2026
BRS SALARY GUIDE

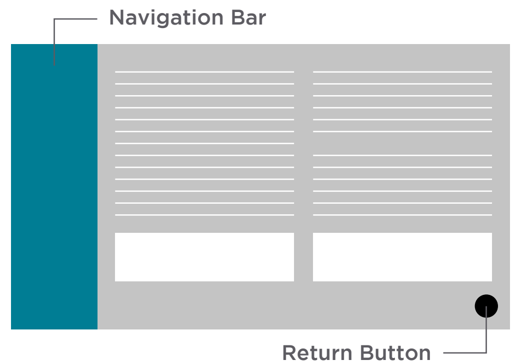
About BRS Salary Guide

The BRS annual salary guide provides insights into market trends, salary benchmarks, and forecasts for the coming year across all industries and job functions covered by BRS.

The 2026 edition draws on data collected over the past year and the knowledge of BRS consultants, shaped by their close connections with clients and candidates.

HOW - TO

This is an interactive PDF that can be clicked and interacted with. Refer to the guide below for instructions on how to use this document.



Navigation Bar:
Access all pages from the navigation bar by clicking on the page titles / sections.

Return Button:
Click this button to return to the previous page.

INDEX

A Message from Top Management 3

Industry Trends

- Automotive 6
- Consumer Products / Chemicals 7
- Electronics / Machinery 8
- Energy / Construction 9
- Life Science 10
- Consulting / System Integration 11
- Technology / Digital Service 12
- Corporate Functions 13

Salary Forecast

- Automotive 15
- Chemical 16
- Electronics / Machinery 17
- Energy / Construction 18
- Medical Device 19
- Pharmaceutical 20
- Consulting 21
- System Integration 22
- IT Vender 23
- Digital / Online 24
- Accounting and Finance 25
- Legal / IP / Compliance 26
- Human Resources 27
- Marketing 28
- Supply Chain Management 29
- IT Inhouse 30
- Office Support 31

About BRS 32

A Message from Top Management

Takeshi Miyahara
Senior Executive Manager,
Executive Division,
PERSOL CAREER CO., LTD.

Japan's recruitment market continues to recover steadily from the pandemic, and corporate hiring sentiment remains strong. Candidates continue to hold the advantage, and the competition to secure talent shows no signs of slowing down.

As AI rapidly becomes integrated into business operations, companies are entering a major inflection point in how they approach investment in human capital. Organizations are redefining the ideal balance between "roles that must be performed by people" and "roles that can be enhanced through AI," prompting structural and operational transformations. At the same time, regardless of company size, business portfolio restructuring, reorganization, and M&A are accelerating to secure sustainable long-term growth. With expansion into high-growth sectors and overseas markets gaining momentum, the redesign of talent strategies to support those ambitions has become urgent. As a result, the competition for globally capable professionals is more intense than ever.

Shifts in social values and working styles are also shaping how individuals view their careers. Among younger generations in particular, interest in well-being is rising, and more seek to build careers aligned with their personal values and societal impact. Companies are responding by rethinking their systems and introducing more flexible working models to create environments where diverse talent can thrive. The increasing uptake of paternity leave in Japan is one such example.

These changes are dramatically transforming corporate hiring practices. An increasing number of companies are revisiting their compensation models to attract high-caliber talent by reflecting skills and market value more accurately. Recruitment is no longer simply a matterof matching job requirements to experience; the focus is shifting toward building a successful and sustainable workforce. As a result, proactively communicating a company's vision and strengths to candidates has become a critical element of talent acquisition.

Modern organizations require more than traditional recruitment services; they need partners who can align hiring strategies with business goals and strengthen competitive advantage over time. BRS fulfills this role by offering end-to-end RPO services, combining strategic design, talent sourcing, and branding initiatives with access to top-tier professionals.

As the pace of change intensifies, organizations must refine recruitment practices that remain aligned with their core vision and values while responding to shifting market conditions. The BRS Salary Guide aims to offer perspective and serve as a valuable resource in shaping effective hiring strategies.

Director Notes

Satoshi Nakano
Director / Head of Recruitment Services
BRS Division
PERSOL CAREER CO., LTD.

In recent years, the importance of globally minded talent with strong language skills has increased across all industries. The business environment surrounding companies is changing at unprecedented speed, driven by shifts in the global economy and geopolitical risks. Supply chain restructuring, the expansion of offshore development, and rising inbound demand are just a few examples of developments forcing companies to adapt rapidly. In this new era, collaboration on a global scale is no longer an option—it is now essential for sustainable corporate growth. Talent equipped with the language skills to support such collaboration is, without question, a critical factor in maintaining competitive strength.

To secure high-caliber professionals, organizations must go beyond conventional recruitment practices and take a more strategic approach to hiring. In addition to changes in the business environment, diversifying candidate values are driving the development of new recruitment methods, making the hiring landscape increasingly complex. For many companies, the core issue is not the lack of available hiring tools, but the lack of clarity around the true nature of their hiring challenges. Traditional, reactive recruiting models are reaching their limits. Going forward, it will be vital to analyze both market dynamics and internal hiring challenges, clearly define “whom” and “why” the organization wants to hire, and communicate the value the company can offer in a strategic and consistent manner.

BRS will continue to partner with organizations as a strategic advisor in hiring—solving key recruitment issues, shaping effective strategies, and creating exceptional candidate experiences to foster sustainable corporate growth.

Aiko Tokuhisa
Director / Head of RPO Services, BRS Division
PERSOL CAREER CO., LTD.

In today’s rapidly evolving talent market, the disparity in recruitment capabilities among organizations continues to widen. Companies that struggle with hiring often remain confined to a reactive, vacancy-driven approach. In contrast, high-performing organizations view recruitment not as a routine HR function, but as a critical component of their overall business strategy. They clarify their corporate direction and challenges first, then define the talent required to solve them. By adopting this structural and forward-looking approach, they consistently maintain a strong competitive edge in attracting top talent. Consequently, the role of recruiters is shifting from operational heavy to a more strategic, business-oriented function.

Japan’s workforce demographics show that the number of full-time employees in the younger and mid-career age groups is steadily declining. Meanwhile, the share of senior workers aged 60 and above, as well as those working under new employment models such as contract-based or project-based arrangements, is increasing. Going forward, recruitment success will hinge on moving beyond the competition for a limited pool of full-time employees and embracing a more flexible view of talent. Adopting flexible solutions—such as leveraging outsourced professionals, offering hybrid work arrangements, and proposing supportive policies for working parents— while defining critical skillsets needed in an organization, will be key to strengthening and driving recruitment performance.

However, the reality at the operational level is that the urgent need to fill current vacancies often takes precedence over integrating recruitment into a broader business strategy. BRS’s RPO solution addresses this challenge by driving day-to-day hiring forward while laying the foundation for long-term workforce transformation. By bridging the gap between frontline recruitment and senior leadership and enabling the shift toward a more strategic hiring framework, it delivers progress today and positions organizations for future success.

Industry Trends

Automotive 6
Consumer Products / Chemicals 7
Electronics / Machinery 8
Energy / Construction 9
Life Science 10
Consulting / System Integration 11
Technology / Digital Service 12
Corporate Functions 13

TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

Automotive

Industry Trends

Advancements in EVs, autonomous driving, and connected car technologies are intensifying competition for engineers in the automotive industry. Software and digital development skills are in particularly high demand, and salaries are rising as overseas startups enter the market. Meanwhile, “Tier 0.5” companies, positioned between OEMs and Tier 1 suppliers, are gaining prominence. These firms play a critical role in collaborative development of software and electronic control systems, which is also driving talent mobility across the industry. Although recent U.S. policy changes temporarily slowed some EV projects, hiring demand for EVs, hybrids, and battery technologies remains strong, supported by sustainability and CO_2 reduction goals. Passenger car manufacturers are doubling down on electrification, prompting engineers with conventional engine expertise to transition toward commercial vehicle development as market needs evolve.

Hiring Advice

Hiring software engineers has become increasingly difficult as automotive firms compete not only within their own industry but also with IT companies offering flexible work arrangements and efficient hiring practices. To secure top talent, automotive employers must implement hybrid and remote work options and refine recruitment processes. Compensation models also require review, bonus-heavy pay structures may deter foreign candidates and create misalignment with global expectations. Aligning salary frameworks with international standards will be essential for maintaining a competitive edge. At the same time, candidate interest continues to center on advanced domains like ADAS, autonomous driving, and connected technologies. Communicating a clear technology roadmap, innovation priorities, and long-term vision will be critical for differentiating from competitors and attracting high-caliber engineering talent in an increasingly aggressive market.

TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

Consumer Products / Chemicals

Industry Trends

The consumer products and chemical industries are maintaining strong hiring activity, sustaining the pace established in the previous year. Within consumer products, luxury product lines, particularly in cosmetics and skincare, remain a key investment focus, driving demand for experts in packaging design, branding, and digital marketing. Companies are also investing in brand community development through CRM platforms and social media, intensifying competition for experienced professionals and pushing compensation and benefits higher. Growth in fields such as semiconductor-related chemicals and cosmetic ingredients is accelerating hiring across the chemical industry. As demand grows for professionals skilled in quality control and safety, organizations are expanding their talent pool by hiring from other sectors, most notably pharmaceuticals. Meanwhile, logistics optimization, spurred by 2024 regulatory changes, is creating opportunities for supply chain experts in inventory management and procurement. To offset tariff volatility and rising logistics costs, some organizations are reevaluating their business portfolios and workforce strategies.

Hiring Advice

Professionals in the consumer products space value flexibility, competitive pay, and work environments that offer autonomy and new challenges. Companies can strengthen their appeal by clearly defining job responsibilities and highlighting elements within the role that demonstrate growth potential. In the chemical industry, domestic firms often lag behind foreign competitors on compensation, making adjustments to pay and benefits will be critical for attracting and retaining talent. At the same time, global players are accelerating their hiring processes, so domestic companies must adopt faster decision-making processes to remain competitive in the market. To fill roles requiring advanced expertise in quality and safety standards, employers should look beyond traditional age brackets. Expanding the candidate pool to include professionals in their 50s, especially from highly regulated industries such as pharmaceuticals, can significantly reduce time-to-hire and secure seasoned talent with extensive hands-on experience.

TOP

INDEX

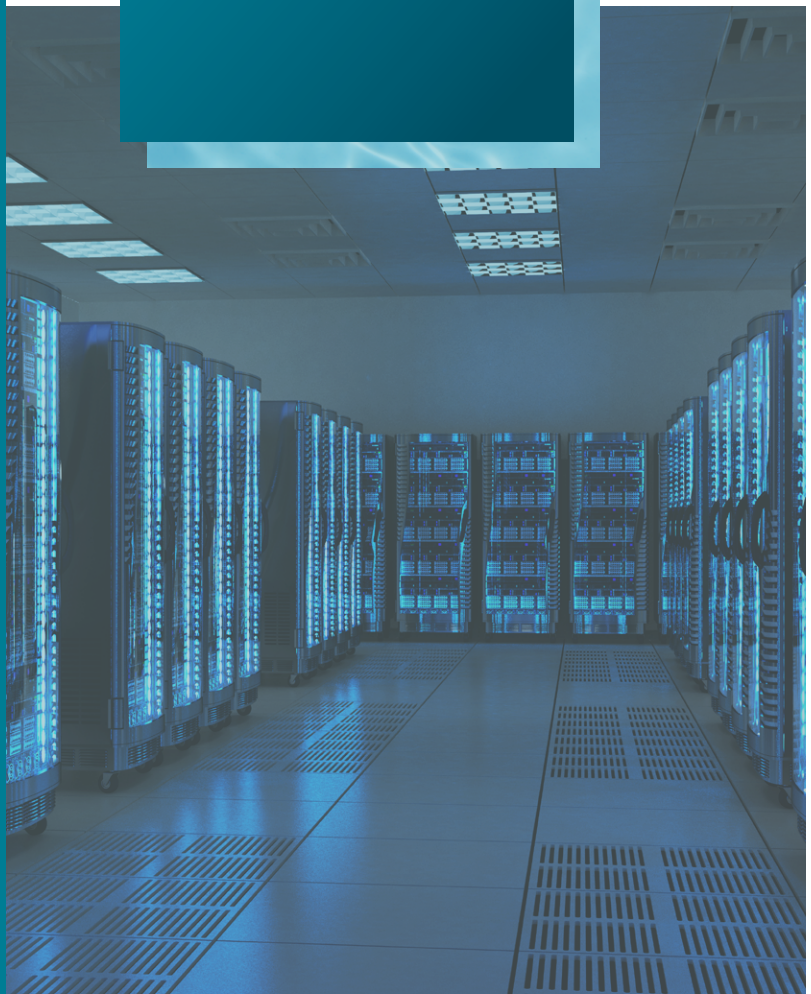
A MESSAGE FROM TOP MANAGEMENT

INDUSTRY TRENDS

SALARY FORCAST

ABOUT BRS

Electronics / Machinery



Industry Trends

Significant growth in data center–related business within the electronics and machinery sectors is being powered by breakthroughs in AI and the introduction of high-speed cellular technologies such as 6G. New facilities are being developed across Japan, increasing demand for products that support stable operations, including backup power systems, storage batteries, semiconductors, and cooling equipment. Driven by the 24/7 nature of data center operations, organizations are increasing headcount in essential functions such as power, cooling, and safety to ensure smooth operations. Meanwhile, the acceleration of smart factory initiatives using AI and IoT, along with rising automation needs, is sustaining demand for engineers in control systems, embedded software, and mechatronics. Conversely, recruitment in construction machinery is slowing under U.S. tariff pressures, while large manufacturers pursue cost optimization through early retirement programs and workforce restructuring.

Hiring Advice

Securing top talent in the electronics and machinery industry is becoming more challenging, as aging demographics and rapid innovation reshape the market. Companies are responding by strengthening both recruitment and retention strategies. Competitive compensation and flexible work options are now critical to drawing candidates, but hiring success also depends on how interviews are conducted. Employers are shifting from conventional one-way evaluation style interviews to collaborative discussions that provide candidates clarity on organizational priorities and job expectations. Streamlining the hiring process and offering weekend interviews is also proving effective. For today's younger professionals, especially those under the age of thirty, career choices are increasingly guided by personal values and long-term aspirations. This trend highlights the need for strong employer branding that communicates a company's technical excellence, social impact, and commitment to fostering growth.

Energy / Construction

Industry Trends

Hiring activity in the energy and construction industries remains strong. Within the energy industry, demand for technical roles, such as electrical control and PLC engineers, remains consistently high, with no signs of decline, while positions requiring both language proficiency and advanced technical expertise have proven particularly difficult to fill. As renewable energy and power projects grow in both scale and number, demand is rising for specialized roles focused on building trust with local communities and communicating safety practices. This trend reflects a growing organizational emphasis on broader initiatives such as regional revitalization and community coexistence. In construction, talent shortages persist in civil engineering, EHS, and project management, with competition for English-proficient EHS specialists growing in intensity among foreign-affiliated firms. At the same time, the exodus of top engineering talent to higher-paying technology and IT companies underscores the need for manufacturers and infrastructure firms to reassess compensation structures and work environments to reinforce their standing among competitors.

Hiring Advice

Professionals in the energy and construction space are migrating from contractor firms to consulting, development, and real estate companies that manage more upstream projects. Employers seeking to remain competitive must reassess compensation structures in light of growing cross-industry competition and offer greater flexibility in work arrangements and location. Foreign-affiliated firms are actively hiring senior professionals over 50 for their extensive experience, while domestic firms continue to prioritize certifications and show a stricter set of preference for candidates. Relaxing age requirements can help accelerate hiring. For global firms, rigid adherence to headquarter directives often prolongs the selection process, reducing overall hiring competitiveness within the market. Sharing local market insights and adjusting criteria accordingly can significantly strengthen recruitment efforts.

TOP

INDEX

A MESSAGE FROM TOP MANAGEMENT

INDUSTRY TRENDS

SALARY FORCAST

ABOUT BRS

Life Science

Industry Trends

As portfolio restructuring accelerates across the life sciences industry, the medical device sector is gaining prominence, led by innovations in surgical robotics and cardiovascular technologies. These products are entering the market launch phase, driving a surge in demand for leadership roles such as marketing heads and commercial directors. At the same time, growing needs in specialized areas like regulatory affairs and health economics are prompting talent migration from pharmaceuticals to medical devices. For medical device companies, addressing compensation differences with the pharmaceutical sector will be essential to remain competitive and attract top talent for these emerging roles. While hiring in medical devices remains strong, recruitment activity in pharmaceuticals continues to decline due to the downsizing of domestic development operations and reductions in MR roles. In terms of working styles, many foreign-affiliated companies are shifting back to office-based work, while domestic companies continue to offer more flexible arrangements, giving them a clear advantage in attracting candidates.

