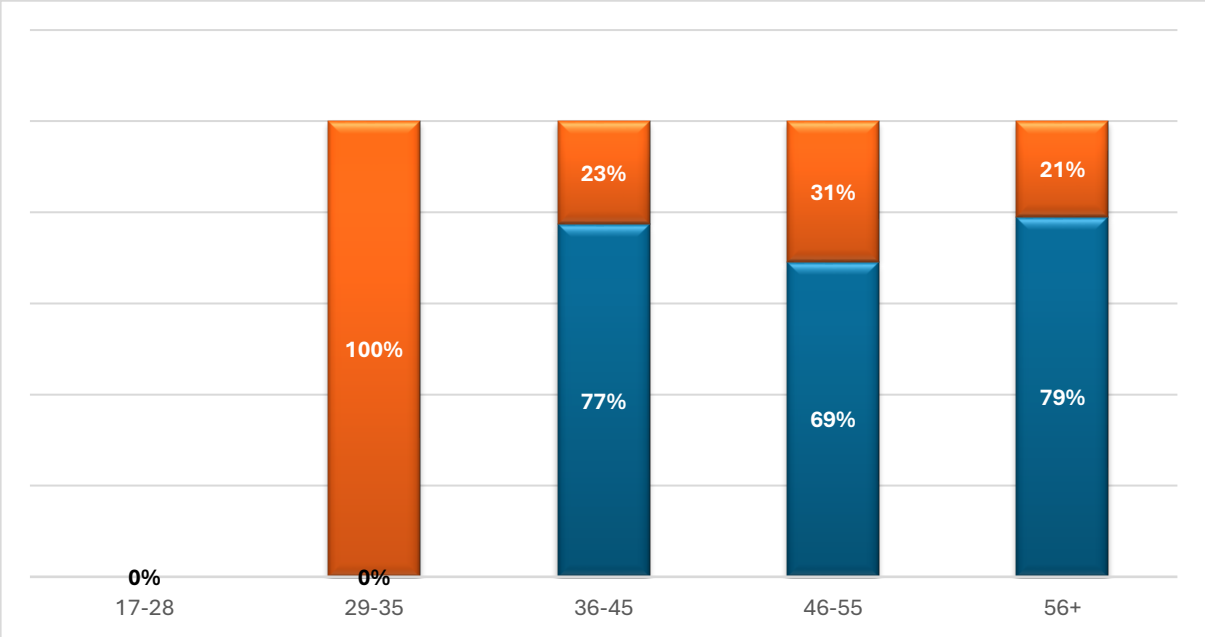
AGE OF RESPONDENTS

The graph below indicates the age group of all respondents.



AGE OF RESPONDENTS BY GENDER

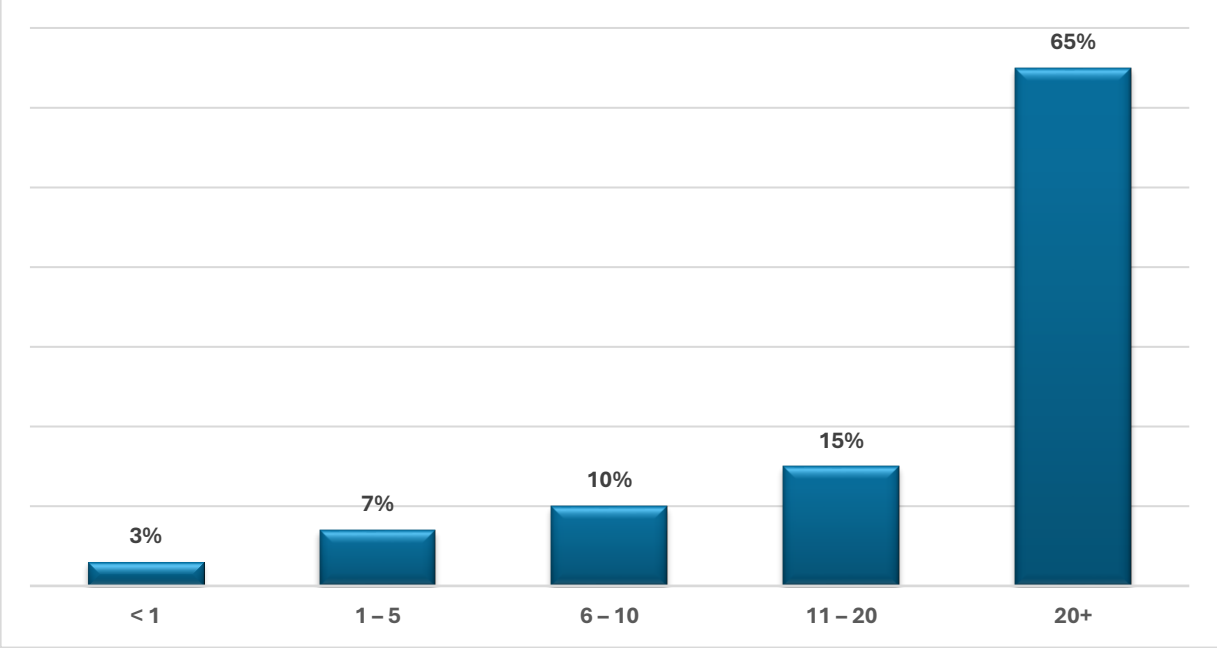
The graph below indicates the age group of the respondents broken down by gender.



BREAKDOWN OF RESPONDENTS

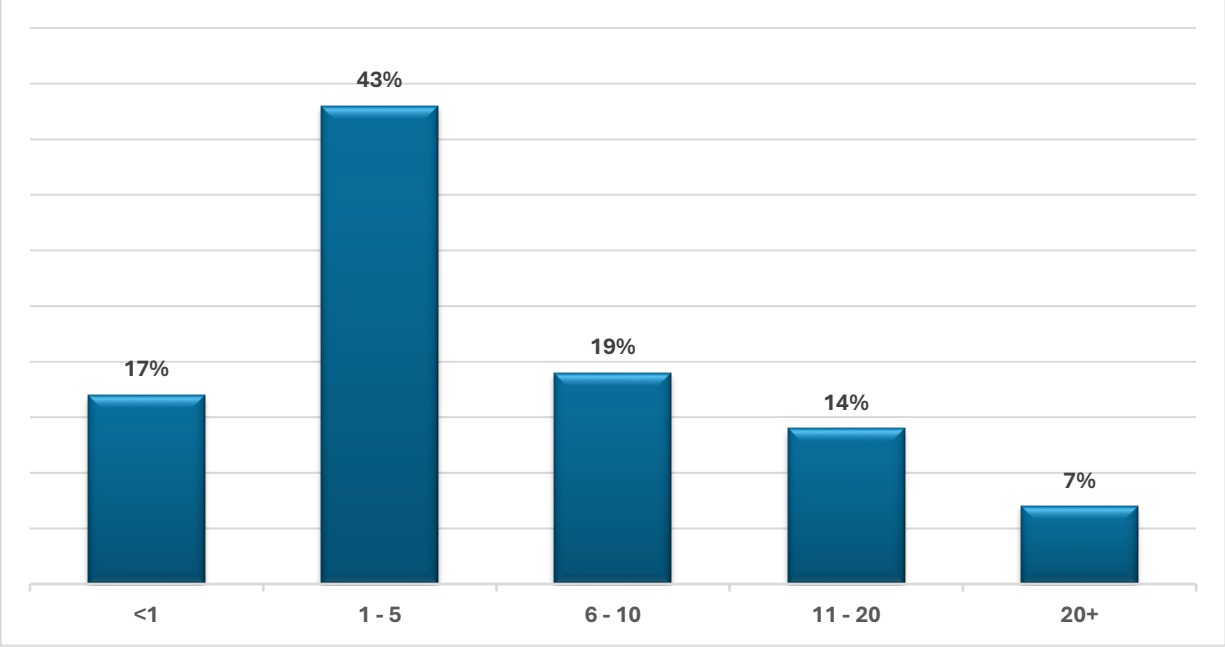
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

The graph below indicates the number of years' industry experience of all respondents.



