

TALENT GUIDE 2025



Table of Contents

01

Information on the report

Navigos Group in Focus

Limitation of Liability

Survey Participants

Information

02

Market dynamics

Global Labor Market changes

Vietnam's Labor Market changes

03

Future of Labor Market: Emerging Insights

Career Future: Trends & Candidate Expectations

Business Future: Trends & Expectations in Building and Developing Human Resources

04

Navigos Group's Perspectives

For Business owners and Employers

For Candidates/Employees

05

Salary Tables

16 Industries

Information on the report

1.1. About Navigos Group	04
1.2. Message from Navigos Group's CEO	06
1.3. Benchmark value	07
1.4. Limitation of Liability	08
1.5. Survey Participants Information	09



1.1. Navigos Group in Focus

Navigos Group

Navigos Group is Vietnam's leading headhunting services provider. With 22 years of establishment, operation, and development, we design and manage the most comprehensive recruitment solutions, delivering a complete and tailored process for each service, from mid-level to senior-level positions.

The mission of Navigos Group is to accompany Businesses and Candidates on their journey to achieve their dreams through a diverse range of recruitment services delivered professionally and effectively..

Navigos Group's ecosystem consists of two specialized brands.:

- VietnamWorks – leading and longest-running online recruitment platform
- Navigos Search – recruitment solutions for senior and mid-level professionals..

Navigos Group has continuously achieved notable accomplishments, especially following its merger with en-Japan, an international leader in the region with extensive expertise in human resources and recruitment, in 2013.



1.1. Navigos Group in Focus

Navigos Search

As Vietnam's leading recruitment brand for senior and mid-level talent.

We take pride in having a team of expert recruitment consultants with deep insights into the recruitment market across various industries. We continuously update trends and new recruitment requirements, closely supporting both Businesses and Candidates throughout the recruitment and application processes.

At the same time, Navigos Search is also well-known and trusted for its annual Talent Guide report, which feature the most practical surveys on the market, the needs of Businesses and Candidates, as well as detailed salary range across 16 industries, which are as a reliable reference for HR Directors in planning recruitment strategies for the upcoming fiscal year.

VietnamWorks

With over 5.4 million monthly visits, VietnamWorks is Vietnam's leading and longest-running online recruitment platform, providing effective and reliable HR solutions for employers.

As a trusted partner of more than 60,000 enterprises in Vietnam and multinational corporations, it helps drive sustainable development for both Businesses and society.

VietnamWorks extensive database of experienced Candidates and reputable employers is a valuable asset in the competitive recruitment market in Vietnam.



1.2. Message from Navigos Group's CEO

Dear esteemed Employers/Businesses and Employees/Candidates,

This is the annual report conducted by Navigos Group. Our report aims to provide valuable reference information for both Businesses and Candidates regarding the current recruitment market landscape and the expectations from both sides amidst the challenges and new opportunities in Vietnam's labor market.

The year 2024 marks a significant shift with the following key highlights:

- *Green and Sustainable Economy:* Growing interest in sustainable development policies has led to new recruitment demands. Many Businesses, particularly in manufacturing, energy, and services, are increasingly prioritizing Candidates with experience and knowledge in sustainability, green supply chains, and renewable energy.
- *The wave of new technologies:* The development of technologies such as AI, automation, and blockchain profoundly transforms the labor structure across many industries. Businesses are beginning to shift their Business models and seek highly specialized talent in technology and data management fields. Additionally, technological solutions in human resource management (HR Tech) are becoming increasingly prevalent, including tools for recruitment management, performance evaluation, and talent development.
- *Diversity and inclusion:* Diversity and inclusion within the workforce have increasingly become key Business priorities. Companies seek to create open work environments encouraging diversity in culture, gender, age, and community groups.
- *The Rise of FDI and International Collaboration:* This drives the rapid development of emerging industries such as Fintech, MedTech, EdTech, and others globally. In addition to Business growth, companies emphasize expanding their networks and fostering global partnerships. This creates significant opportunities for Candidates with specialized expertise, adaptability, and the ability to work across borders.

In the Talent Guide 2025, by conducting practical surveys with representatives from Businesses and Candidates, we provide a closer look at the market situation with accurate data and insights that can offer a positive perspective for firms in developing talent retention strategies. This report also serves as a reference for Candidates to best prepare for their upcoming career journey. By understanding recruitment trends and career development opportunities, Businesses and Candidates can gain clear direction and achieve strong growth in 2025.

Navigos Group is committed to steadfastly supporting Enterprises and Candidates in pursuing and cultivating exceptional human resources, playing a pivotal role in shaping a dynamic and sustainable labor market in Vietnam.

Sincerely,
Ryosuke Kanemoto
CEO Navigos Group Vietnam.



1.3. Benchmark value

- Grasping the labor market situation
- Knowing current salaries range in 16 industries
- Getting useful advise from experts



For Employers/Business

- Understanding the needs and expectations of Candidates/Employees, and accordingly adjust HR policies, including compensation and benefits, to attract and retain top talent.
- Adjusting salary levels based on the current labor market reality.
- Adapting and optimizing human resource management activities; guide Businesses in developing their human resource management plans for 2025.

For Employees/Candidates

- Understanding career opportunities and increase the likelihood of successful job applications by comprehending the needs and expectations of employers..
- Supporting Candidates in determining an appropriate salary range for themselves and in negotiating compensation with employers.
- Preparing for the fluctuations in the labor market and having a clear direction to advance your career in 2025

1.4. Limitation of Liability

The information in this report is based on an analysis of feedback from **over 500 Businesses/Employers and more than 3,400 Candidates/Employees** across various industries who participated in the survey. Additionally, the report also references statistical data from official government sources and credible international media outlets. This information has been widely published in the media and appropriately cited.

In addition, the salary data for a given position is also gathered from employers who are clients of Navigos Group. These salary figures may differ based on factors such as geographic location, company size, and the company's nationality.

Furthermore, we would like to remind readers that the salary figures provided in this report are:

- The base salary data from both domestic and international companies operating in Vietnam;
- The salary figures represent the average pre-tax (gross) salary, expressed in USD;
- The data in the report covers all company sizes;
- The information is only applicable to Candidates/Employees who are Vietnamese nationals in 2025;
- The salary figures do not include bonuses or other benefits;
- The salary figures are based on the exchange rate of Citibank in November 2024, which is 1 USD = VND 25.431.

Although the report has been compiled and analyzed with a high degree of detail and transparency, it should be noted that it does not fully represent the entire market, nor does it reflect the specific Business conditions of any individual company.

The 2025 Salary and Labor Market Report by Navigos Group is intended for reference purposes only.

All citations of information from the 2025 Salary and Labor Market Report for publication must be properly attributed to Navigos Group.

All information in the report is not allowed to be reproduced, either in whole or in part, without the official permission of Navigos Group.



1.5. Survey Participants Information

Candidates/ Employees

Navigos Group conducted a survey with over **3,400 Candidates/Employees** currently working in Vietnam, and their companies represent diverse nationalities such as Japan, South Korea, Europe, Vietnam, etc.

The diversity of nationalities among participating companies offers objective perspectives on the labor market from the viewpoint of Candidates/Employees, as detailed in the following section.

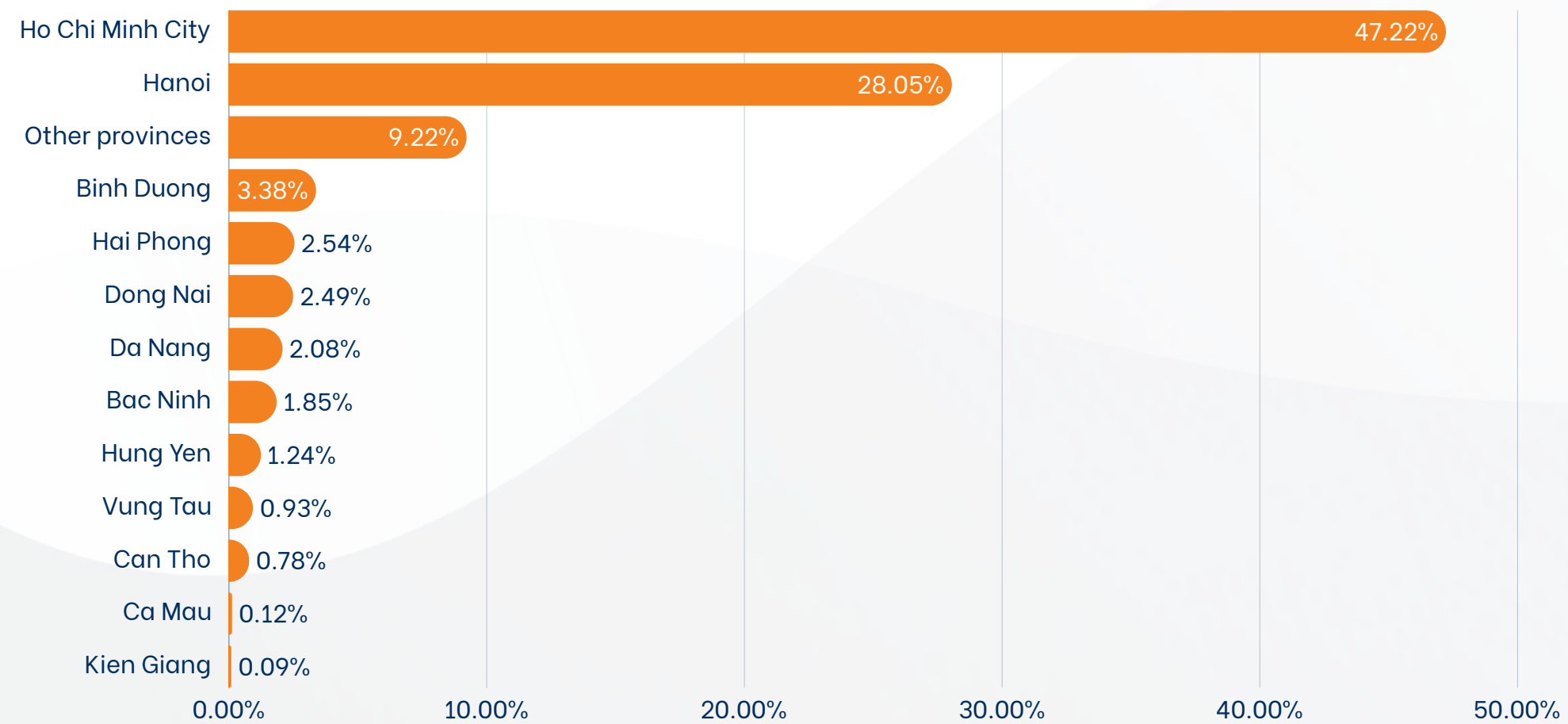


1.5. Survey Participants Information

Nearly half of the respondents are working in **Ho Chi Minh City (47.22%)**. The second most common work location reported was **Hanoi (28.05%)**.

Additionally, the survey received responses from Candidates working in other major provinces/cities in Vietnam, such as **Binh Duong (3.38%)**, **Dong Nai (2.49%)**, **Hai Phong (2.54%)**, **Da Nang (2.08%)**, and **Bac Ninh (1.85%)**.

Figure 1. Locations of Candidates/Employees



1.5. Survey Participants Information

The age group of Candidates/Employees participating in the survey:

- 50.8% of Candidates** belong to Gen Y (1981 - 1996),
 The dominant generation in the current workforce

- 41.1% of Candidates** belong to Gen Z (1997 - 2009)
 Gradually becoming the main workforce of the future

- 7.9% of Candidates**
 belong to Gen X (1965 - 1980)

- 0.2% of Candidates**
 belong to Baby Boomer (1946 - 1964)

Figure 2. Age Distribution of Candidates/Employees

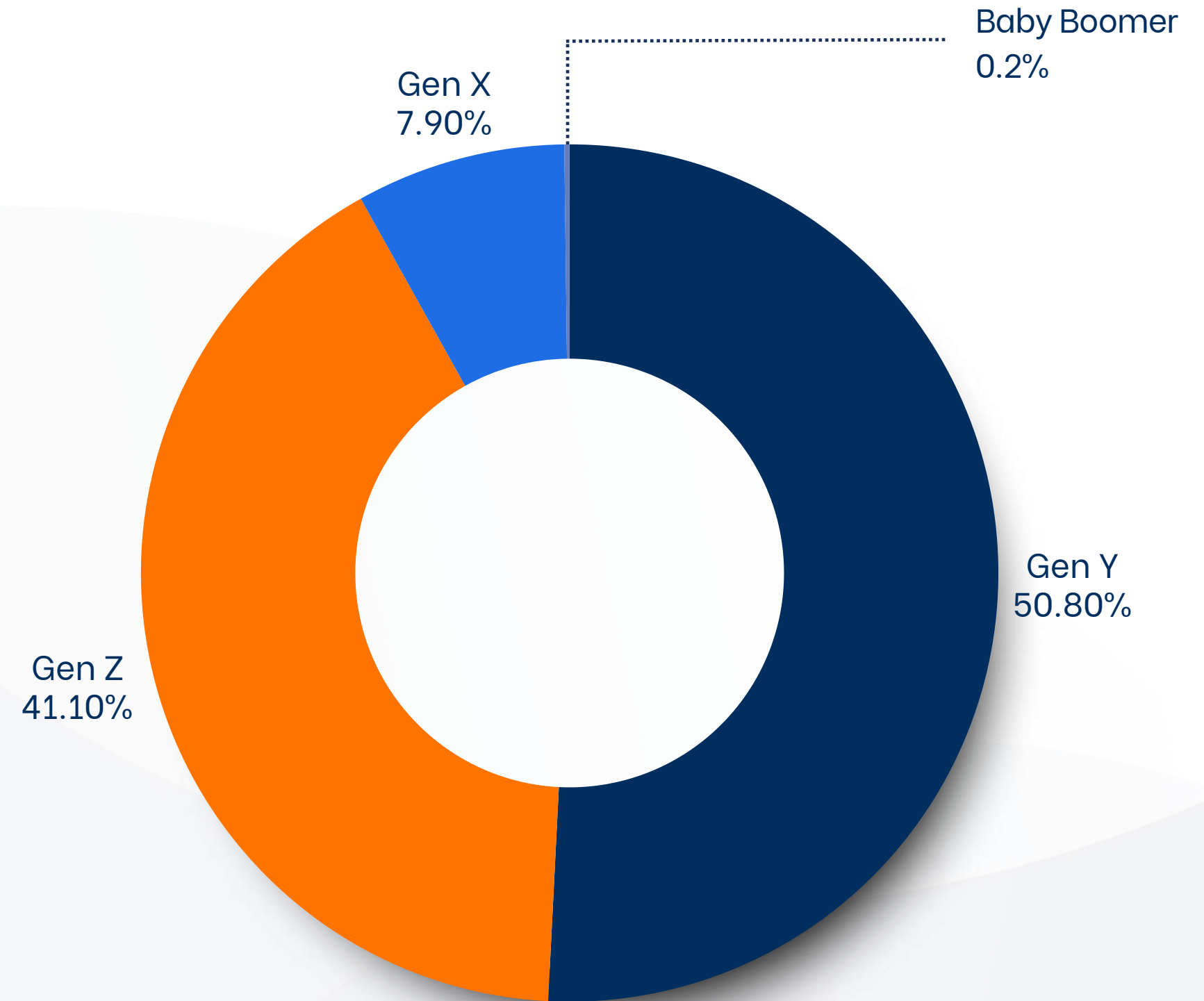
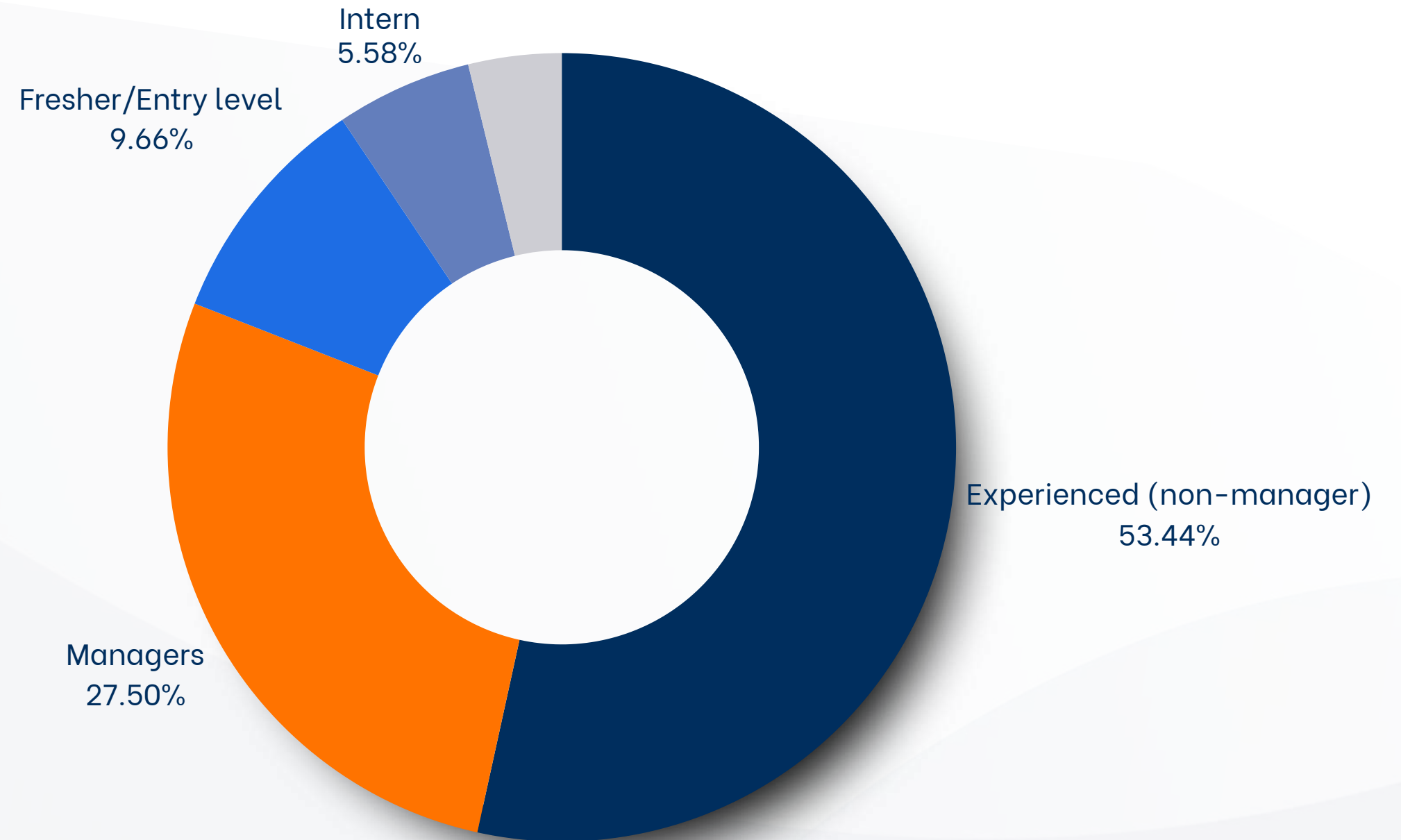


Figure 3. Job Titles and Positions of Candidates/Employees



1.5. Survey Participants Information

53.44% of Candidates are **Experienced (non-manager)**

27.5% of Candidates are **Managers**

9.66% of Candidates are **Fresher/Entry level**

5.58% of Candidates are **Intern**

3.82% of Candidates are **Director and above**

1.5. Survey Participants Information

The survey engaged participants from a diverse range of industries, with the **Information Technology & Telecom** sector and the **Construction - Real Estate** sector representing the largest proportions.

Other industries had a comparable proportion of labor market participants in the survey, including **FMCG - Food and Beverage**, **Electronics**, **Chemical/ Buiding Materials Packaging/ Printing/ Plastics**, **Retail/ Wholesale**, and **Education**.

The **Agriculture and Securities** sectors have the lowest participation rate of Employees in the survey among the total of 23 industries.

Figure 4. Industries of Employment for Candidates/Employees



1.5. Survey Participants Information

Business Owners/ Employers

Navigos Group conducted an additional survey specifically targeting representatives/executives of companies or HR departments from over **500 organizations**.

The participating companies represent diverse nationalities, including the United States, China, Europe, South Korea, Japan, and Vietnam, etc.

This diversity underscores the comprehensive nature of the survey results, reflecting perspectives from a wide range of corporate representatives.



1.5. Business owners/Employers information

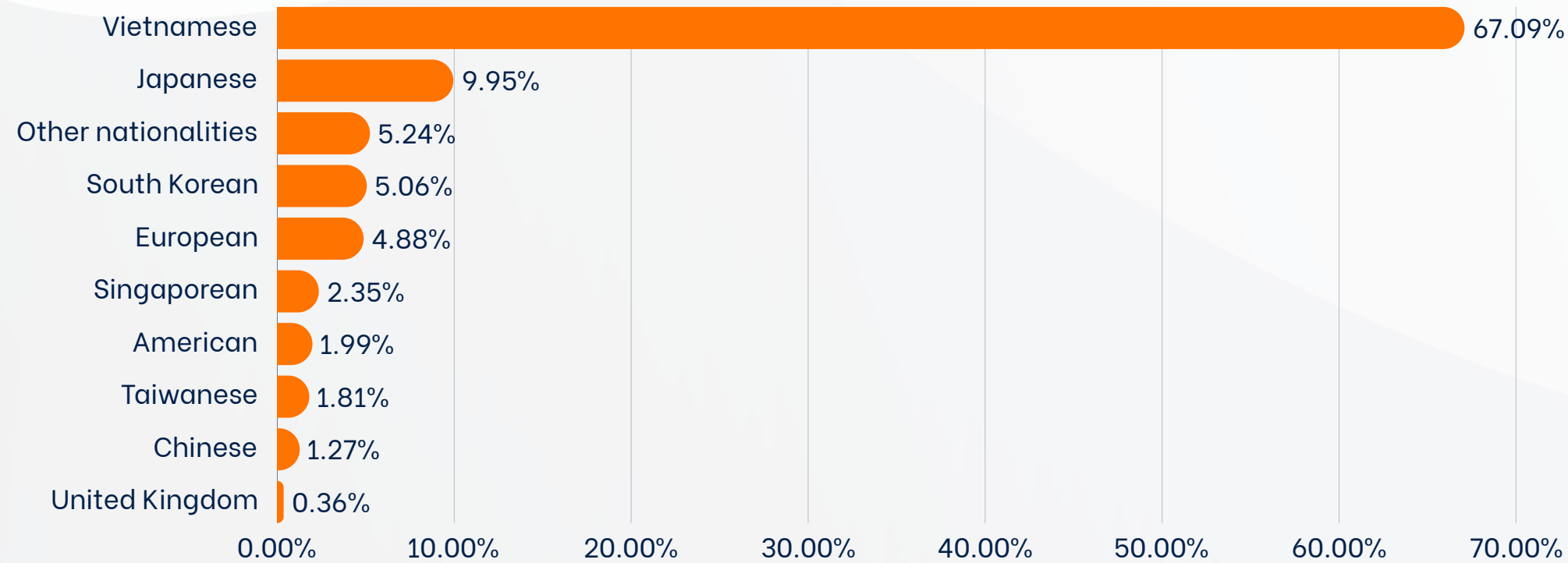
The majority of survey participants represent **Vietnamese** employers, accounting for the largest proportion at **67.09%**.

Japanese employers rank second with **9.95%**, followed by **South Korean** employers (**5.06%**) and **European** employers (**4.88%**). Additionally, employers from **Singapore** (**2.35%**), the **United States** (**1.99%**), **Taiwan** (**1.81%**), **China** (**1.27%**), and the **United Kingdom** (**0.36%**) also demonstrate notable participation.

Other nationalities (**5.24%**)—including French, Italian, Austrian, Swiss, Danish, Thai, and Australian—contribute to the report’s international diversity.



Figure 5. Nationalities of Businesses/Employers

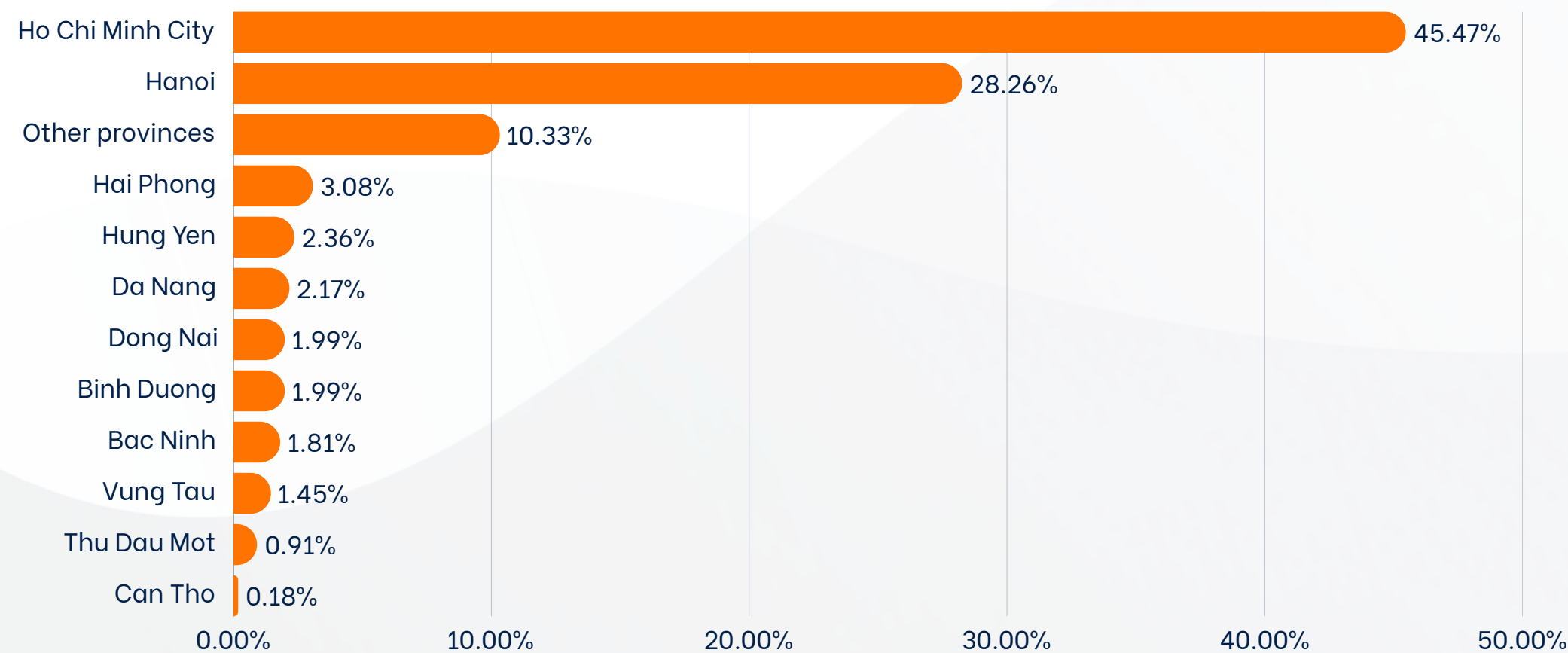


1.5. Business owners/Employers information

The data indicates that most businesses are concentrated in the two major economic hubs, **Ho Chi Minh City** and **Hanoi**, which account for 45.47% and 28.26% of the total, respectively. Beyond these key locations, businesses are emerging in other rapidly developing economic regions, such as **Hai Phong** (3.08%), **Hung Yen** (2.36%), and **Da Nang** (2.17%).

In addition to these key areas, Businesses also operate in provinces like **Dong Nai** (1.99%), **Binh Duong** (1.99%), and **Bac Ninh** (1.81%).

Figure 6. Business Operations Locations

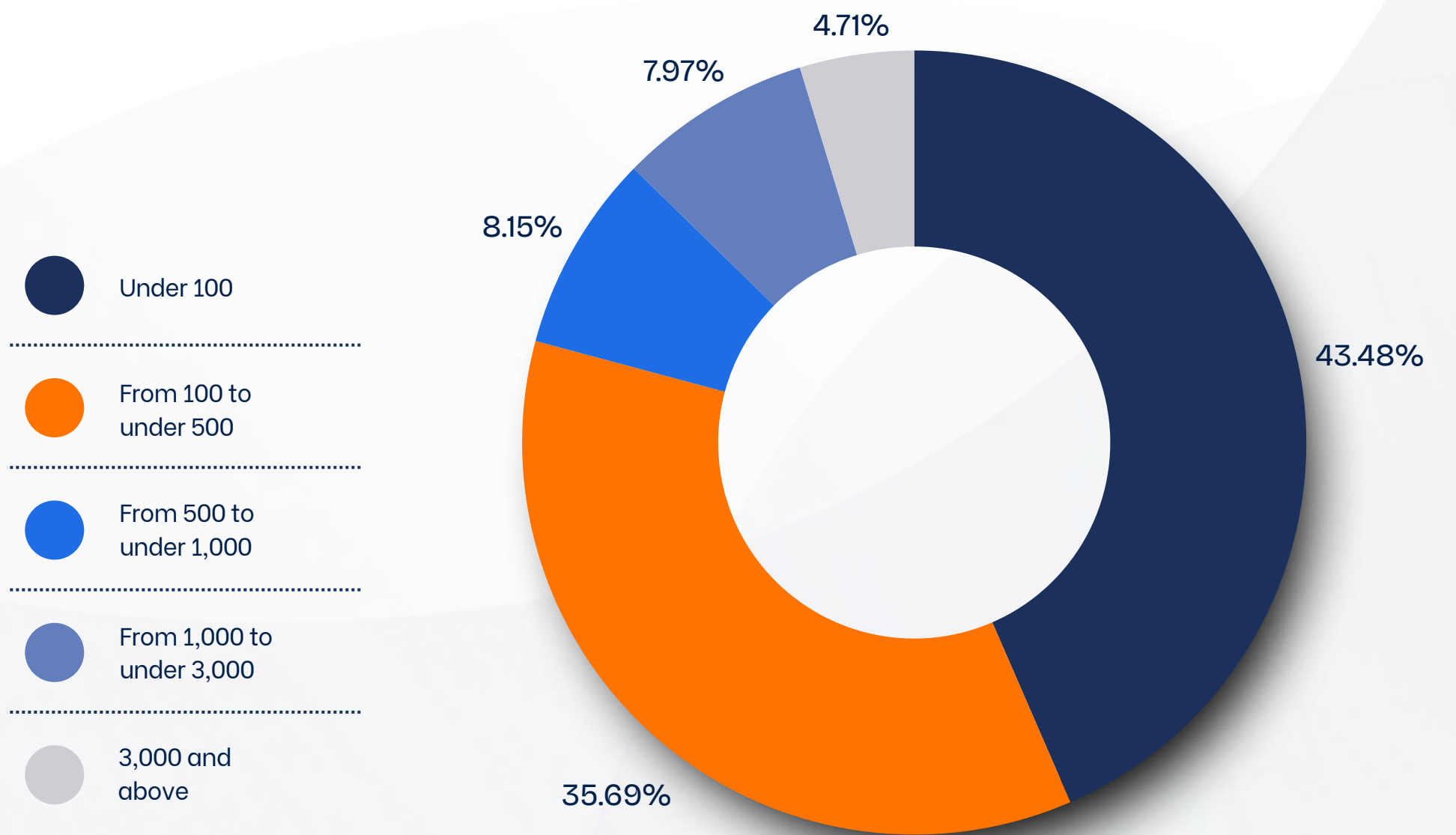


1.5. Business owners/Employers participated information

According to the survey results, **businesses with fewer than 100 employees** accounted for the largest proportion at **43.48%**, followed by **businesses with 100 to fewer than 500 employees**, making up **35.96%**. This aligns with the overall structure of the Vietnamese business sector, highlighting the **dominance of small and medium-sized enterprises (SMEs)**, which continue to play a crucial role as the “**backbone**” of the economy.

