

# The Salary Analysis in Asia

by JAC Recruitment Group

# 2015



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Since 1975, when we became the first Japanese recruitment consultancy to commence business in the UK, we have subsequently opened offices in Singapore, Japan, Malaysia, Indonesia, Thailand, China, Korea, Hong Kong, Vietnam and India and have become a truly International Recruitment consultancy whilst still maintaining important strong local foundations in each of our operations. In Japan, JAC Recruitment is one of the largest companies operating in the permanent recruitment sector and we also have a dominant position across Asia.

As a result, JAC Recruitment Group has gained and built insights into many businesses and various markets and we have decided to summarise these in this analysis of salaries across Asia. Due to the variety of companies in terms of size and performance it is quite challenging to have a standard value for each position as you may see in many other surveys.

However, we rely on the expertise of each consultant who is specialised in a particular area or segment to increase the accuracy of our data. Last year's booklet has gained a very good reputation. In this year, we have updated the data, added information about India and made improvements to the style.

I hope this booklet of interest to you in regards to the recruitment market in Asia.

私たちJAC Recruitment Group(ジェイエイシーリクルートメントグループ)は、1975年に英国で創業して以来、アジア10か国・地域に展開している、グローバルリクルートメントコンサルティング会社で、主に業界の専門職や管理職、エグゼクティブクラスのポジションを多く手掛けております。特に東南アジアに於いての日系の人材紹介会社として最大の実績を上げており、アジア全域に於いても日系の人材紹介会社として最大級の実績を上げております。日本に於いては、専業の人材紹介会社として、また、一人のコンサルタントが企業と人材を直接担当する人材紹介会社として、売上規模で最大の実績を誇っております。

これらの基盤を持つ私たちのもとには非常に多くの活きたマーケット情報が集積しています。それによりこのサラリーアナリシスが完成いたしました。日本市場での人材のサラリーアナリシスに加え、昨年からアジアの情報も集計し掲載しました結果、大変なご好評をいただき、本年も同形式での最新版を発行する運びとなりました。なお、今回はインドの情報が加わり、全般の表示方法なども更に読みやすく改良し、更なる情報の充実を図りました。

アジア各国でコア人材の中途採用をご検討される際に、本書が皆様の一助になれば幸いです。

なお、人材の採用条件は、個別性が高く、基準値を示すのが難しいという点もございますので、疑問点やご指摘等につきましては、個別にご相談にあずかせていただき、次年度以降に反映させていただく所存です。

  
Toshihiro Kurozawa  
Fellow  
JAC Recruitment

### How to read the tables

MNC(Multinational Company)	Multi-National Corporations which are globally headquartered in either Europe, North America or ANZ (outside of the surveyed country)
Asian MNC	Multi-National Corporations which are globally headquartered in Asia (excluding Japan) (outside of the surveyed country)
Local Company	Multi-National Corporations which are globally headquartered within the surveyed country
Local Staff	Positions that do not require English or Japanese language skills unless it is the official language of the surveyed country

- The compensation data is collected from job enquiries that we have received over the past year and from consultants' insight. The compensation data refers to total annual gross income, often excluding non-predictable bonuses and/or incentives.
  - "Enterprise" or "SME" refers to the size of the operation in each specific country.
  - "N/A"(not applicable) refers to a market segment that is either not handled by JAC or the sample size is too small.
  - The indicated exchange rates are as of 18th of December.
- \*The original version of this document is in Japanese.

### 記載の見方

MNC(Multinational Company)	欧米系の多国籍企業を示す
Asian MNC	日本を除くアジアの多国籍企業を示す
Local Company	ローカル企業を示す
Local Staff	通常のローカルスタッフを示す(ビジネスにおいて英語・日本語等を使用しないポジション・人材)
Home Country's Language Speaker	当該MNCの本国語スピーカー

- 主に、当社に寄せられている求人者の年収をベースに、当社のコンサルタントの情報を加えて作成。表の数値には、当初に予測不可能なボーナス類は含まれていないケースも多い。
  - 企業規模に関して記載がある場合、オペレーションが複数国に渡る企業については、現地国での規模を元に大手/中堅中小の区分を実施。
  - 事実上マーケットがあまり存在しないと思われる区分については、「N/A」(該当無し)と記載。
  - 表に付記している為替レートは2014年12月18日現在のもの。
- ※ 原文は日本語です。

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### JAC Recruitment Group

Since 1975, when we became the first Japanese recruitment agency to commence business in the UK, we have subsequently opened offices throughout Asia and have become a truly International Recruitment consultancy whilst still maintaining important strong local foundations in each of our operations.

### ジェイエイシーリクルートメントグループ

1975年、英国初の日系人材紹介会社として誕生した JAC Recruitment グループは、現在シンガポール、日本、マレーシア、インドネシア、タイ、中国、韓国、香港、ベトナム、インドでサービスを展開しております。今日ではそれぞれの土地に強く根差した、真の意味での国際的なリクルートメントコンサルタンシーとして認知されています。



### Disclaimer

This report is representative of a value added service to our clients and candidates. Whilst every care is taken in the collection and compilation of data, the guide is interpretive and indicative and should only be used as a guideline. Any legal or regulatory information is for the sole use of the reader and should not be used for advisory purposes.

### 免責条項

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本レポートに記載されている情報については、現在入手可能な情報から得られた当社の判断に基づいており、従って、業界全体、市場全体の実際の数値はこれらと異なる結果となる場合があります。また、人材紹介マーケットは限られたポジション・人材による個性の高い取引であるため、数値の変動が大きいことがあります。また、最低賃金をはじめとした法的規制に関する情報については、マーケットの概要を目的として記載しているものであり、法的な正確性を保証する目的で記載しているものではないため、ご自身の責任において利用されますようお願いいたします。

**[Market Overview]****Economic Trends**

- Nominal GDP: USD 4.9 trillion (2013), real GDP growth rate: 1.6% (2013)
- Consumer price inflation rate: 0.4% (2013)
- Foreign investment: Net-based foreign direct investment grew 33.9% year on year (2013). Although this was exceeded by outflow in 2010 and 2011, an inflow has continued since 2012. The ratio of inward direct investment balance against GDP is 3.5% (2013).
- Total population: 127 million (October 2014), workforce: 66.35 million (September 2014), unemployment rate: 3.6% (September 2014)

**Recruiting Trends**

- Language and Education: University entrance rate is 51%. As English is a compulsory subject at the higher elementary school and junior high school level almost everyone can understand English to a certain degree, however there are relatively few people who have business level proficiency. The business language is Japanese.
- In 2014 the ratio of active job offerings announced by the Ministry of Health, Labour and Welfare reached its highest level since the collapse of the bubble in the nineties but in September 2014 started to decline for the first time in the 42 months since the occurrence of the Tohoku-Pacific Ocean Earthquake. However, no change to the current lack of basic human resources is expected in 2015.
- In 2014, since the increase in the consumption tax rate in April, although the economy has remained stagnant, just like last year the current year has seen a very strong willingness to hire new recruits across all industries including manufacturing, health care, IT, Internet-related, consumer goods, services, finance, etc. Although economic downturn is a concern, as of November 2014 it appears that companies will continue to actively pursue new hires in 2015.

**Salary Trends**

- Given that it was largely a seller's market, in 2014 wages remained flat or slightly increased compared to 2013.
- In general, if one was to compare salaries for the same position in the Tokyo metropolitan area and Kansai region, there are differences in general living costs such as rent which often amount to 10 - 20%. Despite this there are not many talented human resources moving to rural areas, and also, partially due to top talent being attracted by soaring salaries, rural areas tend to not attempt to hire top human resources.
- English speakers: There is a tendency for English speakers to attract a salary that is 10 - 20% higher than those with the same level of work experience who do not speak English.
- The legal minimum wage is JPY 888 per / an hour. (Tokyo. From October 1, 2014). Public officials receive a salary within the range of around JPY 3 million to 7 million (Government Official Type I. Non-management positions.)

**[マーケット概要]****経済動向**

- 名目GDP: 4.9兆米ドル(2013年)、実質GDP成長率: 0.9% (2014年予測、IMF)、1.6% (2013年)
- 消費者物価上昇率: 0.4% (2013年)
- 外資: ネットベースの対日直接投資は前年比33.9%増(2013年)。2010年、2011年は流出超過であったが、2012年からは流入が続いている。対内直接投資残高の対GDP比は3.5% (2013年)。
- 総人口: 1.27億人(2014年10月)、労働力人口: 6,635万人(2014年9月)、失業率: 3.6% (2014年9月)

**採用動向**

- 言語・教育: 大学進学率は51%。英語は義務教育である小学校高学年・中学校以降の教育に含まれており全員がある程度理解するが、ビジネス上の即戦力レベルの人材はそれほど多くはない。ビジネス上の言語は日本語。
- 厚生労働省発表の有効求人倍率は、2014年夏にバブル崩壊後の最高値を記録した後、2014年9月には東北地方太平洋沖地震以降42ヶ月ぶりに初めて低下した。但し、基本的な人材不足の状況は2015年も変わらないとみられる。
- 2014年は、4月の消費税増税以降、景気が停滞したものの、前年に引き続き、製造業、ヘルスケア、IT、Web関連、消費財、サービス、金融等の全業界にわたって、非常に採用意欲が強い一年となった。景気の停滞は懸念されているが、2014年11月の時点では、2015年に関しても、各社は、引き続き積極的な採用を進める動向となっている。

**給与動向**

- 2014年の採用は2013年に比べ、売り手市場を反映して、給与は横ばいあるいはやや上昇傾向にあった。
- 一般的に、首都圏と関西圏で同じポジションの給与を比較した場合、家賃をはじめその他生活費の差もあり、10~20%程度の差があることが多い。しかしながら、地方圏に行くほど優秀な人材が見つからず、希少な人材を巡って給与が高騰する要素もあるので、優秀人材に関しては一概に言えない面がある。
- 英語スピーカー: 同じレベルの業務経験がある人材の場合、英語スピーカーの給与は、1-2割以上高くなる傾向がある。
- 法定最低賃金は888円/時(東京都、2014/10/1~)。公務員給与は300~700万円程度(国家公務員I種。非管理職。)

**[Market Overview]****Market Trends**

- At Japanese companies there is a strong trend in general for strengthening overseas related business.
- At banks and leasing companies, in addition to store expansions, acquisitions, and investments, etc., the volume of overseas assets is increasing in conjunction with the strengthening of finance for overseas markets.
- Insurance (life, non-life) companies are also increasing their acquisition, investment, and alliances with foreign companies. In non-life insurance an increasing number of Japanese companies are expanding overseas.
- There are also strong points relating to investment banking. There is ongoing interest in M&A and particularly with cross-border projects.
- VC businesses and businesses involved with the succession and regeneration of local and small and medium sized enterprises are also a strengthening area.
- At foreign companies, business in Japan continues to be quite limited. Although the situation has improved compared to two to three years ago, there are many cases of departments withdrawing from Japan and being relocated overseas. The notion of entering Tokyo in order to return to centre of Asia is still present to a certain extent, however right now this is not increasing. We believe that further increasing of head counts and new developments will require drastic deregulation and the resolving of taxation problems by the government.
- Businesses for Japanese companies have seen a certain level of revival. The recovery centres on trade and cash management projects by foreign banks, as well as insurance projects for various corporate entities (particularly global companies) by non-life insurance and insurance brokers, etc.

**Recruiting Trends**

- At Japanese companies this remains strong, with the exception of the insurance industry. That is not to say that the number of vacancies has increased since last year, however many companies are adopting the same recruitment plan as they used last year.
- Although the trends have not changed since last year, there is strong demand in 1) international related business and 2) risk related business. 1) In international related business there are a wide range of needs including in cross-border finance and M&A, auditing, international planning and site management, etc. 2) In the risk area, there is demand in credit risk and market risk related businesses. Demand is also generated in association with regulatory affairs. There is also some demand in compliance and anti-money laundering related work. There is also strong demand in system auditing and information security, etc. For risk related companies there is often demand not only for domestic but also overseas business. This trend is particularly strong at companies affiliated to the mega bank groups.
- The number of positions requiring language skills are increasing. There are relatively few personnel who have a high level of English proficiency. We have received many inquiries for English speaking staff in international related businesses.
- Although there is some demand to recruit foreign staff, this is limited. There is very little demand to recruit foreigners in positions where overseas assignments are a possibility. As there are significant differences in how foreign staff are treated compared to local hires, at the present point in time companies tend to be reluctant to hire foreigners.
- Those considering a job change are becoming increasingly aware that there is strong demand in the jobs market, and there has been a slight increase in the number of people considering a job change compared to last year.
- Companies that create an environment where detailed interactions can be held between consultants and hiring managers tend to find recruitment going more smoothly.
- At foreign companies the budget this year for recruiting replacement staff has been easily ensured.
- At some companies there has been an increasing number of staff employed at the front desks of businesses, etc., catering to Japanese companies.
- At management companies the focus of recruitment has been on sales promotion support positions for sales companies such as banks and securities, etc.. On the other hands there is a minimum demand for specialists.
- There is a general focus on recruiting those with English proficiency. This trend is particularly strong at companies of a certain level and above. However, there are many cases where those with retail related experience are employed without English proficiency.
- Although there is some demand to recruit foreigners, this is limited.

**Salary Trends**

- For both Japanese and foreign companies supply is tight and it is a seller's market; this trend is slightly more pronounced than before. It has become more common for employees to receive annual salaries at a similar level to those prior to the Lehman collapse. However, that is not to say that salaries are seeing a major upward trend.
- Salaries are tending to increase in certain professions (international related, risk related, and systems related, etc.).
- At foreign companies it is becoming more and more common for new hires to be approved for high salaries in excess of JPY 15 million and JPY 20 million.



## 【マーケット概要】

## 業界動向

- 日本企業では、基本的には海外関連ビジネス強化の傾向が強まっている。
  - 銀行・リース等では、拠点展開・買収・出資等に加え、海外向けファイナンス強化に伴う海外アセットの増加を図っている。
  - 保険(生・損保)会社も海外企業の買収・出資・アライアンスを強化。損保では、海外へ展開する日系企業向けの提案も強化。
  - 投資銀行関連も強化ポイント。M&A、特にクロスボーダー案件の強化は継続。
  - 地方及び中小・中堅企業向けの事業承継や再生等のビジネスやVCビジネスも強化領域になっている。
- 外資系企業では、日本におけるビジネスは引き続き限定的。2~3年前対比は改善しているが、どちらかといえば日本撤退及び部門を海外に移転するケースが多い。東京をアジアの中心に戻そうとの構想はあるものの現段階では動きはない。更なるヘッドカウント増や新規進出の動きの為に政府による抜本的な規制緩和や税制問題の解決が必要と思われる。
  - 少し息を吹き返したのが、日系事業会社向けビジネス。日本企業の景況感改善に伴い、外資系銀行による貿易や資金管理関連の提案や、損害保険・保険ブローカー等による各種法人向けの保険提案(特にグローバル関連)等が回復基調。

## 採用動向

- 日本企業では、保険を除く領域で堅調に推移している。昨年対比、ポジション数が増加しているわけではないが、昨年来とほぼ変わらない採用計画を元に動いている企業が多い。
- トレンドとしては昨年来変わらず、1)国際関連、2)リスク関連等のニーズが強い。1)国際関連では、クロスボーダーのファイナンスやM&A・審査、国際企画・拠点管理等多岐にわたるニーズがある。2)リスク関連では、信用リスクや市場リスク等のリスク関連。規制関連に伴うニーズ。コンプライアンス、マネーロンダリング関連等もある。システム監査や情報セキュリティなどのニーズも強い。リスク関連においても国内のみならず海外も含めたニーズになるケースも多い。特に、メガバンクグループに属する各社はその傾向が強い。
- 語学力を求められるポジションが増えている。英語力の高い人材は現状まだ少ない。国際畑等で英語堪能者は特に引き合いが多い。
- 外国人採用のニーズは一定ニーズはあるが限定的。海外赴任の可能性のあるポジションでは外国人採用のニーズはあまりない。現地採用者との処遇の違いが顕著になる為、現段階では消極的。
- 転職を検討者は求人マーケットのニーズが堅調である認識が広がり、昨年対比で多少増加。
- コンサルタントと採用部門がある程度密にやり取りできる環境を作っている企業は採用が順調に進む傾向がある。

- 外資系企業では、今年はリプレース採用の予算は確保しやすい状態。
- 一部ではあるが日本企業向けビジネス等でのフロントでヘッドカウントの増員の動きがある。
- 運用会社では、専門職機能はミニマムで、求人ポジションの中心は銀行・証券等の販売会社向け販促支援のポジション。
- 基本的に英語力ある人材の採用が中心。特にある一定レベル以上の企業ではその傾向が強い。但し、リテール関連の経験者は英語力を保持していないケースが多い。
- 外国人採用のニーズは一定ニーズはあるが限定的。

## 給与動向

- 日本企業・外資系企業とも、需給が逼迫し売り手市場であり、多少以前より高くなる傾向にある。リーマンショック前のように相応の年収を出しやすくなってきたといえる。但し、大きな上昇トレンドというほどではない。
- 特に専門職(国際関連、リスク関連、システム等)は高くなる傾向がある。
- 外資系企業では、1,500万円や2,000万円を超える高い年収の採用が承認されやすくなってきている傾向がある。

## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Corporate Sales (excluded finance institutions sales) 事業法人営業	-	500 - 1,100	600 - 1,300
Finance Institutions Sales 金融法人営業	-	500 - 1,200	500 - 1,500
Sales for Agencies 代理店営業	-	500 - 700	600 - 900
Retail Sales リテール営業	-	400 - 700	800 - 1,000
Manager Level 課長級	-	800 - 1,200	600 - 1,000
Senior Manager Level 部長級	-	900 - 1,500	900 - 1,800
Director Level 役員級	-	1,000 - 4,000	1,500 - 5,000

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Details	Japanese Company	MNC
Structured Finance ストラクチャードファイナンス	-	600 - 1,200	500 - 1,200
Advisory アドバイザー	-	600 - 1,200	500 - 1,000
M&A 合併/買収	-	600 - 1,500	500 - 1,000
PE プライベートエクイティ	-	700 - 1,200	N/A
Fund Manager & Analyst ファンドマネージャー/アナリスト	-	500 - 1,200	700 - 1,500
Trader & Dealer トレーダー/ディーラー	-	500 - 1,000	600 - 1,500
Real estate finance 不動産金融	-	500 - 1,000	500 - 1,000
Actuary etc. アクチュアリー等	-	600 - 1,200	600 - 1,200
Screening 審査	-	500 - 1,000	500 - 1,200
Risk Management リスク管理	-	500 - 1,200	500 - 1,100
Compliance コンプライアンス	-	500 - 1,000	600 - 1,200
Marketing and Planning マーケティング・商品開発・営業推進・その他企画系	-	500 - 1,100	600 - 1,200
Operation Planning 事務企画・業務改善	-	400 - 800	500 - 700
Back office (Operation) 運用バックオフィス	-	500 - 900	700 - 800
Back office (Investment & Lending / Settlement / Deposit) 投融资・決済・預金バックオフィス	-	500 - 800	500 - 800
Back office (Insurance) 保険バックオフィス	-	500 - 800	600 - 1,000
Manager Level 課長級	-	700 - 1,200	500 - 1,200
Senior Manager Level 部長級	-	1,000 - 1,500	800 - 1,500
Director Level 役員級	-	1,000 - 4,000	1,500 - 5,000

# Japan

## Manufacturing 製造業界

### [Market Overview]

#### Market Trends

- Due to the saturation of the domestic market, many Japanese companies are trying to increase their overseas sales ratio, and as a result overseas activities are actually increasing.
- Material manufacturers are seeing increased performance due to the improvement in the economy. Automotive related business is particularly strong.
- Machine related global Japanese companies are enjoying strong performance. This has also led to strong performance for manufacturers of machine parts.
- With regards electrical-related manufacturing, although some major manufacturers appear to be recovering, businesses specialising in automotive and white goods have seen a partial recovery. With the exception of small and medium sized liquid crystals (smartphones / tablets) related business, there has been no improvement yet for TV, black goods, or semiconductor related business.
- With regards synthetic chemistry, long term management plans now include new business developments outside of other existing businesses.
- Synthetic chemical manufactures which make finished products are growing in proportion with the growth of consumer electronics and automotive companies. There have also been moves to transfer factories overseas, etc., in order to cut costs.
- In the SME market there are signs of an upturn due to the demands of China, Taiwan, and ASEAN, centring on the process industry.

#### Recruiting Trends

- With regards Japanese companies, in the last year medium sized companies have increased their number of overseas projects. Companies which have been experiencing issues with regards that overseas expansion (or the initiation of such expansion), particularly owner companies, etc., have started to expand external recruitment. Major companies which previously only generally hired young staff have also started to recruit more experienced people for pinpoint jobs. With regards setting the requirement skills and experiences and prioritisation of positions, many companies successfully recruit staff through direct decisions made by top management personnel who have an understanding of the employment market.
- Major machinery companies have continued to recruit new staff since last year. Although there has been no significant growth in the market, willingness to recruit remains firm.
- With regards electrics, although some major firms have seen movement towards recovery, the main focus remains the careful selection of staff specialising in automotive and white goods.
- In the plant industry, specialist engineers and construction management staff, with the target of those holding domestic qualifications as technical supervisors, are continuously in demand. Recruitment targets are mid-to-senior level specialists. With regards overseas related business, major companies are recruiting project managers and small and medium sized companies are hiring at the management level with the aim of increasing overseas sales. With regards infrastructure related business, although attention has been focused on business relating to solar power, the momentum that had continued until last year has been lost and there is little willingness to recruit.
- In materials related businesses, as a result of the persons responsible for recruitment (managing director) at owner companies understanding the recruitment market, with a focus on overseas sales and overseas purchasing positions, there have been many cases where recruitment has brought success.
- Paint and moulding manufacturers are recruiting for many overseas related positions.
- Although there has been a slight increase in the number of human resources changing jobs thanks to the economic recovery, the increase in top talents looking for new jobs and that meet the job requirements represents just a small portion.
- Due to overseas production bases' broadening role and taking on the design of products, contact with overseas design departments and partner companies is increasing. Compared to the past, there has been an increase in the number of engineers engaged in design and development that require English proficiency for their work. In addition, it can be hard to recruit staff, and there are more and more companies which are beginning to actively recruit foreign staff.
- There is significant demand for those who have experience or speak the language of the country (planned) for expansion into. However the trend of the last couple of years to enter into India, Vietnam, and Mexico has weakened.
- The number of positions available at foreign companies has increased dramatically in 2014 compared to 2013, since in that year many companies suspended recruitment and operated with a minimum number of staff. Hence due to the economic recovery vacancies have increased. This has resulted in a recruitment scramble and at present it is very much a sellers' market. However, there are not many companies which are increasing their headcount in Japan, many additional hires are recruited to replace personnel or to recover from the period of operating with minimum staff mentioned above.
- Awareness that the demands of the job market are strong is spreading, and there has been a slight increase in the number of people considering changing jobs compared to the previous year.
- English proficiency is generally required. This tendency is particularly strong at companies of a certain level and higher. This has also become important to the middle and upper layers as fluent English ability is important for budget acquisition, etc., when reporting to the home country. This layer of positions is subject to tight supply and demand and it is particularly difficult to find staff at this level.
- With regards to the hiring process of new staff, there is a steady trend for companies to create an environment in which consultants and hiring managers can hold detailed exchanges.

#### Salary Trends

- At Japanese companies, no upward trend in overall offer amount can be perceived. There are many companies where, due to the existence of a company salary table, it is difficult to present an offer which exceeds the boundaries of that structure, and this will become a more significant challenge in the future.
- In synthetic chemical related businesses there is a tendency for Kansai based companies to offer lower salaries than Kanto based companies, and this is causing hiring difficulties.
- In high income positions of MNCs, in cases where a company particularly wants to hire a certain candidate, there is an increasing tendency for such companies to present a lump sum or an annual income which exceeds the planned budget, etc.

### [マーケット概要]

#### 業界動向

- 日本企業は、国内市場が飽和状態の為、海外売上比率上昇を図る企業が多く、実際に上昇。
- 材料メーカーは、景気上昇により業績向上。特に自動車関連向けビジネスが堅調。
- 機械系グローバル日本企業は業績が堅調。併せて傘下の機械部品メーカーも堅調。
- 電気系は、一部大手に回復傾向が見られるが車載・白物特化の部分的回復。TV・クロモノ・半導体関連は、中小型液晶(スマホ／タブレット)関連を除いてまだ伸びていない。
- 総合化学系は、長期経営計画の中で各既存事業以外の新規事業展開を検討。
- 化学系の完成品は、自動車・家電系企業の伸びに比例して伸び。低コスト化のための海外現地化等も。
- 中小企業マーケットは、装置産業を中心に中国・ASEAN・台湾向けニーズが上向きで好転の兆し。

#### 採用動向

- 日本企業では、ここ1年中堅企業の海外案件が増加。特にオーナー企業等、海外展開について課題を感じている企業が外部採用の強化を開始。一昔前は基本的に若手層しか採用していなかった大手企業が、近年中高年人材もピンポイント求人採用で採用し始めた。求める人物像や必要なポジションの優先順位等について、採用マーケットを理解した経営トップが直接判断を行って採用に成功している企業が目立つ。
- 機械系大手は昨年来からの継続した採用が続く。市場の大幅な成長は無いが採用意欲は底堅い。
- 電気系は、一部大手に回復傾向が見られるものの、車載・白物家電に特化した厳選採用で、慎重な動きが当面続く模様。
- プラント業界では、国内では監理技術者の資格保有者をターゲットとした専任技術者・施工管理で底堅い求人ニーズ。ミドル～シニアのスペシャリストが対象。海外関連では、大手ではプロマネ、中堅中小ではマネジメントクラスの採用で、増加する海外売上に対応を図ろうとしている。インフラ関連では、太陽光発電関連に注目が集まっているが昨年までの勢いはなく採用にも一服感。
- 材料系では、海外営業・海外購買中心で、オーナー系の求人発注者・採用決裁者(社長)が採用市場の現状を理解した結果、採用が成功に至るケースが多い。
- 塗料や成形メーカーで海外関連で多数求人採用実績。
- 景気回復を受け転職活動に動き出す人材も多少増加しているが、求人ニーズに合致する優秀な人材の転職希望の増加はごく一部。
- 海外生産拠点が設計まで手掛けるようになってきた関係上、海外の設計部門や協力会社との接触が増加。従来に比べ設計開発関連のエンジニアへの英語力の要望が増加。また、採用難もあり、外国人も積極採用し始めた企業が増加傾向。
- 海外進出(予定)国での経験・言語に特化したニーズが多数。但し、一昨年～昨年のように、「インド・ベトナム・メキシコ」といった進出先国に特徴のあるトレンドは弱まった模様。
- 外資系では、13年に比べると14年は求人が大幅に増加。13年に採用を停止していた企業が最小限の人数で運営していた為、景気浮上に伴い一気に増員。その結果として売り手市場になり人材の奪い合いに。但し、基本的には日本におけるヘッドカウントを大きく増やす企業は少なく、リプレースあるいは前述のような最小限の状態から回復するための増員が多い。
- 求人市場のニーズが堅調である認識が広がり転職検討者は昨年対比で多少増加。
- 基本的には英語力は必要。特に一定レベル以上の企業ではその傾向が強い。中でも上層部を中心に、本国へのレポートラインで予算獲得等の為に流暢な英語力が重要となっており、この層は需給が逼迫しており採用難易度は特に高い。
- 採用に際しては、コンサルタントと採用部門がある程度密にやり取りできる環境を作っている企業が順調に進められる傾向がある。
- 日本企業では、総合的なオファー金額の上昇トレンドは見られない。会社の給与テーブルがある為、その枠を超えた給与提示をすることは難しい企業が多く、この点は今後の課題。
- 総合化学系は、関西の企業が関東の企業に給与水準で劣り採用に苦戦している傾向。
- 外資系の高額年収領域では、どうしても採用したい候補者がいる場合、予定していたバジェットを上回る金額での年収を提示もしくは一時金を準備する等の企業が増加。

#### 給与動向

- 日本企業では、総合的なオファー金額の上昇トレンドは見られない。会社の給与テーブルがある為、その枠を超えた給与提示をすることは難しい企業が多く、この点は今後の課題。
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## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Corporate Sales 国内法人営業	Staff	400 - 700	400 - 800
	Manager-	600 - 900	600 - 1,200
* Overseas Sales 海外営業	Staff	400 - 800	500 - 800
	Manager-	600 - 900	650 - 1,100
Manager Level 課長級	-	500 - 900	600 - 1,000
Senior Manager Level 部長級	-	800 - 1,200	900 - 1,500
Director Level 役員級	-	1,000 - 3,000	1,000 - 5,000

## Engineers マニュファクチャリング系専門職

Position	Details	Japanese Company	MNC
Product Planning / Product Development 商品企画・商品開発	-	400 - 800	600 - 1,000
LSI/IC/Memory Design LSI・IC・メモリ設計	-	450 - 800	500 - 1,100
R&D (Electrical Device) 電子デバイス研究開発	-	450 - 700	450 - 700
Process Engineer (Semiconductor) 半導体プロセスエンジニア	-	450 - 800	500 - 800
Control and Signal Circuit Design 弱電回路設計	-	400 - 750	450 - 850
Heavy Current Engineering / Instrumentation Design 強電・計装設計	-	400 - 800	500 - 1,000
Mechanical Design 機械／機構／筐体／メカトロ設計	Staff	400 - 700	400 - 800
	Manager-	600 - 1,000	600 - 1,200
Chemistry(Research, Development, Analysis) 化学(研究・開発・分析)	Staff	400 - 800	400 - 800
	Manager-	600 - 1,000	700 - 1,200
Application Engineer アプリケーションエンジニア	Staff	400 - 800	500 - 1,000
	Manager-	600 - 900	700 - 1,300
Mold/Die Design 金型設計	Japan	400 - 700	N/A
	* Overseas	400 - 650	N/A
Optical Design (Lens Design, Lens Barrel Design etc.) 光学設計(レンズ設計、鏡筒設計など)	-	450 - 800	500 - 700

\* Overseas Assignment / Internationally Related Position 海外関連案件

## Engineers マニュファクチャリング系専門職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Management Position(Factory/Technical) 管理職(工場・技術マネジメント)	Japan	500 - 1,200	700 - 1,400
	* Thailand	500 - 1,200	N/A
	* Indonesia	500 - 900	N/A
	* China	500 - 1,200	N/A
	* North America	700 - 1,500	N/A
Production Technology (Machinery) 製造技術／生産技術(機械)	Staff	400 - 700	450 - 700
	Manager-	500 - 1,000	600 - 800
Factory Operator (Technician) 製造オペレーター(技能職)	-	400 - 700	500 - 700
Production Technology (Electric) 製造技術/生産技術(電気)	-	400 - 700	450 - 700
QC/QA 品質管理・品質保証	Japan	400 - 800	450 - 800
	* China	400 - 1,000	N/A
	Manager-	600 - 900	600 - 1,000
Purchase 購買	Staff	400 - 800	450 - 900
	Manager-	600 - 1,200	700 - 1,200
Production Management 生産管理	Staff	400 - 800	400 - 800
	Manager-	600 - 900	600 - 1,200
Sales Engineer セールスエンジニア	Japan	400 - 800	400 - 800
	* Overseas	400 - 700	N/A
	Manager-	500 - 1,000	600 - 1,200
Service Engineer サービスエンジニア	Staff	400 - 700	400 - 700
	Manager-	600 - 800	600 - 1,200
Maintenance (Equipment, Plant etc.) 設備保全・メンテナンス/施設環境	-	400 - 800	450 - 900
Manager Level 課長級	-	500 - 1,000	600 - 1,200
Senior Manager Level 部長級	-	800 - 1,500	800 - 1,500
Director Level 役員級	-	1,000 - 3,000	1,000 - 4,000

\* Overseas Assignment / Internationally Related Position 海外関連案件



## Japan

## Information Technology IT業界

## [Market Overview]

## Market Trends

- Both Japanese and foreign companies are generally continuing to enjoy stable growth.
- With regards financial institutions, there is continuing demand for projects in association with global development and M&A by major finance companies.
- Security related needs are increasing. This is due to incidents where personal information has been leaked, overseas subsidiary governance strengthening in association with globalization, and the need to strengthen security in conjunction with the use of big data, etc.
- Although foreign direct investment from overseas companies has continued as usual, what is particularly noticeable is the movement towards vendors relating to cloud, security, and mobility (including BYOD).

