

# Monthly Market Update

June 2026

## Trend Summary

- Labour shortages remain severe across key industries in Japan, driving demand for experienced professionals.
- Companies are prioritising self-driven young employees who can adapt quickly within organisations.
- While AI is reshaping entry-level roles by automating routine tasks, eliminating these positions poses significant long-term risks.
- Entry-level roles are essential for developing future leaders and ensuring organisational continuity.
- Companies must redesign junior positions to balance automation with human capital development.

## Highlights Overview

### Market Data

1. HRog reports: full-time job, monthly salary at 294,612 yen, temp hourly wage at 1,604 yen.
2. Persol DODA job-to-applicant ratio was 2.38, -0.01 pt MoM.
3. The latest MHLW job-to-applicant ratio is 1.18, Tokyo 1.74 & Osaka 1.12, full-time 0.99.
4. Association of Job Information of Japan reports that job ads in April totalled 2,424,363, +2.7% up from the previous month and down 7.2% YoY.

### Market Trend

1. Japan's labour market continues to face severe shortages, particularly among full-time employees.
2. Amid labour shortages, Japanese companies are increasingly prioritising young employees who demonstrate proactiveness and initiative.
3. Globally, AI adoption is transforming job markets by automating routine tasks traditionally performed by junior staff.
4. The Long-Term Impact of Reducing Entry-Level Roles: Entry-level positions play a critical role in developing future leaders.

### West Japan Expansion

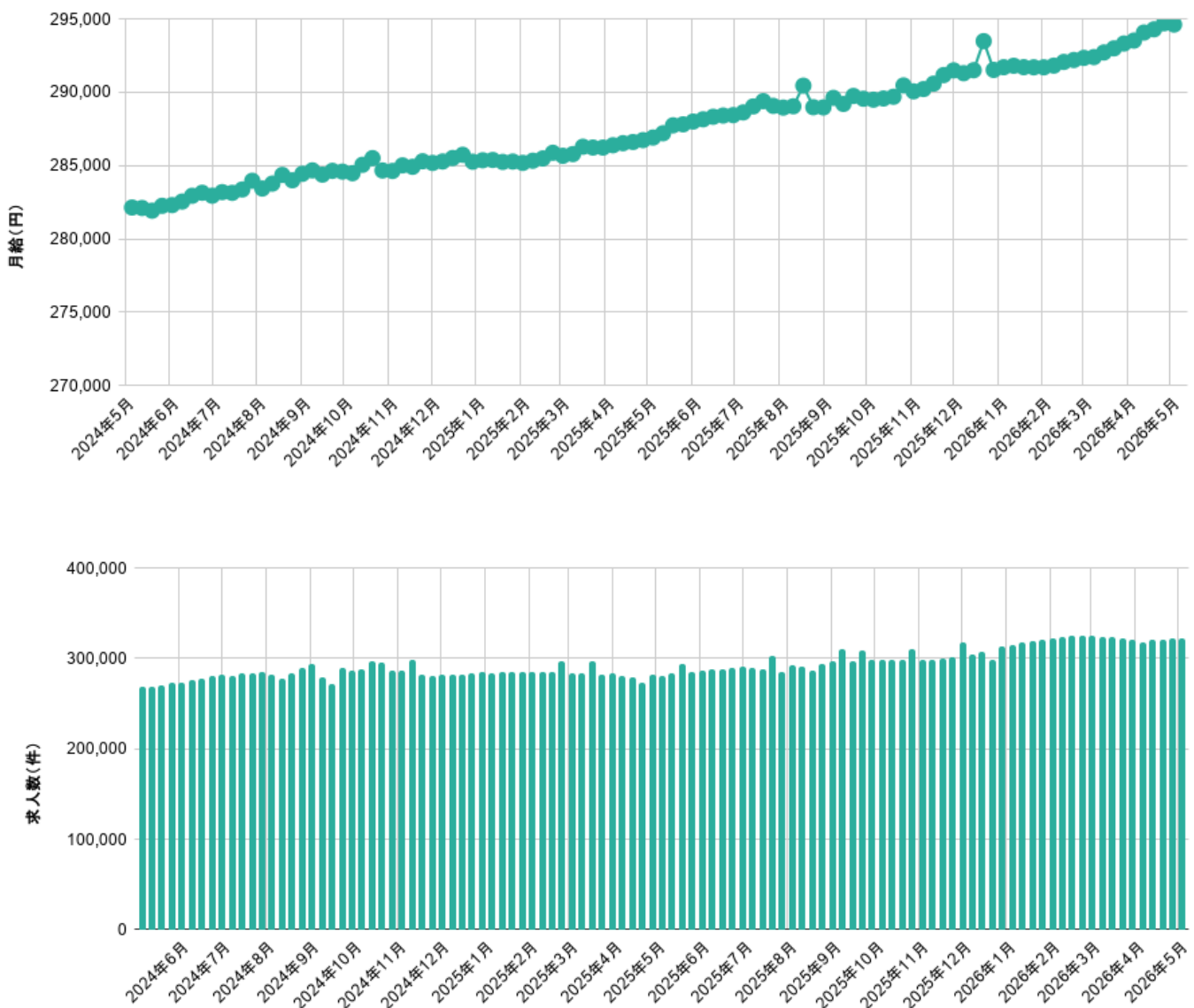
1. Fukuoka City is emerging as a growing hub for IT companies.
2. 15 UK creative tech startups using AI/VR/VFX and holographics, such as Bonza Music, Brompton Tech, DAVID, Emperia, etc., will hold pitch sessions and networking opportunities.
3. Takabama kk, culture tech, HQ in both Hong Kong and Osaka.

