VIETNAM SALARY GUIDE 2026

YOUR TRUSTED SOURCE FOR SALARY INSIGHTS





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WE ARE HERE TO GET YOU THERE

INTRODUCTION

ABOUT SOA SALARY GUIDE 2026

Dear Partners and Professionals,

It is a true pleasure to welcome you to the **SOA Vietnam Salary Guide 2026**. Compensation is always the foundation of trust between a company and its talent. Whether you are building a team or navigating your own career path, we hope this guide brings clarity to your next big step.

Our Salary Guide begins by framing the "big picture" with a **Market Overview** of both the regional ASEAN landscape and the specific dynamics of Vietnam. This context sets the stage for a deeper dive into the **Salary Ranges** of our four core expertise areas:

- **Information Technology**
- **Manufacturing**
- **Sales & Marketing**
- **Administration**

This year, we add a dedicated section on **Employer Cost**. This part is specifically crafted to help our partners plan their budget with ease.

The guide presents all salaries as base monthly wages in US dollars (USD), calculated using a reference exchange rate of *1 USD = 26,000 VND.*

All of these insights are compiled from our candidates and our clients' employees, encompassing French and European Small & Medium Enterprise (SMEs), as well as Japanese, Singaporean, US, UK, and European multinational corporations (MNCs), ensuring the insights you read are both practical and grounded in real-world recruitment.

Please note that the figures are not exhaustive and may not represent the broader business landscape across ASEAN. While every effort has been made to ensure the accuracy and thoroughness of the data collection and compilation, **this guide is intended to be interpretive and indicative rather than conclusive.**

Every career journey is unique, and factors like specialized skills, years of experience, and company size will always play a part in the final conversation.

On behalf of the whole team at SOA, I hope these insights help you grow and succeed together.

Warm regards,



Huong LE
Corporate Services & HR Solutions Director
Let's connect

GENERAL LABOR TRENDS

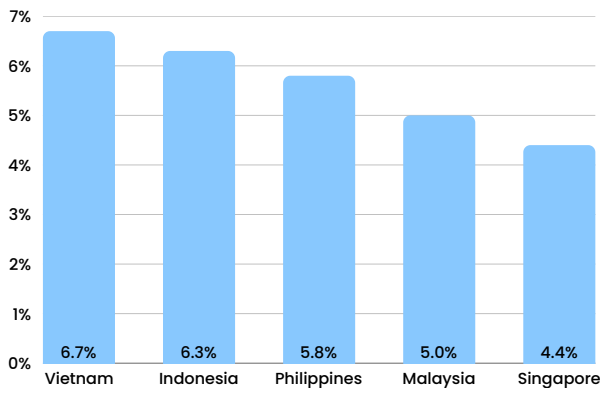
ASEAN GENERAL LABOR TRENDS 2026

SALARY GROWTH

Salary increases remained **strong in 2025** across Southeast Asia, reflecting elevated talent competition.

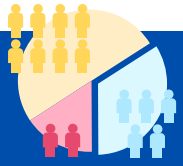
However, **2026 growth** is expected to be **increasingly selective**, with pay rises **concentrated in roles facing skills shortages** rather than applied broadly.

SALARY INCREASE RATES (%) BY SELECTED ASEAN COUNTRY, 2025



Source: Stemgenic Global Research, 2025.

LABOR DEMAND



In 2025, **Southeast Asia's labor market remained structurally tight**, with demand for workers continuing to outpace available supply. Low unemployment rates, such as Singapore's 2.8% and similar trends in Thailand, highlight a highly competitive environment.



Vietnam remains a standout, with **strong salary growth expectations** driven by an expanding economy and a persistent need for skilled talent to fuel industrial growth.



SKILL MISMATCH

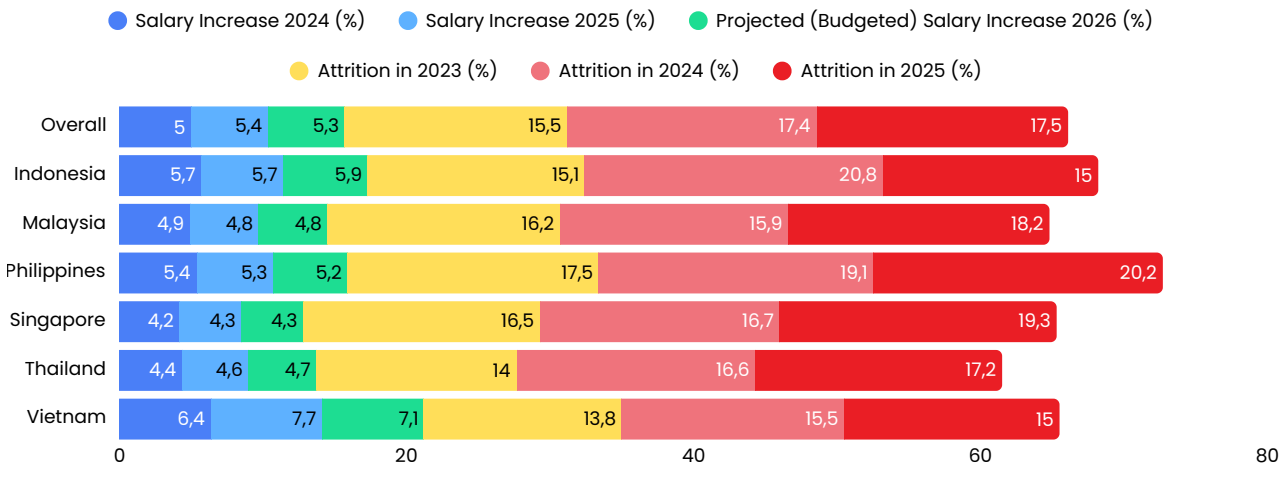
While the market is tight overall, the nature of the shortage is evolving into a widening skills mismatch. Although low-skilled roles still account for **40–50%** of total employment, job growth is increasingly skewed toward **mid and high-skilled occupations**.



Entering 2026, hiring has shifted to a **"skills-first" model.** Employers are prioritizing demonstrable technical capabilities over formal degrees, particularly in #GenAI, #cybersecurity, #cloud, #robotics, and #sustainability-related roles.

SALARY GROWTH VS. ATTRITION TRENDS IN ASEAN (2024–2026)

While salary increases across ASEAN remain moderate through 2024–2026, attrition levels continue to stay elevated in several markets. This indicates that compensation adjustments alone may not be sufficient to retain talent in an increasingly competitive labor market.

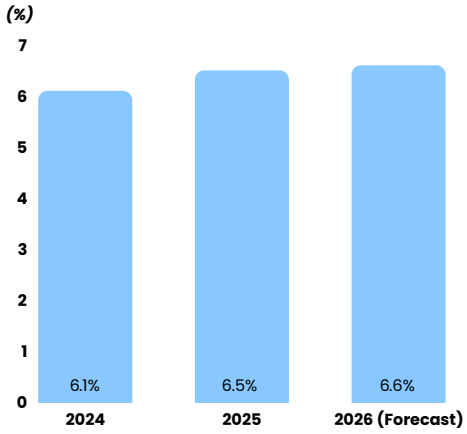


Source: Aon Newsroom, 2025

VIETNAM GENERAL LABOR TRENDS 2026

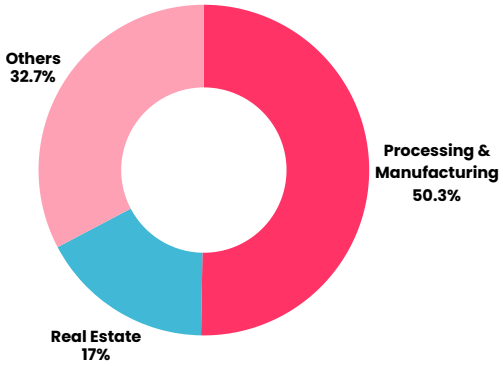
THE ECONOMIC ENGINE

Vietnam's projected GDP growth is **6.6%** for 2026. With over $38 billion in new foreign investment (FDI), companies are hiring more than ever, especially in Manufacturing and Technology. This is creating a "talent war" where experienced workers can ask for much higher pay.



VIETNAM GDP GROWTH RATE

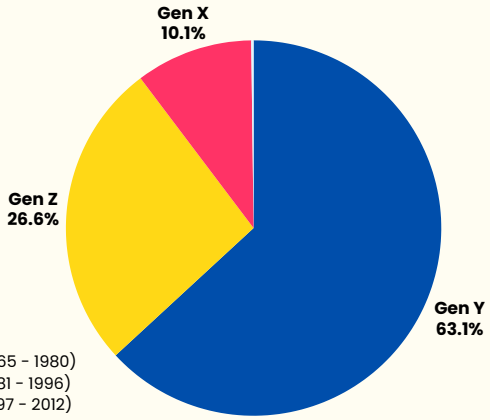
Source: World Bank Data, 2025



VIETNAM FDI BY SECTOR 2025

Source: World Bank Data, 2025

THE WORKFORCE SHIFT



- Gen X (1965 - 1980)
- Gen Y (1981 - 1996)
- Gen Z (1997 - 2012)

VIETNAM WORKFORCE STRUCTURE

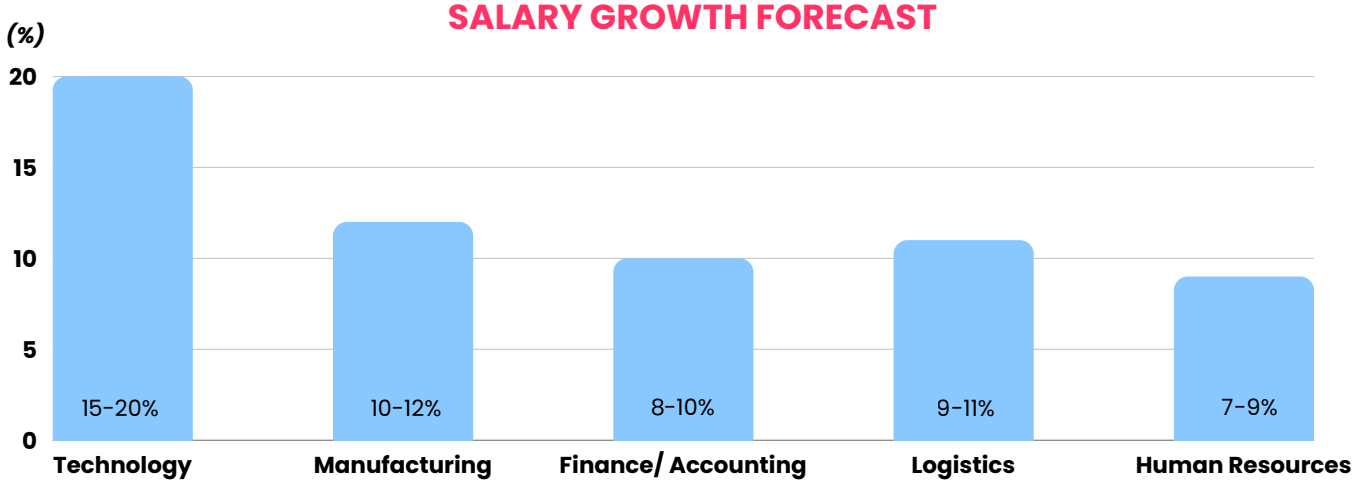
Source: National Statistics Office of Vietnam, 2025

Over **60%** of Vietnam's active workforce now consists of **Gen Y and Gen Z.** This is no longer a "future" trend; it is the current market.

Because this digital-native generation prioritizes results over "desk time," firms that adapted with **flexible work models** are seeing a **21%** boost in productivity.

