

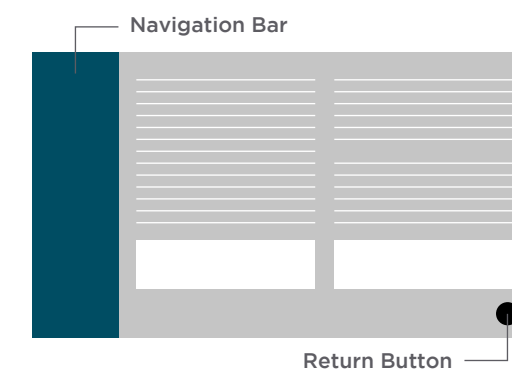


2025 BRS SALARY GUIDE

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INTRODUCTION

About BRS Salary Guide

BRS's annual salary guide introduces market trends, salary information, and prediction for the year ahead across all industries and functions covered by BRS.

The 2025 Salary Guide highlights hiring trends across various sectors and explores effective recruitment strategies for bilingual and multilingual talent, featuring an interview with BRS directors.

The 2025 Salary Guide is based on BRS data taken from June 2023 to May 2024 and the knowledge and expertise of BRS consultants who have strong client and candidate relationships.



About BRS

Established in 2012, BRS provides bilingual and multilingual recruitment services and RPO services to global corporations in search of professionals with strong language skills.

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Recruitment Trends for Bilingual and Multilingual Talent: Strategies to Drive Corporate Success

The Japanese recruitment market is currently undergoing significant changes, influenced by various factors such as shifts in the global economy and advancements in technology. In light of these changes, BRS directors Satoshi Nakano and Aiko Tokuhisa discuss the key perspectives companies need to adopt in order to stay competitive and successfully recruit bilingual and multilingual professionals.

What are the recent trends in recruiting multilingual talent in Japan?

Nakano: Japan's declining population and subsequent labor shortages have driven many companies to seek growth opportunities in overseas markets as domestic markets mature or shrink. As a result, demand for bilingual talent to support global business expansion is steadily increasing. While bilingual professionals were once sought after in specific industries or roles, they now play pivotal roles across various sectors and have become central to recruitment strategies.

Tokuhisa: Moreover, globalization has made it increasingly difficult for businesses to operate solely within Japan. From procurement to the selection of production bases, companies must navigate currency fluctuations and geopolitical risks, which has heightened the need for professionals capable of adapting and coordinating on a global scale.

Nakano: As this trend continues, the requirements for candidates are evolving. In addition to language



Satoshi Nakano

Oversees the Sales Division at BRS, bringing extensive experience in career transition and recruitment. Specializes in headhunting and building talent pools across both Eastern and Western Japan. With a diverse background, is dedicated to developing and implementing comprehensive talent strategies that support the organization's growth and success.

skills, there is a growing emphasis on understanding the culture and business structures of the countries where companies aim to expand. Furthermore, with the acceleration of digital transformation, IT engineers, whose demand is increasing, are now expected to have more advanced expertise and a deeper understanding of the industry. The shortage of IT talent is becoming more severe, with the Ministry of Economy, Trade, and Industry estimating that Japan could face a shortfall of up to 790,000 IT professionals by 2030*.

What are the major challenges companies face when recruiting multilingual candidates in Japan?

Tokuhisa: There are two primary challenges. The first is the shortage of highly skilled professionals with language proficiency who can operate on a global scale within Japan. The second is the insufficient infrastructure to support the integration of foreign nationals, a challenge closely tied to the earlier issue.

Nakano: Exactly. The inadequate support for foreign nationals remains a significant hurdle. Japan-centric internal systems and limited lifestyle support frequently hinder both recruitment efforts and effective collaboration after hiring. While some companies have adopted measures such as using English as the official corporate language or assigning foreign nationals to specific departments, more companies should be actively working on this issue. Furthermore, the depreciation of the yen has reduced Japan's salary competitiveness, both in relation to Western countries and other Asian nations such as Taiwan. This has resulted in more talented individuals choosing to work in their home countries or locations offering better compensation, making it crucial to address these challenges quickly.

Tokuhisa: To add to it, the expansion of recruitment

challenges in recent years has made the hiring process more complex. Companies must go beyond improving recruitment methods and focus on critical issues like diversity hiring, which requires a more strategic and flexible approach.

Nakano: Flexible work arrangements, including freelancing and side jobs, are becoming increasingly common, which makes it more typical for companies to tap into individual expertise. Although many tools and services have been developed to support these shifts, figuring out the right combination of these tools to optimize recruitment remains a critical and complex challenge for companies.

How should companies respond to the evolving recruitment challenges and changing job market?

Nakano: Given the growing complexity of recruitment, it's increasingly important to accurately identify your company's specific challenges. The first step is to analyze talent needs and market trends to prioritize key issues before seeking solutions. Additionally, aligning recruitment requirements with business strategies is essential. For example, if a company is focused on advancing its digital transformation (DX) initiatives, it shouldn't just seek candidates with DX experience. Instead, it should define detailed requirements that reflect the company's specific goals and needs at each stage of its development.

Tokuhisa: That's a great point. In addition to that, recruitment branding becomes another critical factor in an increasingly competitive hiring environment. Companies need to understand what potential candidates value when considering career moves and effectively communicate their strengths to meet those needs. However, because candidate preferences and differentiators are often challenging for companies to identify on their own, leveraging external



Aiko Tokuhisa

Head of BRS RPO Services. With over 20 years of experience in recruitment, has supported both Japanese and international companies across various industries, addressing a wide range of recruitment needs.

experts familiar with the recruitment market can be highly effective. As recruitment methods diversify, companies must also consider additional factors such as cost, timelines, and candidate experience.

At BRS, our RPO services utilize the extensive data and recruitment solutions of the PERSOL Group to provide end-to-end support. From defining talent requirements and formulating strategies to enhancing employer branding, we are committed to helping companies address recruitment challenges in a comprehensive way.

Nakano: Our mission goes beyond simple recruitment or outsourcing solutions. We collaborate with our clients to develop strategies that align with their business objectives and address workforce challenges through a comprehensive solution. If your company is facing recruitment challenges, we would be glad to offer our support.

*Research related to supply and demand for IT professionals by Ministry of Economy, Trade and Industry





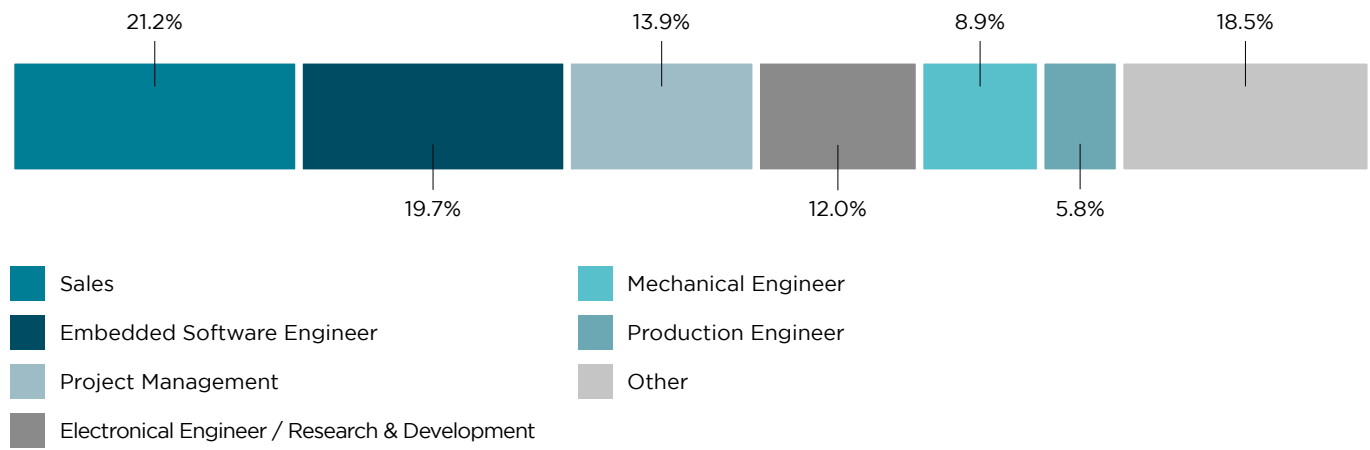
INDUSTRIES

AUTOMOTIVE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Application Engineer / Technical Sales	600	900	1000
Electrical Engineer	700	900	1200
Embedded Software Engineer	700	1000	1200
Mechanical Engineer	600	800	1000
Product Development	600	800	1000
Production Engineer	600	800	1000
Project Management	700	1000	1400
Quality Assurance / Control	600	900	1100
Sales	700	900	1100
Test Engineer	600	700	800
Management	1000	1400	2000

Candidates Ratio



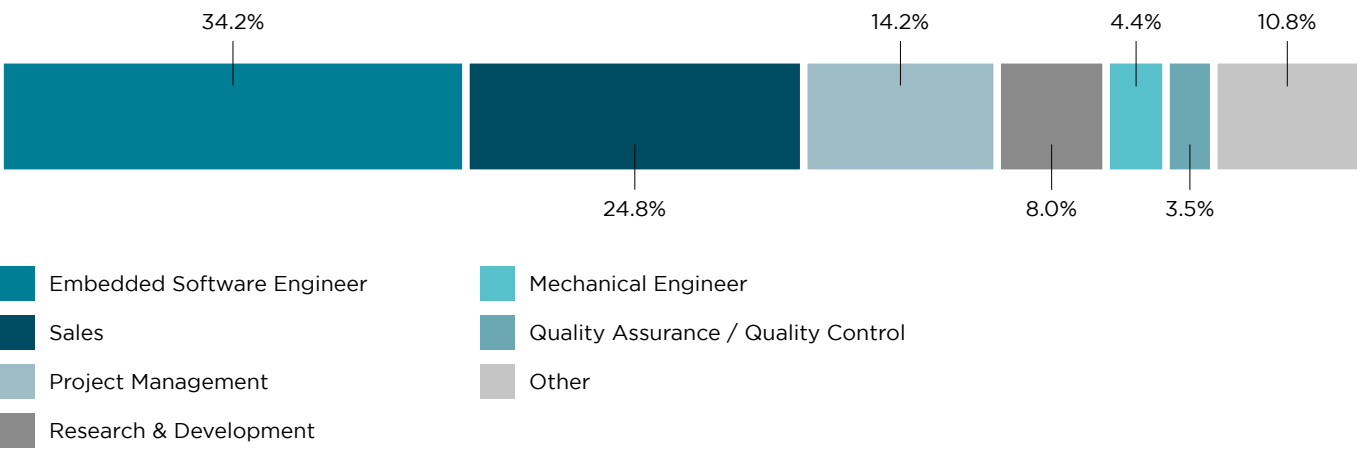
Industry Trends

The automotive industry continues to experience strong hiring activity, sustaining the momentum observed last year. The ongoing shift driven by the CASE (Connected, Autonomous, Shared, and Electrified) framework is accelerating technological advancements, reshaping the sector. Notably, the emergence of SDVs and the expansion of fields such as AD/ADAS and EV-related software development are fueling high demand for software engineers. At the same time, the declining focus on internal combustion engines is leading to reduced demand for design roles tied to traditional engine technologies. This coexistence of surging innovation and the gradual phase-out of legacy technologies represents what many have termed a “once-in-a-century transformation.” In response, companies are increasingly seeking talent for strategic upstream roles in product planning and business alignment to drive long-term growth.

Hiring Advice

The shortage of software engineers remains a significant challenge. To tackle this, companies should consider prioritizing candidates with growth potential and invest in robust in-house training programs. Targeting professionals from adjacent industries, such as electronics or manufacturing, can also be highly effective. Recruiting talent from the IT sector is another viable option, though differences in salary expectations and work culture may require careful navigation. For software-related roles, offering hybrid or fully remote work arrangements and adjusting salary ranges are crucial strategies for attracting top talent. For positions requiring specific programming skills, companies can improve hiring success by focusing less on language proficiency and more on technical aptitude and global competencies.

