



**20
23** MARKET OVERVIEW
REPORT



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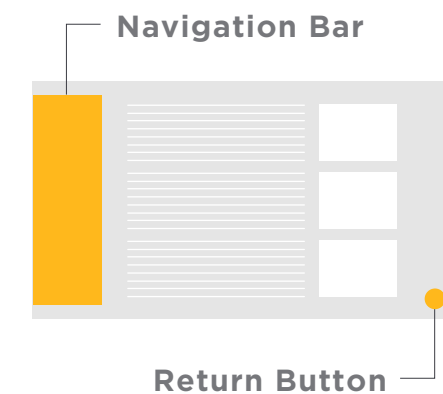
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ABOUT MARKET OVERVIEW REPORT

BRS's annual Market Overview Report introduces market trends, salary information, and predictions for the year ahead across all industries and functions covered by BRS.

In the 2023 Market Overview Report, we placed a special focus on the efforts our clients made to recruit and retain quality bilingual and multilingual professionals.

The 2023 Market Overview Report is based on BRS data taken from June 2021 to May 2022, a client survey conducted in May 2022, and the knowledge and expertise of BRS consultants who have strong client and candidate relationships.



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**Managing Director
Naeem Iqbal**

With the pandemic no longer being a cause of turmoil, 2023 marks the first time in recent memory with the real hope of a return to normalcy. 2022 showed us several reassuring signs of the loosening grip: tourism reopened, lock downs are not discussed anymore, mask mandates have been eased, and companies have started actively hiring again. In this market overview, we look to provide insight on movements of 2022 and humbly provide a forecast for 2023, with which we hope you can utilize in the growing of your organization.

In reviewing 2022, there are many conflicting themes. While there were some encouraging signs of recovery, there were also many challenges that the world faced. Whether it be the war in Ukraine, the energy crisis, supply chain disruptions, or a weakening yen, all these challenges left their mark on the global economy. From mid-2022, prices for end products increased dramatically, thus fueling sudden inflation. Most of the world's leading economies responded by increasing interest rates, with some success. However, for Japan, the government opted to wait to increase the interest rates until much later, compared to other countries. This, in turn, led to the depreciation of the yen, hitting a 32-year low. Despite a surge in exports, imports exceeded expectations and together with the weaker yen, 2022 saw record trade deficits.

Regarding the recruitment market in 2022, Japan's unemployment rate remained steady, in spite of the increase in availability of jobs. In mid-2022 the government lifted COVID-19 restrictions, leading to the resurgence of the hospitality and service industries. Service-related companies were very active in hiring, as they looked to return to pre-covid staff levels. Additionally, as the world continues to shrink and Japan continues to aim for globalization, bilingual professionals were still in steady demand. This is especially true for areas where the local candidate pool is unable to meet the market's demand, i.e. engineers specializing in IoT, blockchain, and cellular. Also, the ever-accelerating demand for automation and AI has created new opportunities in the automotive sector. AI has become fully integrated into almost every aspect of the car-making process, from industrial robotics to auto drive features. With the weaker yen, export-led organizations had substantial increases in sales, which led to active hiring for sales professionals.

However, from Q3 onwards we saw hiring trends slow somewhat, as the economy contracted. With global inflation pressures and a slump in the yen, a contraction was to be expected. Most industries felt the impact of the economic downturn and responded with a gradual slowdown in hiring in the latter part of 2022. We witnessed a decline in new job openings in the professional sector and expect this trend to continue into 2023. The IT sector as well, which had seen near unprecedented growth for the previous 3 years, finally saw a slowdown in hiring.

Some of the hiring challenges companies will face in 2023 will be balancing the needs of the hiring departments with the realities of the available candidate pool. Still, having strong Japanese language skills will be a requirement for most jobs / companies located in Japan. This requirement can be loosened for positions, such as engineering or science-related roles that require specialized training / education, and when the available candidate pool is insufficient. In such cases, we recommend examining candidates for other relevant transferable skills, in order to secure the hire. Lastly, the government has taken active steps to eliminate any discrimination in hiring based on age, sex, gender, religion, nationality, etc. They have announced several directives and instructed recruitment agencies to work together with hiring companies to ensure adherence to the new guidelines.



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For the automotive industry, it will remain vulnerable to the global instabilities in 2023, including the energy crisis and the ongoing supply chain disruptions. Conversely, the electric vehicles market will only continue to expand, with many countries pledging to stopping the sales of new fossil-fuel vehicles. With all Japan's mega automobile manufacturers committing to the shift to electric vehicles, we expect this industry to be active in hiring for the next several years.

The semiconductor industry experienced a sluggish 2022, due mostly in part to supply chain issues, but we are projecting a positive year of growth in 2023. Japan is actively spending exorbitant amounts of money to revitalize domestic production. It is hopeful that this spend will fuel consistent job hiring for the coming years.

The pandemic was one of the catalysts for massive growth for the IT sector. Because of the urgency of the situation, companies were forced to implement tech solutions that would have normally taken years to approve. However, in mid-2022, the IT industry growth subsided. The less than favorable performances of Nasdaq and S&P led to layoffs at some of the big tech giants. The looming threat of a recession, as well as customers having fully implemented solutions, means that fewer customers will be looking to actively expand their tech spending over the next year. We expect a relatively passive hiring market in 2023.

Pharmaceuticals, usually a stable mainstay within recruitment sectors, saw European-based firms start to slow their hiring down in late 2022, mostly attributed to the oft-mentioned themes of supply chain issues, energy crisis, and a weaker yen. We expect these factors to be challenges that the pharmaceutical sector will look to overcome in 2023.

As with other industries, the consumer / retail sector has also been affected by increased energy prices, supply chain issues, and inflation. However, one advantage this industry has is its full incorporation of e-commerce into its business platforms. We foresee these companies overcoming the challenges that arose in 2022 faster than other markets.

Along with the rest of the world, Japan had its share of successes and struggles in 2022. After a promising beginning to the year, the omicron outbreak coupled with a cluster of other unfortunate events, slowed things down. As we launch 2023, we expect the 2022 hiring slowdown to creep into the first half of the year. Nevertheless, we have a cautiously optimistic outlook for the year itself. We foresee positive hiring prospects due to the resurgence of the hospitality / service industry, development of web 3.0 applications, more stable retail markets / e-commerce platforms, and improved supply chain solutions.

With the release of this Market Overview, BRS has completed its 10th year of operation and we are confident that the experience and knowledge gained has prepared us for the challenges that await all of us. Our team of highly professional and specialized consultants look forward to helping you grow your organizations.



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ABOUT BRS



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

In 2022, BRS celebrated its 10th anniversary. We will continue to be faithful to our mission of “Empowering people, growing organizations” and strive to remain a reliable partner.

2012 Established IGS (Intelligence Global Search); a recruitment service specializing in high-class bilingual professionals

2017 Service renamed BRS (Bilingual Recruitment Solutions) upon the renaming of the group brand to PERSOL

2019 Moved office from Marunouchi to Kioicho

2020 Rebranded service logo

Tokyo office: 17F, New Otani Garden Court, 4-1 Kioi-cho, Chiyoda-ku, Tokyo 102-0094 Japan

Osaka office: 17F, Grand Front Osaka Tower B, 3-1 Ofuka-cho, Osaka-shi, Osaka 530-0011 Japan

Head office: 27F, Marunouchi Bldg., 2-4-1 Marunouchi Chiyoda-ku, Tokyo 100-6328 Japan



THE TRENDS AND PROSPECTS OF THE BILINGUAL / MULTILINGUAL RECRUITMENT MARKET

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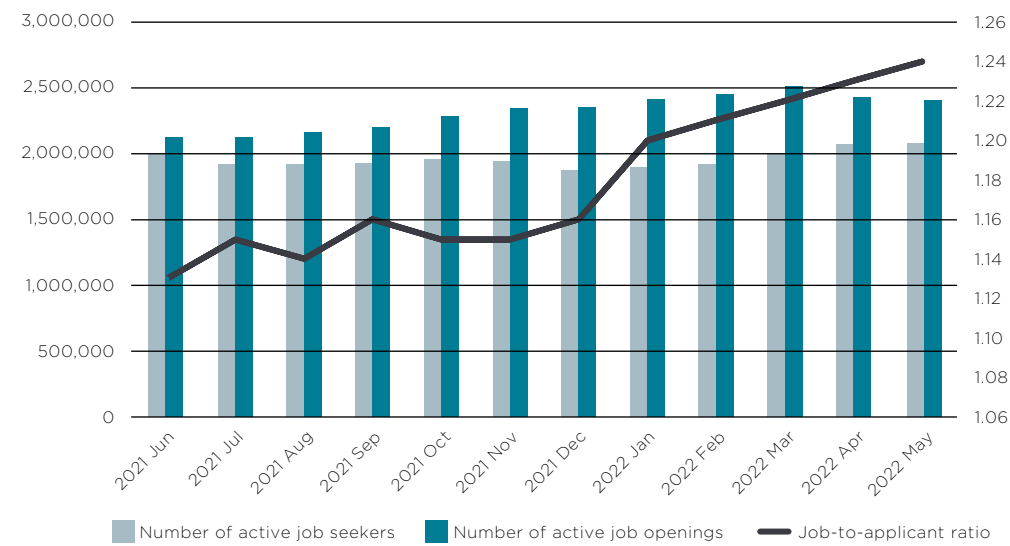
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General employment placement and demand for bilingual / multilingual professionals in 2022

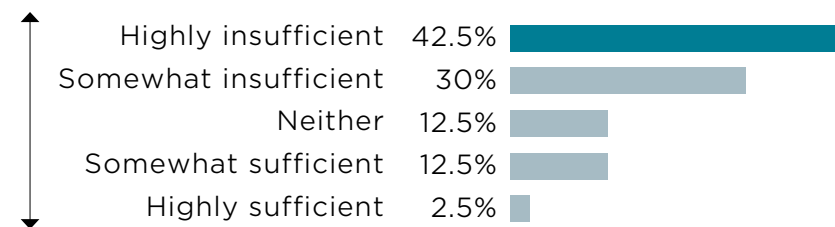
The general employment and placement situation is gradually recovering

According to information provided by the Ministry of Health, Labour and Welfare (MHLW), the number of active job openings has gradually and steadily increased since June 2021 and the hiring challenges of 2020 are far in the past.



The demand for bilingual / multilingual candidates continues to be high

Q. Do you feel there is a shortage of professionals in the Japanese market?

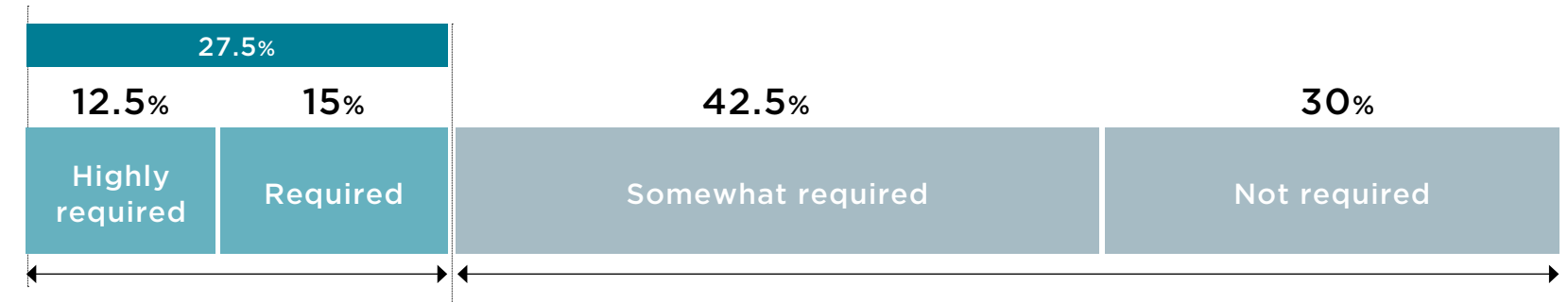


The demand for skilled professionals with language abilities remains high and the hiring of these candidates has been very active since 2021. From a survey of BRS's top clients, when combining the "Highly insufficient" and "Somewhat insufficient" results, we find a total of 76% of companies in Japan experience some difficulty when hiring bilingual and multilingual professionals.

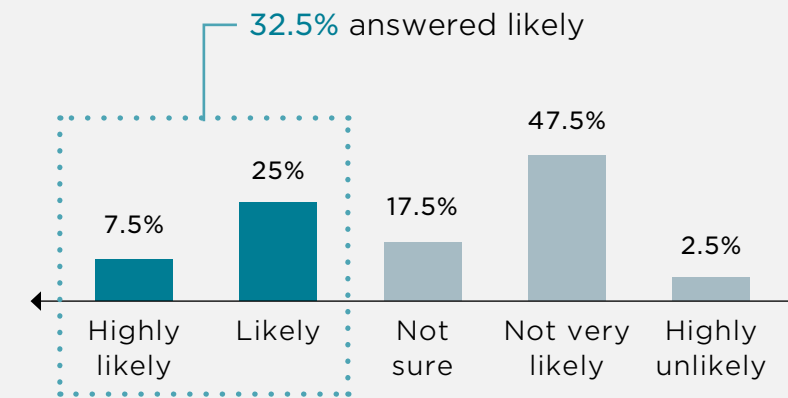
Demand for language abilities other than English and Japanese

When hiring multilingual professionals, companies in Japan still overwhelmingly require English as the second language. This is strengthened by the trend of large organizations in Japan switching their corporate language to English, thus requiring all employees to have a certain level of English and thus more positively positioning the companies in the global market. With that said, over the last several years, we have witnessed the demand for other language skills gradually increase. Given this situation, we asked about the demand for a third and fourth language.

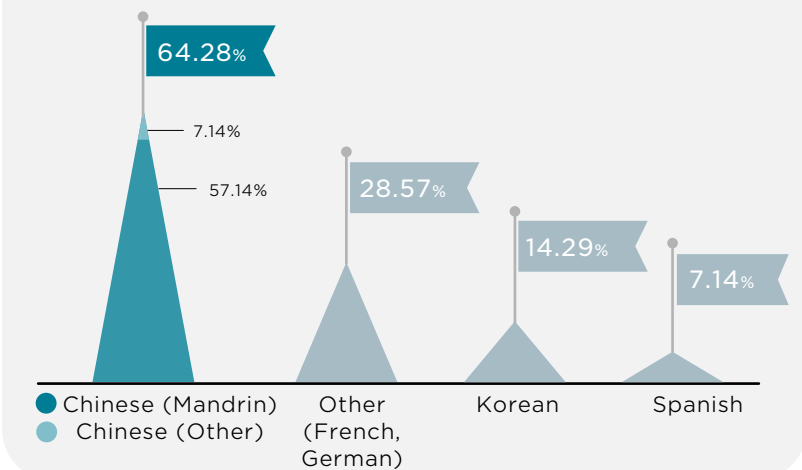
Q. Does your company currently require language skills other than Japanese and English?



Q. Select your company's likelihood of requiring a language skill other than Japanese and English in the future, regardless of your current needs



Q. If you answered that you have or you may have a demand in language skills other than English or Japanese, please tell us which language that will likely be



From the survey, we see that approximately 27.5% of respondents have a demand for language abilities other than Japanese or English, and an additional 32.5% will possibly have the same demand in the future. A majority of them specified Mandarin as the language that they will likely need. Candidates from Asia tend to have high Japanese language ability, compared to those from other regions. They also tend to have high English language ability compared to Japanese people, in general. This explains the increasing demand for professionals from greater China, as professionals from this region tend to be proficient in 3+ languages, such as their mother tongue, Japanese and English.