# Market Highlights

## June 2026

### Market Data

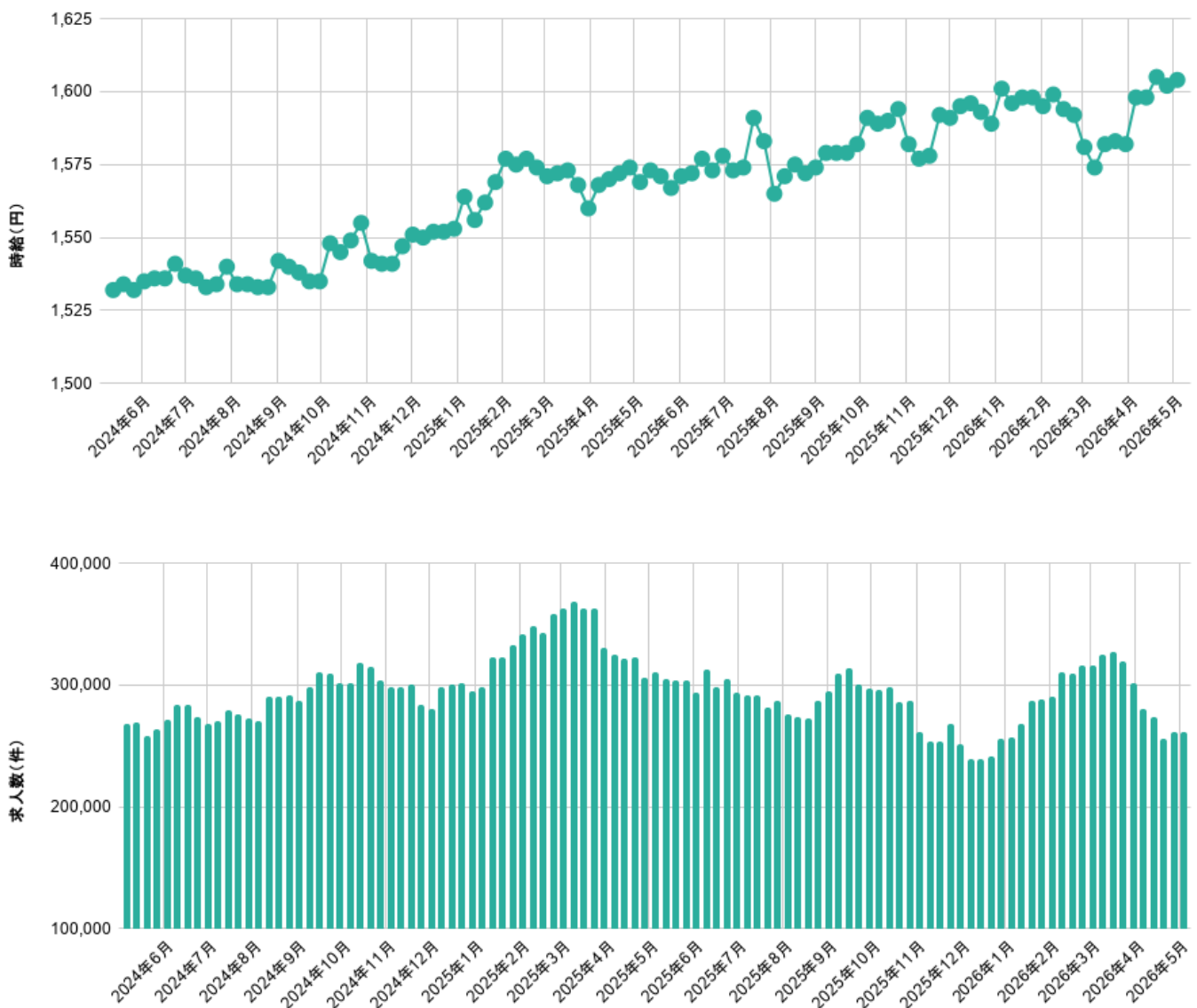
**HRog (HRog Co., Ltd.)** reports the May 2026 full-time employee average salary & vacancies. The average salary is 294,612 yen, +0.30% (+1,091 yen) MoM, +2.68% (+7,702 yen) YoY, with 321,820 vacancies, which is +1.23% (+3,920 jobs) MoM/ +14.64% (+41,096 jobs) YoY.



# Market Highlights

## June 2026

**HRog** reports May 2026 temp hourly wage & vacancies. The average hourly wage is 1,598 yen, +1.08% (+17 yen) MoM, +1.91% (+30 yen) YoY, with 280,552 vacancies, which is -11.24% (-35,510 jobs) MoM/ -13.56% (-44,016 jobs) YoY.

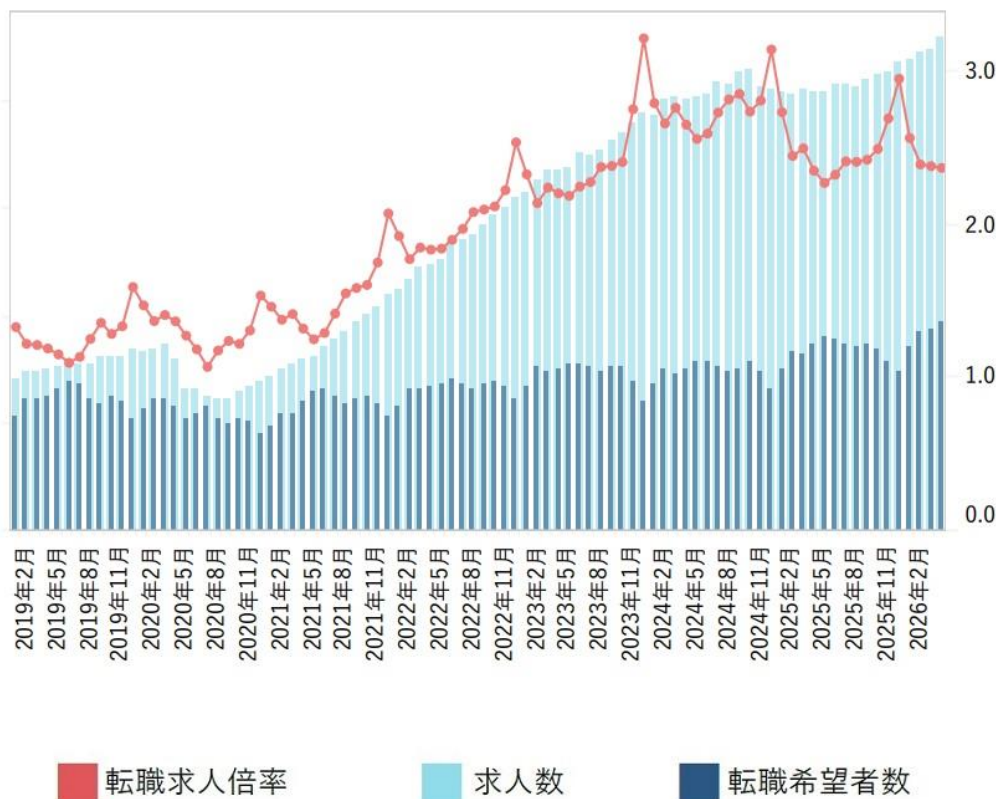


# Market Highlights

June 2026

Persol DODA reports the April mid-career job-to-Applicant ratio was 2.38 (-0.01 pt MoM/+0.02 pt YoY). Vacancies rose +2.5% MoM (+12.6% YoY), while job seekers grew at +3.0% MoM (+11.7% YoY). Job openings increased across most industries. It marks its lowest level in 10 months; the drop was driven primarily by a rise in job seekers. New fiscal year transitions encouraged more people to consider changing jobs, keeping candidate volumes high.  
 中途求人倍率、4月2.38倍 転職希望増、10カ月ぶり低さ - 日本経済新聞<sup>3</sup>

doda転職求人倍率・求人数・転職希望者数



(Red: job-to-applicant ratio, pale blue: number of vacancies, blue: number of job seekers)