Job Opening Ratio

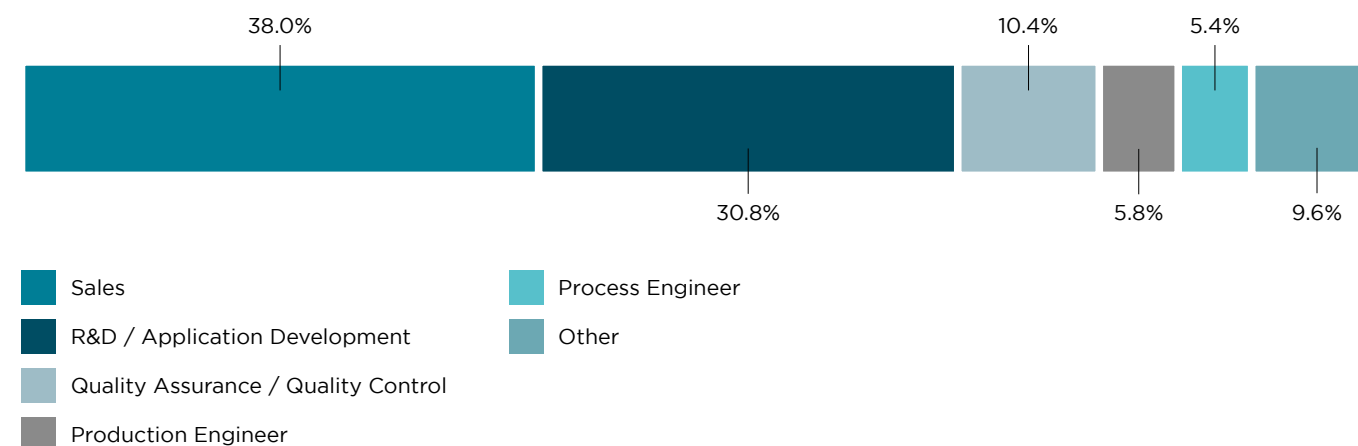


CHEMICAL

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
EHS	700	900	1200
Marketing	700	900	1100
Process Engineer	600	800	1000
Production Management	600	800	1000
Quality Assurance	600	800	1000
Regulatory Affairs	600	800	1000
Research & Development	700	900	1200
Sales	700	900	1200
Technical Sales / Application Engineer	700	900	1100
Technical Services	600	800	900
Management	900	1200	1800

Candidates Ratio



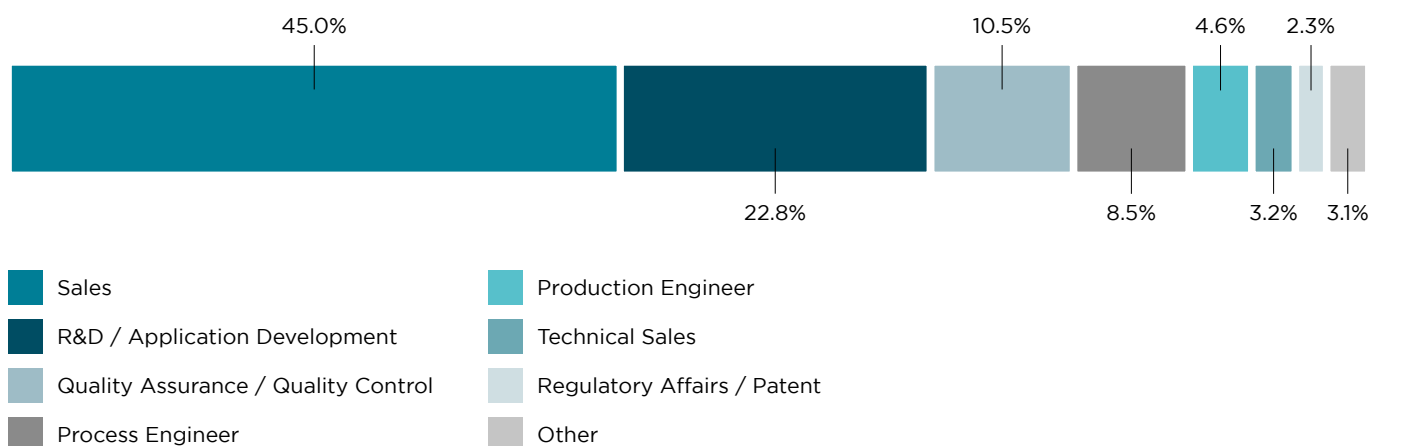
Industry Trends

Recruitment activity in the chemical industry remains strong. While hiring to support the production of EV, which had been expanding in recent years, is beginning to stabilize, there is growing demand for materials tied to AI technology and data centers. The increasing automation of facilities through AI is driving the need for specialists in materials informatics—professionals who combine expertise in chemistry and data science. Moreover, demand is rising for individuals with a chemical background who possess knowledge of DX and AI. Responding to global environmental regulations has also sparked growth in roles focused on chemical regulation management, recycling, and the development of sustainable new materials.

Hiring Advice

To attract skilled professionals in emerging fields such as DX and AI, companies must clearly articulate their commitment to innovation and investment in these areas. Building robust support systems, including training and professional development programs, is equally important. Strengthening corporate branding to reflect adaptability and alignment with modern technological and environmental trends can further enhance recruitment efforts. Given the competitive landscape, adopting flexible hiring criteria that prioritize skills and potential over age, educational background, or career frequency is a highly effective strategy for securing top talent.

Job Opening Ratio

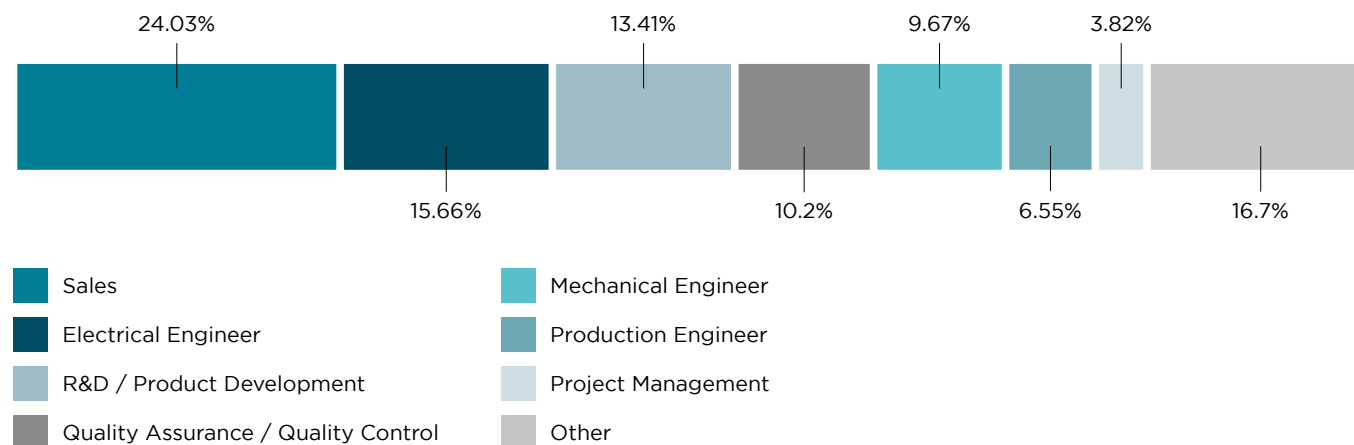


ELECTRONICS

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Application Engineer	700	900	1200
EHS / Facility Management	700	900	1100
Electrical Engineer	700	900	1200
Embedded Engineer	700	1000	1200
Mechanical Engineer	600	800	1000
Plant Manager	800	1000	1500
Process Engineer	600	900	1000
Production Engineer	600	800	1000
Project Management	700	1000	1400
Quality Assurance	600	900	1100
R&D / Product Development	700	900	1200
Sales	700	900	1200
Management	1000	1300	2000

Candidates Ratio



Industry Trends

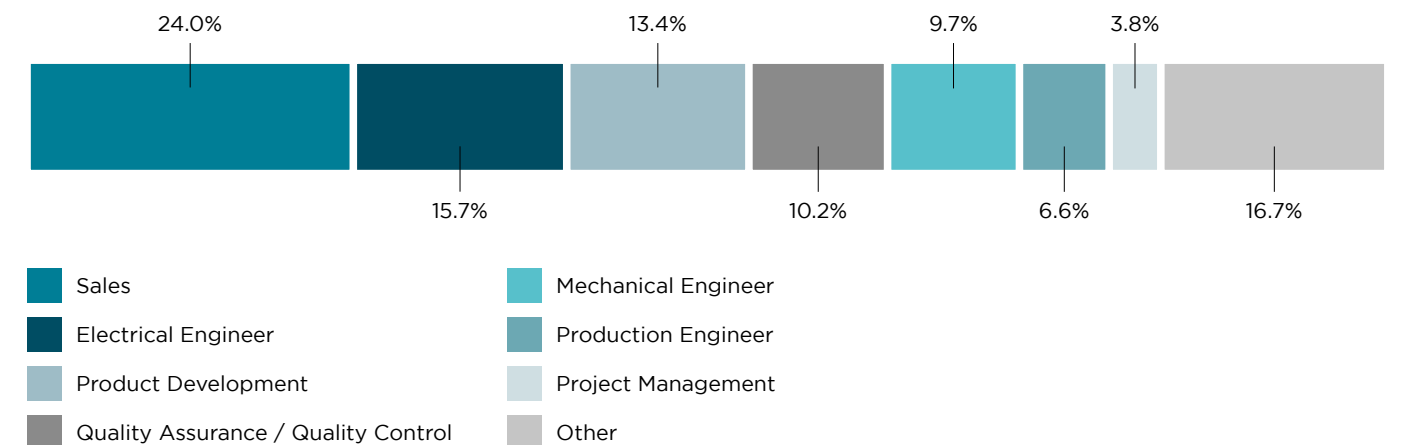
The electronics industry in Japan has seen hiring activity rise by approximately 110% year-on-year*, sustaining its steady expansion. Domestic companies are particularly active in recruiting for sectors such as automotive electronics, semiconductors, and factory automation. In contrast, foreign companies are adopting a more cautious approach, largely influenced by U.S.-China trade tensions and other geopolitical and economic uncertainties. The rapid evolution of AI and IoT technologies is driving businesses to adapt quickly to remain competitive, spurring demand for engineers with advanced AI expertise and interdisciplinary capabilities. This demand is further compounded by Japan's acceleration in factory automation, which has revealed a shortage of bilingual professionals capable of effectively coordinating with global headquarters.

*Based on BRS research as of October 2023.

Hiring Advice

In the semiconductor domain, traditionally higher salaries at foreign firms have prompted Japanese companies to increase compensation, enhancing their appeal to top talent. Organizations that have yet to adjust their pay structures should consider doing so to stay competitive. Divergent approaches to work styles—between companies retaining remote work policies and those reverting to office-based setups—underscore the growing importance of offering flexible work arrangements. Firms that embrace hybrid or remote options are better positioned to attract sought-after talent. Additionally, sharing detailed information about career development opportunities, product strengths, market positioning, and industry connections can significantly bolster recruitment efforts. For businesses experiencing a surge in hiring needs or resource constraints, outsourcing recruitment through RPO can provide an efficient and scalable solution.

Job Opening Ratio

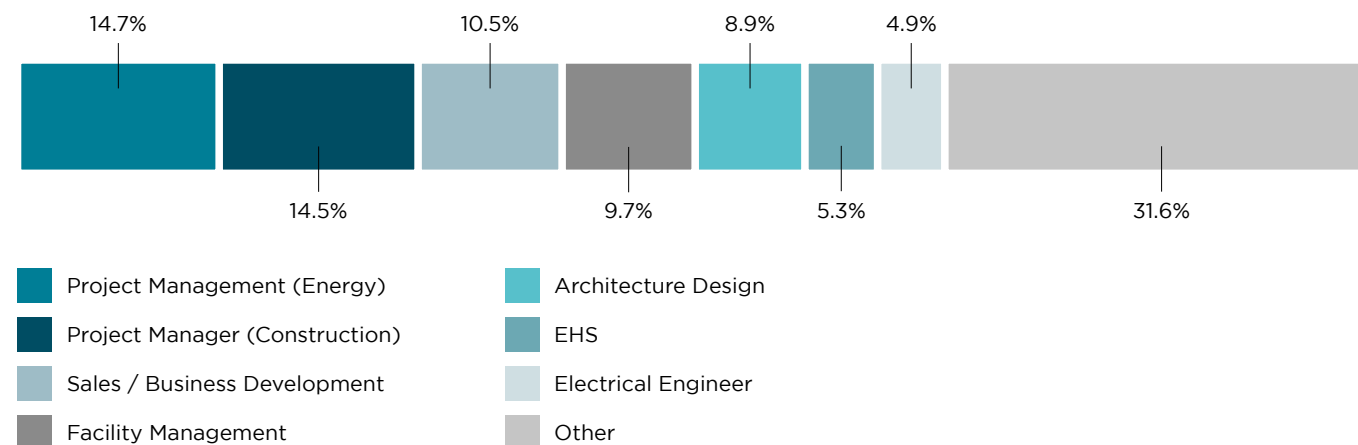


ENERGY / CONSTRUCTION

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Electrical Engineer	700	900	1200
Engineering Manager	900	1200	1600
EHS	700	1000	1300
Field Service Engineer	600	800	1000
Mechanical Engineer	600	800	900
Plant Manager	900	1200	1500
Process Engineer	700	900	1100
Production Engineer	700	900	1100
Project Management	800	1100	1500
Quality Assurance	700	900	1100
Sales	700	900	1200
Technical Services	600	700	800

Candidates Ratio



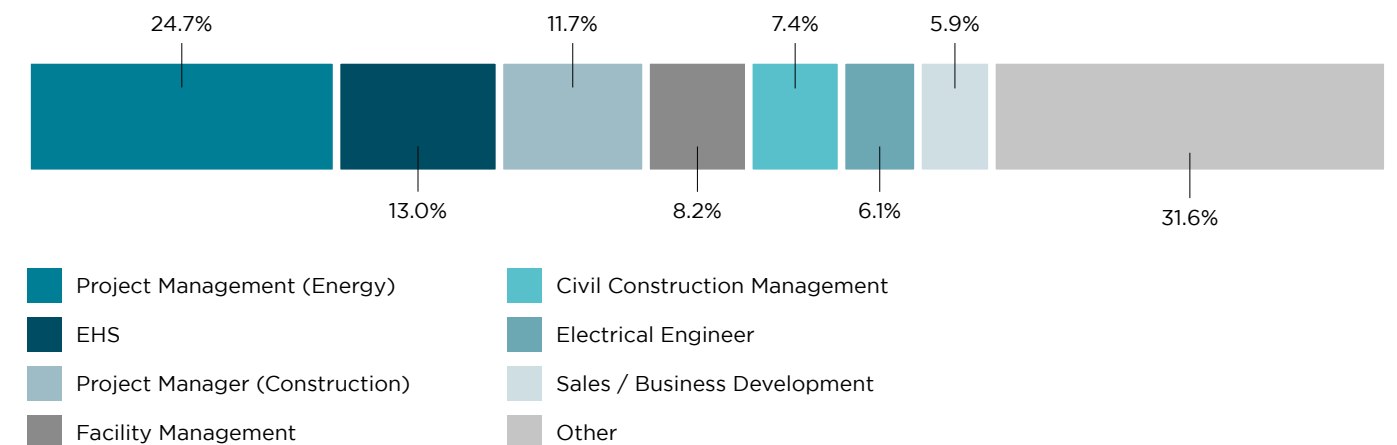
Industry Trends

The energy and construction sectors continue to experience robust hiring activity, driven by demand for specialized expertise. The surge in data center projects has created a significant need for engineers skilled in both strong-current and weak-current electrical systems, with foreign companies expanding their presence further intensifying this demand. Environmental, Health, and Safety (EHS) roles also remain in steady demand, especially for bilingual professionals capable of liaising with global teams. Within the energy sector, the focus on renewable energy remains strong, particularly for offshore wind power projects, which are supported by government subsidies. There is also increasing demand for roles such as renewable energy plant designers and business analysts. However, stringent hiring criteria often make it challenging to secure qualified candidates.