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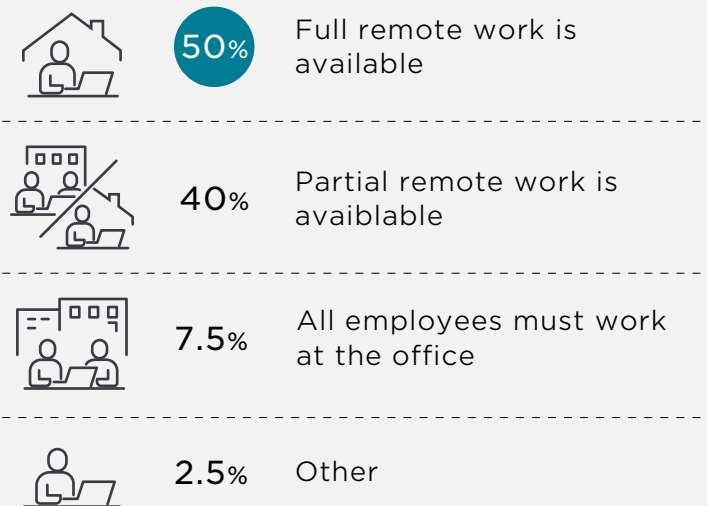
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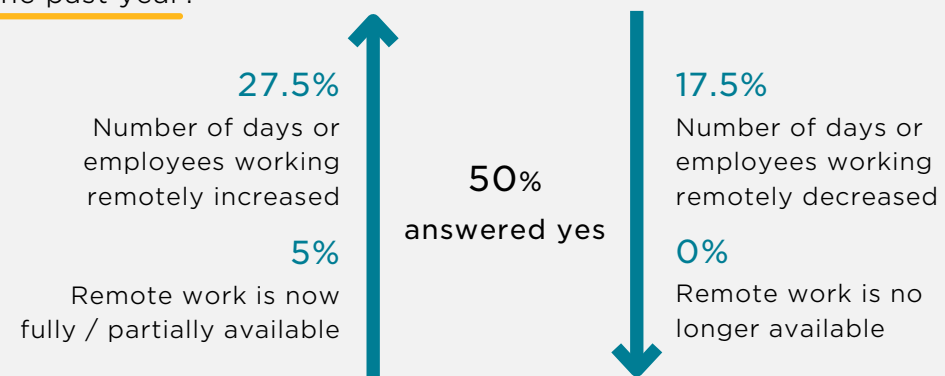
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Q. Please select one that best describes your company's current remote work situation



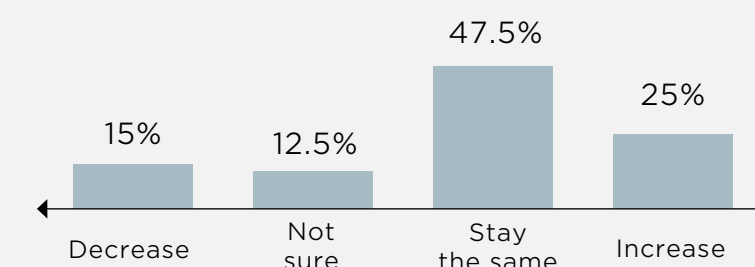
From the survey, we can see that half of the companies allow employees to choose a full remote working environment, and 90% of the companies have a full remote work environment or a partial remote working environment.

Q. Has your company changed its remote work policy over the past year?



When we conducted the survey in May 2022, about half of the companies had changed their remote work policy in the previous 12 months. Over half of the changes resulted in a betterment of the remote work environment, such as increased days of remote work.

Q. How do you think your company will change its remote work policy after COVID is no longer a major health risk to society?



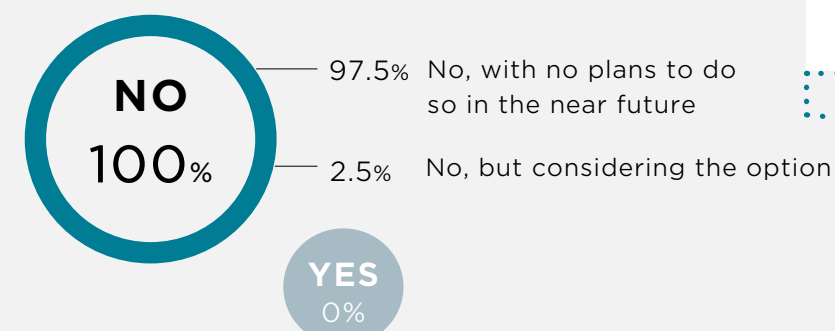
How will the remote work situation change in the era of "living with COVID"? In our survey, 72.5% responded that the remote work days will either "increase" or "remain the same". No one selected the possible answer of "The option of work remotely may be fully / partially available (this option is currently not available)" nor "The option to work remotely may no longer be available", showing that companies are looking to continue providing the remote work environment for its employees in the future, regardless of the pandemic situation.

Remote working and the future

Companies' efforts in successfully hiring highly qualified professionals

Companies are continuing to undertake various efforts to hire qualified professionals in the highly competitive bilingual and multilingual recruitment market. How will the remote work situation, which became a standard during the pandemic, evolve in the future? And what are some of the other work environment-related efforts companies are exploring?

Q. Does your company have a four-day work week system or policy in place?



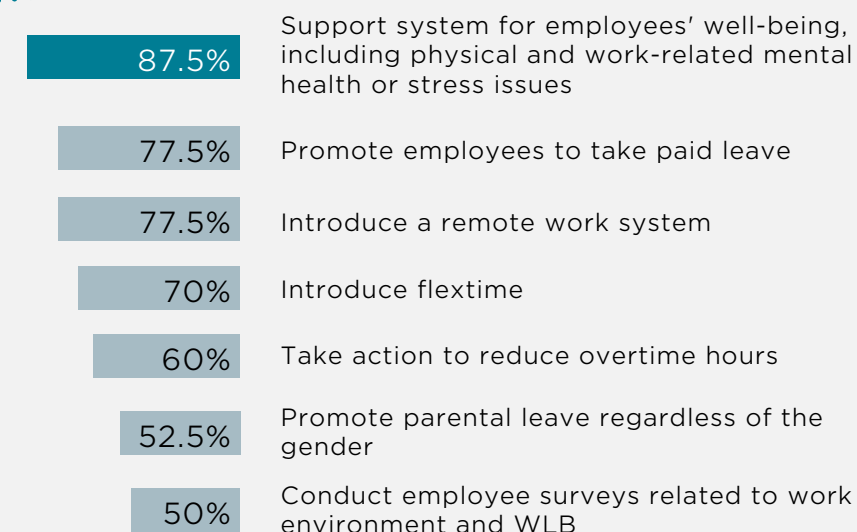
Four-day work week systems have been introduced by many companies overseas, and some Japanese companies have started introducing the system. However, in our survey, we found no companies currently have the system in place. This system has benefits for all parties such as improved work-life balance, improved efficiency and productivity, and enhanced corporate image. We expect more companies to introduce the four-day work week system in the future.

Other policies related to work environment



What becomes the deciding factor for a highly qualified candidate who receives several offers? It tends to be the compensation, also the efforts that the company makes for the betterment of the work environment. From our survey, we found that many companies undertake various efforts to improve the work environment.

Q. Please select all that your company does / has done to improve the employees' work-life-balance



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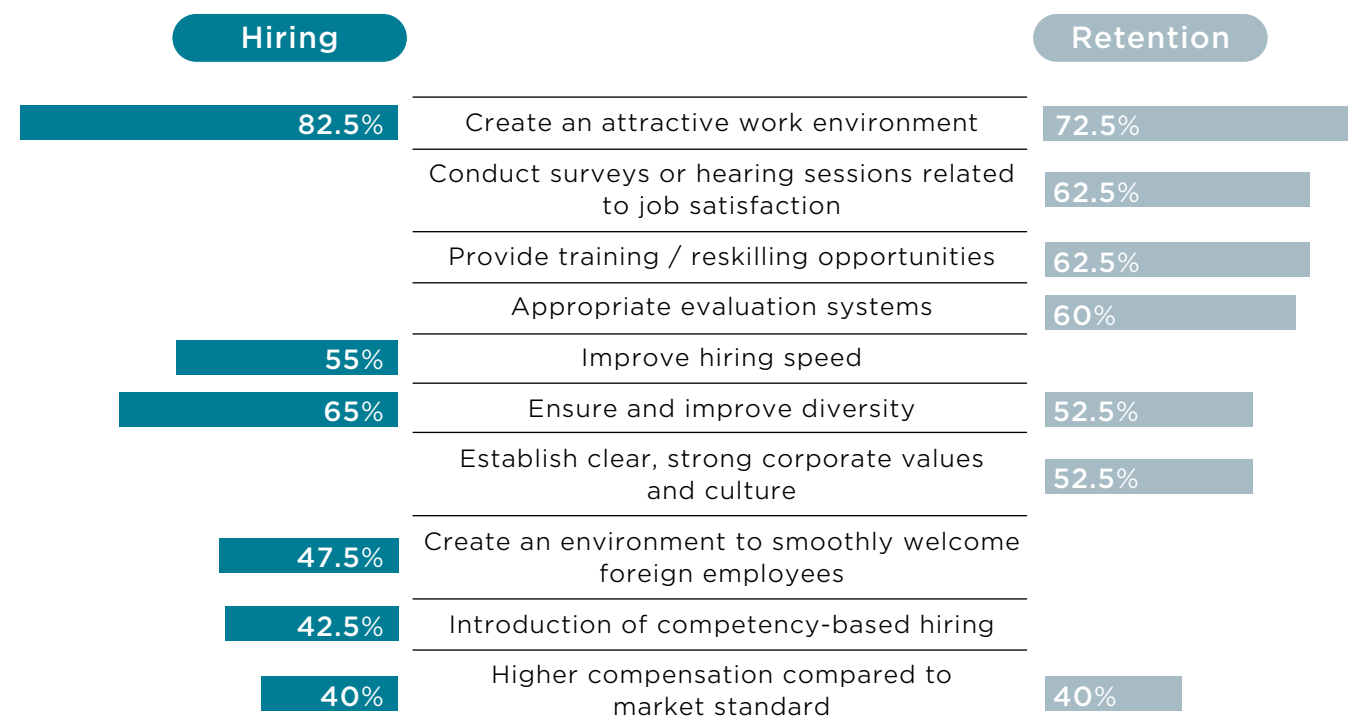
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Hiring and retaining qualified professionals

Hiring highly qualified professionals is essential for the growth of organizations. At the same time, retaining the qualified employees is another important challenge that companies face. Creating an appealing work environment for employees is effective for both retention and hiring. We asked our clients the efforts they make for both hiring and retention.



Companies are making various efforts to hire and retain qualified candidates and a large number of companies make conscious efforts to build an attractive work environment for employees. For hiring, many companies aim to ensure and improve diversity, in line with their corporate goals.

To retain employees, many companies ask them for their feedback, with the goal of making improvements that are in line with the employees' desires. Also, it became apparent that many companies also provide training programs and reskilling opportunities so that the employees can obtain new skills and grow within the existing environment.

Setting a clear priority in hiring

When searching for bilingual and multilingual professionals, it is important to set clear priorities. If a company demands extremely high levels of experience and skill sets, in addition to bilingual or multilingual skills, the available candidate pool will be drastically reduced and will result in a lengthy and potentially unsuccessful search. By prioritizing certain skills / experience over others, the available candidate pool is thus expanded exponentially.

Improving the accuracy of job information

According to the Employment Security Act, it is the employer's responsibility to accurately describe the workplace to a prospective applicant. This includes employee and employer having a unified vision of the goals of the business. Below are the 13 items that the law requires employers to provide detailed information on in the job post:

Items to define	
1	Official name of the employer
2	Business outline of the position
3	Duration of the employment contract (whether there is a set period or not, and in case there is, the duration), Employment type
4	Probation period (whether there is a probation period or not, and in case there is, the duration) *Clearly state and provide details of each work condition in case the work condition changes during and after the probation period *In case of an employment contract with a set period, even the contract applies to the probation period, the work condition of the probation period must be stated instead of the work condition of the period after the probational period
5	Work location
6	Passive smoking prevention measures of the work location
7	Working hours (Starting time and ending time of the work, whether or not there is work exceeding the set working hours, and work break(s))
8	Days off
9	Salary (Amount of the salary, salary type (monthly or hourly, etc.), base salary, regular benefits, transportation allowance, pay raise possibility, etc.) *Except for a temporary wage, bonuses and wages stated in each Item in Article 8 under Employment Security Act *Clearly state below information in case the fixed overtime is implemented in the salary system: - Number of work hours that apply to the fixed overtime - Amount of fixed overtime wage - That the company will pay additional wage in case the actual work hours exceed the fixed overtime
10	Other employment conditions
11	Interview & selection process
12	Social insurance (information that the position applies to the health insurance based on Health Insurance Act, pension insurance based on Employees' Pension Insurance Act, workers' accident compensation insurance based on Workmen's Accident Compensation Insurance Act, and employment insurance based on Employment Insurance Act)
13	Clarify employment type (temporary / contract / full time)

Also, there was a revision to the Employment Security Act in October 2022, which adjusted the laws surrounding the recruitment industry. It requires employers to accurately display more information about the job, than previously required. Keeping that information as accurate and up to date as possible, will reduce misunderstandings and adherence to the law.



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Salary Forecast

Roles

Salary (Million Yen)

	Low	Middle	High
Application Engineer / Technical Sales	7	9	11
Electrical Engineer	7	9	12
Embedded Software Engineer	7	9	11
Management	10	14	20
Mechanical Engineer	6	8	10
Product Development	6	8	10
Production Engineer	7	8	10
Project Management	7	9	13
Quality Assurance / Control	6	9	11
Sales	7	9	12
Test Engineer	6	7	8



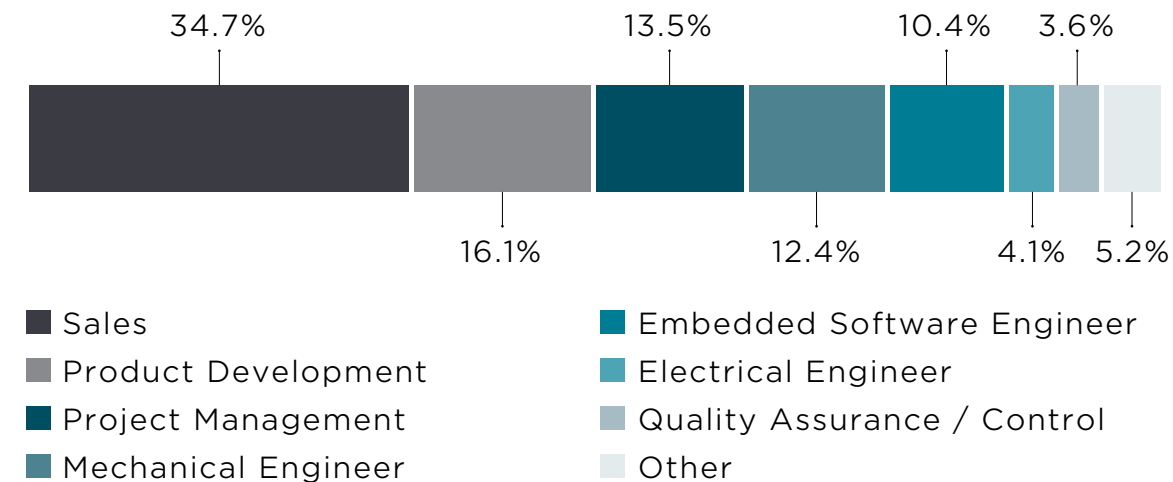
Industry Trends

Due to the global shortage of semiconductors, supply shortages on the production side continue. All companies are actively investing in CASE (Connected Car, Autonomous Driving, Shared Services, Electrification) and therefore, hiring relating to CASE is constant. CASE is a complex development of embedded software and IT, as well as machinery and electricity, and therefore, needs for strong project management experience are emerging. There are many job openings relating to powertrain electrification, automation based on data, automated driving, ADAS, and MBD. Positions relating to integrated software have been steadily increasing in the automotive industry for the last several years, and therefore, salaries for such positions remain competitive.