As Gen Z enters the market with higher digital literacy, traditional entry-level Admin and Banking roles are being automated. Growth is shifting entirely toward **Tech-enabled roles**.

TOP 5 INDUSTRIES WITH THE HIGHEST SALARY GROWTH FORECAST



SOA EXPERT VIEW: YOUR 2026 STRATEGY

> **In 2026, the focus must shift from simply filling seats to person-job fit. Success now belongs to those who trade 'business as usual' for a skills-first mindset that prioritizes proven talent over traditional credentials.**



Ngan NGUYEN
Head of HR Solutions

FOR EMPLOYER: HOW TO LEAD YOUR TEAM



PRIORITIZE SKILLS

When hiring, look for proven **ability and portfolios** rather than just a university name. This opens up a wider talent pool of capable people.



TRAIN FROM WITHIN

Since mid-senior talent is hard to find, invest in **upskilling your current team.** It is often more effective to grow your own experts than to compete for expensive external hires.



PAY SMART, NOT BROAD

Use a **targeted salary approach**. Reserve your highest budget increases for the "high-scarcity" roles most critical to your business success.



THINK REGIONALLY

Use **Outsourcing and Staffing** for non-core functions to keep your internal team focused on strategic growth.

FOR EMPLOYEE: HOW TO GROW YOUR CAREER



MASTER NEW TOOLS

Your value in 2026 depends on **how deep your skills go**. Specifically, look into #GenAI or Sustainability to stay relevant in a changing market.



BUILD A "PROOF OF WORK"

Don't just list your duties. Show real results and projects. In a "skills-first" market, a **strong portfolio** is your best tool for negotiation.



KNOW YOUR VALUE

If you have specialized skills, you still have **strong bargaining power**. Moving to a new role remains the most common way to secure a double-digit salary increase.



GO GLOBAL WHILE STAYING LOCAL

As more global companies hire in ASEAN, focus on your **English and digital communication**. This lets you work for global firms right from your home city.

SALARY GUIDE

INFORMATION TECHNOLOGY

Vietnam IT market (2025–2026) highlights the resilience of the country's digital economy. With ICT contributing up to **31.8%** of sectoral GDP, Vietnam is transitioning from a **"low-cost outsourcing destination"** toward a **key regional technology and R&D hub.**

BIGGEST TECH TRENDS 2026

THE YEAR OF TRUTH FOR AI

AI moves from experimentation to full-scale enterprise integration, becoming the backbone of digital operations and decision-making.

AI IS EATING SOFTWARE

The shift moves from writing code to expressing intent—developers define outcomes, while AI autonomously builds and maintains self-improving systems.

CLOUD 3.0: ALL FLAVORS OF CLOUD

Cloud evolves beyond cost efficiency into the foundational layer for AI-powered architectures, requiring more flexible and intelligent infrastructure models.

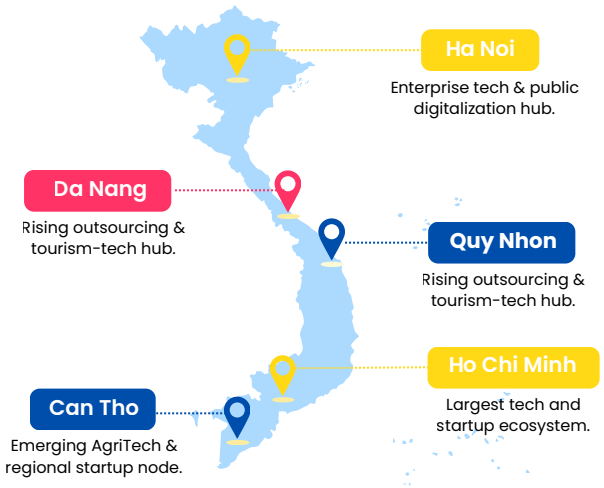
THE RISE OF INTELLIGENT OPERATIONS

Enterprise systems transform from rigid monoliths into modular, adaptive ecosystems powered by AI agents and human oversight.

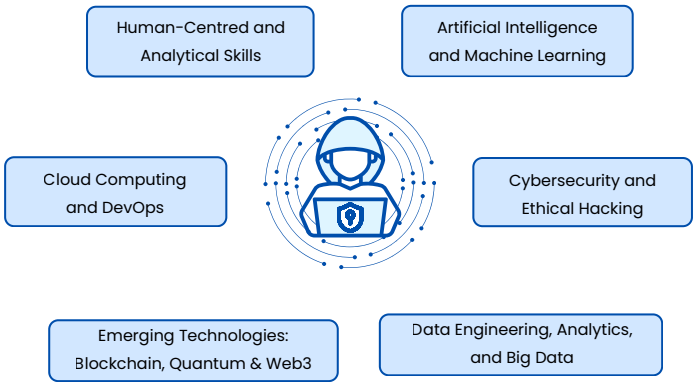
THE BORDERLESS PARADOX OF TECH SOVEREIGNTY

Tech sovereignty rises as a strategic priority, but through resilient interdependence rather than isolation.

VIETNAM'S MULTI-HUB TECH EVOLUTION



TOP 6 TECH SKILLS FOR 2026 - 2030



ADVICE FOR EMPLOYER

- Offer **"plus" packages** that include higher bonuses and specialized training for hard-to-find tech or language skills.
- Use AI to speed up hiring, but always **rely on human judgment** to find the right cultural fit.
- Show your team how their work makes a difference and empower them with learning tools to transition into **higher-value positions**.
- Use **remote and hybrid work** to find the best experts globally, rather than just locally.

ADVICE FOR EMPLOYEE

- Continuously upskill in high-demand tech areas such as DevOps, cloud, data engineering, and AI.
- Develop **soft skills** like communication, teamwork, and problem-solving.
- Build **practical experience** through projects and real tech stacks, not only theory.
- Improve **English** and **cross-functional collaboration skills** to work in global teams.

INFORMATION TECHNOLOGY

SALARY REPORT

Our data on the IT sector reflects Vietnamese employees and candidates. Gen X (1965–1980) makes up 10.1% of the workforce, Gen Y (1981–1996) constitutes 47.02%, and Gen Z (1997–2012) represents 41.88%.

Base Salary Range | Unit: USD

Position	Year(s) of Related Experience		
	<3	3-5	>5
Frontend Developer	500 - 900	800 - 1,300	1,000 - 1,500
Backend Developer	700 - 1,000	1,000- 1,500	1,500 - 2,200
Full stack Developer	800 - 1,200	1,000 - 1,500	1,500 - 2,500
Tester	400 - 800	800 - 1,500	1,200 - 1,700
IT Infrastructure	-	1,200 - 2,000	1,700 - 2,200
Cyber Security	800 - 1,000	1,000 - 1,500	1,500 - 3,000
Business Analyst	700-1,000	1,000 - 1,500	1,500 - 2,000
Project Manager	-	1,000 - 2,000	1,500 - 2,500

OUTLIER

Several roles show salary outliers compared to others in the same experience group. **Cyber Security and Project Manager** have the highest ranges **(up to 3,000 at senior levels)**, while **Backend and Full-stack Developers** show sharp salary increases after **5+ years**, reflecting strong demand for experienced specialists. These cases are attributed to several critical factors:

Cybersecurity & Infrastructure Expertise

IT Security professionals need specialized expertise in **cybersecurity, risk management,** and **infrastructure protection**.

Their role in safeguarding **sensitive data** and **maintaining secure systems** makes these skills highly valuable and in strong demand.

Advanced Programming Skills

Roles such as Backend and Full-stack Developers require strong **programming skills** and knowledge of **multiple languages**, **frameworks,** and **development practices.**

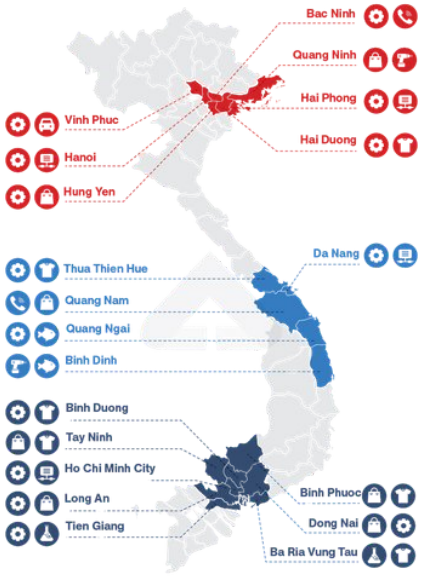
These capabilities allow them to build scalable and high-performance systems, increasing their market value.

Complex System Development

Senior IT professionals often work on **large-scale** systems that require advanced knowledge of **system architecture, integration,** and **backend infrastructure.**

The ability to **design** and **maintain complex systems** significantly increases the importance and compensation of these roles.

MANUFACTURING & SUPPLY CHAIN



Vietnam continues to strengthen its role as a regional manufacturing hub.

VIETNAM CONTINUES TO BE A KEY INVESTMENT DESTINATION IN ASEAN



Manufacturing & Supply Chain continue to rank among the **top three fastest-growing hiring** sectors in 2026, driven by strong FDI inflows and the China+1 strategy accelerating production expansion in Vietnam.

Vietnam's industrial boom has outgrown the "one-location" investment strategy.



Vietnam is no longer a single industrial market but **a diverse ecosystem of multiple industrial hubs** that are competing, converging, and continuously evolving.

TOP 7 IN-DEMAND SKILLS IN 2026

- **Sustainability & Green Manufacturing**
- **Risk Management & Supply Chain Resilience**
- **AI, IoT & Smart Factory Technologies**
- **Lean Manufacturing & Process Optimization**
- **Data Analytics & Forecasting**
- **Digital Supply Chain Systems**
- **Automation & Robotics**

ADVICE FOR EMPLOYER

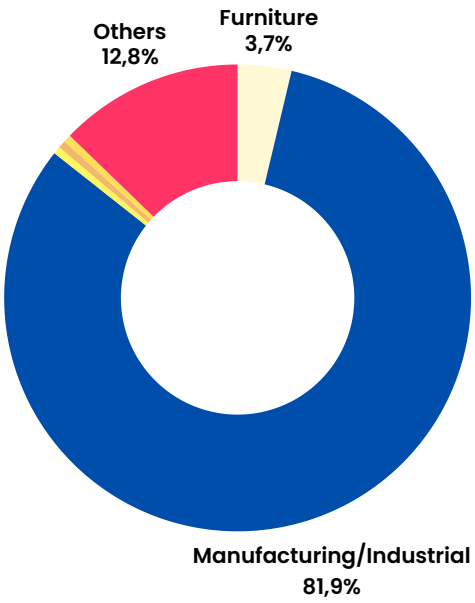
- Enhance benefits and workplace culture to attract and keep talent.
- Adopt ESG and green manufacturing strategies to meet global sustainability standards.
- Consider focusing on skill-based recruitment instead of job-based recruitment.

ADVICE FOR EMPLOYEE

- Learn data analytics, AI tools, and systems like ERP or MES used in modern manufacturing.
- Learn additional languages, especially Chinese, to strengthen your profile.
- Focus on high-growth sectors like semiconductors, renewable energy, and smart logistics.

MANUFACTURING & SUPPLY CHAIN

DATA DESCRIPTION



INDUSTRY SECTOR

Our data on **Manufacturing & Supply Chain** sector shows that most candidates are Vietnamese, with expats accounting for nearly 15%.

- Gen X (1965–1980) makes up 2.66%,
- Gen Y (1981–1996) constitutes 50.53%,
- Gen Z (1997–2012) represents 46.81%.

OUTLIER

At the senior level, Factory Manager compensation represents the most significant outlier and reflecting a 71% increase from the previous experience tier, while mid-level Production Supervisors command a 46% premium over comparable technical engineering roles. These cases are attributed to several critical factors:

Operational Ownership

These senior roles are responsible for **overseeing the entire manufacturing operation** in Vietnam, including production performance, quality standards, cost control, and operational continuity. The scope of responsibility is broad and directly influences overall business outcomes.