Hiring Advice

As hiring demand remains high, companies in the energy and construction sectors must address industry-specific hurdles to attract top talent. Long working hours and frequent relocations to construction sites are common pain points contributing to employee turnover. Demonstrating a commitment to improving work-life balance through initiatives like reducing overtime, offering site flexibility, and providing career development opportunities can significantly enhance employer attractiveness. Expanding candidate pools to include professionals from other industries with transferable skills, such as manufacturing or infrastructure, can also help address skill shortages. Additionally, loosening language requirements where feasible can open doors to a wider range of candidates, ensuring that businesses secure the talent they need to remain competitive in this growing market.

Job Opening Ratio

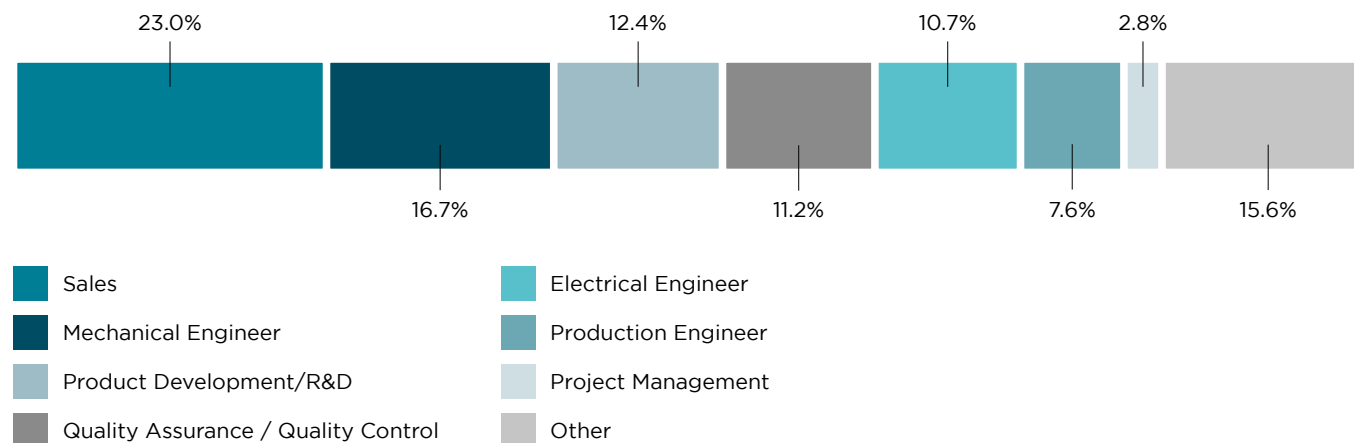


MACHINERY

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
EHS / Facility Management	700	900	1200
Electrical Engineer	700	900	1100
Embedded Engineer	700	900	1100
Mechanical Engineer	600	700	1000
Plant Manager	900	1100	1300
Production Engineer	600	700	900
Project Management	700	900	1100
Quality Assurance	600	800	1000
R&D / Product Development	600	800	1000
Sales	700	900	1200
Sales Engineer	700	900	1100
Service Engineer / Maintenance	600	700	900
Management	900	1300	2000

Candidates Ratio



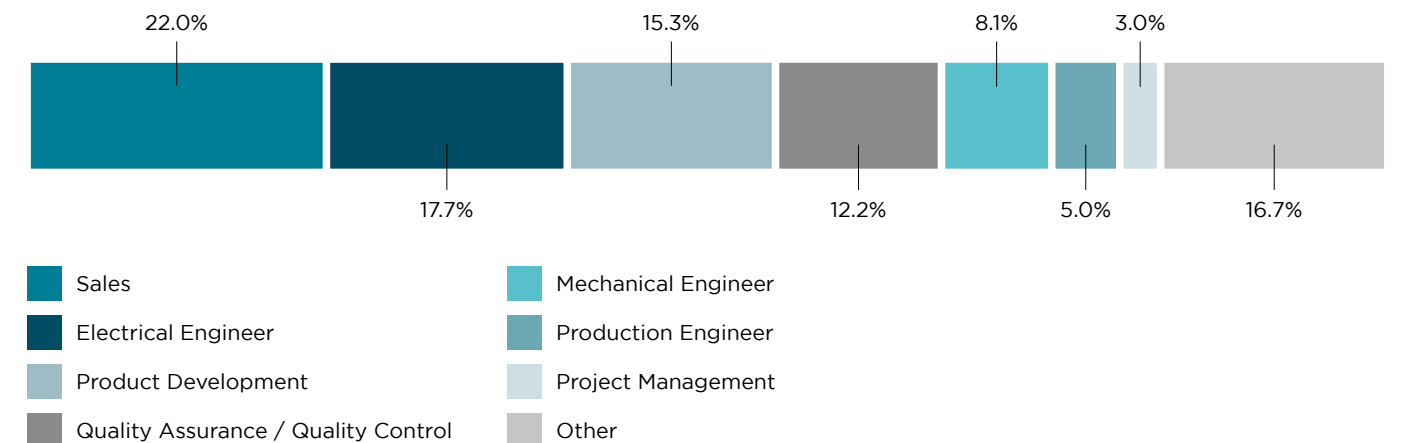
Industry Trends

The machinery industry is experiencing heightened hiring demand, fueled by increasing investments in factory automation across diverse sectors. The rise of technologies such as drones for warehouse optimization is driving demand for advanced machinery, leading to a significant shortage of professionals with expertise in electrical engineering and programming. Bilingual talent is also in high demand, particularly as foreign companies capitalize on the weak yen to expand their presence in Japan. Meanwhile, major domestic firms are intensifying their international operations, which has spurred a need for skilled professionals in global sales roles. Additionally, growing labor and transportation costs overseas are prompting more companies to shift production back to Japan, further amplifying recruitment activity.

Hiring Advice

The competition for engineers with software and cross-disciplinary expertise is expected to remain fierce. To navigate this challenge, companies can prioritize internal training programs to equip their workforce with skills in software and emerging technologies. Broadening recruitment criteria to include mechanical engineers with a strong willingness to engage with fields such as DX can also prove advantageous, allowing organizations to tap into underutilized talent pools. Enhancing employer branding by highlighting the company's technological innovation, product strengths, and global reach is crucial for attracting exceptional candidates. These efforts can help distinguish businesses in a highly competitive market and secure the talent necessary for sustainable growth.

Job Opening Ratio

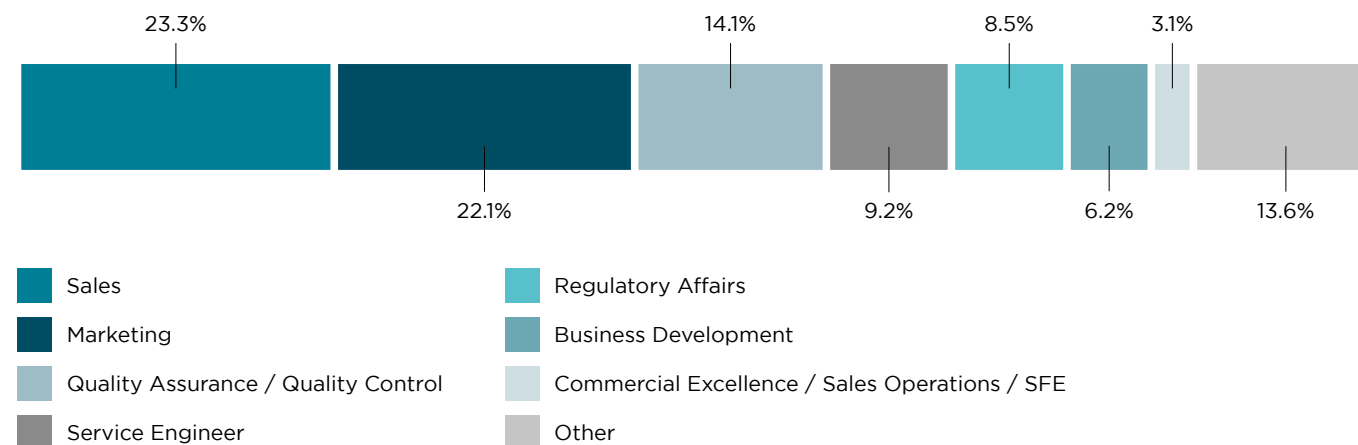


MEDICAL DEVICE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Business Development	1000	1400	2000
Clinical Specialist	600	800	1100
Marketing Communication	700	900	1200
Medical Device Manufacturing	500	700	900
Product Marketing	700	1100	1800
Quality Assurance	700	1000	1800
Regulatory Affairs	700	1000	1600
Research & Development	600	800	1200
Sales	600	900	1300
Service Engineer	600	700	1100
Training & Development	800	1000	1300

Candidates Ratio



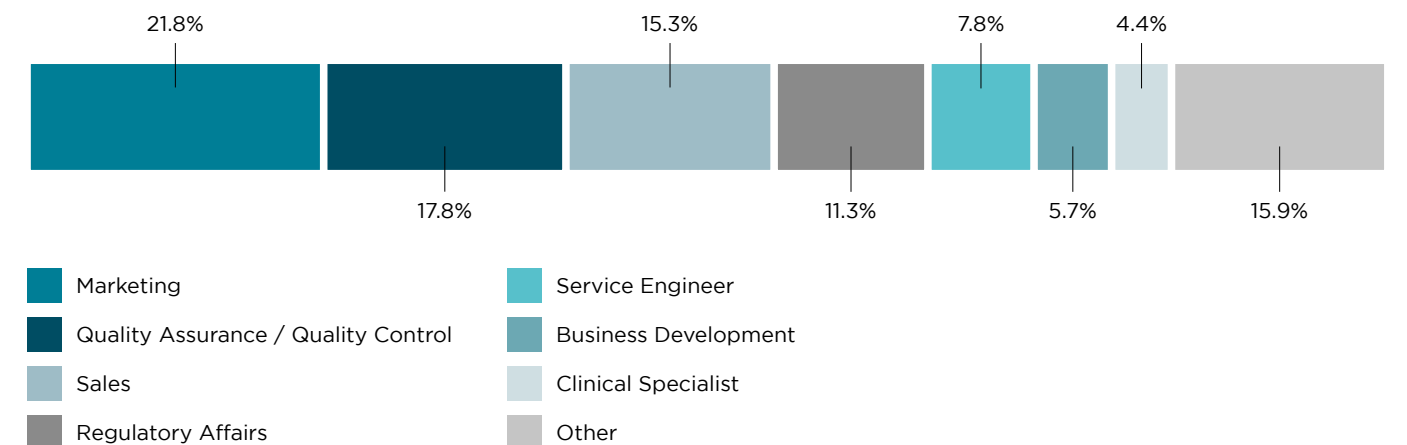
Industry Trends

The medical device sector is undergoing significant transformation, driven by rapid technological advancements in AI and IoT. These innovations are fueling demand for professionals who can harness digital tools to identify and create new business opportunities. High-growth areas such as cardiovascular devices and robotics continue to attract strong interest, while IT and AI integration in diagnostics is accelerating market expansion and increasing demand for strategic business planners. As Japanese manufacturers expand their global footprint, the need for experts in quality management and regulatory affairs who can navigate international standards is growing. Both Japanese and multinational firms are also enhancing local production systems overseas to align with global quality benchmarks, further boosting demand for globally competent talent.

Hiring Advice

The demand for skilled professionals with a global outlook remains strong, and adopting flexible hiring criteria is key to addressing talent shortages. Instead of limiting searches to candidates with direct medical device experience, consider professionals with transferable skills from technology or consulting fields. Offering flexible work arrangements, such as hybrid or remote options, can enhance your appeal to top candidates who increasingly value work-life balance. Maintaining an efficient hiring process and providing consistent follow-up after interviews is critical, especially in competitive sectors. While many organizations are emphasizing female recruitment to align with global diversity initiatives, ensuring a balanced approach to hiring remains essential to attract a diverse and highly qualified talent pool.