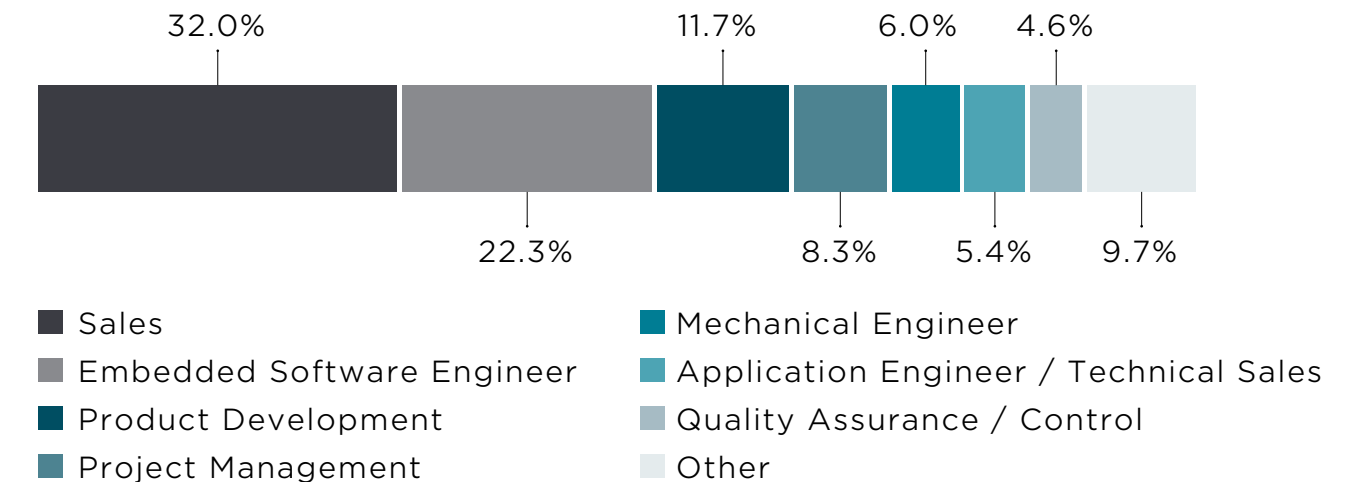
Prospects & Advice

For the most highly sought-after candidates in this market, they will have the choice of which company they will join. It is important that companies clearly articulate what the candidate can achieve if they were to work for them. Additionally, clients that are flexible throughout the interview process, as well as putting together competitive packages, will be more successful in their hiring practices.

BRS Registered Candidates Ratio



BRS Job Opening Ratio



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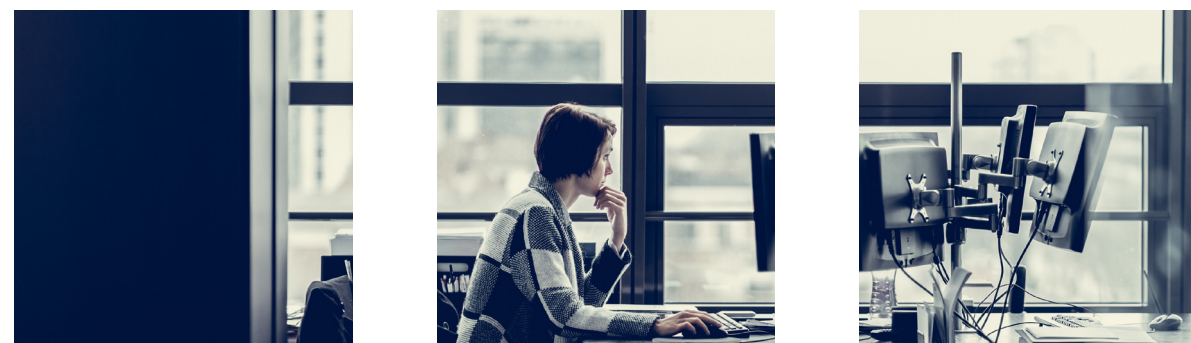
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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
EHS	7	8	10
Management	9	12	16
Marketing	7	9	11
Process Engineer	6	8	10
Production Management	6	8	10
Quality Assurance	6	8	10
Regulatory Affairs	6	8	10
Research & Development	7	9	12
Sales	7	9	12
Technical Sales / Application Engineer	7	9	11
Technical Services	6	8	9



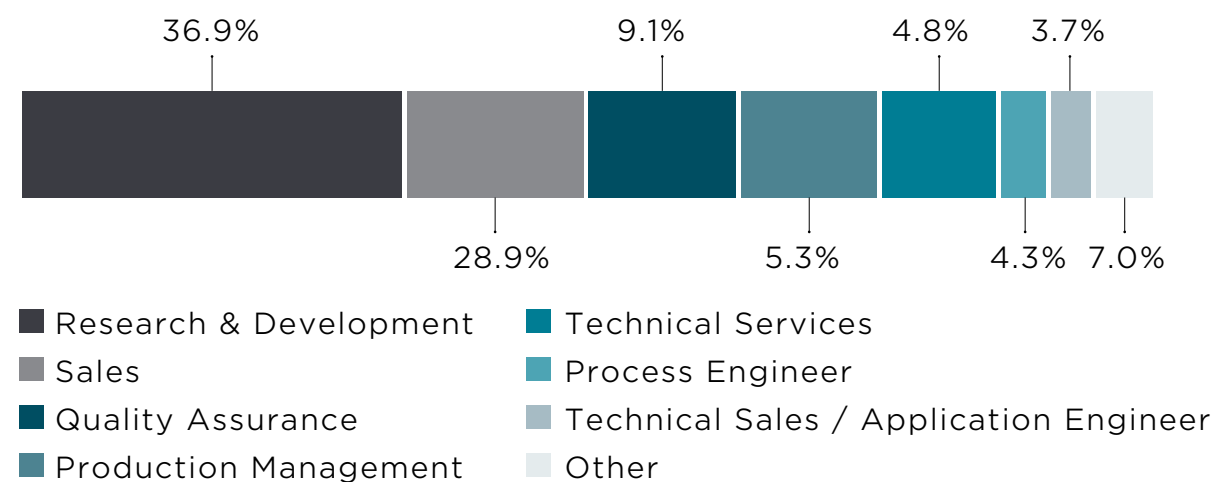
Industry Trends

Chemical companies tend to seek candidates with experience and knowledge of other industries, including the automotive industry, to accelerate the development of new markets and industries. Companies that manufacture end products in the Machinery / Electronics industry are hiring more and more candidates with a chemical industry background, as chemical knowledge is necessary when selecting materials for a new product. Some of the steady markets in the chemical industry include companies developing resins for mobile devices, electronic parts, and automobiles; electrochemical markets for batteries and EVs; inorganic materials for new use; composite materials (like ceramics, carbon fibers, etc.); and automation market or customized production processes.

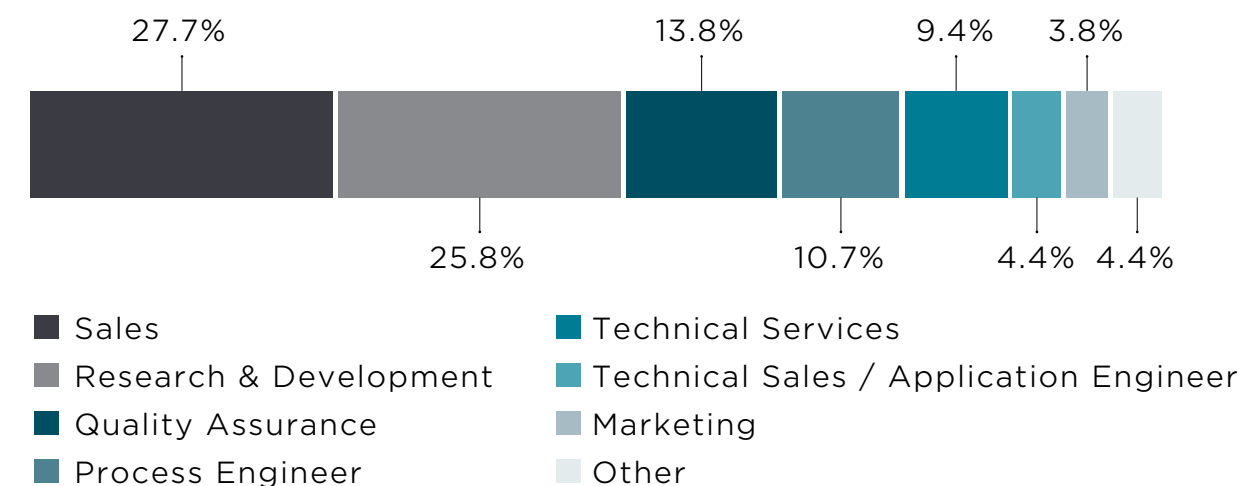
Prospects & Advice

The hiring budgets have remained consistent, but companies appear to be more willing to hire. The chemical industry has a reputation of being rather traditional and therefore, while there are many people interested in switching jobs, not many actually act on those interests. With that in mind, clients that are flexible throughout the interview process, as well as putting together competitive packages, will be more successful in their hiring practices. Also, to expedite the search time, it is always helpful to clarify priorities in the beginning, i.e. experience vs potential.

BRS Registered Candidates Ratio



BRS Job Opening Ratio



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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Advisory	8	12	15
BPR	10	15	20
Business Development	8	12	16
Consultant	8	12	15
Corporate Strategy	10	15	20
Development & Training	7	9	12
Financial Advisory	8	12	15
HR Consulting	9	12	15
Industrial Consulting	8	12	15
IT Security & Audit	8	12	16
M&A Advisory	8	12	15
Management Consulting	10	15	18
Partner	25	35	50
Pre Sales / Post Sales	7	9	12
Risk Consulting	8	12	15
Senior Consultant	12	15	18
Technology Consultant	8	12	15

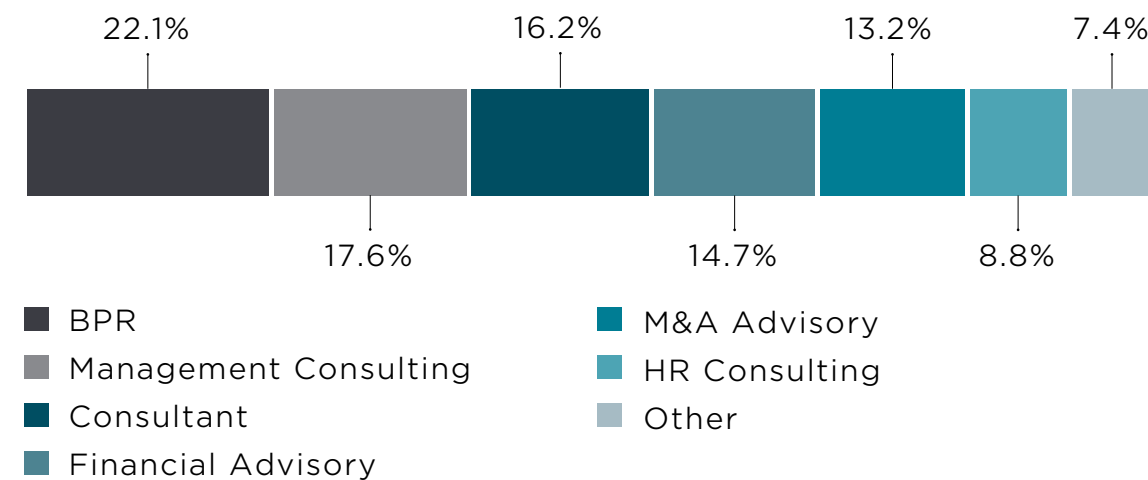
Industry Trends

Challenges facing management are increasing and becoming more complex than ever before. Consulting needs have also increased significantly because of this. More specifically, companies need information security measures in place due to the spread of remote work; manufacturing companies are reviewing supply chains due to the pandemic; lack of business successors are increasing M&A needs; businesses needing to respond to DX; and implementing SDGs within company. Additionally, the mainstream consulting style is gradually shifting from a conventional hands-off model, where consultants find the issues of a company and formulate strategies to combat their issues, to a hands-on model, where consultants get involved from the management / business and solve the customer's management / business issues in a hands-on manner. Because of this shift, consultancies are hiring from a wider range of backgrounds to meet changing demands.

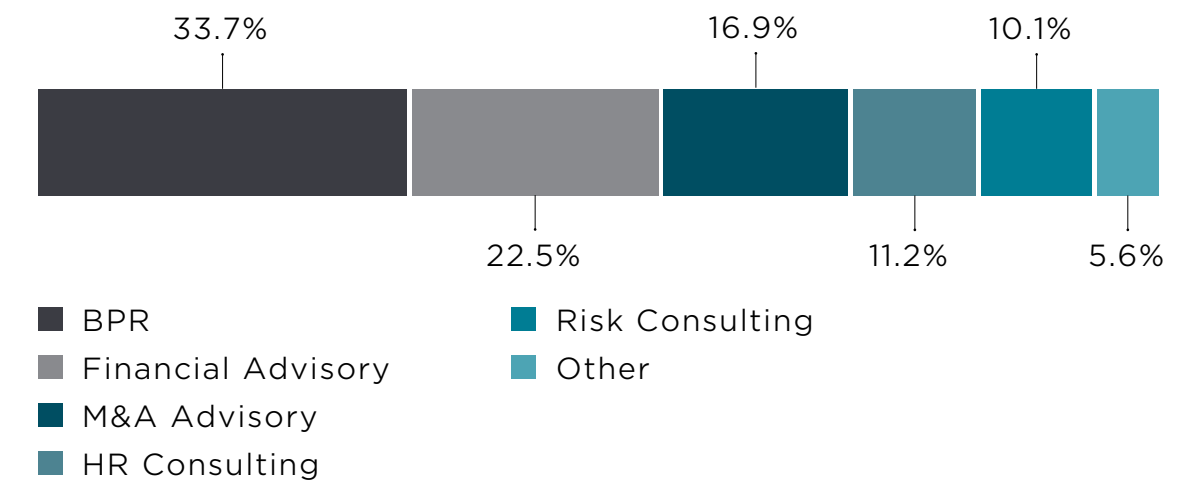
Prospects & Advice

Recruitment needs are high in almost all departments within consulting companies. Many companies are increasing placement fees, sometimes 200%-300% of the normal fee, to remain competitive and to secure key hires, including experienced consultants and professionals with cyber security, or SDG-related experience / knowledge. We foresee an increase in business creation projects for client companies and this will undoubtedly fuel a drive for logical problem solvers, while needs for creativity or the ability to "design" new solutions will also increase in the near future.

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BRS Job Opening Ratio



ELECTRONICS

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Application Engineer	7	9	12
EHS / Facility Management	7	9	11
Electrical Engineer	7	9	12
Embedded Engineer	7	9	11
Management	10	13	20
Mechanical Engineer	6	8	10
Plant Manager	8	10	15
Process Engineer	6	9	10
Production Engineer	6	8	10
Project Management	7	9	13
Quality Assurance	6	8	10
R&D / Product Development	7	9	12
Sales	7	9	12



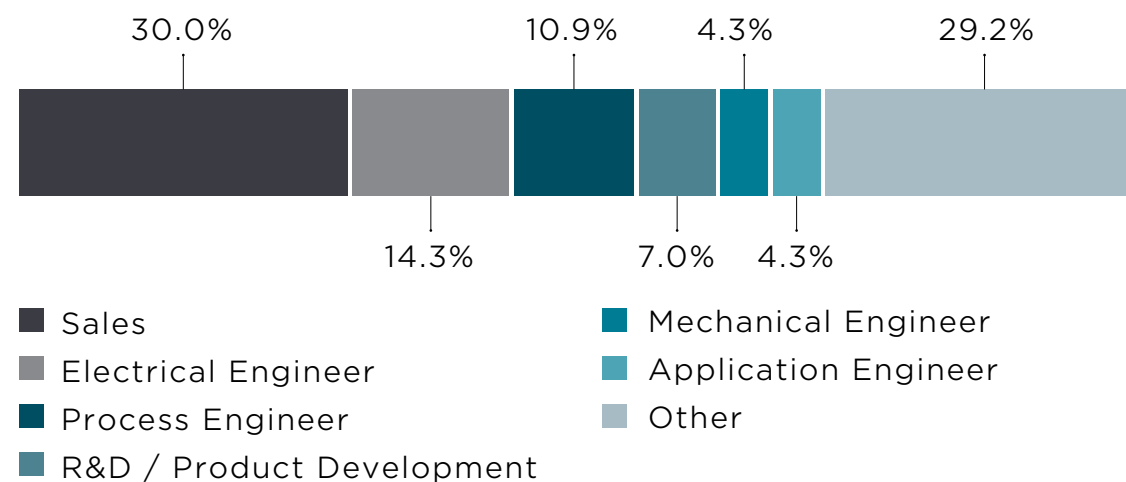
Industry Trends

Hiring is increasing compared to last year with some strong trends continuing in the semiconductor market, various types of automation, and IoT. Hires are increasing around automation, with an increasing trend of searching for candidates with paired knowledge of hardware, software & systems. Structural changes in the world's supply chains are leading companies to shift their supply chain back to Japan. However, semiconductor-related industries are still facing clear candidate shortages.

