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Adecco Taiwan Salary Guide 2024

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Taiwan Salary Guide 2024

Message from Country Director

AI左右商業格局 人才策略擇優而留

國際政經局勢向來風雲詭譎、瞬息萬變，然而2023年AI人工智慧，憑藉強大功能，儼然以萬用工具enabler推動者之姿，一舉登上世界中心舞台，吸引全球使用者深入探索、應用，各行各業更期待AI加速產業蛻變轉型、助其捨曲取直、實現量子躍進。

針對AI崛起背景及其對商業格局可能產生之深遠影響，藝珂人事顧問東亞區資深副總裁Cindy Chen以人資專家的角度，提出了見解並分享經驗，認為AI目前或許仍無法解決企業萬般難題，但未來可望成為跨產業諸多現象與本質的連結器。Cindy強調「企業與人才皆須掌握社會脈動，了解疫情後全球工作模式轉變、出生率下降衍生人口變化、以及Z世代追求高度彈性和個人價值等種種現實，企業應掌握先機，主動且靈活以因應AI職場衝擊。」

企業倡議尊重多元共融建立 DEI 文化

就企業端而言，Cindy表示，AI雖能提供公司填補人力缺口的部分解方，終究無法完全取代所有人工角色，更凸顯企業留才及員工持續適應職場變化的必要性。

Cindy強調，企業留才，首重培養尊重員工的職場文化。「建立多元共融(DEI)文化、創造以人為本職場環境，尊重個人家庭和工作取捨選擇的價值觀差異，對成功留才至關重要。」

身兼歐洲商會家庭友善聯盟(Family Friendly Alliance) 聯合主席，Cindy呼籲企業應將多元共融理念融入人才策略，以增強企業人才戰略彈性。亦即企業應加強整體人才管理，涵蓋招募以外領域，如整合並優化人力運用、技能提升培訓等流程、建立組織文化、解決員工困境等重要議題。

員工因應AI影響 動態調整能力為關鍵

而人才方面，鑑於AI對企業轉型影響深遠，未來人才策略勢必擇優而留，Cindy因此建議資深員工，在熟悉並習慣固定工作內容之餘，應「個人親炙並擁抱變革」，才能挺立於AI風口浪尖而不被淹沒。

至於具體作法，Cindy認為「評估個人與公司和產業關係，反思如何對所屬企業做出有效貢獻，為主要關鍵。」其次，員工須對整體產業需求變化和自身職能發展，保持警覺。了解需求後，主動向企業反映發現的問題、據以提出改善建議，並積極參與內部培訓或外部課程，以使自身成長與公司不斷演化的需求保持一致。

此外，針對AI相關專業知識和技術，Cindy建議員工可以應用為導向、適才適性學習AI新技能、開發工作新流程、新方式、解決既存問題、提升效率和產能。

Cindy強調，有此動態適應和轉型能力員工，才能在面對產業環境變化時具有競爭優勢，甚至有可能獲得薪資成長。

獵才公司媒合供需 工作共享 組合多樣

展望2024年勞動市場前景，Cindy表示，注重自我價值實現和接受數位化薰陶的Z世代求職者，將持續受到提倡尊重、平等的組織氛圍所吸引，若企業文化與自身價值觀不相契合，則傾向不多留戀。另外，國內外情勢變數有增無減，不確定性加劇，因此企業對彈性員工的需求將不斷增加。

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藝珂集團東亞區資深副總裁
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為因應此趨勢，Cindy 認為，「人才招募機構能為企業和求職者媒合各種服務，包括派遣、外包、管理和培訓，快速應變企業人力配置和勞資雙方實際需求」，已成為勞動力分配的重要解決方案，來年可望持續蓬勃發展。此外，Cindy 亦分享其長久以來倡導的工作共享理念，強調跳脫各司其職框架，不同員工亦應能協同完成單一任務。

Cindy 將其比喻為組裝樂高積木，並強調工作組合需仰賴高度人資技能進行設計和執行，「一旦成功實施，即可為內部營運帶來競爭優勢。」而由此衍生之就業型態、彈性和多樣化，亦為解決方案增添趣味和創意。以今年缺工嚴重的服務業為例，企業終究必須尋找外部資源和求新求變，包括減短工時、開發二度就業婦女或銀髮族、訓練退休人員、建議政府開放外籍勞工投入服務業等等，才能有效應對人力不足的挑戰。

順流數位、AI趨勢 人機協作形塑未來

最後在AI角色方面，Cindy 強調，即使經濟情勢不明朗，人工智慧時代特定關鍵職位仍具有巨大漲薪潛力。例如，涉及彌合人工智慧與實際應用之間差距、促進傳統與技術方之間對話，以及協助企業轉型有功等職位，仍將在各行業中保持旺盛需求。總之，數位轉型與AI化已是大勢所趨，企業與求職者必須亦步亦趨追隨潮流，才能在學習、探索、適應和尋找答案的過程中，共同形塑未來產業下，AI與勞資合力協作、耕耘收穫的理想樣貌。

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- The information provided in this guide represents averages salaries derived from positions that the Adecco Group Taiwan recruited from 2022-2023. The salaries exclude overtime payment, commissions, allowances, and bonuses. Salaries are based on the salaries of local citizens in Taiwan.
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AI Shapes the Business Landscape - Talent Strategies to Select and Retain Talent

While the international political and economic landscape has always been characterized by its volatility and rapid changes, in 2023, AI has emerged as a powerful enabler, stepping onto the world's center stage. It has captivated users from around the globe, inspiring deep exploration and application. Industries of all kinds are eagerly looking to AI to expedite their transformation, helping them navigate challenges and achieve substantial leaps forward.

Cindy Chen, SVP & Head of The Adecco Group East Asia, offered her insights and expertise from a human resources perspective on the rise of AI and its potentially profound impact on the business landscape. She contended that while AI may not presently address all the complexities faced by businesses, it is poised to serve as a connecting force bridging numerous phenomena and core principles across industries. Cindy emphasized that both enterprises and talents must remain attuned to the societal dynamics, comprehending the post-pandemic shifts in global work patterns, demographic changes stemming from declining birth rates, and Generation Z's pursuit of heightened flexibility and individual values. Enterprises should seize the initiative, responding proactively and adaptably to the challenges posed by AI in the workplace.

Enterprises Advocate Diversity and Inclusion, Building a DEI Culture

On the enterprise side, Cindy stated that while AI can provide partial solutions for companies to address their manpower shortages, it cannot completely replace all human roles. This further underscores the importance of talent retention within businesses and the need for employees to continuously adapt to changes in the workplace.

Cindy emphasized that retaining talent within enterprises primarily depends on cultivating a workplace culture that respects employees. "Establishing a culture of Diversity, Equity, and Inclusion (DEI) and creating a people-centric work environment, while respecting the differing values of individuals in their family and work-life choices, is crucial for successful talent retention."

In her role as the Co-Chair of the Family Friendly Alliance at the European Chamber of Commerce, Cindy urged companies to integrate the principles of diversity and inclusion into their talent strategies, thus bolstering the flexibility of their talent strategies. In other words, companies should strengthen their overall talent management, which extends beyond recruitment and encompasses areas such as optimizing workforce utilization, providing skill development and training, fostering organizational culture, and addressing employee challenges, among other crucial aspects.

Employee Adaptability to AI's Influence is the Key

In terms of talent management, considering the profound impact of AI on business transformation, the future talent strategy must prioritize retaining the best. Therefore, Cindy suggested that senior employees, who are already familiar with and accustomed to their fixed job roles, should "personally engage with and embrace change" in order to ride the AI wave and not be overwhelmed.

As for specific approaches, Cindy believed that "evaluating one's relationship with the company and the industry and reflecting on how to make effective contributions to the organization is crucial." Furthermore, employees should remain vigilant about changes in the overall industry demand and their own skills development. After understanding these needs, they should proactively report identified issues to the company, provide suggestions for improvement,

and actively participate in internal training or external courses to align their personal growth with the evolving demands of the company.

Moreover, with regards to AI-related expertise and technology, Cindy recommended that employees adopt a goal-oriented, adaptive approach to learning new AI skills and develop new work processes and methods to address existing challenges, enhance efficiency, and productivity. Cindy underscored that employees with this dynamic adaptability and transformation capability are the ones poised to gain a competitive advantage in the face of changes in the industry's landscape and potentially experience salary growth.

Talent Search Firms Match Supply and Demand - Diverse Work Sharing

Looking ahead to the labor market in 2024, Cindy emphasized that Generation Z job seekers, who are self-worth conscious and digitally inclined, will continue to be drawn to organizations that promote respect and equality. If a company's culture doesn't align with their values, they are less likely to stay. Furthermore, the uncertainty of both domestic and international situations is increasing, which will lead to a growing demand for flexible employees. To adapt to this trend, Cindy believed that "talent acquisition agencies can facilitate various services for companies and job seekers, including dispatch, outsourcing, management, and training. This allows for a swift response to the actual needs of companies in terms of workforce allocation and the demands of both employers and employees." This approach has become a crucial solution for labor distribution and is expected to thrive in the coming year.

Additionally, Cindy shared her long-standing advocacy for the concept of job sharing, emphasizing the need to break free from rigid job descriptions, with different employees collaborating to accomplish specific tasks. Cindy likened this concept to assembling Lego blocks, underlining that designing and implementing these job combinations requires a high level of human resources skills. She stated that "once successfully implemented, this approach can provide a competitive advantage to internal operations." The resulting employment patterns, offering flexibility and diversity, infuse solutions with interest and creativity. For example, in the service industry, which has faced a severe labor shortage this year, businesses must explore external resources and embrace innovative approaches such as reducing working hours, engaging second-career women or seniors, training retired personnel, and suggesting that the government open up the service sector to foreign workers. These measures are essential for effectively addressing the challenges posed by labor shortages.

Shaping the Future through Human-Machine Collaboration in Alignment with Digital and AI Trends

Regarding AI-related positions, Cindy emphasized that despite economic uncertainties, specific key roles in the AI era still offer substantial salary growth potential. For example, positions that involve bridging the gap between AI and practical applications, facilitating dialogue between traditional and technical professionals, and contributing to successful corporate transformations will continue to experience strong demand across various industries. AI in all, digital transformation and AI adoption have become prevailing trends. Enterprises and job seekers alike must follow suit to collectively shape the future of industries, fostering an ideal landscape where AI and labor collaborate effectively to achieve desired results through the process of learning, exploring, adapting, and seeking solutions.



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Simon Lance

Senior Vice President, APAC
Head of Permanent Recruitment

2024 亞太地區 招募及聘用前景

亞太地區的趨勢和挑戰

在整個2023年，亞太地區的雇主在有效吸引與聘用人才方面，面臨著多項獨特的挑戰，包括：

- 1.) 全球宏觀經濟和地緣政治的不確定性
- 2.) 領導和執行人才的持續短缺
- 3.) 快速變化的工作/技能。

由於區域和全球不確定性導致整體商業信心下降，招募預算面臨巨大壓力，導致招募時間延長。內部人力資源和人才招聘 (TA) 專業人員面臨越來越大的壓力，他們需要在漫長的面試過程中，確保頂尖人才的參與度，同時掌握他們的預期薪資。應徵者也變得更加謹慎，在潛在的新雇主中，尋求其中能保障穩定性和可靠性的職業選擇；並從中找尋儘管公司面臨外部挑戰，但仍持續投資於員工的跡象。而這些在困難中仍對發展及保留人才表現出長期承諾的企業，顯著強化了其企業品牌和聲譽，也鞏固了作為「首選雇主」的地位，有助於吸引和留住人才。

Trends and Challenges for APAC region

Throughout 2023, Employers in APAC have faced several unique challenges to effective Talent Attraction & Engagement, including:

- 1.) global macro - economic and geopolitical uncertainty
- 2.) an ongoing shortage of Leadership and Executive talent
- 3.) rapidly evolving Jobs / Skills landscape.

As overall business confidence has declined amid regional and global uncertainty, recruitment budgets have faced intense pressure, leading to extended hiring timelines. Internal HR and talent acquisition (TA) professionals have encountered mounting pressure to keep top talent engaged throughout lengthy interview processes while managing their salary expectations. Candidates, too, have become more cautious, seeking assurance that potential new employers offer stability and secure career choices, looking for signs of continued investment in their people despite external challenges. **Organizations demonstrating long-term commitment to developing and retaining their people amid difficulties have significantly strengthened their employer brands and reputations. This enhancement has elevated their status as 'Employers of Choice,' aiding talent attraction and retention efforts.**



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隨著職場的科技轉型，管理者與高階主管的角色正在迅速發展中。領導者必須展現對引導企業完成重大變革的信心，並有效激勵與參與團隊。不過，在亞太地區的跨文化領導人才庫中，對於適應不同企業文化和工作方式的新進員工來說，這些基本的軟實力技能可能較難尋找、評估和應用。因此企業漸漸轉向入職培訓，以提高新員工的成功率，並同時採用企業/高階主管培訓，使其加速達到最佳績效。這些措施與人才保留與參與度之間存在著密切關連性，而採用數位培訓平台和人工智慧輔助的專業發展計畫使許多公司變得更具有成本效益及擴展性。

由於持續的技術顛覆增強，取代了工作場所的傳統角色，雇主正在重新思考他們的企業組織結構和技能組合。由於企業期望從招募和學習與發展供應商中獲得越來越高的投資回報率和附加價值，因此招募經理必須仔細平衡培養內部人才所需的時間與接納外部專業人才所帶來的成本，同時保持企業文化的穩定性。

遠距工作對亞太地區招募趨勢的影響

遠距和混合工作安排對亞太地區的人才吸引和管理有重大影響

對於未來的新員工來說，在不親自與同事見面的情況下完成整個招募和入職流程的情況將會越來越普遍。潛在新員工在遠端互動期間的數位體驗，及雇主在無面對面互動的情況下有效評估候選人合適性的能力，都是數位人才招募能否成功的關鍵因素。

以人為本的領導者將員工福祉放在首位，並承認他們的員工在日益嚴苛的市場中面臨挑戰和壓力。而這些挑戰往往因數位工作場所中職業和社會孤立的風險而變得更加複雜。

許多員工已經接受遠距工作，而現在他們對於雇主越趨強烈呼籲重返實體辦公空間的轉變也抱著存疑態度。企業的遠距工作政策、計畫和線上評論正面臨著嚴格考驗，而這些也正是頂尖人才在作出決定過程中的關鍵因素。



The role of managers and executives is swiftly evolving in tandem with technological transformations in the workplace. Leaders must exhibit confidence in steering organizations through significant changes while effectively inspiring and engaging their teams. Within APAC's cross-cultural leadership talent pool, these essential soft skills can be challenging to find, evaluate, and apply for new joiners adapting to a different corporate culture and way of work. Organizations are increasingly turning to onboarding coaching to enhance success rates for new hires, as well as organizational/executive coaching to expedite their journey to peak performance. There exists a strong correlation between these initiatives and talent retention and engagement. The adoption of digital coaching platforms and AI-assisted professional development plans has made this cost-effective and scalable for many companies.

Employers are rethinking their organizational structure and skills mix due to ongoing technological disruptions that both augment and replace traditional roles in the workplace. As organizations expect increasing ROI and value-adds from their recruitment and L&D vendors, Hiring Managers must carefully balance the time needed to develop internal talent with the costs associated with onboarding external expert talent, all while maintaining stability in their organizational culture.

Impact of Remote Work towards the hiring trends in APAC

Remote & Hybrid working arrangements are having a significant impact on talent attraction & management in APAC.

It's increasingly common for prospective new employees to complete the entire recruitment and onboarding process without physically meeting a colleague in person. The digital experience a potential new joiner undergoes during this remote interaction and an employer's ability to effectively assess a candidate's suitability without face-to-face interaction are both critical factors for a successful hire in this digital talent landscape.

Well-being takes precedence, with people-centric leaders acknowledging the challenges and pressures their staff face in an increasingly demanding market. These challenges are often compounded by the risk of professional and social isolation in a digital workplace

Many employees have embraced remote work and are now questioning the shift in sentiment from employers, who are increasingly urging a return to physical office spaces. Organizations' remote working policies, plans, and online reviews are facing heightened scrutiny as top talent weighs these factors as part of their decision-making process.



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亞太地區就業市場的技能要求 特別關注科技業

2023年，亞太地區的科技人才面臨長達6-9個月的挑戰期。科技產業的全球放緩措施促使許多公司重新評估其擴張計畫，重新思考現有的企業組織結構，並調整薪資和福利策略，以應對收緊的預算限制。知名企業的裁員和暫停招募，導致企業需為受影響的在職員工投資更多職業轉型和再就業服務。面對大量可用的技術人才，招募人員和主管也必須迅速重新評估薪資和獎金期望。雖然企業對於人工智慧和再生能源等新興產業的短期投資很普遍，但這也並未削弱其對科技人才的興趣。藝珂認為，這些專業領域人才的短缺問題在2024年將越趨嚴重，因此，企業的重點應轉移至人才留任和員工契合策略。

Skill Requirement in APAC Job Market with a specific focus on tech industry

In 2023, the landscape for Technology talent in APAC faced a challenging period lasting 6-9 months. A global slowdown in the sector prompted many companies to reassess their expansion plans, reconsider existing organizational structures, and adjust compensation and benefits strategies due to tightening budget constraints. High-profile company layoffs and hiring freezes led to increased investment in Career Transition & Outplacement services for affected staff. Recruiters and hiring managers grappled with a surge of available Tech talent, necessitating a rapid reassessment of salary and bonus expectations. Questions about short-term investment and funding for emerging sectors like AI and Renewables were common but did not seem to diminish overall interest among Tech talent. Sentiment among Adecco's clientele suggests that 2024 will witness a resurgence of tight talent shortages in these specialized fields. Consequently, the focus is expected to shift firmly towards Retention & Engagement strategies.

將多元化和包容性納入招募策略

在促進職場多元、公平和包容 (DE&I) 的組織策略，以下三個關鍵主題始終是支持的基石：

Integration of Diversity & Inclusion in the recruitment strategy

Three key themes consistently underpin organizational strategies aimed at promoting Diversity, Equity, and Inclusion (DE&I) within the workplace:

1. 建立一個明確的願景，並搭配具體的目標和時間表。
Establishing a clear vision supported by tangible targets and timelines.
2. 採取「高層」的倡導和溝通策略，由執行長和高階主管倡導企業價值觀。
Embracing a 'Top-Level' advocacy and communication strategy, with CEOs and Executives championing corporate values.
3. 為管理者量身訂製領導力培訓，以提高對偏見的意識，並培養有助於成功應對變革的行為和工作方式。
Offering tailored leadership coaching for managers to heighten awareness of biases and cultivate behaviors and way of work conducive to successfully navigating change.





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區域內創新的招募方式

採用「合夥和外包」人才管理方法的企業，在招募目標達成的表現具有更高的彈性和成功機會。這些企業尋找值得信賴的供應商及服務提供者，徹底改變其內部資源和策略。「嵌入」外部專家和顧問到內部團隊的趨勢正在增長，這導致供應商提出創新的商業模式，同時雇主的期望也在進化，超越了傳統的招募方式。「外包」人才和員工生命週期的重要階段的概念在2024年仍然是一個重要的討論話題。隨著企業將敏捷性及迅速且具成本效益地擴展其勞動力視為首要任務，也更凸顯這一趨勢。

Innovative recruitment approach in the region

Companies embracing a **'Partnership & Outsourcing'** approach to Talent Management demonstrate increased resilience and success in meeting their recruitment objectives. These companies seek to revolutionize their in-house resources and methodologies by inviting positive disruption from trusted vendors and service providers.

The trend of external Experts & Consultants being **'embedded'** within internal teams is growing, resulting in innovative commercial models from vendors and evolving employer expectations that transcend traditional recruitment practices. The concept of **'Outsourcing'** pivotal stages of the talent and employee lifecycle continues to be a significant discussion in 2024. This trend gains prominence as organizations prioritize agility and the ability to swiftly and cost-effectively scale their workforce.