Job Opening Ratio

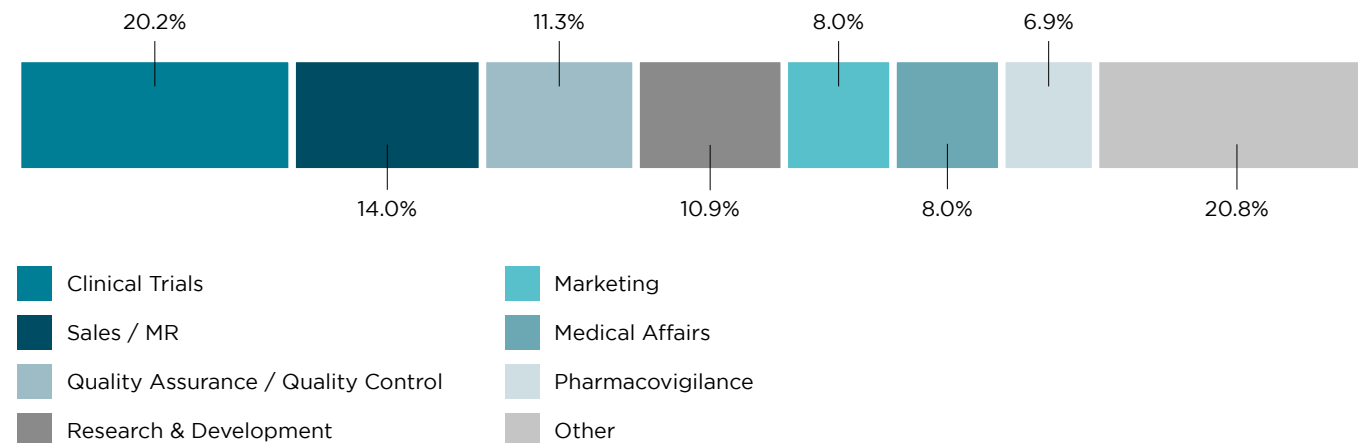


PHARMACEUTICAL

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Alliance Management	900	1200	1600
Biostatistics	700	900	1300
Clinical Trials	700	1000	1200
Drug Manufacturing	600	850	1200
Marketing	900	1400	1800
Medical Affairs	800	1100	1400
Medical Doctor	1400	1700	2200
Medical Researcher	700	1200	1500
Nurse	600	650	700
Pharmacist	600	650	700
Pharmacovigilance	600	900	1200
PMS	700	1000	1200
Pricing	900	1200	1500
Quality Assurance	600	900	1200
Regulatory Affairs	700	1000	1300
Research & Development	600	900	1200
Sales / MR	700	900	1300

Candidates Ratio



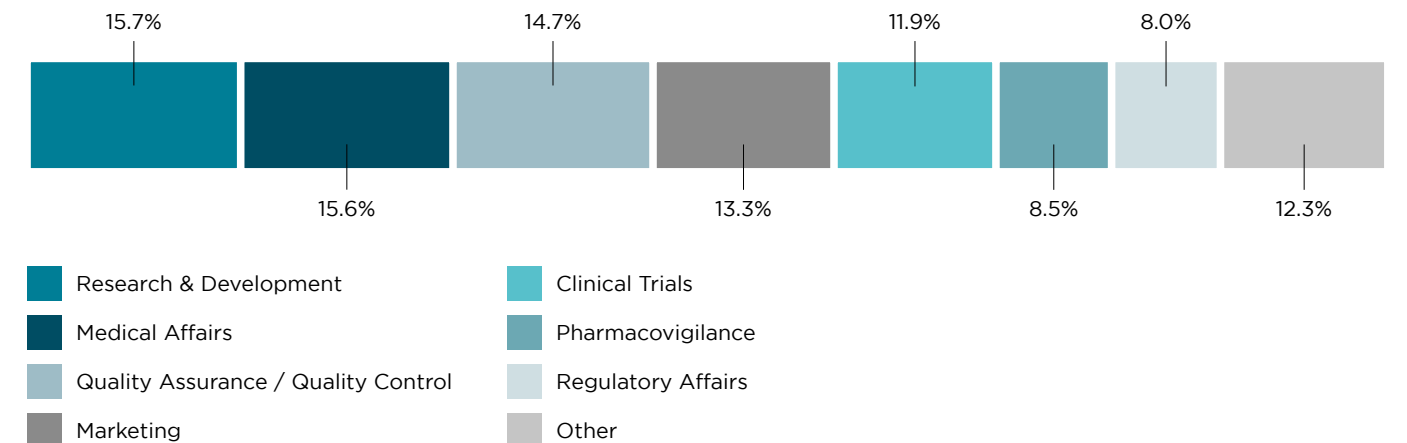
Industry Trends

The pharmaceutical industry is expected to maintain stable hiring levels in 2024, with increasing demand for specialized talent and professionals adept in digital tools and technologies. As companies prepare to launch numerous new products, roles in marketing and manufacturing are expanding, particularly at production facilities. Medical Science Liaison (MSL) positions remain a key focus, especially in specialized areas like oncology, gene therapy, and regenerative medicine. However, hiring in primary care has seen a slight decline. Additionally, more companies are outsourcing functions such as Clinical Research Associate (CRA) roles and marketing activities to improve efficiency, reflecting a broader shift toward streamlined operations across the industry.

Hiring Advice

Competition for clinical development and MSL professionals is expected to grow even fiercer by 2025. To address this, companies should adopt flexible hiring strategies, considering candidates who show potential rather than seeking perfect matches. Lengthy recruitment processes, which can span over a year, may be mitigated by investing in employee training programs to cultivate necessary skills in-house. Additionally, Japanese firms with traditional seniority-based pay systems face challenges competing against foreign competitors that offer performance-based compensation. To attract and retain top-tier talent, adopting merit-based salary structures and transparent evaluation systems tied to individual contributions will be essential. Clear career progression and opportunities for professional development should also be emphasized to stay competitive.

Job Opening Ratio

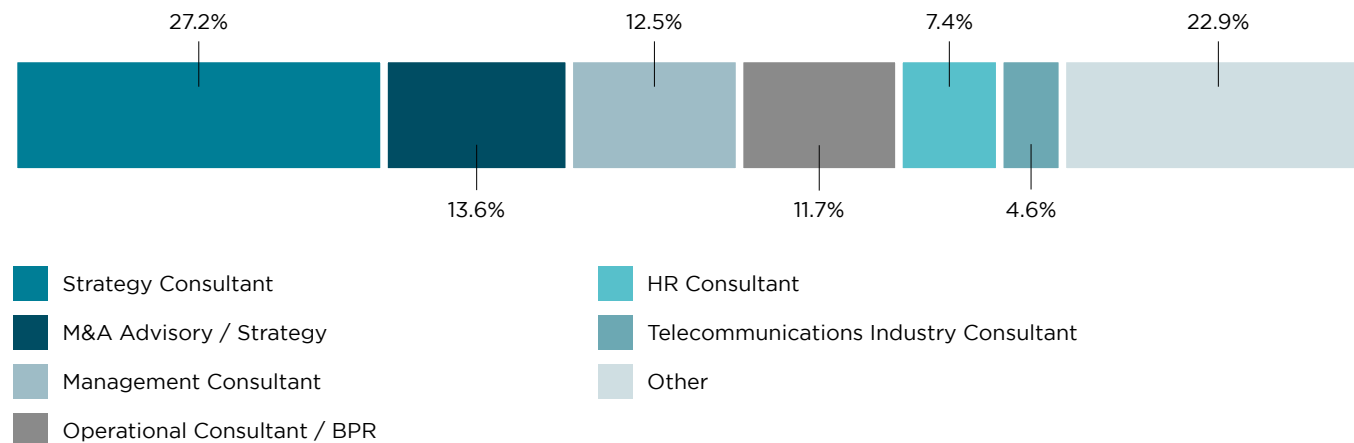


CONSULTING

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
BPR	900	1200	1600
Business Development	800	1200	1500
Corporate Strategy	800	1200	1500
Development & Training	700	900	1200
Financial Advisory	900	1200	1500
HR Consulting	900	1200	1500
Industrial Consulting	900	1200	1500
IT Security & Audit	800	1200	1400
M&A Advisory	900	1200	1500
Pre Sales / Post Sales	700	900	1200
Risk Consulting	800	1200	1500
Strategy Consultant	1200	1500	1800
Technology Consultant	800	1200	1500

Candidates Ratio



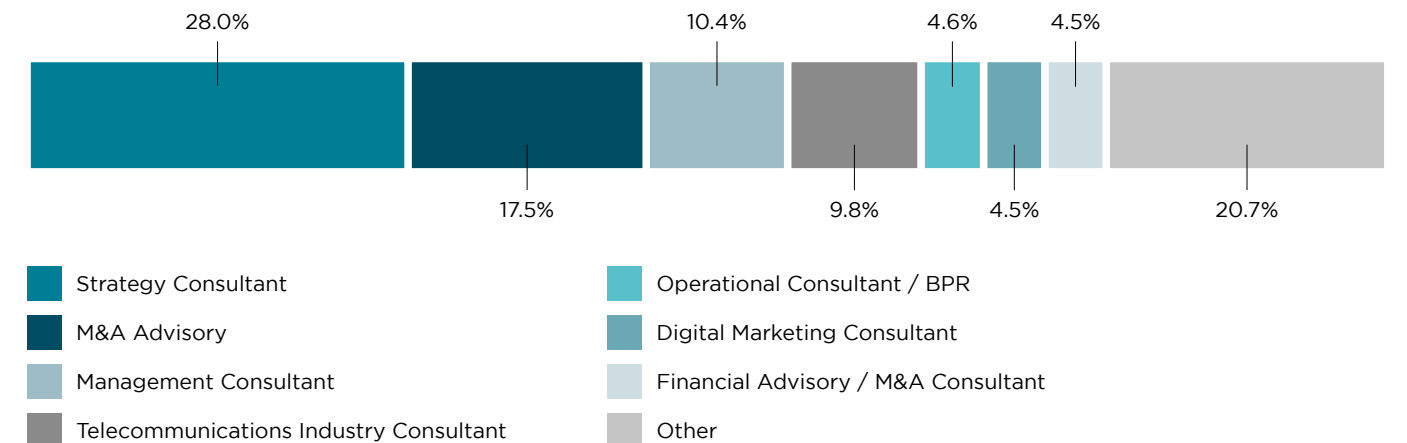
Industry Trends

The consulting sector, which has experienced steady expansion in recent years, is expected to face tempered growth amid shifts in the global economy. In Japan, large international consulting firms have been pivotal in driving the industry forward, but forecasts suggest that this growth will plateau after 2025. To manage costs, many firms are reducing large-scale hiring of junior consultants and instead emphasizing targeted hiring and graduate recruitment programs. Alongside this shift, the increasing role of digital transformation is reshaping skill requirements. For example, in accounting consulting, expertise in implementing accounting systems is becoming as essential as traditional certifications, reflecting the growing demand for IT and system integration skills across consulting roles.

Hiring Advice

The consulting industry remains fiercely competitive for top talent. Companies aiming to differentiate themselves must invest in building a compelling employer brand. Highlighting involvement in cutting-edge projects, leadership in digital transformation, or the adoption of technologies like AI can help attract candidates. For senior professionals, providing opportunities to tackle diverse and complex challenges outside conventional consulting work can be a key draw. To address immediate resource needs or specialized projects, leveraging freelancers or contract-based professionals can add agility to recruitment strategies. A flexible approach to hiring ensures organizations can remain responsive in a dynamic market.

