



SALARY SURVEY LEGAL 24/25

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AQUIS SEARCH SALARY SURVEY

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Message from the CEO

Welcome to the Aquis Search Legal Salary Survey 24/25.

2024 was a transformative year for the legal market across Asia and the Middle East, shaped by shifting hiring trends, regulatory changes, and evolving business landscapes. Hong Kong saw a slowdown in transactional activity and the retreat of US law firms, while PRC firms expanded, attracting top talent.

Singapore remained steady, with strong demand in Energy, Project Finance, and Dispute Resolution, alongside increased in-house hiring in Data Privacy and TMT. India's legal sector remained resilient, with fintech, M&A, and regulatory roles driving movement, alongside continued partner movements in law firms. While the Middle East experienced growth across disputes, construction, projects, and arbitration.

Our expansion into the Middle East in 2024 further solidifies our commitment in providing top-tier talent solutions across prominent legal markets. As we enter 2025, we anticipate continued hiring momentum in high-growth sectors and a competitive landscape for specialized legal professionals.



Hong Kong / PRC

The legal market in Hong Kong in general remains challenging, marked by lower levels of transactional activity and the shrinkage of US law firms. However, Chinese law firms in Hong Kong have been active in hiring, successfully recruiting top talent which was difficult to recruit previously.

There has been a notable rise in lawyers from leading U.S. firms transitioning to PRC law firms, drawn by strong deal flow, growth prospects, and partnership opportunities. The growth in PRC law firms is also fueled by the increase in outbound cross border transactions.

With the pullout and office closures of many US law firms in Mainland China, we have seen lawyers seeking opportunities with firms in both Hong Kong and Singapore, as well as within other global hubs.

In 2024, the legal in-house market has been relatively quieter, particularly within financial services. Roles in both financial services and commerce legal have appeared intermittently, often as mid-level replacement positions.

We anticipate that PRC law firms in Hong Kong will continue to grow and expand in 2025, benefiting from the downsizing of US firms. With interest rates dropping, the legal in-house financial services market may also see increased activity compared to 2024.

Singapore

In Singapore, the legal market is more diverse, and with growing confidence, there is a steady demand for partners who bring established books of business across various practice areas. This trend has been highlighted by numerous senior-level transitions, including corporate lawyers, moving between international law firms.

Demand has been particularly high for lawyers in areas including Energy and Project Development, and Project Finance. Other practices, including Asset Finance and Dispute Resolution practices (notably shipping, construction and insurance litigation), have also been active at the associate level, with many firms hiring and at times finding it challenging to maintain a strong pipeline of local candidates.

The in-house legal market in Singapore has shown a more positive trend, with increased mid-level hiring across various industries in 2024. Data Privacy and TMT (Technology, Media, and Telecommunications) lawyers have emerged as some of the most in-demand candidates for in-house positions.

We anticipate that the Singapore private practice legal market will continue to be active in niche areas, with competition remaining high for talented individuals in Projects, Construction, Asset Finance, and Shipping practices.

South East Asia, Korea, Taiwan, and Japan

Across Asia, we continue to receive instructions for roles in South East Asia, Korea, Taiwan, and Japan, with the latter being an active market due to robust transactional activity and high levels of investment driven by a weaker yen. We have seen growing demand for Japanese-speaking lawyers, particularly in the Corporate M&A and Energy and Project Development practice.



India

India's legal recruitment market in 2024 reflected both resilience and transition, with varied demand across experience levels. While hiring remained robust, particularly in the 8-12 PQE range, the market was more selective at the General Counsel/Head of Legal level as companies focused on cost optimization.

The fintech and technology sectors drove significant movement, alongside steady transactional M&A activity. The legal landscape saw increasing prominence of technology and AI, with the DPDP Act implementation creating new regulatory frameworks and expertise requirements.

Indian law firms continued strengthening their practices with high level partner and team movements between the top firms, while the in-house market showed strength across manufacturing, green energy, and technology sectors. Despite persistent challenges in client recovery, 2024 maintained market stability.

Looking ahead to 2025, we anticipate sustained demand across practice areas, particularly in PE/VC (especially in fintech and EV space), data privacy, and M&A. The evolution of regulatory frameworks around digital competition and privacy, coupled with growth in the technology, fintech and the startup ecosystem, will continue driving demand for specialized legal talent.