Hiring Advice

The life sciences industry remains candidate-driven, where the best talent typically draws numerous offers, creating intense competition among employers. To hire effectively in this market, it is critical for hiring teams to collaborate with internal stakeholders early on, align on hiring criteria, and fast-track the offer process. Streamlining the selection process, by reducing the number of interviews and clarifying decision-maker roles, will help maintain momentum and reduce the risk of losing candidates mid-process. Adding in-person interviews and office tours are also highly effective in keeping candidates engaged. Giving candidates direct exposure to the workplace and team dynamics helps them paint a clearer picture of the environment and culture, leading to better-aligned decisions. In terms of compensation, domestic enterprises frequently appear less competitive than their foreign-affiliated counterparts. To enhance the attractiveness of their offers, companies should underscore supplementary benefits, such as housing allowances and family support, presenting a more well-rounded package that addresses a candidate's broader set of needs.

TOP

INDEX

A MESSAGE FROM TOP MANAGEMENT

INDUSTRY TRENDS

SALARY FORCAST

ABOUT BRS

Consulting / System Integration

Industry Trends

As the distinction between consulting and system integration (SI) continues to fade, both industries are showing increasingly similar hiring patterns. Digital transformation and business restructuring continue to dominate corporate agendas, fueling demand for leaders in project management, process optimization, and data strategy in both industries. While competition for seasoned professionals remains fierce, leading consulting firms are also rolling out initiatives to recruit second-year graduates and accelerate the development of emerging talent in preparation for growing project needs. At the same time, the growing integration of AI, automation, and no-code technologies is increasing the need for individuals who not only possess a strong technological background but can also translate that expertise into strategic business planning from the earliest stages. Companies are also reassessing which skills remain uniquely human, focusing on competencies like judgment, creativity, and strategic vision.

Hiring Advice

With competition for experienced professionals reaching new heights, companies face growing pressure to broaden their target profiles and adopt more flexible employment arrangements. Building a strong pipeline of senior professionals and specialized experts now calls for embracing diverse work options such as contract roles and freelance engagements. Many organizations are recognizing the value of seasoned talent, who bring deep expertise and leadership experience to mentor younger staff and strengthen overall company performance. Complementary strategies like alumni hiring and extending retirement age help create a framework for long-term employee contribution. From an employer branding perspective, partnering with RPO services to objectively assess company strengths and optimize recruitment processes is emerging as a best practice for sustainable talent acquisition. Additionally, incorporating casual interviews and team-led offer discussions into the hiring process can significantly reduce mismatches and improve retention post-onboarding.

Technology / Digital Service

Industry Trends

The traditional boundaries between consulting firms, system integrators, and SaaS providers in the tech and digital services space are fading quickly. SaaS providers are stepping into consulting, while consulting firms are building proprietary products, bringing these business domains closer together. As a result, cross-industry career moves have become more common, and companies must now consider a wider range of competitors when hiring. Demand for generative AI expertise is soaring, and with experienced professionals in short supply, salaries are climbing rapidly across the industry. Meanwhile, roles traditionally focused on machine learning engineering or SQL-based data analysis are starting to shrink, as parts of their responsibilities become automated through generative AI. Companies are preparing for further automation of programming tasks among junior to mid-level engineers and are increasingly prioritizing senior technical leads and engineering managers who can drive complex initiatives and guide engineering organizations. Cybersecurity continues to grow in importance, with strong and consistent demand for specialized talent across both domestic and foreign-affiliated companies.

Hiring Advice

To hire successfully in a market where industry lines blur and competition for talent continues to intensify, employers should take deliberate steps to show that their values and technical philosophy align with the candidate's. Equally important to attracting top talent is providing an interview experience that is engaging and high-quality. Highly skilled professionals often steer clear of companies with vague AI strategies or unclear technology roadmaps. To win their trust, companies must define their focus and value proposition and communicate in a way that emphasizes alignment of values. In terms of working styles, the proportion of fully remote roles has declined since last year, yet engineers still place high importance on full-flex arrangements and autonomy in hybrid work. More directly, offering flexible work environments remains critical in maintaining hiring competitiveness. Another effective strategy is to broaden the candidate pool to include seasoned professionals in their 50s. It shortens time-to-hire and opens access to individuals with a wealth of expertise that delivers from day one.

Corporate Functions

Hiring Trends in Corporate Functions

Hiring trends in 2025 for corporate functions reflected mounting pressure from regulators and investor expectations for greater transparency and accountability. This shift drove significant demand for specialists in investor relations and auditing. English disclosure requirements for TSE Prime Market companies continue to support demand for IR professionals with language skills. At the same time, repeated corporate scandals underscored the importance of internal controls and auditing, prompting companies to actively recruit experienced professionals capable of strengthening governance frameworks. For firms that struggled to secure these candidates, reliance on external support became common practice. The rapid expansion of AI within corporate operations is reshaping expectations as well. New hiring needs are emerging for talent skilled in AI auditing, data governance, and data quality management. Professionals with relevant credentials remain in demand. However, most companies are still in the exploratory phase of adopting AI within administrative and corporate functions. Few organizations have advanced to a full redesign of workflows or staffing models. Looking ahead to 2026 and beyond, competition is expected to remain intense in high-demand domains such as IR, audit/internal control, legal, and SCM planning. Candidates who demonstrate deep functional expertise with strong language skills will continue to attract multiple offers, often at compensation levels well above market averages.

Meanwhile, the “2024 issue” continues to create logistical challenges across industries, fueling demand for supply chain and logistics experts who can enhance inventory management and streamline transportation. As e-commerce growth reshapes consumer goods and retail, logistics has emerged as a critical priority, driving demand for digital transformation specialists who can improve supply chain visibility and optimize cost structures. Amid intensifying competition for experienced professionals, even major Japanese corporations, historically reliant on new-graduate hiring, are restructuring their talent acquisition models by strengthening mid-career hiring and considering RPO solutions.

Hiring Advice

To remain competitive, companies should start by reviewing compensation levels and broadening their target candidate pool. When compensation alone cannot set the company apart, it is optimal to emphasize stability. Share the organization’s business advantages, growth outlook, and distinctive products that go beyond what public sources reveal.

The advancement of AI has also heightened concerns among candidates about the potential automation of their skill sets. Providing opportunities to work in areas that enhance specialization, such as process innovation, data utilization, or domain-specific expertise, can help strengthen employer appeal.

On working styles, as more companies shift back toward on-site work, flexibility has become a critical factor for candidates balancing childcare or caregiving responsibilities. A notable proportion now considers remote or hybrid arrangements essential, giving companies that maintain flexible options a clear advantage in building talent pipelines.

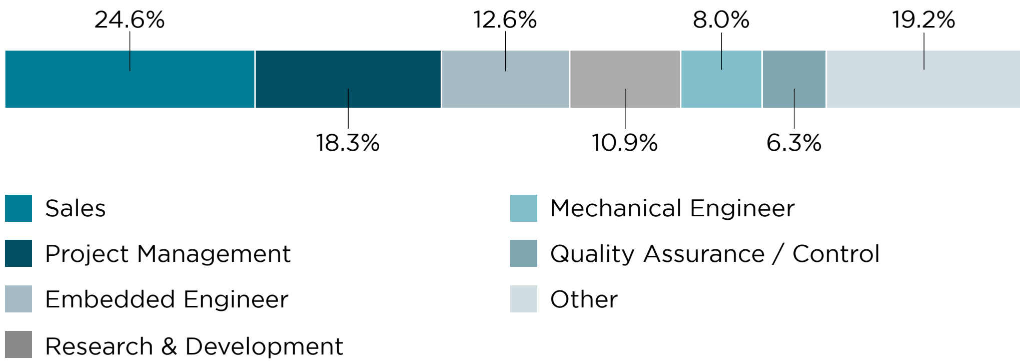
As demographic shifts reduce the available labor force, organizations cannot afford to depend exclusively on experienced hires. Many large businesses have recognized this reality and are investing in internship programs to cultivate relationships with the next generation of talent. Incorporating training into recruitment strategies is key to building a sustainable pipeline and maintaining long-term organizational strength.