CURRENT EMPLOYER

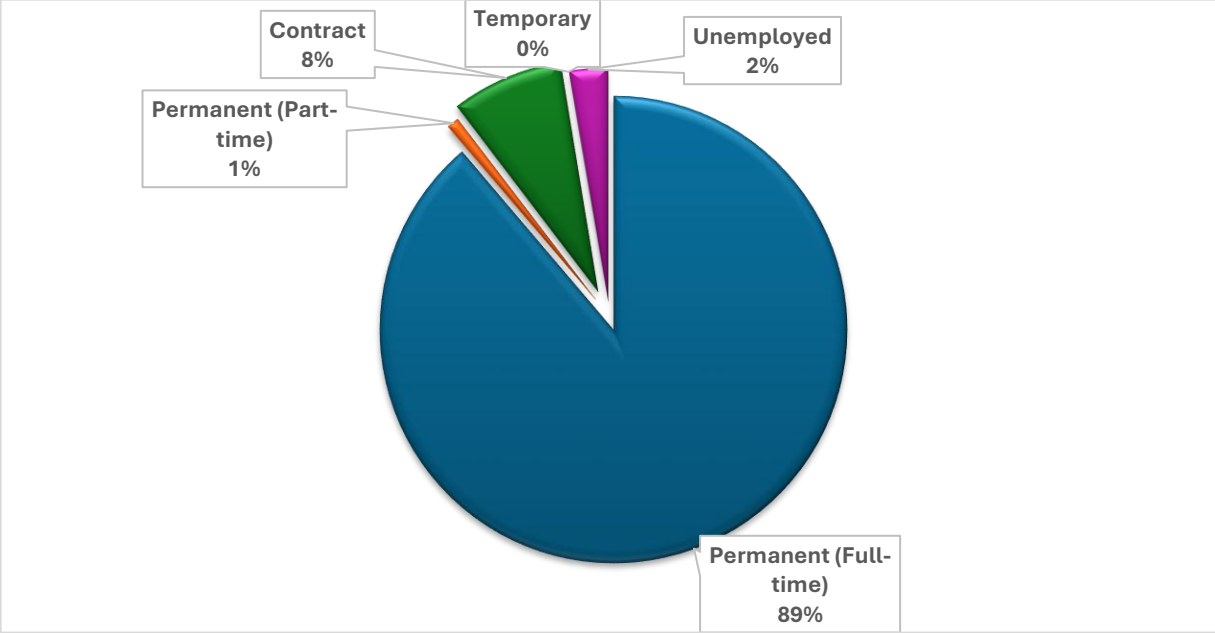
The graph below indicates a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

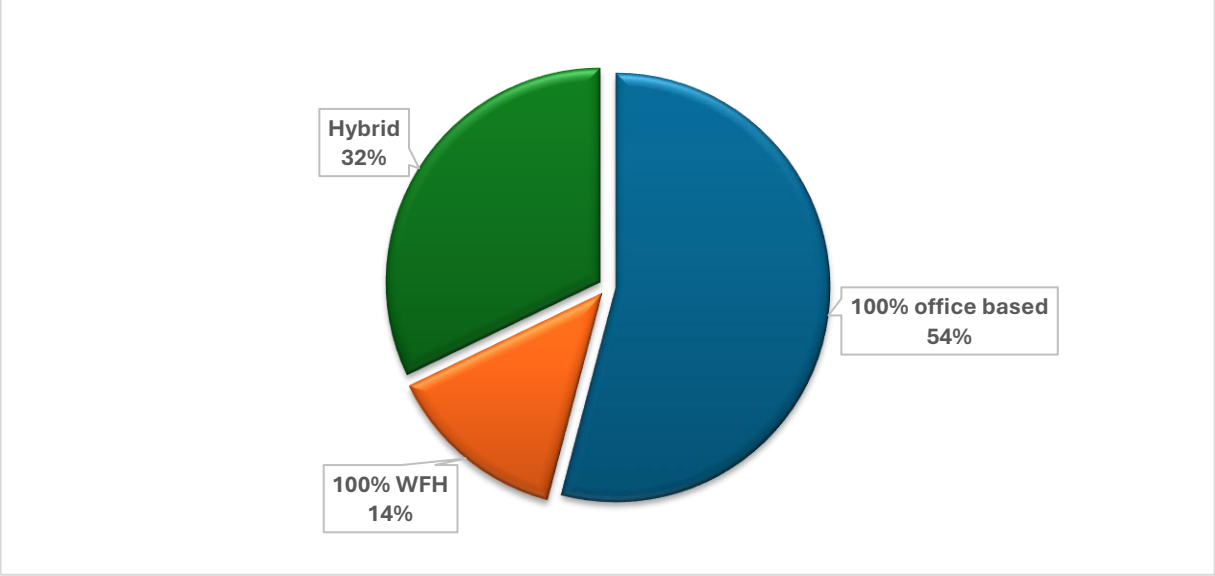
EMPLOYMENT STATUS

The graph below represents respondents' current working status i.e., full-time, part-time, temporary, contracting, or unemployed.



WORK CONDITION

The graph below represents respondents' current working conditions i.e., Office, WFH or Hybrid