# Market Highlights

June 2026

	転職求人 倍率	前月差	前年 同月差	求人数 前月比	転職 希望者数 前月比		転職求人 倍率	前月差	前年 同月差	求人数 前月比	転職 希望者数 前月比
全体	2.38	↓-0.01	↑0.02	102.5%	103.0%	全体	2.38	↓-0.01	↑0.02	102.5%	103.0%
IT・通信	6.39	↓-0.03	↓-0.24	105.6%	106.0%	営業	2.73	↑0.01	↑0.03	101.7%	101.2%
メディア	3.45	↑0.04	↑0.27	101.5%	100.3%	企画・管理	2.82	-0.00	↓-0.26	102.2%	102.3%
金融	2.40	↓-0.07	↓-0.12	98.8%	101.6%	エンジニア（IT・通信）	10.36	↓-0.32	↓-0.58	104.0%	107.2%
メディカル	0.86	↓-0.02	↓-0.12	100.2%	102.3%	エンジニア（機械・電気）	5.32	↑0.08	↓-0.18	102.9%	101.4%
メーカー	2.70	-0.00	↓-0.10	101.6%	101.7%	専門職（メディカル）	0.50	↓-0.02	↓-0.17	98.1%	102.5%
商社	1.64	↑0.06	↑0.08	100.5%	96.8%	専門職（化学・食品）	1.47	↓-0.01	↑0.01	100.3%	100.8%
小売・流通	0.69	↓-0.02	↑0.07	101.1%	104.3%	専門職（建設・不動産）	5.20	↓-0.01	↓-0.10	101.6%	101.7%
レジャー・外食	0.72	↓-0.01	↑0.04	103.6%	105.5%	専門職（コンサル・金融）	5.23	↓-0.11	↓-0.45	100.6%	102.7%
エネルギー	2.25	↓-0.04	↓-0.03	100.6%	102.4%	クリエイター	1.09	↑0.01	↑0.02	101.3%	100.1%
建設・不動産	4.87	↑0.01	↓-0.04	101.6%	101.4%	販売・サービス	0.70	↓-0.02	↑0.07	102.4%	104.9%
コンサルティング	8.32	↓-0.04	↑0.56	102.7%	103.2%	事務・アシスタント	0.53	-0.00	↑0.12	103.4%	102.7%
人材サービス	8.61	↓-0.01	↑0.68	103.5%	103.6%	その他	0.05	-0.00	-0.00	98.6%	105.8%
その他	0.23	↓-0.01	↓-0.01	99.4%	104.1%						

Top items from left: Job-to-applicant, MoM, YoY, number of vacancies MoM, number of job seekers MoM.

Left table: By sector breakdown: total, ICT, Media, FS, Medical, Manufacturing, Trading firm, retail/distribution, leisure/dining, energy, construction/real estate, Consulting, HR services, others

Right table: By job type breakdown: total, sales, planning/management, engineer (ICT), engineer (mechatronics), specialist (medical), specialist (chemical/food), specialist (construction/real estate), specialist (consulting/FS), creator, sales/services, administration/assistant, others

# Market Highlights

June 2026

## LATEST MHLW JOB-TO-APPLICANT RATIO - AS OF APRIL 2026

**1.18**  
0.00 MoM

**Total National average**

**0.99**  
0.00 MoM

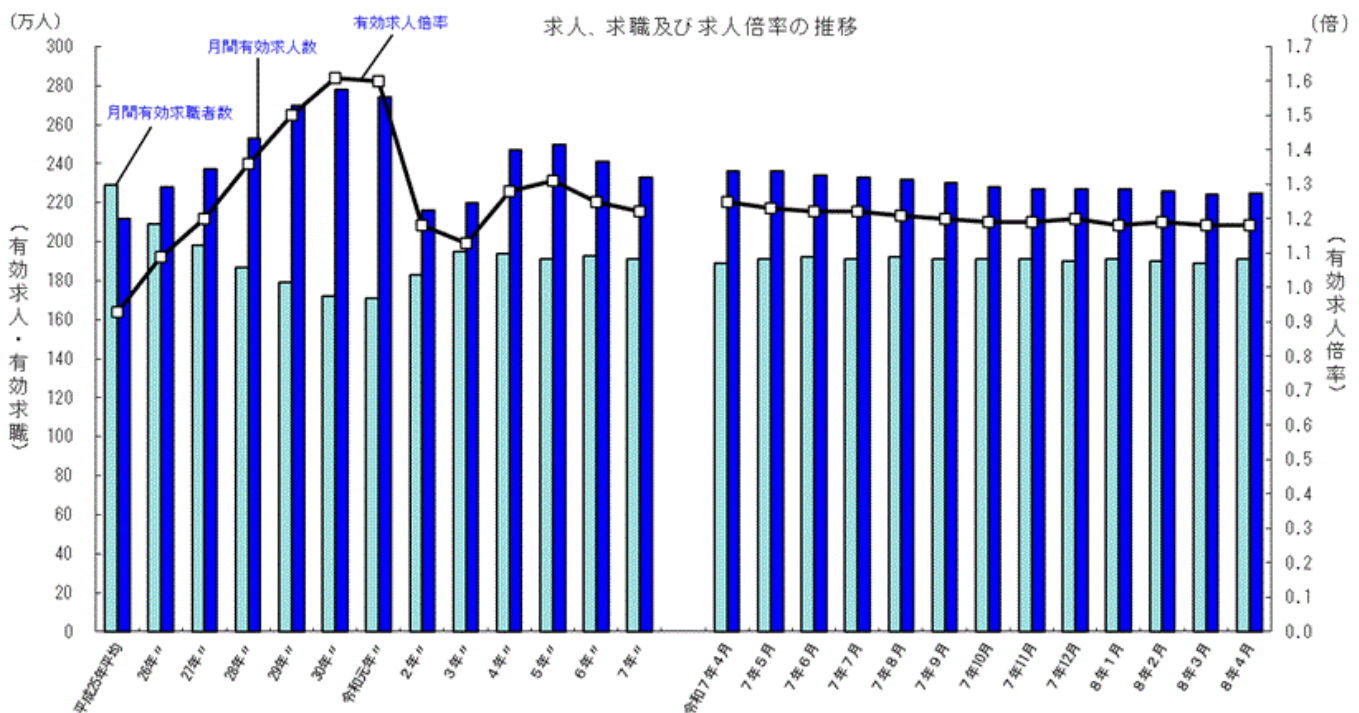
**Full time**

**1.74**  
0.00 MoM

**Tokyo**

**1.12**  
0.00 MoM

**Osaka**



Line: job-to-applicant ratio, blue: number of vacancies, pale blue: number of job seekers. Left: annual trend. Right: monthly trend for the latest 12 months. Unit: 10,000 people.

