

The Salary Analysis in Asia 2023



About this Report

The Salary Analysis in Asia 2022, is the latest version of our well-received salary analysis, as prepared by JAC Group drawing upon our extensive experience and record of accomplishments amassed over our many years of conducting business in Japan throughout Asia.

While this year's report is arranged in the same format as those of previous years, we have updated relevant content while also making overall stylistic improvements.

We hope this report is of interest to you in regards to the recruitment market in Asia.

How to Read the Tables

MNC (multinational corporation)	Multi-national corporations which are globally headquartered outside of the surveyed country
Local Company	Primarily major corporations deemed local entities by the surveyed country on the basis of local equity ownership
Local Staff	Locally hired members of the workforce employed in positions that do not require English or Japanese language skills unless it is the official language of the surveyed country

- The annual salary data presented herein has been collected from job enquiries that we have received over the past year and from the insights of our consultants. The compensation data shown in the tables refer to total annual gross income, often excluding irregular bonuses and/or incentives.
- “N/A” (“not applicable”) is indicated with respect to either market segments that are not handled by JAC or those for which the sample size is insufficient.
- The exchange rates presented herein are current as of March 22nd, 2023. The information within the overviews of the countries and industries presented herein are current as of the fourth calendar quarter of 2022. Economic statistics without specific explanations are forecasted of 2023 by IMF World Economic Outlook, October 2022.
- “Japanese Speaker” include Japanese and English bilingual or more speakers in this report.
- * This document was originally created in Japanese.

Disclaimer

JAC Group shall not be held liable for any actions whatsoever carried out by readers of this report. Accordingly, the reader maintains sole responsibility for use of information contained herein. The content of this report has been compiled on the basis of assessments made by JAC Group using currently available information. Accordingly, in some cases the figures presented may vary from actual comprehensive industry and market data. Moreover, in some cases data herein may vary significantly due to the highly individualized nature of business transactions in the recruitment market resulting from the limited scope of information in terms of positions offered and human resources available. Content on minimum wages and other such legal and regulatory information is provided solely with the aim of providing an overview of labour markets. Accordingly, because the legal integrity of such data is not guaranteed, the reader maintains sole responsibility for use of content herein.

Table of Contents

About this Report 2

Table of Contents 3

Topics 4

Overview

Singapore 6

Malaysia 18

Indonesia 33

Thailand 46

Vietnam 56

India 68

China 77

Hong Kong SAR 89

Korea 101

Japan 111

About JAC Group 123

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac.recruitment.jp/en/sa/



Topics

Appetite for recruitment already surpasses levels prevailing prior to COVID-19 in many Asian nations

As of year-end 2022, numbers of new white collar job vacancies significantly exceed those prevailing prior to the COVID-19 pandemic in many Asian nations.

Specifically, in all but three of ten Asian national and regional markets, the number of new job vacancies listed with JAC Recruitment over the months July to September 2022 exceeds the number listed over the same three-month span three years earlier in 2019, prior to when effects of the pandemic emerged.

Despite a lack of signs that might generally indicate a tapering off of COVID-19, economic activity both within the respective Asian nations and internationally appears to have regained its pre-pandemic momentum. This is largely attributable to factors that include progress achieved in developing vaccines, therapeutic drugs, and medical systems for preventing severe cases of the disease, and resumption of freedom to travel between nations at nearly pre-pandemic levels, following on stringent restrictions previously.

On the other hand, the situation remains one warranting close attention going forward due to issues worldwide predating and substantially overshadowed by the pandemic.

Such issues include major challenges now recapturing attention, particularly the prospect of United States-China decoupling amid trade friction between the two nations, and monetary tightening entailing a situation where central banks engage in tapering to withdraw from their monetary easing trajectories implemented thus far.

However, employers in Asia must contend with the increasingly critical need to actively engage in recruitment, which calls for them to enlist ample business resources amid a scenario where competition to hire candidates has been intensifying rather than diminishing in recruitment markets of each Asian nation since at least early 2023, few exceptions aside.



SINGAPORE

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, etc.



corp.jac-recruitment.jp/en/sa/



Singapore

84,540

US\$ GDP PER CAPITA

2.1%

UNEMPLOYMENT

(2023 IMF)

2.3%

GDP GROWTH

(2023 IMF)

3.0%

INFLATION, CONSUMER PRICES

(2023 IMF)

Economic Trends

Nominal GDP: USD 447 billion

Real GDP growth: 7.6% (2021), 3.0% (2022), 2.3% (2023)

Consumer price inflation: 2.3% (2021), 5.5% (2022), 3.0% (2023)

Total population: Singapore's population is 5.6 million as of June 31, 2022. The population increased after two consecutive years of negative growth due to the COVID-19 pandemic. Foreign nationals account for approximately 40% of Singapore's total population (approx. 40% of whom are Singapore permanent residents).

Workforce: 3.5 million

In 2022, Singapore's economy mounted a recovery in wake of the COVID-19 pandemic. Its economy was boosted by a boom in the services sector, particularly in tourism, aviation, food services, and retail, which has been prompted by easing of immigration controls. Singapore's gross domestic product (GDP) increased by 4.1% in the third quarter of 2022 relative to the same quarter of the

previous year. Meanwhile, the economy is poised to achieve growth of 3.5% over the full year. The rate of unemployment among Singaporean citizens has decreased amid a scenario where economic recovery has stimulated the labour market. Labour productivity has also been heading higher.

Although the Singaporean government persists with measures that favour hiring of Singaporean citizens, the nation has announced introduction of its new Overseas Networks & Expertise Pass (ONE Pass) work visa geared to attracting, retaining, and cultivating high-calibre global professionals for the purpose of helping to facilitate the nation's development going forward. The ONE Pass is to be launched in January 2023, and will be available to top talent whose monthly salaries amount to at least SGD 30,000 (approx. JPY 3 million).

Also, the nation is now resuming infrastructure development including that involving construction of Changi Airport Terminal 5, which had been temporarily halted due to the COVID-19 pandemic. Urban development will also persist for decades to come. Meanwhile, Singapore seeks to generate more tax revenue by increasing its goods and sales tax (GST) to 8% effective from January 2023 and to 9% effective from 2024.

for Singaporean



Singapore Core



Regional
headquarters

Recruiting Trends

The official language of Singapore is English, which enables the nation to be highly competitive on the international stage. Approximately half of Singapore's workforce has graduated from a vocational school or higher-level education program. The population is also known for its intensive focus on upward mobility, whereby a substantial proportion of Singaporeans have obtained high-level qualifications and advanced expertise. As such, many people take part in training to obtain qualifications even after joining the workforce. Approximately 40% of Singapore's university population studies abroad and many Singaporeans are receptive to the idea of living and working overseas.

Post-COVID economic recovery has culminated in mounting recruitment demand among employers, thereby stimulating the recruitment market. Singapore has overwhelmingly become a seller's market in terms of recruitment given its supply-demand balance in terms of its number of job seekers relative to the number of job vacancies.

Singaporean regulations governing employment of foreign nationals are becoming increasingly stringent. For instance, the government tightened standards for granting the Employment Pass (EP) work visa three times over the years 2020 through 2022, yet had previously done so once every several years. The government consequently increased the minimum monthly qualifying salary by 39% over a short period of time, from SGD 3,600 in 2019 to SGD 5,000 in September 2022. Moreover, there have been an increasing number of instances where the authorities request additional documentation or reject applications during the process of filing for a new visa or seeking renewal.

The government will introduce its new Complementary Assessment Framework (COMPASS) consisting of screening criteria for obtaining the EP visa effective from September 2023. The COMPASS framework enlists a points-based assessment mechanism for determining EP visa eligibility whereby applicants must score at least 40 points based on meeting screening criteria derived from individual and firm-related attributes.

The new framework ensures greater clarity in terms of articulating EP visa screening criteria, such that have long been considered in determining EP visa eligibility particularly regarding a firm's diversity of nationalities and share of Singaporean citizens among its workforce.

The Singaporean government has been cracking down on large corporations and SMEs alike for what it deems as unfair hiring of foreigner nationals over Singaporeans. In that regard, the authorities initiated a watch list in 2017, which they use to scrutinize hiring practices of employers who have a low percentage of Singaporeans in their workforces and are consequently deemed

“

Employers have been finding it increasingly difficult to recruit foreign nationals as the government fortifies its "Singaporean core" policies for promoting employment of Singaporean citizens.

”

reluctant to hire Singaporeans. There have been instances where the authorities have placed employers back on the watch list subsequent to their previous removal from the list for making improvements, in which case such employers find themselves subject to continual monitoring over a duration of several years.

Such regulations have culminated in two diverging paths with respect to job categories of foreign nationals working in Singapore, namely: 1.) specialists equipped with expertise, and 2.) generalists encompassing the youth demographic, those with Singapore Permanent Resident (SPR) status, those with Dependent Pass (DP) spouse visa status, and those holding the Long-Term Visit Pass (LTVP) visa for spouses of Singaporeans and permanent residents of Singapore.

Singaporean workers have a tendency to seek frequent job changes given their focus on upward mobility. This tendency is particularly apparent when it comes to the younger generation. The number of job candidates registered with JAC Recruitment in Singapore is 1.5-fold that of the previous year amid a scenario where job seekers who had conservatively refrained from efforts to change jobs during the COVID-19 pandemic are now beginning to seek new employment in the post-COVID environment. Meanwhile, employers need to take extra precautions when it comes to matters of employee retention in Singapore, particularly given the propensity among employees to persistently keep tabs on their value in the job market and otherwise seek information on employment. In addition to their income level expectations, local job candidates place consideration on myriad other factors including health and welfare benefits that ensure work-life balance, clearly defined career paths, job titles, and management that provides leadership. When it comes to work arrangements under the “new normal” in wake of the COVID-19 pandemic, candidates applying to companies have increasingly been seeking flexibility particularly in terms of work schedules combining office- and home-based work days, flexitime, and remote work, in order to ensure work-life balance.

Salary Trends

Total wage growth: 3.3% (2019), 1.2% (2020), 3.9% (2021)

Singapore remains a seller's market for recruitment of Singaporean citizens and permanent residents given difficulties encountered by foreign nationals in obtaining work visas amid repeated tightening of work visa eligibility standards imposed by the government. Salary increase achieved upon changing employers had averaged around 10% prior to the COVID-19 pandemic, but has since surged to around 15% to 30% on average. There have been some instances where salary increase

achieved upon changing employers has risen to 30% to 50%, particularly in industries subject to labour shortages and when it comes to professionals subject to high demand.

Meanwhile, some employers have been seeking to prevent attrition of talent by increasing pay levels, which has involved comparing and reviewing market salaries against in-house salary scales. Some companies have also been considering options for establishing salary structures that facilitate retention of certain employees, which has entailed reflecting on the suitability of salaries relative to recruitment and training costs.

In fiscal 2021, median monthly starting salaries of recent Singaporean national university graduates in the IT field ranged from SGD 5,800 to SGD 6,000, and those of graduates with other degrees ranged from SGD 3,600 to SGD 5,600.

Statutory minimum wage: Singapore does not have a statutory minimum wage, with the exception of workers in the cleaning, security and landscaping sectors.



Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

Back Office

Accounting

Position	Japanese Company				MNC			Local Company				
	Non-Language requirement		Language requirement									
Non-Managerial Level	50	60	70	+4%	55	70	85	+4%	50	60	70	+4%
Manager Level	60	80	120	+4%	70	90	130	+4%	60	80	120	+4%
Senior Manager Level	120	130	180	+4%	130	140	210	+4%	150	170	230	+4%
Director Level	190	200	290	+4%	150	200	340	+4%	290	320	440	+4%

Human Resources

Position	Japanese Company				MNC			Local Company				
	Non-Language requirement		Language requirement									
Recruiting	40	60	70	+4%	50	60	70	+4%	60	80	100	+4%
Training & OD (Organisational Development)	50	70	80	+4%	50	60	70	+4%	60	80	120	+4%
C&B (Compensation & Benefits)	50	60	70	+4%	70	75	90	+4%	60	80	120	+4%
Manager Level	70	80	120	+4%	70	100	130	+4%	70	90	150	+4%
Senior Manager Level	130	140	180	+4%	120	140	210	+4%	100	150	230	+4%
Director Level	190	200	280	+4%	150	180	320	+4%	230	270	440	+4%

General Affairs

Position	Japanese Company				MNC			Local Company				
	Non-Language requirement		Language requirement									
Secretary/PA/Admin	40	50	90	+4%	50	60	85	+4%	50	60	90	+4%

Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company				MNC			Local Company								
	Non-Language requirement		Language requirement													
Retail Sales	40	60	130	+4%	40	70	130	+4%	60	80	190	+4%	50	70	170	+4%
Corporate Sales	40	60	140	+4%	40	80	140	+4%	60	90	200	+4%	50	80	180	+4%
Manager Level	100	100	130	+4%	100	110	130	+4%	120	130	180	+4%	110	120	170	+4%
Senior Manager Level	140	160	260	+4%	140	160	260	+4%	210	230	310	+4%	200	220	290	+4%
Director Level	310	350	530	+4%	310	350	530	+4%	310	370	610	+4%	390	420	530	+4%

Specialists

Position	Japanese Company				MNC			Local Company								
	Non-Language requirement		Language requirement													
M&A Adviser	70	110	260	+4%	70	130	260	+4%	100	160	410	+4%	80	140	370	+4%
Fund Manager	190	230	400	+4%	190	230	400	+4%	200	270	550	+4%	190	240	440	+4%
Risk Management	60	80	190	+4%	60	100	190	+4%	70	120	300	+4%	60	90	250	+4%
Private Equity	100	160	400	+4%	100	160	400	+4%	170	220	420	+4%	150	190	350	+4%
Manager Level	140	150	190	+4%	140	150	190	+4%	150	170	240	+4%	150	160	200	+4%
Senior Manager Level	150	180	290	+4%	150	200	290	+4%	200	230	350	+4%	190	200	290	+4%
Director Level	250	300	530	+4%	250	320	530	+4%	290	350	610	+4%	270	320	530	+4%

Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

Consumer Goods

Sales

Position	Japanese Company								MNC				Local Company			
	Non-Language requirement				Language requirement											
Non-Managerial Level	40	50	70	+4%	50	60	70	+4%	50	55	80	+4%	30	40	70	+4%
Manager Level	70	75	90	+4%	70	85	90	+4%	80	90	110	+4%	70	75	100	+4%
Senior Manager Level	80	90	130	+4%	90	100	150	+4%	90	110	190	+4%	80	100	180	+4%
Director Level	120	140	240	+4%	140	180	340	+4%	140	200	410	+4%	110	130	200	+4%

Specialists

Position	Japanese Company								MNC				Local Company			
	Non-Language requirement				Language requirement											
Product Manager/ Brand Manager	70	75	100	+4%	80	90	110	+4%	80	100	150	+4%	70	75	100	+4%
MD (Merchandiser)	70	75	100	+4%	70	80	110	+4%	80	100	150	+4%	70	75	100	+4%
Buyer	70	75	100	+4%	80	90	110	+4%	80	100	150	+4%	70	75	100	+4%
Manager Level	80	90	110	+4%	90	100	150	+4%	90	110	180	+4%	80	85	100	+4%
Senior Manager Level	90	100	140	+4%	100	120	170	+4%	110	120	180	+4%	90	95	120	+4%
Director Level	130	150	240	+4%	150	190	340	+4%	150	200	410	+4%	100	120	200	+4%

Service Industry

Sales

Position	Japanese Company								MNC				Local Company			
	Non-Language requirement				Language requirement											
Non-Managerial Level	40	50	70	+4%	50	60	80	+4%	50	50	80	+4%	30	40	70	+4%
Manager Level	70	75	90	+4%	80	85	90	+4%	80	90	110	+4%	70	75	100	+4%
Senior Manager Level	80	90	130	+4%	90	100	150	+4%	90	110	190	+4%	80	100	180	+4%
Director Level	120	140	240	+4%	140	180	340	+4%	140	200	410	+4%	110	130	200	+4%



Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

Healthcare

Sales

Position	Japanese Company				MNC			Local Company				
	Non-Language requirement		Language requirement									
MR (Medical Representative)	60	65	100	+4%	60	65	100	+4%	60	65	80	+4%
Medical Devices Sales	70	90	120	+4%	60	65	100	+4%	60	90	120	+4%
Manager Level	90	110	170	+4%	90	110	170	+4%	100	120	190	+4%
Senior Manager Level	140	150	200	+4%	120	150	200	+4%	170	200	350	+4%
Director Level	210	230	340	+4%	210	230	340	+4%	340	380	550	+4%

Specialists

Position	Japanese Company				MNC			Local Company				
	Non-Language requirement		Language requirement									
CRC (Clinical Research Coordinator)	40	45	60	+4%	40	80	150	+4%	50	55	70	+4%
CRA (Clinical Research Associate)	60	70	110	+4%	70	90	150	+4%	70	80	120	+4%
Medical Affairs	110	130	200	+4%	90	120	190	+4%	120	140	210	+4%
Clinical Data Manager	100	110	190	+4%	90	110	190	+4%	120	140	240	+4%
Manager Level	150	160	200	+4%	90	150	200	+4%	150	170	270	+4%
Senior Manager Level	190	200	220	+4%	120	200	220	+4%	210	240	370	+4%
Director Level	210	230	340	+4%	210	250	340	+4%	340	370	480	+4%



Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

IT Industry

Sales

Position	Japanese Company				MNC			Local Company								
	Non-Language requirement		Language requirement													
Non-Managerial Level	50	60	70	+4%	50	70	90	+4%	90	120	170	+4%	80	100	160	+4%
Manager Level	70	75	100	+4%	70	85	110	+4%	120	150	190	+4%	90	110	180	+4%
Senior Manager Level	100	110	130	+4%	100	120	150	+4%	180	200	250	+4%	100	110	130	+4%
Director Level	160	180	200	+4%	160	190	250	+4%	200	270	420	+4%	150	170	240	+4%

Specialists

Position	Japanese Company				MNC			Local Company								
	Non-Language requirement		Language requirement													
IT Consultant	60	65	90	+4%	70	90	140	+4%	60	70	90	+4%	60	65	90	+4%
Project Manager	60	70	90	+4%	90	120	180	+4%	70	100	120	+4%	60	70	90	+4%
System Engineer	60	70	100	+4%	70	90	100	+4%	70	90	100	+4%	60	70	100	+4%
Technical Support	60	65	90	+4%	70	75	90	+4%	60	90	100	+4%	60	65	90	+4%
Network Engineer	70	75	100	+4%	70	90	110	+4%	70	75	100	+4%	70	75	100	+4%
Manager Level	100	110	140	+4%	100	130	200	+4%	100	120	150	+4%	100	110	140	+4%
Senior Manager Level	110	140	200	+4%	110	180	250	+4%	120	150	180	+4%	110	140	200	+4%
Director Level	180	200	250	+4%	180	250	360	+4%	180	200	250	+4%	180	200	250	+4%

Usage guide >>

min	mode	max	change
230	250	340	+4%

1K SGD=99,100 JPY
(Unit: Singapore dollar(000)/a year)

Manufacturing

Sales

Position	Japanese Company				MNC				Local Company							
	Non-Language requirement		Language requirement		Non-Language requirement		Language requirement		Non-Language requirement		Language requirement					
Overseas Sales	60	65	100	+4%	50	60	100	+4%	60	65	100	+4%	50	55	80	+4%
Domestic Sales	40	50	80	+4%	50	55	100	+4%	50	60	100	+4%	50	55	80	+4%
Trading	50	60	100	+4%	50	60	100	+4%	50	65	120	+4%	50	55	80	+4%
Manager Level	90	100	130	+4%	70	90	120	+4%	100	110	160	+4%	70	80	120	+4%
Senior Manager Level	100	110	150	+4%	100	120	150	+4%	150	170	240	+4%	90	100	140	+4%
Director Level	150	200	310	+4%	140	170	300	+4%	150	200	310	+4%	140	170	290	+4%

Specialists

Position	Japanese Company				MNC				Local Company							
	Non-Language requirement		Language requirement		Non-Language requirement		Language requirement		Non-Language requirement		Language requirement					
QC/QA (Quality Control)	50	60	80	+4%	50	70	140	+4%	60	70	90	+4%	50	55	80	+4%
Service Engineer	60	65	80	+4%	60	75	140	+4%	60	70	90	+4%	50	55	80	+4%
Sales Engineer	50	60	90	+4%	60	75	140	+4%	70	75	90	+4%	50	60	80	+4%
Application Engineer	50	60	80	+4%	60	70	140	+4%	60	70	90	+4%	50	55	80	+4%
Plant Engineer	50	60	80	+4%	50	70	140	+4%	50	60	100	+4%	50	55	80	+4%
Mechanical Design Engineer	50	60	80	+4%	50	70	140	+4%	50	70	100	+4%	50	55	80	+4%
Construction Manager/ Civil Engineer	90	110	180	+4%	90	110	190	+4%	130	140	200	+4%	70	90	150	+4%
Manager Level	70	80	120	+4%	70	90	150	+4%	100	110	160	+4%	70	80	120	+4%
Senior Manager Level	100	110	140	+4%	100	120	180	+4%	150	170	240	+4%	100	110	140	+4%
Director Level	140	170	290	+4%	140	180	340	+4%	210	250	390	+4%	120	150	290	+4%



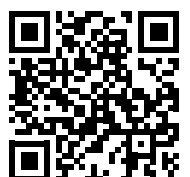
MALAYSIA

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Malaysia

4.4%

GDP GROWTH
(2023 IMF)

13,943

US\$ GDP PER CAPITA

467 billion

US\$ GDP

2.8%

INFLATION, CONSUMER PRICES
(2023 IMF)

Economic Trends

Real GDP growth: 3.1% (2021), 5.4% (2022), 4.4% (2023)

Per capita GDP: USD 13,943 (2023), having topped the USD 10,000 threshold in 2011

Consumer price inflation: 2.5% (2021), 3.2% (2022), 2.8% (2023)

Total population: 34 million

Ethnicities: 69% Malay (Bumiputera), 23% Chinese, 7% Indian Population in the capital city of Kuala Lumpur: 8.42 million

Religion: Islam (63.5%), Buddhism (18.7%), Christianity (6.1%), Hinduism (2.7%), etc.

Malaysia's official language is Malay, and Malaysians of Chinese and Indian ethnicity continue to pass down their respective languages to the younger generation. Meanwhile, the English language serves as the common language of Malaysia upon having become prevalent during the era of British colonial rule.

Unemployment: 4.3% (2023)

Number of Japanese enterprises in Malaysia: 1,602 companies (64% in the manufacturing sector; as of June 2020, JETRO)

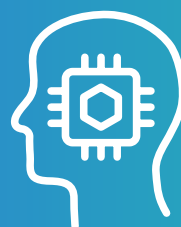
Number of Japanese residents: 27,300 people (as of December 2021), which is 12% fewer Japanese residents than in the previous year due to the COVID-19 pandemic

Japanese investment in Malaysia has been characterized by a situation where Japanese MNCs in Malaysia account for 340,000 jobs in the manufacturing sector alone, even as employers in many industries curtail their operations due to the COVID-19 pandemic. Japanese multinationals in Malaysia have long focused on the electrical and electronics sector, which accounts for 40% of the nation's exports. Meanwhile, Japanese companies have also been expanding into healthcare, medical device manufacturing, digital and halal food businesses.

According to a Japan External Trade Organization (JETRO) survey of September 2021, 58.7% of Japanese companies operating in Malaysia anticipate positive earnings, while those forecasting losses have decreased to 4.9% from 30.1% previously. The percentage of enterprises expecting losses is lower in Malaysia than in most of the other ASEAN member nations. The percentage of companies anticipating profits rose by about 10 percentage points to 59.7% from 50% previously. The survey indicates disparity when it comes to earnings forecasts in that 67.7% of large corporations anticipate profits relative to 41.1% of SMEs envisioning positive results. Many Japanese companies intend to expand and diversify marketing functions in Malaysia over the next several years.



**Demand for SSC,
BPO, pharma,
chemicals, FA &
logistics sectors**



**Substantial demand
for professionals in
robotics, IoT & AI**

When it comes to foreign-affiliated multinationals in Malaysia, the government's Trade and Investment Mission (TIM) to the United States has attracted MYR 1.65 billion in new investment with the manufacturing sector continuing to play a dominant role again in 2022. The semiconductor, electronics, and electrical fields constitute the fastest growing industries in Malaysia.