People & Cross-Functional Leadership

The positions involve managing large teams and coordinating across multiple departments such as Production, Engineering, Quality, Logistics, and Supply Chain. This requires strong people management skills, **cross-functional collaboration, and effective decision-making** in complex working environments.

Business Impact

Most companies operate under a **direct manufacturing and distribution model**, where operational effectiveness closely affects product supply and revenue generation. These roles are therefore critical to maintaining stable operations and supporting overall business performance, which justifies higher compensation levels.

MANUFACTURING & SUPPLY CHAIN

SALARY REPORT

Base Salary Range | Unit: USD

Position	Year(s) of Related Experience			
	<3	3-5	5-10	>10
Factory Manager	-	1,900 - 2,500	2,500 - 3,500	3,500 - 6,000
Sourcing & Supply Chain Specialist	500 - 800	800 - 1,000	1,000 - 1,500	1,500 - 2,000
Merchandiser	500 - 800	800 - 1,000	1,000 - 1,500	1,500 - 1,900
Logistic Specialist	450 -700	700 - 1,000	1,000 - 1,400	-
Production Supervisor	400 - 800	900 - 1,400	1,200 - 2,200	-
Product Engineer	400 - 800	800 - 1,200	1,000 - 1,500	-
Quality Engineer	450 - 700	800 - 1,200	1,000 - 1,500	1,500 - 1,900

SALES & MARKETING

Sales/Business Development accounts for a significant share of employment (**14.88%**) and remain **top-priority functions** in Vietnam's labor market with key drivers:

- Expansion into new markets & revenue growth pressure
- E-commerce & social commerce growth
- Omnichannel & customer experience strategies
- Data-driven marketing & AI personalization

TOP 6 IN-DEMAND SKILLS IN 2026



AI & Data Capability



Sales/MKT Technical Versatility



Adaptability & Continuous Learning



Global Collaboration



Problem-solving Skills



Cybersecurity Awareness

ADVICE FOR EMPLOYER

- Offer competitive pay, a strong team culture, and flexible work to win top talent.
- Develop junior staff and offer constant training to solve hiring shortages.
- Invest in digital tools like CRM and omnichannel marketing to stay ahead.

ADVICE FOR EMPLOYEE

- Develop management skills like communication, negotiation, pipeline and strategic account management.
- Focus on SEO, CRM, and data analytics to make smarter, faster business decisions.
- Learn to navigate e-commerce and new digital platforms to meet customers where they shop today.

SALES & MARKETING

SALARY REPORT

Our data on the Sales & Marketing sector reflects employees and candidates in ASEAN area. Gen X (1965–1980) makes up 1.29% of the workforce, Gen Y (1981–1996) constitutes 50.49%, and Gen Z (1997–2012) represents 48.22%.

Base Salary Range | Unit: USD

Position	Year(s) of Related Experience			
	<3	3-5	>5	>10
Head of Sales/ Sales Manager	-	-	2,000 - 4,000	3,500 - 6,000
Business Developer	500 - 800	800 - 1,000	1,000 - 2,000	-
Sales	400 - 700	700 - 900	900 - 1,500	1,500 - 3,000
After-Sales/ Customer Service	500 - 800	800 - 1,300	1,000 - 1,700	-
Marketing Director	-	-	2,000 - 3,000	2,500 - 5,000
Content Marketing	500 - 800	800 - 1,100	900 - 1,500	1,200 - 2,000
Digital Marketing	500 - 800	800 - 1,100	1,000 - 1,500	1,300 - 2,200
Graphic Designer	500 - 800	800 - 1,200	1,200 - 1,400	1400 - 2,000

SALES & MARKETING

COMMISSIONS SCHEME FOR SALES/BD POSITIONS

Sales/BD positions usually combine base salary and performance-based pay. Commission levels usually range months **20-40%** of **base salary per year** based on:

- **Revenue generated**
- **Gross profit / margin generated**
- **Number of closed deals**
- **New client acquisition**
- **Renewal or repeat business**
- **Upselling / cross-selling**
- **Team sales performance**

OUTLIER

Notable outliers have been observed in the offered salary levels, with increases of **20–30%** for the same job level. These exceptions are attributed to those key factors:

Broader responsibilities

The actual responsibilities may go beyond the formal title, leading to a higher salary level.

Senior leadership responsibility

Some roles involve decision-making authority, team leadership, or strategic ownership, which justifies higher pay.

Niche industry expertise

Candidates with specialized knowledge in a specific industry may command a premium

Strategic role

In some cases, the title may appear standard, but the role itself carries strategic importance such as a pioneer in a new market

Multinational exposure

Experience in regional roles or multinational companies often increases market value and compensation expectations.

ADMINISTRATION

Back-office roles, particularly receptionists and administrative staff, are crucial for maintaining an organized and efficient office environment.



STAFFING NEEDS

Companies which:

- have **above 20 employees** typically need **at least one dedicated administrative** position.
- have offices larger than **200 sqm** or with headcounts exceeding **80 employees** typically need an additional **receptionist** alongside the admin team.



MARKET GROWTH

Several indicators highlight the rising demand for strong office management roles.

- Office supply has expanded notably, with more than **160,000 sqm** completed in Ho Chi Minh City and **135,000 sqm** in Hanoi
- The **68% expansion** of Grade A office space in 2023 further signals sustained demand.

TOP 7 IN-DEMAND SKILLS IN 2026

- **Communication Skills**
- **Customer Service Skills**
- **Organizational Skills**
- **Problem-solving Skills**
- **Multitasking Skills**
- **Confidentiality**
- **Digital Skills**

ADVICE FOR EMPLOYER

- Offer competitive pay, a strong team culture, and flexible work to win top talent
- Provide clear career paths, training, mentorship, and growth opportunities
- Foster collaboration, communication, inclusivity, and recognize contributions to create a positive and engaging work environment

ADVICE FOR EMPLOYEE

- Research salary, job requirements, and company background to align skills and show professionalism.
- Commit to staying in the role for at least 15–18 months to build expertise and master company processes
- Value the role, develop transferable skills, and set career goals to enhance job satisfaction

ADMINISTRATION

SALARY REPORT

Our data on the Administration sector reflects Vietnamese employees. Gen X (1965–1980) makes up 1.79% of the workforce, Gen Y (1981–1996) constitutes 27.18%, and Gen Z (1997–2012) represents 71.03%.

Base Salary Range | Unit: USD

Position	Year(s) of Related Experience		
	<3	3-5	>5
Receptionist cum Admin	350 - 500	-	-
Administrator	380 - 550	500 - 600	600 - 950

OUTLIER

Across all three job families above, several salary outliers were observed in 2025, with offered salary levels significantly exceeding the market average. These higher-than-average cases can be explained by several key factors, as follows:

Broader responsibilities

For example, Admin roles may also cover office management, executive assistance, or operations support, while Accountant or HR positions may involve more strategic, supervisory, or cross-functional duties.

Seniority

Candidates with solid hands-on expertise, exposure to complex business environments, or proven performance in specialized areas are more likely to command compensation above the market average.

Company & market context

Candidates working in multinational corporations, foreign-invested enterprises, or larger organizations often receive higher compensation due to broader role scope, more demanding requirements, and stronger pay capacity.

Languages capacity

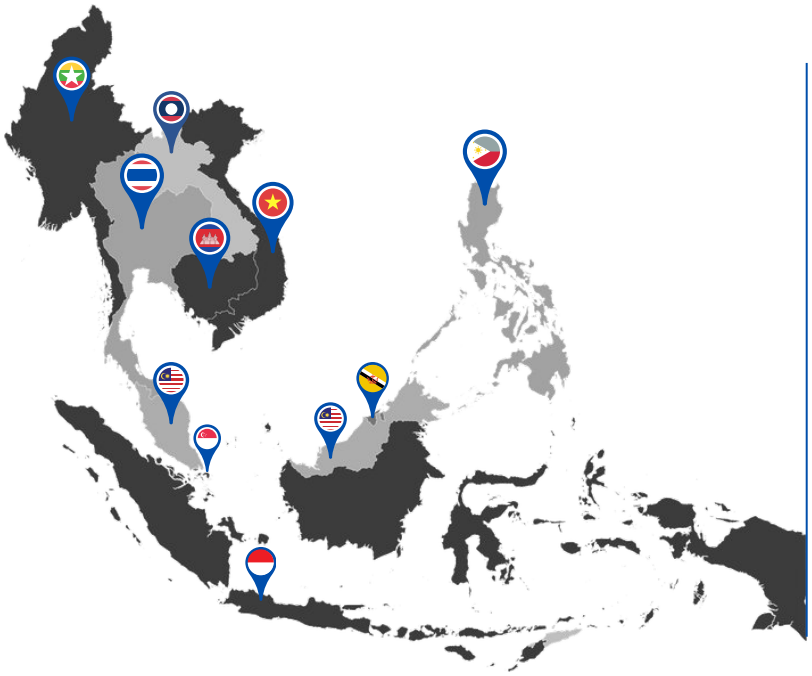
Higher salaries may also be linked to language ability, especially when the role involves supporting expatriates, coordinating with regional teams, or handling bilingual communication and documentation.

EMPLOYER COST

in some ASEAN countries

ASEAN OVERVIEW

A RISING POWERHOUSE IN SOUTHEAST ASIA



"ONE VISION, ONE IDENTITY, ONE COMMUNITY"

The Association of Southeast Asian Nations (ASEAN) is a political and economic union of 10 Southeast Asian states, founded in 1967 by Indonesia, Malaysia, the Philippines, Singapore, and Thailand, and later expanded to include Brunei, Cambodia, Laos, Myanmar, and Vietnam. Its strategic location, abundant resources, and growing middle class enhance its global significance.

> **Navigating hiring costs in Southeast Asia can be a puzzle, as every country has its own set of rules for insurance and benefits. To help you budget more accurately, we've compared the mandatory employer costs across five key ASEAN markets. This snapshot simplifies the differences so you can see the real investment required in each location.**



Huong LE
Corporate Services & HR Solutions Director

Country	Employer Contribution	Employee Contribution	Key Mandatory Practice
Indonesia	~10–11%	~9–10%	THR (1 month salary annually)
Malaysia	~13% EPF + schemes	~11% EPF	Multi-scheme system
Philippines	~10% + capped schemes	~5–9%	Mandatory 13th month salary
Thailand	~5%	~5%	Lower statutory burden
Vietnam	~21.5%	~10.5%	Trade union + 13th month practice

ASEAN OVERVIEW

SIMULATION SAMPLE

To illustrate how statutory contribution structures affect hiring costs, the following simulation compares the estimated annual employer cost across five ASEAN markets using a standardized salary assumption:

#	Items	Indonesia	Malaysia	Philippines	Thailand	Vietnam
1	Annual Gross salary	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000
2	Annual Bonus	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500
Estimated Annual NET take home for Employees		$ 16,963	$ 16,333	$ 16,116	$ 18,313	$ 16,795
3	Annual Employer's Social insurance contributions	$ 1,289	$ 2,868	$ 1,272	$ 292	$ 3,870
4	Annual Labor Union Trade	-	-	-	-	$ 360
5	**ANNUAL EMPLOYER'S COST**	**$ 20,789**	**$ 22,368**	**$ 20,772**	**$ 19,792**	**$ 23,730**

KEY TAKEAWAYS

VIETNAM

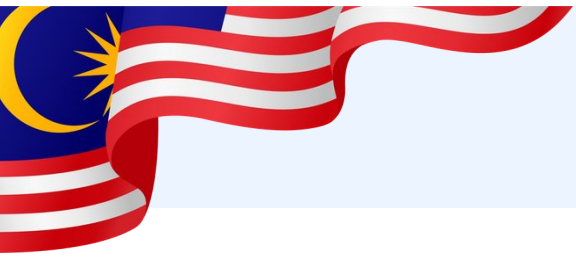
Vietnam shows **the highest employer statutory burden** (~21.5%) due to social insurance and trade union contributions.