Compensation trends reflect market dynamics, with elevated salary expectations particularly for specialists in technology, M&A, and regulatory compliance at the 8-12 PQE range, while leadership level remuneration remained largely consistent with 2023-24 levels.



The Middle East

2024 saw the Middle East market thriving and this was at all experience levels and across several practice areas and sectors.

Within the UAE, there was an increased demand for mid-level talent within commercial and insurance disputes as well as within construction and projects. At a more junior level, the US firms continued to hire both US and E&W qualified lawyers within M&A, with a notable focus on energy transactional experience.

At partner level, transferable books remain important and there has been an uplift in 'day one' partner hiring. We have seen this as being sector and practice area holistic, and reliant on the work that can be transferred. An exception to this has been within the area of Arbitration, both within the traditional construction space as well as broad commercial (and international) arbitration practices. This has been reflective of a preference to seek alternative resolutions, with Dubai International Arbitration Centre (DIAC) being the forum of choice.

In KSA, 2024 has been a year of steady growth across most practice areas within the regional, international and US firms. Whilst 2023 saw a greater establishment of 'full ownership' international firms within the Kingdom, perhaps surprisingly, there have been several firms adopting the traditional association model. Work within the government and semi-government sectors have drawn firms to grow their projects, corporate M&A as well as capital markets teams. There is an expectation in 2025 to see a few more international firms enter into the Saudi market, albeit not at the same volume as in the last two years.



Legal Salary Scales

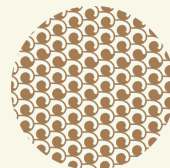


Hong Kong In-house Financial Services

Annual Base Salary					
	PQE	HKD		PQE	HKD
Investment & Corporate Banking	3 - 5	1.32 M - 1.7M	Private Banking	3 - 5	1.1M - 1.4M
	6 - 8	1.56M - 1.9M		6 - 8	1.3M - 1.7M
	9 - 11	1.8M - 2.2M		9 - 11	1.7M - 2M
	12 - 15	2.2M - 2.8M		12 - 15	2M - 2.6M
	15+	2.5M - 3.5M+		15+	2.2M - 3M+
Traditional Asset Management	3 - 5	1.2M - 1.56M	Insurance	3 - 5	900,000 - 1.2M
	6 - 8	1.4M - 1.9M		6 - 8	1.1M - 1.5M
	9 - 11	1.6M - 2.1M		9 - 11	1.4M - 1.9M
	12 - 15	2M - 2.5M		12 - 15	1.8M - 2.3M
	15+	2.3M - 3M+		15+	2M - 2.8M+
Private Equity	3 - 5	1.5M - 1.9M	Hedge Funds	3 - 5	1.3M - 1.6M
	6 - 8	1.7M - 2.2M		6 - 8	1.6M - 1.9M
	9 - 11	1.9M - 2.6M		9 - 11	1.8M - 2.3M
	12 - 15	2.5M - 3M		12 - 15	2.2M - 2.6M
	15+	2.5M - 3.5M+		15+	2.4M - 3M+
ISDA Negotiation & Documentation	3 - 5	800,000 - 1M	Global Markets/ Derivatives	3 - 5	1.3M - 1.6M
	6 - 8	1M - 1.3M		6 - 8	1.5M - 1.8M
	9 - 11	1.2M - 1.6M		9 - 11	1.7M - 2M
	12 - 15	1.4M - 1.9M		12 - 15	2M - 2.5M
	15+	1.7M - 2.3M+		15+	2.5M+