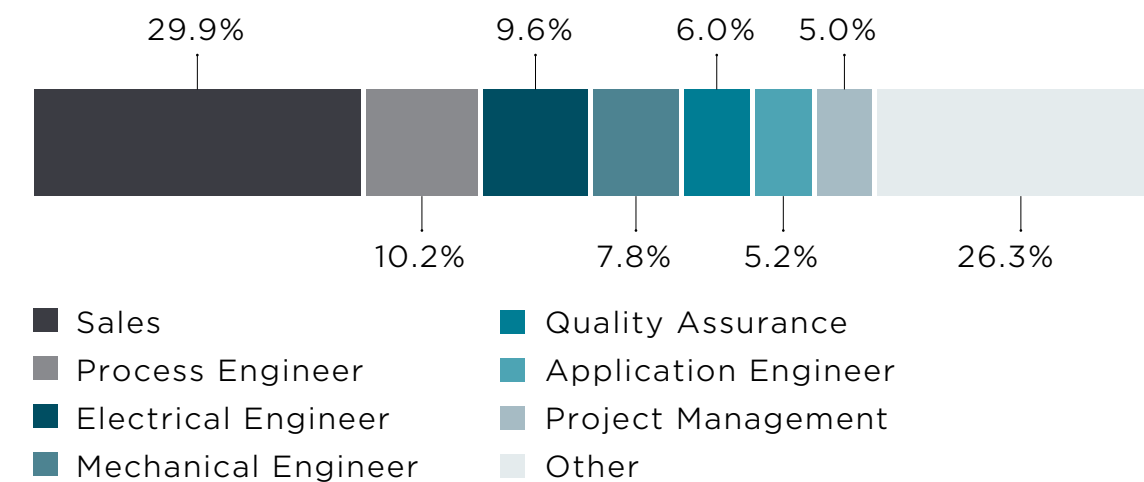
Prospects & Advice

Companies are actively hiring for key positions, both replacement and newly opened roles, in response to the improved market. Demand for experienced professionals in this area remains high, especially those with hardware experience. Therefore, clients that are flexible throughout the interview process, as well as putting together competitive packages, will be more successful in their hiring practices. It is also advantageous to provide the job seekers with as much information as possible during the hiring process.

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BRS Job Opening Ratio



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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Electrical Engineer	7	9	11
Engineering Manager	9	12	15
Environment & Sustainability	7	9	10
Field Service Engineer	6	8	10
Health & Safety	7	9	10
Mechanical Engineer	6	8	9
Plant Manager	9	12	15
Process Engineer	7	9	11
Production Engineer	7	9	11
Project Management	8	11	15
Quality Assurance	7	9	11
Sales	7	9	12
Technical Services	6	7	8



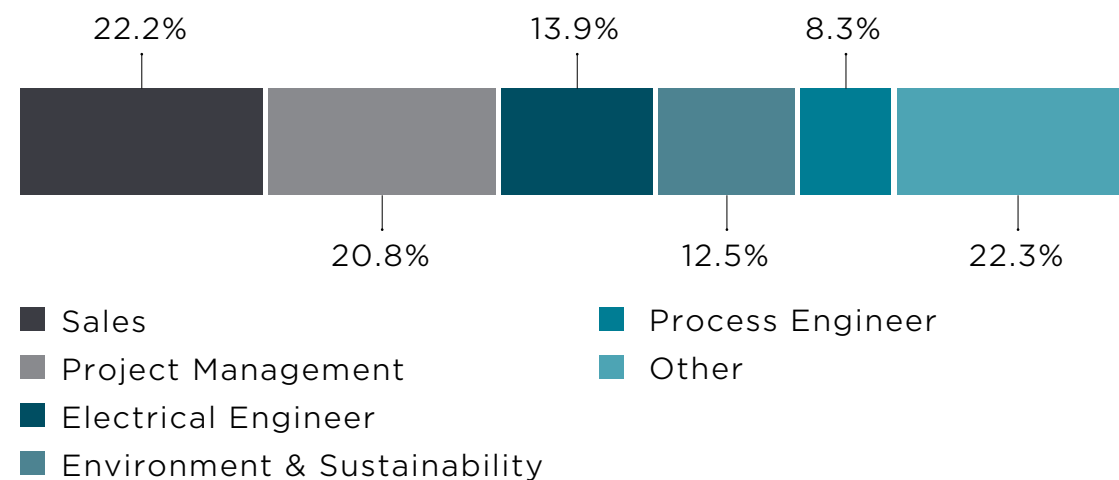
Industry Trends

The number of renewable energy-related jobs, mainly solar power, continues to increase. As this industry is relatively new, companies often hire experts from other industries and these individuals often have much success. Some hot jobs recently have focused on experience in wind power, biomass power plant construction, and project management. We have also seen a rising need for people with hydrogen-related experiences.

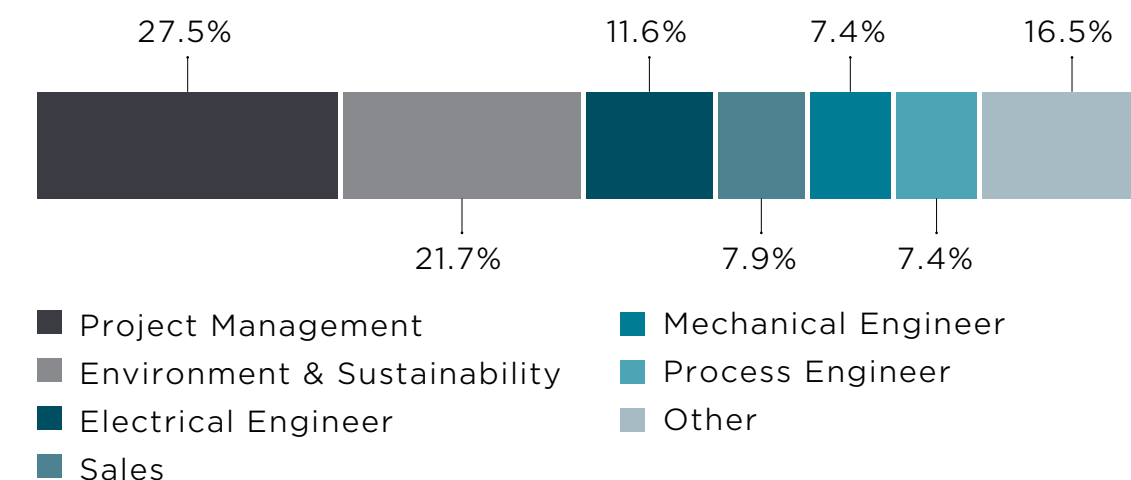
Prospects & Advice

As experience is extremely important in this industry, companies that prioritize experience over everything else (i.e. seniority, salary, and language skills), are more likely to fill positions quickly. Additionally, job seekers are placing a high priority on remote work availability and tend to choose companies that provide a flexible work environment.

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MACHINERY

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
EHS / Facility Management	7	9	11
Electrical Engineer	7	9	11
Embedded Engineer	7	9	11
Management	9	13	20
Mechanical Engineer	6	7	10
Plant Manager	9	11	13
Production Engineer	6	7	9
Project Management	7	9	11
Quality Assurance	6	8	10
R&D / Product Development	6	8	10
Sales	7	9	12
Sales Engineer	7	9	11
Service Engineer / Maintenance	6	7	9



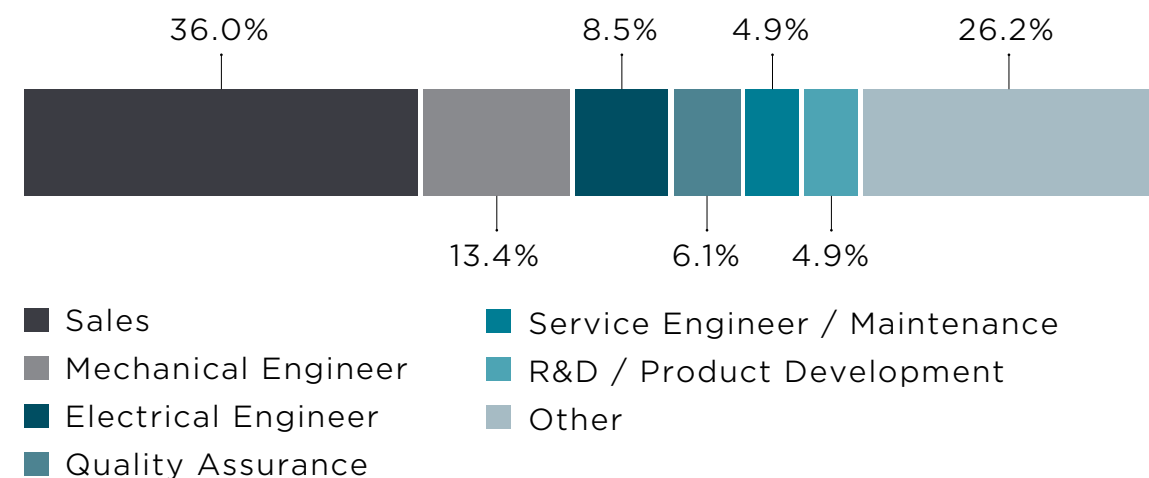
Industry Trends

We have witnessed a shift away from hardware-centered hiring and companies investing more resources into positions dealing with digitization and automation. Companies tend to seek candidates with knowledge about machinery, electricity, and software. Additionally, from a business development standpoint, we have seen companies hire sales professionals from the industries they wish to expand into. However, even with the industry's growth, there have still been instances where companies reduced hiring to adjust the cost structure of the company.

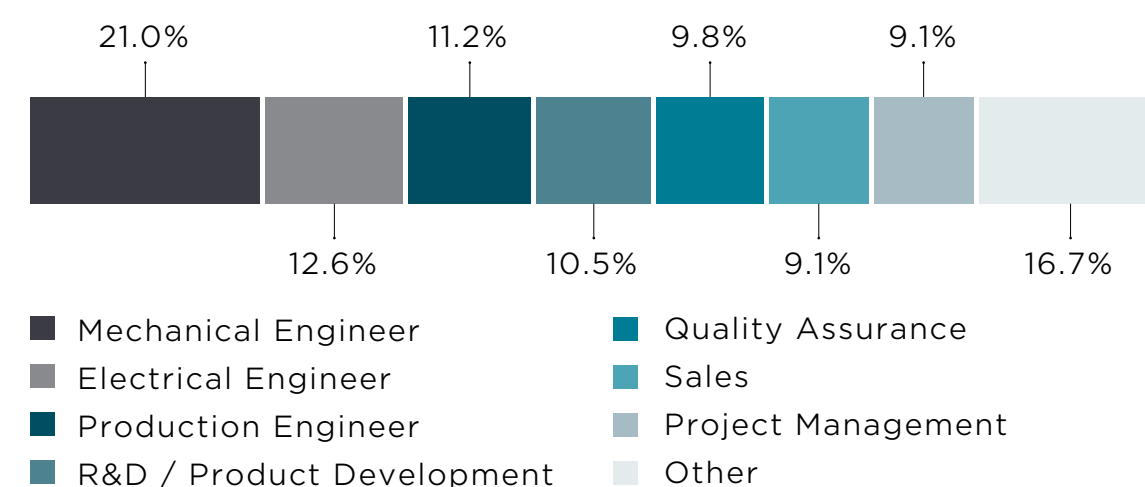
Prospects & Advice

With the aforementioned shift in the market towards heavier electrical or systems-centered hiring, candidates may struggle to find positions they qualify for, due to the tougher than usual competition. Therefore, clients that are flexible throughout the interview process, as well as putting together competitive packages, will be more successful in their hiring practices. Also, to expedite the search time, it is always helpful to clarify priorities in the beginning, i.e. experience vs potential. It is also advantageous to provide the job seekers with as much information as possible during the hiring process.

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MEDICAL DEVICE

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Salary Forecast

Roles

Salary (Million Yen)

	Low	Middle	High
Business Development	10	14	18
Clinical Specialist	6	8	11
Marketing Communication	6	9	11
Medical Device Manufacturing	6	8	10
Product Marketing	7	11	15
Quality Assurance	6	8	11
Regulatory Affairs	7	10	14
Research & Development	6	9	12
Sales	6	9	13
Service Engineer	6	7	9
Training & Development	7	9	12



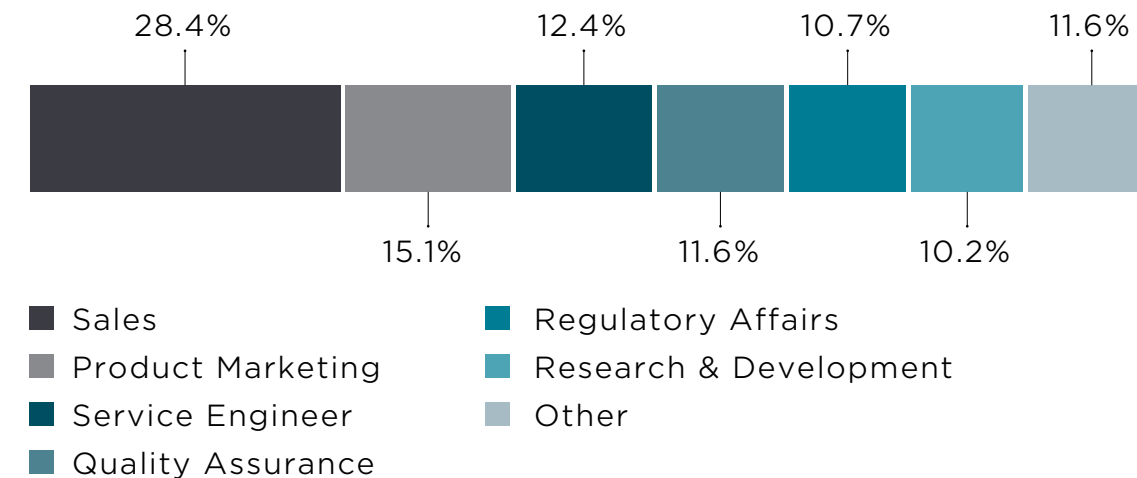
Industry Trends

Existing medical device companies are finding it hard to hire top talent with the rise in competition. The competition is only intensifying due to new medical device companies making use of AI, while there are other companies venturing into the medical device industry from other sectors. Although some major international companies have stopped hiring in certain positions, hiring needs overall remain high. We saw many cases where hiring stopped or was delayed till next year for sales & marketing-related positions because some of the new products targeted for commercial use weren't yet approved. R&D-related positions such as pharmaceutical affairs, clinical, and safety / quality assurance continue to have high hiring needs and competition remains high.

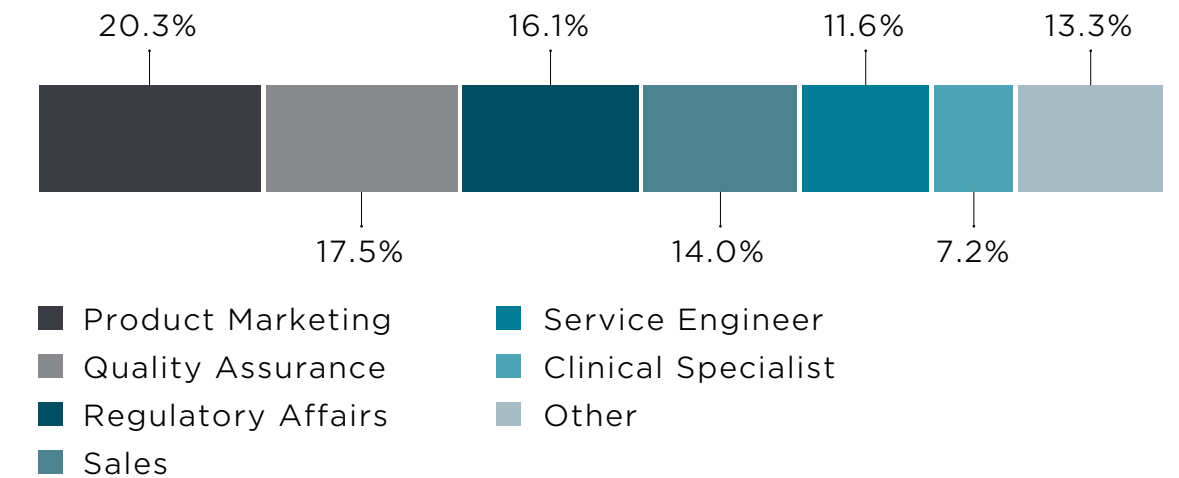
Prospects & Advice

The demand for qualified candidates far outweighs the supply in this market. Candidates are often very reluctant to commit to interviewing until they are convinced of the merits of the opportunity. Clients who are able to provide extensive information on new products in development and their corporate strategy tend to have more success in hiring. Additionally, providing information on future career paths, the company's mission & vision, details about the product pipeline, and the long-term corporate outlook will only increase your company's chances to secure the hire. Sharing all this information earlier in the recruitment process, will also be beneficial.

