

# SALARY SURVEY 2018

## JAPAN

ROBERT WALTERS

“

FOR OVER 32 YEARS, BUSINESSES  
ACROSS THE GLOBE HAVE RELIED  
ON US TO FIND THE VERY BEST  
SPECIALIST PROFESSIONALS AND WE  
ARE TRUSTED TO HELP BUILD THE  
CAREERS OF THE WORLD'S LEADING  
EXECUTIVES, JOB MOVE AFTER JOB  
MOVE.

”

# WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,  
CHIEF EXECUTIVE OFFICER**

## MARKET LEADING GLOBAL BRAND

Our story begins in 1985 when the Group opened its first office in central London. Since then we have developed into a global specialist professional recruitment group, operating in a diverse range of markets worldwide.

For over 32 years, businesses across the globe have relied on us to find the very best specialist professionals, talented executives have trusted us to help build their careers, and companies have outsourced their recruitment processes to us. It's a success story we're proud of and one that's built on the strength and passion of our people.

As the business continues to expand, we operate with the same commitment to service and quality. Every candidate is treated as an individual with a focus on advising and consulting. It means we continually have the best candidates on the market to offer you.

At the heart of the Group's culture and business is our team-based profit share model which means that unlike the majority of our competition we do not pay individual commission. This ensures the needs of our clients and candidates always come first.

Although our reach is global we remain committed to hiring local talent so our people have a deep understanding of the local market and culture. It's what makes us unique and helps us remain a trusted recruitment partner of the world's leading firms.

**69%**

OF OUR BUSINESS  
IS FOCUSED ON  
PERMANENT  
RECRUITMENT, 31%  
ON CONTRACT

**Robert Walters,**  
CEO,  
Robert Walters Plc

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# GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



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# 28

WE RECRUIT  
ACROSS 28  
COUNTRIES  
GLOBALLY

AUSTRALIA  
BELGIUM  
BRAZIL  
CANADA  
CHINA  
FRANCE  
GERMANY  
HONG KONG  
INDIA  
INDONESIA

IRELAND  
JAPAN  
KOREA  
LUXEMBOURG  
MALAYSIA  
NEW ZEALAND  
PHILIPPINES  
PORTUGAL  
SINGAPORE  
SOUTH AFRICA

SPAIN  
SWITZERLAND  
TAIWAN  
THAILAND  
NETHERLANDS  
UAE  
UK  
USA  
VIETNAM



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- Middle East & Africa
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# OUR SERVICE

Our business is built on the quality of our people. The majority of our recruiters have direct industry experience so they truly understand the disciplines they are recruiting for and the challenges facing hiring managers.

## OUR CORE DISCIPLINES INCLUDE:

- Accounting & Finance
- Banking & Financial Services
- Engineering
- Human Resources
- Information Technology
- Legal
- Marketing
- Sales
- Supply Chain & Procurement

## WHAT MAKES US DIFFERENT

Bespoke, consultative service

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### 1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

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### 2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ I've been impressed with the service received by Robert Walters. They listened to our needs and managed to balance accommodating what we wanted with their obvious experience in the recruitment process.

Matt Earle, Regional Director ASEAN, First 4 Farming, Australia ”

“ Robert Walters has always been our preferred recruitment consultancy. Their regional presence and in-depth industry knowledge enables us to successfully hire high quality candidates across multiple locations.

Hagen Ong, APJ Head of Talent Acquisition & Talent Management, Schaeffler (Singapore) Pte Ltd, Singapore ”

“ Robert Walters has placed a number of finance professionals with us, developing a good understanding of our business needs, culture and talent profile.

Sue Mir, EMEA Business Analysis Director, Kimberly-Clark, UK ”

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### 3. No individual commission

We operate a team-based profit share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

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### 4. Our people and culture

We promote long term, international careers, helping us to retain our top people, which provides continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 13 years.

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### 5. Innovation

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with industry first sponsorships and brand development such as our sponsorship of the British and Irish Lions.

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### 6. Long-term outlook

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long-term and maintain our presence, even in tough times.

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### 7. Tailored solutions

We provide a bespoke, consultative service to our clients, from the largest corporates, through to SMEs and start-ups. This can include tailored premium advertising packages, enabling clients to access difficult to reach talent.



“ WELCOME TO THE 19TH  
EDITION OF THE SALARY  
SURVEY, PROVIDING  
CREDIBLE INSIGHT INTO  
HIRING AND SALARY TRENDS  
WORLDWIDE. ”

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# ABOUT THE SALARY SURVEY

Welcome to the nineteenth edition of the Robert Walters annual Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2017, and our predictions for the year ahead.

## GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found on page 45.



# GLOBAL TRENDS



**GILES DAUBENY, DEPUTY CHIEF EXECUTIVE OFFICER**

## INTRODUCTION

While economic conditions varied in 2017, most markets experienced at least modest growth, which boosted hiring and led to candidate shortages in certain sectors.

The most significant change was in Europe, as the continent's economy and job market began to grow again following 10 years of stagnation. Strong business confidence and the onset of employment market deregulation

spurred job growth as companies were freed up to hire different types of interim and contract roles, whilst the permanent market also recovered.

Belgian businesses entered a period of expansion and there was job growth across France. The Spanish economy was buoyant and unemployment fell in Portugal as opportunities arose in the IT, manufacturing and engineering sectors across both countries. The Netherlands and Germany both saw strong hiring levels, especially in the financial services sector.

In the UK, despite uncertainty surrounding Brexit and the General Election, many sectors hired extensively – although there was a shift towards contract roles as businesses sought to build agile workforces able to quickly adapt to changing economic conditions.

In the Middle East, the total number of jobs declined but demand remained for highly skilled professionals. Both Africa and the Middle East saw a focus on nationalisation programmes as governments promoted hiring local talent. Returning nationals with

international business experience were therefore highly sought after.

The job market in South East Asia remained active, due largely to new companies entering the market and the expansion of existing businesses, despite variable economic conditions.

Vietnam and the Philippines faced ongoing talent shortages with many companies reaching out to overseas nationals to attract them back home with lucrative opportunities. Meanwhile in Indonesia businesses competed to hire high-potential, local bilingual candidates.

Japan also continued to face talent shortages as the government announced a record high in the job

“ As candidate shortages grow across the world we advise companies to be flexible and open to hiring professionals with transferable skills.

”

opening to applicants ratio, leading to strong competition for specialists across many sectors. In particular, professionals with artificial intelligence (AI) and Internet of Things skills and experience were highly sought after.

Despite some global economic uncertainty, China continued its growth momentum bolstering confidence and hiring activity.

Digital, IT, fintech and e-commerce skill sets will continue to be in demand due to the national 'Internet Plus' strategy and companies' digital transformation projects. We also expect to see 12-18% pay rises for technology professionals in China in 2018.

Australia and New Zealand's job markets were generally healthy and this looks set to continue in 2018. Of particular note were the booming infrastructure and technology sectors, leading to demand for project managers and engineers as well as cyber security and AI specialists. Although both countries are relatively close to full employment, we expect salary growth to be marginal in New Zealand and flat in Australia in 2018.

## KEY TRENDS

As in previous years the trend towards digitalisation meant that professionals with digital expertise were in high demand across the globe.

Cyber security and fintech were noticeable growth sectors and demand for big data specialists continued at pace as companies sought to implement new systems to benefit from the insights afforded by big data.

Tech start-ups were active recruiters in, for example, London, San Francisco and Dublin, often competing against larger, more traditional companies by offering candidates equity stakes in the business.

Banks and financial services firms continued to bear the brunt of heavier regulation. This resulted in strong demand for regulatory and compliance skill sets along with risk, audit and legal. In 2018 we expect to see sustained demand for regulatory and compliance professionals, along with salary increases for these sought-after professionals.

For those facing candidate shortages our advice is to be flexible and consider hiring professionals with transferable skills, even if they are not an exact fit for the job description. It's also vital for companies to streamline their recruitment processes, making them efficient and timely to avoid losing top talent to competitors. Employers should also be aware that salary alone will not attract high-calibre candidates as they are increasingly motivated by work-life balance, company culture, structured career progression and flexible working.



**CYBER SECURITY  
AND FINTECH  
WERE NOTICEABLE  
GROWTH SECTORS  
AND DEMAND FOR  
BIG DATA SPECIALISTS  
CONTINUED AT PACE.**



# JAPAN

With offices in Tokyo and Osaka, Robert Walters Japan specialises in permanent and contract recruitment solutions across all industries including financial services, real estate, manufacturing, automotive, energy, chemical, information technology, online, retail, healthcare and supply chain. We have been a driving force in the Japanese bilingual recruitment market for over 17 years providing high quality candidates for our clients and access to the best jobs.

“

Companies' ability to secure talented bilingual professionals with specialised skills and abundant experience is a key to growing the Japanese economy.

”



## DAVID SWAN, MANAGING DIRECTOR JAPAN AND KOREA

2017 saw both companies and consumers (i.e., workers) encounter labour shortage and work-style issues amid the government's presentation of detailed measures on human resource development and work-style reforms as priority measures. There were also widespread media reports on labour shortages and death-by-overwork cases at multiple companies.

The effective job openings-to-applicants ratio announced by the Ministry of Health, Labour and Welfare moved above 1.5 to 1, the highest level in 43 years, and a majority of companies operating in Japan confronted labour shortages. Despite this, global and cross-border business accelerated even further in Japan throughout 2017 alongside advances in globalisation and technology. As a result, many companies in a wide range of industries were in greater need of professionals who are both familiar with global business and proficient in a second language, putting the level of demand for bilingual specialists at an all-time high. Companies' ability to secure talented bilingual professionals with specialised skills and abundant experience is

beginning to affect corporate futures and is a key to growing the Japanese economy.

Traditional business areas have begun adding new specialty skills to hiring conditions such as automotive firms and other manufacturers' employment of mechatronics engineers who possess both electrical and mechanical engineering skills. Demand is also growing for professionals who can leverage issue discovery/solution capabilities and strategic decision making to contribute to organisational and business growth such as human resource business partners (HRBP) in HR, financial planning & analysis (FP&A) personnel in finance, and data analysts in commercial and financial services. While Tokyo's effective job openings-to-applicants ratio is just over 2 to 1, the especially strong demand for both positions requiring these highly specialised skills and positions in new fields is reflected by a ratio of between 4 and 5 to 1. In contrast, the ratio for general administration and accounting positions is less than 1 to 1.

Continuing a trend from the latter half of 2016, many industries in 2017 saw a spread in the application of cutting-edge IT technologies as evidenced by the broad use of the 'tech' suffix to describe new fields such as fintech, meditech, HR tech, real estate tech, and agritech. Additionally, the acceleration of IT security measures ahead of the 2020 Tokyo Olympics is particularly notable. Given these trends, Japan has recently been facing a significant shortage of engineers who are capable of deploying AI and IoT technologies and sales specialists who can sell these technologies in Japan and abroad. Entirely new jobs are also being created in the emerging 'tech' fields mentioned above.

