

Robert—
—Walters



Salary Survey 2026

Japan



Powering people and organisations to fulfil their unique potential

Robert Walters is the world's most trusted talent solutions business. Across the globe, we deliver recruitment, recruitment outsourcing and talent advisory services for businesses of all shapes and sizes, opening doors for people with diverse skills, ambitions, and backgrounds.

We help organisations find the skills and solutions to reach their goals and assist talented professionals to power their unique potential.

30 we recruit across 30 countries globally.



About Robert Walters Japan

Robert Walters Japan has been a driving force in the Japanese recruitment market providing high quality candidates for our clients and access to the best jobs for over 25 years, with two well-established offices in Tokyo and Osaka. Our consultants have in-depth knowledge of the sectors and the locations they serve, and our International Career Management team offers our clients and candidates access to our truly global talent network.

Robert Walters Japan specialises in permanent, contract and executive recruitment solutions across all industry sectors, as well as talent advisory services including our Hiring Inclusivity Roadmap and Women's Talent Development Solutions.

We recruit across:

- Accounting & Finance
- Automotive
- Banking & Financial Services
- Business Support
- Chemical
- Digital
- Energy & Infrastructure
- Food
- Healthcare
- Hospitality
- Human Resources
- Industrial & Electrical
- Legal, Compliance & Risk
- M&A Advisory & Consulting
- Marketing
- Medical
- Pharmaceutical
- Real Estate
- Retail
- Sales
- Supply Chain, Procurement & Operations
- Tax & Assurance
- Technology & Transformation and more





**“We are powering people
and organisations to fulfil
their unique potential”**

Find out more about our [talent solutions](#)



About the Salary Survey

Welcome to the annual Robert Walters Salary Survey

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

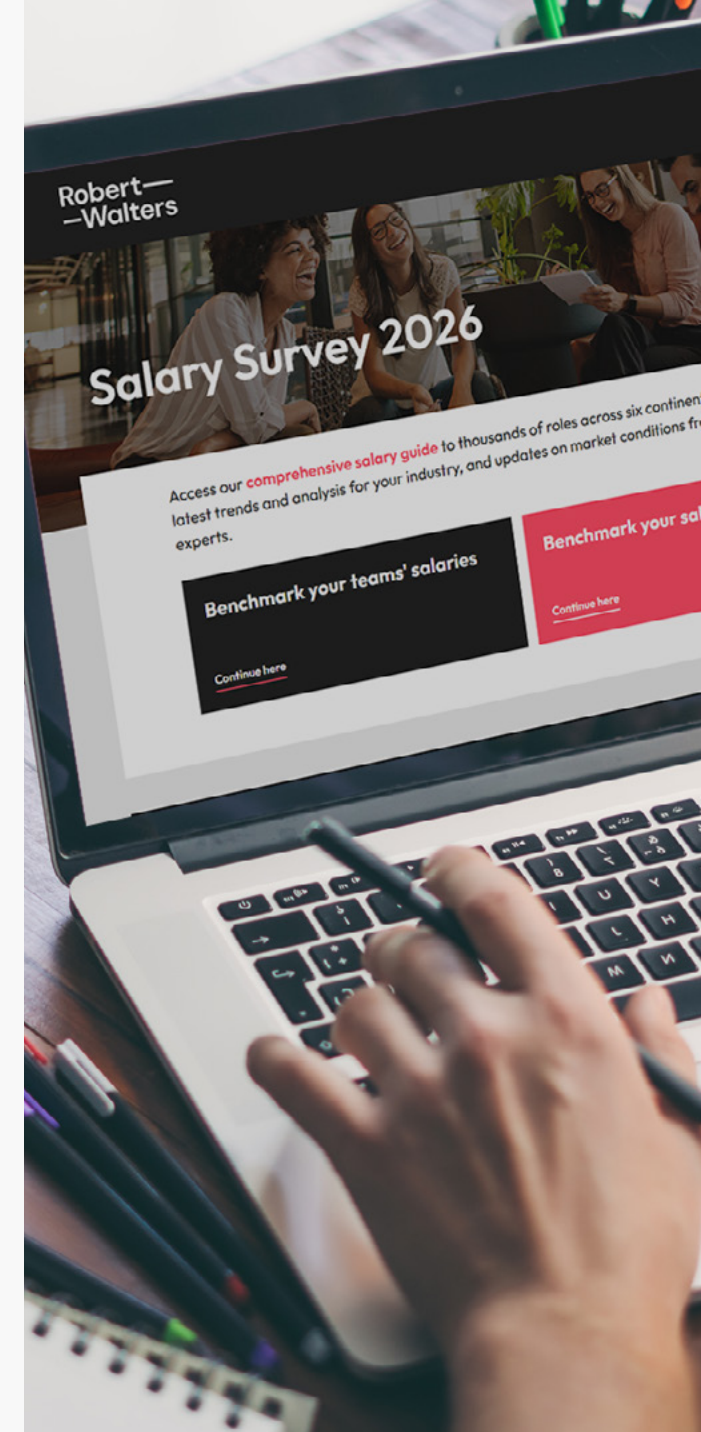
Our Salary Survey is based on the analysis of permanent and contract placements made across each of our geographies and recruitment disciplines during 2025, and our predictions for the year ahead.

Methodology

Robert Walters analysed roles advertised in Japan over a 12-month period to calculate the upper and lower limits of the salary range, as well as the mean salary and pay rate of each advertised role. The figures are basic salaries and rates, exclusive of benefits/bonuses unless otherwise specified.

Get in Touch

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.



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Bespoke salary & benefits reporting

Robert Walters Market Intelligence

While our salary survey offers the latest regional market salaries and contract rates, our dedicated market intelligence team provides a bespoke service for businesses looking for tailored data comparisons based on specific industry, subsector and/or job role.

Whether you're looking to overhaul your employment package, accurately forecast headcount spend, or improve your talent attraction and retention strategies, our salary and benefits benchmarking services use a combination of our own recruitment data, publicly available insights and the knowledge of our recruitment experts to provide you with a bespoke report.

Learn more [here](#).