Singapore In-house Financial Services

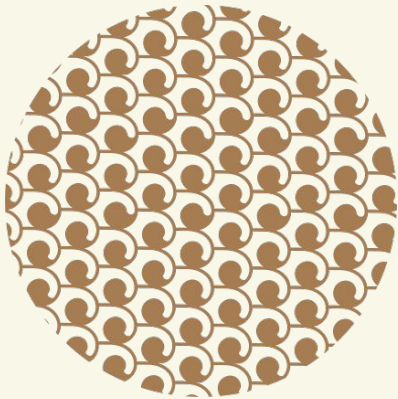
Annual Base Salary					
	PQE	SGD		PQE	SGD
Investment & Corporate Banking	3 - 5	140,000 - 190,000	Insurance	3 - 5	100,000 - 130,000
	6 - 8	180,000 - 230,000		6 - 8	130,000 - 160,000
	9 - 11	220,000 - 280,000		9 - 11	150,000 - 190,000
	12 - 15	270,000 - 330,000		12 - 15	180,000 - 240,000
	15+	300,000 - 400,000+		15+	230,000 - 300,000+
Private Banks	3 - 5	110,000 - 140,000	Hedge Funds	3 - 5	110,000 - 160,000
	6 - 8	130,000 - 180,000		6 - 8	140,000 - 180,000
	9 - 11	170,000 - 220,000		9 - 11	170,000 - 220,000
	12 - 15	210,000 - 280,000		12 - 15	200,000 - 250,000
	15+	260,000 - 350,000+		15+	240,000 - 300,000+
Private Equity	3 - 5	160,000 - 220,000	ISDA Negotiation & Documentation	0 - 2	70,000 - 100,000
	6 - 8	200,000 - 260,000		3 - 5	100,000 - 150,000
	9 - 11	240,000 - 320,000		6 - 8	130,000 - 200,000
	12 - 15	300,000 - 400,000		9 - 11	180,000 - 250,000
	15+	400,000 - 500,000+		12+	200,000 - 300,000+
Traditional Asset Management Firms	3 - 5	120,000 - 160,000	Global Markets/ Derivatives	3 - 5	100,000 - 140,000
	6 - 8	140,000 - 180,000		6 - 8	120,000 - 180,000
	9 - 11	170,000 - 220,000		9 - 11	160,000 - 200,000
	12 - 15	210,000 - 280,000		12+	200,000 - 300,000+
	15+	260,000 - 330,000+			



India In-house Financial Services

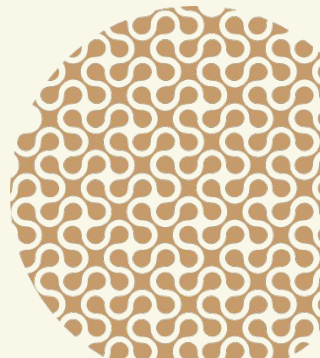
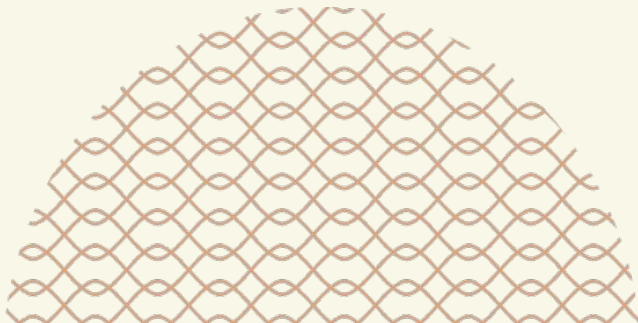
Annual Base Salary					
	PQE	INR		PQE	INR
Investment & Corporate Banking	3 - 5	1.5M - 2.5M	Private Banking	3 - 5	1.2M - 2M
	6 - 8	2.5M - 4M		6 - 8	1.8M - 3M
	9 - 11	4M - 6M		9 - 11	3M - 4.5M
	12 - 15	6M - 9M		12 - 15	4M - 6.5M
	15+	9M - 12M+		15+	6M - 8M+
Traditional Asset Management	3 - 5	1.5M - 2M	Insurance	3 - 5	1M - 1.5M
	6 - 8	2M - 3M		6 - 8	1.5M - 2.5M
	9 - 11	3M - 5M		9 - 11	2.5M - 4M
	12 - 15	5M - 7M		12 - 15	4.0M - 6.5M
	15+	7M - 10M+		15+	6M - 10M+
Private Equity	3 - 5	2M - 3M	Hedge Funds	3 - 5	2M - 3.5M
	6 - 8	3M - 5M		6 - 8	3.5M - 5.5M
	9 - 11	5M - 7.5M		9 - 11	5M - 7.5M
	12 - 15	7.5M - 9M		12 - 15	7.5M - 10M
	15+	9M - 15M+		15+	10M - 15M+
ISDA Negotiation & Documentation	3 - 5	1M - 1.5M	Global Markets/ Derivatives	3 - 5	1M - 1.5M
	6 - 8	1.5M - 3M		6 - 8	1.5M - 3M
	9 - 11	3M - 4.5M		9 - 11	3M - 4.5M
	12 - 15	4.5M - 6M		12 - 15	4.5M - 6.5M
	15+	6M - 8.5M+		15+	6M - 9M+