For **larger businesses**, those with **500 to fewer than 1,000 employees** accounted for **8.15%**, while **companies with 1,000 to fewer than 3,000 employees** made up **7.97%**. A **smaller proportion (4.71%)** of surveyed businesses had **over 3,000 employees**. These figures reflect the diversity of Vietnam’s economic landscape, with a significant presence of **small and medium enterprises**, alongside a dynamic mix of **larger corporations**.

Figure 7. Workforce size of Business/Companies



1.5. Business owners/Employers information

The “**Information Technology & Telecom**” sector recorded the highest participation rate in the survey, followed closely by the “**Electronics**” and “**Retail/Wholesale**” sectors. This suggests a significant interest from businesses in the technology, electronics, and retail industries.

Furthermore, sectors such as “**Business consulting services**”, “**Transportation/ Forwarding/ Logistics**” and “**Garment/ Textiles/ Footwear**” also demonstrated considerable participation, highlighting the diverse range of industries surveyed.

In contrast, sectors like “**Insurance**”, “**Banking**”, “**Securities**” had notably lower participation rates. This may be attributed to the unique nature of these industries or the limited relevance of the survey to their operations.

Figure 8. Industry Sectors of Business owners/Employers



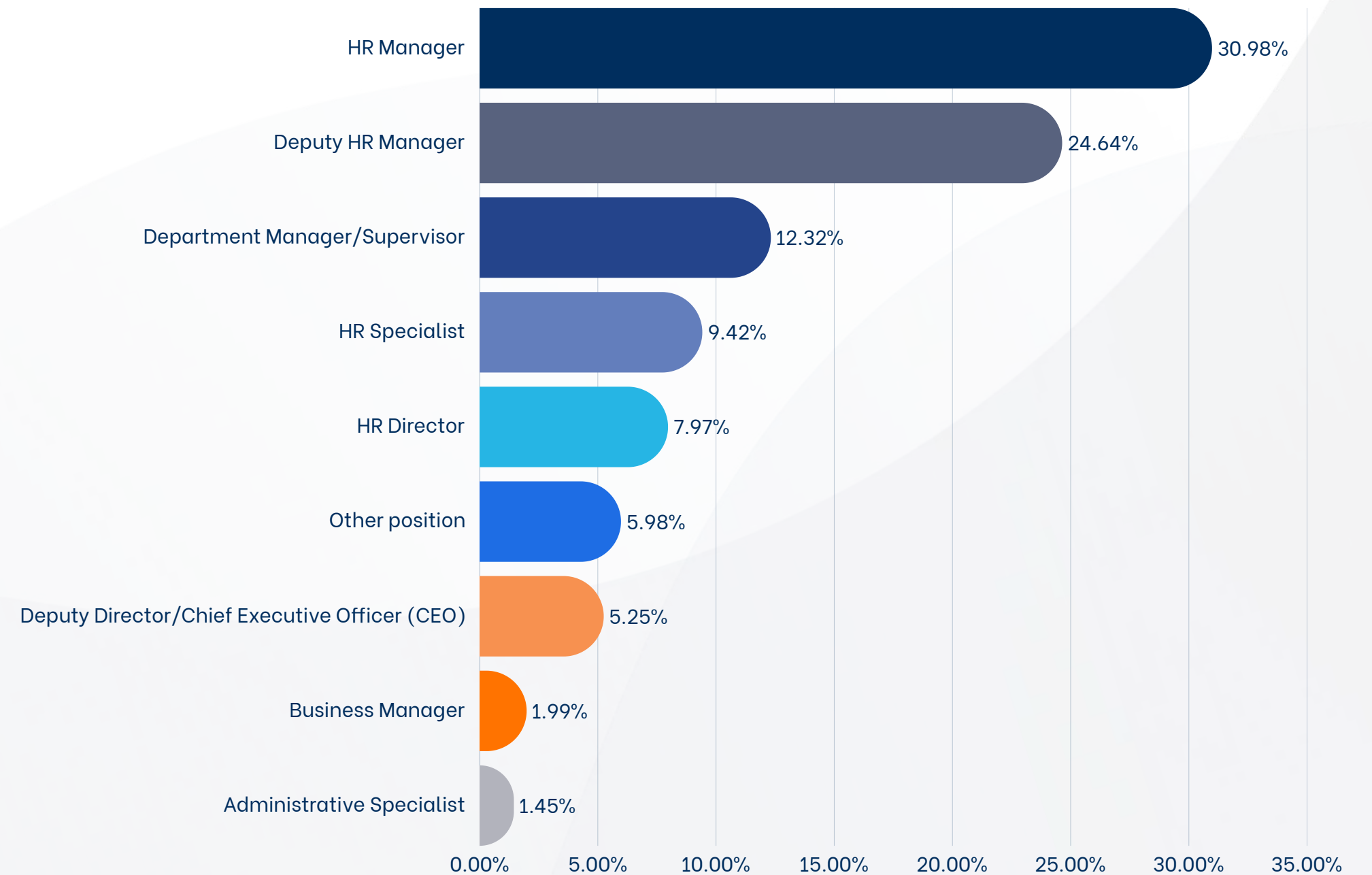
1.5. Business owners/Employers information

A survey from Navigos Group stands out with its diverse range of information, featuring input from various levels of HR leadership, providing high-quality, multi-dimensional insights for employees and employers. Notably, **30.98% of participants are HR manager**, reflecting senior managers' high interest in offering valuable perspectives.

At the same time, **24.64% come from the Deputy HR Manager** highlighting the exceptional focus businesses place on building a strong mid-level HR leadership team.

Additionally, **12.32% of participants are Department Manager/ Supervisor, 9.42% are HR Specialist, and 7.97% are HR Director**, collectively creating a comprehensive picture of the labor market in the HR field.

Figure 9. Job positions of business owners participating in the survey



Market Dynamics

2.1. Global Labor Market

21

2.2. Labor Market of Vietnam

26



2.1. Emerging market changes

Global labor Market





2.1.1. Overview

Global Labor Market Dynamics

a. Global Economic Growth

GLOBAL

The global economy in 2024 maintained stable growth momentum despite facing numerous challenges (VnEconomy, 2025). The Organisation for Economic Co-operation and Development (OECD) estimates that global **GDP in 2024 grew by 3.2%**, higher than the 3.1% growth recorded in 2023.

ASEAN COUNTRIES

According to data from Statista compiled from the International Monetary Fund (IMF) for 2025, the total ASEAN GDP is expected to increase from **\$5.835 trillion to \$6.358 trillion between 2024 and 2025**. **Vietnam's GDP** is projected to reach **\$468.49 billion in 2024** and rise sharply to **\$522.25 billion in 2025**. **Indonesia is expected to lead the region** with a **GDP of \$1.492 trillion in 2025**, continuing to assert its position as the largest economy in ASEAN. **Singapore and Thailand** are both expected to exceed \$560 billion in 2025, indicating steady growth. Malaysia is also predicted to experience an impressive increase from \$493.76 billion to \$522.25 billion. This period marks a breakthrough for ASEAN's economy with several notable highlights





2.1.1. Overview

Global Labor Market Dynamics

b. Global Inflation Continues to Decline

GLOBAL

The International Monetary Fund (IMF) shows that **the global inflation rate continued to decrease** in the second half of 2024, averaging around 5.8%, and is **projected to drop to 4.4% by 2025**. This is a significant improvement compared to 6.8% in 2023. According to the General Statistics Office (2024), the main reasons for this decline include:

- **Tight Monetary Policies:** Many central banks have implemented tightening measures to curb high inflation, leading to more effective price control.
- **Stable Energy Prices:** Energy prices have decreased due to improved supply, helping reduce inflationary pressures.
- **Decreased Food Prices:** Food price inflation has also sharply reduced due to bountiful harvests of key crops like wheat and corn.

ASEAN COUNTRIES

According to *ASEAN Briefing (2025)*, South East Asia faces significant challenges due to new U.S. foreign and economic policies.

- **Risks and Opportunities:** Rising tariffs on exports to the U.S. create challenges, but opportunities arise as companies move away from China.
- **Trade Preferences:** Diplomatic efforts are needed to retain U.S. trade preferences.
- **Supply Chain:** The “China Plus One” strategy presents new investment opportunities for ASEAN.
- **Decline in FDI:** ASEAN must find new capital sources and strengthen ties with the Middle East and Europe due to Trump’s inward-focused policies.
- **Geopolitical Balancing:** ASEAN must adjust strategies in the U.S.-China rivalry.
- **Strategy:** Diversifying partners, boosting intra-ASEAN trade, and focusing on technology are key for resilience.



2.1.2. Current Situation

a. Skill-gap in labor market

The skill-gap in the global labor market has become a pressing challenge in 2024 and is expected to persist into 2025, with a significant mismatch between the skills employers require and those currently possessed by the workforce.

According to Instride (2024), the United States could face economic losses of up to \$8.5 trillion by 2030 due to talent shortages and the skills gap. Additionally, G20 countries may lose \$11.5 trillion in GDP growth due to the lack of digital skills.

87% Global companies

Acknowledge that there is currently a skills gap or predict that they will face one in the near future.

(McKinsey & Company, 2024)

70% Business leaders

Indicate that the skills gap is limiting innovation and growth, particularly in the Financial Services and Technology sectors.

(Spring Board, 2024)

46% Global Employees

Feel that their current skills are becoming obsolete by 2024.

(Jobs and Skills Australia, 2024)

77% Global Employees

Are willing to learn new skills or undergo retraining, demonstrating a readiness to adapt if given the opportunity.

(Jobs and Skills Australia, 2024)



2.1.2. Current Situation

b. Global unemployment rate

The World Economic Forum (WEF) Global Employment and Social Outlook Update report shows that the global **unemployment rate** was **4.9%** by the end of **2024**. **Global economic growth is expected to reach 3.2% in 2025**, while inflation is forecasted to decrease to 3.5%.

The global youth unemployment rate stands at 13%. The global NEET (Not in Education, Employment, or Training) rate is 21.7%, with notable differences between groups of countries: 10.1% in high-income countries, 17.3% in high-middle-income countries, 25.9% in low-middle-income countries, and 27.6% in low-income countries.

Global labor force participation has recovered to pre-pandemic levels, except in low-middle-income countries. Specifically, in low-income countries, the participation rate has exceeded 2019 levels, reflecting the increased demand for jobs as the working-age population continues to grow.



c. The global wave of layoffs continues.

The global wave of layoffs has significantly increased since the beginning of 2024, with the technology sector becoming the focal point. In January alone, nearly 100 major companies such as Meta, Amazon, Microsoft, Google, and TikTok laid off approximately 25,000 Employees. By April 2024, more than 21,000 Employees from 50 large companies had been let go, with Tesla, Getir, and Apple leading the way. In total, in the first four months of the year, 271 companies laid off 78,572 Employees.

The challenges arising from **the impact of inflation, reduced consumer spending, and the application of technology in operations** are the main reasons for the wave of layoffs in the past year. Companies are adjusting their workforce to focus on strategic areas such as artificial intelligence (AI) and automation, replacing Employees with technology to improve efficiency and meet investor expectations. AI, as seen in IBM's replacement of 8,000 jobs, is increasingly being used to perform many tasks within the tech industry.

2.2. Market dynamics

Labor market of Vietnam

2.2.1. Domestic market overview	27
2.2.2. Domestic Labor market overview	28
2.2.3. Labor Market Situation Survey in Vietnam	
For Business owners/Employers	34
For Candidates/Employees	42



2.2.1. Domestic market overview

a. GDP growth

In 2024, Vietnam's economy recorded strong growth.

According to Nhan Dan Newspaper (2025), Vietnam's GDP in 2024 reached 476.3 billion USD, a 7.09% increase compared to 2023. This is a significant growth rate compared to recent years, indicating the recovery and development of the economy following a challenging period.

- The agriculture, forestry, and fisheries sectors grew by 3.27% in 2024 despite the impacts of natural disasters. Specifically, agriculture grew by 2.94%, forestry by 5.03%, and fisheries by 4.03%.
- The industrial sector showed a strong recovery with an 8.32% increase in added value compared to the previous year, contributing 2.70 percentage points to the overall GDP growth.
- The manufacturing and processing industry grew by 9.83%, contributing 2.49 percentage points to GDP growth, reflecting strong development in this sector.

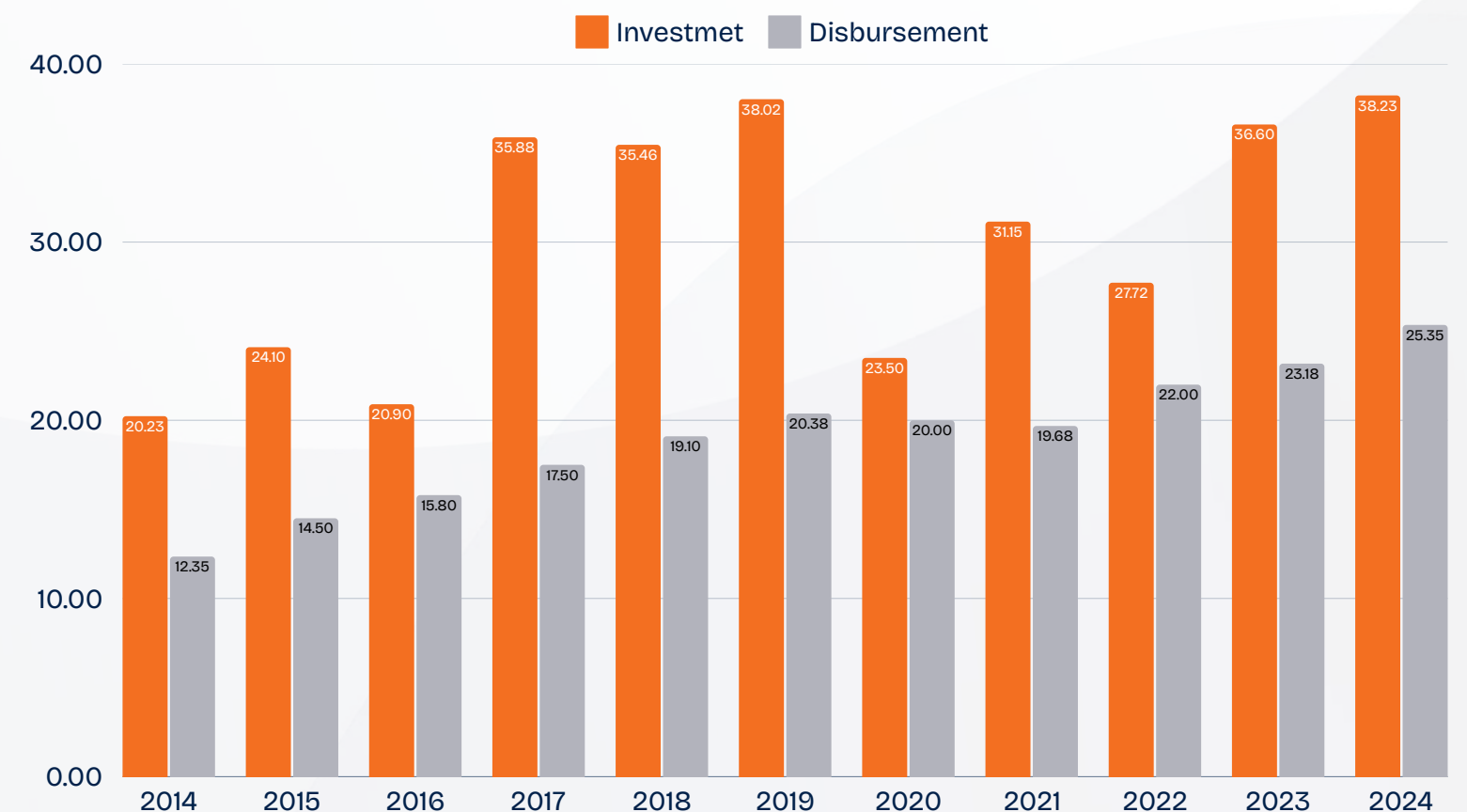
b. Consumption and Investment

- In 2024, the use of GDP saw a 6.57% increase in final consumption compared to 2023.
- Asset accumulation rose by 7.20%, while exports of goods and services grew by 15.45%.
- Imports of goods and services increased by 16.10%.

c. FDI in Vietnam

In 2024, FDI in Vietnam continued to recover strongly, with total investment reaching \$38.23 billion. Notably, disbursed FDI amounted to \$25.35 billion, marking a 9.4% increase compared to 2023 and setting a record-high disbursement level. The FDI sector made a significant contribution to international trade, with exports reaching nearly \$290.8 billion (up 12.2%) and imports hitting \$241.6 billion (up 15.5%), resulting in a trade surplus of \$49.2 billion. Singapore led the list of investors with \$10.21 billion, followed by South Korea (\$7.06 billion) and China. Bac Ninh was the top FDI-attracting province with \$5.12 billion, followed by Hai Phong with \$4.94 billion and Ho Chi Minh City with \$3.04 billion.

Figure 10. FDI in Vietnam from 2014 to 2024



2.2.2. Domestic labor market overview

a. Labor force

According to the *General Statistics Office (2025)*, the **labor force aged 15 and above** in Vietnam reached **53,2 million people** in 2024. However, the **labor force participation rate** has not increased compared to 2023, remaining at **68.9%**.

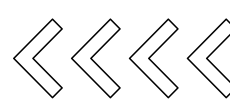
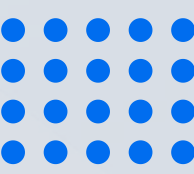
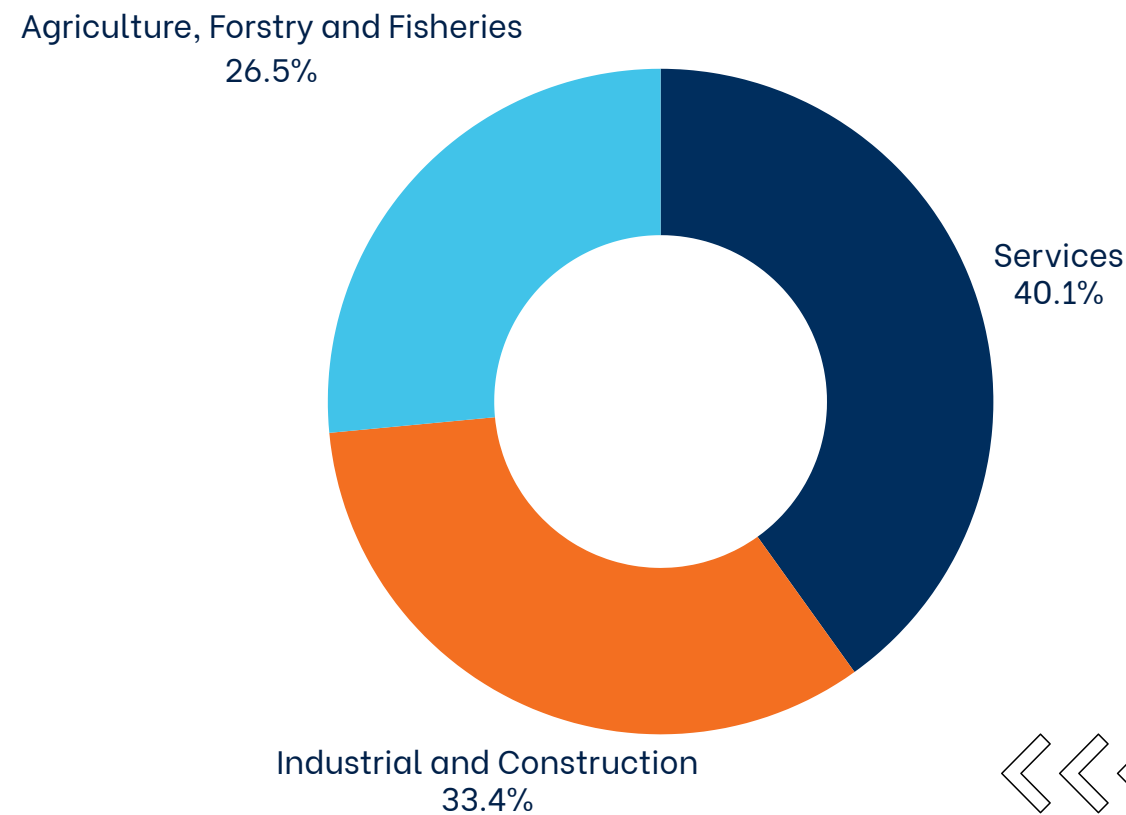
A positive sign in the labor market is the proportion of **certified skilled labor**. By the end of 2024, this rate is expected to reach **28.3%**, an increase of 1.1 percentage points, indicating that the quality of the labor force is improving and better meeting market demands.

b. Employment sectors

In 2024, the number of workers employed in **agriculture, forestry, and fisheries** is 13,7 million, accounted for **26.5%** of the total labor force. The **industrial and construction** sectors employ 17,4 million workers, making up **33.4%**. **The service sector** has 20,8 million workers, accounted for **40.1%**.

In 2024, **the total number of employed workers reached 51,9 million**, an increase of 585,1 thousand people (equivalent to 1.1% growth) compared to 2023. Specifically, in **urban areas, there are 19,9 million people**, an increase of 831,2 thousand, while **rural areas have 32 million people**, a decrease of 246,1 thousand.

Figure 11. Employment sectors in 2024

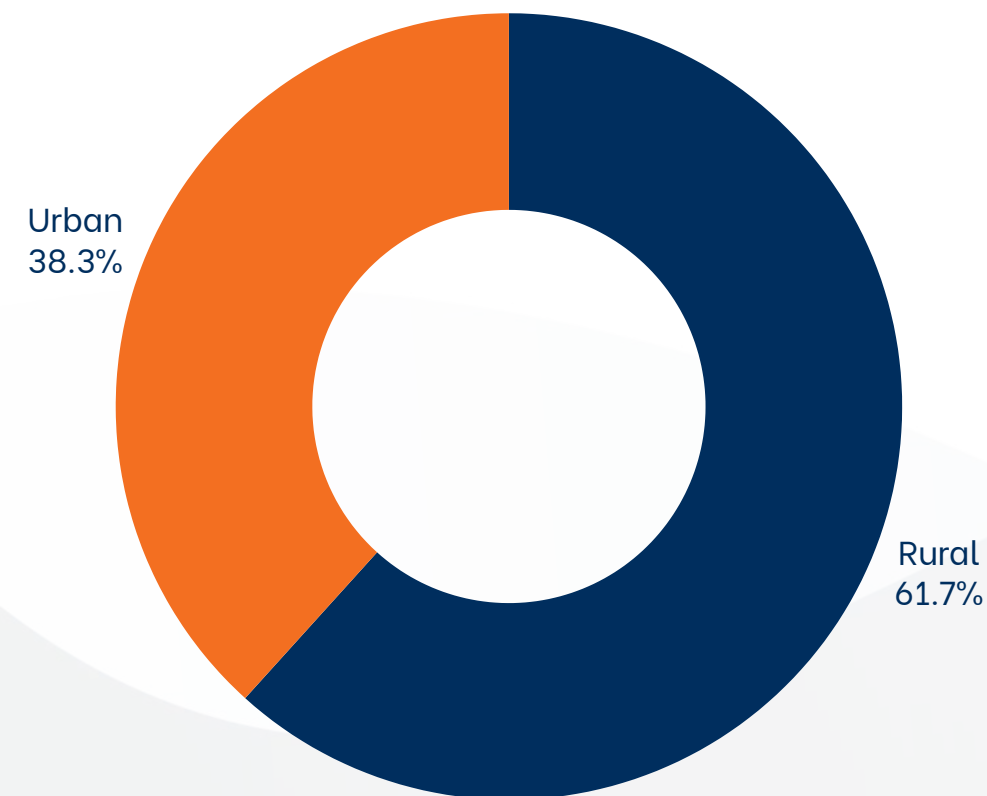


2.2.2. Domestic labor market overview

b. Employed labor force

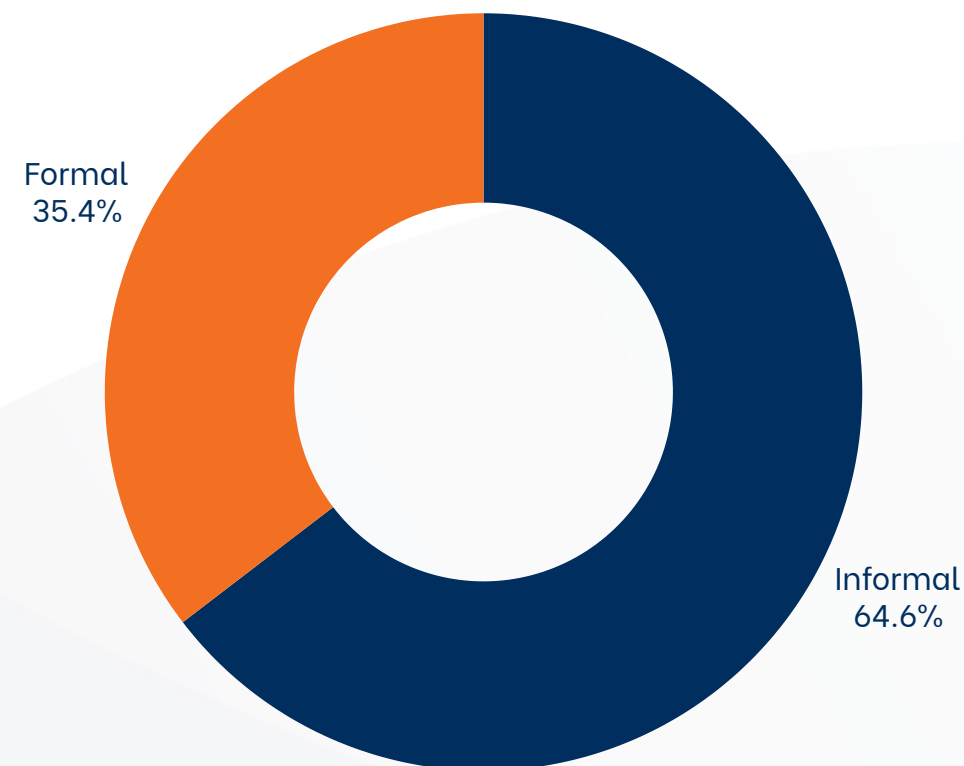
In 2024, the **urban areas** have **19.9 million workers**, reflecting an increase of 831.2 thousand people, while the **rural areas** have **32.0 million workers**, showing a decrease of 246.1 thousand people.

Figure 12. Labor force participation rate in rural and urban areas in 2024.



Although employment rates continue to rise, the labor market remains unstable, with **informal labor** accounting for a large proportion (**64.6%**), while the **formal labor** force accounts for only **35.4%**.

Figure 13. Formal and informal labor force participation rate in 2024



Source: General Statistics Office (2024)



2.2.2. Domestic labor market overview

b. Employed labor force

The **informal labor** rate in **urban areas** is **49.2%**, while in **rural areas**, it is **74.1%**.

Informal labor among **men** accounts for **67.6%**, and among **women**, it accounts for **61%**.

Although the informal labor rate has slightly decreased, much effort is still needed to reduce this disparity.

The high rate of informal labor, especially in rural areas, indicates a lack of job opportunities and stable employment. This limits access to social welfare benefits and poses potential inequality for workers. This issue also complicates tax collection and the implementation of policies aimed at improving social living standards.