Robert Walters Market Intelligence Objectives:



Increase retention rates



Attract a wider talent pool



Make reliable decisions

Japan's Talent Market Outlook

2025 – 2026



Jeremy Sampson
CEO, North East Asia & Greater China

Japan's talent market in 2025 remained tight, with structural labour shortages, rising but still pressured wages, and growing reliance on foreign, senior and technology-enabled talent. The national job openings-to-applicants ratio stayed above 1.2 through most of 2025, indicating more vacancies than jobseekers and continued hiring competition. This imbalance reflects a persistent challenge: an overwhelming 87% of companies we surveyed in Japan are concerned about skills and talent shortages in their field of hiring, showing no signs of abating from the previous year.

In response to these pressures, 2025 delivered another year of strong nominal pay rises, with major union settlements averaging around 5.4%, building on the substantial hikes of 2023–24. However, elevated consumer prices have kept real wage growth subdued, pushing companies to review base salary structures, bonuses and benefits more aggressively. Our survey reveals that 55% of companies are planning salary increases for their employees in the coming year, reflecting the mounting imperative to sustain competitive compensation amid persistent inflation and fierce competition for skilled professionals.

In the broader workplace landscape, AI adoption is transforming how work gets done at a pace few anticipated. According to our survey, 60.7% of employees now use AI technologies such as ChatGPT daily in their work, a dramatic leap from just 24.5% the previous year. This technological shift presents both opportunities and challenges for employers navigating the talent landscape. While many anticipate that AI will create new types of entry level jobs requiring technical skills, a significant proportion express concern about the difficulty of reskilling or upskilling existing employees to work effectively alongside AI. Our survey revealed that “data analysis and interpretation”, “critical thinking and problem-solving” and “human-AI collaboration skills” are the skills perceived to be most required by employers due to the adoption of AI tools in the workplace.

Foreign talent has also come under the spotlight, with the number of foreign workers in Japan reaching a record 2.3 million as of 2024 and foreign residents approaching 4 million nationwide as of 2025. While policy debates have intensified around how far and how fast Japan should open its doors, labour-short sectors from manufacturing and logistics to

care, construction and hospitality are already relying on international professionals and skilled workers to sustain operations. In our view, companies that actively welcome and integrate skilled foreign talent - through inclusive workplaces, clear career paths and competitive packages - will be better positioned to innovate and continue thriving in Japan's increasingly constrained domestic talent pool.

Outside labour market trends, Expo 2025 marked a highlight year for Japan on the global stage. I had the pleasure of visiting the Expo on multiple occasions, and it was truly inspiring to see how warmly the Japanese public embraced it. The excitement and curiosity, especially among the younger generation, were remarkable - a reminder of how experiences like the Expo can broaden horizons and contribute to Japan's continued globalisation.

Looking ahead, Japan's talent market faces both challenges and promise. While challenges around talent scarcity and wage pressures persist, the rapid embrace of AI and technology signals a workforce ready to evolve and innovate. For candidates, this environment offers unprecedented opportunities to develop cutting-edge skills and command premium compensation. For companies willing to invest in their people through competitive pay, meaningful development programmes and flexible work arrangements, the rewards will be substantial. The enthusiasm surrounding Expo 2025 offers a glimpse of Japan's openness to global exchange and innovation - while the path forward is complex, organisations and professionals who approach these challenges with pragmatism, adaptability and a willingness to invest in new capabilities will be well-positioned to thrive in Japan's evolving talent landscape.

Accounting & Finance

The Accounting & Finance salary report covers the salary and employment trends observed in Japan across the following areas:

- General
- Accounting
- Financial Planning & Analysis
- Large Organisations
- SME



Key Findings

Candidate confidence and mobility

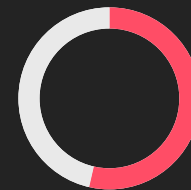
Confident about job opportunities

62%

Looking to change jobs within 12 months

44%

Employee expectations for 2026



57%

of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Financial Planning & Analysis/Strategy
- 2 Financial Manager/Controller
- 3 Accounting Manager

Hiring and Job Market Trends

East Japan

The accounting and finance sector in East Japan faces challenges stemming from rising living costs, tighter hiring budgets and global restructuring. Candidates are increasingly prioritising stable salaries over long-term earning potential, while companies struggle with hiring freezes and budget constraints. This has intensified competition for permanent hires, prompting many organisations to rely on contract or non-standard employment arrangements to address skill gaps while maintaining flexibility.

Demand remains strong for financial planning and analysis (FP&A) professionals skilled in Excel modelling, data tools implementation, forecasting and scenario planning. Treasury management, tax compliance, external reporting, transfer pricing, and IFRS expertise are also highly sought after. Additionally, bilingual mid-career professionals with experience in M&A, corporate strategy, negotiation, change management and multi-stakeholder coordination are seeing robust opportunities as Japanese firms seek candidates who can drive business transformation.

Salary increases for job changers often fall below 5%, significantly lower than the 8–10% expected by qualified professionals. Without higher base salaries, attracting top talent will remain a challenge. Companies that streamline hiring processes and offer flexible remote work options stand to gain a competitive edge. Conversely, organisations mandating frequent office attendance may struggle to secure skilled candidates in a tight labour market.

Retention strategies such as skill development programs, internal promotion paths, and expanded use of senior contractors will be critical to addressing staffing shortages in 2026.

West Japan

The business landscape in western Japan, particularly Kansai, is dominated by manufacturing industries such as automotive, pharmaceutical, and chemical, alongside hospitality, unlike the IT, trading, retail, and service sectors prevalent in eastern Japan. Manufacturing in Kansai remains stable barring major disruptions like COVID-19. As a result, hiring trends in accounting and finance are expected to remain steady through 2026. However, growth in government-backed start-ups and increased interest from Nikkei-listed companies in recruitment agencies will likely drive job openings.

On the candidate side, there is a noticeable increase in overseas professionals returning to Japan - both Japanese nationals and foreign spouses of Japanese citizens - seeking better quality of life and security. Additionally, many Japanese professionals are returning to Kansai (“U-turn candidates”) to care for elderly parents while pursuing local career opportunities.