Recruiting Trends

Some 40% of job vacancies listed by foreign multinationals and local enterprises in Malaysia provided for base salaries of at least MYR 9,000, according to our survey. The number of job vacancies in 2022 increased by 26% overall relative to 2021 amid new start-up investment from the United States, Europe, and China.

Meanwhile, there was a 22% increase in the number of job vacancies listed in the realms of inside sales, digital marketing, and other such positions in information technology, in alignment with worldwide business trends.

Many employers in the field of financial shared services have been expanding operations and furthermore hiring numerous analysts and procure-to-pay (P2P) professionals.

Positions have been opening up involving new corporate operations in areas such as marketing communications, legal affairs, and sales, listed by employers based in China, Taiwan, Hong Kong, Vietnam, and Singapore.

Whereas such employers have been placing emphasis on corporate operations in areas such as financial affairs, human resources, information technology, and purchasing, there has also been considerable demand particularly for candidates whose native language aligns with that of the employer.

Meanwhile, candidates have increasingly been seeking positions enabling them to work remotely, which serves as a new and very important consideration when it comes to the likelihood of a candidate accepting a job offer. Providing for the option of remote work looks to be a transformative trend among employers seeking to attract candidates. Companies that employ technical experts in information technology have been directly affected by this trend amid the accelerating pace of digitalisation.

Meanwhile, employers have also been seeking software developers equipped with ability in disparate programming languages. There has also been an increasing number of vacancies for cloud-related positions. Corporate recruitment demand continues to outstrip the number of professionals in the job market.

The number of job vacancies for sales representative and business development positions has increased significantly across a wide range of business categories, which mirrors employment trends encountered by Japanese companies in Malaysia. Employers have been seeking highly experienced sales representatives with the aim of tapping into more business opportunities. Some 51.8% of employers are mindful of employee quality amid hopes of hiring new employees for the sake of expanding operations. The COVID-19 pandemic has prompted Malaysian companies to

more swiftly engage in reskilling initiatives whereby they have been intensively vying against the competition when it comes to reskilling investment, which has increased from USD 1,400 in 2020 to USD 2,800 in 2020 on a per-capita basis worldwide. However, the notion of whether or not such investment will ultimately pay off remains to be seen. Some 95% of employees in Asia have recently learned a new skill and 97% of employers contend with significant skills gaps in house, as reported by such employees and employers.

Obstacles remain in this regard amid a scenario where organizations in Asia have been placing top priority on reskilling and upskilling initiatives in 2022. When asked about reskilling and upskilling, 36% of employees report lacking sufficient time for such efforts and one-quarter of them express uncertainty as to what skills are worthy of focus. Likewise, 37% of HR leaders contend that it is difficult to keep up with the pace of emerging demand for new skills, 35% seek employees who are able to make the most of their new skills, and 35% encounter turnover of employees who have undergone reskilling. Meanwhile, we find that many employers seek to form partnerships with professional recruitment consultancies to facilitate hiring of sound professionals.

Salary Trends

Salaries in Malaysia have been climbing by about 5% per year on average.

Meanwhile, companies have been increasing salaries across the board, including those offered to recent graduates. This comes amid a scenario of rising consumer prices ever since the government introduced the nation's goods and services tax (GST) in 2015 (Malaysia subsequently shifted to SST in 2018). However, individual pay rises vary across a range of nil to as much as 15% because companies in Malaysia decide rates of salary increase for individual staff members based on employee performance assessments. Malaysian employers forecast a median salary increase rate of 4.5% in 2022, according to a Mercer's Total Remuneration Surveys (TRS) survey of 544 companies

“

We are seeing a marked shift toward recruitment of core personnel amid a scenario where vacancies for managerial positions constitute roughly half of all job listings.

”

(97% multinationals) across 10 industries administered over the months of April to June 2022. This constitutes an increase of 0.4 of a percentage point relative to a 4.1% gain in 2021, yet remains below the 5% threshold. This rate of salary growth is lower than the 5.4% increase across the Asia-Pacific, yet indicates confidence regarding the prospect of economic recovery amid a situation where the nation's GDP growth has recovered to 4.5%, thereby surpassing the 4.4% rate of growth in 2019 prior to the outbreak of COVID-19. On an Asia-wide basis, the rate of wage increase is highest in Pakistan at 9% and lowest in Japan at 2.3%.

Whereas the number of Malaysian citizens who are graduates of Japanese universities has been decreasing over the years, candidates in Malaysia who speak Japanese remain in great demand. Such candidates encounter strong demand particularly among Japanese employers, and are sought for positions that involve launching and expanding projects in the shared services centres (SSC) and business process outsourcing (BPO) sector. In recent years, we have been encountering more instances where employers aim to hire between ten to several tens of professionals for short periods of time in alignment with new projects, particularly for positions that call for Japanese citizens and Japanese-language speakers, as well as multilingual talent proficient in Mandarin, Thai, Korean and other languages. There have been more than a few instances where employers have offered high salaries to such multilingual professionals as a means of luring them away from other companies.

Meanwhile, some employers have been making salary offers at levels between 30% and 50% higher than normal in seeking IT professionals.

Base salaries of recent university graduates normally range from around MYR 30,000 to MYR 40,000 per year (approx. JPY 800,000 to JPY 1,050,000).

Statutory minimum wage: The statutory minimum wage was increased by 25% to MYR 1,500 (approx. JPY 45,000) in May 2022, from MYR 1,200 since February 2020 previously. The government generally revises Malaysia's minimum wage once every two years.



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Back Office

Accounting

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	50	60	80 +5%	50	60	100 +5%	80	90	110 +5%	50	60	100 +5%	40	60	90 +5%
Manager Level	100	130	160 +5%	100	120	190 +5%	130	150	230 +5%	110	140	180 +5%	90	110	150 +5%
Senior Manager Level	160	200	240 +5%	150	170	250 +5%	220	250	330 +5%	180	220	250 +5%	150	190	240 +5%
Director Level	250	290	440 +5%	230	260	360 +5%	250	290	360 +5%	260	320	500 +5%	230	290	420 +5%

Human Resources

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Recruiting	70	75	100 +5%	70	80	100 +5%	80	90	110 +5%	70	90	140 +5%	70	80	90 +5%
Training & OD (Organisational Development)	70	75	100 +5%	70	80	110 +5%	90	100	150 +5%	70	90	140 +5%	70	80	90 +5%
C&B (Compensation & Benefits)	70	75	100 +5%	80	85	100 +5%	80	90	140 +5%	70	90	140 +5%	70	80	90 +5%
Manager Level	110	120	160 +5%	110	130	180 +5%	120	130	180 +5%	120	150	180 +5%	100	130	160 +5%
Senior Manager Level	160	180	260 +5%	160	180	260 +5%	180	190	230 +5%	180	200	290 +5%	160	180	260 +5%
Director Level	260	290	380 +5%	200	240	380 +5%	260	290	390 +5%	260	290	390 +5%	260	290	380 +5%

General Affairs

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	50	65	85 +5%	70	75	110 +5%	80	90	120 +5%	50	60	100 +5%	40	60	80 +5%
Manager Level	85	95	110 +5%	100	120	200 +5%	110	120	200 +5%	100	125	150 +5%	85	95	110 +5%
Senior Manager Level	120	155	200 +5%	N/A			140	160	210 +5%	150	200	240 +5%	120	155	220 +5%
Director Level	200	200	300 +5%	N/A			210	240	360 +5%	230	280	370 +5%	200	200	300 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company			MNC			Local Company		
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker	English Speaker			
Retail Sales	70 75 90 +5%	N/A	N/A	70 75 90 +5%	65 70 80 +5%				
Corporate Sales	70 100 110 +5%	70 80 130 +5%	90 100 170 +5%	70 75 110 +5%	65 70 90 +5%				
Manager Level	120 170 200 +5%	140 150 180 +5%	160 180 240 +5%	120 180 200 +5%	120 170 200 +5%				
Senior Manager Level	180 230 260 +5%	160 180 250 +5%	190 200 330 +5%	190 240 280 +5%	170 230 260 +5%				
Director Level	250 290 360 +5%	250 280 380 +5%	250 280 440 +5%	270 330 390 +5%	250 290 360 +5%				

Specialists

Position	Japanese Company			MNC			Local Company		
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker	English Speaker			
M&A Adviser	160 170 230 +5%	N/A	N/A	170 200 280 +5%	130 150 220 +5%				
Fund Manager	250 300 460 +5%	N/A	N/A	250 320 550 +5%	250 300 460 +5%				
Risk Management	110 110 160 +5%	130 140 150 +5%	N/A	130 140 190 +5%	110 130 170 +5%				
Private Equity	190 230 360 +5%	230 260 360 +5%	N/A	200 270 420 +5%	200 240 380 +5%				
Manager Level	155 180 200 +5%	160 170 230 +5%	N/A	160 200 230 +5%	150 180 200 +5%				
Senior Manager Level	190 220 310 +5%	190 220 320 +5%	N/A	230 260 360 +5%	190 210 280 +5%				
Director Level	330 370 530 +5%	N/A	N/A	330 370 530 +5%	330 370 530 +5%				



Usage guide >>

min	mode	max	change	1K MYR=29,630 JPY (Unit: Malaysian Ringgit(000)/a year)
230	290	420	+5%	

Business Process Outsourcing

BPO Centre

Position	Japanese Company / MNC				Local Company	
	Japanese/Korean Speaker	Japanese/Korean Native Speaker	Other Language Speaker (Thai, Vietnamese, Indonesian)	English Speaker	English Speaker	English Speaker
Customer Service Agent	70 80 120 +5%	80 90 120 +5%	50 70 100 +5%	30 40 40 +5%	40 40 40 +5%	40 40 40 +5%
IT Helpdesk/ Technical Support	70 80 100 +5%	90 100 120 +5%	50 55 70 +5%	50 55 70 +5%	40 50 60 +5%	40 50 60 +5%
Trainer	100 110 160 +5%	110 120 140 +5%	60 70 90 +5%	80 100 160 +5%	80 100 150 +5%	80 100 150 +5%
Supervisor	60 110 160 +5%	140 140 140 +5%	80 90 110 +5%	110 120 150 +5%	90 110 160 +5%	90 110 160 +5%
Manager Level	60 110 160 +5%	150 170 220 +5%	110 140 160 +5%	140 160 200 +5%	120 130 180 +5%	120 130 180 +5%
Senior Manager Level	90 140 190 +5%	190 210 260 +5%	150 170 190 +5%	160 180 260 +5%	150 170 240 +5%	150 170 240 +5%
Director Level	240 280 440 +5%	250 290 440 +5%	230 270 360 +5%	260 300 440 +5%	240 280 440 +5%	240 280 440 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Consumer Goods

Sales

Position	Japanese Company			MNC			Local Company		
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker	English Speaker			
Non-Managerial Level	50 60 100 +5%	60 70 110 +5%	80 100 140 +5%	50 70 120 +5%	40 70 100 +5%				
Manager Level	90 110 180 +5%	100 110 160 +5%	130 150 210 +5%	90 140 200 +5%	90 120 180 +5%				
Senior Manager Level	110 180 250 +5%	170 190 290 +5%	150 200 290 +5%	200 290 300 +5%	140 220 290 +5%				
Director Level	230 270 330 +5%	240 280 420 +5%	290 320 440 +5%	300 440 500 +5%	250 320 460 +5%				

Specialists

Position	Japanese Company			MNC			Local Company		
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker	English Speaker			
Product Manager/ Brand Manager	80 100 140 +5%	80 90 160 +5%	N/A	90 110 210 +5%	80 110 190 +5%				
MD (Merchandiser)	50 80 110 +5%	80 90 130 +5%	N/A	60 90 130 +5%	40 80 110 +5%				
Buyer	50 60 110 +5%	50 70 130 +5%	N/A	60 90 130 +5%	40 80 110 +5%				
Manager Level	100 140 160 +5%	100 120 180 +5%	N/A	110 180 210 +5%	100 150 190 +5%				
Senior Manager Level	150 210 280 +5%	200 220 280 +5%	N/A	200 230 290 +5%	170 190 280 +5%				
Director Level	230 280 420 +5%	260 300 450 +5%	N/A	250 330 450 +5%	230 320 420 +5%				



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Healthcare

Sales

Position	Japanese Company			MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker
MR (Medical Representative)	60 70 100 +5%	70 90 140 +5%	N/A	60 80 120 +5%	60 70 100 +5%
Medical Devices Sales	60 80 110 +5%	80 90 140 +5%	100 110 140 +5%	60 90 150 +5%	60 80 110 +5%
Manager Level	90 160 220 +5%	140 160 230 +5%	130 150 220 +5%	100 200 290 +5%	90 160 220 +5%
Senior Manager Level	150 210 300 +5%	190 220 300 +5%	190 210 330 +5%	190 280 360 +5%	150 210 300 +5%
Director Level	220 270 460 +5%	210 260 460 +5%	220 280 480 +5%	290 380 530 +5%	240 270 460 +5%

Specialists

Position	Japanese Company			MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker
Non-Managerial Level	50 70 100 +5%	N/A	N/A	60 80 110 +5%	50 70 100 +5%
Manager Level	90 150 190 +5%	N/A	N/A	100 160 200 +5%	90 150 190 +5%
Senior Manager Level	160 190 220 +5%	N/A	N/A	180 240 320 +5%	160 190 220 +5%
Director Level	200 260 340 +5%	N/A	N/A	240 360 440 +5%	200 260 360 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Information Technology

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	50	60	90 +5%	70	80	100 +5%	100	110	120 +5%	100	120	150 +5%	100	120	150 +5%
Manager Level	100	120	200 +5%	100	120	200 +5%	130	150	210 +5%	190	210	250 +5%	190	210	250 +5%
Senior Manager Level	200	230	300 +5%	200	230	300 +5%	200	220	260 +5%	250	280	380 +5%	250	280	380 +5%
Director Level	250	300	480 +5%	250	300	480 +5%	260	310	480 +5%	380	420	500 +5%	380	420	500 +5%

Specialists

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Pre Sales	70	75	90 +5%	70	80	130 +5%	110	120	130 +5%	130	150	190 +5%	130	150	190 +5%
IT Consultant	90	90	100 +5%	70	75	100 +5%	130	140	160 +5%	100	110	130 +5%	100	110	130 +5%
Project Manager	90	100	140 +5%	90	100	140 +5%	150	170	210 +5%	190	210	250 +5%	190	210	250 +5%
System Engineer	80	100	160 +5%	100	110	140 +5%	100	110	140 +5%	80	85	100 +5%	80	85	100 +5%
Technical Support	70	75	90 +5%	40	60	140 +5%	90	100	140 +5%	60	70	90 +5%	60	70	90 +5%
Network Engineer	80	90	120 +5%	100	110	140 +5%	110	120	160 +5%	80	85	100 +5%	80	85	100 +5%
Manager Level	120	140	190 +5%	130	150	290 +5%	150	170	220 +5%	190	210	250 +5%	190	210	250 +5%
Senior Manager Level	180	200	280 +5%	200	220	320 +5%	230	240	290 +5%	250	300	380 +5%	250	290	380 +5%
Director Level	220	270	440 +5%	260	300	440 +5%	320	370	440 +5%	380	420	500 +5%	380	420	500 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Manufacturing

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Overseas Sales	60	70	100 +5%	70	80	150 +5%	110	120	140 +5%	70	90	140 +5%	60	80	100 +5%
Domestic Sales	60	70	100 +5%	60	80	140 +5%	100	120	140 +5%	70	90	140 +5%	60	80	100 +5%
Manager Level	110	140	200 +5%	120	140	190 +5%	150	160	180 +5%	150	160	220 +5%	110	140	200 +5%
Senior Manager Level	170	190	230 +5%	130	160	280 +5%	200	220	290 +5%	220	240	330 +5%	170	230	230 +5%
Director Level	290	320	420 +5%	220	270	440 +5%	250	280	440 +5%	320	360	460 +5%	290	340	420 +5%

Specialists

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
QC/QA (Quality Control)	50	55	60 +5%	50	60	130 +5%	130	150	220 +5%	60	70	120 +5%	50	60	100 +5%
Service Engineer	50	60	100 +5%	50	60	130 +5%	90	110	160 +5%	60	70	120 +5%	50	60	100 +5%
Sales Engineer	50	55	60 +5%	60	80	130 +5%	110	120	160 +5%	60	70	100 +5%	50	60	100 +5%
Application Engineer	50	60	130 +5%	50	60	130 +5%	130	140	160 +5%	60	70	130 +5%	50	60	90 +5%
Plant Engineer	50	60	80 +5%	50	60	130 +5%	130	150	240 +5%	60	70	120 +5%	50	60	110 +5%
Mechanical Design Engineer	50	70	200 +5%	50	60	130 +5%	150	170	200 +5%	60	80	200 +5%	50	70	140 +5%
Construction Manager / Civil Engineer	90	110	150 +5%	90	110	190 +5%	230	240	290 +5%	90	110	200 +5%	90	110	190 +5%
Manager Level	130	150	190 +5%	150	180	220 +5%	230	250	330 +5%	200	220	260 +5%	120	140	180 +5%
Senior Manager Level	190	210	250 +5%	220	230	240 +5%	250	280	360 +5%	260	270	290 +5%	180	190	220 +5%
Director Level	250	320	500 +5%	240	280	430 +5%	320	360	440 +5%	290	330	500 +5%	230	260	380 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Service Industry

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	50	70	100 +5%	60	70	110 +5%	80	90	110 +5%	60	80	120 +5%	50	70	110 +5%
Manager Level	90	120	150 +5%	110	130	180 +5%	130	140	180 +5%	100	120	180 +5%	90	110	150 +5%
Senior Manager Level	150	190	250 +5%	180	200	260 +5%	190	210	280 +5%	180	230	270 +5%	150	180	240 +5%
Director Level	230	270	350 +5%	260	280	350 +5%	260	280	360 +5%	250	300	420 +5%	230	260	320 +5%

Shared Service Centre

SSC

Position	Japanese Company / MNC									Local Company					
	Japanese/Korean Speaker			Japanese/Korean Native Speaker			Other Language Speaker (Thai, Vietnamese, Indonesian)			English Speaker					
Financial Analyst (AP/AR)	70	90	200 +5%	80	90	110 +5%	60	70	110 +5%	70	75	100 +5%	70	75	90 +5%
General Ledger	70	80	130 +5%	90	110	130 +5%	70	90	140 +5%	70	75	110 +5%	70	75	110 +5%
IT Technical Support	70	90	170 +5%	90	100	140 +5%	60	70	100 +5%	40	50	80 +5%	40	45	70 +5%
Customer Service	70	80	110 +5%	100	110	110 +5%	50	60	100 +5%	60	70	100 +5%	40	50	70 +5%
Administrative/Support	50	60	90 +5%	80	90	110 +5%	50	60	90 +5%	60	70	100 +5%	40	50	80 +5%
Supervisor	100	110	160 +5%	130	130	140 +5%	100	120	200 +5%	90	100	140 +5%	90	100	130 +5%
Manager Level	150	160	220 +5%	150	170	220 +5%	130	150	190 +5%	120	140	220 +5%	120	130	190 +5%
Senior Manager Level	160	180	240 +5%	190	210	240 +5%	150	170	210 +5%	190	200	240 +5%	150	160	200 +5%
Director Level	260	320	400 +5%	230	270	400 +5%	230	280	390 +5%	260	300	440 +5%	240	280	430 +5%



Usage guide >>

min	mode	max	change
230	290	420	+5%

1K MYR=29,630 JPY
(Unit: Malaysian Ringgit(000)/a year)

Trading

Sales

Position	Japanese Company						MNC			Local Company						
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker						
Sales Coordinator	50	55	70	+5%	50	55	70	+5%	80	90	100	+5%	50	60	70	+5%
Non-Managerial Level	60	65	80	+5%	60	70	110	+5%	90	110	140	+5%	60	70	100	+5%
Manager Level	120	130	160	+5%	130	140	160	+5%	150	160	180	+5%	120	150	230	+5%
Senior Manager Level	170	180	210	+5%	180	190	240	+5%	190	210	260	+5%	210	240	320	+5%
Director Level	290	320	420	+5%	240	280	420	+5%	260	300	440	+5%	290	330	470	+5%



INDONESIA

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Indonesia

280 million
POPULATION

1.4 trillion
US\$ GDP

5.0%
GDP GROWTH
(2023 IMF)

5.5%
INFLATION, CONSUMER PRICES
(2023 IMF)

Economic Trends

Nominal GDP: USD 1.4 trillion

Real GDP growth: 3.7% (2021), 5.3% (2022), 5.0% (2023)

Per capita GDP: USD 5,005 (2023)

Consumer price inflation: 1.6% (2021), 4.6% (2022), 5.5% (2023)

Total population: Approximately 280 million, fourth most populated nation in the world

Unemployment: 5.5% (2022), 5.3% (2023)

Japanese citizens: 16,539 Japanese citizens live in Indonesia (as of October 2021), which is 9.1% fewer than in 2020 largely as a result of Japanese citizens having returned to Japan due to the COVID-19 pandemic.

Number of Japanese companies in Indonesia: 1,740 companies, a majority of which are in the manufacturing sector (JETRO, 2021)

COVID-19: Stringent restrictions remain in effect. Whereas Indonesia encountered a slowdown in economic activity associated with the outbreak of COVID-19 and tightening of restrictions in 2021, its rate of economic growth is expected to increase in 2022. Omnibus Law on Job Creation

(Job Creation Act): In February 2021, the Indonesian government announced that it had enacted derivative regulations as stipulated in the nation's Omnibus Law on Job Creation, established in October 2020. Indonesia concurrently amended 79 laws mainly pertaining to labour and investment, thereby opening up possibilities for full foreign investment particularly in the nation's wholesale sector where there had previously been a 67% limit on foreign capital. Under the amendments, 89 business categories have been deemed either as fields of business exclusively reserved for SMEs and cooperatives, or as fields of business subject to operating as partnerships, as opposed to 145 business categories previously.

Although this gives rise to hopes of more foreign investment, barriers to entering the Indonesian market remain high given that the government has increased the minimum amount of paid-in capital to IDR 10 billion (approx. JPY 80 million), from IDR 2.5 billion previously, with the aim of attracting high-quality investment.

As such, success for companies seeking to enter the Indonesian market going forward will substantially hinge on the extent to which such enterprises manage to build favourable partnerships with local Indonesian enterprises.



**Omnibus law
promises to
stimulate
substantial FDI**



**ICT power /
Unicorn companies**

Investment trends: Investment in Indonesia by Japanese companies in 2020 was 40% less than in 2019. This downward trend in investment was mirrored by other top investors, namely Singapore, Hong Kong, China, the Netherlands, and South Korea. The value of such investment was roughly half that of 2017. Investment from China and Hong Kong surged in 2019 amid projects involving development of nickel refineries and Chinese high-speed rail (HSR). South Korean interests also continue to undertake investment related to electric vehicles (EV) and other motor vehicles. Japan is Indonesia's third largest export market, third largest supplier of imports, and second largest source of FDI.

Recruiting Trends

Education: Indonesia's rate of university enrolment was 36.3% in 2018, which includes attendance at junior colleges. The nation is subject to substantial educational disparities, which is evident by the

fact that approximately 41% of its workforce has not been educated beyond the primary school level.

Language: Indonesian (Bahasa Indonesia) is the nation's official language. Language proficiency of Japanese expatriate employees at SMEs tends to be low. Also, limits imposed by the Indonesian government on the number of visas it will issue to expatriate employees culminate in strong demand for Japanese-speaking job candidates locally. Although Indonesia is home to more Japanese-language speakers than any other nation in the world besides China, recruitment of such professionals calls for a considerable amount of effort given that demand among respective employers exceeds supply.

Recruitment trends: There has been notable recruitment demand for professionals in fast-moving consumer goods (FMCG), food products, and logistics, brought about by an increase in domestic consumer demand. Recruitment demand also remains strong for professionals involved in growth industries such as information technology, architecture and construction, and healthcare. In Indonesia's two- and four-wheeled motor vehicle industry, unit sales of automobiles reached the 880,000 range in 2021, which greatly exceeds unit sales of 530,000 vehicles in 2020 yet falls short of unit automobile sales of 1,030,000 vehicles in 2019 due to a luxury tax break on car sales. Amid that situation, there has been more recruitment among employers seeking fill vacancies rather than those aiming to increase headcounts given a conspicuous trend among employers to refrain from hiring for the sake of increasing headcounts due to uncertainties ahead with respect to COVID-19.