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客戶調查 Client Survey

2023年就業市場受到科技進步的持續影響，人工智慧AI、自動化、和數位轉型等趨勢，深刻牽動企業人力布局和人才的供需變化。台灣藝珂集團延續慣例，通過對2023年企業薪資政策、招募工作進行《人才短缺成因暨2024薪資指南調查》，提供業界最新共識和普遍作法，以利企業掌握時代脈動、適應市場條件、優化人才招聘和留任，進而保持競爭力，同時幫助人才了解產業發展走向。

值得一提的是，本次調查還特別針對企業在人力資源中對人工智慧的理解、應用、以及可預見的挑戰方面，提出10點問題，期望據以了解企業掌握AI如何影響人力資源流程的現況，進而改善人才招聘策略。有關AI議題的調查結果及解讀，請參考藝珂集團發布的《台灣未來勞動力調查報告：人工智慧對當代工作者的挑戰》。



《台灣未來勞動力調查報告》請掃QR code下載
Please scan the QR code to download the report

In 2023, the job market continues to be impacted by ongoing technological advancements. Trends such as AI, automation, and digital transformation deeply influence the workforce configuration of businesses and the changes in talent supply and demand. In line with its established tradition, the Adecco Group Taiwan has conducted a survey titled "Talent Shortage and Salary Guide 2024". This survey focuses on the salary policies and recruitment strategies of enterprises in 2023, providing the latest industry consensus and best practices. It aims to help businesses stay abreast of the ever-evolving landscape, adapt to market conditions, optimize talent acquisition and retention, thereby maintaining their competitive edge. Simultaneously, it assists individuals in gaining insights into the direction of industry development.

Notably, this survey specifically addresses enterprise understanding, application, and foreseeable challenges related to AI in human resources. It presents 10 key questions aimed at understanding how AI currently impacts the human resources processes of companies, which can, in turn, lead to improvements in talent recruitment strategies. For detailed information and interpretations of the AI-related survey results, please refer to the Adecco Group's publication "Taiwan Workforce of the Future Survey Report: Challenges of Artificial Intelligence for the Contemporary Workforce".



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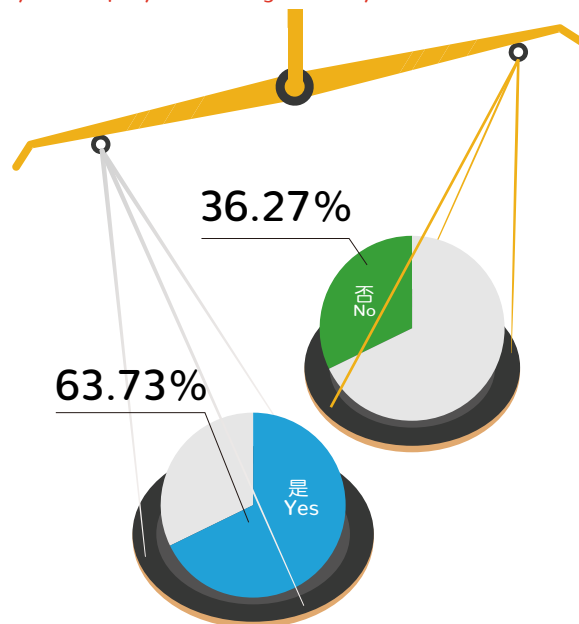
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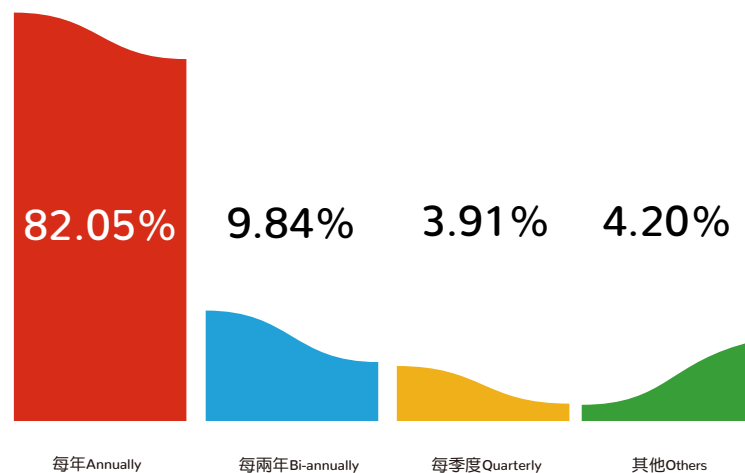
Q1 貴公司是否定期進行薪資審查以確保競爭力和公平性？

Does your company conduct regular salary reviews to ensure competitiveness and fairness?



Q2 這些審查進行的頻率是多少？

How frequently are these reviews conducted?



分析 Analysis

Q1-Q2

對是否定期進行薪資審查以確保競爭力和公平性的問題，有將近64%的受訪企業回覆是肯定的，而其中每年進行審查的企業高達82%，每兩年審查的佔了將近10%，而每季審查薪資的受訪企業只有不到4%，與回答不一定、視依照需求、視市場狀況、不定期審查、或其他情況者數量相當，顯示儘管市場和大環境變化腳步加快，多數企業仍依循傳統作法，逐年考核薪資水準。

Regarding the question of whether regular salary reviews are conducted to ensure competitiveness and fairness, almost 64% of the surveyed companies responded affirmatively. Among them, 82% conduct annual reviews, while nearly 10% conduct biennial reviews, and less than 4% perform quarterly reviews. This is in line with the number of respondents who answered "not necessarily", "based on needs", "according to the market", "irregularly", or "other circumstances". It indicates that, despite the market's rapidly changing landscape, most companies continue to adhere to the traditional practice of annually assessing salary levels.





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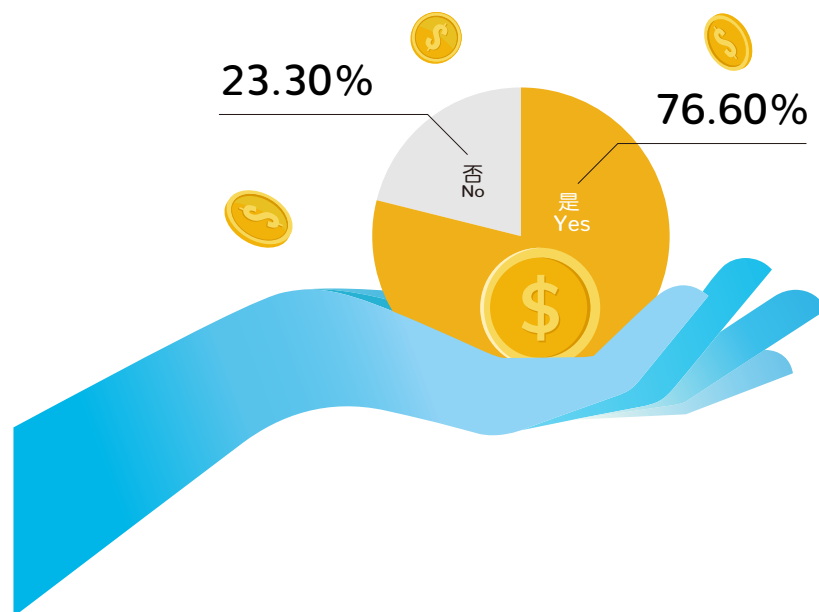
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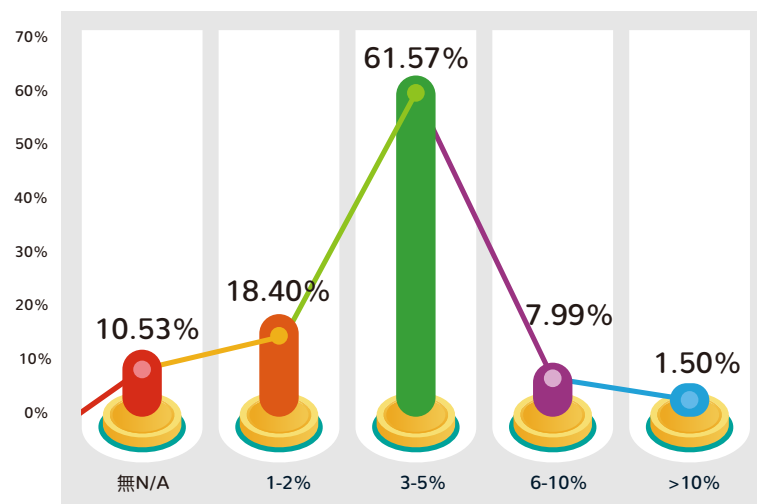
Q3 請問貴公司在2023年是否曾調薪？

Has your company conducted any salary adjustment in 2023?



Q4 請問貴公司普遍針對正職人員的調薪幅度為何？

What is the typical rate of salary adjustment for regular staff in your company?



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分析 Analysis

Q3-Q4

回顧2023年整體產業薪資水準，高達約八成(76.6%)的受訪企業表示有調薪，其中六成的企業(61.57%)在正職人員的調薪幅度為3-5%，另有9.49%的企業的調薪幅度為6% 以上，略低於沒有調薪的企業(10.53%)。未調薪與大幅調薪的企業，呈現兩極的情況。

Looking back at the overall industry salary levels in 2023, nearly eighty percent (76.6%) of the surveyed companies indicated that they had implemented salary adjustments. Among these, sixty percent (61.57%) of companies had adjusted the salaries of their full-time staff by 3-5%, while 9.49% had increased salaries by over 6%, slightly lower than the percentage of companies that did not adjust salaries (10.53%). This reflects a polarized situation between companies that made no adjustments and those that made significant ones.





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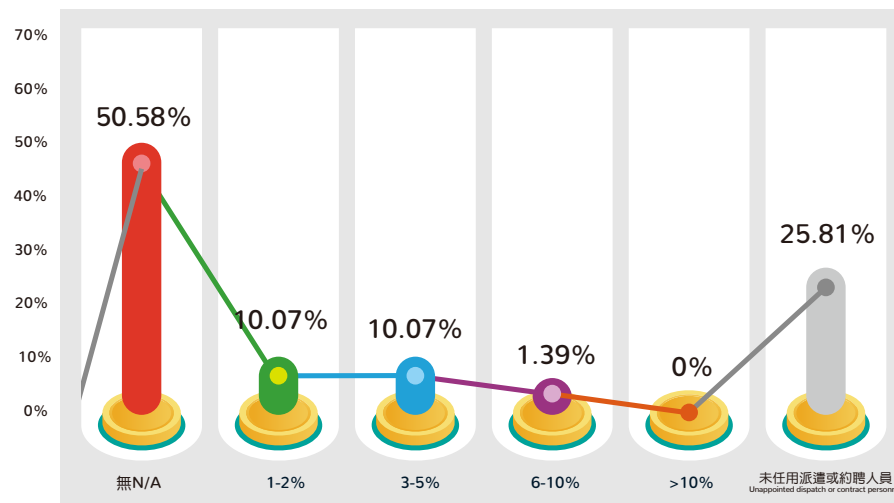
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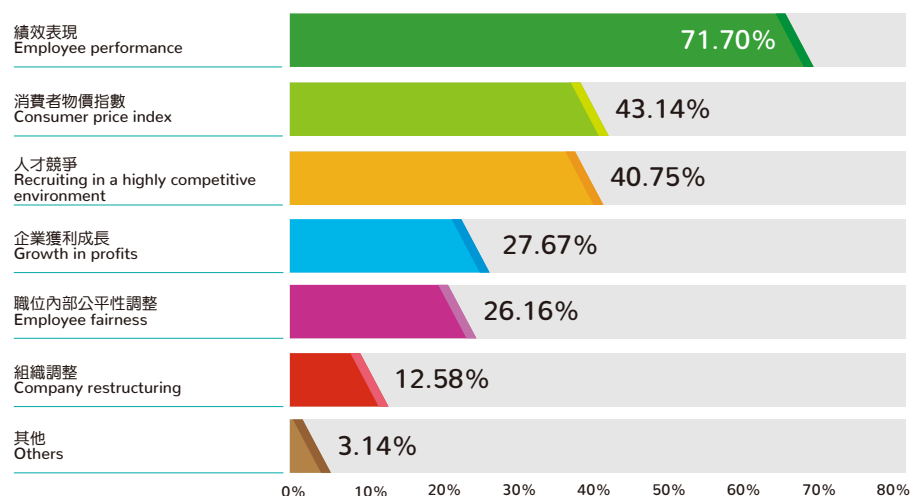
Q5 請問貴公司普遍針對派遣與約聘人員的調薪幅度為何？

What is the typical rate of salary adjustment for dispatched and contract staff in your company?



Q6 請問調整薪資的原因為何？

What are the reasons for salary adjustments?



分析 Analysis

Q5

相較之下，企業派遣或約聘人員的薪資水準則過半沒有調整(50.58%)，而調薪幅度最多的為3-5%，也只約佔一成(10.07%)，另有相當少數(1.39%)的企業有6-10%的薪資調整。從調查中也發現，有四分之一的受訪企業並未任用派遣或約聘人員，顯示在企業招募策略上，仍有彈性調整空間。

In comparison, over half (50.58%) of the salary levels for dispatched or contract staff in enterprises remained unchanged, with only about 10% (10.07%) experiencing the highest salary adjustment in the range of 3-5%. A rather small proportion (1.39%) of companies implemented salary adjustments within the range of 6-10%. The survey also revealed that one-quarter of the surveyed companies did not employ dispatched or contract staff, underscoring the flexibility that still exists in the recruitment strategies of businesses.

Q6

企業調整薪資的前三大主因分別為「績效表現」(71.70%)、「消費者物價指數」(43.14%)、「人才競爭」(40.75%)，顯示企業固然首重績效，但升息、通膨等經濟因素使企業經營與製造成本增加，因此願意調整薪資水準反映經濟現況，以留住人才，並在人力市場中保有徵才的競爭力。

The top three reasons for salary adjustments were "performance" (71.70%), "consumer price index" (43.14%), and "competition for talent" (40.75%). This demonstrates that while performance remains a top priority for companies, economic factors like interest rate hikes and inflation have increased operating and manufacturing costs, leading them to be willing to adjust salary levels to reflect the current economic situation. This helps in retaining talent and ensuring competitiveness in the labor market.



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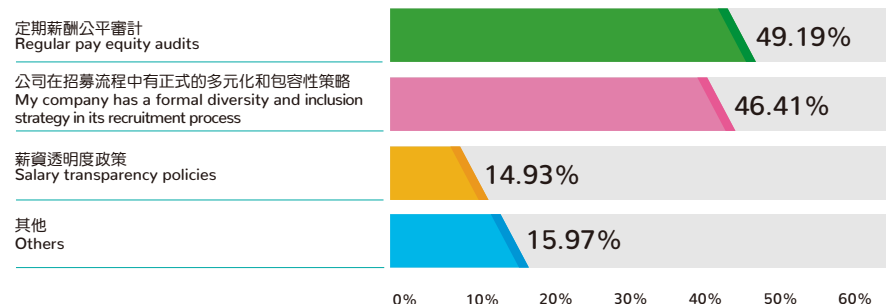
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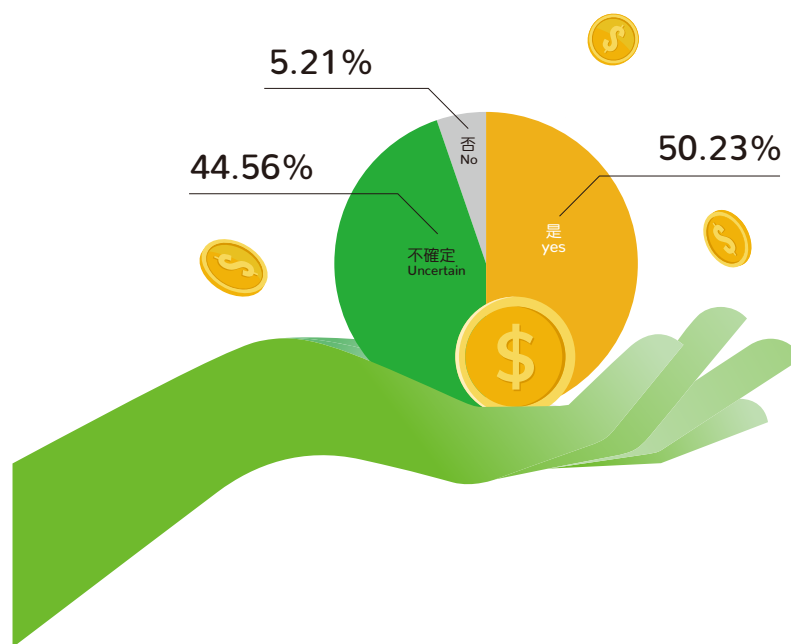
Q7 貴公司如何確保不同員工群體（例如性別、階級、年齡等）的薪酬平等？

How does your company ensure pay equality for different groups of employees (e.g., gender, class, age)?



Q8 請問貴公司是否預計在2024年調升薪資？

Is your company planning to increase salaries in 2024?



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分析 Analysis

Q7

在探討公司如何確保不同員工群體（例如性別、年齡等）的薪酬平等公平時，「定期薪酬公平審計」（49.19%）與「公司在招募流程中有正式的多元化和包容性策略」（46.41%）分佔四成五以上，然而值得玩味的是，回答「其他」的受訪企業，甚至高過「薪資透明度政策」的選項，其中多數回答「無」或「不知道」，亦不乏「無此保障制度」、「目前無固定策略和做法」、「不會在意這部分的公平性」等等答案，顯示這項議題仍有待企業多加關心。

When it comes to ensuring pay equity for various employee groups (e.g., gender, age), more than 45% of the surveyed companies selected "regular pay equity audits" (49.19%) and "formal diversity and inclusion strategies in the recruiting process" (46.41%). However, it is noteworthy that responses falling under "other" exceeded even the "salary transparency policy" option. Many respondents indicated "no" or "don't know", and there were also answers such as "no such protection system", "no fixed strategy and practices currently", and "don't consider fairness in this area". This indicates that there is room for companies to pay more attention to this issue.

Q8

展望明年，有約半數（50.23%）的企業表示會在2024年調升薪資，但在景氣走向低迷的情況下，有高達 44.56% 的企業表示仍不確定。

Looking ahead to the next year, approximately half (50.23%) of the companies expressed their intention to increase salaries in 2024. However, in an economic downturn, as many as 44.56% of the companies stated they are still uncertain about such plans.



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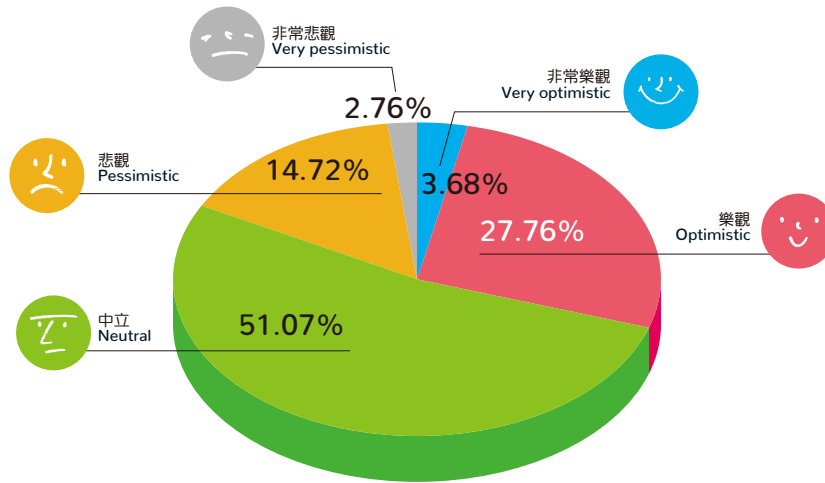
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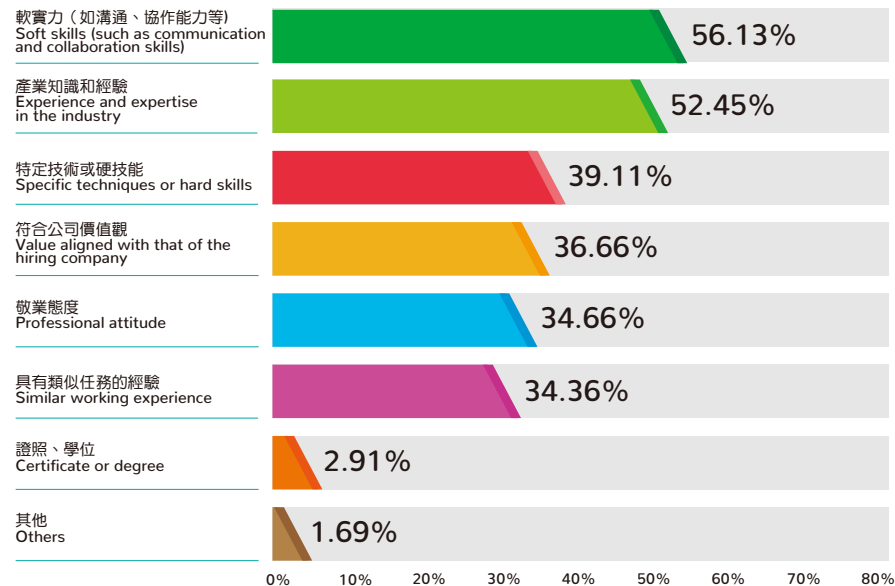
Q9 您如何評價您所在行業的整體就業市場前景？

How do you evaluate the overall employment market outlook in your industry?