Demand remains high for M&A and investor relations roles within manufacturing firms, financial planning positions across industries, and senior accounting roles in hospitality. Employers are addressing Japan’s ageing workforce by raising retirement ages and easing age restrictions during hiring. Meanwhile, global firms are tightening candidate requirements for senior roles, prioritising manufacturing experience, cost accounting expertise, bilingual proficiency, and strong communication skills.

Professionals changing jobs can expect salary increases of 8–10%, though Kansai-based companies often retain employees longer due to their stability. Retention strategies include competitive salaries, robust training programs for junior staff, and addressing excessive overtime caused by staffing shortages - a growing concern across the region.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Accounting												
AP/AR Staff	2	-	5m	7m	5m	7m	-	-	1,800	2,500	1,800	2,500
Cost Accountant	3	-	8m	11m	9m	11m	-	-	-	-	-	-
Credit Manager	5	-	8m	12m	9m	12m	-	-	-	-	-	-
Financial Accountant	3	-	8m	10m	8m	10m	-	-	2,000	3,000	2,000	3,000
Financial Accounting Manager	6	-	10m	15m	10m	15m	-	-	2,500	4,000	2,800	4,000
Internal Audit Manager	6	-	11m	17m	11m	18m	-	-	-	-	-	-
Internal Auditor	3	-	8m	13m	8m	13m	-	-	-	-	-	-
Senior Financial Accountant	4	-	8m	10m	8m	11m	-	-	2,000	3,500	2,500	3,500
Tax Accountant	4	-	8m	11m	9m	12m	-	-	-	-	2,200	3,200
Tax Manager	6	-	12m	18m	13m	18m	-	-	-	-	3,000	4,500
Treasury Accountant	3	-	7m	10m	8m	10m	-	-	-	-	-	-
Treasury Manager	6	-	10m	15m	11m	15m	-	-	-	-	-	-
Financial Planning & Analysis												
Business Controller	5	-	10m	18m	10m	18m	-	-	-	-	-	-
Financial Analyst	3	-	7.5m	11m	8m	12m	-	-	2,200	3,000	2,500	3,200
Financial Planning Manager	6	-	12m	17m	12m	18m	-	-	-	-	3,500	5,000
Senior Financial Analyst	4	-	10m	13m	10m	14m	-	-	-	-	-	-
Large Organisation												
Chief Financial Officer	15	-	25m	70m	30m	70m	-	-	-	-	-	-
Financial Controller	8	-	15m	25m	15m	25m	-	-	2,500	6,000	4,000	7,500
SME												
Chief Financial Officer	10	-	15m	28m	15m	30m	-	-	3,000	7,000	3,500	7,000
Financial Controller	10	-	12m	18m	14m	18m	-	-	2,500	4,500	3,500	6,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)						
	Experience (in years)		2025		2026		Experience (in years)		2025		2026		
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
General													
Chief Financial Officer	10	20	13m	30m	12m	30m	-	-	-	-	-	-	
Financial Controller	8	15	10m	18m	10m	18m	-	-	2,900	5,000	2,900	5,000	
Finance Manager	5	10	8m	12m	8m	12m	-	-	2,100	4,800	2,100	4,800	
Financial Analyst	5	10	6m	10m	6m	8m	-	-	1,700	3,900	1,700	3,900	
Internal Audit Manager	5	10	10m	15m	10m	15m	-	-	-	-	-	-	
Tax Manager	5	10	9m	15m	8m	15m	-	-	-	-	-	-	
Financial Accounting Manager	7	12	10m	15m	8m	12m	-	-	2,200	4,800	2,200	4,800	
Treasury Manager	7	12	8m	12m	8m	12m	-	-	-	-	-	-	
Senior Financial Accountant	5	8	7m	9m	7m	9m	-	-	1,800	3,500	1,800	3,500	
Tax Accountant	5	8	6m	9m	6m	9m	-	-	1,800	3,100	1,800	3,100	
Internal Auditor	5	8	6m	9m	6m	9m	-	-	-	-	-	-	
Cost Accountant	5	10	7m	11m	7m	10m	-	-	-	-	-	-	
Financial Accountant	5	10	5.5m	8m	5m	7m	-	-	1,400	2,500	1,400	2,500	
AP/AR Staff	5	7	4.5m	7m	4.5m	7m	-	-	1,400	2,500	1,400	2,500	
FP&A Director	10	20	13m	17m	13m	18m	-	-	-	-	-	-	
FP&A Manager	8	12	10m	15m	10m	15m	-	-	-	-	-	-	
Finance Director	10	20	15m	30m	15m	25m	-	-	-	-	-	-	

Banking, Financial Services & Consulting

The Banking, Financial Services & Consulting salary report covers the salary and employment trends observed in Japan across the following areas:

- General
- Assurance
- Banking/Asset Management/Investment Banking
- Insurance/Entertainment/Consulting/Recruitment Agency
- Insurance/Real Estate/Other Service Company M&A Advisory (FAS)
- Management Consulting
- Shared Office/Real Estate/Education/Service Company
- Strategy Consulting
- Tax



Key Findings

Candidate confidence and mobility

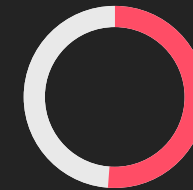
Confident about job opportunities

68%

Looking to change jobs within 12 months

44%

Employee expectations for 2026



51%
of employees are
expecting a salary
increase in 2026

Top 3 professionals in demand

- 1 PE/Alternatives (Analysts/Associates)
- 2 Operations (Senior Associate/AVP level)
- 3 M&A Advisory

Hiring and Job Market Trends

The weak yen has made Japan an attractive market for foreign investors, driving expansion among alternative investment firms and increasing hiring activity across the sector. Investment banks are planning to grow their teams in 2026, particularly in private equity (PE), M&A advisory, investor relations, and compliance roles. Demand is also rising for real estate asset management and acquisition professionals.

The banking and financial services sector continues to face a shortage of junior and mid-career talent, prompting companies to focus on hiring senior candidates. Salary increases for job changers are expected to range from 7-12%, consistent with previous years. Flexibility in hiring senior professionals will be key to addressing talent gaps.