Recruitment of Japanese citizens: As was the case in 2021, the year 2022 was once again one of Japanese companies in Indonesia seeking greater workforce localisation. Since 2020, developments involving COVID-19 have given rise to a pronounced shift away from the previous tendency to hire expatriate employees from Japan and more toward: 1.) hiring Japanese citizens already based in Indonesia, 2.) hiring Indonesian citizens who speak Japanese, and 3.) hiring Indonesian managers who don't speak Japanese. Moreover, there has been a notable tendency for employers to hire Japanese citizens based in Indonesia given that the government has stopped issuing work visas to foreign nationals.

“

Indonesia's recruitment market holds promise in high profile areas such as the electric vehicle, natural resources, and nickel-related sectors, and also in the IT realm, which is poised for further growth.

”

Positions available include those for sales representatives, which are the most common, followed by bookkeepers and accounts, technical experts, and management professionals. Demand for recruitment of senior management class professionals is also trending higher.

Indonesian citizens with Japanese-speaking proficiency: There have been notable instances of employers hiring Indonesian citizens equipped with Japanese-speaking proficiency to fill roles previously assumed by Japanese citizens in general affairs, human resources, and other back office and administrative divisions. It has not been easy for companies to find qualified professionals in the job-search market when it comes to employers seeking talent equipped with a combination of skills in areas such as sales and accounting, in addition to Japanese-language proficiency.

Indonesian citizens: We have been encountering a distinctive tendency with respect to employers hiring Indonesian managers and those with managerial qualifications. Japanese companies have been finding it difficult to attract top-tier Indonesian managers amid a situation where salary and benefit packages offered by local companies as well as U.S. and European multinationals are as much as 1.5 to 2 times more preferable than those offered by Japanese MNCs in Indonesia. There has also been a conspicuous tendency to attract candidates with substantial employment packages among Chinese and South Korean multinational corporations amid their growing presence in Indonesia since 2019. This situation calls for Japanese employers to offer more on two fronts, both monetary compensation as well as attractive non-monetary benefits such as training programs, career advancement, and fast-tracked promotion.

Foreign national work visa trends: In 2021, we encountered many instances where a company would narrow down a list of potential candidates to those residing in Indonesia. This was even the case among employers who previously had been actively recruiting from overseas locations given that they had been greatly affected by COVID-19 and other developments. Obtaining a work visa in Indonesia tends to be straightforward relative to other ASEAN nations and eligibility requirements in that regard remain unchanged from those prior to the pandemic.

Salary Trends

Indonesia's rate of salary increase has typically ranged from roughly 5% to 10% in years past, yet was around 3% in 2021 in most locations throughout the nation due to COVID-19. Nevertheless, the salary increase rate notably held to a relatively high level of roughly 5% in the Bekasi and Karawang regencies, which are home to a concentration of Japanese multinational corporations. In 2023, the rate of salary increase is poised to drop to around 3% to 5%.

Nowadays, major Indonesian companies have the capacity to offer candidates high salaries relative to levels paid by European and U.S. MNCs operating there.

By industry, salary levels remain high in the petroleum, gas and energy sectors, followed by IT and telecommunications. In the e-commerce industry, salaries are high but also tend to vary substantially. Many candidates from other industries seek employment in the e-commerce sector in pursuit of pleasant working conditions and decent salaries. Many young adults in Indonesia aspire to careers with unicorn companies and other such enterprises, which is in line with global trends. Generally speaking, salary offers made to those considering career moves have remained in a range of around 10% to 30% higher than was the case previously. In some cases, it is also becoming more difficult to recruit employees in Indonesia given that candidates tend to be wary about the prospect of changing jobs due to the negative state of the economy. Salary offers are sometimes double that of a candidate's annual income for key positions in foreign IT firms newly entering the Indonesian market.

Moreover, candidates are beginning to place greater focus on annual salaries as well as monthly incomes.

Professionals who speak Japanese have been landing salaries that are as much as 20% to 30% higher than others amid a situation where many employers are paying them additional remuneration labelled as allowances.

On a per-region basis, salaries of management-level sales professionals employed in the suburbs of Bekasi and Karawang tend to be 20% to 30% lower than those holding such positions in Jakarta. Salaries in Surabaya are an additional 10% to 20% lower than those in Bekasi and Karawang, with such regional disparities widening further.

Minimum wage in the Special Capital Region of Jakarta: IDR 4,276,350 per month in 2020, IDR 4,416,187 in 2021, and IDR 4,641,854 in 2022 (approx. JPY 37,000, 5.11% higher than in 2021)



Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Back Office

Accounting

Position	Japanese Company						MNC		Local Company			
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			
Non-Managerial Level	120	130 ¹⁵⁰ +5%	170	180 ²⁰⁰ +5%	190	200 ²⁴⁰ +5%	490	520 ⁶⁵⁰ +5%	140	160 ²⁷⁰ +5%	130	150 ²⁴⁰ +5%
Manager Level	210	240 ³⁴⁰ +5%	220	280 ⁴⁹⁰ +5%	340	360 ⁴⁷⁰ +5%	490	560 ⁸³⁰ +5%	350	420 ⁶⁸⁰ +5%	350	420 ⁶⁶⁰ +5%
Senior Manager Level	350	370 ⁴⁶⁰ +5%	490	540 ⁷⁰⁰ +5%	580	600 ⁷⁰⁰ +5%	830	930 ^{1,300} +5%	630	720 ^{1,100} +5%	630	700 ⁹⁷⁰ +5%
Director Level	700	740 ⁹²⁰ +5%	700	830 ^{1,400} +5%	920	1,000 ^{1,400} +5%	1,300	1,600 ^{2,500} +5%	1,400	1,800 ^{3,600} +5%	1,200	1,600 ^{3,500} +5%

Human Resources

Position	Japanese Company						MNC		Local Company			
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			
Recruiting	140	150 ¹⁹⁰ +5%	150	160 ²⁰⁰ +5%	170	180 ²⁴⁰ +5%	210	270 ⁴⁹⁰ +5%	240	280 ⁴⁶⁰ +5%	240	280 ⁴⁶⁰ +5%
Training & OD (Organisational Development)	140	150 ¹⁹⁰ +5%	150	160 ²⁰⁰ +5%	170	180 ²⁴⁰ +5%	210	270 ⁴⁹⁰ +5%	240	280 ⁴⁶⁰ +5%	240	280 ⁴⁶⁰ +5%
C&B (Compensation & Benefits)	140	150 ¹⁹⁰ +5%	150	160 ²⁰⁰ +5%	170	180 ²⁴⁰ +5%	210	270 ⁴⁹⁰ +5%	240	300 ⁵⁸⁰ +5%	240	300 ⁵⁸⁰ +5%
Manager Level	240	260 ³⁴⁰ +5%	340	360 ⁴⁶⁰ +5%	340	360 ⁴⁶⁰ +5%	490	560 ⁸³⁰ +5%	340	400 ⁶³⁰ +5%	340	390 ⁵⁸⁰ +5%
Senior Manager Level	340	360 ⁴⁶⁰ +5%	580	600 ⁷⁰⁰ +5%	580	600 ⁷⁰⁰ +5%	490	590 ⁹⁷⁰ +5%	630	770 ^{1,300} +5%	580	700 ^{1,200} +5%
Director Level	700	740 ⁹²⁰ +5%	920	1,000 ^{1,200} +5%	920	1,000 ^{1,200} +5%	830	1,000 ^{1,600} +5%	1,300	1,800 ^{3,500} +5%	1,200	1,600 ^{3,500} +5%

General Affairs

Position	Japanese Company						MNC		Local Company			
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			
Secretary/ PA/Admin	70	80 ⁹⁰ +5%	100	150 ³⁴⁰ +5%	100	150 ³⁵⁰ +5%	340	450 ⁸⁷⁰ +5%	90	170 ⁴⁹⁰ +5%	90	130 ³⁰⁰ +5%

Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company								MNC			Local Company						
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker						
Retail Sales	100	110	150	140	150	190	150	160	190	490	520	650	90	120	240	90	110	190
Corporate Sales	100	110	150	140	150	190	150	160	190	490	520	650	240	300	580	240	300	580
Manager Level	240	280	430	340	360	460	410	440	580	490	520	650	340	400	630	340	400	630
Senior Manager Level	350	410	600	460	480	580	580	620	800	490	560	830	630	770	1,300	630	770	1,300
Director Level	1,400	1,500	1,900	1,400	1,500	1,900	1,400	1,500	1,900	830	1,000	1,600	1,300	1,800	3,500	1,300	1,800	3,500

Specialists

Position	Japanese Company								MNC			Local Company						
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker						
M&A Adviser	240	280	460	240	280	460	240	280	460	490	560	830	410	440	580	410	440	580
Fund Manager	240	260	340	340	360	460	460	480	580	490	560	830	410	440	590	410	440	580
Risk Management	240	260	340	460	480	580	580	600	700	490	560	830	170	260	580	170	260	580
Manager Level	240	260	340	460	480	580	580	600	700	490	560	830	410	440	580	410	440	580
Senior Manager Level	340	360	470	460	500	700	580	600	700	490	560	830	700	830	1,400	580	740	1,400
Director Level	1,400	1,500	1,900	1,400	1,500	1,900	1,400	1,500	1,900	830	1,000	1,600	1,400	1,800	3,500	1,400	1,800	3,500



Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Consumer Goods

Sales

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Domestic Corporate Sales	90 100 140 +5%	130 140 170 +5%	190 200 240 +5%	490 560 830 +5%	240 300 580 +5%	240 300 580 +5%		
Overseas Sales	N/A	340 360 460 +5%	460 480 580 +5%	490 560 830 +5%	240 300 580 +5%	240 300 580 +5%		
Manager Level	320 340 430 +5%	460 480 580 +5%	580 600 700 +5%	490 560 830 +5%	460 500 700 +5%	460 480 580 +5%		
Senior Manager Level	460 500 700 +5%	700 740 920 +5%	920 960 1,200 +5%	490 590 1,000 +5%	700 830 1,400 +5%	700 830 1,400 +5%		
Director Level	1,400 1,500 1,900 +5%	1,400 1,500 1,900 +5%	1,400 1,500 1,900 +5%	830 1,000 1,600 +5%	1,400 1,900 3,800 +5%	1,400 1,900 4,000 +5%		

Specialists

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Product Manager/ Brand Manager	240 260 340 +5%	580 600 700 +5%	700 720 790 +5%	450 520 830 +5%	460 500 700 +5%	460 500 700 +5%		
MD (Merchandiser)	240 260 340 +5%	340 360 460 +5%	460 480 580 +5%	490 560 830 +5%	240 280 460 +5%	240 280 460 +5%		
Public Relations	170 180 240 +5%	240 260 340 +5%	340 360 460 +5%	490 560 830 +5%	240 280 460 +5%	240 280 460 +5%		
Buyer	130 140 170 +5%	240 260 340 +5%	340 360 470 +5%	490 560 830 +5%	190 240 430 +5%	190 240 430 +5%		
Manager Level	340 360 460 +5%	460 480 580 +5%	700 720 800 +5%	490 560 830 +5%	460 500 700 +5%	460 500 700 +5%		
Senior Manager Level	460 480 580 +5%	580 600 700 +5%	700 740 920 +5%	490 590 970 +5%	700 830 1,400 +5%	700 830 1,400 +5%		
Director Level	1,400 1,500 1,900 +5%	1,400 1,500 1,900 +5%	1,400 1,500 1,900 +5%	830 1,000 1,600 +5%	1,400 1,800 3,500 +5%	1,400 1,800 3,500 +5%		



Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Healthcare

Sales

Position	Japanese Company				MNC		Local Company																	
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker															
MR (Medical Representative)	40	50	50	+5%	N/A	N/A	450	510	750	+5%	70	100	190	+5%	70	100	190	+5%						
Medical Devices Sales	130	140	170	+5%	190	200	240	+5%	190	200	270	+5%	490	560	830	+5%	70	120	270	+5%	70	120	270	+5%
Manager Level	340	360	460	+5%	460	480	580	+5%	700	720	800	+5%	490	560	830	+5%	240	300	580	+5%	240	300	580	+5%
Senior Manager Level	460	480	580	+5%	580	600	700	+5%	700	740	920	+5%	490	560	830	+5%	460	560	920	+5%	460	560	920	+5%
Director Level	1,400	1,500	1,900	+5%	1,400	1,500	1,900	+5%	1,400	1,500	1,900	+5%	830	1,200	2,500	+5%	1,400	1,700	3,000	+5%	1,400	1,700	3,000	+5%

Specialists

Position	Japanese Company				MNC		Local Company																	
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker															
Non-Managerial Level	120	130	170	+5%	140	150	190	+5%	190	200	240	+5%	490	520	650	+5%	140	150	190	+5%	140	150	190	+5%
Manager Level	340	360	460	+5%	460	480	570	+5%	570	610	800	+5%	490	520	650	+5%	460	500	680	+5%	240	320	680	+5%
Senior Manager Level	460	500	700	+5%	700	740	920	+5%	920	960	1,160	+5%	490	560	830	+5%	700	830	1,400	+5%	460	640	1,400	+5%
Director Level	1,400	1,500	1,900	+5%	1,400	1,500	1,900	+5%	1,400	1,500	1,900	+5%	830	1,200	2,500	+5%	1,400	1,700	3,100	+5%	1,400	1,700	3,100	+5%



Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

IT Industry

Sales

Position	Japanese Company								MNC		Local Company							
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		English Speaker							
Non-Managerial Level	150	160	190	240	260	340	240	260	340	490	520	650	160	210	410	160	210	410
Manager Level	240	260	340	460	480	570	570	590	700	650	680	830	480	520	720	480	520	720
Senior Manager Level	570	590	700	800	820	920	800	820	920	830	950	1,400	700	910	1,800	700	830	1,400
Director Level	1,400	1,500	1,900	1,400	1,500	1,900	1,400	1,500	1,900	1,400	1,700	2,700	1,400	1,900	3,700	1,400	1,900	4,000

Specialists

Position	Japanese Company								MNC		Local Company							
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		English Speaker							
IT Consultant	210	220	260	240	260	340	240	260	340	490	520	650	240	320	640	240	320	640
Project Manager	340	360	450	570	590	700	800	820	920	490	520	650	450	600	1,200	460	610	1,200
System Engineer	240	260	340	340	360	460	340	360	460	490	520	650	240	310	620	240	310	620
Technical Support	240	260	340	340	360	460	340	360	460	490	520	650	210	290	570	240	300	570
Network Engineer	240	260	340	340	360	460	340	360	460	490	520	650	210	300	620	240	310	620
Manager Level	340	370	490	460	480	570	460	480	570	490	520	650	460	510	720	460	510	720
Senior Manager Level	570	610	800	800	850	1,000	920	960	1,200	650	790	1,300	700	910	1,800	700	830	1,400
Director Level	1,400	1,500	1,700	1,400	1,500	1,700	1,400	1,500	1,700	1,400	1,600	2,400	1,400	1,900	4,000	1,400	1,900	4,000

Usage guide >>

min	mode	max	change
630	700	970	+5%

1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Manufacturing

Sales

Position	Japanese Company				MNC			Local Company								
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker			English Speaker								
Overseas Sales	N/A				490	520	650	190	250	480	190	250	480			
Domestic Sales	140	150	190	240	240	260	340	490	520	650	190	250	440	170	210	370
Trading	130	150	240	150	160	190	240	190	200	240	490	520	650	270	310	460
Manager Level	240	240	260	340	360	460	460	460	480	570	490	520	650	460	500	700
Senior Manager Level	340	360	460	460	480	570	570	650	590	700	650	790	1,300	700	790	1,200
Director Level	700	740	920	920	960	1,200	1,200	1,300	960	1,200	1,300	1,400	1,600	1,400	1,800	3,400

Specialists

Position	Japanese Company				MNC			Local Company								
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker			English Speaker								
QC/QA (Quality Control)	140	150	180	170	180	200	200	490	520	650	170	180	200	170	180	200
Service Engineer	140	150	180	190	200	240	240	490	520	650	190	200	240	190	200	240
Sales Engineer	140	150	190	150	170	240	240	490	520	650	150	170	240	150	170	240
Application Engineer	140	150	190	190	200	240	240	490	520	650	190	200	240	190	200	240
Plant Engineer	140	150	190	190	200	240	240	490	520	650	190	200	240	190	200	240
Mechanical Design Engineer	140	150	190	190	200	240	240	490	520	650	190	200	240	190	200	240
Construction Manager/ Civil Engineer	140	150	190	190	200	240	240	490	520	650	190	200	240	190	200	240
Manager Level	240	260	340	340	360	460	460	490	520	650	460	500	700	460	480	580
Senior Manager Level	340	360	460	700	740	920	700	650	770	1,100	700	790	1,300	700	790	1,200
Director Level	700	740	920	920	960	1,160	920	1,300	960	1,200	1,300	1,400	1,600	1,400	1,700	2,700



Usage guide >>

min	mode	max	change
630	700	970	+5%

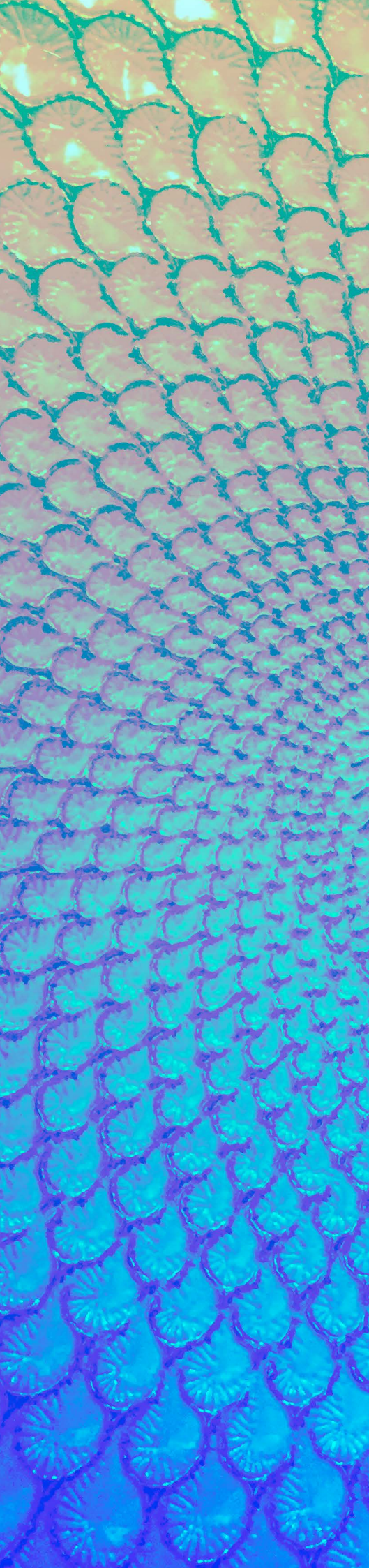
1M IDR=8,700 JPY

(Unit: Indonesian Rupiah(000,000)/a year)

Service Industry

Sales

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Non-Managerial Level	130 140 170 +5%	190 200 240 +5%	240 260 340 +5%	410 430 490 +5%	190 200 240 +5%	190 200 240 +5%		
Manager Level	240 260 340 +5%	340 360 460 +5%	340 360 460 +5%	490 560 830 +5%	460 480 580 +5%	460 480 570 +5%		
Senior Manager Level	340 360 460 +5%	460 500 700 +5%	460 500 700 +5%	490 590 1,000 +5%	700 830 1,400 +5%	700 830 1,400 +5%		
Director Level	700 740 920 +5%	1,400 1,500 1,900 +5%	1,400 1,500 1,900 +5%	830 1,000 1,600 +5%	1,400 1,700 2,700 +5%	1,400 1,700 2,700 +5%		



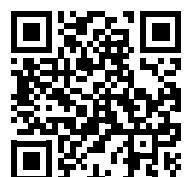
THAILAND

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Thailand

1%

UNEMPLOYMENT
(2023 IMF)

70 million

POPULATION

8,274

US\$ GDP PER CAPITA

3.7%

GDP GROWTH
(2023 IMF)

Economic Trends

Nominal GDP: USD 581 billion

Real GDP growth: 1.5% (2021), 2.8% (2022), 3.7% (2023)

Consumer price inflation: 1.2% (2021), 6.3% (2022), 2.8% (2023)

Thailand kept COVID-19 in check in 2020 at the expense of the economy, which continued to be hit hard in 2022 due to the Delta variant persisting since 2021.

The pandemic has inflicted substantial damage on the tourism sector, which accounts for 15% of the nation's GDP, amid a scenario where cause for concern persists due to the outbreak of the Omicron variant. Nevertheless, recovery seems likely given the prospect of authorities easing up on immigration controls going forward.

The automotive sector and other export-oriented industries have been rebounding in tandem with recovery of the global economy. Full-scale recovery has been projected from 2023 onward.

Frequent public demonstrations occurring even as the pandemic ensues poses cause for concern regarding the notion of a lack of political stability.

Recruiting Trends

Education: Although Thailand's education standards have been improving rapidly over the last decade, the average level of education among people in the business realm remains low in comparison with that of developed economies. Meanwhile, the nation's university enrolment rate is approximately 1.5 times higher for women than for men.

Languages: Thailand has the second highest number of Japanese language learners in Southeast Asia after Indonesia and ranks fifth worldwide. However, fewer people study Japanese in comparison with those learning English (the ratio of English speakers to Japanese speakers among JAC Recruitment's candidates is 4:1). People throughout the nation generally use the Thai language, even in business settings.

Gender-based inequality in Thailand is diminishing with respect to job hierarchies, amid a situation where women hold some 35% of managerial positions in comparison with 15% in Japan and 41% in the United States (managerial positions constitute those for which no less than 50% of work duties involve management of subordinates).

Japanese citizens: The number of Japanese citizens residing in Thailand currently stands at 82,574 people (which includes all members of family units), and has been consistently increasing except during the COVID-19 pandemic. The situation has remained unchanged over the last several years in terms of difficulties associated with arranging employment visas for white-collar foreign nationals.

“

Thailand's recruitment market has consistently been a seller's market with particularly strong demand for Japanese-speaking candidates among U.S. and European MNCs in Thailand aiming to increase business with Japanese MNCs.

”

Whereas job-changers in Thailand tend to consistently encounter a seller's market, the pandemic caused recruitment to briefly shift more in the direction of a buyer's market for employers. That said, the nation's recruitment market in certain industries has been gradually shifting back to that of a seller's market in favour of job changers. Recruitment in the nation's IT industry is overwhelmingly a seller's market for such professionals, to the extent that employers often fail to attract talent unless they offer high salaries. The pandemic has culminated in a situation where a greater number of companies have been resuming recruitment amid a labour shortage caused by curbs on hiring due to COVID-19 along with a greater number of companies redoubling efforts to recruit local nationals due to risks of restrictions imposed on cross-border movement.

Japanese companies based in Thailand have been seeking more local employees upon finding that they need to replace their managerial-class sales personnel with Thai citizens given that other Japanese firms who serve as their business counterparts have been gradually localising their operations.

Employers in Thailand are increasingly turning to non-expatriate Japanese citizens amid a situation where salaries and positions of locally hired Japanese citizens have been rising over the years. For instance, there has been a conspicuous trend of more SMEs filling positions for top management of overseas subsidiaries in Thailand by hiring mid-career Japanese citizens as local hires than had been the case previously.

Meanwhile, the so-called "highly obedient group mindset" prevalent in Japanese companies does not readily take hold in Thailand amid a situation where companies need to maintain close contact with their Thai workforces while striving to gain an understanding of the Thai way of thinking (such as with respect to the 3Ss and the concept of "kreng jai"). Whereas employment packages are often the deciding factor in a candidate's acceptance of a job offer, companies in Thailand nevertheless need ensure greater levels of satisfaction in terms of the content of employees' work and their workplace relationships upon being hired.

Salary Trends

Salaries in Thailand had been increasing at a rate ranging from 5% to 6% year on year, followed by a slower pace of around 4% to 5% from 2015 to 2019 due to a sluggish economy. Since 2020, the rate of salary increase has been slowing considerably due to the COVID-19 pandemic, to the extent that some employers have left salaries unchanged.

Roughly half of the expatriates currently being assigned to Japanese operations in Thailand lack English speaking ability amid a situation where Japanese SMEs have been making inroads into Thailand while moves by major Japanese multinationals to set up operations there have nearly subsided.

