

Market Overview

In this edition of our H1 2026 Market Update, we share key hiring trends, compensation insights, and market observations. While hiring activity has become more measured amid ongoing economic uncertainty and tighter headcount controls, demand remains for critical legal and compliance talent. Organisations continue to prioritise strategic hires that support business resilience and navigate an increasingly complex regulatory landscape.

We also explore the growing adoption of AI within legal and compliance teams, highlighting practical use cases and how organisations are leveraging technology to enhance efficiency and decision-making.

Trends | Legal & Compliance – Commerce

In-demand skill sets



Engineering, Construction & Procurement



Shipping / International Trade

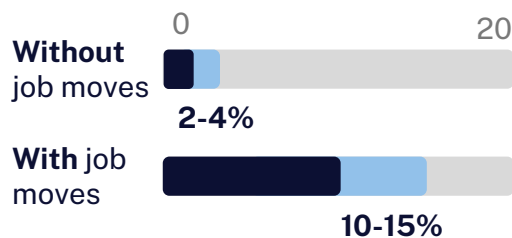


Project Development (Whole life cycle)

Sectors with more opportunities

- Data Centres
- Maritime & Infrastructure
- Energy & Commodities
- Healthcare & Life Sciences

Avg. salary increment (%)



Trends | Legal & Compliance – Financial Services

In-demand skill sets



M&A



Private Credit



Financial Regulatory Advisory



Cyber & AI Governance

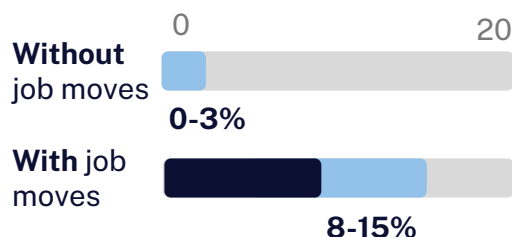
Sectors with more opportunities

Hedge Funds

Private Equity

Wealth Management

Avg. salary increment (%)



Trends | Corporate Secretarial & Legal Support

In-demand skill sets



Board Logistics



SGX-listed Requirements



Restructuring of Entities



Fund Entities

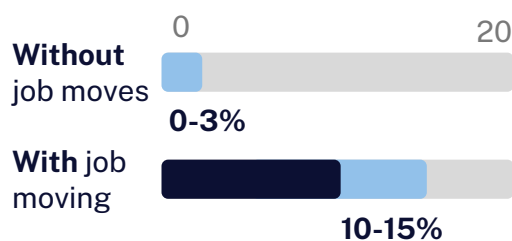
Sectors with more opportunities

SGX-listed

Corporates with regional focus

Investment Management

Avg. salary increment (%)



Use Cases – AI in Legal, Compliance & Corporate Secretarial

As an executive search firm at the forefront of market conversations, AI has undoubtedly emerged as one of the most prominent topics among General Counsels this year. With increasing pressure on legal teams to drive efficiency and deliver greater strategic value, we have seen organisations exploring a growing number of AI-enabled solutions across legal, compliance, and corporate secretarial functions.

Here are some noteworthy use cases that have caught our attention:

Legal Operations & Spend Management	<p>A Financial Institution has partnered with a law firm to implement a legal operations application that streamlines the oversight of external law firms by consolidating fee, invoicing and matter request data into intuitive dashboards and visual reports.</p>
In-House Legal Capability Building	<p>A Hong Kong-based insurer has strengthened its in-house legal capabilities by developing the expertise to structure and execute complex private asset and derivatives transactions across multiple jurisdictions. This strategic investment has enabled the organisation to reduce its reliance on external counsel.</p>
AI-Powered Legal Review & Product Governance	<p>The legal team of a Media Company has incorporated AI into its product approval process. By leveraging company policies and past review outcomes, the AI identifies the appropriate review requirements for new products, improving efficiency and consistency while reducing manual triage efforts.</p>
AI-Enabled Board Governance Support	<p>The legal team of an international telecommunication company released an internally developed AI agent that helps board directors prepare for meetings by reviewing previous minutes and matters discussed previously.</p>
Regulatory Intelligence & Compliance Automation	<p>A regional bank implemented AI to monitor and analyse regulatory developments across multiple jurisdictions. The tool automatically summarises new regulations, maps them against internal policies, and flags potential compliance gaps, significantly reducing manual review efforts.</p>
AI-Driven Financial Crime & Risk Monitoring	<p>A leading international bank deployed AI-powered transaction monitoring tools to analyse customer behaviour and identify potentially suspicious transactions. The solution reduced false-positive alerts, enabling compliance teams to focus their efforts on higher-risk cases and accelerate investigation timelines.</p>
AI-Augmented Board Decision Support	<p>A UK organization has introduced an AI-powered board adviser that analyses board materials and provides governance insights ahead of meetings. The tool helps directors and governance teams navigate increasingly complex information flows.</p>

Our Legal & Compliance Practice



Cynthia Teo
Legal & Compliance
ct@kerryconsulting.com

Cynthia is with our Legal & Compliance Practice and she focuses on in-house mid to senior legal and compliance mandates, across Singapore and Asia Pacific. Before joining the recruitment industry in 2015, Cynthia spent 4 years with Ernst & Young handling tax advisory work within their People Advisory Services. She graduated with a Bachelor of Accountancy (Honours) from the Nanyang Technological University (Singapore).



Corrine Ho
Legal & Corporate Secretarial
co@kerryconsulting.com

As part of the Legal & Compliance Practice, Corrine recruits for legal support, corporate secretarial, contract management and business support functions. She joined the recruitment industry in 2015, and has worked in global recruitment firms based in Singapore and Sydney. Corrine graduated from Nanyang Technological University with a Bachelor's Degree in Psychology.



Eugene Lim
Legal & Compliance
eu@kerryconsulting.com

Eugene joined the search industry in 2008. Leading our Compliance desk, Eugene recruits for legal and compliance professionals across all industries, specifically with deep expertise in the financial services sector. He also possesses in-house talent acquisition experience with banks and fintechs. Eugene holds a Bachelor of Arts degree (Sociology) from the National University of Singapore.

Looking to hire or interested in a career move?

Reach out to us at legaljobs@kerryconsulting.com

Find out more about our Legal & Compliance practice [here](#).