Salary Forecast

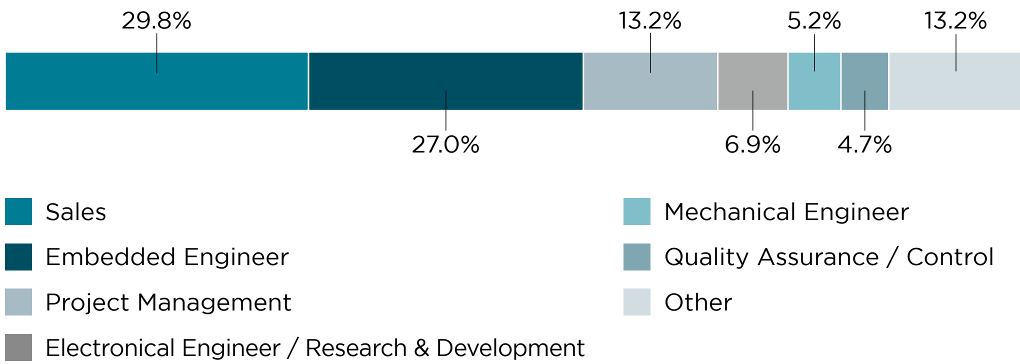
Automotive	15
Chemical	16
Electronics / Machinery	17
Energy / Construction	18
Medical Device	19
Pharmaceutical	20
Consulting	21
System Integration	22
IT Vender	23
Digital / Online	24
Accounting and Finance	25
Legal / IP / Compliance	26
Human Resources	27
Marketing	28
Supply Chain Management	29
IT Inhouse	30
Office Support	31

Automotive

Candidates Ratio



Job Opening Ratio



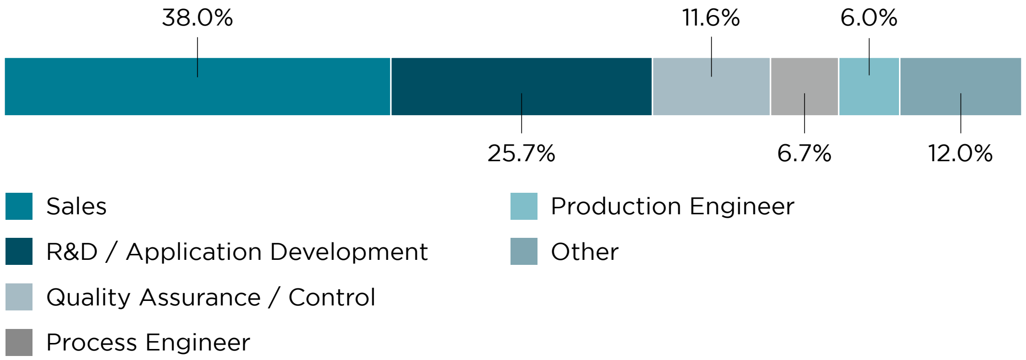
Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Application Engineer / Technical Sales	6	9	10
Electrical Engineer	7	9	12
Embedded Software Engineer	7	10	12
Test Engineer	6	7	8
Mechanical Engineer	6	8	10
Product Development	6	8	10
Production Engineer	6	8	10
Project Management	7	10	14
Quality Assurance / Control	6	9	13
Sales	7	9	14
Management	10	14	20

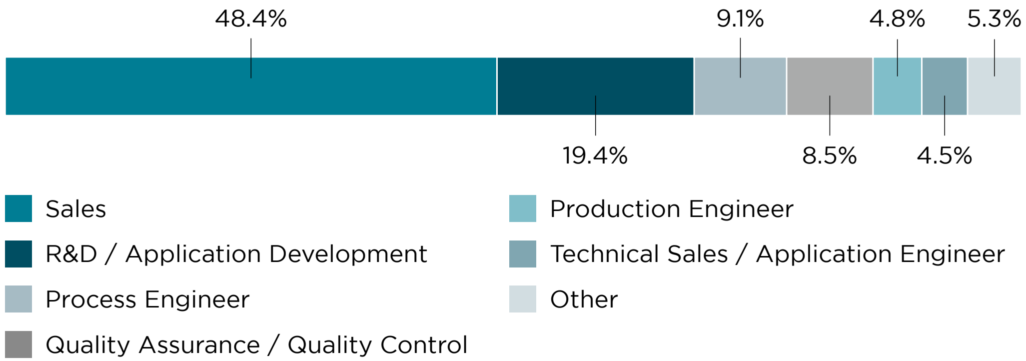
TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

Chemical

Candidates Ratio



Job Opening Ratio



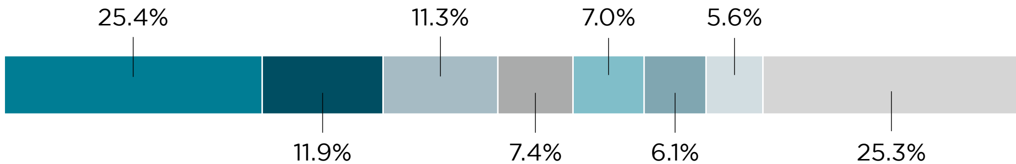
Salary Forecast

Roles	**Salary (Million yen)**		
	Low	**Middle**	**High**
EHS	7	12	15
Process Engineer	7	8	12
Technical Sales / Application Engineer	7	9	12
Production Management	7	8	12
Quality Assurance / Control	7	8	12
Regulatory Affairs	7	8	12
Research & Development	7	9	12
Sales	7	9	12
Technical Services	7	8	10
Management	10	15	20

TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

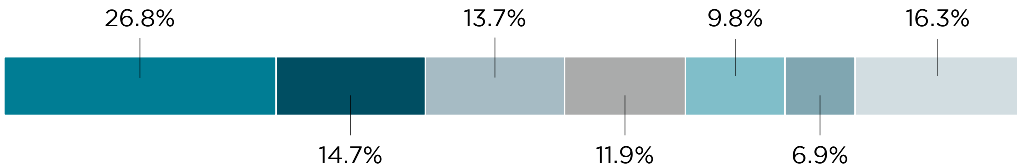
Electronics / Machinery

Candidates Ratio



- Sales
- Electrical Engineer
- Mechanical Engineer
- Production Engineer
- Field Service Engineer
- Product Development
- Quality Assurance / Control
- Other

Job Opening Ratio



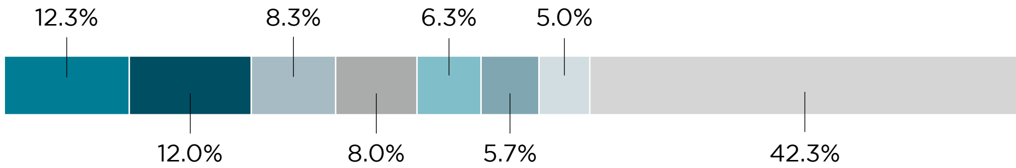
- Sales
- Electrical Engineer
- Mechanical Engineer
- R&D / Product Development
- Quality Assurance / Control
- Production Engineer
- Other

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Application Engineer	7	9	12
Electrical Engineer	7	9	12
Embedded Engineer	7	10	12
Mechanical Engineer	7	8	10
Process Engineer	7	9	12
Plant Manager	8	10	15
EHS / Facility Management	7	9	15
Production Engineer	7	8	12
Project Management	7	10	14
Quality Assurance / Control	7	9	12
R&D / Product Development	7	9	12
Service Engineer / Maintenance	7	7	10
Sales	7	9	12
Management	10	13	20

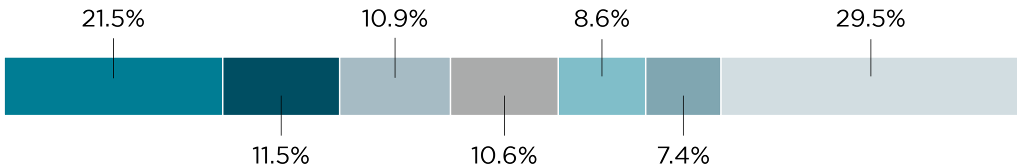
Energy / Construction

Candidates Ratio



- Project Manager (Energy)
- Project Manager (Construction)
- Civil Construction Manager
- Facility Management
- Civil Design Engineer
- Architectural Construction Manager
- Sales
- Other