Consequently, demand continues to be particularly strong for local Thai citizens who speak Japanese, which has caused salaries of such employees to remain at high levels irrespective of business conditions. Meanwhile, there have been instances where some such Thai citizens who speak Japanese refuse to take jobs in areas far from the capital city of Bangkok unless they receive especially attractive offers in terms of salaries and benefits.

Chinese manufacturers accompanied by their suppliers have been making inroads into the Eastern Seaboard (ESB) region of Thailand, encompassing Chonburi and Rayong provinces, which has given rise to a likelihood of labour shortages in 2022 and beyond.

Demand has been strong for recruitment of Japanese citizens and Thai citizens who speak Japanese, particularly among European and U.S. multinationals operating in Thailand seeking to expand business with Japanese companies operating there. As a result, some such candidates have been attracting high salary offers amounting to as much as THB 150,000 per month (approx. JPY 500,000). There has been a conspicuous trend of employers hiring Japanese citizens as sales representatives, and offering such candidates salaries that are 1.5 to 2 times higher than those paid when employed by Japanese multinationals.

Annual salaries of civil servants range from THB 200,000 to THB 600,000 (approx. JPY 700,000 to JPY 2,000,000). Annual salaries of factory workers amount to approximately THB 200,000 (approx. JPY 700,000). Annual salaries of shop assistants amount to approximately THB 150,000 (approx. JPY 500,000).

Statutory minimum wage: The statutory minimum wage in the Bangkok area stands at THB 353 per day (approx. JPY 1,400), as of October 2022. That constitutes the first statutory minimum wage increase in two years and nine months. It was previously at THB 331 per day in the Bangkok area, having taken effect in April 2020 prior to the outbreak of COVID-19. The authorities raised the statutory minimum wage in Bangkok by approximately 6.6%.



Usage guide >>

min	mode	max	change
410	510	950	+5%

1K THB=3,850 JPY
(Unit: Thai Baht(000)/a year)

Back Office

Accounting

Position	Japanese Company						MNC					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	380	460	800 +5%	N/A			1,100	1,150	1,200 +5%	410	510	950 +5%
Manager Level	740	900	1,500 +5%	N/A			1,500	1,600	1,900 +5%	900	1,200	2,000 +5%
Senior Manager Level	1,500	1,700	2,700 +5%	N/A			1,700	1,800	2,200 +5%	2,000	2,200	2,700 +5%
Director Level	2,400	2,700	4,100 +5%	2,400	2,700	4,100 +5%	2,600	2,700	3,100 +5%	2,700	3,300	5,400 +5%

Human Resources

Position	Japanese Company						MNC					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	330	440	740 +5%	330	550	920 +5%	870	970	1,350 +5%	410	510	950 +5%
Manager Level	740	900	1,500 +5%	740	1,000	1,900 +5%	1,200	1,300	1,700 +5%	900	1,100	1,600 +5%
Senior Manager Level	1,500	1,700	2,300 +5%	1,500	1,700	2,700 +5%	1,700	1,800	2,200 +5%	1,600	1,800	2,600 +5%
Director Level	2,300	2,700	4,100 +5%	2,400	2,700	4,100 +5%	2,600	2,700	3,100 +5%	2,300	2,900	5,400 +5%

General Affairs

Position	Japanese Company						MNC					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Secretary/PA/Admin	330	460	830 +5%	390	550	920 +5%	800	870	1,200 +5%	410	550	1,100 +5%

Usage guide >>

min	mode	max	change
410	510	950	+5%

1K THB=3,850 JPY
(Unit: Thai Baht(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company						MNC					
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker					
Non-Managerial Level	390	540	1,000	460	720	1,350	1,100	1,200	1,600	510	610	1,000
Manager Level	740	950	1,800	1,200	1,400	1,800	1,500	1,700	2,600	900	1,100	1,900
Senior Manager Level	1,500	1,700	2,700	1,500	1,700	2,700	1,700	2,000	3,100	1,700	2,000	3,100
Director Level	3,000	3,300	4,900	3,000	3,300	4,900	3,500	4,100	6,900	3,100	3,900	7,400

Consumer Goods

Sales

Position	Japanese Company						MNC					
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker					
Non-Managerial Level	430	470	670	570	650	1,000	1,100	1,100	1,200	510	590	900
Manager Level	680	800	1,200	860	960	1,400	1,300	1,300	1,500	1,000	1,100	1,500
Senior Manager Level	1,500	1,600	1,900	1,500	1,700	2,700	1,700	1,900	2,500	2,400	2,500	2,900
Director Level	2,100	2,600	4,300	2,100	2,600	4,300	2,600	3,500	6,900	2,900	3,600	6,400

Specialists

Position	Japanese Company						MNC					
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker					
Product Manager/ Brand Manager	1,200	1,300	1,900	1,500	1,600	1,900	1,700	1,800	2,200	1,200	1,300	1,900



Usage guide >>

min	mode	max	change
410	510	950	+5%

1K THB=3,850 JPY
(Unit: Thai Baht(000)/a year)

Information Technology

Sales

Position	Japanese Company						MNC					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	390	650	900 +5%	640	690	900 +5%	920	1,050	1,600 +5%	510	580	850 +5%
Manager Level	800	1,000	1,300 +5%	900	1,000	1,300 +5%	1,100	1,300	2,000 +5%	900	1,000	1,500 +5%
Senior Manager Level	1,300	1,500	2,600 +5%	1,300	1,600	2,600 +5%	1,700	1,900	2,500 +5%	2,000	2,200	3,200 +5%
Director Level	1,900	2,400	4,500 +5%	1,900	2,400	4,500 +5%	2,600	3,400	6,800 +5%	3,200	3,700	5,600 +5%

Specialists

Position	Japanese Company						MNC					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Programmer Staff Level	390	590	800 +5%	570	620	870 +5%	870	890	980 +5%	430	500	800 +5%
Programmer Senior Level	680	780	1,100 +5%	680	810	1,350 +5%	950	960	1,030 +5%	890	980	1,350 +5%
Bridge Engineer	N/A			590	680	1,350 +5%	900	920	1,050 +5%	N/A		
Project Manager	780	1,000	1,700 +5%	1,000	1,200	2,100 +5%	1,300	1,500	2,400 +5%	1,200	1,500	2,700 +5%
System Engineer	510	660	1,250 +5%	590	680	1,350 +5%	1,100	1,200	1,500 +5%	510	680	1,350 +5%
Manager Level	900	1,000	1,600 +5%	1,300	1,400	1,600 +5%	1,200	1,200	1,500 +5%	1,200	1,300	1,600 +5%
Senior Manager Level	1,700	1,900	2,600 +5%	1,700	1,900	2,600 +5%	1,200	1,400	2,600 +5%	1,600	1,800	2,600 +5%
Director Level	2,300	2,700	4,500 +5%	2,300	2,700	4,500 +5%	1,900	2,000	3,000 +5%	2,300	2,800	5,000 +5%



Usage guide >>

min	mode	max	change
410	510	950	+5%

1K THB=3,850 JPY
(Unit: Thai Baht(000)/a year)

Manufacturing

Sales

Position	Japanese Company						MNC								
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker			Japanese Native Speaker		
Overseas Sales	420	540	1,000	500	710	1,200	1,100	1,400	2,400	410	530	1,000	1,700	2,000	3,200
Domestic Sales	340	430	820	410	580	970	950	1,000	1,300	410	480	820	1,200	1,500	2,900
Manager Level	700	910	1,500	830	1,100	2,000	1,100	1,300	1,900	820	1,100	2,000	1,700	2,000	3,200
Senior Manager Level	1,000	2,100	2,600	1,300	2,200	2,800	1,600	1,900	3,200	1,400	1,600	2,700	2,600	3,100	5,100
Director Level	2,400	2,900	4,300	2,400	2,900	4,300	2,600	3,400	6,600	2,700	3,300	5,400	3,400	4,400	8,300

Specialists

Position	Japanese Company						MNC								
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker			Japanese Native Speaker		
QC/QA (Quality Control)	300	410	850	520	870	1,200	1,200	1,500	2,700	410	490	850	1,700	2,000	3,400
Service Engineer	350	460	650	440	720	980	1,100	1,300	1,900	410	480	820		N/A	
Sales Engineer	440	600	1,000	440	720	980	1,100	1,400	2,400	410	600	1,350	1,700	1,900	2,900
Mechanical Engineer	350	480	650	440	770	1,200	1,100	1,400	2,800	410	550	1,100		N/A	
Design Engineer	440	490	750	480	620	1,200	1,100	1,400	2,800	410	550	1,100		N/A	
Field Engineer	350	490	1,100	670	770	1,200	1,000	1,200	1,900	410	550	1,100		N/A	
Civil Engineer	380	560	1,300	670	770	1,200	1,500	1,700	2,400	410	600	1,350		N/A	
Maintenance Engineer	340	400	670	450	560	1,000	1,500	1,700	2,400	410	480	820		N/A	
Electrical Engineer	430	480	700	450	540	880	1,100	1,400	2,800	410	480	820		N/A	
Manager Level	920	1,100	2,000	1,000	1,400	2,000	1,400	1,600	2,200	810	1,050	2,040		N/A	
Senior Manager Level	1,300	1,500	2,600	1,800	2,100	3,300	1,800	2,200	3,600	1,400	1,600	2,700	2,600	2,800	3,700
Director Level	2,600	2,800	4,100	3,600	3,700	4,100	2,500	3,100	5,400	2,700	3,300	5,400	3,100	3,600	5,800



Usage guide >>

min	mode	max	change
410	510	950	+5%

1K THB=3,850 JPY
(Unit: Thai Baht(000)/a year)

Service Industry

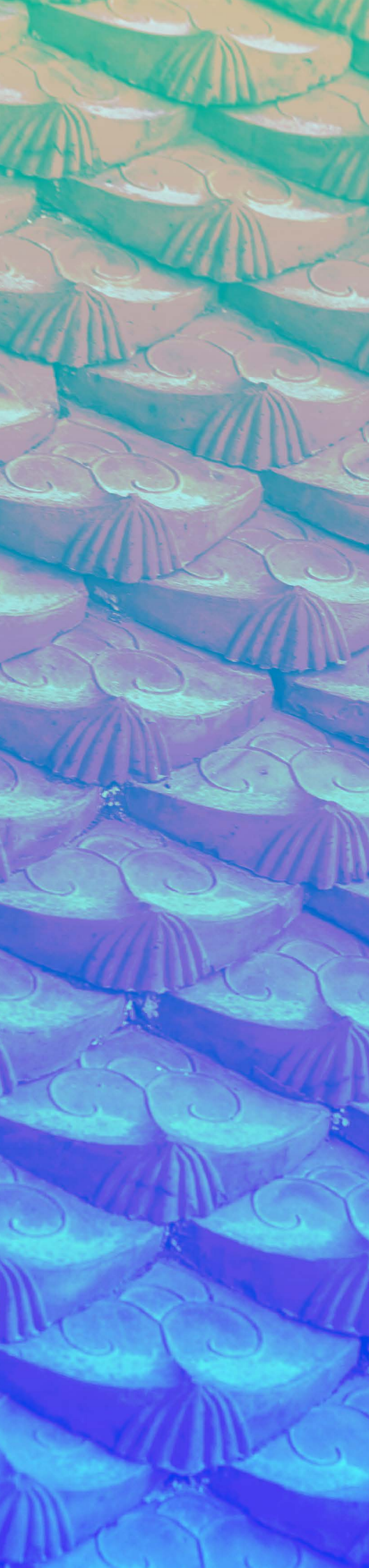
Sales

Position	Japanese Company						MNC			
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		Japanese Native Speaker	
Non-Managerial Level	370	440 ⁷⁴⁰ +5%	500	680 ^{1,300} +5%	800	870 ^{1,200} +5%	510	560 ⁷⁴⁰ +5%	N/A	
Manager Level	670	780 ^{1,200} +5%	900	1,100 ^{1,700} +5%	950	1,000 ^{1,350} +5%	900	1,000 ^{1,500} +5%	N/A	
Senior Manager Level	1,200	1,400 ^{2,200} +5%	1,300	1,700 ^{2,500} +5%	1,700	1,900 ^{2,500} +5%	1,600	1,700 ^{2,300} +5%	N/A	
Director Level	2,100	2,600 ^{4,200} +5%	2,100	2,600 ^{4,200} +5%	2,500	3,400 ^{6,900} +5%	2,500	3,200 ^{6,200} +5%	N/A	

Trading/Logistics Circles

Sales

Position	Japanese Company						MNC			
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		Japanese Native Speaker	
Non-Managerial Level	320	400 ⁷⁴⁰ +5%	480	560 ⁹⁰⁰ +5%	1,100	1,150 ^{1,200} +5%	510	590 ⁹⁰⁰ +5%	1,000	1,100 ^{1,500} +5%
Manager Level	740	830 ^{1,250} +5%	900	1,000 ^{1,400} +5%	1,300	1,300 ^{3,200} +5%	1,000	1,100 ^{1,500} +5%	1,500	1,600 ^{3,000} +5%
Senior Manager Level	1,200	1,500 ^{2,500} +5%	1,300	1,700 ^{2,500} +5%	1,700	1,900 ^{4,400} +5%	1,800	2,000 ^{2,900} +5%	3,000	2,300 ^{3,750} +5%
Director Level	2,100	2,600 ^{4,200} +5%	2,100	2,600 ^{4,200} +5%	2,600	3,500 ^{6,900} +5%	2,500	3,100 ^{5,600} +5%	N/A	



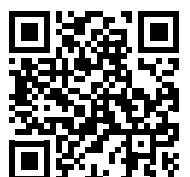
VIETNAM

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Vietnam

6.2%

GDP GROWTH
(2023 IMF)

100 million

POPULATION

51 million

PERSONS EMPLOYMENT

2.3%

UNEMPLOYMENT
(2023 IMF)

Economic Trends

Nominal GDP: USD 470 billion (2023)

Per capita GDP: USD 4,683 (2023)

Real GDP growth: 2.6% (2021), 7.0% (2022), 6.2% (2023)

Consumer price inflation: 3.9% (2023)

Total population: 100 million (2023)

Unemployment: 2.3% (2023)

The COVID-19 pandemic weighed on Vietnam's economy in the first half of 2022, and otherwise put a stop to the nation's economic growth over the short term. However, with the nation's economy having mounted a recovery in the second half of 2022, economic growth is poised to regain its former momentum that had prevailed through 2019 over the medium to long term. Meanwhile, growth in Vietnam's retail and consumer goods sector is likely to persist amid the nation's rising youth population and expanding middle class. Vietnam's market for medical services and pharmaceuticals is also poised for expansion. The real estate and construction markets are likely to gain further momentum as companies begin resuming previously suspended projects amid

recovery of foreign direct investment, particularly from China, South Korea, and Taiwan.

Urban railway development was a particular point of focus in 2022 and is currently underway in the two major cities of Hanoi and Ho Chi Minh. Meanwhile, passenger numbers have been increasing steadily amid a scenario where certain routes were put into operation at the end of 2021. With work crews having already embarked on developing subway station sites of the respective subway lines, Vietnam's economy will surely gain further momentum when the railway lines commence full-scale operation.



**Expansion
of domestic
market**



**Demand for Chinese,
Korean, Japanese,
and Taiwanese
speakers**

Another key trend in Vietnam worthy of focus is that of digitalisation. Specific examples of this include trends toward more widespread use of mobile payment technologies and a shift toward reliance on computer technologies to handle administrative services of the government. Meanwhile, today's Vietnam overwhelmingly tends to function as a cash-based society, which is apparent given benchmarks such as rates of bank account opening and credit card penetration. On the other hand, Vietnam is likely to encounter gains in efficiency brought about by more widespread use of mobile payment technologies and the government's increasing reliance on computers for handling administrative services, which seems likely given trends toward higher volumes of e-commerce business online and growth in the nation's population. In terms of government administration, the nation has already rolled out its e-visa and e-invoice systems.

Recruiting Trends

The previous phase of employers seeking workforce reduction amid the COVID-19 pandemic has come to an end and a conspicuous trend of rebounding recruitment demand has emerged whereby companies have been actively hiring candidates for vacancies previously left unfilled and increasing headcounts. A seller's market has accordingly taken hold when it comes to recruitment particularly in sectors such as information technology. This has imposed hardships on some employers as their recruitment initiatives fail to go according to plan.

Going forward, we anticipate further market development in Vietnam across specialities that include applied chemistry, automation technology, artificial intelligence, biomedical engineering,

chemistry, biology, data analysis, and energy. As such, further recruitment demand is likely to emerge in relation to these fields of expertise in 2023.

Japanese companies: Business travel volume has been mounting a gradual recovery since the middle of 2022 following on a sharp decline in the number of such travellers amid difficulties previously inherent with respect to crossing international borders. Vietnam's upturn in recruitment demand is also attributable a situation where intensifying business activity has begun prompting companies to resume previously suspended projects that involve entry into the nation's market.

Demand for recruitment of Japanese citizens based in Vietnam has been strong and job opportunities for individuals living overseas have increased significantly. There has also been steady demand for hiring of Vietnamese citizens proficient in the Japanese language for back office positions given that the number of Japanese companies entering the Vietnamese market will most likely continue to rise. Meanwhile, many employers have been facing uncertainties when it comes to making salary offers adequately aligned with prevailing market rates upon seeking to hire candidates.

Non-Japanese multinational corporations: There have been many instances where non-Japanese multinational corporations, particularly Chinese, Taiwanese, and Korean-affiliated enterprises, have lured away and otherwise attracted talent by offering more generous employment packages than those provided by candidates' current Japanese employers. European and U.S. multinationals operating in Vietnam are trying to become more appealing as employers by making numerous training opportunities available to candidates upon their joining the company.

Local Vietnamese companies: Major locally-based corporations have been luring talent away from other companies by offering candidates attractive employment packages. However, some employers have established stringent rules governing employment, such that include contractual

“

We are seeing a gradually increasing number of new requests for candidates, due to rapid expansion of internal demand over the medium to long term.

”

clauses providing for salary reduction. Many local Vietnamese companies seeking to hire experts end up offering such candidates employment packages that Japanese multinationals would normally make available only to those serving at the level of president of a major company's overseas subsidiary. Such benefits include company cars, housing, payment of children's international school tuition expenses, family health insurance plans, and other such perks. Visa-related trends: Although Vietnamese authorities have not indicated that they may opt to impose visa restrictions, the application process has become more stringent. This is particularly the case in Ho Chi Minh where the authorities no longer allow for applications to be handled by providers of visa application services. Meanwhile, revisions to the nation's labour law that took effect in the year 2021 make the process of renewing work permits even more time consuming, and furthermore spell out the notion that foreign workers are essentially to serve for a fixed term of employment.

Salary Trends

Rates of salary increase had tended to be lower than usual over the years 2020 to 2021, but are poised to mark gains over the years 2022 to 2023. Moreover, bonus payments are also likely to rise. Looking at specific industries, companies in the information technology sector as well as those in the construction and real estate sectors have featured prominently in terms of offering attractive employment packages amid the likelihood of employers holding to medium- to long-term salary trends given the nation's economic development.

Annual salaries of civil servants are approximately USD 4,000 (approx. JPY 590,000). Annual base salaries of factory workers are approximately USD 5,000 (approx. JPY 730,000). Annual base salaries of shop assistants are approximately USD 3,000 (approx. JPY 440,000).

Statutory minimum wage: Vietnam's statutory minimum wage is set at VND 4.68 million per month (approx. JPY 27,000) in cities such as Hanoi and Ho Chi Minh. In 2021, the government made the unprecedented decision of keeping the minimum wage unchanged due to COVID-19. Vietnam's minimum wage had previously been subject to revision annually on the first day of the year, but that date has been changed to the first day of July beginning in 2022. Meanwhile, the government most recently increased the minimum wage by 5.9% in the aforementioned geographic locations in July 2022.

Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Back Office

Accounting

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Non-Managerial Level	5 6 7 +6%	8 10 11 +6%	11 13 18 +6%	29 31 35 +6%	10 11 13 +6%	5 6 11 +6%		
Manager Level	N/A	14 17 23 +6%	15 20 33 +6%	42 47 57 +6%	15 17 23 +6%	13 14 18 +6%		
Senior Manager Level	N/A	28 35 50 +6%	38 41 50 +6%	53 55 61 +6%	42 47 57 +6%	29 31 35 +6%		
Director Level	N/A	40 46 57 +6%	51 55 64 +6%	61 66 76 +6%	48 53 64 +6%	38 45 57 +6%		

Human Resources

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Recruiting	N/A	7 8 13 +6%	11 12 16 +6%	29 30 32 +6%	8 10 13 +6%	7 8 10 +6%		
Training & OD (Organisational Development)	N/A	8 10 11 +6%	14 15 18 +6%	29 30 32 +6%	11 12 13 +6%	7 8 11 +6%		
C&B (Compensation & Benefits)	N/A	7 8 9 +6%	12 13 14 +6%	29 30 32 +6%	12 13 14 +6%	8 9 10 +6%		
Manager Level	N/A	18 21 29 +6%	19 22 30 +6%	42 47 57 +6%	22 24 31 +6%	16 18 23 +6%		
Senior Manager Level	N/A	29 30 33 +6%	37 39 46 +6%	53 55 61 +6%	41 42 46 +6%	29 30 33 +6%		
Director Level	N/A	38 40 46 +6%	53 55 61 +6%	61 66 76 +6%	58 61 70 +6%	38 39 41 +6%		

General Affairs

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Secretary/PA/ Admin	N/A	7 8 12 +6%	11 13 18 +6%	20 28 42 +6%	8 10 13 +6%	6 7 11 +6%		



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Retail Sales	7 8 11 +6%	11 13 18 +6%	16 18 24 +6%	20 22 27 +6%	12 15 21 +6%	5 6 10 +6%		
Corporate Sales	8 10 11 +6%	13 15 21 +6%	17 20 27 +6%	28 30 35 +6%	13 16 24 +6%	5 6 10 +6%		
Manager Level	N/A	21 23 30 +6%	22 27 36 +6%	42 45 50 +6%	21 28 42 +6%	16 18 24 +6%		
Senior Manager Level	N/A	28 34 49 +6%	31 36 49 +6%	50 52 58 +6%	30 39 60 +6%	28 32 42 +6%		
Director Level	N/A	54 68 98 +6%	54 68 98 +6%	61 71 92 +6%	60 81 120 +6%	49 65 98 +6%		

Specialists

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
M&A Adviser	N/A	54 67 92 +6%	61 71 92 +6%	76 99 145 +6%	55 67 92 +6%	37 49 73 +6%		
Fund Manager	N/A	54 71 105 +6%	61 82 125 +6%	110 125 155 +6%	64 78 110 +6%	52 64 87 +6%		
Risk Management	N/A	49 56 73 +6%	92 100 125 +6%	110 125 155 +6%	60 72 98 +6%	52 64 87 +6%		
Private Equity	N/A	49 60 85 +6%	92 100 125 +6%	110 125 155 +6%	60 76 110 +6%	52 64 87 +6%		
Manager Level	N/A	76 82 92 +6%	92 100 125 +6%	110 130 165 +6%	92 110 140 +6%	73 84 105 +6%		
Senior Manager Level	N/A	92 100 125 +6%	125 135 155 +6%	155 180 230 +6%	100 130 185 +6%	98 115 155 +6%		
Director Level	N/A	120 140 185 +6%	130 155 210 +6%	230 260 310 +6%	185 205 245 +6%	135 160 210 +6%		



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Consumer Goods

Sales

Position	Japanese Company				MNC	Local Company
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker
Non-Managerial Level	7 8 13 +6%	11 15 23 +6%	12 17 28 +6%	28 32 42 +6%	17 23 36 +6%	13 14 16 +6%
Manager Level	N/A	22 35 61 +6%	22 35 61 +6%	42 47 57 +6%	45 54 75 +6%	29 31 36 +6%
Senior Manager Level	N/A	36 51 81 +6%	36 51 81 +6%	57 61 72 +6%	53 66 92 +6%	45 50 60 +6%
Director Level	N/A	57 69 92 +6%	57 69 92 +6%	72 81 100 +6%	72 92 134 +6%	65 74 95 +6%