THAILAND

Thailand maintains **the lowest statutory contribution rate** among the five ASEAN markets.

PHILIPPINES **MALAYSIA**

Malaysia and the Philippines operate **multi-scheme contribution systems** with capped tables, creating additional payroll and compliance complexity.



MALAYSIA

Although statutory employer contributions remain moderate, increasing competition for skilled professionals and rising salary expectations are likely to **drive higher overall hiring costs for employers.**

Projected salary growth of
6% - 9%

Strong demand for technology, engineering, and digital talent

KEY EMPLOYMENT NOTE

PERSONAL INCOME TAX

PROGRESSIVE TAX RATE **0% – 30%**

KEY TAX RELIEFS INCLUDE:

Individual	RM 9,000
Spouse (non-working)	RM 4,000
Child Relief	RM 2,000 - RM 8,000

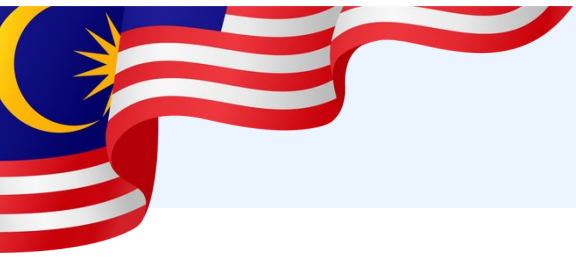
MINIUM WAGE

MINIMUM WAGE **RM 1,700** /MONTH

(Effective 1 Aug 2025)

COMMON MARKET BENEFITS:

- Financial allowances and bonuses
- Health insurance coverage
- Flexible working arrangements
- Professional development programs



MALAYSIA

PROBATION PERIOD

Not compulsory. Most companies in Malaysia set probation between 03 to 06 months. Probation can be extended if performance is not satisfactory (but NOT recommended).

ANNUAL LEAVE

Employees are entitled to paid annual leave based on **their length of service**:

- **8** days if employed for less than 2 years
- **12** days if employed for 2 to less than 5 years
- **16** days if employed for 5 years or more

FACT

*Annual leave is pro-rated for incomplete years of service, must generally **be taken within 12 months**, and employees are entitled to payment for unused leave upon termination.*

TERMINATION

Both the employee and the employer have the right to terminate the employment contract at any time, provided that prior notice is given.

NOTICE PERIOD

As agreed in the employment contract; or if the contract does not specify, the **minimum notice period** is:

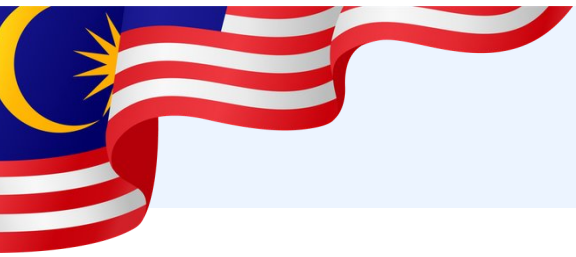
- **4** weeks if employed for less than 2 years
- **6** weeks if employed for 2 to less than 5 years
- **8** weeks if employed for 5 years or more

Either Employers or Employees can pay payment in lieu of notice for immediate termination.

EMPLOYEE CONTRACT

- Permanent contract with no fixed end date
- Fixed-term contract with specific start and end date





MALAYSIA

Components	Employer's Contribution	Employee's Contribution	Note
Employees Provident Fund - EPF (Third Schedule Part A)	13% of monthly salary	11% of monthly salary	Salary < RM 5,000
	12% of monthly salary		Salary > RM 5,000
SOCSO (Social Security Act 4)	Fixed amount based on gross salary	Fixed amount based on gross salary	-
EIS (Employment Insurance System Act 800)	Fixed amount based on gross salary	Fixed amount based on gross salary	-
HRD Corp Levy	1% of monthly salary	-	-

SIMULATION SAMPLE

Exchange Rate: 1 USD = 4 MYR

#	Items	Normal month	Month with bonus	Annual cost
1	Monthly Gross salary	$ 1,500	$ 1,500	$ 18,000
2	13th month Salary Bonus		$ 1,500	$ 1,500
Estimated Monthly NET take home for Employees		$ 1,264	$ 2,434	$ 16,333
3	Monthly Employer's Social contributions	$ 224	$ 404	$ 2,868
4	**MONTHLY EMPLOYER'S COST**	**$ 1,607**	**$ 3,224**	**$ 22,368**

INDONESIA

Although statutory employer contributions remain moderate, increasing competition for skilled professionals and rising salary expectations are likely to **drive higher overall hiring costs for employers.**

Projected salary growth of
6% - 6.5%

Strong demand for technology, digital, and engineering talent.

KEY EMPLOYMENT NOTE

PERSONAL INCOME TAX

PROGRESSIVE TAX RATE 5% – 35%

Note: From Jan to Nov, withholding tax is calculated based on Effective tax rate fixed by government.

KEY TAX RELIEFS INCLUDE:

Individual	**Rp 54,000,000**
Occupational expenses	**5% gross income** *(capped at Rp 6,000,000/year)*
Child Relief	**Rp 4,500,000**

MINIUM WAGE

MINIUM WAGE *(depends on province)*

RP 2,300,000 - 5,900,000 /MONTH

OTHER COMPULSORY BENEFITS:

THR (Tunjangan Hari Raya) Bonus is **paid 7 days prior** to public religious holiday of each employee:

- Eid-il-Fitri for Muslims;
- Christmas for Catholics and Protestants (considered as two different religions in Indonesia);
- Nyepi for Hindus;
- Vesak for Buddhists; and
- Chinese New Year for Confucianism.

INDONESIA

ANNUAL LEAVE

Under Job Creation Law (Omnibus Law 2020), employees are entitled to Annual leaves of at least:

12 working days per year after completing **1 year of service** with the employer

*Employees must take **at least 6 consecutive days** per year.*

FACT

After every 6 years of service with the same employer, some employees are entitled to a "long leave" of one month in the 7th and 8th year of service (based on company's policy).

All unused leaves must be converted to cash upon termination.

PROBATION PERIOD

- Shall **NOT** exceed 03 months for permanent employees.
- **NOT** allowed for fixed-term contracts.

EMPLOYEE CONTRACT

- Permanent contract (PKWTT)
- Fixed-term contract (PKWT)

TERMINATION

Termination can be from **Employers** ('authorized cause' due to business necessity or 'just cause' due to employee fault) or from **Employees resignation.**

SEVERANCE PAY

- Employees **are entitled to severance pay** based on length of service (1 - 9 months' salary), unless termination is due to serious misconduct, neglect of duty, etc.
- Long Service Pay: 2 - 10 months' salary (applied to Employees serving more than 3 years).

FINAL PAYMENTS

Employers must **settle wages** up to the last working day, unused annual leaves, severance to Employees upon termination.

Notice Period

- Employers must give at least **14 working days** prior notice or payment in lieu of notice before the effective date of termination.
- Employees must submit a written notice of resignation at least **30 days** before their last day.

POOR PERFORMANCE

Employers usually need to provide **prior warnings or evidence of underperformance** before termination; otherwise, severance pay is required.

PROBATION

- **7** working days prior notice or payment in lieu is required.
- **No** Severance pay if the Employee is terminated due to failure to meet standards or Just Cause.
- **13th month pay is still mandatory** if the Employee works for more than 1 month.

INDONESIA

Components	Employer's Contribution	Employee's Contribution	Note
JHT (Old Age Security – BPJS Ketenagakerjaan)	3.7% of monthly salary	2% of monthly salary	Based on gross salary
JP (Pension – BPJS Ketenagakerjaan)	2% of monthly salary	1% of monthly salary	Salary ceiling applies (regulated annually)
JKK (Work Accident – BPJS Ketenagakerjaan)	0.24% – 1.74% of monthly salary	–	Rate depends on industry risk classification
JKM (Death Benefit – BPJS Ketenagakerjaan)	0.3% of monthly salary	–	Employer only
JPK (Healthcare - BPJS Kesehatan)	4% of monthly salary	1% of monthly salary	Salary ceiling applies (regulated annually)

SIMULATION SAMPLE

Exchange rate: 1 USD = 16,985 IDR

#	Items	Normal month	Month with bonus	Annual cost
1	Monthly Gross salary	$ 1,500	$ 1,500	$ 18,000
2	THR Bonus		$ 1,500	$ 1,500
Estimated Monthly NET take home for Employees		$ 1,309	$ 2,570	$ 16,963
3	Monthly Employer's Social contributions	$ 107	$ 107	$ 1,289
4	**MONTHLY EMPLOYER'S COST**	**$ 1,607**	**$ 3,107**	**$ 20,789**



PHILIPPINES

While statutory employer contributions remain relatively stable, growing competition for skilled professionals and higher salary expectations are expected to gradually **increase overall hiring costs for employers.**

Projected salary growth of
6% - 7%

Strong demand for technology, shared services, and digital roles, supported by the country's expanding BPO and IT sectors

KEY EMPLOYMENT NOTE

PERSONAL INCOME TAX

PROGRESSIVE TAX RATE **0% - 35%**
UNDER TRAIN LAW

₱250,000 annual income threshold is **tax-exempt**
(Community tax discussion context)

MINIUM WAGE

MINIMUM WAGE (METRO MANILA – NCR):

₱695 /DAY (NON-AGRICULTURE)

₱658 /DAY (AGRICULTURE, SMALL RETAIL, MANUFACTURING)

**Effective July 2025*

MINIMUM WAGE VARIES BY REGION (REGIONAL WAGE BOARD SYSTEM)



PHILIPPINES

ANNUAL LEAVE

Under Article 95 of the Labor Code (2022), employees are entitled to Service Incentive Leave of:

5 working days per year after completing **1 year of service** with the employer

FACT

- *Employers **may grant more than 5 days** depending on company policy or agreement (Company-granted leaves).*
- *Unused leave(s) within 5-day SIL are required to be converted to cash at year-end or upon termination.*

PROBATION PERIOD

Shall **NOT** exceed 180 days (around 06 months)

SALARY PAYMENT

Semi-monthly cycle (15th and 30th) regulated by the Department of Labor and Employment (DOLE)

13th-month pay is mandatory for employees with at least 01 month working & must be paid by Dec 24.

EMPLOYEE CONTRACT

- Regular employment contract (Indefinite contract)
- Probationary employment contract
- Project-based employment contract
- Fixed-term employment contract
- Casual employment contract

TERMINATION

Notice Period
Either party must give at least **one pay period notice** (commonly about 30 days)

SEVERANCE PAY

Employees **are entitled to separation pay** based on length of service, unless termination is due to serious misconduct, neglect of duty, etc (Article 297 Labour Code 2022).

PROBATION

No separation pay if termination is due to failure to meet standards or Just Cause. **13th month pay is still mandatory** if the Employee works more than 1 month.

POOR PERFORMANCE

Employers need to provide **prior warnings or evidence of underperformance** before termination; otherwise, severance pay is required.

FINAL PAYMENTS

Employers must **settle wages** up to the last working day, unused SILs, pro-rated 13th month pay, and Certificate of Employment (COE) upon termination.