Figure 14. Formal and informal labor force participation rate for men in 2024

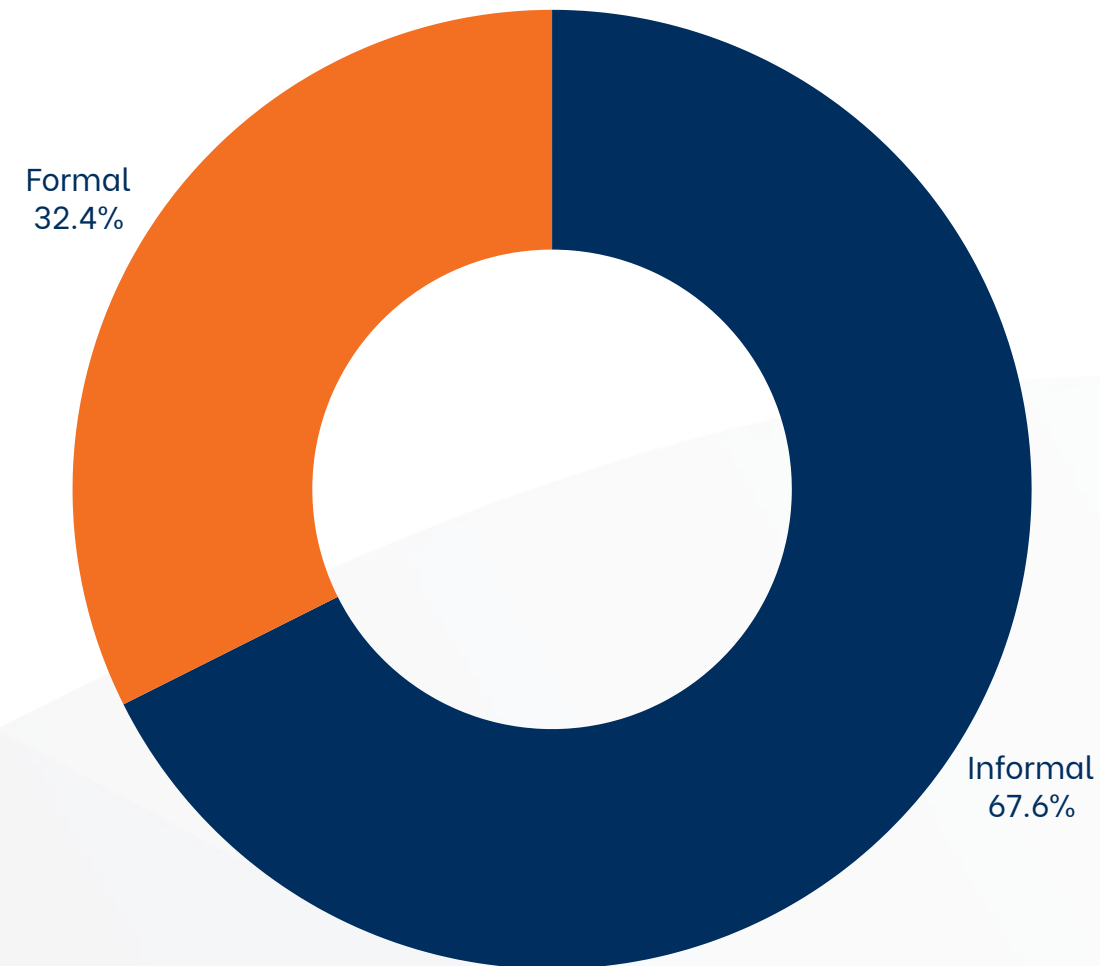


Figure 15. Formal and informal labor force participation rate for women in 2024



Source: General Statistics Office (2024)

2.2.2. Domestic labor market overview

c. Underemployment Among the Working-Age Population

In 2024, the number of underemployed individuals within the working-age population was **846.8 thousand**, a decrease of **74.4 thousand** compared to 2023.

The underemployment rate for the working-age population was **1.84%**, reflecting a decrease of **0.18 percentage points** from 2023.

- In **urban areas**, the rate was **1.28%**, down by **0.32 percentage points**.
- **Rural areas** recorded a rate of **2.20%**, down by **0.07 percentage points**.

While the employment situation in 2024 has shown positive improvements, there remains a significant gap between urban and rural areas. Urban regions have seen a noticeably lower underemployment rate, while rural areas continue to face greater challenges. This highlights the need for more effective policies and investments to bridge this gap.



d. Average Income

In 2024, the average income of **Employees** reached **7.7 million VND/month**, reflecting an 8.6% growth compared to 2023.

The income gap between men and women, as well as between urban and rural areas, remains significant:

- **Male Employees** have an average income of **8.7 million VND/month**.
- **Female Employees** earn an average of **6.5 million VND/month**.

Employees in urban areas receive an average income of **9.3 million VND/month**, while those in **rural areas** earn only **6.7 million VND/month**.



Source: General Statistics Office (2024)



2.2.2. Domestic labor market overview

d. Income disparity

The labor market has improved overall income levels, but differentiations still exist. Gender and geographic location strongly influence income, with men and urban areas having an advantage over women and rural areas. This suggests that achieving sustainable and equitable development necessitates a focus on policies that support female Employees and individuals in rural regions.



Income Improvement in each labor group

The average income of Employees rose by **8.6%** in 2024, establishing a basis for a **consistent increase among different labor demographics (by gender and region)**.

Both men and women, as well as urban and rural areas, saw income growth compared to the previous year.

Income Inequality between men and women still exists

There is a **clear disparity between labour groups based on gender and region**.

In 2024, male Employees earned an average of nearly 2.2 million VND/month more than female Employees, reflecting a gender income inequality.

Income Disparity between Urban and Rural Areas

Urban areas have significantly higher average income compared to rural regions (nearly 2.6 million VND more per month in 2024). This reflects the **disparities in job opportunities, access to high-income professions, and economic conditions between urban and rural areas**.

Stability in income growth trends

In 2024, the **average worker income showed stable growth**.

The consistent rise in 2024 indicates a sustained improvement in workers' income, however further actions are required to reduce inequality.

2.2.2. Domestic labor market overview

e. Unemployment among the working-age population

In 2024, the unemployment rate among the working-age population stands at just 2.24%. The unemployment rate in urban areas is 2.53%. While in rural areas, it is lower at 2.05%.

This indicates that urban areas have a higher level of job market competition compared to rural areas.

Overview of Youth Unemployment Trends: Ages 15 - 24

7.83% of the youth group

are unemployed in 2024.

(General Statistics Office 2024)

9.35% urban youth

are unemployed in 2024, higher than the 6.97% in rural areas.

(General Statistics Office 2024)

10% Young people who are unemployed and not engaged in education or training

11.4%

Female youth

8.6%

Male youth

Rural areas have a significantly higher rate (11.6%) compared to urban areas (7.4%).

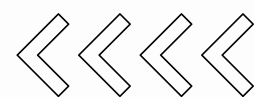
(General Statistics Office 2024)



High youth unemployment rates and a significant proportion of young people not in education or training remain concerning issue, particularly in rural areas. In the long term, if youth employment challenges are not addressed, they could lead to negative socio-economic consequences such as slower economic growth, labour skill shortages, and social issues.

2.2.3. Labor Market Situation Survey in Vietnam

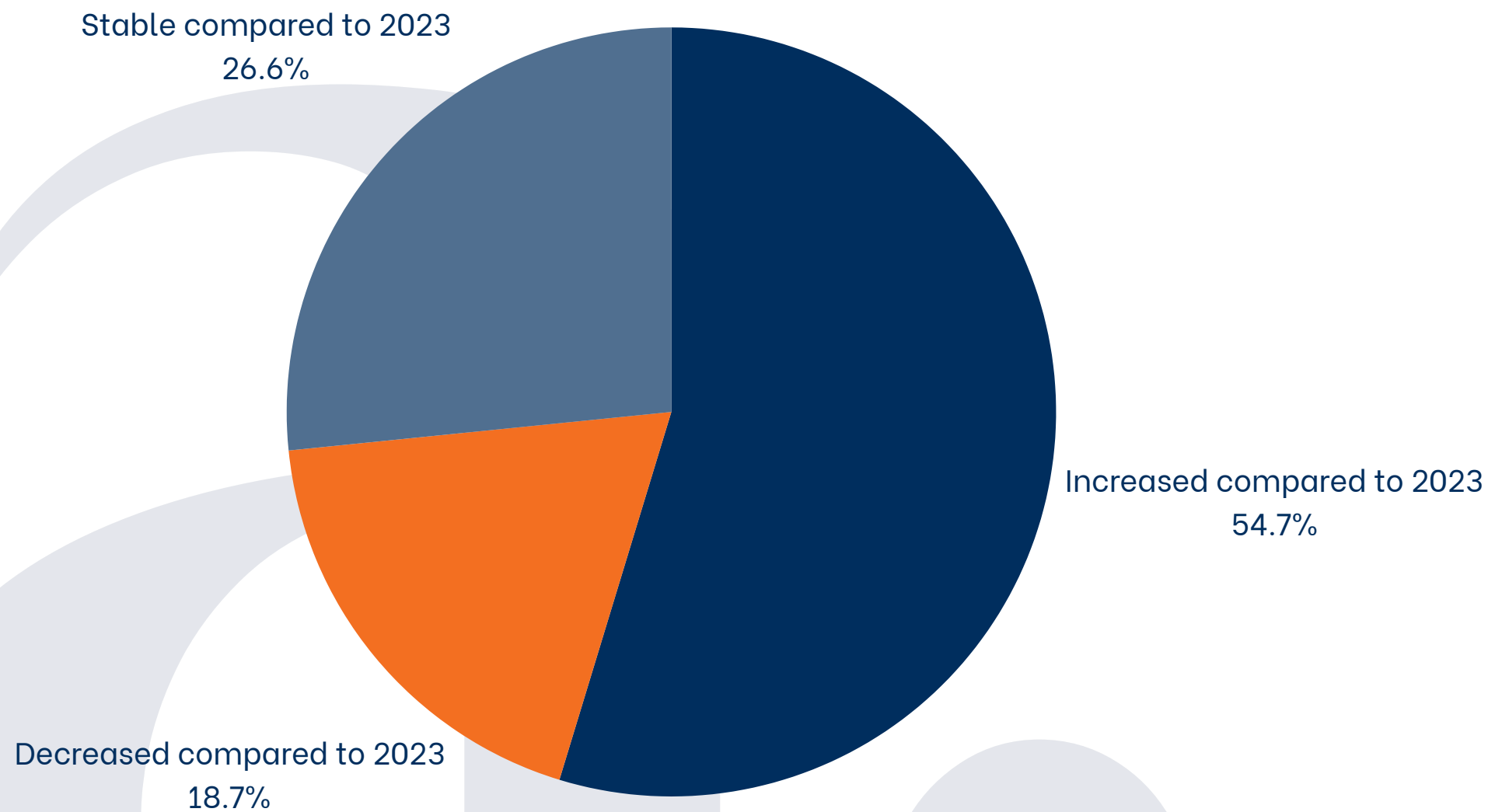
For Business Owners/ Employers





Talent acquisition demand in 2024 will increase compared to 2023, showing a trend of developing human resources

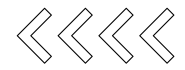
Figure 16. The uneven recruitment demand across Vietnamese Businesses



According to the survey results, in 2024, **54.7% of Businesses have an increased demand for talent acquisition compared to 2023**, reflecting a positive trend in workforce development.

On the other hand, the survey results show that **26.6% of Businesses have stable or unchanged talent acquisition needs**. This reflects that some companies are maintaining a steady workforce to sustain their operations.

However, **18.7% of the Businesses surveyed have chosen to reduce their talent acquisition demand**, reflecting changes in their Business strategies, optimization of resources, or predictions about upcoming challenges that companies may face, leading to cost reductions through workforce cuts.



Businesses prioritize **Experienced Candidates**, focus on investing in

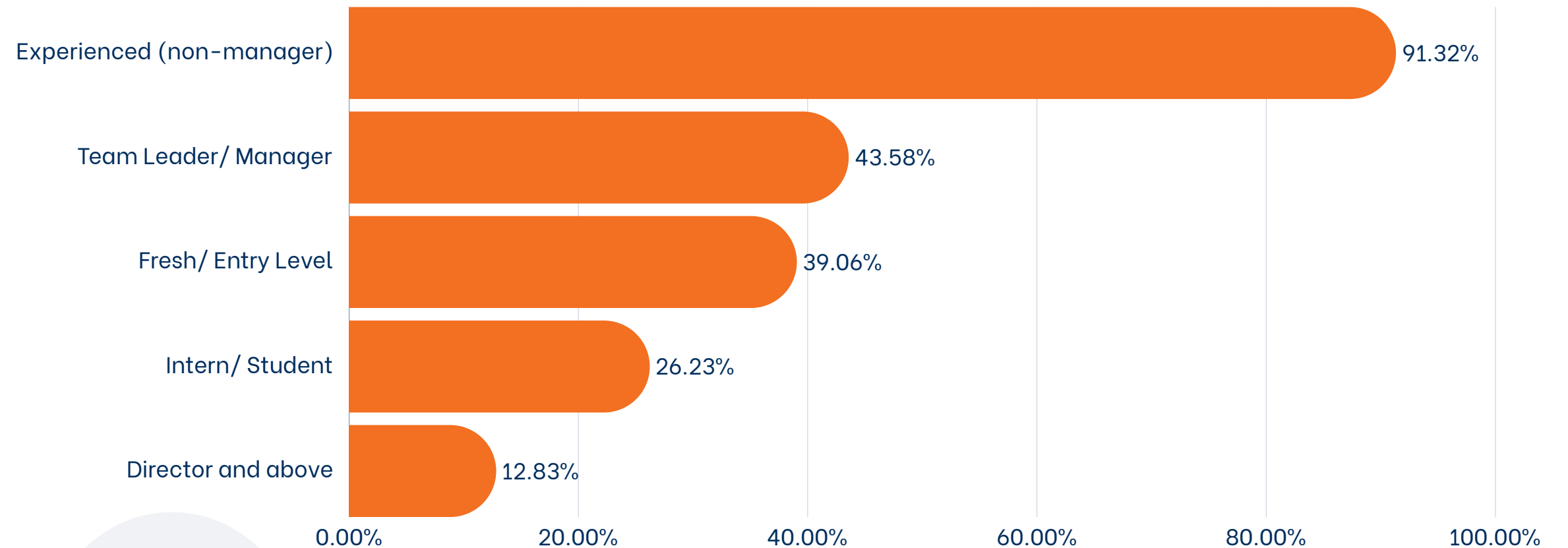


potential talents

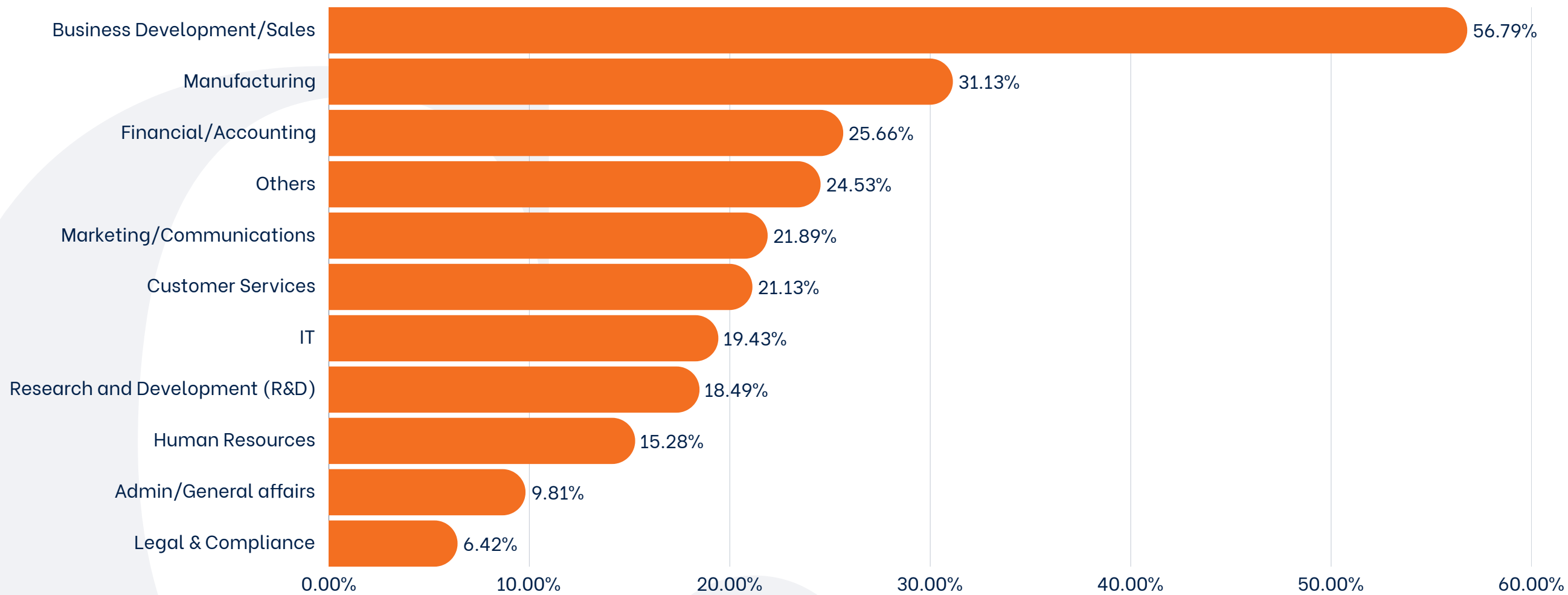
Survey results show that **Experienced (non-manager)** job positions (accounts for **91.32%**) are the most recruited group. This indicates that Businesses seek Candidates with specific experience and expertise to minimize training time and facilitate quick integration into the job.

The next most recruited group is **Team Leader/ Manager**, with **43.58%** of Businesses hiring for these positions in 2024, followed by **Fresh/Entry-level** at **39.06%**. The recruitment rate for the **Intern/Student level** is **26.23%**, reflecting Businesses' strategy of investing in long-term potential talent.

Figure 17. Job Levels that Businesses recruited in 2024



The Business Development/Sales department dominates, while the Administrative/General Affairs & Legal department received low recruitment demand in 2024.



In 2024, **Business Development/Sales** appeared as the most preferred department for employment, with **56.79%** of surveyed Businesses choosing it. **Manufacturing** ranks second at **31.13%**, followed by **Finance/Accounting** in third at **25.66%**.

In addition, the **Marketing/Communications** and **Customer Service** departments have approximately the same percentage of Businesses choosing to recruit, with **21.89%** and **21.13%** respectively.

However, the **Admin/General Affairs** (**9.81%**) and **Legal and Compliance** (**6.42%**) departments are limited in recruitment this year, based on the survey results.

Figure 18. Departments that Businesses prioritised for recruitment in 2024

Businesses are intensifying recruitment efforts in 2025, indicating an expected economic recovery



Most employers who participated in the survey have plans to expand their workforce in 2025. Specifically, **81.21% of companies anticipate hiring more employees**, with the following breakdown:

- 37.36% plan to increase their workforce by less than 10%,
- 29.81% plan to expand by 10% to under 20%,
- 10.75% plan to hire 20% to 40% more employees,
- 3.40% expect to increase their workforce by over 40%,
- 1.89% intend to hire only temporary or freelance workers.

Meanwhile, **14.53% of businesses have no hiring plans**, indicating that some companies are maintaining their current scale. Only **2.27% of businesses expect to reduce their workforce**, mostly by less than 10%.

These figures reflect a positive trend in Vietnam’s labor market, as most companies are planning expansion. This sets the stage for economic recovery and growth in 2025.

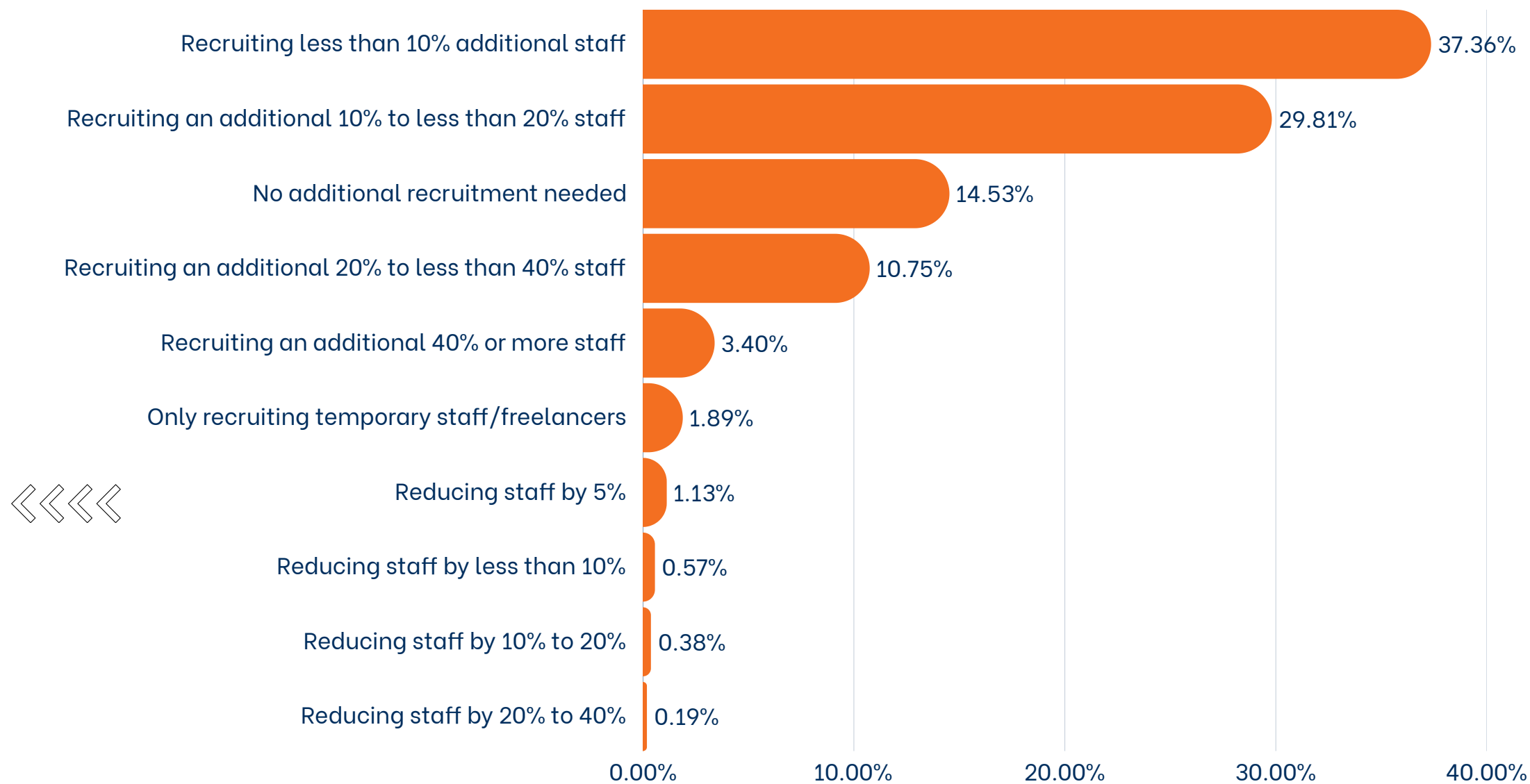
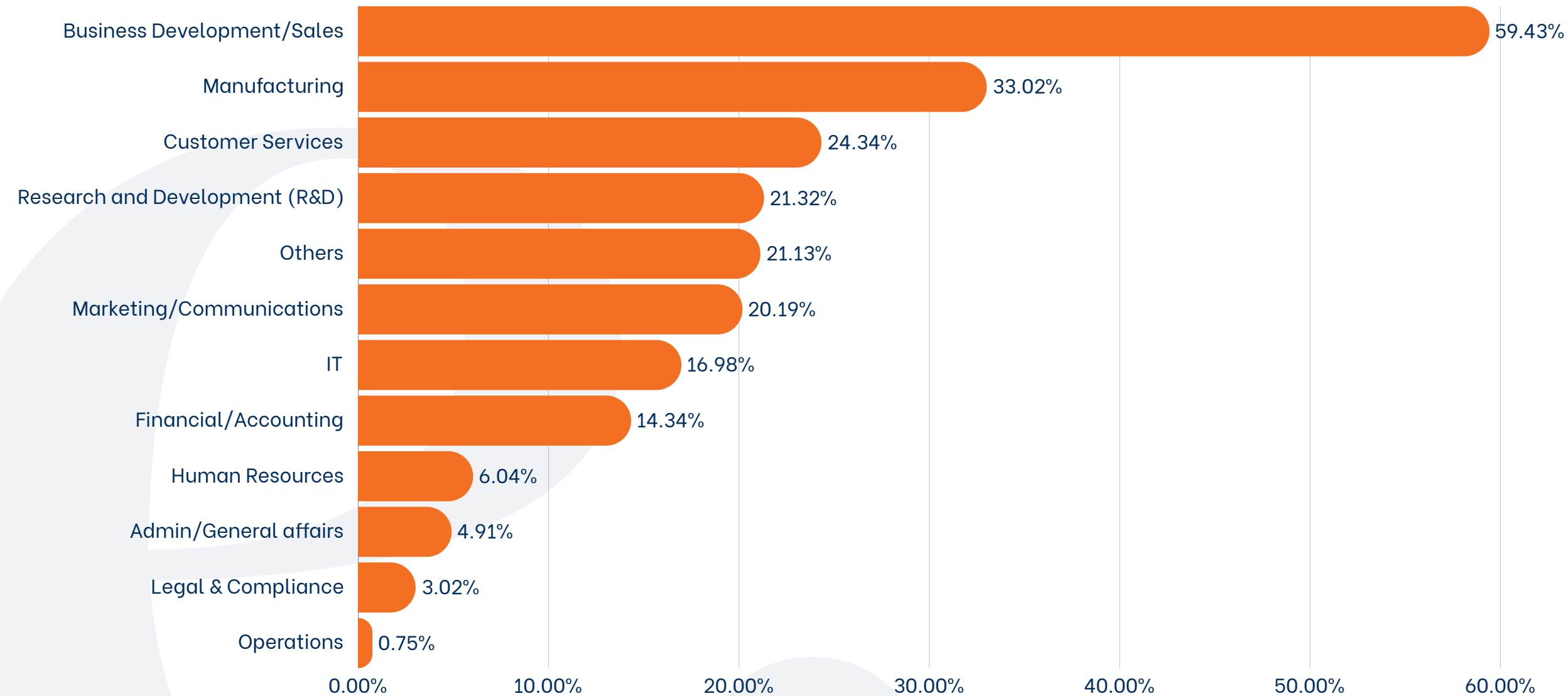


Figure 19. Businesses' recruitment plan for 2025

The Business Development/Sales department leads Businesses' recruitment trends in 2025 ➡➡



The **Business Development/Sales** department will be the most prioritized for recruitment by Businesses in 2025, with **59.43%** of surveyed Businesses selecting it. The second and third most prioritized departments are **Manufacturing (33.02%)** and **Customer Service (24.34%)**.

Additionally, departments such as **Research & Development, Marketing/Communication**, and **IT** are also prioritized for recruitment, at **21.32%**, **20.19%**, and **16.98%**, respectively. However, the **Legal and Compliance** department (**3.02%**) and **Operations (0.75%)** are less prioritized for recruitment in 2025, according to the survey results.

Figure 20. Departments that Businesses prioritize for recruitment in 2025



Businesses prioritize recruiting Employees with 1-5 years of work experience

The survey results show that most Businesses prioritize recruiting Employees **with experience**, with **55.47%** favoring Candidates with **1-3 years of work experience** and **27.36%** preferring **those with 3-5 years**. This reflects that Businesses prioritize hiring a workforce capable of making long-term contributions and advancing to higher positions. Additionally, Businesses seek Candidates who are knowledgeable in their field and expertise but still maintain flexibility in their work.