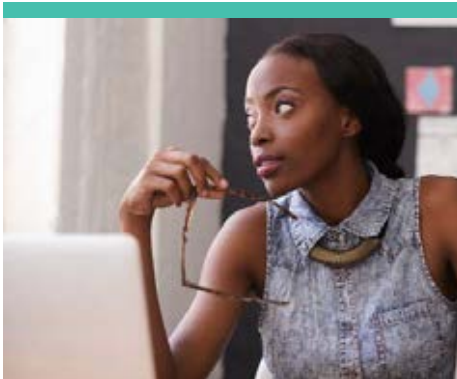
The frequency of job changes among professionals aged 35 and older is steadily increasing. In addition to hiring mid-career professionals with the hope that they have the potential to bring future value to the company, more companies are hiring highly experienced and skilled mid- to senior-level specialists from whom these companies can immediately

benefit in order to expand their business or enter into a new market or category. With the exception of certain technical positions in the IT sector (especially in the aforementioned 'tech' areas), it is rare to find candidates under the age of 35 who possess skill sets that match what companies are looking for. Furthermore, companies are now more flexible and it is increasingly acceptable for professionals over 35 (and in some cases professionals in their 50s and 60s) to change jobs as both employers and employees are more aware of the sellers' market conditions. When companies hire these mid- and senior-level professionals, they tend to require strong technical skills and significant experience, including, but not limited to, management skills and experience in engineering, finance, or sales.

Despite growing labour shortages, pay increases remain sluggish for professionals who stay at the same company. This situation can be attributed in part to the lack of significant resistance or discomfort among workers toward this degree of stagnation as they have grown accustomed to an absence of price increases resulting from over 20 years of deflation. The cautious stance of companies toward raising personnel expenses and seniority-type wage structures at traditional Japanese companies are also a factor.

Demand is steadily increasing for English-Japanese bilingual professionals with specialised experience. Salaries offered to these skilled candidates when changing jobs are often 10-15% higher than at their previous positions because the supply of professionals with the required skill sets is far less than the demand. In some cases, salary increases are as high as 20-25% in certain areas such as the emerging 'tech' fields. Companies are also making more attempts to attract skilled professionals by offering work-style initiatives such as remote working, training/reskilling programmes, and reformed assessment standards, and these types of initiatives should see further expansion in 2018 and beyond.

# OVERVIEW



# 70%

HOPES TO CHANGE JOBS  
WITHIN THE NEXT 12 MONTHS

## ACCOUNTING & FINANCE

### FINANCIAL SERVICES

We expect the demand to increase for JCPA and USCPA license-holding candidates, especially those with in-depth technical knowledge. In addition, an increasing number of financial professionals – FP&A specialists in particular – are being recruited in the insurance and real estate finance sectors. The robust business performance among insurance, real estate, and asset management companies can be attributed

in part to the negative interest rates in Japan. Auditing companies are also now experiencing more expansion in Asia, so we predict a further increase in the trend for such companies to approach multilingual professionals who are proficient in languages such as Chinese in addition to Japanese and English.

Demand for junior-level candidates is extremely high, particularly for candidates in their mid-30s or younger. Provided they have the necessary qualifications, even a jobseeker in their mid-30s who has frequently changed jobs can expect to have access to multiple job opportunities. Professionals with accounting qualifications can also significantly expand their career options by improving their English proficiency.

For finance/accounting/auditing specialists in the financial sector, 2017 has seen a notable migration of these professionals from foreign-affiliated companies to Japanese companies. Increasing globalisation has enabled bilingual professionals to fully utilise their global perspective and English proficiency at Japanese companies, and these companies are now engaging in more business involving cross-border M&A and foreign exchange. Many professionals have also been drawn away from foreign-affiliated banks due to their stagnating business performance in Japan, and some have been returning to Japanese companies that often place a greater emphasis on work-life balance.

We have also seen a slight increase in the rate at which financial controller roles have been offshored to alternative regional locations, and the majority of searches for these positions are conducted on a replacement basis.

### COMMERCE

Recruitment of finance/accounting specialists is increasing, particularly among healthcare, manufacturing, and IT/online-related companies. Continued growth and expansion has led more companies to create additional positions in these sectors and increased recruitment is expected to continue in 2018.

Job openings are expected to increase for FP&A specialists and remain relatively steady for accounting/auditing/tax accounting specialists. There has been a recent increase in hiring by companies requiring experience in specialised areas such as sales finance, marketing finance, and plant finance, but as demand for financial professionals greatly exceeds supply, companies are forced to continue to offer increasingly competitive salaries. Given the shortage of FP&A professionals, many companies are also actively recruiting young and dynamic auditors from major accounting firms to learn and grow into their FP&A positions.

We are witnessing many cases of companies operating in a fast-paced environment to recruit FP&A professionals from the financial services industry. These companies are appealing to potential candidates by offering

not only attractive salaries and promotion programmes, but also improved employment conditions to enhance the work-life balance of employees such as flex-time and the option to work from home. While we have also seen some foreign-affiliated companies moving to offshore general accounting functions, there has been an increase in the number of Japanese companies hiring bilingual professionals, especially in the areas of FP&A, accounting, M&A, and corporate planning. In many instances, these companies are hiring non-Japanese professionals who are proficient in business-level Japanese.

Although the salary levels of FP&A specialists can increase by as much as 10% when switching jobs (20% in the case of particularly talented candidates), overall salary levels are seeing only slight to moderate increases. Young and talented FP&A specialists are benefitting from the significant demand for their skill set and they are often receiving job offers from multiple companies.

The same trends are seen in Kansai.

## CONTRACT

Temp-to-perm positions in finance/accounting departments are increasing. One reason for this is that more companies are now considering promoting employees to permanent positions after evaluating their suitability over a certain period based on factors such as performance and compatibility with company culture. In addition, companies are always looking to increase their chances of retaining high-performing employees, and hiring on a temp-to-perm basis is an effective way of doing so.

## FINANCIAL SERVICES

2017 saw robust performance in the asset management sector including investment trust funds and investment advisory firms, and we observed strong demand among asset management companies for sales people, particularly for senior roles. Given the recent challenges for securities firms and investment banks and the positive results

enjoyed by asset management companies, there was a notable trend in which professionals were actively looking to change jobs from the former to the latter. Many asset management companies took advantage of this trend and successfully hired young and talented professionals away from banks and securities firms.

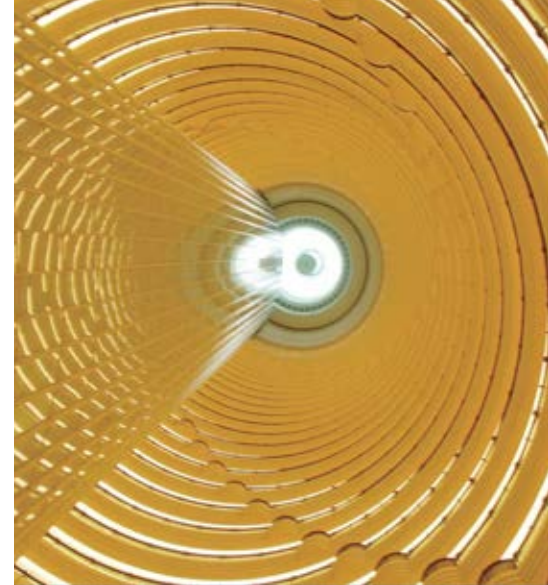
As was the case in 2016, the majority of recruitment in 2017 for middle office/operations roles in foreign-affiliated banks and securities firms was of junior-level professionals. In general, 2017 was a busy year for recruitment activities with most vacancies being open on a replacement basis.

In the real estate finance sector, we predict that the high level of demand for bilingual professionals will continue in 2018. Given the soaring asset prices in the real estate market, most fund businesses did not increase acquisition department headcount in 2017. We have, however, seen consistent demand for asset managers. The number of middle office job openings in real estate businesses has remained very similar to 2016 levels, especially in regard to roles related to fund planning and loan administration. The effect of real estate companies' decision to suspend the hiring of new graduates following the global financial crisis is still being felt, and we expect businesses to continue to face challenges identifying suitable younger bilingual professionals in 2018.

Consulting firms are continuing to advertise many openings as they did in 2016, and many of these firms are increasing the number of personnel responsible for engaging in business with financial institutions and insurance companies. A notable area of increased interest in 2017 was the demand among consulting firms for professionals with experience or skills related to the fintech sector.

## CONTRACT

Professionals seeking contract employment are becoming increasingly aware of the sellers' market conditions caused by current



labour shortages and they now have higher expectations in terms of wages. More companies are beginning to understand this and they are raising hourly wages accordingly; the hourly wages of KYC analysis, for example, are 15-20% higher than last year. Companies are also offering more direct contract opportunities to candidates instead of hiring them on a temporary basis as a way to gain an advantage over rival companies.

The recruitment process in the financial services industry is becoming increasingly complex and rigorous, and many companies are now spending a greater amount of time on recruiting and other types of thorough screening. As a result, we have seen an increasing number of cases in which the schedule of the recruitment process is delayed.

Operations and risk and compliance departments are suffering from a serious shortage of candidates for temporary/contract positions. This is in part due to companies' tendencies to seek out professionals in their 30s or younger even though the majority of the temporary/contract labour force is in their 50s. More companies are now aware of the current personnel

shortages and recruitment of non-Japanese professionals with Japanese language proficiency is increasing.

Companies in the financial services industry with open administrative positions are now asking for not only experience in similar roles, but also wider skill sets, which include, among others, interpretation and translation, research, and client services.

## HR & GENERAL ADMIN

We have observed strong and consistent demand for HR business partners (HRBPs) and talent acquisition professionals. More companies have been enhancing the strategic capabilities of their HR departments, so we are seeing an increase in the number of HRBP functions with a focus on the hiring of change agents and individuals who can add value from an HR perspective before and after M&A. We are also seeing continued demand for talent acquisition specialists with strong knowledge of the organisational structure and industry in which they specialise, as well as individuals with agency experience. Large conglomerates that are created as a product of M&A have generally required HR professionals with skill sets that include talent management and organisational development.

The environment is particularly competitive for companies that are looking to hire bilingual HR specialists in their 30s who possess excellent communication skills and seven to ten years of HR-related experience, a trend we expect to continue into 2018 and beyond. By focusing on this age group, the aim of companies is to recruit professionals with substantial potential and increase the number of personnel in an age group that is severely underrepresented due to the temporary suspension of hiring by many companies in Japan during the global financial crisis. As the pool of young candidates with extensive experience in their respective industries is currently limited, companies have been softening their initial hiring preferences, in many cases hiring either individuals without direct experience, or older, more experienced professionals who can make immediate contributions.

In comparison to our clients' other functions, we have observed a quicker streamlining and shortening of the hiring process for HR. Hiring managers are acting with a keen awareness of the competitive environment in which they operate and the critical importance of quick, quality hiring for HR, and their actions have a ripple effect on the competence of hiring and retention in all other aspects of the business.

The same trends are seen in Kansai.

## CONTRACT

The majority of openings for secretarial and office management contract positions are due to the need to cover for employees taking maternity/childcare leave. Temporary employment has usually been the primary type of contract employment for these positions, but we have observed a dramatic shift towards temp-to-perm and direct contract employment types. Previously, translation and interpretation positions were commonly filled on a temporary basis. However, given the current sellers' market conditions for bilingual talent, many candidates for these positions have been successfully securing regular permanent positions from employers.

## INFORMATION TECHNOLOGY

### IT VENDOR & CONSULTING

The increasing shortage of bilingual IT professionals with relevant expertise has led to the most talented candidates receiving job offers from multiple companies. This is especially true in the cloud computing sector where competition for specialists in this area is intensifying. The entry of several foreign-affiliated cloud computing start-ups into the Japanese market is certainly a contributing factor, but it is also important to note that SaaS and IaaS services only recently began seeing frequent use. As there was already a shortage of professionals with extensive experience with these services, such professionals who are also proficient in English are even more scarce.