PHILIPPINES

Components	Employer's Contribution	Employee's Contribution	Note
SSS (Social Security System)	10% of monthly salary	5% of monthly salary	Total contribution 15%; salary ceiling applies
PhilHealth	2.5% of monthly salary	2.5% of monthly salary	Total 5%; salary ceiling ₱100,000 applies
Pag-IBIG (HDMF)	2% of monthly salary	2% of monthly salary	Salary ceiling ₱10,000 for computation

SIMULATION SAMPLE

Exchange rate: 1 USD = 59,7452 PHP

#	Items	Normal month	Month with bonus	Annual cost
1	Monthly Gross salary	$ 1,500	$ 1,500	$ 18,000
2	13th month Salary Bonus		$ 1,500	$ 1,500
Estimated Monthly NET take home for Employees		$ 1,218	$ 2,718	$ 16,116
3	Monthly Employer's Social contributions	$ 105	$ 113	$ 1,272
4	**MONTHLY EMPLOYER'S COST**	**$ 1,607**	**$ 3,105**	**$ 20,772**



THAILAND

Thailand's labor market is shaped by moderate economic growth and a shortage of skilled talents. Although statutory employer contributions remain relatively low, competition for skilled workers may **raise overall hiring costs.**

Projected salary growth of
10% - 20%

Increasingly focusing on experienced talents

KEY EMPLOYMENT NOTE

PERSONAL INCOME TAX

PROGRESSIVE TAX RATE **0% - 35%**

KEY TAX RELIEFS INCLUDE:

Individual	**40% gross income (max 60,000 THB)** *(per employee/year)*
Dependents	**30,000 THB** *(per dependent/year)*
Deductible expenses	**50%** income *(capped at 100,000 THB/year)*

MINIUM WAGE

MINIMUM WAGE **337 - 400 THB** /DAY

COMMON MARKET BENEFITS:

- Comprehensive health insurance and group life insurance
- Wellness and development support
- Flexible working arrangements
- Employee engagement programs



THAILAND

ANNUAL LEAVE

Under the Thai Labour Protection Act B.E. 2541 (1998), Section 30, employees are entitled to paid annual leave of at least:

6 working days per year after completing **1 year of service** with the employer

FACT

*Employers **may grant more than 6 days** depending on company policy or agreement. Unused leave may be carried forward or compensated, depending on company arrangements.*

PROBATION PERIOD

Not compulsory. Normal practice for companies is **up to 119 days**

EMPLOYEE CONTRACT

- Permanent contract for employee
- Fixed-term contract for contractor

TERMINATION

Both the employee and the employer have the right to terminate the employment contract at any time, provided that prior notice is given.

SEVERANCE PAY

Employees **are entitled to statutory severance pay** based on length of service, unless termination is due to serious misconduct under the Labour Protection Act.

PROBATION

Probationary employees follow the same termination rules as regular employees; severance is required if employment **exceeds 120 days.**

Notice Period

Either party must give at least **one pay period notice** (commonly about 30 days), and it **cannot exceed 3 months.**

POOR PERFORMANCE

Employers usually need to provide **prior warnings or evidence of underperformance** before termination; otherwise, severance pay is required.

FINAL PAYMENTS

Employers must settle wages up to the last working day, unused leave, and required statutory documents upon termination.



THAILAND

Components	Employer's Contribution	Employee's Contribution
Accident Insurance	1.5% of monthly salary	1.5% of monthly salary
Unemployment Insurance	0.5% of monthly salary	0.5% of monthly salary
Child Welfare and Old Age	3% of monthly salary	3% of monthly salary

SIMULATION SAMPLE

Exchange rate: 1 USD = 32,50 THB

#	Items	Normal month	Month with bonus	Annual cost
1	Monthly Gross salary	$ 1,500	$ 1,500	$ 18,000
2	13th month Salary Bonus		$ 1,500	$ 1,500
Estimated Monthly NET take home for Employees		$ 1,417	$ 2,723	$ 18,313
3	Monthly Employer's Social contributions	$ 24	$ 24	$ 292
4	**MONTHLY EMPLOYER'S COST**	**$ 1,524**	**$ 3,024**	**$ 19,792**

VIETNAM

Although statutory employer contributions remain moderate, increasing competition for skilled professionals and rising salary expectations are likely to **drive higher overall hiring costs for employers.**





KEY EMPLOYMENT NOTE

PERSONAL INCOME TAX

PROGRESSIVE TAX RATE 0% - 35%

KEY TAX RELIEFS INCLUDE:

Individual	15,500,000 VND *(per employee/month)*
Dependents	6,200,000 VND *(per dependent/month)*

MINIUM WAGE

MINIMUM WAGE *(depends on location)*

3.700.000 – 5.310.000 VND /MONTH

COMMON MARKET BENEFITS:

- Financial allowances and bonuses
- Health insurance coverage
- Flexible working arrangements
- Professional development programs

VIETNAM

PROBATION PERIOD

- **Up to 180 days:** Enterprise managers (as defined by the Law on Enterprises).
- **Up to 60 days:** Jobs requiring college or higher qualifications.
- **Up to 30 days:** Jobs requiring intermediate or technical qualifications.
- **Up to 6 working days:** Mainly blue-collar jobs

ANNUAL LEAVE

Employees are entitled to **at least 12 days** of paid annual leave per year after working 12 months. This increases to 14–16 days for employees in hazardous jobs or special categories.

Employees also usually receive **1 additional day** for every 5 years of service with the same employer.

TERMINATION

Employers must follow **both notice period timeline and legally defined grounds and severance obligations** where applicable with at least:

2 month salary for Definite contract
4 month salary for Indefinite contract

Employee provides notice period timeline for:

30 days for Definite contract
45 days for Indefinite contract

EMPLOYEE CONTRACT

- Indefinite-term labor contract
- Definite-term labor contract: 12-36 months (can be less than 12 months)



VIETNAM

Components	Employer's Contribution	Employee's Contribution	Note
Social Insurance	17.5% of monthly salary	8% of monthly salary	Capped salary for contribution 46,800,000 VND
Unemployment Insurance	1% of monthly salary	1% of monthly salary	Capped salary for contribution 106,200,000 VND
Health insurance	3% of monthly salary	1.5% of monthly salary	Capped salary for contribution 46,800,000 VND

SIMULATION SAMPLE

Exchange rate: 1 USD = 26,000 VND

#	Items	Normal month	Month with bonus	Annual cost
1	Monthly Gross salary	$ 1,500	$ 1,500	$ 18,000
2	13th month Salary Bonus		$ 1,500	$ 1,500
Estimated Monthly NET take home for Employees		$ 1,287	$ 2,528	$ 16,686
3	Monthly Employer's Social contributions	$ 323	$ 323	$ 3,870
4	Monthly Labour Trade Union	$ 30	$ 30	$ 360
5	**MONTHLY EMPLOYER'S COST**	**$ 1,853**	**$ 3,353**	**$ 23,730**

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ABOUT SOURCE OF ASIA

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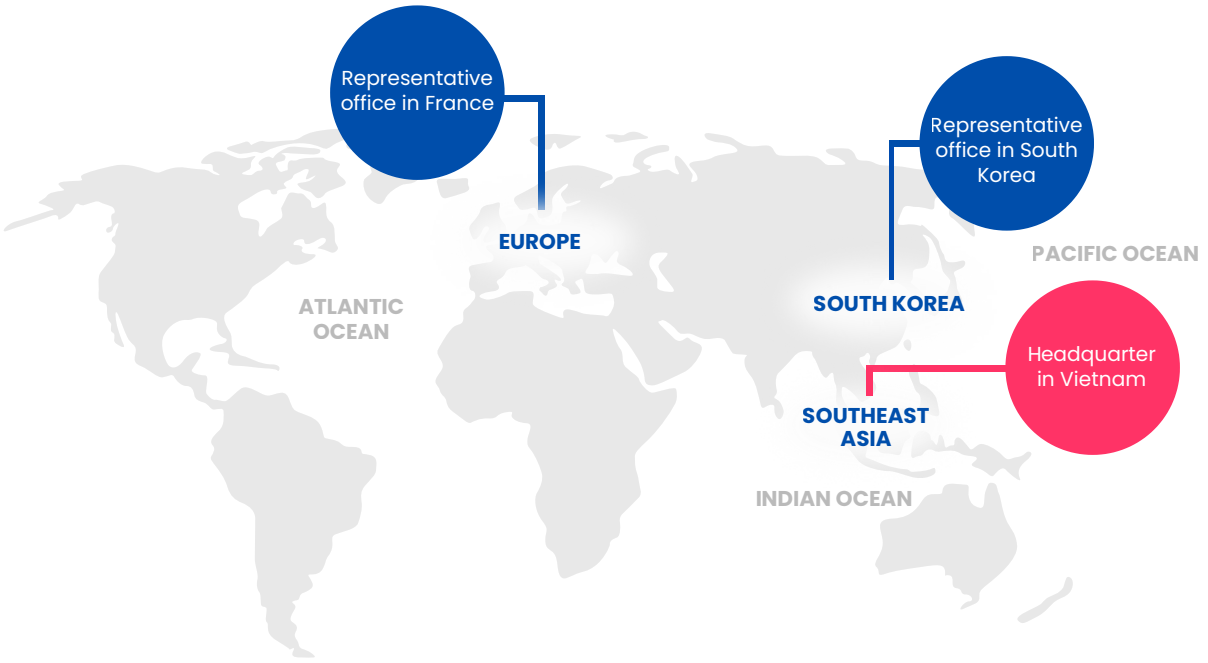
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DISCLAIMER

With 1,068 data points across 4 sectors, we establish expected salary ranges by calculating median values for minimum and maximum salaries based on years of experience. This method focuses on central tendencies, excludes outliers, and provides a consistent, reliable benchmark for comparing salaries across roles.