In consulting, demand remains high for mid- to senior-level professionals, including those with expertise in post-merger integration (PMI) and Japan's Value-Up initiatives. CPA-qualified consultants with five or more years of experience are commanding competitive offers, while firms struggle to fill manager-level vacancies. Partner and senior partner roles offer exceptionally high compensation due to talent shortages.

Temporary functions are prioritising junior hires as senior administrative staff approach retirement. Companies are increasingly open to hiring candidates without prior financial services experience, offering training programs to bridge skill gaps. Salary increases in this segment are forecasted at 5-10%. Across all sectors, flexible work arrangements and improved work-life balance remain critical for attracting and retaining top talent.



Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
General												
Internal Audit	0	4	7m	9m	7m	9m	-	-	-	-	-	-
Internal Audit	4	8	9m	12m	10m	12m	-	-	-	-	-	-
Internal Audit	8	15	10m	20m	11m	22m	-	-	-	-	-	-
Sales	0	4	7.5m	10m	8m	10.5m	-	-	-	-	-	-
Sales	4	8	9m	15m	9m	15m	-	-	-	-	-	-
Sales	8	15	15m	25m	15m	27m	-	-	-	-	-	-
Middle Office	0	3	6.5m	8.5m	7m	9m	-	-	-	-	-	-
Middle Office	4	8	8.5m	12m	8.5m	13m	-	-	-	-	-	-
Middle Office	8	15	12m	20m	12m	20m	-	-	-	-	-	-
Settlements	0	3	6.5m	8.5m	7m	9m	-	-	-	-	-	-
Settlements	4	8	8.5m	12m	8.5m	13m	-	-	-	-	-	-
Settlements	8	15	12m	20m	12m	20m	-	-	-	-	-	-
Product Management	0	4	7.5m	10m	8m	10.5m	-	-	-	-	-	-
Product Management	4	8	8.5m	12m	8.5m	13m	-	-	-	-	-	-
Product Management	8	15	12m	25m	12m	25m	-	-	-	-	-	-
Project Management	0	4	6.5m	10m	7m	10.5m	-	-	-	-	-	-
Project Management	4	8	8.5m	12m	8.5m	13m	-	-	-	-	-	-
Project Management	8	15	12m	25m	12m	25m	-	-	-	-	-	-
Marketing Manager, Marketing Communication Manager	-	-	-	-	10m	15m	-	-	-	-	3,800	8,100
Marketing Director, Marketing Communication Director	-	-	-	-	15m	25m	-	-	-	-	5,100	12,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Assurance												
Consultant	1	5	5m	9.5m	4m	8m	-	-	-	-	-	-
Consultant	6	10	9m	16m	8m	14m	-	-	-	-	-	-
Consultant	11	25	15m	100m	15m	30m	-	-	-	-	-	-
Banking/Asset Management/Investment Banking												
Corporate Communication Manager			12m	15m	12m	15m	-	-	-	-	5,100	12,000
Corporate Communication Director			15m	25m	15m	25m	-	-	-	-	3,800	8,100
Insurance/Entertainment/Consulting/Recruitment Agency												
Marketing Manager, Marketing Communication Manager	-	-	8m	12m	8m	12m	-	-	-	-	3,800	8,100
Marketing Director, Marketing Communication Director	-	-	13m	18m	13m	18m	-	-	-	-	5,100	12,000
Insurance/Real Estate/Other Service Company												
Corporate Communication Manager	-	-	8m	13m	8m	11m	-	-	-	-	3,800	8,100
Corporate Communication Director	-	-	13m	18m	13m	18m	-	-	-	-	5,100	12,000
M&A Advisory (FAS)												
Consultant	2	5	6m	12m	6m	12m	-	-	-	-	-	-
Consultant	6	10	12m	18m	12m	18m	-	-	-	-	-	-
Consultant	11	25	25m	100m	20m	50m						
Management Consulting												
Consultant	2	5	10m	11.5m	5m	8m	-	-	-	-	-	-
Consultant	6	10	12m	18m	10m	16m	-	-	-	-	-	-
Consultant	11	25	20m	100m	20m	35m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Shared Office/Real Estate/Education/Service Company												
Real Estate Asset Management	0	4	6.5m	9m	7m	10m	-	-	-	-	-	-
Real Estate Asset Management	4	8	9m	12m	8.5m	13m	-	-	-	-	-	-
Real Estate Asset Management	8	15	12m	21m	12m	21m	-	-	-	-	-	-
Sales Manager/Business Development Manager	-	-	9m	13m	7m	10m	-	-	-	-	3,800	8,100
Sales Director/Business Development Director	-	-	13m	22m	12m	20m	-	-	-	-	5,100	12,000
Strategy Consulting												
Consultant	2	5	7m	15m	7m	15m	-	-	-	-	-	-
Consultant	6	10	15m	22m	15m	22m	-	-	-	-	-	-
Consultant	11	25	25m	100m	20m	50m	-	-	-	-	-	-
Tax												
Consultant	1	5	5m	9m	4m	8m	-	-	-	-	-	-
Consultant	6	10	8.5m	15.5m	8m	14m	-	-	-	-	-	-
Consultant	11	25	15m	100m	15m	30m	-	-	-	-	-	-

Consumer Goods, Hospitality & Retail

The Consumer Goods, Hospitality & Retail salary report covers the salary and employment trends observed in Japan across the following areas:

- Consumer/FMCG
- Hospitality
- Retail



Key Findings

Candidate confidence and mobility

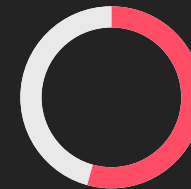
Confident about job opportunities

65%

Looking to change jobs within 12 months

52%

Employee expectations for 2026



56%

of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Brand Marketing - Senior Manager/ Director
- 2 Client Engagement/Business Development - Senior Manager/ Director
- 3 General Manager

Hiring and Job Market Trends

East Japan

Rising inflation has become the new normal in Japan, creating challenges for the B2C sector as companies face higher production costs, shrinking margins and increasing wage demands. Consumers are becoming more price-sensitive but continue to value high-quality, mid-priced products and rewarding experiences over luxury goods. These pressures are expected to persist through 2026, prompting companies to focus on risk management and talent retention.