Q10 普遍來說，人才最主要欠缺以下哪項職能？

In general, which of the following skills do talent most commonly lack?



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分析 Analysis

Q9

然而在被要求評價自身所在行業的整體就業市場前景時，有三成以上的企業抱持樂觀(27.76%)或非常樂觀(3.68%)的態度，遠高於悲觀(14.72%)或非常悲觀者(2.76%)，但超過五成持中立意見。

However, when asked to evaluate the overall employment market outlook in their respective industries, more than 30% of the companies expressed optimism (27.76%) or strong optimism (3.68%), which is significantly higher than those with a pessimistic (14.72%) or strongly pessimistic outlook (2.76%). However, more than 50% held a neutral opinion.

Q10

受訪企業認為人才最缺少的職能，溝通和協作的「軟實力」與「產業知識和經驗」的硬實力高居前兩位，其次才是「特定技術或技能」，意味著求職者如果有心投入某產業，加強本身的溝通和人際關係技巧同時涉獵相關產業知識是不二途徑。另外，敬業精神、認同企業的價值觀、以及符合所需的類似經驗，都是吸引企業用人的考量，值得求職者參考。

The most lacking functions in talent, according to surveyed companies, are "soft power" in communication and collaboration, and "hard skills" in "industry knowledge and experience". Following these are "specific technique or skills". This implies that candidates who aspire to enter a particular industry should focus on enhancing their communication and interpersonal skills while gaining relevant industry knowledge. Additionally, qualities such as professionalism, alignment with the company's values, and relevant experiences are all factors that attract employers and are worth considering for job seekers.



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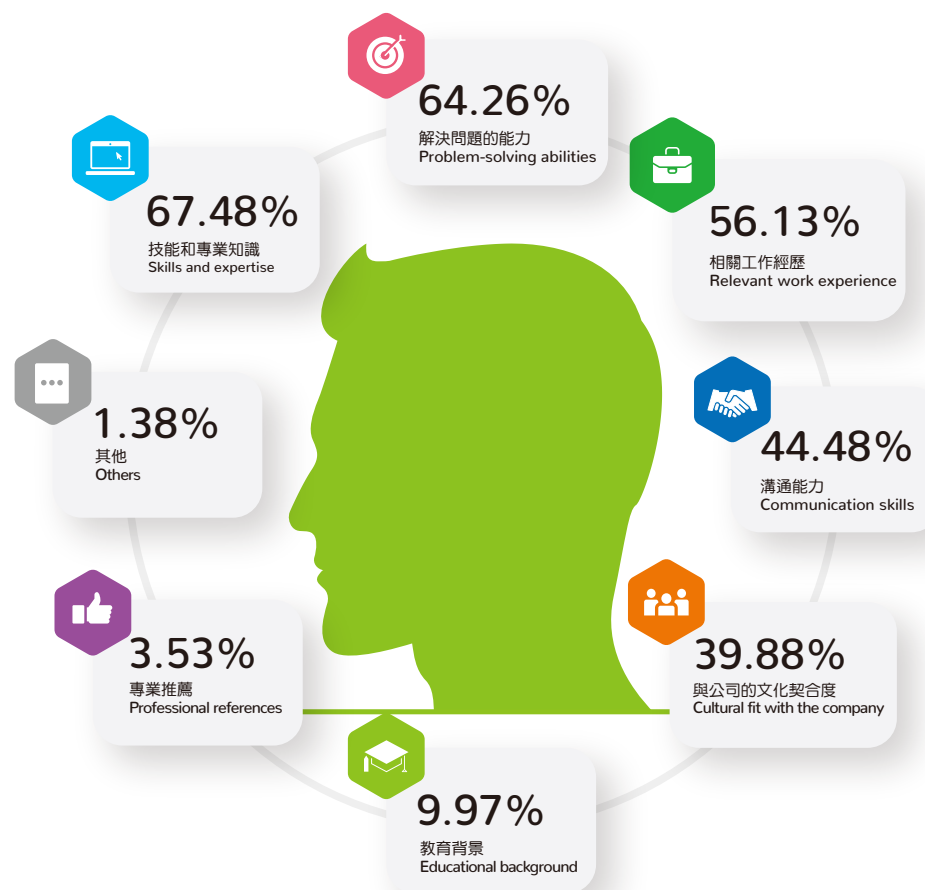
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Q11 在評估應徵者時，您認為哪些因素最重要？

What factors do you consider most important when evaluating candidates?



分析 Analysis

Q11

進一步了解受訪企業評估應徵者的條件，結果也和前項問題的答案普遍一致。「技能和專業知識」、「解決問題的能力」、「相關工作經歷」和「溝通能力」為前四大要素，「與公司的文化契合度」緊追其後，遠高於「教育背景」及「專業推薦」。另外，英語能力也在「其他」的答案中多次出現。

A deeper look into the criteria used by the surveyed companies for assessing job applicants is largely in line with the answers to the previous question. "skills and expertise", "problem-solving ability", "relevant work experience", and "communication skills" topped the list, followed closely by "cultural fit with the company". These factors far outweigh "educational background" and "professional recommendations". Additionally, "English proficiency" appeared frequently in the "others" category.





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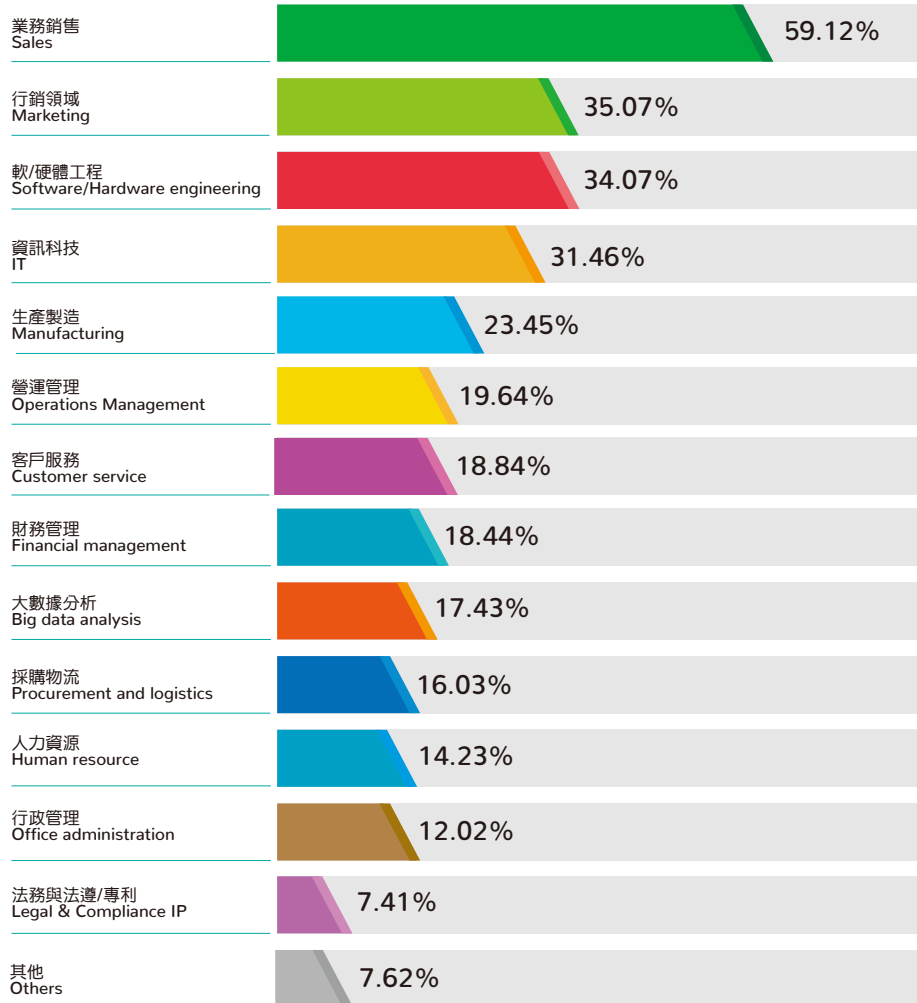
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Q12 請問貴公司預計開放哪些領域的職缺？

What areas do you anticipate your company will be opening up for job vacancies?



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分析 Analysis

Q12

就職缺而言，受到經濟走緩的大環境影響，能夠為企業迅速創造收益的「業務銷售」人員需求，超過五成高居榜首，與「行銷領域」並列增聘人員的前兩大類別。而今年半導體產業和科技業受到過去一年半供過於求的影響，「軟硬體工程」、「資訊科技」人員稍有滑落，但數位轉型需求仍持續，「營運管理」和「大數據分析」的職缺則反映出企業為因應AI時代做準備。另外，隨著疫情解封，餐飲、旅宿、零售產業復甦，線下與線上整合的消費行為成為新常態，「客戶服務」也是相關產業的計畫增聘人員。

Regarding job openings, due to the economic slowdown, there is a high demand for “business sales” personnel who can rapidly generate revenue for companies, with more than 50% leading the list, along with the “marketing field”, as the top two categories for hiring additional staff. This year, the semiconductor and technology industries have been impacted by the oversupply in the past year and a half. Demand for “hardware and software engineering” and “information technology” personnel has slightly declined, but the need for digital transformation continues. Job openings in “operations management” and “big data analysis” reflect companies preparing for the AI era. Additionally, with the lifting of pandemic restrictions, the catering, hospitality, and retail industries are experiencing a revival. The integration of offline and online consumer behavior has become the new normal, and “customer service” is also a planned area of staff expansion in related industries.



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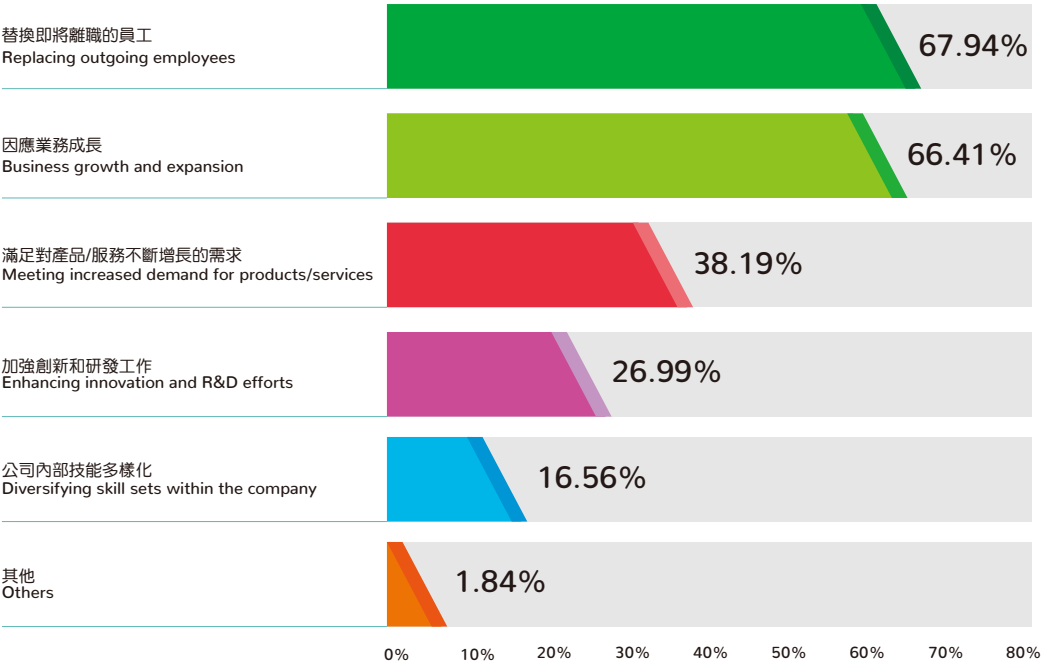
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Q13 貴公司執行招募計劃的主要原因為何？

What is the main reason for your company's recruitment program?



分析 Analysis

Q13

探討受訪企業招募計劃背後的主要原因，「替換即將離職的員工」高居首位，顯示人才流動快速反映出疫情後的多樣化工作模式，提供了勞方更多彈性和選擇，但相對地也為企業留才增加挑戰。

When exploring the main reasons behind the recruitment programs of the surveyed companies, “to replace staff who are about to leave” was the top reason. This indicates that talent mobility rapidly reflects the diversified work patterns that emerged after the epidemic, providing labor forces with more flexibility and choices. However, it also presents additional challenges for talent retention in organizations.





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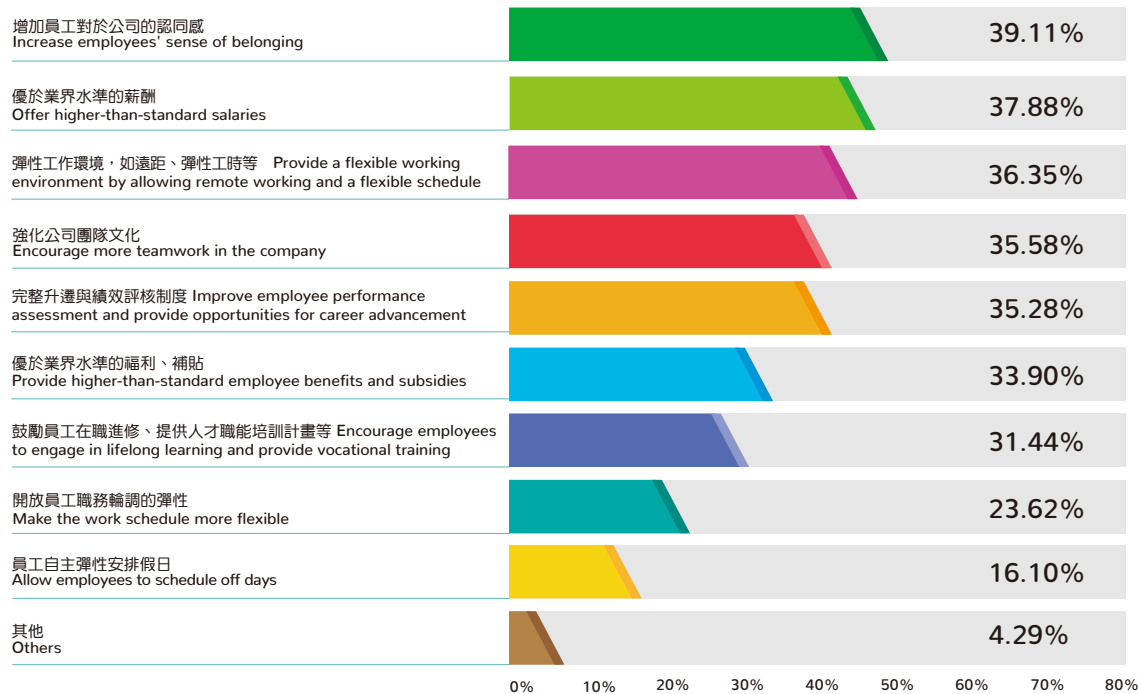
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Q14 貴公司為留才採取以下哪些策略？

Which of the following strategies does your company adopt to retain talent?



分析 Analysis

Q14

受訪企業對於留才採取的策略，基本大同小異，但值得一提的是，企業方正鎖定以實質的薪酬與福利與無形的企業文化和價值觀認同，雙管齊下，而且「增加員工對於公司的認同感」甚至高於「優於業界水準的薪酬」，而「彈性工作環境，如遠距、彈性工時等」、「強化公司團隊文化」、「完整升遷與績效評核制度」也在「優於業界水準的福利、補貼」之上，顯示企業深知帶心才能帶人，完善而彈性的制度更重於優渥的薪資和福利。另外，儘管相較於其他措施，「開放員工職務輪調的彈性」、「員工自主彈性安排假日」仍然屬於少數，但未來應為勢之所趨。

The strategies adopted by the surveyed companies for talent retention are generally similar. It is worth noting that these companies focus on a dual approach, offering tangible compensation and benefits alongside intangible recognition of corporate culture and values. "Increasing employees' sense of identification with the company" is even rated higher than "compensation better than the industry standard". Additionally, "flexible working environments, such as remote work and flexible working hours", "strengthening the company's team culture", and "a comprehensive promotion and performance evaluation system" also rank higher than "benefits and subsidies better than the industry standard". This demonstrates that companies are well aware that effective leadership requires a genuine commitment and a heart for guiding and inspiring people. A flexible and comprehensive system is considered more crucial than generous salaries and benefits. Furthermore, while "opening up employee job rotation flexibility" and "allowing employees to autonomously arrange their holidays" are less common compared to other measures, they are likely to become more prevalent in the future.



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2024台灣薪資展望

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國際景氣、中國因素 動見觀瞻；烏俄、以巴戰火未熄
經濟恐低迷

以出口為導向的台灣經濟深受國際景氣脈動及全球供應鏈牽動，2023年在經歷2022年各國國境解封、進入後疫情時代的產業大洗牌、零售及服務產業報復性消費、科技業搶單、搶人、大幅調薪之後，許多產業市場飽和、接著又受全球景氣不如預期影響、大量庫存有待消化、徵人減緩、甚至裁員頻傳。

2023年第三季開始部份企業預期下半年及2024上半景氣不佳，人才招募策略保守，優先招募必要職缺，藝珂顧問觀察到相同職缺補人時，甚至有薪資調降的情況。

另外，受全球景氣影響，歐美中國新創企業資金驟減，具備新興技術的專業人才釋出，加上台海情勢緊張，部分對岸工作的高階專業人才開始有回台意願。但以美國聯準會為首的創紀錄連番升息催化通膨持續居高不下，中國重新開放則受外力阻礙只能靠內需拉抬，烏俄戰爭僵持，以巴危機再起，種種新舊挑戰嚴峻地考驗著歲末的2023和新的一年，市場上普遍認為景氣低迷將延續到2024，全球景氣及中國經濟能否再度激活，軍事衝突能否和平落幕，通膨壓力能否緩解，變數仍多且動見觀瞻。

產業趨勢及人力市場供需預測 因應AI勞資亟尋轉型

儘管景氣不如預期，但Z世代的生活價值觀和多樣化的工作模式帶動「大離職潮」等趨勢仍將持續發酵，衝擊長期受到少子化影響的人力市場，基層勞動人口恐將缺工嚴重，威脅企業的永續經營。而AI投下的震撼彈，效應逐漸顯化，2024年勞資雙方都將持續在追求轉型中摸索因應之道。

在人才需求上，具備AI與實務應用相關技能、資料判讀、在科技與傳統專業之間居中溝通、協助企業數位轉型等的跨領域專業和國際經驗，以及ESG相關知識和能夠向上向下及橫向等全方位溝通協調、解決問題能力等軟實力，都將成為左右升職加薪的關鍵條件。另外，從疫情期間谷底爬升的服務業，後勢仍然可期，而隨著國內外旅遊人潮爆發，觀光產業如航空、飯店、旅遊，人力需求量也

將逐漸提升，約聘和臨時人力的需求，可望成長。而發展深受國際趨勢牽引的台灣5G、半導體、離岸風電產業，在政策支持下，隨著工程進度推展，也帶動中南部軟體工程師、風力發電維運工程師等人力需求。預計2024年半導體、AI、5G等基礎建設，以及車用電子、ESG、綠能、淨零碳排等相關產業職缺仍會持續增加。但大選結果會不會造成政策轉向則有待觀察。

技能需求變化大 警覺主動 與AI共存共榮

面對就業市場情勢變化多端、技能需求日新月異，在職員工或求職者如何因應？藝珂顧問分享了幾個面向，包括員工本身和客戶端的實際做法。顧問表示，企業除了在專業領域上鼓勵員工接受培訓之外，也可以在公司組織架構允許的情況下，讓員工透過部門輪調或外派，去多方嘗試學習，更加了解整個公司未來走向和其他不同職能。根據藝珂客戶執行的經驗，有些員工在其他事業處發現自己的興趣所在，轉調之後能為公司創造更高的價值，也為自己創造加薪遷升的機會。

至於在員工部分，最重要的是心態，許多行業都面臨數位轉型，願意接受工作內容轉變的心態和快速學習及向上溝通，協助高層了解第一線及市場需求的能力，主動找出及解決問題的自發型員工，將會是公司的重要資產，也是加薪升遷的重點。

以當紅的AI為例，藝珂顧問認為，一般來說，新世代的員工通常比較會將AI等新科技，視為幫助自己更輕鬆工作的好機會，但資深員工則傾向害怕、甚至排斥改變，認為AI可能會取代他們。針對這種心結，藝珂顧問表示，員工有所警覺是正確的心態，但建議因應策略應該是要主動去擁抱它，透過學習了解、應用，讓科技為人服務，與AI共存共榮。

員工利用在職進修取得相關證照已經是標配，更積極的做法是，主動發掘公司的需要、提出改善建議、主動要求參與執行建議。另外，積極參加公司專案、跨部門跨事業體溝通的活動，加強本身的軟實力和解決問題的能力，也能增加自己被看見的機會。



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International Economic Climate, China's Impact - A Dynamic Outlook; Ongoing Conflicts in Ukraine, Russia, and Israel-Palestine Raise Economic Concerns

Taiwan's export-oriented economy is deeply influenced by global economic conditions and the dynamics of the global supply chain. In 2023, following the border reopenings in various countries in 2022, the industrial landscape underwent a significant reshuffling in the post-pandemic era. The retail and service industries saw a surge in consumption, while the technology sector witnessed aggressive competition for orders, talent, and substantial salary hikes. However, many industries eventually reached saturation, and global economic challenges led to an accumulation of excess inventory. Recruitment slowed down, and layoffs became increasingly common.