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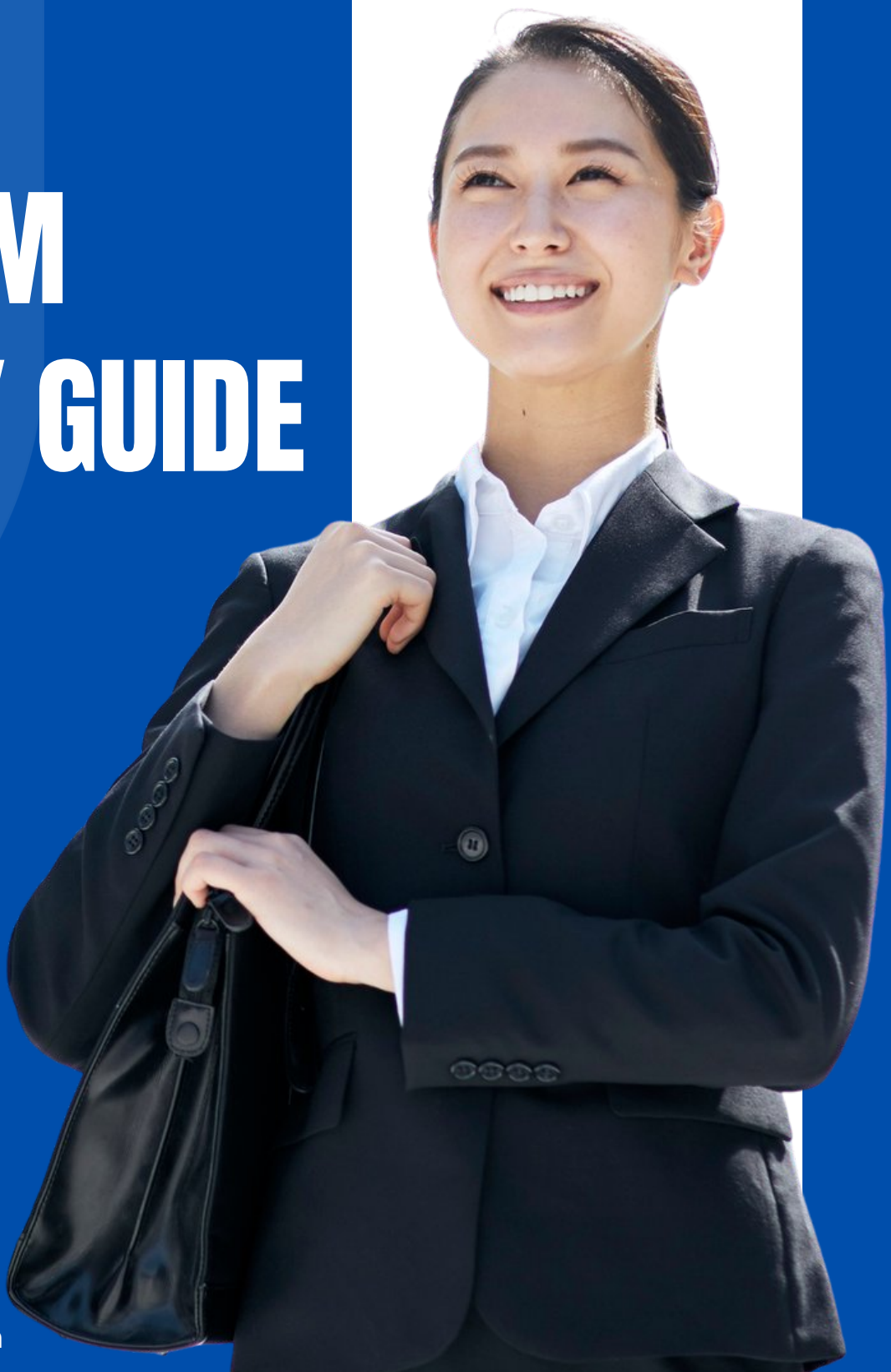
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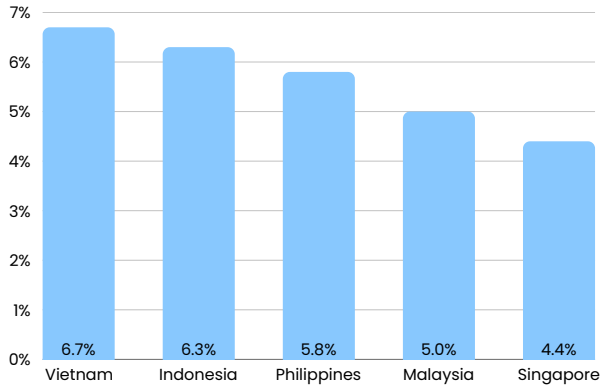
ASEAN GENERAL LABOR TRENDS 2026

SALARY GROWTH: REMAINS POSITIVE BUT MORE SELECTIVE

Salary increases remained **strong in 2025** across Southeast Asia, reflecting elevated talent competition.

However, **2026 growth** is expected to be **increasingly selective**, with pay rises **concentrated in roles facing skills shortages** rather than applied broadly.

SALARY INCREASE RATES (%) BY SELECTED ASEAN COUNTRY, 2025



LABOUR DEMAND CONTINUES TO OUTPACE TALENT SUPPLY

In 2025, **Southeast Asia's labor market remained structurally tight**, with demand for workers continuing to outpace available supply. Low unemployment rates, such as Singapore's 2.8% and similar trends in Thailand, highlight a highly competitive environment.

Vietnam remains a standout, with **strong salary growth expectations** driven by an expanding economy and a persistent need for skilled talent to fuel industrial growth.

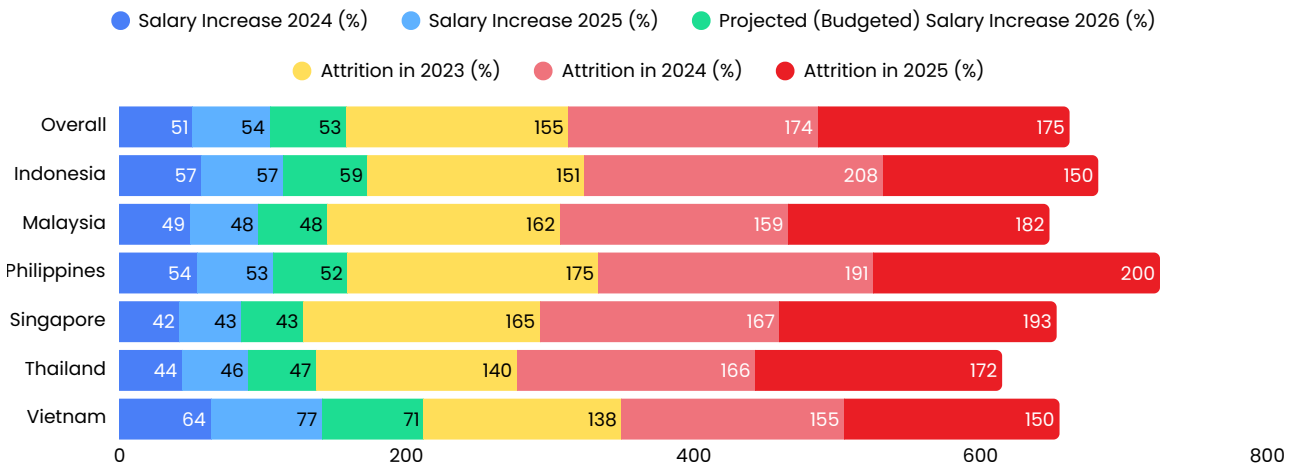
SKILL MISMATCH IS INCREASING

While the market is tight overall, the nature of the shortage is evolving into a widening skills mismatch. Although low-skilled roles still account for **40–50% of total employment**, job growth is increasingly skewed toward **mid- and high-skilled occupations**.

Entering 2026, hiring has shifted to a **"skills-first" model**. Employers are no longer just looking for "heads" to fill seats; they are prioritizing **demonstrable technical capabilities** over formal degrees, particularly in #GenAI, #cybersecurity, #cloud, #robotics, and #sustainability-related roles.

SALARY GROWTH VS. ATTRITION TRENDS IN ASEAN (2024–2026)

While salary increases across ASEAN remain moderate through 2024–2026, attrition levels continue to stay elevated in several markets. This indicates that compensation adjustments alone may not be sufficient to retain talent in an increasingly competitive labor market.



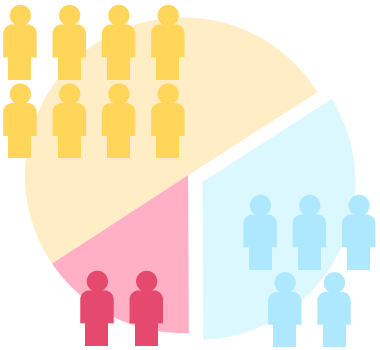
ASEAN GENERAL LABOR TRENDS 2026

LABOUR DEMAND CONTINUES TO OUTPACE TALENT SUPPLY

In 2025, Southeast Asia's labor market remained tight, with labor demand continuing to outpace talent supply. Countries such as Thailand reported low unemployment, while Singapore maintained an unemployment rate of around 2.8%.

Vietnam continues to show strong salary growth expectations, reflecting sustained demand for skilled talent in a rapidly expanding economy.





SKILL MISMATCH IS INCREASING

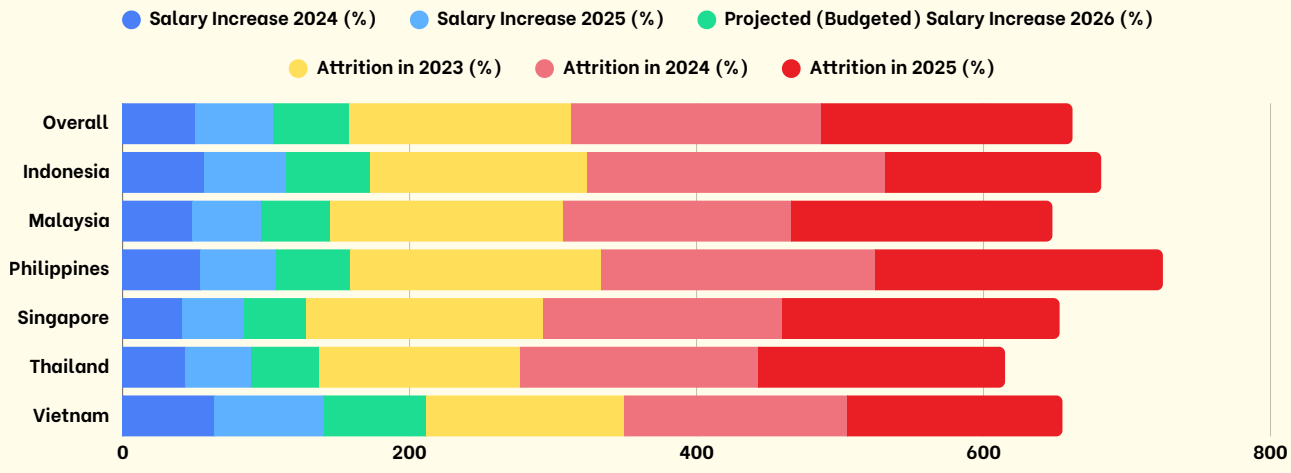
ASEAN labor markets are experiencing a growing mismatch between labor supply and demand.
While low-skilled roles account for around **40–50%** of employment, job growth is increasingly concentrated in mid- and high-skilled occupations, particularly in technical, manufacturing, and professional roles.
Looking into 2026, hiring in ASEAN is expected to increasingly adopt a skills-first approach, with employers prioritising demonstrable technical and practical capabilities over formal qualifications, particularly in **#GenAI**, **#cybersecurity**, **#cloud**, **#robotics**, and **#sustainability-related** roles.

SALARY GROWTH REMAINS POSITIVE BUT INCREASINGLY SELECTIVE

Salary increases remained strong in 2025 across Southeast Asia (Vietnam 6.7%, Indonesia 6.3%, Philippines 5.8%, Malaysia 5.0%, Singapore 4.4%), reflecting elevated talent competition and turnover.
However, salary growth in 2026 is expected to **remain positive but increasingly selective**, with pay increases concentrated in roles facing persistent skills shortages rather than applied broadly across organisations.

SALARY GROWTH VS. ATTRITION TRENDS IN ASEAN (2024–2026)

While salary increases across ASEAN remain moderate through 2024–2026, attrition levels continue to stay elevated in several markets. This indicates that compensation adjustments alone may not be sufficient to retain talent in an increasingly competitive labor market.



Source: Aon Survey Projects Moderate Salary Growth of 5.3 percent for Southeast Asia in 2026



ASEAN GENERAL LABOR TRENDS 2026



KEY LABOUR MARKET DYNAMICS SHAPING ASEAN HIRING IN 2026

FOR EMPLOYER | **FOR TALENT**

STRUCTURAL TALENT MISMATCH

Difficulty filling mid–senior roles persists despite ample overall labor supply, making targeted pay adjustments and internal upskilling more effective than broad hiring expansion.

Career progression increasingly depends on depth of skills and experience, rather than general labor market growth.

HIRING COMPETITION CONCENTRATED IN SPECIFIC ROLES

Hiring pressure is increasingly role-specific, requiring differentiated pay within the same job family rather than uniform salary increases.

Candidates with in-demand and specialised skills are likely to maintain strong bargaining power and job mobility into 2026.

SHIFT TOWARD SKILLS-FIRST HIRING

Hiring criteria are shifting beyond degrees toward demonstrable technical and practical capabilities, particularly in technology and sustainability-related roles.

Candidates with practical skills, portfolios, and hands-on experience are better positioned for both hiring success and salary negotiation.