Specialists

Position	Japanese Company				MNC	Local Company
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker
Product Manager/ Brand Manager	6 11 19 +6%	15 17 23 +6%	14 16 22 +6%	35 43 60 +6%	17 31 59 +6%	14 17 23 +6%
MD (Merchandise)	6 8 15 +6%	14 17 23 +6%	13 14 16 +6%	29 31 36 +6%	17 24 41 +6%	13 16 24 +6%
Buyer	6 11 19 +6%	13 19 33 +6%	14 20 35 +6%	29 31 36 +6%	14 20 33 +6%	13 16 23 +6%
Manager Level	N/A	14 30 61 +6%	24 36 61 +6%	42 47 57 +6%	15 35 75 +6%	27 30 36 +6%
Senior Manager Level	N/A	16 21 33 +6%	25 29 37 +6%	57 61 72 +6%	17 38 81 +6%	28 37 56 +6%
Director Level	N/A	45 47 53 +6%	51 58 73 +6%	72 81 100 +6%	49 77 135 +6%	55 63 80 +6%



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Healthcare

Sales

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
MR (Medical Representative)	10 11 12 +12%	17 25 34 +12%	18 21 29 +12%	37 40 47 +12%	20 31 43 +12%	11 15 22 +12%		
Medical Devices Sales	10 11 12 +12%	21 27 32 +12%	18 21 29 +12%	37 40 47 +12%	26 38 50 +12%	12 16 22 +12%		
Manager Level	10 11 12 +12%	39 49 59 +12%	21 40 81 +12%	56 62 75 +12%	50 67 84 +12%	16 26 47 +12%		
Senior Manager Level	10 11 16 +12%	58 80 100 +12%	25 49 100 +12%	75 87 115 +12%	84 109 134 +12%	18 38 80 +12%		
Director Level	10 12 18 +12%	92 105 120 +12%	36 64 120 +12%	145 165 200 +12%	135 170 200 +12%	20 55 125 +12%		

Specialists

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
CRC (Clinical Research Coordinator)	8 9 10 +12%	12 25 37 +12%	15 21 37 +12%	45 56 78 +12%	15 31 47 +12%	17 21 30 +12%		
CRA (Clinical Research Associate)	8 9 10 +12%	12 25 37 +12%	15 21 37 +12%	45 56 78 +12%	15 31 47 +12%	17 21 30 +12%		
Medical Affairs	8 9 10 +12%	11 20 29 +12%	15 19 29 +12%	31 34 38 +12%	15 26 38 +12%	17 21 31 +12%		
Clinical Data Manager	11 12 13 +12%	22 35 47 +12%	13 18 29 +12%	31 34 38 +12%	29 46 63 +12%	17 20 29 +12%		
Manager Level	12 13 16 +12%	39 49 59 +12%	26 32 47 +12%	50 52 56 +12%	50 67 84 +12%	28 31 40 +12%		
Senior Manager Level	12 13 17 +12%	58 80 100 +12%	36 40 49 +12%	63 65 69 +12%	84 110 135 +12%	40 50 73 +12%		
Director Level	12 15 20 +12%	92 105 120 +12%	50 65 95 +12%	75 82 95 +12%	135 170 200 +12%	55 65 86 +12%		



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

IT Industry

Sales

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
Non-Managerial Level	10 ¹² 9	17 ³¹ 12	17 ³¹ 10	41 ⁵⁸ 33	24 ³¹ 21	14 ¹⁸ 13		
Manager Level	N/A	45 ⁵³ 41	44 ⁵² 40	63 ⁷⁷ 58	45 ⁵³ 41	23 ³⁰ 21		
Senior Manager Level	N/A	54 ⁶⁰ 52	54 ⁶⁰ 52	83 ⁹⁷ 77	54 ⁶¹ 52	25 ³³ 22		
Director Level	N/A	68 ⁸⁴ 61	68 ⁸⁴ 61	100 ¹⁵⁵ 77	74 ⁸⁴ 69	41 ⁵³ 37		

Specialists

Position	Japanese Company				MNC		Local Company	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
IT Consultant	N/A	14 ¹⁵ 13	38 ⁴⁶ 35	72 ⁹⁷ 61	22 ²⁹ 18	17 ²⁵ 14		
Project Manager	N/A	36 ⁴¹ 33	48 ⁵⁸ 45	79 ¹²⁵ 58	92 ¹³⁰ 74	36 ⁴⁹ 29		
System Engineer (Web)	N/A	23 ²⁵ 22	35 ³⁷ 35	54 ⁶⁷ 48	40 ⁶⁰ 31	17 ³⁰ 12		
System Engineer (Open System)	N/A	14 ¹⁷ 13	35 ³⁹ 33	54 ⁶⁷ 48	26 ⁴³ 18	14 ¹⁸ 12		
Technical Support	N/A	14 ¹⁶ 13	26 ²⁹ 25	41 ⁴⁸ 38	22 ³⁰ 18	7 ⁹ 6		
Network Engineer	N/A	14 ¹⁷ 13	26 ²⁹ 25	54 ⁶⁷ 48	18 ²² 17	13 ¹⁷ 12		
Manager Level	N/A	36 ⁴³ 33	53 ⁶⁹ 46	69 ⁹³ 58	52 ⁸¹ 38	33 ⁴³ 30		
Senior Manager Level	N/A	55 ⁶² 52	75 ⁹³ 67	95 ¹⁰⁰ 93	60 ⁸³ 48	48 ⁷⁶ 36		
Director Level	N/A	76 ⁸⁵ 71	100 ¹¹⁵ 91	115 ¹⁴⁵ 100	145 ²¹⁵ 110	49 ⁶⁸ 40		



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Manufacturing

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Overseas Sales	15	23	32	14	20	35	29	35	50	23	43	64	11	12	14
Domestic Sales	13	20	28	13	16	22	20	28	42	15	31	48	8	10	13
Trading	13	13	14	15	19	30	29	33	42	15	21	28	11	12	14
Manager Level	25	45	64	22	33	54	42	47	57	45	62	80	17	25	42
Senior Manager Level	52	66	80	29	41	67	57	61	72	59	85	110	29	35	49
Director Level	59	81	103	47	64	100	72	76	86	89	100	110	42	48	60

Specialists

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
QC/QA (Quality Control)	8	11	13	11	12	14	36	42	57	12	17	22	8	10	13
Service Engineer	12	19	25	12	14	20	36	42	57	14	22	30	8	10	14
Sales Engineer	12	20	29	12	14	20	36	42	57	14	25	37	8	10	14
Application Engineer	11	16	21	16	17	18	36	42	57	13	21	30	12	13	17
Plant Engineer	11	12	14	16	17	18	36	42	57	13	21	30	8	10	14
Mechanical Design Engineer	11	14	17	16	17	20	36	42	57	13	25	37	11	12	16
Construction Manager/ Civil Engineer	24	31	37	18	20	25	42	61	100	31	41	52	13	16	22
Manager Level	21	33	45	24	29	38	36	42	57	28	43	59	24	27	33
Senior Manager Level	41	50	59	32	37	50	57	67	86	55	80	105	30	35	46
Director Level	55	72	89	42	57	88	86	90	100	83	145	210	39	45	56



Usage guide >>

min	mode	max	change
38	45	57	+6%

1K USD=132,460 JPY
(Unit: US dollar(000)/a year)

Service Industry

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	12	13	15 +6%	14	14	15 +6%	21	25	35 +6%	16	18	22 +6%	14	14	16 +6%
Manager Level	17	22	35 +6%	27	31	41 +6%	35	39	48 +6%	40	42	48 +6%	28	29	33 +6%
Senior Manager Level	31	33	38 +6%	35	36	40 +6%	48	54	69 +6%	61	70	87 +6%	40	47	61 +6%
Director Level	40	43	52 +6%	52	55	64 +6%	69	75	88 +6%	105	115	135 +6%	67	76	95 +6%

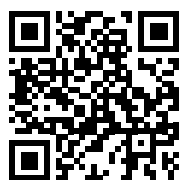
INDIA

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



India

1.4 billion

POPULATION

6.1%

GDP GROWTH
(2023 IMF)

3.8 trillion

US\$ GDP

5.1%

INFLATION, CONSUMER PRICES
(2023 IMF)

Economic Trends

Indian authorities have substantially eased up on restrictions imposed on movement given improvement in the situation surrounding COVID-19 and the Delta variant. Meanwhile, the nation's economy has been holding to a path of recovery following on an economic downturn caused by the Delta variant in the nation's second wave of the pandemic. Conditions have accordingly taken a turn for the better following on economic stagnation amid the second wave, particularly given a scenario of pronounced recovery achieved by the nation's manufacturing sector including production of two- and four-wheeled vehicles, the services sector, and the retail sector. Economic activity has started returning to normal amid prevailing recovery back to pre-COVID-19 levels. Consumers who had been cutting back on purchases due to lockdowns have since been slowly but surely regaining appetite for spending.

Nominal GDP: USD 3.8 trillion

Real GDP growth: 8.7% (2021), 6.8% (2022), 6.1% (2023)

Per capita GDP: USD 2,691

Consumer price inflation: 6.9% (2022), 5.1% (2023)

Inbound foreign direct investment: India began easing regulations governing FDI across respective industries in 2016. This has particularly involved deregulation in the defence-related, retail, and food products sectors.

Total population: 1.4 billion India's rate of unemployment was thought to have been no less than 20%, but has since been decreasing as a result of the government easing its lockdown measures. The Indian government adopted a nationwide goods and services tax (GST) in July 2017, which is in lieu of the nation's previously complex system of having individual states levy taxes upon having banned use of the nation's highest denominated currency bills in November 2016.

Recruiting Trends

With the number of new cases of COVID-19 having seemingly tapered off, Japanese citizens who temporarily took refuge in Japan have been returning to India and previously suspended recruitment initiatives are back in full swing. Meanwhile, with the recruitment market having rebounded nearly to where it stood prior to the outbreak of COVID-19, employers have begun to intensify their recruitment efforts, particularly companies in the manufacturing sector, accounting consultancies, service-related firms, and other such businesses. Employers have been seeking to increase headcounts of sales representatives and other professionals, yet there have been many instances where employers ultimately find themselves unable to achieve those goals amid a situation where candidates are receiving informal job offers simultaneously from other employers. Employers have also been seeking to achieve greater workforce localisation by increasingly seeking Indian citizens to fill positions that entail strengthening manufacturing processes, while also recruiting employees and professionals for senior-level positions that entail enhancing coordination between on-site operations and administrative departments. An increasing number of companies have particularly been attempting to strengthen departments such as purchasing, accounting, and human resources.

Since the COVID-19 pandemic set in, there have notably been instances where fluent Japanese-



Mounting domestic demand prompted by deregulation



High rate of salary growth

speaking Indian citizens have been hired to fill positions previously intended for Japanese citizens.

A greater number of job openings are seeking candidates equipped with specific skills and practical job experience, given that employers have been clearer regarding their motives for recruiting candidates than in the past.

Languages and education: India is a nation with a rich diversity of languages, individual backgrounds and religions. Although the nation's rate of university enrolment is low at 25%, most of its white-collar professionals speak English and generally hold either university or graduate school degrees.

India's labour force is extremely mobile and employees often switch over to jobs at competing firms, even within narrow market segments. There have been many cases of employees repeatedly changing jobs every one to three years. This is usually done in pursuit of higher salaries, particularly among those in a range of job categories from general staff to managerial-level professionals.

Japanese citizens: The number of locally hired Japanese citizens has been increasing overall in recent years. However, because salaries paid to Japanese citizens are relatively high due to government restrictions on work visas, companies overwhelmingly tend to recruit such individuals to take on essential positions, such as in cases where it is necessary to fill a vacated posting. Japanese firms, other multinational corporations operating in India, and Indian enterprises alike have been ramping up their hiring of Japanese citizens with the aim of capturing business that involves serving the market of Japanese companies assuming the role of Japan desk in India. Moreover, Japanese companies in India usually seek Japanese citizens with work experience in India. The number of Japanese candidates in India with such experience has been increasing relative to previous years, but such candidates remain in short supply relative to demand. Whereas it has remained difficult to arrange employment visas for white-collar foreign nationals

“

As production recovers, more companies are hiring managers related to manufacturing processes and also hiring HR with the aim of achieving more effective coordination with management.

”

in recent years, those involved in recruitment need to be aware that the time it takes to receive a visa upon application may vary. Albeit no less difficult, there have recently been instances where it has been possible to have the embassy perform interviews upon request during the visa application process in order to verify an employee's past work experience. Meanwhile, visa issuance in India has returned to normal after having been affected by the COVID-19 pandemic.

Japanese-speaking Indian citizens: Indian citizens offering Japanese-language proficiency are normally able to find jobs on the basis of such ability amid ongoing demand for such professionals. Employers have increasingly been seeking candidates with managerial and sales skills in addition to Japanese-language fluency, but encounter fairly substantial difficulties in hiring them.

Companies need to have a sound understanding of Indian workplace practices when engaging in recruitment initiatives. Interviewers should take an attentive detail-oriented approach to presenting interview questions and verifying details in order to painstakingly confirm that candidates are actually able to perform specific tasks they would be assigned if hired. To achieve better employee retention, companies need to focus on developing positive environments within their organisations and creating corporate cultures that are conducive to open communications, while also providing salary increases of around 10% upon conducting performance assessments.

India's white-collar workforce tends to be quite hesitant when it comes to relocating domestically for the sake of employment. This is particularly due to language differences from region to region as well as variations in climate and food. Another major factor causing resistance to relocation is that of cultural importance attached to family. In this regard, employers in India must contend with the risk of employees opting to leave their jobs because of marriage, given that it is customary for eldest sons to return home upon getting married.

In recent years, Japanese companies in India have been increasingly promoting Indian employees to managerial positions and otherwise considering such options. Japanese enterprises operating in India over many years tend to localise their workforces, which is particularly the case when it comes to large companies.

Employers in the automotive industry continue to seek candidates for managerial-class roles and other key positions, despite the downturn in that sector.

Salary Trends

As a general rule, employee salaries in India have continued to increase by no less than 10% annually in recent years. In addition, job seekers normally set their sights on salaries that are 20% to 30% higher than those paid by their previous employers. The rate of wage growth tracked a recovery trend in 2021, after having slowed substantially overall due to the COVID-19 pandemic in 2020. Employment visa requirements in India mandate that foreign nationals receive an annual salary of no less than INR 1,625,000 (approx. JPY 2.5 million).

Salaries of professionals who speak Japanese continue to rise amid a scenario where employers have been attaching increasingly greater value to such skills given that they are in short supply.

By region, the highest salaries for white-collar workers are in Mumbai, followed in descending order by Delhi, Bangalore and Chennai. Salaries vary by around 10% to 20% depending on the region. Salaries in India normally tend to be linked with an employee's years of relative experience, given a propensity for few workers to have a definitive employment track record.

Japanese companies in India offer those with an undergraduate degree starting salaries averaging approximately INR 340,000 (approx. JPY 550,000), and those with a graduate degree starting salaries averaging approximately 420,000 INR (approx. JPY 670,000).

Annual base salaries of factory workers in India are approximately INR 250,000 (approx. JPY 400,000). Annual base salaries of shop assistants range from approximately INR 200,000 to INR 400,000 (approx. JPY 300,000 to JPY 600,000).

Statutory minimum wage (Delhi): The statutory minimum wage in Delhi is INR 569 per day (approx. JPY 800). Employers need to be aware that India's minimum wage framework is complex with wages varying depending on industry, occupation, and state.



Usage guide >>

min	mode	max	change
3,400	3,800	5,600	+10%

1K INR=1,600 JPY
(Unit: Indian Rupee(000)/a year)

Back Office

Accounting

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	400	600	1,400 +10%	1,100	1,300	1,800 +10%	2,400	2,500	2,800 +10%	1,400	1,500	1,800 +10%
Manager Level	1,200	1,100	2,100 +10%	1,800	2,100	3,100 +10%	2,400	2,700	4,200 +10%	2,200	2,300	2,700 +10%
Senior Manager Level	2,100	2,800	5,300 +10%	N/A			4,200	4,600	6,300 +10%	3,400	3,800	5,600 +10%
Director Level	6,100	7,200	11,200 +10%	N/A			N/A			7,000	8,300	13,300 +10%

Human Resources

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	400	600	1,300 +10%	1,000	1,100	1,800 +10%	2,000	2,500	2,900 +10%	1,100	1,200	1,500 +10%
Manager Level	1,200	1,400	1,900 +10%	1,500	2,100	3,100 +10%	2,400	2,600	3,500 +10%	1,700	1,800	2,100 +10%
Senior Manager Level	1,900	2,600	5,200 +10%	N/A			N/A			2,200	3,000	5,900 +10%
Director Level	5,000	5,800	8,900 +10%	N/A			N/A			4,900	5,900	9,800 +10%

General Affairs

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Secretary/PA/Admin	800	900	1,100 +10%	1,000	1,200	2,100 +10%	1,800	2,500	2,900 +10%	1,400	1,500	1,700 +10%
Company Secretary/Legal	1,000	1,200	2,200 +10%	N/A			N/A			1,900	2,100	2,500 +10%



Usage guide >>

min	mode	max	change
3,400	3,800	5,600	+10%

1K INR=1,600 JPY

(Unit: Indian Rupee(000)/a year)

IT Industry

Sales

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	600	700	1,400 +10%	900	1,200	1,800 +10%	2,000	2,200	2,500 +10%	1,000	1,100	1,400 +10%
Manager Level	1,400	1,600	2,500 +10%	1,800	2,100	3,100 +10%	2,200	2,400	3,500 +10%	1,900	2,100	2,800 +10%
Senior Manager Level	2,500	3,000	5,100 +10%	N/A			N/A			3,000	3,700	6,400 +10%
Director Level	7,000	7,500	9,800 +10%	N/A			N/A			7,600	8,600	12,700 +10%

Specialists

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	700	1,000	2,100 +10%	1,000	1,100	1,800 +10%	2,400	2,500	2,800 +10%	1,100	1,300	2,100 +10%
Manager Level	2,200	2,400	3,500 +10%	1,800	2,100	3,100 +10%	2,400	2,700	4,200 +10%	2,400	2,600	3,500 +10%
Senior Manager Level	3,500	4,100	6,300 +10%	N/A			N/A			4,200	4,800	7,000 +10%
Director Level	7,700	8,400	11,200 +10%	N/A			N/A			8,400	9,500	14,000 +10%



Usage guide >>

min	mode	max	change
3,400	3,800	5,600	+10%

1K INR=1,600 JPY
(Unit: Indian Rupee(000)/a year)

Manufacturing

Sales

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	600	700	1,000 +10%	1,000	1,200	2,100 +10%	2,400	2,500	2,800 +10%	600	700	1,000 +10%
Manager Level	900	1,000	1,800 +10%	1,800	2,100	3,100 +10%	2,400	2,600	3,400 +10%	1,300	1,400	1,900 +10%
Senior Manager Level	1,400	1,600	2,400 +10%	N/A			3,400	3,900	6,000 +10%	2,200	2,400	3,100 +10%
Director Level	4,200	5,000	8,400 +10%	N/A			N/A			5,600	6,400	9,800 +10%

Specialists

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	600	700	800 +10%	900	1,100	1,800 +10%	2,400	2,600	3,500 +10%	400	500	1,000 +10%
Manager Level	800	1,000	1,700 +10%	1,800	2,100	3,500 +10%	2,800	3,200	4,600 +10%	1,300	1,400	1,800 +10%
Senior Manager Level	1,500	1,800	2,700 +10%	N/A			4,200	4,800	7,000 +10%	2,200	2,400	3,100 +10%
Director Level	4,600	5,500	9,200 +10%	N/A			N/A			5,600	6,400	9,800 +10%

Service Industry

Sales

Position	Japanese Company									MNC		
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker		
Non-Managerial Level	500	600	1,000 +10%	900	1,100	1,800 +10%	1,800	2,500	3,000 +10%	600	700	1,000 +10%
Manager Level	1,000	1,100	1,800 +10%	1,800	2,100	3,100 +10%	2,400	2,700	5,000 +10%	1,300	1,400	1,800 +10%
Senior Manager Level	1,900	2,100	2,800 +10%	N/A			N/A			2,200	2,400	2,800 +10%
Director Level	3,900	4,700	7,700 +10%	N/A			N/A			4,900	5,700	9,100 +10%

CHINA

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



China

1.4 billion
POPULATION

19 trillion
US\$ GDP

4.4%
REAL GDP GROWTH RATE
(2023 IMF)

13,629
US\$ GDP PER CAPITA

Economic Trends

Nominal GDP: USD 19 trillion (2023)

Real GDP growth: 8.1% (2021), 3.2% (2022), 4.4% (2023)

China's economy once again began deteriorating at the outset of 2022 after having mounted a rapid recovery in 2021 following on a previous downturn due to the COVID-19 pandemic. Economic growth came to halt as a result of Chinese authorities having imposed lockdowns even in the nation's largest city of Shanghai during the first half of 2022 (from March 28 to June 1). Although the economy gradually began to gain momentum at the outset of the second half of 2022, it is likely to be some time before the economy returns to its previous state.

Per capita GDP: USD 13,629

Consumer price inflation: 2.2% (2023)

Total population: 1.4 billion

Unemployment: 4.1% (2023)

(As of November 2022) Chinese authorities continue to impose stringent pandemic measures while still adhering to the nation's "zero corona" policy amid a scenario where the impact of COVID-19 on economic activity has been declining elsewhere worldwide. With the prospect of authorities easing up on such measures unlikely, there has been widespread speculation that such measures will persist until at least the first quarter of 2030.

Passenger car sales from January through July 2022 amounted to 14,477,000 vehicles, for decrease of 2.0% relative to the same period of the previous year. Such sales decreased over the months March through May relative to the same months of the previous year due to effects of lockdowns in multiple cities and other such stringent measures taken to contain further transmission of COVID-19.



Progress of IT & DX



High rate of salary growth among private Chinese enterprises

The downturn in passenger car sales was particularly drastic in April, which saw a decrease in sales of 47.6% relative to the previous month as a result of the authorities having fully imposed stringent lockdowns in Shanghai. Chinese authorities later eased up on the COVID-19 restrictions and otherwise implemented measures to stimulate consumption, thereby reversing the downward trend. On a single month basis, passenger car sales consequently increased by 34.4% in June to 2,502,000 vehicles and by 29.7% in July to 2,420,000 vehicles.

Corona fatigue has set in among Chinese citizens amid a scenario where it remains hard to tell how long it will be before authorities lift COVID-19 policies that disrupt people's daily lives. At the Congress of the Chinese Communist Party (CCP) held in autumn of 2022, authorities announced extension of the "zero COVID" policy despite strong public desire for it to be discontinued. (As of November 2022)

Recruiting Trends

At JAC Recruitment, there are bound to be significantly fewer new job vacancies in 2022 than in the previous year. There has been a prevailing tendency for employers to hire candidates mainly to fill vacancies left available due to employee attrition. Recruitment trends across different sectors are as follows.

Manufacturing sector: The manufacturing sector has generated relatively favourable performance amid a scenario where effects of the lockdowns in Shanghai and other such measures have been negligible. Meanwhile, manufacturers such as those in the motor vehicle industry serving end-users domestically in China have been aggressively undertaking investment in China underpinned by the aim of improving product development and marketing in terms of quality and speed. Employers have also been seeking technical experts who are Chinese citizens as some enterprises relocate certain development sites from Japan to China. There have been many instances with respect to Chinese technical experts whereby employers require candidates with Japanese-language proficiency at a business level that enables them to communicate with head offices in Japan and with Japanese managers in-house. However, employers have been struggling to recruit such talent given a substantial shortage of candidates dually equipped with both technical expertise and Japanese-language ability. As such, some companies have been addressing this challenge by hiring Japanese citizens who speak Chinese to serve as managers and technical experts, and by not requiring Japanese-language proficiency when it comes to Chinese citizens who are to serve as technical experts.

Services sector: Although many consulting firms and other such enterprises conceivably had plans to increase headcounts during the first half of 2022, the lockdowns in Shanghai prompted many such employers to overhaul those plans. This resulted in a prominent tendency among such employers to discontinue hiring initiatives geared to increasing headcounts while instead maintaining recruitment limited to filling vacancies made available due to employee attrition. China fully remains a seller's market when it comes to professionals equipped with business-ready practical skills amid deep-seated momentum among companies to expand Japan-desk operations with respect to business geared to serving foreign-affiliated consulting firms in their operations involving Japanese multinationals. Meanwhile, logistics companies have been unable to predict what lies ahead when it comes to international business due to government controls on border crossings. Amid such concerns, there has been a tendency among logistics companies to consider options for expanding their domestic business operations, such that entail hiring specialists particularly to facilitate new fields of business such as pharmaceuticals and chemicals.