Job Opening Ratio



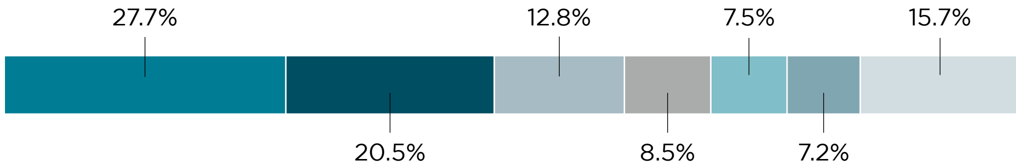
- Project Manager (Energy)
- Project Manager (Construction)
- EHS
- Facility Management
- Civil Construction Manager
- Sales & Business Development
- Other

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Electrical Engineer	7	10	13
Mechanical Engineer	7	9	10
Process Engineer	7	9	11
Production Engineer	7	9	11
Field Service Engineer	6	8	10
Architectural Construction Manager	9	12	16
Civil Construction Manager	9	12	16
Architectural Design Engineer	6	9	12
Civil Design Engineer	6	9	12
Interior Designer	6	8	10
EHS	7	10	15
Sales	7	9	12
Business Development	8	10	13
Project Manager	8	11	15
Plant Manager	9	12	15
Quality Assurance / Control	7	9	11

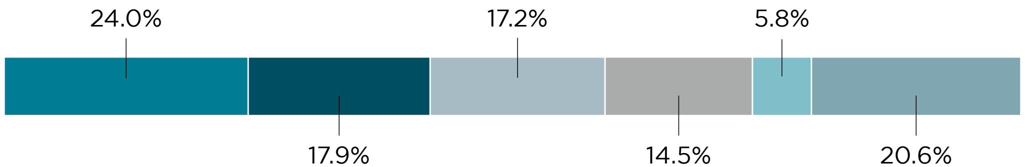
Medical Device

Candidates Ratio



- Sales
- Marketing
- Quality Assurance / Control
- Business Development
- Service Engineer
- Regulatory Affairs
- Other

Job Opening Ratio



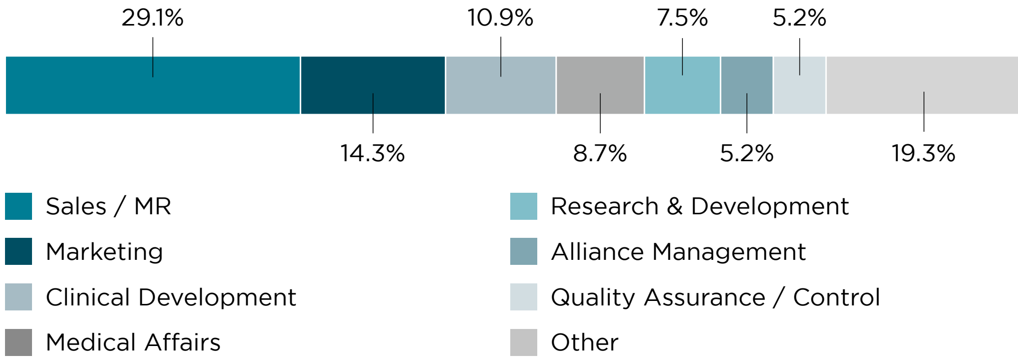
- Sales
- Quality Assurance / Quality Control
- Marketing
- Regulatory Affairs
- Service Engineer
- Other

Salary Forecast

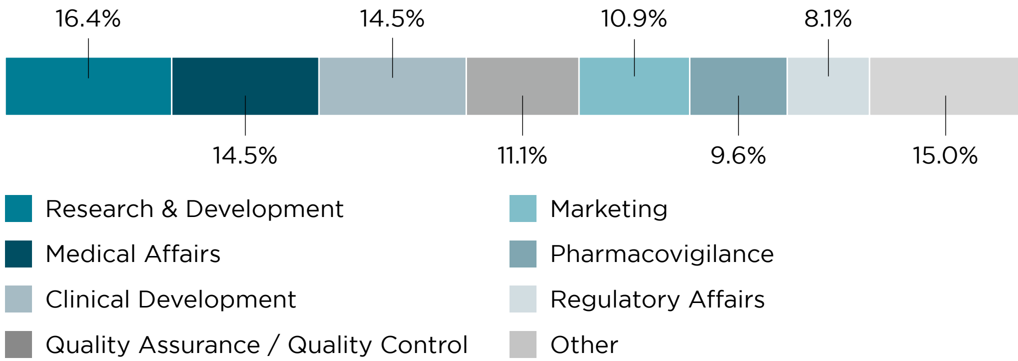
Roles	**Salary (Million yen)**		
	Low	**Middle**	**High**
Service Engineer	6	7	11
Business Development	10	14	20
Clinical Specialist	6	8	11
Marketing Communication	7	9	12
Medical Device Manufacturing	5	7	9
Product Marketing	7	11	18
Quality Assurance / Control	7	10	18
Regulatory Affairs	7	10	16
Research & Development	6	8	12
Sales	6	9	13
Training & Development	8	10	13

Pharmaceutical

Candidates Ratio



Job Opening Ratio

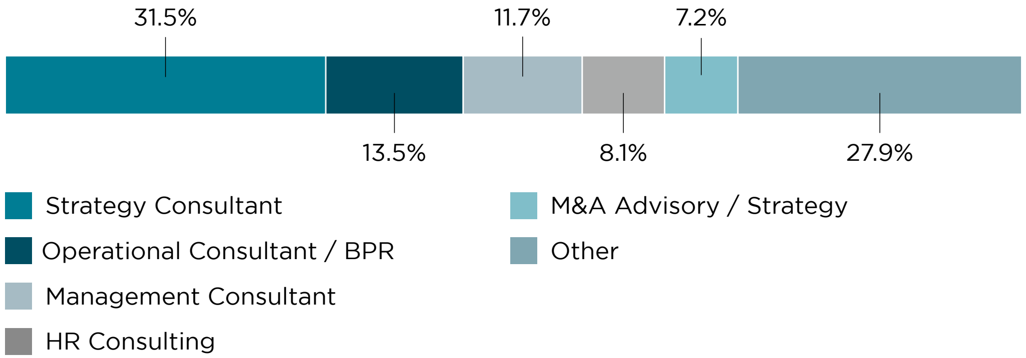


Salary Forecast

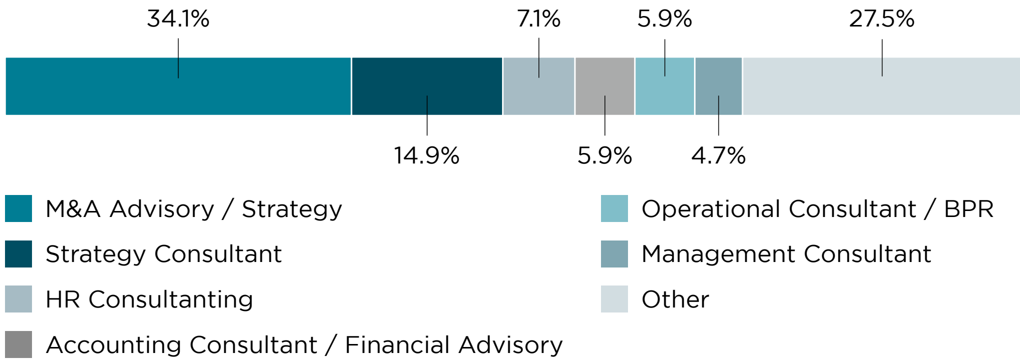
Roles	Salary (Million yen)		
	Low	Middle	High
Alliance Management	9	12	16
Biostatistics	8	10	15
Clinical Trials	7	10	14
Drug Manufacturing	6	8.5	12
Medical Affairs	8	11	20
Medical Doctor	14	18	30
Medical Researcher	7	12	15
Nurse	6	6.5	7
Pharmacist	6	6.5	7
Pharmacovigilance	6	9	12
PMS	7	10	12
Pricing	9	12	15
Quality Assurance / Control	6	9	16
Regulatory Affairs	7	10	13
Research & Development	6	9	12
Sales / MR	7	9	13