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PHARMACEUTICAL

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Alliance Management	8	11	15
Biostatistics	7	9	13
Clinical Trials	7	10	12
Drug Manufacturing	6	8.5	12
Marketing	9	14	18
Medical Affairs	8	11	14
Medical Doctor	14	17	22
Medical Researcher	8	13	16
Nurse	6	6.5	7
Pharmacist	6	6.5	7
Pharmacovigilance	6	9	12
PMS	7	10	12
Pricing	8	11	15
Quality Assurance	6	8	11
Regulatory Affairs	7	10	13
Research & Development	6	9	12
Sales / MR	7	9	13

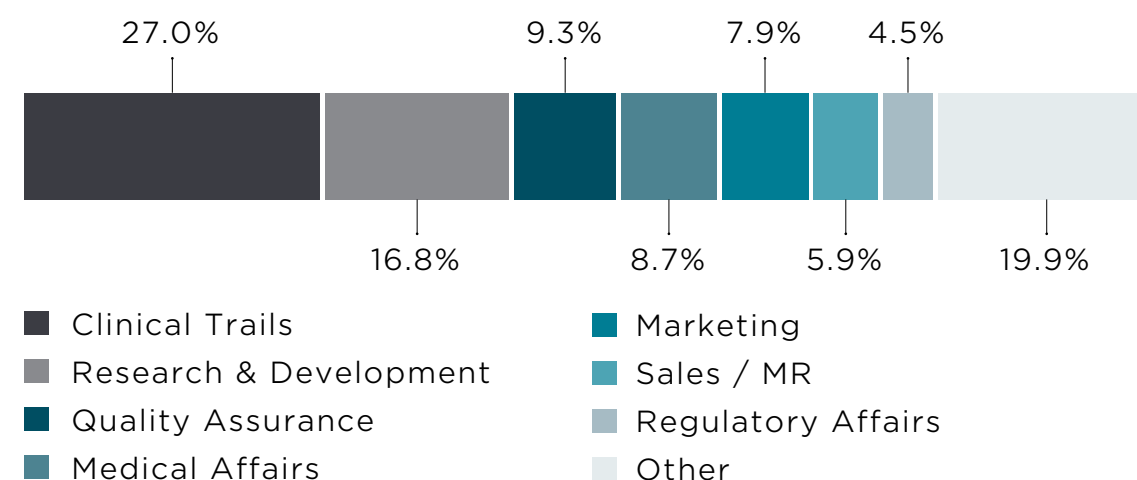
Industry Trends

Recruitment activities slowed somewhat in the second half of 2022 and while there are currently not many highly urgent positions open, there are numerous roles that have remained vacant for nearly a year now. It seems the majority of companies prefer thinking long term and are patiently waiting for the perfect match, rather than changing their requirements. Some trends we are seeing by job type include companies filling commercial-related positions with internal transfers (e.g. reassignment from MRs) first before hiring a new person; and in comparison, we are seeing much more hiring activity in clinical-related positions than that of commercial.

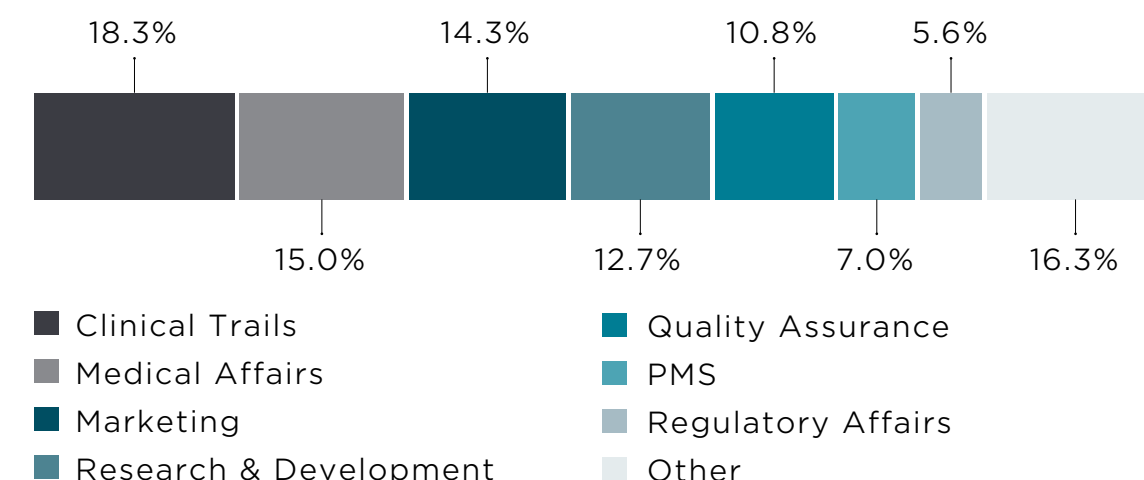
Prospects & Advice

In the instances of positions remaining open for extended periods, we often recommend a reconsideration of the search criteria in order to move things forward. Additionally, we have found companies that have relatively fast screening processes, coupled with timely interview processes, tend to have more success in securing the top talent. Lastly, it is highly advantageous to the hiring process if there is open communication between the hiring department and the HR department, ensuring that market expectations and market possibilities are aligned.

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ACCOUNTING AND FINANCE

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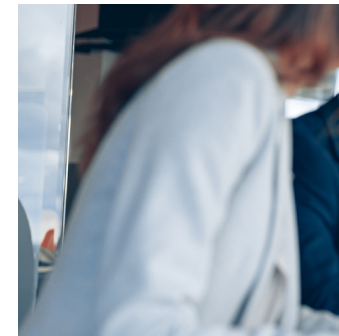
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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Accounting Manager	8	11	14
Accounts Payable / Accounts Receivable	6	7	9
Audit / Risk	6	10	14
Business Planning	9	12	20
CFO	18	25	35
Corporate Strategy	8	12	20
Finance Manager	10	12	14
Financial Accounting	6	8	10
Financial Planning & Analysis	8	10	15
Investor Relations	7	9	15
Tax / Treasury	6	8	12



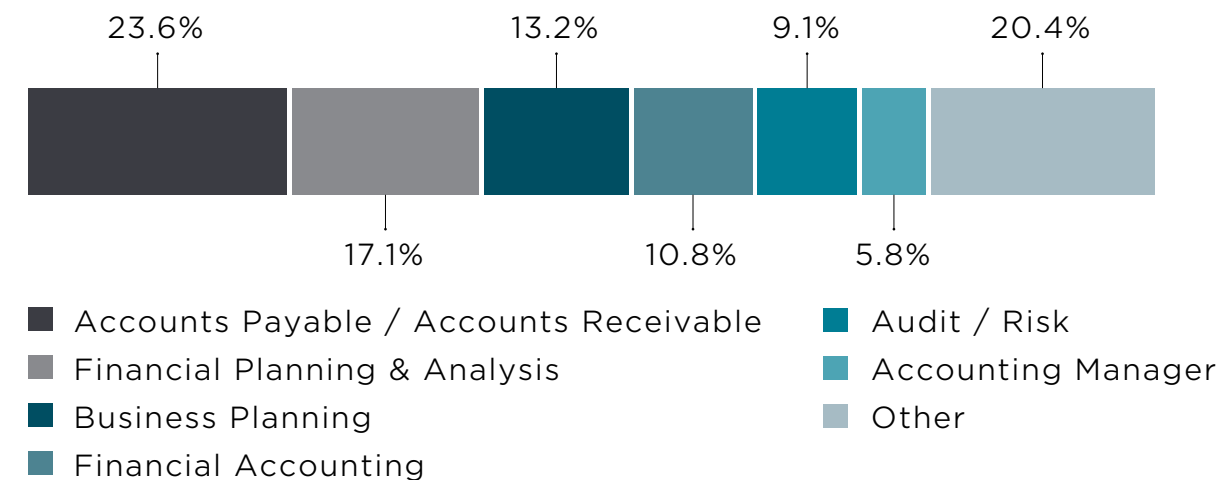
Industry Trends

Hiring within the accounting and finance sector remains extremely high, across all industries. Even the industries that stopped hiring due to the pandemic (e.g. apparel and retail) are now resuming their hiring activities. Until last year, there was fierce competition over FP&A candidates but recently, such competition has expanded into other sectors of accounting and finance. Clients should consider that highly qualified professionals will often receive multiple offers and we have witnessed companies raising salaries to win over top talent. This trend has gradually induced an increase in average salary, with some offers going high above the industry standard. Companies may struggle to hire if they are not flexible with their salary.

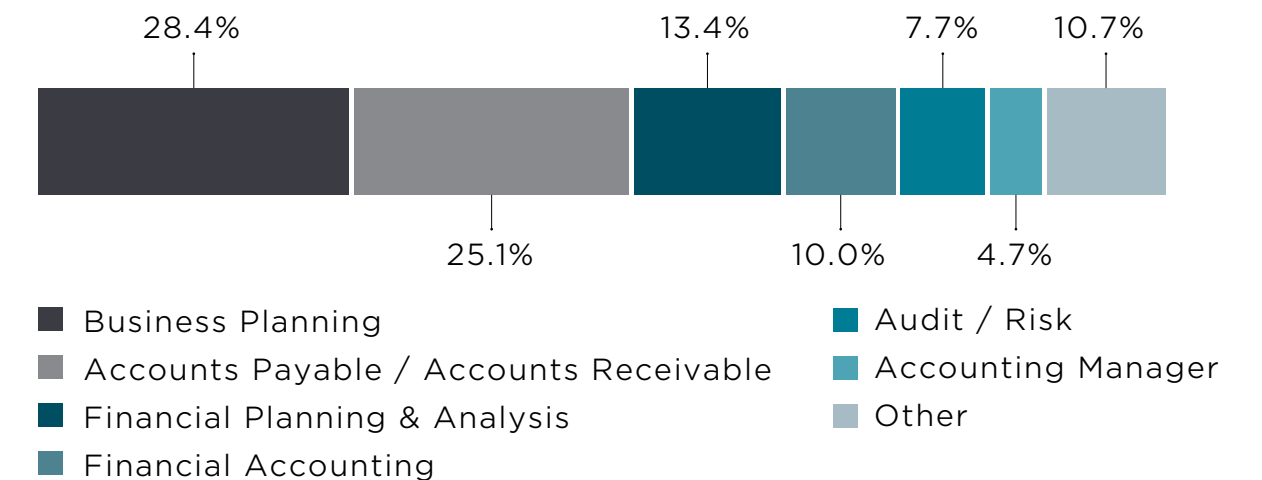
Prospects & Advice

We have found companies that share detailed information during the hiring process regarding the company, the people, the department goals, and missions increase their hiring rates. Another significant selling point is remote work flexibility. Companies that have deployed WFH options, should tout them during the interviews to secure their desired candidates.

BRS Registered Candidates Ratio



BRS Job Opening Ratio



LEGAL / IP / COMPLIANCE

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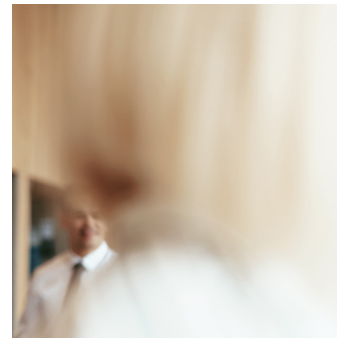
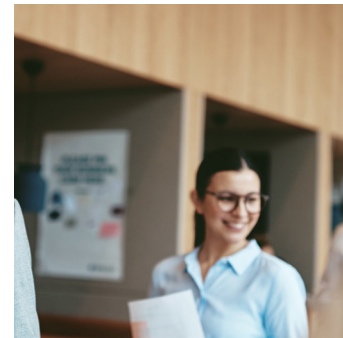
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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Compliance / Risk	7	10	15
Governmental Affairs	6	8	11
Head of Legal / General Counsel	17	23	35
In-house Lawyer	9	12	25
In-house Legal	6	9	17
Intellectual Property	6	8	12
Legal Counsel	10	15	25
Paralegal	5	6	7
Partner	35	45	60
Private Practice	9	13	30



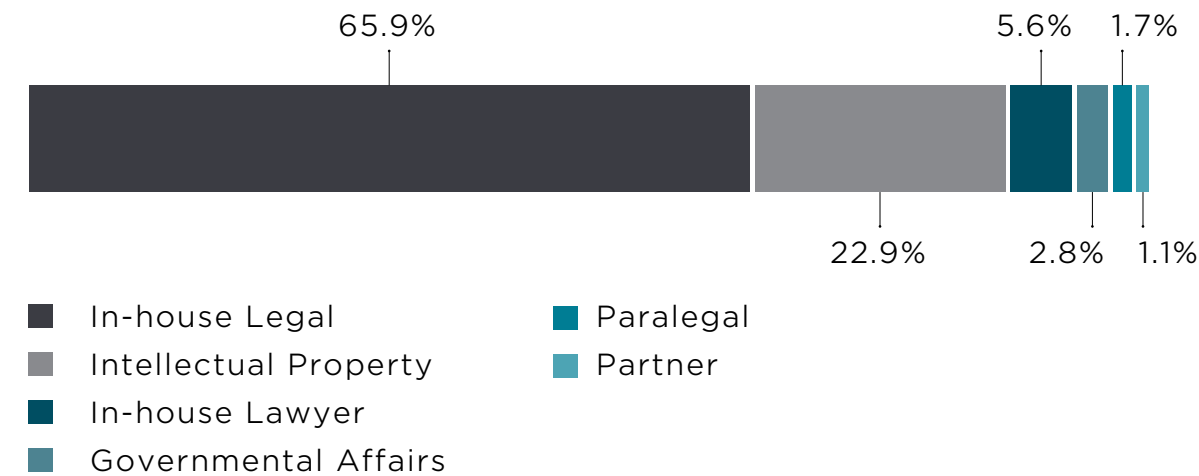
Industry Trends

There is a clear trend of companies trying to strengthen their legal departments to navigate an increasingly complex business environment, as well as venture companies searching for internal legal professionals. As companies are expanding in the post-pandemic environment, they are discovering the need to strengthen their legal departments. Demand is especially high in industries such as Medtech, Fintech, and SaaS. Security risks are increasing for all companies and needs for strong security experts with a legal background are also increasing. Openings for data privacy-related positions are increasing in the finance industry, which has always been in high demand, and also in the pharmaceutical and human resources industries.

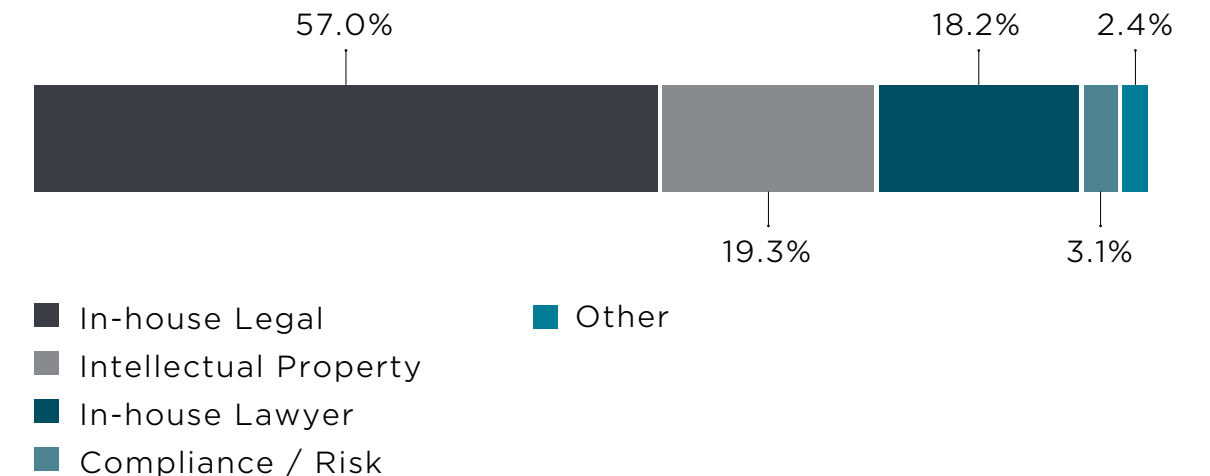
Prospects & Advice

The legal market is highly candidate driven and therefore, in order to hire successfully, companies should be flexible in their screening standards. Companies have started placing emphasis on experience and skills, above all other factors, with promising results. Additionally, we have seen great results from companies that are flexible in regarding a timely hiring process, preparing a competitive package, and creating a comfortable working environment.