With the Tokyo Olympics less than three years away, IoT development and commercialisation efforts are rapidly becoming more widespread and the demand for data analysts and scientists continues to increase. For many years an increase in demand for AI and IoT specialists was predicted, but only now are we beginning to see real demand from industries that utilise these technologies. However, despite the

### TOP 3 DECISION FACTORS WHEN CHANGING JOBS



#1

The work itself



#2

Salary



#3

Interpersonal relationships



large number of researchers and developers in the AI sector, there is still a shortage of engineers working to commercialise this technology and demand for these professionals far outweighs supply.

This imbalance between supply and demand has led to a notable increase in the salaries that companies are offering to candidates. For sales engineers, technical consultants, and project managers, salary levels typically increase by an average of 10-15% when changing jobs. In addition to offering competitive salaries to acquire talented professionals, companies can also gain an advantage over competitors by providing flexible work-style initiatives such as the option to work from home, while also reducing the amount of time required to complete the recruiting process.

## IT FINANCE

2017 has seen a number of insurance companies introduce new CRM systems while many are also moving towards cloud platforms. As a result, demand and accordingly compensation for IT specialists with experience in these areas is increasing, particularly for project managers, business analysts, and technical architects. Demand for data scientists and data analysts has also been high and these professionals have seen some of the most competitive salary increases.

While many global securities firms aggressively downsized from mid-2016 to mid-2017, there has been a return of headcount to Tokyo. This is especially true for development roles and business-aligned support roles even though hiring has remained fairly steady for the latter. Compensation increases for changing jobs are healthy to attract and retain top talent and minimise the risk of counteroffers in an increasingly candidate-short environment.

The entry of several fintech firms into the Japan market has led to increased demand for web and mobile developers in that space.

Such professionals often place greater emphasis on considerations such as stock options and more flexible work styles, but the best talent still gravitates towards the highest compensation.

## IT COMMERCE

2017 saw a notable increase in the demand for data scientists, data analysts, and business intelligence professionals as these areas play an essential role in company growth and competitiveness. As a result, there was a high degree of active recruitment in the areas of general manufacturing, consumer goods, retail, medical devices, and pharmaceuticals. Connecting real and e-commerce customer data flow seems to be the challenge companies are currently facing.

There was also growth in the number of hires in artificial intelligence (AI), natural language processing (NLP), and machine learning (ML) and strong demand in these areas is expected to continue into 2018 and beyond.

The industry-wide shortage of Japanese-English bilingual candidates specialised in mission-critical systems, business applications, and state-of-the-art technology is a trend that has been ongoing for several years. This has led an increasing number of companies to look overseas for talent, often resulting in technical skills being prioritised over language ability.

## IT ONLINE

Recruitment figures in 2017 for mobile apps, games, and web/e-commerce development in the online sector exceeded those of the previous year. Given the importance being placed on technical skills, an increasing number of professionals in the online sector are now changing jobs every two to three years with the aim of further developing their skills.

Data science, business intelligence, and data-related opportunities continued to increase across all areas of the online business

including gaming, SNS, e-commerce, and mobile apps.

While getting a higher salary is still the main factor that determines acceptance of an offer, we have also found that an increasing number of candidates in the online sector are beginning to consider and place more importance on other factors such as office culture, state-of-the-art technology, stock options, and other benefits.

## IT CONTRACT

Contract recruitment activities increased in 2017 for web technologists and open source programmers. This can be attributed in part to the expansion of the e-commerce market and the emergence of the gaming domain. As companies in these industries focused on expanding their business portfolio, recruiting acted as a key component in many firms' 2017 mission. By utilising contract employment to avoid overhiring, many companies increased contract recruitment activities by placing greater importance on candidates' technological expertise. This led to a much more flexible approach, and many companies set aside traditional requirements such as native-level Japanese proficiency to hire skilled foreign professionals.

DevOps was also heavily emphasised in 2017. As these specialists are essential for product development, operations, and stabilising heavy traffic, we expect the increase in demand to continue for candidates with expertise in both server-side development and infrastructure operations. As demand intensifies in 2018, we anticipate a continued increase in the shortage of bilingual technology professionals, especially those with experience in AI, DevOps, or second-tier/emerging programming languages.

2017 saw a notable increase in demand in all areas of infrastructure services, including, but not limited to, helpdesk, server support, database administration, security analysis, project coordination, and project



96%

WANT TO TAKE ADVANTAGE  
OF FLEXIBLE WORK STYLES

management. The contract market was very competitive as a result, and we expect this trend to continue in 2018, primarily in banking, insurance, IT consulting, and telecommunication areas. Salary levels for most positions are also expected to rise in 2018 with an emphasis on cloud computing, end-user support, and telecom engineers. This is mainly due to companies' desire to further stabilise network infrastructure by utilising cloud computing and strengthening information security and administration.

## LEGAL, COMPLIANCE & RISK

We saw steady hiring for in-house legal roles in 2017 with minimal growth and an abundance of replacement hires, particularly in the financial services sector. A notable exception was in the technology and pharmaceutical industries where we saw growth in the demand for junior to mid-level hires. An acute shortage of qualified bilingual

lawyers continued to cause stiff competition in the market, and we anticipate similar hiring patterns moving into 2018.

Compliance continued to be an active sector with increased demand among teams specialising in anti-money laundering (AML) and financial crime and surveillance, and we are seeing more growth compared to 2016 as larger financial institutions are making greater efforts to build and develop their defences. We expect these trends to continue in 2018 with a continued emphasis on AML and financial crime compliance for which stricter regulations will soon be implemented. Given these new regulations, we anticipate greater demand from the buy side and start-up fintech companies.

In the credit risk sector, most foreign businesses focused on recruiting candidates on a replacement-only basis, and firms reduced credit risk personnel in Japan by offshoring certain roles to lower-cost

locations. Companies that are actively hiring in the credit risk sector are seeking candidates that specialise in both liquidity and operational risk.

In the field of market risk, recruitment by both Japanese and foreign-affiliated companies is stable, and banks are increasing the number of positions in highly specialised fields such as model validation.

Both Japanese and foreign-affiliated companies were also interested in hiring Japanese and non-Japanese multilingual junior-level candidates to develop their talent pipelines, a trend we expect to continue into 2018.

## MANUFACTURING

### AUTOMOTIVE

The demand for specialised engineers will increase as the development of autonomous vehicle technologies is being pursued in incremental stages with targets set for 2020 and 2035. We expect demand to be particularly high for software engineers working with radar, ultrasonic, and camera systems that are used for features such as collision detection and automated braking. Demand for electrical engineers is increasing while demand for mechanical engineers remained consistent with 2016 numbers, and companies continue to make strong bids to attract such professionals.

Companies are also bidding strongly for professionals who can handle system-related work such as programming; this is especially true for junior-level professionals and mid-career professionals in their early 30s to mid-40s. More companies are adopting a welcoming stance towards young professionals with experience in fields such as robotics and algorithm development who are looking to move into the automotive sector. Moves to recruit highly skilled foreign professionals from India, China, and Germany, among other countries, are also becoming increasingly common, particularly

for software engineers.

With the positive market conditions resulting in an expansion of and increase in foreign-affiliated companies in Japan, the demand for sales and commercial professionals is steadily growing.

Overall, salaries are trending higher than in 2016, with the salary levels of technical professionals increasing by an average of 10% and a maximum of about 20% when changing jobs. Sales professionals see an average increase of 10% and as much as 15% for particularly talented candidates. For engineers with extensive experience in the automotive sector, especially those with experience related to advanced driver-assistance systems, telematics, and electric & hybrid vehicle technologies, salary levels are expected to increase.

## GENERAL MANUFACTURING

With overall confidence in the market, foreign manufacturing-related companies have continued to grow and invest further in Japan, and we have seen a very buoyant recruitment market in the general manufacturing sector as a result. This has been led by a strong demand in factory automation and robotics, electronic equipment and components, mechatronics, and industrial tools and equipment.

In response to the growing domestic demand for factory automation, we have seen many companies bringing in next-generation industrial technologies such as Industrial IoT (IIoT) and industrial network systems. As a result, both well-established businesses and new market entrants are aggressively recruiting electrical, mechanical, and software engineers as well as commercial personnel with English proficiency.

To overcome competition and attract and secure strong candidates, an increasing number of companies are taking a flexible and creative approach regarding salary levels, job grades, and work locations. Due

to personnel shortages, it is not uncommon for skilled technical professionals who are proficient in English to receive multiple job offers and experience a resulting 10-20% increase in salary. More companies are now also proactive in recruiting foreign technical professionals with business-level Japanese proficiency.

There are signs indicating companies are making proactive moves towards furthering the participation of women in the workplace. Small to medium-sized companies are attempting to hire more female manufacturing professionals, while an increasing number of large foreign-affiliated manufacturers are getting headcount specifically for female employees with the aim of increasing the proportion of female directors on their management teams. Despite these efforts, however, it remains difficult for companies to find qualified women in the manufacturing sector to fill these positions and there is still an acute talent shortage of both men and women in this sector.

The same trends can be observed in Kansai in sectors such as factory automation, 3D printing, and electronic parts manufacturing.

To bolster the English capabilities of their overseas business personnel, Japanese companies in Kansai tend to hire young bilingual professionals as temporary or contract employees, with a view to eventually

promoting them to regular permanent employee status.

## CHEMICAL

Due to the rise in global demand for electric vehicles, the chemical industry has seen a continued increase in the R&D of electronic materials. As Japan is a global leader in the automotive industry and a centre of excellence for science and technology education and research, a lot of global attention is paid to the activities of Japanese OEMs and the materials being used for their electronics and batteries. This is inevitably leading to increasing sales for both Japanese and foreign-affiliated companies in these areas, and we have seen a rise in the hiring of sales and marketing professionals to meet this demand. For the major automotive and electronics companies, increasing globalisation along with the economic growth in Asia are contributing to the recruitment of sales professionals responsible for the 'spec-in' business here in Japan.

As the IoT (Internet of Things) gains popularity, so does the demand for electronic parts and chips for semiconductors and recruitment activities in these sectors are vigorous. In addition, companies focusing on engineering plastics are also enjoying increased growth and demand thanks to the increased use of their products in lightweight components for automobiles and aircraft.

### TOP 3 REASONS FOR UTILISING WORK-STYLE RELATED POLICIES



#1  
Work-life  
balance



#2  
Easing of  
commuting burden



#3  
Study

For the cosmetics and nutraceuticals industries, much of their increasing growth can be attributed to Japan's ageing population. We have observed steady growth in the demand for pharmaceutical ingredients and nutraceuticals as well as sustained growth in the sale of cosmetic ingredients from chemical companies to cosmetics makers. As a result, there is a constantly increasing demand for sales professionals in these areas.

The hiring of non-Japanese employees with strong technical qualifications and/or experience has also continued to rise, and we have seen many new entrants into the chemical market as small to mid-sized foreign companies look to capitalise on the growth of the Japanese market.

Competition for talented candidates has led an increasing number of Japanese companies to break away from more traditional seniority-based pay systems and offer more competitive salaries. Salary levels for talented sales professionals can increase by as much as 30% when changing jobs, and technical service professionals can also see increases of approximately 20%.