Asia In-house Commerce



Annual Base Salary			
Hong Kong		Singapore	
PQE	HKD	PQE	SGD
3 - 6	850,000 - 1.1M	3 - 6	100,000 - 150,000
7 - 10	1M - 1.5M	7 - 10	140,000 - 220,000
11 - 14	1.3M - 1.8M	11 - 14	210,000 - 300,000
15 - 20	1.7M - 2.2M	15 - 20	300,000 - 450,000
20+	2M - 4M+	20+	350,000+
PRC		South Korea	
PQE	RMB	PQE	USD
3 - 6	180,000 - 600,000	3 - 6	80,000 - 120,000
7 - 10	360,000 - 1M	7 - 10	110,000 - 150,000
11 - 14	540,000 - 1.5M	11 - 14	140,000 - 190,000
15 - 20	800,000 - 2.5M	15 - 20	180,000 - 260,000
20+	1.2M - 3M+	20+	250,000+

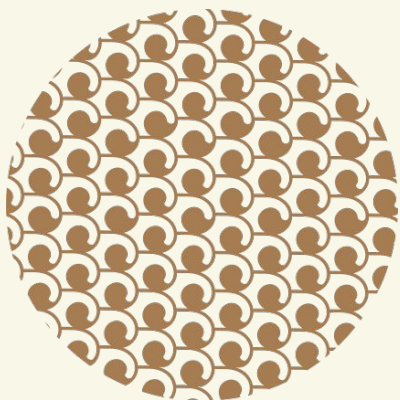
India	
PQE	INR
3 - 6	2M - 5M
7 - 10	5M - 8M
11 - 14	6.5M - 12M
15 - 20	8.5M - 18M
20+	15M - 30M+



Asia

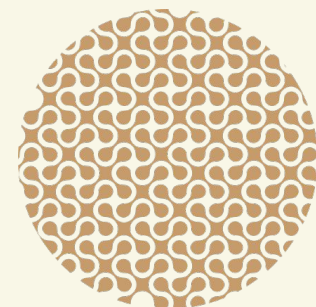
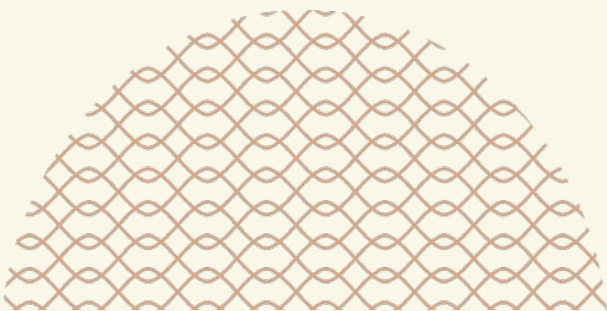
In-house

Commerce

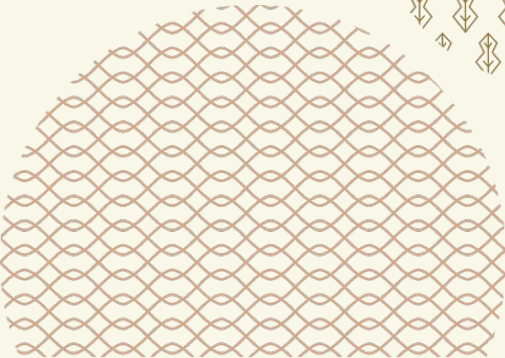
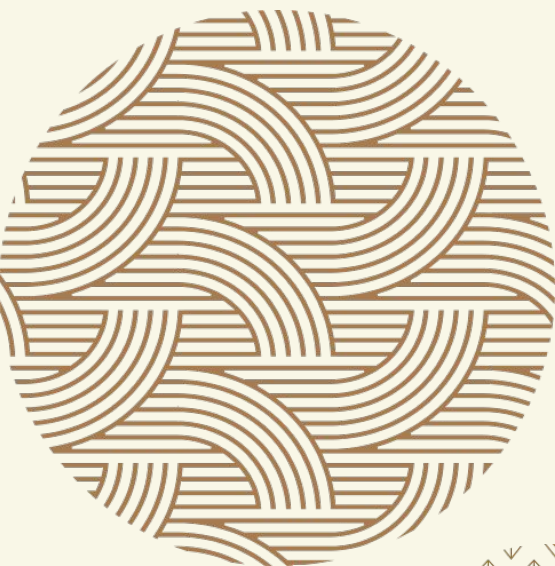