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HUMAN RESOURCES

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Compensation & Benefits / Total Rewards	7	10	15
Employee Relations	7	9	13
Global HR	6	8	12
HR Business Partner	8	12	15
HR Director	15	20	30
HR Generalist	7	9	10
HR Manager	8	10	13
HRIS	6	8	12
Learning & Development	6	9	14
Payroll / Social Insurance	6	8	12
Talent Acquisition	6	10	20
Talent Management	8	10	15



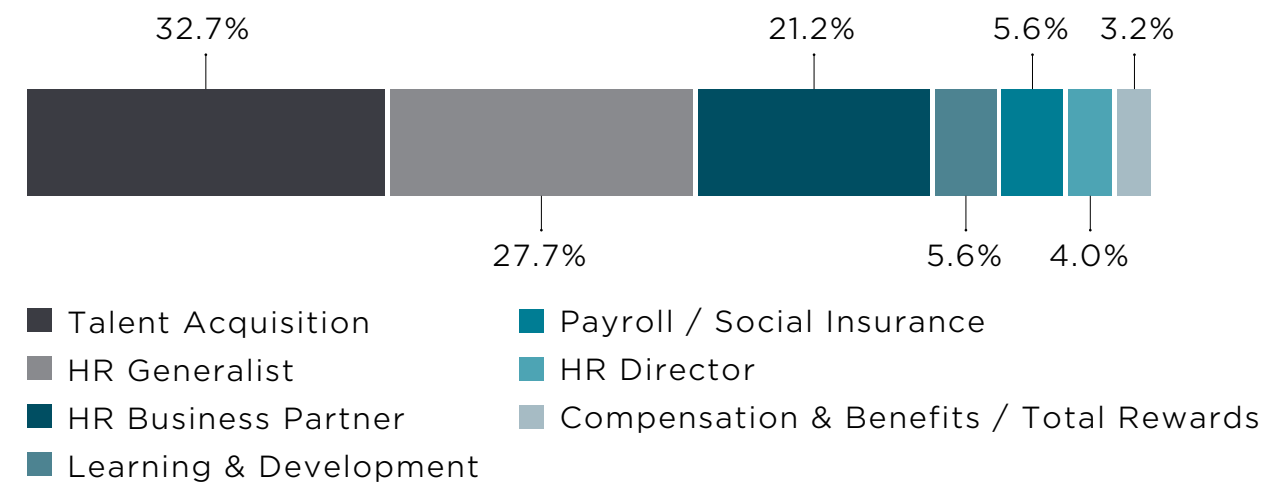
Industry Trends

Demand for bilingual HR professionals remains strong while the need for global HR professionals continues to grow for all international firms, whose overseas sales ratio is on the rise. The number of job openings is increasing, however, so is the number of unfilled positions. Companies appear to be more specific about their hiring requirements, with the uncertainty of the economy most likely to blame for this trend. Companies are searching for professional across all HR positions, but since many companies are working on organizational reforms, there is increased need for regular staff and hands-on managers, rather than management-centered positions. Companies are coupling organizational reforms with IT utilization, so needs for HRIS are also increasing.

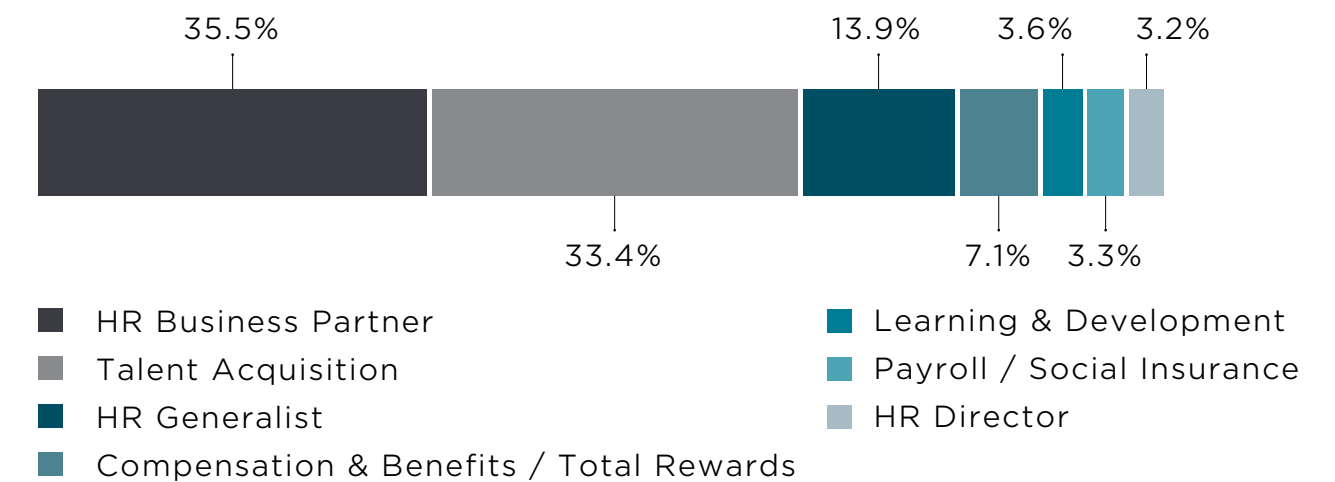
Prospects & Advice

A trend we have witnessed more frequently is that companies are struggling to hire replacements in HR, and those positions simply remain open and unfilled. Given the fierce competition, if it is an urgent hire, we recommend taking a more flexible approach and modifying the target profile for bilingual HRs, in order to expand the available candidate pool. While hiring a wide range of positions presents inherent challenges, vacancies within the HR department exasperate the problem within the organization.

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BRS Job Opening Ratio



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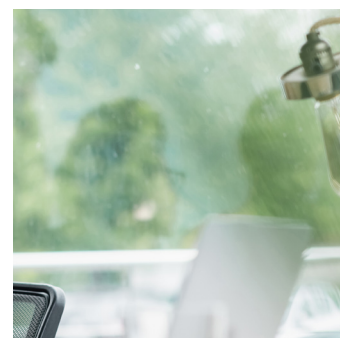
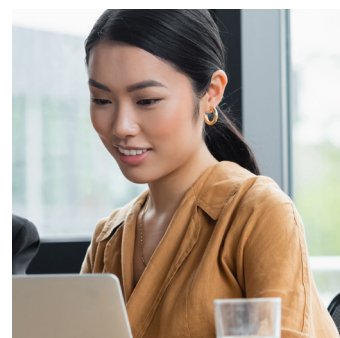
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Salary Forecast

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



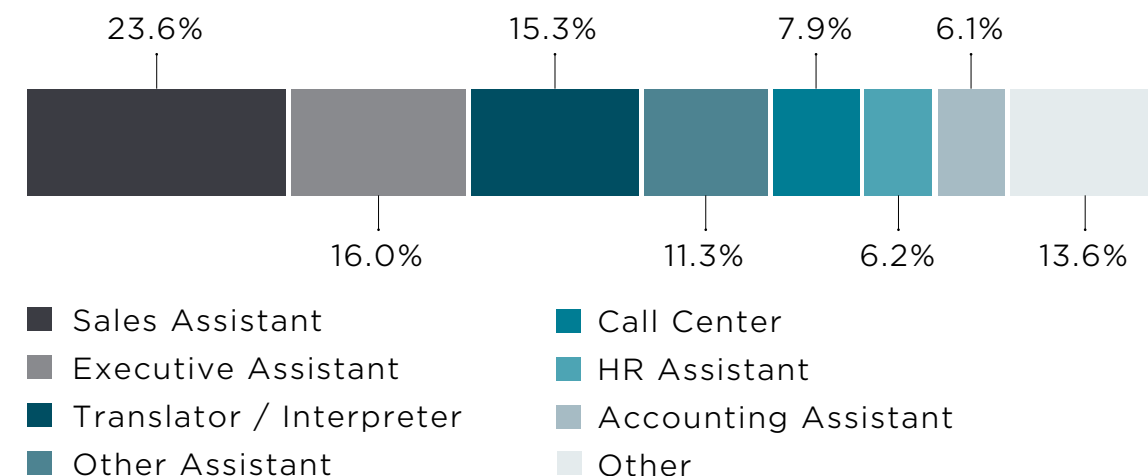
Industry Trends

Secretarial and assistant positions usually open up when a company is looking for a replacement, but recently we are seeing a lot of newly created positions in response to company expansions. This sector is thriving in small to medium-sized enterprises and we are also seeing rising trends for companies to replace temp positions with perm employees and increase their responsibilities; increase the number of assistants in response to an expanding sales team; and respond to increased overseas activity by increasing positions that require candidates to translate and interpret, while also attending to back-office duties. Hiring secretaries and assistants with high language skills is also becoming more difficult as more large companies and rapidly growing IT companies have stopped using recruiting agents.

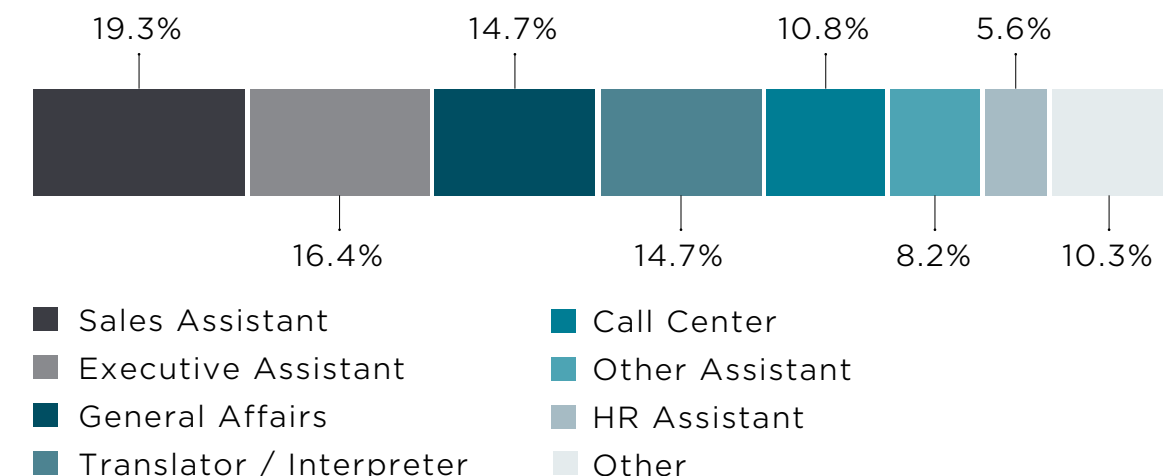
Prospects & Advice

Companies have very similar requirements when searching for secretaries and assistants with high language skills, especially English, therefore limiting the available supply in the market. Thus, to successfully meet hiring budgets, it is necessary to consider all applicants equally, regardless of seniority or history of temp experience, etc. Also, as this is a female-heavy market, actively sharing and providing plenty of information on how people can work after childbirth, or how to work comfortably with children in the picture (remote work and flextime) will increase their desire to work for your company. The support that the company provides can greatly sway a candidate's decision.

BRS Registered Candidates Ratio



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SALES AND MARKETING

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Roles

Salary (Million Yen)

	Low	Middle	High
Agency Account Manager	8	10	14
Brand Marketing / Product Marketing	7	11	14
Business Development	8	10	14
Country Manager / Representative	18	25	35
Data Analyst / Sales Planning	6	8	13
E-Commerce Management	7	10	14
Market Research	6	7	10
Marketing Director	14	16	20
Media Planning	6	8	13
Merchandiser	6	9	13
Online Marketing / Digital Marketing	6	11	14
PR / Marketing Communications	7	11	17
Retail Management	6	9	13
Sales Director	15	20	27
Trade Marketing	7	8.5	12

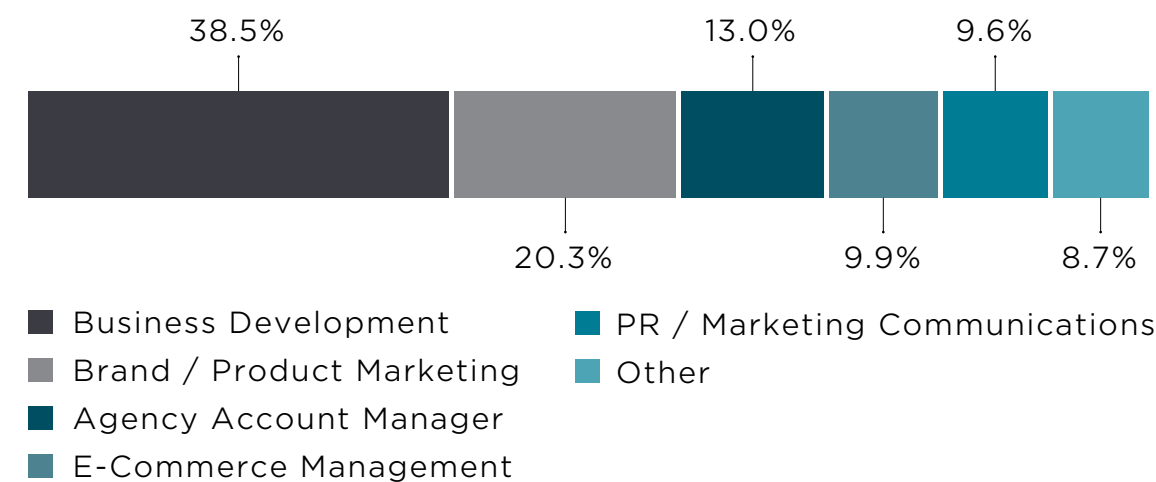
Industry Trends

The market as a whole has been gradually shifting to an online-based business for the last 5 years. With the onset of the pandemic, needs for e-commerce-related professionals have expanded exponentially. Sales professionals with the ability to expand the EC business are in high demand, and with a short supply, the competition is intensifying. In response, companies are willing to consider hiring professionals with EC-related sales experience within a non-EC platform company, but the candidate pool is still scarce. Needs for digital marketing-related professionals remain high and an increasing number of companies are developing new businesses, resulting in business development and sales planning positions being on the rise.

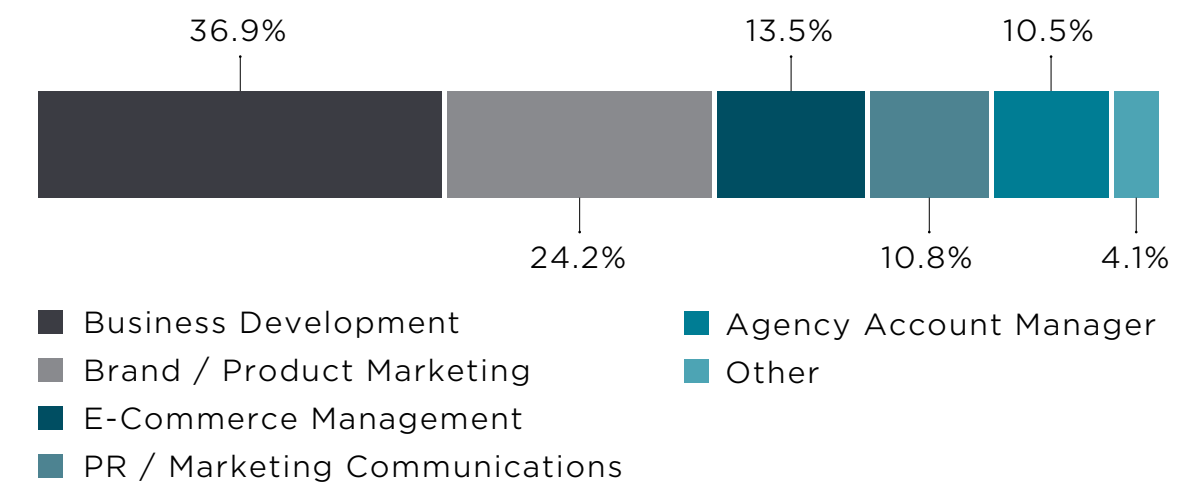
Prospects & Advice

In order to successfully secure highly sought-after candidates, it is important to understand that these candidates will have multiple offers. Therefore, a timely and streamlined interview process can increase acceptance rates. Additionally, we have witnessed companies trying to hire with rigid search requirements that drastically limit the available candidate pool. In these cases, we often advise clients to prioritize their key desires and assist them to be flexible with the others. Finally, meeting a variety of candidates can be very beneficial and educational on the realities of the market.