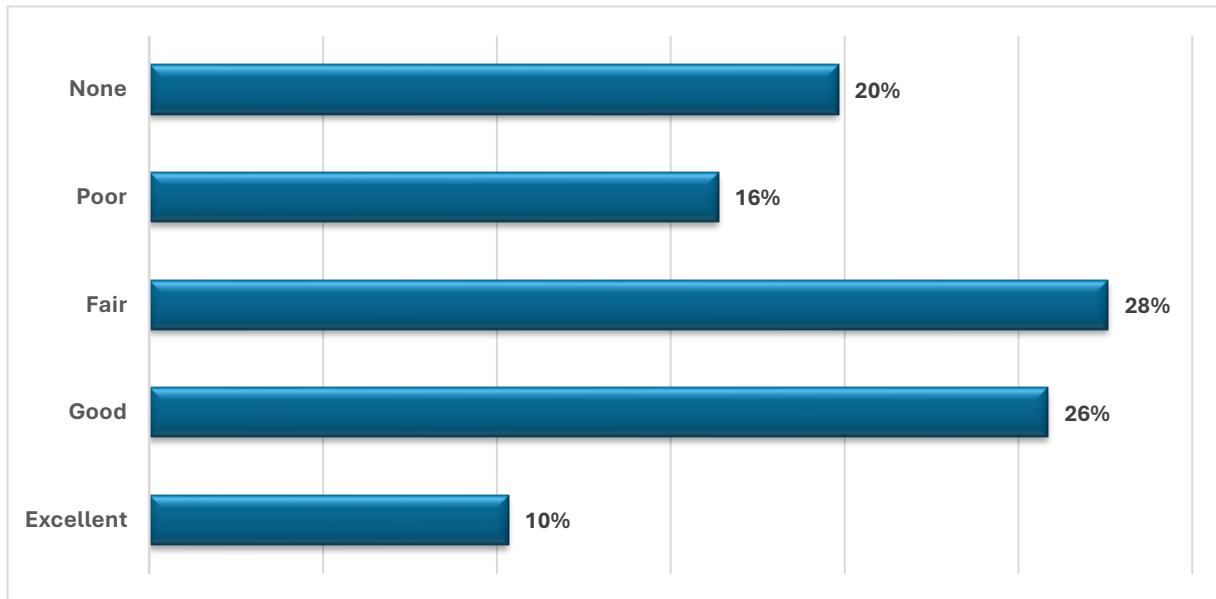


CAREER PROGRESSION

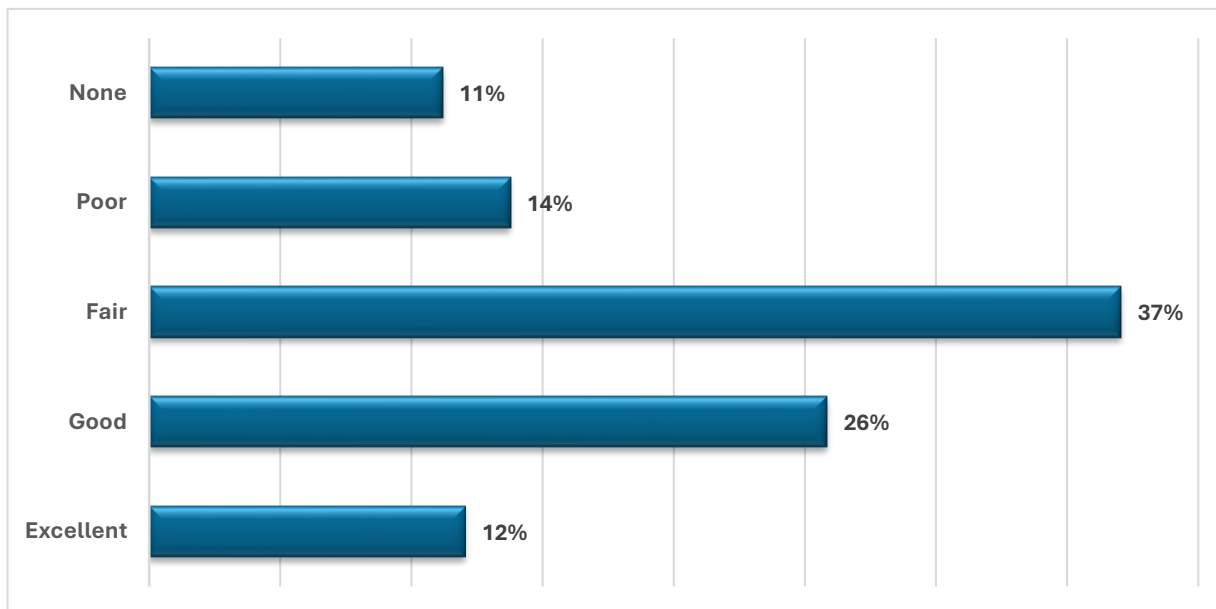
CAREER PROGRESSION

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

Respondents were then asked to rate their career progression opportunities within their current company.



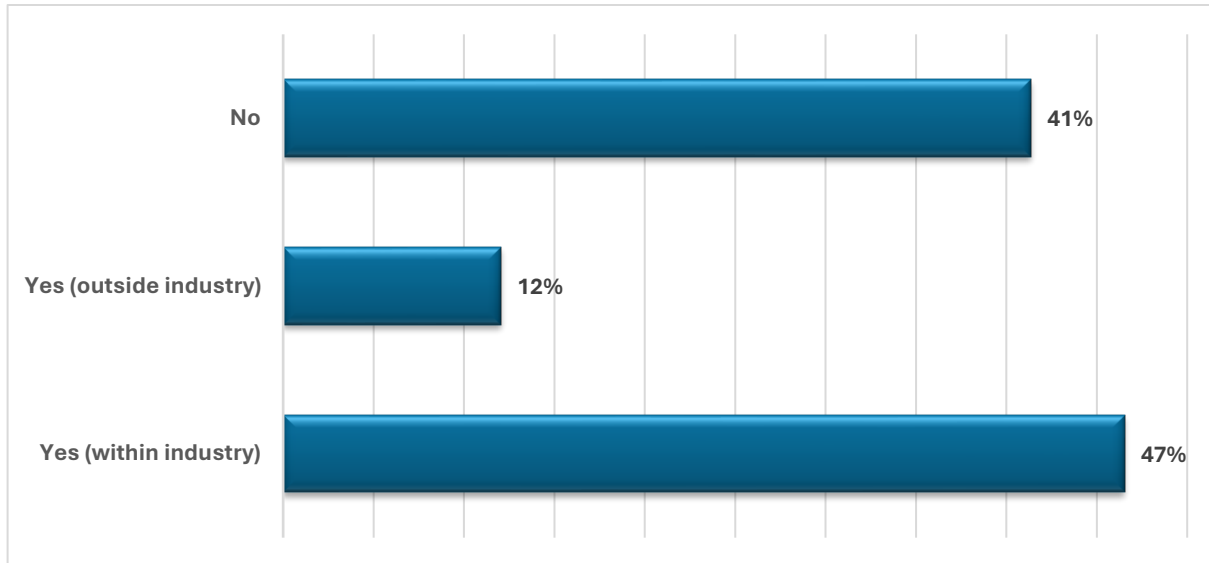
Respondents were also asked if they felt they had received adequate training & development from their current organisation.