## Recruiting Trends

- The ongoing sellers' market is continuing for both Japanese and foreign companies. Willingness to recruit has further increased slightly compared to last year.
- Embedded system related needs declined after the Lehman shock but have begun to recover.
- Although it is a sellers' market, the demand for those who are able to "hit the ground running" is different to that of prior to the Lehman crash. The same careful selection of immediate starters is applied even when hiring younger staff members.
- There is an increasing demand for personnel who can speak English. This is due to the overseas expansion of Japanese companies. This is also because MNCs are asking their Japanese subsidiaries for support to Japanese company clients that have expanded overseas.
- Although some companies are recruiting foreigners, a certain level of Japanese proficiency is required.
- There are some companies that have strengthened their recruitment capabilities by shortening the lead time of the selection. For top personnel it is common to conduct three interviews within a week and to make an offer within two weeks of the application filing date. In addition, a rotating interviewer system is also used.
- In order to present the company's vision and charm to applicants there is an increasing trend for the hiring manager to cooperate with the recruitment procedures.

## Salary Trends

- Although it cannot be said for either Japanese or foreign companies that offer amounts are directly increasing, many companies are revising their salary range / salary system itself in order to avoid losing potential candidates to competing companies (includes returning salaries to their pre-Lehman shock levels and strengthening their welfare system, etc.). There are some companies that have raised salaries 10% as well as others that have enhanced retirement benefits in order to improve retention.

## [マーケット概要]

## 業界動向

- 日本企業・外資系企業ともに、全体的に通常通りの成長が続いている。
- 金融機関向けは、金融大手のグローバル展開やM&Aに伴ってのプロジェクトのニーズが続いている。
- セキュリティ関連のニーズが強くなっている。個人情報漏れ事件の発生や、グローバル化に伴う海外子会社のガバナンス強化、ビッグデータ活用に伴うセキュリティ強化ニーズ等の背景がある。
- 外資系の対日投資は、いつも通りであるが、特に、クラウド・セキュリティ・モビリティ (BYOD含む) 関連のベンダーの動きが目立った。

## 採用動向

- 日本企業、外資系企業ともに、引き続き売り手市場が続いている。採用意欲は昨年よりさらに少し上向きとみられる。
- 組込系のニーズが、リーマンショック後低下していたが、回復してきている。
- 売り手市場ではあるが、あくまで即戦力を求めているのがリーマンショック前とは異なる点。若手の採用の場合も慎重に即戦力を選んでいる。
- 日本企業では海外展開を図る目的と、外資系企業では顧客である日本企業の海外展開のサポートが日本法人に求められていることを背景に、英語のできる人材のニーズが高まってきている。
- 一部の企業は外国人の採用を行っているが、ある程度の日本語能力が求められる。
- 選考期間の短縮により採用力強化に成功している企業がある。優秀な人材の場合は、1週間以内に3回面接を実施して応募から2週間でオファーまで実施する等。また、面接官の代替体制を組む等。
- 応募者にビジョンや魅力を感じてもらう為に、現場の採用部門のマネージャーが採用に協力的だと採用が進む傾向がある。

## 給与動向

- 日本企業・外資系企業ともに、オファー金額の直接的な上昇傾向自体は感じられないものの、採用競争に負けないように給与レンジ・給与制度自体の改定に取り組んでいる企業も目立つ(給与レベルをリーマン・ショック前の水準に戻す、福利厚生強化等含む)。給与を10%引き上げた企業や、リテンションのために退職金を強化した企業もある。

## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Staff Level スタッフ～係長級	-	400 - 800	500 - 1,200
Manager Level 課長級	-	600 - 1,200	900 - 1,200
Senior Manager Level 部長級	-	700 - 1,500	1,000 - 1,800
Director Level 役員級	-	1,000 - 4,000	1,200 - 5,000

## Consultants and Engineers IT系専門職

Position	Details	Japanese Company	MNC
IT Consultant ITコンサルタント	-	500 - 1,000	600 - 1,200
Application Consultant アプリケーションコンサルタント	-	500 - 900	500 - 1,000
Pre-Sales / Post-Sales プリセールス/ポストセールス	-	500 - 800	600 - 1,100
Project Manager プロジェクトマネージャー	Staff	500 - 1,000	500 - 1,000
	Manager	600 - 1,200	800 - 1,400
	Senior Manager-	800 - 1,500	1,000 - 1,500
SE(Open System) オープン系SE	-	400 - 800	500 - 800
SE(Financial) 金融システム	-	500 - 800	550 - 1,000
Embedded Engineer 組み込みエンジニア	-	450 - 800	500 - 1,000
Network Engineer (Development) ネットワークエンジニア(開発系)	-	450 - 900	500 - 800
Network Engineer (Operation) ネットワークエンジニア(運用系)	-	400 - 600	N/A
Infra Engineer インフラエンジニア	-	400 - 800	500 - 1,000
Technical Support テクニカルサポート	-	400 - 800	500 - 1,000
Helpdesk ヘルプデスク	-	400 - 600	500 - 700
Inhouse SE(Application) 社内SE(アプリ)	Staff	400 - 800	400 - 800
	Manager	650 - 1,000	500 - 1,000
	Senior Manager-	800 - 1,200	1,000 - 1,500
Inhouse SE(Infrastructure) 社内SE(インフラ)	-	400 - 800	450 - 900
* Inhouse SE (Overseas) 海外システム担当	Overseas	500 - 1,000	N/A
Manager Level 課長級	-	600 - 1,000	700 - 1,000
Senior Manager Level 部長級	-	800 - 1,200	800 - 1,500
Director Level 役員級	-	1,000 - 3,000	1,000 - 4,000

\* Overseas Assignment / Internationally Related Position 海外関連案件

# Japan

## Web Industry Web業界

### [Market Overview]

#### Market Trend

- Japanese companies are in general enjoying strong growth. The number of start-up projects is increasing and there are many fast growing companies. The game industry is also seeing movement towards overseas expansion.
- With regards foreign companies, major EC and content industry (including the game industry) companies are seeing significant growth. Companies in other industries are also growing but not at the same high level.

#### Recruiting Trend

- With regards Japanese companies, there is an increasing number of positions available for start-ups. As these are businesses involved with the development of mechanisms which increase the quantity of reviews and downloads, etc., there are many positions available in marketing and service construction. Many engineers are also recruited in order to operate services.
- There is a growing need for companies, which have grown to a scale in excess of 100 employees, to strengthen their management levels. For example, creative departments recruiting producers who have proven abilities.
- Last year the scramble to recruit top talent became even more pronounced than it was two years ago.
- There is also a tendency to recruit those in their 40s who have management experience.
- With regards engineers, there is particularly strong demand for those with experience in LINUX+PHP/RUBY. Those with consumer-focused system development experience are also in demand. On the service side there is a strong demand for human resources who have had the experience of creating something from nothing.
- In the last couple of years, depending on the company and the product, there is an increasing trend to no longer consider regular job changes as a disadvantageous aspect. Companies which reject candidates who have many job change experiences are struggling to attract talented personnel. Companies are also accumulating knowledge about how to recruit and use staff in positions with high turnover.
- Moreover, lack of requirement for a specific education level (university graduate, attended a top university) is also becoming a key point in recruitment.
- Although consumer-focused system experience used to be essential, companies are hiring to business-focused system engineers who have studied consumer-focused systems at home, and there have been several success stories where such hires have reached the general management level.
- With regards companies expanding overseas, such as in the games industry, recruitment is focused on native speakers and intelligent people familiar with the region. As for companies outside of the gaming industry, there is an increasing trend for major companies which are able to further expand overseas to look for English proficiency, etc.
- With regards engineers, many companies are hiring foreigners who speak Japanese at an advanced level.
- With regards foreign companies, when game companies enter Japan for the first time they almost always hire sales management and marketing management and employ staff for the back office.

#### Salary Trend

- Especially at Japanese companies there is an increasing tendency to offer annual salaries that are higher than previously offered salaries for similar people by around JPY 500,000 to JPY 1 million. Although offers do not exceed a candidate's previous income significantly, it is becoming less and less common for candidates to accept a pay cut. Offers are generally in the range of JPY 5 million to JPY 7 million. There is high demand at the JPY 5 million to JPY 6 million level, and as almost every company is looking to hire in this band it is very easy for candidates to receive an increased salary offer.
- It is of particular note that in the past start-ups and new ventures naturally offered low salaries, however these days thanks to the investment of venture capitalists, etc., salaries tend not to be so low.

### [マーケット概要]

#### 業界動向

- 日本企業は全体として大きく成長している傾向にある。スタートアップの案件も増加している。急成長する企業も多い。ゲーム業界では、海外進出の動きも目立っている。
- 外資系企業は、大手ECおよびコンテンツ業界(ゲーム業界含む)が大きく成長している。それ以外の業界については、そこまでの高成長ではないが成長している。

#### 採用動向

- 日本企業では、スタートアップの求人案件が増加している。口コミやダウンロード数などの仕組み作りが重要なビジネスである為マーケティングやサービス構築関連のポジションが多い。サービス運用の為にエンジニア採用も多い。
- 従業員規模が100人を超えて成長した企業からは、マネジメントの強化のニーズが発生している。例えば、クリエイティブ部門なら実力のあるプロデューサーを採用する等。
- 優秀な人材は取り合いになっており、その傾向は前年、前々年より顕著である。
- 40代のマネジメント経験者も採用される傾向がある。
- エンジニアは、LINUX+PHP/RUBYの経験者のニーズが特に強い。toCの開発経験者が人気。サービス側では、0から1を作った経験のある人材の引き合いが強い。
- ここ1-2年、在籍企業と成果物次第で、転職回数が多少多くても不利にならない傾向が強まっている。転職回数に拘泥する企業は優秀な人材を集めにくくなってきている。採用企業も、転職回数が多い人材の採用法や活用法のノウハウを蓄積してきている。
- 転職回数以外では、学歴(大卒・有名校)に拘らないことも採用促進のポイントとなっている。
- toC経験が必須と当初考えていても、toBのエンジニアで自宅までtoCを勉強していた人を採用し、部長になるまで活躍したような採用成功例もみられる。
- ゲーム等で海外進出する企業は、現地事情に明るい人や出身者を狙って採用。ゲーム以外で、海外進出の余裕がある大手企業も英語力等を見る傾向がある。

- エンジニアについては日本語力が高い外国人を採用していることも多い。
- 外資系企業では、ゲーム会社が日本へ初進出した当初は、基本的に必ず、営業のTOP、マーケティングのTOP、それからバックオフィスを採用している。

#### 給与動向

- 特に日本企業を中心に、全体的にオファー年収は50~100万円程度上昇している感触がある。前職年収を上回るオファー金額となることはあまり多くはないが、前職年収より下がるケースが減少傾向にある。オファーは500万円から700万円位の層がメインである。500万円から600万円クラスだと大変ニーズが高く、どの企業も採用したいので、オファー年収が特に上がりやすい。
- 尚、以前はスタートアップやベンチャーの給与は低いのが当然という空気があったが、現在は、ベンチャーキャピタル等が入っており給与は必ずしも低くないのが大きな特徴となっている。

#### Sales 営業職

(10 K JPY = 84 USD)  
(Unit : Japanese Yen (000) / a year)

Position	Details	Japanese Company	MNC
Staff Level スタッフ~係長級	-	400 - 600	600 - 800
Manager Level 課長級	-	500 - 800	700 - 900
Senior Manager Level 部長級	-	600 - 1,000	800 - 1,200
Director Level 役員級	-	1,000 - 2,000	1,000 - 3,000

#### Producers, Designers and Engineers Web系専門職

Position	Details	Japanese Company	MNC
SE(Web) Web系SE	-	400 - 800	450 - 900
Web / Mobile Marketing / Web Master Web/モバイルマーケティング/Webマスター	-	400 - 900	500 - 1,000
Web Producer / Mobile Producer Webプロデューサー/モバイルプロデューサー	-	400 - 800	500 - 1,000
Web Director / Mobile Director Webディレクター/モバイルディレクター	-	400 - 800	500 - 700
Web Designer Webデザイナー	-	400 - 700	400 - 800
Creative Director / Art Director クリエイティブディレクター/アートディレクター	-	400 - 600	700 - 1,400
Graphic Designer グラフィックデザイナー	-	400 - 600	N/A
Game Director ゲームディレクター	-	400 - 800	N/A
Game Producer ゲームプロデューサー	-	500 - 900	500 - 900
Network/Game Programmer ネットワーク/ゲームプログラマー	-	400 - 800	N/A
Manager Level 課長級	-	600 - 800	600 - 900
Senior Manager Level 部長級	-	700 - 1,000	800 - 1,200
Director Level 役員級	-	800 - 2,000	1,000 - 3,000



# Japan

## Consumer Goods コンシューマーグッズ業界

### [Market Overview]

#### Market Trends

- Japanese companies are generally growing. They are acting aggressively to increase their sales shares, especially with respect to overseas markets.
- Cosmetic and miscellaneous goods companies in Kansai are seeing business growth in association with overseas expansion and the increase in recruitment at overseas factories.
- With regards foreign companies, although the importance of the Japanese market has not changed, the emphasis on investing in emerging countries with higher growth potential is continuing. APAC HQs have been established in Singapore and China, and there is a tendency to allocate new personnel mainly to these regions.

#### Recruiting Trends

- Japanese companies continue to give preference to those familiar with overseas business (overseas representation, business launches, market development, etc.)
- With regards overseas business, the recruitment of alumni of MNCs (senior management as well as younger staff) is continuing. Especially for senior management, a sense of speed and decision making ability are found to be useful.
- With regards English proficiency, although there is a tendency for this to be needed, in many cases a TOEIC level of 650 is considered sufficient. The demand for foreign languages other than English is also increasing.
- From the human resources side, there is a growing number of people who want to go on overseas business trips more frequently and to have more opportunities to use English.
- There are also an increasing number of companies which are hiring more mid-career staff due to having difficulties in hiring new graduates. However, for mid-career staff, the increasing tendency to demand people fully trained with language skills and an autonomous attitude towards work is different to the trends of around 2005 and 2006.
- Recruitment needs for companies in Kansai are generally high, and television commercials are also appearing which show consciousness towards recruitment.
- Recruitment of foreigners has spread from new graduates to mid-career staff, and although employers have become accustomed to foreigners, their high turnover rate is still a problem. There are many companies which have completed their active recruitment of foreigners held over the past year, and there are also an increasing number of companies hiring Japanese trilinguals.
- At foreign companies the overall willingness to hire is at around the same level as last year.
- The market has come to be more focussed on replacing personnel who have left due to retirement or mid-career job changes. In recent years there have been many cases where vacant positions have been filled by persons transferring back from overseas (including third countries).
- Intermediate English proficiency or higher is required. In addition there are many positions where the usual "advanced" level is insufficient and fluency is required.
- The progression of companies' recruitment of foreigners tends to be polarized.
- There are an increasing number of alumni of MNCs actively looking to work for Japanese companies. The reasons for this include 1) transferring from the top of a foreign company's Japan office to the top of a Japanese company, 2) wanting to work at a Japanese head office, and 3) not being able to envision continuing to work for a foreign company until retirement.

#### Salary Trends

- At Japanese companies, there is a general trend for salaries to increase. When hiring alumni of MNCs for high level positions, in order to present an offer which exceeds the traditional salary table, there is a tendency to hire such persons as contract employees, which allows companies to pay a salary that is around 20% higher.
- At foreign companies, there is a slight overall trend to increase salaries. Due to the scramble for human resources within the healthcare industry, which provides high salary levels and actively recruits staff, there are an increasing number of cases where the salary offered is the highest amount in the salary band for that position. If adjustments at the base salary level are insufficient, incentives and lump sum payments are adjusted. In addition, to also enable the possibility of pay rises after recruitment, there are companies which are starting to reform their post-hiring salary system.

### [マーケット概要]

#### 業界動向

- 日本企業は、全体として伸びている。特に海外市場攻略へ向け、売上シェアを高める為に攻勢に出ている。
- 関西の化粧品、雑貨系は海外進出や海外工場強化等で採用増を伴う事業拡大が進んでいる。

- 外資系企業では、日本市場の重要性には変わりはないものの、より成長性の高い新興国への重点投資姿勢が続いている。APACのHQがシンガポールや中国に置かれ、新規のヘッドカウントもそちらに重点的に配分される傾向がある。

#### 採用動向

- 日本企業では、海外ビジネス精通者(駐在、立上、販路開拓等)の優遇が進んでいる。
- 海外ビジネスに関連して、外資出身者(上級管理職や若手)の採用も進んでいる。特に上級管理職に関しては、そのスピード感や意思決定のやり方が重宝されている。
- 英語力に関しては、必要となってきた傾向があるが、TOEICに例えるなら650点レベルで十分なことも多い。英語以外の言語を併せ持つことへのニーズも増加している。
- 人材側からは、海外出張の頻度や英語の活用度を高めたいという希望を持つ人材も増加。
- 新卒採用で苦戦しているために中途採用を強化している企業も増加傾向。しかし、中途採用に当たっては、語学力や自立した仕事姿勢等の即戦力性を求める傾向が高いのが05年06年頃との違いである。
- 関西企業の採用ニーズは全般的に高く、採用を意識したTVCMも活発である。
- 外国人の採用は新卒から中途に広がっており、採用側も外国人慣れしてきているが、やはり高い離職率が問題となっている。関西では、外国人の積極採用を昨年のうちに完了している企業も多く、日本人トリリンガルを採用した企業も増えている。

- 外資系企業では、全体の採用意欲は前年と同じ傾向である。
- 定年や中途離職に伴うリプレースポジション中心のマーケットとなっている。近年は、空席のポジションが海外(第3国含む)からの異動者で充足されるケースも多くなっている。
- 英語力は中級以上が求められる。また、通常の「上級」レベルではなく、「流暢」といえるレベルが求められるポジションも多い。
- 企業により外国人採用の進展は二極化している傾向がある。
- 外資系出身者が日本企業に積極的に転じるケースが増えてきている。1)外資系企業の日本TOPから日本企業のTOPへ、2)本社である日本企業へ動きたい、3)外資に定年まで勤務継続できるイメージがしない、等の理由で動いている。

#### 給与動向

- 日本企業では、全体的には上昇傾向にある。外資系出身の高いポストの人材を採用する際、従来の給与テーブルを超えるオファー金額を出す為に、契約社員等の形態をとって2割程度高い金額を支給する例等も目立っている。
- 外資系企業では、全体としてやや上昇傾向にある。給与水準が高く積極採用を進めるヘルスケア業界との人材の争奪により、オファーするポジションの給与バンドの最高値をオファーするケースが増加している。ベース給での調整が無理な場合、インセンティブや一時金で調整している。また、採用後の昇給を可能とする為、採用後に給与制度改革に着手する企業も目立っている。

## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Corporate Sales 国内法人営業	Staff	400 - 700	400 - 700
	Manager-	600 - 800	600 - 800
* Overseas Sales 海外営業	Staff	400 - 700	N/A
	Manager-	600 - 1,000	N/A
Sales for Agencies 代理店営業	-	350 - 500	450 - 550
Sales for Department Stores 百貨店向け営業	-	400 - 550	500 - 800
Sales for Volume Retailers 量販店向け営業	-	400 - 600	450 - 600
Retail Sales 国内営業(リテール)	Staff	550 - 650	550 - 700
	Senior Manager-	800 - 1,000	1,000 - 1,500
Area Manager / Supervisor エリアマネージャー/スーパーバイザー	-	500 - 700	500 - 800
Store Manager ストアマネージャー	-	400 - 600	500 - 700
Sales Planning 営業企画	-	450 - 600	600 - 800
Manager Level 課長級	-	500 - 800	600 - 1,000
Senior Manager Level 部長級	-	700 - 1,100	800 - 1,500
Director Level 役員級	-	1,300 - 4,000	1,200 - 5,000

\* Overseas Assignment / Internationally Related Position 海外関連案件

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	Staff	400 - 650	500 - 900
	Manager-	600 - 1,000	700 - 1,200
	Senior Manager-	800 - 1,200	900 - 1,500
Marketing Research マーケティングリサーチ	-	400 - 800	450 - 700
Product Planning / Product Development 商品企画・開発	-	400 - 700	500 - 900
Forecasting フォーキャストニング	-	500 - 800	500 - 800
Buyer バイヤー	-	400 - 700	500 - 1,000
* Global Procurement 海外調達	-	500 - 900	500 - 1,000
Logistics (include SCM・ERP・Analyst) ロジスティックス(SCM、ERP、アナリスト含む)	-	400 - 650	400 - 800
* Global Logistics 国際物流	-	400 - 800	500 - 800
* Trading (Import) 貿易輸入	-	400 - 550	400 - 550
Production Management 生産管理	Staff	350 - 700	450 - 600
	Manager	500 - 900	700 - 1,000
Food R&D 食品研究開発	-	400 - 700	450 - 800
PR ピーアール	Staff	400 - 600	400 - 700
	Manager	500 - 1,000	700 - 1,200
Direct Marketing / Database Marketing / CRM ダイレクトマーケティング/データベースマーケティング/CRM	-	400 - 550	500 - 800
Store Development 店舗開発	-	500 - 800	600 - 1,000
Trainer (for shop assistant) トレーナー(店舗向け)	-	400 - 700	600 - 800
MD (Merchandiser) マーチャンダイザー	Staff	400 - 700	400 - 700
	Manager-	600 - 900	600 - 1,100
VMD ビジュアルマーチャンダイザー	Staff	400 - 650	400 - 700
	Manager-	N/A	600 - 1,000
Sales Promotion 販売促進	-	400 - 800	450 - 800
Manager Level 課長級	-	500 - 1,000	500 - 1,200
Senior Manager Level 部長級	-	800 - 1,200	800 - 1,300
Director Level 役員級	-	1,000 - 4,000	1,000 - 4,000

\* Overseas Assignment / Internationally Related Position 海外関連案件

# Japan

## Service Industry サービス業界

### [Market Overview]

#### Market Trends

- Japanese companies are generally booming thanks to Japan's prospering economy.
- Booming industries include construction and real estate, home builders, developers, real estate companies, brokers, and general contractors and subcontractors.
- With regards food services, although the industry has seen almost no growth overall, there is an impression that results are fragmenting, with some restaurants enjoying strong performance while others struggle. Big companies including listed companies are performing well. The market is expanding for ramen, gourmet conveyor belt sushi restaurants, yakitori (Japanese grilled chicken), and Chinese family restaurants, etc.
- In the food business performance is particularly strong for catering and Japanese and Western confectionery.
- With regards human resources and education, commissions are increasing in conjunction with the increase in company training budgets.
- The advertising market is also booming. The online advertising market is enjoying particularly strong performance.
- With regards foreign companies, in addition to the advertising industry, in Kansai, especially in the last three months there has been a significant increase in the number of requests from the hotel industry in particular, suggesting that competition has become fierce in the industry.

#### Recruiting Trends

- With regards Japanese companies, the shortage of personnel throughout the services industry has accelerated and this trend is expected to continue.
- As many industries have increased recruitment overall, the services industry, which has inferior competitiveness for recruitment compared to manufacturers, etc., has seen the number of candidates even filing an application decline.
- In food services, although the recruitment of headquarters staff and professional staff seen last year has continued, this year there is a major lack of human resources in the industry and as recruitment managers are focusing on recruiting store managers, supervisors, and cooking staff, there is a shortage in these areas. In addition, there is an increasing tendency to demand that recruits have language skills. The number of companies actively recruiting foreigners is also increasing.
- In construction and real estate, there is an incredibly strong willingness to hire, including management related jobs. Although there has been an increase in recruitment since the second half of 2012, demand has really increased since the second half of 2014. There is particularly strong demand for technical positions such as in design and construction management, but there is a severe shortage of candidates. In addition to qualified construction management personnel, there is also high demand for 1st class registered architects. The recruitment market for civil engineers is also booming.
- In human resources and education, due to work being quite labour intensive, the increase in requirements is directly connected to the increase in hiring. Within education companies that are catering to the corporate market, in consideration of their clients needs, there is an increasing trend to hire personnel with a high background in education from different industries.
- At foreign companies, the recruitment market is particularly strong in the hotel and advertising industries, etc.
- The key for getting hired, regardless of the number of times that someone has changed jobs, etc., is that companies are focussing on those who have the ability to do the job.
- Companies where top management understand the current difficulties in recruiting, who place priority on the type of person and the positions for which they are recruiting, and who have a clear recruitment strategy, tend to be most successful at recruiting staff.

#### Salary Trends

- For Japanese companies the recruitment market is continuing to be a sellers' market.
- Particularly in Kansai, salary offers in general are increasing slightly, regardless of job level or industry.
- There is a tendency for both Japanese and foreign companies to recruit construction project managers with an appropriate high salary offer if their current salary is high.

### [マーケット概要]

#### 業界動向

- 日本企業は、日本の好景気を受けて全般的に活況である。
- 建設・不動産領域では、ハウスメーカー、ディベロッパー、不動産会社、仲介業者、ゼネコン・サブコン、いずれも活性化している。
- 外食領域は、業界全体としての伸びはさほど無いが、業績が二極分化している印象がある。上場企業等一定規模の企業が堅調。ラーメン・グルメ系回転寿司・焼き鳥・中華系ファミレス等でマーケットが伸びている。
- 食品領域では、給食・和洋菓子などの伸びが目立った。
- 人材・教育領域では、企業の研修費の増加等に伴い受注が拡大。
- 広告領域もマーケットが活性化。特にWeb系のマーケットが活性化している。

- 外資系企業は、広告業界以外に、関西では、特に直近3ヶ月において特にホテル業界からの依頼が多く業界の競争が激しくなっていることが伺える。

#### 採用動向

- 日本企業は、サービス業界の全領域において人材不足が加速しており、この傾向は続くと思われる。
- 多くの業界が全体的に採用を増加させている中、メーカー等と比べると採用上の競争力に劣るサービス業界では、内定を出しても候補者が辞退する傾向が強まっている。
- 外食領域では、昨年本部職や専門職の採用が進んだが、今年は現場での人材不足が甚だしく、採用担当者は店長やSV、調理スタッフの募集に注力する為、前者に手が回っていない。また、採用者に語学力が求められる傾向が高まっている。外国人の採用も積極的に行っている企業が増加傾向にある。
- 建設・不動産領域では、管理部門系求人を含め非常に求人意欲が旺盛。12年後半から求人は増加傾向にあったが、14年後半から一気にニーズが高まっている。特に設計・施工管理などの技術職ニーズが非常に高く、候補者が極めて不足している。施工管理の資格者以外に、一級建築士のニーズも高い。土木関連の求人も活性化している。
- 人材・教育領域は、労働集約的な点がある為、受注増が採用増に直結している。また、企業向けの教育関連では、クライアント向けを意識して学歴を重視して異業界からも人材を採用する傾向がある。
- 外資系企業は、ホテル・広告業界等での採用が目立っている。
- 転職回数等に拘らず、実力を重視して採用することが採用の秘訣となっている。
- トップが現状の採用難の状況を理解し、求める人材像や採用ポジションの優先順位等、採用戦略のかじ取りを行う企業は、良い採用に成功する傾向がある。

#### 給与動向

- 日本企業は、採用市場の売り手市場化が進んでいる。
- 特に関西では、全般的にどの階層、どの業界も、オファー年収が上昇気味の傾向がある。
- 日本企業・外資系企業を含め、建設関連のプロジェクトマネージャーは、現給が高くてもそれに相当するオファー金額を提示して採用する傾向となっている。



## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Domestic Corporate Sales 国内営業(法人)	-	400 - 800	500 - 800
* Overseas Sales 海外営業	-	500 - 800	N/A
Retail Sales 国内営業(リテール)	-	400 - 600	N/A
Consultant コンサルタント	-	400 - 900	400 - 800
Account Executive (ad etc.) アカウントエグゼクティブ	-	400 - 700	500 - 800
Manager Level 課長級	-	600 - 800	600 - 900
Senior Manager Level 部長級	-	700 - 1,500	800 - 1,500
Director Level 役員級	-	1,000 - 4,000	1,000 - 5,000

## Marketing, Supply Chain and Engineers サービス系専門職

Position	Details	Japanese Company	MNC
Research リサーチ	-	400 - 900	500 - 1,000
Sales Promotion 販売促進	-	400 - 700	500 - 900
Direct Marketing / Database Marketing / CRM ダイレクトマーケティング /データベースマーケティング/CRM	Staff	400 - 800	450 - 800
	Manager-	600 - 1,200	700 - 1,200
PR ピーアール	Staff	400 - 600	400 - 700
	Manager-	500 - 1,000	600 - 1,000
Planer ( Media / Marketing / CRM / Promotion ) プランナー(メディア/マーケティング/CRM/プロモーション)	-	400 - 800	500 - 800
Event Planer イベントプランナー	-	400 - 700	N/A
Logistics (include SCM・ERP・Analyst) ロジスティックス(SCM、ERP、アナリスト含む)	Staff	450 - 800	400 - 800
	Manager	600 - 1,200	600 - 1,100
Physical Distributuion 物流	-	400 - 600	450 - 650
* Export 輸出	-	400 - 600	400 - 550
* Import 輸入	-	400 - 500	400 - 700
Store Development 店舗開発	-	400 - 800	400 - 700
Buyer (Food Service) バイヤー(外食)	-	400 - 700	N/A
Editor / Writer 編集・記者	-	400 - 700	500 - 800
Plant Engineer プラントエンジニア	-	400 - 1,000	500 - 800
Architect 建築設計	-	400 - 800	500 - 700
Execution Management 施工管理(建築・土木)	Japan	400 - 800	500 - 800
	* Overseas	450 - 1,000	N/A
Manager Level 課長級	-	500 - 900	600 - 1,000
Senior Manager Level 部長級	-	700 - 1,200	800 - 1,500
Director Level 役員級	-	1,000 - 3,000	1,000 - 4,000

\* Overseas Assignment / Internationally Related Position 海外関連案件

## Japan

## Healthcare ヘルスケア業界

## [Market Overview]

## Market Trends

- With regards Japanese companies, the domestic market for both pharmaceuticals and medical device/equipment has remained largely unchanged. The expansion of overseas departments has also been limited. There have also been government policies which have driven the entry of manufacturing industries (such as in electrics and machinery) and chemicals industry, into the medical industry. Additional government policies have also encouraged the continued effort of the expansion into global markets.
- The pharmaceuticals and medical device/equipment industry has also remained almost unchanged for foreign companies. There has been some recruitment for the establishment of new organisations within companies entering Japan for the first time. Although Japan's position as the world's second largest market has not changed, given the government's measures to reduce drug/redemption pricing, it has become a market for leveraging profits from existing business. Foreign direct investment is therefore conservative.