## ENERGY & INFRASTRUCTURE

The energy industry saw significant change in 2017 largely due to ongoing reforms and the Japanese government's liberalisation of the electricity market.

We continued to experience very high demand for developers in both the solar and wind industries, and we saw solar companies and projects shifting more from the sales, acquisition, and early development stages to the construction/operations and maintenance phase. Given this shift, facility maintenance and repair became crucial and hiring of sales and commercial professionals softened. Demand drastically increased for technical professionals, especially those with licenses and certifications in civil and electrical engineering.

Due to the chronic talent shortage in the energy industry, companies, especially those in the renewable energy sector, are becoming more flexible with their recruitment of senior professionals and professionals from outside the energy industry. Compared to previous years, as some companies have matured and developed their knowledge and expertise, they are now more willing to hire professionals from other industries and

provide them with comprehensive training and support. Renewable power plants are generally located in remote areas of Japan which makes it very difficult for companies to attract and secure talent on-site. As a result, it is quite common for companies to hire experienced senior professionals in their 50s and 60s as site managers or engineers and have them manage operations and maintenance work at multiple locations.

In the traditional energy sector, we also saw steady hiring for sales and engineering professionals due to the ongoing maintenance and refurbishment of thermal power plants. Given the growing importance of increased efficiency, the reduced environmental impact of thermal power plants, and the continued uncertainty surrounding nuclear power in Japan, hiring in the plant equipment and components suppliers remained strong. However, renewable energy companies have also been aggressive in their efforts to attract talent from these sectors.

In 2018, we expect a continued increase in the trend of SMEs in the energy industry entering Japan. We also anticipate continued growth in energy retailers, energy storage, and environmentally related businesses.

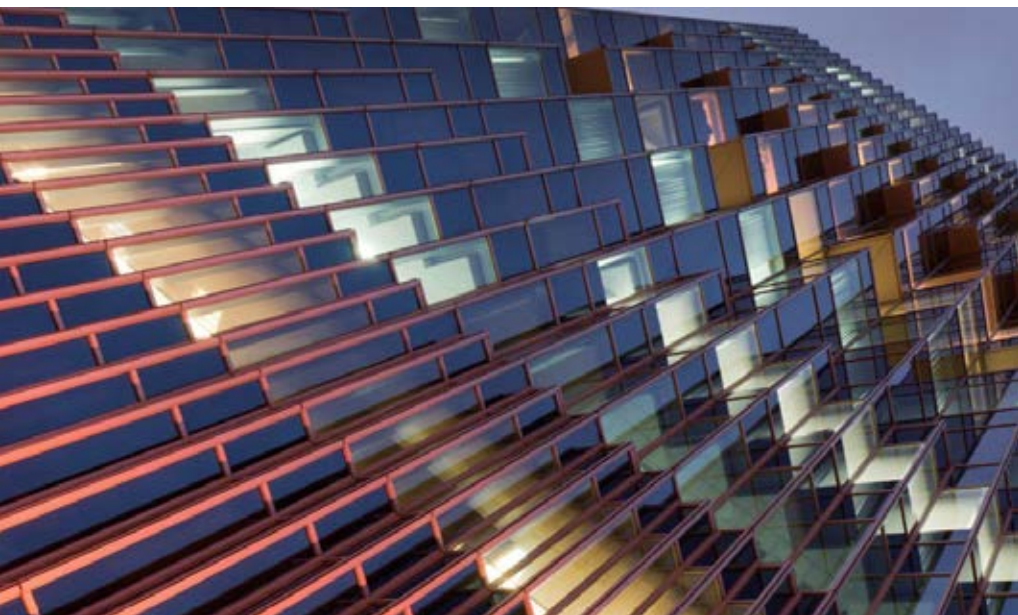
## CONTRACT

As an increasing number of companies in Kansai move to reduce overtime work and encourage employees to use up paid leave as part of moves to address work-style issues, recruitment of temporary and contract staff has increased to boost workforce sizes.

## SALES & MARKETING

### MEDICAL

Recruitment is expected to continue to increase in 2018 and beyond due to the ageing population, innovations in medical technology, and continued development of the IoT. In addition, new companies entering the market and major companies carrying



out M&A deals are further driving increases in recruitment numbers.

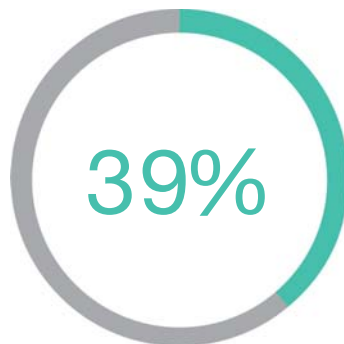
As the baby boomer population ages, healthcare is slowly migrating out of hospitals and clinics and into homes. This has contributed to an increase in recruitment as companies with home healthcare products that do not cater exclusively to physicians and hospitals can focus more on consumer-facing products. The growth of the healthcare IT industry is also a contributing factor as the introduction of new tools and technologies allows companies to promote products directly to patients. An increase in clinical studies is also driving demand for medical device-related clinical development specialists, and more companies are establishing or adding strategic teams to act as the brains of their operations.

Companies appear to be taking a more proactive stance towards competition with rival companies by agreeing to meet and interview talented candidates even when they are not looking to fill any specific vacancies. Salaries in this industry increase by roughly 10-15% when candidates change jobs.

## PHARMACEUTICAL

Demand for medical affairs (medical science liaison) specialists is particularly strong in most pharmaceutical companies. Foreign-affiliated companies in Japan began establishing medical affairs functions over the last decade and Japanese companies have followed suit over the last few years, but the number of medical affairs specialists in the Japanese market remains limited. Many companies have also struggled to define exactly what kind of work medical affairs entails, so there tend to be slight variations in the work these specialists engage in depending on the company.

Recruitment demand is growing for clinical research associates (CRAs) at contract research organisations (CROs). Pharmaceutical companies began outsourcing clinical development work a



Almost 40% of workers who received a salary increase of 30% or more when changing jobs will not change jobs again within a year.

few years ago as a cost-saving measure. As demand for these professionals continues to increase, CROs are attempting to capture this demand through rapid organisational expansion. As with the medical affairs field, since the number of candidates is limited, CROs are bidding strongly for candidates and talented candidates tend to receive job offers from multiple companies.

Recently established pharmaceutical start-ups in Japan have been implementing personnel changes in their commercial functions to pursue more internationally-minded professionals who are able to press forward with global initiatives. These moves are motivated by the shared aim of achieving greater organisational vitality in line with the standards of global headquarters.

Given the overwhelming candidate shortage, companies that do not offer competitive salaries tend to have trouble securing talented personnel. Salaries in this sector increase by as much as 15% when professionals change jobs.

In Osaka, demand for clinical researchers continues to increase in the pharmaceuticals sector. With new regulations on visits to physicians by medical representatives, the number of medical representatives in pharmaceutical companies is decreasing while demand for medical science liaison professionals has remained high over the past several years. In place of medical

representatives, demand is increasing for digital marketing and channel marketing professionals to analyse website access data to look at how patients and staff are obtaining product information.

There are an increasing number of biotech start-ups in the Kansai area establishing bases in both local biotech incubator facilities and around Osaka University and Kyoto University. The high level of demand means that even newly established enterprises renting laboratory space from these universities are actively recruiting.

## CONSUMER GOODS

Demand for consumer goods in the Japanese market is stable and increasing market share is the top priority. Hence there is brisk demand for sales and marketing professionals in this area. More companies are now requiring higher levels of English proficiency from sales professionals when recruiting with an eye towards future career development. We have also seen a few cases of sales and general management professionals being recruited by companies that are establishing small-scale sales bases in Japan to introduce new foreign brands. These companies are focusing on recruiting sales professionals with extensive experience and sales networks in Japan to manage partnerships with distributors and expand domestic sales.

Foreign-affiliated consumer goods manufacturers tend to favour mid- to senior-level candidates who have experience working in several companies over those who have worked in a single company for a long time. This trend of recognising the high adaptability of candidates who have experience acclimating themselves to different company cultures and business approaches is perhaps indicative of the changing nature of the Japanese labour market.

One notable trend we have observed is an increase in candidates who are interested in Japanese companies that are looking to grow overseas marketing activities. In the lead up to the 2020 Tokyo Olympics, we also expect demand to increase for marketing specialists who can boost consumer engagement through various means such as sponsorships and events.

The steady expansion of many new quick service restaurants in Japan is creating a labour shortage, particularly for bilingual candidates. Major convenience stores and Japanese food and beverage companies are also diversifying their offerings and marketing activities resulting in greater competition for the same talent. For senior marketing and sales professionals, consumer companies are open to talent from related consumer goods and services industries.

Foreign PR agencies in Japan are expanding their headcount in reaction to increased spending by clients in all sectors and new market entrants from overseas. Consumer companies in all sectors are also moving from conventional media to increased omnichannel engagement. Thus, there is a high demand for bilingual account executives and managers to cover clients in these areas.

Salary levels for job movers in this industry increase by roughly 10-15%. In situations where candidates receive multiple job offers, it is becoming more common for the companies that come out on top to be the ones successfully selling candidates on their efforts to enhance work-life balance (e.g., flex-time) and opportunities for career progression within the organisation on top of the traditional offer of a competitive salary.

Kansai-based Japanese consumer goods manufacturers are recruiting more bilingual professionals for overseas sales and marketing positions due to overseas business expansion.

## RETAIL

An increase in tourism, the opening of new shopping facilities in Ginza, and the opening of new street-level stores in Omotesando are intensifying recruitment of retail staff and store managers as well as retail managers and directors who are responsible for multiple stores. We anticipate this trend to

become increasingly pronounced in 2018, and competition for the recruitment of talented candidates is expected to intensify. The lack of candidates for positions in retail stores is exacerbating this trend and making personnel acquisition more difficult. Earlier in 2017, an overall decrease in the number of inbound shoppers and the amount of money they spent when visiting Japan caused the performance of luxury brands to stagnate or deteriorate. However, now that demand is recovering, we are beginning to see signs indicating they are ready to resume recruitment activities.

In addition to bilingual candidates who are proficient in both Japanese and English, retail companies highly value trilingual candidates who can also speak Chinese. English proficiency is also becoming increasingly necessary for retail staff to be promoted to store manager and retail manager positions. Therefore, companies tend to favour candidates who are either proficient in English or have a strong desire to improve their English for the sake of their career development. When recruiting retail managers, candidates are required to have experience not only as store managers, but also experience managing several stores.

For marketing and merchandising personnel, the majority of recruitment is for filling existing headcount as very few companies are creating new marketing or merchandising positions or increasing the number of HQ staff they employ. However, more companies are investing heavily in improving their digital offerings leading to the growth of e-commerce sales as a proportion of total sales.

Salary levels in the retail industry are trending at the same level as last year with increases of roughly 10% for job movers. There is, however, a noticeable trend towards job offers with salary increases of greater than 10% being made by companies to gain a competitive edge over their rivals.

## TOP 3 ASPECTS OF THEIR CURRENT JOBS THAT RESPONDENTS WOULD LIKE TO SEE IMPROVED



#1  
Salary



#2  
Assessment  
systems



#3  
Company  
culture

## HOSPITALITY

The opening of new hotels and shared offices has led companies in the hospitality industry to make strong bids for talented candidates, and competition for these candidates is increasing accordingly.