SELECTIVE SALARY GROWTH

Upward salary pressure for in-demand roles is expected to persist into 2026 even as overall hiring growth moderates.

External job moves will remain a key driver of salary growth, while internal progression alone may deliver more modest increases.

EXPANSION OF OUTSOURCING AND GLOBAL ROLES

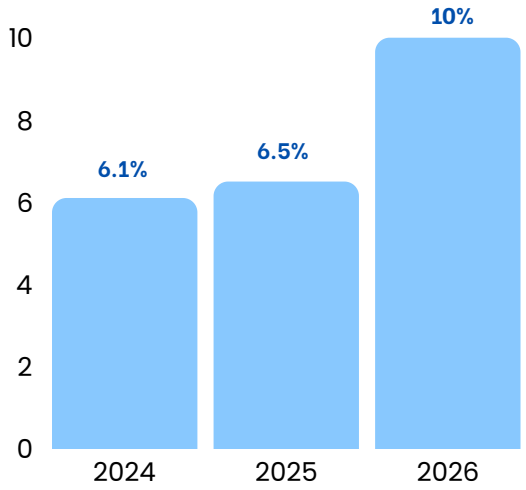
ASEAN continues to position itself as a cost-efficient and scalable talent base for HR, IT, and business support outsourcing.

Outsourcing growth increases access to global employers without relocation, but also raises expectations for productivity and specialised skills.

Source: ASEAN Labour Market Information Systems (GIZ, 2024); ILO (2025); Source of Asia Analysis, 2026.

VIETNAM GENERAL LABOR TRENDS 2026

GDP GROWTH FORECAST



Source: Vietnam National Assembly

According to IMF estimates, Vietnam's nominal GDP is projected to increase from about USD 485 billion in 2025 to around USD 511 billion in 2026, reflecting continued economic expansion and rising domestic demand.

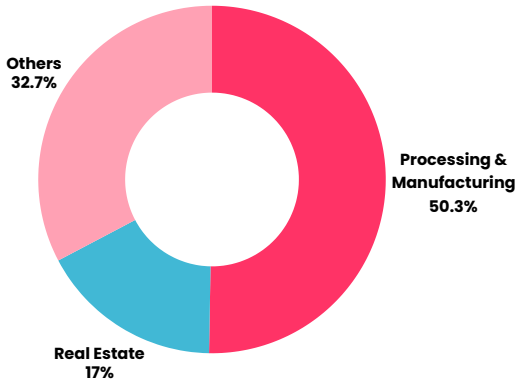
Vietnam's unemployment rate remained low at 2.2 percent, but youth unemployment stayed elevated at nearly 8.4 percent and was higher in urban areas at 11.3 percent, according to the report.

Demand for onsite outsourced positions also rose, with the most requested roles including field engineers, sales executives, technicians, and promotional staff (PGs). (Adecco, 2025)

FDI OVERVIEW

As of 12/2025, foreign direct investment (FDI) totaled $3.84 billion, a 9% year-on-year increase, marking the highest level in the past five years

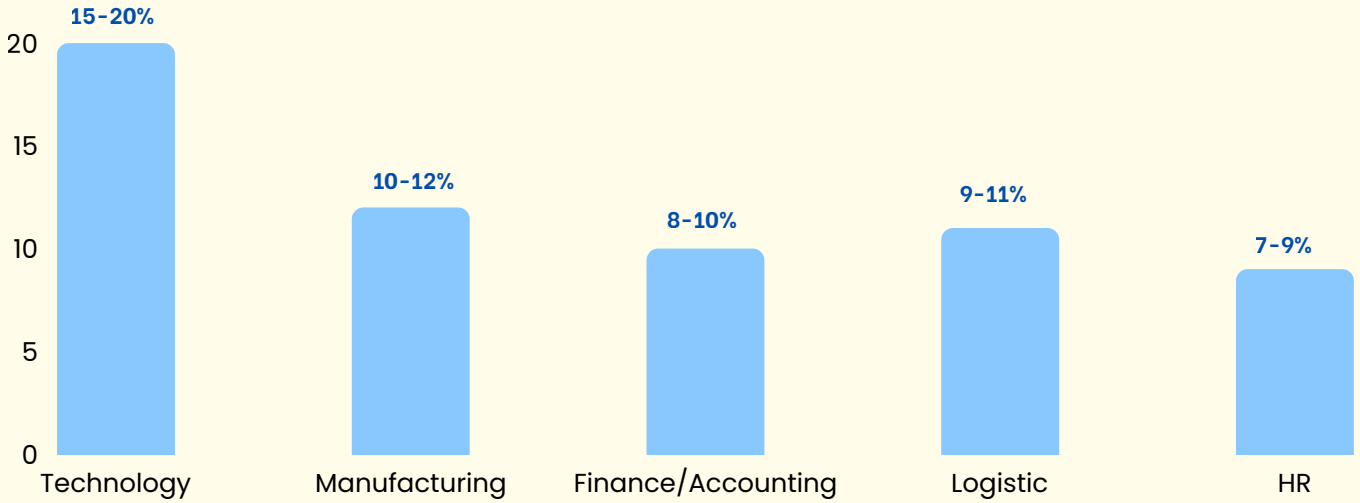
The **Processing & Manufacturing sector** and **Real Estate** highlighting its role as a cornerstone of Vietnam's economy.



Source: National Investment Information System

- FDI Inflow Surge: Vietnam is benefiting from supply chain relocation (China + 1 strategy), attracting significant FDI reinvestment and capital from both U.S. and Chinese investors.
- Looking ahead to 2026, 89% of the companies plan to expand hiring, with sales, marketing, and manufacturing roles expected to account for the largest share of new jobs.
- Most companies added headcount selectively in production, quality, maintenance, and supply chain, while back-office teams operated with leaner, multi-functional structures.
- The decline in demand for entry-level workers was most pronounced in administrative and human resource roles, accounting, finance, and banking, marking the second consecutive year of sharp contraction in those fields

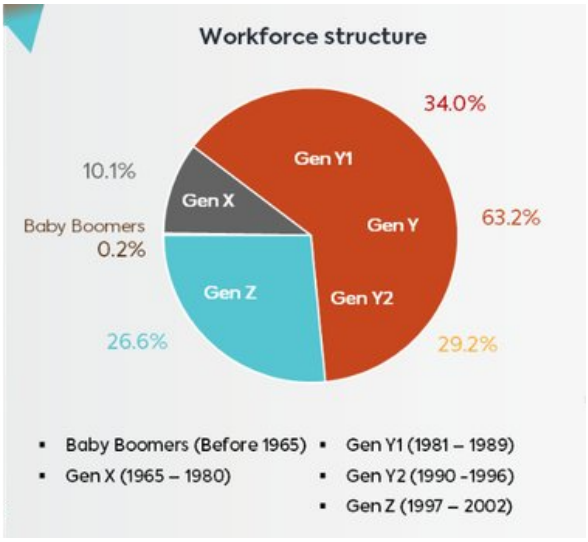
TOP 5 INDUSTRIES WITH THE HIGHEST SALARY GROWTH FORECAST



Source: NIC Global Sourcing JSC

VIETNAM GENERAL LABOR TRENDS 2026

FOR EMPLOYER



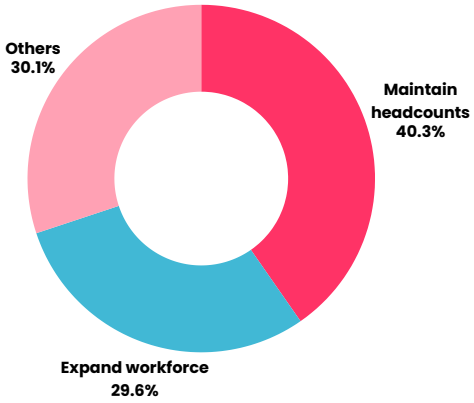
Source: Talentnet - Mercer Report 2025

- Gen Z prioritizes learning and growth experiences
  Gen Y values work-life balance
  Gen X focuses on insurance and long-term benefits.
- Employees who believe they have a good work-life balance are 21% more productive than their counterparts who feel overwhelmed.
- Workplace flexibility and remote work models are anticipated to become standard practice, influenced by global trends and technological advancements.

For employers in 2026, the key challenge is not talent availability but talent suitability. Companies must shift toward skills-based hiring strategies and stronger employee value propositions, combining competitive pay with flexibility, development opportunities, and wellbeing.

FOR EMPLOYEE

HIRING OUTLOOK



Source: Talentnet - Mercer Report 2025

- Nearly 50% companies are “very open” to hiring Gen Z employees, recognising their digital fluency and creative thinking as key assets for innovation.
- Nearly 80 percent of the new hires had 1-3 years of experience
- The decline in demand for entry-level workers was most pronounced in **administrative and human resource roles, accounting, finance, and banking,** marking the second consecutive year of sharp contraction in those fields

For employee in 2026: Vietnam’s labor market in 2026 will increasingly prioritise practical skills, adaptability, and technical expertise over academic credentials or seniority. As entry-level opportunities decline, professionals must strengthen digital and specialised skills to remain competitive. Overall, career and salary growth will depend more on skill value and productivity than tenure

SKILL-BASED HIRING

A92% of recruiters prioritize soft skills in their hiring decisions, emphasizing the need for you to cultivate these abilities alongside technical knowledge.
In 2026, the most in-demand skills combine technological capabilities with human-centric competencies.

DIGITAL LITERACY
To drive innovation and technological transformation

ADAPTABLITY
To adapt to new work flow & market demands

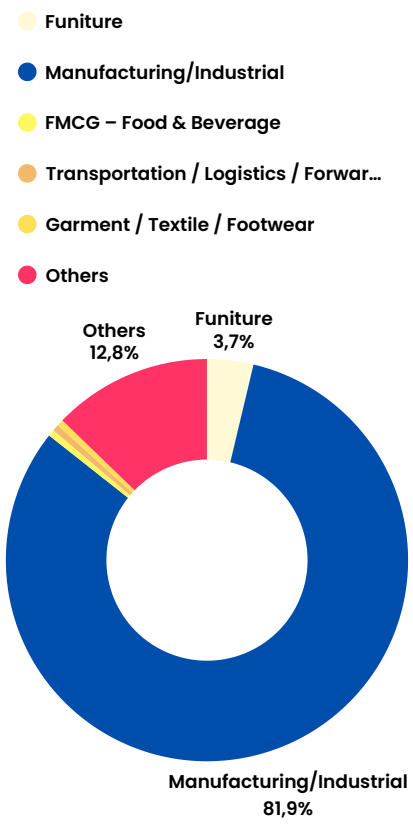
CREATIVE THINKING
To generate innovative ideas and competitive solutions

CRITICAL THINKING
To solve complex problems and support data-driven decisions

MANUFACTURING & SUPPLY CHAIN

DATA DESCRIPTION

INDUSTRY SECTOR



Our data on **Manufacturing & Supply Chain** sector shows that most candidates are Vietnamese, with expats accounting for nearly 15%.

- Gen X (1965–1980) makes up 2.66%,
- Gen Y (1981–1996) constitutes 50.53%,
- Gen Z (1997–2012) represents 46.81%.