Job Opening Ratio

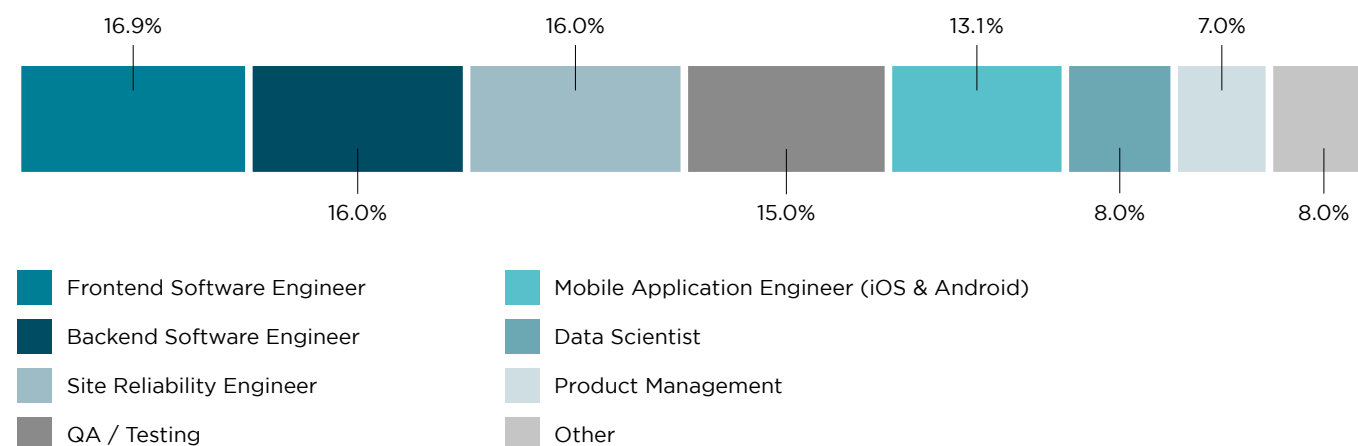


DIGITAL / ONLINE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Android Software Engineer	700	900	1200
Backend Software Engineer	800	1200	1500
CTO	1500	2200	3000
Data Engineer / Data Analyst	800	1200	1500
Development / Localization	700	900	1200
Frontend Software Engineer	700	900	1200
Full Stack Software Engineer	700	1100	1400
iOS Software Engineer	700	900	1200
Pre Sales / Post Sales	700	900	1200
Product Manager	800	1200	1500
Programmer / Software Engineer	700	1000	1200
Project Management	800	1200	1500
QA / Testing	600	900	1200
Sales Manager	1000	1400	1800
Scrum Master	800	1200	1500
Site Reliability Engineer	800	1200	1500
Strategic Business Development	800	1200	1500
Web Design / Producer	700	900	1200

Candidates Ratio



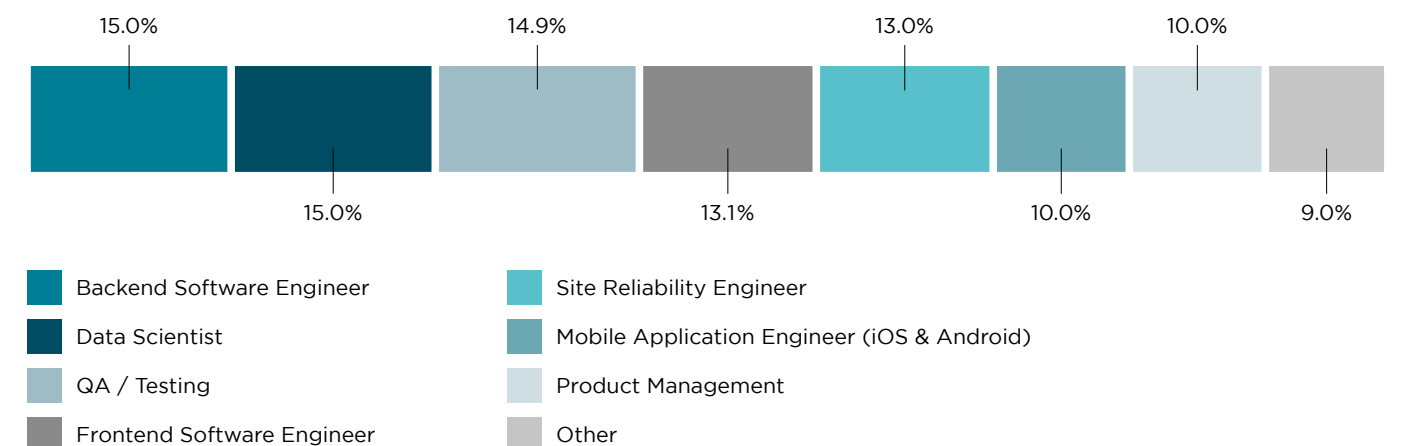
Industry Trends

Hiring in the digital and online IT sectors remains dynamic and highly competitive. Startups from regions such as China and Taiwan are increasingly establishing operations in Japan, further straining the already limited supply of skilled engineers. To adapt, some organizations are restructuring by appointing bilingual foreign professionals to lead engineering teams, often composed of members who work in non-Japanese languages. In the SaaS space, companies are broadening their focus from small and medium-sized businesses to enterprise clients, reflecting an evolving market strategy. Meanwhile, the growing emphasis on developing proprietary, data-driven solutions is driving a surge in demand for roles such as data scientists and AI specialists, which are becoming critical to business growth.

Hiring Advice

To remain competitive amid a persistent talent shortage, companies should actively integrate international professionals into their workforce, ensuring they foster an inclusive and supportive environment for diverse teams. Streamlining the recruitment process and maintaining a clear timeline for interviews and offers can also be decisive in securing top candidates. As competition from other lucrative industries such as consulting intensifies, organizations should regularly review their salary structures to align with market expectations, which can be a crucial factor in standing out in this high-demand sector.

Job Opening Ratio

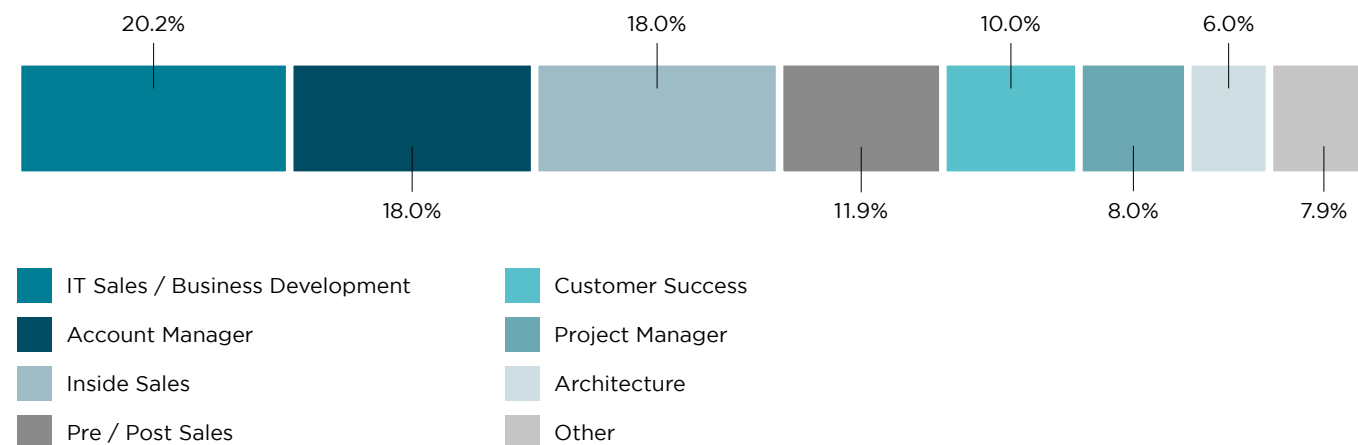


IT VENDOR

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Architecture	800	1200	1600
Business Development	800	1200	1600
Account Executive	800	1500	2200
Programmer / Software Engineer	700	900	1300
Project Management	800	1200	1600
Technical Support	600	1000	1500
Sales Operation Analyst	700	1100	1600
Sales Engineer	700	1000	1400
Technical Account Manager	800	1200	1600
Customer Success	800	1000	1600
Inside Sales	600	750	850
Sales Director	1800	2400	3000
Sales Manager	1200	1800	2400

Candidates Ratio



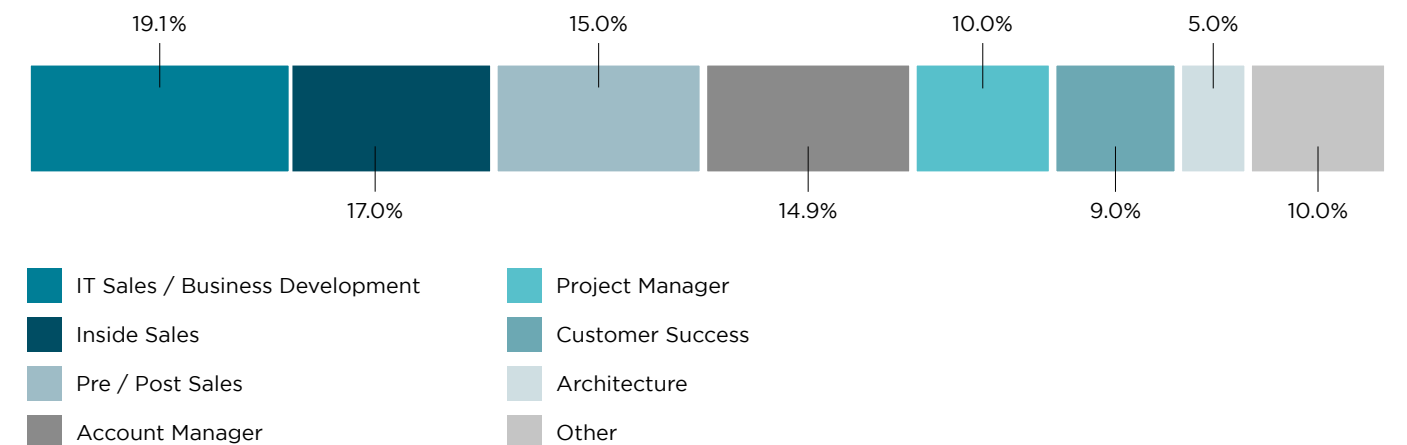
Industry Trends

The IT vendor sector is seeing a steady recovery in recruitment, driven by shifts in product strategies. Enterprise-focused companies are diversifying into SaaS solutions tailored for mid-sized businesses, while vendors traditionally serving smaller firms are developing offerings for large enterprises to capture a broader customer base. Collaborative partnerships, such as those between SAP and Salesforce, are reshaping service ecosystems and creating new opportunities. This evolution has fueled demand for skilled sales professionals to drive product adoption and for advanced customer success specialists who provide strategic, post-implementation support. Sales roles now require not only a deep understanding of technical solutions but also insight into customer-specific challenges, while engineers must combine technical expertise with strong communication capabilities.

Hiring Advice

The shortage of IT-savvy sales professionals and engineers with client-facing skills presents a significant hiring challenge. Companies should prioritize investing in training programs to upskill new hires and foster internal talent development. As the industry moves toward subscription-based models, roles in sales, customer success, and engineering increasingly require a blend of technical knowledge and exceptional customer service abilities. To remain competitive, firms must reassess salary structures to reflect the evolving skill demands. For organizations unable to rely solely on compensation, offering remote work options, flexible schedules, and clear paths for professional growth can be key differentiators in attracting and retaining top talent in this dynamic market.

Job Opening Ratio

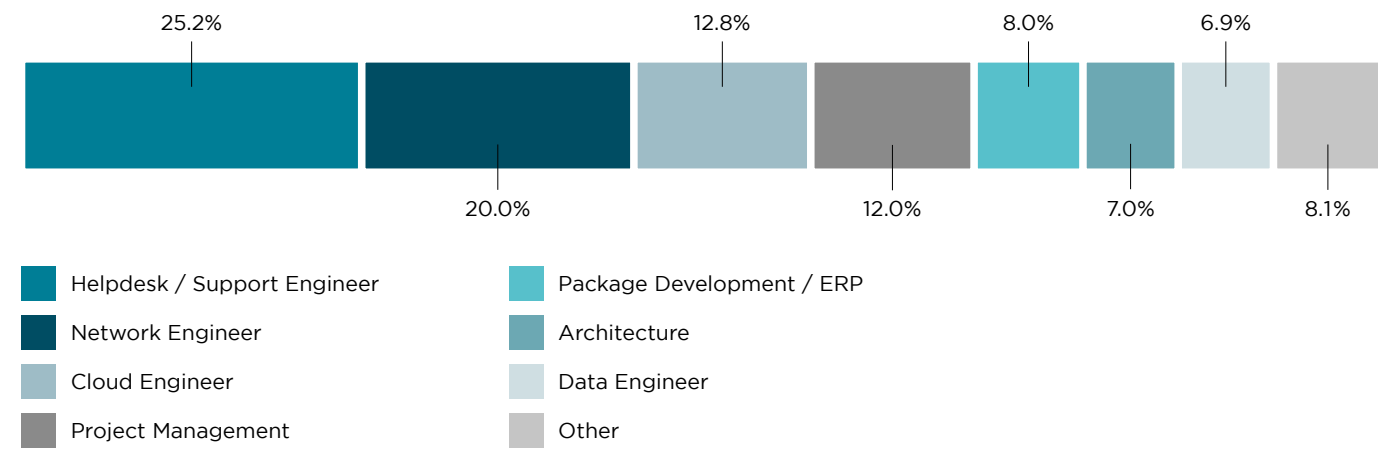


SYSTEM INTEGRATION

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Architecture	800	1200	1600
BI / Data Warehouse	800	1200	1500
Business / Systems Analyst	800	1100	1400
Cloud Engineer	800	1200	1600
DBA / Database Engineer	800	1100	1400
Embedded Engineer	700	900	1200
IT Consultant	800	1200	1600
IT Management	800	1200	1500
Network Engineer	700	900	1200
Pre Sales / Post Sales	800	1000	1200
Project Management	800	1200	1800
QA / Testing	600	900	1200

Candidates Ratio



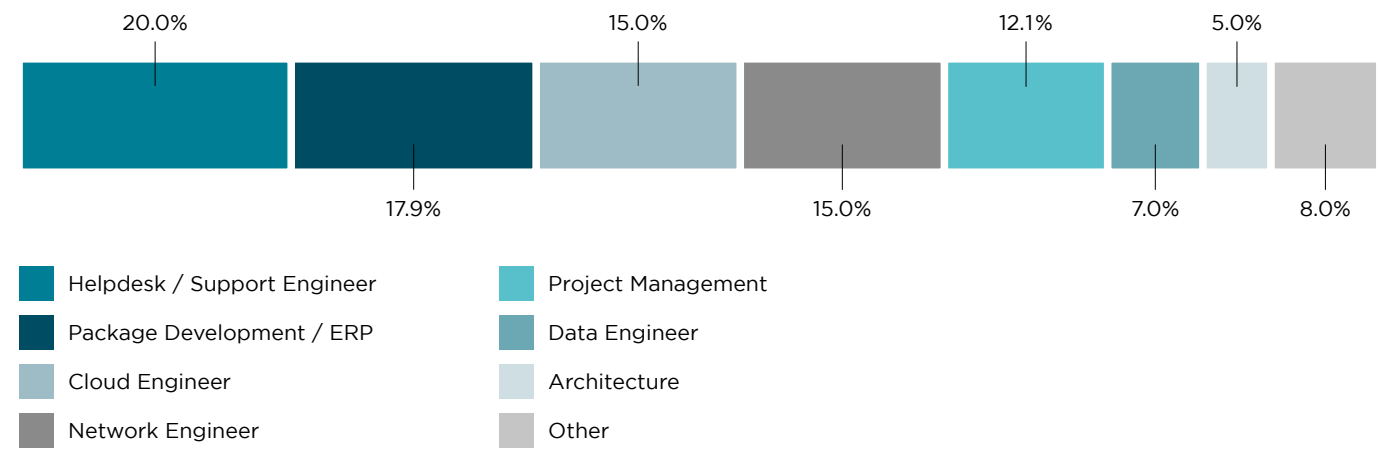
Industry Trends

The system integration industry is expected to see continued active investment in systems moving forward. Enhancing IT infrastructure has become a key focus, particularly in areas like cloud technologies and cybersecurity. This trend has led to increased demand for professionals with expertise in cloud-native application development and “DevSecOps”—a development methodology that integrates security into the software lifecycle. The ongoing transition from traditional waterfall development to agile methodologies is further fueling the need for agile specialists. Meanwhile, hiring activity around SAP systems has intensified, largely driven by the impending “2027 problem,” as companies seek talent to manage the transition to newer platforms.