In the hotel industry, demand for bilingual professionals is increasing more rapidly than ever as new foreign-affiliated hotels open both in Tokyo as well as regional cities such as Osaka, Kanazawa, and Niseko. A nationwide increase in the number of overseas tourists is also a factor, and with the Rugby World Cup and Tokyo Olympics only two and three years away, respectively, the recruitment activities of sporting event-related companies are also intensifying.

Job openings in the shared office industry are also increasing as shared offices are no longer only being used by start-ups and nomad workers. More companies are beginning to use these spaces as substitute project rooms and satellite offices which is leading to an active expansion of the business. However, the young and energetic bilingual corporate sales specialists the industry needs are in very high demand and it can be difficult for companies in this industry to acquire such professionals.

In Kansai, the increasing number of international tourists has resulted in sustained construction and rebranding of hotels in Osaka and Kyoto and urgent hiring of professionals with English proficiency. There is also growing demand for bilingual professionals at leisure facilities in the region with an increasing number of positions in marketing and business planning.

Furthermore, the Kansai area has seen a dramatic increase in leisure facility and airline company workforce sizes due to the rising number of LCC routes and flights connecting to Kansai International Airport. There is also increasing recruitment of temporary and contract staff across a broad range of sectors, from marketing and human



resources, to planning and general affairs. In addition to the Olympics, much-discussed topics currently include new integrated resort complexes and the Osaka Expo. From 2018 onwards, there is likely to be increased demand for bilingual professionals in Kansai to fill hotel reception, retail store, and office positions.

## ONLINE & DIGITAL

With the annual double-digit growth of the e-commerce channel, retail companies are revising their e-commerce sales targets upwards while also moving to increase the size of their e-commerce divisions to boost overall sales. It used to be common practise for e-commerce specialists to be assigned to online marketing departments, but more companies have started establishing dedicated e-commerce departments. As a result, companies have moved to recruit senior professionals to head these departments and junior professionals to fill out their teams. The e-commerce channel has rapidly increased its share of total sales in the retail market and it is now outpacing

the direct and wholesale brick and mortar channels which have seen a decline in sales in most regions. However, the active supply of talent remains extremely limited and demand greatly exceeds supply in this area.

In the retail industry, the practise of digital marketing based on omnichannel methods that provide a seamless online/offline shopping experience is growing rapidly. As a result, companies are now investing heavily in digital transformation strategies with a greater focus on digital experience with mobile devices. As the omnichannel business model becomes more popular, demand is increasing both for professionals who can carry out web design guided by an awareness of user experience requirements as well as those who can strategically place targeted advertising to increase traffic. Some companies are also beginning to establish new conversion manager positions for data analysis and the creation of frameworks that induce customers to purchase products.

A number of advertising technology firms have entered the Japan market, and there



was strong demand from these companies as well as existing players in the market for candidates with an understanding of technology solutions and media sales experience in online advertising.

As the online travel agency industry matures in Japan, many companies are diversifying the range of services they offer to maintain growth. Demand has increased for account managers who can serve a range of clients, and the resulting shortage of industry-experienced candidates has led many companies to look to other industries for young, bilingual sales staff to fill their growing numbers of vacancies. Online news businesses have also been flourishing as more people in Japan are now willing to pay for high-quality online content. Much of this growth has been fed by recruitment of writers and editors from traditional news outlets, but there has also been a consistent need for personnel with a strong digital marketing

skill set with a particular focus on content creation, curation, and media strategy.

The number of skilled bilingual digital marketers is limited, so companies from a range of industries are bidding strongly for the same candidates, the most talented of whom often receive job offers from multiple companies. Given the overwhelming sellers' market conditions, companies that do not raise annual salaries tend to have trouble securing talented personnel.

## IT SOFTWARE

Large companies are abandoning unprofitable sectors such as software licensing and hardware and moving more towards consolidating and expanding cloud-related business. The overall number of foreign-affiliated start-ups entering the market is increasing, and roughly 50-60% of the software sector sales specialists we

successfully placed in 2017 were recruited by new market entrants and companies creating new positions as a product of business expansion.

Companies are seeking professionals with solution and enterprise sales experience, and they tend to favour candidates who have experience selling later-generation products such as cloud-based software. As IoT technologies evolve, the demand for IoT-related systems is growing and we are seeing increased competition for talented sales professionals in this area.

We have observed no difference in the salaries offered by smaller and larger companies. Companies generally understand that entering the Japanese market and expanding new business requires a substantial investment, so companies of all sizes are comfortable devoting resources to the recruitment of talented personnel.

## IT INFRASTRUCTURE

Throughout 2017, IT companies involved in solution sales to the financial services industry were looking for professionals with experience selling to customers in the finance sector. With more start-ups now entering the market, the fintech sector – which is far less developed in Japan compared to other Asian countries – is expected to see significant growth. As financial services are gradually expanded to a broader demographic, we expect the demand for human resources in this sector to increase in 2018 and beyond.

We have already seen an increase in demand for field marketing professionals who are responsible for coordinating with business development staff to identify and develop potential customers using data analysis.

With the revenue growth of telecom services in Japan being driven by the mobile data and broadband segments, we found candidates with experience selling networking solutions in the enterprise market to be in high demand. With the planned launches of 5G



and IoT/M2M, candidates with a proven track record in networking solutions who also have enterprise account relationships will continue to be highly sought after.

Security is the highest rate of expenditure among all IT budgets and the need for protection against cutting-edge cyberattacks is growing, so competition is intensifying for candidates with experience selling security solutions to not only companies and consumers but also public organisations such as the central government and civil services. As a result, demand for bilingual professionals with practical experience in security sales far outweighs supply. To combat this shortage, some companies have begun recruiting mid-career professionals from other IT-related sectors and providing them with training on security products.

Information services companies are also vigorously recruiting sales professionals as the improved performance of financial institutions has led to an increase in orders for information/data and trading systems. Companies' growing reliance on data for decision making has resulted in an especially strong increase in demand for sales professionals who can sell information-based solutions.

## CONTRACT

We expect that both employers and employees in 2018 will become increasingly aware of the need for flexible working styles, and the number of professionals companies seek for temporary/contract employment is likely to increase. 2017 saw increased levels of part-time employment due to employees' desire for more flexible working styles. One of the products of company initiatives to encourage more women to join the workforce is an increasing demand for professionals to fill vacancies created when employees take maternity/childcare leave. In addition, given the ageing and shrinking labour force, companies have shown greater understanding towards those seeking more flexible working styles by offering different

forms of employment.

Jobseekers' heightened awareness of the current labour shortages has resulted in higher overall expectations regarding wages and employment type. An increasing number of companies also understand the sellers' market conditions and are responding by raising hourly wages and/or providing more attractive options for employment type at the time of initial hire.

## SUPPLY CHAIN

Favourable market conditions have led to consistent growth in recruitment across the manufacturing sector as foreign companies continue to expand and enter the Japan market. As a result, we have seen significant increases in the hiring of supply chain and logistics-related talent.

There has been an overall increase in headcount across most supply chain and logistics functions. Chemical manufacturers and cosmetics companies are proactively recruiting in all supply chain functions. IT companies and consumer goods manufacturers are opening an increasing number of supply chain-related positions and we expect this trend to continue in 2018. Semiconductor businesses are slowly starting to hire again after several passive years, and we anticipate an increase in quality and factory operations positions in 2018. Hiring in indirect procurement – primarily marketing procurement – has been overwhelmingly high in both consumer and industrial markets; this area is short on candidates and companies are becoming more flexible in terms of requirements. Logistics, transportation, and shipping companies are also actively hiring sales and operations professionals.

The greatest demand in the market is currently for candidates with demand/supply planning and forecasting experience. Companies are very flexible regarding experience in a certain industry, so these candidates tend to change industries much

more frequently. Headcounts for these positions are increasing in retail, fashion, and consumer companies, and some luxury and fashion-based companies just started hiring in these functions for the first time. Consumer companies are specifically targeting young demand planners which makes the hiring process more complex, and there have been massive salary increases of as much as 15-20% for professionals in this area.

For professionals in the quality assurance, quality control, and production areas, recruitment of QA/QC professionals by automakers is brisk, and many of these companies are seeking bilingual professionals. Due to a lack of suitable candidates in QA/QC, companies are being more flexible in hiring young candidates with a few years of engineering experience or in some cases simply an educational background in engineering. 2017 saw an increase in QA/QC headcount in the food and beverage sector.

An increasing number of companies – primarily those in the industrial sector – are seeking pricing analysts in management and non-management positions. This is the first time we have noticed this trend in the supply chain sector and there are signs of increasing headcount in this area. There has also been an increase in new entrants in the logistics, shipping, and container sectors that are setting up new offices in Tokyo and Osaka, and we expect to see growth in sales, logistics, and operations positions.

Many manufacturing companies have established bases for both shipping and air freight in Kansai, and recruitment of temporary and contract staff for import- and export-related business is increasing. Due to increasing overseas sales, companies in the trade sector are likely to enjoy further expansion in 2018.

# TOKYO

## ACCOUNTING & FINANCE FINANCIAL SERVICES

ROLE	SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Investment Banking/Securities</b>						
Product Control	7 - 10m	<b>7 - 10m</b>	10 - 16m	<b>10 - 16m</b>	17 - 25m	<b>17 - 25m</b>
Internal Audit	7 - 10m	<b>7 - 10m</b>	10 - 16m	<b>10 - 16m</b>	16 - 25m	<b>16 - 25m</b>
Financial/Mgt Accounting	6 - 9m	<b>6 - 9m</b>	10 - 18m	<b>10 - 18m</b>	18 - 21m	<b>18 - 21m</b>
Tax	6.5 - 8m	<b>6.5 - 8m</b>	10 - 18m	<b>10 - 18m</b>	18 - 23m	<b>18 - 23m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
<b>Large Organisation</b>				
Chief Financial Officer	25 - 50m	<b>25 - 50m</b>		
Financial Controller	15 - 21m	<b>15 - 21m</b>	5000 - 9000	<b>5000 - 9000</b>
<b>SME</b>				
Chief Financial Officer	15 - 25m	<b>15 - 25m</b>	6000 - 10000	<b>6000 - 10000</b>
Financial Controller	11 - 16m	<b>11 - 16m</b>	4000 - 8000	<b>4000 - 8000</b>
<b>Accounting</b>				
Internal Audit Manager	11 - 16m	<b>11 - 16m</b>		
Tax Manager	12 - 16m	<b>12 - 16m</b>		
Financial Accounting Manager	10 - 15m	<b>10 - 15m</b>	4000 - 8000	<b>4000 - 8000</b>
Treasury Manager	8 - 12m	<b>8 - 12m</b>		
Credit Manager	8 - 12m	<b>8 - 12m</b>		
Senior Financial Accountant	7 - 10m	<b>7 - 10m</b>	4100 - 7600	<b>4100 - 7600</b>
Tax Accountant	7 - 11m	<b>7 - 11m</b>		
Internal Auditor	8 - 11m	<b>8 - 12m</b>		
Cost Accountant	7 - 10m	<b>7 - 10m</b>		
Financial Accountant	6 - 9m	<b>6 - 9m</b>	2700 - 3600	<b>2800 - 3600</b>
Treasury Accountant	5 - 8m	<b>5 - 9m</b>		
AP/AR Staff	4 - 6m	<b>4 - 6m</b>	2500 - 3200	<b>2600 - 3300</b>
<b>Financial Planning &amp; Analysis</b>				
Financial Planning Manager	12 - 16m	<b>12 - 16m</b>		
Business Controller	10 - 14m	<b>10 - 14m</b>		
Senior Financial Analyst	10 - 13m	<b>10 - 13m</b>		
Financial Analyst	7 - 10m	<b>7 - 10m</b>	2600 - 5200	<b>2800 - 5200</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## FINANCIAL SERVICES