Starting in the third quarter of 2023, some companies are anticipating a less favorable economic outlook for the second half of the year and the first half of 2024. This caution has translated into conservative recruitment strategies, with a focus on filling essential positions. Adecco has observed instances where companies have even resorted to reducing salaries when hiring for the same positions.

Furthermore, the global economic situation has had a ripple effect on startup enterprises in Europe, the United States, and China, resulting in a sharp reduction in available capital. This, in turn, has released a pool of professionals with expertise in emerging technologies. Additionally, the tense situation in the Taiwan Strait has prompted some senior professionals working on the mainland to consider returning to Taiwan. However, various challenges loom on the horizon. A series of record interest rate hikes led by the U.S. Federal Reserve has contributed to persistent high inflation. External obstacles to China's reopening are necessitating a reliance on domestic demand. Ongoing geopolitical tensions in Ukraine and the re-emergence of the Israel-Palestine crisis are adding to the complexities. These challenges are exerting significant pressure on the outlook for the end of 2023 and the beginning of the new year. The prevailing market sentiment suggests that economic sluggishness may extend into 2024. The revival of the global and Chinese economies, peaceful resolutions to military conflicts, and the alleviation of inflationary pressures all remain uncertain variables.

Industry Trends and Labor Market Supply-Demand Forecasts in Response to AI Labor Transformation

Despite the economy being weaker than expected, trends such as the "Great Resignation", driven by Generation Z's evolving life values and diverse work patterns, will continue to intensify. This will impact the labor market that has long been affected by declining birth rates, potentially leading to a severe labor shortage among the grassroots workforce, posing a threat to the sustainability of businesses. As the effects of the AI shockwave become increasingly apparent, both employers and employees will persist in seeking ways to adapt to the transformations in 2024.

In terms of talent requirements, cross-disciplinary expertise and international experiences in AI and practical applications, data interpretation, effective communication bridging technology and traditional professions, and assistance in digital transformation for businesses, along with knowledge related to ESG and the ability for comprehensive communication, coordination in all directions (upward, downward, and horizontally), and problem-solving skills are set to become critical conditions for promotions and salary increases.

Furthermore, the service industry, which rebounded from the depths during the pandemic, continues to hold promise for the future. With the surge in domestic and international travel, industries like aviation, hotels, and tourism will see a gradual increase in manpower demands. There's also expected growth in the need for temporary and contract workers. Additionally, Taiwan's 5G, semiconductor, and offshore wind power industries, deeply influenced by global trends and supported by government policies, will lead to increased demand for software and hardware engineers and wind power maintenance engineers in the central and southern regions as projects progress. Anticipated growth in job opportunities will persist in 2024, particularly in semiconductor, AI, 5G, and other infrastructure fields, as well as in automotive electronics, ESG, green energy, and the pursuit of net-zero carbon emissions. However, the potential impact of election results on policy direction remains to be seen.

Drastic Changes in Skill Demand - Stay Alert, Act Proactively, Coexist and Thrive with AI

In the face of the rapidly changing job market and evolving skill demands, how should employees and job seekers adapt? Adecco offers several strategies, both for employees and clients. The consultants suggest that, in addition to encouraging employees to undergo training in their respective fields, companies can also enable employees to explore and gain a deeper understanding of the company's future direction and diverse functions through departmental rotations or assignments, where the organizational structure permits. Based on Adecco's client experiences, some employees have discovered their passions in other roles, and after making these transitions, they have been able to create greater value for the company and unlock opportunities for salary increases and promotions for themselves.

In terms of employees, the most crucial aspect is their mindset. Many industries are currently undergoing digital transformation. Employees who are willing to embrace changes in their job roles, engage in rapid learning, communicate effectively with higher management to convey frontline and market needs, and proactively identify and resolve problems are all significant assets to a company. These qualities are also central to achieving salary increases and promotions.

For instance, considering the growing prominence of AI, Adecco suggests that the new generation of employees generally view new technologies like AI as opportunities to make their work more efficient, while senior employees tend to fear or even resist change, believing that AI may replace their roles. In response to this challenge, Adecco advises that employees should be cautious about AI but also actively embrace it, learn to understand and apply it, and harness technology to serve their needs, coexisting and thriving alongside AI.

Obtaining certifications through on-the-job training is becoming standard practice for employees. A more proactive approach involves actively identifying the company's needs, proposing improvement suggestions, and actively seeking to participate in their implementation. Additionally, taking an active part in company projects and engaging in cross-departmental and cross-business communication activities can help strengthen one's soft skills and problem-solving capabilities, while also increasing visibility within the organization.

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人力資源

Human Resources

2023年經濟走緩，招募人力緊縮，藝珂人事的顧問們第一線的感受最深。主計處的統計也顯示工業用電量減少了3%左右，出口連續八季拉黑下滑，製造業有高達9,000人仍在放無薪假，創近3年新高，主因即國際訂單減少。在工業兩大支柱，傳產龍頭高科技和製造業都表現不佳的情況下，自然不難想像整體台灣經濟欲振乏力。

相較於其他產業，科技業一直以來比較有資金投入打造結構健全的人力資源部門。藝珂負責人資相關職位的顧問表示，雖然可以感受到2023年台灣科技業景氣的確受到國際經濟走緩的影響，在下半年相對慢下來，不過前景並不全然悲觀。針對2024年AI將會如何影響人力資源專家的角色，顧問認為AI成長要對人才市場發揮大幅的影響力，還需要一些時間，2024年在人才發展或人資部門的人才市場方面，影響還不會太明顯。顧問表示，單就人的連結networking部分，人還是要比AI高明。

顧問表示，人資是塑造公司文化的重要角色，因此人資的人格特質與企業文化是否相符也是企業關注的重點之一。至於人資從業者在各方面條件都相當的條件下，語言能力是取得高薪工作的關鍵能力之一。語言是與跨國與跨文化的專業人士共事時的重要工具之一，能及時、清楚，並且具備情感地在合適的時間表達出關鍵想法，可以協助專業人資工作者有更大的發展舞台，也更有機會取得認同，爭取較高的薪資。

In 2023, the economic growth in Taiwan has slowed down, and manpower recruitment has tightened. Working at the frontline, Adecco human resources consultants have a profound understanding of the situation. Data from the Department of Budget, Accounting, and Statistics show a decrease of approximately 3% in industrial electricity consumption. Exports have continuously declined for eight consecutive quarters, with the manufacturing sector still having around 9,000 employees on unpaid leave, reaching a new high in nearly three years. The primary reason for this is the reduction in international orders. With the leading conventional tech industry and manufacturing industry (both are Taiwan's major industrial pillars) performing poorly, it's not hard to imagine that the overall Taiwanese economy is struggling.

Compared to other industries, the tech sector has always had more funds to establish a well-found human resources department. Adecco consultants responsible for HR positions indicate that while they can feel that due to the impact of the global recession, HR-related development within Taiwan's tech industry in 2023 has relatively slowed down in the latter half of the year. Nonetheless, the outlook is not entirely pessimistic.

Regarding how AI will affect the role of HR experts in 2024, consultants believe that AI's growth will have a significant impact on the talent market, but it will take some time. In 2024, its impact on talent development or the talent market in the HR department won't be that noticeable. Consultants emphasize that in terms of personal connections and networking, humans still outperform AI.

Consultants state that HR plays a crucial role in shaping a company's culture. Therefore, the alignment of the personality traits of HR professionals with the company's culture is valued significantly within businesses. For HR professionals under similar conditions, language skill is the key to obtaining a high-salary job., as it is an essential tool for working with international and cross-cultural professionals. Being able to communicate key ideas promptly, clearly, and with emotion at the right time can help HR professionals have a more significant stage for development and increase the chances of recognition and higher salaries.



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職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
			最低薪資Min.	最高薪資Max.
一般 General				
人資長／人資副總／協理 HR Head /CHO/HR Director/VP	大專院校或以上 Degree and above	15-20+	140,000	300,000
區域人資經理／協理 Regional HR Manager /Director	大專院校或以上 Degree and above	8-15	120,000	250,000
人力資源策略發展夥伴主管 Lead of HR Business Partner	大專院校或以上 Degree and above	5-8+	80,000	150,000
人力資源策略發展夥伴專員 HR Business Partner	大專院校或以上 Degree and above	5-8	55,000	80,000
人資副理 HR Assistant Manager/Supervisor	大專院校或以上 Degree and above	2-4	40,000	70,000
人資專員 HR Officer /Specialist/Executive	大專院校或以上 Degree and above	1-2	35,000	45,000
人資專員／助理 HR Administrator	大專院校或以上 Degree and above	< 1	25,000	40,000
人資培訓／人資儲備幹部 HR Trainee	大專院校或以上 Degree and above	8+	40,000	50,000
薪酬福利 Compensation & Benefits				
薪酬福利經理 C&B Manager	大專院校或以上 Degree and above	8-10+	80,000	130,000
薪酬福利專員 C&B Specialist	大專院校或以上 Degree and above	3-5+	35,000	60,000
招募聘用 Recruiting				
招募經理 Talent Acquisition Manager	大專院校或以上 Degree and above	5-8+	80,000	130,000
招募專員 Recruiter	大專院校或以上 Degree and above	2+	30,000	60,000
訓練發展 Training & Development				
組織訓練發展經理 Organization & Development Manager	大專院校或以上 Degree and above	8+	65,000	120,000
訓練發展專員 Training & Talent Development Specialist	大專院校或以上 Degree and above	5+	65,000	120,000
講師 Trainer	大專院校或以上 Degree and above	8+	65,000	120,000
人資系統主管 HRIS Manager	大專院校或以上 Degree and above	8-15+	80,000	120,000
員工關係主管 Employee Relationship Manager	大專院校或以上 Degree and above	8+	65,000	120,000

● 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。
● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



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行政專業

Share Service Professionals

行政職位在各種產業中都非常重要，提供企業各種後勤支援，確保各項業務順利進行。一般常聽到的總務、秘書、櫃檯接待或是特助和幕僚，有包含到經營、管理面向的職責，其實也都是屬於行政類的工作。負責中高階正職後勤單位相關職位的藝珂顧問指出，2024年國內外旅遊可望持續大爆發，航空、飯店等觀光產業人力需求增加勢不可擋，需要大量的後勤人力支援相關發展，約聘跟臨時人力的需求也將有不錯的成長空間。

政府祭出拉抬經濟政策，投資就業，希望可以吸引國際媒體科技大廠如Google微軟回流，在台灣設立研發中心，進一步影響太空產業，廣創工作機會。而針對半導體、AI、5G基礎建設，以及ESG綠能等產業擴大投資，將直接驅動這些產業的行政專業人才擴大招募。其中AI互動和應用導入於雲端、汽車輔助系統、VR等，可望提升產業快速發展，同時也需要一批專業優秀的人才來協助技術的執行。

展望2024年，顧問觀察到，除了執行政府大力推廣的數位優化政策，企業端很多客戶也著重在綠能相關永續和淨零碳排的投資，希望讓台灣品牌走出國境更加國際化，具體作法包括跨領域的整合，產生更多新東西，而原來的員工和人才，也須配合新產品，學習並增進專業知識，達到互相成長。顧問樂觀地看待台灣2024年整體發展環境，認為加上政府政策輔助，勢必可以越來越好。

在人才技能需求上，隨著疫情解封，海外工作機會增加，語文能力強、願意接受外派工作機會的求職者，相對在薪資上也有不錯水準。在其他技能優勢上，具備AI與實務應用相關能力、資料判讀、在科技與傳統專業之間居中溝通、協助企業數位轉型等的跨領域專業和國際經驗，將成為左右升職加薪的關鍵條件。

至於中高階職缺方面，藝珂顧問表示，部分產業因應5G及AI發展，確實面臨需要適時轉型，向外尋求專業人才，協助設立必要部門進行拓展或改革的需求增加，由其主導發展未來轉型的內容，像是數位長新職稱的出現，反映數位轉型的趨勢和需求。

Administrative positions are crucial in various industries, providing essential logistical support to ensure the smooth operation of businesses. Commonly heard roles like general affairs officers, secretaries, front desk receptionists, executive assistants, and staff all fall under the category of administrative work, encompassing responsibilities related to operations and management. Adecco consultants responsible for positions in mid to senior-level administrative units, point out that in 2024, there is an expected surge in domestic and international tourism, leading to an increase in demand for manpower in the aviation, hotel, and tourism industries. The huge demand for logistics staff will also create opportunities for contractors and temporary staff.

The government has implemented economic policies to stimulate investment and employment, aiming to attract major international tech giants like Google and Microsoft to return to Taiwan and establish R&D centers, further promoting the development of aerospace industries and creating job opportunities. Additionally, increased investments in industries such as semiconductors, AI, 5G infrastructure, and ESG green energy will directly accelerate the recruitment of administrative professionals in these sectors. Innovations in AI interactions, cloud applications, automotive assistive systems, and VR are expected to accelerate industry growth, requiring a pool of highly skilled professionals to execute these technologies.

Looking ahead to 2024, consultants observe that, besides implementing government-driven digital optimization policies, many businesses are focusing on sustainable and net-zero carbon investments related to green energy. They aim to internationalize Taiwanese brands and generate new products through cross-disciplinary integration. On the other hand, existing employees and talent need to adapt to these new products, learn, and enhance their expertise to achieve mutual growth. Consultants are optimistic about Taiwan's overall development in 2024, anticipating further improvement along with the support of policies.

Regarding skill requirements for job seekers, as the pandemic restrictions ease, there is an increase in overseas job opportunities. Candidates with strong language skills and a willingness to work abroad can expect competitive salaries. Other skill advantages include expertise in AI and its practical applications, data interpretation, interdisciplinary professionalism bridging technology and traditional fields, assisting companies in digital transformation, and acquiring global collaboration experiences. These will be the key factors in career advancement and salary increments.

As for mid to senior-level job openings, Adecco consultants state that some industries are indeed in need of timely transformation due to the development of 5G and AI. This requires seeking professional talents to establish essential departments for expansion or reform, often taking the lead in shaping the future of transformation. The emergence of new job titles, such as Chief Digital Officer (CDO) reflects the trends and demands of digital transformation.



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			最低薪資Min.	最高薪資Max.
行政經理／管理部經理／ 辦公大樓設備管理經理 General Affair Manager / Office Manager/Facility Manager	大專院校 Degree	8-10	65,000	150,000
特助／執行助理／秘書 Executive Assistant/Secretary	大專院校 Degree	5-8	50,000	100,000
行政專員／行政助理 Administrative Officer/Assistant	大專院校 Degree	3-6	30,000	50,000
櫃臺接待人員 Receptionist	大專院校／文憑 Degree/Diploma	1-2	25,000	35,000
文件控管人員／翻譯專員 Documentation controller/Interpreter	大專院校／文憑 Degree/Diploma	5-7	60,000	120,000
專案管理師 Project Coordinator	大專院校／文憑 Degree/Diploma	5-8	60,000	80,000

● 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。
● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonues



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金融財務與會計

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有鑑於過去幾年全球疫情推動金融機構建立數位化系統和服務，企業內部數位化是否會成為金融業人事規劃和加薪的關鍵因素？藝珂負責財會相關職位的顧問表示，的確有越來越多客戶提到希望應徵者具備數位化軟體、工具應用、處理或導入過相關數位化專案的能力或經驗。以往財會的職位說明（job description）上，不會出現這些需求要求，但這一年多來，經常會看到。至於數位化專案或數位化能力會不會是加薪的關鍵因素，顧問認為必須視公司預算而定，如果預算不是很充裕，企業甚至會選擇有潛力但不具豐富經驗的求職者。

在分析AI角色和金融業要如何因應來勢洶湧AI的浪潮時，藝珂負責金融業的顧問表示，企業要開始去導入一些相關的應用和技術，因為那將會是未來的一大趨勢，雖然目前看起來效果不大，但日後勢必會成為企業端節約成本跟人力之關鍵點之一。至於人才端則要在專業技術上追求更深、更難被AI取代的能力。以客服為例，服務高端客戶的客服，可以替客戶的問答提供客製化的服務，就會比只會回答簡單問題的客服，職位有保障。

在評論財會領域哪些職位比較有機會得到加薪時，顧問表示，會計這一類的職缺在外商公司，已經越來越少，所以從事分析的職位比較有機會。而且在大家都重視AI的趨勢下，目前分析師的工作也不會純粹就會計資料進行分析，而是強調結合公司本身與來自其他系統的資訊，去發現趨勢，再進一步分析。

顧問建議，有心投入這領域的求職者，必須擅長一些工具，如Microsoft Power BI、Excel、SAP、ERP等，有些公司甚至要求要會用Python等程式設計語言，整合所有資料，製作簡報。

顧問表示，在財務分析方面現今趨勢往越來越專業並結合商業活動分析，並往越來越精準的方向，目的是為企業提供進一步的策略，用最有效率的方式把透明的資訊轉化成公司未來的目標。

而金融業方面，尋找投資標的並提供投資建議的投資經理人分析師加薪有望。另外，財富管理及理專相關人才的需求量，在今年明顯已經供不應求的情況下，明年應該也會持續。至於2024年景氣的轉折點，則要等美國開始降息，目前算是升息的尾端本，但降息的時間點，據金融界預測，可能會在2024下半年。

Considering the global pandemic in recent years, financial institutions have been focusing on establishing digital systems and services. Is internal digitization becoming a key factor in personnel planning and salary increases in the financial industry? Adecco consultants responsible for finance and accounting positions confirm that more and more clients now mention the desire for candidates to possess skills or experiences regarding digital software/tool application and managing or implementing relevant digitalization projects. Previously, such requirements weren't typically seen in finance and accounting job descriptions, but over the past year, they have become increasingly common. As for whether digital projects or capability will be a key factor in salary increases, consultants believe it depends on the company's budget. If the budget isn't very generous, companies might choose candidates with potential but not extensive experience.

When analyzing the role of AI in the financial industry and how to respond to its rising trend, Adecco consultants responsible for the financial sector state that companies should start incorporating relevant applications and technologies, as it's a significant trend for the future. Although the impact might not seem significant at present, it will undoubtedly become the key for companies to save costs and manpower in the future. On the talents side, professionals should focus on acquiring better technical skills that are more AI-resistant. Take customer service as an example, those who serve high-end clients and provide customized services in response to customer queries will have better job security compared to those who can only handle simple questions.

Regarding which finance and accounting positions are more likely to receive salary increases, consultants comment that traditional accounting roles in foreign companies have a lower chance, while positions involving analysis have better prospects. In the current trend where everyone values AI, analysts' work doesn't solely involve analyzing accounting data; it emphasizes integrating information from the company itself and other systems to identify trends and conduct further analysis.

Consultants recommend that job seekers looking to enter this field should be proficient in tools like Microsoft Power BI, Excel, SAP ERP, and, in some cases, be capable of using programming languages like Python to integrate all the data and create presentations. Consultants note that in financial analysis, the current trend is towards increasing specialization and the integration of business activity analysis, aiming to provide companies with further strategies to efficiently transform transparent information into future company goals.