## Recruiting Trends

- At Japanese companies the trend for recruitment to be focussed on younger staff has continued. However, compared to the past, more mid-career hires are being targeted for executive level positions, and the number of companies expecting reform is also increasing. There have been a lot of requests for executive level positions in the last year, particularly from companies that are new entrants to the industry (particularly those expanding from other industries).
- In part, the beginning of the globalisation of recruitment can be seen. However, each company keeps the other companies in check. A dramatic change in employment culture is not foreseeable. In such a situation, it is likely that the outflow of human resources to MNCs will continue.
- There are many personnel demanding "reform" through the use of technology and new businesses, etc., and these areas have become key points for retention.
- In comparison with the recent past there has become an increasing demand to recruit staff with foreign language proficiency. However, as the number of staff to be hired is limited overall, this has yet to have become a major trend. Hiring in the sections related to overseas business is increasing. Therefore hiring of English speakers is increasing. Some major manufacturers are starting to hire foreigners for diversity of human resources.
- Foreign companies have recruited a large number of staff in the last year due to those companies opening new offices in Japan. Although well performing companies are recruiting large numbers of personnel, struggling companies have been forced to implement early retirement and the number of mid-career hires is also decreasing. Recruitment is very fluid, depending on each company's situation in new product development. Large scale transfers of human resources to companies which have powerful new products can also be seen. Due to regular information of large scale acquisitions and mergers, there is a tendency to adopt a "wait and see" attitude in respect to the post-merger situation before making job change decisions.
- Mid-career job changes are very common at present within the industry. As stated before, a large number of human resources move to companies with promising new products, and this has been unchanging consistent trend of the last 10 years.
- There has been a lull in hiring those with no experience in the industry for sales positions. In particular there has been a shift to recruiting experienced people in the industry, also impacted by the wait and see stance companies have towards large scale mergers.
- At the executive level foreign language skills are almost always required. The recruitment of foreign nationals is also extremely strong.
- In addition to providing a reasonable salary, giving individuals a wide level of discretion is also an attraction that is effective for recruitment.

## Salary Trends

- For Japanese companies the recruitment market is becoming increasingly a sellers' market.
- At Japanese companies, in conjunction with the entrance of medical businesses from other industries, there has been a succession of jobs posted for key management personnel. In many cases the balance between salaries in the existing business has been taken, and a divergence in industry standard salary levels can be seen. Other than that changes to the main trends of the last few years are not apparent.
- At foreign companies there is ongoing demand for science professionals such as development managers, etc., (manager-class and above) as well as core members for foreign start-ups, and salary levels are soaring.
- Overall the industry has moved from a stagnant position to slightly improving. Although there is a strong trend not to significantly increase the assumed salary range in order to recruit staff, to ensure competitiveness within the sellers' market this does not apply to personnel who have the required experience.
- At CRO (Contract Research Organization) the market is becoming increasingly a sellers' market, and salaries are on an upward trend.

## 【マーケット概要】

## 業界動向

- 日本企業は、製薬・医療機器ともに国内市場はほぼ横ばい。海外進出系部署の拡張も限定的。政権施策等もあり、電気・機械等の製造業と化学産業の医療事業参入情報が相次ぐ中で、グローバル市場での取り組みが期待される。
- 外資系企業は、製薬・医療機器ともにほぼ横ばい。一部、日本初進出企業において新規組織構築における採用があった。世界2位の市場規模であることは変わらないものの、薬価・償還価格など行政施策の観点から利益確保市場としての位置付け。よって、対日投資は保守的。

## 採用動向

- 日本企業では、採用ニーズが引き続き若手に集中傾向。但し、以前と比較して幹部職を中途採用し、変革を期待する会社も幾分か増えてきている。特に、参入が相次いだ異業種からの企業では、ここ1年幹部職採用案件が多く見られている。
- 一部で雇用のグローバル化等の端緒は見られた。但し、各社同業他社と牽制をし合う状況。ドラスティックな雇用文化の変化は見られない。そのような状況の中で、外資への人材流出が引き続きみられる。
- 新規事業等、技術を活かした「変革」を求めている人材が多く、それがアトラクション・リテンションポイントとなっている。
- 一時期と比較して、語学力堪能者の採用を求める声は増加傾向。但し、全体の採用数自体が限定的な為、大きなトレンドまでは至らず。海外進出・海外事業関連部署での採用が徐々に増加してきており、英語スピーカーの採用は微増傾向。一部の大手メーカーにてダイバーシティへの取り組みで外国人労働者を採用するケースが発生してきている。
- 外資系企業では、ここ1年新規日本進出企業での大量採用あり。業績が好調な企業での大量採用がある一方、不調な企業は早期退職実施を余儀なくされ、中途採用も縮小傾向。各社の新製品開発状況を見越して、雇用は積極的に流動。有力な新製品候補を持つ会社への大規模な人材移動が多く散見された。大型買収・合併情報が相次ぐ中で、統合後の状況を見据えての一旦様子見観も出ている。
- 業界内転職は活発。前述の通り有望な新製品を持つ会社への大量の人材移動がここ10年の変わらぬトレンド。
- 営業系職種における業界未経験者採用に関しては、一服感あり。特に大型合併に対する様子見観も手伝って、即戦力業界経験者採用にシフト。
- 幹部職においては語学能力はほぼ必須。外国籍の方の採用も含めて非常に堅調。
- 給与待遇面に付け加えて、裁量権を広く与えることでのアトラクションが採用に効果的。

## 給与動向

- 日本企業は、採用市場の売り手市場化が進んでいる。
- 日本企業では、異業種からの医療事業参入に伴い、基幹管理職採用案件が相次ぐも、既存事業での給与形態とのバランスをとるケースが多く、業界標準の給与水準との乖離がみられる。その他、ここ数年大きなトレンドの変化は見られない。
- 外資系企業では、開発管理職種など理系専門職(部課長クラス以上)と外資系のスタートアップのコアメンバー等は引き続き給与水準が高騰。
- 全体としては実勢ベースは横ばいから少々上昇。想定する給与レンジを大きく引き上げてまでの採用には至らない傾向が強いものの、売り手市場の中で競争力を確保するために必要な経験を持った人材にはその限りではない。
- CRO(医薬品開発業務受託機関)では売り手市場が顕著なため上昇傾向となっている。

## Sales 営業職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
MR 医薬情報担当者	-	500 - 1,000	500 - 1,100
Medical Devices Sales 医療機器営業	-	400 - 700	400 - 800
Manager Level 課長級	-	700 - 1,000	800 - 1,200
Senior Manager Level 部長級	-	800 - 1,500	900 - 1,500
Director Level 役員級	-	1,000 - 3,000	1,000 - 4,000

## R&amp;D and Marketing ヘルスケア系専門職

Position	Details	Japanese Company	MNC
Technician 実験	-	400 - 600	400 - 600
Drug Discovery 創薬	-	500 - 800	600 - 1,000
Preclinical 前臨床	-	500 - 800	600 - 1,200
CRC 治験コーディネーター	-	350 - 550	N/A
CRA 臨床開発モニター	-	400 - 800	400 - 800

## R&amp;D and Marketing ヘルスケア系専門職

( 10 K JPY = 84 USD )  
( Unit : Japanese Yen (000) / a year )

Position	Details	Japanese Company	MNC
Technician 実験	-	400 - 600	400 - 600
Drug Discovery 創薬	-	500 - 800	600 - 1,000
Preclinical 前臨床	-	500 - 800	600 - 1,200
CRC 治験コーディネーター	-	350 - 550	N/A
CRA 臨床開発モニター	-	400 - 800	400 - 800
CRA Leader / Project Manager 臨床開発リーダー/プロジェクトマネージャー	Manager	600 - 1,000	700 - 1,500
	Senior Manager -Director	N/A	1,300 - 2,000
Clinical Medical Writer メディカルライター	-	450 - 700	500 - 1,000
Data Management データマネジメント	-	400 - 700	600 - 1,000
Statistics 統計解析	-	500 - 800	600 - 1,000
QC/GCP 監査	-	400 - 600	600 - 800
Formulation/CMC 製剤	Staff	400 - 800	450 - 800
	Manager	600 - 1,300	700 - 1,200
	Senior Manager-	N/A	1,000 - 1,800
Clinical Safety Data 安全性情報	Staff	400 - 800	400 - 1,000
	Manager-	N/A	800 - 1,400
GPMS 製造販売後調査	-	N/A	600 - 1,000
Medical Affairs 薬事申請	Staff	500 - 800	500 - 1,000
	Manager-	N/A	800 - 1,500
* Overseas Medical Affairs 海外薬事	-	600 - 800	N/A
Science Liaison 学術	Staff	400 - 700	600 - 1,000
	Manager-	700 - 1,200	800 - 2,000
Training 教育	-	N/A	600 - 1,200
Clinical Specialist クリニカルスペシャリスト	-	400 - 700	600 - 900
Technical Support / Application Specialist テクニカルサポート/アプリケーションスペシャリスト	Staff	400 - 600	400 - 800
	Manager	N/A	700 - 1,200
Supervising Pharmacist 管理薬剤師	-	350 - 550	400 - 600
Marketing (Product Management/ Marcom) マーケティング(プロダクトマネジメント/マーコム)	Staff	500 - 800	500 - 900
	Manager	600 - 800	800 - 1,200
	Senior Manager-	N/A	900 - 1,500
* Expats for Overseas 海外現地法人要員	Overseas	500 - 1,300	N/A
Manager Level 課長級	-	600 - 1,200	700 - 1,400
Senior Manager Level 部長級	-	800 - 1,500	1,000 - 1,800
Director Level 役員級	-	1,000 - 4,000	1,300 - 5,000

\* Overseas Assignment / Internationally Related Position 海外関連案件

# Japan

## Accounting & Finance 管理部門

### [Market Overview]

#### Market Trends

- Japanese companies are actively recruiting younger staff thanks to increased business confidence. However as this is generally to replace personnel rather than to increase the number of staff, although the number of positions is stable it is difficult to say that demand is increasing.
- An increasing number of human resource professionals are being hired in order to strengthen recruitment capabilities.
- In Kansai there have been an increasing number of projects. The increase in the number of staff hired is driven by the need to strengthen business functions such as those that support overseas expansion, compilation of quarterly financial statements, and the provision of transfer pricing, etc. Listed companies have a high ratio of jobs available and this is particularly the case with accountancy related positions.
- At foreign companies, although just as with Japanese companies there has been almost no increase or decrease in the market for replacement personnel, the recruitment of recruitment staff at major companies has been pronounced. Although in part there is a movement towards sharing HQs and transferring Asia HQs to countries such as Singapore, the level of importance of Japan in the Far East region has not changed.

#### Recruiting Trends

- With regards Japanese companies, listed companies are actively recruiting staff at present.
- In the web industry there are many companies at the early stage of development, and keywords such as IPO preparation can often be heard. On the other hand, the Japanese IT market, which is said to be a mature market, has a general tendency to favour younger personnel.
- Demand for experienced personnel is very high and exceeds supply (sellers' market). Based on such a situation, demands on the applicant side (maintaining annual salary, etc.) are increasing.
- In Kansai, as the restructuring of major companies has been completed, the supply and demand of comparatively older personnel has tightened.
- Given that the shortening of the recruitment process is an issue for many companies, an increasing number of companies have found success in recruiting by conducting interviews on holidays or outside of office hours.
- Due to the growing demand for overseas related business, there is a demand for English speaking personnel even in lower level positions. A high level of language proficiency is not required as there is a lot of management work to be performed between the Japanese head office and their overseas subsidiaries.
- Some foreigners are being recruited for management positions at companies with overseas subsidiaries.
- With regards foreign companies, there has been an increasing number of FP&A and legal requests from the finance industry.
- In Kanto it is a complete sellers' market. However, in Kansai there is currently a trend for human resource outflow caused by business contraction, etc.
- English proficiency has become required and is almost entirely for businesses associated with direct negotiations with the home country, etc. There are an increasing number of applicants who fail interviews if they are unable to demonstrate a high level of business English proficiency with practical work experience.
- There are few companies actively recruiting foreigners.

#### Salary Trends

- At Japanese companies, although salary offers are generally made in accordance with the salary tables, particularly in requests for executive and director level positions, there have been an increasing number of cases where offers have been made based on the candidate's previous salary.
- Level of salary offers are generally increasing at foreign companies. In addition to it currently being a sellers' market, there is an even more severe shortage of human resources with a high level of foreign language proficiency. In particular, there are many companies that are offering increasingly high salaries for top level high earners.

### [マーケット概要]

#### 業界動向

- 日本企業では、景況感から若手求人が依然として活況。但し、基本的に増員ではなく補充マーケットの為、堅調に求人数はあるものの増員需要が出にくい。
- 採用力強化のための採用担当者の採用案件が増。
- 関西では、案件は増加傾向。海外進出や四半期決算対応、移転価格税制等の対応で機能強化の為増員。上場企業の求人比率が高く、特に会計関連の求人が堅調。
- 外資系企業では、日系同様にリプレースマーケットの為増減は殆ど無いが大手における採用担当者の採用が目立つ。一部、シンガポール等にアジアHQを移す動きやシェアード化の動きがあるものの、日本の極東圏における重要度はさほど変わっていない。

#### 採用動向

- 日本企業では、上場企業の積極的な採用が目立つ。
- WEB企業は創生期に当たる企業が多く、IPO準備といったキーワードが多く聞かれるようになった。一方成熟市場と言える日系ITは総じて若手案件に偏重の傾向がある。
- 経験者の量的需要は完全に需要が供給を上回る「売り手市場」。このような構造を踏まえて登録者側の要求(年収維持等)が高まってきている。
- 関西では大手企業のリストラがいったん終了した為、比較的年齢の高い人材の需給が逼迫しつつある。
- 採用フロー短縮が課題の企業が多い中、休日や時間外に面接を実施することで採用に成功している企業が増加。
- 海外関連ニーズが高まっていることから、英語力のある人材はキャリアが浅くてもニーズが高い状況。語学力のレベルは、日本本社から海外子会社をコントロールする業務が多い為、さほど高い語学力は必要としない。
- 海外現地法人の管理職採用において外国人採用が発生することがある。

- 外資系企業では、金融業界においてはFP&Aやリーガルの案件が増加。
- 関東では、完全な売り手市場である。一方、関西では、事業縮小等で市場に人材が流出する傾向にある。
- 英語力が必須となり、本国等との直接的折衝を伴う業務がほとんどである。実務経験上の高度なビジネス英語が使用できないとインタビューで採用見送りになる傾向が強まっている。
- 外国人積極採用案件は少ない。

#### 給与動向

- 日本企業では、一般的に賃金テーブルを遵守した給与オファーをしてきていたが、特に幹部・部長クラスの場合については候補者の前年収を踏まえてオファーするケースが増加している。
- 外資系企業では、オファー金額は概ね上昇傾向にある。背景は売り手市場であることに加えて、語学力の高い人材がより希少性を帯びてきている点が挙げられる。特に給与が高額の優秀人材に対して年収を上積みする企業が目立つ。



## [Market Overview]

### Economic Trends

- Nominal GDP: 297.9 (billion USD) (2013), real GDP growth rate: 3.9% (2013), 2.5% (2012), 6.1% (2011)
- Consumer price inflation rate: 2.4% (2013), 4.6% (2012), 5.2% (2011)
- Foreign investment: The Economic Development Board (EDB) has been proactively launching preferential policies for investment companies and has encouraged investment in research and development companies in biomedical science, environment and water processing technologies, green energy and seven other fields in order to establish international competitiveness. Foreign inward direct investment in 2013 decreased 36.6% compared to the previous year due to a decrease in the number of large scale projects. Investment from Japan fell 30.7%.
- Demographics: 75% Chinese, 13% Malay, 9% Indian, 3% other. The birth rate is low at 1.29, and the government is working on measures to combat the problems of an aging society.
- Total population: 5.47 million (June 2014), workforce: 3.44 million (of which 2.14 million are Singapore nationals), unemployment rate: 1.9% (2013) (an improvement of 0.1 percent compared to the 2.0% of 2012)

### Recruiting Trends

- Language and Education: As the official language is English the country has high international competitiveness (as can be seen in the tables "English Speaker" = "Local Staff"). Approximately 70% of the population are ethnic Chinese, those of Chinese ethnicity speak English and Mandarin, those of Malay ethnicity speak English and Malay and those of Indian ethnicity speak English and Tamil; bilingual education is widespread. The nation is education oriented and 49.9% of the workforce has received education at a junior college level or above. It is also common for people to take various kinds of vocational training and obtain qualifications for professional occupations even after joining the workforce. The country can also be noted for its high proportion of people with high level qualifications and expertise, as well as for its high number of people taking part in training in order to obtain qualifications. 41.3% of the university population studies abroad and a high proportion of the population have no resistance to living and working overseas.
- Gender: There is virtually no difference in wages between men and women. Female social advancement is progressing and the female employment rate is high at 58%, peaking at 73.3% in the 25 to 29 age bracket. Although a few do leave their positions directly due to marriage or childbirth, some leave their positions in order to raise children after they have entered elementary school. Many people have no opposition to living or working overseas.
- Foreigners: Although flexible immigration policies have been in practise for several decades, recently there has been growing public discontent in recent years with regards to immigrants and foreign workers. The government is being placed under pressure due to complaints of traffic congestion and citizens being unable to get the job they desire because of too many foreigners being allowed into the country and movements towards repressing the number of foreigners allowed into the country are accelerating. For this reason the conditions for the issuance of an employment visa for foreigners are being changed repeatedly, and the minimum salary for the issuance of an E Pass has been increased from the traditional SDG 3,000 to SDG 3,300. Since August 1, 2014 a process has been mandated that guarantees that at least 14 days have passed since a position was advertised on the government-run free recruitment website before an employment visa application may be made.
- The sellers' market for job seekers is continuing and this is also a concern for 2015 onward. In the service and food and drink industries in particular there are many companies that have been forced to close due to soaring rental fees and many companies which have put a freeze on hiring new staff.
- Employers are obligated to contribute 16% of total salary (this percentage fluctuates depending upon economic conditions) to the Centra Provident Fund (CPF), which is Singapore's equivalent to Japan's welfare pension. Other than base salary there has been a tendency for general allowances such as medical assistance, commuting allowance, vehicle allowance for sales employees, etc., to increase year on year, and increasing labour costs for companies have become a management risk. However, the government has taken measures to strongly promote increased productivity by companies and has suggested that by promoting a reduction in employee turnover and increasing productivity, it will be possible for companies to ultimately control their labour cost ratio.
- The government is promoting the employment of those over the legal retirement age and those returning from childcare leave to companies. The legal retirement age is 62, however "Guidelines for Re-employment" have been launched by the government's Ministry of Labour which requests companies to re-employee personnel up until the age of 65.
- There is a tendency for local workers, who enjoy strong upward mobility, to frequently change jobs, and this trend is particularly evident in the younger generation. Lifetime employment is not a common practice and as a system of meritocracy has been emphasized in recent years, there are cases where workers have lost their jobs after passing a certain age.
- At Japanese companies, as a measure to localize core personnel, there are many companies which hire Japanese people who are living locally and promote or hire local staff mid-career as successors to staff dispatched from the Japanese headquarters and the hiring of local human resources is being promoted through this.
- Japanese Speakers: The number of young people learning Japanese is decreasing year on year. This has led to Japanese speakers becoming increasingly scarce and the cost to recruit Japanese speakers increasing.
- Japanese People: Mid-career recruitment figures for native Japanese speakers is stable at both Japanese and non-Japanese companies. However, in the case of foreign nationals, including those with Japanese nationality, as the regulations for foreign workers have been strengthened and the number of days required to obtain a visa has increased, there is a need for companies to commence their recruitment activities in sufficient time to take into consideration of the number of days required to obtain a visa.
- Notes: In order to prevent mismatches a trial period is in place during which mutual suitability is assessed. In addition to the compensation package there is increased interest in medium to long term benefits such as education programs and career paths, etc., as well as the welfare system. There is a need for companies to give sufficient explanations of such benefits to job seekers at interviews. In addition, even after recruitment it is essential to build a relationship of trust through regular communication with supervisors, to emphasize performance in areas that would be evaluated and to show recognition to each member of staff.

### Salary Trends

- Forecast rate of salary rises: 4.02% (2014. The Japanese Chamber of Commerce and Industry in Singapore.)
- Almost all those people who are changing jobs desire a minimum pay raise of 10%.

- Legal minimum wage: There is no minimum wage system. Wages for factory workers tend to be around SGD 18,000. Civil servant salaries for new graduates tend to be around SGD 36,000.
- Monthly income of resident full-time workers: SGD 3,705 (Median value. 2013)

## [マーケット概要]

### 経済動向

- 名目GDP: 2,979(億米ドル) (2013年)、実質GDP成長率: 3.0% (2014年予測、IMF)、3.9% (2013年)、2.5% (2012年)、6.1% (2011年)
- 消費者物価上昇率: 2.4% (2013年)、4.6% (2012年)、5.2% (2011年)
- 外資: 経済開発庁 (EDB) が積極的に投資企業への優遇政策を打ち出し、国際競争力を備えるべくバイオメディカル・サイエンス、環境・水処理技術、クリーンエネルギーその他7分野を研究開発企業の投資を奨励している。2013年の外資による対内直接投資は前年より大型案件が少なかった為36.6%減。日本からの投資は30.7%減。
- 人口構成: 75%が中国系、13%マレー系、9%インド系、3%がその他。出生率が1.29と低く高齢化社会問題の対策に政府が取り組んでいる。
- 人口: 547万人 (2014年6月)、労働力人口: 344万人 (うちシンガポール国籍は214万人) (2013年)、失業率: 1.9% (2013年) (2012年度2.0%より0.1ポイント改善)

### 採用動向

- 言語・教育: 公用語は英語である為、国際競争力が高い(表における"English Speaker"="Local Staff")。人口の約七割が中国系民族であり、中国系の場合は英語・マンダリン、マレー民族の場合は、英語・マレー語、インド系民族は英語・タミール語というバイリンガル教育が徹底。学歴重視の国家であり、労働人口のうち49.9%が短大以上の学歴。また社会人になった後も各種職業訓練の受講や各種専門職種の資格取得を目指すことが一般的である。高学歴者ほど資格取得や専門知識、資格取得の為に訓練を受けている割合が高いことも特徴。大学進学者のうち海外留学者が41.3%を占め、海外生活・勤務にも抵抗が無い人が多い。
- ジェンダー: 男女間賃金差は基本的には皆無。女性の社会進出が進んでおり、女性の就業率は、25~29歳の73.3%を最高として全体で58%と高い。結婚・出産を直接の理由とした退職は少ないが、小学校入学以降子供の教育を理由とした退職は散見。
- 外国人: 海外から労働者や高度人材を積極的に受け入れる柔軟な移民政策を取り入れてきたが、近年移民や外国人労働者への国民の不満が増大。交通渋滞や、自国民が希望の職に就けないのは外国人受入れ過ぎの結果だといった不満が政府への圧力となり、外国人受入抑制の動きが加速。その為外国人の就業ビザの発給条件がたびたび変更され、Eパスの給与下限を従来3,000シンガポールドル/月から3,300シンガポールドル/月へと厳格化。2014年8月1日からは就業ビザ申請時に現地人材の募集を政府運営の無料求人求職サイトを通じて最短14日間行ったことを証明するプロセスを義務付けた。
- 求職者の売り手マーケットが継続して2015年度以降も懸念。特にサービス業、飲食業では、家賃高騰に加え人材募集活動が進まず店舗閉鎖に追い込まれる企業も少なくない。
- 日本の厚生年金にあたる中央積立基金(CPF)の拠出が総支給額の16%(景気動向で変動)義務付けられている。基本給以外に一般的な手当として医療補助、通勤手当、営業職の場合の車両手当等があり、それらも年々上昇する傾向で、企業の人件費増加が経営リスクとなっている。しかしながら政府として企業に対して生産性向上の取組を強く推奨しており、従業員の離職率低下や生産性向上を促し、結果的に企業が労働コスト比率をコントロールできるようになることを奨励している。
- 政府は法的定年高齢者や育休復帰者の雇用促進も企業へ促している。法定定年年齢は62歳であるが65歳まで従業員の再雇用を企業側に求める「再雇用に関するガイドライン」が政府の人材省によって打ち出されている。
- 上昇志向の強い当地の労働者はジョブホップを頻繁に行う傾向があり特に若い世代ではその傾向が強い。終身雇用の慣習はなく、近年は実力主義も強調されてきた為、一定の年齢を超えると失職することもある。
- 日系企業では、コア人材の現地化として、日本本社からの派遣駐在員の後任に、現地採用の日本人および現地国籍社員の昇格や中途採用による補充を行うことにより、現地人材の定着化促進を実施している企業が多い。
- 日本語スピーカー: 若い世代の日本語学習者が年々減少。その為、日本語スピーカーの希少価値が高まっておりその分採用コストも上昇。
- 日本人: 日本語ネイティブの中途採用は日系、非日系企業ともに募集数は安定して存在。但し日本国籍含む外国籍者の場合、外国籍就労者の規制強化以来、ビザ取得までの日数が従来よりも長期化した為、企業はその日数を考慮した上で募集活動を開始する必要がある。
- 留意点: ミスマッチ防止の為に試用期間中で双方で適性を見極める。給料等の報酬部分以外に福利厚生制度はもとより、育成プログラム、キャリアパス等中長期的なベネフィットについての関心も高まっている為、企業は面接時に求職者に十分な説明が必須。また、採用後も、上司との頻繁なコミュニケーションにより信頼関係を構築し、評価すべき点は評価を強調して、本人が認知されていることを示すことが肝要。

### 給与動向

- 予測昇給率: 4.02% (2014年。シンガポール日本商工会議所。)
- 転職者は最低10%以上の給料上昇率を希望している場合がほとんど。
- 法定最低賃金: 制度自体が存在しない。工場労働者の賃金は18千シンガポールドル~程度。新規大卒の公務員給与は36千シンガポールドル~程度。
- 居住者のうちフルタイム勤務者の月収: 3,705シンガポールドル (中間値。2013年)

## Banking and Financial Services 金融業界

## Sales 営業職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Overseas Sales 海外営業	45 - 65	45 - 65	55 - 75	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68
Domestic Sales 国内営業	45 - 65	45 - 65	55 - 75	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68
Staff Level スタッフ～係長級	45 - 65	45 - 65	55 - 75	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68	50 - 68
Manager Level 課長級	100 - 150	100 - 150	100 - 150	120 - 180	120 - 180	120 - 180	120 - 180	120 - 180	120 - 180	120 - 180
Senior Manager Level 部長級	200 - 250	200 - 250	250 - 300	250 - 300	250 - 300	250 - 300	250 - 300	250 - 300	250 - 300	250 - 300
Director Level 役員級	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
M&A 合併/買収	90 - 300	90 - 300	90 - 300	90 - 350	90 - 350	90 - 350	90 - 350	90 - 350	90 - 350	90 - 350
Fund Manager ファンドマネージャー	90 - 200	90 - 200	90 - 200	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250
Marketing and Planning リスク管理・企画系	90 - 200	90 - 200	90 - 200	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250
Back office 各種バックオフィス	45 - 120	45 - 120	45 - 120	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180
PE プライベートエクイティ	90 - 200	90 - 200	90 - 200	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250
Real Estate Finance 不動産金融	90 - 200	90 - 200	90 - 200	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250	90 - 250
Staff Level スタッフ～係長級	45 - 120	45 - 120	45 - 120	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180	50 - 180
Manager Level 課長級	90 - 120	90 - 120	90 - 120	100 - 150	100 - 150	100 - 150	100 - 150	100 - 150	100 - 150	100 - 150
Senior Manager Level 部長級	180 - 300	180 - 300	180 - 300	200 - 300	200 - 300	200 - 300	200 - 300	200 - 300	200 - 300	180 - 300
Director Level 役員級	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800	300 - 800

## Consumer Goods コンシューマーグッズ業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Domestic Corporate Sales 国内法人営業	36 - 52	40 - 55	48 - 60	36 - 52	36 - 52	36 - 52	36 - 52	36 - 52	36 - 52	38 - 60
Store Manager 店舗責任者	39 - 52	40 - 55	48 - 60	39 - 52	39 - 52	39 - 52	39 - 52	39 - 52	39 - 52	38 - 60
Overseas Sales 海外営業	39 - 60	40 - 55	48 - 60	39 - 60	39 - 60	39 - 60	39 - 60	39 - 60	39 - 60	38 - 60
Staff Level スタッフ～係長級	36 - 52	40 - 55	48 - 60	36 - 52	36 - 52	36 - 52	36 - 52	36 - 52	36 - 52	38 - 60
Manager Level 課長級	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80	60 - 80
Senior Manager Level 部長級	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150	65 - 150
Director Level 役員級	110 - 300	110 - 300	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
MD (Merchandiser) マーチャンダイザー	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
PR ピーアール	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Web/Mobile Marketing Web/モバイルマーケティング	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Purchase / Buyer 購買	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Staff Level スタッフ～係長級	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Manager Level 課長級	60 - 80	73 - 90	73 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Senior Manager Level 部長級	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110	80 - 110
Director Level 役員級	110 - 300	110 - 300	110 - 300	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350	110 - 350