### PERMANENT

ROLE	SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10+YRS' EXP	
	2017	2018	2017	2018	2017	2018
Product Management	7.5 - 10m	<b>7.5 - 10m</b>	8.5 - 12m	<b>8.5 - 12m</b>	10 - 18m	<b>10 - 18m</b>
Settlements	7.5 - 10m	<b>7.5 - 10m</b>	8.5 - 12m	<b>8.5 - 12m</b>	10 - 15m	<b>10 - 15m</b>
Sales	7.5 - 10m	<b>7.5 - 10m</b>	8.5 - 15m	<b>8.5 - 15m</b>	12 - 20m	<b>12 - 20m</b>
Trade/Sales Support	7.5 - 10m	<b>7.5 - 10m</b>	8.5 - 12m	<b>8.5 - 12m</b>	10 - 15m	<b>10 - 15m</b>
Consulting	6 - 9m	<b>6 - 9m</b>	7 - 12m	<b>7 - 12m</b>	10 - 20m	<b>10 - 20m</b>
Asset Management	7.5 - 10m	<b>7.5 - 10m</b>	10 - 15m	<b>10 - 15m</b>	13 - 30m+	<b>13 - 30m+</b>
Real Estate Asset Management	6.5 - 8.5m	<b>6.5 - 8.5m</b>	8.5 - 11m	<b>8.5 - 11m</b>	11 - 16m	<b>11 - 16m</b>

### CONTRACT

ROLE	RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2017	2018	2017	2018	2017	2018
Project Management	3200 - 5300	<b>3200 - 5300</b>	5200 - 13100	<b>5200 - 13100</b>	3500 - 13100	<b>3500 - 13100</b>
Middle Office	2800 - 3700	<b>3000 - 3700</b>	3300 - 6700	<b>3300 - 6700</b>	5000 - 10200	<b>5000 - 10200</b>
Settlements	2800 - 3200	<b>3000 - 3200</b>	2900 - 6700	<b>3000 - 6700</b>	5000 - 10200	<b>5000 - 10200</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## GENERAL AFFAIRS & ADMINISTRATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
<b>Financial Services</b>				
Administration Manager	8 - 11m	<b>8 - 11m</b>		
Executive Secretary	6 - 9m	<b>6 - 9m</b>	3200 - 5000	<b>3200 - 5000</b>
Translator/Interpreter	5.5 - 9.5m	<b>5.5 - 9.5m</b>	3500 - 11000	<b>3500 - 11000</b>
General Affairs Administrator	5 - 7.5m	<b>5 - 7.5m</b>	2900 - 4500	<b>2900 - 4500</b>
Office Administrator	5 - 7.5m	<b>5 - 7.5m</b>	2800 - 4000	<b>2800 - 4000</b>
Group Secretary	5 - 8m	<b>5 - 8m</b>	2900 - 4700	<b>3000 - 4700</b>
Receptionist	3.5 - 5.5m	<b>3.5 - 5.5m</b>	2600 - 3500	<b>2600 - 3500</b>
<b>Commerce &amp; Industry</b>				
General Affairs Manager	7.5 - 14.5m	<b>7.5 - 14.5m</b>		
General Affairs Administrator	4 - 7m	<b>4 - 7m</b>	2600 - 4000	<b>2700 - 4000</b>
Office Manager	7 - 11m	<b>7 - 11m</b>	3000 - 4000	<b>3100 - 4000</b>
Administration Manager	6 - 10m	<b>6 - 10m</b>		
Administrative Assistant	4.5 - 6.5m	<b>4.5 - 7m</b>	2600 - 3500	<b>2700 - 3500</b>
Executive Secretary	5.5 - 8.5m	<b>5.5 - 9.5m</b>	2600 - 4000	<b>2700 - 4000</b>
Translator/Interpreter	5 - 9.5m	<b>5 - 10m</b>	2800 - 7000	<b>3000 - 7000</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
<b>Financial Services</b>				
HR Director	18.5 - 35.5m	<b>18.5 - 35.5m</b>		
HR Manager/Generalist (6+ yrs' exp)	8 - 21m	<b>8 - 21m</b>	4000 - 6000	<b>4000 - 7000</b>
HR Business Partner	10 - 21m	<b>10 - 21m</b>		
HR Generalist (0 - 6 yrs' exp)	5.5 - 9.5m	<b>5.5 - 9.5m</b>	3000 - 4000	<b>3000 - 4200</b>
<b>Recruitment</b>				
Recruitment/Staffing Manager	12 - 22m	<b>12 - 22m</b>	4000 - 6200	<b>4000 - 7000</b>
Recruitment/Staffing Coordinator	5.5 - 10m	<b>5.5 - 10m</b>	2700 - 4200	<b>2900 - 4500</b>
<b>Learning &amp; Development</b>				
Learning & Development Head	14 - 20m	<b>14 - 20m</b>	3000 - 5000	<b>3000 - 5000</b>
Training Specialist	5 - 16.5m	<b>5 - 16.5m</b>	2800 - 4000	<b>2800 - 4100</b>
<b>Compensation &amp; Benefits/Payroll</b>				
Compensation & Benefits Mgr/Dir	12.5 - 22m	<b>12.5 - 22m</b>		
Compensation & Benefits Specialist	6 - 13m	<b>6 - 13m</b>	3000 - 4000	<b>3500 - 4500</b>
Payroll Specialist	5 - 8m	<b>5 - 8m</b>	2500 - 3500	<b>3000 - 4000</b>
<b>Commerce &amp; Industry</b>				
HR Director/Head	13.5 - 35m	<b>13.5 - 35m</b>		
Head of Training/L&D/OD	10 - 22m	<b>10 - 22m</b>		
HR Manager	10 - 16.5m	<b>10 - 16.5m</b>	4000 - 6000	<b>4000 - 7000</b>
Recruitment/Staffing Manager	10 - 15m	<b>10 - 15.5m</b>	3000 - 5000	<b>3000 - 5000</b>
Compensation & Benefits Manager	9.5 - 16m	<b>9.5 - 16m</b>		
HR Generalist	6.5 - 13.5m	<b>6.5 - 13.5m</b>	3000 - 4000	<b>3000 - 4200</b>
HR Specialist	5.5 - 10m	<b>5.5 - 10m</b>	3000 - 4000	<b>3000 - 4200</b>
HR Administrator	5 - 9m	<b>5 - 9m</b>	2500 - 3300	<b>2700 - 3500</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## INFORMATION TECHNOLOGY FINANCE

### BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Chief Information Officer	30 - 50m	<b>30 - 50m</b>		
Head of Development/Support	22 - 30m	<b>22 - 30m</b>		
Head of Infrastructure	20 - 25m	<b>20 - 25m</b>	9000 - 10000	<b>9000 - 10000</b>
Program Manager	15 - 20m	<b>15 - 20m</b>	8000 - 9200	<b>8000 - 9250</b>
UNIX Manager	15 - 20m	<b>15 - 20m</b>	8000 - 9000	<b>8000 - 9000</b>
Senior Developer	13 - 19m	<b>13 - 19m</b>	8000 - 10000	<b>8000 - 10000</b>
Project Manager	10 - 16m	<b>10 - 16m</b>	8000 - 9000	<b>8000 - 9000</b>
Senior Network Engineer			6250 - 8900	<b>6500 - 9000</b>
Information Security Officer	15 - 20m	<b>15 - 20m</b>	7600 - 8500	<b>7600 - 8600</b>
Business Analyst	10 - 15m	<b>10 - 15m</b>	7500 - 9000	<b>7500 - 9000</b>
Database Administrator	8 - 12m	<b>8 - 12m</b>	7500 - 8500	<b>7500 - 8500</b>
UNIX Systems Administrator	8 - 15m	<b>8 - 15m</b>	7500 - 8200	<b>7500 - 8200</b>
Wintel Systems Administrator	8 - 12m	<b>8 - 12m</b>	7500 - 8500	<b>7500 - 8500</b>
FIX Specialist	8 - 15m	<b>8 - 15m</b>		
Applications Support	8 - 15m	<b>8 - 15m</b>	6500 - 7500	<b>6500 - 7500</b>
Market Data Engineer	8 - 13m	<b>8 - 13m</b>		
Network Engineer	8 - 13m	<b>8 - 13m</b>	5500 - 7550	<b>5500 - 7800</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## INFORMATION TECHNOLOGY FINANCE

### NON-BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Chief Information Officer	20 - 30m	<b>20 - 30m</b>	10000 - 12000	<b>10000 - 12000</b>
Head of Development	15 - 18m	<b>15 - 18m</b>		
Program Manager	10 - 15m	<b>10 - 15m</b>	9000 - 10000	<b>9000 - 10000</b>
BPR	8 - 12m	<b>8 - 12m</b>		
Information Security Officer	10 - 16m	<b>10 - 16m</b>	7500 - 8500	<b>7600 - 8500</b>
Infrastructure Manager	8 - 12m	<b>8 - 12m</b>	6500 - 8000	<b>6500 - 8000</b>
UNIX Systems Administrator	6 - 10m	<b>6 - 10m</b>	7300 - 8200	<b>7300 - 8250</b>
Systems Integration	5 - 10m	<b>5 - 10m</b>		
Developer - Java	6 - 10m	<b>6 - 10m</b>	4000 - 7000	<b>4000 - 7000</b>
Business Analyst	6 - 10m	<b>6 - 10m</b>	4000 - 7000	<b>4150 - 7250</b>
Market Data Engineer	6 - 8m	<b>6 - 8m</b>		
Database Administrator	6 - 8m	<b>6 - 8m</b>	7500 - 8500	<b>7500 - 8500</b>
Systems Analyst	6 - 9m	<b>6 - 9m</b>	7500 - 8500	<b>7500 - 8500</b>
Wintel Systems Administrator	5 - 8m	<b>5 - 8m</b>	7500 - 8500	<b>7500 - 8500</b>
Application Support	5 - 7m	<b>5 - 7m</b>	4000 - 8000	<b>4000 - 8000</b>
Associate Developer	4 - 5m	<b>4 - 5m</b>	3000 - 5000	<b>3000 - 5000</b>
Project Coordinator			4000 - 5500	<b>4000 - 6000</b>
Project Manager			7000 - 9000	<b>7000 - 9000</b>
Security Analyst			4000 - 5500	<b>4150 - 5650</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# TOKYO