Hiring Advice

To secure top IT talent in this competitive landscape, companies should foster a flexible and inclusive hiring framework. Embracing foreign professionals and offering the option for side jobs can attract a broader range of candidates. Flexible employment arrangements, such as post-retirement roles for senior professionals, are also gaining traction as effective retention strategies. Alumni hiring, where organizations re-engage former employees, can provide access to highly capable individuals already familiar with the business. Strengthening employer branding is another critical step—leveraging initiatives like webinars, industry events, or online showcases can help highlight the organization’s unique appeal and attract high-caliber professionals.

Job Opening Ratio





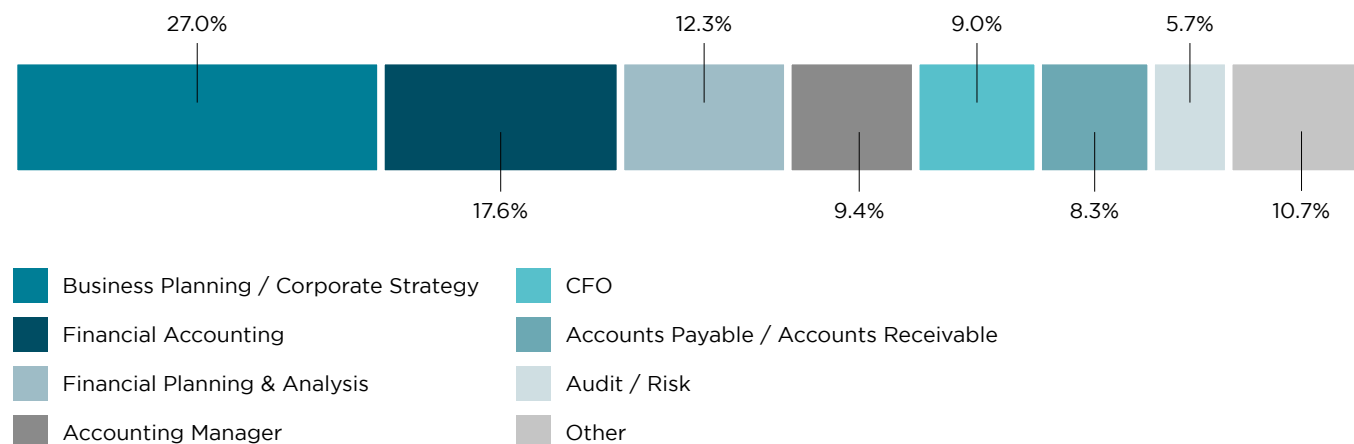
CORPORATE FUNCTIONS

ACCOUNTING AND FINANCE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Accounting Manager	800	1100	1500
Accounts Payable / Accounts Receivable	600	700	900
Audit / Risk	600	1000	1500
Business Planning	900	1200	2000
CFO	1200	2500	4000
Finance Manager	1000	1200	1800
Financial Accounting	600	800	1000
Financial Planning & Analysis	800	1000	1200
Investor Relations	700	900	1500
Tax / Treasury	600	800	1500

Candidates Ratio



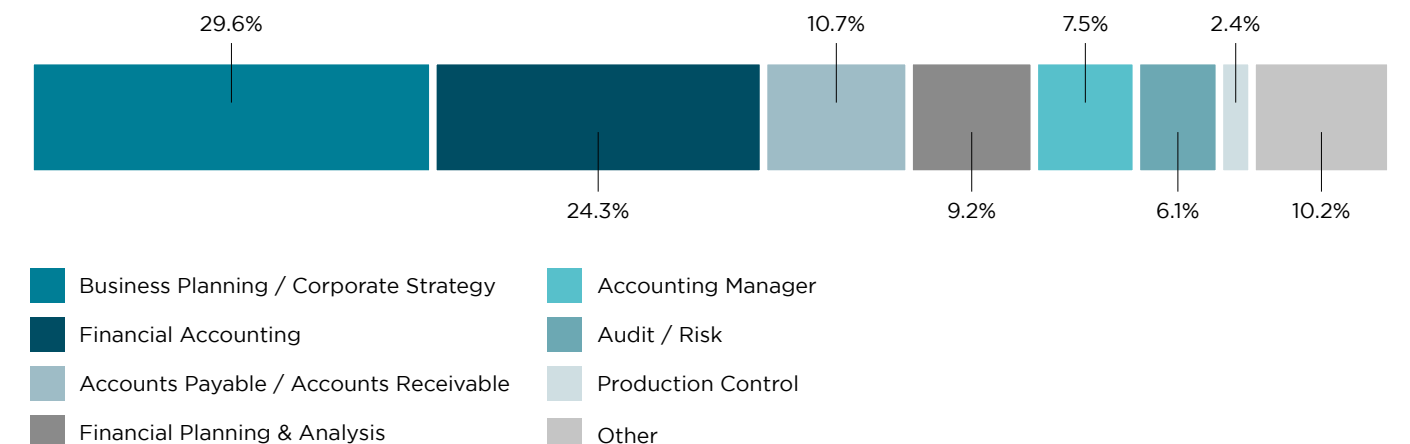
Industry Trends

In the accounting and finance sector, demand for bilingual professionals proficient in international accounting standards (IFRS) and complex tax regulations is on the rise. This trend is particularly strong among multinational companies and organizations expanding globally. As engagement with international institutional investors grows, English language proficiency is becoming crucial, especially in investor relations roles. Additionally, the outsourcing of accounting functions to overseas hubs is creating opportunities for professionals to manage and lead these transitions. Technological advancements are reshaping the sector, with skills in areas like AI-powered analytics, risk assessment, and strategic planning in high demand. This reflects a shift from traditional accounting tasks to roles requiring broader strategic and technological expertise.

Hiring Advice

The hiring landscape in accounting and finance is increasingly competitive, with compensation playing a pivotal role in securing top talent. Specialists with bilingual capabilities and expertise in international tax laws are commanding premium salaries, prompting employers to reassess their pay structures. While mid-level bilingual professionals remain in short supply, a wealth of experienced senior talent offers valuable opportunities for companies. As many businesses return to office-centric operations, providing flexible arrangements, such as hybrid or remote work options, can differentiate organizations and attract diverse candidates. Firms that adapt to these shifts will have an edge in engaging skilled professionals in this dynamic market.

Job Opening Ratio

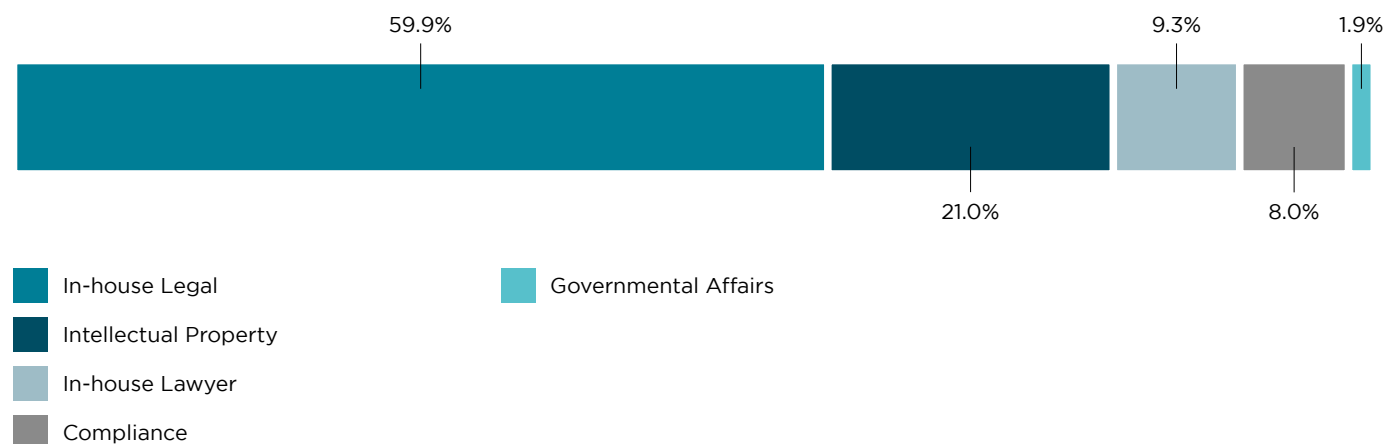


LEGAL / IP / COMPLIANCE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Compliance / Risk	700	1000	1500
Governmental Affairs	600	800	1200
In-house Lawyer	900	1500	2500
In-house Legal	600	1000	1700
Intellectual Property	600	1000	1300
Legal Counsel	1000	1500	2500
Paralegal	500	600	700
Partner	3500	4500	6000
Private Practice	900	1300	3000
Head of Legal / General Counsel	1700	2300	3500

Candidates Ratio



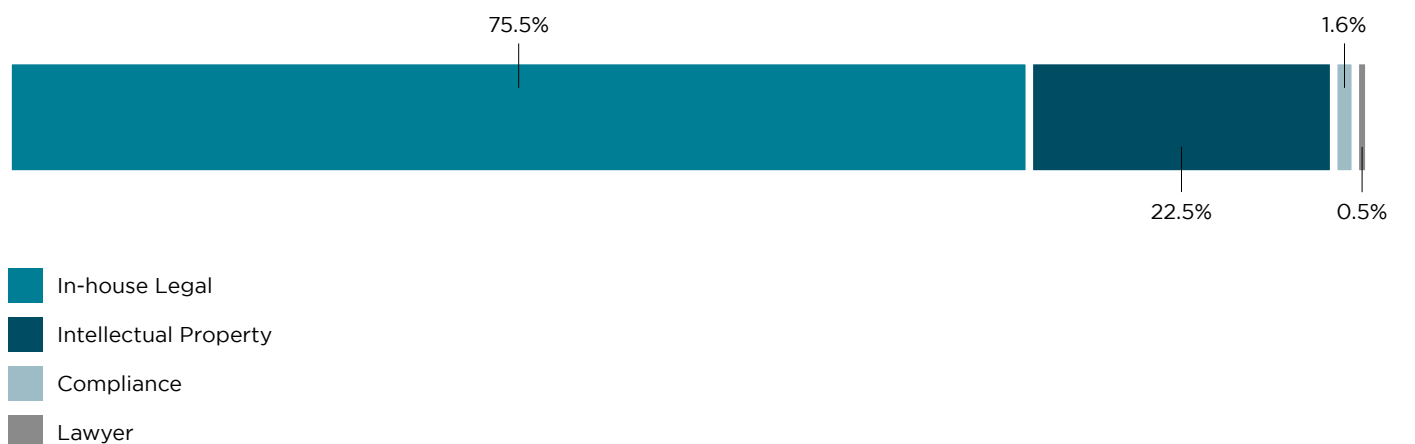
Industry Trends

The legal, intellectual property, and compliance sectors are witnessing sustained growth as organizations prioritize risk management and regulatory adherence. Startups preparing for IPOs and established firms enhancing governance frameworks are driving a surge in demand for skilled professionals. Globalization has amplified the need for expertise in cross-border legal matters and compliance with international standards, with a strong emphasis on fluency in English for drafting and negotiations. Foreign-owned companies are increasingly seeking bilingual leaders to align local operations with global policies, creating opportunities for candidates proficient in bridging cultural and operational gaps. Meanwhile, the rapid evolution of regulatory landscapes has further solidified the importance of compliance professionals in safeguarding organizational integrity.