# Market Highlights

June 2026

全国計

Breakdown by jobs (regular jobs excluding part-time jobs)

常用（除パート） 8年4月

職業計	新規求人	有効求人	新規求職	有効求職	紹介件数	就職件数	新規求人倍率	有効求人倍率
職業計	472,775	1,314,747	293,687	1,176,216	187,100	45,186	1.61	1.12
管理的職業従事者	1,473	5,197	1,536	5,738	1,014	137	0.96	0.91
専門的・技術的職業従事者	120,623	341,369	53,282	193,514	27,778	7,398	2.26	1.76
製造技術者（開発）	5,132	14,679	1,740	6,771	1,060	154	2.95	2.17
製造技術者（開発を除く）	4,060	11,344	3,360	13,292	1,077	225	1.21	0.85
建築・土木・測量技術者	20,293	57,879	3,033	9,427	2,092	558	6.69	6.14
情報処理・通信技術者	17,743	48,998	6,775	33,384	5,939	377	2.62	1.47
その他の技術者	1,421	6,521	479	1,691	442	117	2.97	3.86
医師、歯科医師、獣医師、薬剤師	1,922	5,440	729	2,312	176	45	2.64	2.35
保健師、助産師、看護師	22,661	61,776	10,249	29,059	4,519	2,021	2.21	2.13
医療技術者	10,093	27,918	3,083	9,770	1,186	524	3.27	2.86
その他の保健医療従事者	5,401	14,513	2,135	8,266	919	343	2.53	1.76
社会福祉専門職業従事者	25,955	74,704	9,551	29,513	5,893	2,367	2.72	2.53
美術家、デザイナー、写真家、映像撮影者	1,075	3,009	3,559	20,857	1,653	122	0.30	0.14
その他の専門的職業	4,867	14,588	8,589	29,172	2,822	545	0.57	0.50
事務従事者	43,872	119,963	76,443	321,272	73,363	10,457	0.57	0.37
一般事務従事者	28,117	76,742	62,977	264,588	52,692	7,684	0.45	0.29
会計事務従事者	4,740	12,293	5,532	23,255	8,270	1,038	0.86	0.53
生産関連事務従事者	3,961	10,916	1,883	7,704	3,286	623	2.10	1.42
営業・販売事務従事者	4,537	12,869	4,001	14,877	7,356	769	1.13	0.87
外勤事務従事者	188	456	40	153	114	18	4.70	2.98
運輸・郵便事務従事者	1,662	4,823	456	1,814	816	201	3.64	2.66
事務用機器操作員	667	1,864	1,554	8,881	829	124	0.43	0.21
販売従事者	45,756	127,976	15,642	64,953	11,964	1,997	2.93	1.97
商品販売従事者	19,516	52,549	6,726	29,968	3,667	890	2.90	1.75
販売類似職業従事者	1,012	2,869	387	1,649	270	40	2.61	1.74
営業職業従事者	25,228	72,558	8,529	33,336	8,027	1,067	2.96	2.18
サービス職業従事者	78,044	214,883	24,670	97,836	17,143	6,099	3.16	2.20
家庭生活支援サービス職業従事者	62	152	48	177	18	15	1.29	0.86
介護サービス職業従事者	36,935	102,017	8,189	31,699	5,742	2,887	4.51	3.22
保健医療サービス職業従事者	4,860	13,147	1,384	4,995	2,139	736	3.51	2.63
生活衛生サービス職業従事者	6,798	18,940	1,488	6,762	553	180	4.57	2.80
飲食物調理従事者	15,592	39,561	5,442	21,980	3,039	1,162	2.87	1.80
接客・給仕職業従事者	8,939	27,588	4,367	17,568	2,517	498	2.05	1.57
居住施設・ビル等管理人	1,040	2,458	1,283	5,102	1,484	209	0.81	0.48
その他のサービス職業従事者	3,818	11,020	2,469	9,553	1,651	412	1.55	1.15
保安職業従事者	20,348	53,950	2,499	8,958	3,921	1,265	8.14	6.02
農林漁業従事者	3,554	10,108	2,376	9,433	1,593	723	1.50	1.07
生産工程従事者	57,332	160,082	22,015	95,464	21,419	6,767	2.60	1.68
生産設備制御・監視従事者（金属製品）	1,372	3,783	899	3,599	493	128	1.53	1.05
生産設備制御・監視従事者（金属製品を除く）	2,249	6,057	734	3,077	1,017	330	3.06	1.97
機械組立設備制御・監視従事者	726	2,178	470	1,966	236	77	1.54	1.11
製品製造・加工処理従事者（金属製品）	12,498	35,815	3,871	15,915	4,368	1,447	3.23	2.25
製品製造・加工処理従事者（金属製品を除く）	13,999	38,016	5,547	24,109	7,601	2,455	2.52	1.58
機械組立従事者	6,412	17,404	4,407	19,728	2,637	842	1.45	0.88
機械整備・修理従事者	12,880	36,014	2,107	8,513	2,002	640	6.11	4.23
製品検査従事者（金属製品）	1,044	3,009	542	2,281	546	158	1.93	1.32
製品検査従事者（金属製品を除く）	1,250	3,465	469	1,935	735	230	2.67	1.79
機械検査従事者	829	2,525	355	1,709	459	127	2.34	1.48
生産関連・生産類似作業従事者	4,073	11,816	2,614	12,632	1,325	333	1.56	0.94
輸送・機械運転従事者	37,458	101,023	12,151	45,801	10,445	3,999	3.08	2.21
鉄道運転従事者	50	107	33	133	6	2	1.52	0.80
自動車運転従事者	29,063	78,537	8,189	29,545	7,670	3,204	3.55	2.66
船舶・航空機運転従事者	24	75	40	140	8	7	0.60	0.54
その他の輸送従事者	2,136	5,650	1,723	7,186	932	244	1.24	0.79
定置・建設機械運転従事者	6,185	16,654	2,166	8,797	1,829	542	2.86	1.89
建設・探掘従事者	39,560	112,461	5,699	21,042	4,441	1,962	6.94	5.34
建設躯体工事従事者	6,718	19,001	614	2,336	458	214	10.94	8.13
建設従事者（建設躯体工事従事者を除く）	10,498	30,464	1,700	6,480	1,297	507	6.18	4.70
電気工事従事者	7,400	20,901	1,399	5,726	946	372	5.29	3.65
土木作業従事者	14,841	41,779	1,970	6,428	1,703	857	7.53	6.50
探掘従事者	103	316	16	72	37	12	6.44	4.39
運搬・清掃・包装等従事者	24,755	67,735	20,493	101,680	14,019	4,382	1.21	0.67
運搬従事者	13,871	37,880	9,111	37,434	7,307	2,135	1.52	1.01
清掃従事者	5,160	13,712	2,661	14,700	2,971	1,017	1.94	0.93
包装従事者	1,039	2,734	597	2,808	692	217	1.74	0.97
その他の運搬・清掃・包装等従事者	4,685	13,409	8,124	46,738	3,049	1,013	0.58	0.29
分類不能の職業	-	-	56,881	210,525	-	-	0.00	0.00