## INFORMATION TECHNOLOGY COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
IT Director	15 - 20m	<b>15 - 20m</b>	7200 - 10500	<b>7200 - 10500</b>
Business Partner	10 - 15m	<b>10 - 15m</b>		
Service Delivery Manager	10 - 15m	<b>10 - 15m</b>	7000 - 8100	<b>7000 - 8250</b>
IT Manager	10 - 15m	<b>10 - 15m</b>	7000 - 8200	<b>7150 - 8300</b>
Application Manager	8 - 15m	<b>8 - 15m</b>		
Infrastructure Manager	8 - 12m	<b>8 - 12m</b>	7000 - 8200	<b>7000 - 8200</b>
Project Manager	8 - 12m	<b>8 - 12m</b>	7000 - 8000	<b>7000 - 8000</b>
ERP Engineer	6 - 10m	<b>6 - 10m</b>	3500 - 6000	<b>3500 - 6250</b>
CRM Engineer	6 - 10m	<b>6 - 10m</b>	4000 - 6000	<b>4000 - 6450</b>
Database Administrator			6000 - 6500	<b>6100 - 6650</b>
Network Engineer	5 - 8m	<b>5 - 8m</b>	6000 - 6500	<b>6100 - 6650</b>
Infrastructure Engineer	5 - 8m	<b>5 - 8m</b>	6000 - 6500	<b>6000 - 7250</b>
Systems Engineer	5 - 8m	<b>5 - 8m</b>	6000 - 6500	<b>6000 - 6950</b>
Systems Administrator	4 - 6m	<b>4 - 6m</b>	5000 - 7000	<b>5350 - 7250</b>
Help Desk	4 - 6m	<b>4 - 6m</b>	3000 - 4100	<b>3350 - 4350</b>
POS Engineer	4 - 8m	<b>4 - 8m</b>	3000 - 4500	<b>3125 - 4650</b>
E-commerce Engineer	6 - 10m	<b>6 - 10m</b>		
Desktop Support			3450 - 4850	<b>3600 - 4950</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## INFORMATION TECHNOLOGY ONLINE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
IT Manager	10 - 15m	<b>10 - 15m</b>	7000 - 7500	<b>7000 - 7650</b>
Infrastructure Manager	8 - 12m	<b>8 - 12m</b>	7000 - 7500	<b>7000 - 7600</b>
Product Manager	8 - 12m	<b>8 - 12m</b>	6000 - 9000	<b>6100 - 9000</b>
Project Manager	9 - 14m	<b>9 - 14m</b>	7000 - 7500	<b>7000 - 7500</b>
Network Engineer	6 - 8m	<b>6 - 8m</b>		
Infrastructure Engineer	4 - 7m	<b>4 - 7m</b>	6000 - 6500	<b>6000 - 6500</b>
Systems Engineer	5 - 10m	<b>5 - 10m</b>		
Software Developer	5 - 10m	<b>5 - 10m</b>	4000 - 8000	<b>4000 - 8000</b>
Mobile Application Developer	5 - 9m	<b>5 - 9m</b>	4500 - 7000	<b>4500 - 7200</b>
Web Producer	5 - 8m	<b>5 - 8m</b>	3500 - 6500	<b>3500 - 6700</b>
Web Developer	5 - 10m	<b>5 - 10m</b>	3000 - 6500	<b>3200 - 6500</b>
Web Director	5 - 8m	<b>5 - 8m</b>	3000 - 6000	<b>3350 - 6000</b>
Web Designer	5 - 9m	<b>5 - 9m</b>	2800 - 5500	<b>2850 - 5650</b>
Front-End Developer	4 - 8m	<b>4 - 8m</b>	4000 - 7000	<b>4000 - 7000</b>
Back End/Server Side Developer	5 - 10m	<b>5 - 10m</b>	5000 - 8000	<b>5000 - 8000</b>
Game Producer	5 - 18m	<b>5 - 18m</b>	3000 - 9000	<b>3000 - 9000</b>
Graphic Designer	4 - 6m	<b>4 - 6m</b>	3500 - 6500	<b>3500 - 6500</b>
UI/UX Designer	4 - 6m	<b>4 - 6m</b>	3000 - 6000	<b>3200 - 6150</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## INFORMATION TECHNOLOGY VENDOR & CONSULTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Solution Architect	12 - 18m	<b>12 - 18m</b>		
Service Delivery Director	16 - 22m	<b>16 - 22m</b>		
Program Manager	13 - 17m	<b>13 - 17m</b>	9000 - 10000	<b>9000 - 10000</b>
Project Manager	10 - 15m	<b>10 - 16m</b>	7000 - 7500	<b>7000 - 7500</b>
Storage Engineer	9 - 13m	<b>9 - 13m</b>	6500 - 7000	<b>6500 - 7000</b>
IT Consultant	9 - 14m	<b>9 - 14m</b>		
Pre-sales Engineer	9 - 16m	<b>9 - 17m</b>	6500 - 8300	<b>6500 - 8300</b>
Field Application Engineer	9 - 13m	<b>9 - 13m</b>	6500 - 9000	<b>6500 - 9000</b>
Senior ERP Consultant	9 - 15m	<b>9 - 15m</b>	9000 - 10000	<b>9000 - 10000</b>
Database Administrator	7 - 10m	<b>7 - 10m</b>	4500 - 6650	<b>4500 - 6650</b>
Data Analyst	8 - 12m	<b>8 - 12m</b>	3400 - 5000	<b>3400 - 5000</b>
ERP Consultant	7 - 10m	<b>7 - 10m</b>	6500 - 7000	<b>6500 - 7000</b>
Telephony Engineer	8 - 10m	<b>8 - 10m</b>	4500 - 6200	<b>4500 - 6200</b>
Network Engineer	7 - 14m	<b>7 - 14m</b>	4500 - 6500	<b>4500 - 6650</b>
System Engineer	6 - 10m	<b>6 - 10m</b>	4500 - 6000	<b>4500 - 6000</b>
Software Developer	6 - 12m	<b>6 - 12m</b>	6500 - 11000	<b>6500 - 11000</b>
Embedded Developer	6 - 11m	<b>6 - 11m</b>	6000 - 8000	<b>6000 - 8000</b>
CAD Engineer	6 - 9m	<b>6 - 9m</b>	3400 - 5000	<b>3400 - 5000</b>
Systems Administrator	6 - 9m	<b>6 - 9m</b>	4500 - 6500	<b>4500 - 6650</b>
Post-sales Engineer	5 - 14m	<b>5 - 14m</b>	4200 - 7800	<b>4300 - 7950</b>
Technical Support Engineer	5 - 13m	<b>5 - 13m</b>	3200 - 4200	<b>3350 - 4350</b>
Quality Assurance Engineer	5 - 8m	<b>5 - 8m</b>	5500 - 8000	<b>5500 - 8250</b>
Localisation Engineer	5 - 8m	<b>5 - 8m</b>	4750 - 7000	<b>4750 - 7050</b>
Project Coordinator	5 - 7m	<b>5 - 7m</b>	4000 - 4500	<b>4000 - 5000</b>
Security Engineer	8 - 17m	<b>8 - 17m</b>	6000 - 6500	<b>6000 - 6550</b>
Datacenter Engineer			3400 - 4900	<b>3400 - 4950</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## LEGAL, COMPLIANCE & RISK

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Private Practice</b>						
Qualified Lawyer	10 - 22m	<b>10 - 22m</b>	12 - 23m	<b>12 - 23m</b>	22 - 35m	<b>22 - 35m</b>
Paralegal	4.5 - 6m	<b>4.5 - 6m</b>	5 - 7m	<b>5 - 7m</b>	7 - 10m	<b>7 - 10m</b>
<b>Financial Services</b>						
Legal Counsel	11 - 17m	<b>11 - 17m</b>	15 - 22m	<b>15 - 22m</b>	20 - 28m	<b>20 - 28m</b>
Compliance Manager	8 - 12m	<b>8 - 12m</b>	10 - 18m	<b>10 - 18m</b>	19 - 23m	<b>19 - 23m</b>
<b>Commerce &amp; Industry</b>						
Lawyer	9 - 15m	<b>9 - 15m</b>	11 - 20m	<b>11 - 20m</b>	21 - 28m	<b>21 - 28m</b>
Legal Counsel	7 - 15m	<b>7 - 15m</b>	8 - 16m	<b>8 - 16m</b>	14 - 25m	<b>14 - 25m</b>
Contract Manager	4 - 7m	<b>4 - 7m</b>	8 - 16m	<b>8 - 16m</b>	11 - 13m	<b>11 - 13m</b>
Legal Staff	4 - 6m	<b>4 - 6m</b>	7 - 9m	<b>7 - 9m</b>	9 - 10m	<b>9 - 10m</b>
Legal Secretary	4 - 7m	<b>4 - 7m</b>	5 - 8m	<b>5 - 8m</b>	7 - 8m	<b>7 - 8m</b>
<b>Risk</b>						
Credit Risk Manager	9 - 12m	<b>9 - 12m</b>	13 - 18m	<b>13 - 18m</b>	19 - 22m	<b>19 - 22m</b>
Credit Risk Specialist	7 - 12m	<b>7 - 12m</b>	11 - 19m	<b>11 - 19m</b>	19 - 22m	<b>19 - 22m</b>
Market Risk Specialist	8 - 12m	<b>8 - 12m</b>	13 - 20m	<b>13 - 20m</b>	20 - 24m	<b>20 - 24m</b>
Quantitative Analyst	7 - 10m	<b>7 - 10m</b>	10 - 19m	<b>10 - 19m</b>	19 - 24m	<b>19 - 24m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2017	2018
<b>Industrial</b>		
President/CEO	17 - 35m	<b>17 - 35m</b>
Sales Director	12 - 19m	<b>12 - 19m</b>
Sales Manager	9 - 15m	<b>9 - 15m</b>
Marketing Manager	8 - 12.5m	<b>8 - 12.5m</b>
Sales & Marketing Executive	5.5 - 7.5m	<b>5.5 - 7.5m</b>
Sales Engineer	6.5 - 12.5m	<b>6.5 - 12.5m</b>
Project/Program Manager	9 - 15m	<b>9 - 15m</b>
Application/Design Engineer	6.5 - 12.5m	<b>6.5 - 12.5m</b>
Process/Industrial Engineer	6 - 9.5m	<b>6 - 9.5m</b>
Field Service Engineer	5.5 - 8.5m	<b>5.5 - 8.5m</b>
<b>Chemical</b>		
President/CEO	15 - 30m	<b>15 - 30m</b>
Sales & Marketing Director	12 - 20m	<b>12 - 20m</b>
Sales & Marketing Manager	8 - 15m	<b>8 - 15m</b>
Sales & Marketing Executive	6 - 13m	<b>6 - 13m</b>
Product Manager	7 - 14m	<b>7 - 14m</b>
Marketing Communications Manager	8 - 14m	<b>8 - 14m</b>
Business Development Manager	8 - 15m	<b>8 - 15m</b>
R&D Director	12 - 18m	<b>12 - 18m</b>
R&D Manager	8 - 15m	<b>8 - 15m</b>
Technical Services	5 - 10m	<b>5 - 10m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2017	2018
<b>Energy &amp; Infrastructure</b>		
President/CEO	18 - 30m	<b>18 - 30m</b>
Marketing Director	12 - 19m	<b>12 - 20m</b>
Marketing Manager	8 - 15m	<b>8 - 15m</b>
Sales Director	13 - 20m	<b>13 - 20m</b>
Project Manager	8 - 14m	<b>9 - 16m</b>
Field Service Engineer	5 - 8.5m	<b>5 - 9m</b>
Business Development Manager	10 - 15.5m	<b>10 - 15.5m</b>
<b>Automotive</b>		
Sales Director/Engineering Director	13 - 18m	<b>13 - 18m</b>
Sales Manager/Engineering Manager	8 - 13.5m	<b>8 - 13.5m</b>
Account Manager/Sales Engineer	6.5 - 11m	<b>6.5 - 11m</b>
Project Manager/Program Manager	8 - 12m	<b>8 - 12m</b>
Application Engineer/Design Engineer	6.5 - 10m	<b>6.5 - 10m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2017	2018
<b>Medical</b>		
President/Country Manager	18 - 30m	<b>18 - 30m</b>
Business Unit Head	18 - 25m	<b>18 - 25m</b>
Sales Manager/Director	10 - 20m	<b>10 - 22m</b>
Marketing Manager/Director	10 - 20m	<b>10 - 22m</b>
RA/QA Head	12 - 18m	<b>12 - 20m</b>
RA/QA Manager	10 - 15m	<b>10 - 15m</b>
Product Manager	6 - 10m	<b>7 - 10m</b>
Field Service Engineer/Manager	7 - 15m	<b>7 - 15m</b>
<b>Pharmaceutical</b>		
President/Country Manager	16 - 30m	<b>16 - 30m</b>
Business Unit Head	18 - 25m	<b>18 - 25m</b>
Marketing Manager/Director	12 - 20m	<b>13 - 22m</b>
Medical Affairs Manager/Director	12 - 22m	<b>12 - 22m</b>
Clinical Research Manager/Director	10 - 18m	<b>10 - 18m</b>
Business Development Manager/Director	12 - 18m	<b>12 - 18m</b>
Clinical Research Associate	6 - 9m	<b>6 - 9m</b>
Product Manager	7 - 10m	<b>7 - 12m</b>
<b>Consumer/FMCG</b>		
President/Country Manager	20 - 35m	<b>20 - 35m</b>
Sales Manager/Director	10 - 20m	<b>10 - 20m</b>
Marketing Manager/Director	12 - 20m	<b>12 - 20m</b>
Commercial Manager/Director	10 - 20m	<b>10 - 20m</b>
Brand/Product Manager	7 - 12m	<b>7 - 12m</b>
Market Research Manager	8 - 12m	<b>8 - 12m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# TOKYO