Marketing roles remain critically understaffed as companies seek professionals who can differentiate brands beyond pricing strategies and identify untapped market opportunities. Demand is also strong for business development professionals with client-facing skills. Employers are turning to Gen Z candidates for digital-first initiatives while favouring experienced professionals for strategic leadership positions. In consumer goods, country managers capable of crafting innovative go-to-market strategies tailored to Japan's unique market are highly sought after.

In hospitality and retail, companies are prioritising talent retention by re-engaging “boomerang employees” and offering competitive compensation packages. Skilled candidates hold significant leverage in salary negotiations, with employers needing to offer at least a 15% increase – and up to 20% in some cases – to attract top talent.

Burnout and overwork remain key concerns among candidates, making work-life balance a critical factor in career decisions. Companies that offer hybrid work models, flexible schedules and inclusive cultures will have a competitive edge. Start-ups, in particular, must focus on building trust during the hiring process to attract skilled professionals.

West Japan

Following the conclusion of the Osaka-Kansai Expo, approximately 20,000 temporary workers returned to the labour market, quickly filling vacancies in hotels, tourist facilities, and related industries. As no major events are currently planned, hiring activity in 2026 is expected to remain subdued. In consumer retail, recruitment is also slow, particularly in the luxury sector, which has been impacted by declining inbound tourism from China and reduced domestic spending due to rising living costs. Many companies are prioritising affluent customers and VIPs, increasing demand for professionals with refined communication skills and customer-focused sales expertise. Business development specialists capable of driving strategic growth are also highly sought after. While AI continues to expand its role in marketing, there remains strong demand for customer experience specialists who can provide empathy and flexibility in situations requiring human interaction.

Companies are actively recruiting both senior professionals and younger candidates. To attract young talent, organisations are offering competitive salary packages, flexible work arrangements, and clear career paths. Additionally, U-turn job seekers – professionals returning to Kansai for lifestyle or family reasons – are gaining attention as companies broaden their geographic reach.

In 2025, salary increases averaged 5–10% due to an oversupply of candidates. However, senior management roles and luxury sales positions saw higher increases. Non-monetary benefits like relocation support and housing allowances are becoming increasingly important for attracting top talent. Additionally, many Kansai companies lag behind East Japan in adopting hybrid work models, which has deterred younger employees and mid-career professionals. Improving workplace flexibility is now a critical issue not only for recruitment but also for retaining existing staff.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Consumer/FMCG												
Commercial Director	-	-	15m	25m	15m	25m	-	-	4,500	7,700	5,100	12,000
Commercial Manager	-	-	10m	15m	10m	15m	-	-	3,200	5,100	3,800	8,100
Consumer Insights Manager	-	-	8m	12m	8m	12m	-	-	2,500	7,700	3,800	8,100
Marketing Director	-	-	15m	20m	15m	25m	-	-	4,500	7,700	5,100	12,000
Marketing Manager	-	-	10m	15m	10m	15m	-	-	2,900	5,000	3,800	8,100
President/Country Manager	-	-	20m	35m	20m	35m	-	-	6,500	12,900	6,500	14,000
Sales Director	-	-	15m	20m	15m	25m	-	-	4,500	7,700	5,100	12,000
Sales Manager	-	-	10m	15m	10m	15m	-	-	3,200	5,100	3,800	8,100
Key Account Manager	-	-	-	-	8m	12m	-	-	-	-	3,800	8,100
Sales Representative/Specialist	-	-	-	-	5m	8m	-	-	-	-	2,500	5,100
Trade Marketing Manager	-	-	8m	12m	8m	12m	-	-	-	-	3,800	8,100
Trade Marketing Specialist	-	-	-	-	5m	7m	-	-	-	-	2,500	5,100
Senior Brand Manager	-	-	-	-	10m	12m	-	-	-	-	3,800	8,100
Brand/Product Manager	-	-	8m	12m	8m	12m	-	-	2,500	6,500	3,800	8,100
Assistant Brand Manager	-	-	6m	8m	6m	8m	-	-	-	-	3,800	8,100
Brand Specialist	-	-	4m	6m	4m	6m	-	-	-	-	2,500	5,100
Brand Communications Manager	-	-	-	-	10m	14m	-	-	-	-	3,800	8,100
Brand Communications Specialist	-	-	-	-	6m	8m	-	-	-	-	2,500	5,100
PR/Corporate Communications Director	-	-	15m	20m	15m	20m	-	-	-	-	5,100	12,000
PR/Corporate Communications Manager	-	-	10m	15m	10m	12m	-	-	-	-	3,800	8,100