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SUPPLY CHAIN MANAGEMENT

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Salary Forecast

Roles

Salary (Million Yen)

	Low	Middle	High
4PL	6	8	10
Customer Service	6	7	9
Direct Procurement	6	10	15
Distribution	6	7	9
Import / Export	6	7	8
Indirect Procurement	7	12	18
Inventory Control	6	7	8
Kaizen / Six Sigma / BPR	7	10	14
Logistics	7	12	20
Merchandising	6	7	8
Order Management	6	7	8
Production Control	6	7	10
Supply & Demand Planning	7	9	14
Supply Chain Management	10	15	20
Warehouse Management	6	9	12

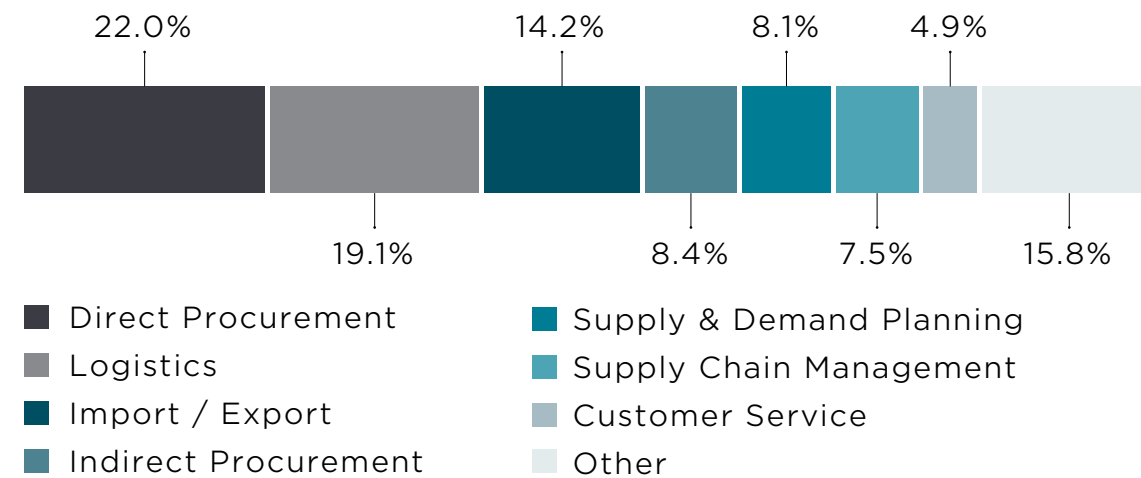
Industry Trends

The geopolitical situation in eastern Europe, has had a major impact on global resource procurement and logistics. Some of the challenges facing SCM are route planning and strategically transporting goods; effective cost planning when changing procurement source; and avoiding risk. Companies started hiring project managers (PM) that overlook SCM strategy - a job previously outsourced to consulting companies. Companies have also started utilizing AI in supply chain and therefore, needs for SCM systems handlers are steadily increasing. However, the role of management has slightly changed as demand forecasting is becoming more challenging and there is a growing need for hands-on management, rather than just "traditional" management.

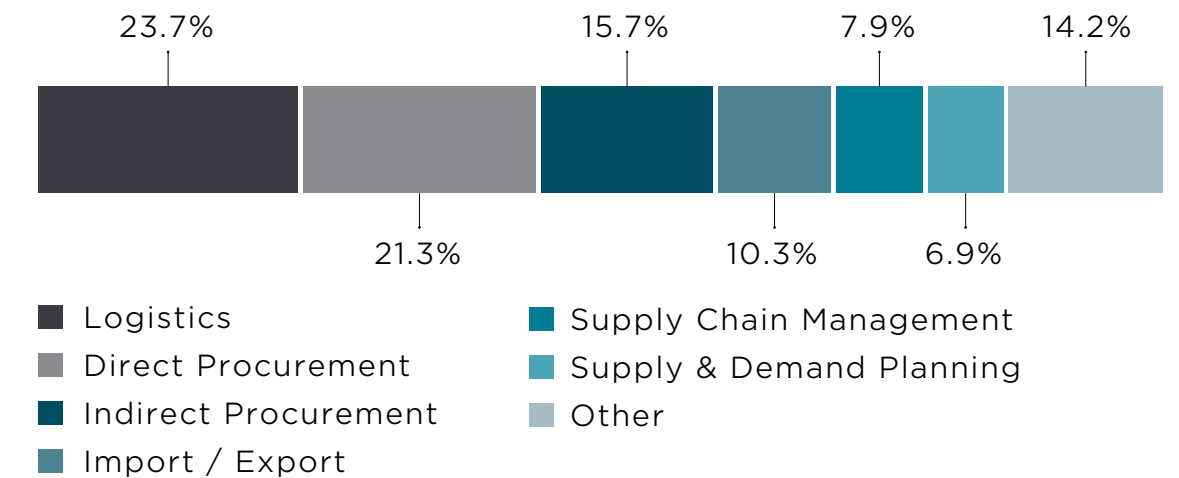
Prospects & Advice

With the challenges of SCM increasing, top talent is in short supply. Competition is especially fierce for demand planning candidates, where one candidate may receive multiple offers. In order to succeed in hiring, companies should try to be flexible with hiring requirements, and where possible, hire potential candidates. As the competition for top talent is intense, companies will increase their chances of hiring if their hiring processes are shorter and / or faster than their rivals. It is important to consider competing companies' interview processes and adjust accordingly to ensure optimal positioning to make a timely offer.

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Android Software Engineer	7	9	12
Backend Software Engineer	8	12	16
CTO	20	30	40
Data Engineer / Data Analyst	8	12	15
Development / Localization	7	9	12
Frontend Software Engineer	7	9	12
Full Stack Software Engineer	8	12	16
iOS Software Engineer	7	9	12
Pre Sales / Post Sales	7	9	12
Product Manager	8	12	16
Programmer / Software Engineer	7	10	12
Project Management	8	12	16
QA / Testing	6	9	12
Sales Manager	10	14	18
Scrum Master	8	12	16
Site Reliability Engineer	7	10	12
Strategic Business Development	8	12	16
Web Design / Producer	7	9	12

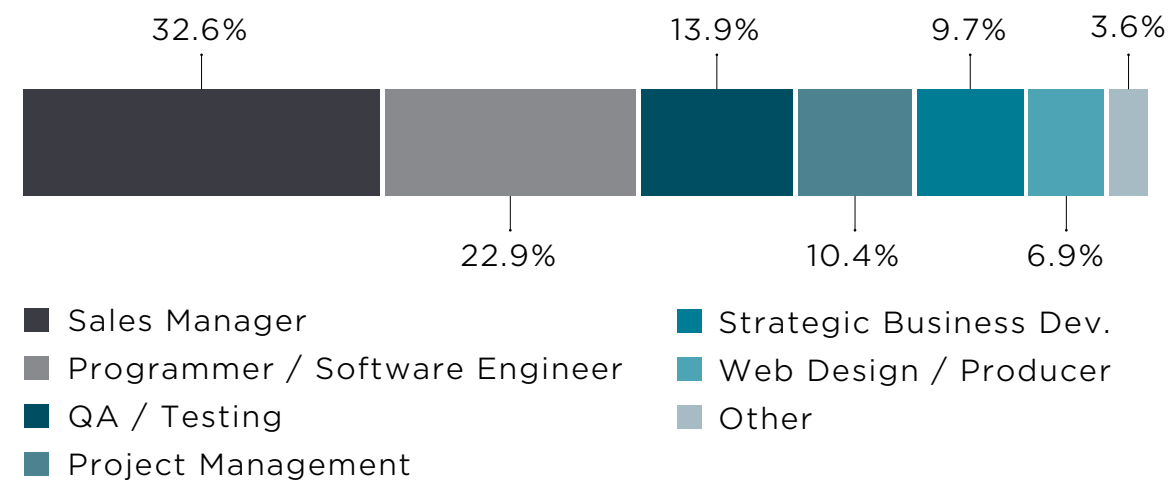
Industry Trends

There are high and continued demands for engineers for product development purposes. Needs are especially high for web 3.0, with companies searching for engineers with Block Chain and NFT knowledge, which is the core of the industry. With the normalization of remote work, many SaaS companies see it as a business opportunity and are eagerly hiring sales and marketing professionals. Also, with the easing of travel restrictions, the trend to hire foreign engineers is returning - and companies have begun allowing remote and overseas employment, while belonging to a company in Japan. Because the product life cycle is getting longer, the demand for skilled product managers is increasing. Companies are looking for managers with the ability to develop new products, as well as a mind to come up with functional improvements of existing products.

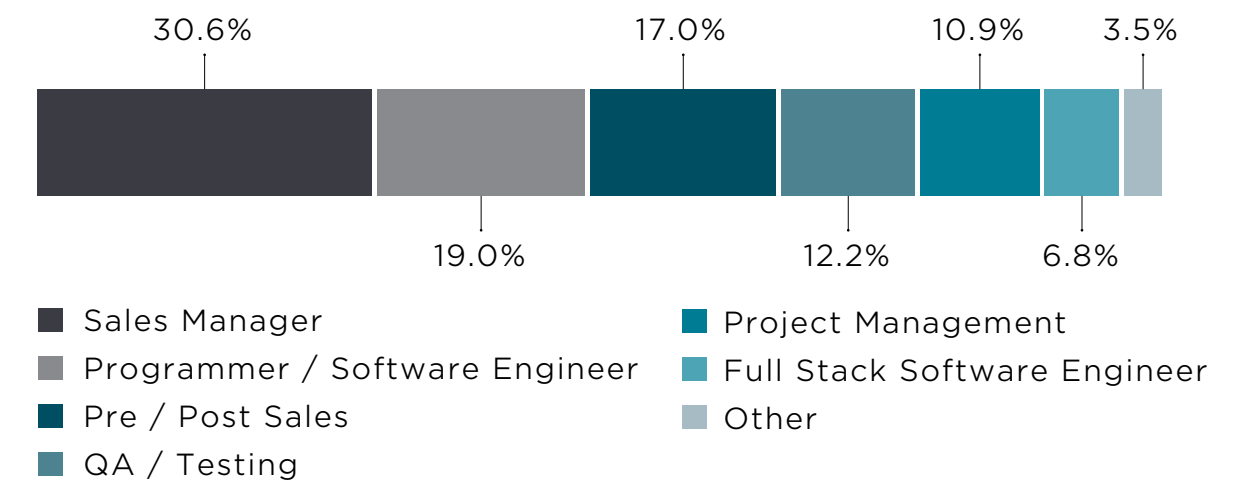
Prospects & Advice

Needs are extremely high for sales and marketing professionals, with companies increasing placement fees in order to secure these hires. We expect this trend continuing for the foreseeable future. Furthermore, a challenge from 2021 that remains, is a lack of qualified engineers in the Japan market. A possible solution could be to look at reducing the language requirements for such positions, to expand the available candidate pool. Additionally, developing a flexible work environment that focuses on international skill sets & cultures, would increase the possibilities of securing the desired talent.

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BRS Job Opening Ratio



HARDWARE

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Salary Forecast

Roles

Salary (Million Yen)

	Low	Middle	High
Architecture	8	12	16
Business Development	8	12	16
Database Administrator	7	9	12
Embedded Engineer	7	9	12
Helpdesk / Support Engineer	6	8	10
Network Administrator	7	9	12
Network Engineer	7	9	12
Pre Sales / Post Sales	7	9	12
Programmer / Software Engineer	7	9	13
Project Management	8	12	16
Sales Director	18	24	30
Sales Manager	10	14	18
System Administrator	6	9	12



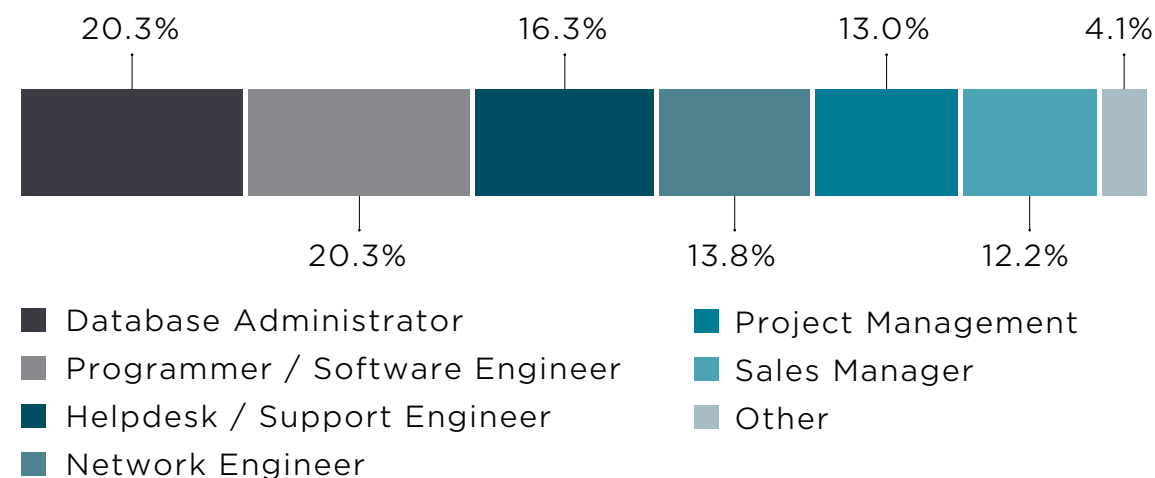
Industry Trends

We have seen an increase in the development of a variety of IoT products combining hardware and the Internet and therefore, we predict an increase in demand for software engineers with hardware knowledge on wearable, MaaS, and Smart Construction. There are increased needs for communication network engineers with an understanding of advanced communication technology due to the start of 5G commercial services; and anticipated trends toward standardizing / commercializing 6G in the future. Most of the companies that are attracting the attention of investors in this market are ventures providing SaaS services, which has been mainstream until now, but also ventures utilizing new hardware products such as VR, drones, and 3D printers.

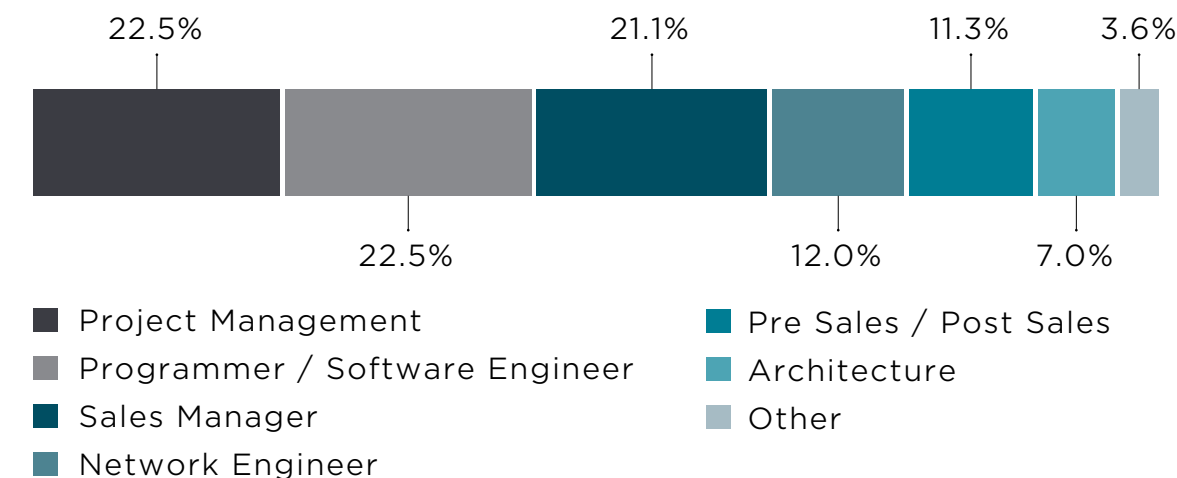
Prospects & Advice

A theme we expect to see over the next year is the acceleration of the merging of hardware and software companies, in terms of organizational structure as well as HR strategy. This includes entrusting key posts to candidates with software-strong backgrounds. We have seen semiconductor and computer manufacturers acquiring software companies with advanced virtualization & OS technologies and creating subsidiaries in their group; as well as consumer electronics manufacturers hiring CXO-class professionals from major software companies and communication device companies. With this in mind, we foresee software-heavy companies and internet service providers beginning to develop hardware products. This will lead to an increase in demand for skilled software engineers who have paired hardware knowledge.