## SALES & MARKETING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
<b>Retail</b>				
General Manager	15 - 30m	<b>15 - 30m</b>		
Retail Manager/Director	9 - 20m	<b>9 - 20m</b>		
Merchandising Manager/Director	8 - 17m	<b>8 - 17m</b>		
Communications Manager/Director	7 - 13m	<b>7 - 13m</b>		
Communications Specialist			3000 - 5000	<b>3000 - 5000</b>
Store Manager	6 - 10m	<b>6 - 10m</b>		
Visual Merchandising Manager	7 - 12m	<b>7 - 12m</b>		
Visual Merchandising Specialist			3000 - 5000	<b>3000 - 5000</b>
<b>Digital &amp; Online</b>				
Country Manager	18 - 30m	<b>18 - 32m</b>		
E-commerce Manager/Director	8 - 17m	<b>8 - 18m</b>		
E-commerce Specialist			3000 - 5000	<b>3000 - 5000</b>
Online Marketing Manager/Director	8 - 17m	<b>8 - 18m</b>		
Online Marketing Specialist			3000 - 10000	<b>3000 - 10000</b>
Digital/Adtech Sales Manager	8 - 14m	<b>8 - 14m</b>		
Web Director	6 - 9m	<b>6 - 9m</b>		
<b>IT Software</b>				
Country Manager	20 - 35m	<b>20 - 35m</b>		
Sales Manager/Director	12 - 23m	<b>12 - 25m</b>		
Marketing Manager/Director	10 - 22m	<b>10 - 22m</b>		
Marketing Specialist			3000 - 6000	<b>3000 - 6000</b>
Channel Sales Manager	10 - 16m	<b>10 - 16m</b>		
Sales Account Manager	8 - 15m	<b>8 - 15m</b>	5000 - 15000	<b>5000 - 15000</b>
<b>IT Infrastructure &amp; Services</b>				
Country Manager	20 - 40m	<b>20 - 40m</b>		
Marketing Manager/Director	10 - 22m	<b>10 - 23m</b>		
Sales Manager/Director	12 - 28m	<b>12 - 28m</b>		
Product Marketing Manager	8 - 15m	<b>8 - 15m</b>		
Sales Account Manager	8 - 16m	<b>8 - 16m</b>		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



# TOKYO

## SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Operations Director	15 - 25m	<b>15 - 25m</b>		
Factory/Plant Manager	15 - 25m	<b>15 - 25m</b>		
Supply Chain Manager	10 - 15m	<b>10 - 15m</b>		
Logistics Manager	8.5 - 13m	<b>9 - 14.5m</b>		
Warehouse Manager	8.5 - 11m	<b>8.5 - 11m</b>		
Procurement Manager	9 - 14m	<b>9 - 14m</b>		
Indirect Procurement Manager	10 - 15m	<b>10 - 15m</b>		
Customer Service Manager	8 - 12m	<b>8 - 12m</b>		
QA/QC Manager	10 - 15m	<b>10 - 15m</b>		
Facilities Manager	9 - 13m	<b>9 - 13m</b>		
Project Manager	9 - 13m	<b>9 - 13m</b>	5000 - 7000	<b>5000 - 8000</b>
Program Manager	9 - 15m	<b>9 - 15m</b>		
Production Control Manager	10 - 14.5m	<b>10 - 14.5m</b>		
Supply Chain Staff	5.5 - 8m	<b>5 - 8.5m</b>	2650 - 4000	<b>2800 - 4000</b>
Logistics Staff	4.5 - 7m	<b>4.5 - 7m</b>	2650 - 4000	<b>2800 - 4000</b>
Warehouse Coordinator	4.5 - 7m	<b>4.5 - 7m</b>	2600 - 4000	<b>2700 - 4000</b>
Import/Export Staff	3.5 - 5.5m	<b>3.5 - 5.5m</b>	2600 - 3700	<b>2700 - 3700</b>
Planner	6.5 - 9m	<b>6 - 9m</b>		
Procurement Staff	5.5 - 8m	<b>5.5 - 8m</b>	2600 - 3800	<b>2600 - 3800</b>
Customer Service Staff	4 - 6m	<b>4 - 6m</b>	2600 - 3500	<b>2600 - 3500</b>
QA/QC Specialist	6 - 9m	<b>6 - 9m</b>	2600 - 3500	<b>2700 - 3500</b>
Facilities Management Staff	4.5 - 6m	<b>4.5 - 6m</b>		
Production Control Staff	5 - 7.5m	<b>5 - 7.5m</b>		
Process Engineer	5.5 - 9m	<b>5.5 - 9m</b>		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# OSAKA

## SALARIES

### ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Chief Financial Officer	18 - 26m	<b>18 - 26m</b>		
Financial Controller	12 - 18m	<b>12 - 18m</b>		
Finance Manager	8 - 11.5m	<b>8 - 11.5m</b>		
Financial Analyst	5 - 9.5m	<b>5 - 9.5m</b>	2800 - 5000	<b>2800 - 5000</b>
Senior Accountant	6 - 8.5m	<b>6 - 8.5m</b>	2850 - 5050	<b>2850 - 5050</b>

### HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
HR Director	12 - 20m	<b>12 - 20m</b>		
HR Manager	8 - 13m	<b>8 - 13m</b>		
Senior HR Generalist	6.5 - 9.5m	<b>6.5 - 9.5m</b>	2000 - 3500	<b>2000 - 3500</b>
Executive Secretary	4 - 7.5m	<b>4 - 7.5m</b>	1550 - 2600	<b>1550 - 2600</b>
HR Generalist/Staff	3.5 - 6.5m	<b>3.5 - 6.5m</b>	1700 - 3550	<b>1700 - 3550</b>
Translator/Interpreter	4 - 6m	<b>4 - 6m</b>	1750 - 3600	<b>1750 - 3600</b>

### INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
IT Director	14 - 21m	<b>14 - 21m</b>		
IT Manager	9 - 14m	<b>9 - 14m</b>		
Project Manager	7 - 10m	<b>7 - 10m</b>	2800 - 6500	<b>2800 - 6500</b>
System Engineer	6 - 9.5m	<b>6 - 9.5m</b>	1750 - 4050	<b>1750 - 4050</b>
Network Engineer	6 - 8.5m	<b>6 - 8.5m</b>	1750 - 4050	<b>1750 - 4050</b>

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# OSAKA

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2017	2018
<b>Industrial &amp; Chemical</b>		
President/CEO	15 - 25m	<b>15 - 25m</b>
General Manager/Divisional Head	12 - 20m	<b>12 - 20m</b>
Sales Director	10 - 15m	<b>10 - 15m</b>
Sales Engineering Manager	8 - 12m	<b>8 - 12m</b>
Business Development Manager	8 - 13m	<b>8 - 13m</b>
Sales Manager	7 - 12m	<b>7 - 12m</b>
Marketing Manager	7 - 11m	<b>7 - 11m</b>
Sales Executive	6 - 8m	<b>6 - 8m</b>
Sales Engineer	5 - 9m	<b>5 - 9m</b>
Design Engineer	5 - 9m	<b>5 - 9m</b>
Chemical Engineer	5 - 8m	<b>5 - 8m</b>
<b>Consumer &amp; Retail</b>		
Marketing Manager	7 - 10m	<b>8 - 10m</b>
Area Manager	5 - 8m	<b>5 - 8m</b>
Store Manager	5 - 7.5m	<b>5 - 7.5m</b>
Visual Merchandise Manager	5 - 6.5m	<b>5 - 6.5m</b>
Marketing Executive	5 - 6.5m	<b>5 - 6.5m</b>
Sales Executive	4 - 7m	<b>4 - 7m</b>
Store Sales Associate	3 - 4.5m	<b>3 - 4.5m</b>

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# OSAKA

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2017	2018
<b>Information Technology &amp; Online</b>		
Branch Manager	10 - 15m	<b>10 - 15m</b>
Sales Manager	9 - 12m	<b>9 - 12m</b>
Sales Account Manager	7 - 10m	<b>7 - 10m</b>
Sales Executive	4 - 6m	<b>4 - 6m</b>
<b>Healthcare</b>		
General Manager/Country Manager	15 - 28m	<b>15 - 28m</b>
Marketing Director	12 - 25m	<b>12 - 25m</b>
Sales Manager	8 - 14m	<b>8 - 14m</b>
Clinical Development Manager	8 - 13m	<b>8 - 13m</b>
Regulatory Affairs Manager	8 - 15m	<b>8 - 15m</b>
Marketing/Product Manager	7 - 12m	<b>7 - 12m</b>
Clinical Scientist/Researcher	5 - 8m	<b>5 - 8m</b>
Clinical Research Associate (CRA)	5 - 8m	<b>5 - 8m</b>
Quality Assurance	5 - 8m	<b>5 - 8m</b>

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## SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2017	2018	2017	2018
Operations Director	14 - 22m	<b>14 - 22m</b>		
Factory/Plant Manager	10 - 15m	<b>10 - 15m</b>		
Procurement Manager	8 - 12.5m	<b>8 - 12.5m</b>		
QA/QC Manager	7.5 - 13m	<b>7.5 - 13m</b>		
Supply Chain Manager	7 - 12m	<b>7 - 12m</b>		
Import/Export Staff	3.5 - 5.5m	<b>3.5 - 5.5m</b>	1450 - 2500	<b>1450 - 2500</b>
Supply Chain Staff	3.5 - 5.5m	<b>3.5 - 5.5m</b>	1450 - 2500	<b>1500 - 2500</b>

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