Candidates with **5 to 10 years of work experience** make up **7.36%**, indicating that Businesses are less focused on hiring those with relatively long work experience. Meanwhile, Candidates with **less than 1 year of work experience** (**9.06%**) and **more than 10 years of work experience** (**0.75%**) are the least prioritized groups for recruitment in 2025, according to the survey results

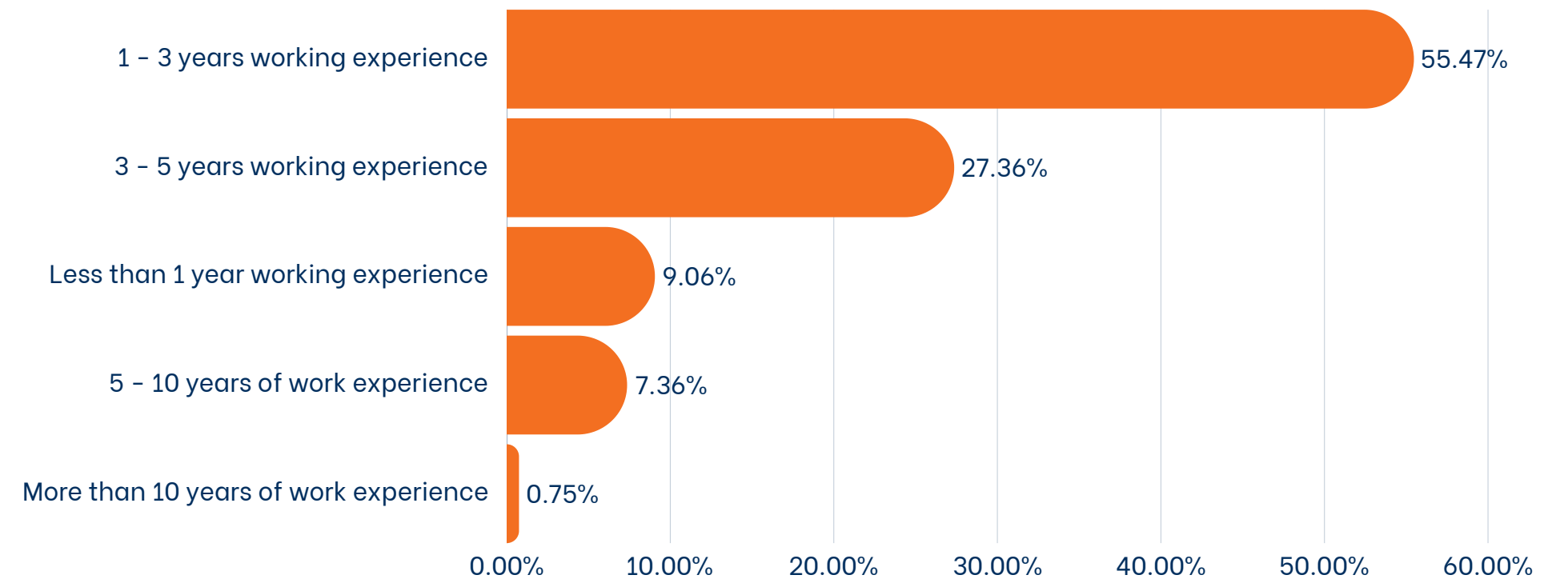


Figure 21. Talent group that Businesses will prioritize for recruitment in 2025

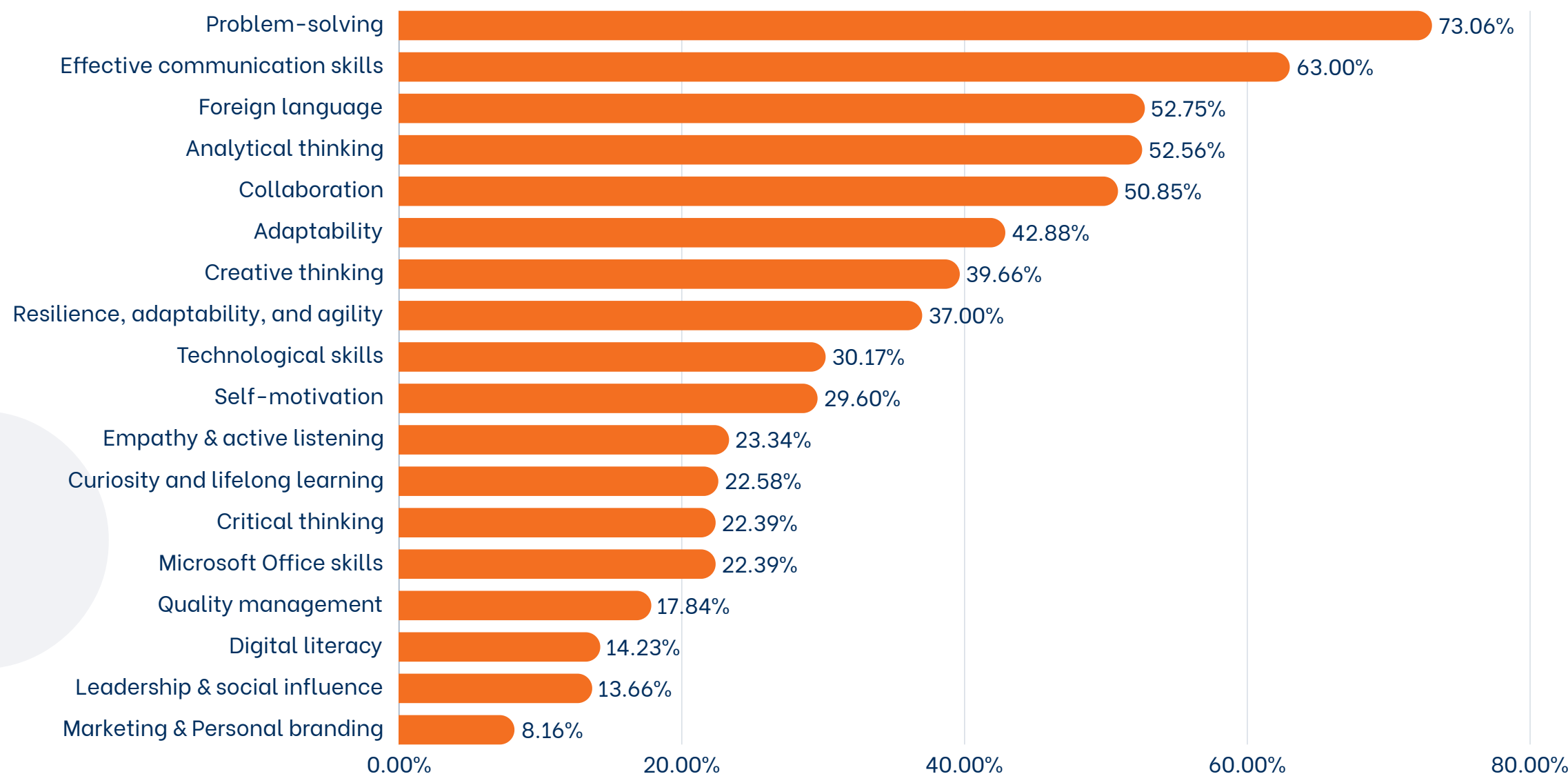
Businesses highly value problem-solving and effective communication skills from Candidates

According to the survey results regarding the skills Businesses owners/Employers prioritize when evaluating Candidates, **Problem-solving skills** are ranked first, with **73.06%** of Businesses choosing them. This indicates that Businesses expect Candidates to provide solutions and suggestions proactively.

Effective communication skills (63%) are followed closely, reflecting that businesses require candidates to communicate information clearly and accurately. **Foreign language skills** and **Analytical thinking skills** are also highly regarded, with **52.75%** and **52.56%** of Businesses selecting them, respectively. This shows the demand for international integration and the ability to process data and analyze situations.

Collaboration skills and **Adaptability to change** are also highly valued by Businesses, with **50.85%** and **42.88%** of companies considering them. This demonstrates that Businesses value teamwork and the ability to quickly adapt to new tasks from Candidates.

Figure 22. Skill sets that Businesses value most in Candidates



2.2.3. Labor Market Situation Survey in Vietnam

For Candidates/ Employees



➤➤➤ **The income of Vietnamese Employees in 2024 shows a clear growth trend, but there is still significant disparity across industries.** ➤➤➤

Survey data on Vietnamese workers' income in 2024 reveals a **clear growth trend**, reflecting **positive economic recovery** and business performance. Around **63.5% of workers experienced an income increase**, with varying levels of adjustment:

- **Increase from 5% to under 10%: 21.2%**, this is the most common salary adjustment among those who received a raise.
- **Increase of less than 5%: 19.0%**, reflecting a modest salary increase but still showing an adjustment.
- **Increase from 10% to under 20%: 13.1%**, indicating that a portion of workers benefited from relatively good salary raises.
- **Increase of 20% or more: 10.2%**, representing the highest salary growth group, showing that certain industries or positions had significant salary adjustments to retain talent.

On the other hand, **13.3% of workers reported income reductions**, in which **3.7% had their salary cut of more than 20%**, often in businesses undergoing restructuring or downturns.

Additionally, **23.2% of workers reported no income changes**, reflecting stability in some sectors despite market fluctuations.

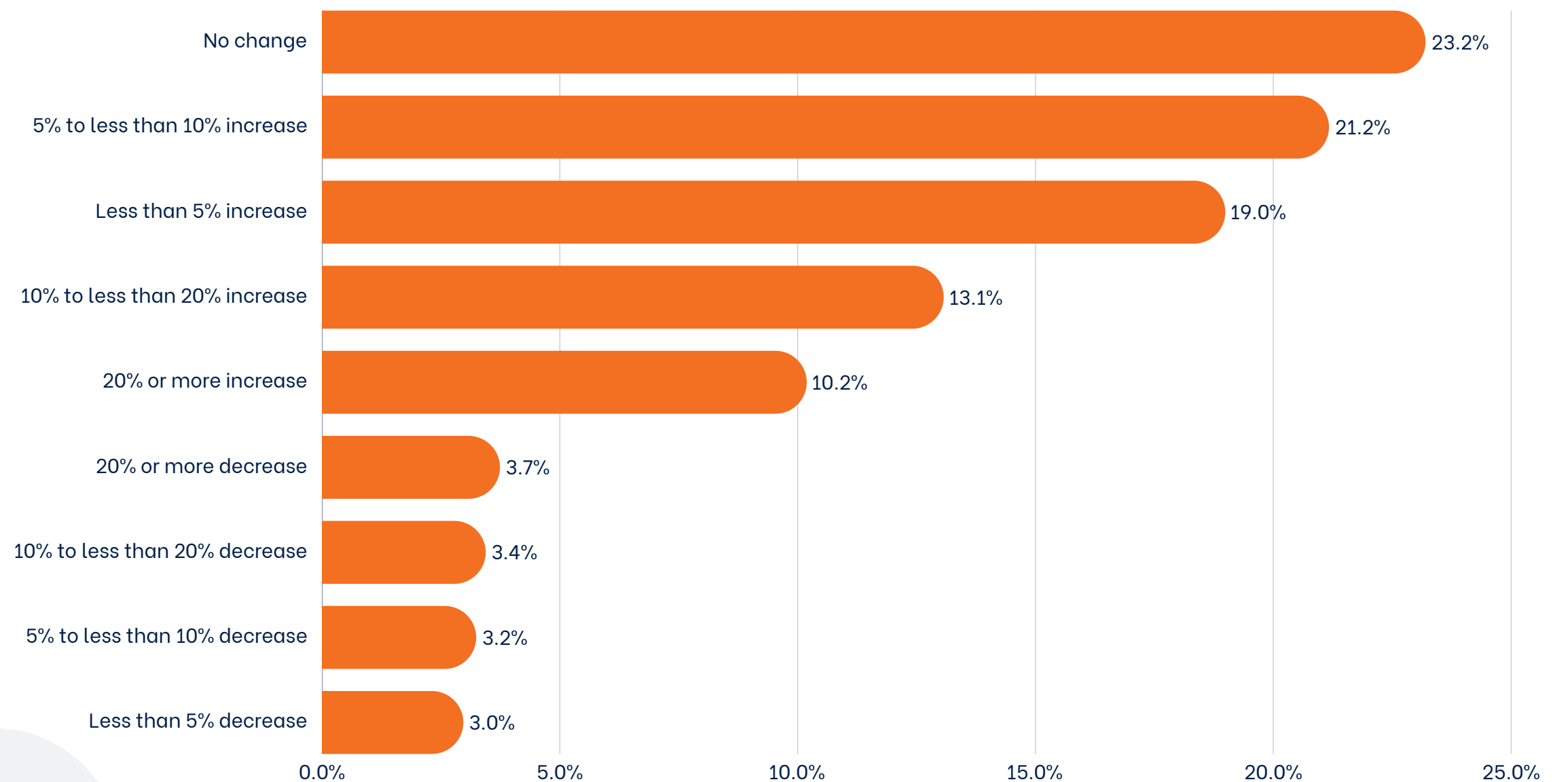


Figure 23. Overview of Salary Increase/Decrease Rates for Vietnamese Employees in 2024

72% of Employees receive full mandatory welfare reflecting policy progress but ongoing challenges

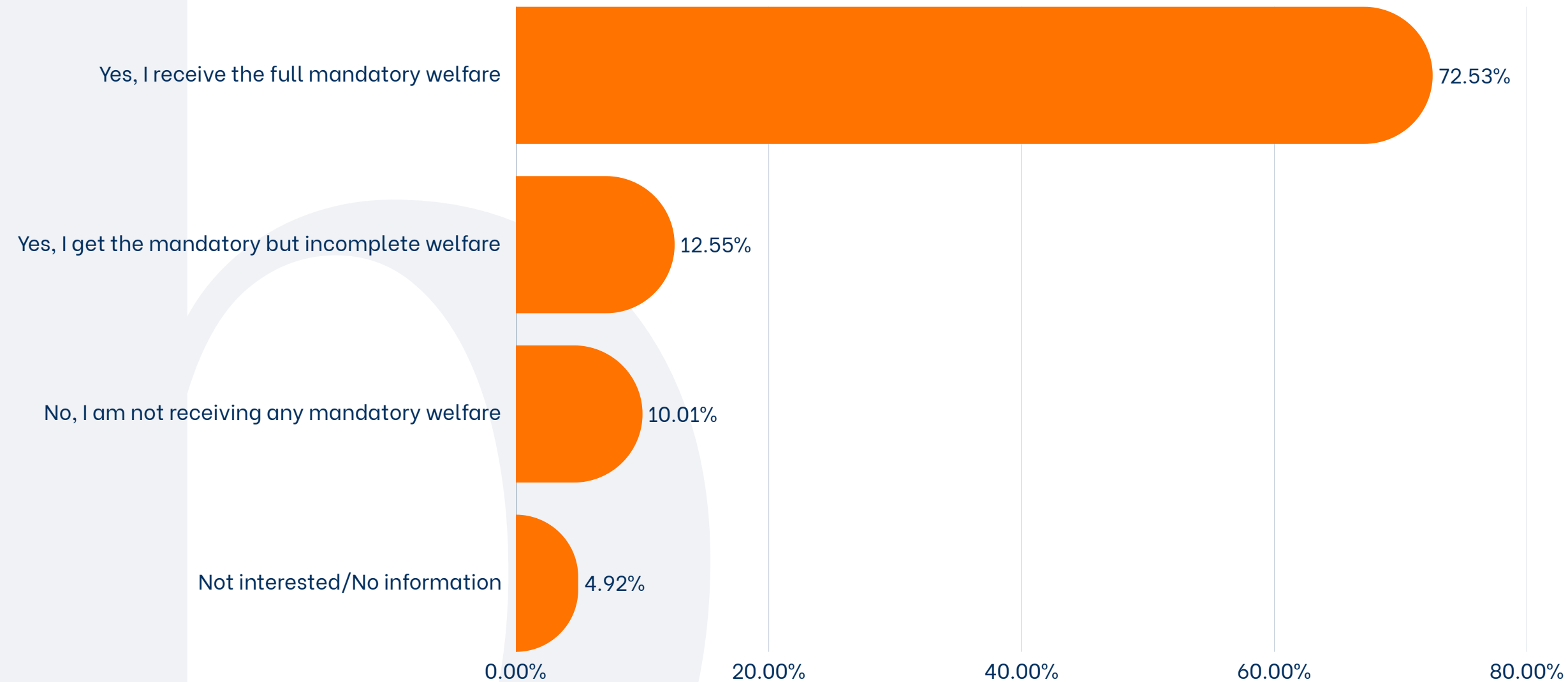


Figure 24. Percentage of Employees receiving benefits in 2024

Mandatory welfare includes 5 types of social insurance: Sickness allowance, Work accident or Occupational disease, Maternity, Retirement, Death)

Based on survey results of more than 3,400 Candidates/Employees in 2024

The survey results indicate that **72.53%** of Employees **receive full mandatory welfare**, reflecting advancements in labor policy execution and corporate initiatives. However, **12.55%** of employees reported **not receiving sufficient benefits**, and **10.01% did not receive any mandatory benefits**. Significantly, **4.92%** of Employees are either **uninterested or uninformed** of their privileges, highlighting gaps in awareness and information accessibility.

The **72.53%** satisfaction rate with benefits is a result of strong legal frameworks and competitive pressure among Businesses. However, 12.55% of Employees had not been provided with adequate benefits, and 10.1% of Employees without full mandatory welfare highlighted challenges faced by small Businesses and the informal economy, where financial and governance constraints remain significant barriers. Additionally, the **4.92%** of Employees lacking information reflect a communication gap, requiring improved information access and increased awareness of Employee rights.

Employee benefits in 2024 reflects the efforts of Businesses and the challenges in achieving sustainable development.

Data on benefits for Employees in Vietnam for 2024 indicates that basic welfare policies are widely implemented. Benefits such as **Holiday bonus** and **Personal health insurance** are highly prevalent, demonstrating compliance with labor laws and Businesses' efforts to ensure essential rights while reinforcing workforce stability. **Food allowance** and **travel allowance**, which account for **47.33%** and nearly **42.58%**, respectively, play a crucial role in attracting and retaining Employees, especially in large-scale companies or flexible industries.

However, long-term benefits such as **Stock ownership (ESOP)**, **Training programs abroad**, and **Remote work allowance** are relatively low, each below **7%**. This reflects the prioritization of short-term policies by most Businesses, while investment in sustainable workforce development is still limited. In particular, **remote work**—a global trend post-pandemic—is not yet widespread in Vietnam, except in certain technology sectors or multinational companies. This challenges Businesses to improve their policies to meet the demands of the modern workforce.

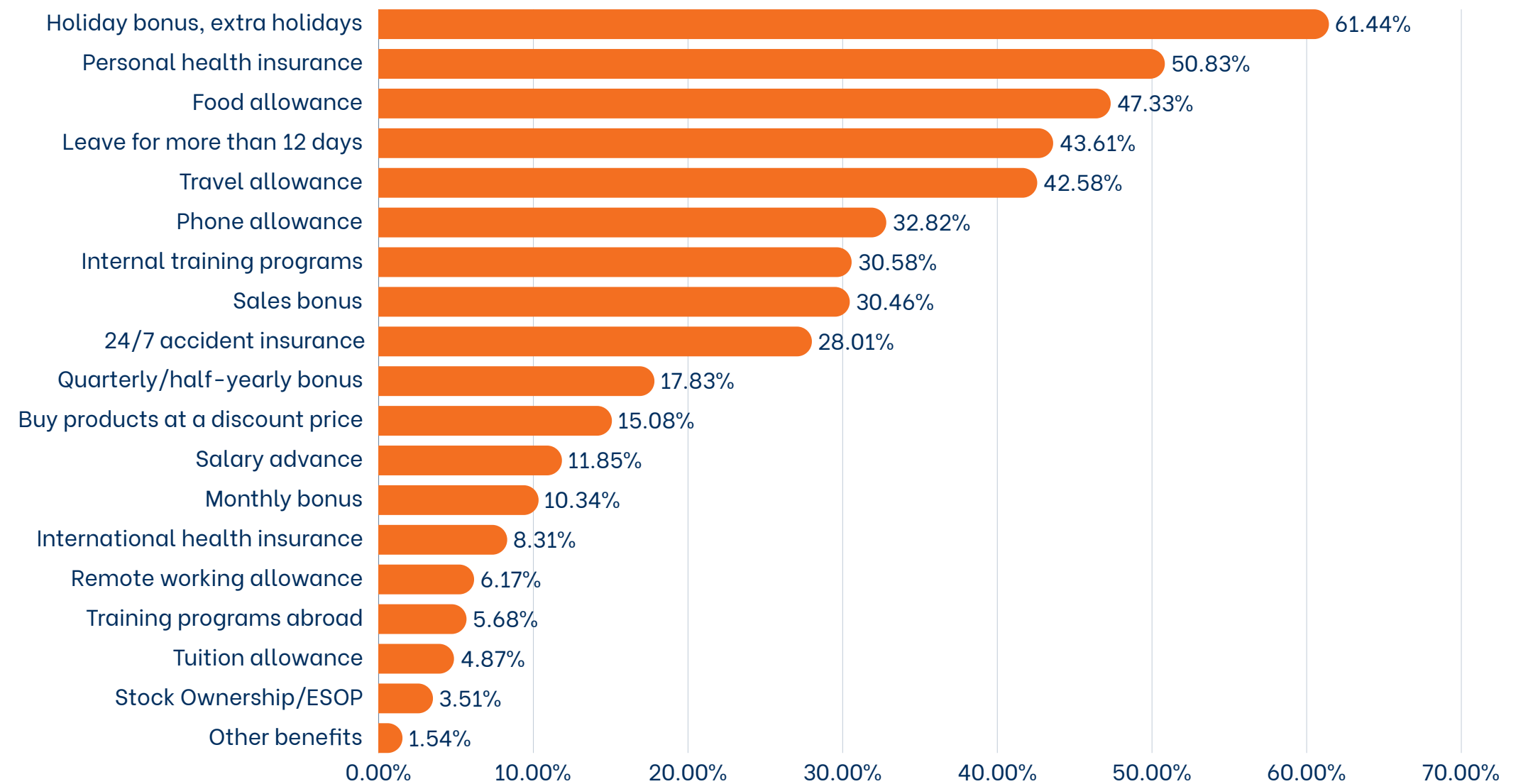


Figure 25. Common benefits received by Employees in 2024

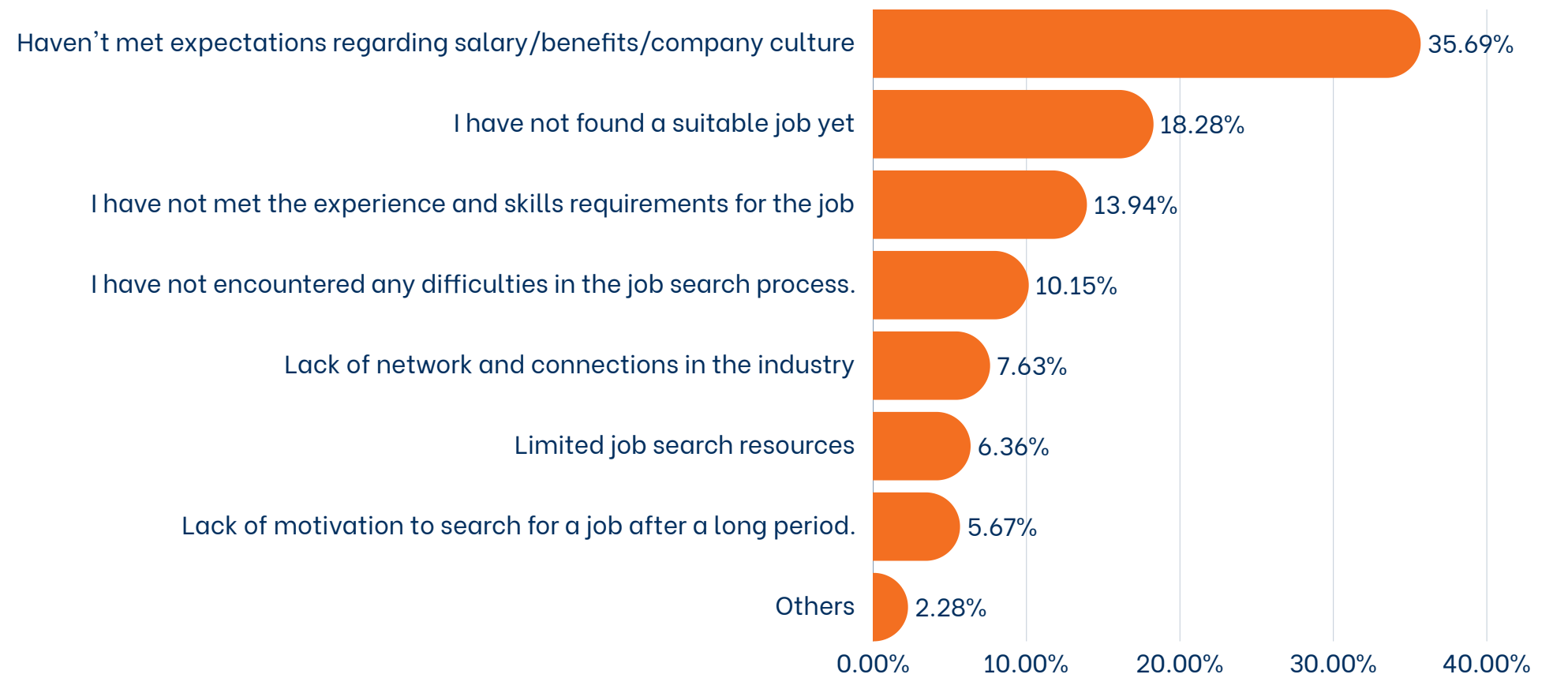


Job seekers in 2024 face significant challenges regarding salary, benefits, and company culture.

According to a survey by Navigos Group, the biggest challenge faced by job seekers in 2024 is the **mismatch between salary, benefits, and company culture expectations**, which accounts for **35.69%**. Following this, **18.28%** of Candidates reported **difficulty finding a suitable job**, and **13.94%** acknowledged they do not **meet the required experience and skill levels**. Notably, issues such as limited job search resources (6.36%) and a lack of motivation after a long job search (5.67%) were also mentioned.

Compared to the current landscape, **these challenges closely align with global trends observed from 2023-2024**. A Jobylon study (2023) shows that **92%** of job seekers consider salary and benefits transparency as the primary criterion when reviewing job offers. In the context of persistent inflation and the financial crisis, the gap between Employee expectations and employers' capacity to fulfill those expectations is widening. Notably, the skills gap is a significant challenge. *The World Economic Forum's (2025) report* reveals that 50% of employees actively participated in reskilling and upskilling programs in 2024 to address these challenges.

Figure 26. Difficulties experienced by Candidates during the job search process



Salary and promotion opportunities are key drivers for Vietnamese Employees Changing Jobs in 2024

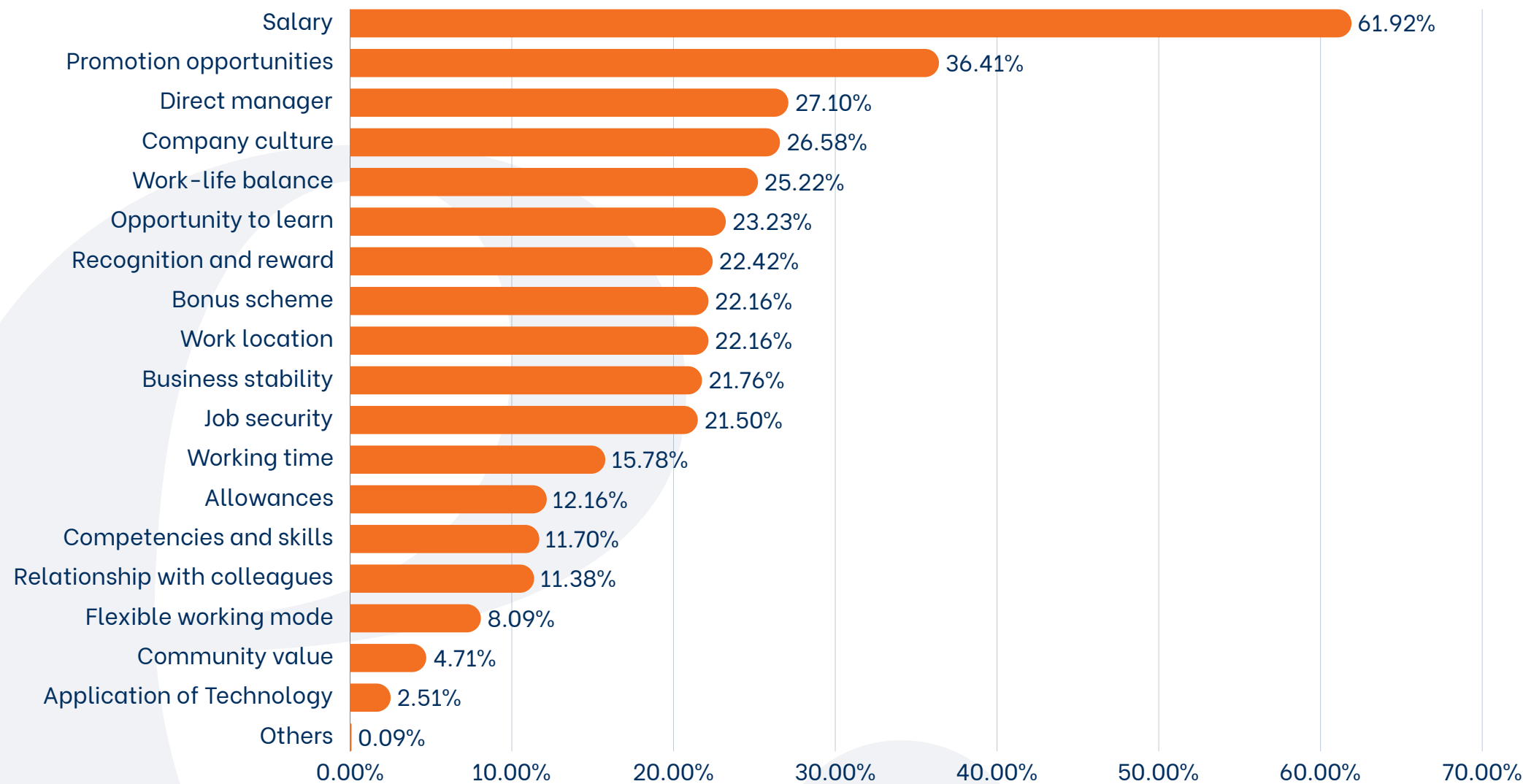


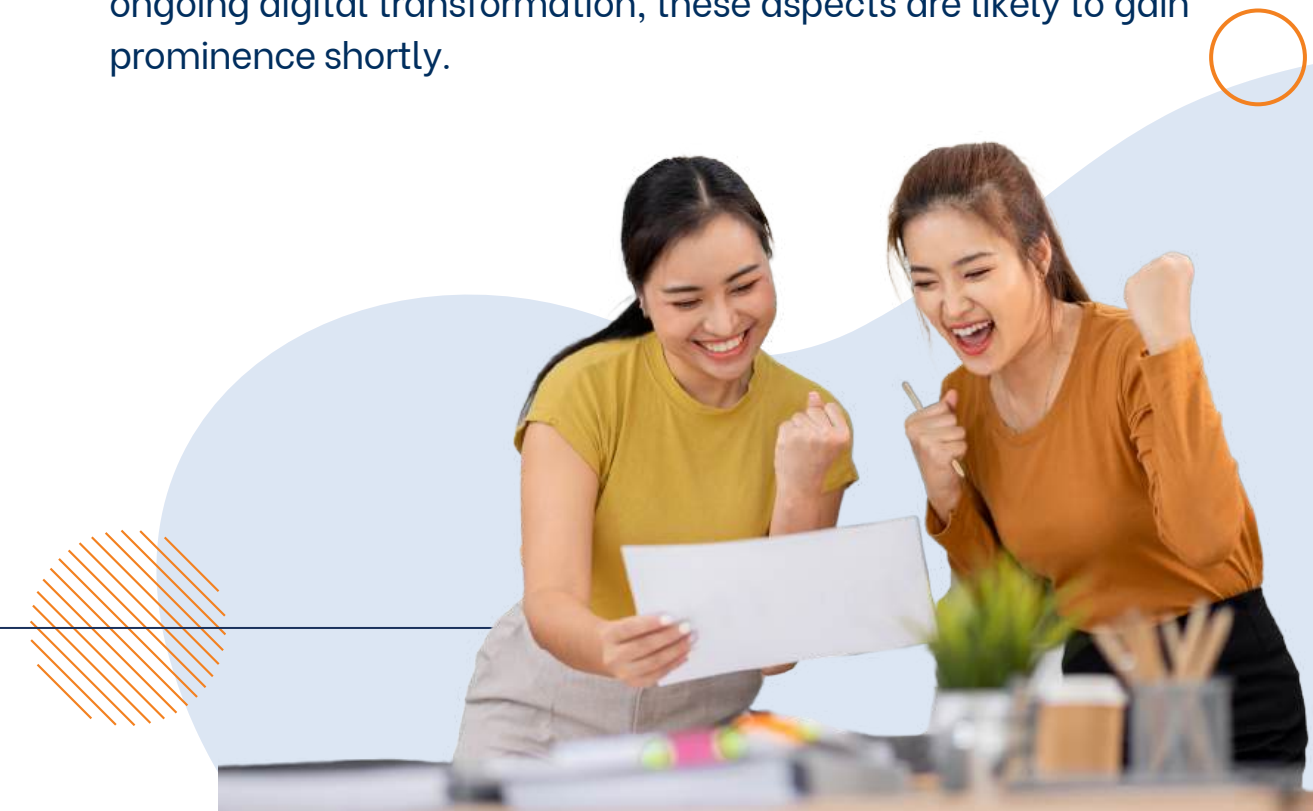
Figure 27. Key factors driving Employees to leave their current company in 2024