## Healthcare ヘルスケア業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
MR 医薬情報担当者	40 - 55	40 - 55	65 - 80	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60
Medical Devices Sales 医療機器営業	40 - 55	40 - 55	65 - 80	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60
Staff Level スタッフ～係長級	40 - 55	40 - 55	65 - 80	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60	50 - 60
Manager Level 課長級	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250
Director Level 役員級	150 - 200	150 - 200	150 - 200	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350

## R&amp;D and Marketing ヘルスケア系専門職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
CRC 治験コーディネーター	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Science Liaison 学術	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Clinical Safety Data 安全性情報	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
CRA 臨床開発モニター～プロジェクトマネージャー	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Medical Affairs 薬事申請	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Data Management データマネジメント	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Staff Level スタッフ～係長級	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Manager Level 課長級	65 - 100	65 - 100	65 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250	100 - 250
Director Level 役員級	150 - 250	150 - 250	150 - 250	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350	250 - 350

## Information Technology IT業界

## Sales 営業職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	45 - 55	50 - 55	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	78 - 90	78 - 90	78 - 90	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Senior Manager Level 部長級	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150
Director Level 役員級	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200	150 - 200

## Consultants and Engineers IT系専門職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
IT Consultant ITコンサルタント	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Application Consultant アプリケーションコンサルタント	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Project Manager プロジェクトマネージャー	50 - 60	55 - 60	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100
SE (Web) SE(Web系)	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
SE (Open System) SE(オープン系)	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Technical Support テクニカルサポート	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Network Engineer ネットワークエンジニア	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
SE (Financial) 金融システム	60 - 72	60 - 72	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100	65 - 100
Inhouse SE (Application) 社内SE(アプリ)	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Inhouse SE (Infrastructure) 社内SE(インフラ)	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Staff Level スタッフ～係長級	50 - 60	55 - 60	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	78 - 90	78 - 90	78 - 90	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Senior Manager Level 部長級	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150	90 - 150
Director Level 役員級	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250	150 - 250

## Manufacturing 製造業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Domestic Corporate Sales 国内法人営業	35 - 50	40 - 55	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Store Manager 店舗責任者	35 - 50	40 - 55	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Overseas Sales 海外営業	35 - 50	38 - 53	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Staff Level スタッフ～係長級	35 - 50	38 - 53	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	60 - 80	60 - 80	65 - 90	70 - 100	70 - 100	70 - 100	70 - 100	70 - 100	70 - 100	70 - 100
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250

## Engineers マニュファクチュアリング系専門職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
QC/QA 品質管理・品質保証	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Service Engineer サービスエンジニア	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Sales Engineer セールスエンジニア	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Application Engineer アプリケーションエンジニア	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Plant Engineer プラントエンジニア	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Control and Signal Circuit Design 弱電回路設計	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Mechanical Design 機械/機構/筐体/メカトロ設計	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Execution Management 施工管理(建築・土木)	39 - 80	40 - 90	60 - 100	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Staff Level スタッフ～係長級	39 - 60	39 - 60	60 - 100	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	60 - 80	70 - 90	80 - 100	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250

## BPO ビジネスプロセスアウトソーシング業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Overseas Sales 海外営業	39 - 60	40 - 63	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Domestic Corporate Sales 国内法人営業	39 - 60	40 - 63	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Staff Level スタッフ～係長級	39 - 60	40 - 63	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	60 - 80	70 - 90	80 - 100	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250

## BPO Centre BPO系専門職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Customer Service Agent オペレーター	30 - 55	35 - 60	55 - 60	40 - 55	40 - 55	40 - 55	40 - 55	40 - 55	40 - 55	40 - 55
Supervisor スーパーバイザー	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	60 - 80	70 - 90	80 - 100	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250



## Service Industry サービス業界

## Sales 営業職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
AE(Account Executive) アカウントエグゼクティブ	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Consultant コンサルタント	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Overseas Sales 海外営業	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Domestic Corporate Sales 国内法人営業	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Staff Level スタッフ～係長級	39 - 60	39 - 60	60 - 90	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70	50 - 70
Manager Level 課長級	60 - 80	70 - 90	80 - 100	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90	70 - 90
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250

## Accounting and Finance 管理部門

## Accounting 経理職

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	42 - 60	45 - 60	50 - 55	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80
Manager Level 課長級	70 - 90	70 - 90	80 - 95	90 - 100	90 - 100	90 - 100	90 - 100	90 - 100	90 - 100	90 - 100
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250
Staff Level スタッフ～係長級	40 - 60	40 - 60	50 - 55	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80	50 - 80
Manager Level 課長級	70 - 90	70 - 90	70 - 90	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100	80 - 100
Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
Director Level 役員級	150 - 250	150 - 250	150 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250	200 - 250

## Human Resources 人事職

(1 K SGD = 800 USD)  
(Unit : Singapore dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC			Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Home Country's Language Speaker	Japanese Speaker	English Speaker
Enterprise 大手	Recruiting 採用	42 - 52	45 - 55	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Training & OD 教育研修・組織開発	42 - 52	45 - 55	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	C&B 制度・給与社保	42 - 52	45 - 55	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Staff Level スタッフ～係長級	42 - 52	45 - 55	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Manager Level 課長級	55 - 78	75 - 78	78 - 91	90 - 100	90 - 100	90 - 100	90 - 100	90 - 100	90 - 100
	Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
	Director Level 役員級	200 - 300	200 - 300	200 - 300	200 - 350	200 - 350	200 - 350	200 - 350	200 - 350	200 - 350
SME 中堅中小	Recruiting 採用	36 - 52	38 - 52	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Training & OD 教育研修・組織開発	36 - 52	38 - 52	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	C&B 制度・給与社保	36 - 52	38 - 52	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Staff Level スタッフ～係長級	36 - 52	38 - 52	50 - 55	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52	42 - 52
	Manager Level 課長級	55 - 78	55 - 78	78 - 91	70 - 100	70 - 100	70 - 100	70 - 100	70 - 100	70 - 100
	Senior Manager Level 部長級	100 - 150	100 - 150	100 - 150	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200	100 - 200
	Director Level 役員級	200 - 300	200 - 300	200 - 300	200 - 350	200 - 350	200 - 350	200 - 350	200 - 350	200 - 350

## [Market Overview]

### Economic Trends

- Nominal GDP: 250 (billion USD) (2013), real GDP growth rate: 4.7% (2013), 5.1% (2011), 5.6% (2012), 5.9% (2014 forecast: IMF).
- GDP per capita exceeded USD 10,000 in 2012 and has continued to rise since then (USD 10,548 in 2013).
- Consumer price inflation rate: Has risen 1.5% each year since 2010; 3.2% in 2011, 1.6% in 2012, 2.1% in 2013, and 2.9% in 2014 (IMF forecast).
- Foreign investment: Direct inward investment rose 29.7% in 2013. Japan was the largest investing nation in terms of investment amount in 2011, 2012, and 2013. Japanese investment has increased 37.0%. Saudi Arabia, Singapore, Korea, and the United States, etc., are also key investing nations. In terms of industries into which such investments are being made, the largest are metals, transportation equipment, food, and electricity, etc.
- Total population: 29.95 million (2013), 30.4 million (2014, Central Bank of Malaysia forecast).  
Labour force participation rate: Percentage remains in the mid-sixties. Total workforce: 11.78 million (2012)  
Unemployment rate: 3.1% (2014), 3.1% (2011), 3.0% (2012), 3.0% (2014, IMF forecast).

### Recruiting Trends

- Language and Education: As English lessons are given at all school levels and some classes are also delivered in English, even those people who have achieved just the normal minimum standard of high school education conversational English abilities. Particularly in urban areas, most people one encounters are able to communicate in English. Although this varies by ethnicity, in recent years a large number of people have graduated from universities, colleges, and professional schools, etc. English is used for nationwide business.
- Foreigners: There are many foreign workers (Indonesian, Nepalese, Bangladeshi, Myanmar, etc.) employed in fields where there are insufficient human resources, such as manufacturing, restaurants, construction, plantations, etc.; these foreign workers account for 13-14% of the Malaysian workforce and have become a vital element.
- As there is no culture of employing and training new graduates, almost all positions are basically handled as mid-career hires (however, there are some positions for graduates, such as management trainee positions). Inflation has resulted in salaries across the board rising, including those for new graduates.
- Japanese People, Japanese Speakers: Due to the increase in recent years of Japanese companies entering the Malaysian market there are many jobs available for native Japanese and non-native Japanese speakers. However, the requirements for Japanese speakers are high and the importance of English proficiency and work experience, etc., are much higher than before. With regards to Japanese speakers, as the number of graduates at Japanese universities is decreasing each year, the demand for graduates from Japanese companies is very high.
- Notes: Given that salaries offered by Japanese companies' are often lower than the salary of a recruit's current position or previous position, it is important to be careful, when including the salary in a job offer, to specifically explain the company's business and career path, etc., during interviews and to continue to share this regularly even after hiring. It is also important to politely convey information at interviews with regards to the work content, conditions, work location and organization, etc. Sufficient attention also needs to be paid to rapid document screening and giving notifications after the interview (announcing the results as soon as possible), etc.

### Salary Trends

- According to a survey conducted by the Malaysian Employers Federation (MEF), the average pay rise in 2013 was approx. 6.3% for managerial and 6.8% for non-managerial positions. The pay rise ratio in 2014 is forecast to be approx. 5.6% for managerial and 5.7% for non-managerial positions.
- In recent years there has been a trend for salaries to increase by an average of approx. 5% each year.
- As individual pay rises are determined by companies based on an evaluation of each employee, there are employees who receive 0% pay rises as well as others who receive rises of 15% to 20%.
- Legal Minimum Wage: MYR 900 per month in Mainland Malaysia (West Malaysia), and MYR 800 per month in East Malaysia (amended January 2013).
- Civil servants (both national and local) are subject to significant differences in salary depending on position, and although the precise average salary is unknown, it is understood to be approximately MYR 24,000 per year.
- Although living costs in rural areas such as for commodities are slightly cheaper, the difficulty in recruiting talented human resources with particular skills has increased, which has put pressure on increasing salaries, and therefore there is a relatively small salary difference between Kuala Lumpur and other provinces for white-collar positions.

## [マーケット概要]

### 経済動向

- 名目GDP: 2,500億米ドル(2013年)、実質GDP成長率: 5.9% (2014年予測、IMF)、4.7% (2013年)、5.6% (2012年)、5.1% (2011年)。
- 1人当たりのGDPは2012年には10,000米ドルを超え、その後も伸びている(2013年実績は10,548米ドル)。
- 消費者物価上昇率: 2010年以降は毎年1.5%以上で、2011年は3.2%、2012年は1.6%、2013年は2.1%、2014年は2.9% (IMF見込)。
- 外資: 2013年の対内直接投資は29.7%増。2011、12、13年共に日本が投資額にて最大の投資国。日本は37.0%増。サウジアラビアやシンガポール、韓国、アメリカ等も常に上位に位置。業種別では金属、輸送機器、食品、電気・電子等の投資が大きい。
- 総人口: 2,995万人(2013年)、3,040万人(2014年、マレーシア中央銀行見込)。  
労働力率: 60%台半ばで推移。労働力人口: 1,178万人(2012年)  
失業率: 3.1% (2014年)、3.1% (2011年)、3.0% (2012年)、3.0% (2014年、IMF見込)。

### 採用動向

- 言語・教育: 小学校・中学校・高校と学校では必ず英語の授業があり、また、英語で授業が行われている科目もあるため、高卒以上の人材は通常最低でも英語での日常会話が可能レベル。特に都市部であればあるほど英語が通用する。民族によって差があるものの、最近では大学や短大、専門学校等を修了する人は多い。民族をまたがるビジネスでは英語を利用。

- 外国人: 人材不足の製造、レストラン、建設、プランテーション等の現場では外国人労働者(インドネシア、ネパール、バングラデシュ、ミャンマー等)が数多く働いており、その数はマレーシアの総雇用者数の13~14%といわれ、このような労働者が不可欠な状況に陥っている。
- 新卒を採用して教育するという風土が無い、基本的には全てが中途採用扱い(但し、マネジメントトレイニー等の学部修了者等向けポジションは存在する)。物価が上昇しているため、新卒を含め全体的に給与額が底上げされている。
- 日本人・日本語スピーカー: ここ数年また新規に進出してくる日系企業も増加している為、日本語ネイティブ(日本人)及び日本語スピーカーに対する求人も多い。但し、日本人に対する要求水準は高くなってきており、英語力や職務経験等の必須条件は以前と比較すると上がっている。日本語スピーカーは、日本の大学を卒業する人材自体が年々減少している為、日系企業等からの需要は大変強い。
- 留意点: (特に日系企業では現職/前職の給与に比べて低い給与額を提示することが少なくない為)オファーを出す際の給与額に留意したり、会社のビジョンやキャリアパス等を面接時に具体的に伝えたり採用後も普段から共有することが大切である。仕事内容や、諸条件、勤務地、組織等に関しても、面接時に丁寧に情報を提供することが重要である。書類選考や面接後の迅速な対応(結果を早く出す)等にも十分注意を払う必要がある。

### 給与動向

- マレーシア雇用者連盟(MEF)実施の調査によると、2013年の平均昇給率は、管理職で6.3%、非管理職で6.8%程度。2014年の昇給率は、管理職が5.6%、非管理職で5.7%程度になる見込。
- 毎年平均的に5%程度の昇給は行われている模様。
- 企業が各従業員の査定を行った上、個人の昇給率を決定するため、実際には昇給が0%の人から15、20%ともらう人もいる。
- 法定最低賃金: 半島マレーシア(西マレーシア)で900リンギット/月、東マレーシアで800リンギット/月(2013年1月改定)。
- 公務員(国家・地方とも同じ)は、職種により大きく給与額が異なり、平均的な給与は不明だが、年間24千リンギット~程度。
- 地方は物価等が若干安く生活費は低いが、特定のスキルを持った優秀な人材を採用する難易度は高くなることから給与上昇圧力がある為、クアラランプールでも他の地方でも地域によるホワイトカラーポジションの給与差は比較的小さい。

## Banking and Financial Services 金融業界

### Sales 営業職

(1 K MYR = 285 USD)  
(Unit: Malaysian Ringgit (000) / a year)

Position	Japanese Company			MNC		Asian MNC	Local Company	
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	English Speaker	Japanese Speaker
Retail リテール営業	48 - 60	N/A	N/A	36 - 60	N/A	36 - 60	36 - 60	N/A
Corporate sales excluded finance institutions sales 事業法人営業	54 - 66	42 - 156	96 - 144	40 - 66	42 - 180	40 - 66	40 - 66	73 - 100
Staff Level スタッフ~係長級	48 - 60	42 - 84	N/A	40 - 60	42 - 60	40 - 60	40 - 60	73 - 80
Manager Level 課長級	70 - 120	96 - 156	96 - 144	78 - 120	120 - 180	78 - 120	78 - 120	84 - 100
Senior Manager Level 部長級	120 - 150	144 - 156	120 - 180	120 - 180	N/A	120 - 180	100 - 150	N/A
Director Level 役員級	150 - 180	N/A	N/A	180 - 240	N/A	180 - 220	180 - 220	N/A

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company			MNC		Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	Japanese Speaker	Japanese Speaker
M&A 合併/買収	120 - 150	N/A	N/A	130 - 180	N/A	120 - 150	100 - 120
Fund Manager ファンドマネージャー	180 - 250	N/A	N/A	180 - 250	N/A	180 - 250	150 - 220
Marketing and Planning リスク管理・企画系	70 - 100	45 - 114	N/A	80 - 110	N/A	70 - 100	60 - 80
Back office 各種バックオフィス	48 - 70	30 - 84	54 - 72	50 - 80	36 - 66	40 - 80	35 - 60
PE プライベートエクイティ	150 - 250	150 - 250	N/A	150 - 250	N/A	150 - 250	120 - 220
Real Estate Finance 不動産金融	42 - 54	N/A	N/A	50 - 80	N/A	40 - 60	35 - 50
Staff Level スタッフ~係長級	48 - 60	30 - 78	N/A	50 - 80	40 - 66	30 - 60	35 - 55
Manager Level 課長級	70 - 130	72 - 120	N/A	80 - 140	N/A	100 - 150	100 - 130
Senior Manager Level 部長級	150 - 200	N/A	N/A	150 - 240	N/A	150 - 200	150 - 200
Director Level 役員級	200 - 350	N/A	N/A	240 - 350	N/A	200 - 350	200 - 350

## Consumer Goods コンシューマーグッズ業界

## Sales 営業職

(1 K MYR = 285 USD)  
(Unit: Malaysian Ringgit (000) / a year)

Position	Japanese Company		MNC		Asian MNC	Local Company	
	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	English Speaker	Japanese Speaker
Domestic Corporate Sales 国内法人営業	42 - 120	40 - 120	42 - 140	36 - 115	42 - 130	42 - 120	73 - 100
Store Manager 店舗責任者	70 - 100	54 - 100	80 - 120	N/A	70 - 120	70 - 110	N/A
Overseas Sales 海外営業	90 - 120	42 - 156	100 - 150	42 - 115	90 - 120	90 - 120	73 - 100
Staff Level スタッフ～係長級	48 - 60	40 - 78	36 - 50	42 - 96	36 - 45	36 - 45	73 - 80
Manager Level 課長級	65 - 110	80 - 112	60 - 150	85 - 156	60 - 150	60 - 100	84 - 100
Senior Manager Level 部長級	90 - 120	108 - 156	100 - 180	N/A	100 - 180	100 - 150	N/A
Director Level 役員級	125 - 180	N/A	150 - 250	N/A	150 - 220	120 - 200	N/A

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

Position	Japanese Company		MNC		Asian MNC	Local Company
	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	80 - 120	37 - 180	54 - 130	N/A	54 - 120	48 - 120
MD (Merchandiser) マーチャンダイザー	70 - 100	N/A	70 - 100	N/A	70 - 100	70 - 100
PR ピーアール	70 - 100	N/A	50 - 100	N/A	50 - 100	50 - 100
Web/Mobile Marketing Web/モバイルマーケティング	50 - 80	60 - 120	70 - 120	N/A	70 - 110	60 - 100
Purchase / Buyer 購買	48 - 60	42 - 96	36 - 72	48 - 66	36 - 72	36 - 72
Staff Level スタッフ～係長級	48 - 54	42 - 66	36 - 60	N/A	36 - 60	36 - 60
Manager Level 課長級	60 - 100	66 - 180	80 - 120	N/A	80 - 100	60 - 100
Senior Manager Level 部長級	90 - 120	N/A	120 - 180	N/A	120 - 180	110 - 180
Director Level 役員級	150 - 180	N/A	180 - 240	N/A	180 - 240	180 - 240

## Healthcare ヘルスケア業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	English Speaker
MR 医薬情報担当者	60 - 100	N/A	N/A	40 - 70	N/A	40 - 70	30 - 60
Medical Devices Sales 医療機器営業	50 - 80	60 - 96	N/A	80 - 150	N/A	80 - 150	60 - 120
Staff Level スタッフ～係長級	50 - 80	60 - 70	60 - 72	60 - 100	48 - 78	60 - 100	60 - 80
Manager Level 課長級	120 - 140	84 - 132	78 - 120	120 - 150	N/A	120 - 150	120 - 140
Senior Manager Level 部長級	150 - 180	N/A	N/A	150 - 200	N/A	150 - 200	140 - 180
Director Level 役員級	150 - 200	N/A	N/A	200 - 280	N/A	200 - 280	180 - 230

## R&amp;D and Marketing ヘルスケア系専門職

Position	Japanese Company	MNC	Asian MNC	Local Company
	English Speaker	English Speaker	English Speaker	English Speaker
Manager Level 課長級	120 - 150	120 - 180	120 - 160	120 - 140
Senior Manager Level 部長級	140 - 180	140 - 200	140 - 200	140 - 180
Director Level 役員級	150 - 200	180 - 350	180 - 300	150 - 200

## Information Technology IT業界

## Sales 営業職

(1 K MYR = 285 USD)  
(Unit: Malaysian Ringgit (000) / a year)

Position	Japanese Company			MNC	Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	English Speaker	English Speaker
Staff Level スタッフ～係長級	60 - 72	48 - 78	60 - 84	50 - 80	50 - 80	50 - 80
Manager Level 課長級	84 - 120	108 - 144	78 - 144	80 - 120	80 - 120	70 - 120
Senior Manager Level 部長級	110 - 140	N/A	N/A	120 - 160	120 - 140	120 - 140
Director Level 役員級	150 - 200	N/A	N/A	150 - 220	150 - 200	150 - 200

## Consultants and Engineers IT系専門職

Position	Japanese Company			MNC		Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	English Speaker
IT Consultant ITコンサルタント	54 - 72	48 - 77	60 - 84	54 - 72	N/A	54 - 72	54 - 72
Application Consultant アプリケーションコンサルタント	54 - 72	N/A	N/A	72 - 115	N/A	54 - 72	54 - 72
Project Manager プロジェクトマネージャー	84 - 108	N/A	84 - 120	84 - 140	76 - 150	84 - 115	84 - 108
SE(Web) SE(Web系)	48 - 96	54 - 66	N/A	48 - 96	N/A	48 - 72	42 - 72
SE(Open System) SE(オープン系)	48 - 96	N/A	N/A	48 - 96	N/A	48 - 72	42 - 72
Technical Support テクニカルサポート	48 - 72	45 - 70	60 - 96	48 - 72	45 - 78	48 - 72	42 - 72
Network Engineer ネットワークエンジニア	48 - 96	60 - 72	72 - 120	48 - 96	N/A	48 - 96	42 - 96
SE(Financial) 金融システム	48 - 96	N/A	N/A	48 - 96	N/A	48 - 96	42 - 96
Inhouse SE(Application) 社内SE(アプリ)	48 - 96	N/A	N/A	48 - 96	N/A	48 - 96	42 - 96
Inhouse SE(Infrastructure) 社内SE(インフラ)	48 - 72	108 - 126	84 - 120	48 - 72	N/A	48 - 72	42 - 72
Staff Level スタッフ～係長級	42 - 60	45 - 78	60 - 72	42 - 60	45 - 102	42 - 60	36 - 60
Manager Level 課長級	72 - 150	70 - 126	72 - 96	72 - 150	80 - 150	72 - 150	60 - 150
Senior Manager Level 部長級	120 - 180	N/A	96 - 144	120 - 180	N/A	120 - 180	120 - 180
Director Level 役員級	150 - 250	N/A	N/A	200 - 280	N/A	160 - 250	150 - 220

## Manufacturing 製造業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC		Local Company	
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker
Overseas Sales 海外営業	N/A	54 - 126	60 - 120	60 - 150	60 - 115	60 - 140	N/A	60 - 120	N/A
Domestic Sales 国内営業	48 - 66	38 - 140	60 - 120	48 - 72	38 - 115	48 - 72	66 - 102	48 - 72	48 - 100
Trading 商社(工業系)	48 - 60	42 - 126	60 - 120	48 - 72	42 - 115	48 - 72	48 - 120	42 - 72	84 - 98
Staff Level スタッフ～係長級	45 - 54	42 - 76	60 - 84	48 - 60	42 - 108	48 - 60	66 - 84	42 - 60	48 - 100
Manager Level 課長級	72 - 130	78 - 112	72 - 96	72 - 100	84 - 115	72 - 100	96 - 102	72 - 100	N/A
Senior Manager Level 部長級	120 - 160	108 - 140	96 - 144	120 - 160	N/A	120 - 160	N/A	120 - 160	N/A
Director Level 役員級	180 - 220	N/A	N/A	180 - 250	N/A	180 - 250	N/A	160 - 220	N/A



Manufacturing 製造業界

Engineers マニュファクチャリング系専門職

(1 K MYR = 285 USD)  
(Unit : Malaysian Ringgit (000) / a year)

Position	Japanese Company			MNC	Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	English Speaker	English Speaker
QC/QA 品質管理・品質保証	42 - 48	33 - 52	72 - 144	42 - 66	42 - 65	40 - 60
Service Engineer サービスエンジニア	42 - 60	32 - 60	60 - 84	42 - 66	42 - 66	40 - 60
Sales Engineer セールスエンジニア	42 - 54	42 - 78	60 - 96	42 - 66	42 - 60	40 - 60
Application Engineer アプリケーションエンジニア	42 - 48	N/A	60 - 96	42 - 66	42 - 66	40 - 60
Plant Engineer プラントエンジニア	42 - 54	N/A	84 - 180	42 - 66	42 - 66	40 - 60
Control and Signal Circuit Design 弱電回路設計	42 - 54	33 - 96	60 - 120	50 - 100	50 - 80	50 - 70
Mechanical Design 機械/機構/筐体/メカトロ設計	42 - 54	33 - 96	60 - 120	42 - 66	42 - 66	40 - 60
Execution Management 施工管理(建築・土木)	42 - 66	54 - 134	96 - 216	100 - 200	80 - 180	80 - 180
Staff Level スタッフ～係長級	42 - 54	33 - 70	60 - 84	42 - 66	42 - 66	40 - 60
Manager Level 課長級	80 - 120	72 - 134	84 - 186	66 - 120	66 - 120	60 - 120
Senior Manager Level 部長級	120 - 140	N/A	96 - 240	120 - 140	120 - 140	120 - 140
Director Level 役員級	200 - 280	N/A	N/A	200 - 300	180 - 250	180 - 220

Business Process Outsourcing ビジネスプロセスアウトソーシング業界

BPO Centre BPO系専門職

Position	Japanese Company			MNC				Local Company			
	Japanese Speaker	Japanese Native	Other Language Speaker	English Speaker	Japanese Speaker	Japanese Native	Other Language Speaker	English Speaker	Japanese Speaker	Japanese Native	Other Language Speaker
Customer Service Agent オペレーター	42 - 44	60 - 84	36 - 60	36 - 60	48 - 66	72 - 84	36 - 66	36 - 60	48 - 66	60 - 84	36 - 66
IT Helpdesk/Technical Support ITヘルプデスク/テクニカルサポート	48 - 84	60 - 102	36 - 84	42 - 96	48 - 90	60 - 120	42 - 90	42 - 96	48 - 90	60 - 84	42 - 90
Trainer トレーナー	N/A	84 - 108	N/A	N/A	N/A	84 - 108	N/A	N/A	N/A	N/A	N/A
Supervisor スーパーバイザー	72 - 86	96 - 120	60 - 90	54 - 72	72 - 102	N/A	60 - 102	54 - 72	72 - 102	84 - 120	60 - 102
Manager Level 課長級	96 - 120	120 - 180	72 - 120	72 - 108	108 - 144	N/A	72 - 144	72 - 108	108 - 144	120 - 180	72 - 144
Senior Manager Level 部長級	N/A	N/A	N/A	120 - 180	N/A	N/A	N/A	120 - 180	N/A	N/A	N/A

Shared Service Centre シェアードサービスセンター業界

SSC SSC系専門職

Position	Japanese Company			MNC				Local Company			
	Japanese Speaker	Japanese Native	Other Language Speaker	English Speaker	Japanese Speaker	Japanese Native	Other Language Speaker	English Speaker	Japanese Speaker	Japanese Native	Other Language Speaker
Financial Analyst (AP/AR) 売掛/買掛担当	42 - 60	N/A	42 - 66	42 - 66	42 - 72	60 - 84	36 - 78	42 - 66	42 - 72	36 - 78	36 - 78
General Ledger 総勘定元帳担当	60 - 78	N/A	60 - 96	48 - 72	66 - 84	84 - 108	60 - 96	48 - 72	66 - 84	60 - 96	60 - 96
IT Technical Support ITテクニカルサポート	48 - 84	60 - 120	36 - 84	42 - 96	48 - 90	60 - 120	42 - 90	42 - 96	48 - 90	40 - 90	40 - 90
Customer Service 顧客窓口	42 - 66	N/A	36 - 60	36 - 60	48 - 66	60 - 84	N/A	36 - 60	48 - 66	N/A	N/A
Supervisor スーパーバイザー	72 - 96	N/A	60 - 90	54 - 72	72 - 102	N/A	69 - 96	54 - 72	72 - 102	60 - 102	60 - 102
Manager Level 課長級	96 - 120	N/A	72 - 120	72 - 108	108 - 144	N/A	72 - 144	72 - 108	N/A	72 - 144	72 - 144
Senior Manager Level 部長級	N/A	N/A	N/A	120 - 180	N/A	N/A	N/A	120 - 180	N/A	N/A	N/A

Service Industry サービス業界

Sales 営業職

(1 K MYR = 285 USD)  
(Unit : Malaysian Ringgit (000) / a year)

Position	Japanese Company			MNC	Asian MNC	Local Company	
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	English Speaker	English Speaker	Japanese Speaker
AE (Account Executive) アカウントエグゼクティブ	48 - 60	43 - 50	N/A	48 - 60	48 - 60	48 - 60	54 - 66
Consultant コンサルタント	48 - 60	30 - 42	N/A	50 - 66	50 - 66	48 - 60	36 - 66
Overseas Sales 海外営業	60 - 78	54 - 84	N/A	65 - 84	65 - 84	60 - 78	N/A
Domestic Corporate Sales 国内法人営業	60 - 78	42 - 78	60 - 96	65 - 80	65 - 80	60 - 78	36 - 66
Staff Level スタッフ～係長級	48 - 54	30 - 72	60 - 84	48 - 60	48 - 60	48 - 60	36 - 66
Manager Level 課長級	80 - 100	72 - 84	72 - 96	60 - 100	60 - 100	60 - 100	N/A
Senior Manager Level 部長級	100 - 140	N/A	N/A	100 - 180	120 - 180	100 - 160	N/A
Director Level 役員級	150 - 200	N/A	N/A	180 - 250	180 - 240	160 - 220	N/A

Accounting & Finance 管理部門

Accounting 経理職

Position	Japanese Company			MNC		Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	English Speaker
Enterprise 大手	Staff Level スタッフ～係長級	48 - 54	64 - 72	60 - 84	48 - 66	64 - 90	48 - 50 46 - 50
	Manager Level 課長級	72 - 120	102 - 132	84 - 120	72 - 120	102 - 132	72 - 120 66 - 120
	Senior Manager Level 部長級	110 - 150	N/A	96 - 144	110 - 150	N/A	110 - 150 110 - 150
	Director Level 役員級	150 - 200	N/A	N/A	150 - 220	N/A	150 - 200 150 - 200
SME 中堅中小	Staff Level スタッフ～係長級	36 - 42	64 - 72	60 - 84	36 - 48	50 - 70	36 - 48 36 - 45
	Manager Level 課長級	60 - 100	102 - 132	84 - 120	67 - 100	60 - 120	60 - 100 60 - 100
	Senior Manager Level 部長級	100 - 140	N/A	96 - 144	100 - 140	100 - 150	100 - 140 100 - 140
	Director Level 役員級	150 - 200	N/A	N/A	150 - 220	N/A	150 - 200 150 - 200

Human Resources 人事職

Position	Japanese Company			MNC	Asian MNC	Local Company
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	English Speaker	English Speaker
Enterprise 大手	Recruiting 採用	60 - 78	N/A	N/A	60 - 84	60 - 72 60 - 70
	Training & OD 教育研修・組織開発	60 - 78	N/A	N/A	60 - 84	60 - 72 60 - 70
	C&B 制度・給与と社保	60 - 78	N/A	N/A	60 - 84	60 - 72 60 - 70
	Staff Level スタッフ～係長級	48 - 60	48 - 66	48 - 72	48 - 84	48 - 72 42 - 70
	Manager Level 課長級	66 - 108	72 - 120	84 - 120	67 - 108	67 - 108 60 - 108
	Senior Manager Level 部長級	80 - 130	120 - 180	120 - 168	100 - 130	100 - 140 100 - 140
SME 中堅中小	Recruiting 採用	48 - 54	N/A	N/A	54 - 84	54 - 72 50 - 70
	Training & OD 教育研修・組織開発	48 - 54	N/A	N/A	54 - 72	54 - 72 50 - 70
	C&B 制度・給与と社保	48 - 54	N/A	N/A	54 - 84	54 - 72 50 - 70
	Staff Level スタッフ～係長級	48 - 54	48 - 60	48 - 72	48 - 72	48 - 72 42 - 70
	Manager Level 課長級	60 - 90	60 - 120	84 - 120	40 - 90	60 - 100 60 - 90
	Senior Manager Level 部長級	70 - 130	N/A	120 - 168	70 - 130	80 - 140 70 - 130
Director Level 役員級	150 - 200	N/A	N/A	150 - 220	150 - 200 150 - 200	

## [Market Overview]

### Economic Trends

- ・ Nominal GDP: USD 868.3 billion (2013), real GDP growth rate: 5.8% (2013), 5.1% (2014. Central Bank forecast).
- ・ Consumer price inflation rate: 8.4% (2013), 4.53% (September 2014)
- ・ Foreign investment: Although foreign direct investment grew 15% in 2014, growth of 18% is expected in 2015. This represents a decrease from the 22% growth of 2013.
- ・ According to the Indonesian Investment Coordinating Board (BKPM), the total amount of foreign direct investment grew 16.4% in the second quarter of 2014 to a total of IDR 116 trillion (USD 10 billion), a record for an individual quarter. This has demonstrated that the 2014 presidential election and general election did cause a postponement of foreign direct investment. Although domestic total inward direct investment was IDR 38 trillion (USD 3.3 billion), foreign inward direct investment was recorded at IDR 78 trillion (USD 6.7 billion). Investment from Japan grew 91.8%, leading the nation to pass Singapore as the largest investing nation (2013).
- ・ New foreign investment regulations have been announced making it impossible for a foreign trading company to make a 100% investment, and this is decelerating the advancing of new companies. However, domestically there has been active business expansion in areas including finance, retail, consumer goods, real estate and others by local conglomerates, and the demand for human resources is also high.
- ・ Total population: 250 million (2013), workforce: 125 million (February 2014), unemployment rate: 6.3% (2013).