As for the finance industry, investment managers and analysts who identify investment targets and provide advice have prospects for salary increases. Additionally, the high demand for talents related to wealth management and financial advisors this year is expected to continue into the next year. As for the turning point in the economy in 2024, it is anticipated to depend on when the US begins to lower interest rates, currently being in the late stages of rate hikes. According to predictions from the financial industries, this rate reduction might occur in the latter half of 2024.



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			最低薪資Min.	最高薪資Max.
會計 Accounting				
會計經理 Accounting Manager	財務與會計學位 Degree in Finance and Accounting	10-15+	80,000	220,000
資深會計 Senior Accountant	會計學學位 Degree in Accounting	5+	50,000	90,000
成本會計 Cost Accountant	會計學學位 Degree in Accounting	3-5	55,000	90,000
會計人員 Accountant	會計學學位 Degree in Accounting	3-5	45,000	65,000
會計助理 Assistant Accountant	會計學學位 Degree in Accounting	2-4	40,000	50,000
資深帳務員 Senior Account Clerk	會計學學位 Degree in Accounting	1-2	35,000	48,000
帳務員／帳務助理 Account Clerk/Assistant	會計學學位 Degree in Accounting	< 1	28,000	40,000
審計 Audit				
審計長 Head of Audit	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	10+	130,000	220,000
內部稽核經理 Internal Audit Manager	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	8+	100,000	150,000
內部稽核師 Internal Auditor	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	5-7	70,000	100,000
審計副理 Assistant Audit Manager	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	5+	70,000	100,000
審計主管 Audit Supervisor	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	4-5	55,000	90,000
資深審計師 Senior Auditor	CIA證照、主修會計與財務 CIA license, major in Accounting and Finance	3-5	50,000	80,000
初級審計員 Audit Junior	主修會計與財務 Major in Accounting and Finance	1-2	42,000	55,000
查帳員 Audit Clerk	主修會計與財務 Major in Accounting and Finance	< 1	40,000	45,000



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			最低薪資Min.	最高薪資Max.
財務 Finance				
財務長 CFO	財務或會計企業管理碩士 MBA Degree in Finance and Accounting	10-20	200,000	400,000
財務暨行政經理 Finance & Admin Manager	財務與會計學位 Degree in Finance and Accounting	10+	80,000	250,000
財務經理 Finance Manager	財務或會計企業管理碩士 MBA Degree in Finance and Accounting	10+	80,000	200,000
財務分析師 Financial Analyst	財務與會計學位 Degree in Finance and Accounting	3-6	60,000	130,000
財務助理 Finance Assistant	財務與會計學位 Degree in Finance and Accounting	2-3	35,000	50,000
財務暨行政辦事員 Finance & Admin Clerk	財務與會計學位 Degree in Finance and Accounting	1-5	32,000	60,000
財務儲備幹部 Financial Management Trainee	財務與會計學位 Degree in Finance and Accounting	< 1	50,000	50,000
稅務 Tax				
稅務長 Head of Tax	財務與會計學位 Degree in Finance and Accounting	10+	110,000	180,000
稅務經理 Tax Manager	財務與會計學位 Degree in Finance and Accounting	5+	80,000	150,000
資深稅務會計 Senior Tax Accountant	財務與會計學位 Degree in Finance and Accounting	3-5	45,000	75,000
稅務會計 Tax Accountant	財務與會計學位 Degree in Finance and Accounting	2-4	35,000	50,000



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			最低薪資Min.	最高薪資Max.
財務 Treasury				
財務長 Head of Treasury	財務與會計學位 Degree in Finance and Accounting	15+	130,000	250,000
財務經理 Treasury Manager	財務與會計學位 Degree in Finance and Accounting	10+	110,000	150,000
資深財務專員 Senior Treasury	財務與會計學位 Degree in Finance and Accounting	3-5	60,000	90,000
財務會計 Treasury Accountant	財務與會計學位 Degree in Finance and Accounting	2-4	40,000	60,000
財務專員 Treasury Officer	財務與會計學位 Degree in Finance and Accounting	2-4	35,000	50,000
財務辦事員 Treasury Clerk	財務與會計學位 Degree in Finance and Accounting	< 1	28,000	40,000
分析專業領域 Data Analytics & Pricing				
資料分析師 Data Analyst	財會／統計／計量／商學士 Degree in Finance or Quantitative Finance/ Statistics/Commerce	5+	70,000	80,000
定價分析師 Pricing Analyst	財會／統計／計量／商學士 Degree in Finance or Quantitative Finance/ Statistics/Commerce	5+	60,000	70,000
數據資料分析經理 Data Analytics Manager	財會／統計／計量／商學士 Degree in Finance or Quantitative Finance/ Statistics/Commerce	8-10+	100,000	150,000
定價分析經理 Pricing Manager	財會／統計／計量／商學士 Degree in Finance or Quantitative Finance/ Statistics/Commerce	8+	80,000	100,000



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消費金融 Consumer/Retail Banking				
分行經理 Branch Manager	商業學士 Bachelor degree in Business	10+	90,000	150,000
營運經理 Operations Manager	學士學位 Bachelor degree	6+	80,000	130,000
營運副理 Assistant Operations Manager	學士學位 Bachelor degree	4+	50,000	80,000
客戶關係經理 Customer Relationship Manager	學士學位 Bachelor degree	8+	60,000	140,000
營運主管 Operation Supervisor	學士學位 Bachelor degree	3+	50,000	80,000
個人金融服務專員 Personal Banking Officer	商業學士 Bachelor degree in Business	3+	30,000	60,000
銀行專員 Bank Officer	商業學士 Bachelor degree in Business	6+	30,000	50,000
銀行櫃檯出納 Bank Teller	商業學士 Bachelor degree in Business	1-2	28,000	45,000
中檯專員 Middle Office Officer	學士學位 Bachelor degree	3+	50,000	130,000
客服專員 Customer Service Representative	學士學位 Bachelor degree	1-2	30,000	55,000
銀行助理 Bank Assistant	學士學位 Bachelor degree	1-2	27,000	40,000
金融辦事員 Banking Clerk	學士學位 Bachelor degree	< 1	30,000	40,000
企業金融 Corporate Banking				
金融交易業務人員 TMU	學士學位 Bachelor degree	3+	60,000	150,000
市場風險經理 Market Risk	學士學位 Bachelor degree	5+	80,000	160,000
金融同業業務經理 FI Sales	學士學位 Bachelor degree	5+	80,000	150,000
交易支援助理 Dealing /Trade Support Assistant	學士學位 Bachelor degree	1-2	35,000	50,000
客戶關係經理 Relationship Manager	學士學位 Bachelor degree	3+	50,000	80,000
資深客戶關係經理 Sr. Relationship Manager	學士學位 Bachelor degree	7+	90,000	200,000



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			最低薪資Min.	最高薪資Max.
監察 & 信用分析 Compliance & Credit Analysis				
金融業法遵／法規經理 Compliance Manager	具內部稽核或金融業內部公司規範及外部法規遵循／合規，法令／法律相關經驗 Degree in Finance or Law; experience in internal audit or compliance/law	5+	90,000	150,000
法遵／法規／反洗錢事務專員 Compliance/AML Officer	具內部稽核或金融業內部公司規範及外部法規遵循／合規，法令／法律相關經驗 Degree in Finance or Law; experience in internal audit or compliance/law	2-4	45,000	80,000
授信經理 Credit Manager	財務／會計學士 Bachelor degree in Finance/Accounting	6+	60,000	120,000
信用審核／核准經理 Credit Approval Manager	財務／會計學士 Bachelor degree in Finance/Accounting	10+	100,000	200,000
信用核證專員 Credit Approval Officer	財務／會計學士 Bachelor degree in Finance/Accounting	8+	60,000	100,000
信貸分析師／專員 Credit Analyst/Officer	財務／會計學士 Bachelor degree in Finance/Accounting	6+	50,000	70,000
資深信貸／信用辦事員 Senior Credit/Loans Clerk	財務／會計學士 Bachelor degree in Finance/Accounting	4+	45,000	60,000
證券 Securities				
結算部經理 Settlement Manager	學士學位 Bachelor degree	8+	80,000	200,000
結算部專員 Settlement Officer	學士學位 Bachelor degree	6+	50,000	80,000
結算部辦事員 Settlement Clerk	學士學位 Bachelor degree	1-2	40,000	60,000
股票研究員 Research Equity Analyst	學士學位 Bachelor degree	3+	50,000	90,000
股票研究助理 Research Assistant	學士學位 Bachelor degree	1-2	35,000	50,000

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供應鏈/物流

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受到2023年國內外景氣低迷的影響，2024年採購、供應鏈、製造、物流領域的加薪和招募前景不明，藝珂顧問認為，一般傳統製造業仍處於觀望的狀態，但醫療產業在疫情過後大眾對相關產品需求持續，因此也帶動市場的人力需求。

評估台灣整體供應鏈的結構未來會不會發生重大變化，顧問表示，AI的崛起，會讓物流和倉儲等供應鏈的後端工作，像是運送產品，生產完之後的後續配發等，有所改變，過往人力密集的作業，在2024年之後會更往自動化發展。例如，一些倉儲的自動化設備引進，怎麼樣搭配一些軟體？收到消費者訂單之後，企業要如何串接？這些都可以透過數據分析和AI智能的導入，將流程優化，減少人力。

在職位方面，顧問表示在相對保守的傳統製造業，對於高階職位，2024年前半年預期將比較停滯，約聘或臨時工的需求則可望增加，而且不僅是傳統產業，甚至科技業也是如此。顧問表示，企業利用約聘的方式與員工一年一簽，但同時不排除讓他們轉正的可能。這項政策不失為因應產業前景不明的良好方式，員工有轉正的機會，也有利公司未來整合佈局。

此外，針對可以幫助員工加薪遷升的技能跟知識，顧問表示，雖然答案取決於個別產業所需，但總體而言，除了對AI應用的深入了解之外，永續能源ESG將是趨勢。顧問同時提醒，這項技能也許不是短期一兩年即可取得，而是10年以上長期方向的布局，但可喜的是，許多公司開始對於具備ESG認證或有概念的人才，表現出濃厚興趣，相關職位的釋出，也鼓勵在職或求職者朝這個方向努力。

Influenced by the sluggish global and domestic economic conditions in 2023, the outlook for salary increases and recruitment in the procurement, supply chain, manufacturing, and logistics sectors in 2024 is uncertain. Adecco consultants believe that traditional manufacturing industries are still in a cautious stance, but the demand for manpower in the healthcare industry continues to grow due to the ongoing demand for related products post-pandemic.

When evaluating whether there will be significant changes in the overall structure of Taiwan's supply chain in the future, consultants state that the rise of AI will bring changes to the backend tasks of supply chain operations, such as product delivery and post-production distribution. Previously labor-intensive operations will shift towards automation in 2024. For example, the introduction of automated equipment in warehouses and how it integrates with software, or how companies respond after receiving consumer orders, can be optimized through data analysis and the implementation of AI, reducing the need for human labor.

Regarding job positions, consultants mention that in traditional manufacturing industries that are relatively conservative, high-level positions' requisition is expected to remain stagnant in the first half of 2024, while there is an expected increase in the demand for contractors or temporary workers. This trend also extends to tech industries. Consultants note that companies are increasingly adopting a contract-based approach with employees, where they renew contracts annually while not ruling out the possibility of converting them to permanent positions. This policy is considered a good way to adapt to uncertain industry prospects. It provides employees with opportunities for permanent positions while also benefiting the company's future organizational integration.

When it comes to the skills and knowledge that help employees secure pay raises and career advancements, consultants state that while the answer depends on the specific industry requirements, in addition to a deep understanding of AI applications, sustainability and ESG (Environmental, Social, and Governance) will be an overall trend. Consultants also emphasize that acquiring these skills may not be a short-term endeavor, but rather a long-term strategic focus of over ten years. Encouragingly, many companies are showing a strong interest in talents with ESG certification or concepts, and job openings in related positions are encouraging current employees or applicants to work toward this direction.



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供應鏈/物流 Procurement, Supply Chain & Customer Service

採購 Procurement	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	區域採購主管 Regional Procurement Manager/Director	大專院校或以上 Degree and above	12+	150,000	300,000
	採購經理／資深採購 Procurement Manager/Sr. Buyer	大專院校或以上 Degree and above	8-12	100,000	150,000
	採購主管／採購主任 Procurement Supervisor	大專院校／文憑 Degree/Diploma	5-8	80,000	120,000
商品採購 Merchandising	採購專員 Buyer/Sourcer/Commodity buyer	大專院校／文憑 Degree/Diploma	2-5	50,000	75,000
	採購助理 Procurement Assistant	大專院校／文憑 Degree/Diploma	1-2	30,000	40,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NTS	
				最低薪資Min.	最高薪資Max.
	採購經理 Merchandising Manager	大專院校／文憑 Degree/Diploma	8-10+	70,000	150,000
運送／物流 Shipping/Logistics	採購副理 Assistant Merchandising Manager	大專院校／文憑 Degree/Diploma	8-10+	60,000	80,000
	資深採購 Sr. Merchandiser/Sr.Sourcer	大專院校／文憑 Degree/Diploma	5-8	45,000	60,000
	採購人員 Jr. Merchandiser/Procurement Officer	大專院校／文憑 Degree/Diploma	3-5	30,000	45,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NTS	
				最低薪資Min.	最高薪資Max.
	物流經理 Logistics Manager/Project Account manager	大專院校／文憑 Degree/Diploma	8-12	80,000	150,000
	物流副理 Assistant Logistics Manager	大專院校／文憑 Degree/Diploma	5-8	60,000	100,000
	物流專員 Logistics Specialist	大專院校／文憑 Degree/Diploma	2-5	30,000	60,000
	船務主任 Shipping Supervisor	大專院校／文憑 Degree/Diploma	3-5	45,000	60,000
	船務人員 Shipping Specialist	大專院校／文憑 Degree/Diploma	2-4	30,000	45,000



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品質控管 Quality Control	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	品管經理 Quality Control Manager	大專院校／文憑 Degree/Diploma	15+	100,000	200,000
	品管副理 Assistant QC Manager	大專院校／文憑 Degree/Diploma	8-10	80,000	120,000
客戶服務 Customer Service /After Service	品管專員 Quality Control Specialist	大專院校／文憑 Degree/Diploma	3-8	50,000	80,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	售後服務／客服經理 After Sales Manager /Customer Service Manager /Call Centre Manager	大專院校／文憑 Degree/Diploma	8+	70,000	180,000
	售後服務／客服副理 CS Assistant Manager	大專院校／文憑 Degree/Diploma	5-8	55,000	70,000
	客服主任／組長 Supervisor /Team Leader	大專院校／文憑 Degree/Diploma	3-5	45,000	65,000
	資深客服人員 Senior CS Representative	大專院校／文憑 Degree/Diploma	2-3	35,000	45,000
	客服專員 Helpdesk/Hotline Officer	大專院校／文憑 Degree/Diploma	1-3	25,000	35,000



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供應 鏈 Supply Chain	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	供應鏈經理 Supply Chain Manager	大專院校或以上 Degree and above	10-15+	120,000	200,000
	供應鏈副理 Supply Chain Assistant Manager	大專院校／文憑 Degree/Diploma	5-10+	100,000	120,000
	供應鏈規劃／需求規劃人員 Supply Chain Planner/Demand Planner	大專院校／文憑 Degree/Diploma	3-5	60,000	100,000
倉儲 Warehouse	供應鏈專員 Supply Chain Executive	大專院校／文憑 Degree/Diploma	1-3	40,000	75,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	倉儲經理 Warehouse Manager	大專院校／文憑 Degree/Diploma	8+	80,000	150,000
	倉儲副理 Warehouse Assistant Manager	大專院校／文憑 Degree/Diploma	5-8	70,000	100,000
	倉儲主管 Warehouse Supervisor	文憑 Diploma	3-5	45,000	70,000
	倉儲專員 Warehouse Officer	文憑 Diploma	1-2	30,000	45,000

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業務銷售

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能為企業迅速創造收益的業務部門，在景氣低迷期尤顯重要。藝珂負責零售和業務銷售領域的顧問指出，綜觀2023零售業的復甦力道和2024前景，由於台灣的零售和服務業過去高度依賴中國市場，而大型外商零售業在這段時間看不到兩岸和平相處、大量開放陸客回到台灣的機會，因此在心理預期的影響下，外商零售業會有人力緊縮的可能，復甦前景整體持平，但須視政局發展而定。

關於業務銷售人員的職能，顧問強調，短期而言，儘管業務人才可以靠行銷策略、話術，或是新的商業模式等，去創造短期收益，但長期還是需要仰賴本身科技背景、公司轉型、以及產品符合客戶需求，才能維持業績。

另外，顧問認為，占比高達30%的服務業和零售業，特性是對國際經濟敏感性低，反應總是落後歐美市場三到六個月，因此2024年有一個機會點，即相對於台灣，目前全球大趨勢其實已經走過了低谷，開始往上攀升，通膨也降了溫，台灣現在卻還尚未經歷低谷，因此未來可透過追循國際走勢，預測明年上半年的表現。

值得一提的是，在國際景氣普遍低迷情況下，國內餐飲業跟快銷品零售(FMCG)表現相對亮眼，可以支撐一定的經濟效益。至於零售業會不會大幅調整薪資，顧問則認為不會，但只有兩個領域例外。第一就是餐飲業，缺工的結構性問題還在，基層領域人力供給嚴重不足，且近年餐飲業採用外籍員工的比重也趨明顯，因此部分業者祭出高薪搶人才。另一個則為精品零售，搶人也搶得兇，由於精品銷售工作非常仰賴頂尖銷售人員的口袋名單，加上台灣市場的熱門品牌較為集中，在強烈競爭之下，品牌也不得不出開出優渥條件爭取特定人才。

除了餐飲業之外，疫情後民生消費品產業持續處於高檔，業績屢創近年來新高，其中旅宿、批發、零售等幾個區塊，預期來年基層人力仍將供不應求。

Sales departments that rapidly generate revenue for companies are particularly important during a recession. Adecco consultants responsible for the retail and sales sectors point out that when looking at the recovery and prospects of the retail industry in 2023 and 2024, the retail and service sectors in Taiwan have historically relied heavily on the Chinese market. However, as there is no foreseeable opportunity for peaceful coexistence between Taiwan and China and a significant return of Chinese tourists to Taiwan, there is a possibility of labor tightening in the large foreign retail industry due to the psychological impact of these expectations. The overall prospects for recovery remain stable but are dependent on political situations.

Regarding the skills of sales professionals, consultants emphasize that in the short term, while business talent can rely on reliable marketing strategies, tactics, or new business models to create short-term revenue, in the long term, it is necessary to depend on a strong technology background, company transformation, and products that meet customer needs to sustain performance.

Furthermore, consultants believe that the service and retail sectors, which account for as much as 30% of the industry, have a low sensitivity to the international economy and typically lag behind the European and American markets by 3 to 6 months. Therefore, there is an opportunity in 2024, where in contrast to Taiwan, the global trend has passed its trough and is starting to rise, and inflation is cooling down, while Taiwan has yet to experience this downturn. Hence, in the future, performance in the first half of the year can be predicted by following international trends.

It is worth mentioning that in the context of a generally sluggish international economy, the domestic food and beverage industry and FMCG (Fast-Moving Consumer Goods) are relatively resilient and can support certain economic benefits. As for whether the retail industry will make significant adjustments to salaries, consultants believe that it won't be the case, but there are two exceptions. The first is the food and beverage industry, where the structural problem of labor shortage persists, especially for entry-level positions, and there is a severe lack of labor supply. In recent years, the proportion of foreign employees in the food and beverage industry has become more apparent, leading some operators to offer high salaries to attract talent. The second exception is the luxury retail sector, where talent competition is fierce. This is because luxury sales positions heavily rely on top-notch salespeople and the popularity of brands in the Taiwanese market is concentrated. Under strong competition, they are forced to offer generous conditions to attract specific talents.

Other than the food and beverage industry, the consumer goods industry has continued to perform well after the pandemic, setting record highs in recent years. In sectors like travel, hotel, wholesale, and retail, there is an expectation that the demand for entry-level manpower will continue to exceed supply in the coming year.