Annual Base Salary			
Japan		Taiwan	
PQE	USD	PQE	USD
3 - 6	80,000 - 130,000	3 - 6	31,000 - 66,000
7 - 10	110,000 - 160,000	7 - 10	47,000 - 94,000
11 - 14	140,000 - 220,000	11 - 14	56,000 - 113,000
15 - 20	180,000 - 270,000	15 - 20	75,000 - 141,000
20+	300,000+	20+	157,000+
Thailand		Indonesia	
PQE	USD	PQE	USD
3 - 6	13,000 - 60,000	3 - 6	12,000 - 40,000
7 - 10	55,000 - 90,000	7 - 10	35,000 - 80,000
11 - 14	80,000 - 130,000	11 - 14	65,000 - 100,000
15 - 20	120,000 - 180,000	15 - 20	90,000 - 130,000
20+	190,000+	20+	150,000+

Malaysia	
PQE	USD
3 - 6	15,000 - 70,000
7 - 10	60,000 - 110,000
11 - 14	90,000 - 140,000
15 - 20	130,000 - 190,000
20+	210,000+



Hong Kong Private Practice



Annual Base Salary	
Magic Circle Firms	
PQE	HKD
NQ	1.14M - 1.2M
1	1.2M - 1.26M
2	1.26M - 1.38M
3	1.44M - 1.56M
4	1.53M - 1.68M
5	1.68M - 1.82M
6	1.74M - 1.89M
7	1.86M - 2M+
8	2M+

Annual Base Salary	
PRC Firms	
PQE	HKD
NQ	660,000 - 960,000
1	720,000 - 1.08M
2	780,000 - 1.20M
3	840,000 - 1.44M
4	960,000 - 1.56M
5	1.02M - 1.68M
6	1.05M - 1.80M
7	1.20M - 1.92M
8	1.32M - 2.04M

Annual Base Salary	
US Firms (Big Law Scale)	
Class of Year	USD
Year 1	225,000
Year 2	235,000
Year 3	260,000
Year 4	310,000
Year 5	365,000
Year 6	390,000
Year 7	420,000
Year 8	435,000

Annual Base Salary	
Other International Firms	
PQE	HKD
NQ	936,000 - 1.08M
1	984,000 - 1.14M
2	1.08M - 1.26M
3	1.14M - 1.44M
4	1.20M - 1.56M
5	1.32M - 1.74M
6	1.44M - 1.80M
7	1.56M - 2.04M
8	1.92M+