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
PR Staff	-	-	-	-	4m	6m	-	-	-	-	2,500	5,100
Copywriter	-	-	-	-	4m	6m	-	-	-	-	2,500	5,100
Content Creation Specialist	-	-	-	-	6m	8m	-	-	-	-	2,500	5,100
Content Creation Manager	-	-	-	-	8m	12m	-	-	-	-	3,800	8,100
Hospitality												
General Manager	-	-	-	-	15m	25m	-	-	-	-	-	-
Hotel Manager/Executive Assistant Manager	-	-	-	-	13m	18m	-	-	-	-	-	-
Director	-	-	-	-	8m	15m	-	-	-	-	-	-
Senior Manager/Manager	-	-	-	-	5m	7m	-	-	-	-	-	-
Executive/Coordinator	-	-	-	-	3m	4m	-	-	-	-	-	-
Retail												
General Manager	-	-	15m	40m	18m	50m	-	-	-	-	6,500	14,000
Retail Director	-	-	14m	22m	15m	28m	-	-	3,800	5,800	5,100	12,000
Retail Manager	-	-	9m	14m	10m	14m	-	-	3,200	4,500	3,800	8,100
Area Manager	-	-	-	-	5m	8m	-	-	3,800	5,800	3,800	8,100
Retail Operations Manager	-	-	-	-	10m	14m	-	-	3,200	4,500	3,800	8,100
Retail Operations Specialist	-	-	-	-	6m	9m	-	-	4,450	7,700	2,500	5,100
Merchandising Director	-	-	12m	22m	13m	28m	-	-	3,200	5,100	5,100	12,000
Merchandising Manager	-	-	10m	12m	10m	13m	-	-	2,000	3,880	3,800	8,100
Merchandising Specialist	-	-	-	-	5m	8m	-	-	2,500	4,500	2,500	5,100
PR Manager	-	-	10m	12m	8m	14m	-	-	3,200	5,100	3,800	8,100
PR Director	-	-	14m	22m	15m	20m	-	-	2,000	3,800	5,100	12,000
PR Specialist	-	-	5m	8m	5m	7m	-	-	-	-	3,800	8,100
Brand Marketing Director	-	-	-	-	15m	25m	-	-	4,500	7,700	5,100	12,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Brand Marketing Manager	-	-	-	-	11m	14m	-	-	3,200	5,100	3,800	8,100
Assistant Brand Marketing Manager	-	-	-	-	8m	10m	-	-	2,000	3,800	3,800	8,100
Marketing Director	-	-	-	-	15m	36m	-	-	1,800	2,600	5,100	12,000
Marketing Manager	-	-	-	-	10m	14m	-	-	-	-	3,800	8,100
Marketing Specialist	-	-	-	-	5m	8m	-	-	-	-	2,500	5,100
Event Manager	-	-	-	-	8m	10m	-	-	-	-	3,800	8,100
Event Specialist	-	-	-	-	5m	7m	-	-	-	-	2,500	5,100
Sales Promotion Manager	-	-	-	-	8m	10m	-	-	-	-	3,800	8,100
Sales Promotion Specialist	-	-	-	-	5m	8m	-	-	-	-	2,500	5,100
CRM Director	-	-	-	-	15m	25m	-	-	-	-	5,100	12,000
CRM Manager	-	-	-	-	10m	14m	-	-	-	-	3,800	8,100
CRM Specialist	-	-	-	-	7m	9m	-	-	-	-	2,500	5,100
VIP/Clienteling Manager	-	-	-	-	10m	14m	-	-	-	-	3,800	8,100
VIP/Clienteling Specialist	-	-	-	-	5m	8m	-	-	-	-	2,500	5,100
Gaisho Specialist	-	-	-	-	5m	12m	-	-	-	-	3,800	8,100
Store Manager	-	-	6m	12m	5m	12m	-	-	2,900	5,800	3,800	8,100
Assistant Store Manager	-	-	-	-	6m	8m	-	-	-	-	3,800	8,100
Store Staff	-	-	-	-	4m	6m	-	-	2,900	5,800	2,500	5,100
Visual Merchandising Manager	-	-	10m	12m	8m	10m	-	-	-	-	3,800	8,100
Visual Merchandising Specialist	-	-	5m	8m	6m	8m	-	-	2,900	5,800	3,800	8,100
Travel Retail Director	-	-	-	-	15m	25m	-	-	-	-	5,100	12,000
Travel Retail Manager	-	-	-	-	10m	14m	-	-	-	-	3,800	8,100

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Travel Retail Account Executive	-	-	-	-	6m	8m	-	-	-	-	2,500	5,100
Retail Sales Training Manager	-	-	-	-	10m	12m	-	-	2,900	5,800	3,800	8,100
Retail Sales Training Staff	-	-	-	-	6m	8m	-	-	-	-	2,500	5,100
Store Development Director	-	-	-	-	12m	20m	-	-	-	-	5,100	12,000
Store Development Manager	-	-	-	-	10m	12m	-	-	-	-	3,800	8,100
Project Manager	-	-	-	-	8m	12m	-	-	-	-	3,800	8,100
Store Expansion Director	-	-	-	-	12m	25m	-	-	-	-	5,100	12,000
Store Expansion Manager	-	-	-	-	10m	12m	-	-	-	-	3,800	8,100

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Consumer/FMCG												
Marketing Executive	-	-	5m	7.5m	5m	9m	-	-	-	-	-	-
Sales Executive	-	-	4.25m	8.4m	5m	8.5m	-	-	1,500	2,500	1,500	2,500

Consumer & Corporate Services

The Consumer & Corporate Services salary report covers the salary and employment trends observed in Japan across the following areas:

- Banking/Asset management/Investment Banking
- Corporate Education
- Financial Services
- Insurance/Entertainment/Consulting/Recruitment Agency
- Insurance/Real Estate/Other Service Company
- Marketing Research Agency
- PR Agency
- Record Label
- Shared Office/Real Estate/Education/Service Company



Key Findings

Candidate confidence and mobility

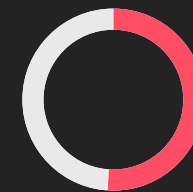
Confident about job opportunities

65%

Looking to change jobs within 12 months

46%

Employee expectations for 2026



53% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Business Development/Sales Manager
- 2 Corporate Communication
- 3 PR Consultant (Account Manager/Account Director)

Hiring and Job Market Trends

The continued integration of artificial intelligence (AI) and tech tools is reshaping roles within the consumer and corporate services sector. Marketing and communications positions now require digital and AI fluency alongside creative problem-solving skills, particularly in professional and financial services.

Demand is surging for globally minded, English-proficient professionals to support the international expansion of Japan's entertainment industries, including music, anime and gaming. These roles often involve managing overseas operations or coordinating with local partners. Expertise in corporate communications, PR consulting, business development (especially hunter sales) and holistic marketing strategies is also highly sought after. Employers are increasingly valuing junior candidates who demonstrate adaptability and familiarity with emerging technologies.

While Japanese language proficiency remains a strict requirement - particularly for corporate communications and B2B roles - some companies are showing flexibility regarding industry-specific experience. Salary increases for job changers are forecasted at 10-15%, with certain fields like asset management offering up to 20% for skilled professionals.

However, competitive salaries alone are insufficient to attract top talent. Candidates prioritise meaningful responsibilities, positive work environments, and non-financial benefits such as DEI initiatives, mental health support and flexible working arrangements. Companies maintaining remote work options will hold a significant advantage over those phasing them out, as flexibility remains a key factor in attracting and retaining elite talent.



Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Banking/Asset Management/Investment Banking												
Corporate Communication Manager	-	-	12m	15m	12m	15m	-	-	-	-	5,100	12,000
Corporate Communication Director	-	-	15m	25m	15m	25m	-	-	-	-	3,800	8,100
Corporate Education												
Marketing Manager	-	-	7m	10m	8m	10m	-	-	-	-	3,800	8,100
Marketing Director	-	-	10m	15m	10m	15m	-	-	-	-	5,100	12,000
Financial Services												
Marketing Manager, Marketing Communication Manager	-	-	-	-	10m	15m	-	-	-	-	3,800	8,100
Marketing Director, Marketing Communication Director	-	-	-	-	15m	25m	-	-	-	-	5,100	12,000
Insurance/Entertainment/Consulting/Recruitment Agency												
Marketing Manager, Marketing Communication Manager	-	-	8m	12m	8m	12m	-	-	-	-	3,800	8,100
Marketing Director, Marketing Communication Director	-	-	13m	18m	13m	18m	-	-	-	-	5,100	12,000
Insurance/Real Estate/Other Service Company												
Corporate Communication Manager	-	-	8m	13m	8m	11m	-	-	-	-	3,800	8,100
Corporate Communication Director	-	-	13m	18m	13m	18m	-	-	-	-	5,100	12,000
Marketing Research Agency												
Marketing Research Manager/Sales Manager	-	-	7m	10m	7m	10m	-	-	-	-	3,800	8,100
Marketing Research Director/Sales Director	-	-	11m	14m	11m	14m	-	-	-	-	5,100	12,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
PR Agency												
Manager-Level Consultant	-	-	8m	12m	6m	10m	-	-	-	-	3,800	8,100
Director-Level Consultant	-	-	13m	18m	11m	20m	-	-	-	-	5,100	12,000
Record Label												
A&R Manager	-	-	8m	12m	6m	12m	-	-	-	-	3,800	8,100
Shared Office/Real Estate/Education/Service Company												
Sales Manager/Business Development Manager	-	-	9m	13m	7m	10m	-	-	-	-	3,800	8,100
Sales Director/Business Development Director	-	-	13m	22m	12m	20m	-	-	-	-	5,100	12,000

HR & Business Support

The HR & Business Support salary report covers the salary and employment trends observed in Japan across the following areas:

- Financial Services (HR)
- Financial Services (Support)
- Non-Financial Services (HR)
- Non-Financial Services (Support)
- Professional Services



Key Findings

Candidate confidence and mobility

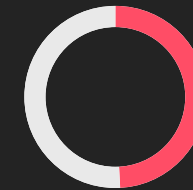
Confident about job opportunities

55%

Looking to change jobs within 12 months

48%

Employee expectations for 2026



49% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 HRBP
- 2 HR Director
- 3 GA Manager

Hiring and Job Market Trends

East Japan

The HR and business support sectors are showing contrasting hiring trends. The HR sector remains a hot market, particularly among companies with international operations, while the business support sector is seeing a decline in job openings due to increased efficiency from AI and technological advancements.

In the HR sector, demand is high for senior HR professionals, talent acquisition specialists and HR business partners (HRBPs). Companies are prioritising skilled candidates who can secure top talent and integrate new hires effectively. Professionals with industry-specific experience are especially sought after. Salary increases of 5–15% are expected for job changers in 2026, with global Japanese companies offering the largest gains.

In contrast, the business support sector is experiencing leaner times, though some roles remain in demand, including facility managers, executive secretaries, interpreters and general affairs staff. Employers are increasingly open to hiring older candidates for contract or temporary positions, where the average age exceeds 55. However, younger candidates are still preferred for junior-level secretarial roles. Executive assistant positions are declining as AI replaces many traditional functions. Salary growth through job change in this sector is modest, forecasted at 3–5%.

Work-from-home opportunities remain a key factor for attracting top talent across both sectors. While many companies are returning to office-based work, organisations that maintain remote or hybrid options will have a competitive edge in securing and retaining skilled professionals.

West Japan

The HR and business support sectors in Kansai are undergoing significant changes as AI adoption reshapes workflows. Administrative tasks such as recruitment processes and documentation are increasingly automated, shifting expectations toward professionals who can manage data, provide analytical insights, and take on versatile roles that go beyond narrowly defined responsibilities.

In the HR sector, demand is rising for senior and director-level positions due to leadership succession planning as long-serving professionals approach retirement. Talent retention is a key focus, with companies investing in internal development and supportive workplace cultures to retain high performers. Talent acquisition roles remain critical to meet evolving skill needs. Professionals skilled in compensation design, HR business partnering and bilingual communication will be highly sought after. Salary increases of 5–10% are expected for job changers in HR roles.

In the business support sector, demand persists for facility managers, executive assistants, interpreters and general affairs staff. Bilingual candidates with strong judgment, discretion, and cultural sensitivity are particularly valued for roles that cannot be replaced by AI. Real-time interpreters capable of handling nuanced face-to-face interactions are in high demand, while translator roles have declined due to automation. Salary increases for business support positions are forecasted at 5–15%, depending on technical skills and bilingual proficiency.