Source: Navigos Group's Talent Guide Survey

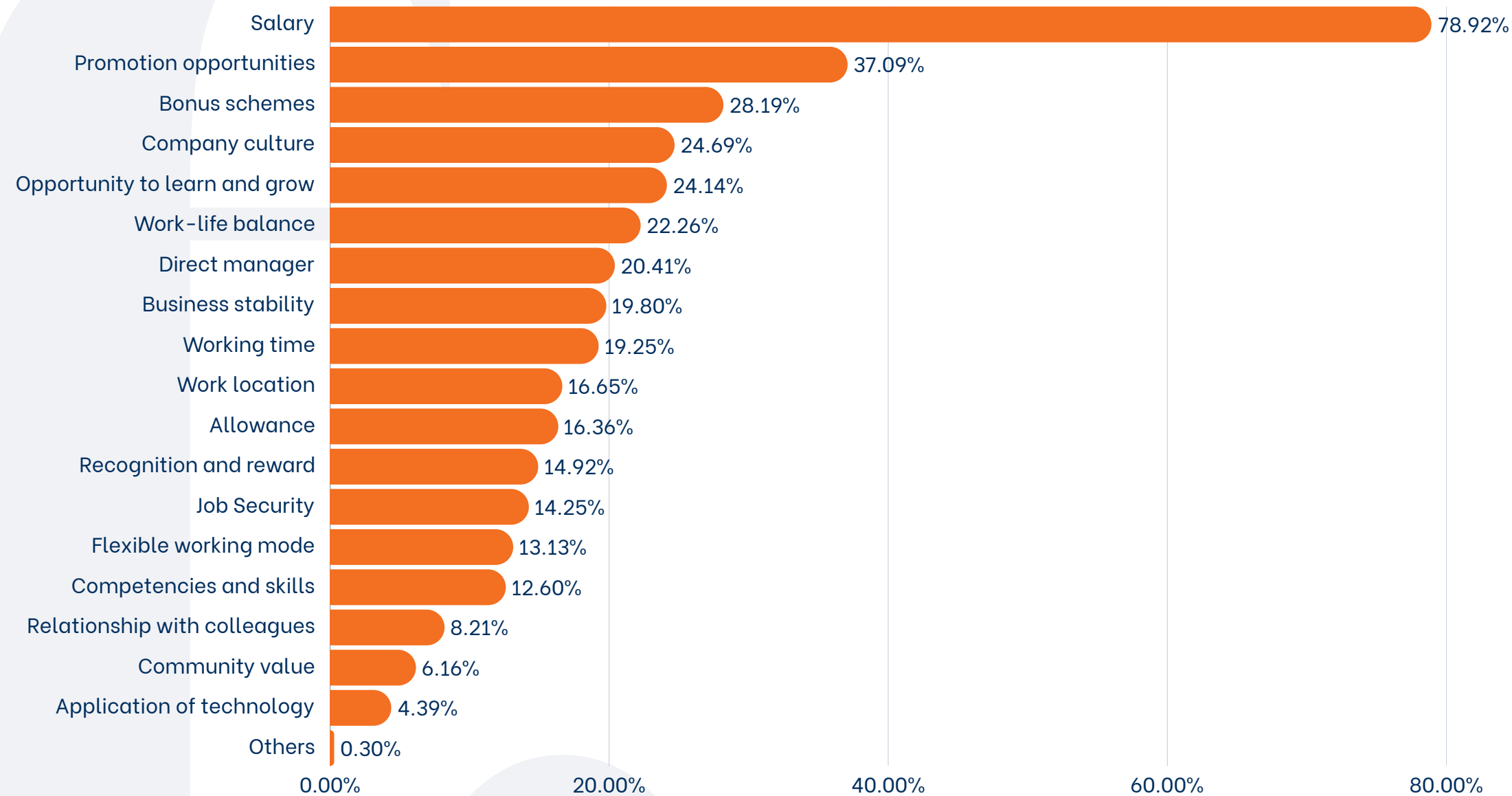
The figure depicting the motivations for job transitions among Vietnamese Employees in 2024 indicates that **salary** is the primary driver, comprising **61.92%**. This highlights the need for **financial security** amid inflation and rising living costs. Salary remains the top factor, particularly as Employees seek fairness and alignment with their contributions.

Additionally, **promotion opportunities (36.41%)** and **work-life balance (25.22%)** emerge as essential factors, demonstrating the goals of Employees, particularly younger generations, for personal development and balance in their careers. **Recognition and rewards (22.42%)** and **opportunities to learn (23.23%)** emphasize the demand for acknowledgement and skill enhancement in a globally competitive environment.

Direct managers also play a significant role (**27.1%**), underscoring the importance of effective leadership and a positive organizational culture. Meanwhile, factors such as the **application of technology** rank low (**2.51%**), suggesting it has yet to become a widespread priority. However, with the ongoing digital transformation, these aspects are likely to gain prominence shortly.



Vietnamese Employees prioritize salary, promotion opportunities, and work-life balance when choosing a new job in 2025



Salary accounts for **78.92%**, which is the leading factor, reflecting the basic financial needs and pressure from the rising cost of living. Additionally, **promotion opportunities (37.09%)** and **bonus schemes (28.19%)** are also significant considerations, reflecting Employees' expectations for clear career pathways and stability in Business operations.

Company culture (24.69%), **opportunity to learn and grow (24.14%)**, and **work-life balance (22.26%)** are highly valued as well. These findings indicate that Employees seek not only competitive salaries but also a supportive work environment that fosters personal growth and acknowledges their contributions. While company culture, workplace location, and community value that work brings are also noted, they remain secondary priorities for most Candidates.

Figure 28. Key factors influencing Employees' decisions to choose a new job in 2025

Future of Labor Market: Emerging Insights

3.1. Career Future: Trends & Candidate Expectations 50

3.2. Business Future: Trends & Expectations in Building and Developing Human Resources 60



Career Future: Trends & Candidate Expectations



The rise of digitalization in job seeking: LinkedIn and online recruitment services dominate

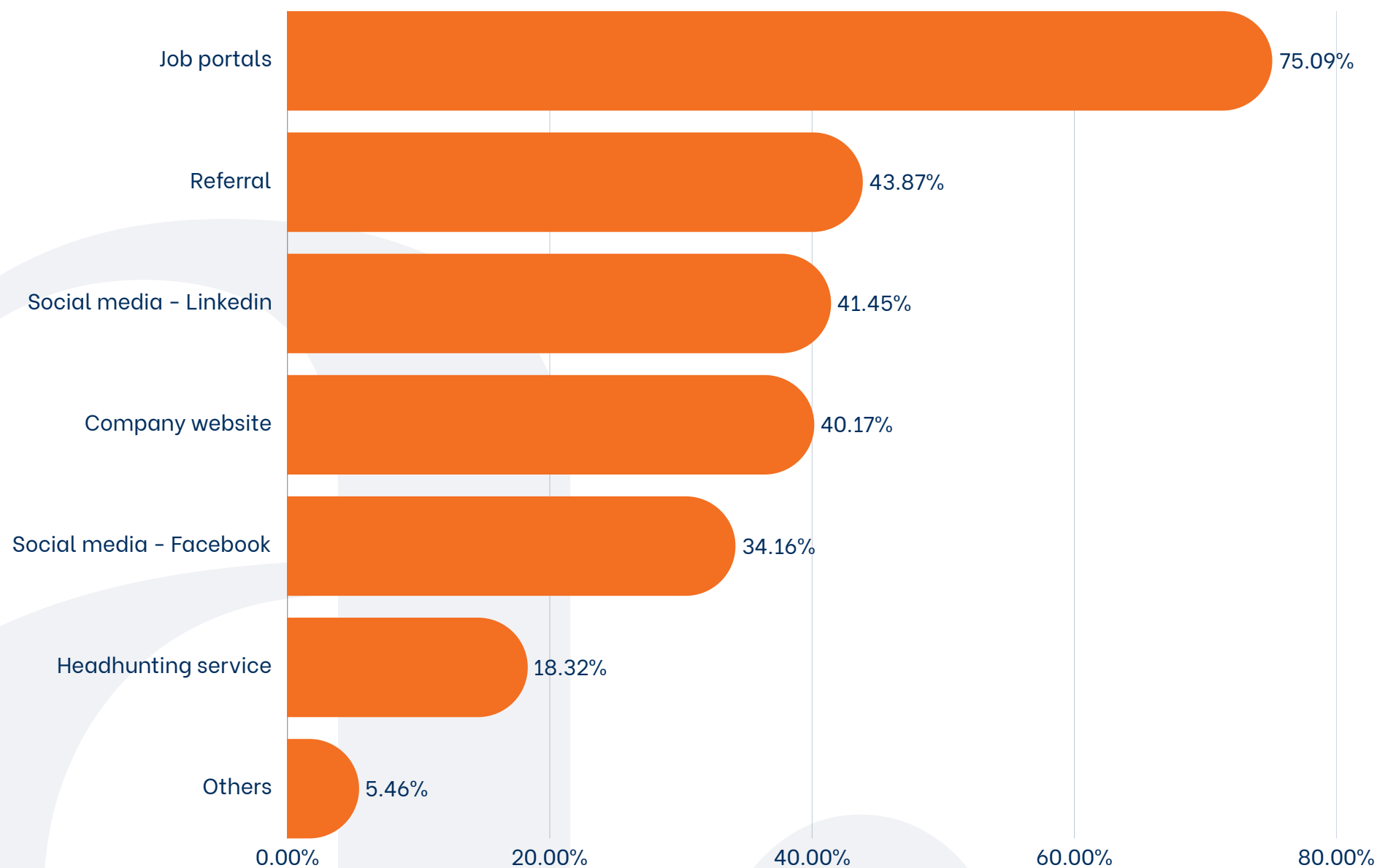


Figure 29. Preferred job search channels of Candidates

Source: Navigos Group's Talent Guide Survey

The survey results reveal a **strong digitalization trend** in job searching, with **Job portals platforms dominating** as **75.09% of candidates** prefer this method. The next three most popular channels have relatively similar usage rates: **Referrals (43.87%), LinkedIn (41.45%), and company websites (40.17%).**

VietnamWorks holds a leading position in the market, with over **5.7 million registered candidate accounts**. The platform continuously enhances its features and, in 2024, introduced **VietnamWorks AI**, which helps job seekers:

1. Evaluate the **relevance** of their CVs to job descriptions.
2. Analyze **key keywords** to optimize their CVs.
3. Assess their CV's **competitiveness** in the job market.
4. Provide **insights into recruitment trends**.

Alongside VietnamWorks' growth, **other recruitment platforms** are also innovating to meet the increasing demands of both job seekers and employers. Notably, **LinkedIn continues to strengthen its position** as a leading professional social media platform by offering features such as **skill-based job searches, personalized job recommendations, and direct interaction between candidates and employers.**

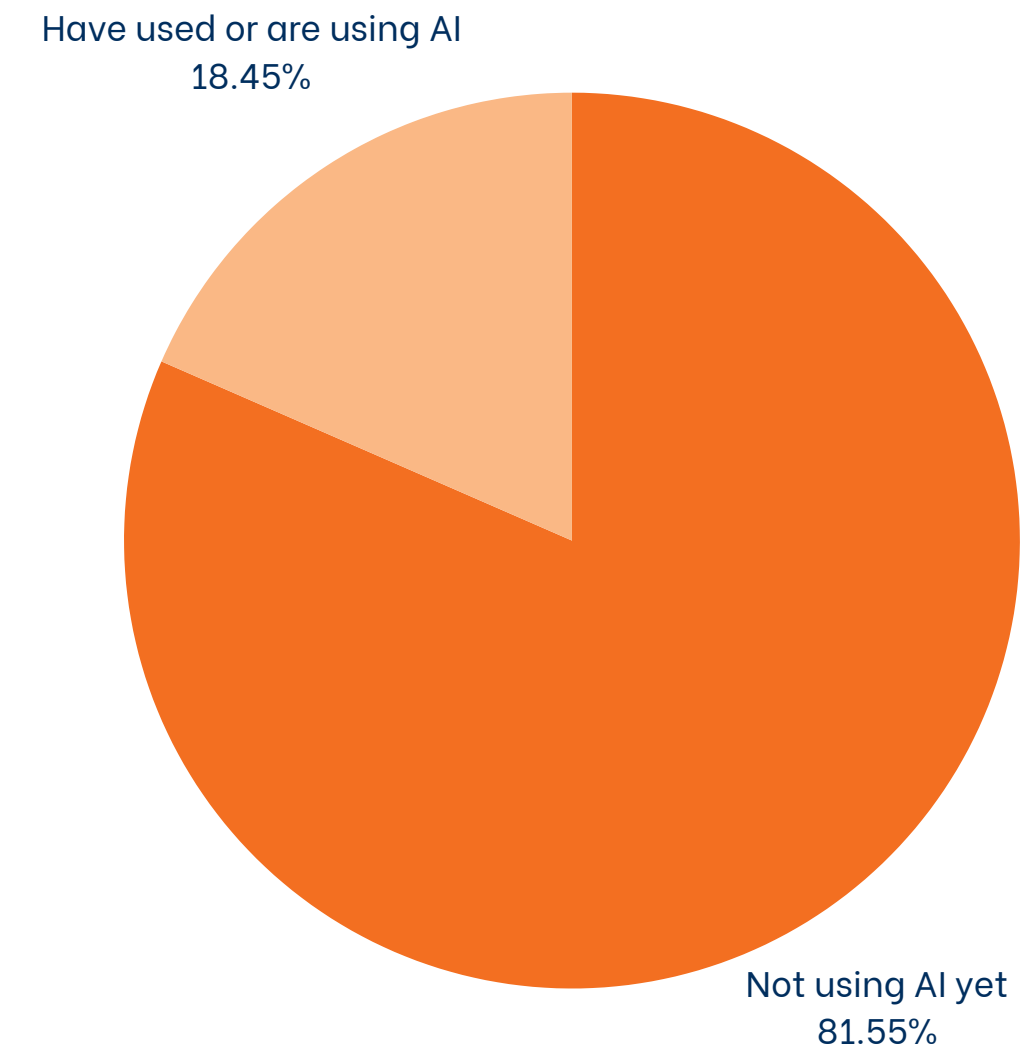


The trend of utilizing AI technology in job searching

Based on the survey results, it is evident that the use of AI in the job search process is still in the early stages of widespread adoption. Specifically, only **18.45%** of Candidates reported that they **have used or are currently using AI** in their job search, while the majority (**81.55%**) **have not yet adopted this technology**.

This rate also accurately reflects the current situation when compared to global research. According to LinkedIn's Global Talent Trends Report 2024, approximately **25%** of job seekers worldwide **have used AI in the recruitment process**, which is slightly higher than the rate in Vietnam. This indicates that the use of AI in Vietnam's labor market is becoming more common and aligns with global technological trends.

Figure 30. Percentage of Candidates leveraging AI technology in job searching



Source: Navigos Group's Talent Guide Survey



ChatGPT leads **the trend in using AI for job searching** **in Vietnam in 2024**

ChatGPT leads with a **66.54%** usage rate, followed by **Gemini (15.53%)** and **GitHub Copilot (7.21%)**. Other tools, such as **Claude, Poe, recruitment site AI, Canva, Bing AI, and LinkedIn AI**, each account for under **5%**. Globally, ChatGPT also ranks as the most popular AI tool in recruitment, according to Flex.OS 2024 survey.

Candidates use AI tools in key job search areas:

1. **Resume, Email, and Cover Letter Writing:** ChatGPT and Gemini optimize content, formatting, and language.
2. **Job Search Assistance:** Recruitment platform AI matches profiles with roles.
3. **Information Retrieval:** AI helps research companies, salaries, and trends.
4. **Interview Preparation:** ChatGPT supports practicing responses and communication.
5. **Skill Development:** AI enhances technical learning and soft skills like communication and critical thinking.

With the rapid development of AI technology, the percentage of candidates using AI in their job search is expected to increase significantly in the coming years. According to the *World Economic Forum (2024)*, by 2026, approximately 50% of job seekers will utilize AI in their application process, highlighting the significant growth potential of this trend in Vietnam.

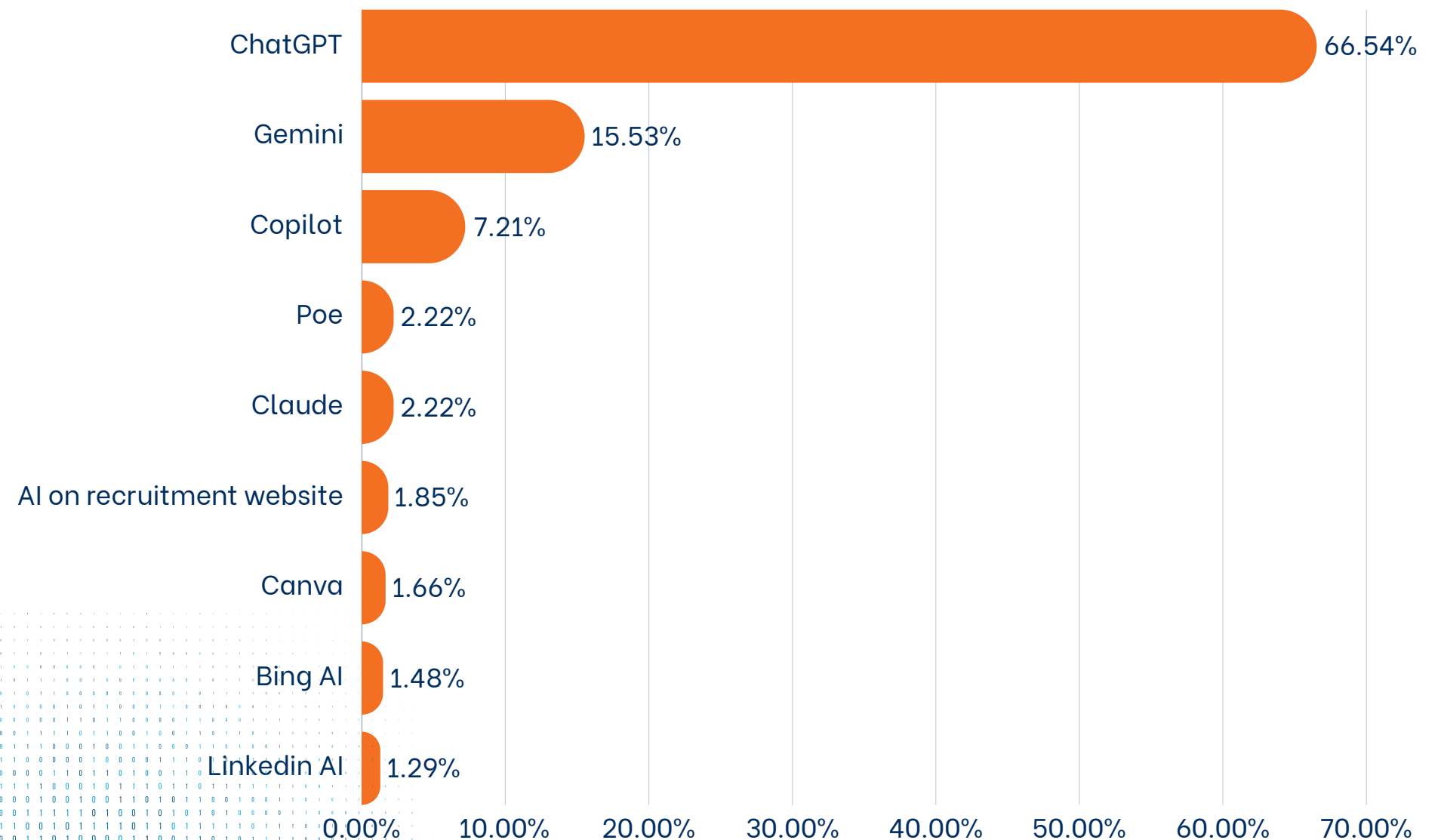


Figure 31. AI tools preferred by Candidates in job searching

Flexible work models & the Four-day workweek shape global job trends

The trend of reducing working hours

The **4-day workweek**, replacing the **traditional 5-day** workweek, is becoming a global trend (Forbes, 2024). This model is gaining traction in 2024 due to the increasing demand for work-life balance, alongside studies showing that shorter working hours can **boost productivity and mental health**. By 2025, many Businesses owners/Employers are expected to implement this model, indicating that focused work hours and longer recovery time can maintain or even increase productivity. Currently, **23 countries** are either testing or have officially adopted the four-day workweek, according to 4dayweek.org.

This trend is also becoming increasingly noticeable in Vietnam. According to the survey results from Navigos Group, as shown in Figure 32, the work trend that candidates prioritize and care most about is **flexible working to achieve a balance between work and life**. Over **50%** of the candidates who participated in the survey selected **work-life balance** as their top priority. Although the four-day workweek model has not yet become widespread in Vietnam, the data indicates that this model holds potential to enhance both productivity and employees' mental well-being.



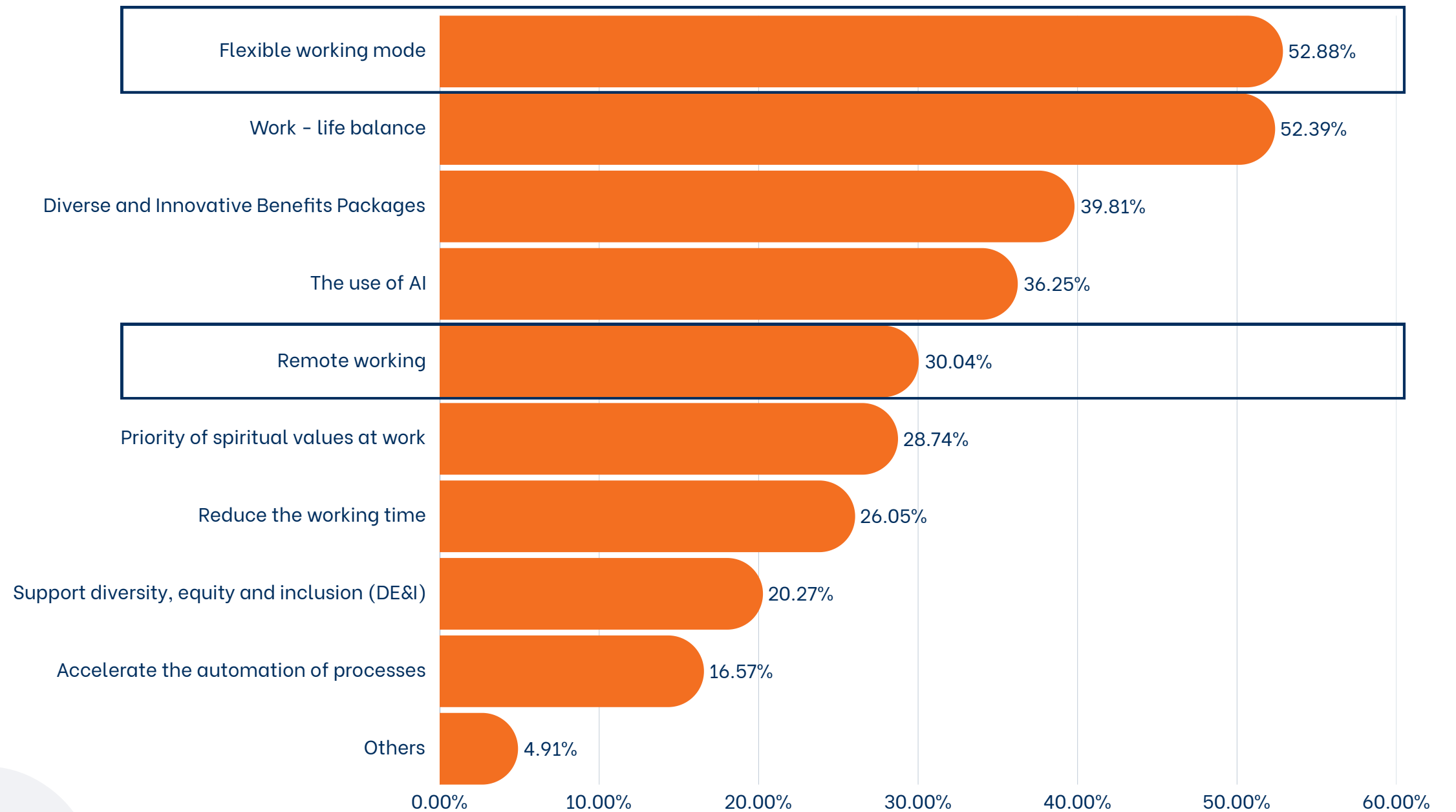
Flexible Working Models: The Rise of Hybrid and Remote Working

According to the survey results, **flexible working mode (52.88%)** is the top priority for employees in 2024. This is followed by **work-life balance (52.39%)**, **diverse and innovative benefits packages (39.81%)**, and **AI applications (36.25%)**. Additionally, remote work remains a popular option, with 30.04% of employees expressing interest. Other emerging trends, such as prioritizing mental well-being, shorter work hours, and increased automation, are also gaining attention.

Hybrid working, which blends remote and in-office work, has become an inevitable global trend. It helps balance productivity with the expectations of businesses, customers, and employees. Moreover, online platforms, virtual reality (VR), and augmented reality (AR) are being increasingly adopted to support remote work, opening new opportunities for businesses and workers alike.

In Vietnam, flexible work is becoming popular. However, due to industry-specific work environments, many businesses still prioritize in-office models over full remote work. As a result, adopting a hybrid approach will be key for companies looking to optimize productivity and attract top talent in the future.

Figure 32. Employment trends that Candidates prioritize in 2024



Candidates prioritize professionalism and transparency in the recruitment process

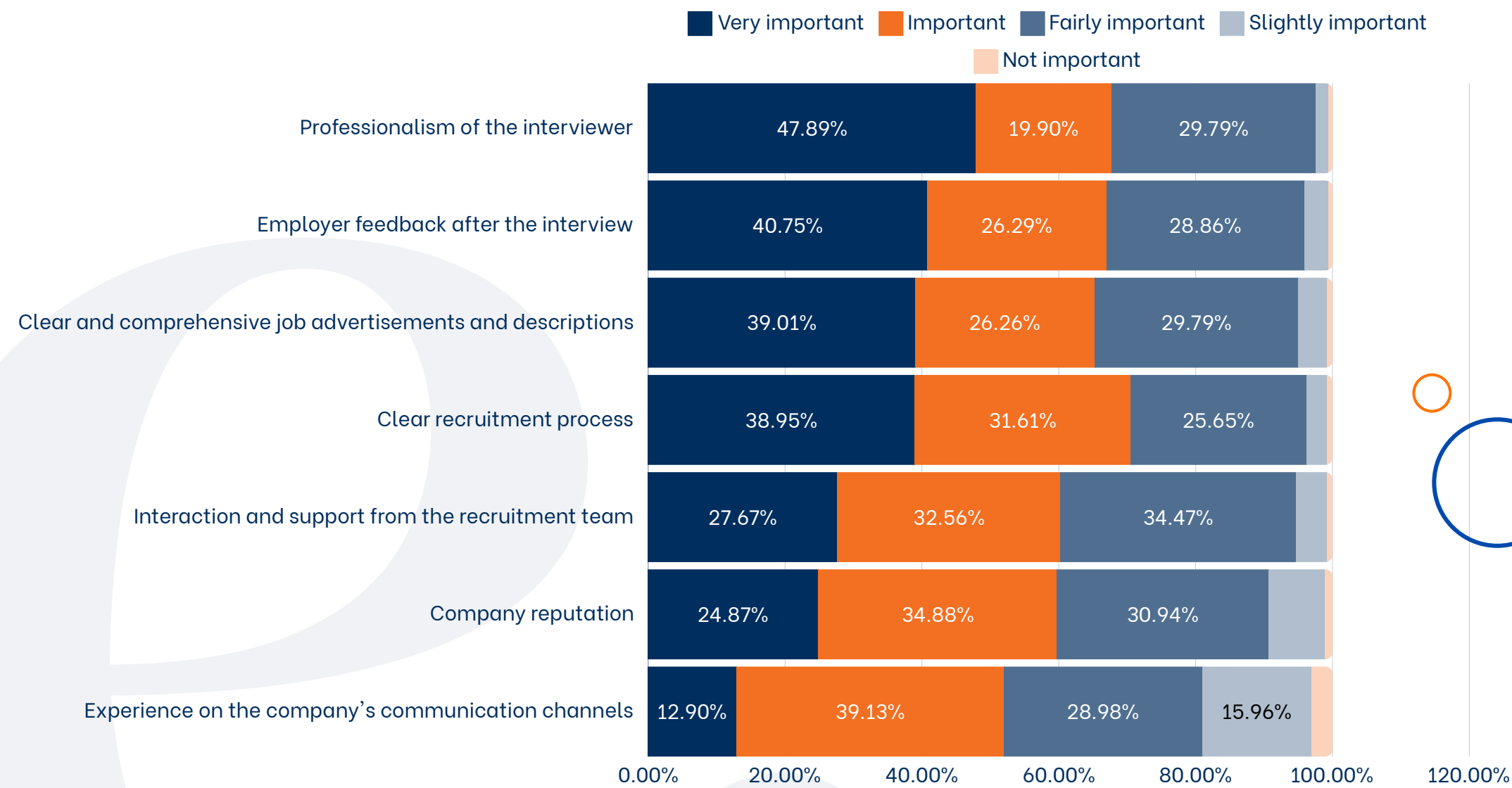


Figure 33. Candidate evaluation of the importance of each experience during the recruitment process

Source: Navigos Group's Talent Guide Survey

Navigos Group survey indicates that maintaining professionalism and transparency in the recruitment process is necessary for effective recruitment. **The interviewer's professionalism** is the crucial aspect, with **47.89%** of respondents assigning it a high rating.