### Recruiting Trends

- ・ Education: The unemployment rate for those aged 15 to 24 is considerably higher than for the general population. It is difficult for high school, vocational school, and university graduates to find a place in the workforce. The final education level of approximately half of all workers is the completion of elementary school. The proportion of Indonesian workers with higher degrees is small. However, changes to this have become visible in recent years, and the proportion of those with higher degrees has increased, and the proportion of those who have only finished elementary school has decreased.
- ・ Language: The official language is Indonesian. According to Teikoku Data Bank the number of Japanese companies has increased to 1,763 (May 2014). At large companies it is still difficult to provide English language support on the headquarters side, and in addition, the language proficiency of expatriate employees and small and medium sized enterprises is low, meaning that at present the supply of Japanese speakers has not kept up with the strong demand. The supply for Japanese people has also decreased in conjunction with the economic improvements in Japan. Vietnam is more popular than Indonesia as a destination for Japanese people seeking mid-career job changes in Asia.
- ・ Foreigners: The number of people coming from overseas to work in Indonesia has declined in the last three years. According to the Ministry of Manpower and Transmigration, in 2013 there were 68,957 foreign workers in Indonesia, representing a 4.8% decrease on the total in 2012. The main reason for this decrease is the tightening of Government policies.
- ・ There is a feeling that the move towards a sellers' market is further progressing. The speed of job changes is becoming faster. There is no hesitation even at the executive level to transfer jobs after just one or two years of consecutive service. There is a strong interest in increasing salary and advancing one's career.
- ・ Notes: (1) Good company reputation, (2) Attractive salary packages and facilities, (3) Attractive bonuses and a commission system, and (4) Commitment from the company, are all important factors for recruitment.

### Salary Trends

- ・ Civil servant salaries have risen 6% (2015). Civil servant salaries are in the range of IDR 2.5 million to IDR 50 million per month.
- ・ The average annual wage rise for an employee is around 10% to 15%.
- ・ The minimum salary increase desired by job candidates when changing jobs is around 20% to 30%.
- ・ The legal minimum wage varies greatly. In Jakarta it is IDR 2,441,201 / month. Civil servant salaries at the lowest rank range from IDR 1.4 million to IDR 2.4 million / month (2014). However civil servants also enjoy many other benefits.
- ・ To compare salaries for a management level sales position in each region, there is a difference of around 20% to 30% between Jakarta and the suburbs of Bekasi and Karawang. There is a further 10% to 20% difference between Surabaya.

## [マーケット概要]

### 経済動向

- ・ 名目GDP: 8,683億米ドル(2013年)、実質GDP成長率: 5.2% (2014年予測、IMF)、5.8% (2013年)。
- ・ 消費者物価上昇率: 8.4% (2013年)、4.53% (2014年9月)
- ・ 外資: 対内直接投資は、2014年に15%成長が、2015年に18%成長が期待されている。2013年の22%からは減速。
- ・ インドネシア投資調整庁(BKPM)によれば、対内投資実行額は2014年第2四半期に16.4%成長し、116兆ルピア(100億米ドル)で、四半期記録となった。これは、2014年の総選挙と大統領選挙が直接投資を延期する理由にならないことを証明した。内資の対内直接投資が38兆ルピア(33億米ドル)の一方、外資の対内直接投資は78兆ルピア(67億米ドル)を記録した。日本からの投資は91.8%伸び、シンガポールを超えて首位に(2013年)。
- ・ 新外資規制が発表され、外資商社の100%投資が不可能になり、新規企業の進出は減速。ただ、国内は、ローカルコングロマリット初め、金融、小売、消費財、不動産、ほか積極的にビジネス拡大基調、人材へのニーズも依然高い。
- ・ 総人口: 2.5億人(2013年)、労働力人口: 1.25億人(2014年2月)、失業率: 6.3% (2013年)。

### 採用動向

- ・ 教育: 15~24歳の失業率が全体より非常に高い。大学・職業学校・高校の新卒者は労働人口の中で居場所を見つけるのが難しい。インドネシアの全労働者のほぼ半数の最終学歴は小学校卒である。学位が高いほど、インドネシアの労働人口の中での比率は小さい。しかしながら、近年の目に見える変化として、高い学位の比率が高まり、小学校卒の比率が下がっている。
- ・ 言語: 現地の公用語はインドネシア語。帝国データバンクによると日系企業は1,763社まで増加(2014年5月)。大手企業では依然本社側の英語対応が難しい、また、中小企業では駐在員の語学力が低く、日本語人材へのニーズは依然強いが、候補者供給が追いついていない。日本人の供給も日本での景気上昇に伴い減少している。日本人の海外転職希望者にとっての人気は、アジアではベトナムの方が高い。
- ・ 外国人: 海外からインドネシアに来て働く人材の数は、ここ3年間減少している。人力移民省によると、2013年にはインドネシアに68,957名の外国人労働者が存在し、これは2012年から4.8%減少している。数字が減少した主要な理由は、政府の政策の厳格化である。
- ・ 売り手市場化はさらに進んでいる感じがある。転職のスピードも早い。1~2年で次の仕事を考えるなど、エグゼクティブレベルでも転職への躊躇がない。収入アップおよびキャリアアップへの興味が強い。
- ・ 留意点: (1) 良い企業評判、(2) 魅力的な給与パッケージと施設、(3) 魅力的なボーナス、コミッション制度、(4) 会社からのコミットメントが、採用には重要である。

### 給与動向

- ・ 公務員給与は6%上昇(2015年)。公務員給与は月間2.5~50万ルピア程度。
- ・ 平均的な雇用の給与上昇率は年10~15%程度。
- ・ 候補者が転職時に期待する最低レベルの給与増は20~30%程度。
- ・ 法定最低賃金は週によって異なる。ジャカルタ: 2,441,301ルピア/月。公務員給与は、最低ランクで1.4~2.4万ルピア/月(2014年)。但し、これ以外に多数の手当がある。
- ・ 地域別では、営業職の課長レベルで比べた場合、ジャカルタと近郊のプカシ・カラワンとの間では、2-3割の給与差がある。スラバヤとの間ではさらに1-2割の差。

## Banking and Financial Services 金融業界

## Sales 営業職

( 1 M IDR = 79 USD )  
( Unit : Indonesian Rupiah (000,000) / a year )

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Retail リテール営業	56 - 84	84 - 112	84 - 112	300 - 400	112 - 140	112 - 140	112 - 140
Corporate sales excluded finance institutions sales 事業法人営業	56 - 84	84 - 112	84 - 112	300 - 400	112 - 140	112 - 140	112 - 140
Staff Level スタッフ～係長級	49 - 70	56 - 84	84 - 112	300 - 400	112 - 140	112 - 140	112 - 140
Manager Level 課長級	140 - 210	210 - 280	252 - 350	300 - 400	140 - 420	140 - 420	140 - 420
Senior Manager Level 部長級	210 - 280	280 - 350	350 - 490	300 - 500	490 - 700	490 - 700	490 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126
98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126
98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126	98 - 126
210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350
350 - 490	350 - 490	350 - 490	350 - 490	350 - 490	350 - 490	350 - 490
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,120	1,120 - 2,100	1,120 - 2,100	1,120 - 2,100

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
M&A 合併/買収	140 - 280	140 - 280	140 - 280	300 - 500	252 - 350	252 - 350	252 - 350
Fund Manager ファンドマネージャー	140 - 210	210 - 280	280 - 350	300 - 500	252 - 350	252 - 350	252 - 350
Marketing and Planning リスク管理・企画系	140 - 210	280 - 350	350 - 420	300 - 500	98 - 140	98 - 140	98 - 140
Back office 各種バックオフィス	56 - 84	84 - 112	98 - 140	300 - 500	84 - 112	84 - 112	84 - 112
PE プライベートエクイティ	N/A	N/A	N/A	N/A	98 - 140	98 - 140	98 - 140
Real Estate Finance 不動産金融	N/A	N/A	N/A	N/A	98 - 140	98 - 140	98 - 140
Staff Level スタッフ～係長級	70 - 98	84 - 112	98 - 140	300 - 500	84 - 112	84 - 112	84 - 112
Manager Level 課長級	140 - 210	280 - 350	350 - 420	300 - 500	252 - 350	252 - 350	252 - 350
Senior Manager Level 部長級	210 - 280	280 - 420	350 - 420	300 - 500	420 - 700	420 - 700	420 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
140 - 210	210 - 280	252 - 350	252 - 350	140 - 210	210 - 280	252 - 350
140 - 210	210 - 280	252 - 350	252 - 350	140 - 210	210 - 280	252 - 350
56 - 84	84 - 112	84 - 112	98 - 140	56 - 84	84 - 112	98 - 140
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
140 - 210	210 - 280	252 - 350	252 - 350	140 - 210	210 - 280	252 - 350
210 - 280	280 - 350	350 - 490	420 - 700	210 - 280	280 - 350	350 - 490
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Consumer Goods コンシューマーグッズ業界

## Sales 営業職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Domestic Corporate Sales 国内法人営業	56 - 84	70 - 98	112 - 140	300 - 500	140 - 350	140 - 350	140 - 350
Store Manager 店舗責任者	70 - 98	98 - 140	140 - 210	300 - 500	140 - 350	140 - 350	140 - 350
Overseas Sales 海外営業	N/A	210 - 280	280 - 350	300 - 500	140 - 350	140 - 350	140 - 350
Staff Level スタッフ～係長級	49 - 70	84 - 112	112 - 140	300 - 500	84 - 112	84 - 112	84 - 112
Manager Level 課長級	210 - 280	280 - 350	350 - 420	300 - 500	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	280 - 420	420 - 560	560 - 700	300 - 500	420 - 700	420 - 700	420 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120



## Consumer Goods コンシューマーグッズ業界

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

( 1 M IDR = 79 USD )  
( Unit : Indonesian Rupiah (000,000) / a year )

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	140 - 210	350 - 420	420 - 490	300 - 500	280 - 420	280 - 420	280 - 420
MD (Merchandiser) マーチャンダイザー	140 - 210	210 - 280	280 - 350	300 - 500	140 - 280	140 - 280	140 - 280
PR ピーアール	98 - 140	140 - 210	210 - 280	300 - 500	140 - 280	140 - 280	140 - 280
Web/Mobile Marketing Web/モバイルマーケティング	140 - 210	210 - 280	280 - 350	300 - 500	140 - 280	140 - 280	140 - 280
Purchase / Buyer 購買	70 - 98	140 - 210	210 - 280	300 - 500	112 - 168	112 - 168	112 - 168
Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	300 - 500	84 - 112	84 - 112	84 - 112
Manager Level 課長級	210 - 280	280 - 350	420 - 560	300 - 500	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	280 - 350	350 - 420	420 - 490	300 - 500	420 - 700	420 - 700	420 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
112 - 168	112 - 168	112 - 168	112 - 168	112 - 168	112 - 168	112 - 168
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Healthcare ヘルスケア業界

## Sales 営業職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
MR 医薬情報担当者	N/A	N/A	N/A	300 - 500	49 - 112	49 - 112	49 - 112
Medical Devices Sales 医療機器営業	70 - 98	112 - 140	112 - 168	300 - 500	49 - 112	49 - 112	49 - 112
Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	300 - 500	49 - 112	49 - 112	49 - 112
Manager Level 課長級	210 - 280	280 - 350	420 - 560	300 - 500	140 - 350	140 - 350	140 - 350
Senior Manager Level 部長級	280 - 350	350 - 420	420 - 490	300 - 500	280 - 560	280 - 560	280 - 560
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,500	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112
49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112
49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
280 - 560	280 - 560	280 - 560	280 - 560	280 - 560	280 - 560	280 - 560
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## R&amp;D and Marketing ヘルスケア系専門職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	300 - 400	49 - 112	49 - 112	49 - 112
Manager Level 課長級	210 - 280	280 - 350	350 - 490	300 - 400	140 - 350	140 - 350	140 - 350
Senior Manager Level 部長級	280 - 420	420 - 560	560 - 700	300 - 500	280 - 560	280 - 560	280 - 560
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	500 - 1,500	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112	49 - 112
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
280 - 560	280 - 560	280 - 560	280 - 560	280 - 560	280 - 560	280 - 560
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Information Technology IT業界

## Sales 営業職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	98 - 126	140 - 210	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Manager Level 課長級	140 - 210	280 - 350	350 - 420	300 - 400	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	350 - 420	490 - 560	490 - 560	300 - 400	420 - 700	420 - 700	420 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	300 - 400	840 - 1,680	840 - 1,680	840 - 1,680

( 1 M IDR = 79 USD )  
( Unit : Indonesian Rupiah (000,000) / a year )

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Consultants and Engineers IT系専門職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
IT Consultant ITコンサルタント	98 - 126	140 - 210	140 - 210	300 - 400	140 - 350	140 - 350	140 - 350
Application Consultant アプリケーションコンサルタント	168 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Project Manager プロジェクトマネージャー	210 - 280	350 - 420	490 - 560	300 - 400	280 - 700	280 - 700	280 - 700
SE (Web) SE(Web系)	350 - 420	420 - 490	420 - 560	300 - 400	140 - 350	140 - 350	140 - 350
SE (Open System) SE(オープン系)	140 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Technical Support テクニカルサポート	141 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Network Engineer ネットワークエンジニア	142 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
SE (Financial) 金融システム	143 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Inhouse SE (Application) 社内SE(アプリ)	144 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Inhouse SE (Infrastructure) 社内SE(インフラ)	145 - 210	210 - 280	210 - 280	300 - 400	140 - 350	140 - 350	140 - 350
Staff Level スタッフ～係長級	98 - 126	112 - 140	126 - 154	300 - 400	84 - 112	84 - 112	84 - 112
Manager Level 課長級	210 - 280	280 - 350	280 - 350	300 - 400	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	350 - 490	490 - 630	560 - 700	400 - 800	420 - 700	420 - 700	420 - 700
Director Level 役員級	840 - 1,120	840 - 1,120	840 - 1,120	800 - 1,500	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
280 - 420	280 - 420	280 - 420	280 - 420	280 - 420	280 - 420	280 - 420
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Manufacturing 製造業界

## Sales 営業職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Overseas Sales 海外営業	N/A	N/A	N/A	300 - 400	112 - 168	112 - 168	112 - 168
Domestic Sales 国内営業	84 - 112	140 - 210	140 - 280	300 - 400	112 - 168	112 - 168	112 - 168
Trading 商社(工業系)	70 - 98	84 - 112	112 - 140	300 - 400	168 - 280	168 - 280	168 - 280
Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	300 - 400	84 - 112	84 - 112	84 - 112
Manager Level 課長級	140 - 210	210 - 280	280 - 350	300 - 400	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	210 - 280	280 - 350	350 - 420	400 - 800	420 - 700	420 - 700	420 - 700
Director Level 役員級	420 - 560	560 - 700	560 - 700	800 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140
98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140
168 - 280	168 - 280	168 - 280	168 - 280	168 - 280	168 - 280	168 - 280
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,120

## Manufacturing 製造業界

## Engineers マニュファクチャリング系専門職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
QC/QA 品質管理・品質保証	84 - 112	98 - 126	98 - 126	300 - 400	84 - 112	84 - 112	84 - 112
Service Engineer サービスエンジニア	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Sales Engineer セールスエンジニア	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Application Engineer アプリケーションエンジニア	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Plant Engineer プラントエンジニア	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Control and Signal Circuit Design 弱電回路設計	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Mechanical Design 機械/機構/筐体/メカトロ設計	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Execution Management 施工管理(建築・土木)	84 - 112	112 - 140	140 - 210	300 - 400	84 - 112	84 - 112	84 - 112
Staff Level スタッフ～係長級	56 - 84	84 - 112	112 - 140	300 - 400	84 - 112	84 - 112	84 - 112
Manager Level 課長級	140 - 210	210 - 280	210 - 280	300 - 400	280 - 420	280 - 420	280 - 420
Senior Manager Level 部長級	210 - 280	420 - 560	420 - 630	400 - 800	420 - 700	420 - 700	420 - 700
Director Level 役員級	420 - 560	560 - 700	560 - 700	800 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

( 1 M IDR = 79 USD )  
( Unit : Indonesian Rupiah (000,000) / a year )

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
56 - 84	84 - 112	84 - 112	84 - 112	56 - 84	84 - 112	84 - 112
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,120	840 - 1,120	840 - 1,120	840 - 1,680	840 - 2,800	840 - 2,800	840 - 2,800

## Service Industry サービス業界

## Sales 営業職

Position	Japanese Company				MNC		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
AE (Account Executive) アカウントエグゼクティブ	70 - 98	112 - 140	140 - 210	250 - 300	112 - 140	112 - 140	112 - 140
Consultant コンサルタント	70 - 98	112 - 141	140 - 210	250 - 300	140 - 210	140 - 210	140 - 210
Overseas Sales 海外営業	70 - 98	112 - 142	140 - 210	250 - 300	112 - 140	112 - 140	112 - 140
Domestic Corporate Sales 国内法人営業	70 - 98	112 - 143	140 - 210	250 - 300	112 - 140	112 - 140	112 - 140
Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	250 - 300	70 - 140	70 - 140	70 - 140
Manager Level 課長級	140 - 210	210 - 280	210 - 280	300 - 500	280 - 350	280 - 350	280 - 350
Senior Manager Level 部長級	210 - 280	280 - 420	280 - 420	300 - 500	420 - 700	420 - 700	420 - 700
Director Level 役員級	420 - 560	840 - 1,120	840 - 1,120	500 - 1,000	840 - 1,680	840 - 1,680	840 - 1,680

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
70 - 98	70 - 98	70 - 98	70 - 98	70 - 98	70 - 98	70 - 98
112 - 140	112 - 140	112 - 140	112 - 140	70 - 126	70 - 126	70 - 126
112 - 140	112 - 140	112 - 140	112 - 140	112 - 140	112 - 140	112 - 140
112 - 140	112 - 140	112 - 140	112 - 140	112 - 140	112 - 140	112 - 140
70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140
280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350	280 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700
840 - 1,680	840 - 1,120	840 - 1,120	840 - 1,680	840 - 1,680	840 - 1,680	840 - 1,680



## Accounting & Finance 管理部門

### Accounting 経理職

Position		Japanese Company				MNC		
		Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Enterprise 大手	Staff Level スタッフ～係長級	70 - 98	98 - 126	112 - 140	300 - 400	70 - 140	70 - 140	70 - 140
	Manager Level 課長級	140 - 210	210 - 280	210 - 280	300 - 500	210 - 350	210 - 350	210 - 350
	Senior Manager Level 部長級	210 - 280	280 - 420	350 - 420	500 - 800	350 - 560	350 - 560	350 - 560
	Director Level 役員級	420 - 560	560 - 840	560 - 840	800 - 1,500	700 - 1,400	700 - 1,400	700 - 1,400
SME 中堅中小	Staff Level スタッフ～係長級	56 - 84	56 - 84	84 - 112	300 - 400	70 - 140	70 - 140	70 - 140
	Manager Level 課長級	140 - 210	140 - 210	210 - 280	300 - 500	140 - 280	140 - 280	140 - 280
	Senior Manager Level 部長級	210 - 280	280 - 420	280 - 420	500 - 800	210 - 420	210 - 420	210 - 420
	Director Level 役員級	420 - 560	560 - 700	560 - 700	800 - 1,000	420 - 840	420 - 840	420 - 840

( 1 M IDR = 79 USD )  
( Unit : Indonesian Rupiah (000,000) / a year )

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140
210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350
350 - 560	350 - 560	350 - 560	350 - 560	350 - 560	350 - 560	350 - 560
700 - 1,400	700 - 1,400	700 - 1,400	700 - 1,400	700 - 2,100	700 - 2,100	700 - 2,100
70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140	70 - 140
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
210 - 420	210 - 420	210 - 420	210 - 420	210 - 420	210 - 420	210 - 420
420 - 840	420 - 840	420 - 840	420 - 840	420 - 840	420 - 840	420 - 840

## Human Resources 人事職

Position		Japanese Company				MNC		
		Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker
Enterprise 大手	Recruiting 採用	84 - 112	98 - 126	112 - 140	250 - 300	140 - 280	140 - 280	140 - 280
	Training & OD 教育研修・組織開発	84 - 112	98 - 126	112 - 140	250 - 300	140 - 280	140 - 280	140 - 280
	C&B 制度・給与社保	84 - 112	98 - 126	112 - 140	250 - 300	140 - 350	140 - 350	140 - 350
	Staff Level スタッフ～係長級	70 - 98	84 - 112	112 - 140	300 - 500	98 - 140	98 - 140	98 - 140
	Manager Level 課長級	140 - 210	210 - 280	210 - 280	300 - 500	210 - 350	210 - 350	210 - 350
	Senior Manager Level 部長級	210 - 280	350 - 420	350 - 420	300 - 500	350 - 560	350 - 560	350 - 560
	Director Level 役員級	420 - 560	560 - 700	560 - 700	500 - 1,000	700 - 1,400	700 - 1,400	700 - 1,400
SME 中堅中小	Recruiting 採用	56 - 84	70 - 98	84 - 112	250 - 300	98 - 168	98 - 168	98 - 168
	Training & OD 教育研修・組織開発	56 - 84	70 - 98	84 - 112	250 - 300	98 - 168	98 - 168	98 - 168
	C&B 制度・給与社保	56 - 84	70 - 98	84 - 112	250 - 300	98 - 210	98 - 210	98 - 210
	Staff Level スタッフ～係長級	56 - 84	70 - 98	84 - 112	300 - 500	70 - 112	70 - 112	70 - 112
	Manager Level 課長級	112 - 140	140 - 210	140 - 210	300 - 500	112 - 210	112 - 210	112 - 210
	Senior Manager Level 部長級	210 - 280	280 - 350	280 - 350	500 - 800	210 - 350	210 - 350	210 - 350
	Director Level 役員級	420 - 560	560 - 700	560 - 700	800 - 1,000	420 - 700	420 - 700	420 - 700

Asian MNC				Local Company		
Local Staff	Japanese Speaker	English Speaker	Home Country's Language Speaker	Local Staff	Japanese Speaker	English Speaker
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280	140 - 280
140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350	140 - 350
98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140	98 - 140
210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350
350 - 560	350 - 560	350 - 560	350 - 560	350 - 560	350 - 560	350 - 560
700 - 1,400	700 - 1,400	700 - 1,400	700 - 1,400	700 - 2,100	700 - 2,100	700 - 2,100
98 - 168	98 - 168	98 - 168	98 - 168	98 - 168	98 - 168	98 - 168
98 - 168	98 - 168	98 - 168	98 - 168	98 - 168	98 - 168	98 - 168
98 - 210	98 - 210	98 - 210	98 - 210	98 - 210	98 - 210	98 - 210
70 - 112	70 - 112	70 - 112	70 - 112	70 - 112	70 - 112	70 - 112
112 - 210	112 - 210	112 - 210	112 - 210	112 - 210	112 - 210	112 - 210
210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350	210 - 350
420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700	420 - 700

## [Market Overview]

### Economic Trends

- Nominal GDP: USD 387.2 billion (2013), real GDP growth rate: 2.9% (2013)
- Consumer price inflation rate: 2.2% (2013)
- Foreign investment: The impact of the political unrest, which had continued from the end of 2013, spilled over into the economy; it had a major impact on Thailand's strong tourism industry and resulted in a sharp decline in public investment. However, since the military gained full control on May 22, 2014, the breadth of decreases compared to the same period of the preceding year has begun to reduce, the increase in the amount of approved investment is particularly notable, and this has led to the beginning of a recovery to the confidence of overseas investors in Thailand. With regards foreign direct investment, after the 2.2 fold increase in 2012 compared to the preceding year, in 2013 investment saw a 12.8% decrease compared to the preceding year, although this was still at a high level and investment is particularly strong in the manufacturing industry, with a focus on the automotive industry, as well as the service industry. Investment from Japan makes up 60.7% of the total foreign direct investment, making Japan the overwhelming number one investor in Thailand compared to the second nation, Hong Kong, which makes up 8.1% (2013). The ratio of foreign direct investment to GDP is 47.9% (2013).
- In recent years rising wages have become a trend across the whole of Thailand. The country is focusing on becoming a production base for high-tech industries and thus labour intensive processes or industries are tending to be moved to neighbouring countries.
- The automotive industry, which is the most influential in Thailand, is trying to fill the decrease in domestic demand caused by the political unrest and ending of tax breaks by increasing exports.
- So-called B to C businesses, which target the growing the middle income layer, is currently being promoted.
- Total population: 68.23 million (2013), workforce: approx. 39.4 million (2013), unemployment rate: 0.7% (October 2014).

### Recruiting Trends

- Education: Although education levels have rapidly improved over the last ten years, the average level of business persons is still fairly low compared to other developed nations. Furthermore, the university enrolment rate is approximately 1.5x higher for women than it is for men.
- Language: In terms of the number of Japanese language learners, Thailand has the 2nd highest number in Southeast Asia after Indonesia (7th worldwide). However, the number of people studying Japanese is small compared to the number studying English (for JAC applicants as well, the ratio of English speakers to Japanese speakers is 4:1). The Thai language is generally used throughout the country.
- Gender: The difference in standing between males and females is decreasing. In Thailand, 28% of management level positions are occupied by women (11% in Japan, 44% in the United States).
- Japanese: The number of Japanese people resident in Thailand is always increasing, at present the total is approx. 59,000 (includes family living together).
- Although the career change market froze over somewhat in the first half of 2014, foreign related movement is high, the enthusiasm of multinational companies, including Japanese, for hiring Thai staff can once again be seen to be increasing and the current chronic seller's market is expected to continue.
- Notes: There is a need to communicate with Thai people in understanding of the Thai mentality ("3S" / "Grenchai"). This is extremely difficult for those who tend towards the more Japanese conservative culture. Although conditions at the time of hiring are important for decisions to be made, there is also a need to ensure staff are satisfied with the work content and human relationships even after hiring.

### Salary Trends

- Salaries have been increasing 5% to 6% each year for the last few years. However, it is expected that increases will be limited to 1% to 2% in the period between 2014 and 2015.
- Salary raises for Japanese speaking staff are high, regardless of the economy.
- In association with the increased expansion of small and medium sized enterprises, the number of expatriate employees who do not speak English is increasing. This is resulting in a soaring demand for Japanese speakers in particular, who are now subject to dramatically increasing salaries. The salary range of people who have passed Level 2 of the Japanese Language Proficiency Test is wide, spanning from approx. THB 24,000 to THB 50,000. There are also cases in areas far from Bangkok in which Japanese speakers cannot be hired without special benefits being offered.
- Legal minimum wage: THB 300 / day. Civil servant salary: THB 15,000 / month (approx. JPY 50,000) - THB 40,000 / month (approx. JPY 130,000)
- In terms of white collar work, human resources are at their tightest in Choburi province, a coastal area to the east of Bangkok, where salaries for the same position are generally about 10% higher than in the capital. In Ayutthaya province the situation is the reverse - salaries tend to be about 5% lower than in Bangkok.