Fast-moving consumer goods (FMCG) sector (food products & daily necessities): There has been a marked trend of FMCG companies aggressively investing in equipment and human resources with their sights set on the prospect of massive domestic demand. Japanese multinational corporations in China have been showing a tendency to ease up on Japanese and English language proficiency requirements for positions where such ability was previously a must. Instead, they have been placing top priority on hiring talent capable of engaging with the Chinese market. There has been demand for FMCG-industry candidates to fill positions as sales professionals equipped with solid

“

Demand for experienced professionals has been increasing as the market holds to a path of recovery overall.

”

networks in the Chinese markets and as marketing and development experts capable of facilitating efforts to create products that will be well-received by people in China. On the other hand, given the still prevalent salary gap between Japanese companies and Chinese / Western companies in the FMCG sector, there are many instances where a candidate refuses a job offer on the grounds that it fails to match his or her expectations.

Information technology sector: Japanese IT companies in China have been struggling to hire professionals amid a scenario where Chinese information technology giants have been taking on top talent across the board. Meanwhile, soaring labour costs for employing information technology professionals have been causing some foreign IT multinationals to transfer portions of their labour-intensive offshore development operations to nations that are big players in the IT realm such as India. There have been an increasing number of instances of employers hiring digital technology professionals heralding from Chinese enterprises, placing emphasis on skill levels while doing away with requirements for English and Japanese-language proficiency. This trend comes amid a scenario where we are encountering more companies employing digital transformation (DX) professionals in-house in seeking to transform business models. It often turns out that DX professionals working for Chinese firms do not conform with a prospective employer's existing remuneration framework when it comes to standard salaries, bonuses, incentives, stock options and other such forms of compensation. As such, there have been instances where an employer is able to overcome such recruitment hurdles by setting up a salary scale tailored to an individual candidate.

Recruitment of Japanese citizens: (As of November 2022) Although China is holding to its “zero COVID” policy, the authorities are now more likely to grant a visa than had been the case when restrictions were at their peak. For instance, Chinese authorities no longer require invitation letters, which had been mandatory for new visa eligibility, and the number of quarantine days imposed on travellers from overseas has been shortened to 10 days from 14 days previously. Meanwhile, employers that would hire only Japanese citizens living in China during the COVID-19 pandemic are now starting to set their sights on Japanese citizens living in Japan and other countries outside of China.

Chinese private-sector enterprises: Demand for recruitment of Japanese technical experts remains strong among Chinese manufacturers in the private sector. Meanwhile, an increasing number of Chinese private-sector enterprises in the medical devices industry have been seeking to hire Japanese citizens amid recent growth of China's healthcare industry. However, when a Chinese private-sector company hires a Japanese citizen, the two sides must sometimes contend with issues involving disparities and differences with respect to notions of employment and work arrangements after the Japanese citizen joins the company.

Salary Trends

Whereas manufacturing sector employers have been moving toward increasing headcounts mainly in the semiconductor, medical, and pharmaceutical industries, and also in sectors such as electronics and chemicals, there has been a tendency for them to decrease headcounts in the food products and daily necessities industries. Meanwhile, salaries offered to mid-career professionals have been rising amid intensifying competition to attract top talent capable of taking on dual roles. The average yearly salary of urban area workers in the non-private sector across China nationwide amounts to CNY 106,837 as of the year 2021. That amount constitutes an increase of 9.7% over the previous year, which is 2.1 percentage points higher than the 7.6% rate of growth previously in 2020. On a per-industry basis, salaries have risen across the board, albeit the extent of increase varies somewhat and salaries were subject to negative growth in the accommodations and food services sector. Meanwhile, salaries have been growing at an above-average pace particularly in the information and communications technology (ICT), software, and information technology services sectors where salaries were up by 13.5%, followed by the banking and financial services sector where salaries were up by 13.1%.

Chinese private-sector companies continue to pay high salaries and lead the way across China nationwide in terms of offering high rates of salary increase relative to those of Japanese multinationals as well as U.S. and European multinationals alike. Meanwhile, the competitive edge of Japanese multinationals in China has been progressively eroding year after year in terms of employment packages as the gap between their salaries widens relative to other multinationals. This is particularly the case when it comes to U.S. and European companies, which have long held to high salary levels, and Chinese private-sector enterprises, which have been maintaining high rates of salary growth over the last several years.

Minimum wage (Shanghai): The minimum wage in Shanghai has held to CNY 2,590 per month since July 2021, which is an increase of 4.4%. The government increases the minimum wage nearly every year but atypically left it unchanged in 2020 and 2022.

Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY
(Unit: RMB(000)/a year)

Back Office

Accounting

Position	Japanese Company				MNC	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	English Speaker
Non-Managerial Level	80 90 120 +5%	80 90 120 +5%	80 90 120 +5%	170 190 260 +5%	100 110 150 +8%	120 130 160 +8%
Manager Level	110 120 180 +5%	110 120 180 +5%	140 160 220 +5%	240 250 300 +5%	170 190 290 +8%	310 330 420 +8%
Senior Manager Level	140 180 360 +5%	180 230 420 +5%	220 260 420 +5%	300 350 500 +5%	290 360 590 +8%	320 380 590 +8%
Director Level	N/A	360 420 670 +5%	360 430 720 +5%	370 440 750 +5%	440 530 890 +8%	440 550 1,000 +8%

Human Resources

Position	Japanese Company				MNC	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	English Speaker
Recruiting	80 90 120 +5%	80 90 120 +5%	80 90 140 +5%	170 180 240 +5%	100 120 210 +8%	110 140 260 +8%
Training & OD (Organisational Development)	80 90 120 +5%	80 90 120 +5%	80 90 140 +5%	170 180 240 +5%	110 130 210 +8%	110 140 260 +8%
C&B (Compensation & Benefits)	80 90 120 +5%	80 90 120 +5%	80 90 140 +5%	170 180 240 +5%	110 130 210 +8%	110 140 260 +8%
Manager Level	140 170 300 +5%	140 170 300 +5%	140 180 340 +5%	240 250 300 +5%	210 250 410 +8%	260 290 410 +8%
Senior Manager Level	300 330 420 +5%	300 330 420 +5%	300 340 460 +5%	300 350 500 +5%	410 450 620 +8%	410 450 620 +8%
Director Level	N/A	360 420 690 +5%	420 480 720 +5%	480 540 720 +5%	620 750 1,300 +8%	620 750 1,300 +8%

General Affairs

Position	Japanese Company				MNC	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	English Speaker
Secretary/PA/Admin	80 90 120 +5%	80 90 180 +5%	80 90 180 +5%	170 180 240 +5%	100 110 150 +8%	100 140 290 +8%

Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY
(Unit: RMB(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company				MNC	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
Retail Sales	N/A	N/A	N/A	N/A	180	190 250 +8%
Corporate Sales	N/A	160 200 370 +5%	160 200 370 +5%	N/A	240	290 530 +8%
Manager Level	N/A	270 340 570 +5%	270 340 570 +5%	N/A	400	480 800 +8%
Senior Manager Level	N/A	600 720 1,200 +5%	600 720 1,200 +5%	N/A	870	1,100 2,200 +8%
Director Level	N/A	1,500 1,900 3,500 +5%	1,500 1,900 3,500 +5%	N/A	2,200	2,800 5,000 +8%

Specialists

Position	Japanese Company				MNC	
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
M&A Adviser	270 350 640 +5%	370 440 720 +5%	290 440 720 +5%	370 460 860 +5%	530	670 1,200 +8%
Fund Manager	160 240 570 +5%	250 350 720 +5%	250 350 720 +5%	230 340 750 +5%	320	480 1,100 +8%
Risk Management	160 210 420 +5%	230 290 570 +5%	230 290 570 +5%	230 290 570 +5%	320	420 800 +8%
Private Equity	N/A	360 480 970 +5%	360 480 970 +5%	270 410 950 +5%	400	590 1,400 +8%
Manager Level	N/A	360 410 600 +5%	440 500 600 +5%	470 540 750 +5%	530	640 1,100 +8%
Senior Manager Level	N/A	600 720 1,200 +5%	580 740 1,200 +5%	750 900 1,500 +5%	1,100	1,300 2,200 +8%
Director Level	N/A	1,600 2,000 4,000 +5%	1,600 2,000 4,000 +5%	1,900 2,300 4,000 +5%	2,700	3,200 5,500 +8%

Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY

(Unit: RMB(000)/a year)

Consumer Goods

Sales

Position	Japanese Company				MNC			
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
Non-Managerial Level	90 110 140 +5%	90 110 150 +5%	90 110 150 +5%	240 250 320 +5%	150 160 190 +8%	330 360 450 +8%	170 180 220 +8%	
Manager Level	120 140 180 +5%	140 160 230 +5%	140 160 230 +5%	320 330 390 +5%	190 220 310 +8%	450 480 580 +8%	220 250 400 +8%	
Senior Manager Level	200 220 250 +5%	230 240 300 +5%	230 240 300 +5%	390 420 560 +5%	310 320 390 +8%	580 630 800 +8%	460 510 670 +8%	
Director Level	240 280 470 +5%	360 420 670 +5%	360 420 670 +5%	470 540 790 +5%	390 490 890 +8%	670 770 1,100 +8%	670 750 1,100 +8%	

Specialists

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker
Product Manager/ Brand Manager	170 190 290 +5%	220 250 370 +5%	220 250 370 +5%	240 270 390 +5%	N/A	N/A	240 300 550 +8%
Buyer	120 160 300 +5%	200 230 360 +5%	170 200 300 +5%	240 270 390 +5%	N/A	N/A	220 250 380 +8%
Manager Level	170 190 290 +5%	220 250 370 +5%	220 250 370 +5%	240 280 470 +5%	N/A	N/A	230 260 390 +8%
Senior Manager Level	450 480 620 +5%	450 480 620 +5%	370 400 530 +5%	470 500 620 +5%	N/A	N/A	480 510 660 +8%
Director Level	580 630 860 +5%	580 630 860 +5%	460 540 810 +5%	620 650 790 +5%	N/A	N/A	620 680 920 +8%



Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY
(Unit: RMB(000)/a year)

IT Industry

Sales

Position	Japanese Company				MNC			
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
Non-Managerial Level	120 130 160 +5%	150 160 220 +5%	150 160 220 +5%	240 250 290 +5%	180 190 240 +8%	330 350 410 +8%	220 230 270 +8%	
Manager Level	190 200 250 +5%	150 180 290 +5%	190 210 290 +5%	240 270 390 +5%	240 260 350 +8%	350 390 580 +8%	270 300 410 +8%	
Senior Manager Level	N/A	350 420 690 +5%	350 420 690 +5%	350 420 690 +5%	490 560 850 +8%	490 560 850 +8%	490 560 850 +8%	
Director Level	N/A	500 590 920 +5%	500 590 920 +5%	500 590 920 +5%	550 680 1,200 +8%	N/A	1,000 1,300 2,500 +8%	

Specialists

Position	Japanese Company				MNC			
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
IT Consultant	160 180 270 +5%	190 250 490 +5%	190 250 480 +5%	240 270 390 +5%	290 330 530 +8%	350 390 550 +8%	360 410 630 +8%	
Project Manager	N/A	340 370 510 +5%	340 370 500 +5%	240 270 390 +5%	380 430 630 +8%	350 390 580 +8%	440 510 760 +8%	
System Engineer	140 160 250 +5%	150 170 260 +5%	150 170 250 +5%	240 250 320 +5%	240 260 350 +8%	350 370 450 +8%	290 310 390 +8%	
Technical Support	110 120 160 +5%	120 140 240 +5%	120 140 230 +5%	150 180 320 +5%	210 230 310 +8%	240 280 450 +8%	240 260 360 +8%	
Network Engineer	140 180 340 +5%	150 190 370 +5%	150 190 360 +5%	320 350 470 +5%	250 290 460 +8%	450 500 690 +8%	290 350 540 +8%	
Manager Level	N/A	340 370 510 +5%	340 370 500 +5%	390 410 470 +5%	380 420 600 +8%	580 600 690 +8%	440 480 620 +8%	
Senior Manager Level	N/A	420 460 610 +5%	420 450 600 +5%	470 500 620 +5%	530 590 850 +8%	690 730 930 +8%	600 680 970 +8%	
Director Level	N/A	480 550 800 +5%	480 550 790 +5%	620 650 790 +5%	600 720 1,200 +8%	N/A	940 1,200 2,500 +8%	



Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY
(Unit: RMB(000)/a year)

Manufacturing

Sales

Position	Japanese Company								MNC												
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker								
Overseas Sales	80	90	130	100	140	180	100	140	180	215	250	360	150	190	370	230	260	390	150	210	440
Domestic Sales	80	90	130	100	140	180	100	140	180	215	250	360	150	190	370	230	260	390	150	210	440
Trading	80	90	130	100	140	180	100	140	180	215	250	300	150	190	370	230	260	390	150	190	370
Manager Level	150	160	250	190	250	300	190	250	300	270	320	480	260	350	520	370	440	750	370	440	750
Senior Manager Level	230	250	350	300	330	420	300	330	420	350	400	600	370	420	660	660	700	890	660	700	890
Director Level	350	380	510	420	470	670	420	470	670	480	550	790	660	700	890	750	830	1,200	750	830	1,200

Specialists

Position	Japanese Company								MNC												
	Local Staff		English Speaker		Japanese Speaker		Japanese Native Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker								
QC/QA (Quality Control)	80	90	130	95	110	145	95	110	145	260	300	420	130	150	220	290	360	590	130	150	220
Service Engineer	80	90	130	95	110	145	95	110	145	240	380	420	130	150	220	260	400	590	130	150	220
Sales Engineer	80	90	130	145	180	240	145	180	240	240	380	420	130	150	220	260	400	590	130	150	220
Application Engineer	80	90	150	145	180	240	145	180	240	240	380	480	160	180	290	290	400	590	160	180	290
Plant Engineer	100	110	150	145	180	240	145	180	240	240	380	480	170	190	290	290	400	590	170	190	290
Mechanical Design Engineer	100	130	190	145	180	240	145	180	240	240	380	480	170	220	370	290	400	660	170	220	370
Construction Manager/Civil Engineer	100	150	300	100	110	145	100	110	145	300	380	600	170	230	440	290	400	660	170	230	440
Manager Level	190	200	300	180	200	300	180	200	300	300	380	600	290	330	520	370	440	750	290	330	520
Senior Manager Level	300	340	480	300	360	550	300	360	550	360	430	720	440	510	790	440	530	890	440	510	790
Director Level	420	450	600	550	590	750	550	590	750	600	650	840	590	720	1,200	750	840	1,200	590	720	1,200



Usage guide >>

min	mode	max	change
320	380	550	+5%

1K RMB=19,220 JPY
(Unit: RMB(000)/a year)

Service Industry

Sales

Position	Japanese Company				MNC			
	Local Staff	English Speaker	Japanese Speaker	Japanese Native Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	
Non-Managerial Level	80 90 130 +5%	80 90 130 +5%	90 110 140 +5%	150 170 240 +5%	110 120 170 +8%	230 250 330 +8%	130 140 210 +8%	
Manager Level	140 160 220 +5%	140 160 220 +5%	150 170 240 +5%	240 250 320 +5%	210 230 310 +8%	330 360 450 +8%	250 270 380 +8%	
Senior Manager Level	220 230 270 +5%	220 260 450 +5%	240 280 450 +5%	320 370 600 +5%	310 360 540 +8%	450 480 580 +8%	380 420 620 +8%	
Director Level	330 360 490 +5%	330 480 1,100 +5%	360 510 1,100 +5%	360 410 620 +5%	490 640 1,200 +8%	530 600 920 +8%	580 710 1,200 +8%	

HONG KONG SAR

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Hong Kong SAR

52,132

US\$ GDP PER CAPITA

3.9%

GDP GROWTH
(2023 IMF)

2.4%

INFLATION, CONSUMER PRICES
(2023 IMF)

387 billion

US\$ GDP

Economic Trends

Nominal GDP: USD 0.4 trillion (2023)

Real GDP growth: 6.3% (2021), -0.9% (2022), 3.9% (2023)

Per capita GDP: USD 52,132

Consumer price inflation: 1.6% (2021), 1.9% (2022), 2.4% (2023)

Total population: 7.4 million Workforce: 3.7 million

Unemployment: 4.0% (2023)

Hong Kong slipped into a recession amid a scenario of stagnating GDP growth, with GDP having contracted by 1.3% in the second quarter and by 3.9% in the first quarter. Whereas upward momentum has been apparent in certain sectors, GDP growth in 2022 is expected to range from a decrease of 0.5% to expansion of 0.5% given that persisting immigration controls have prompted a slowdown in exports. Hong Kong authorities have been seeking to stimulate the economy by easing quarantine rules and enlisting a consumption voucher scheme with their sights set on restoring economic health.

Meanwhile, Hong Kong's ongoing decrease in unemployment serves as a positive sign. Its rate of unemployment fell from 3.9% in July-September to 3.8% in August-October. It is hoped that the regional economy will make further gains amid a scenario where the authorities ease restrictions on the premise that COVID-19 has transitioned to a controllable and endemic phase.

Recruiting Trends

Whereas the overall number of job vacancies has been increasing in Hong Kong, its recruitment market is not likely to achieve recovery to pre-pandemic levels for some time to come. In the midst of a labour shortage and economic downturn, employers have been striving to attract, secure, and retain talent by taking action that includes offering hybrid work arrangements, shifting to indefinite employment of contingent workers, and increasing budgets earmarked for key positions. Not only have many professionals been showing a willingness to consider the prospect of employment overseas, but they have also been actively seeking such opportunities amid a scenario where it has not been possible to stem the tide of talent leaving the region over the past two years. Hong Kong has become a seller's market in terms of recruitment full of options for job seekers. Hong Kong's new chief executive has stated that the mission of authorities is to attract talent from around the world.

Japanese companies: Japanese companies continue to shift their sales operations from Hong Kong to mainland China (South China).

When it comes to recruitment of locally-based Japanese citizens, there has been a marked tendency for companies to hire candidates who do not need employer-sponsored work visas because they are already eligible to work in Hong Kong. This particularly holds true when it comes to positions calling for potential future managers and specialists for Hong Kong operations, and professionals sought by foreign multinational corporations in Hong Kong to deal with the Japanese market. There is also a persisting trend among companies seeking to achieve greater workforce localisation. Meanwhile, Japanese language speakers still tend to have a strong preference for employment opportunities with Japanese companies operating in Hong Kong.

European and U.S. multinational companies: There has been very strong demand over the last several years among multinational corporations seeking bilingual professionals who are Chinese citizens amid a trend of such employers striving to bolster their presence and strengthen hubs in China's tier-1 cities. It is not uncommon to see multiple foreign multinational corporations vying against one another to hire a single Chinese citizen who is a highly-qualified bilingual professional. There are frequent instances where an employer makes an offer amounting to twice a candidate's current annual salary in order to attract top talent.

Languages: Whereas business in Hong Kong is generally conducted in English, Mandarin is becoming increasingly important and deemed a required language.

Regulations governing employment of foreign nationals: Barriers to obtaining a visa in Hong Kong SAR are high relative to those imposed by other Asian nations. However, it is becoming relatively easier and taking less time for foreign nationals to obtain work visas given that some Hong Kongers have been emigrating abroad due to the region's COVID-19 restrictions and political affairs.

Employers have been hiring fewer foreign nationals, including Japanese citizens, from outside the geographic region. Instead, employers are mainly hiring local professionals capable of speaking Japanese for positions that require Japanese language proficiency. Visa support issues have caused Japanese and non-Japanese multinational corporations to continually set their sights on the prospect of hiring local talent. Companies have been seeking to hire Hong Kong citizens given that such candidates are equipped with knowledge regarding the local market, which offers employers the advantage of exceeding the break-even point more rapidly than would be the case with professionals hired from abroad. In such cases, recouping investment takes at least three to six months from when a new recruit begins employment.



**Recruitment market
recovering from the
COVID-19 pandemic**



**Competition
to attract
professionals
intensifying again**

Meanwhile, some candidates tend to be sceptical regarding the prospect of working in Hong Kong amid uncertainties regarding safety and security along with soaring living costs. Comparing with the past, employers these days are finding it increasingly difficult to recruit candidates equipped with foreign-language skills combined with suitable capabilities and technical skills. Moreover, there has been an outflow of professionals from Hong Kong to other countries, which has given rise to a situation of employers hiring candidates for the sake of filling vacancies and temporarily supplementing their workforces with employees under contract. For example, some company had to replace various positions in Hong Kong as some 40% of employees in professional roles have left with the intent of moving abroad.

Salary Trends

Based on its survey results, the Hong Kong Institute of Human Resource Management (HKIHRM) projects an average salary increase of around 3.6% in 2023.

At any rate, employers in Hong Kong have been widening the bonus gap on the basis of different posts and individual employees. When it comes to salary ranges, an increasing number of companies in Hong Kong have been setting up performance evaluation schemes specific to the employer's Hong Kong location. Under such evaluation schemes, employers assign rates of pay increase that vary substantially among employees, which serves as an incentive in terms of hiring and retaining high-calibre talent. This even applies to some Japanese companies in Hong Kong whose head offices provide for periodic pay hikes.

In the banking and financial services sector, there has been a trend over the last twelve months of employers offering candidates salaries that are 15% to 25% higher than their current pay levels when it comes to front-office, middle-office, and back-office positions alike. On the other hand, over the same twelve-month period Japanese companies in Hong Kong seeking to hire professionals who speak Japanese have been making offers to such candidates that are 10% to 15% higher than current pay levels. As such, employers have been contending with the need to come up with more attractive recruitment packages than was the case in the previous year.

Employers in Hong Kong have been unable to readily hire candidates equipped with sophisticated skills required in areas such as technology and data analysis in order for companies to engage in new operations and new fields of business. As such, employers have had to make salary offers that are more than 30% higher than current pay levels in order to attract such highly-skilled professionals. Recruitment of C-level executives: Discussions with executives seeking new employment tends to encompass not only salary levels but also considerations that include the inherent importance of executives' roles and expansion in their scope of responsibilities. It is often possible for a candidate to negotiate for higher levels of monetary remuneration when it seems likely that the individual

“

Despite the COVID-19 pandemic and prevailing geopolitical turmoil, competition to hire talented professionals is once again intensifying.

”

potentially filling a new position will deliver more substantial results to the employer by leveraging his or her past experience.

Hong Kong's statutory minimum wage remains unchanged from the previous year at HKD 37.5 per hour (approx. JPY 510). Hong Kong authorities have been increasing the minimum wage once every two years since having adopted the minimum wage framework back in 2011. The current minimum wage is to remain in effect until April 2023.

The high-risk economic outlook suggests a likelihood of major challenges ahead for Hong Kong, amid the region's slow pace of economic recovery.