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民生快銷品 FMCG	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	資深經理 (主要客戶/區域/經銷商) Senior Manager (Key Account/Regional/Distributor)	學士或專科以上 Bachelor or college above	10+	100,000	150,000
	經理 (主要客戶/區域/經銷商) Manager (Key Account/Regional/Distributor)	學士或專科以上 Bachelor or college above	7+	80,000	120,000
	副理 (主要客戶/區域/經銷商) Assistant/Associate Manager (Key Account/Regional/Distributor)	學士或專科以上 Bachelor or college above	5+	60,000	100,000
	資深主任 (主要客戶/區域/經銷商) Senior Supervisor (Key Account/Regional/Distributor)	學士或專科以上 Bachelor or college above	4-6	55,000	80,000
	主任 (主要客戶/區域/經銷商) Supervisor (Key Account/Regional/Distributor)	學士或專科以上 Bachelor or college above	2-5	45,000	60,000
零售 & 批發 Retail & Wholesale	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	公開產業 Public Relations				
	總監 Account Director	學士或專科以上 Bachelor or college above	8+	85,000	125,000
	副總監 Assistance Account Director	學士或專科以上 Bachelor or college above	7+	70,000	100,000
	資深客戶經理 Senior Account Manager	學士或專科以上 Bachelor or college above	5+	55,000	80,000
	客戶經理 Account Manager	學士或專科以上 Bachelor or college above	3-5+	48,000	70,000
	主任 Supervisor	學士或專科以上 Bachelor or college above	2-5+	42,000	50,000
	(資深) 專案執行 (Senior) Account Executive	學士或專科以上 Bachelor or college above	1-3+	32,000	40,000



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零售 & 批發 Retail & Wholesale	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	精品／時尚／運動 Luxury/Fashion/Sports				
	總經理／商務總監 General Manager/Commercial Director	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	15+	150,000	300,000
	品牌經理／零售經理 Brand Manager/Retail Manager	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	10+	100,000	200,000
	營運經理 Operations Manager	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	8+	70,000	140,000
	區域經理 Regional Manager	專科或以上 College or above	5+	80,000	150,000
	零售營運專員 Retail operations/After Sales/CRM	專科或以上 College or above	2+	55,000	80,000
	批發總監 Wholesale Director	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	10+	100,000	180,000
	批發經理 Wholesale Manager	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	8+	80,000	150,000
	店經理 Shop/Store Manager	高中或以上 High school or above	8+	70,000	150,000
	店主任／部門經理 Supervisor/Department Manager	高中或以上 High school or above	4+	50,000	80,000
	銷售專員 Sales Associate/Client Advisor	高中或以上 High school or above	2+	30,000	70,000
	美妝 Cosmetics				
	業務經理 Sales Manager	學士或以上 Bachelor or above	10+	80,000	150,000
	業務副理 Assistance Sales Manager	學士或以上 Bachelor or above	5-8+	70,000	100,000
	區經理 Area Manager	學士或以上 Bachelor or above	7+	85,000	120,000
	業務主任 Sales Supervisor	學士或以上 Bachelor or above	5-7	65,000	80,000
	櫃長／店長 Counter Manager/Store Manager	專科或以上 College or above	5-7	65,000	100,000
	教育訓練經理 Education Manager	學士或以上 Bachelor or above	8+	75,000	100,000
	美容講師 Beauty Trainer	專科或以上 College or above	3-5+	50,000	85,000
	美容顧問 Beauty Advisor	高中或以上 High school or above	1-2	28,000	40,000

● 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。



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業務銷售 Sales

Public Relations 公關產業	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	總監 Account Director	學士或專科以上 Bachelor or college above	8+	85,000	125,000
	副總監 Assistance Account Director	學士或專科以上 Bachelor or college above	7+	70,000	100,000
	資深客戶經理 Senior Account Manager	學士或專科以上 Bachelor or college above	5+	55,000	80,000
	客戶經理 Account Mananger	學士或專科以上 Bachelor or college above	3-5+	48,000	70,000
	主任 Supervisor	學士或專科以上 Bachelor or college above	2-5+	42,000	50,000
	(資深)專案執行 (Senior) Account Executive	學士或專科以上 Bachelor or college above	1-3+	32,000	40,000
Consultancy / Education 顧問／教育產業	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	顧問經理 Sales Manager	學士或以上 Bachelor or above	5+	48,000	70,000
	顧問 Consultant	學士或以上 Bachelor or above	2-3	38,000	50,000
E-business (EC / Gaming / Saas / Blockchain) 電子商務 (電商／遊戲／軟體／區塊鏈)	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	資深經理 (B2B-企業端／中小型企業／主要客戶) Senior Manager (B2B-Enterprise/SME/Key Account)	學士或以上 Bachelor or above	8+	80,000	150,000
	經理 (B2B-企業端／中小型企業／主要客戶) Manager (B2B-Enterprise/SME/Key Account)	學士或以上 Bachelor or above	5+	70,000	120,000
	副理 (B2B-企業端／中小型企業／主要客戶) Associate Manager (B2B-Enterprise/SME/Key Account)	學士或以上 Bachelor or above	3+	60,000	80,000
	主任 (B2B-企業端／中小型企業／主要客戶) Supervisor (B2B-Enterprise/SME/Key Account)	學士或以上 Bachelor or above	2+	40,000	60,000
	專員 (B2B-企業端／中小型企業／主要客戶) Specialist (B2B-Enterprise/SME/Key Account)	學士或以上 Bachelor or above	1+	30,000	40,000

● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



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許多大型數位電商在疫情期間營收均大有斬獲，2024年是否仍然榮景可期？根據藝珂負責行銷和數位應用領域的顧問指出，數位轉型、招募過剩、人才斷層等事件，造成疫情前後產業中行銷部門的結構改變。儘管數位電商、物流、金融科技等產業，以及新創公司，如全民快遞型的共享物流、餐飲外送平台等等，疫情下大量獲利，如今卻進入黑暗期。顧問分析，這些企業的存亡在2023年底到2024年第一季，將會是關鍵點，如果這兩季無法順利轉型或找到出路，就很可能遭到市場淘汰，就此消失。

至於2024年熱門的職位有哪些，藝珂顧問特別看好數位轉型、數據分析以及數位行銷之下的會員經營事業等領域人才顧問表示，其實數位化在疫情前就開始有，但疫情加速了數位化並且結合了新技術如AI、5G、虛擬實境等，相較於過往的大數據、UI/UX不一樣，要求更快、更方便、更貼近客戶需求，也就是所謂數位2.0。對於求職者應具備哪些技能才加薪有望，顧問認為跨領域經驗很重要，就是同樣的職能在不同產業有經驗。另外領導力、溝通能力、語言能力、理解力、同理心等軟實力也非常重要。對行銷領域而言經營社群媒體是必須的，但不是加薪的重點，更加分的是操作能力和會員分析能力，例如CRM客戶關係管理、會員的長期經營、深度經營的操作經驗。

至於要如何因應AI時代，顧問建議要抱持莫忘初衷的心態。對職涯充滿熱情地去成為當初嚮往的角色，貢獻社會價值，提供客製化的服務或產品就不會被AI取代。

Many large digital retailers have seen significant revenue gains during the pandemic, but can we expect continued prosperity in 2024? According to Adecco consultants responsible for marketing and digital applications sectors, digital transformation, excessive recruitment, and talent gaps have brought about structural changes in the marketing departments of various industries before and post-pandemic. Although industries like digital commerce, logistics, fintech, and startups such as nationwide express shared logistics and food delivery platforms reaped substantial profits during the pandemic, they are now facing a period of uncertainty. The consultants analyze that the survival of these businesses from late 2023 to the first quarter of 2024 will be a critical juncture. If they fail to transition successfully or find a way out in these two quarters, they may be eliminated from the market and disappear.

As for the hot job positions in 2024, Adecco consultants are particularly optimistic about areas such as digital transformation, data analysis, and membership management businesses within digital marketing. Consultants note that digitalization had already begun before the pandemic, but the pandemic accelerated digitalization and its integration with new technologies like AI, 5G, and virtual reality. In comparison to traditional big data and UI/UX, this new wave of digitalization, known as Digital 2.0, demands faster, more convenient, and more customer-centric solutions. When it comes to skills that can lead to pay raises, the consultants believe that cross-industry experience is crucial, which is the ability to apply the same skill sets in different industries. Additionally, soft skills like leadership, communication, language proficiency, comprehension, and empathy are crucial. In the field of marketing, managing social media is a must, but the differentiating factors for a pay raise are operational capabilities and the ability to analyze members. This includes experience in CRM (Customer Relationship Management), long-term member engagement, and deep operational experience.

Regarding how to adapt to the AI era, consultants suggest maintaining an attitude of staying true to one's original aspirations. One should approach career development with passion and strive to become the role they initially aspired to be, contribute to societal value, and provide customized services or products, to become less susceptible to being replaced by AI.



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民生快銷品 FMCG	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	資深經理 (品牌 / 通路 / CRM / 數位 / 電商) Senior Manager (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	10+	120,000	250,000
	經理 (品牌 / 通路 / CRM / 數位 / 電商) Manager (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	8+	85,000	120,000
	資深副理 (品牌 / 通路 / CRM / 數位 / 電商) Senior Associate Manager (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	6-8	70,000	100,000
	副理 (品牌 / 通路 / CRM / 數位 / 電商) Associate Manager (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	5-7	65,000	80,000
	資深主任 (品牌 / 通路 / CRM / 數位 / 電商) Senior Supervisor (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	4-6	50,000	75,000
	主任 (品牌 / 通路 / CRM / 數位 / 電商) Supervisor (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	3-5	45,000	70,000
	專員 (品牌 / 通路 / CRM / 數位 / 電商) Specialist (Brand / Trade / CRM / Social & Digital / EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	<2	35,000	65,000



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零售 & 批發 Retail & Wholesale	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	精品／時尚／運動 Luxury/Fashion /Sports				
	行銷總監 Marketing Director	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	10+	80,000	105,000
	行銷經理 Marketing Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	8+	80,000	125,000
	物流經理 Logistic Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	8+	80,000	120,000
	公關暨溝通經理 PR & Communication Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	8+	80,000	120,000
	客戶關係／數位經理 CRM/Digital Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	8+	80,000	120,000
	美妝 Cosmetics				
	品牌經理 Brand Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	12+	100,000	150,000
	行銷經理 Marketing Manager	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	9+	100,000	150,000
	經理（產品／數位／公關／通路／CRM／電商） Manager (Product/Digital/PR/Trade/CRM/EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	7+	90,000	120,000
	副理（產品／數位／公關／通路／CRM／電商） Associate Manager (Product/Digital/PR/Trade/CRM/EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	5-7	70,000	85,000
	主任（產品／數位／公關／通路／CRM／電商） Supervisor (Product/Digital/PR/Trade/CRM/EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	3-5	55,000	80,000
	專員（產品／數位／公關／通路／CRM／電商） Specialist (Product/Digital/PR/Trade/CRM/EC)	學士或以上，具商業管理碩士學位者優 Bachelor or above; prefer MBA	<3	40,000	55,000



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零售 & 批發 Retail & Wholesale	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	通路 Channel				
	行銷總監 Marketing Director	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	10+	150,000	290,000
	行銷經理 Marketing Manager	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	8+	75,000	135,000
	經理（批發／CRM／數位商務／物流／公關） Manager (Wholesale/CRM/Digital/PR)	學士或以上，具國外商業碩士學位者優 Bachelor or above; prefer MBA	8+	75,000	135,000
	電子商務（電商／遊戲／軟體／區塊鏈） E-business (EC/Gaming/SaaS/Blockchain)				
	資深經理（品牌／數位／社群／公關／產品） Senior Manager (Brand/Digital/Community/PR/Product)	學士或以上 Bachelor or above	8+	120,000	150,000
	經理（品牌／數位／社群／公關／產品） Manager (Brand/Digital/Community/PR/Product)	學士或以上 Bachelor or above	5-6+	85,000	120,000
	副理（品牌／數位／社群／公關／產品） Associate Manager (Brand/Digital/Community/PR/Product)	學士或以上 Bachelor or above	3+	70,000	85,000
	主任（品牌／數位／社群／公關／產品） Supervisor (Brand/Digital/Community/PR/Product)	學士或以上 Bachelor or above	2+	55,000	65,000
	專員（品牌／數位／社群／公關／產品） Specialist (Brand/Digital/Community/PR/Product)	學士或以上 Bachelor or above	1+	30,000	45,000

● 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。 ● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



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疫情期間各大醫療保健企業營收幾家歡樂幾家愁，國際大廠紛紛進行轉型，而COVID-19相關的外銷導向廠商，則獲得顯著成長。分析台灣醫療健康與生命科學市場的整體發展方向與現況，藝珂負責醫療保健產業的顧問觀察到，後疫情期間國內醫療市場逐漸復甦，遠距工作及數位轉型，同時往前邁進。

面對解封，2023年不同企業採取不同應對方式，但大方向上，外商大型企業持續進行轉型，部分職缺薪資預算降低，職務內容也隨轉型過程有所調整，初階職缺減少或門檻提高，不具備數位技能的人才面臨轉型淘汰，或流入中小型企業任職。

外銷導向的生技醫藥產業在疫情期間蓬勃發展，但隨著疫情趨緩，也面臨新一波調整，部分企業持續拓展海外市場，尋求高階海外市場發展人才，但也有部分企業，疫情期間快速擴張，面臨人力調整需求，招募趨於保守。藝珂顧問指出，醫藥產業的特性就是法規管控特別嚴格，且各地不同，海外發展除了商務開發，也需要熟悉各地市場醫療管制法規及有經驗的生產製造及品質管理人才。

展望2024年醫療保健業的發展，顧問認為製藥業在金融危機中算是穩健發展的產業，因此即使目前國際經濟情勢不佳，且預估至少會持續到2024年上半年，但製藥產業在營收上仍然有不少表現亮眼的企業。關於新一波COVID-19可能帶來的影響，目前製藥產業對於COVID-19已有一定程度了解，很難有意外，也因此不易造成市場大幅變動洗牌，商機已掌握在國際大廠手中，也有部分本土外銷廠商掌握疫情機會，取得指標性成長，未來發展可期。

而在薪資方面，顧問觀察到營收成長的企業針對關鍵人才祭出留才政策，包括高額留才獎金及股票分紅，但也有企業選擇將資金投入內部轉型，為下一波發展機會做準備。

During the pandemic, various major healthcare and medical companies experienced varying levels of revenue. International giants transformed, while COVID-19-related export-oriented firms showed significant growth. When analyzing the overall development and current status of Taiwan's medical and life science market, Adecco consultants responsible for the healthcare industry observed that the domestic healthcare market has gradually recovered in the post-pandemic era, with remote work and digital transformation advancing.

With the easing of COVID-19 restrictions and regulations in 2023, different companies adopted varying approaches, but the general trend was that large foreign enterprises continued their transformation efforts. Some job positions saw reduced salary budgets, adjustments in job responsibilities during the transformation process, decreased entry-level positions, and higher entry requirements. Talents lacking digital skills faced the risk of being phased out or transitioned into smaller companies.

The export-oriented biopharmaceutical industry thrived during the pandemic. However, with the pandemic subsiding, it faced a new round of adjustments. Some companies continued to expand their overseas markets and sought senior talents for international market development. Yet, other businesses that rapidly expanded during the pandemic encountered workforce adjustment needs, leading to more conservative recruitment practices. Adecco consultants pointed out that the pharmaceutical industry is known for its strict regulatory control, varying from region to region. Overseas development, other than business development, requires familiarity with medical regulatory laws in different markets, along with experienced talents in production, manufacturing, and quality management.

Looking ahead to the development of the healthcare industry in 2024, the consultants believe that the pharmaceutical sector is a robust industry even during economic crises. Therefore, despite the current unfavorable international economic situation expected to continue at least until the first half of 2024, several companies in the pharmaceutical industry are still performing well in terms of revenue. Concerning the potential impact of a new wave of COVID-19, the pharmaceutical industry already possesses a certain level of understanding about COVID-19. It is less likely to cause significant market disruptions, and the business opportunities are largely in the hands of international giants. Some domestic export-oriented companies have also seized opportunities during the pandemic, achieving significant growth, which bodes well for their future development.

Regarding salaries, consultants observed that companies experiencing revenue growth implemented talent retention policies, including substantial retention bonuses and stock dividends. However, some companies chose to invest their funds in internal transformations, preparing for the next growth opportunities.



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				最低薪資Min.	最高薪資Max.
	商業 Commercial				
	行銷協理 Marketing Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	12+	180,000	280,000
	行銷經理 Marketing Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	150,000	240,000
	產品經理 Product Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	80,000	125,000
	產品登記專員 Product Registration Specialist	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	50,000	75,000
	資深產品專員 Senior Product Specialist	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	3+	65,000	90,000
	產品專員 Product Specialist	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	2-3	50,000	70,000
	區域業務／開發經理 Regional Sales Manager/BD Manager	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	8-10	80,000	135,000
	地區業務經理 Area Sales Manager	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	5-8	65,000	120,000
	藥房通路業務經理 OTC/Drugstore Sales Manager/ KA Manager	大專院校，藥房通路領域者優 B.S degree, familiar with OTC/Drugstore channels	5-8	80,000	120,000
	醫藥銷售專員 Medical Sales Executive	大專院校，醫學、生命科學領域者優 Degree, preferable from a Life Science field	2-4	45,000	65,000



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醫藥 Pharmaceutical	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	醫學相關 Medical Related				
	醫藥事務經理／協理 Medical Affairs Manager / Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	150,000	280,000
	醫藥學術專員 Medical Science Liaison	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	5+	100,000	150,000
	醫藥顧問 Medical Advisor	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	250,000	350,000
	臨床研究經理 Clinical Research Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	140,000	235,000
	臨床研究助理 Clinical Research Assistant	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	1-2	40,000	80,000
	護理師 Registered Nurse	護理相關者優 Degree from Nurse related	2+	40,000	60,000
	醫師 Physician	醫學相關者優 Degree from Pharmacy	5+	300,000	500,000
臨床應用專員 Clinical Application Specialist	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	3+	60,000	100,000	
法規／品管 Regulatory Affair / QA / QC					
法規／品管事務處長 Regulatory Affairs / QA / QC Director	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	10+	150,000	280,000	
法規／品管事務經理 Regulatory Affairs / QA / QC Manager	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	8+	125,000	220,000	
法規／品管事務專員 Regulatory Affairs / QA / QC Executive	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	50,000	80,000	



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醫療器材 Medical Device	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	商業 Commercial				
	行銷協理 Marketing Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	12+	180,000	280,000
	行銷經理 Marketing Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	150,000	240,000
	產品經理 Product Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	80,000	125,000
	產品登記專員 Product Registration Specialist	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	50,000	75,000
	資深產品專員 Senior Product Specialist	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	3+	65,000	90,000
	產品專員 Product Specialist	護理相關者優 Degree from Nurse ralated	2-3	50,000	90,000
	區域業務／開發經理 Regional Sales Manager/BD Manager	醫學相關者優 Degree from Pharmacy	8-10	80,000	135,000
地區業務經理 Area Sales Manager	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	5-8	65,000	120,000	
通路業務經理 Channels Sales Manager/KA Manager	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	5-8	80,000	120,000	
銷售專員 Sales Executive	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	2-4	45,000	65,000	



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	最低薪資Min. 最高薪資Max.				
	醫療相關 Medical Related				
	醫療事務經理／協理 Medical Affairs Manager/Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	150,000	250,000
	醫療學術專員 Medical Science Liaison	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	5+	100,000	150,000
	臨床研究經理 Clinical Research Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	120,000	180,000
	臨床研究助理 Clinical Research Assistant	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	50,000	80,000
	護理師 Registered Nurse	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	1-2	35,000	65,000
	臨床應用專員 Clinical Application Specialist	護理相關者優 Degree from Nurse related	2+	40,000	80,000
	技術服務工程師 Field Service Engineer	醫學相關者優 Degree from Pharmacy	5+	70,000	120,000
法規／品管 Regulatory Affair /QA/QC					
法規／品管事務處長 Regulatory Affairs /QA/QC Director	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	10+	150,000	250,000	
法規／品管事務經理 Regulatory Affairs /QA/QC Manager	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	8+	120,000	150,000	
法規／品管事務專員 Regulatory Affairs /QA/QC Executive	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-8	45,000	75,000	