Consulting

Candidates Ratio



Job Opening Ratio

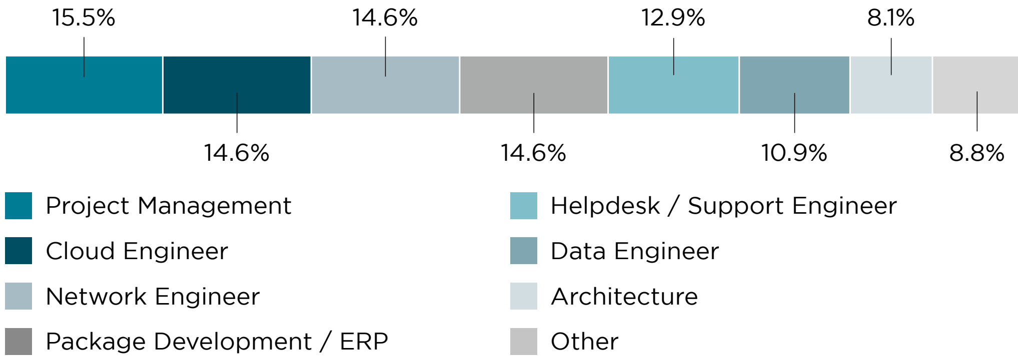


Salary Forecast

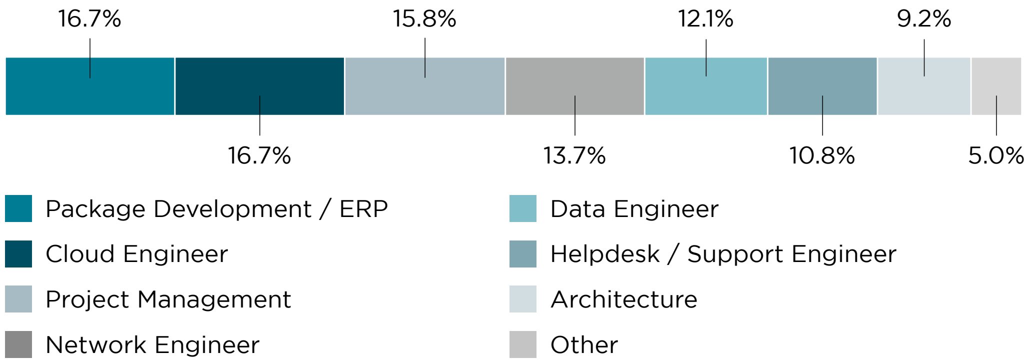
Roles	Salary (Million yen) Low	Middle	High
HR Consulting	9	12	15
Industrial Consulting	9	12	15
Risk Consulting	8	12	15
Strategy Consultant	12	15	18
Technology Consultant	8	12	15
BPR	9	12	16
Business Development	8	12	15
Corporate Strategy	9	13	16
Development & Training	8	11	14
Financial Advisory	9	12	15
IT Security & Audit	8	12	14
M&A Advisory	10	12	15
Pre Sales / Post Sales	9	12	16

System Integration

Candidates Ratio



Job Opening Ratio

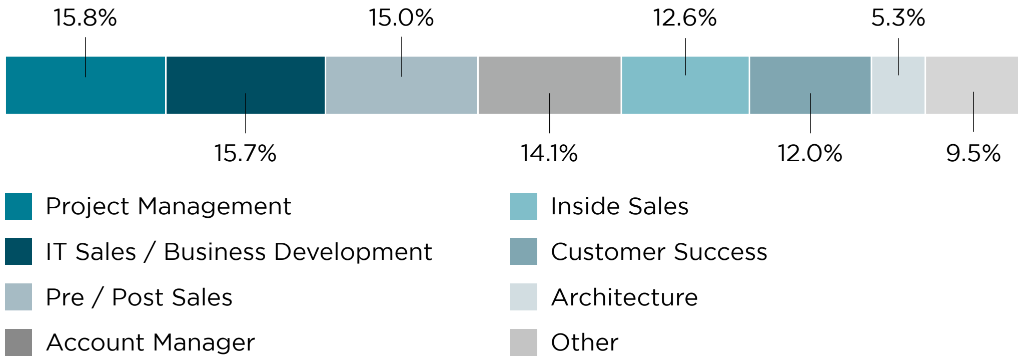


Salary Forecast

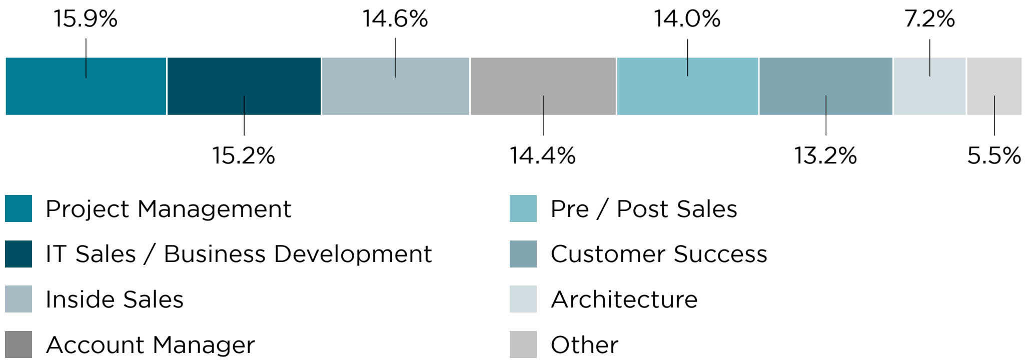
Roles	Salary (Million yen)		
	Low	Middle	High
Cloud Engineer	8	12	16
DBA / Database Engineer	8	11	14
Embedded Engineer	7	9	12
Network Engineer	7	9	12
Architecture	8	12	16
BI / Data Warehouse	8	12	15
Business / Systems Analyst	8	11	14
IT Consultant	8	12	16
IT Management	8	12	15
Pre Sales / Post Sales	8	10	12
Project Management	8	12	18
ERP Consultant	8	12	18

IT Vender

Candidates Ratio



Job Opening Ratio

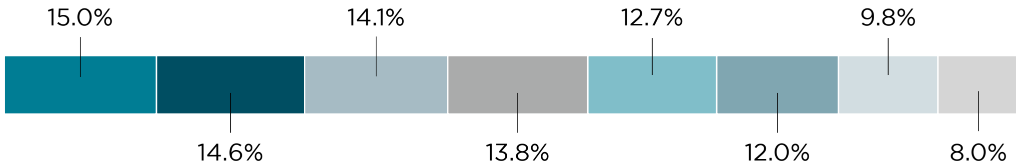


Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Architecture	8	12	16
Business Development	8	12	16
Account Executive	8	15	22
Programmer / Software Engineer	7	9	13
Technical Support	6	10	15
Sales Operation Analyst	7	11	16
Sales Engineer	7	10	14
Technical Account Manager	8	12	16
Sales Manager	12	18	24
Project Management	8	12	16
Sales Director	18	24	30

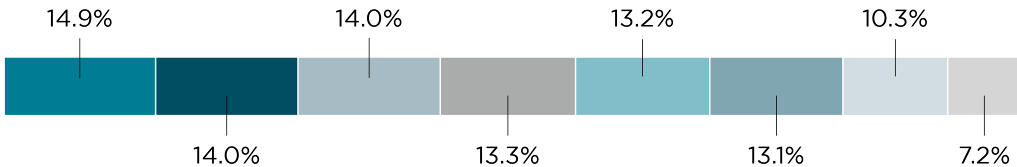
Digital / Online

Candidates Ratio



- QA / Testing
- Frontend Software Engineer
- Product Management
- Backend Software Engineer
- Data Scientist
- Site Reliability Engineer
- Mobile Application Engineer (iOS / Android)
- Other

Job Opening Ratio



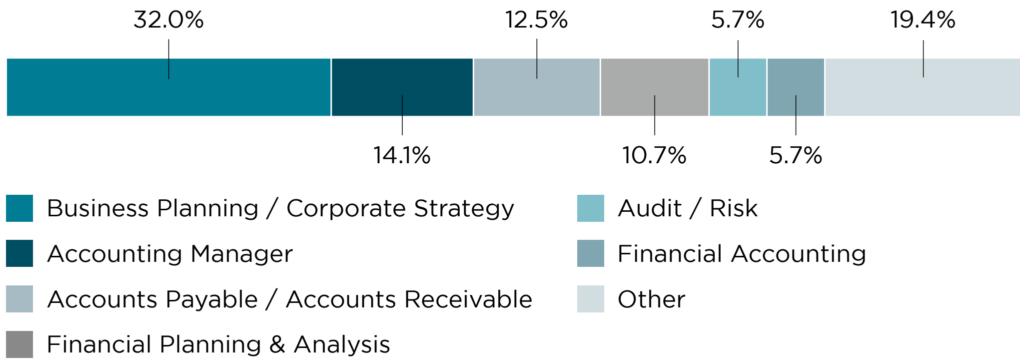
- Backend Software Engineer
- Site Reliability Engineer
- Data Scientist
- Product Management
- QA / Testing
- Frontend Software Engineer
- Mobile Application Engineer (iOS / Android)
- Other