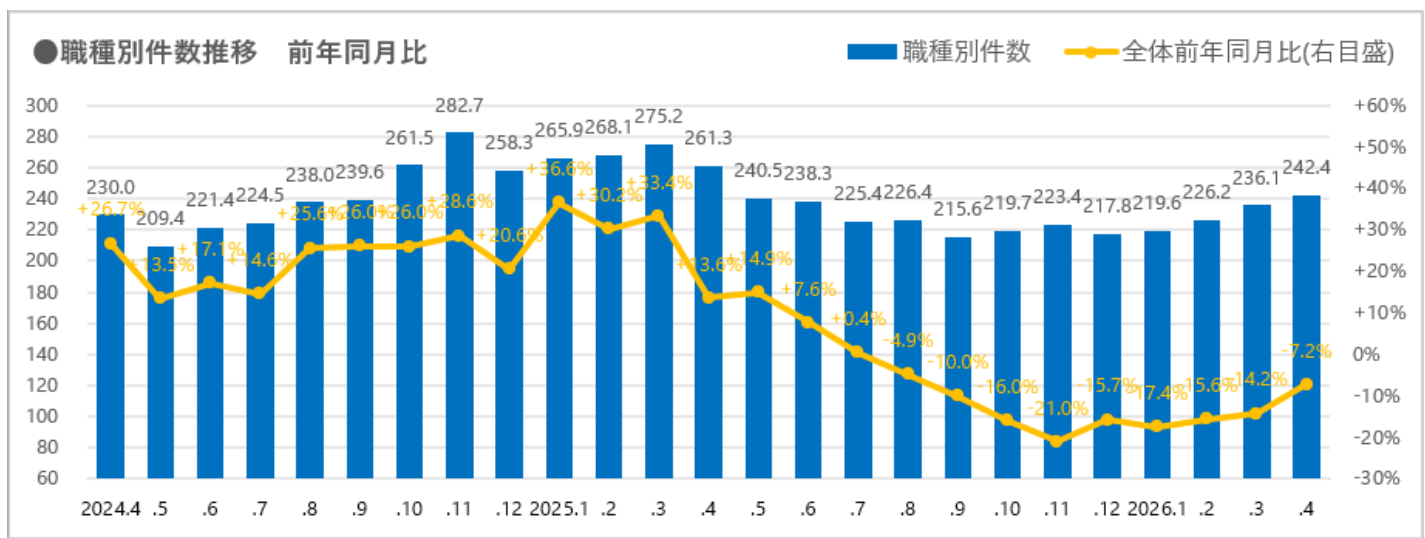
(注) 上記の数値は、平成21年12月改定の「日本標準職業分類」に基づく区分である。

# Market Highlights

June 2026

Zenkyukyo (the Association of Job Information of Japan) reports that April job ads totalled 2,424,363 (+2.7% MoM, -7.2% YoY), with the decline narrowing; growth was driven by strong demand in transport roles amid labour shortages, while declines in part-time and service jobs weighed on totals, and rising use of spot work suggests traditional job ad data may understate actual hiring demand.

4月の求人広告7.2%減、落ち込み縮小 輸送・機械運転がけん引 - 日本経済新聞<sup>6</sup>



●職種別件数（占有率TOP10）

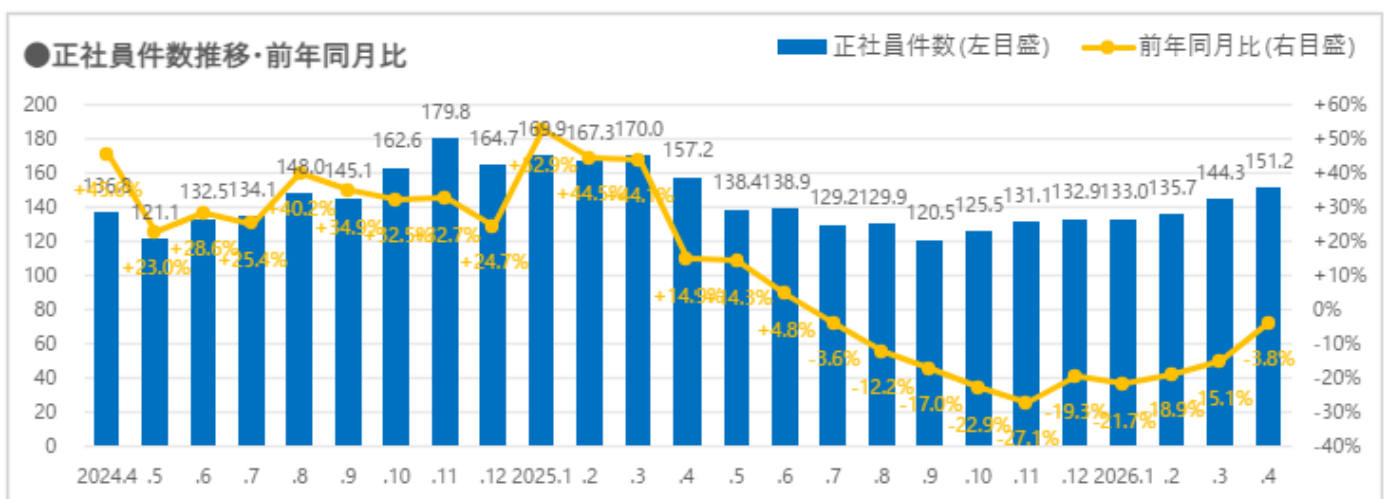
	件数	前月比	前年同月比
全体計	2,424,363	+2.7%	-7.2%
専門（IT技術者）	517,807	+8.9%	+68.6%
販売（販売）	264,887	-0.8%	-4.1%
事務	219,991	-2.2%	-41.7%
輸送・機械運転	154,570	+19.1%	-35.4%
販売（営業）	151,442	+1.7%	-16.9%
サービス（給仕）	140,755	+2.3%	-12.3%
建設・採掘	130,951	+3.8%	+20.9%
運搬・清掃・包装等	124,739	-5.3%	-11.6%
生産工程	109,303	-2.0%	-11.9%
専門（医療・福祉専門職）	105,739	-1.0%	+0.4%

From top: total, IT engineer, shop sales, admin, sales, services (waitering), transport/cleaning/packing, transport/machine operation, construction/mining, production process, specialist (medical/welfare).