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

Back Office

Accounting

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker				
Non-Managerial Level	210	240	400 +4%	220	250	410 +4%	270	290	410 +4%	280	330	560 +4%	240	280	470 +4%
Manager Level	410	460	620 +4%	410	460	620 +4%	410	460	680 +4%	420	560	870 +4%	370	470	840 +4%
Senior Manager Level	610	620	830 +4%	610	620	830 +4%	610	620	830 +4%	720	870	1,400 +4%	600	810	1,200 +4%
Director Level	880	940	1,250 +4%	840	950	1,150 +4%	840	950	1,150 +4%	1,100	1,400	2,600 +4%	870	1,200	1,900 +4%

Human Resources

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker				
Recruiting	260	300	500 +4%	260	310	530 +4%	260	320	530 +4%	260	330	660 +4%	210	260	500 +4%
Training & OD (Organisational Development)	260	300	500 +4%	260	310	530 +4%	260	320	530 +4%	260	330	560 +4%	210	310	500 +4%
C&B (Compensation & Benefits)	260	300	500 +4%	260	310	530 +4%	260	320	530 +4%	260	370	620 +4%	210	310	560 +4%
Manager Level	410	470	550 +4%	410	470	550 +4%	410	470	550 +4%	560	690	870 +4%	500	560	690 +4%
Senior Manager Level	570	620	730 +4%	570	620	730 +4%	570	620	730 +4%	810	940	1,100 +4%	750	870	1,100 +4%
Director Level	740	780	830 +4%	740	780	830 +4%	740	780	830 +4%	1,000	1,400	2,000 +4%	900	1,200	1,700 +4%

General Affairs

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker				
Secretary/PA/Admin	180	240	380 +4%	190	240	490 +4%	280	320	490 +4%	250	420	750 +4%	210	310	620 +4%



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company						MNC			Local Company										
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker										
Retail Sales	N/A		N/A		N/A		190	210	310	+4%	190	210	310	+4%						
Corporate Sales	210	240	360	+4%	210	240	360	+4%	210	240	360	+4%	210	240	360	+4%				
Manager Level	360	410	580	+4%	360	410	580	+4%	360	410	580	+4%	420	520	620	+4%	310	350	530	+4%
Senior Manager Level	470	510	690	+4%	470	510	690	+4%	470	510	690	+4%	520	680	780	+4%	420	460	630	+4%
Director Level	790	880	1,300	+4%	790	880	1,300	+4%	790	880	1,300	+4%	840	1,250	2,100	+4%	740	1,000	1,700	+4%

Specialists

Position	Japanese Company						MNC			Local Company										
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker										
M&A Associate	490	1,050	3,300	+4%	490	1,050	3,300	+4%	490	1,050	3,300	+4%	660	1,400	4,400	+4%	490	1,300	4,400	+4%
M&A VP	1,100	1,600	1,900	+4%	N/A		N/A		1,600	2,300	3,300	+4%	1,250	1,900	3,300	+4%	1,250	1,900	3,300	+4%
Private Bank RM	620	870	1,900	+4%	620	870	1,900	+4%	620	870	1,900	+4%	690	1,250	2,100	+4%	620	870	1,600	+4%
Fund Manager	860	1,350	3,300	+4%	860	1,350	3,300	+4%	860	1,350	3,300	+4%	860	1,600	4,400	+4%	660	1,400	4,400	+4%
Risk Management	490	810	2,100	+4%	490	810	2,100	+4%	490	810	2,100	+4%	490	1,000	3,000	+4%	490	980	3,000	+4%
Compliance	490	810	2,100	+4%	490	810	2,100	+4%	490	810	2,100	+4%	500	810	2,100	+4%	440	750	1,600	+4%
Credit etc	370	620	1,900	+4%	370	620	1,900	+4%	370	620	1,900	+4%	370	620	1,900	+4%	370	620	1,900	+4%
PE/VC - Investment	N/A		N/A		N/A		N/A		660	1,900	2,500	+4%	660	1,560	2,100	+4%	660	1,560	2,100	+4%
PE/VC - IR	N/A		N/A		N/A		N/A		660	1,900	2,500	+4%	660	1,560	2,100	+4%	660	1,560	2,100	+4%
Manager Level	1,000	1,200	2,200	+4%	1,000	1,200	2,200	+4%	1,000	1,200	2,200	+4%	1,000	1,300	2,800	+4%	1,000	1,300	2,800	+4%
Senior Manager Level	1,300	1,600	2,800	+4%	1,300	1,600	2,800	+4%	1,300	1,600	2,800	+4%	1,900	2,100	3,300	+4%	1,500	1,800	3,300	+4%
Director Level	2,000	2,200	3,200	+4%	2,000	2,200	3,200	+4%	2,000	2,200	3,200	+4%	3,700	3,800	4,200	+4%	2,200	2,600	4,200	+4%



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

Consumer Goods

Sales

Position	Japanese Company						MNC		Local Company	
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		English Speaker	
Domestic Corporate Sales	180	200 340 +4%	190	210 360 +4%	270	280 340 +4%	250	280 450 +4%	230	270 450 +4%
Overseas Sales	200	250 370 +4%	210	260 380 +4%	310	340 410 +4%	290	340 580 +4%	290	340 580 +4%
Manager Level	340	380 550 +4%	340	380 550 +4%	340	380 550 +4%	450	560 870 +4%	350	560 750 +4%
Senior Manager Level	560	580 690 +4%	560	580 690 +4%	560	580 690 +4%	780	930 1,150 +4%	750	850 1,000 +4%
Director Level	700	780 830 +4%	700	780 830 +4%	700	780 830 +4%	850	1,600 3,400 +4%	750	1,300 2,300 +4%

Specialists

Position	Japanese Company						MNC		Local Company	
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker		English Speaker	
Product Manager/ Brand Manager	340	380 550 +4%	340	380 550 +4%	340	380 550 +4%	420	500 840 +4%	420	500 840 +4%
MD (Merchandiser)	210	230 340 +4%	210	230 340 +4%	210	230 340 +4%	210	260 370 +4%	210	260 370 +4%
Public Relations	210	230 340 +4%	210	230 340 +4%	210	230 340 +4%	270	350 690 +4%	270	350 690 +4%
Web/Mobile Marketing	210	230 340 +4%	210	230 340 +4%	210	230 340 +4%	270	330 530 +4%	270	330 530 +4%
Buyer	210	230 340 +4%	210	230 340 +4%	210	230 340 +4%	270	320 470 +4%	270	320 470 +4%
Supply Chain/Logistics/ Warehouse	210	230 340 +4%	210	230 340 +4%	210	230 340 +4%	250	310 370 +4%	250	310 370 +4%
Manager Level	340	380 550 +4%	340	380 550 +4%	340	380 550 +4%	370	520 810 +4%	350	440 750 +4%
Senior Manager Level	560	580 690 +4%	560	580 690 +4%	560	580 690 +4%	720	880 1,150 +4%	620	690 870 +4%
Director Level	700	780 1,150 +4%	700	780 1,150 +4%	700	780 1,150 +4%	750	1,500 2,700 +4%	690	1,000 1,150 +4%



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

Healthcare

Sales

Position	Japanese Company			MNC		Local Company	
	English Speaker	Japanese Speaker	Japanese Native Speaker	English Speaker	English Speaker		
MR (Medical Representative)	240 270 430 +4%	240 270 430 +4%	290 310 430 +4%	220 260 430 +4%	220 260 430 +4%		
Medical Devices Sales	280 300 430 +4%	280 300 430 +4%	280 300 430 +4%	280 330 560 +4%	280 330 560 +4%		
Manager Level	420 470 720 +4%	420 470 720 +4%	420 470 720 +4%	460 550 930 +4%	460 550 930 +4%		
Senior Manager Level	500 600 1,100 +4%	500 640 1,300 +4%	500 640 1,300 +4%	560 730 1,400 +4%	560 730 1,400 +4%		
Director Level	900 1,300 2,800 +4%	900 1,300 2,800 +4%	900 1,300 2,800 +4%	1,800 2,600 6,000 +4%	900 1,500 3,600 +4%		



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

IT Industry

Sales

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Non-Managerial Level	230	260	420 +4%	240	270	420 +4%	300	320	430 +4%	240	280	450 +4%	230	270	450 +4%
Manager Level	360	410	580 +4%	360	410	580 +4%	360	410	580 +4%	360	440	750 +4%	360	440	750 +4%
Senior Manager Level	590	730	1,300 +4%	590	730	1,300 +4%	600	730	1,300 +4%	750	900	1,600 +4%	620	770	1,400 +4%
Director Level	1,000	1,300	2,400 +4%	1,000	1,300	2,400 +4%	1,000	1,300	2,400 +4%	1,200	1,900	4,800 +4%	1,000	1,300	2,400 +4%

Specialists

Position	Japanese Company						MNC			Local Company					
	English Speaker			Japanese Speaker			Japanese Native Speaker			English Speaker					
Customer Experience	470	600	780 +4%	470	600	780 +4%	500	620	810 +4%	500	620	810 +4%	400	570	680 +4%
Blockchain/AI	570	1,150	1,800 +4%	570	1,150	1,800 +4%	600	1,300	1,900 +4%	600	1,300	1,900 +4%	470	1,000	1,500 +4%
Data Scientists	570	1,200	1,800 +4%	570	1,200	1,800 +4%	600	1,350	1,900 +4%	600	1,400	1,900 +4%	500	890	1,600 +4%
IT Consultant	450	530	880 +4%	450	530	880 +4%	450	530	880 +4%	750	890	1,500 +4%	640	790	1,400 +4%
Project Manager	530	780	1,800 +4%	530	780	1,800 +4%	530	780	1,800 +4%	740	950	1,800 +4%	530	740	1,600 +4%
System Engineer	290	340	580 +4%	290	340	580 +4%	290	340	580 +4%	290	340	580 +4%	270	330	580 +4%
Technical Support	240	280	450 +4%	240	280	450 +4%	260	290	450 +4%	230	270	450 +4%	230	270	450 +4%
Network Engineer	290	340	580 +4%	290	340	580 +4%	310	360	580 +4%	290	340	580 +4%	290	340	580 +4%
Manager Level	580	700	1,200 +4%	580	700	1,200 +4%	580	700	1,200 +4%	580	700	1,200 +4%	580	700	1,200 +4%
Senior Manager Level	620	750	1,300 +4%	620	750	1,300 +4%	620	750	1,300 +4%	750	870	1,400 +4%	620	730	1,200 +4%
Director Level	1,000	1,300	2,400 +4%	1,000	1,300	2,400 +4%	1,000	1,300	2,400 +4%	1,200	1,900	4,800 +4%	1,000	1,300	2,400 +4%



Usage guide >>

min	mode	max	change
370	470	840	+4%

1K HKD=16,880 JPY
(Unit: Hong Kong dollar(000)/a year)

Manufacturing

Specialists

Position	Japanese Company						MNC			Local Company	
	English Speaker		Japanese Speaker		Japanese Native Speaker		English Speaker			English Speaker	
Overseas Sales	200	250 370 +4%	210	260 380 +4%	310	340 410 +4%	250	450 580 +4%	290	340 580 +4%	
Domestic Sales	180	200 340 +4%	190	210 360 +4%	270	280 340 +4%	250	280 450 +4%	250	270 580 +4%	
Trading	200	250 370 +4%	210	260 380 +4%	310	340 410 +4%	340	410 470 +4%	270	370 440 +4%	
Quality Assurance	170	200 340 +4%	170	200 340 +4%	270	280 340 +4%	450	590 1,200 +4%	250	590 420 +4%	
Manager Level	340	380 550 +4%	340	380 550 +4%	340	380 550 +4%	450	600 750 +4%	350	500 600 +4%	
Senior Manager Level	560	580 690 +4%	560	580 690 +4%	560	580 690 +4%	720	880 1,150 +4%	750	850 950 +4%	
Director Level	700	780 830 +4%	700	780 830 +4%	700	780 830 +4%	750	1,500 3,400 +4%	750	1,250 2,300 +4%	



KOREA

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Korea

1.8 trillion

US\$ GDP

34,767

US\$ GDP PER CAPITA

71.5%

HIGHER EDUCATION ENROLMENT RATIO

(2021)

3.8%

INFLATION, CONSUMER PRICES

(2023 IMF)

Economic Trends

Nominal GDP: USD 2 trillion

Real GDP growth: 4.1% (2021), 2.6% (2022), 2.0% (2023)

Nominal GDP per capita: USD 34,767 (2023)

Consumer price inflation: 2.5% (2021), 5.5% (2022), 3.8% (2023)

Inbound foreign direct investment (FDI): Inbound FDI in South Korea amounted to a record-high declared value of USD 21.5 billion in 2022 (January-September), an increase of 18.1% relative to the previous year. By industry, this is partially attributable to substantial investment in sectors that include semiconductors, rechargeable batteries, and electric vehicles (EVs). By country, investment in South Korea from the United States was 115% higher than in the previous year amid moves to establish and expand R&D sites, and that from Japan was up by 42%. Meanwhile investment from the European Union and Greater China was down by 54% and 14%, respectively.

According to the Business Survey Index (BSI) of the Bank of Korea, whereas business sentiment had been holding to a path of recovery after having bottomed out in May 2020, it has since been on a downward trajectory centred on the manufacturing sector after having peaked in the second quarter of 2021.

Moreover, the South Korean economy's substantial dependence on exports makes it susceptible to changes in export volume, meaning that managers in the nation must keep a close eye on Chinese government policy and economic developments in light of China's role both as South Korea's top export market as well as its leading supplier of imports (the United States ranks second in terms of both exports and imports). Business sentiment is substantially affected particularly by trade friction between the United States and China, Japan is South Korea's fifth largest export market and the third largest source of its imports. The semiconductor business also weighs heavily on business sentiment, given that semiconductors account for nearly 20% of the nation's overall exports. South Korea is currently encountering substantial growth in imports of semiconductor manufacturing equipment. Meanwhile, Vietnam maintains a strong presence in South Korea given that it serves as South Korea's third largest export market and the fifth largest source of South Korea's imports amid expanding trade brought about by an increasing number of Korean firms entering Vietnam.

Total population: 52 million Workforce: 28 million (2023 IMF)

Unemployment: 3.4% (2023 IMF) The unemployment rate of South Korea's youth demographic encompassing those ranging from 15 to 29 years of age stood at 6.6% over January-October 2022, which constitutes an improvement relative to unemployment of 7.8% in 2021.



**High university
enrolment rate
among OECD
nations**



**Relative abundance
of Japanese-
speaking
professionals**

Recruiting Trends

Education: South Korea's rate of enrolment in universities and other institutions of higher education was 71.5% in 2021, which constitutes a slight increase of 1.1 percentage points relative to 2020. South Korea ranks extremely high with respect to levels of university enrolment relative to other OECD member nations.

Languages: Overall English-language competency is high in South Korea, given the population's eagerness to learn the language. However, while English study tends to be largely geared to attaining impressive marks on the Test of English for International Communication (TOEIC) in hopes of better competing in the job market, a high TOEIC score often does not correlate with an individual's ability to conduct business in English. As such, recruiters need to assess English skills of candidates during job interviews. Meanwhile, business in South Korea is generally conducted using

the Korean language.

After having greatly decreased in 2020 due to the COVID-19 pandemic, the number of job vacancies surged in 2021 and held to a moderate upward trajectory at an increase of approximately 9% in 2022.

The screening phase of the interview process is for the most part no longer affected by COVID-19 concerns amid a scenario where nearly all job interviews are now conducted offline, with the exception of instances where an interviewer is situated at an overseas location.

There have been many job vacancies for junior sales positions yet again in fiscal 2022. The number of job vacancies for technical experts in information technology has been increasing as employers move forward with initiatives involving digital transformation (DX). There has been steady availability of vacancies for accounting positions, human resources professionals, and administrative support personnel. Meanwhile, Japanese companies involved in semiconductor operations of major South Korean conglomerates have been achieving consistent and increasing financial results, which has resulted in a situation where such employers are beginning to seek not only technical experts but also candidates across a wider range of positions extending to professionals for back-office operations. That said, the outlook for fiscal 2023 in this regard remains uncertain. Companies engaged in business involving rechargeable battery components have been actively seeking employees.

There has been demand with respect to external recruitment that entails seeking candidates with experience in the realms of e-commerce websites and online marketing with the aim of increasing online sales volume, amid a scenario where sluggish domestic demand has imposed hardships on some companies whose business entails serving general consumers. Employers in the healthcare and medical devices sector have begun seeking professionals in domestic sales and regulatory affairs (RA). In the information technology sector, some employers have been seeking candidates with work experience at enterprises that purchase solutions and software, in addition to those with industry backgrounds. Employers in the banking and financial services, construction, and logistics sectors have been setting their sights on professionals equipped with industry-specific work experience. Job vacancies have been relatively plentiful when it comes to service sector employers seeking managerial professionals and candidates for managerial positions. The number of hiring initiatives prompted by business expansion increased again in 2022, following on from previous year trends.

Demand seems to have declined slightly among employers seeking candidates to fill executive-class positions such as executive director and senior managerial roles underpinned by aims of achieving greater localisation of management and reshuffling leadership.

Regulations governing employment of foreign nationals: The prospect of obtaining a work visa in South Korea is somewhat challenging relative to other countries.

Japanese language speakers: Many Japanese companies in South Korea seek South Korean citizens equipped with business-level Japanese language ability (advanced-level proficiency). In recent years, the number of job vacancies requiring certain levels of English-language proficiency in addition to Japanese-language ability has been increasing as employers encounter a greater diversity of customers other than Japanese multinationals along with the need to engage in communications with factories located in third countries.

Japanese citizens: Local hiring of Japanese citizens is much less common in South Korea than is the case in other Asian nations due to a situation where it is often unnecessary to hire Japanese citizens because many Korean people speak Japanese.

The labour turnover rate is generally high when it comes to recently established companies and those with few employees. Managers of departments assigning employees should be involved in the task of interviewing candidates, together with representative directors and HR managers, in order to avoid the possibility of employer-employee mismatch.

There have been instances where employers have reconsidered salaries of recent university graduates and other instances where employers located either in Seoul's suburbs or in regional urban areas have succeeded in recruiting candidates upon having arranged housing support schemes for them.

JAC Recruitment's research indicates ongoing changes in terms of job seekers placing greater priority on work-life balance, which is referred to as "warabal" in South Korea.

“

Recruitment initiatives intensified during the second half of 2022 amid a scenario where a living "with corona" mindset has taken hold. Wage growth is closely associated with rising prices in South Korea.

”

Salary Trends

South Korea recorded 5.2% nominal wage growth for January-August 2022 relative to 2021, when it encountered nominal wage growth of 4.6% relative to the year prior to that.

The average rate of actual and planned wage growth in fiscal 2022 among Japanese multinational corporations in South Korea increased relative to the previous year to around 4.5%, according JAC Recruitment survey results. Further wage growth seems likely in 2023 due to high prices.

Meanwhile, one factor that has been weighing on the prospect of higher wages in South Korea is that of the nation's consumer price index (CPI) languishing at around 1% in recent years (and 0.5% in 2020). However, the CPI is poised to rise to 2.5% in 2021 and is likely to exceed 5% in 2022. U.S. and European companies in South Korea generally tend to offer somewhat higher salary increases on a percentage basis, but in reality there is substantial variation in that regard depending on earnings performance of respective employers.

Salary levels of recent graduates and young adults continue to rise amid a scenario of price increases and minimum wage growth.

According to a JAC Recruitment survey for South Korea, some 55% of those looking to either change jobs or get back into the workforce hope to find new employment where they will earn higher salaries than in their previous jobs. Moreover, most survey respondents indicated that they hope to find employment at salary levels 10% higher than in their previous positions.

For the year 2022, monthly salaries of civil servants in South Korea range from SKW 1,686,500 (Class 9 pay grade no. 1) to SKW 7,140,900 (Class 1 pay grade no. 22) (approx. JPY 170 thousand to JPY 730 thousand per month).

Statutory minimum wage: South Korea's statutory minimum wage was increased to SKW 9,620 per hour effective from January 2023, which is an increase of 5.0% relative to the previous year. The rate of minimum wage increase was 5% in 2022 and 1.5% in 2021.

South Korea's hourly minimum wage of KRW 9,620 is equivalent to JPY 995 (as of November 2022), thereby standing at a higher level than that of rural areas of Japan outside of Tokyo, Kanagawa, and Osaka. The minimum wage in South Korea applies uniformly nationwide across all industries.



Usage guide >>

min	mode	max	change
4,800	6,400	7,700	+4%

1K SKW=1,000 JPY

(Unit: South Korean Won(0,000)/a year)

Back Office

Accounting

Position	Japanese Company				MNC			
		Japanese Speaker				English Speaker		
Non-Managerial Level	2,900	4,400	5,800	+4%	3,100	4,700	6,200	+4%
Manager Level	4,500	6,000	7,100	+4%	4,800	6,400	7,700	+4%
Senior Manager Level	5,700	7,800	9,500	+3%	6,200	8,500	10,500	+3%
Director Level	8,600	11,500	14,000	+2%	8,800	13,100	17,000	+2%

Human Resources

Position	Japanese Company				MNC			
		Japanese Speaker				English Speaker		
Non-Managerial Level	2,900	4,400	5,800	+4%	3,100	4,700	6,200	+4%
Manager Level	4,500	6,000	7,100	+4%	4,800	6,400	7,700	+4%
Senior Manager Level	5,700	7,800	9,500	+3%	6,200	8,500	10,500	+3%
Director Level	8,600	11,000	13,000	+2%	8,800	12,600	16,000	+2%

General Affairs

Position	Japanese Company				MNC			
		Japanese Speaker				English Speaker		
Secretary/PA/Admin	2,800	3,800	4,600	+3%	2,900	4,000	5,100	+3%



Usage guide >>

min	mode	max	change
4,800	6,400	7,700	+4%

1K SKW=1,000 JPY

(Unit: South Korean Won(0,000)/a year)

Consumer Goods

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	2,800	4,100	6,300	+3%	3,000	4,800	6,600	+3%
Manager Level	4,400	5,400	7,100	+3%	5,000	6,400	7,600	+3%
Senior Manager Level	4,900	7,100	9,100	+2%	6,300	8,600	10,800	+2%
Director Level	8,100	10,700	13,000	+2%	9,600	13,000	16,000	+2%

Healthcare

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	3,600	5,200	7,000	+4%	3,900	5,700	7,300	+4%
Manager Level	6,000	7,200	8,000	+4%	6,500	7,600	8,400	+4%
Senior Manager Level	6,900	9,300	11,300	+3%	7,400	9,900	12,000	+3%
Director Level	10,400	12,900	15,000	+2%	10,600	15,000	19,000	+2%

IT Industry

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	3,400	4,700	5,600	+4%	3,700	5,500	7,200	+4%
Manager Level	6,500	6,800	6,700	+4%	6,400	7,800	8,700	+4%
Senior Manager Level	7,700	9,200	10,300	+3%	7,500	10,700	13,300	+3%
Director Level	11,000	12,700	14,000	+2%	10,700	15,600	20,000	+2%

Usage guide >>

min	mode	max	change
4,800	6,400	7,700	+4%

1K SKW=1,000 JPY

(Unit: South Korean Won(0,000)/a year)

Manufacturing

Sales

Position	Japanese Company				MNC			
		Japanese Speaker				English Speaker		
Non-Managerial Level	3,000	4,800	6,600	+4%	3,200	5,000	7,000	+4%
Manager Level	5,200	6,600	7,700	+4%	5,200	6,900	8,200	+4%
Senior Manager Level	5,700	8,500	11,000	+3%	6,300	9,300	12,000	+3%
Director Level	9,100	12,700	16,000	+2%	9,100	13,700	18,000	+2%

Specialists

Position	Japanese Company				MNC			
		Japanese Speaker				English Speaker		
Non-Managerial Level	3,000	4,800	6,600	+4%	3,200	5,000	7,000	+4%
Manager Level	5,200	6,600	7,700	+4%	5,200	6,900	8,200	+4%
Senior Manager Level	5,700	8,500	11,000	+3%	6,300	9,300	12,000	+3%
Director Level	9,100	12,700	16,000	+2%	9,100	13,700	18,000	+2%



Usage guide >>

min	mode	max	change
4,800	6,400	7,700	+4%

1K SKW=1,000 JPY

(Unit: South Korean Won(0,000)/a year)

Service Industry

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	2,900	4,400	5,800	+3%	3,000	4,500	6,000	+3%
Manager Level	4,800	6,300	7,600	+3%	5,000	6,500	8,000	+3%
Senior Manager Level	5,400	7,700	9,800	+2%	6,000	8,300	10,500	+2%
Director Level	7,700	10,500	13,000	+2%	8,500	12,400	16,000	+2%

Logistics Industry

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	2,700	4,300	6,100	+3%	2,800	4,400	6,200	+3%
Manager Level	4,000	5,500	6,900	+3%	4,000	5,500	6,900	+3%
Senior Manager Level	4,900	6,900	8,700	+2%	5,100	7,000	8,800	+2%
Director Level	7,100	9,600	12,000	+2%	7,500	10,900	14,000	+2%

Banking and Financial Services

Sales

Position	Japanese Company				MNC			
		Japanese Speaker			English Speaker			
Non-Managerial Level	3,600	5,200	6,800	+3%	3,800	5,400	7,300	+3%
Manager Level	6,500	7,400	8,000	+3%	6,700	7,800	8,500	+3%
Senior Manager Level	7,300	9,700	12,000	+2%	7,600	10,400	12,900	+2%
Director Level	12,600	15,000	17,000	+2%	11,900	15,700	19,000	+2%

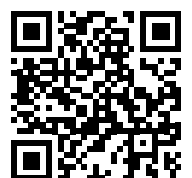
JAPAN

**You can download Salary Data
from our Website**

Annual salaries by industry, job, position, company type, language



corp.jac-recruitment.jp/en/sa/



Japan

4.4 trillion

US\$ GDP

35,034

US\$ GDP PER CAPITA

125 million

POPULATION

1.0%

INFLATION, CONSUMER PRICES
(2022 IMF)

Economic Trends

Nominal GDP: USD 4.4 trillion

Real GDP growth: 1.7% (2021), 1.7% (2022), 1.6% (2023)

Per capita GDP: USD 39,243

Consumer price inflation: 2.0% (2022), 1.4% (2023)

Total population: 125 million

Workforce: 68 million

Unemployment: 2.6% (2022), 2.4% (2023)

Japan's second longest post-war economic recovery persisted from December 2012 before coming to an end in October 2018, particularly against a backdrop of trade friction ensuing between the United States and China. Following on a subsequent downward phase, the economy then held to an upward trajectory after having bottomed out in May 2020 when the first COVID-19 state of emergency came to a close.