Salary Forecast

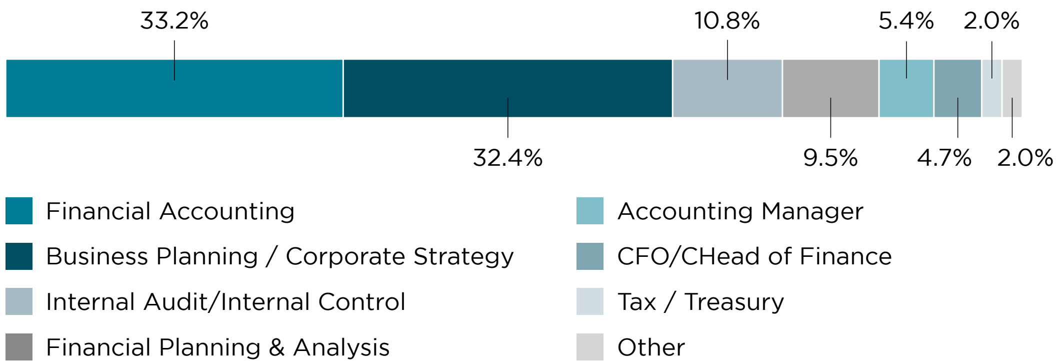
Roles	**Salary (Million yen)**		
	Low	**Middle**	**High**
Mobile Application Engineer (iOS/Android)	7	9	12
Backend Software Engineer	8	12	15
Frontend Software Engineer	7	9	12
Full Stack Software Engineer	8	12	15
Site Reliability Engineer	8	12	15
Generative AI Project Leader	8	14	20
Development / Localization	7	9	12
Customer Success	7	9	12
Product Manager	8	13	18
Project Management	8	12	15
QA / Testing	6	9	12
Scrum Master / Agile Coach	8	12	15
Strategic Business Development	8	12	15
UI / UX Designer	7	9	12
Sales Manager	10	14	18
CTO	15	22	30

Accounting and Finance

Candidates Ratio



Job Opening Ratio

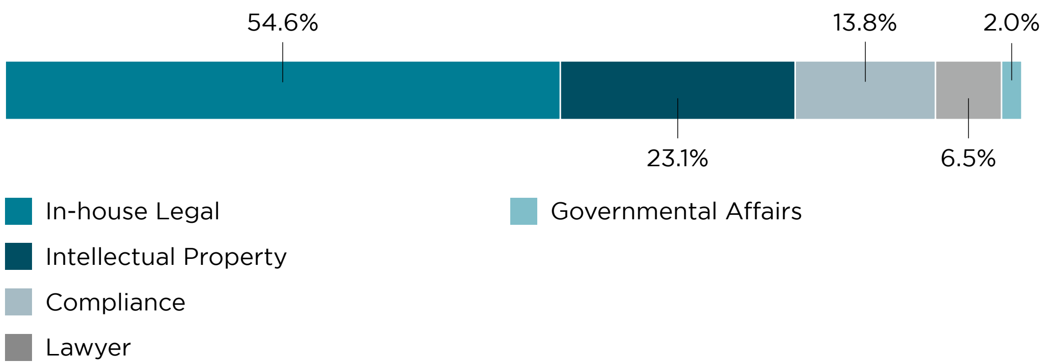


Salary Forecast

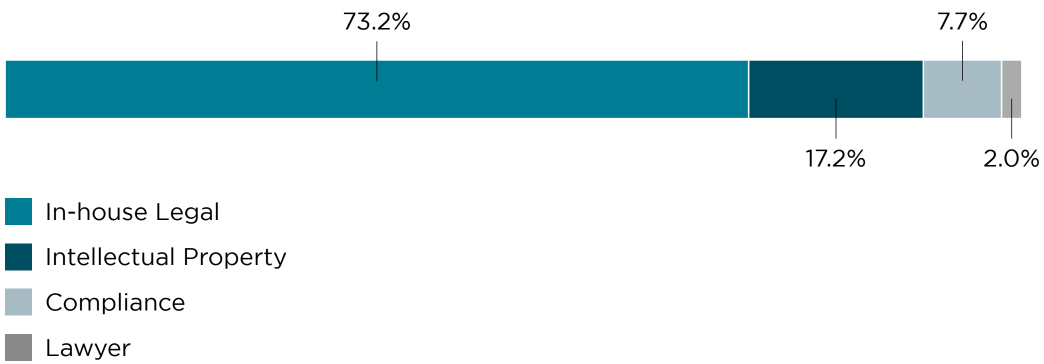
Roles	Salary (Million yen)		
	Low	Middle	High
Accounts Payable / Accounts Receivable	4	6	9
Audit / Risk	6	10	15
Business Planning	9	12	20
Financial Accounting	6	8	10
Financial Planning & Analysis	8	10	12
Investor Relations	7	9	15
Tax / Treasury	6	8	18
Finance Manager	10	12	18
Accounting Manager	8	11	15
CFO	12	25	40

Legal / IP / Compliance

Candidates Ratio



Job Opening Ratio

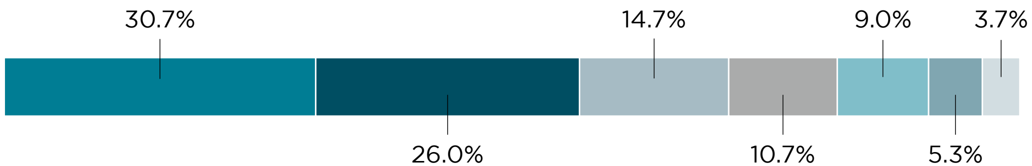


Salary Forecast

Roles	Salary (Million yen) Low	Middle	High
Compliance / Risk	7	10	15
Governmental Affairs	6	8	12
In-house Lawyer	9	15	25
In-house Legal	6	10	17
Intellectual Property	6	10	13
Legal Counsel	10	15	25
Paralegal	5	6	7
Partner	35	45	60
Private Practice	9	13	30
Head of Legal / General Counsel	17	23	35

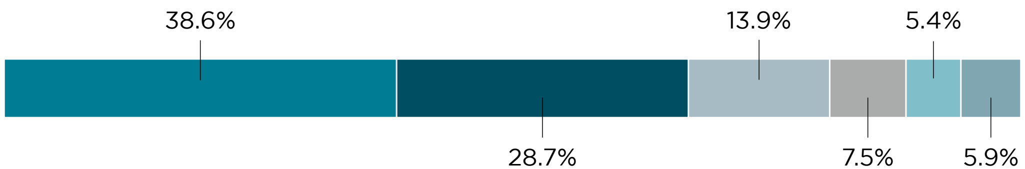
Human Resources

Candidates Ratio



- HR Generalist
- Talent Acquisition
- HR Business Partner
- Payroll / Social Insurance
- Learning & Development
- HR Director
- Compensation & Benefits

Job Opening Ratio



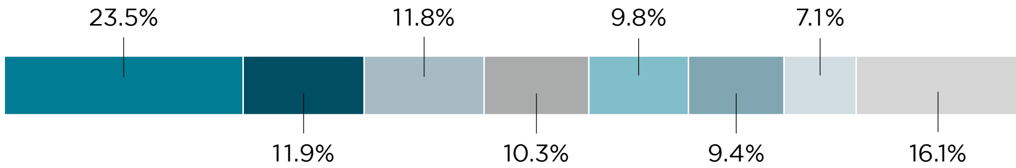
- HR Business Partner
- Talent Acquisition
- HR Generalist
- Compensation & Benefits
- Payroll / Social Insurance
- Other

Salary Forecast

Roles	Salary (Million yen) Low	Middle	High
Compensation & Benefits	7	13	20
Employee Relations	7	9	13
Global HR	6	8	15
HR Business Partner	8	12	20
HR Generalist	7	9	12
HRIS	6	8	12
Learning & Development	6	12	20
Payroll / Social Insurance	6	8	12
Talent Acquisition	6	10	20
Talent Management	8	12	18
HR Director	15	20	35
HR Manager	8	10	13