## [マーケット概要]

### 経済動向

- 名目GDP: 3,872億米ドル(2013年)、実質GDP成長率: 1.0% (2014年予測、IMF)、2.9% (2013年)、4.6% (2015年予測、IMF)。
- 消費者物価上昇率: 2.2% (2013年)
- 外資: 2013年終盤から続いた政情不安の影響は、実体経済に波及し、好調であった観光産業を直撃し、公共投資を急減させる結果となった。但し軍部が全権を掌握した2014年5月22日以降は前年同期比のマイナス幅が縮小し始め、投資認可額の増加が目立つ等、海外投資家のタイへの信頼感は回復し始めている。外資の対内直接投資は、2012年に前年比2.2倍と伸びた後、2013年は前年比12.8%減となったものの未だ高水準で、自動車産業を中心とした製造業に加えてサービス業等でも投資が目立つ。日本からの投資は全体の60.7%で次は香港からの8.1%となり、圧倒的1位(2013年)。対内直接投資残高のGDP比は47.9% (2013年)。
- 最近では、タイ全体の傾向として、賃金が高騰してきている為、生産拠点としてはハイテク産業に重点化し、労働集約型のプロセスもしくは産業は周辺国へ移転する傾向にある。
- 最も影響力の大きい自動車業界は、政情不安と減税終了による国内需要の冷え込みを輸出で埋めようとしている。

- 増加する中間層を向けあらゆるB to Cビジネスが進出中。
- 総人口: 6,823万人 (2013年)、労働力人口: 約3,940万人 (2013年)、失業率: 0.7% (2014年10月)。

### 採用動向

- 教育: 教育水準はここ10年で急速に向上しているものの、ビジネスパーソンの平均的レベルは先進国と比較するとまだまだ低い。なお、女性の大学進学率は男性の大学進学率より1.5倍程度高い。
- 言語: 日本語学習者数は東南アジアではインドネシアに次いで2位(世界7位)。とはいえ英語に比べると日本語を勉強している人はかなり少ない(JAC登録者においても英語スピーカー4:日本語スピーカー1)。現地では基本的にタイ語が用いられている。
- ジェンダー: 男女間での性別による地位の差は小さい。タイでは管理職で女性が占める割合が28% (日本11%, アメリカ44%)。
- 日本人: 在タイの日本人は常に増加傾向で、現在は約59,000人(同居家族等含む)。
- 転職市場は一時的に2014年前半に冷え込んだが、外資系の動きは活発で、日系含む多国籍企業によるタイ人採用は再び過熱の方向へ向かうと見られ、今後も慢性的な売り手市場は続くと思われる。
- 留意点: タイ人のメンタリティ(3S/グレンチャイ)を理解して接する必要がある。日本人の体育会系文化を持ち込むのは非常に難しい。採用時の条件は待遇が決め手であるが、採用後は仕事内容や人間関係で満足させる必要がある。

### 給与動向

- 給与は、ここ数年は毎年5~6%上昇。但し、2014年から2015年にかけては1%~2%になると言われている。
- 日本語人材の給与上昇は、景気に関係なく激しい。
- 中小企業の進出が増えているのに伴い、英語を話せない駐在員の赴任が増加中。その結果、特に日本語スピーカーは需要が非常に強く、給与もかなり高騰している。日本語検定2級で2万4千パーツから5万パーツ程度まで幅広い。バンコクから遠いエリアであれば、多少特別な処遇がないと勤務してもらえない事もある。
- 法定最低賃金: 300パーツ/日。公務員給与: 15,000パーツ/月(約5万円)~40,000パーツ/月(約13万円)
- ホワイトカラーでは、バンコクから東の海岸部であるチョンブリー県が、人材が一番逼迫しており、同じ仕事でも、給与はバンコクより10%程度高い傾向。逆にアユタヤ県であれば、バンコクより5%程度低い傾向がある。

## Banking and Financial Services 金融業界

### Sales 営業職

(1 K THB = 30 USD)  
(Unit: Thai Baht (000) / a year)

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Staff Level スタッフ~係長級	350 - 840	350 - 1,120	900 - 1,050	500 - 950
Manager Level 課長級	910 - 1,400	1,050 - 1,400	1,200 - 1,500	900 - 1,150
Senior Manager Level 部長級	1,200 - 2,250	1,200 - 2,250	1,400 - 2,250	1,400 - 2,500
Director Level 役員級	1,800 - 3,750	1,800 - 3,750	2,100 - 5,600	2,500 - 4,200

## Consumer Goods コンシューマーグッズ業界

### Sales 営業職

Position	Japanese Company		MNC
	English Speaker	Japanese Speaker	English Speaker
Staff Level スタッフ~係長級	350 - 560	420 - 840	750 - 1,050
Manager Level 課長級	560 - 980	700 - 1,120	1,150 - 1,200
Senior Manager Level 部長級	900 - 1,500	1,200 - 2,250	1,400 - 1,900
Director Level 役員級	N/A	N/A	1,900 - 2,500

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

Position	MNC
	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	1,300 - 1,700

## Information Technology IT業界

Sales 営業職

(1 K THB = 30 USD)  
(Unit: Thai Baht (000) / a year)

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Staff Level スタッフ～係長級	350 - 630	375 - 525	700 - 1,260	450 - 500
Manager Level 課長級	560 - 910	750 - 975	840 - 1,680	650 - 1,050
Senior Manager Level 部長級	1,120 - 2,100	1,120 - 2,100	1,400 - 2,000	N/A
Director Level 役員級	N/A	N/A	2,100 - 5,600	N/A

## Consultants and Engineers IT系専門職

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Programmer Staff level プログラマー(スタッフレベル)	350 - 630	420 - 700	700 - 770	350 - 600
Programmer Senior level プログラマー(シニアレベル)	560 - 910	560 - 1,120	770 - 840	560 - 900
Bridge Engineer ブリッジエンジニア	N/A	420 - 1,120	700 - 840	N/A
Application Consultant アプリケーションコンサルタント	560 - 1,120	N/A	980 - 1,120	560 - 1,120
Project Manager プロジェクトマネージャー	700 - 1,400	840 - 1,700	1,050 - 1,800	1,275 - 1,500
SE (Web) SE(Web系)	420 - 980	420 - 1,120	700 - 840	400 - 900

## Manufacturing 製造業界

Sales 営業職

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Overseas Sales 海外営業	750 - 900	750 - 900	700 - 945	900 - 1,150
Domestic Sales 国内営業	750 - 900	750 - 900	700 - 900	900 - 1,050
Staff Level スタッフ～係長級	750 - 900	750 - 900	700 - 1,000	500 - 975
Manager Level 課長級	750 - 1,350	750 - 1,350	800 - 1,000	900 - 1,150
Senior Manager Level 部長級	1,400 - 2,100	1,400 - 2,100	1,400 - 2,000	1,400 - 2,000
Director Level 役員級	N/A	N/A	2,100 - 5,600	1,900 - 2,800

## Engineers マニュファクチャリング系専門職

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
QC/QA 品質管理・品質保証	420 - 1,120	560 - 1,400	900 - 1,500	600 - 900
Service Engineer サービスエンジニア	375 - 795	560 - 1,400	900 - 1,500	500 - 750
Sales Engineer セールスエンジニア	420 - 980	560 - 1,400	850 - 1,600	500 - 900
Mechanical Engineer 機械エンジニア	420 - 980	560 - 1,400	850 - 1,900	420 - 840
Design Engineer デザインエンジニア	270 - 600	560 - 1,400	N/A	450 - 500
Field Engineer フィールドエンジニア	405 - 525	560 - 1,400	840 - 1,200	700 - 1,200
Civil Engineer 施工管理エンジニア	420 - 840	560 - 1,400	N/A	420 - 840
Maintenance Engineer メンテナンスエンジニア	420 - 700	560 - 1,400	1,500 - 1,700	420 - 560
Electrical Engineer 電気エンジニア	420 - 980	560 - 1,400	840 - 1,200	420 - 560

## Service Industry サービス業界

Sales 営業職

(1 K THB = 30 USD)  
(Unit: Thai Baht (000) / a year)

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Staff Level スタッフ～係長級	280 - 560	525 - 1,050	750 - 980	600 - 900
Manager Level 課長級	560 - 980	750 - 1,350	770 - 1,100	975 - 1,350
Senior Manager Level 部長級	980 - 1,680	1,350 - 1,500	1,400 - 2,000	1,300 - 1,800
Director Level 役員級	N/A	N/A	2,100 - 5,600	1,800 - 2,500

## Trading/Logistics Circles 貿易/物流業界

Sales 営業職

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Staff Level スタッフ～係長級	270 - 645	450 - 600	900 - 1,000	800 - 975
Manager Level 課長級	700 - 1,120	700 - 1,120	825 - 1,050	800 - 1,200
Senior Manager Level 部長級	840 - 2,100	980 - 2,100	1,400 - 2,000	1,400 - 1,900
Director Level 役員級	N/A	N/A	2,100 - 5,600	1,900 - 2,500

## Accounting &amp; Finance 管理部門

Accounting 経理職

Position	Japanese Company		MNC
	English Speaker	Japanese Native	English Speaker
Staff Level スタッフ～係長級	270 - 675	900 - 1,000	375 - 720
Manager Level 課長級	600 - 1,050	1,200 - 1,500	1,200 - 1,600
Senior Manager Level 部長級	1,260 - 2,100	1,200 - 1,800	1,400 - 2,500

## Human Resources/GA 人事総務職

Position	Japanese Company			MNC
	English Speaker	Japanese Speaker	Japanese Native	English Speaker
Staff Level スタッフ～係長級	280 - 700	350 - 700	700 - 960	450 - 700
Manager Level 課長級	840 - 1,120	840 - 1,400	1,000 - 1,400	1,200 - 2,100
Senior Manager Level 部長級	1,120 - 2,100	1,120 - 2,100	1,200 - 1,800	1,300 - 2,500



## [Market Overview]

## Economic Trends

- Nominal GDP: USD 171.2 billion (2013), real GDP growth rate: 5.4% (2013)
- Consumer price inflation rate: 6.6% (2013), the rate of inflation will lower significantly in 2014.
- Foreign investment: With regards inward direct investment at present, investment amounts between Q1 and Q3 of 2014 have seen a dramatic (29.6%) increase compared to the same period of the preceding year and is greatly exceeding the growth of the economy as a whole. A further increase is expected in 2015. Investment from Japan includes 9.7% of new investment and 56.8% of increased investment (2013).
- Total population: 89.71 million (2013), workforce: 53.58 million (Q1 of 2014), unemployment rate: 3.5% (2013). Total population is forecast to be 93.7 million in 2015. The unemployment rate in July 2014 was 1.84%.

## Recruiting Trends

- Multinational companies have proposed plans to increase the number of local staff succeeding to management positions in the last few years. Top class personnel are now able to obtain many more opportunities for internal training and leadership development than have been available in the past.
- Japanese people and Japanese speakers: As part of Japanese companies' efforts to reduce costs, there is a tendency to pursue the localization of management positions. Therefore the demand for local Japanese people or Japanese speakers has increased.
- Notes: As new graduates tend only to be quite theoretical, in order to increase their abilities as problem solvers and develop them into practitioners (increasing cognitive, behavioural, and technical skills), there is a need for increased teamwork, and communication and latterly more selective recruitment. It is important to define the career path, work responsibilities and expectations of candidates, and to pay careful consideration to the remuneration package.

## Salary Trends

- The average salary increase for top class middle managers when transferring jobs is 25%. Individually, pay rises can be significantly higher than the rate of inflation. Although dependent upon the occupation, industry, company's scale, and position, there is a tendency for salaries to increase 10 to 30%.
- Legal minimum wage (January 2015 onward): Region 1 (Hanoi, Ho Chi Minh City, Hai Phong, etc.): VND 3.1 million / month, Region 2 (Suburbs of these cities, etc.): VND 2.75 million / month, Region 3 (Hai Duong province, Dong Nai province, etc.): VND 2.4 million / month, Region 4 (Other regions): VND 2.4 million / month. Approx. 15% higher than in 2014.
- The job transfer market for white collar workers in the commercial city of Ho Chi Minh is lively, and there is a tendency for salaries for the same position to be around 10% to 20% higher than in the capital city of Hanoi.
- Civil servant salaries are around USD 3,000 per year.
- Although the local currency is the Vietnamese Dong, salaries are often set in United States Dollars. Indicators in the tables are also given in USD.

## [マーケット概要]

## 経済動向

- 名目GDP: 1,712億米ドル(2013年)、実質GDP成長率: 5.5% (2014年予測、IMF)、5.4% (2013年)。
- 消費者物価上昇率: 6.6% (2013年)、2014年は上昇率がかなり低下。
- 外資: 現在の対内直接投資は件数ベースでは2014年第1～第3四半期も前年同期比29.6%増と増加しており、それは経済全体の成長を大きく上回る。2015年も増加が期待されている。日本からの投資は新規投資額の9.7%、拡張投資額の56.8%を占める(2013年)。
- 総人口: 8,971万人(2013年)、労働力人口: 5,358万人(2014年第1四半期)、失業率: 3.5% (2013年)  
総人口は2015年には9,370万人の予測。失業率は2014年7月は1.84%。

## 採用動向

- 多国籍企業は、ここ数年で現地の後継マネジメント増の計画を立案予定。トップクラス人材は、内部トレーニングとリーダーシップ開発について、以前より多くの機会を得る可能性がある。
- 日本人・日本語スピーカー: 日本企業がコスト削減の一環としてマネジメントの現地化を追求する傾向にある。その為、日本人、日本語スピーカー、その他への需要が増加している。
- 留意点: 文書が読めるだけの新卒から、実務家、そして問題解決者に成長させる為に、採用、チームワークとコミュニケーション、即ち認知的、行動的、技術的スキルが求められている。キャリアパス・業務責任・候補者からの期待を定義し、注意深く報酬パッケージを考慮することが重要。

## 給与動向

- 優秀な中間管理職の転職時の平均給与上昇額は25%。個別には、インフレ率程度から非常に高い上昇幅まで幅がある。職種・業種・規模・職位にもよるが、10-30%上昇する傾向。
- 法定最低賃金(2015年1月～): 地域1(ハノイ、ホーチミン、ハイフォン等): 3.1百万ドン/月、地域2(その郊外等): 2.75百万ドン/月、地域3(ハイズオン省、ドンナイ省等): 2.4百万ドン/月、地域4(その他): 2.4百万ドン/月。2014年より約15%上昇。
- 商業都市ホーチミンシティではホワイトカラーの転職活動も活発で、その給与は首都ハノイで同じ仕事をする場合に比べて1～2割程度高い傾向。
- 公務員給与は、3,000米ドル/年程度。
- 通貨はベトナムドンだが、給与は米ドル建てで決められることも多い。表も米ドル。

## Banking and Financial Services 金融業界

## Sales 営業職

(Unit: US dollar (000) / a year)

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Retail リテール営業	4.4 - 5.4	5 - 6	10 - 11	16 - 17	3.7 - 4.8	10 - 11	8.7 - 9.8	3.7 - 4.8	10 - 11	6.2 - 7.3
Corporate sales excluded finance institutions sales 事業法人営業	4.4 - 5.4	5 - 6	10 - 11	16 - 17	3.7 - 4.8	10 - 11	8.7 - 9.8	3.7 - 4.8	10 - 11	6.2 - 7.3
Staff Level スタッフ～係長級	4.4 - 5.4	5 - 6	10 - 11	16 - 17	3.7 - 4.8	10 - 11	8.7 - 9.8	3.7 - 4.8	10 - 11	6.2 - 7.3
Manager Level 課長級	N/A	11.3 - 14.4	12.3 - 16	25 - 28	N/A	18.7 - 22	12.5 - 15.6	6.2 - 9.4	12.5 - 15.6	8.7 - 11.9
Senior Manager Level 部長級	N/A	15 - 19	19 - 22	31.2 - 34.4	N/A	21.2 - 24.4	14.4 - 17.4	12.5 - 15.6	12.5 - 15.6	12.5 - 15.6
Director Level 役員級	N/A	25 - 30	25 - 30	37.5 - 43.7	N/A	25 - 30	25 - 30	18.7 - 23.9	25 - 30	25 - 30

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
M&A 合併/買収	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5	18.7 - 19	6.2 - 7.3	10 - 11	10 - 11	8.7 - 9.8	10 - 11	10 - 11
Fund Manager ファンドマネージャー	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5	18.7 - 19	6.2 - 7.3	10 - 11	10 - 11	8.7 - 9.8	10 - 11	10 - 11
Marketing and Planning リスク管理・企画系	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5	18.7 - 19	6.2 - 7.3	10 - 11	10 - 11	8.7 - 9.8	10 - 11	10 - 11
Back office 各種バックオフィス	5 - 6	6.2 - 7.3	6.2 - 7.3	18.7 - 19	5 - 6	8.7 - 9.8	8.7 - 9.8	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5
PE プライベートエクイティ	5 - 6	6.2 - 7.3	6.2 - 7.3	18.7 - 19	5 - 6	8.7 - 9.8	8.7 - 9.8	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5
Real Estate Finance 不動産金融	5 - 6	6.2 - 7.3	6.2 - 7.3	18.7 - 19	5 - 6	8.7 - 9.8	8.7 - 9.8	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5
Staff Level スタッフ～係長級	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5	18.7 - 19	6.2 - 7.3	8.7 - 9.8	8.7 - 9.8	6.2 - 7.3	7.5 - 8.5	7.5 - 8.5
Manager Level 課長級	N/A	9.6 - 12.6	19 - 22	25 - 27	N/A	19 - 22	19 - 22	9.6 - 12.6	12.5 - 15.6	12.5 - 15.6
Senior Manager Level 部長級	N/A	12.5 - 15.6	22.5 - 25.6	31.2 - 33	N/A	22.5 - 25.6	22.5 - 25.6	12.5 - 15.6	15 - 18	15 - 18
Director Level 役員級	N/A	19 - 22	25 - 30	37.5 - 41	N/A	25 - 30	25 - 30	18.7 - 23.9	22.5 - 27.7	22.5 - 27.7

## Consumer Goods コンシューマーグッズ業界

## Sales 営業職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Domestic Corporate Sales 国内法人営業	5 - 6	6.2 - 7.3	7.5 - 8.5	15 - 16	5 - 6	7.5 - 8.5	7.5 - 8.5	7.5 - 8.5	8.7 - 9.8	8.7 - 9.8
Store Manager 店舗責任者	5 - 6	6.2 - 7.3	7.5 - 8.5	15 - 16	5 - 6	7.5 - 8.5	7.5 - 8.5	7.5 - 8.5	8.7 - 9.8	8.7 - 9.8
Overseas Sales 海外営業	5 - 6	6.2 - 7.3	7.5 - 8.5	15 - 16	5 - 6	7.5 - 8.5	7.5 - 8.5	7.5 - 8.5	8.7 - 9.8	8.7 - 9.8
Staff Level スタッフ～係長級	5 - 6	6.2 - 7.3	7.5 - 8.5	15 - 16	5 - 6	7.5 - 8.5	7.5 - 8.5	7.5 - 8.5	8.7 - 9.8	8.7 - 9.8
Manager Level 課長級	N/A	19 - 22	12.5 - 15.6	25 - 28	N/A	12.5 - 15.6	25 - 28	25 - 28	12.5 - 15.6	12.5 - 15.6
Senior Manager Level 部長級	N/A	25 - 28	19 - 22	31.2 - 34.4	N/A	19 - 22	31.2 - 34.4	31.2 - 34.4	19 - 22	19 - 22
Director Level 役員級	N/A	31.2 - 36.4	25 - 30	37.5 - 42.7	N/A	25 - 30	50 - 55	37.5 - 42.7	25 - 30	25 - 30

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

(Unit: US dollar (000) / a year)

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	4.5 - 5.5	5.7 - 6.8	4.5 - 5.5	15 - 16	4.4 - 5.4	7 - 8	7 - 8	5.7 - 6.8	7 - 8	7 - 8
MD (Merchandiser) マーチャンダイザー	4.5 - 5.5	5.7 - 6.8	4.5 - 5.5	15 - 16	4.4 - 5.4	7 - 8	7 - 8	5.7 - 6.8	7 - 8	7 - 8
PR ピーアール	4.5 - 5.5	5.7 - 6.8	4.5 - 5.5	15 - 16	4.4 - 5.4	7 - 8	7 - 8	5.7 - 6.8	7 - 8	7 - 8
Web/Mobile Marketing Web/モバイルマーケティング	5 - 6	7 - 8	5 - 6	15 - 16	4.4 - 5.4	7 - 8	7 - 8	7 - 8	7 - 8	7 - 8
Purchase / Buyer 購買	6.2 - 7.3	7 - 8	6.2 - 7.3	15 - 16	4.4 - 5.4	7 - 8	7 - 8	7 - 8	7 - 8	7 - 8
Staff Level スタッフ～係長級	6.2 - 7.3	7 - 8	6.2 - 7.3	15 - 16	4.4 - 5.4	7 - 8	7 - 8	7 - 8	7 - 8	7 - 8
Manager Level 課長級	N/A	12.5 - 15.6	15 - 18	25 - 28	N/A	12.5 - 15.6	12.5 - 15.6	12.5 - 15.6	12.5 - 15.6	12.5 - 15.6
Senior Manager Level 部長級	N/A	19 - 22	19 - 22	31.2 - 34.4	N/A	19 - 22	19 - 22	15 - 18	19 - 22	19 - 22
Director Level 役員級	N/A	25 - 30	22.5 - 27.7	37.5 - 42.7	N/A	31.2 - 36.4	31.2 - 36.4	18 - 23	25 - 36.4	25 - 30

## Information Technology IT業界

Sales 営業職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	5 - 6	6.2 - 7.3	6.2 - 7.3	12.5 - 13.5	4.2 - 5.2	6.2 - 7.3	6.2 - 7.3	3.7 - 4.8	6.2 - 7.3	6.2 - 7.3
Manager Level 課長級	N/A	7.5 - 10.6	7.5 - 10.6	16.2 - 19.4	N/A	12.5 - 15.6	12.5 - 15.6	5 - 8.1	7.5 - 10.6	7.5 - 10.6
Senior Manager Level 部長級	N/A	8.7 - 11.7	8.7 - 11.7	22.5 - 25.6	N/A	19 - 22	19 - 22	7.5 - 10.6	10 - 13	10 - 13
Director Level 役員級	N/A	13.2 - 17.7	13.2 - 17.7	31.2 - 36.4	N/A	25 - 30	25 - 30	11.2 - 16.4	14 - 19	14 - 19

## Consultants and Engineers IT系専門職

Position	Japanese Company			MNC		Local Company		
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
IT Consultant ITコンサルタント	6.2 - 7.3	11.2 - 12.3	18.7 - 19.8	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Application Consultant アプリケーションコンサルタント	6.2 - 7.3	11.2 - 12.3	18.7 - 19.8	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Project Manager プロジェクトマネージャー	15 - 18	19 - 22	31.2 - 34.4	19 - 22	19 - 22	12.5 - 15.6	19 - 22	15 - 18
SE(Web) SE(Web系)	10 - 11	15 - 16	25 - 26	15 - 16	11.2 - 12.3	5 - 6	15 - 16	10 - 11
SE(Open System) SE(オープン系)	6.2 - 7.3	15 - 16	25 - 26	15 - 16	7.5 - 8.5	5 - 6	15 - 16	6.2 - 7.3
Technical Support テクニカルサポート	6.2 - 7.3	11.2 - 12.3	25 - 26	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Network Engineer ネットワークエンジニア	6.2 - 7.3	11.2 - 12.3	25 - 26	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
SE(Financial) 金融システム	8.7 - 9.8	12.5 - 13.5	25 - 26	12.5 - 14	10 - 11	5 - 6	12.5 - 14	8.7 - 9.8
Inhouse SE(Application) 社内SE(アプリ)	6.2 - 7.3	11.2 - 12.3	25 - 26	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Inhouse SE(Infrastructure) 社内SE(インフラ)	6.2 - 7.3	11.2 - 12.3	25 - 26	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Staff Level スタッフ～係長級	6.2 - 7.3	11.2 - 12.3	18.7 - 19.8	11.2 - 12.3	7.5 - 8.5	5 - 6	11.2 - 12.3	6.2 - 7.3
Manager Level 課長級	15 - 18	19 - 22	31.2 - 34.4	21.2 - 24.4	19 - 22	12.5 - 15.6	19 - 22	15 - 18
Senior Manager Level 部長級	22.5 - 25.6	25 - 28	37 - 41	31.2 - 34.4	25 - 28	19 - 22	25 - 28	22.5 - 25.6
Director Level 役員級	31.2 - 36.4	37.5 - 42.7	44 - 47	37.5 - 42.7	31.2 - 36.4	25 - 30	37.5 - 42.7	31.2 - 36.4

## Manufacturing 製造業界

Sales 営業職

(Unit: US dollar (000) / a year)

Position	Japanese Company			MNC		Local Company		
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Overseas Sales 海外営業	8.7 - 9.8	15 - 16	31.2 - 32.3	15 - 16	10 - 11	N/A	15 - 16	7.5 - 8.5
Domestic Sales 国内営業	7.5 - 8.2	11.2 - 12.3	25 - 26	12.5 - 18	8.7 - 9.8	5 - 6	11.2 - 12.3	6.2 - 7.3
Trading 商社(工業系)	8.7 - 9.4	12.5 - 13.5	31.2 - 32.3	15 - 16	10 - 11	6.2 - 7.3	15 - 18	7.5 - 8.5
Staff Level スタッフ～係長級	7.5 - 8.2	11.2 - 12.3	25 - 26	12.5 - 13.5	8.7 - 9.8	5 - 6	11.2 - 12.3	6.2 - 7.3
Manager Level 課長級	19 - 21	15 - 18	31.2 - 34.4	15 - 18	19 - 22	12.5 - 15.6	15 - 18	15 - 18
Senior Manager Level 部長級	25 - 27	25 - 28	37.5 - 40.6	25 - 28	25 - 28	19 - 22	25 - 28	25 - 28
Director Level 役員級	31.2 - 35	31.2 - 36.4	43.7 - 48.9	31.2 - 36.4	31.2 - 36.4	25 - 30	31.2 - 36.4	31.2 - 36.4

## Engineers マニュファクチュアリング系専門職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
QC/QA 品質管理・品質保証	5	6.2 - 7.3	8.7 - 9.8	19 - 20	5 - 6	11.2 - 12.3	7.7 - 8.5	3.7 - 4.8	8.7 - 9.8	6.2 - 7.3
Service Engineer サービスエンジニア	N/A	7.5 - 8.5	12.5 - 13.5	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	12.5 - 13.5	7.5 - 8.5
Sales Engineer セールスエンジニア	N/A	7.5 - 8.5	12.5 - 13.5	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	12.5 - 13.5	7.5 - 8.5
Application Engineer アプリケーションエンジニア	N/A	7.5 - 8.5	11.2 - 12.3	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	11.2 - 12.3	7.5 - 8.5
Plant Engineer プラントエンジニア	N/A	7.5 - 8.5	11.2 - 12.3	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	11.2 - 12.3	7.5 - 8.5
Control and Signal Circuit Design 弱電回路設計	N/A	7.5 - 8.5	11.2 - 12.3	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	11.2 - 12.3	7.5 - 8.5
Mechanical Design 機械/機構/筐体/メカトロ設計	N/A	7.5 - 8.5	11.2 - 12.3	19 - 20	N/A	12.5 - 13.5	10 - 11	5 - 5.1	11.2 - 12.3	7.5 - 8.5
Execution Management 施工管理(建築・土木)	N/A	8.7 - 9.8	12.5 - 13.5	19 - 20	N/A	15 - 16	11.2 - 12.3	6.2 - 7.3	12.5 - 13.5	8.7 - 9.8
Staff Level スタッフ～係長級	N/A	6.2 - 7.3	8.7 - 9.8	19 - 20	N/A	11.2 - 12.3	7.5 - 8.5	5 - 5.1	8.7 - 9.8	6.2 - 7.3
Manager Level 課長級	N/A	15 - 18	19 - 22	25 - 28	N/A	21.2 - 24.4	19 - 22	N/A	19 - 22	15 - 18
Senior Manager Level 部長級	N/A	21.2 - 24.4	22.5 - 25.6	22.5 - 34.4	N/A	31.2 - 34.4	25 - 28	N/A	22.5 - 25.6	21.2 - 24.4
Director Level 役員級	N/A	25 - 30	31.2 - 36.4	31.2 - 42.7	N/A	37.5 - 42.7	31.2 - 36.4	N/A	31.2 - 36.4	25 - 30

## Service Industry サービス業界

Sales 営業職

Position	Japanese Company			MNC		Local Company	
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Japanese Speaker	English Speaker
AE (Account Executive) アカウントエグゼクティブ	6.2 - 7.3	11.2 - 12.3	19 - 20	12.5 - 13.5	7.5 - 8.5	11.2 - 12.3	5 - 6
Consultant コンサルタント	8.7 - 9.8	12.5 - 13.5	22.5 - 23.5	12.5 - 13.5	8.7 - 9.8	12.5 - 13.5	7.5 - 8.5
Overseas Sales 海外営業	10 - 10.1	15 - 16	25 - 26	19 - 20	12.5 - 13.5	15 - 16	8.7 - 9.8
Domestic Corporate Sales 国内法人営業	8.7 - 9.8	12.5 - 13.5	22.5 - 23.5	12.5 - 13.5	11.2 - 12.3	12.5 - 13.5	7.5 - 8.5
Staff Level スタッフ～係長級	6.2 - 7.3	11.2 - 12.3	19 - 20	12.5 - 13.5	7.5 - 8.5	11.2 - 12.3	5 - 6
Manager Level 課長級	15 - 18	19 - 22	25 - 28	21.2 - 24.4	19 - 22	19 - 22	15 - 18
Senior Manager Level 部長級	19 - 22	25 - 28	31.2 - 34.4	31.2 - 34.4	25 - 28	25 - 28	19 - 22
Director Level 役員級	25 - 30	31.2 - 36.4	37.5 - 42.7	37.5 - 42.7	31.2 - 36.4	31.2 - 36.4	25 - 30

Position	Japanese Company				MNC			Local Company			
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker	
Enterprise 大手	Staff Level スタッフ～係長級	3.1 - 4.2	5 - 6	11.2- 12.3	19 - 20	4.2 - 5.2	12.5- 13.5	6.2 - 7.3	3.7 - 4.8	11.2- 12.3	5 - 6
	Manager Level 課長級	N/A	12.5- 15.6	19 - 22	25 - 28	N/A	19 - 22	15 - 16	11.2- 14.4	19 - 22	12.5- 15.6
	Senior Manager Level 部長級	N/A	19 - 22	25 - 28	31.2- 34.4	N/A	25 - 28	21.2- 22.3	15 - 18	25 - 28	19 - 22
	Director Level 役員級	N/A	25 - 30	31.2- 36.4	37.5- 42.7	N/A	31.2- 36.4	31.2- 36.4	19 - 24	31.2- 36.4	25 - 30
SME 中堅中小	Staff Level スタッフ～係長級	3.1 - 4.2	5 - 6	11.2- 12.3	19 - 20	4.2 - 5.2	12.5- 13.5	6.2 - 7.3	3.7 - 4.8	11.2- 12.3	5 - 6
	Manager Level 課長級	N/A	10.4- 13.5	19 - 22	25 - 28	N/A	19 - 22	12.5- 15.6	10.4- 13.5	19 - 22	12.5- 15.6
	Senior Manager Level 部長級	N/A	15.4- 18.7	25 - 28	31.2- 34.4	N/A	25 - 28	19 - 22	14 - 17	25 - 28	19 - 22
	Director Level 役員級	N/A	20.8- 26	31.2- 36.4	37.5- 42.7	N/A	31.2- 36.4	26 - 30	19 - 24	31.2- 36.4	25 - 30

## Human Resources 人事職

Position	Japanese Company			MNC		Local Company			
	English Speaker	Japanese Speaker	Japanese Native	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker	
Enterprise 大手	Recruiting 採用	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Training & OD 教育研修・組織開発	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	C&B 制度・給与と社保	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Staff Level スタッフ～係長級	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Manager Level 課長級	12.5- 15.6	19 - 22	25 - 28	21.2- 24.4	19 - 22	11.2- 14.4	19 - 22	12.5- 15.6
	Senior Manager Level 部長級	19 - 22	25 - 28	31.2- 34.4	31.2- 34.4	25 - 28	15 - 18	25 - 28	19 - 22
	Director Level 役員級	25 - 30	31.2- 36.4	36 - 41	37.5- 42.7	31.2- 36.4	19 - 24	31.2- 36.4	25 - 30
SME 中堅中小	Recruiting 採用	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Training & OD 教育研修・組織開発	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	C&B 制度・給与と社保	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Staff Level スタッフ～係長級	5 - 6	8.7 - 9.8	19 - 20	12.5- 13.5	7.5 - 8.5	3.7 - 4.8	8.7 - 9.8	5 - 6
	Manager Level 課長級	12.5- 15.6	19 - 22	25 - 28	21.2- 24.4	19 - 22	11.2- 14.4	19 - 22	12.5- 15.6
	Senior Manager Level 部長級	19 - 22	25 - 28	31.2- 34.4	31.2- 34.4	25 - 28	15 - 18	25 - 28	19 - 22
	Director Level 役員級	25 - 30	31.2- 36.4	37.5- 42.7	37.5- 42.7	31.2- 36.4	19 - 24	31.2- 36.4	25 - 30

## Hong Kong

## [Market Overview]

## Economic Trends

- Nominal GDP: USD 273.7 billion (2013), real GDP growth rate: 2.9% (2013)
- Consumer price inflation rate: 4.3% (2013)
- Foreign investment: Foreign direct investment increased 41% in 2013. In terms of investment source, investment from China represented 42.8% of total investment. Excluding tax havens, the United Kingdom was the second largest investing nation, providing 8.1% of total investment. Investment from Japan represented 1.4% of the total (2012)
- Total population: 7.22 million (2013), workforce: 3.91 million (August - October 2014), unemployment rate: 3.4% (2013).

