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Leadership Hiring Benchmark Report

2026 / Executive Intelligence Series

Singapore outlook, capabilities to prioritise and executive search scorecards.

FOUR PRACTICE AREAS

- **Frontier Tech**
- **Business & Sustainability**
- **Social Services**
- **Healthcare Management**

Aventis TalentEdge | October 2026 | Singapore

Desk research and strategic interpretation of third-party reports.
This is not an Aventis TalentEdge employer survey.

The 2026 leadership market at a glance

Talent strategy is about scarce capabilities, clear mandates and credible EVPs – not salary alone.

44%

dissatisfied with salary

43%

of those who changed employers reported salary growth above 10%

50%

plan a career change in 2026

13,000+

responses across five Asian markets

Source: **Hays Asia Salary Guide 2026** [A]. Figures refer to the multi-market survey and should not be represented as Singapore-only statistics.

What this means for Singapore employers



Candidates may have options, but appetite to move does not mean easy recruitment

Top talent is in demand, and candidates are often exploring multiple opportunities. Interest alone doesn't guarantee a smooth or fast hire.



Articulate mandate, authority, development opportunity and total rewards early

Be clear from the outset about what success looks like, the level of decision-making, growth opportunities and the full compensation package.

Benchmarking priorities

Scope

What to focus on

- Scale and accountability
- P&L or budget, markets, team size

Evidence to request

- Financial results and budget ownership
- Market footprint and growth strategy
- Team size and structure

Transformation

What to focus on

- Delivery under uncertainty
- Before/after outcomes

Evidence to request

- Transformation objectives and roadmap
- Measurable outcomes (revenue, cost, efficiency)
- Examples of delivery in volatile environments

Leadership

What to focus on

- Depth and bench-building
- Retention, succession, culture

Evidence to request

- Leadership team depth and diversity
- Retention and promotion data
- Succession plans and culture initiatives

Governance

What to focus on

- Risk and stakeholder control
- Board, regulator, audit examples

Evidence to request

- Risk management framework and controls
- Board composition and meeting cadence
- Regulator and audit findings (where applicable)

Economics

What to focus on

- Compensation architecture
- Base, variable, benefits, equity

Evidence to request

- Total compensation mix and philosophy
- Incentive design and performance metrics
- Benefits and equity programs

Sector-by-sector leadership briefs

Frontier Tech

FOCUS

- AI deployment, cyber resilience, data governance, value-realising digital change.

ROLE FAMILIES

- CTO, CIO, CISO, Head of Data/AI, IT Director.

ASSESSMENT LENS

- Concrete examples of operating-model change, incident response, commercial outcomes, responsible tech adoption.

Business & Sustainability

FOCUS

- Commercial finance, enterprise risk, transformation, ESG execution, resilience.

ROLE FAMILIES

- CFO, Finance Director, Risk & Compliance Director, Head of Sustainability.

ASSESSMENT LENS

- Board communication, strategic planning, controls, cross-functional influence, measurable sustainability outcomes.

Social Services

FOCUS

- Mission delivery with governance, programme quality, constrained resources.

ROLE FAMILIES

- Head of Agency, Director, Centre Manager, Head of Programmes.

ASSESSMENT LENS

- Funding stewardship, safeguarding, programme impact, partnerships, people leadership; use official sector pay guidelines.

Healthcare Management

FOCUS

- Safe service delivery, workforce pressures, digital operations, patient experience.

ROLE FAMILIES

- Medical Director, Clinical Operations Head, Healthcare General Manager.

ASSESSMENT LENS

- Distinguish clinical and non-clinical remits; patient-safety governance, quality improvement, operating performance.

Executive interview scorecard

A structured panel reduces title bias

Uses consistent criteria and weights to ensure fair, objective comparison across candidates.

Weights are suggested by TalentEdge, not survey findings

Based on our experience and market practice, not empirical survey data.

Score 1–5, multiply by weight, compare calibrated panel scores

Adjust weights for clinical, cyber or regulated mandates.

Dimension	Weight	Focus area
Strategic judgement	25%	Choices and trade-offs linked to business outcomes.
Execution track record	25%	Measured delivery at comparable scope.
People leadership	20%	Team growth, successors, conflict handling.
Governance/risk	15%	Controls, judgement, stakeholder assurance.
Change agility	15%	Adaptation, technology literacy, learning.

Key takeaways

- A structured panel reduces title bias.
- Weights are suggested by TalentEdge, not survey findings.
- Score 1–5, multiply by weight, compare calibrated panel scores; adjust weights for clinical, cyber or regulated mandates.

Suggested hiring process

1



Mandate alignment

- Agree first-year outcomes
- Set budget
- Confirm reporting line
- Define non-negotiables

2



Market mapping

- Adjacent industries
- Transferable experience

3



Structured assessment

- Consistent questions
- Work examples
- Reference checks

4



Offer design

- Benchmark base separately from incentives
- Benefits
- Flexibility

5



90-day integration

- Stakeholder introductions
- Measurable milestones

A practical 90-day leadership scorecard

1 Days 1 – 30



Listen, map stakeholder needs, validate risks

CHECKPOINT

Clear diagnosis and agreed mandate

2 Days 31 – 60



Prioritise initiatives, align team and resources

CHECKPOINT

Focused roadmap, owners, success measures

3 Days 61 – 90



Deliver first visible improvements

CHECKPOINT

Evidence of traction and governance rhythm

Five hiring questions to ask

1



What business problem must this leader solve that the current team cannot?

2



Which outcomes must be visible after 12 months?

3



Is this a transformation mandate or a steady-state operating role?

4



What authority and resources will the leader actually control?

5



What is our evidence-backed offer range and approval flexibility?

Sources, limits and editorial notes

Reviewed 25 October 2026

This report has been reviewed and finalised on 25 October 2026.

Synthesis and editorial interpretation

This report presents a synthesis and editorial interpretation of available data, not proprietary predictive data.

No employer or candidate interviews

This report is based solely on secondary research and does not include any employer or candidate interviews.

Key sources

A **Hays 2026 Asia Salary Guide**

hays.com.sg/salary-guide

B **Robert Half 2026 Singapore Salary Guide**

roberthalf.com/sg/en/insights/salary-guide

C **Robert Walters 2026 Singapore Salary Survey**

robertwalters.com.sg/our-services/salary-survey.html

D **FY2026 social service sector salary guidelines**

file.go.gov.sg/socialservicesectorsalaryguidelines.pdf

Hays figures are Asia-wide; scorecards are TalentEdge editorial judgment; revalidate data at point of use.

Partner with Aventis TalentEdge

Sector-aligned leadership search and advisory across Frontier Tech, Business & Sustainability, Social Services and Healthcare Management.



Frontier Tech

Build the leaders driving innovation, from AI and cloud to emerging technologies.



Business & Sustainability

Place leaders who create long-term value for business, people and the planet.



Social Services

Source mission-driven leaders who strengthen communities and expand opportunity.



Healthcare Management

Find visionary leaders to advance better health and stronger systems.



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