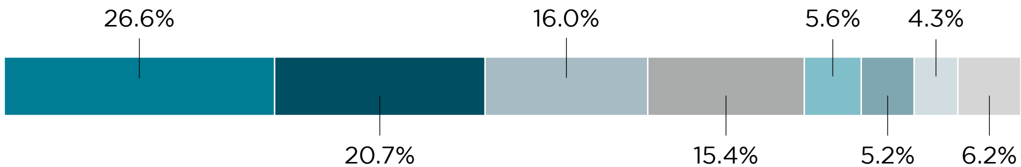
Marketing

Candidates Ratio



- eCommerce / Digital Marketing
- Marketing Communications
- Advertising / Media Planning
- Web Marketing (Content, SNS, SEM, SEO)
- PR / Corporate Communications / IR
- Brand Management
- Product Marketing / Product Development
- Other

Job Opening Ratio



- PR / Corporate Communications / IR
- Web Marketing (Content, SNS, SEM, SEO)
- Advertising / Media Planning
- Product Marketing / Product Development
- Brand Management
- eCommerce / Digital Marketing
- Marketing Communications
- Other

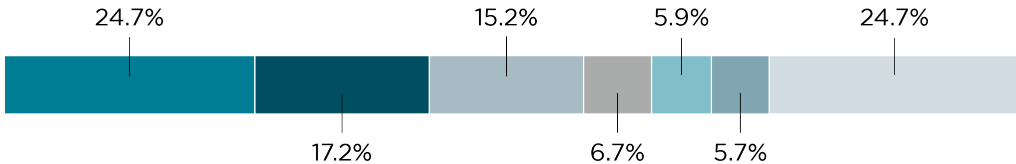
Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Brand Marketing / Brand Management	7	11	20
Product Marketing	7	12	20
Data Analyst / Sales Planning	6	8	13
E-Commerce Management	7	10	17
Market Research	6	8	15
Media Planning	6	8	13
Merchandiser	6	9	13
Digital / Web Marketing	6	11	17
Marketing Communications	8	10	14
PR / Corporate Communications	7	11	17
Social Media Manager	4	6	12
SEO Manager	5	8	15
Agency Account Manager	8	10	15
Marketing Director	15	18	30

TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

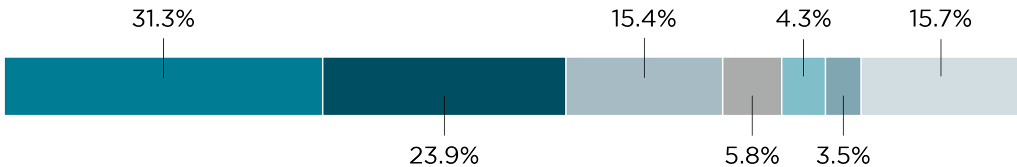
Supply Chain Management

Candidates Ratio



- Direct Procurement
- Logistics
- Import / Export
- Supply Chain Management
- Indirect Procurement
- Supply & Demand Planning
- Other

Job Opening Ratio



- Direct Procurement
- Logistics
- Import / Export
- Indirect Procurement
- Supply & Demand Planning
- Supply Chain Management
- Other

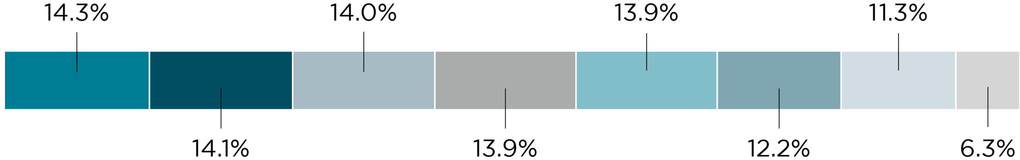
Salary Forecast

Roles	Salary (Million yen) Low	Middle	High
4PL	6	8	10
Customer Service	6	8	12
Direct Procurement	6	10	15
Indirect Procurement	7	12	15
Import / Export	6	7	8
Inventory Control	6	7	8
Kaizen / Six Sigma / BPR	7	12	15
Logistics	7	12	20
Order Management	6	7	8
Production Control	6	7	10
Supply & Demand Planning	7	10	15
Supply Chain Management	10	15	20
Warehouse Management	6	9	12

TOP
INDEX
A MESSAGE FROM TOP MANAGEMENT
INDUSTRY TRENDS
SALARY FORCAST
ABOUT BRS

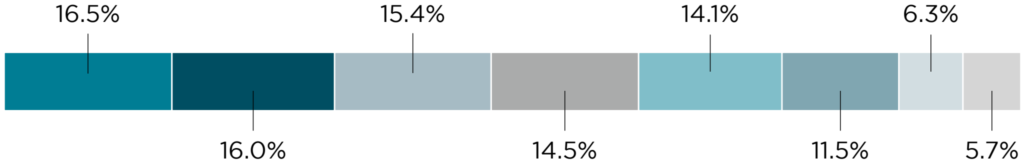
IT Inhouse

Candidates Ratio



- Project Management
- Business / Systems Analyst
- Data Engineer
- IT Security & Audit
- Cloud Engineer
- Network Engineer
- Helpdesk Engineer
- Other

Job Opening Ratio



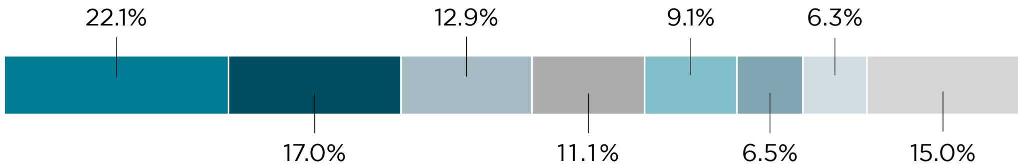
- Data Engineer
- Cloud Engineer
- IT Security & Audit
- Project Management
- Business / Systems Analyst
- Network Engineer
- Helpdesk Engineer
- Other

Salary Forecast

Roles	Salary (Million yen)		
	Low	Middle	High
Cloud Engineer	8	12	15
Helpdesk Engineer	5	7	9
Network Engineer	6	8	10
Programmer / Software Engineer	7	10	12
AI Engineer	8	12	15
Architecture	8	12	15
BI / Data Warehouse	8	12	15
Business / Systems Analyst	8	11	14
IT Management	9	12	15
IT Planning / DX Planning	8	12	15
IT Security & Audit	8	12	15
Project Management	8	12	15
QA / Testing	7	9	12
Web Design / Producer	7	9	12
Data Scientist	8	12	15
CIO	15	22	30

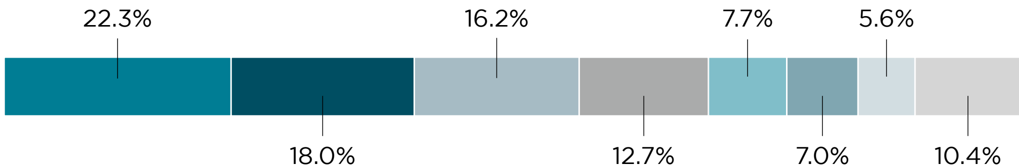
Office Support

Candidates Ratio



- Sales Assistant
- Executive Assistant / Secretary
- Translator / Interpreter
- Other Assistant
- General Affairs
- Call Center
- Accounting Assistant
- Other

Job Opening Ratio



- Sales Assistant
- Translator / Interpreter
- Executive Assistant / Secretary
- General Affairs
- Other Assistant
- Call Center
- Accounting Assistant
- Other

Salary Forecast

Roles	Salary (Million yen)		
	Low	**Middle**	**High**
Call Center	3.5	5.5	8
General Affairs	5	8	12
Translator / Interpreter	6	8	10
Accounting Assistant	4	5	6
Executive Assistant / Secretary	4	7	10
HR Assistant	4	5	6
Logistics Assistant	4	5	6
Marketing Assistant	4	5	6
Sales Assistant	4.5	5.5	6.5
Group Assistant	4	5	6
Office Manager	7	9	12

TOP

INDEX

A MESSAGE FROM
TOP MANAGEMENT

INDUSTRY TRENDS

SALARY FORCAST

ABOUT BRS

BRS by PERSOL

About Bilingual Recruitment Solutions

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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