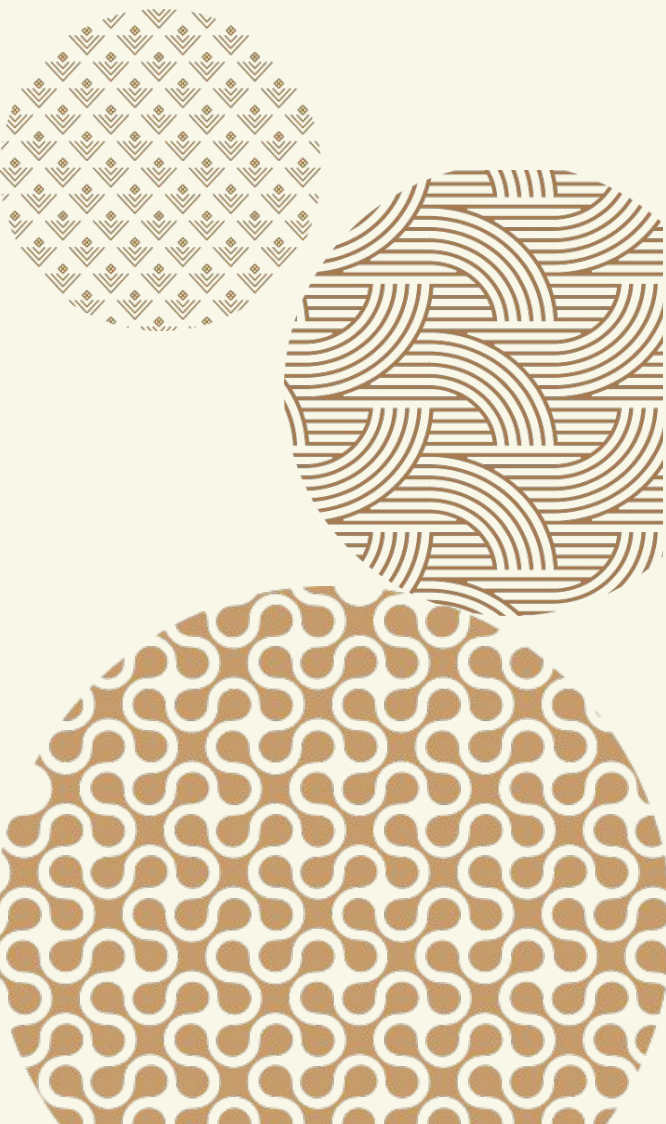
Singapore Private Practice

Annual Base Salary Range					
Magic Circle Firms		Silver Circle Firms		Other International Firms	
PQE	SGD	PQE	SGD	PQE	SGD
NQ	170,000 - 200,000	NQ	160,000 - 180,000	NQ	120,000 - 170,000
1	190,000 - 220,000	1	170,000 - 195,000	1	130,000 - 180,000
2	210,000 - 230,000	2	180,000 - 210,000	2	140,000 - 200,000
3	230,000 - 255,000	3	190,000 - 220,000	3	150,000 - 215,000
4	255,000 - 275,000	4	210,000 - 240,000	4	170,000 - 250,000
5	270,000 - 300,000	5	225,000 - 260,000	5	180,000 - 260,000
6	285,000 - 315,000	6	240,000 - 280,000	6	200,000 - 280,000
7	320,000+	7	260,000+	7	220,000 - 300,000

US Firms (Big Law Scale)		Mid – Atlantic Scale		Leading Singapore law firms	
Class	USD	PQE	SGD	PQE	SGD
Year 1	225,000	NQ	200,000-250,000	NQ	80,000 – 90,000
Year 2	235,000	1	215,000-270,000	1	90, 000 – 100,000
Year 3	260,000	2	230,000-285,000	2	100, 000 – 110,000
Year 4	310,000	3	250,000-310,000	3	115, 000 – 125,000
Year 5	365,000	4	270,000-330,000	4	140, 000 – 150,000
Year 6	390,000	5	300,000-350,000	5	150, 000 – 160,000
Year 7	420,000	6	310,000-370,000	6	170, 000 – 180,000
Year 8	435,000	7	330,000-400,000	7	200, 000 – 220,000

Asia

Private Practice



China			
PRC Firms Annual Base Salary		UK Firms Annual Base Salary	
PQE	RMB	PQE	RMB
NQ	120,000 - 200,000	NQ	180,000 - 300,000
1	150,000 - 240,000	1	240,000 - 540,000
2	200,000 - 280,000	2	300,000 - 600,000
3	240,000 - 360,000	3	360,000 - 660,000
4	280,000 - 450,000	4	420,000 - 720,000
5	320,000 - 660,000	5	480,000 - 840,000
6	360,000 - 700,000	6	600,000 - 1M
7	420,000 - 840,000	7	660,000 - 1.2M
8	480,000+	8	720,000 - 1.3M
9	550,000+	9	800,000 - 1.5M+

India			
Annual Base Salary (INR)			
PQE	Tier 1	Tier 2	Tier 3
Associate (1-4 years)	1.5M - 3.5M	1.2M - 2.5M	1M - 2M
Senior Associate (4-8 years)	3.5M - 6.5M	2.5M - 4.5M	2.5M - 3.5M
Principal Associate (8-12 years)	5.5M - 8.5M	4M - 6.5M	3.5M - 5.5M
Partner (12+ years)	11M+	7M+	6M+