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IN-HOUSE

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Salary Forecast

Roles

Salary (Million Yen)

	Low	Middle	High
Architecture	8	12	16
BI / Data Warehouse	8	12	15
Business / Systems Analyst	8	11	14
CIO	20	30	40
Cloud Engineer	8	12	16
DBA / Database Engineer	8	11	14
Helpdesk Engineer	6	8	10
IT Management	9	12	16
IT Planning / DX Planning	8	12	16
IT Security & Audit	8	12	16
Network Engineer	7	9	12
Programmer / Software Engineer	7	10	12
Project Management	8	12	16
QA / Testing	7	9	12
System Administrator	6	9	12
Web Design / Producer	7	9	12

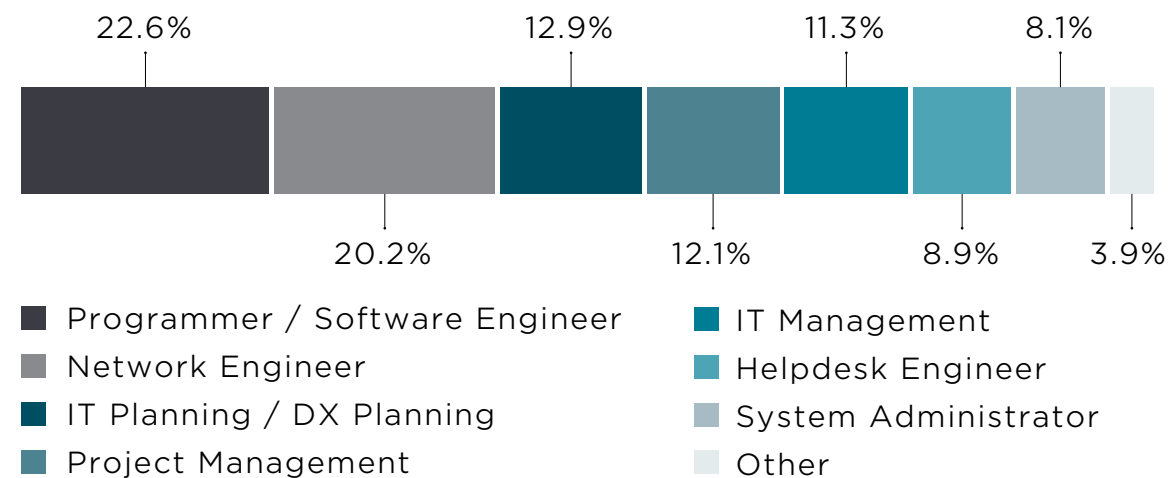
Industry Trends

With the majority of companies changing the way they work, due to the restraints of the pandemic, companies are forced to tackle IT challenges that were non-existent just a few short years ago. This has led to the companies expanding their IT departments. Additionally, and until now, it was mainstream to develop systems from scratch in Japan, so many IT professionals worked for IT companies. However, due to the progress of no-code / low-code, there is an increasing trend for these professionals to work in-house at non-IT companies.

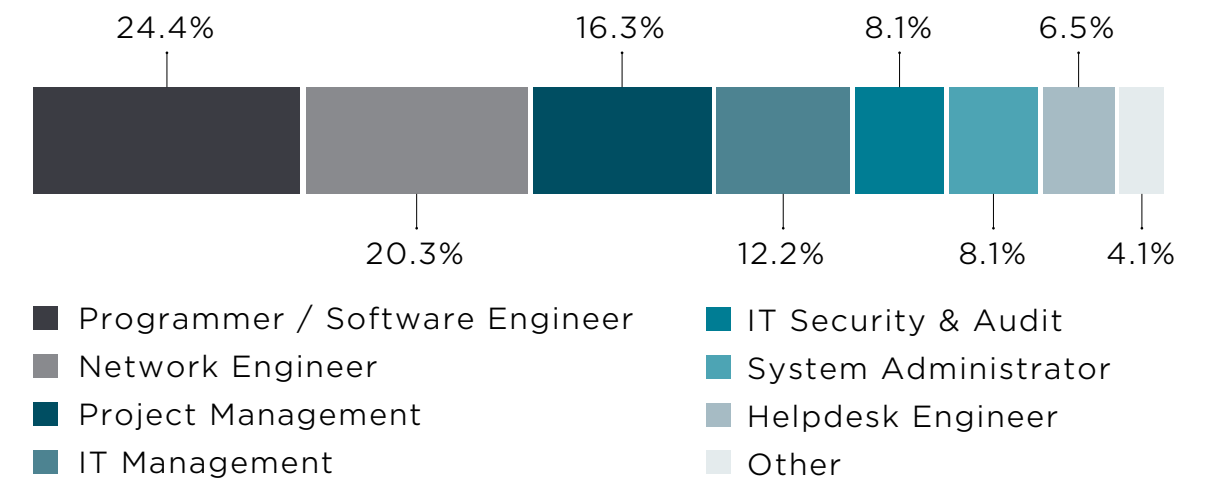
Prospects & Advice

In the near future, as the working population declines, the importance of IT in business operations will increase and it is expected that the trend of in-house IT production will accelerate. Many companies will likely start joint ventures that provide direct IT services, resulting in an increase of group companies creating their own IT subsidiaries. With that in mind, candidates in this area often choose their next assignment based on the DX conversion process of the hiring company, as well how the employer branding strategies were presented in the interviews. Having these pieces of information presented well to prospective candidates will only increase the chance of securing top talent.

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SOFTWARE

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Account Executive	8	12	15
Architecture	8	12	16
BI / Data Warehouse	8	12	15
Business / Systems Analyst	8	11	14
Customer Success	8	12	16
DBA / Database Engineer	8	11	14
Development / Localization	7	9	12
Embedded Engineer	7	9	13
Network Engineer	7	9	12
Pre Sales / Post Sales	8	10	13
Programmer / Software Engineer	7	9	13
Project Management	8	12	16
QA / Testing	6	9	12



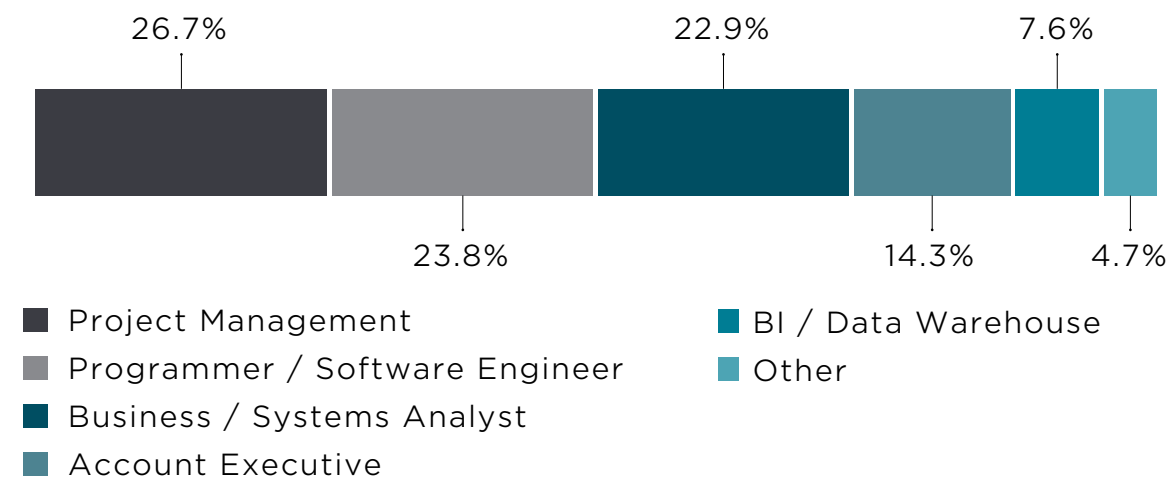
Industry Trends

The shift to SaaS for software products is gaining momentum, from product sales to service sales & subscription models. Due to this shift, companies are accelerating hires in pre-sales roles, along with post-sales roles like customer success. Needs for people who can make new and better services remain high, but there is an increased need for Solution Architects who work alongside the product developers to improve functions of existing services to match enhanced user needs. The importance of UI / UX for new and existing services remains high and therefore, needs for UI / UX designers are consistently in demand.

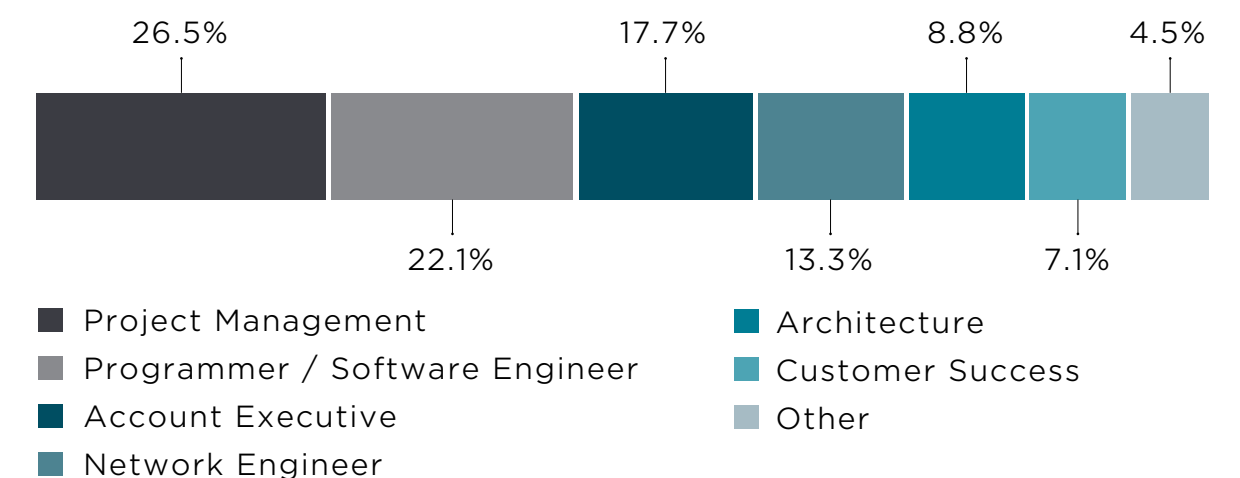
Prospects & Advice

It is expected that the post-sales system will continue to be strengthened due to the subscription of each company's products, and in the future, customer needs will be collected in the post-sales process. The solution architect will feed this information back to the product development side. Since this cycle leading to the next function improvement and new product development will become mainstream, it is predicted that the number of jobs in the post-sales process will increase. With travel restrictions being lifted, we expect international business development to see a renewal and an increase in new products entering Japan. For this reason, needs will most likely rise for sales professionals, marketing professionals, and engineers who possess high language skills.

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SYSTEM INTEGRATION

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Salary Forecast

Roles	Salary (Million Yen)		
	Low	Middle	High
Architecture	8	12	16
BI / Data Warehouse	8	12	15
Business / Systems Analyst	8	11	14
Cloud Engineer	8	12	16
DBA / Database Engineer	8	11	14
Embedded Engineer	7	9	12
IT Consultant	8	12	16
IT Management	8	12	15
Network Engineer	7	9	12
Pre Sales / Post Sales	8	10	12
Project Management	8	12	16
QA / Testing	6	9	12



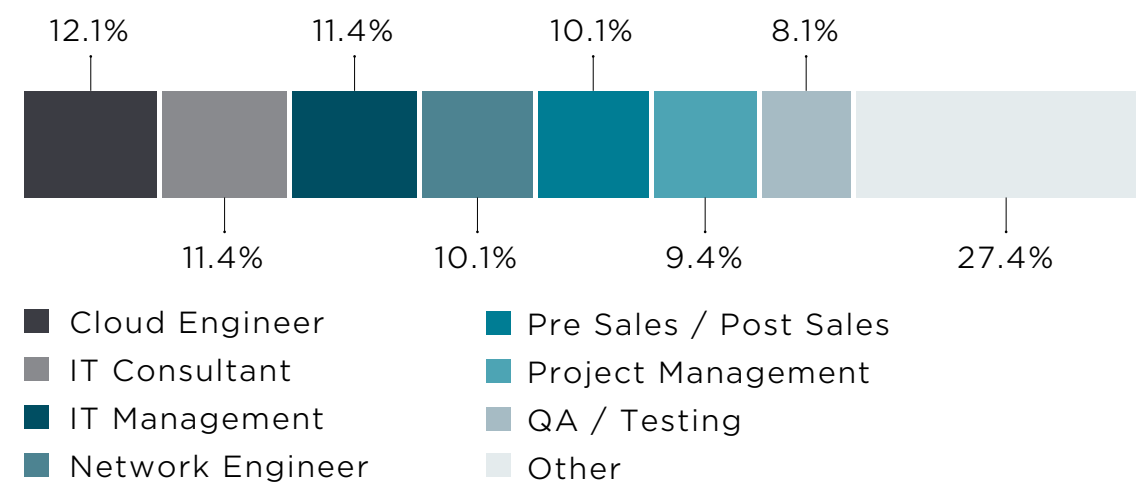
Industry Trends

Overall, the number of Agile development projects are increasing. Also, the demand remains high for waterfall developers for core systems and we are seeing increased demands for the development of new web applications and web services. With more SI's choosing to internalize the development of their own systems, hiring demands are also growing for web system development engineers and core system and business system development engineers. With the "cloud-first" trend, public agencies and private companies are rapidly shifting to the cloud and demands for engineers with skills and experience in cloud-native development is increasing.

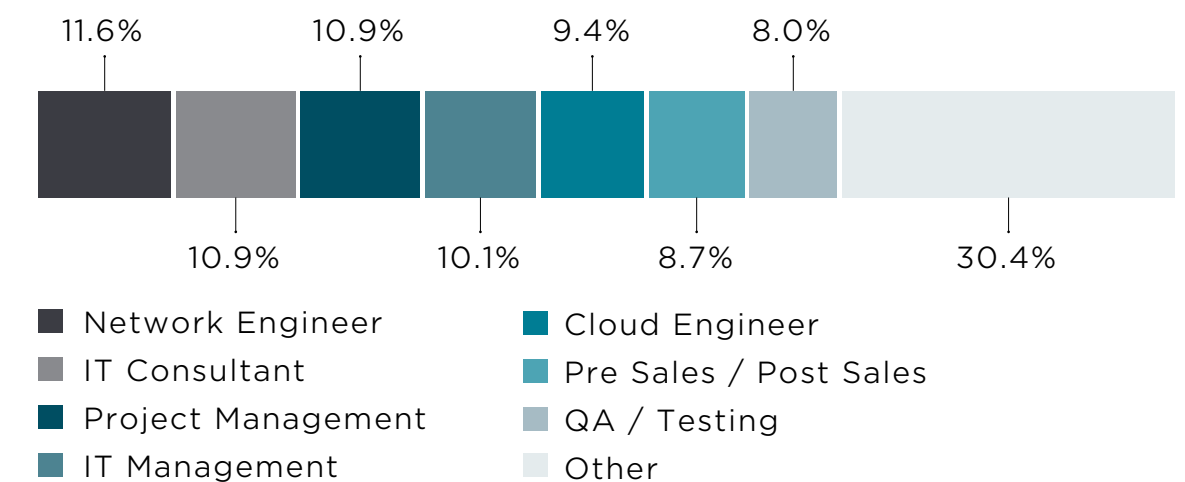
Prospects & Advice

There will continue to be an increased demand and competition for web engineers and cloud engineers in SI companies, SaaS companies, and consulting companies. Companies are increasing placement fees for these engineers and this trend is expected to continue. Additionally, and due to the spread of remote work and web 3.0, many companies are creating metaverse-related services. Therefore, we predict an uptick in demand for professionals with cyber security knowledge / experience. Furthermore, the needs for data engineers will increase due to the importance of consolidating and analyzing critical data for cloud services and systems.

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