Hiring Advice

Intensified competition for skilled professionals in legal, IP, and compliance roles has prompted significant adjustments in hiring strategies. While competitive compensation remains crucial, companies unable to offer top-tier salaries should emphasize unique selling points, such as clear career progression, exposure to high-impact projects, and flexible work arrangements. Remote and hybrid work options continue to be decisive factors for candidates evaluating opportunities. To enhance agility, employers are advised to streamline their recruitment processes, as top talent often entertains multiple offers. Broadening search criteria to include professionals from adjacent industries or those with transferable skills can help address talent shortages. Temporary or contract positions may also provide immediate solutions for urgent needs.

Job Opening Ratio

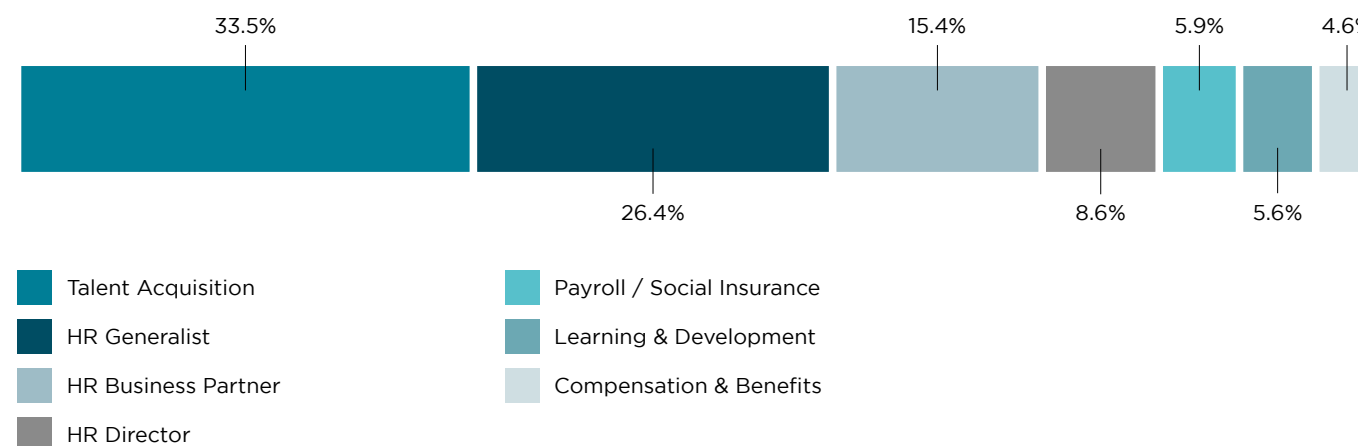


HUMAN RESOURCES

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Compensation & Benefits	700	1300	2000
Employee Relations	700	900	1300
Global HR	600	800	1500
HR Business Partner	800	1200	2000
HR Generalist	700	900	1200
HRIS	600	800	1200
Learning & Development	600	1200	2000
Payroll / Social Insurance	600	800	1200
Talent Acquisition	600	1000	2000
Talent Management	800	1200	1800
HR Director	1500	2000	3500
HR Manager	800	1000	1300

Candidates Ratio



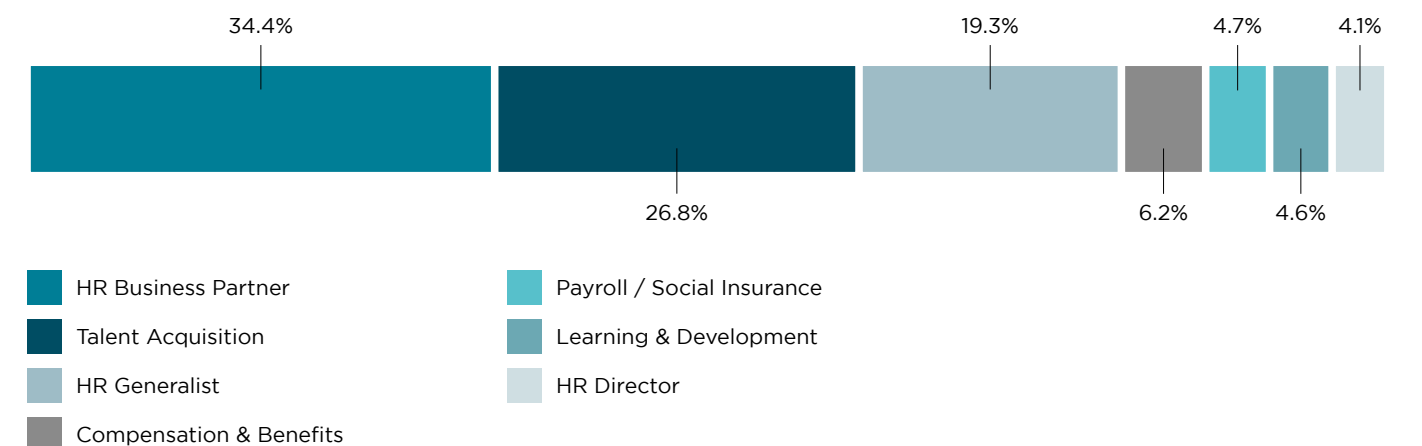
Industry Trends

The HR sector is seeing increased demand for bilingual professionals as Japanese companies with overseas operations expand their global HR teams to support international growth. Expertise in change management and negotiation is particularly sought after, driven by the need to align HR practices with dynamic global markets. The recovery of the tourism industry post-COVID is also boosting HR recruitment, especially in the retail and hospitality sectors. Multinational corporations are focusing on strategic roles, including HR Business Partners and HR Directors, to facilitate their expansion efforts. However, amid global economic uncertainties, many organizations are adopting stricter hiring criteria for senior roles, often resulting in prolonged recruitment cycles that exceed three months.

Hiring Advice

To secure top talent in this competitive landscape, companies must streamline their hiring processes by focusing on core qualifications and reducing unnecessary delays. A strong employer brand that emphasizes inclusivity, cultural openness, and respect for diversity can significantly enhance appeal to candidates. Providing timely feedback after interviews and maintaining transparent, engaging communication helps deliver a positive candidate experience. Additionally, partnering with recruitment agencies can expedite the hiring process by efficiently matching candidates to the organization's specific needs. Such strategies can ensure your company stands out in attracting and retaining the best HR professionals.

Job Opening Ratio

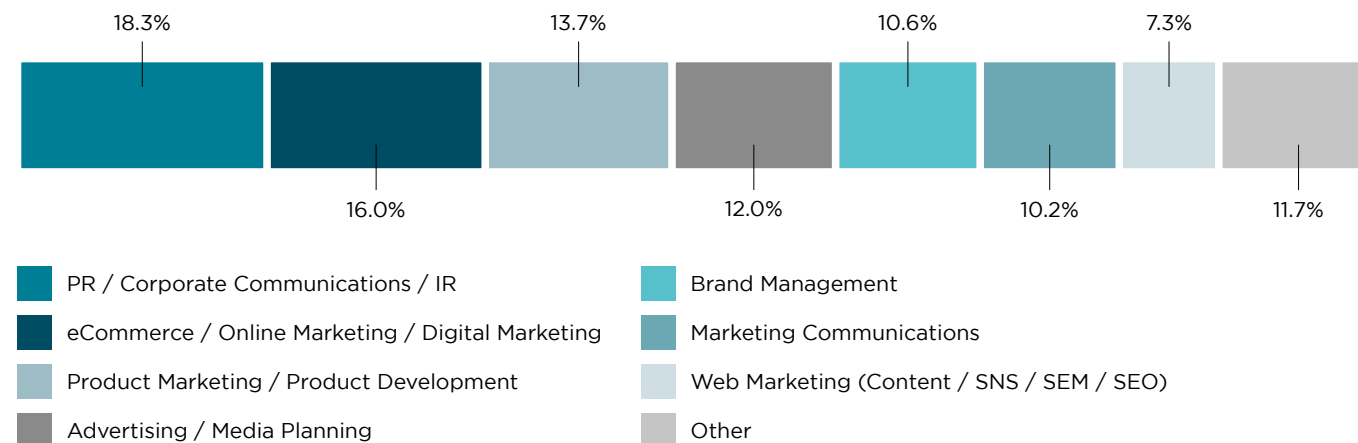


MARKETING

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Agency Account Manager	800	1000	1500
Brand Marketing / Brand Management	700	1100	1400
Product Marketing	700	1200	1500
Country Manager / Representative	1800	2500	3500
Data Analyst / Sales Planning	600	800	1300
E-Commerce Management	700	1000	1700
Market Research	600	800	1500
Marketing Director	1500	1800	2100
Media Planning	600	800	1300
Merchandiser	600	900	1300
Online Marketing / Digital Marketing	600	1100	1700
Marketing Communications	800	1000	1400
PR / Corporate Communications	700	1100	1700
Social Media Manager	400	600	1200
SEO Manager	500	800	1500

Candidates Ratio



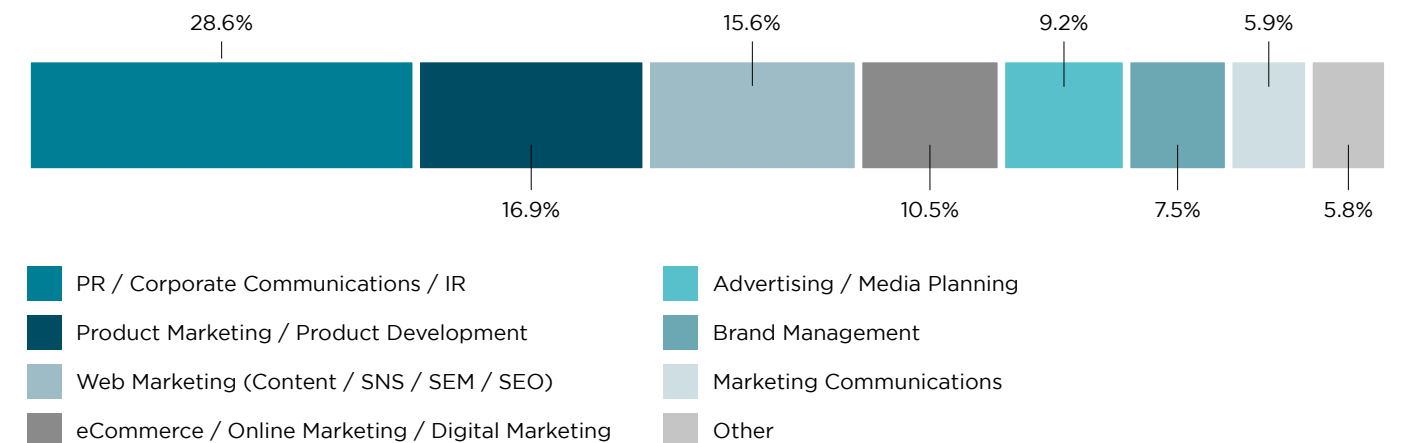
Industry Trends

Recruitment in the marketing sector has started to recover following hiring freezes in late 2023, with a notable uptick in activity across IT, e-commerce, and other digitally focused industries. High demand exists for specialists in digital marketing, social media, and influencer engagement, reflecting the ongoing pivot to online platforms. Conversely, job opportunities in traditional media, such as broadcasting and print, continue to decline due to the growing dominance of digital channels. More companies are now focusing on building in-house marketing teams, emphasizing the need for versatile professionals who can craft, implement, and oversee comprehensive strategies rather than relying on external agencies.

Hiring Advice

The marketing talent market remains highly competitive, particularly for senior-level digital marketing professionals. Differentiating your organization is essential, as top candidates often consider multiple offers. Creative approaches, like hosting informal networking events or personalized meetings, can provide a better sense of your company's culture and vision. Flexible work options, such as hybrid schedules or remote opportunities, are becoming critical in attracting a broader range of candidates. Additionally, presenting clear pathways for professional development, including promotions and skill-building opportunities, can make your offer more appealing. Highlighting these aspects can help secure top-tier marketing talent in this candidate-driven environment.