## Recruiting Trends

- Foreign companies: In the last year a succession of Chinese companies has entered Hong Kong, and these have been offering excellent benefits to attract top talent from European and Japanese companies. There are also many Western companies continuing to advance in Hong Kong that have deployed B to C businesses such as retail and FMCG. There are still many companies which aim to become a big name in Hong Kong in order to obtain a foothold within mainland China. This has resulted in Mandarin becoming even more important than before. It is incredibly difficult to attract top human resources, and all foreign companies have an issue with how to make it attractive to prospective employees.
- Continuing from previous trends, an increasing proportion of the workforce were born on the Chinese mainland. The demand for Hong Kongese human resources will continue to be strong. Employment is robust in the financial, luxury goods, FMCG, and food industries. Hiring is on a downward trend in manufacturing and trading companies where offices are being moved to mainland China. There are many companies which want to strengthen business with the Chinese mainland. Further, there is a current trend for companies to place Asia head offices in Hong Kong and such companies are always looking to strengthen their management section.
- Japanese companies: Due to the effect of soaring labour costs and real estate prices, the trend for companies to transfer its offices to mainland China (South China) has continued to increase and as such the number of companies actively hiring in Hong Kong is small. The market share for Japanese companies overall is remaining steady or decreasing. As it is likely that this trend will not change in the future, it is thought that offices of Japanese companies in Hong Kong will play more administrative and procurement related roles.
- As the overall business confidence within Japanese companies is quite low, there are not many companies proactively increasing their numbers of staff. Filling vacancies is the main issue at present. In addition, when a new business starts due to the development of a new product or solution, then there are cases where new recruits have been hired from outside of the company. In addition, when the regional HQ is in HK and/or overseas business management functions are transferred to HK, there are cases whereby personnel are being hired locally. Further, there are others cases where local staff have been hired at the management level due to localisation.
- Language: Business is generally conducted in English.
- Foreigners: Work permit conditions have become more stringent and this has caused a further decline to the number of Japanese people recruited. It is normal for Japanese speakers (not Japanese natives) to be recruited where there is a need for the Japanese language. In addition, Japanese companies are promoting localisation, and the amount of hiring of Japanese staff locally is decreasing. There is a tendency for Japanese speakers to have a strong preference for Japanese companies.
- Notes: It is common place for companies to use recruitment agencies in order to secure talented personnel. Retention is a major problem for all companies. In particular, the retention rate for younger staff is incredibly low, with most leaving within three years of joining a company. Such staff are willing to change jobs even for a minor improvement in benefits. Aside from benefits, there are many companies which have used policies such as establishing a training system and creating a homely atmosphere, however these measures have not resulted in a specific method for resolving the retention problem. Most companies have low expectations from the beginning of securing younger workers for the long term.

## Salary Trends

- Salary increases are usually around 4% to 5%. However, there are also cases of individual raises of 10% to 20% in finance and some real estate companies, as well as for those who have given exceptional performance.
- There are many companies that align pay rises to the official salary growth rate, but the difference is not great. However, it is difficult to secure staff, and there are many companies in the food, beverage, and service industries where pay rises exceed 10%.
- The legal minimum wage is HKD 96,000 year. Civil servant salaries range from approx. HKD 240,000 to HKD 360,000 / year.

## [マーケット概要]

## 経済動向

- 名目GDP: 2,737億米ドル(2013年)、実質GDP成長率: 3.0% (2014年予測、IMF)、2.9% (2013年)。
- 消費者物価上昇率: 4.3% (2013年)
- 外資: 2013年の対内直接投資は41%増。投資元の内訳は、中国からの投資が全体の42.8%と首位。租税回避地を除くと、次には英国が8.1%。日本からの投資は全体の1.4%。(2012年)
- 総人口: 722万人(2013年)、労働力人口: 391万人(2014年8~10月)、失業率: 3.4% (2013年)。

## 採用動向

- 外資系企業: 直近1年、中国系企業の香港進出が相次いでおり、欧米系や日系企業から良い待遇で優秀な人材を引き抜いている。また、小売、FMCG等、BtoCビジネスを展開したい欧米企業の進出は引き続き多い。香港で有名になり、中国進出を目指したい企業は依然多い。それに伴い、北京語の重要性は以前にも増して増大。優秀人材の確保は非常に難しく、採用競争力がどの外資系企業にも必要になっている。
- 以前に引き続き、中国本土出身の人は増加傾向。香港人向け人材需要も引き続き強い。金融、ラグジュアリー、FMCG、食品業界は採用が堅調。製造業や商社は営業拠点を中国本土に移す等、採用は減少傾向。また、中国本土向けビジネスを強化したい企業や、四季があり流行に敏感な香港にアジアのヘッドオフィスを置く企業も多く、そのような企業での管理部門強化採用は恒常的に続いている。



- 日系企業:直近1年、人件費高騰、不動産価格上昇の影響を受け、中国(華南地域)に営業部門を移す等の企業が以前と同様に増加しており、香港で積極的に増員を行う企業は少ない。日系企業のマーケットは全体的に現状維持もしくは縮小傾向。今後もその傾向は変わらず、管理部門や調達機能拠点として役割を担うと思われる。
- 日系企業の全体的な景況感はいくつか、積極的に増員を図る企業は少ない。採用の背景としては欠員補充が主。他には現状打開の為新事業を始める際に外部より即戦力人材を採用するケースや海外事業統括機能を香港に移管する際に人材を採用するケース、現地化に伴い管理職クラスの現地スタッフを採用するケースがある。
- 言語:ビジネス上は英語が通用する。
- 外国人:就労許可が一段と厳しくなっており、日本人を採用するケースは一層減少傾向にある。日本語の必要性がある場合は日本語スピーカーを採用するのが主流。また日系企業も現地化を促進しており、敢えて日本人を現地で採用することは控えている。日本語スピーカーはやはり日系企業を志望する傾向は強い。
- 留意点:良い人材を確保する為に人材紹介会社を使用するのは一般的。リテンションに関してはどの企業も頭を悩ませている。特に入社して3年未満程度の若年層の定着率が極めて低い。少しでも待遇面が良い企業があるとすぐに転職をしてしまう。待遇面以外で教育体制を整えたり、アットホームな雰囲気を作ったりと対策を打つ企業も多いが、それでも具体的な解決方法には至らない。若年層の定着については初めから過度な期待をしない企業が多い。

#### 給与動向

- 給与上昇率は、通常は4~5%程度。但し金融、一部の不動産や業績の良い個別企業は10~20%上昇する事例もあり。
- 公的な賃金上昇率に合わせている企業が多く、違いはさほどない。但し、人材確保が難しい、外食産業・サービス業等は10%を超える企業も少なくない。
- 法定最低賃金は96千香港ドル/年。公務員給与は240~360千香港ドル/年程度。

### Banking and Financial Services 金融業界

#### Sales 営業職

(1 K HKD = 129 USD)  
(Unit: Hong Kong dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
Retail リテール営業	240 - 360	240 - 360	240 - 360	240 - 360	240 - 360	240 - 360	240 - 360	240 - 360
Corporate sales excluded finance institutions sales 事業法人営業	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
Staff Level スタッフ~係長級	300 - 480	300 - 480	300 - 480	300 - 600	300 - 600	300 - 480	300 - 480	300 - 480
Manager Level 課長級	480 - 960	480 - 960	480 - 960	600 - 1,200	600 - 1,200	480 - 960	480 - 960	480 - 960
Senior Manager Level 部長級	840 - 1,440	840 - 1,440	840 - 1,440	1,000 - 2,500	1,000 - 2,500	840 - 1,800	840 - 1,800	840 - 1,800
Director Level 役員級	1,200 - 2,400	1,200 - 2,400	1,200 - 2,400	1,500 - 5,000	1,500 - 5,000	1,200 - 3,600	1,200 - 3,600	1,200 - 3,600

### Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
M&A 合併/買収	480 - 960	480 - 960	480 - 960	360 - 1,200	360 - 1,200	360 - 1,200	360 - 1,200	360 - 1,200
Fund Manager ファンドマネージャー	480 - 960	480 - 960	480 - 960	360 - 1,200	360 - 1,200	360 - 1,200	360 - 1,200	360 - 1,200
Marketing and Planning リスク管理・企画系	360 - 840	360 - 840	360 - 840	360 - 960	360 - 960	360 - 960	360 - 960	360 - 960
Back office 各種バックオフィス	240 - 600	240 - 600	240 - 600	240 - 720	240 - 720	240 - 720	240 - 720	240 - 720
PE プライベートエクイティ	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,800	600 - 1,800	600 - 1,800	600 - 1,800	600 - 1,800
Real Estate Finance 不動産金融	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,800	600 - 1,800	600 - 1,800	600 - 1,800	600 - 1,800
Staff Level スタッフ~係長級	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200
Manager Level 課長級	840 - 1,800	840 - 1,800	840 - 1,800	840 - 2,400	840 - 2,400	840 - 2,400	840 - 2,400	840 - 2,400
Senior Manager Level 部長級	1,200 - 2,400	1,200 - 2,400	1,200 - 2,400	1,500 - 5,000	1,500 - 5,000	1,200 - 3,000	1,200 - 3,000	1,200 - 3,000
Director Level 役員級	1,800 - 5,000	1,800 - 5,000	1,800 - 5,000	3,000 - 10,000	3,000 - 10,000	1,800 - 3,600	1,800 - 5,000	1,800 - 5,000

### Consumer Goods コンシューマーグッズ業界

#### Sales 営業職

(1 K HKD = 129 USD)  
(Unit: Hong Kong dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
Domestic Corporate Sales 国内法人営業	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360
Store Manager 店舗責任者	180 - 300	180 - 300	180 - 300	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360
Overseas Sales 海外営業	240 - 360	240 - 360	240 - 360	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
Staff Level スタッフ~係長級	240 - 420	240 - 420	240 - 420	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600
Manager Level 課長級	360 - 600	360 - 600	360 - 600	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Senior Manager Level 部長級	600 - 1,200	600 - 1,200	600 - 1,200	800 - 2,000	800 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200
Director Level 役員級	800 - 3,000	800 - 3,000	800 - 3,000	1,500 - 5,000	1,500 - 5,000	800 - 3,000	800 - 3,000	800 - 3,000

### Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	360 - 840	360 - 840	360 - 840	360 - 960	360 - 960	360 - 960	360 - 960	360 - 960
MD (Merchandiser) マーチャンダイザー	180 - 360	180 - 360	180 - 360	180 - 480	180 - 480	180 - 480	180 - 480	180 - 480
PR ピーアール	240 - 480	240 - 480	240 - 480	240 - 600	240 - 600	240 - 600	240 - 600	240 - 600
Web/Mobile Marketing Web/モバイルマーケティング	240 - 600	240 - 600	240 - 600	240 - 720	240 - 720	240 - 720	240 - 720	240 - 720
Purchase / Buyer 購買	240 - 420	240 - 420	240 - 420	240 - 600	240 - 600	240 - 600	240 - 600	240 - 600
Staff Level スタッフ~係長級	180 - 360	180 - 360	180 - 360	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
Manager Level 課長級	300 - 480	300 - 480	300 - 480	360 - 960	360 - 960	360 - 960	360 - 960	360 - 960
Senior Manager Level 部長級	600 - 1,200	600 - 1,200	600 - 1,200	800 - 2,000	800 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200
Director Level 役員級	800 - 3,000	800 - 3,000	800 - 3,000	1,500 - 5,000	1,500 - 5,000	800 - 3,000	800 - 3,000	800 - 3,000

### Healthcare ヘルスケア業界

#### Sales 営業職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
MR 医薬情報担当者	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360
Medical Devices Sales 医療機器営業	240 - 360	240 - 360	240 - 360	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
Staff Level スタッフ~係長級	240 - 420	240 - 420	240 - 420	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600
Manager Level 課長級	360 - 600	360 - 600	360 - 600	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Senior Manager Level 部長級	480 - 720	480 - 720	480 - 720	480 - 1,200	480 - 1,200	480 - 1,200	480 - 1,200	480 - 1,200
Director Level 役員級	800 - 3,000	800 - 3,000	800 - 3,000	1,500 - 5,000	1,500 - 5,000	800 - 3,000	800 - 3,000	800 - 3,000

## Information Technology IT業界

## Sales 営業職

(1 K HKD = 129 USD)  
(Unit: Hong Kong dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
Staff Level スタッフ～係長級	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360
Manager Level 課長級	300 - 480	300 - 480	300 - 480	300 - 600	300 - 600	300 - 600	300 - 600	300 - 600
Senior Manager Level 部長級	500 - 1,200	500 - 1,200	500 - 1,200	600 - 1,500	600 - 1,500	500 - 1,200	500 - 1,200	500 - 1,200
Director Level 役員級	800 - 2,000	800 - 2,000	800 - 2,000	1,000 - 4,000	1,000 - 4,000	800 - 2,000	800 - 2,000	800 - 2,000

## Consultants and Engineers IT系専門職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
IT Consultant ITコンサルタント	360 - 720	360 - 720	360 - 720	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,200
Application Consultant アプリケーションコンサルタント	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Project Manager プロジェクトマネージャー	600 - 1,440	600 - 1,440	600 - 1,440	600 - 1,440	600 - 1,440	600 - 1,440	600 - 1,440	600 - 1,440
SE(Web) SE(Web系)	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
SE(Open System) SE(オープン系)	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
Technical Support テクニカルサポート	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360	180 - 360
Network Engineer ネットワークエンジニア	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480	240 - 480
SE(Financial) 金融システム	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Inhouse SE(Application) 社内SE(アプリ)	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720
Inhouse SE(Infrastructure) 社内SE(インフラ)	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720
Staff Level スタッフ～係長級	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Manager Level 課長級	480 - 960	480 - 960	480 - 960	480 - 960	480 - 960	480 - 960	480 - 960	480 - 960
Senior Manager Level 部長級	500 - 1,200	500 - 1,200	500 - 1,200	600 - 1,500	600 - 1,500	500 - 1,200	500 - 1,200	500 - 1,200
Director Level 役員級	800 - 2,000	800 - 2,000	800 - 2,000	1,000 - 4,000	1,000 - 4,000	800 - 2,000	800 - 2,000	800 - 2,000

## Manufacturing 製造業界

## Sales 営業職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	English Speaker	Japanese Speaker	Japanese Native	English Speaker	Japanese Speaker	English Speaker	Japanese Speaker	Home Country's Language Speaker
Overseas Sales 海外営業	360 - 600	360 - 600	360 - 600	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Domestic Sales 国内営業	240 - 480	240 - 480	240 - 480	240 - 720	240 - 720	240 - 720	240 - 720	240 - 720
Trading 商社(工業系)	360 - 720	360 - 720	360 - 720	360 - 960	360 - 960	360 - 960	360 - 960	360 - 960
Staff Level スタッフ～係長級	240 - 480	240 - 480	240 - 480	240 - 600	240 - 600	240 - 600	240 - 600	240 - 600
Manager Level 課長級	360 - 600	360 - 600	360 - 600	360 - 840	360 - 840	360 - 840	360 - 840	360 - 840
Senior Manager Level 部長級	480 - 840	480 - 840	480 - 840	480 - 1,200	480 - 1,200	480 - 1,200	480 - 1,200	480 - 1,200
Director Level 役員級	600 - 2,000	600 - 2,000	600 - 2,000	1,000 - 3,000	1,000 - 3,000	600 - 2,000	600 - 2,000	600 - 2,000

## Accounting &amp; Finance 管理部門

## Accounting 経理職

(1 K HKD = 129 USD)  
(Unit: Hong Kong dollar (000) / a year)

Position	Japanese Company			MNC		Asian MNC/Local Company		
	Local Staff	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	Local Staff	Japanese Speaker	Home Country's Language Speaker
Enterprise 大手	Staff Level スタッフ～係長級	180 - 360	180 - 360	180 - 360	240 - 480	240 - 480	240 - 480	240 - 480
	Manager Level 課長級	240 - 600	240 - 600	240 - 600	360 - 720	360 - 720	360 - 720	360 - 720
	Senior Manager Level 部長級	500 - 1,000	500 - 1,000	500 - 1,000	600 - 1,200	600 - 1,200	500 - 1,000	500 - 1,000
	Director Level 役員級	800 - 2,000	800 - 2,000	800 - 2,000	1,000 - 3,000	1,000 - 3,000	800 - 2,000	800 - 2,000
SME 中堅中小	Staff Level スタッフ～係長級	180 - 300	180 - 300	180 - 300	180 - 360	180 - 360	180 - 360	180 - 360
	Manager Level 課長級	240 - 420	240 - 420	240 - 420	240 - 480	240 - 480	240 - 480	240 - 480
	Senior Manager Level 部長級	300 - 600	300 - 600	300 - 600	360 - 720	360 - 720	360 - 720	360 - 720
	Director Level 役員級	480 - 1,200	480 - 1,200	480 - 1,200	600 - 1,500	600 - 1,500	600 - 1,440	600 - 1,440

## Human Resources 人事職

Position	Japanese Company			MNC		Asian MNC/Local Company		
	Local Staff	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	Local Staff	Japanese Speaker	Home Country's Language Speaker
Enterprise 大手	Recruiting 採用	180 - 360	180 - 360	180 - 360	240 - 480	240 - 480	240 - 480	240 - 480
	Training & OD 教育研修・組織開発	240 - 480	240 - 480	240 - 480	300 - 600	300 - 600	300 - 600	300 - 600
	C&B 制度・給与と社保	240 - 480	240 - 480	240 - 480	300 - 600	300 - 600	300 - 600	300 - 600
	Staff Level スタッフ～係長級	180 - 360	180 - 360	180 - 360	180 - 420	180 - 420	180 - 420	180 - 420
	Manager Level 課長級	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480
	Senior Manager Level 部長級	500 - 1,200	500 - 1,200	500 - 1,200	600 - 1,500	600 - 1,500	500 - 1,200	500 - 1,200
	Director Level 役員級	800 - 1,500	800 - 1,500	800 - 1,500	1,000 - 2,000	1,000 - 2,000	800 - 1,500	800 - 1,500
SME 中堅中小	Recruiting 採用	180 - 360	180 - 360	180 - 360	240 - 480	240 - 480	240 - 480	240 - 480
	Training & OD 教育研修・組織開発	240 - 480	240 - 480	240 - 480	300 - 600	300 - 600	300 - 600	300 - 600
	C&B 制度・給与と社保	240 - 480	240 - 480	240 - 480	300 - 600	300 - 600	300 - 600	300 - 600
	Staff Level スタッフ～係長級	180 - 360	180 - 360	180 - 360	180 - 420	180 - 420	180 - 420	180 - 420
	Manager Level 課長級	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480	300 - 480
	Senior Manager Level 部長級	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720	360 - 720
	Director Level 役員級	600 - 1,200	600 - 1,200	600 - 1,200	600 - 1,500	600 - 1,500	600 - 1,200	600 - 1,200

## [Market Overview]

### Economic Trends

- Nominal GDP: USD 9.2 trillion (2013), real GDP growth rate: 7.7% (2013)
- Consumer price inflation rate: 2.6% (2013)
- Foreign investment: Foreign direct investment saw a record 5.3% increase in 2013 (the previous year there had been a 3.7% reduction). Particularly of note is the non-manufacturing sector which saw an increase of 16.4% (2013). Investment from Hong Kong accounted for 66.6% of the total. Investment from Japan fell 4.3%.
- Total population: 1.35 billion (2013), workforce: approx. 940 million, unemployment rate: 4.1% (2013).

### Recruiting Trends

- Due to the Sino-Japan political issues of 2011, Chinese job seekers have continued to shy away from Japanese companies and it has become much harder to secure top talent. In addition to this, due to (1) the low wages, (2) the glass ceiling (limits to promotions), (3) the uniform-type bonus system (ambiguous evaluation system), and (4) the low amount of paid leave compared to other foreign companies, their motivation to work for Japanese companies has been reduced. As indicated by the results of a survey of graduates of top Chinese universities regarding the top 50 most desirable companies, not a single Japanese company was selected. Chinese people seeking mid-career job changes are looking to work for state-owned companies and major Western foreign companies.
- Japanese speakers: As a result of above, talented Japanese speakers no longer choose Japanese companies when looking to make their next career move. This is because the number of opportunities for moving up the career ladder are limited. Those that have been trained by Japanese companies are in massive demand by state owned enterprises (where there is generally no need to speak Japanese or English), and such staff are poached from Japanese companies, receiving large pay rises. Staff who have received such pay rises do not tend to return to Japanese companies due to the significant difference in salary.
- Japanese people: The number of Japanese job seekers in China has decreased and it is extremely difficult to secure top human resources. Of the people seeking to work overseas, the number choosing China as their first choice is decreasing significantly. The only people who choose China tend to be those who have an interest in China itself or who have reasons to transfer to China.
- English speakers: Japanese companies' demand for English speaking personnel is increasing. As mentioned above, because there is no reason for an English speaking person to choose a Japanese company, most candidates reject the idea of applying even if introduced to an opportunity.
- Local language: Chinese (Mandarin, Shanghaiese, Cantonese, etc.).

### Salary Trends

- The minimum wage revision rate was a little more than 14% in 2014. The annualized minimum wage is approx. CNY 20-25,000 / year. Salaries are around CNY 40-90,000 / year.
- In terms of the actual experience value of white collar work, for Japanese companies this has remained flat, but for other foreign companies and local companies this has increased approx. 10%.
- In terms of salary between regions, although it can be said there is an order of Shanghai = Shenzhen > Beijing > Guangzhou, the actual difference is quite small. Furthermore, salaries in Hebei Province and Tianjin, which are close to Beijing, are expected to increase in the future due to the number of companies transferring to these places from Beijing pursuant to government instructions.
- Also, with regards inland areas, as if a company wishes to employ talented white collar workers they cannot be found in the inland areas, and it has become normal to employ people who currently work in major cities. In order to do this it is necessary to offer suitable financial compensations for the lower attractions of life in a rural area. Ultimately it is quite often the case that remuneration for these workers in the inland areas is no less than what they would receive in the major cities.

## [マーケット概要]

### 経済動向

- 名目GDP: 9.2兆米ドル(2013年)、実質GDP成長率: 7.4%(2014年予測、IMF)、7.7%(2013年)。
- 消費者物価上昇率: 2.6%(2013年)
- 外資: 2013年の対内直接投資は5.3%増で過去最高(前年は3.7%減)。特に非製造業が16.4%増(2013年)。香港からの投資が全体の66.6%を占める。日本からの投資は4.3%減。
- 総人口: 13.5億人(2013年)、労働力人口: 約9.4億人、失業率: 4.1%(2013年)。

### 採用動向

- 2011年の日中政治問題を境に中国人求職者の日系企業離れは続いており、優秀人材の確保は非常に厳しくなっている。これに加え、日系企業の(1)低賃金、(2)ガラスの天井(昇進の限界)、(3)均一型ボーナス制度(曖昧な評価制度)、(4)外資と比較しない有給休暇と、極めて多くの面で日系企業に進む動機がなくなっている。中国有名大学新卒の人気企業アンケートにもトップ50社には日系企業は1社も入っていないように、中国人求職者の転職に関しても、人気は国営企業か大手外資に絞られている。
- 日本語スピーカー: 上記の結果、優秀な日本語スピーカーのキャリアアップの為に次の選択は日系企業ではなくなっている。キャリアアップ自体の選択肢が極めて限られているため、日系企業で鍛えられた人材は国営企業(日本語も英語も基本的に不要)からすれば、喉から手が出るほど欲しい人材となり、かなりの給与UPで引き抜かれているのが実態。一度、その給与アップを経験した人材は、給与差があまりに大きいので、基本的にはもう日系企業には戻らない。
- 日本人: 中国にいる日本人求職者は総数が減少しており、優秀人材の確保は困難を極めている。海外就労希望者のうちでも中国勤務希望者が圧倒的に減少している状態。中国自体への興味や中国へ転職する事情がある人材以外は、中国という国を選択しない。
- 英語スピーカー: 日系企業からの英語人材へのニーズは増加しているが、前述の通り、英語人材が日系企業を選択する理由がない為、案件を紹介してもほとんどの候補者が応募承諾をしない状態。
- ローカル言語: 中国語(普通語、上海語、広東語等)。

### 給与動向

- 2014年の最低賃金の改定率は14%強。年換算で20~25千元/年程度。公務員給与は40~90千元/年程度。
- ホワイトカラーの実際の体感値では、日系は横ばい、外資・現地系は10%アップ程度。
- 地域間での給与は、敢えていえば、上海=深圳>北京>広州の順となるが、その差は小さい。なお、北京市周辺の天津市、河北省は、政府の指示により北京から企業が移転してくるので、給与が今後上昇する見込み。
- 内陸部に関しても、ホワイトカラーの優秀人材を採用する場合は、内陸部現地では調達できないので、現在大都市に勤務している人材を採用することになる。その為、生活の魅力に欠ける地方での勤務に対して金銭的に報いる必要があり、結局、大都市に劣らないレベルの報酬が必要となるケースが多い。

## Banking and Financial Services 金融業界

### Sales 営業職

(1 K RMB = 161 USD)  
(Unit: RMB (000) / a year)

Position	Japanese Company				MNC		Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
Retail リテール営業	40 - 150	60 - 150	50 - 150	100 - 200	110 - 170	110 - 170	40 - 220	40 - 220	90 - 200
Corporate sales excluded finance institutions sales 事業法人営業	50 - 150	60 - 150	50 - 150	100 - 200	110 - 170	110 - 170	40 - 220	40 - 220	90 - 200
Staff Level スタッフ~係長級	50 - 100	60 - 100	50 - 100	80 - 150	70 - 110	70 - 110	110 - 330	110 - 330	110 - 330
Manager Level 課長級	100 - 150	100 - 150	100 - 150	150 - 200	170 - 290	170 - 290	170 - 440	170 - 440	170 - 440
Senior Manager Level 部長級	150 - 260	200 - 260	200 - 260	200 - 260	290 - 440	290 - 440	220 - 550	220 - 550	330 - 660
Director Level 役員級	300 - 700	300 - 700	300 - 700	N/A	550 - 1,100	550 - 1,100	330 - 880	330 - 880	550 - 1,100

## Specialised Functions and Middle/Back offices 金融系専門職

Position	Japanese Company				MNC		Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
M&A 合併/買収	200 - 520	200 - 520	200 - 520	200 - 320	220 - 720	220 - 720	60 - 330	60 - 330	110 - 440
Fund Manager ファンドマネージャー	300 - 1,000	300 - 1,000	300 - 1,000	300 - 1,000	330 - 1,100	330 - 1,100	330 - 1,100	330 - 1,100	330 - 1,100
Marketing and Planning リスク管理・企画系	80 - 120	80 - 120	80 - 120	100 - 200	90 - 130	90 - 130	110 - 440	110 - 440	170 - 550
Back office 各種バックオフィス	60 - 100	60 - 100	50 - 100	120 - 200	70 - 110	70 - 110	70 - 110	110 - 1,100	170 - 1,650
PE プライベートエクイティ	100 - 1,000	100 - 1,000	100 - 1,000	100 - 1,000	90 - 130	220 - 1,100	110 - 1,100	110 - 1,100	110 - 1,100
Real Estate Finance 不動産金融	200 - 800	200 - 800	200 - 800	200 - 800	110 - 880	220 - 880	110 - 880	110 - 880	110 - 880
Staff Level スタッフ~係長級	50 - 100	60 - 100	50 - 100	120 - 200	70 - 110	70 - 110	110 - 330	110 - 330	110 - 330
Manager Level 課長級	100 - 150	100 - 150	100 - 150	150 - 250	170 - 290	170 - 290	170 - 440	170 - 440	170 - 440
Senior Manager Level 部長級	200 - 260	200 - 500	200 - 500	200 - 300	290 - 440	290 - 440	220 - 550	220 - 550	330 - 660
Director Level 役員級	500 - 800	500 - 800	500 - 800	N/A	550 - 880	770 - 1,100	330 - 880	330 - 880	550 - 1,100



## Consumer Goods コンシューマーグッズ業界

## Sales 営業職

(1 K RMB = 161 USD)  
(Unit: RMB (000) / a year)