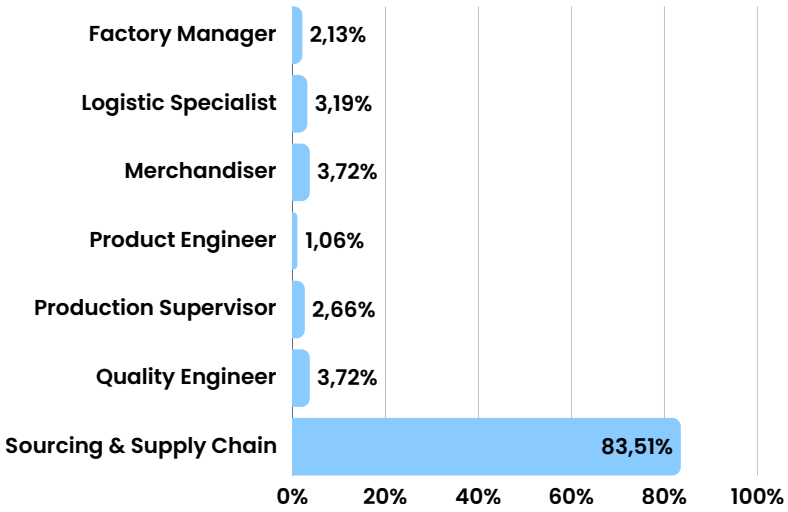
OUTLIER

The **Manufacturing/Industrial** sector accounts for the largest share at **81.9%**, indicating that hiring demand for manufacturing-related positions has increased significantly this year. In comparison, **Others (12.8%)**, **Furniture (3.7%)**, and **FMCG – Food & Beverage (0.5%)** represent much smaller proportions in the dataset.

OUTLIER

The chart indicates a heavy workforce concentration in **Sourcing & Supply Chain**, accounting for **over 80%** of total roles. In contrast, positions such as Factory Manager, Production Supervisor, Product Engineer, Quality Engineer, Logistics Specialist, and Merchandiser each represent only a small share (generally under 5%).
This distribution suggests that companies are currently **prioritizing supply chain operations, sourcing efficiency, and logistics management**, while expansion of core manufacturing and engineering teams remains more limited.

WORKFORCE DISTRIBUTION BY POSITION



INFORMATION TECHNOLOGY

Vietnam IT market (2025–2026) highlights the **resilience** of the country's digital economy. With ICT contributing up to **31.8%** of sectoral GDP, Vietnam is transitioning from a **"low-cost outsourcing destination"** toward a **key regional technology and R&D hub.**

BIGGEST TECH TRENDS 2026

THE YEAR OF TRUTH FOR AI

AI moves from experimentation to full-scale enterprise integration, becoming the backbone of digital operations and decision-making.

AI IS EATING SOFTWARE

The shift moves from writing code to expressing intent. Developers define outcomes, and AI autonomously builds, integrates, and maintains systems that are increasingly self-improving.

CLOUD 3.0: ALL FLAVORS OF CLOUD

Cloud evolves beyond cost efficiency into the foundational layer for AI-powered architectures, requiring more flexible and intelligent infrastructure models.

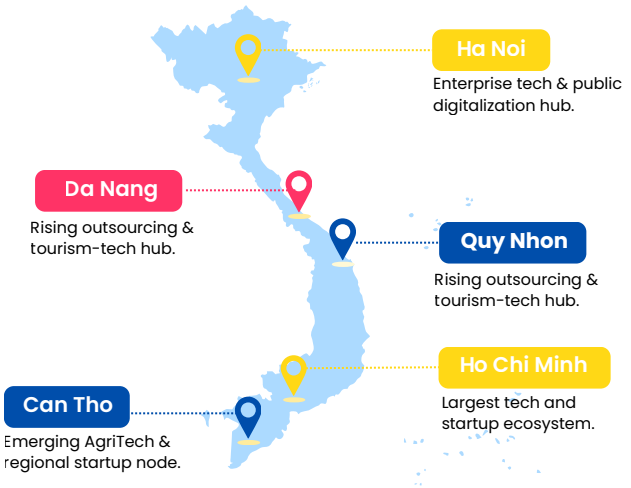
THE RISE OF INTELLIGENT OPERATIONS

Enterprise systems transform from rigid monoliths into modular, adaptive ecosystems powered by AI agents and human oversight.

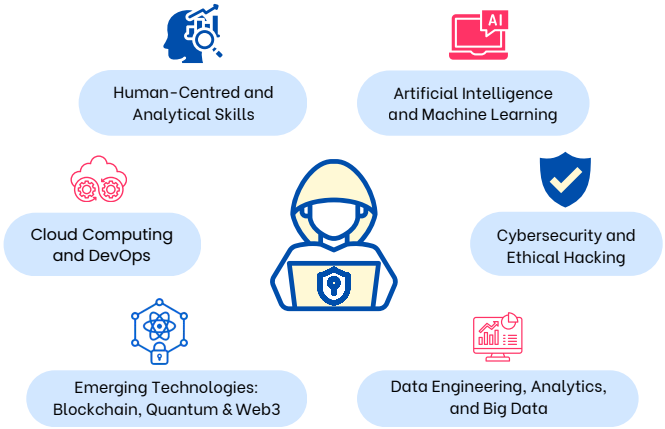
THE BORDERLESS PARADOX OF TECH SOVEREIGNTY

Tech sovereignty rises as a strategic priority, but through resilient interdependence rather than isolation.

VIETNAM'S MULTI-HUB TECH EVOLUTION



TOP 6 TECH SKILLS FOR 2026 - 2030



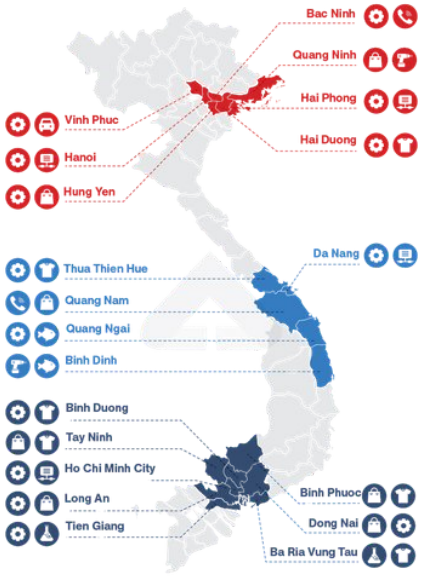
ADVICE FOR EMPLOYER

- Offer "plus" packages that include higher bonuses and specialized training for hard-to-find tech or language skills
- Use AI to speed up hiring, but always rely on human judgment to find the right cultural fit.
- Show your talent how their projects make an impact and provide tools for them to keep learning. They stay for more than money.
- Use remote and hybrid work to find the best experts globally, rather than just locally.

ADVICE FOR EMPLOYEE

- **Continuously upskill** in high-demand tech areas such as DevOps, cloud, data engineering, and AI.
- **Develop soft skills l**ike communication, teamwork, and problem-solving.
- **Build practical experience** through projects and real tech stacks, not only theory.
- **Improve English and cross-functional collaboration skills** to work in global teams.

MANUFACTURING & SUPPLY CHAIN



Vietnam continues to strengthen its role as a regional manufacturing hub.

VIETNAM CONTINUES TO BE A KEY INVESTMENT DESTINATION IN ASEAN



Manufacturing & Supply Chain continue to rank among the **top three fastest-growing hiring** sectors in 2026, driven by strong FDI inflows and the China+1 strategy accelerating production expansion in Vietnam.

Vietnam's industrial boom has outgrown the "one-location" investment strategy.



Vietnam is no longer a single industrial market but **a diverse ecosystem of multiple industrial hubs** that are competing, converging, and continuously evolving.

TOP 7 IN-DEMAND SKILLS IN 2025

- SUSTAINABILITY & GREEN MANUFACTURING
- RISK MANAGEMENT & SUPPLY CHAIN RESILIENCE
- AI, IOT & SMART FACTORY TECHNOLOGIES
- LEAN MANUFACTURING & PROCESS OPTIMIZATION
- DATA ANALYTICS & FORECASTING
- DIGITAL SUPPLY CHAIN SYSTEMS
- AUTOMATION & ROBOTICS

ADVICE FOR EMPLOYER

- **Enhance benefits and workplace culture** to attract and keep talent.
- **Adopt ESG and green manufacturing strategies** to meet global sustainability standards.
- Consider focusing on skill-based recruitment instead of job-based recruitment.

ADVICE FOR EMPLOYEE



Learn data analytics, AI tools, and systems like ERP or MES used in modern manufacturing.



earn additional languages, especially Chinese, to strengthen your profile.



Focus on high-growth sectors like semiconductors, renewable energy, and smart logistics.

SALES & MARKETING

Sales/Business Development accounts for a significant share of employment (**14.88%**) and remain top-priority functions in Vietnam's labor market with key drivers:



Expansion into new markets & revenue growth pressure



E-commerce & social commerce growth



Omnichannel & customer experience strategies



Data-driven marketing & AI personalization

TOP 7 IN-DEMAND QUALITIES IN 2026

- **AI & DATA CAPABILITY**
- **CLOUD & INFRASTRUCTURE EXPERTISE**
- **CYBERSECURITY AWARENESS**
- **FULL-STACK TECHNICAL VERSATILITY**
- **GLOBAL COLLABORATION**
- **PROBLEM-SOLVING SKILLS**
- **ADAPTABILITY AND CONTINUOUS LEARNING**

ADVICE FOR EMPLOYER



Strengthen employer attractiveness: *offer competitive compensation, strong organizational culture, and flexible working conditions.*



Build sustainable talent pipelines: *particularly by developing junior-level employees and providing continuous training to address recruitment shortages.*



Invest in digital and data capabilities: *including CRM, performance marketing tools, and omnichannel strategies.*

ADVICE FOR EMPLOYEE



Develop management skills: *communication, negotiation, pipeline and strategic account management.*



Prioritize digital and analytical capabilities: *SEO, performance marketing, CRM usage, and data-driven decision-making.*



Apply emerging frameworks: *e-commerce, customer experience, and emerging digital marketing technologies.*

SALES & MARKETING

COMMISSIONS SCHEME FOR SALES/BD POSITIONS

Sales/BD positions usually combine base salary and performance-based pay. Commission levels usually rangemonths 20-40% of base salary per year based on:

- **Revenue generated**
- **Gross profit / margin generated**
- **Number of closed deals**
- **New client acquisition**
- **Renewal or repeat business**
- **Upselling / cross-selling**
- **Team sales performance**

OUTLIER

Notable outliers have been observed in the offered salary levels, with increases of 20–30% for the same job level. These exceptions are attributed to those key factors:

Broader job scope



The actual responsibilities may go beyond the formal title, leading to a higher salary level.

Senior leadership responsibility



Some roles involve decision-making authority, team leadership, or strategic ownership, which justifies higher pay.

Niche industry expertise



Candidates with specialized knowledge in a specific industry may command a premium

Strategic role



In some cases, the title may appear standard, but the role itself carries strategic importance such as a pioneer in a new market

Regional/multinational exposure



Experience in regional roles or multinational companies often increases market value and compensation expectations.

SALES & MARKETING

Sales/Business Development accounts for a significant share of employment (**14.88%**) and remain **top-priority functions** in Vietnam's labor market with key drivers:

1. Expansion into new markets & revenue growth pressure
2. E-commerce & social commerce growth
3. Omnichannel & customer experience strategies
4. Data-driven marketing & AI personalization

TOP 7 IN-DEMAND SKILLS IN 2026

- **AI & Data Capability**
- **Cloud & Infrastructure Expertise**
- **Cybersecurity Awareness**
- **Full-stack Technical Versatility**
- **Global Collaboration**
- **Problem-solving Skills**
- **Adaptability & Continuous Learning**

ADVICE FOR EMPLOYER

- Offer competitive pay, a strong team culture, and flexible work to win top talent.
- Develop junior staff and offer constant training to solve hiring shortages.
- Invest in digital tools like CRM and omnichannel marketing to stay ahead.

ADVICE FOR EMPLOYEE

- Develop management skills like communication, negotiation, pipeline and strategic account management.
- Focus on SEO, CRM, and data analytics to make smarter, faster business decisions.
- Learn to navigate e-commerce and new digital platforms to meet customers where they shop today.