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				最低薪資Min.	最高薪資Max.
	商業 Commercial				
	行銷協理 Marketing Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	12+	180,000	250,000
	行銷經理 Marketing Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	120,000	200,000
	產品經理 Product Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	65,000	120,000
	產品登記專員 Product Registration Specialist	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	45,000	60,000
	資深產品專員 Senior Product Specialist	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	3+	60,000	80,000
	產品專員 Product Specialist	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	2-3	50,000	70,000
	區域業務／開發經理 Regional Sales Manager/BD Manager	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	8-10	80,000	120,000
	地區業務經理 Area Sales Manager	大專院校，生命科學領域者優 Degree, preferable from a Life Science field	5-8	60,000	120,000
	通路業務經理 Channels Sales Manager/KA Manager	大專院校，藥房通路領域者優 B.S degree, familiar with OTC/Drugstore channels	5-8	80,000	100,000
	銷售專員 Sales Executive	大專院校，醫學、生命科學領域者優 Degree, preferable from a Life Science field	2-4	40,000	60,000



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	最低薪資Min. 最高薪資Max.				
	醫療相關 Medical Related				
	醫療事務經理／協理 Medical Affairs Manager/Director	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	150,000	250,000
	醫療學術專員 Medical Science Liaison	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	5+	100,000	150,000
	臨床研究經理 Clinical Research Manager	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	10+	120,000	150,000
	臨床研究助理 Clinical Research Assistant	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	2-4	50,000	70,000
	臨床應用專員 Clinical Application Specialist	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	8+	65,000	100,000
	技術服務工程師 Field Service Engineer	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	5+	65,000	100,000



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Biotech 生物技術	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	法規／品管 Regulatory Affair /QA/QC				
	法規／品管事務處長 Regulatory Affairs/QA/QC Director	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	10+	150,000	250,000
	法規／品管事務經理 Regulatory Affairs/QA/QC Manager	醫學、生命科學，藥學相關者優 Degree from a Science field, preferably Pharmacy	8+	120,000	150,000
	法規／品管事務專員 Regulatory Affairs/QA/QC Executive	大專院校，藥學或醫學工程或生命科學領域者優 Degree, preferable from Pharmaceutical, Medical Engineering, or Life Science field	3-5	45,000	75,000

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法務/法遵

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根據藝珂負責法務法遵人才市場的顧問觀察，2023年一月以來，科技業相較於過去幾年的凍結，近期對法務人才的需求逐步回溫。在中高階職缺方面，市場也比去年稍好。另外，欲在海外如泰國、越南布局的公司實際招募狀況漸佳。

其他常態性的招募比以往稍微積極。另過去半年來，快速消費品 (FMCG) 產業的法務法遵人才需求，相對突出。

評估2024年法務人才市場前景與現況差距不大。除了具備法務法遵專業知識，還需要培養跨部門協調溝通的能力。用一般非法律人可以理解的語言去傳遞意見，是要進到企業法務的一項重要技能，也是在企業晉升的關鍵要素之一。在探討法務界企業主和人才應如何因應AI時代的議題時，藝珂顧問認為企業應用工具優化法律文件與重要機密文件的歸檔，而人才端則必須在熟悉既有工作的基礎上，思考如何數位轉化資訊，讓AI協助簡化流程，並達到服務公司需要的最大效益。

According to the observations from Adecco consultants responsible for the legal and compliance talent market, the technology sector has shown a gradual resurgence in demand for legal professionals since January 2023, in contrast to the hiring freeze seen in the past few years. The market for mid to senior-level legal positions has also been slightly better than the previous year.

Additionally, companies looking to establish a presence overseas in countries like Thailand and Vietnam have been experiencing improved recruitment conditions. Other routine recruitment activities have been somewhat more proactive than before. Furthermore, over the past six months, there has been relatively high demand for legal and compliance talent in the fast-moving consumer goods (FMCG) industry.

The overall legal talent market in 2024 is evaluated to be similar to the current situation. Besides possessing expertise in legal and compliance matters, candidates should also cultivate their ability to coordinate and communicate across departments. The skill of conveying opinions in language understandable to non-legal professionals is an essential skill for entering the corporate legal field and is one of the key factors for promotions. When discussing how businesses and legal professionals in the legal field should adapt to the AI era, the consultants suggest that companies should use tools to optimize the archiving of legal documents and sensitive files. On the talents side, professionals need to think about how to digitally transform information on the foundation of their existing work, allowing AI to streamline and simplify processes and achieve maximum efficiency to meet the company's needs.



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法務/法遵 Legal

法 務 Legal & Compliance	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	法務長／副總／協理 General Counsel/CLO/VP/ Legal Director	大專院校或以上，具證照者優 Degree and above; with license preferred	10-15+	150,000	500,000
	資深法務經理／法務經理 Senior/Legal Manager	大專院校或以上，具證照者優 Degree and above; with license preferred	8+ /5+	150,000	300,000
	資深／法律顧問 Senior/Legal Counsel	大專院校或以上，具證照者優 Degree and above; with license preferred	5-7+	100,000	200,000
	法務專員 Legal Officer	大專院校或以上 Degree and above	3-5+	60,000	80,000
	法務助理 Paralegal	大專院校或以上，具證照者優 Degree and above; with license preferred	1-3+	35,000	50,000
	智財專員 Intellectual Property	大專院校或以上，具證照者優 Degree and above; with license preferred	2-5+	40,000	80,000
	政府關係／法規經理 Governmental & Regulatory Affairs	大專院校或以上，具證照者優 Degree and above; with license preferred	5-7+	80,000	350,000
	法遵長／副總 Compliance Head/VP	大專院校或以上，具證照者優 Degree and above; with license preferred	10-15+	150,000	500,000
	法遵經理 Compliance Manager	大專院校或以上，具證照者優 Degree and above; with license preferred	5+	80,000	150,000
	法遵／反洗錢專員 Compliance/AML Officer	大專院校或以上，具證照者優 Degree and above; with license preferred	3+	50,000	70,000

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● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



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製造與工程

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根據藝珂負責製造業和工程業的顧問表示，2023年製造工程類人力需求相對穩定的是車用相關職缺。顧問指出市場車用的部分，薪酬沒有大幅增長，只是需求都還存在。高階職務跟約聘和臨時工的人力市場整體相對保守，因為目前景氣狀況不好，以高階職位來說，多是研發類的職缺。

儘管需求緊縮，但和許多產業一樣，全球性的通膨對台灣傳統製造產業帶來成本壓力，產業人力缺口似乎永遠補不滿。分析問題癥結，藝珂顧問表示，通膨確實對產業直接產生成本壓力，但是人力缺口長期存在的原因來自內外。各種內在的推力跟外在的吸力，讓人才離開製造業和工程業，包括少子化、人口越來越少，製造業和工程業有一些工作，年輕人就是不想做、再加上年輕人選擇太多，不一定要在台灣，也可以出國去工作，以及Z世代年輕人跟以往世代對於工作的期待不同，都是造成缺工的因素。而在企業端，就是製造業工程業本身，沒有提升自己，包括薪資、環境等等，無法吸引人才、經驗無法傳承，造成中新世代產生斷層。

針對AI在傳統製造工程業的角色，顧問表示該產業確實有AI的缺，但是需求沒有很明確，顧問建議求職者至少去了解如何應用，例如，程式設計的基本能力跟知識不一定要學，但是可以知道這些東西要怎麼運用。因為掌握AI應用和趨勢，對人才求職比較有幫助，但對產業而言，未來一定有很多東西會被AI取代，因此儘快對其深入研究全盤了解，才是上策。

According to Adecco consultants responsible for the manufacturing and engineering industries, 2023, the demand for manufacturing and engineering personnel has remained relatively stable, especially roles in the automotive sector. Consultants note that while compensation for automotive positions has not seen significant growth, there is a continued demand for such roles. In the senior-level job market and the market for contractors and temporary workers, things have been generally conservative due to the current economic conditions. In terms of senior-level positions, many of them are within research and development (R&D) departments.

Despite the tightened demand, global inflation, which affects Taiwan's traditional manufacturing industry, has brought cost pressures. However, the labor shortage in the industry seems perpetual. Analyzing the root causes, consultants state that inflation indeed exerts direct cost pressures on the industry, but the long-term labor shortage is driven by internal and external factors. Various internal and external forces lead talents to leave the manufacturing and engineering sectors. These factors include a declining birth rate, a decreasing population, the unattractiveness of certain jobs in the industry to the younger generation, the increasing choices available to young people who might opt to work abroad, and differences in expectations regarding work between Generation Z and previous generations. These factors contribute to the labor shortage. On the corporate side, manufacturing and engineering industries will struggle to attract talents if they do not improve aspects like salary and working conditions, and the lack of experience transfer further exacerbates the gap between the older and newer generations.

Regarding the role of AI in the traditional manufacturing and engineering industries, consultants acknowledge that the industry does require AI-related job roles, although this demand might not be entirely clear. Consultants recommend that applicants should at least have some knowledge of how to apply AI. They may not necessarily need to master programming, but they should understand how to use AI. Mastering AI applications and trends is beneficial for job seekers, and for the industry, a lot will be replaced by AI in the future. Thus, a thorough understanding of AI is the best course of action.



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製造與工程 Manufacturing and Engineering

半導體產業 Semiconductor	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	IC事業部負責人／總經理 Business Unit Head /Taiwan General Manager	電子工程／企業管理碩士 EE, MBA	18+	250,000	600,000
	IC營運總監／協理 IC/Components Operation VP/Director	電子工程／企業管理碩士 EE, MBA	15+	250,000	450,000
	IC業務經理／協理／總監 IC/Components Sales Manager/Director /VP	電子工程、工程相關科系 EE or engineering related	8+	120,000	400,000
	IC (資深) 設計經理 (類比／數位／混合訊號) IC (Sr.) Manager (Analog/Digital/Mixed Signal IC)	電子／電機工程、機械工程、資工、光電 EE, ME, Computer Science, Optoelectronics	10+	150,000	500,000
	IC (資深) 設計工程師 (類比／數位／混合訊號) IC (Sr.) Designer (Analog/Digital/Mixed Signal IC)	電子／電機工程、機械工程、資工、光電 EE, ME, Computer Science, Optoelectronics	1+	60,000	150,000
	IC生產製造主管 (類比／數位／混合訊號) Head of IC Manufacturing Process (Analog/Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	15+	200,000	400,000
	IC生產製造 (資深) 經理 (類比／數位／混合訊號) IC Manufacturing Process (Sr.) Engineer (Analog/ Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	8+	150,000	200,000
	IC生產製造 (資深) 工程師 (類比／數位／混合訊號) IC Manufacturing Process (Sr.) Engineer (Analog/ Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	1+	50,000	150,000
	IC製程／品管主管 (類比／數位／混合訊號) Head of IC Foundry Process/Quality (Analog/ Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	15+	200,000	300,000
	IC製程／品管 (資深) 經理 (類比／數位／混合訊號) IC Foundry Process/Quality (Sr.) Manager (Analog/Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	10+	120,000	200,000
	IC製程／品管 (資深) 工程師 (類比／數位／混合訊號) IC Foundry Process/Quality (Sr.) Engineer (Analog/ Digital/Mixed Signal IC)	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	1+	50,000	100,000
	IC (資深) 應用工程師 IC/Components Application (Sr.) Engineer	電子／電機工程、機械工程、物理、 化學、材料科學、工業工程、光電 EE, ME, Physics, Chemical, Material Science, IE, Optoelectronics	1+	50,000	250,000



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製造與工程 Manufacturing and Engineering

半導體產業 Semiconductor	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	IC專案經理 IC Program/Project Manager	電子／電機工程、機械工程、資工、光電 EE, ME, Computer Science, Optoelectronics	5+	120,000	250,000
	(半導體產業) 設備工程師 Equipment Engineer	電子／電機工程、機械工程 EE, ME	1+	50,000	80,000
	(半導體產業) 專案經理 Project Manager	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	8+	120,000	250,000
	(半導體產業) 採購主管 Head of Procurement	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	12+	200,000	350,000
	(半導體產業) 採購 (資深) 經理 (Sr.) Procurement Manager	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	7+	120,000	250,000
	(半導體產業) 採購 (資深) 工程師 (Sr.) Sourcing Engineer	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	3+	70,000	200,000
	(半導體產業) 品保主管 Head of Quality	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	15+	200,000	400,000
	(半導體產業) 品保 (資深) 經理 (Sr.) Quality Manager	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	8+	120,000	250,000
	(半導體產業) 品保 (資深) 工程師 (Sr.) Quality Engineer	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	1+	60,000	150,000
	(半導體產業) 業務設備主管 Semiconductor Equipment Sales Head	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	12+	180,000	500,000
	(半導體產業) 業務 (資深) 經理 (Sr.) Semiconductor Equipment Sales Manager	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	8+	120,000	300,000
	(半導體產業) 業務 (資深) 工程師 (Sr.) Semiconductor Equipment Sales Engineer	電子／電機工程、機械工程、物理、化學、 材料科學、工業工程、企業管理碩士 EE, ME, Physics, Chemical, Material Science, IE, MBA	3+	80,000	150,000



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科技製造 (系統裝置／模組)
Manufacturing (System Device/Module)

職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
			最低薪資Min.	最高薪資Max.
事業部負責人／總經理 Business Unit Head/Taiwan General Manager	工程相關科系／企業管理碩士 Engineering related /MBA	15+	200,000	400,000
廠長／營運總監／協理 Plant Manager /Operation VP or Director	工程相關科系／企業管理碩士 Engineering related /MBA	15+	200,000	250,000
業務經理／協理／總監 Sales Manager /Director /VP	工程相關科系／企業管理碩士 Engineering related /MBA	10+	120,000	250,000
業務 (資深) 工程師 (Sr.) Sales Engineer	工程相關科系／企業管理碩士 Engineering related /MBA	8+	120,000	150,000
(資深) 研發經理 (機構／硬體／韌體／軟體) (Sr.) R&D Manager (Mechanical /Hardware /Firmware /Software)	工程相關科系 Engineering related	12+	120,000	200,000
(資深) 研發工程師 (機構／硬體／韌體／軟體) (Sr.) R&D Engineer (Mechanical /Hardware /Firmware /Software)	工程相關科系 Engineering related	10+	70,000	150,000
專案經理 Program /Project Manager	工程相關科系 Engineering related	8+	70,000	150,000
生產製造主管 Head of Production /Manufacturing	工程相關科系 Engineering related	15+	150,000	400,000
生產製造 (資深) 經理 Production /Manufacturing (Sr.) Manager	工程相關科系 Engineering related	10+	120,000	200,000
生產製造 (資深) 工程師 Production /Manufacturing (Sr.) Engineer	工程相關科系 Engineering related	5+	60,000	100,000
(資深) 設備經理 (Sr.) Equipment Manager	工程相關科系 Engineering related	10+	107,000	200,000
設備工程師 Equipment Engineer	工程相關科系 Engineering related	5+	60,000	100,000
採購／資材主管 Head of Sourcing /Procurement /SCM	工程相關科系／企業管理碩士 Engineering related /MBA	15+	150,000	400,000
(資深) 採購／資材經理 (Sr.) Sourcing /Procurement /SCM Manager	工程相關科系／企業管理碩士 Engineering related /MBA	10+	120,000	250,000
(資深) 採購／資材工程師 (Sr.) Sourcing /Procurement /SCM Engineer	工程相關科系／企業管理碩士 Engineering related /MBA	5+	60,000	100,000
品保主管 Head of Quality	工程相關科系 Engineering related	8+	200,000	300,000
品保 (資深) 經理 (Sr.) Quality Manager	工程相關科系 Engineering related	8+	120,000	180,000
品保 (資深) 工程師 (Sr.) Quality Engineer	工程相關科系 Engineering related	3+	50,000	120,000
(資深) 環安衛經理 (Sr.) EHS Manager	環境工程、職業安全衛生 Environmental Engineering , Occupational Safety and Health	10+	150,000	300,000
環安衛工程師 EHS Engineer	環境工程、職業安全衛生 Environmental Engineering , Occupational Safety and Health	5+	60,000	90,000



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事業部負責人／總經理 Business Unit Head /Taiwan General Manager	工程相關科系／企業管理碩士 Engineering related /MBA	15+	200,000	500,000
廠長／營運總監／協理 Plant Manager /Operation VP or Director	工程相關科系／企業管理碩士 Engineering related /MBA	15+	150,000	250,000
業務經理／協理／總監 Sales Manger /Director /VP	工程相關科系／企業管理碩士 Engineering related /MBA	15+	120,000	200,000
業務（資深）工程師 (Sr.) Sales Engineer	工程相關科系／企業管理碩士 Engineering related /MBA	5+	55,000	120,000
（資深）研發經理（機構／硬體／韌體／軟體） (Sr.) R&D Manager (Mechanical /Hardware /Firmware /Software)	工程相關科系 Engineering related	15+	100,000	180,000
（資深）研發工程師（機構／硬體／韌體／軟體） (Sr.) R&D Engineer (Mechanical /Hardware /Firmware /Software)	工程相關科系 Engineering related	5+	55,000	100,000
專案經理 Program /Project Manager	工程相關科系 Engineering related	8+	60,000	150,000
生產製造主管 Head of Production /Manufacturing	工程相關科系 Engineering related	15+	120,000	300,000
生產製造（資深）經理 Production /Manufacturing (Sr.) Manager	工程相關科系 Engineering related	15+	85,000	200,000
生產製造（資深）工程師 Production /Manufacturing (Sr.) Engineer	工程相關科系 Engineering related	5+	60,000	150,000
（資深）設備經理 (Sr.) Equipment Manager	電機工程、機械工程 Electrical Engineering and Mechanical Engineering	15+	100,000	200,000
（資深）設備工程師 (Sr.) Equipment Engineer	電機工程、機械工程 Electrical Engineering and Mechanical Engineering	5+	600,000	150,000
採購／資材主管 Head of Sourcing /Procurement /SCM	工程相關科系／企業管理碩士 Engineering related /MBA	10+	120,000	300,000
（資深）採購／資材工程師 (Sr.) Sourcing /Procurement /SCM Engineer	工程相關科系／企業管理碩士 Engineering related /MBA	5+	75,000	150,000
（資深）採購／資材經理 (Sr.) Sourcing /Procurement /SCM Manager	工程相關科系／企業管理碩士 Engineering related /MBA	10+	75,000	180,000
品保主管 Head of Quality	工程相關科系／統計 Engineering related /Statistics	15+	120,000	250,000
品保（資深）經理 (Sr.) Quality Manager	工程相關科系／統計 Engineering related /Statistics	10+	107,000	200,000
品保（資深）工程師 (Sr.) Quality Engineer	工程相關科系／統計 Engineering related /Statistics	5+	75,000	150,000
（資深）環安衛經理 (Sr.) EHS Manager	環境工程、職業安全衛生 Environmental Engineering, Occupational Safety and Health	10+	107,000	200,000
（資深）環安衛工程師 (Sr.) EHS Engineer	環境工程、職業安全衛生 Environmental Engineering, Occupational Safety and Health	5+	60,000	90,000



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自動化／機械產業／設備
Automation, Machinery & Tool, Equipment