# Market Highlights

June 2026

## Full-time job ads



●職種別×雇用形態別件数（占有率TOP10）

職種別	件数	前月比	前年同月比
正社員			
全体計	1,511,536	+4.8%	-3.8%
専門（IT技術者）	508,435	+9.1%	+70.8%
事務	159,776	-1.5%	-48.1%
販売（営業）	135,770	+1.5%	-14.0%
建設・採掘	114,519	+5.1%	+25.1%
輸送・機械運転	109,394	+21.4%	-42.8%
販売（販売）	106,169	+1.3%	-0.5%
専門（技術者・研究者）	74,041	+0.8%	-29.3%
専門（医療・福祉専門職）	59,929	-0.7%	+2.7%
生産工程	52,006	-1.2%	-12.6%
サービス（給仕）	39,572	-2.3%	+10.6%

From top: total, IT engineer, admin, sales, construction/mining, shop sales, transport/machine operation, specialist (technical/research), specialist (medical/welfare), production process, services (waitering).

# Market Highlights

June 2026

## Market trend

**Japan's labour market continues to face severe shortages, particularly among full-time employees.** According to a recent TDB survey, 50.6% of companies report a shortage of full-time staff. It is the fourth consecutive year this figure has exceeded 50%. Certain industries are especially affected, including IT (66.7%), Transport & Logistics (65.9%), and Construction & Maintenance (65.9%). In the IT sector specifically, rising demand driven by AI/DX projects is exacerbating skills mismatches, leading to intense competition for talent and higher labour costs.

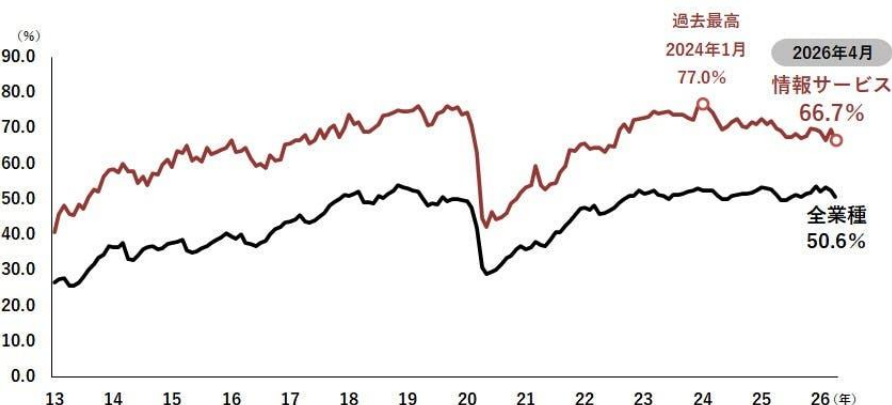


人手不足割合 業種別

業種	2024年4月			2025年4月			2026年4月		
	割合 (%)	変動	割合 (%)	変動	割合 (%)	変動	割合 (%)	変動	
1 情報サービス	71.7	↓	69.9	↓	66.7	↓	66.7	↓	
2 運輸・倉庫	63.5	↑	64.0	↑	65.9	↑	65.9	↑	
3 メンテナンス・警備・検査	62.7	↑	69.4	↓	65.9	↓	65.9	↓	
4 建設	68.0	↑	68.9	↓	65.7	↓	65.7	↓	
5 金融	64.2	↑	65.3	↓	63.6	↓	63.6	↓	
6 リース・賃貸	54.9	↑	63.7	↓	61.1	↓	61.1	↓	
7 精密機械・医療機械・器具製造	46.2	↑	50.8	↑	60.0	↑	60.0	↑	
8 人材派遣・紹介	55.6	↓	50.0	↑	56.6	↑	56.6	↑	
9 娯楽サービス	40.9	↑	52.5	↑	55.2	↑	55.2	↑	
10 家電・情報機器小売	60.4	↓	58.2	↓	54.2	↓	54.2	↓	
1 人材派遣・紹介	59.7	↓	59.5	↑	60.0	↑	60.0	↑	
2 飲食店	74.8	↓	65.3	↓	59.1	↓	59.1	↓	
3 メンテナンス・警備・検査	57.8	↓	56.4	↓	55.5	↓	55.5	↓	
4 飲食料品小売	57.3	↓	44.4	↑	50.0	↑	50.0	↑	
5 各種商品小売	60.8	↑	62.5	↓	48.3	↓	48.3	↓	
6 娯楽サービス	39.3	↑	47.4	↓	46.4	↓	46.4	↓	
7 金融	45.3	↓	43.8	↑	45.1	↑	45.1	↑	
8 家電・情報機器小売	35.9	↓	32.1	↑	39.5	↑	39.5	↑	
9 運輸・倉庫	39.7	↓	39.6	↓	39.0	↓	39.0	↓	
10 旅館・ホテル	63.8	↓	51.8	↓	38.5	↓	38.5	↓	

※母数が20社以上の業種が対象

左図: 正社員、右図: 非正社員



# Market Highlights

## June 2026

**Amid labour shortages, Japanese companies are increasingly prioritising young employees who demonstrate proactiveness and initiative:** Nearly 70% of firms value the ability to think and act independently. Other highly ranked traits include responsibility, continuous learning, and autonomy. Larger firms emphasize teamwork and collective outcomes, while smaller firms prioritize immediate contributions from new hires.

The results suggest a shift toward self-driven and adaptable workers, which is consistent with skills increasingly emphasised in AI-enabled environments.

若手社員に身につけてほしい姿勢・行動アンケート | 株式会社 帝国データバンク[TDB]<sup>9</sup>

(%)

順位	身につけてほしい姿勢・行動	全体		
		大企業	中小企業	
1	主体性・積極性がある(自ら考えて行動できる)	68.4	72.6	67.7
2	責任感がある	34.4	23.7	36.1
3	学び続ける姿勢がある	25.2	31.7	24.1
4	自立して業務を遂行できる	21.0	15.6	21.9
5	失敗を恐れず挑戦できる	19.8	24.2	19.1
6	相手目線のコミュニケーションができる	18.5	20.4	18.2
7	チーム全体の成果を意識して行動できる	17.7	24.7	16.6
8	仕事が正確である	13.2	10.2	13.6
9	業務とプライベートの分別ができる	11.8	14.5	11.3
10	謙虚さがある	10.9	8.6	11.2
11	セルフマネジメントができる	10.7	11.3	10.6
12	ヒヤリハットを意識して行動できる	9.4	9.1	9.4
13	先回りして行動できる	8.1	8.6	8.0
14	相手や状況に応じた適切な言葉遣いができる	6.3	3.2	6.8
15	リーダーシップがある	4.6	4.3	4.6
16	組織の代表としての自覚がある	3.9	3.2	4.0
17	OJT・後輩指導ができる	3.4	4.3	3.3
18	周囲を巻き込める	2.1	2.7	2.1
	その他	1.5	0.0	1.7

注1: 網掛けは、他の企業規模より5ポイント以上高いことを示す

注2: 母数は、有効回答企業1,351社

# Market Highlights

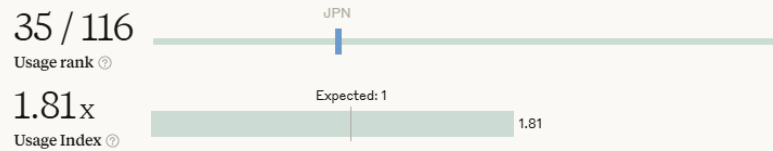
June 2026

**Globally, AI adoption is transforming job markets by automating routine tasks traditionally performed by junior staff:** The Anthropic Economic Index highlights a “learning curve” effect in AI usage: more experienced users achieve better outcomes by applying AI to complex tasks.