Position	Japanese Company				MNC		Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
Domestic Corporate Sales 国内法人営業	40 - 70	50 - 80	50 - 80	80 - 200	60 - 80	60 - 80	70 - 110	80 - 130	80 - 130
Store Manager 店舗責任者	40 - 70	50 - 80	50 - 80	80 - 200	60 - 80	60 - 80	70 - 110	80 - 130	80 - 130
Overseas Sales 海外営業	40 - 70	50 - 80	50 - 80	80 - 200	60 - 80	60 - 80	90 - 130	90 - 130	90 - 130
Staff Level スタッフ～係長級	70 - 100	70 - 120	100 - 120	100 - 250	80 - 110	80 - 110	90 - 130	110 - 170	110 - 170
Manager Level 課長級	90 - 150	90 - 150	90 - 180	150 - 250	110 - 170	110 - 170	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	150 - 300	150 - 300	150 - 300	250 - 350	220 - 550	220 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	200 - 500	200 - 500	200 - 500	250 - 500	440 - 880	440 - 880	440 - 880	440 - 880	550 - 1,100

## Product Managers, Marketing and Supply Chain コンシューマーグッズ系専門職

Position	Japanese Company				MNC		Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
Product Manager / Brand Manager プロダクトマネージャー/ブランドマネージャー	50 - 80	70 - 100	70 - 100	80 - 200	70 - 110	70 - 110	70 - 110	80 - 130	80 - 130
MD (Merchandiser) マーチャンダイザー	50 - 80	70 - 100	70 - 100	80 - 200	70 - 110	70 - 110	70 - 110	80 - 130	80 - 130
PR ピーアール	50 - 80	70 - 100	70 - 100	80 - 200	90 - 130	90 - 130	90 - 130	90 - 130	90 - 130
Web/Mobile Marketing Web/モバイルマーケティング	50 - 80	70 - 100	70 - 100	80 - 200	90 - 130	90 - 130	90 - 130	90 - 130	90 - 130
Purchase / Buyer 購買	50 - 80	70 - 100	70 - 100	80 - 200	70 - 110	70 - 110	70 - 110	90 - 130	90 - 130
Staff Level スタッフ～係長級	80 - 120	100 - 150	100 - 150	100 - 150	90 - 130	90 - 130	90 - 130	110 - 170	110 - 170
Manager Level 課長級	100 - 200	100 - 200	100 - 200	100 - 200	130 - 310	130 - 310	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	150 - 300	150 - 300	150 - 300	150 - 300	260 - 530	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	200 - 500	200 - 500	200 - 500	200 - 500	440 - 880	440 - 1,100	440 - 880	440 - 880	550 - 1,100

## Healthcare ヘルスケア業界

## Sales 営業職

Position	Japanese Company		MNC		Local Company		
	English Speaker	Japanese Speaker	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
MR 医薬情報担当者	60 - 300	60 - 300	70 - 130	70 - 330	90 - 130	110 - 220	110 - 220
Medical Devices Sales 医療機器営業	60 - 300	60 - 300	70 - 130	70 - 330	90 - 130	110 - 220	110 - 220
Staff Level スタッフ～係長級	60 - 120	60 - 100	70 - 110	70 - 130	70 - 110	90 - 130	90 - 130
Manager Level 課長級	120 - 200	120 - 200	130 - 200	130 - 220	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	200 - 400	200 - 400	200 - 440	220 - 530	260 - 530	260 - 550	260 - 550
Director Level 役員級	N/A	N/A	440 - 880	530 - 1,100	440 - 880	440 - 880	550 - 1,100

## R&amp;D and Marketing ヘルスケア系専門職

(1 K RMB = 161 USD)  
(Unit: RMB (000) / a year)

Position	Japanese Company		MNC		Local Company		
	English Speaker	Japanese Speaker	Local Staff	English Speaker	Local Staff	Japanese Speaker	English Speaker
CRC 治験コーディネーター	N/A	N/A	80 - 130	90 - 200	90 - 130	110 - 220	110 - 220
Science Liaison 学術	80 - 200	60 - 200	80 - 130	90 - 200	90 - 130	110 - 220	110 - 220
Clinical Safety Data 安全性情報	N/A	N/A	80 - 130	90 - 200	90 - 130	110 - 220	110 - 220
CRA 臨床開発モニター～プロジェクトマネージャー	N/A	N/A	90 - 200	130 - 260	110 - 260	130 - 260	130 - 260
Medical Affairs 薬事申請	80 - 200	60 - 200	90 - 200	130 - 260	110 - 260	130 - 260	130 - 260
Data Management データマネジメント	N/A	N/A	90 - 200	130 - 260	110 - 260	130 - 260	130 - 260
Staff Level スタッフ～係長級	80 - 120	80 - 120	70 - 110	80 - 130	70 - 110	90 - 130	90 - 130
Manager Level 課長級	100 - 200	100 - 200	110 - 260	130 - 260	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	N/A	N/A	260 - 440	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	N/A	N/A	440 - 880	550 - 1,100	440 - 880	440 - 880	550 - 1,100

## Information Technology IT業界

## Sales 営業職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	40 - 80	60 - 120	40 - 100	120 - 180	90 - 130	110 - 220	110 - 220	70 - 110	90 - 130	90 - 130
Manager Level 課長級	100 - 200	120 - 200	100 - 180	180 - 360	130 - 310	130 - 310	130 - 310	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	200 - 300	200 - 300	180 - 300	200 - 500	260 - 530	260 - 550	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	250 - 700	250 - 700	250 - 800	250 - 800	550 - 880	550 - 1,100	550 - 1,100	440 - 880	440 - 880	550 - 1,100

## Consultants and Engineers IT系専門職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
IT Consultant ITコンサルタント	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Application Consultant アプリケーションコンサルタント	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Project Manager プロジェクトマネージャー	60 - 100	80 - 120	80 - 120	100 - 200	110 - 220	130 - 290	130 - 290	110 - 220	130 - 290	130 - 290
SE(Web) SE(Web系)	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
SE(Open System) SE(オープン系)	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Technical Support テクニカルサポート	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Network Engineer ネットワークエンジニア	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
SE(Financial) 金融システム	60 - 100	80 - 120	80 - 120	100 - 200	110 - 220	130 - 290	130 - 290	110 - 220	130 - 290	130 - 290
Inhouse SE(Application) 社内SE(アプリ)	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Inhouse SE(Infrastructure) 社内SE(インフラ)	60 - 100	80 - 120	80 - 120	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Staff Level スタッフ～係長級	80 - 150	80 - 150	80 - 150	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Manager Level 課長級	100 - 250	100 - 250	100 - 250	150 - 250	130 - 310	130 - 310	130 - 310	130 - 310	130 - 310	130 - 310
Senior Manager Level 部長級	200 - 400	200 - 400	200 - 400	200 - 400	260 - 530	260 - 550	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	300 - 650	300 - 650	300 - 650	300 - 650	550 - 880	550 - 1,100	550 - 1,100	440 - 880	440 - 880	550 - 1,100

## Manufacturing 製造業界

### Sales 営業職

(1 K RMB = 161 USD)  
(Unit: RMB (000) / a year)

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Overseas Sales 海外営業	40 - 100	80 - 200	60 - 100	120 - 200	90 - 130	130 - 260	130 - 260	90 - 130	130 - 260	130 - 260
Domestic Sales 国内営業	40 - 100	80 - 200	60 - 100	120 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Trading 商社(工業系)	40 - 100	80 - 200	60 - 100	120 - 200	70 - 130	90 - 170	90 - 170	60 - 130	90 - 170	90 - 170
Staff Level スタッフ～係長級	60 - 120	100 - 230	80 - 150	150 - 230	70 - 130	90 - 170	90 - 170	60 - 130	90 - 170	90 - 170
Manager Level 課長級	80 - 200	120 - 240	100 - 200	150 - 250	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Senior Manager Level 部長級	150 - 250	200 - 300	200 - 300	200 - 300	260 - 530	260 - 550	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	250 - 600	250 - 600	300 - 600	300 - 600	550 - 1,100	550 - 1,100	550 - 1,100	550 - 1,100	440 - 880	550 - 1,100

### Engineers マニュファクチャリング系専門職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
QC/QA 品質管理・品質保証	40 - 70	50 - 80	50 - 80	100 - 200	110 - 220	130 - 290	130 - 290	90 - 130	110 - 220	110 - 220
Service Engineer サービスエンジニア	40 - 70	50 - 80	50 - 80	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Sales Engineer セールスエンジニア	40 - 70	50 - 80	50 - 80	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Application Engineer アプリケーションエンジニア	40 - 70	50 - 80	50 - 80	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Plant Engineer プラントエンジニア	40 - 70	50 - 80	50 - 80	100 - 200	90 - 130	110 - 220	110 - 220	90 - 130	110 - 220	110 - 220
Control and Signal Circuit Design 弱電回路設計	40 - 70	50 - 80	50 - 80	100 - 200	110 - 220	130 - 290	130 - 290	90 - 130	110 - 220	110 - 220
Mechanical Design 機械/機構/筐体/メカトロ設計	40 - 70	50 - 80	50 - 80	100 - 200	110 - 220	130 - 290	130 - 290	90 - 130	110 - 220	110 - 220
Execution Management 施工管理(建築・土木)	40 - 70	50 - 80	50 - 80	100 - 200	110 - 220	130 - 290	130 - 290	110 - 220	130 - 290	130 - 290
Staff Level スタッフ～係長級	70 - 120	70 - 120	70 - 120	100 - 120	80 - 130	80 - 130	80 - 130	80 - 130	80 - 130	80 - 130
Manager Level 課長級	100 - 200	100 - 200	100 - 200	100 - 200	110 - 220	130 - 290	130 - 290	110 - 220	130 - 290	130 - 290
Senior Manager Level 部長級	180 - 300	180 - 300	180 - 300	180 - 300	260 - 530	260 - 550	260 - 550	260 - 530	260 - 550	260 - 550
Director Level 役員級	250 - 600	250 - 600	250 - 600	250 - 600	550 - 1,100	550 - 1,100	550 - 1,100	440 - 880	440 - 880	550 - 1,100

## Service Industry サービス業界

### Sales 営業職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
AE (Account Executive) アカウントエグゼクティブ	40 - 100	50 - 120	50 - 120	120 - 200	60 - 130	60 - 130	70 - 130	30 - 90	60 - 130	70 - 130
Consultant コンサルタント	N/A	60 - 240	60 - 240	120 - 240	60 - 260	130 - 330	70 - 440	60 - 260	130 - 330	70 - 440
Domestic Corporate Sales 国内法人営業	36 - 90	50 - 240	40 - 200	120 - 240	60 - 260	60 - 260	70 - 400	60 - 260	60 - 260	70 - 400
Staff Level スタッフ～係長級	36 - 90	50 - 90	40 - 90	120 - 160	60 - 110	60 - 110	70 - 110	60 - 110	60 - 110	70 - 130
Manager Level 課長級	N/A	90 - 180	90 - 180	160 - 200	110 - 200	110 - 200	110 - 220	110 - 200	110 - 200	110 - 220
Senior Manager Level 部長級	N/A	180 - 300	180 - 300	200 - 360	200 - 330	200 - 330	220 - 400	200 - 330	200 - 330	220 - 400
Director Level 役員級	N/A	300 - 420	300 - 420	360 - 420	330 - 660	330 - 660	400 - 660	330 - 660	330 - 660	400 - 660

## Accounting & Finance 管理部門

### Accounting 経理職

(1 K RMB = 161 USD)  
(Unit: RMB (000) / a year)

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Enterprise 大手	Staff Level スタッフ～係長級	40 - 80	70 - 120	70 - 120	N/A	80 - 170	100 - 170	80 - 170	80 - 170	100 - 170
	Manager Level 課長級	N/A	120 - 240	120 - 240	N/A	170 - 260	170 - 330	170 - 330	170 - 260	170 - 330
	Senior Manager Level 部長級	N/A	240 - 400	240 - 400	240 - 500	260 - 770	220 - 660	330 - 770	220 - 660	220 - 660
	Director Level 役員級	N/A	400 - 800	400 - 800	N/A	260 - 770	220 - 660	440 - 880	220 - 660	220 - 660
SME 中堅中小	Staff Level スタッフ～係長級	40 - 80	40 - 100	40 - 80	N/A	70 - 110	70 - 110	70 - 110	40 - 90	70 - 110
	Manager Level 課長級	80 - 180	100 - 200	80 - 180	N/A	110 - 200	90 - 200	110 - 200	90 - 200	110 - 200
	Senior Manager Level 部長級	N/A	200 - 400	200 - 400	240 - 400	200 - 330	200 - 330	200 - 330	200 - 330	200 - 330
	Director Level 役員級	N/A	400 - 800	400 - 800	400 - 800	220 - 660	220 - 660	330 - 660	220 - 660	220 - 660

### Human Resources 人事職

Position	Japanese Company				MNC			Local Company		
	Local Staff	English Speaker	Japanese Speaker	Japanese Native	Local Staff	Japanese Speaker	English Speaker	Local Staff	Japanese Speaker	English Speaker
Enterprise 大手	Recruiting 採用	70 - 120	70 - 120	70 - 120	N/A	80 - 110	80 - 130	80 - 130	80 - 110	80 - 130
	Training & OD 教育研修・組織開発	N/A	70 - 120	70 - 120	120 - 160	80 - 110	80 - 130	80 - 130	80 - 110	80 - 130
	C&B 制度・給与と社保	70 - 120	70 - 120	70 - 120	N/A	80 - 110	80 - 130	80 - 130	80 - 110	80 - 130
	Staff Level スタッフ～係長級	70 - 120	70 - 120	70 - 120	120 - 160	80 - 110	80 - 130	80 - 130	80 - 110	80 - 130
	Manager Level 課長級	N/A	120 - 240	120 - 240	160 - 240	110 - 260	130 - 260	130 - 260	110 - 260	130 - 260
	Senior Manager Level 部長級	N/A	240 - 360	240 - 360	N/A	220 - 440	260 - 440	260 - 400	260 - 440	260 - 440
	Director Level 役員級	N/A	360 - 600	360 - 600	N/A	220 - 660	260 - 660	330 - 660	220 - 660	260 - 660
SME 中堅中小	Recruiting 採用	40 - 70	50 - 80	50 - 80	120 - 150	40 - 80	80 - 130	70 - 110	80 - 110	80 - 130
	Training & OD 教育研修・組織開発	40 - 70	50 - 80	50 - 80	120 - 150	40 - 80	80 - 130	70 - 130	80 - 110	80 - 130
	C&B 制度・給与と社保	40 - 70	50 - 80	50 - 80	N/A	40 - 80	80 - 130	70 - 110	80 - 110	80 - 130
	Staff Level スタッフ～係長級	40 - 70	50 - 80	50 - 80	120 - 150	40 - 80	80 - 130	70 - 130	80 - 110	80 - 130
	Manager Level 課長級	N/A	80 - 180	80 - 180	160 - 240	110 - 260	130 - 260	130 - 260	110 - 260	130 - 260
	Senior Manager Level 部長級	N/A	180 - 240	180 - 240	N/A	260 - 400	260 - 400	260 - 400	260 - 400	260 - 440
	Director Level 役員級	N/A	240 - 400	240 - 400	N/A	260 - 660	260 - 660	330 - 660	260 - 660	260 - 660

# Republic of Korea

## [Market Overview]

### Economic Trends

- Nominal GDP: USD 1.3 trillion (2013, 14th in world), real GDP growth rate: 2.8% (2013)
- Consumer price inflation rate: 1.3% (2013)
- Foreign investment: Foreign direct investment decreased 10.7% (2013). Although direct investment from Japanese companies (balance of payments basis) has increased from JPY 194.4 billion (2011) to JPY 319.7 billion (2012) and JPY 321 billion (2013), the amount of investment in 2014 is expected to stay roughly the same as in 2013. In terms of investment destination, investment in parts and materials related companies is rising in accordance with the growing demand of major Korean companies, as is the services industry where the aim is to attract a share of the Korean domestic market.
- Total population: 51.25 million (July 2014), workforce: 28.87 million (2013), unemployment rate: 3.2% (October 2014).

### Recruiting Trends

- Language and education: Education levels are high - the proportion of 25 to 34 years old who have followed a university education program is 64% (as of 2011), the highest proportion of all Organization for Economic Cooperation and Development (OECD) member countries. In addition, for job-hunting, there is particular enthusiasm for foreign language study, focusing on English, therefore English skills are high. The local language is Korean.
- Although in the period between 2011 and 2012 new expansions by Japanese companies and the increase in factories, etc., slowed down, investment continued to be made and it is thought that investment was at the same level last year and will be at the same level this year. In addition to the demand for accounting managers as well as for key sales positions at these new companies, in reflection of the recent high rate of turnover in Korea, there have been an increasing number of requests to refill positions. Positions in demand are expected to include sales and accounting positions for those in their early to mid-30s, as well as back office jobs such as technical, trade clerical and secretarial positions.
- Foreigners: With regards clerical positions it is becoming more and more difficult for foreigners to obtain a work visa. However, there is a demand for factory and agricultural workers among small and medium sized enterprises, and many foreigners work in these areas.
- Japanese speakers: There is demand from Japanese companies for Japanese speaking Korean staff, and it is common for an intermediate to advanced level of Japanese to be required in business. In recent years there has also been an increase in positions requiring a business level of English at major trading companies and global manufacturers, etc.
- Japanese people: There is relatively little recruitment of Japanese people, with the exception of Japanese companies engaged in B to C businesses.
- Notes: When hiring staff it is recommended that the manager of the department to which the candidate is to be assigned attends the interview as well as a company representative and human resources manager. This is so both parties (the company and the candidate) can learn about each other during the interview, with the aim of preventing a hiring mis-match.

### Salary Trends

- Legal minimum wage: KRW 5,210 / hour (2013). Civil servants receive approx. KRW 22 million - KRW 42 million / year.
- Pay rises at Japanese companies tend to be approx. 4% to 5%. However, this varies in accordance with the performance of the respective company.

## [マーケット概要]

### 経済動向

- 名目GDP: 1.3兆米ドル(2013年、世界14位)、実質GDP成長率: 3.7% (2014年予測、IMF)、2.8% (2013年)。
- 消費者物価上昇率: 1.3% (2013年)
- 外資: 対内直接投資は、10.7%減(2013年)。日系企業の直接投資(国際収支ベース)は、1944億円(2011年)、3197億円(2012年)、3210億円(2013年)と伸びてきたが、2014年昨年とほぼ同水準となることが見込まれている。内容面では、韓国大企業の需要拡大に伴う部品・素材関連企業の投資、韓国国内マーケットを狙ったサービス業の進出が増えている。
- 総人口: 5,125万人(2014年7月)、労働力人口: 2,887万人(2013年)、失業率: 3.2% (2014年10月)。

### 採用動向

- 言語・教育: 25~34歳の青年層の大学教育履修率が64% (2011年基準)で経済協力開発機構(OECD)加盟国で最も高く、教育水準は高い。また、就職を目的とした英語を中心とした語学学習は熱心であり、英語スキルは高い。ローカル言語は韓国語。
- 2011~2012年にかけて日系企業の新規進出、工場増設等の件数は落ち着いたものの、引き続き投資は行われており、今年度も昨年度とほぼ同水準で推移予定。新設法人の会計マネジメント職や営業のキーパーソンの求人ニーズに加え、最近では韓国の離職率の高さを反映してか、欠員補充目的での人材採用依頼が増えている。ポジションは30歳前後~30代半ばの営業職や会計職、また技術職や貿易事務職、秘書職といったバックオフィスの求人もよく見られる。
- 外国人: 事務職は外国人に対して就業ビザが下りにくい状況が続いている。但し、工場、農業従事者としての需要は韓国中小企業を中心にあり、外国人が数多く働いている。
- 日本語スピーカー: 日系企業は韓国人の日本語スピーカーを求めており、日本語力はビジネスでの中級~上級を求めることが一般的である。最近では大手商社やグローバルメーカーなどを中心に英語力についてもビジネスレベルを求める求人事例も増えている。
- 日本人: 日本人の採用はBtoCを事業とする日系会社の一部を除いて少ない。
- 留意点: 人材採用をする際に、会社の代表や人事部長だけでなく、配属部署のマネージャーも本人としっかり面接することをお薦めしている。これは双方(企業、求職者)が前もって面接の場で直接互いを確認することで、入社後のミスマッチを防ぐことが狙いである。

### 給与動向

- 法定最低賃金: 5,210ウォン/時(2013年)。公務員給与は2,200~4,200万ウォン/年程度。
- 給与上昇率は、日系企業で4~5%程度。但し、その会社の業績により個々に異なる。

## Consumer Goods コンシューマーグッズ業界

### Sales 営業職

(10 K SKW = 9.1 USD)  
(Unit : South Korean Won (000) / a year)

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ~係長級	2,000 - 4,000	2,500 - 4,500
Manager Level 課長級	3,500 - 6,000	4,000 - 7,000
Senior Manager Level 部次長級	5,000 - 8,000	6,000 - 10,000
Director Level 役員級	7,000 - 12,000	9,000 - 15,000

## Manufacturing 製造業界

### Sales 営業職

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ~係長級	2,500 - 5,000	2,500 - 6,000
Manager Level 課長級	4,000 - 6,500	5,000 - 8,000
Senior Manager Level 部次長級	5,000 - 9,000	7,000 - 11,000
Director Level 役員級	8,000 - 13,000	10,000 - 18,000

## Engineers マニュファクチュアリング系専門職

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ~係長級	2,500 - 5,000	2,500 - 6,000
Manager Level 課長級	4,000 - 6,500	5,000 - 8,000
Senior Manager Level 部次長級	5,000 - 9,000	7,000 - 11,000
Director Level 役員級	8,000 - 12,000	10,000 - 15,000

## Healthcare ヘルスケア業界

### Sales 営業職

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ~係長級	2,500 - 5,000	2,500 - 4,500
Manager Level 課長級	4,000 - 6,000	4,000 - 7,000
Senior Manager Level 部次長級	5,000 - 8,000	6,000 - 10,000
Director Level 役員級	7,000 - 13,000	9,500 - 18,000



Information Technology IT業界

Sales 営業職

(10 K SKW = 9.1 USD)  
(Unit : South Korean Won (000) / a year)

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	2,000 - 4,500	2,500 - 4,500
Manager Level 課長級	4,000 - 6,000	4,000 - 7,000
Senior Manager Level 部次長級	5,000 - 8,000	6,000 - 10,000
Director Level 役員級	7,000 - 13,000	9,500 - 20,000

Service Industry サービス業界

Sales 営業職

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	2,000 - 4,000	2,500 - 4,500
Manager Level 課長級	3,500 - 6,000	4,000 - 7,000
Senior Manager Level 部次長級	5,000 - 8,000	6,000 - 10,000
Director Level 役員級	7,000 - 12,000	9,000 - 15,000

Accounting & Finance 管理部門

Accounting 経理職

Position	Japanese Company	MNC	
	Japanese Speaker	English Speaker	
Enterprise 大手	Staff Level スタッフ～係長級	2,500 - 4,500	2,500 - 4,500
	Manager Level 課長級	4,000 - 6,000	4,000 - 7,000
	Senior Manager Level 部次長級	5,000 - 8,500	6,000 - 10,000
	Director Level 役員級	8,000 - 13,000	10,000 - 20,000
SME 中堅中小	Staff Level スタッフ～係長級	2,000 - 4,000	2,500 - 4,000
	Manager Level 課長級	3,500 - 5,500	4,000 - 6,000
	Senior Manager Level 部次長級	5,000 - 7,500	6,000 - 9,000
	Director Level 役員級	7,000 - 10,000	8,000 - 15,000

Human Resources 人事職

Position	Japanese Company	MNC
	Japanese Speaker	English Speaker
Staff Level スタッフ～係長級	2,500 - 4,500	2,500 - 4,500
Manager Level 課長級	4,000 - 6,000	4,000 - 7,000
Senior Manager Level 部次長級	5,000 - 8,000	6,000 - 10,000
Director Level 役員級	7,500 - 12,000	9,000 - 15,000

India

[Market Overview]

Economic Trends

- Nominal GDP: USD 1.8 trillion (2013), real GDP growth rate: 4.7% (2013)
- Consumer price inflation rate: 9.7% (2013)
- Foreign investment: Foreign direct investment fell 3.3% in 2013. Investment from Japan fell 25.6%. India has strict regulations on foreign investment, and as there has still not been sufficient deregulation. As such significant growth is not expected. Great expectations rest on how far the new Modi government will proceed with deregulation.
- Total population: 1.24 billion (2013), working population: approx. 400 million, unemployment rate: 9.4% (2009 - 2010 survey).

Recruiting Trends

- Language, education: India is a nation with hugely diverse languages, experiences, religions, etc., and the university enrolment rate is low. However, almost all white collar workers speak English, and it is typical for such workers to have graduated university or obtained an MBA.
- Flow of human resources: Very active. Even in a narrow market mid-career changes for competitors can be seen. Particularly from staff levels to management levels, it is very common to see people change jobs every one to three years, and the reason for such job changes is almost always to increase salary.
- Reason for job changes: Generally to increase salary. It is common for a pay rise of 20% to 30% to be sought when changing jobs.
- Japanese people: The number of staff recruited locally is increasing every year. These days it is not only Japanese companies which recruit Japanese staff; foreign companies and local Indian companies, etc., are hiring more and more Japanese in order to help their efforts to capture the local Japanese market.
- Japanese speakers: The scarcity value has become higher compared to recent years, and there is an increasing tendency for higher salaries in response to this.
- Notes: It is necessary to proceed with recruitment activities after gaining a good understanding of Indian culture. When asking questions at interviews it is best to do this in detail and politely, and make sure that the candidate is actually able to do the job for which they are being recruited. It is best to improve the internal environment and endeavour to create a comfortable culture, and awarding pay rises during evaluations tend to lead to improved retention.

Salary Trends

- There is a tendency for salaries to rise in parallel to the inflation rate.
- It is already becoming common place for employee pay rises after annual evaluations to exceed 10%.
- Work visas mandate that a foreigner must receive a salary of at least USD 25,000 / year.
- By region, for white collar workers the highest salaries can be found in the order of Mumbai, Delhi, Bangalore, Chennai, etc. The difference is approx. 10% to 20%.

[マーケット概要]

経済動向

- 名目GDP: 1.8兆米ドル(2013年)、実質GDP成長率: 5.6% (2014年予測、IMF)、4.7% (2013年)。
- 消費者物価上昇率: 9.7% (2013年)
- 外資: 2013年の対内直接投資は3.3%減。日本からは25.6%減。インドは外資規制が強く、未だ規制緩和が充分でないため、大きな伸びは見られていない。モディ新政権に代わり、規制緩和がどこまで進むかに大きな期待がかかっている。
- 総人口: 12.4億人(2013年)、就業人口: 約4億人強、失業率: 9.4% (2009-2010年調査)。

採用動向

- 言語・教育: インドは、言語、経験、宗教等、多様性に富んでおり、大学進学率は低い。しかし、ほとんどのホワイトカラーは、英語を話し、その学歴は大卒あるいはMBAが一般的。
- 人材流動: 非常に活発。狭いマーケット内でも競合への転職は散見される。特にスタッフからマネージャーレベルまでの人材層では、1~3年で転職を繰り返すケースが多く見られ、その転職理由のほとんどが給与アップである。
- 転職理由: 給与アップが一般的。転職時には20%~30%の上昇を求める事が多い。
- 日本人: 現地採用数は年々増加傾向にある。昨今は日系企業だけでなく、外資系企業、インドローカル企業等が日系マーケットを攻略すべく、日本人を採用するケースも増加してきている。
- 日本語スピーカー: 数年前と比較すると希少価値が高くなっており、それに応じて給与水準が上昇傾向にある。
- 留意点: インド文化をよく理解した上で、採用活動を進める必要がある。面接の際の質問等も、細部まで丁寧に確認し、任せる予定の業務が本当に出来るかどうか確認する方が良い。社内環境を良好にし、風通しの良い文化形成を心掛け、査定の際には給与上昇を実施することがリテンションに繋がる。

給与動向

- インフレ率と並行するように賃金も上昇している傾向。
- 従業員の、年度を跨ぐ給与査定の際には10%以上の上昇が既に一般化しつつある。
- 外国人は、就労ビザの関係により、25,000米ドル/年の給与支払いが義務付けられている。
- 地域別では、ホワイトカラーの給与相場としては、ムンバイが最も高く、デリー、バンガロール、チェンナイ等が続く。差は10~20%程度。

## IT Industry IT業界

### Sales 営業職

(1 K INR = 16 USD)  
(Unit : Indian Rupee (000) / a year)

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	450 - 1,000	600 - 1,200	1,400 - 1,600
Manager Level 課長級	1,000 - 2,000	1,200 - 2,000	1,500 - 2,000
Senior Manager Level 部長級	2,000 - 4,000	N/A	N/A
Director Level 役員級	5,000 - 7,000	N/A	N/A

### Consultants and Engineers IT系専門職

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	450 - 1,000	600 - 1,200	1,400 - 1,600
Manager Level 課長級	1,000 - 2,000	1,200 - 2,000	1,500 - 2,500
Senior Manager Level 部長級	2,000 - 4,000	N/A	N/A
Director Level 役員級	5,000 - 7,000	N/A	N/A

## Manufacturing 製造業界

### Sales 営業職

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	200 - 400	600 - 1,200	1,400 - 1,600
Manager Level 課長級	400 - 1,000	1,200 - 2,000	1,500 - 2,000
Senior Manager Level 部長級	1,000 - 1,700	N/A	2,000 - 3,500
Director Level 役員級	3,000 - 6,000	N/A	N/A

### Engineers マニュファクチャリング系専門職

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	200 - 500	600 - 1,200	1,400 - 1,600
Manager Level 課長級	500 - 1,200	1,200 - 2,000	1,500 - 2,500
Senior Manager Level 部長級	1,200 - 2,000	N/A	2,000 - 4,000
Director Level 役員級	3,000 - 6,000	N/A	N/A

## Service Industry サービス業界

### Sales 営業職

(1 K INR = 16 USD)  
(Unit : Indian Rupee (000) / a year)

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	150 - 300	600 - 1,200	1,400 - 1,600
Manager Level 課長級	300 - 700	1,200 - 2,000	1,500 - 2,000
Senior Manager Level 部長級	700 - 1,500	N/A	N/A
Director Level 役員級	2,500 - 5,000	N/A	N/A

## Accounting and Finance 管理部門

### Accounting 経理職

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	150 - 400	600 - 1,200	1,400 - 1,600
Manager Level 課長級	400 - 800	1,200 - 2,000	1,500 - 2,500
Senior Manager Level 部長級	800 - 1,500	N/A	N/A
Director Level 役員級	4,000 - 6,000	N/A	N/A

### Human Resources 人事職

Position	Japanese Company		
	English Speaker	Japanese Speaker	Japanese Native
Staff Level スタッフ～係長級	150 - 400	600 - 1,200	1,400 - 1,600
Manager Level 課長級	400 - 800	1,200 - 2,000	1,500 - 2,000
Senior Manager Level 部長級	800 - 1,500	N/A	N/A

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