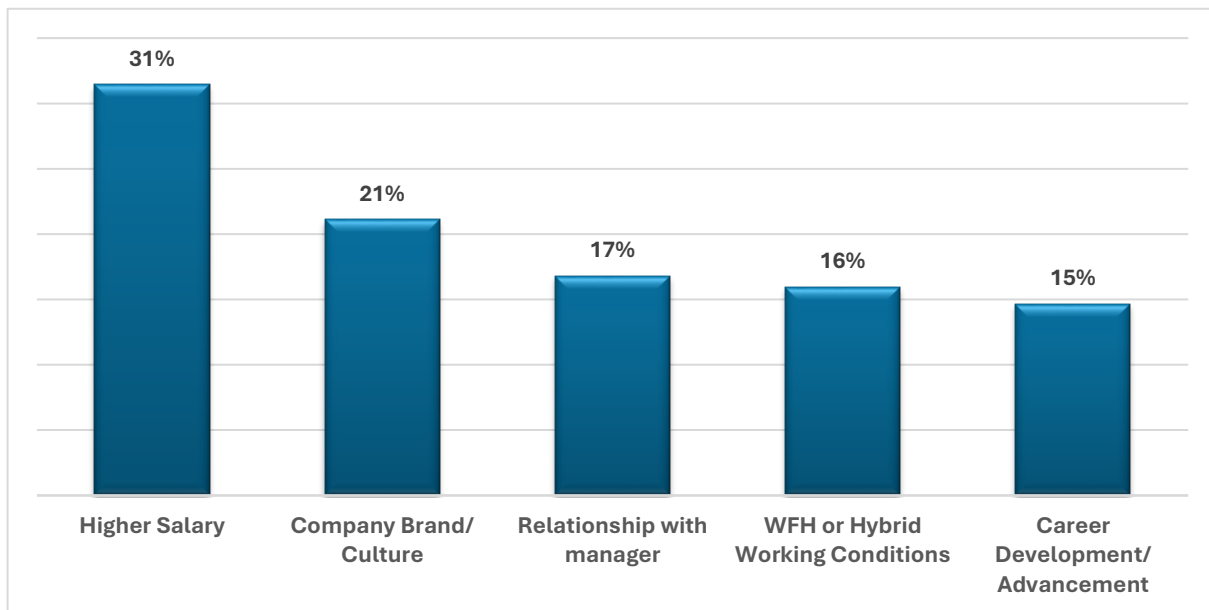
CAREER PROGRESSION

EMPLOYEE MOVEMENT

Respondents were asked if they expected to change employment from their present employer and/or the industry within the next 12 months.



Respondents were asked what factors were most important when changing employment (or staying with their present employer). Below indicates those that put 1 or 2 as their highest priority. Additionally, 38% had indicated WFH as 5 (lowest priority).

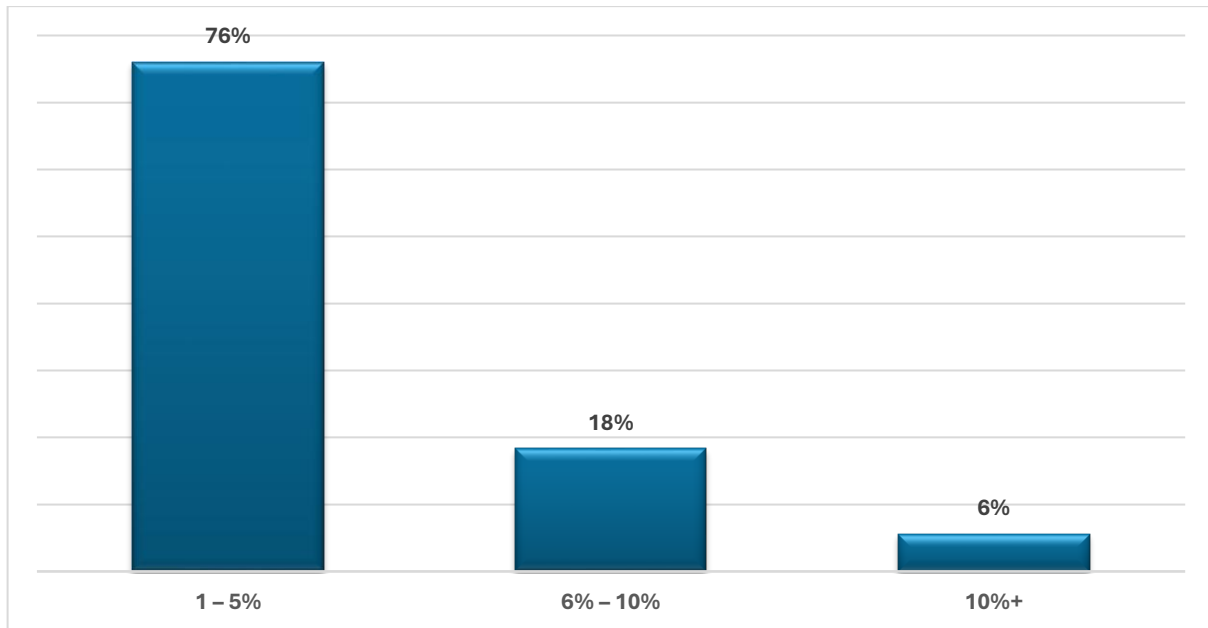


SALARY ANALYSIS

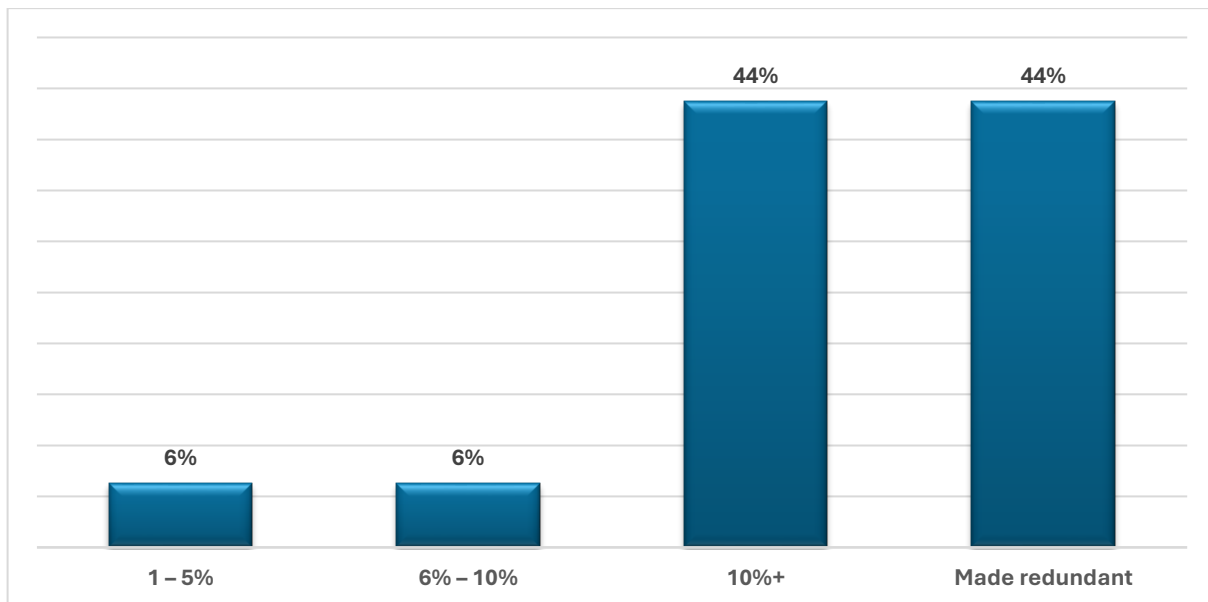
SALARY ANALYSIS

SALARY CHANGES OVER PAST 12 MONTHS

The graph below indicates the salary **INCREASES** of 62% of respondents over the past year.