[Anthropic Economic Index report: Learning curves \ Anthropic <sup>10</sup>](#)

[The Anthropic Economic Index \ Anthropic <sup>11</sup>](#)

## Japan



### Most frequent

The most common topics in Japan.

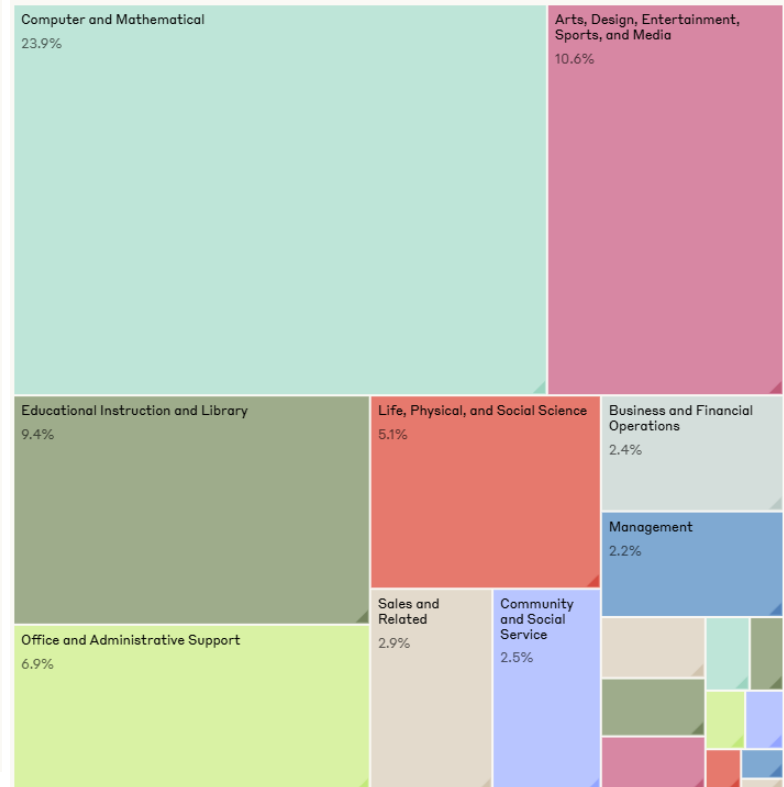
1. Assist with academic assignments and coursework across multiple disciplines	4.2%
2. Troubleshoot and configure hardware, software, and system technical issues	4.2%
3. Draft and refine professional workplace emails and business correspondence	3.5%
4. Create marketing content, advertising campaigns, and SEO materials with platform optimization	3.1%
5. Develop, debug, and modify websites and web applications	3.0%
6. Develop and manage business software applications across multiple industries	2.8%
7. Assist with creative fiction writing, editing, and development	2.8%
8. Develop comprehensive business strategy documents and corporate planning materials	2.5%
9. Create and optimize social media content and marketing strategies	2.2%
10. Edit, proofread, and reformat documents and written content	2.2%

## How people are using Claude

Click a tile to drill into more granular data

Group by job  Group by category

Categorized using O\*NET-SOC codes



Percentages represent the share of Claude.ai conversations associated with each task or group of tasks. Graphic shows what people do with Claude, not their job titles. Percentages don't sum to 100% because we impose privacy filters.

# Market Highlights

June 2026

Companies adopting gen-AI have reduced entry-level hiring by about 80%, citing expectations of future automation rather than current job losses. While automation offers short-term efficiency gains, over-reliance on AI risks undermining long-term talent pipelines by limiting early-career development opportunities.

[Why Entry-Level Hiring Is Down 80% at Companies Adopting AI<sup>12</sup>](#)

#### Usage Index

Understand if a country uses Claude more (>1) or less (<1) than expected, based on its population.

- Leading (top 25%)
- Upper middle (50-75%)
- Lower middle (25-50%)
- Emerging (bottom 25%)
- Minimal

#### Augmentation vs. automation

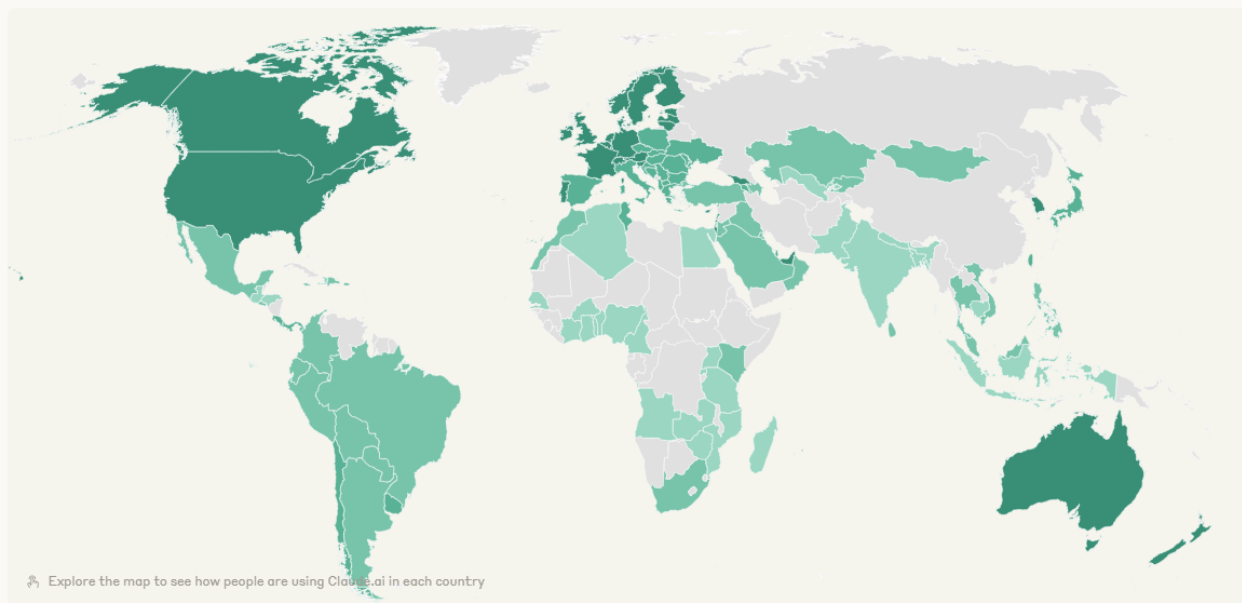
See how people prefer to work with Claude —collaborating together or fully delegating tasks.