Post-interview feedback is also highly valued, with **40.75%** considering it "very important," reflecting Candidates' need to feel respected, professionally evaluated, and provided with opportunities for learning and growth.

Clear and comprehensive job advertisements and descriptions are deemed very important by **39.01%** of Candidates, indicating the demand for full and accurate information about job positions from the outset.

A **clear recruitment process** is considered important or above by **38.95%** of respondents, highlighting the growing trend towards transparency in the hiring process.

Interaction and support from the recruitment team were rated lower compared to other factors, with **27.67%** of Candidates seeking timely answers to their questions and support throughout the application process.

Company reputation and experience on the company's communication channels were rated as medium important. Although not top-rated, these factors still play a significant role in building trust and engagement with Candidates.



Upskilling and Reskilling: The Key to Maintaining Employment in the Future

According to the World Economic Forum (2025), **92 million jobs may be displaced** between 2025 and 2030 due to digital transformation, AI development, economic instability, and the green transition, underscoring the significant impact of technology on the job market. Therefore, **upskilling and reskilling are crucial** for workers to meet market demands. Both workers and employers are enhancing skills to adapt to the changing market.

Workers are prioritizing **analytical (69%)** and **creative thinking (57%)**. Emotional skills like **resilience, adaptability, and agility (67%)**, as well as **empathy and listening (50%)**, are key for teamwork. **Technology usage (51%)** and **talent management (47%)** highlight the need for tech application and team development. Combining leadership, creativity, and emotional intelligence will provide a sustainable competitive advantage.

Between 2025 and 2030, employers will increase demands for key skills: **AI and Big Data (87%)**; **Cybersecurity and Management (70%)**; Creative thinking, resilience, and adaptability (66%); and Leadership, influence, and talent management (58%). These skills reflect a high demand for data analysis, security, adaptability, and leadership in a rapidly changing environment.

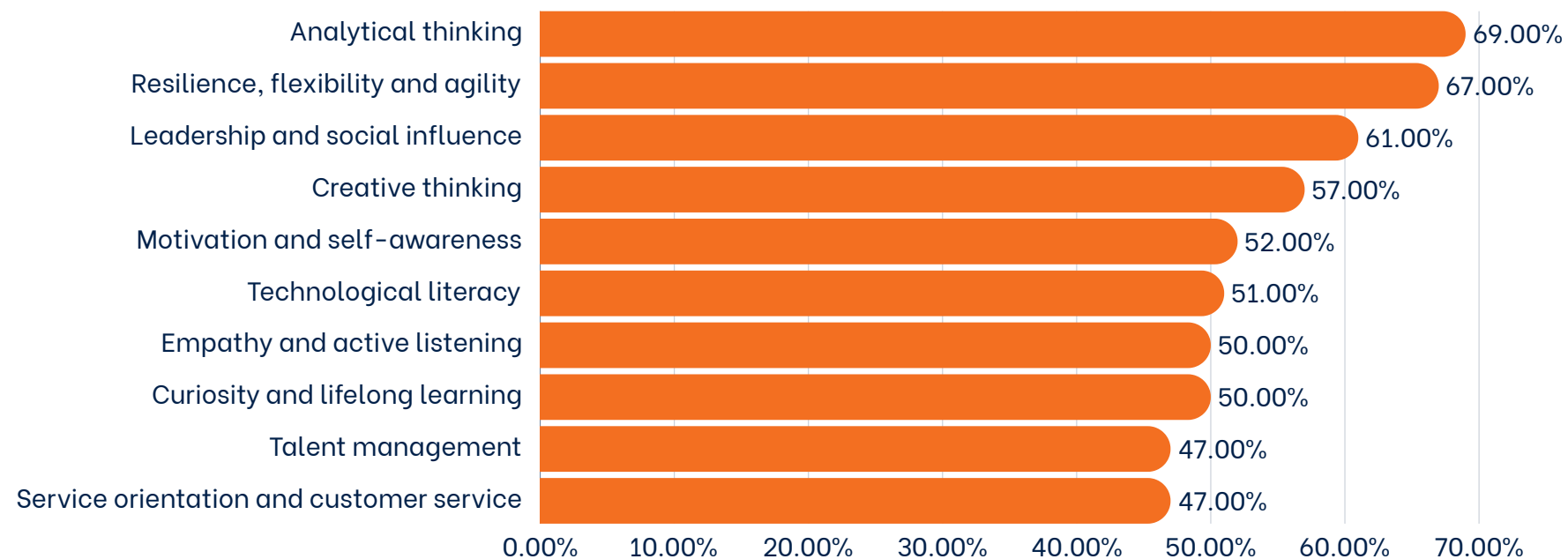


Figure 34. Top 10 core skills employers expect from the workforce in 2025 (WEF, 2025)

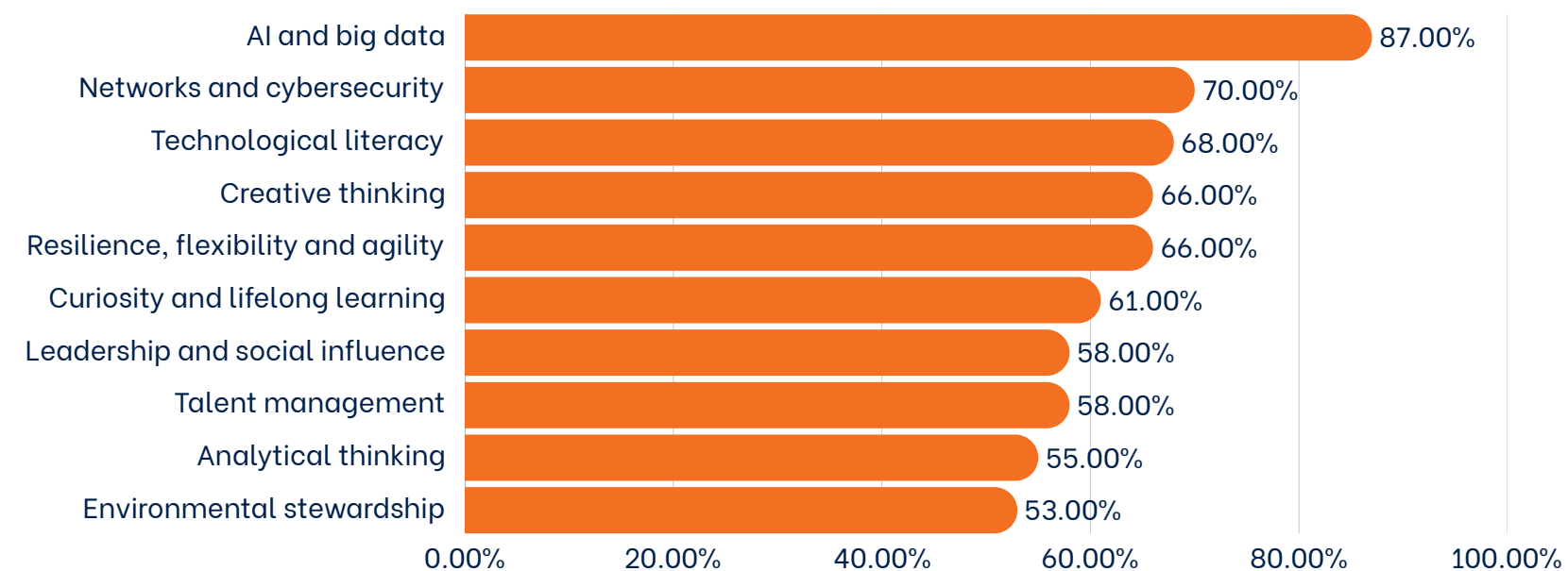


Figure 35. Top 10 core skills employers consider to be increasing in demand 2025 - 2030 (WEF, 2025)

Promising industries in Vietnam

Despite the growing demand for IT recruitment, companies continue to struggle to find suitable candidates due to a gap between graduates' skill levels and the requirements of businesses (VnExpress, 2023).

This challenge largely stems from a lack of deep technical expertise, particularly in programming, cybersecurity, and big data, while university curricula have yet to adapt to meet market demands. However, this presents a golden opportunity for IT professionals who can equip themselves with the necessary skills to meet the evolving needs of the industry.

Vietnam's logistics sector is grappling with a critical shortage of skilled human resources, particularly in specialized areas such as maritime transport and warehousing (Vietnam News Agency, 2024). This issue arises mainly from the inability of current

training programs to keep pace with the rapid advancements in business models and digital transformation. Improvements in training quality and practical, hands-on experiences are essential for developing a workforce equipped with the necessary expertise and capabilities in this sector to ensure sustainable growth.

Vietnam's semiconductor industry is thriving, fueled by policies aimed at training high-quality talent and fostering a robust technology ecosystem (Government News, 2024). Training programs in semiconductor design, artificial intelligence, and cloud computing bolster research and production capabilities. Collaboration among educational institutions, enterprises, and international organizations is driving significant momentum for the industry. Furthermore, major corporations like Nvidia have invested in Vietnam, unlocking unprecedented growth opportunities. With the government's concerted efforts and investments from global enterprises, Vietnam is on track to become a manufacturing hub and a regional center for semiconductor talent.

Vietnam is capitalizing on a wave of economic and social development opportunities fueled by substantial investments from international technology and manufacturing enterprises, with numerous factories established nationwide. However, a persistent shortage of high-quality human resources poses a significant challenge to achieving sustainable economic growth. In particular, three sectors are grappling with a shortage of highly skilled labor to keep up with the relentless pace of digital transformation and the evolving demands of businesses in recent years. These sectors include information **technology, logistics, and semiconductor microchips.**



Promising Jobs for the 2025 - 2030 period

The growth of the digital economy and the process of digital transformation in Vietnam have created opportunities for the emergence of new professions across industries such as **Information Technology, Banking and Finance, Manufacturing, and Logistics**. Notable new roles include **data scientists, AI researchers, machine learning engineers, and data researchers**, among others (Forbes, 2024).

Furthermore, the field of artificial intelligence (AI) holds significant potential for development, as the applications of intelligent AI systems and algorithms are increasingly being adopted across various sectors (LinkedIn, 2024).



Business Future:
Trends & Expectations
in Building & Developing
Human Resources



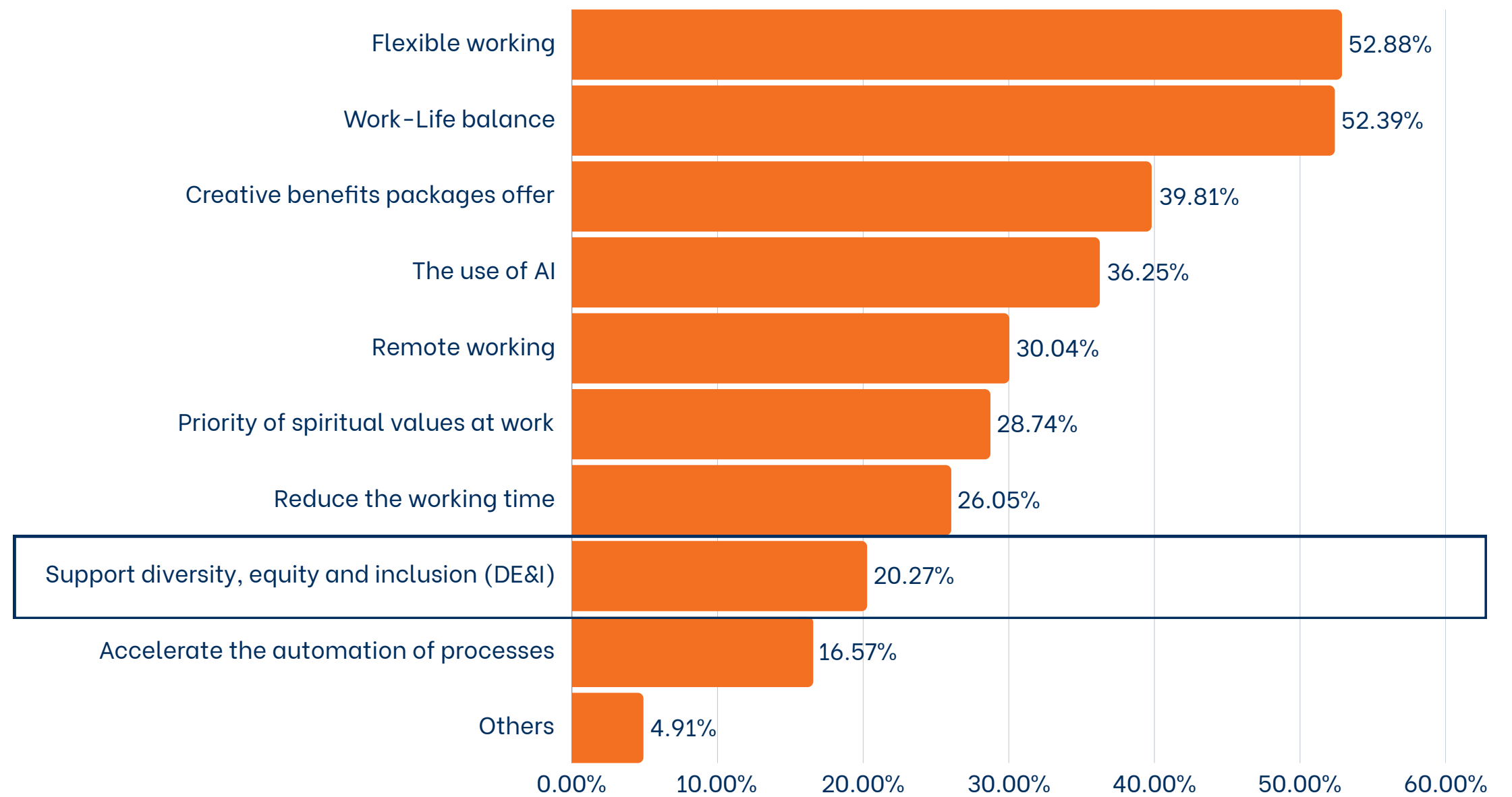
The trend of Diversity, Equity, and Inclusion (DE&I)

Global Businesses have increasingly embraced **Diversity, Equity, and Inclusion (DE&I)** management in recent years. As the workforce becomes more culturally and generationally diverse, DE&I is essential for sustainable growth. This approach fosters inclusive workplaces, improving **operational efficiency** and motivating Employees to deliver creative and innovative solutions (Forbes, 2024).

Following the global trend, many Vietnamese companies are integrating DE&I into their operations to drive innovation, ensure sustainability, and create a more diverse and enriching work environment (VnExpress, 2024).

According to our survey, **20.27% of employers** have **prioritized DE&I** in the workplace, signaling its growing importance as a fundamental Business practice.

Figure 36. Working Trends Prioritized by Job Seekers in 2024



Application of ESG* in Business

(*) ESG: Environmental - Social - Governance

ESG (Environment, Social & Governance) is a comprehensive framework for evaluating a company's environmental impact, social responsibility, and governance practices. This approach not only optimizes resource consumption but also enhances operational efficiency and promotes sustainable development. By 2023, global giants like **Nvidia, Apple, Microsoft, and Alphabet** have been leading the adoption of ESG in their Business strategies (Sustainability Magazine, 2023).

In Vietnam, this trend has also gained significant traction. According to Nhan Dan's Online Newspaper (2024), **70 - 80%** of banks have integrated ESG into their operations. These figures underscore that ESG is not a passing trend but a new operational standard for the coming years, both in Vietnam and worldwide. By adopting ESG, Businesses can improve performance while generating sustainable value for communities and the environment, solidifying its crucial role in the future.

In addition to efforts from Businesses, the Vietnamese government and global organizations are promoting green economy and sustainable development initiatives, highlighted during COP26. As a result, ESG has become a key focus in long-term strategies for the coming years. Furthermore, ESG has emerged as an important factor in attracting foreign investment, with international funds prioritizing sustainable companies.

A survey conducted by Navigos Group with over 3,400 Candidates and 500 companies shows a significant number of Employees view **ESG as a priority in their workplace**. This indicates that both Businesses and workers recognize the importance of ESG in fostering sustainable development. ESG is poised to become a crucial trend for both Businesses and the future workforce.



Technological transformation trends in the workplace

While earlier technologies like smartphones, personal computers, email, and the internet took years—or even decades—for global adaptation and transformation in work practices, **ChatGPT** reached **100 million users** in just two months (Tuổi Trẻ, 2023). This demonstrates that technology and AI are no longer future trends but present realities reshaping workplaces and organizational operations.

In light of these changes, employers and HR managers must **re-assess their processes, workflows, workplace environments, and approaches to task and people management**. Effectively integrating technology into Business operations will be key to enhancing efficiency and adapting to this rapid technological evolution.



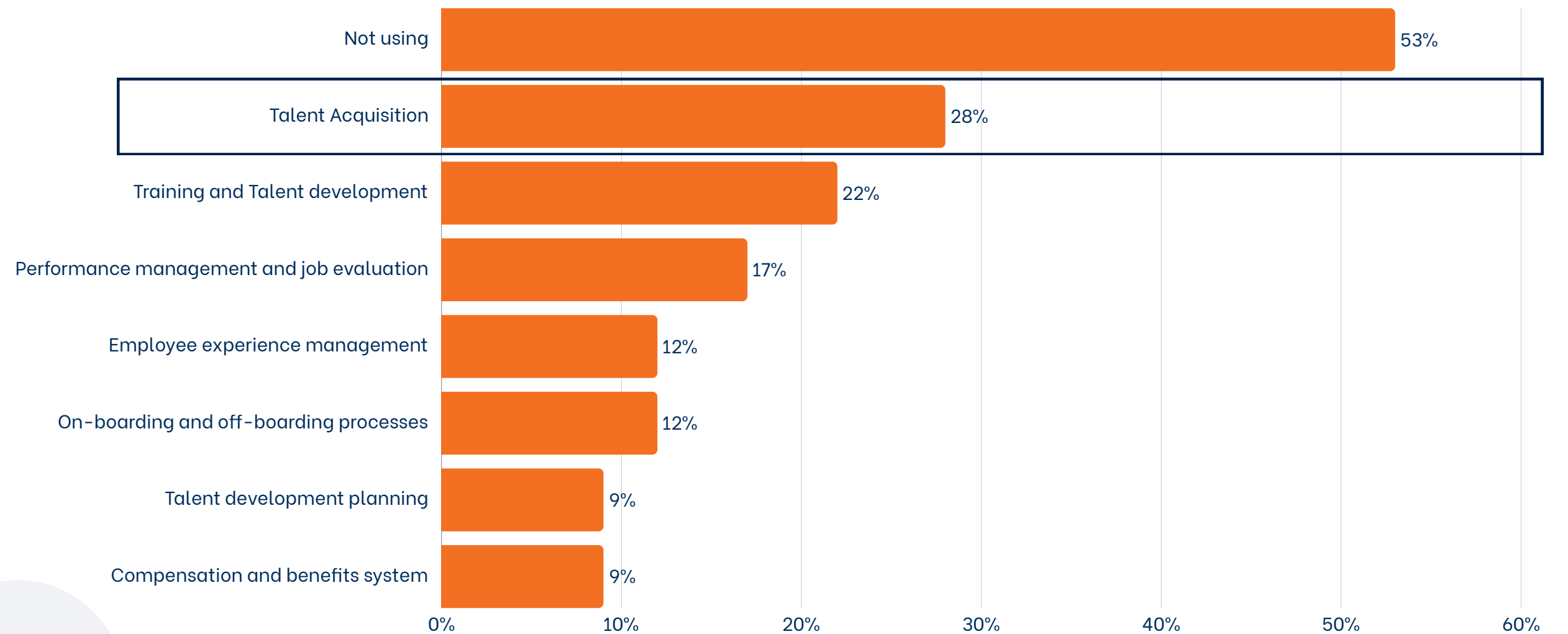
Leveraging Artificial Intelligence (AI) in talent acquisition

The advancement of Artificial Intelligence (AI) in recruitment has grown significantly in 2024, driving efficiency, saving time, optimizing costs, and enabling objective hiring decisions (SHRM, 2024). In Vietnam, Businesses primarily Leverage AI to automate tasks such as drafting job descriptions, screening resumes, analyzing Candidates, posting job ads, and conducting chatbot-powered interviews (VietnamWorks inTECH, 2024).

A survey by Navigos Group reveals that **28% of Businesses in Vietnam** have adopted AI in their recruitment processes, highlighting the potential for this trend to expand further. Through the integration of technologies like machine learning and big data, AI simplifies recruiting processes—from resume evaluation to Candidate data analysis—improving accuracy and decreasing time-to-hire.



Figure 37. AI Applications used by Businesses in HR activities



Trends in the utilization of recruitment channels by Business

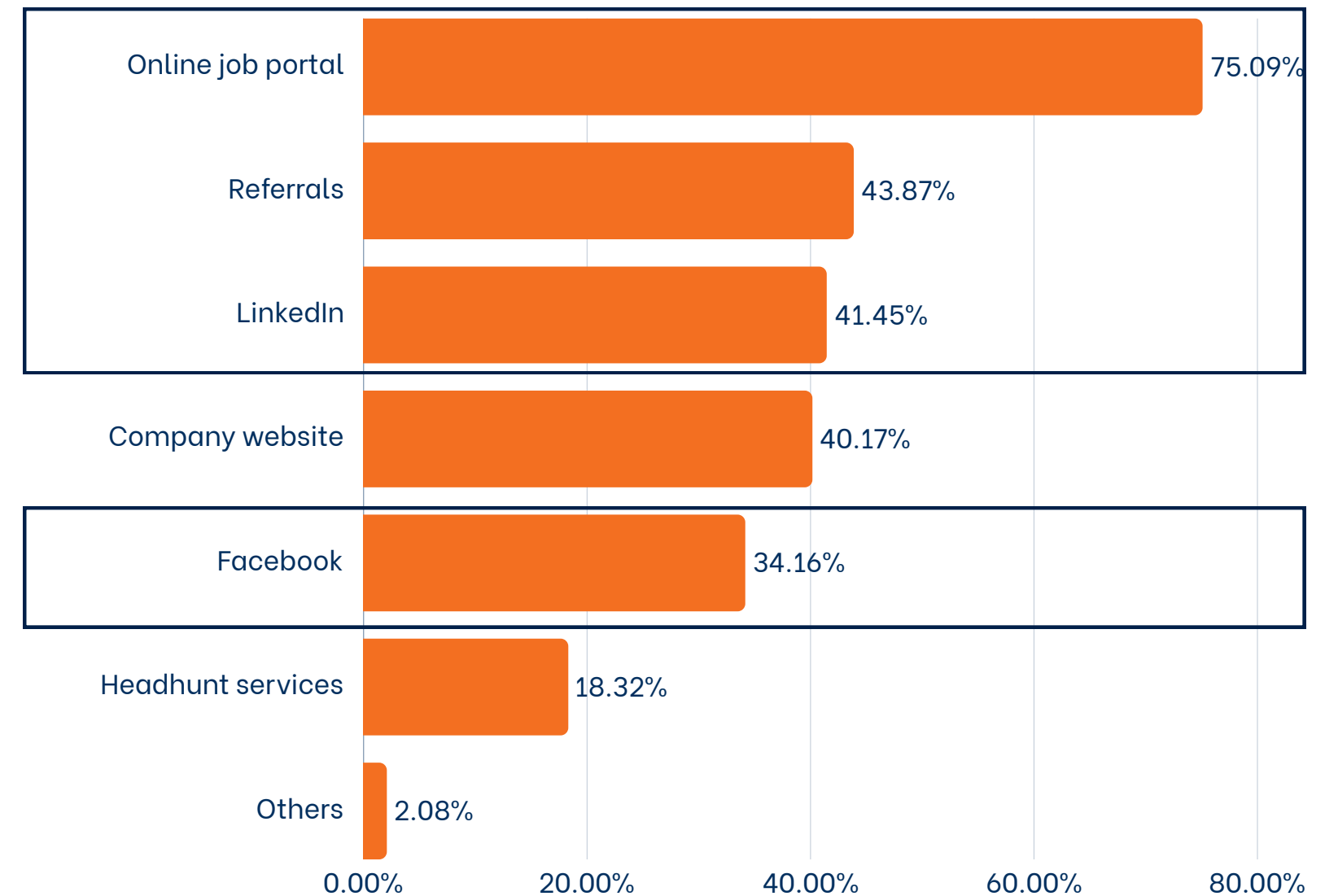
In 2024, employers leveraged multiple recruitment channels to attract the right talent. According to Navigos Group’s survey, **online job portals such as VietnamWorks, CareerViet, and TopCV were the most preferred channel, used by 75.66% employers** due to their fast and efficient candidate reach. **Internal referrals ranked second at 71.89%**, reflecting companies’ trust in talent recommended by employees and personal networks. Social media platforms also played a significant role, with **Facebook utilized by 61.13%** of employers and **LinkedIn by 40.57%**. Additionally, **company websites (42.83%)** proved to be an effective channel for attracting talent aligned with corporate culture and values.

As one of Vietnam’s leading job portal, VietnamWorks offers various features to help businesses optimize their talent search. On average, each job posting on VietnamWorks receives around 70 applications. The VietnamWorks AI tool enhances recruitment by filtering resumes efficiently and suggesting candidates based on hiring criteria. Moreover, data analytics tools and detailed reports allow employers to measure the effectiveness of their hiring campaigns and adjust strategies for better results. Other features, such as flexible job postings, professional company profiles, and applicant tracking tools, further enhance the recruitment experience.

Nearly 30% of surveyed companies (27.92%) opted for **headhunting service** to fill executive roles, confidential positions, and hard-to-recruit jobs. This service enables companies to reach high-potential candidates who are not actively job-seeking but fit the required qualifications.

Another growing trend is **Recruitment Process Outsourcing (RPO)**, where companies outsource their recruitment process to specialized firms. This approach helps businesses optimize costs and focus on core operations, while RPO providers handle candidate sourcing, screening, and recruitment process management. RPO is especially beneficial for companies undergoing rapid expansion or requiring high-volume hiring in a short timeframe.

Figure 38. Trends in the utilization of recruitment channels by Business



Navigos Group's Perspectives

4.1. Overview	67
4.2. For Business owners/Employers	68
4.2. For Candidates/Employees	69





Navigos Group's Perspectives

1. **According to the Ministry of Planning and Investment (2025), Vietnam continues to attract a strong influx of FDI, particularly in the manufacturing and processing industries,** which account for 66.9% of the total FDI capital. However, enhancing workforce quality, infrastructure, and investment policies is crucial for sustaining its appeal.

2. **Vietnam's labor market showed steady growth in 2024,** with 51.6 million employed in Q3, an increase of 244,600. However, the labor force participation rate decreased slightly to 68.5%, down 0.1 percentage points from the previous quarter and 0.4 points from the previous year.

3. Labor quality improved, with 28.5% of the workforce holding qualifications and certifications in Q3 2024, **signaling better alignment with market needs.**

4. **Unemployment and underemployment remain challenges,** particularly among youth aged 15-24, with an unemployment rate of 7.75%.



5. **The digital transformation opens new job opportunities** in data science, AI, and analytics, requiring workers to enhance technological skills, creativity, and language proficiency. However, **the skills gap is a significant challenge,** with demand for high-quality talent exceeding supply.

6. AI creates opportunities in software development, data science, and AI operations while automating tasks to increase efficiency and reduce workload. **Vietnam has started implementing AI** in manufacturing, logistics, and healthcare, but **a shortage of skilled AI professionals remains a key issue.**



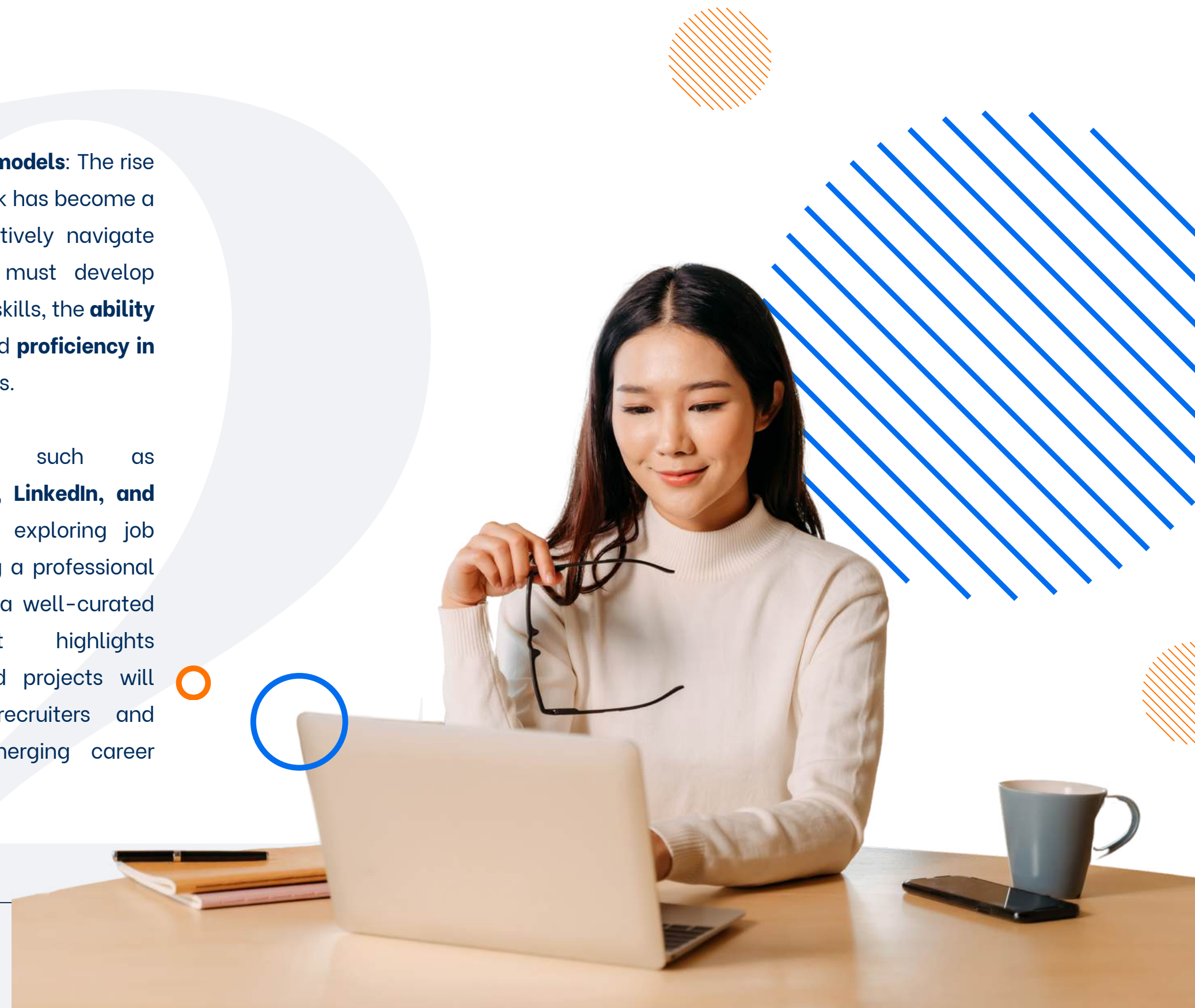
For Business owners and Employers

- Focusing on upskills:** Due to the technological advancements, particularly AI, necessitate continuous upskilling. Businesses should invest in training that promotes creative thinking, analytical skills, and technological literacy while prioritizing problem-solving, communication, and language proficiency in recruitment.
- Investing in AI tools** is crucial for optimizing operations and improving productivity, saving time, increasing accuracy, and ensuring efficient resource utilization.
- Adopting hybrid work models** can attract and retain talent by offering flexible work options.
- Promoting DE&I** is essential for fostering a diverse, innovative work environment and ensuring long-term sustainable development.
- Preparing for emerging career fields:** The rapid growth of the digital economy highlights the increasing priority of IT, AI, and data analytics-related professions. Organizations must focus on training and recruiting roles such as machine learning engineers, data scientists, and AI specialists.
- Utilize diverse recruitment channels** by integrating online job platforms, internal referrals, and social media platforms like LinkedIn, Facebook, and Threads to reach qualified Candidates across various platforms.
- Investing in organizational culture**, sharing internal narratives, and fostering positive experiences to attract and retain top talent.