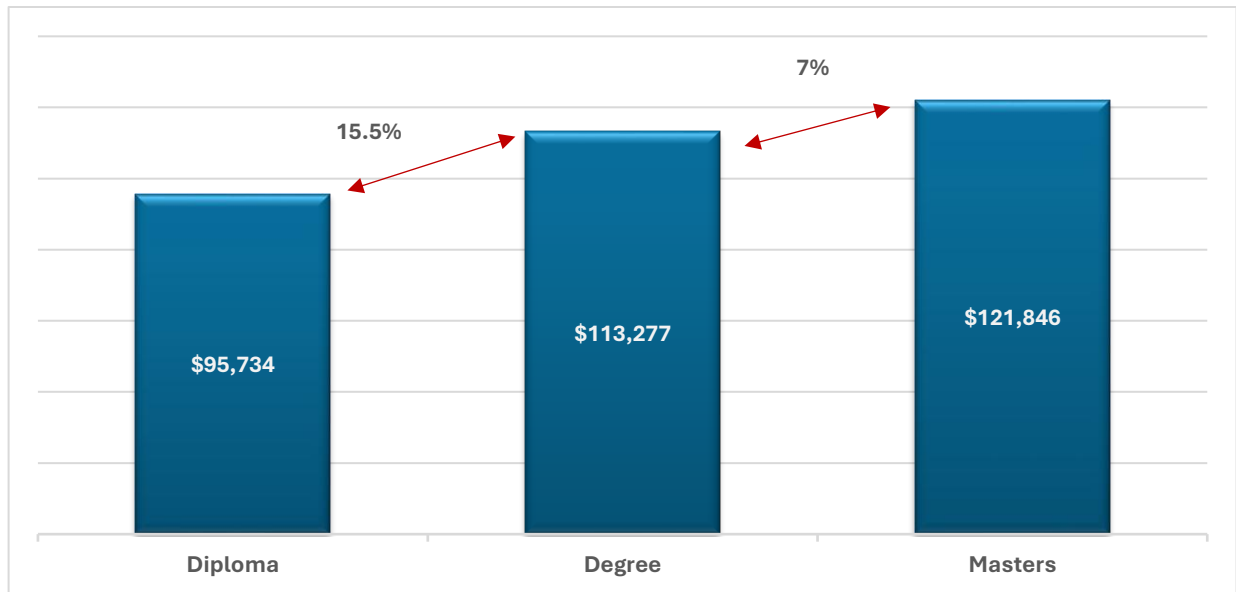
The graph below indicates the salary **DECREASES** of 14% of respondents over the past year.



SALARY ANALYSIS

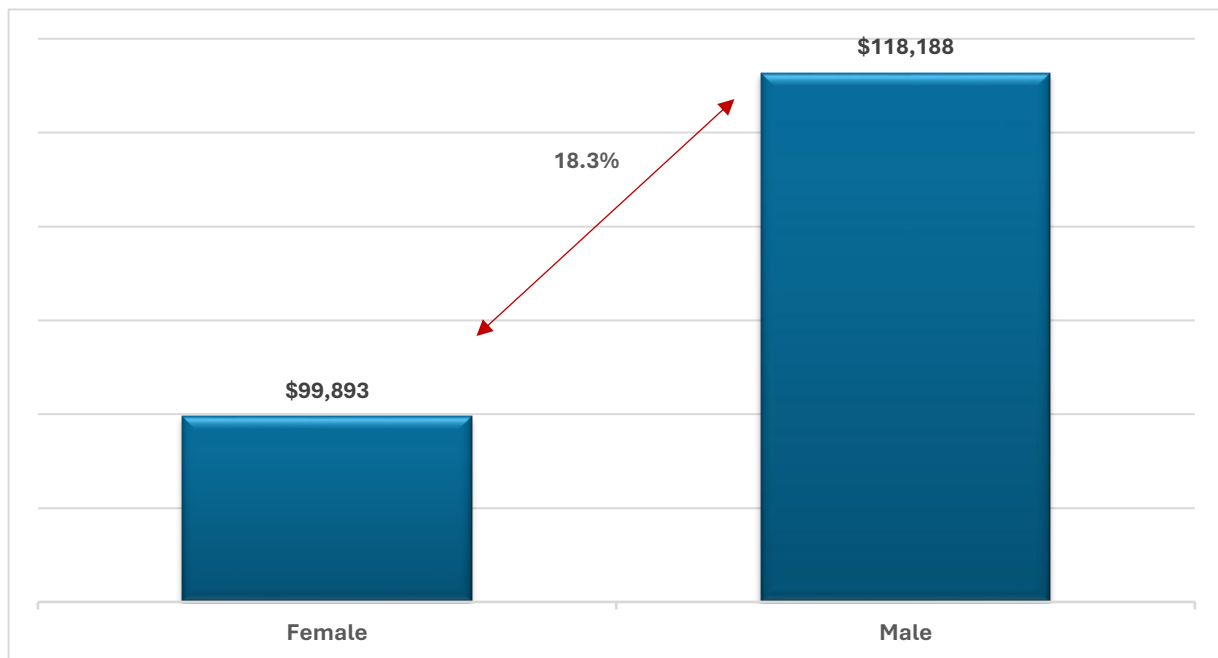
SALARY VS. EDUCATION

From data captured, we examined the correlation between average salaries and the education levels of respondents.



GENDER GAP

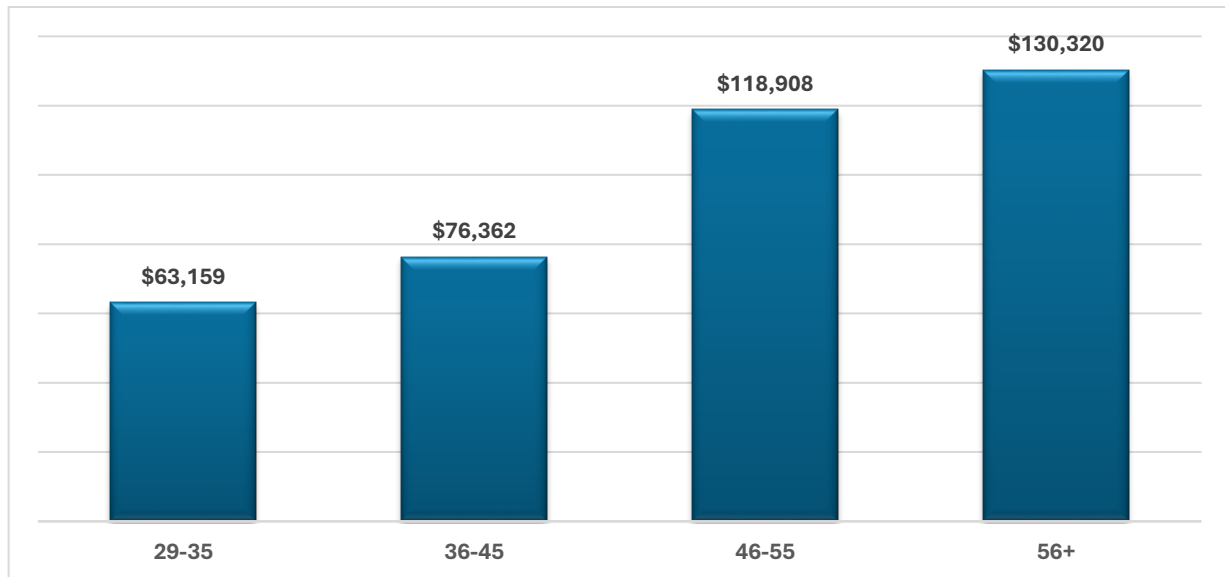
From data captured, we took the average salary of male respondents vs. female respondents.