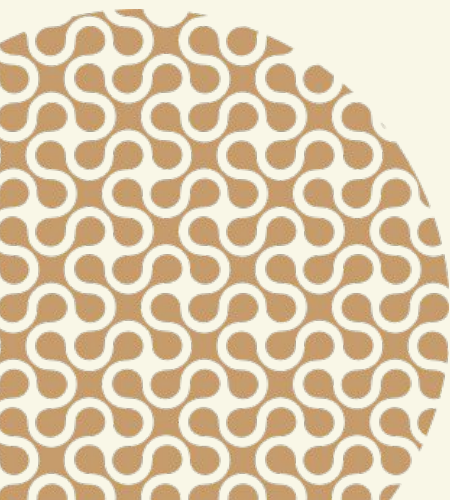
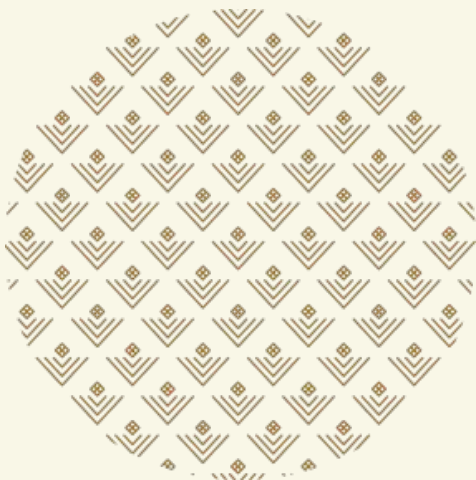
Hong Kong, Singapore & UAE Legal & Business Support

Annual Base Salary				
	Level / Role	Hong Kong HKD	Singapore SGD	UAE (AED)
Paralegal	Junior	200,000 - 400,000	31,000 - 61,000	180,000 - 264,000
	Middle	380,000 - 570,000	58,000 - 87,000	240,000 - 384,000
	Senior	550,000 - 660,000+	84,000 - 100,000+	336,000 - 408,000
Legal Secretary	Junior	240,000 - 320,000	37,000 - 49,000	192,000 - 288,000
	Middle	320,000 - 430,000	49,000 - 66,000	264,000 - 408,000
	Senior	420,000 - 580,000+	64,000 - 89,000+	360,000 - 456,000
Marketing & Business Development	BD Assistant	240,000 - 360,000	31,000 - 58,000	204,000 - 288,000
	BD Executive	350,000 - 700,000	57,000 - 92,000	276,000 - 432,000
	BD Manager	690,000 - 1M	110,000 - 144,000	420,000 - 564,000
	Senior BD Manager	990,000 - 1.4M	145,000 - 190,000	528,000 - 636,000
	Head of BD	1.4M+	230,000 - 300,000	600,000 - 780,000
Administration & Office Management	Receptionist	240,000 - 340,000	37,000 - 52,000	144,000 - 192,000
	Administration Assistant	280,000 - 360,000	43,000 - 55,000	168,000 - 216,000
	Administration Executive	340,000 - 600,000	52,000 - 92,000	192,000 - 264,000
	Facilities Manager	580,000 - 720,000	89,000 - 110,000	228,000 - 300,000
	Office Manager	700,000 - 1.2M+	107,000 - 184,000+	288,000 - 432,000