Job Opening Ratio

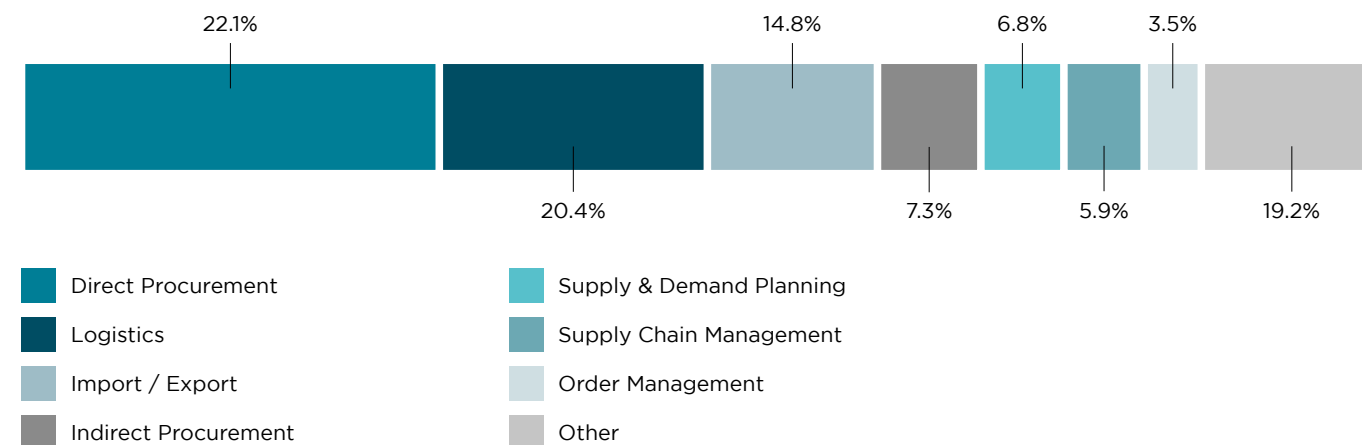


SUPPLY CHAIN MANAGEMENT

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
4PL	600	800	1000
Customer Service	600	800	1200
Direct Procurement	600	1000	1500
Distribution	600	800	1200
Import / Export	600	700	800
Indirect Procurement	700	1200	1800
Inventory Control	600	700	800
Kaizen / Six Sigma / BPR	700	1200	1500
Logistics	700	1200	2000
Merchandising	600	700	900
Order Management	600	700	800
Production Control	600	700	1000
Supply & Demand Planning	700	1000	1500
Supply Chain Management	1000	1500	2000
Warehouse Management	600	900	1200

Candidates Ratio



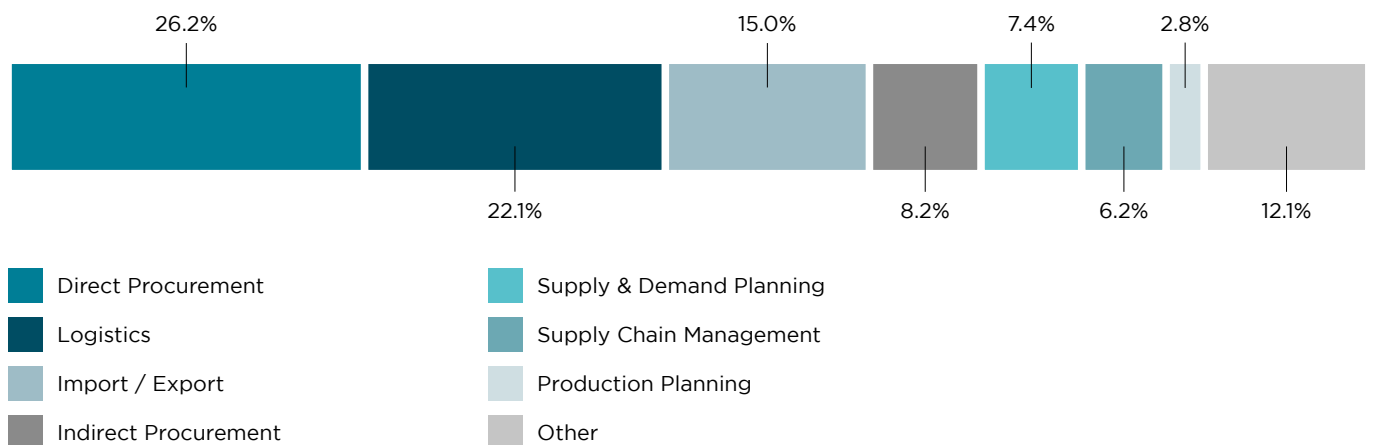
Industry Trends

The supply chain sector is undergoing rapid transformation driven by digitalization, with IoT and AI-powered systems replacing traditional management tools. This shift has heightened demand for professionals skilled in leveraging advanced technologies to optimize operations and improve supply chain visibility. Sustainability is becoming a core focus, as companies prioritize compliance with environmental regulations and green procurement practices. Candidates with expertise in meeting environmental KPIs or implementing sustainable practices are increasingly sought after. Additionally, global supply chain disruptions and the weaker yen have prompted a shift toward domestic sourcing and production. This trend underscores the need for adaptable professionals who combine technical expertise with a global perspective to navigate evolving market dynamics.

Hiring Advice

The limited availability of candidates with specialized skills has intensified competition, particularly in emerging roles like green procurement. Companies can address this by broadening their hiring criteria to include candidates with transferable skills and providing training programs to bridge skill gaps. For roles where talent is scarce domestically, considering international candidates and offering language support, such as interpreters, can significantly expand the talent pool. Fast-tracking the hiring process is essential, as top candidates are often quickly snapped up by competitors. To remain competitive, companies should also focus on highlighting career development opportunities and leveraging strong employer branding to attract the best talent in this dynamic field.

Job Opening Ratio

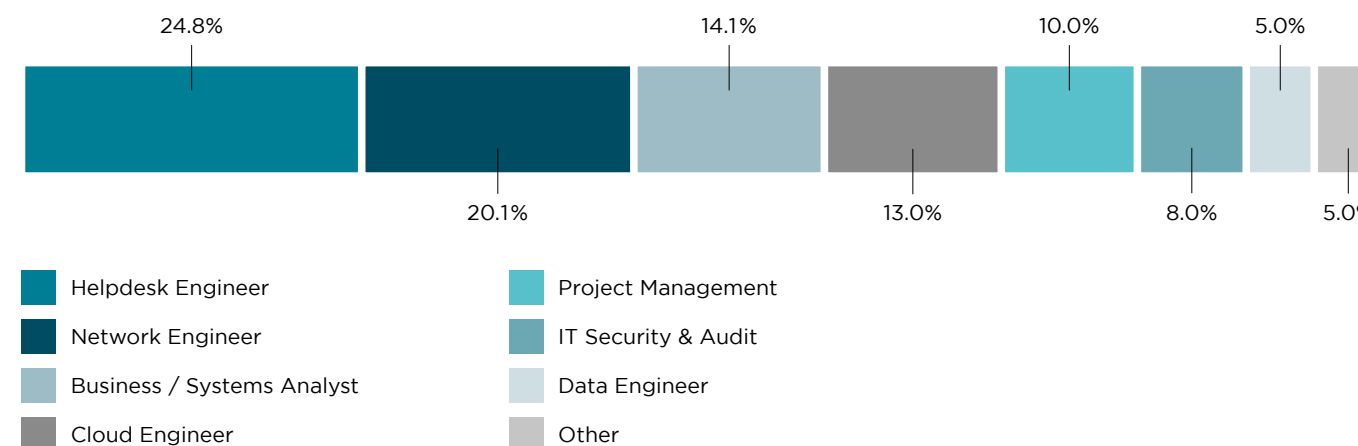


IT INHOUSE

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Architecture	800	1200	1500
BI / Data Warehouse	800	1200	1500
Business / Systems Analyst	800	1100	1400
CIO	1500	2200	3000
Cloud Engineer	800	1200	1500
DBA / Database Engineer	800	1100	1400
Helpdesk Engineer	500	700	900
IT Management	900	1200	1500
IT Planning / DX Planning	800	1200	1500
IT Security & Audit	800	1200	1500
Network Engineer	600	800	1000
Programmer / Software Engineer	700	1000	1200
Project Management	800	1200	1500
QA / Testing	700	900	1200
System Administrator	600	800	1000
Web Design / Producer	700	900	1200

Candidates Ratio



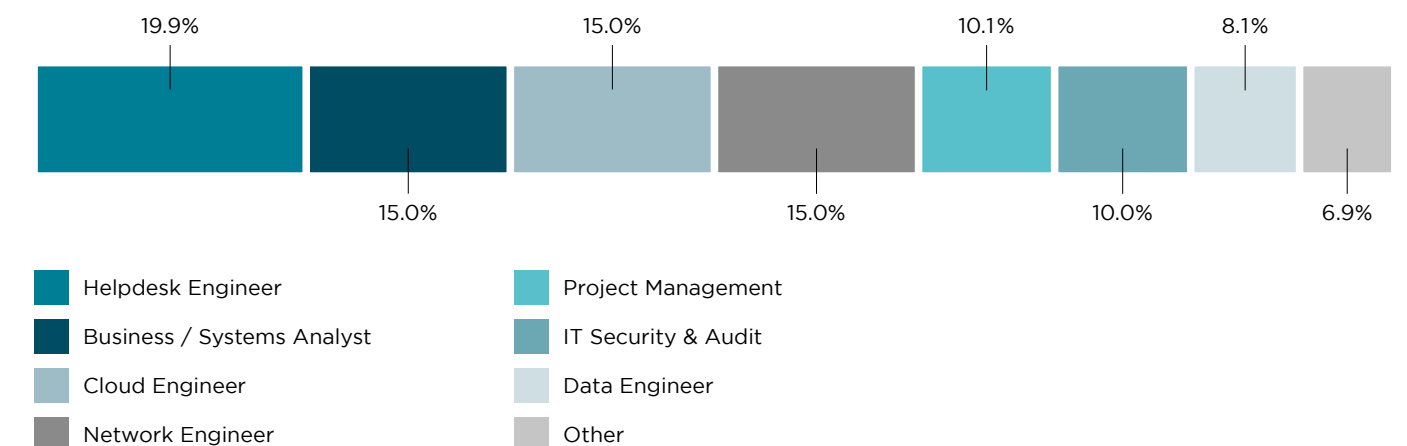
Industry Trends

The accelerated pace of digital transformation is driving significant growth in demand for in-house IT professionals across various industries. Companies are increasingly leveraging AI to improve operational efficiency, address labor shortages, and reduce costs, leading to a rise in roles centered on strategic DX and process optimization. These positions are gradually eclipsing traditional roles like network engineers and IT support staff. Many organizations are also opting to internalize system development to build core technological expertise, though the persistent shortage of IT engineers presents a considerable challenge. Foreign companies, meanwhile, continue to seek managers to lead Japanese operations, albeit on a smaller hiring scale.

Hiring Advice

Competing with consulting firms and IT vendors for in-house IT talent requires businesses to remain competitive in compensation and benefits. Offering flexible work policies, such as remote work options and support for side projects, can help attract a wider pool of candidates. For roles requiring bilingual expertise, companies may benefit from easing Japanese language requirements to tap into a broader range of talent. Where hiring full-time staff proves difficult, alternative solutions like engaging freelancers or outsourcing key functions can help address immediate staffing needs while maintaining operational momentum.

Job Opening Ratio

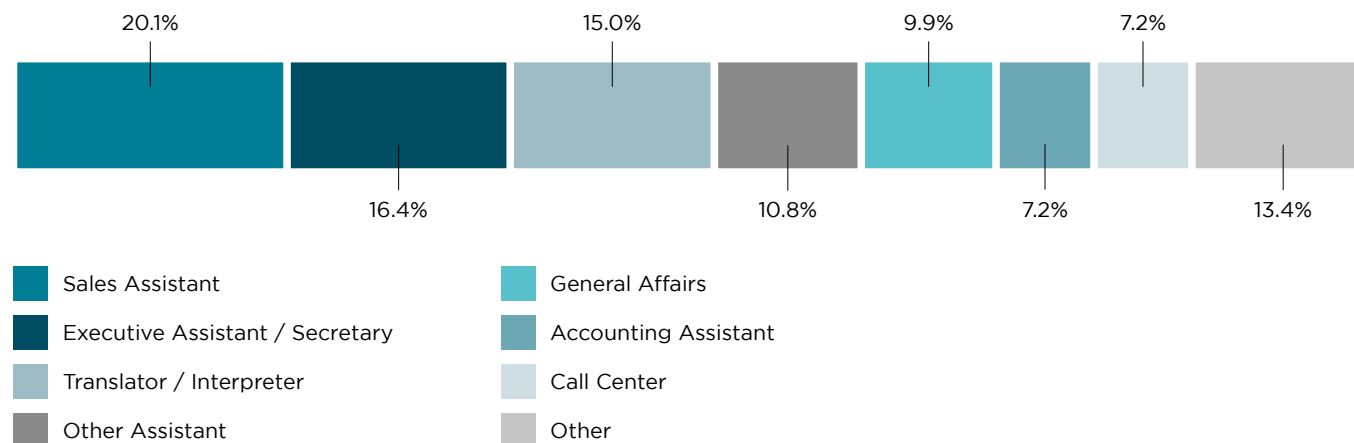


OFFICE SUPPORT

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Accounting Assistant	400	500	600
Call Center	350	550	800
Executive Assistant / Secretary	400	700	1000
General Affairs	500	800	1200
HR Assistant	400	500	600
Logistics Assistant	400	500	600
Marketing Assistant	400	500	600
Office Manager	700	900	1200
Sales Assistant	450	550	650
Group Assistant	400	500	600
Translator / Interpreter	600	800	1000

Candidates Ratio



Industry Trends

The office support sector remains a strong area of hiring demand, driven by evolving business needs and global interactions. The post-pandemic return of foreign executives to Japan has significantly increased the need for secretarial and interpreter roles with advanced English proficiency. Meanwhile, industries like semiconductors, heavily reliant on the Chinese market, are placing a premium on multilingual professionals, particularly those fluent in English and Chinese. The rise of remote work has heightened the importance of digital proficiency, with candidates who can efficiently manage tasks using modern software and tools in high demand. As automation takes over routine duties, companies are prioritizing professionals with specialized skills capable of adding strategic value beyond traditional administrative tasks.

Hiring Advice

To attract top talent in this competitive market, companies should offer flexible work arrangements tailored to individual needs. Accommodating candidates at different life stages—such as those balancing parenting or caregiving responsibilities—through hybrid schedules or flexible hours can broaden the talent pool and enhance retention. With multilingual professionals in high demand, streamlining the hiring process and considering candidates with diverse backgrounds or unconventional career paths can give companies a competitive edge. Additionally, many candidates view career changes as opportunities to advance their skills or earnings. Clearly outlining career growth opportunities and defined promotion paths can help employers attract ambitious professionals seeking long-term development.

Job Opening Ratio