SALARY ANALYSIS

SALARY VS AGE PROGRESSION

We analyzed salary progression against the age group of the respondents to indicate the average salary in each age group.



BASIC SALARY OF ALL RESPONDENTS

The following table indicates the basic salary range and median of all respondents. Respondents were able to respond in any currency, and these were then converted to USD* to enable analysis on an equal basis.

*Exchange rates used can be found at the end of the report.

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$10,357	\$45,732	\$72,993	\$44,517
Accountant	*	\$67,153	*	\$67,153
Administration Manager	\$77,851	*	\$90,226	\$84,038
Area Director of Sales & Marketing	\$65,534	\$110,000	\$137,931	\$104,488
Area Sales Manager	*	\$96,350	*	\$96,350
Assistant General Manager	*	\$97,561	*	\$97,561
AVP (Sales, Marketing or Revenue)	\$155,077	*	\$159,264	\$157,171
Business Development Manager	\$41,353	\$61,738	\$89,781	\$64,632
CEO	\$36,000	\$200,000	\$390,000	\$201,168
CFO	\$120,000	\$140,146	\$242,718	\$167,621
Chief Commercial Officer (CCO)	*	\$400,000	*	\$400,000
Client Servicing Manager	\$45,088	\$52,555	\$54,135	\$49,218

SALARY ANALYSIS

Consultant	\$18,248	\$101,644	\$182,482	\$94,114
Customer Service	*	\$18,394	*	\$18,394
Data Privacy and Protection Manager	*	\$72,993	*	\$72,993
Director of Account Management	\$82,090	\$109,005	\$125,000	\$106,396
Director of Business Development	\$43,243	\$71,523	\$200,000	\$92,045
Director of Engineering/ Chief Engineer	\$121,000	*	\$121,752	\$121,376
Director of F&B	\$21,620	\$55,000	\$72,000	\$53,777
Director of Finance	\$106,383	*	\$191,679	\$149,031
Director of Guest Services	*	\$77,536	*	\$77,536
Director of HR	\$29,371	\$71,825	\$110,315	\$69,929
Director of Marketing	\$80,584	\$98,330	\$218,978	\$115,410
Director of Operations	\$64,444	\$124,088	\$167,883	\$122,042
Director of Revenue	\$50,147	\$60,000	\$72,000	\$60,460
Director of Sales	\$51,534	\$85,533	\$116,129	\$81,478
Director of Sales & Marketing	\$69,171	\$97,500	\$139,768	\$101,066
Educator	*	\$128,205	*	\$128,205
Executive Chef	\$25,316	\$76,860	\$109,489	\$73,290
Executive Director	*	\$156,676	*	\$156,676
Executive Housekeeper	\$43,796	\$58,029	\$72,000	\$60,445
Finance Manager	*	\$22,676	*	\$22,676
Financial Controller	\$72,993	*	\$204,964	\$138,978
Front Office Manager	\$52,845	\$55,940	\$67,201	\$58,662
General Manager	\$17,261	\$128,200	\$395,000	\$132,132
Head of Commercial	\$179,151	\$182,707	\$227,737	\$196,532
Hotel Manager	\$18,660	\$50,400	\$74,932	\$42,180
HR Manager	\$14,563	\$51,613	\$67,692	\$43,663
IT Manager	\$55,448	\$56,143	\$67,526	\$59,706
Manager	\$16,114	\$51,282	\$126,119	\$57,999
Managing Director	\$87,591	\$190,736	\$255,102	\$162,994
Marketing Manager	\$48,175	\$56,697	\$70,149	\$56,894
National Services Manager	*	\$67,073	*	\$67,073
Operations Manager	*	\$90,769	*	\$90,769
Outsourced Travel Lead	*	\$84,377	*	\$84,377
Professor	*	\$192,308	*	\$192,308
Project Manager	*	\$97,000	*	\$97,000
Purchasing Manager	\$72,993	*	\$102,190	\$87,591
Quality & Process Improvement Manager	*	\$72,993	*	\$72,993
Regional Sales Manager	*	\$81,633	*	\$81,633
Revenue Manager	\$43,796	\$48,146	\$50,845	\$47,815

SALARY ANALYSIS

Sales & Marketing Manager	\$47,445	\$53,778	\$63,609	\$54,347
Sales Executive	\$24,390	*	\$42,073	\$33,232
Sales Manager	\$44,780	\$62,889	\$80,000	\$62,688
Senior Account Manager	*	\$116,788	*	\$116,788
Senior Developer	*	\$312,000	*	\$312,000
Senior Marketing Manager	*	\$109,489	*	\$109,489
Senior Sales Manager	*	\$68,506	*	\$68,506
Senior Travel Consultant	*	\$11,738	*	\$11,738
Supervisor	*	\$17,518	*	\$17,518
SVP Sales/ Distribution/ Revenue	*	\$145,631	*	\$145,631
Travel Manager	\$23,015	\$87,591	\$255,385	\$88,103
Vice President	\$73,350	\$260,000	\$280,000	\$145,862
Vice President Marketing	\$150,381	\$163,970	\$216,000	\$176,784
Vice President of Strategy	*	\$144,000	*	\$144,000
Vice President Operations	\$56,305	\$108,271	\$165,600	\$107,623
Vice President Sales	\$120,000	\$145,410	\$179,104	\$149,676

Basic Salary by Country

The following tables indicate the basic salary range and median for respondents split by position and region. Respondents were able to respond in any currency, and these have all been converted to USD to enable analysis on an equal basis.

Salaries by Country – SINGAPORE 39% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$45,255	\$52,112	\$72,993	\$56,787
Accountant	*	\$67,153	*	\$67,153
Administration Manager	\$77,851	*	\$90,226	\$84,038
Area Sales Manager	*	\$96,350	*	\$96,350
Business Development Manager	\$41,353	\$54,770	\$89,781	\$61,911
CEO	\$122,628	\$171,270	\$251,825	\$161,451
CFO	\$120,000	*	\$140,146	\$130,073
Client Servicing Manager	\$45,088	\$52,555	\$54,135	\$49,218
Consultant	\$18,248	\$101,644	\$182,482	\$103,731
Customer Service	*	\$18,394	*	\$18,394
Data Privacy and Protection Manager	*	\$72,993	*	\$72,993
Director of Account Management	\$82,090	\$109,005	\$125,000	\$106,396
Director of Business Development	*	\$75,912	*	\$75,912
Director of Engineering/ Chief Engineer	\$121,000	*	\$121,752	\$121,376