**Strong demand
for IT and DX
professionals**



**Strong demand for
executives**

Whereas proliferation of the Omicron variant weighed on the economy in 2022, business activity persisted and the authorities substantially eased up on restrictions imposed on immigration in autumn of 2022.

The year 2023 brings with it several concerns including prospective tapering of monetary policy whereby the United States Federal Reserve and the Bank of Japan scale back on monetary easing that has been in play ever since the global financial crisis, inflation, and economic contraction worldwide.

Recruiting Trends

Language and education: Japan set a new record-high of 57% in terms of its rate of university enrolment. Nearly the entire population of Japan receives English-language education over eight years, beginning from students' later years of primary school through to the end of high school. Nevertheless, the percentage of the workforce with practical business level English language proficiency is near the bottom of global rankings. Business is generally conducted in Japanese.

Regulations governing employment of foreign nationals: Whereas employment regulations governing white collar foreign nationals have long been very lenient, the Japanese government is heading in the direction of further deregulation, in part by expanding its points system for highly skilled foreign professionals.

Whereas employers exhibited notable discretion in 2020 with respect to candidate selection and recruitment, appetite for hiring returned to pre-pandemic levels in 2021 and the number of new job vacancies hit a record-high in 2022.

As of the outset of 2023, Japan's white collar mid-career recruitment market remains strong aside from certain fields, and is even poised for further expansion despite major cause for concern as to the worldwide and domestic economic outlook amid the prospect of tightening monetary policy in the form of tapering by the Federal Reserve and Bank of Japan, as mentioned earlier.

Over the last several years, employers have been increasingly encountering the need to locally recruit employees who are equipped to engage in overseas activities of Japanese companies operating abroad. There has also been growing demand for recruitment of mid-career professionals not only in the manufacturing sector, but in recent years also in the services sector and IT industry.

Recruitment of candidates with experience working overseas has been gaining momentum in line with the overall increase in job vacancies. Employers have been assigning such individuals to important positions. For instance, some are hired to replace expatriates in current postings abroad or as part of a firm's talent pool for such purposes. Others are recruited to act as informed sources capable of providing proper support to overseas subsidiaries from respective operating units in Japan. JAC Recruitment Japan has been placing an increasing number of candidates with overseas work experience over recent years. Particularly in 2022, hiring demand has attained record-highs, thereby surmounting the temporary downturn prompted by COVID-19. This is attributable to a situation where progress achieved with measures to combat the pandemic have resulted in people having greater freedom to cross international borders.

In the past, recruitment practices in Japan involving Japanese companies and foreign-affiliated multinationals operating domestically had been such that Japanese companies would tend to hire employees of other Japanese companies, and foreign multinationals would hire employees of other foreign multinationals as well as employees of Japanese companies. In recent years, however, Japanese firms are gradually beginning to hire increasing numbers of employees from foreign-affiliated multinationals in Japan, which has prompted further intensifying competition for recruitment of such professionals.

The market for recruitment of mid-career professionals in the 40-plus age demographic has been gaining even more momentum than before. The recruitment market has also been active in terms of companies located outside of Japan's metropolitan areas seeking executive talent for assignments that include handling overseas operations and business succession. Meanwhile, employers have also been actively seeking to recruit female professionals to fill managerial roles. There have also

“

There has been persistently rapid growth in recruitment of DX professionals along with active initiatives among Japanese companies to hire C-level executives and other senior managers.

”

been notable instances of employers bringing in outside directors in line with aims of fortifying corporate governance.

Particularly in the manufacturing sector over recent years, there has been an increase in the number of job vacancies for division manager and director level candidates offering salaries ranging from JPY 12 million to JPY 20 million, with employers seeking such professionals in order to enlist their involvement in developing overseas business, arranging mergers and acquisitions, and pursuing new business opportunities.

Salary Trends

Salaries have continued to rise amid a scenario where the recruitment market of 2022 outperformed the pre-COVID market of 2019. In terms of JAC Recruitment's track record, the number of candidates who decided to change jobs entailing annual salaries of eight million yen or more is five times higher than was the case nine years ago.

Generally speaking, disparity in salaries amounts to between approximately 10% and 20% across equivalent positions in the Tokyo metropolitan area relative to those in the Kansai region (Kansai salaries being lower than those in Tokyo). Nevertheless, it is also important to understand that there are differences between the two regions likewise in terms of housing costs and other living expenses. On the other hand, salaries with respect to scarce human resources have been surging in rural areas of Japan, largely due to difficulties companies face in finding top talent in such areas.

English speakers: Bilingual professionals who speak both English and Japanese tend to attract salaries that are 10% to 20% higher than those with the same level of work experience who do not speak English, which reflects the increasing globalisation of Japanese companies. Meanwhile, salaries offered by foreign multinational corporations in Japan tend to be 20% to 30% higher than those of Japanese companies. In some industries, salaries of foreign-owned firms are as much as 50% to 100% higher. On the other hand, Japanese companies tend to provide better perks in terms of housing allowances and other health and welfare benefits in Japan, in comparison with multinational corporations.

Salaries offered to those changing jobs in Japan are often substantially influenced by seniority-based pay scales of Japanese corporations. In other words, there are many cases where an individual making a career change is offered a salary on par with his or her previous salary. Salaries in Japan also tend to greatly hinge upon an employee's number of years of experience and age. However, given the substantial presence in Japan of foreign-affiliated multinationals in areas such

as information technology, consulting, banking and financial services, and life sciences, many employers in industries prone to a high degree of skills specialization enlist arrangements for offering monetary remuneration exceeding that listed in seniority-based salary scales.

Annual salaries of civil servants in Japan range from approximately JPY 3 million to JPY 7 million. Meanwhile, annual salaries of factory workers and shop assistants range from approximately JPY 3 million to JPY 4 million.

Statutory minimum wage (Tokyo): As of October 2022, the statutory minimum wage stands at JPY 1,072 per hour, which is 2.98% higher than the previous level. With the exception of the three years from 2008 through 2010, this constitutes the highest rate of increase since 1994, subsequent to collapse of Japan's economic bubble. The authorities implemented the wage hike against a backdrop of rising consumer prices.



Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

Back Office

Accounting

Position	Japanese Company				MNC			
Non-Managerial Level	400	600	1,100	+1%	450	700	1,100	+1%
Manager Level	500	700	1,400	+1%	600	1,000	1,500	+1%
Senior Manager Level	600	900	2,000	+1%	800	1,200	2,000	+1%
Director Level	800	1,200	3,000	+1%	1,200	1,800	4,000	+1%

Human Resources

Position	Japanese Company				MNC			
Recruiting	400	600	900	+1%	500	700	1,000	+1%
Training & OD (Organisational Development)	400	600	1,000	+1%	500	600	1,000	+1%
C&B (Compensation & Benefits)	400	500	800	+1%	500	600	800	+1%
Manager Level	500	700	1,200	+1%	700	900	1,300	+1%
Senior Manager Level	700	1,000	1,500	+1%	800	1,000	1,700	+1%
Director Level	1,000	1,200	3,500	+1%	1,200	1,500	3,500	+1%

General Affairs

Position	Japanese Company				MNC			
Secretary/PA/Admin	400	500	600	+1%	400	500	700	+1%

Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

Banking and Financial Services

Sales

Position	Japanese Company				MNC			
Retail Sales	500	600	1,000	+1%	500	600	1,000	+1%
Corporate Sales	500	800	1,200	+1%	600	900	1,500	+1%
Manager Level	600	800	1,400	+1%	800	1,000	1,600	+1%
Senior Manager Level	900	1,000	1,500	+1%	1,000	1,500	2,500	+1%
Director Level	1,200	1,500	3,000	+1%	1,500	2,000	4,000	+1%

Specialists

Position	Japanese Company				MNC			
M&A Adviser	600	800	1,200	+1%	600	800	1,200	+1%
Fund Manager	600	800	1,400	+1%	600	800	1,200	+1%
Risk Management	600	800	1,500	+1%	600	800	1,500	+1%
Private Equity	600	800	1,500	+1%	600	800	1,500	+1%
Manager Level	600	800	1,500	+1%	800	1,000	1,600	+1%
Senior Manager Level	800	1,200	2,000	+1%	1,000	1,400	2,000	+1%
Director Level	1,000	1,500	4,000	+1%	1,000	2,000	5,000	+1%

Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

Consumer Goods

Sales

Position	Japanese Company				MNC			
Non-Managerial Level	400	500	800	+1%	500	600	1,000	+1%
Manager Level	500	700	1,100	+1%	600	800	1,100	+1%
Senior Manager Level	700	1,000	1,500	+1%	900	1,200	1,600	+1%
Director Level	1,000	1,200	3,000	+1%	1,200	1,500	4,000	+1%

Specialists

Position	Japanese Company				MNC			
Product Manager/ Brand Manager	400	600	1,000	+1%	500	700	1,100	+1%
MD (Merchandise)	400	600	1,000	+1%	400	600	1,000	+1%
Buyer	400	500	900	+1%	500	600	900	+1%
Manager Level	600	800	1,200	+1%	600	900	1,500	+1%
Senior Manager Level	700	1,000	2,000	+1%	800	1,200	2,000	+1%
Director Level	800	1,200	4,000	+1%	1,000	1,500	5,000	+1%

Service Industry

Sales

Position	Japanese Company				MNC			
Non-Managerial Level	400	600	1,000	+1%	500	600	1,000	+1%
Manager Level	500	700	1,200	+1%	600	700	1,200	+1%
Senior Manager Level	700	1,000	1,500	+1%	800	1,200	2,000	+1%
Director Level	900	1,000	3,000	+1%	1,200	1,500	4,000	+1%



Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

Healthcare

Sales

Position	Japanese Company				MNC			
	min	mode	max	change	min	mode	max	change
MR (Medical Representative)	500	600	900	+1%	600	800	1,200	+1%
Medical Devices Sales	500	600	800	+1%	500	600	1,000	+1%
Manager Level	500	800	1,200	+1%	700	1,000	1,500	+1%
Senior Manager Level	800	1,000	1,500	+1%	1,000	1,300	2,000	+1%
Director Level	1,000	1,500	3,000	+1%	1,200	2,000	4,000	+1%

Specialists

Position	Japanese Company				MNC			
	min	mode	max	change	min	mode	max	change
CRC (Clinical Research Coordinator)	400	500	600	+1%	400	500	600	+1%
CRA (Clinical Research Associate)	400	450	600	+1%	400	600	900	+1%
Medical Affairs	450	700	1,100	+1%	500	800	1,200	+1%
Clinical Data Manager	400	600	1,000	+1%	500	700	1,100	+1%
Manager Level	500	800	1,500	+1%	600	1,000	2,000	+1%
Senior Manager Level	800	1,000	1,800	+1%	1,000	1,500	2,500	+1%
Director Level	1,000	1,200	4,000	+1%	1,200	1,800	5,000	+1%



Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

IT Industry

Sales

Position	Japanese Company				MNC			
Non-Managerial Level	500	700	1,200	+1%	600	1,000	2,000	+1%
Manager Level	600	800	1,500	+1%	800	1,200	2,000	+1%
Senior Manager Level	700	1,000	2,000	+1%	1,000	1,500	3,000	+1%
Director Level	800	1,200	4,000	+1%	2,000	2,500	5,000	+1%

Specialists

Position	Japanese Company				MNC			
IT Consultant	500	800	1,500	+1%	500	1,000	2,000	+1%
Project Manager	500	1,000	2,000	+1%	600	1,200	2,000	+1%
System Engineer	400	800	2,000	+1%	600	900	2,000	+1%
Technical Support	400	700	1,200	+1%	500	800	1,200	+1%
Network Engineer	500	800	1,500	+1%	500	900	1,500	+1%
Manager Level	600	900	1,500	+1%	600	900	2,000	+1%
Senior Manager Level	700	1,000	2,500	+1%	900	1,200	2,500	+1%
Director Level	1,000	1,200	4,000	+1%	1,200	1,500	5,000	+1%

Usage guide >>

min	mode	max	change
1,200	1,800	4,000	+1%

10K JPY=75 USD

(Unit: Japanese Yen(0,000)/a year)

Manufacturing

Sales

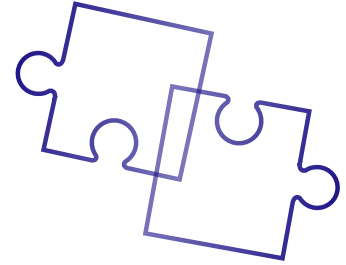
Position	Japanese Company				MNC			
Overseas Sales	400	600	1,100	+1%	500	700	1,100	+1%
Domestic Sales	400	600	1,000	+1%	400	700	1,100	+1%
Manager Level	500	800	1,300	+1%	600	1,000	1,600	+1%
Senior Manager Level	800	1,000	1,600	+1%	800	1,200	2,000	+1%
Director Level	1,000	1,200	4,000	+1%	1,000	1,500	5,000	+1%

Specialists

Position	Japanese Company				MNC			
QC/QA (Quality Control)	400	600	900	+1%	400	600	1,000	+1%
Service Engineer	400	500	800	+1%	400	600	900	+1%
Sales Engineer	400	600	900	+1%	450	700	1,000	+1%
Application Engineer	450	600	1,000	+1%	500	700	1,200	+1%
Plant Engineer	400	600	1,100	+1%	500	700	1,100	+1%
Mechanical Design Engineer	400	600	1,100	+1%	500	700	1,100	+1%
Construction Manager/ Civil Engineer	400	600	1,000	+1%	500	700	1,000	+1%
Manager Level	500	700	1,200	+1%	600	800	1,300	+1%
Senior Manager Level	600	800	1,500	+1%	800	1,200	2,000	+1%
Director Level	900	1,200	5,000	+1%	1,000	1,500	5,000	+1%

About JAC Group

We became the first Japanese recruitment consultancy to commence business in the UK in 1975, and now operate in 28 locations overall, including the UK, Germany, Singapore, Japan, Malaysia, Indonesia, Thailand, China(Hong Kong), South Korea, Vietnam, India and the US, whilst still maintaining important strong local foundations as a recruitment consultancy in each of our locations.



JAC Recruitment



JAC Digital



JAC Executive



JAC International



JAC Career



JAC IMS



RPO Solutions



JAC Outsourcing



JAC Consulting

VantagePoint



CareerCross™

Request for Reader Feedback and Registration

This report has been prepared on the basis of findings of JAC Group, the largest Japanese recruitment consultancy in Asia. As such, we greatly value reader feedback since it will enable us to improve the content and clarity of future editions. In order to provide feedback, please visit our website via the link shown below.

Also, we encourage readers of this report to register with us by providing their e-mail address via the link shown below in order to receive revisions to this report, details regarding the release of future editions and other such updates.



corp.jac-recruitment.jp/en/sa/



JAC Group Operations

SINGAPORE

JAC Recruitment
www.jac-recruitment.sg
 1 Raffles Place, #42-01
 One Raffles Place, Tower 1
 Singapore 048616
 Tel: +65 6224 6864
singapore@jac-recruitment.sg

MALAYSIA

KUALA LUMPUR

JAC Recruitment
www.jac-recruitment.my
 BO2-A-12-1 Level 12
 Menara 3, KL Eco City
 No. 3 Jalan Bangsar
 59200 Kuala Lumpur
 Tel: +60 (0) 3 2202 1000
kualalumpur@jac-recruitment.my

PENANG

JAC Recruitment
www.jac-recruitment.my
 Unit 12-05, Level 12
 Menara IJM Land
 Lebuhr Tunku Kudin 3
 11700 Gelugor, Penang
 Tel: +60 (0) 4 296 0610
penang@jac-recruitment.my

JOHOR

JAC Recruitment
www.jac-recruitment.my
 Suite No.23A.06A, Level 23A
 Johor Bahru City Square
 Jalan Wong Ah Fook
 80000 Johor Bahru, Johor
 Tel: +60 (0) 7 278 1122
johor@jac-recruitment.my

INDONESIA

JAKARTA

JAC Recruitment
www.jac-recruitment.co.id
 Millennium Centennial Center
 6th Floor
 Jl. Jend. Sudirman Kav. 25
 Jakarta Selatan 12920
 Tel: +62 21 3970 3646
jakarta@jac-recruitment.co.id

JAC Consulting
www.jac-consulting.co.id
 Millennium Centennial Center
 6th Floor
 Jl. Jend. Sudirman Kav. 25
 Jakarta Selatan 12920
 Tel: +62 21 3970 3646
indonesia@jac-consulting.co.id

JAC Outsourcing
www.jac-outsourcing.co.id
 Millennium Centennial Center
 6th Floor
 Jl. Jend. Sudirman Kav. 25
 Jakarta Selatan 12920
 Tel: +62 21 3970 3663
indonesia@jac-outsourcing.co.id

THAILAND

BANGKOK

JAC Recruitment
www.jac-recruitment.co.th
 10F Emporium Tower
 622 Sukhumvit Soi 24
 Klongton, Klongtoey,
 Bangkok 10110
 Tel: +66 (0)2 261 1270
bangkok@jac-recruitment.co.th

EASTERN SEABOARD (Located in Chonburi)

JAC Recruitment
www.jac-recruitment.co.th
 5th Floor, Harbor Mall, 4/222 Moo 10
 Sukhumvit Road, Tambol Tungsukla
 Amphur Sriracha, Chonburi 20230
 Tel: +66 (0)38 491 556
easternseaboard@jac-recruitment.co.th

VIETNAM

HO CHI MINH CITY

JAC Recruitment
www.jac-recruitment.vn
 Floor 19, Doji Tower
 81-83-83B-85 Hàm Nghi
 District 1, Ho Chi Minh City 700000
 Tel: +84 28 3821 7730
hochiminhcity@jac-recruitment.vn

HANOI

JAC Recruitment
www.jac-recruitment.vn
 15th Floor, Prime Center
 53 Quang Trung
 Hai Ba Trung District, Hanoi 100000
 Tel: +84 24 3633 2115
hanoi@jac-recruitment.vn

INDIA

DELHI NCR

JAC Recruitment
www.jac-recruitment.in
 508, 5th Floor, Time Tower
 MG Road, Gurgaon, Haryana 122002
 Tel: +91 124 417 4330
gurgaon@jac-recruitment.in

BANGALORE

JAC Recruitment
www.jac-recruitment.in
 WeWork Galaxy, 43 Residency Road
 Shanthala Nagar, Ashok Nagar
 Bengaluru, Karnataka 560025
 Tel: +91 124 417 4330
india@jac-recruitment.in

JAC Group Operations

CHINA

HONG KONG SAR

JAC Recruitment
www.jac-recruitment.hk
Level 16, Lee Garden Two
28 Yun Ping Road
Causeway Bay, Hong Kong
Tel: +852 2585 6700
hongkong@jac-recruitment.hk

KOREA

SEOUL

JAC Recruitment
www.jac-recruitment.kr
#615, East Wing Hanshin Intervalley 24
Teheran-ro 322
Gangnam-gu, Seoul 06211
Tel: +82 (0) 2 2183 0511
seoul@jac-recruitment.kr

UK

London

JAC Recruitment
www.jac-recruitment.co.uk
2nd Floor, 64 London Wall
London EC2M 5TP
Tel: +44 (0) 20 7382 2400
london@jac-recruitment.co.uk

GERMANY

DÜSSELDORF

JAC Recruitment
www.jac-recruitment.de
Berliner Allee 47
40212 Düsseldorf
Tel: +49 (0) 211 9425 480
dusseldorf@jac-recruitment.de

FRANKFURT

JAC Recruitment
www.jac-recruitment.de
Baselerstr.10
60329 Frankfurt am Main
c/o Tribes
Tel: +49 151 6785 3546
frankfurt@jac-recruitment.de

US

LOS ANGELES

JAC Recruitment
www.jac-recruitment.us
360 N. Pacific Coast Highway
Suite 2000
El Segundo, CA 90245
Tel: +1 323 489 5905
losangeles@jac-recruitment.us

JAC Group Operations

JAPAN

TOKYO

JAC Recruitment
www.jac-recruitment.jp
 14F Jinbocho Mitsui Building
 1-105 Kanda Jinbocho
 Chiyoda-ku, Tokyo 101-0051
 Tel: +81 (0) 3 5259 6924
 (Business Support Division)
 Tel: +81 (0) 3 5259 9221 (Main)

JAC International
www.jac-international.jp
 14F Jinbocho Mitsui Building
 1-105 Kanda Jinbocho
 Chiyoda-ku, Tokyo 101-0051
 Tel: +81 (0) 3 5259 9881

CareerCross
www.careercross.com
 Jinbocho Mitsui Bldg. 15F
 1-105 Kanda Jinbocho
 Chiyoda-ku Tokyo 101-0051
 Tel: +81 3 5217 3900
info@careercross.com

VantagePoint
www.vpointcareers.com
 Roppongi Hills North Tower 3F
 6-2-31 Roppongi, Minato-ku
 Tokyo 106-0032
 Tel: +81 3 5413 4433
info@vpointcareers.com

KITA-KANTO

JAC Recruitment
www.jac-recruitment.jp
 20F Sonic City Building
 1-7-5 Sakuragi-cho, Omiya-ku
 Saitama-shi, Saitama 330-8669
 Tel: +81 (0)48 631 0830

YOKOHAMA

JAC Recruitment
www.jac-recruitment.jp
 18F Sky Building
 2-19-12 Takashima, Nishi-ku
 Yokohama-shi, Kanagawa 220-0011
 Tel: +81 (0) 45 285 7021

NAGOYA

JAC Recruitment
www.jac-recruitment.jp
 15F Nagoya Mitsui Building
 North Building
 4-8-18 Meieki, Nakamura-ku
 Nagoya-shi, Aichi 450-0002
 Tel: +81 (0) 52 589 4861

SHIZUOKA

JAC Recruitment
www.jac-recruitment.jp
 4F Excelward Shizuoka Building
 11-30 Miyukicho Aoi-ku
 Shizuoka-shi, Shizuoka 420-0857
 Tel: +81 (0) 54-205-3841

OSAKA

JAC Recruitment
www.jac-recruitment.jp
 12F Hilton Plaza West Office Tower
 2-2-2 Umeda, Kita-ku
 Osaka-shi, Osaka 530-0001
 Tel: +81 (0) 6 4799 1911

KYOTO

JAC Recruitment
www.jac-recruitment.jp
 4F Cocon Karasuma Building
 620 Suiginya-cho, Shimogyo-ku
 Kyoto-shi, Kyoto 600-8411
 Tel: +81 (0) 75 342 6221

KOBE

JAC Recruitment
www.jac-recruitment.jp
 10F Imon Sannomiya Building
 8-3-10 Isogami-dori, Chuo-ku
 Kobe-shi, Hyogo 651-0086
 Tel: +81 (0) 78 262 9221

CHUGOKU

JAC Recruitment
www.jac-recruitment.jp
 8F Active-Inter City Hiroshima
 12-1 Wakakusa-cho, Higashi-ku
 Hiroshima-shi, Hiroshima 732-0053
 Tel: +81 (0) 82 568 6921

FUKUOKA

JAC Recruitment
www.jac-recruitment.jp
 3F JRJP Hakata Building
 8-1 Hakataeki chuogai, Hakata-ku
 Fukuoka-shi, Fukuoka 812-0012
 Tel: +81 (0) 92 233 6990

The Salary Analysis in Asia

Publisher	JAC Group
Creative Direction	The Salary Analysis committee (JAC Group)
Editor in Chief	Toshihiro Kurozawa (JAC Recruitment - Japan)
The Date of Issue	5th April 2023 1st edition
Contact	JAC Recruitment Co., Ltd. (Japan) Business Promotion Division +81 (0) 3-5259-2490 © 2023 JAC Group

[Not for Sale]