#### Top Industries

Explore Claude usage by industry across countries.

#### Use cases

Explore Claude usage by work, personal, and coursework contexts.



The world map shows data on Claude.ai conversations. The world map is based on Natural Earth's world map with the ISO standard point of view for disputed territories, which means that the map may not contain some disputed territories. We note that in addition to the countries shown in gray ('Claude not available'), we do not operate in the Ukrainian regions Crimea, Donetsk, Kherson, Luhansk, and Zaporizhzhia. In accordance with international sanctions and our commitment to supporting Ukraine's territorial integrity, our services are not available in areas under Russian occupation.

#### Countries in view

Singapore	<div style="width: 55.3%;"></div>	5.53	Canada	<div style="width: 43.7%;"></div>	4.37
Israel	<div style="width: 52.0%;"></div>	5.20	Australia	<div style="width: 41.1%;"></div>	4.11
Luxembourg	<div style="width: 50.6%;"></div>	5.06	The Netherlands	<div style="width: 40.2%;"></div>	4.02
Switzerland	<div style="width: 48.5%;"></div>	4.85	Malta	<div style="width: 40.2%;"></div>	4.02
United States	<div style="width: 45.8%;"></div>	4.58	Estonia	<div style="width: 38.8%;"></div>	3.88

# Market Highlights

June 2026

**The Long-Term Impact of Reducing Entry-Level Roles: Entry-level positions play a critical role in developing future leaders.** Senior professionals do not emerge fully formed; they build foundational skills through early-career roles that cannot be easily replicated by AI. Eliminating these roles weakens organisational continuity and limits access to Gen Z talent, the most active users of AI tools. Cutting entry-level jobs too aggressively could backfire by leaving companies without skilled workers capable of sustaining innovation over time. [MIT AI expert warns automating Gen Z entry-level jobs could backfire—and cost companies their future workforce | Fortune](#)<sup>13</sup>

**Redesigning Entry-Level Positions for an AI-Enabled Future: Rather than eliminating junior roles entirely, companies should focus on redesigning them to reflect new realities:** Automate routine tasks so early-career employees can focus on higher-value work sooner. Provide structured learning opportunities to help new hires adapt quickly to AI tools. Support skill development through mentorship programs and hands-on experience. By investing in junior talent today, organizations can build sustainable pipelines of skilled workers who are equipped to thrive in an increasingly automated workplace.

[AI Causing Early-Career Talent to Evolve, Not Vanish | SAP News](#)<sup>14</sup>

It's important to balance immediate talent needs with long-term workforce sustainability. While experienced professionals are essential for driving innovation and meeting current demands, nurturing early-career talent is equally vital for building future leaders.

# Market Highlights

June 2026

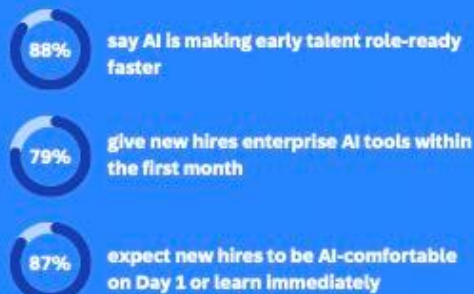
## AI is Causing Entry Level Roles to Evolve, Not Vanish — and CHROs Say the Stakes Are Rising

AI isn't making early-career talent irrelevant; it's accelerating how quickly they're expected to contribute. New research from **SAP** and **Wakefield\*** shows CHROs are seeing faster ramps, higher expectations, and new pressures shaping the earliest stages of work.



## Accelerated Readiness

AI is taking on routine work, allowing early-career employees to ramp faster and contribute sooner. **Day-1 expectations for AI fluency** and **early access to tools** are accelerating readiness across the organization. According to CHROs:



## Mounting Pressures

As the pace of contribution rises, so does the **cognitive load** on early talent. They're navigating **higher expectations**, more **mental effort**, and new **pressures** as AI accelerates work. According to CHROs:



## Emerging Risks



Beyond accelerating early-career readiness, the data surfaces the challenges leaders are grappling with: **inconsistent guidance** that can slow early-career role-readiness, uneven enablement raising **attrition risk**, and concerns about **foundational skill depth** as roles shift toward judgment and coordination. According to CHROs:



## Designing the New Early-Career Path

AI is reshaping the earliest stages of work — accelerating readiness, raising expectations sooner, and changing how early-career employees build capability. Early talent remains essential, but the path they take is now different. Organizations that respond thoughtfully to this shift, pairing **AI-driven speed** with **clarity** and **support**, will unlock stronger performance and more durable growth for the next generation of talent.

For more insights on how AI is reshaping early-career work, visit the [SAP SuccessFactors Future of Work Research Lab](#).

\*The SAP AI Talent Survey was conducted by Wakefield Research (www.wakefieldresearch.com) among 100 US CHROs (or CPO equivalent) at organizations with a minimum annual revenue of \$500m where employees are using AI-enabled tools in their day-to-day responsibilities, between February 15th and March 2nd, 2026, using an email invitation and an online survey.

# Market Highlights

June 2026

## West Japan expansion

**Fukuoka City is emerging as a growing hub for IT companies**, attracting both foreign startups and major Japanese firms like Sota Tek and Kinto Technologies (Toyota).

IT企業 福岡市に集積 ベトナム新興、30年度に100人体制/トヨタ系、システム開発拠点 - 日本経済新聞<sup>15</sup>

More new hotel openings scheduled in Kyoto in 2026

New Hotels Opening in Kyoto, Japan 2026<sup>16</sup>

**15 UK creative tech startups using AI/VR/VFX and holographics** such as Bonza Music, Brompton Tech, DAVID, Emperia, etc. will hold pitch sessions and networking opportunities.

海外のクリエイティブテック・スタートアップ15社が登壇「OSAKA SPRINGBOARD 2026 英国編」<sup>17</sup>

Anyuu ArTech, started as a Shanghai mobile app/cloud computing tech, has Osaka office since 2024, providing DX consulting.

About - 安友ARTECH CONSULTING<sup>18</sup>

B&P Industrial (邦品実業), Hong Kong-based battery materials trade, has had an Osaka office since 2024.

邦品実業株式会社 - 電池用材料商社及び電池材料技術コンサルタント<sup>19</sup>

Takabama kk, culture tech, HQ in both Hong Kong and Osaka.

O to the World - Takabama brings Japan to the world, and the world to Japan<sup>20</sup>

# Market Highlights

## June 2026

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