SALARY ANALYSIS

Director of Finance	*	\$191,679	*	\$191,679
Director of Guest Services	*	\$74,891	*	\$77,536
Director of HR	\$74,891	\$87,591	\$110,315	\$87,145
Director of Marketing	\$80,584	\$121,806	\$218,978	\$115,410
Director of Operations	\$94,891	\$131,387	\$167,883	\$129,562
Director of Sales	\$72,701	\$75,912	\$105,109	\$84,574
Executive Chef	\$83,185	\$94,886	\$109,489	\$95,002
Executive Housekeeper	\$43,796	\$56,955	\$63,766	\$55,637
Financial Controller	\$72,993	*	\$204,964	\$138,978
Front Office Manager	\$52,845	\$55,940	\$67,201	\$58,662
General Manager	\$94,030	\$122,651	\$166,460	\$122,651
Head of Commercial	\$179,151	\$182,707	\$227,737	\$196,532
HR Manager	\$52,555	\$53,650	\$54,887	\$53,918
IT Manager	\$55,448	\$56,143	\$67,526	\$59,706
Manager	\$72,993	\$89,781	\$126,119	\$95,223
Managing Director	\$87,591	\$87,591	\$204,380	\$126,521
Marketing Manager	\$48,175	\$56,697	\$70,149	\$56,894
Purchasing Manager	\$72,993	*	\$102,190	\$87,591
Quality & Process Improvement Manager	*	\$72,993	*	\$72,993
Regional Sales Manager	*	\$81,633	*	\$81,633
Revenue Manager	\$43,796	\$48,475	\$50,845	\$47,815
Sales & Marketing Manager	\$47,445	\$53,778	\$63,609	\$54,347
Senior Account Manager	*	\$116,788	*	\$116,788
Senior Marketing Manager	*	\$109,489	*	\$109,489
Supervisor	*	\$17,518	*	\$17,518
Travel Manager	\$87,591	\$125,142	\$126,277	\$113,003
VP Marketing	\$150,381	\$163,970	\$216,000	\$176,784
VP Sales	\$143,358	\$175,182	\$179,104	\$160,764

Salaries by Region - THAILAND/VIETNAM/CAMBODIA 9% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CEO	\$180,000	\$200,000	\$210,000	\$192,500
Director of Business Development	\$43,243	\$70,086	\$91,508	\$69,090
Director of F&B	\$68,000	*	\$70,381	\$69,191
Director of HR	\$51,667	\$60,105	\$75,000	\$61,707
Director of Operations	*	\$156,000	*	\$156,000
Director of Revenue	\$57,000	\$60,000	\$72,000	\$62,972

SALARY ANALYSIS

Director of Sales & Marketing	\$97,500	\$117,880	\$139,768	\$118,156
Executive Chef	\$60,000	\$62,403	\$65,000	\$62,413
General Manager	\$81,600	\$120,000	\$149,560	\$117,053
Managing Director	\$135,000	\$150,000	\$193,548	\$159,516
VP of Strategy	*	\$144,000	*	\$144,000
VP Operations	\$56,305	\$108,271	\$165,600	\$107,831
VP Sales	\$120,000	*	\$135,000	\$127,500

Salaries by Country - **INDIA/MALDIVES/ SRI LANKA** 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$10,357	\$13,809	\$14,461	\$12,875
Area Director of Sales & Marketing	*	\$110,000	*	\$110,000
Director of Revenue	\$50,147	\$56,534	\$70,000	\$57,949
Executive Chef	*	\$25,316	*	\$25,316
General Manager	\$17,261	\$100,000	\$144,000	\$97,623
Manager	\$16,114	\$26,867	\$46,030	\$30,000
Senior Travel Consultant	*	\$11,738	*	\$11,738
Travel Manager	\$23,015	\$45,962	\$92,060	\$44,175
Vice President	\$73,350	\$84,609	\$96,663	\$83,794
VP Operations	\$81,323	\$85,974	\$90,625	\$85,974

Salaries by Country - **HONG KONG/MACAU** 12% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
AVP (Sales, Marketing or Revenue)	\$155,077	*	\$159,264	\$157,171
Director of Business Development	*	\$200,000	*	\$200,000
Educator	*	\$128,205	*	\$128,205
HR Manager	\$51,613	\$59,324	\$67,692	\$60,232
Manager	*	\$46,154	*	\$46,154
Operations Manager	*	\$90,769	*	\$90,769
Outsourced Travel Lead	*	\$84,377	*	\$84,377
Professor	*	\$192,308	*	\$192,308
Travel Manager	\$89,744	\$145,000	\$255,385	\$153,301
Director of Sales	\$72,968	\$93,071	\$116,129	\$93,466
General Manager	\$130,769	\$147,708	\$201,290	\$159,522
Manager	\$46,154	\$53,846	\$53,846	\$51,282
Sales Manager	\$44,780	\$63,880	\$80,000	\$62,887

SALARY ANALYSIS

Salaries by Country – **INDONESIA** 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$65,534	*	\$65,534
CFO	*	\$242,718	*	\$242,718
Consultant	*	\$36,408	*	\$36,408
Director of F&B	\$53,159	\$55,000	\$72,000	\$60,053
Director of HR	\$29,371	\$58,553	\$64,470	\$50,798
Executive Chef	\$55,611	\$77,015	\$99,600	\$77,272
General Manager	\$42,476	\$114,000	\$200,000	\$107,511
HR Manager	\$14,563	\$21,600	\$24,897	\$20,253
SVP of Sales/ Distribution/ Revenue	*	\$145,631	*	\$145,631

Salaries by Country – **AUSTRALIA** 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager/ Key Account Manager	\$45,732	\$71,942	\$63,415	\$60,363
Business Development Manager	\$45,732	\$70,000	\$86,331	\$67,354
General Manager	\$121,951	\$150,000	\$200,000	\$157,317
Manager	\$42,000	\$53,080	\$54,878	\$50,422
National Services Manager	*	\$67,073	*	\$67,073
Sales Executive	\$24,390	*	\$42,073	\$33,232
Sales Manager	\$50,000	\$62,481	\$75,000	\$62,476
Senior Sales Manager	*	\$68,506	*	\$68,506
Travel Manager	\$36,585	\$59,055	\$82,000	\$58,912
VP Operations	*	\$120,000	*	\$120,000

Salaries by Country – **UAE/ SAUDI ARABIA/ QATAR** 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CCO	*	\$400,000	*	\$400,000
CEO	\$305,000	\$311,991	\$390,000	\$335,664
Director of Operations	\$94,823	\$115,000	\$149,864	\$120,695
Executive Director	*	\$156,676	*	\$156,676
Executive Housekeeper	\$56,567	\$72,000	\$72,000	\$66,856
General Manager	\$116,975	\$117,964	\$160,000	\$131,646
Hotel Manager	*	\$74,932	*	\$74,932
Manager	*	\$115,200	*	\$115,200
Managing Director	*	\$190,736	*	\$190,736

SALARY ANALYSIS

Senior Developer	*	\$312,000	*	\$312,000
Vice President	*	\$280,000	*	\$280,000

Salaries by Country - CHINA 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$137,931	*	\$137,931
Director of HR	\$48,000	\$86,788	\$92,506	\$75,765
Director of Sales	\$51,534	\$56,604	\$90,459	\$66,199
Finance Manager	*	\$22,676	*	\$22,676
General Manager	\$125,517	\$144,000	\$180,645	\$153,492