Hong Kong, Singapore & UAE Legal & Business Support

Annual Base Salary				
	Level / Role	Hong Kong HKD	Singapore SGD	UAE (AED)
Business Acceptance	Junior / Senior Officer	300,000 - 480,000	51,000 - 82,000	240,000 - 420,000
	Assistant Manager	460,000 - 600,000	80,000 - 102,000	384,000 - 600,000
	Senior Manager	580,000 - 1,320,000	100,000 - 225,000	516,000 - 900,000
	Head of Legal & Compliance	1,300,000 - 1,800,000	220,000 - 280,000	720,000 - 1.32M
AML	AML Officer / CDD Officer	300,000 - 400,000	60,000 - 75,000	240,000 - 384,000
	Associate / Manager / AVP	380,000 - 600,000	80,000 - 120,000	336,000 - 540,000
	Senior Manager & Vice President	580,000 - 900,000	100,000 - 225,000	444,000 - 780,000
	Head of AML	880,000 - 1,300,000	220,000 - 280,000	684,000 - 1.14M
Finance	Junior	300,000 - 360,000	46,000 - 55,000	144,000 - 240,000
	Middle	420,000 - 580,000	64,000 - 89,000	216,000 - 408,000
	Senior	600,000+	92,000+	384,000 - 600,000
Human Resources	HR Assistant	216,000 - 300,000	35,000 - 50,000	180,000 - 252,000
	HR Co-ordinator	276,000 - 420,000	43,000 - 65,000	228,000 - 312,000
	HR Advisor	384,000 - 540,000	60,000 - 85,000	288,000 - 384,000
	HR Manager / Senior Manager	780,000 - 900,000	120,000 - 145,000	348,000 - 504,000
	Head of HR	1.2M - 1.5M	190,000 - 240,000	468,000 - 600,000

Saudi Arabia Private Practice & In-house



Annual Base Salary	
Large Regional Firms	
Role	SAR
Paralegal	216,000 - 264,000
NQ Associate	300,000 - 408,000
Junior Associate	360,000 - 504,000
Mid-Level Associate	420,000 - 600,000
Senior Associate	600,000 - 840,000
Counsel/Legal Director	840,000 - 1.08M
Partner	1.20M+

Annual Base Salary	
UK Firms	
Role	SAR
Paralegal	240,000 - 360,000
NQ Associate	360,000 - 456,000
Junior Associate	420,000 - 540,000
Mid-Level Associate	540,000 - 720,000
Senior Associate	660,000 - 900,000
Counsel/Legal Director	900,000 - 1.20M
Partner	1.20M

Annual Base Salary	
In-house (Public Investment Fund Companies)	
Role	SAR
Paralegal	360,000
Junior Counsel	480,000 - 600,000
Mid-level Counsel	600,000 - 900,000
Senior Counsel	900,000 - 1.20M
Assistant General Counsel	1.20M - 1.80M
General Counsel	1.80M

Annual Base Salary	
US Firms (Big Law Scale)	
Class	USD
Year 1	225,000
Year 2	235,000
Year 3	260,000
Year 4	310,000
Year 5	365,000
Year 6	390,000
Year 7	420,000
Year 8	435,000

United Arab Emirates Private Practice



Annual Base Salary	
Magic Circle Firms	
Role	AED
Paralegal	300,000 - 384,000
NQ	456,000 - 540,000
Junior Associate	540,000 - 720,000
Mid-level Associate	720,000 - 900,000
Senior Associate	900,000 - 1.14M
Counsel/Legal Director	1.14M - 1.32M
Partner	1.44M+

Annual Base Salary	
Legal Support	
Role	AED
Legal Secretary/PA	216,000 - 360,00
Senior Legal PA	360,000 - 480,000
Office Manager	384,000 - 540,000
BBD/Marketing Executive	336,000 - 444,000
BD/Marketing Manager	456,000 - 600,000
Regional BD/Marketing Lead	552,000 - 720,000

Annual Base Salary	
US Firms (Big Law Scale)	
Class	USD
Year 1	225,000
Year 2	235,000
Year 3	260,000
Year 4	310,000
Year 5	365,000
Year 6	390,000
Year 7	420,000
Year 8	435,000

Annual Base Salary	
Regional/Mid-tier International Firms	
Role	AED
Paralegal	240,000 - 360,000
NQ	360,000 - 456,000
Junior Associate	432,000 - 552,000
Mid-level Associate	540,000 - 720,000
Senior Associate	660,000 - 900,000
Counsel/Legal Director	900,000 - 1.20M
Partner	1.14M+



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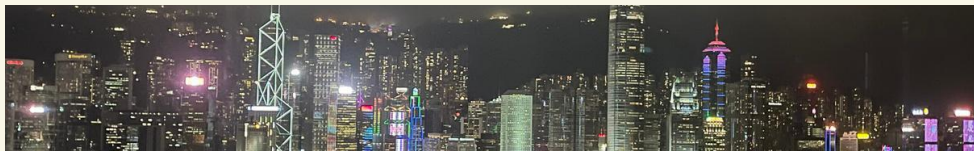
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