For Candidates and Employees

- Enhancing and Developing Skills (Upskilling & Reskilling):** The demand for AI, data analytics, and digital technology skills increases. Acquiring these skills boosts competitiveness. **Creative thinking, analytical abilities, and adaptability** to change will also be key advantages for Candidates.
- Improving Foreign Languages:** With growing foreign direct investment (FDI), employers prioritize Candidates fluent in English, Chinese, Korean, and Japanese. Language proficiency opens job opportunities in multinational companies and international settings.
- Preparing for AI-driven dynamics:** Focusing on roles requiring **creativity and skills** that AI cannot replicate is essential. Regularly updating knowledge of AI and automation tools will safeguard current positions and unlock new career opportunities.
- Adapting to new working models:** The rise of flexible and remote work has become a prevalent trend. To effectively navigate this model, Candidates must develop **strong time management** skills, the **ability to work autonomously**, and **proficiency in online communication** tools.
- Leveraging** platforms such as **VietnamWorks, Facebook, LinkedIn, and Threads** is essential for exploring job opportunities and **building** a professional **personal brand**. Creating a well-curated online profile that highlights achievements, skills, and projects will enhance visibility to recruiters and facilitate access to emerging career opportunities.



Salary Tables

16 industries

5.1. Retails - Wholesale	71
5.2. Construction - Real Estate	77
5.3. Information Technology - Telecom - E-commerce - Online service - Fintech	86
5.4. Transportation - Forwarding - Logistics	93
5.5. Financial Services - Insurance - Securities	100
5.6. Pharmaceutical - Healthcare Service - Medical Equipment	107
5.7. Garment - Textile - Footwear - Wooden Accessories	112
5.8. Education	120
5.9. Chemical - Packaging - Building Materials	128
5.10. Hospitality - Tourism	134

5.11. Banking	143
5.12. Agricultural	152
5.13. Energy- Renewables & Oil & Gas	157
5.14. Electronics - Automotive - Cars	167
5.15. FMCG - Food & Beverage	174
5.16. Japanese Enterprises	180



5.1. Retails - Wholesale

Notes:

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5.1. Retails - Wholesale

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Board of Management	CEO/ General Director/ Managing Director	7,000	15,000	7,000	20,000
E-commerce (In-house)	Experienced/ Non-management	800	1,000	600	1,500
Admin/ General affairs	Entry level	300	400	300	400
	Experienced/ Non-management	500	800	500	1,200
	Team leader/ Supervisor	1,000	1,500	1,200	1,500
Business Development	Entry level	300	500	300	500
	Experienced/ Non-management	400	800	500	1,500
	Team leader/ Supervisor	800	1,300	1,000	1,500
	Manager	1,500	2,500	1,500	3,000
	Director/ Head of Department	3,000	5,000	3,000	10,000

5.1. Retails - Wholesale

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Legal & Compliance	Team leader/ Supervisor	800	1,200	1,000	1,500
	Manager	1,200	2,500	1,500	3,500
	Director/ Head of Department	3,500	7,000	3,500	10,000
Customer Services	Experienced/ Non-management	500	800	500	1,200
	Manager	1,000	2,000	1,200	3,000
Financial/ Accounting	Entry level	300	500	400	700
	Experienced/ Non-management	700	1,200	700	1,500
	Team leader/ Supervisor	1,300	2,000	1,500	2,000
	Manager	2,000	3,500	2,000	3,500
	Director/ Head of Department	3,000	8,000	3,500	12,000

5.1. Retails - Wholesale

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,300	500	1,500
	Team leader/ Supervisor	1,300	1,800	1,500	2,000
	Manager	2,000	4,000	2,000	4,000
	Director/ Head of Department	3,200	8,000	3,500	12,000
Marketing	Entry level	300	600	300	500
	Experienced/ Non-management	500	1,000	500	1,500
	Team leader/ Supervisor	1,000	1,500	1,200	2,000
	Manager	2,000	4,000	2,000	4,000
	Director/ Head of Department	3,000	6,000	4,000	12,000

5.1. Retails - Wholesale

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Sales	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,200	500	1,500
	Team leader/ Supervisor	1,200	1,500	1,000	2,000
	Manager	1,500	3,000	2,000	4,000
	Director/ Head of Department	3,000	5,000	4,000	8,000
Purchasing	Experienced/ Non-management	700	1,200	500	1,200
	Manager	1,200	2,000	1,500	3,000
	Director/ Head of Department	2,500	5,000	4,000	10,000

5.1. Retails - Wholesale

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Warehouse	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,000	500	1,200
	Team leader/ Supervisor	1,200	1,500	1,200	1,500
	Manager	1,500	2,500	1,500	2,500
Operations	Experienced/ Non-management	700	1,000	300	500
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,200	2,500	1,500	3,000
	Director/ Head of Department	3,000	6,000	4,000	8,000

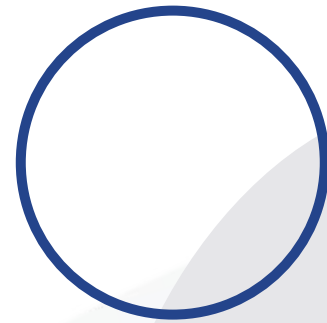
5.2. Construction - Real Estate



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5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Board of Management	CEO/ General Director/ Managing Director	6,000	12,000	7,000	10,000
Admin/ General affairs	Experienced/ Non-management	700	1,000	700	1,100
	Team leader/ Supervisor	1,000	1,800	1,200	1,800
	Manager	1,700	2,700	1,500	2,500
	Director/ Head of Department	2,500	4,000	3,000	4,000
Human Resources	Experienced/ Non-management	800	1,000	800	1,100
	Team leader/ Supervisor	1,000	1,800	1,200	1,400
	Manager	1,700	3,000	1,500	2,500
	Director/ Head of Department	2,800	5,500	3,000	5,000

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Architecture/ Design	Experienced/ Non-management	500	1,500	800	1,400
	Team leader/ Supervisor	1,000	2,200	1,500	2,500
	Manager	1,800	4,000	3,000	4,200
	Director/ Head of Department	3,000	6,000	4,500	6,000
Business Development	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	900	1,500	900	1,500
	Manager	1,500	2,500	1,600	2,200
	Director/ Head of Department	2,500	5,000	2,500	4,000

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Project Management	Experienced/ Non-management	800	1,200	1,000	1,300
	Team leader/ Supervisor	1,200	1,500	1,400	1,600
	Manager	1,600	3,000	1,800	2,500
	Director/ Head of Department	3,000	7,000	3,000	4,500
Cost & Contract	Experienced/ Non-management	700	1,200	800	1,100
	Team leader/ Supervisor	1,200	1,800	1,200	1,500
	Manager	1,800	2,500	1,700	2,000
	Director/ Head of Department	3,000	4,000	2,500	3,000

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Financial/ Accounting	Experienced/ Non-management	500	700	700	1,000
	Team leader/ Supervisor	800	1,500	1,200	1,500
	Manager	1,500	3,000	2,000	3,000
	Director/ Head of Department	3,000	6,000	3,500	6,000
HSE	Experienced/ Non-management	500	700	600	800
	Team leader/ Supervisor	800	1,500	900	1,200
	Manager	1,200	2,500	1,500	2,000
	Director/ Head of Department	2,000	3,000	2,500	3,500

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Investment	Experienced/ Non-management	700	1,000	800	1,000
	Team leader/ Supervisor	1,000	1,800	1,200	1,800
	Manager	1,800	3,000	2,000	2,500
	Director/ Head of Department	3,000	6,000	3,000	5,000
Legal & Compliance	Experienced/ Non-management	800	1,200	800	1,200
	Team leader/ Supervisor	1,300	2,000	1,300	1,800
	Manager	1,800	3,000	2,000	3,000
	Director/ Head of Department	3,000	6,500	3,500	5,000

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Sales	Experienced/ Non-management	800	1,100	800	1,100
	Team leader/ Supervisor	1,000	1,800	1,200	1,400
	Manager	1,500	3,000	1,500	2,500
	Director/ Head of Department	2,600	5,500	3,000	5,000
Marketing	Experienced/ Non-management	500	800	500	700
	Team leader/ Supervisor	800	1,500	800	1,200
	Manager	1,300	3,000	1,500	2,000
	Director/ Head of Department	2,500	5,500	2,200	2,700

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Property Management	Experienced/ Non-management	800	1,000	800	1,000
	Team leader/ Supervisor	900	1,500	1,200	1,500
	Manager	1,400	2,500	1,800	2,200
	Director/ Head of Department	2,500	4,000	2,500	3,500
Quality Assurance (QA/ QC)	Experienced/ Non-management	500	1,000	600	800
	Team leader/ Supervisor	800	1,500	1,000	1,300
	Manager	1,500	2,500	1,500	2,000
	Director/ Head of Department	2,000	4,000	2,500	4,000

(*) Note: Salary varies depending on project size.

5.2. Construction - Real Estate

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Customer Services	Experienced/ Non-management	500	700	500	700
	Team leader/ Supervisor	700	1,000	800	1,000
	Manager	1,200	2,000	1,200	1,800
	Director/ Head of Department	2,000	3,000	2,000	2,500
Research & Development (R&D)	Experienced/ Non-management	500	800	N/A	N/A
	Team leader/ Supervisor	800	1,500	N/A	N/A
	Manager	1,300	3,000	N/A	N/A
	Director/ Head of Department	2,500	5,500	N/A	N/A

(*) Note: Salary varies depending on project size.

5.3. Information Technology

- Telecom - E-commerce - Online service - Fintech

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5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director/ Head of Department	3,000	10,000	5,000	10,000
	CEO/ General Director/ Managing Director	5,000	15,000	10,000	20,000
Sales/ Business Development	Experienced/ Non-management	1,000	2,000	1,000	2,000
	Manager	3,000	4,500	2,000	3,000
	Director/ Head of Department	5,000	7,000	3,000	6,000
Data	Experienced/ Non-management	1,500	2,000	1,000	3,000
	Expert	3,000	4,000	3,000	5,000
	Team leader/ Supervisor	2,500	3,500	N/A	N/A
	Manager	4,000	6,000	3,000	5,000

5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Software Development	Entry level	500	800	1,000	2,000
	Experienced/ Non-management	800	2,300	2,000	4,000
	Expert	2,200	3,300	4,000	6,000
	Team leader/ Supervisor	2,000	3,000	3,000	5,000
	Manager	3,000	4,000	4,000	7,000
	Director/ Head of Department	3,500	5,000	6,000	10,000
Financial/ Accounting	Experienced/ Non-management	600	1,000	N/A	N/A
	Manager	1,500	3,000	2,000	3,000
	Director/ Head of Department	3,500	5,000	3,000	5,000

5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Hardware/ System	Entry level	400	600	N/A	2,000
	Experienced/ Non-management	700	1,000	1,500	3,000
	Manager	1,200	2,000	2,000	4,000
Human Resources	Entry level	300	500	N/A	N/A
	Experienced/ Non-management	500	700	N/A	N/A
	Team leader/ Supervisor	800	1,200	1,000	3,000
	Manager	1,500	2,500	2,000	5,000
	Director/ Head of Department	3,000	4,000	5,000	10,000

5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
IT support	Experienced/ Non-management	500	800	N/A	1,500
	Team leader/ Supervisor	700	1,000	1,000	2,500
	Manager	1,200	2,500	2,000	3,500
Marketing	Khởi điểm: Mới ra trường/ Dưới 2 năm kinh nghiệm	500	700	N/A	N/A
	Có kinh nghiệm/ Chưa là quản lý	800	1,200	N/A	N/A
	Trưởng nhóm/ Giám sát	1,500	2,500	N/A	1,500
	Quản lý	2,500	3,000	2,000	5,000
	Giám đốc/ Trưởng bộ phận	3,500	5,000	5,000	10,000

5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Product Development	Experienced/ Non-management	800	1,200	2,000	4,000
	Manager	1,500	3,000	3,000	6,000
	Director/ Head of Department	3,000	5,000	5,000	10,000
Legal & Compliance	Experienced/ Non-management	800	1,200	N/A	1,500
	Manager	1,500	2,000	2,000	5,000
	Director/ Head of Department	2,500	3,000	5,000	10,000
Operations	Experienced/ Non-management	500	800	N/A	N/A
	Team leader/ Supervisor	1,200	1,500	1,000	2,000
	Manager	1,500	2,000	2,000	4,000
	Director/ Head of Department	2,000	2,500	4,000	7,000

5.3. Information Technology - Telecom - E-commerce - Online service - Fintech

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Experienced/ Non-management	800	1,200	N/A	N/A
	Team leader/ Supervisor	1,500	1,800	1,000	2,000
	Manager	1,800	2,500	2,000	3,000
	Director/ Head of Department	3,000	4,000	3,000	5,000
Quality Assurance (QA/ QC)	Entry level	500	700	N/A	N/A
	Experienced/ Non-management	800	1,000	1,000	3,000
	Team leader/ Supervisor	1,200	1,500	2,000	4,000
	Manager	2,000	2,500	3,000	5,000
Risk Management	Experienced/ Non-management	800	1,000	1,000	2,000
	Manager	1,500	2,500	2,000	5,000

5.4. Transportation - Forwarding - Logistics

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- The salary figures exclude bonuses or other benefits.



5.4. Transportation - Forwarding - Logistics

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Manager	1,500	3,000	1,500	3,000
	Director/ Head of Department	2,000	4,000	2,000	4,000
	CEO/ General Director/ Managing Director	3,000	8,000	3,000	8,000
Customer Services	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	700	1,000	700	1,000
	Manager	1,300	2,500	1,300	2,500
	Director/ Head of Department	2,200	3,500	2,200	3,500

5.4. Transportation - Forwarding - Logistics

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Admin/ General affairs	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	700	1,000	700	1,000
	Manager	1,000	2,500	1,000	2,500
Airfreight/ Seafrieght	Entry level	400	600	400	600
	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	1,000	1,300	1,000	1,300
	Manager	1,200	2,000	1,200	2,000
	Director/ Head of Department	2,000	3,000	2,000	3,000

5.4. Transportation - Forwarding - Logistics

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Custom	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	800	1,200	800	1,200
	Manager	1,200	2,000	1,200	2,000
Financial/ Accounting	Entry level	400	600	400	600
	Experienced/ Non-management	800	1,500	800	1,500
	Team leader/ Supervisor	1,200	2,000	1,200	2,000
	Manager	1,500	2,500	1,500	2,500
	Director/ Head of Department	2,000	4,000	2,000	4,000

5.4. Transportation - Forwarding - Logistics

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Human Resources	Entry level	400	600	400	600
	Experienced/ Non-management	600	1,200	600	1,200
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,500	3,000	1,500	3,000
	Director/ Head of Department	2,500	4,000	2,500	4,000
Legal & Compliance	Entry level	400	600	400	600
	Experienced/ Non-management	700	1,000	700	1,000
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
Marketing	Team leader/ Supervisor	1,000	1,500	1,000	1,500

5.4. Transportation - Forwarding - Logistics

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Operations	Entry level	400	600	400	600
	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	800	1,200	800	1,200
	Manager	1,300	2,500	1,300	2,500
	Director/ Head of Department	2,500	6,000	2,500	6,000
Shipping/ Trucking	Entry level	400	600	400	600
	Experienced/ Non-management	800	1,200	800	1,200
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,500	3,500	1,500	3,500
	Director/ Head of Department	2,500	5,000	2,500	5,000

5.4. Transportation - Forwarding - Logistics

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Entry level	500	800	500	800
	Experienced/ Non-management	800	1,200	800	1,200
	Team leader/ Supervisor	1,500	3,000	1,500	3,000
	Manager	2,000	4,000	2,000	4,000
	Director/ Head of Department	3,000	4,500	3,000	4,500

5.5. Financial Services - Insurance - Securities

Notes:

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5.5. Financial Services - Insurance - Securities

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director/ Head of Department	4,000	15,000	4,000	15,000
	CEO/ General Director/ Managing Director	10,000	20,000	10,000	20,000
L&D/ Training	Experienced/ Non-management	N/A	N/A	500	1,000
	Team leader/ Supervisor	N/A	N/A	1,000	1,500
	Manager	N/A	N/A	1,500	2,500
Admin/ General affairs	Experienced/ Non-management	400	700	500	1,000
	Team leader/ Supervisor	800	1,200	1,000	1,500
	Manager	1,100	2,000	1,500	3,000
Customer services & After Sales Service	Team leader/ Supervisor	800	1,500	1,500	3,000
	Manager	1,400	3,000	3,000	4,000

5.5. Financial Services - Insurance - Securities

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Brokerage / Agent	Team leader/ Supervisor	600	1,200	800	1,300
	Manager	1,000	2,000	1,300	2,500
	Director/ Head of Department	2,800	6,000	2,500	6,000
Business Development / Corporate Sales	Team leader/ Supervisor	1,000	1,300	800	2,000
	Manager	1,500	2,500	2,000	3,000
	Director/ Head of Department	3,000	6,000	3,000	6,000
Claim - Underwriting	Experienced/ Non-management	500	800	800	1,500
	Team leader/ Supervisor	1,000	1,500	1,500	2,000
	Manager	2,000	3,000	2,000	3,000
	Director/ Head of Department	3,000	4,500	3,000	6,000

5.5. Financial Services - Insurance - Securities

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Finance/ Accounting	Experienced/ Non-management	600	1,000	800	1,000
	Team leader/ Supervisor	1,000	2,000	1,000	1,500
	Manager	1,500	2,800	1,500	2,500
	Director/ Head of Department	2,500	6,000	2,500	10,000
Human Resources	Experienced/ Non-management	500	800	600	1,000
	Team leader/ Supervisor	800	1,200	1,000	2,000
	Manager	1,500	3,000	2,000	3,500
	Director/ Head of Department	2,500	7,000	3,500	10,000

5.5. Financial Services - Insurance - Securities

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Information Technology	Experienced/ Non-management	600	1000	1000	1500
	Team leader/ Supervisor	1000	2000	1500	3500
	Manager	1800	3500	2500	4000
	Director/ Head of Department	4000	5500	4000	5000
Legal & Compliance	Experienced/ Non-management	550	1,000	800	2,000
	Team leader/ Supervisor	1,000	2,000	1,500	2,500
	Manager	2,000	4,000	2,500	4,000
	Director/ Head of Department	3,500	8,000	4,000	10,000
Internal Control	Team leader/ Supervisor	N/A	N/A	1,000	1,600
	Manager	1,600	2,200	1,600	2,500

5.5. Financial Services - Insurance - Securities

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Marketing	Experienced/ Non-management	500	1,000	800	1,000
	Team leader/ Supervisor	1,200	2,000	1,000	1,500
	Manager	1,800	3,000	1,500	3,000
	Director/ Head of Department	3,500	6,000	3,000	10,000
Risk Management	Experienced/ Non-management	N/A	N/A	800	1,000
	Team leader/ Supervisor	1,200	1,800	1,000	1,500
	Manager	1,800	2,500	1,500	3,500

5.5. Financial Services - Insurance - Securities

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Sales	Experienced/ Non-management	N/A	N/A	800	1,000
	Team leader/ Supervisor	N/A	N/A	1,000	1,500
	Manager	N/A	N/A	1,500	4,000
Product / Actuary	Team leader/ Supervisor	1,400	2,000	1,500	2,500
	Manager / Senior Expert	1,800	4,000	2,000	4,000
	Director/ Head of Department	5,000	8,000	4,000	8,000
Branch director	Director/ Head of Department	2,000	4,000	N/A	N/A

5.6. Pharmaceutical - Healthcare Service - Medical Equipment

Notes:

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5.6. Pharmaceutical - Healthcare Service - Medical Equipment

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director/ Head of Department	3,000	10,000	N/A	N/A
	CEO/ General Director/ Managing Director	3,000	15,000	10,000	20,000
Regulatory/ Government Affair/ Market Access	Entry level	500	700	N/A	N/A
	Experienced/ Non-management	800	1,200	800	1,200
	Team leader/ Supervisor	1,200	2,500	1,500	2,000
	Manager	3,000	5,000	2,500	4,500
	Director/ Head of Department	5,000	8,000	6,000	8,000
Human Resources	Experienced/ Non-management	1,000	1,200	1,000	1,200
	Manager	1,500	3,000	1,700	3,000
	Director/ Head of Department	2,500	7,000	3,500	7,000

5.6. Pharmaceutical - Healthcare Service - Medical Equipment

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Financial/ Accounting	Experienced/ Non-management	1,000	1,500	800	1,200
	Team leader/ Supervisor	1,200	1,800	1,500	2,000
	Manager	2,000	4,000	2,500	3,500
	Director/ Head of Department	7,000	15,000	7,000	15,000
Lab	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	2,000	3,000	2,000	3,000
Production	Experienced/ Non-management	1,200	1,700	1,200	1,700
	Director/ Head of Department	2,500	4,500	2,500	4,500
	Manager - Technical/ Maintenance/ QA/ EHS	2,000	3,500	2,500	3,500

5.6. Pharmaceutical - Healthcare Service - Medical Equipment

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Research & Development (R&D)	Manager	1,000	3,000	N/A	N/A
	Director/ Head of Department	5,000	12,000	N/A	N/A
Sales	Entry level	500	700	500	700
	Experienced/ Non-management	700	1,000	700	1,000
	DM/ASM	1,200	2,000	1,200	2,000
	Manager - RSM/ Senior DM	2,000	3,600	2,000	4,000
	Director/ Head of Department	5,000	8,000	6,500	10,000
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Manager	2,000	3,000	2,000	3,500
	Director/ Head of Department	3,000	6,000	4,000	6,500

5.6. Pharmaceutical - Healthcare Service - Medical Equipment

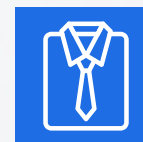
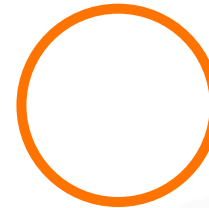
		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Customer Services	Entry level	400	500	400	500
	Experienced/ Non-management	700	1,000	700	1,000
	Team leader/ Supervisor	1,200	1,500	1,200	1,500
	Manager	1,700	3,000	1,700	3,000
Marketing	Entry level	500	700	500	700
	Experienced/ Non-management	700	1,200	700	1,200
	Team leader/ Supervisor	1,500	2,000	1,500	2,000
	Manager	2,000	3,200	2,000	4,000
	Director/ Head of Department	5,000	10,000	5,000	10,000

5.7. Garment - Textile - Footwear - Wooden Accessories

Notes:

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5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources & Administration	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	500	900
	Team leader/ Supervisor	1,000	1,200	1,000	1,300
	Manager	1,200	2,000	1,500	2,500
	Director/ Head of Department	2,000	5,000	3,000	5,000
Finance/ Accounting	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	700	900
	Team leader/ Supervisor	1,000	1,200	1,000	1,500
	Manager	1,200	2,000	2,000	3,000
	Director/ Head of Department	2,000	6,000	3,500	6,000

5.7. Garment - Textile - Footwear - Wooden Accessories

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Legal & Compliance	Entry level	300	500	300	500
	Experienced/ Non-management	800	1,000	500	800
	Team leader/ Supervisor	1,000	1,200	1,000	1,300
	Manager	1,200	2,000	1,500	2,500
	Director/ Head of Department	2,000	4,000	3,000	5,000
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	600	900
	Team leader/ Supervisor	1,000	1,200	1,000	1,500
	Manager	1,200	2,000	2,000	2,500
	Director/ Head of Department	2,000	3,000	3,000	4,500

5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Sales/ Business Development/ Customer Service	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,000	600	900
	Team leader/ Supervisor	1,000	1,200	1,000	1,500
	Manager	1,200	2,000	2,000	2,500
	Director/ Head of Department	2,000	4,000	3,000	4,500
IT	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	500	800
	Team leader/ Supervisor	1,000	1,200	900	1,200
	Manager	1,200	2,000	1,500	2,000
	Director/ Head of Department	2,000	4,000	2,200	2,600

5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Merchadising/ Sourcing	Experienced/ Non-management	500	900	500	900
	Team leader/ Supervisor	1,000	1,200	1,000	1,200
	Manager	1,200	2,000	1,200	2,000
Costing	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,000	1,000	1,500
	Manager	1,000	3,000	2,000	3,500
HSE/ Environment/ Sustainable/ CSR	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	800	1,500
	Manager	1,000	2,500	2,000	3,500

5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Sample Development	Experienced/ Non-management	500	900	800	1,000
	Team leader/ Supervisor	1,000	1,200	1,200	1,500
	Manager	1,300	2,000	1,800	2,500
	Director/ Head of Department	2,000	3,000	3,000	5,000
Mechanic/ Maintenance	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	600	900
	Manager	1,000	1,200	1,000	1,500
	Director/ Head of Department	1,200	2,500	2,000	3,000

5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Industrial Engineering	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	800	1,200
	Manager	1,000	1,500	1,500	2,500
	Director/ Head of Department	1,500	4,000	3,000	4,000
QA	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	800	1,000
	Manager	1,000	2,000	1,500	2,500
	Director/ Head of Department	2,000	3,000	3,000	3,800

5.7. Garment - Textile - Footwear - Wooden Accessories

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Production	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	700	1,000
	Team leader/ Supervisor	1,000	2,000	1,200	1,500
	Manager	2,000	2,500	2,000	3,000
	Director/ Head of Department	2,500	4,000	3,500	6,000
Lab	Entry level	300	500	300	500
	Experienced/ Non-management	500	900	600	800
	Team leader/ Supervisor	1,000	1,300	900	1,200
	Manager	1,300	2,000	1,500	2,000

5.8. Education

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5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director (Department Head)	4,000	10,000	4,000	10,000
	CEO/ General Director/ Managing Director	7,000	12,000	7,000	12,000
Admin/General Affairs	Entry level	250	500	250	500
	Experienced/ Non-management	650	1,000	650	1,000
	Team leader/ Supervisor	1,000	1,300	1,000	1,300
	Manager	1,000	2,500	1,300	2,500
Purchasing	Entry level	300	550	250	500
	Experienced/ Non-management	600	1,000	650	1,000
	Team leader/ Supervisor	1,000	1,500	1,000	1,300
	Manager	1,300	3,500	1,100	2,500

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Academics	Entry level	250	500	250	500
	Experienced/ Non-management	600	1,200	600	1,200
	Team Leader/ Supervisor	1,000	1,600	1,300	1,600
	Manager	1,500	3,000	1,700	2,500
	Director/ Head of Department	2,500	7,000	3,000	6,000
Library	Entry level	300	500	300	600
	Experienced/ Non-management	400	800	400	800
	Team leader/ Supervisor	550	1,400	550	1,400
	Manager	1,200	2,000	1,200	2,000

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Admission/Student Recruitment	Entry level	300	600	250	600
	Experienced/ Non-management	600	1,000	600	1,000
	Team leader/ Supervisor	800	1,500	800	2,000
	Manager	1,500	4,000	1,500	4,000
	Director/ Head of Department	2,500	6,000	2,300	5,000
Market Research	Entry level	300	550	300	500
	Experienced/ Non-management	400	800	400	800
	Team leader/ Supervisor	700	1,200	700	1,200
	Manager	1,500	3,000	1,500	2,500
Teaching - Teacher	Experienced/ Non-management	450	4,500	450	2,000

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Information Technology	Entry level	350	650	350	700
	Experienced/ Non-management	500	1,000	500	1,000
	Team leader/ Supervisor	800	1,700	800	1,700
	Manager	1,700	3,500	1,500	2,500
	Director/ Head of Department	3,500	7,000	2,800	11,000
Financial/ Accounting	Entry level	300	600	300	700
	Experienced/ Non-management	450	1,200	450	1,200
	Team leader/ Supervisor	1,000	2,000	1,200	2,200
	Manager	2,000	3,500	2,500	3,500
	Director/ Head of Department	3,500	7,000	4,000	7,000

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources	Entry level	300	500	300	700
	Experienced/ Non-management	500	1,200	500	1,200
	Team leader/ Supervisor	1,350	2,500	1,350	2,500
	Manager	2,500	3,500	2,500	3,500
	Director/ Head of Department	4,000	7,000	4,000	7,000
Marketing	Entry level	400	700	400	500
	Experienced/ Non-management	600	1,200	600	1,000
	Team leader/ Supervisor	1,100	1,800	1,100	1,800
	Manager	2,000	3,000	2,000	3,000
	Director/ Head of Department	3,500	5,000	3,500	5,000

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Operations	Entry level	300	550	250	500
	Experienced/ Non-management	650	1,000	650	1,000
	Team leader/ Supervisor	1,000	1,300	1,000	1,300
	Manager	1,300	2,700	1,300	2,500
	Director/ Head of Department	2,500	4,000	2,500	4,000
Research & Development (R&D)/ Product	Entry level	300	500	300	600
	Experienced/ Non-management	600	900	600	900
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,500	3,200	1,500	3,000
	Director/ Head of Department	3,000	6,000	3,000	5,000

5.8. Education

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Customer Service	Entry level	250	500	250	500
	Experienced/ Non-management	600	1,000	600	1,000
	Team leader/ Supervisor	1,000	1,300	1,000	1,200
	Manager	1,000	2,500	1,300	2,000

5.9. Chemical - Packaging - Building Materials

Notes:

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5.9. Chemical - Packaging - Building Materials

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	CEO/ General Director/ Managing Director	4,000	10,000	7,000	16,000
	Entry level	400	700	500	650
	Experienced/ Non-management	600	1,300	700	1,000
Human Resources & Admin/ General affairs	Team leader/ Supervisor	1,000	1,500	1,000	1,600
	Manager	1,200	3,000	2,000	3,500
	Director/ Head of Department	3,000	6,000	4,000	7,000
	Entry level	400	550	450	550
	Experienced/ Non-management	600	1,100	650	1,000
Engineering	Team leader/ Supervisor	1,200	1,800	1,200	1,900
	Manager	1,900	3,200	2,000	3,800

5.9. Chemical - Packaging - Building Materials

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Financial/ Accounting	Entry level	400	750	500	650
	Experienced/ Non-management	700	1,500	750	1,100
	Team leader/ Supervisor	1,200	2,000	1,200	2,000
	Manager	1,500	3,000	2,500	4,000
	Director/ Head of Department	3,000	6,000	4,500	7,000
Business Development/ Sales	Entry level	450	800	550	700
	Experienced/ Non-management	700	1,300	750	1,000
	Team leader/ Supervisor	1,200	1,800	1,100	1,800
	Manager	2,000	3,500	2,000	4,000
	Director/ Head of Department	3,000	5,000	4,000	8,000

5.9. Chemical - Packaging - Building Materials

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse, Customs)	Entry level	300	700	400	650
	Experienced/ Non-management	600	1,300	700	1,400
	Team leader/ Supervisor	1,000	1,900	1,500	2,200
	Manager	1,300	3,000	2,300	3,200
	Director/ Head of Department	3,000	5,500	3,500	6,000
IT support	Experienced/ Non-management	500	1,800	750	2,200
	Manager	1,500	3,000	2,200	4,000
	Director/ Head of Department	2,500	5,000	4,000	7,000

5.9. Chemical - Packaging - Building Materials

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
HSE	Entry level	400	600	400	550
	Experienced/ Non-management	700	1,500	700	1,300
	Team leader/ Supervisor	1,000	2,000	1,500	2,500
	Manager	1,500	4,000	3,000	4,000
Lab	Entry level	450	650	500	700
	Experienced/ Non-management	700	1,100	800	1,000
	Team leader/ Supervisor	1,200	1,800	1,200	2,000
	Manager	1,800	3,000	2,300	3,400
	Director/ Head of Department	N/A	N/A	3,500	5,500

5.9. Chemical - Packaging - Building Materials

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Production	Entry level	400	650	450	700
	Experienced/ Non-management	700	1,200	700	1,200
	Team leader/ Supervisor	1,000	1,800	1,300	1,800
	Manager	1,500	3,000	2,000	3,500
Quality Assurance (QA/ QC)	Entry level	400	650	500	700
	Experienced/ Non-management	600	1,100	700	1,000
	Team leader/ Supervisor	1,200	1,500	1,200	1,600
	Manager	1,400	3,000	2,000	3,600

5.10. Hospitality - Tourism

Notes:

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- Not restricted by enterprise size;
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- The salary figures exclude bonuses or other benefits.