Salaries by Country - MALAYSIA 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Operations	*	\$64,444	*	\$64,444
General Manager	\$60,287	\$98,764	\$147,783	\$100,694
Hotel Manager	\$18,660	\$33,563	\$50,400	\$33,993
HR Manager	\$23,923	\$35,913	\$48,223	\$36,008

Salaries by Country - PHILIPPINES 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales & Marketing	\$69,171	\$69,666	\$96,000	\$78,279
Director of F&B	*	\$21,620	*	\$21,620
General Manager	\$94,972	\$132,879	\$134,434	\$120,571
Manager	*	\$25,000	*	\$25,000

Salaries by Country - JAPAN/ KOREA 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales	\$64,354	\$85,533	\$92,903	\$82,448
General Manager	\$96,000	\$128,200	\$186,000	\$136,733
Vice President	*	\$260,000	*	\$260,000

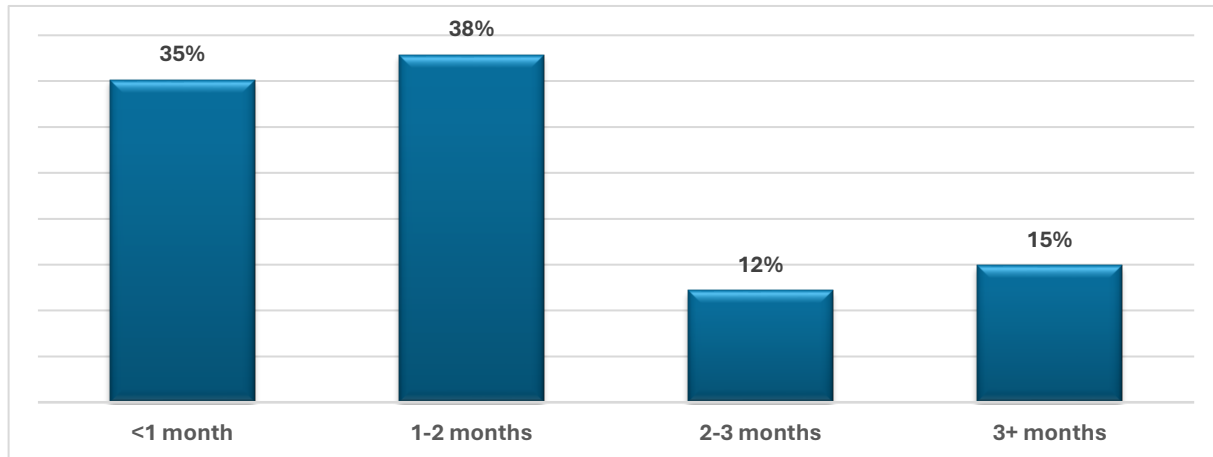
EXCHANGE RATES

SGD = 1.37	AUD = 1.64	HKD = 7.80	CNY = 7.25	MYR = 4.5
THB = 34.1	INR = 86.9	IDR = 16480	AED = 3.67	JPY = 155.39

SALARY ANALYSIS

AVERAGE BONUS

57% of respondents received a bonus, below indicates the amount they received.



ADDITIONAL BENEFITS

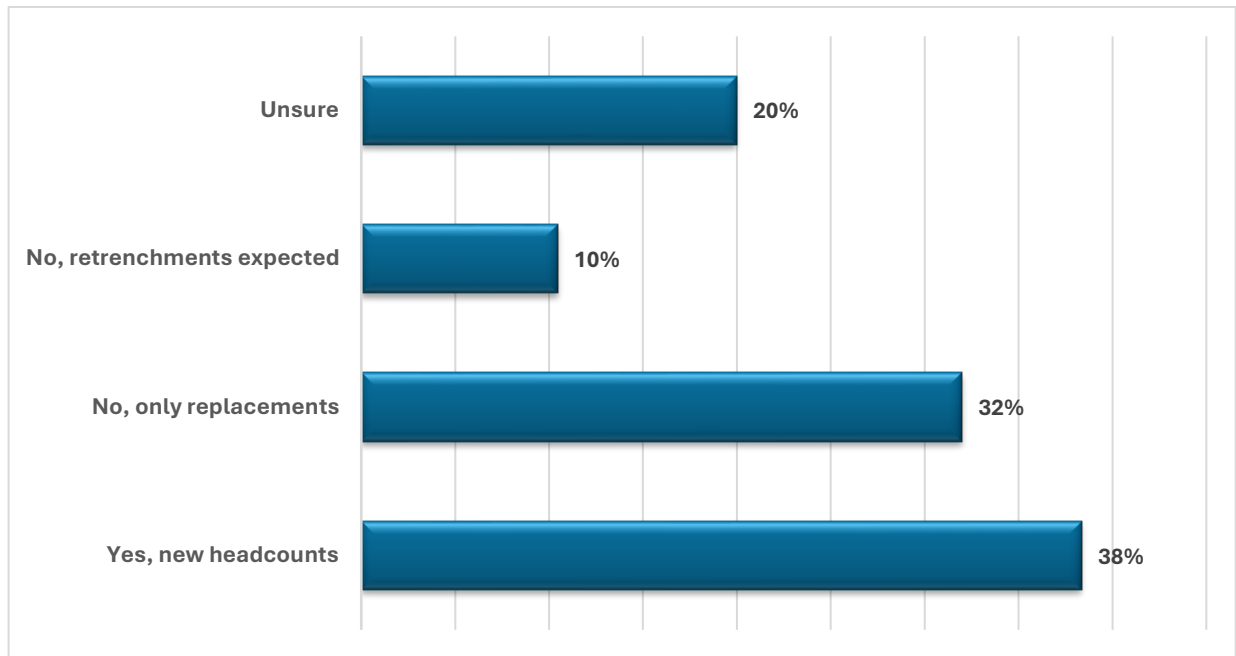
Respondents were asked what other benefits they're contracted to receive in addition to their annual salary.

Bonus	70%
Share allocation	8%
Profit Share	7%
Flexible working hours	30%
WFH	34%
Lump sum / cash incentives	5%
Non-cash incentives	9%
More than the statutory holidays / days off	24%
Housing allowance	30%
Company car	13%
Car allowance	12%
Parking	24%
Clothing allowance/ uniform	9%
Mobile phone/ phone allowance	58%
Complimentary/ discounted hotel rooms, airfare, tour packages	27%
Meal allowance	32%
Life insurance	35%
Children schooling	4%
Service charge	6%
Gym membership	9%
Medical Insurance	63%
Other	11%

HIRING FORECAST

HIRING FORECAST

Hiring managers were asked if they themselves and/or their company expected to hire new staff over the next 12 months.



HIRING CHALLENGES

If hiring is expected, we asked hiring managers what challenges they expected, below are some popular responses.

1. Lack of qualified candidates/shortage of talents
2. High salary, unrealistic expectations, and budget constraints
3. Hiring quotas – limitation to hiring local talents in a limited pool
4. Language capabilities
5. High turnover

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