職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
			最低薪資Min.	最高薪資Max.
事業部負責人／總經理 Business Unit Head/Taiwan General Manager	工程相關科系／企業管理碩士 Engineering related/MBA	15+	250,000	500,000
廠長／營運總監／協理 Plant Manager/Operation VP/Director	工程相關科系／企業管理碩士 Engineering related/MBA	15+	200,000	400,000
業務經理／協理／總監 Sales Manager/Director/VP	工程相關科系／企業管理碩士 Engineering related/MBA	8+	120,000	250,000
業務（資深）工程師 (Sr.) Sales Engineer	工程相關科系／企業管理碩士 Engineering related/MBA	3+	60,000	150,000
（資深）研發經理（機構／硬體／韌體／軟體） (Sr.) R&D Manager (Mechanical/Hardware/Firmware/Software)	工程相關科系 Engineering related	5+	80,000	200,000
（資深）研發工程師（機構／硬體／韌體／軟體） (Sr.) R&D Engineer (Mechanical/Hardware/Firmware/Software)	工程相關科系 Engineering related	5+	75,000	100,000
專案經理 Program/Project Manager	工程相關科系 Engineering related	5+	80,000	150,000
生產製造主管 Head of Production/Manufacturing	工程相關科系 Engineering related	10+	120,000	250,000
生產製造（資深）經理 Production/Manufacturing (Sr.) Manager	工程相關科系 Engineering related	10+	100,000	150,000
生產製造（資深）工程師 Production/Manufacturing (Sr.) Engineer	工程相關科系 Engineering related	8+	75,000	150,000
（資深）設備經理 (Sr.) Equipment Manager	工程相關科系 Engineering related	10+	100,000	150,000
（資深）設備工程師 (Sr.) Equipment Engineer	工程相關科系 Engineering related	8+	60,000	100,000
採購／資材主管 Head of Sourcing/Procurement/SCM	工程相關科系／企業管理碩士 Engineering related/MBA	10+	150,000	300,000
（資深）採購／資材經理 (Sr.) Sourcing/Procurement/SCM Manager	工程相關科系／企業管理碩士 Engineering related/MBA	8+	120,000	300,000
（資深）採購／資材工程師 (Sr.) Sourcing/Procurement/SCM Engineer	工程相關科系／企業管理碩士 Engineering related/MBA	5+	70,000	200,000
品保主管 Head of Quality	工程相關科系／統計 Engineering related/Statistics	15+	200,000	300,000
品保（資深）經理 (Sr.) Quality Manager	工程相關科系／統計 Engineering related/Statistics	10+	107,000	200,000
品保（資深）工程師 (Sr.) Quality Engineer	工程相關科系／統計 Engineering related/Statistics	5+	70,000	150,000
（資深）環安衛經理 (Sr.) EHS Manager	環境工程、安全衛生、化學工程 Environmental Engineering, Occupational Safety and Health, Chemical Engineering	10+	107,000	200,000
環安衛工程師 EHS Engineer	環境工程、安全衛生、化學工程 Environmental Engineering, Occupational Safety and Health, Chemical Engineering	5+	75,000	150,000



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化學與原料
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職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
			最低薪資Min.	最高薪資Max.
事業部負責人／總經理 Business Unit Head/Taiwan General Manager	工程相關科系／企業管理碩士 Engineering related /MBA	20+	300,000	600,000
廠長／營運總監／協理 Plant Manager/Operation VP or Director	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	15+	250,000	500,000
業務經理／協理／總監 Sales Manger/Director/VP	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	5+	150,000	400,000
業務（資深）工程師 (Sr.) Sales Engineer	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	5+	80,000	120,000
（資深）研發經理 (Sr.) Research Manager	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	8+	100,000	150,000
（資深）研發工程師 (Sr.) Researcher	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	5+	60,000	75,000
專案經理 Program/Project Manager	化學／化學工程和材料科學 Chemistry/Chemical Engineering and Material Science	7+	75,000	250,000
生產製造主管 Head of Production/Manufacturing	化學工程 Chemical Engineering	15+	100,000	200,000
生產製造（資深）經理 Production/Manufacturing (Sr.) Manager	化學工程 Chemical Engineering	10+	85,000	170,000
生產製造工程師 Production/Manufacturing Engineer	化學工程 Chemical Engineering	5+	65,000	150,000
（資深）設備經理（機械／電力） (Sr.) Mechanical/Electrical & Instrument Manager	電機工程、機械工程 Electrical Engineering and Mechanical Engineering	10+	85,000	170,000
（資深）設備工程師（機械／電力） (Sr.) Mechanical/Electrical & Instrument Engineer	電機工程、機械工程 Electrical Engineering and Mechanical Engineering	5+	65,000	150,000
採購／資材主管 Head of Sourcing/Procurement/SCM	工程相關科系／企業管理碩士 Engineering related /MBA	10+	150,000	300,000
（資深）採購／資材經理 (Sr.) Sourcing/Procurement/SCM Manager	工程相關科系／企業管理碩士 Engineering related /MBA	8+	120,000	300,000
（資深）採購／資材工程師 (Sr.) Sourcing/Procurement/SCM Engineer	工程相關科系／企業管理碩士 Engineering related /MBA	5+	80,000	200,000
品保主管 Head of Quality	化學、化學工程 Chemistry and Chemical Engineering	10+	150,000	300,000
品保（資深）經理 (Sr.) Quality Manager	化學、化學工程 Chemistry and Chemical Engineering	8+	150,000	300,000
品保（資深）工程師 (Sr.) Quality Engineer	化學、化學工程 Chemistry and Chemical Engineering	5+	80,000	200,000
（資深）環安衛經理 (Sr.) EHS Manager	環工、安全衛生、化學工程 Environmental Engineering, Occupational Safety and Health, Chemical Engineering	10+	100,000	200,000
環安衛工程師 EHS Engineer	環工、安全衛生、化學工程 Environmental Engineering, Occupational Safety and Health, Chemical Engineering	5+	65,000	150,000



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大型公共建設 Transportation/Construction	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	業務經理／協理／總監 Sales Manager/Director/VP	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	10+	120,000	250,000
	業務（資深）工程師 (Sr.) Sales Engineer	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	8+	100,000	200,000
	專案經理 Project Manager	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	5+	80,000	150,000
	專案工程師 Project Engineer	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	3-6+	70,000	100,000

新興能源 Green Energy	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	工程經理 Construction Manager	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	10+	150,000	250,000
	土木工程主管 Civil Supervisor	工程管理、土木工程 Construction Management, Civil Engineering	10+	120,000	250,000
	土木工程師 Civil Engineer	工程管理、土木工程 Construction Management, Civil Engineering	8+	70,000	150,000
	機械工程主管 Mechanical Supervisor	機械工程 Mechanical Engineering	8+	90,000	120,000



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				最低薪資Min.	最高薪資Max.
	機械工程師 Mechanical Engineer	機械工程 Mechanical Engineering	5+	70,000	100,000
	電子電機工程主管 Electrical Supervisor	電機工程、機械工程 Electrical Engineering, Mechanical Engineering	8+	100,000	250,000
	電子電機工程師 Electrical Engineer	電機工程、機械工程 Electrical Engineering, Mechanical Engineering	5+	80,000	100,000
	環境安全衛生主管 HSE Supervisor	環境工程、職業安全與衛生 Environmental Engineering, Occupational Health and Safety	8+	100,000	150,000
	環境安全衛生工程師 HSE Engineer	環境工程、職業安全與衛生 Environmental Engineering, Occupational Health and Safety	5+	75,000	120,000
	測試工程主管 Quality Assurance Supervisor	土木、電機工程、機械工程 Civil Engineering, Electrical Engineering, Mechanical Engineering	8+	70,000	110,000
	測試工程師 Quality Assurance Engineer	土木、電機工程、機械工程 Civil Engineering, Electrical Engineering, Mechanical Engineering	5+	70,000	110,000
	專案管理師 Project Controller	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	8+	80,000	120,000
	專案規劃師 Project Planner	工程管理、土木工程、電機工程、機械工程 Construction Management, Civil Engineering, Electrical Engineering, Mechanical Engineering	5+	75,000	100,000

- 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。 ● There are mean salaries derived from positions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



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2022年，科技公司為搶占市場和擴大營收，採取大舉擴編和高薪搶人等措施。然而，2023年疫情緩和，民眾生活型態轉變，企業營收沒有再次大幅成長，導致人力過剩，迫使企業重新盤點其人力資源。綜觀上半年受景氣低迷影響，區塊鏈公司、新創、小型博奕公司倒閉頻傳，外商科技業也大幅裁員和人事凍結。下半年景氣稍有回復，企業經過內部盤點後，人力需求更明確，採取謹慎招募、謹慎核薪的策略。

根據藝珂負責IT產業的顧問表示，2024年半導體產業、電商、雲端服務、資安領域的企業將在招募方面更積極主動，需求明顯的職位則包括資安、AI、和開發維運人員 (DevOps)。

評估AI人才的供需情況時，顧問表示目前AI人才供應不足，因為AI需要各種細分領域的專業知識，如NLP、影像辨識、推薦系統、晶片上的演算法等等，那些剛開始學習AI的人可能在這些領域上缺乏穩固的基礎，因此真正具備強大而深厚的AI技能的人才相對較少。企業端則需要清楚知道如何運用AI及需要什麼類型的AI，幫助企業解決什麼問題或達成什麼目標。

有鑒於此，顧問針對IT產業的企業和求職者如何因應AI時代及整體的人力市場，提出以下幾點建議：首先，求職者可以跟獵頭公司合作，以更全面地了解產業資訊，獲得第一手求職市場最新動態。其次，強化自主學習能力，更努力積極更新知識、跟上時事，以跟隨產業趨勢。再者，如果期望往高階職位發展，除了技術能力，也要培養商業思維和加強跨部門的溝通能力。對於企業端來說，由於最新的技術通常起源於美國或學術研究領域，許多教授參加國際研討會，因此建議企業可以與教授合作，進行學術交流，了解最新研究如何應用在商業情境，跟上產業趨勢。再者是進行內部分工，建議維持專業分工，讓不同職能的人互相學習，思考如何協作以達成企業目標。最後顧問建議企業善加利用高齡人才，一些資深人士擁有豐富的工作經驗、成熟的工作態度、為人處世圓融，並且持續學習跟上時代，可以擔任溝通協調、團隊領導等角色，或邀請其擔任企業顧問，推動公司內部的溝通合作，甚至協助數位轉型，創造人才企業雙贏。

In 2022, technology companies took significant steps such as expanding their workforce and offering higher salaries to gain market share and increase revenue. However, with the easing of the COVID-19 pandemic in 2023 and changes in people's lifestyles, business revenue did not experience another substantial growth, leading to an oversupply of manpower. This compelled companies to reevaluate their workforce. During the first half of the year, the recession affected various sectors. Blockchain companies, startups, and small gambling companies faced financial challenges, and foreign technology firms engaged in substantial layoffs and hiring freezes. As the economy showed signs of recovery in the latter part of the year, companies, after internal assessments, had a clearer understanding of their workforce needs, adopting a cautious approach to recruitment and salary adjustments.

According to Adecco consultants responsible for the IT industry, companies in the semiconductor, e-commerce, cloud services, and cybersecurity sectors will be more proactive in their hiring in 2024. Positions with clear demand include those related to cybersecurity, AI, and DevOps (Development and Operations).

Assessing the supply and demand for AI talent, consultants point out that there is currently a shortage of AI talent. AI requires expertise in various specialized areas such as Natural Language Processing (NLP), image recognition, recommendation systems, and algorithms for hardware. Those who are just starting to learn AI may lack a solid foundation in these fields, so individuals with strong and deep AI skills are relatively scarce. On the corporate side, companies need to have a clear understanding of how to apply AI and what type of AI they need to address specific problems or achieve certain goals.

Given these circumstances, consultants provide the following recommendations for both companies and job seekers in the IT industry on how to adapt to the AI era and the overall job market. Applicants can collaborate with head-hunting agencies to gain a comprehensive understanding of industry information and stay updated on the latest job market trends. Also, they should strengthen their self-learning abilities and make an active effort to update their knowledge and keep up with current events to follow industry trends. Those aspiring to advance to higher-level positions should focus on developing business acumen and improving cross-departmental communication skills alongside technical skills. Companies can benefit from academic collaboration, as the latest technologies often originate from the United States or academic research. Collaboration with professors can provide insight into how the latest research can be applied in business contexts to keep up with industry trends. Moreover, corporations should encourage specialization within the company to allow individuals with different skill sets to learn from each other and collaborate to achieve organizational goals. Finally, consultants suggest that companies should utilize experienced talent, as senior professionals bring valuable work experience, mature work ethics, and adaptability. They can take on roles in communication, coordination, and team leadership, or even serve as corporate consultants to promote internal communication, cooperation, and assist in digital transformation, creating a win-win situation for both talents and the company.



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General 一般	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	資訊長 Chief Information Officer (CIO)	理科／資訊相關碩士／企業管理碩士／博士學位 MS/MBA/PhD	20+	200,000 - 250,000	500,000
	資訊技術協理 IT Director/VP	理科／資訊相關學士／碩士／博士學位 BS/MS/PhD	15+	150,000 - 180,000	350,000
	資訊技術經理／資訊管理經理 IT/MIS Manager	大專院校／文憑 Degree/Diploma	10+	80,000 - 100,000	150,000
	亞太區域業務經理／協理 Regional Sales Manager/Director	大專院校／文憑 Degree/Diploma	15+	100,000	250,000
	業務開發經理／協理 Business Development Manager/Director	大專院校以上 Degree above	10+	100,000	180,000
	業務經理／協理 Sales Manager/Director	大專院校／文憑 Degree/Diploma	10+	100,000	200,000
	客戶關係經理 Account/Client Manager	大專院校以上 Degree above	5+	80,000	150,000
	產品經理長 Product Manager Head	大專院校以上 Degree above	8+	100,000	250,000
	產品經理 Product Manager	大專院校以上 Degree above	3+	60,000	120,000
	技術產品經理 Technical Product Manager	大專院校以上 Degree above	6+	80,000	150,000
	解決方案專案經理 Solution Program/Project Manager	大專院校以上 Degree above	10+	70,000	160,000
	解決方案經理 Solution Implementation Manager	大專院校以上 Degree above	10+	80,000	160,000
	解決方案架構師 Solution Architect	大專院校以上 Degree above	8+	80,000	160,000
	系統分析師 System Analyst	大專院校以上 Degree above	5-7	55,000 - 70,000	120,000
	技術長 Chief Technology Officer	大專院校以上 Degree above	8+	100,000 - 150,000	200,000
	軟體／平台架構師 Software Architect	大專院校以上 Degree above	8+	90000 - 120,000	130,000
	全端工程師 Full-stack Engineer	大專院校以上 Degree above	3+	65,000	140,000



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				最低薪資Min.	最高薪資Max.
MIS 網管	網路管理部經理 Architect/Infrastructure Manager	大專院校以上 Degree above	8+	80,000	200,000
	網絡工程師 Network Engineer	大專院校以上 Degree above	3+	45,000	130,000
	系統工程師 System Engineer	大專院校以上 Degree above	3+	45,000	120,000
	網絡／系統管理人員 Network/System Administrator	大專院校以上 Degree above	2+	42,000	70,000
	運維工程師 Operations Engineer	大專院校以上 Degree above	1-3	50,000	90,000
	網站可靠性工程師 SRE Site Reliability Engineer	大專院校以上 Degree above	3+	60,000	180,000
	客服工程師 Helpdesk Support Engineer	大專院校／文憑 Degree/Diploma	2+	40,000	70,000
	技術諮詢人員／顧問 Technical Consultant	大專院校以上 Degree above	2+	50,000	100,000
	技術支援人員 Technical Support Engineer	大專院校／文憑 Degree/Diploma	3+	45,000	90,000
	資料庫管理師 Database Administrator	大專院校／文憑 Degree/Diploma	4+	60,000	150,000
	網站管理員 Web Master	大專院校／文憑 Degree/Diploma	2+	40,000	65,000
	資安工程經理 Security Manager	大專院校／文憑 Degree/Diploma	8+	90,000	150,000
網站設計 Web Design	資安工程師 Security Engineer	大專院校／文憑 Degree/Diploma	3+	70,000	120,000
	職位 Position	條件要求 Qualification	所需年資 Experience(In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
	UI／UX 設計主管 UI/UX Lead	大專院校以上 Degree above	6+	最低薪資Min.	最高薪資Max.
				90,000	150,000
	網站設計人員 Web Designer	大專院校／文憑 Degree/Diploma	2+	40,000	80,000
	UI／UX 設計師 UI/UX Designer	大專院校以上 Degree above	3+	50,000	100,000



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後端開發 Back-End Development	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	後端開發團隊主管 Back-End Team Leader	大專院校以上 Degree above	5+	80,000	250,000
	資深後端工程師 Senior Back-End Developer	大專院校以上 Degree above	4-8	70,000	200,000
前端開發 Front-End Development	後端工程師 Back-End Developer	大專院校以上 Degree above	1-3	45,000	90,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	前端開發團隊主管 Front-End Team Leader	大專院校以上 Degree above	5+	100,000	250,000
行動開發 Mobile Development	資深前端開發工程師 Senior Front-End Developer	大專院校以上 Degree above	4-8	70,000	200,000
	前端開發工程師 Front-End Developer	大專院校以上 Degree above	1-3	45,000	90,000
	職位 Position	條件要求 Qualification	所需年資 Experience (In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	行動開發團隊主管 Mobile Team Leader	大專院校以上 Degree above	5+	100,000	200,000
	ios 行動工程師 Mobile Developer (ios)	大專院校以上 Degree above	3+	70,000	180,000
	Android 行動工程師 Mobile Developer (Android)	大專院校以上 Degree above	3+	65,000	160,000



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Big Data 大數據	職位 Position	條件要求 Qualification	所需年資 Experience(In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	資料科學家 Data Scientist	大專院校／文憑 Degree/Diploma	2+	60,000	125,000
	資料工程師 Data Engineer	大專院校／文憑 Degree/Diploma	3+	70,000	120,000
	資料分析師 Data Analyst	大專院校／文憑 Degree/Diploma	3+	55,000	100,000
Cloud 雲端	職位 Position	條件要求 Qualification	所需年資 Experience(In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	雲端工程師 Cloud Engineer	大專院校／文憑 Degree/Diploma	1-3	65,000	100,000
	雲端架構師 Cloud Architect	大專院校／文憑 Degree/Diploma	5+	80,000	120,000
SQA 軟體測試	職位 Position	條件要求 Qualification	所需年資 Experience(In Years)	Taiwan (月薪 / 新台幣) Monthly Salary in NT\$	
				最低薪資Min.	最高薪資Max.
	軟體測試經理 QA Manager	大專院校以上 Degree above	8+	130,000	170,000
	軟體自動化測試工程師 SQA Engineer (Automation)	大專院校以上 Degree above	3+	65,000	140,000
	軟體手動化測試工程師 QA Engineer (Manual)	大專院校以上 Degree above	3+	50,000	120,000

● 以上數據是由藝珂從2022年7月至2023年9月期間的各項職缺之平均薪資所得，其超時工資、佣金、各項津貼和獎金，均不列入計算。
● There are mean salaries derived from poistions recruited by Adecco from July 2022 to September 2023. They exclude overtime payment, commissions, allowances and bonuses



Message from
Country Director

2024 APAC
Recruitment and
Hiring Outlook

Client Survey

2024 Taiwan
Salary Outlook

Human Resources

Share Service
Professionals

Accounting,
Finance & Banking

Procurement,
Supply Chain &
Customer Service

Sales

Marketing & Digital

Healthcare &
Life Sciences

Legal

Manufacturing &
Engineering

Information
Technology

About Adecco



About Adecco

Adecco

藝珂集團總部設於瑞士蘇黎世，為全球最大的國際性人力資源服務公司，名列《財富Fortune》全球前500大企業之一，於瑞士蘇黎世證券交易所股票公開上市。藝珂集團亦獲全球最佳企業職場肯定，目前已有超過5千家分公司，服務遍佈於世界60個主要國家及地區市場，全職員工超過38,000名。每天有超過70萬名的約聘工作夥伴為超過10萬家公司提供最完善的人力資源服務。

台灣藝珂於1989年成立，以國際視野、貼近客戶的服務網路，提供台灣各類產業及大、中、小型企業多元的人才資源服務，服務市場遍及大中華地區。隨著台灣科技製造產業蓬勃發展，在2013年更進一步成立分公司躍科（Spring Professional），並自2024年起，Spring Professional Taiwan更名為Adecco Technology分公司，正式整併至藝珂台灣（Adecco Taiwan）成為正職人才招聘服務的一部分，持續專注科技人才的招募。藝珂集團旗下的LHH則提供企業領導力發展與職業轉型服務等一站式人資解決方案。台灣藝珂集團於台北、新竹、台中、台南、高雄皆設有服務據點，透過全台近兩百名專業顧問與職員，活絡台灣的人力資源服務市場。

Adecco Taiwan, is part of the Adecco Group, world's leading provider of workforce solutions. Adecco Taiwan was established in 1989 and restructured as The Adecco Group Taiwan in 2020. Our two brands, Adecco and Spring Professional | LHH, have since joined force to better assign responsibilities and to offer provide one-stop HR solutions for companies, from selection, onboarding, development, transfer, resignation, to counseling and transformation. Starting 2024, Spring Professional Taiwan is rebranded as Adecco Technology, joining Adecco Taiwan's permanent recruitment services with a continued emphasis on technology talent. Our commitment to providing outstanding Career Transition & Mobility and Leadership Development services hasn't changed. LHH is a part of The Adecco Group, the world's leading talent advisory and solutions company.

The Adecco Group Taiwan has 8 branch offices in the area of Taipei, Hsinchu, Taichung, Tainan Science Park and Kaohsiung, together with over consultants enable us to guarantee a seamless network of ideal partners in the Human Resources equation.



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