5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Customer Services	Entry level	200	400	200	300
	Experienced/ Non-management	300	700	400	500
	Team leader/ Supervisor	600	1,300	600	1,000
	Manager	1,000	2,200	1,100	2,000
Engineering	Entry level	300	500	200	300
	Experienced/ Non-management	500	700	350	500
	Team leader/ Supervisor	600	1,500	550	1,200
	Manager	1,200	2,500	850	1,300
	Director/ Head of Department	2,000	4,000	1,200	3,000

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Financial & Accounting	Entry level	350	600	400	600
	Experienced/ Non-management	500	800	800	1,300
	Team leader/ Supervisor	700	1,700	1,200	2,300
	Manager	1,500	3,000	1,200	2,800
	Director/ Head of Department	2,700	6,500	3,000	6,000
Food & Beverage	Entry level	200	400	200	300
	Experienced/ Non-management	400	700	300	500
	Team leader/ Supervisor	600	1,000	600	1,000
	Manager	1,000	2,000	1,000	1,400
	Director/ Head of Department	1,500	4,000	1,200	4,000

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Front Office	Entry level	200	400	200	300
	Experienced/ Non-management	400	700	350	500
	Team leader/ Supervisor	600	1,000	600	1,000
	Manager	1,000	2,000	1,100	2,000
Human Resources & Admin	Entry level	300	600	200	400
	Experienced/ Non-management	400	700	400	600
	Team leader/ Supervisor	700	1,500	800	1,200
	Manager	1,400	2,700	1,200	2,500
	Director/ Head of Department	2,500	5,000	2,800	4,000

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Information Technology	Entry level	350	750	350	750
	Experienced/ Non-management	500	1,000	500	2,000
	Team leader/ Supervisor	800	2,000	700	2,100
	Manager	1,800	5,000	1,800	6,000
	Director/ Head of Department	3,000	5,000	3,000	6,000
Kitchen	Entry level	200	400	200	400
	Experienced/ Non-management	350	650	350	650
	Team leader/ Supervisor	550	1,300	550	1,800
	Manager	1,200	2,500	1,000	3,000
	Director/ Head of Department	2,000	5,000	1,400	7,000

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Legal & Compliance	Entry level	300	600	300	600
	Experienced/ Non-management	500	1,000	500	1,500
	Team leader/ Supervisor	800	2,000	1,200	2,700
	Manager	1,800	3,500	2,500	4,500
	Director/ Head of Department	3,000	7,000	3,200	8,000
Leisure & Entertainment	Entry level	300	600	250	700
	Experienced/ Non-management	500	1,000	550	1,200
	Team leader/ Supervisor	700	1,800	700	2,300
	Manager	1,500	3,000	1,600	3,000
	Director/ Head of Department	3,200	5,000	3,200	5,000

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
PR Communications	Entry level	300	600	200	800
	Experienced/ Non-management	600	1,000	600	2,100
	Team leader/ Supervisor	900	1,800	1,700	3,100
	Manager	1,500	3,800	2,500	3,500
	Director/ Head of Department	3,000	5,000	3,000	6,000
Security	Entry level	150	350	150	350
	Experienced/ Non-management	350	800	350	800
	Team leader/ Supervisor	750	1,600	750	1,600
	Manager	1,000	2,500	1,000	2,500

5.10. Hospitality - Tourism

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Purchasing	Entry level	300	600	200	750
	Experienced/ Non-management	500	1,000	650	1,300
	Team leader/ Supervisor	800	1,800	900	2,000
	Manager	1,500	3,000	1,300	3,000
	Director/ Head of Department	3,000	5,000	3,000	5,000
Revenue Management	Entry level	300	600	300	650
	Experienced/ Non-management	450	900	450	900
	Team leader/ Supervisor	700	1,200	700	1,200
	Manager	1,100	2,500	1,100	3,000
	Director/ Head of Department	2,000	5,500	2,000	6,000

5.10. Hospitality - Tourism

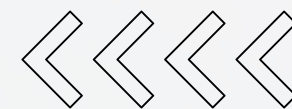
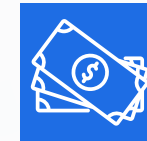
		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Room Division	Entry level	200	500	200	500
	Experienced/ Non-management	400	800	400	800
	Team leader/ Supervisor	700	1,200	700	1,200
	Manager	1,000	3,200	1,000	3,200
	Director/ Head of Department	2,000	5,000	2,000	5,000
Sales Marketing	Entry level	500	700	500	700
	Experienced/ Non-management	800	1,000	800	1,000
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	2,000	3,000	2,000	3,000
	Director/ Head of Department	3,500	5,000	3,500	5,000

5.11. Banking

Notes:

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5.11. Banking

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Learning & Development	Experienced/ Non-management	N/A	N/A	700	1,500
	Team leader/ Supervisor	N/A	N/A	1,500	2,000
	Manager / Senior expert	N/A	N/A	2,000	3,500
	Director/ Head of Department	N/A	N/A	3,000	9,000
Corporate Banking	Experienced/ Non-management	600	1,100	700	1,500
	Team leader/ Supervisor	1,000	2,500	1,200	5,000
	Manager / Senior expert	2,000	5,500	3,000	8,000
	Expert	N/A	N/A	4,000	5,000
	Director/ Head of Department	5,000	12,000	6,000	18,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Customer Services	Experienced/ Non-management	400	600	500	1,500
	Team leader/ Supervisor	600	1,000	1,000	2,000
	Manager	1,200	2,400	1,500	3,500
	Director/ Head of Department	2,800	4,000	4,000	6,000
Data	Experienced/ Non-management	1,400	2,400	1,000	3,000
	Team leader/ Supervisor	2,000	4,000	2,000	3,000
	Manager / Senior expert	4,000	6,400	3,000	6,000
	Director/ Head of Department	7,000	13,000	5,000	18,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Finance/Accounting	Experienced/ Non-management	600	1,200	800	2,000
	Team leader/ Supervisor	1,000	2,000	1,500	2,500
	Manager / Senior expert	1,200	4,000	3,000	5,000
	Director/ Head of Department	3,200	8,000	4,000	18,000
Human Resources	Experienced/ Non-management	500	1,000	1,000	2,500
	Team leader/ Supervisor	700	1,400	1,500	2,500
	Manager / Senior expert	1,300	3,200	2,500	4,000
	Director/ Head of Department	3,000	6,000	4,000	10,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Information Technology	Experienced/ Non-management	1,100	2,000	1,000	2,000
	Team leader/ Supervisor	1,600	2,500	1,500	2,500
	Manager / Senior expert	2,300	5,000	2,000	8,000
	Director/ Head of Department	4,000	8,000	6,000	20,000
Internal Audit	Experienced/ Non-management	N/A	N/A	1,000	1,500
	Team leader/ Supervisor	N/A	N/A	1,500	2,500
	Manager	N/A	N/A	2,500	35,000
	Director/ Head of Department	N/A	N/A	3,000	10,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Legal & Compliance	Experienced/ Non-management	700	1,200	1,000	2,000
	Team leader/ Supervisor	1,000	2,400	1,500	3,000
	Manager / Senior expert	2,000	5,000	3,000	10,000
	Director/ Head of Department	4,500	7,500	5,000	15,000
Marketing	Experienced/ Non-management	600	1,500	800	1,500
	Team leader/ Supervisor	1,000	2,400	1,000	2,000
	Manager / Senior expert	2,000	3,500	2,000	4,000
	Director/ Head of Department	4,000	8,000	3,000	12,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Operations	Experienced/ Non-management	400	800	800	1,500
	Team leader/ Supervisor	600	1,100	1,000	2,000
	Manager / Senior expert	1,200	3,000	2,000	6,000
	Director/ Head of Department	2,800	6,000	4,000	12,000
Products	Experienced/ Non-management	800	1,200	1,200	2,000
	Team leader/ Supervisor	1,200	2,200	2,000	2,500
	Manager / Senior expert	2,200	4,500	2,500	5,000
	Director/ Head of Department	4,000	10,000	5,000	12,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Risk Management	Experienced/ Non-management	700	1,400	1,000	1,500
	Team leader/ Supervisor	1,000	2,000	1,500	2,500
	Manager / Senior expert	2,000	4,000	2,000	5,000
	Director/ Head of Department	4,000	10,000	5,000	18,000
Retail banking	Experienced/ Non-management	600	1,000	700	1,500
	Team leader/ Supervisor	1,000	1,500	1,500	2,500
	Manager / Senior expert	1,500	3,000	2,500	5,000
	Director/ Head of Department	3,000	6,000	5,000	18,000

(*) Note: There are differences depending on the department and level between Banks.

5.11. Banking

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Transaction banking	Experienced/ Non-management	600	1,000	1,000	2,000
	Team leader/ Supervisor	1,000	2,200	2,000	3,000
	Manager / Senior Expert	2,500	5,000	3,000	6,000
	Director/ Head of Department	4,000	8,000	5,000	15,000
Capital markets / Financial markets	Experienced/ Non-management	1,000	2,000	1,000	2,500
	Team leader/ Supervisor	1,500	4,000	1,500	3,500
	Manager / Senior expert	3,000	7,000	3,000	6,000
	Director/ Head of Department	7,000	14,000	5,000	13,000

(*) Note: There are differences depending on the department and level between Banks.

5.12. Agriculture

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5.12. Agriculture

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director/ Head of Department	2,500	4,000	4,000	5,500
	CEO/ General Director/ Managing Director	5,000	10,000	6,000	12,000
Engineering	Experienced/ Non-management	700	1,200	1,000	1,400
	Manager	1,500	3,000	2,000	3,500
	Director/ Head of Department	2,500	4,500	3,500	5,000
Financial/ Accounting	Experienced/ Non-management	800	1,200	800	1,500
	Team leader/ Supervisor	1,000	2,000	1,500	2,000
	Manager	2,000	3,500	2,200	3,500
	Director/ Head of Department	3,500	6,000	3,500	6,000

5.12. Agriculture

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
HSE	Manager	1,000	3,000	2,000	3,500
	Director/ Head of Department	2,500	4,500	3,500	5,000
Human Resources	Entry level	300	500	N/A	N/A
	Experienced/ Non-management	500	1,000	800	1,200
	Team leader/ Supervisor	1,000	1,500	1,300	1,700
	Manager	1,500	2,500	2,500	3,500
	Director/ Head of Department	3,000	5,000	4,000	7,000
Legal & Compliance	Director/ Head of Department	3,000	5,000	4,000	6,000
	Senior Consultant/Team leader/ Supervisor	1,500	2,500	2,000	3,000

5.12. Agriculture

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Business Development	Experienced/ Non-management	700	1000	700	1000
	Team leader/ Supervisor	1200	1700	1200	1700
	Manager	1800	2500	1800	2500
	Director/ Head of Department	3000	5000	3000	5000
Marketing	Manager	1,800	2,500	1,800	2,500
	Director/ Head of Department	3,000	5,000	3,000	3,500
Information Technology	Manager	1,500	2,500	1,800	2,500

5.12. Agriculture

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Plant	Plant Director	3,000	5,000	3,500	6,000
	Plant Manager	2,000	3,000	2,500	3,500
Production	Team leader/ Supervisor	1,200	1,800	1,200	1,800
	Manager	2,500	3,500	2,500	3,500
	Director/ Head of Department	N/A	N/A	3,500	6,000
Purchasing	Director/ Manager	2,000	3,500	2,500	3,500
Quality Assurance (QA/ QC)	Manager	1,500	2,500	2,000	2,500
	Director/ Head of Department	2,500	3,500	2,700	3,500
Research & Development (R&D)	Manager	1,700	3,500	3,000	5,000

5.13. Energy – Renewables & Oil & Gas

Notes:

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5.13. Energy – Renewables & Oil & Gas

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Board of Management	Director/ Head of Department	5,000	15,000	5,000	25,000
Admin/ General affairs	Entry level	400	700	500	800
	Experienced/ Non-management	600	1,300	600	1,600
	Manager	1,500	2,500	1,500	5,000
After Sales Service	Experienced/ Non-management	600	1,500	600	1,700
	Manager	N/A	2,500	500	1,000
Architecture/ Design	Entry level	400	800	500	1,000
	Experienced/ Non-management	700	2,000	800	2,500
	Manager	1,300	3,000	1,500	3,500

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Business Development	Entry level	600	1,000	600	1,000
	Experienced/ Non-management	1,200	2,500	1,200	3,000
	Team leader/ Supervisor	1,800	4,000	2,000	4,500
	Director/ Head of Department	4,500	10,000	6,000	10,000
Construction	Entry level	400	700	500	1,000
	Experienced/ Non-management	700	1,800	1,000	2,500
	Manager	1,800	5,000	2,000	7,000
Corporate planning	Team leader/ Supervisor	1,400	3,000	1,500	3,000
Cost & Contract	Experienced/ Non-management	800	1,500	1,000	1,500

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Customer Services	Experienced/ Non-management	600	1,100	800	1,200
	Team leader/ Supervisor	800	1,200	1,000	1,500
	Manager	1,200	2,000	1,200	3,000
	Director/ Head of Department	2,000	N/A	2,500	4,000
Data	Experienced/ Non-management	1,500	N/A	1,200	2,500
Engineering	Entry level	400	800	400	850
	Experienced/ Non-management	700	1,400	850	1,500
	Team leader/ Supervisor	1,200	2,500	1,300	3,000
	Manager	1,800	5,000	1,300	7,000
	Director/ Head of Department	3,000	7,000	2,500	10,000

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Financial/ Accounting	Entry level	500	1,100	500	800
	Experienced/ Non-management	600	1,300	650	1,200
	Team leader/ Supervisor	1,300	2,500	2,000	3,000
	Manager	2,000	4,500	3,000	7,000
HSE	Experienced/ Non-management	800	1,300	1,000	1,500
	Team leader/ Supervisor	1,500	3,000	1,500	4,000
	Director/ Head of Department	2,500	5,000	3,000	5,000
Internal Audit	Experienced/ Non-management	1,300	2,200	1,700	2,800
Investment	Team leader/ Supervisor	1,300	2,500	1,300	2,500
	Manager	2,000	5,000	2,000	6,000

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources	Experienced/ Non-management	500	1,300	500	1,300
	Team leader/ Supervisor	1,000	1,800	1,100	1,800
	Manager	1,200	2,000	1,300	2,200
	Director/ Head of Department	2,500	5,000	2,200	6,000
IT support	Experienced/ Non-management	700	1,400	1,200	2,500
Legal & Compliance	Experienced/ Non-management	1,500	2,500	1,200	2,500
	Manager	2,500	5,000	1,800	7,000
	Director/ Head of Department	5,000	12,000	4,000	8,000
Purchasing	Entry level	400	700	500	1,000
	Team leader/ Supervisor	1,500	2,500	1,200	2,000

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Maintenance	Entry level	500	800	600	850
	Experienced/ Non-management	800	1,500	1,200	1,800
	Team leader/ Supervisor	1,500	2,500	2,000	3,000
	Director/ Head of Department	2,500	4,000	2,500	3,500
Operations	Entry level	500	900	600	850
	Experienced/ Non-management	1,100	2,000	1,200	1,800
	Team leader/ Supervisor	1,800	3,000	2,000	3,000
	Manager	2,000	3,000	2,500	3,500

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Production	Entry level	400	800	400	800
	Experienced/ Non-management	700	1,300	800	1,500
	Team leader/ Supervisor	1,500	2,500	1,500	3,000
	Manager	2,000	4,000	3,000	7,000
	Director/ Head of Department	3,500	7,000	5,000	10,000
Quality Assurance (QA/ QC)	Entry level	400	800	500	800
	Experienced/ Non-management	700	1,500	800	1,500
	Team leader/ Supervisor	1,500	2,500	1,500	3,500
	Manager	N/A	N/A	2,500	7,000

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Sales	Entry level	400	800	500	1,000
	Experienced/ Non-management	800	2,000	1,000	3,000
	Team leader/ Supervisor	1,500	3,000	1,500	4,000
	Manager	2,000	4,000	2,500	6,000
	Director/ Head of Department	3,000	7,000	4,000	8,000
Shipping/ Trucking	Team leader/ Supervisor	1,300	2,500	1,500	3,500

5.13. Energy – Renewables & Oil & Gas

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Entry level	400	800	500	1.000
	Experienced/ Non-management	800	1.800	1.000	2.000
	Manager	2.000	6.000	4.000	10.000
Project Development/ Project Management	Entry level	600	1,000	600	1,000
	Experienced/ Non-management	1,200	2,500	1,200	3,000
	Team leader/ Supervisor	1,800	4,000	2,000	4,500
	Director/ Head of Department	4,000	8,000	6,000	10,000

5.14. Electronics - Automotive - Cars

Notes:

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5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Admin	Experienced/ Non-management	300	500	350	600
	Team leader/ Supervisor	500	800	500	800
After Sales Service	Experienced/ Non-management	500	800	500	900
	Manager	800	1,500	1,200	2,500
Engineering	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	400	1,000
	Team leader/ Supervisor	800	1,200	800	1,500
	Manager	1,200	2,500	1,500	3,000
Executive Management/ C-level	Director/ Head of Department	3,000	6,000	4,000	10,000

5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Finance/ Accounting	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	500	1,000
	Manager	1,200	2,500	1,300	3,000
Human Resources	Entry level	N/A	N/A	300	500
	Experienced/ Non-management	500	800	500	1,200
	Manager	1,200	3,000	1,500	4,500
IE/ CI/ Lean	Experienced/ Non-management	500	1,000	500	1,200
	Team leader/ Supervisor	1,000	1,500	1,000	2,000
Import/Export	Entry level	400	500	400	500
	Experienced/ Non-management	500	800	800	1,500

5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
IT	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	500	1,000
	Team leader/ Supervisor	800	1,200	1,000	1,500
	Manager	1,200	2,500	1,500	3,000
Legal & Compliance	Entry level	300	500	300	500
Maintenance	Entry level	300	500	300	500
	Experienced/ Non-management	500	800	500	800
	Team leader/ Supervisor	800	1,200	1,000	1,600
	Manager	1,200	2,000	1,500	3,000

5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Marketing/ Brand	Experienced/ Non-management	700	1,200	700	1,200
	Team leader/ Supervisor	1,000	2,000	1,000	2,000
	Manager	1,800	3,000	1,800	3,000
Operations	Entry level	300	500	300	500
	Experienced/ Non-management	500	1,000	800	1,500
	Manager	1,000	2,500	2,000	3,500
	Director/ Head of Department	2,500	6,000	3,000	8,000
Production/ Planning	Entry level	300	500	400	550
	Experienced/ Non-management	500	1,000	700	1,500
	Manager	1,000	2,500	2,000	3,000

5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Purchasing/ Procurement	Entry level	300	500	400	500
	Experienced/ Non-management	500	800	700	1,500
	Manager	800	2,500	2,000	3,000
Sales	Entry level	300	500	400	500
	Experienced/ Non-management	500	800	750	1,300
	Team leader/ Supervisor	800	1,300	1,000	1,700
	Manager	1,300	3,000	2,500	3,700
	Director/ Head of Department	3,000	5,000	4,000	8,000
Warehouse	Team leader/ Supervisor	700	1,200	750	1,500

5.14. Electronics - Automotive - Cars

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Quality	Entry level	300	500	400	500
	Experienced/ Non-management	500	1,000	700	1,300
	Team leader/ Supervisor	1,000	1,500	1,200	2,000
	Manager	1,500	3,000	2,000	4,500
Research & Development	Experienced/ Non-management	500	1,000	750	1,300
	Manager	1,500	3,000	2,000	5,000

5.15. FMCG - Food & Beverage

Notes:

The salary figures referenced in this report are:

- Basic salaries from Vietnamese and foreign enterprises operating in Vietnam;
- Salaries are average, gross (before-tax) figures, presented in USD;
- Not restricted by enterprise size;
- Applicable only to Vietnamese candidates/employees in 2025;
- The salary figures exclude bonuses or other benefits.



5.15. FMCG - Food & Beverage

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Board of Management	Director/ Head of Department	5,000	12,000	10,000	20,000
	CEO/ General Director/ Managing Director	7,000	15,000	15,000	22,000
Financial/ Accounting	Entry level	300	400	300	400
	Experienced/ Non-management	500	1,200	500	1,500
	Team leader/ Supervisor	1,000	1,700	1,000	2,000
	Manager	2,000	5,000	2,000	6,000
	Director/ Head of Department	3,500	10,000	5,000	15,000
Purchasing	Experienced/ Non-management	800	1,200	500	1,500
	Team leader/ Supervisor	1,200	1,500	1,000	1,500
	Manager	1,500	5,000	1,500	5,000

5.15. FMCG - Food & Beverage

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources	Experienced/ Non-management	500	1,500	500	1,500
	Team leader/ Supervisor	1,000	1,600	1,000	1,600
	Manager	1,800	3,500	2,000	6,000
	Director/ Head of Department	4,000	8,000	5,000	15,000
Marketing	Entry level	300	500	300	500
	Experienced/ Non-management	400	1,200	500	1,500
	Team leader/ Supervisor	1,200	2,000	1,000	2,000
	Manager	1,800	4,000	2,000	7,000
	Director/ Head of Department	4,000	12,000	5,000	15,000

5.15. FMCG - Food & Beverage

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Operations	Entry level	300	400	300	400
	Experienced/ Non-management	500	800	500	1,500
	Team leader/ Supervisor	800	1,300	1,000	1,500
	Manager	1,500	3,000	1,500	5,000
	Director/ Head of Department	3,000	6,000	5,000	8,000
Production	Experienced/ Non-management	800	1,700	500	1,500
	Team leader/ Supervisor	1,000	1,800	1,000	1,500
	Manager	2,000	4,000	1,500	5,000
	Director/ Head of Department	2,500	8,000	4,000	8,000

5.15. FMCG - Food & Beverage

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Research & Development (R&D)	Entry level	300	700	300	400
	Experienced/ Non-management	700	1,200	500	1,500
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,200	2,500	1,500	5,000
	Director/ Head of Department	2,000	5,000	4,000	6,000
Sales	Entry level	300	500	300	500
	Experienced/ Non-management	700	1,500	500	1,500
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,500	4,000	1,500	7,000
	Director/ Head of Department	5,000	9,000	5,000	16,000

5.15. FMCG - Food & Beverage

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Entry level	400	600	300	500
	Experienced/ Non-management	500	1,000	500	1,500
	Team leader/ Supervisor	1,000	1,500	1,000	1,500
	Manager	1,500	4,000	1,500	6,000
	Director/ Head of Department	3,500	10,000	5,000	15,000

5.16. Japanese enterprise

Notes:

The salary figures referenced in this report are:

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5.16. Japanese enterprise

Department	Level	Hanoi		Ho Chi Minh City	
		Min	Max	Min	Max
Board of Management	Deputy General Director/ General Manager/ Head of Division	4,000	8,000	5,000	9,000
Engineering	Entry level	400	550	400	600
	Experienced/ Non-management	550	900	600	1,000
	Team leader/ Supervisor	1,000	1,600	1,000	1,600
	Manager	1,900	2,400	1,500	2,500
Financial/ Accounting	Entry level	400	600	400	600
	Experienced/ Non-management	650	1,200	650	1,200
	Team leader/ Supervisor	1,200	1,500	1,000	1,500
	Manager	1,600	2,400	1,600	2,800
	Director/ Head of Department	2,400	4,000	2,500	4,500

5.16. Japanese enterprise

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Human Resources - General Affairs	Entry level	400	600	400	600
	Experienced/ Non-management	650	1,200	650	1,200
	Team leader/ Supervisor	1,200	1,500	1,000	1,600
	Manager	1,600	2,400	1,500	3,000
	Director/ Head of Department	2,400	4,000	3,000	5,500
HSE	Entry level	360	550	500	700
	Experienced/ Non-management	550	780	500	800
	Team leader/ Supervisor	800	1,100	800	1,300
	Manager	1,200	1,600	1,400	2,000

5.16. Japanese enterprise

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Information Technology	Entry level	500	850	500	850
	Experienced/ Non-management	900	1,200	900	1,400
	Team leader/ Supervisor	1,300	2,000	1,400	2,000
	Manager	2,100	3,500	2,200	3,500
Legal & Compliance	Experienced/ Non-management	850	2,000	800	1,500
	Team leader/ Supervisor	1,500	2,500	1,500	2,500
	Manager	2,700	4,000	2,500	4,000

5.16. Japanese enterprise

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Mechanical & Electrical (M&E)	Entry level	400	550	500	600
	Experienced/ Non-management	550	900	600	1,000
	Team leader/ Supervisor	1,000	1,600	1,000	2,000
	Manager	1,900	2,400	2,000	3,000
Product/ Research & Development (R&D)	Entry level	400	600	400	600
	Experienced/ Non-management	550	900	550	900
	Team leader/ Supervisor	1,000	1,800	1,000	1,800
	Manager	2,000	3,000	2,000	3,000

5.16. Japanese enterprise

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Production	Entry level	400	600	400	600
	Experienced/ Non-management	550	900	500	900
	Team leader/ Supervisor	1,000	1,800	900	1,500
	Manager	2,000	3,000	2,000	4,000
Quality Assurance (QA/ QC)	Entry level	400	550	400	600
	Experienced/ Non-management	550	900	500	900
	Team leader/ Supervisor	1,000	1,600	900	1,400
	Manager	1,900	2,400	1,500	3,000

5.16. Japanese enterprise

		Hanoi		Ho Chi Minh City	
Department	Level	Min	Max	Min	Max
Supply Chain (Sourcing, Merchandising, Purchasing, Logistics, Warehouse)	Entry level	400	700	400	700
	Experienced/ Non-management	700	1,000	700	1,000
	Team leader/ Supervisor	800	1,500	800	1,500
	Manager	1,600	3,000	1,600	3,000
	Director/ Head of Department	3,000	4,500	4,000	7,000



Thank you for your reference

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