Candidates increasingly prioritise career progression paths, flexible working arrangements and work-life balance over salary alone. Companies offering remote or hybrid work options will have a competitive edge in attracting top talent. Additionally, flexibility regarding side jobs is becoming an important factor for younger professionals seeking modernised work environments.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Financial Services (HR)												
HR Director	-	-	16m	30m	16m	30m	-	-	-	-	-	-
HR Business Partner	-	-	10m	20m	10m	20m	-	-	-	-	-	-
HR Generalist	0	6	6m	9m	6m	9m	-	-	1,700	2,500	1,700	2,500
Recruitment/Staffing Manager	-	-	8m	20m	8m	20m	-	-	3,000	7,000	3,000	7,000
Recruitment/Staffing Coordinator	-	-	4.5m	8m	4.5m	9m	-	-	1,700	2,500	1,700	2,500
Learning & Development Head	-	-	12m	18m	12m	18m	-	-	3,000	7,000	3,000	7,000
Training Specialist	-	-	5m	12m	5m	12m	-	-	1,700	2,500	1,700	2,500
Compensation & Benefits Director	-	-	13m	20m	13m	20m	-	-	-	-	-	-
Compensation & Benefits Specialist	-	-	6m	12m	6m	12m	-	-	1,700	2,500	1,700	2,500
Payroll Specialist	-	-	5m	9m	5m	9m	-	-	1,700	2,500	1,700	2,500
Facilities Manager	-	-	7m	14m	7m	14m	-	-	2,000	3,300	2,000	3,300
Financial Services (Support)												
Administration Manager	-	-	6m	8m	6m	10m	-	-	1,800	2,800	1,800	2,800
Executive Secretary	-	-	6m	10m	6m	12m	-	-	1,700	2,500	1,700	2,500
Translator/Interpreter	-	-	5m	10m	5m	10m	-	-	2,200	4,000	2,200	4,000
General Affairs Administrator	-	-	5m	8m	5m	8m	-	-	1,700	2,500	1,700	2,500
Office Administrator	-	-	4m	6m	4.5m	6.5m	-	-	1,700	2,500	1,700	2,500
Group Secretary	-	-	4m	6m	5m	7m	-	-	1,700	2,500	1,700	2,500
Receptionist	-	-	3.5m	5.5m	3.6m	5.5m	-	-	1,700	2,300	1,700	2,300

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Non-Financial Services (HR)												
HR Director/Head	-	-	12m	25m	12m	25m	-	-	-	-	-	-
HR Generalist	6	-	6m	13m	6m	13m	-	-	1,700	2,500	1,700	2,500
HR Manager	-	-	8m	18m	8m	18m	-	-	3,000	6,000	3,000	6,000
HR Specialist	-	-	5.5m	11m	5.5m	11m	-	-	1,700	2,500	1,700	2,500
HR Administrator	-	-	4.5m	7m	4.5m	7m	-	-	1,700	2,500	1,700	2,500
Compensation & Benefits Manager	-	-	8m	16m	8m	16m	-	-	1,700	2,500	1,700	2,500
Recruitment/Staffing Manager	-	-	8m	16m	8m	16m	-	-	3,000	7,000	3,000	7,000
Non-Financial Services (Support)												
Office Manager	-	-	7m	12m	8m	12m	-	-	2,000	2,800	2,000	2,800
Administration Manager	-	-	6m	7m	7m	10m	-	-	2,000	2,800	2,000	2,800
Administrative Assistant	-	-	4m	7m	5m	7m	-	-	1,500	2,500	1,500	2,500
Executive Secretary	-	-	6m	9m	6m	11m	-	-	1,700	2,500	1,700	2,500
General Affairs Manager	-	-	7m	13m	8m	13m	-	-	2,000	2,800	2,000	2,800
General Affairs Administrator	-	-	4m	7m	5m	8m	-	-	1,700	2,500	1,700	2,500
Translator/Interpreter	-	-	5m	10m	6m	10m	-	-	2,200	4,000	2,200	4,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Financial Services												
Operations Analyst	6	8	7m	9m	7m	9m	-	-	-	-	-	-
Operations Associate	7	9	7.5m	9.5m	8m	10m	-	-	1,700	3,700	1,700	3,700
Operations Director	9	14	9m	15m	10m	16m	-	-	1,400	2,600	1,800	3,800
Operations VP	14	19	15m	20m	15m	22m	-	-	1,400	2,600	1,500	1,700
Professional Services												
Compensation & Benefits Specialist	2	5	7m	10m	7m	10m	-	-	-	-	-	-
HR Business Partner	5	10	7m	18m	7m	18m	-	-	-	-	-	-
HR Director	10	20	10m	22m	10m	23m	-	-	-	-	-	-
HR Generalist/Staff	3	5	5m	8m	5m	8.5m	-	-	1,400	2,400	1,400	2,400
HR Manager/Generalist (6+ yrs' exp)	6	10	8m	12m	8m	12m	-	-	2,000	3,900	2,000	3,900
Payroll Specialist	3	6	5m	10m	5m	10m	-	-	1,400	2,400	1,400	2,400
Senior HR Generalist	6	9	6m	9m	6m	9m	-	-	-	-	-	-
Administration Manager	5	10	6m	9m	6m	9m	-	-	-	-	-	-
Administrative Assistant	3	6	5m	7m	5m	7m	-	-	-	-	-	-
Executive Secretary	3	6	5m	9m	5m	10m	-	-	-	-	-	-
General Affairs Administrator	3	6	5m	7.5m	5m	8m	-	-	-	-	-	-
General Affairs Manager	5	10	6m	15m	7m	15m	-	-	-	-	-	-
Office Manager	5	10	5m	10m	5m	10m	-	-	-	-	-	-
Translator/Interpreter	3	6	5m	10m	5m	10m	-	-	-	-	-	-

Healthcare

The Healthcare salary report covers the salary and employment trends observed in Japan across the following areas:

- General
- Contract Research Organisation
- Healthcare Market Agency
- Healthcare PR Agency
- Life Science & Healthcare Consultancy
- Medical Device/Life Science
- Pharmaceutical



Key Findings

Candidate confidence and mobility

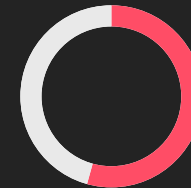
Confident about job opportunities

66%

Looking to change jobs within 12 months

49%

Employee expectations for 2026



56%

of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Marketing
- 2 RA/QA
- 3 Business Development

Hiring and Job Market Trends

East Japan

Japan's healthcare sector continues to face challenges from an ageing population and a shortage of healthcare workers, creating new business opportunities and increasing demand for talent across pharmaceuticals, medical devices and health services.

In the pharmaceutical sector, hiring activity has picked up following recent restructuring efforts. Demand is high for professionals with expertise in marketing, regulatory affairs, quality assurance and business development. Opportunities are also open to senior candidates and those transitioning from other industries. Job changers can expect salary increases of 10–15%, with diversity hiring and hands-on experience prioritised for executive roles.

The medical device sector is expanding as companies develop products to address age-related diseases. Employers are seeking candidates skilled in digital marketing, regulatory affairs, quality assurance and business development. For top positions, managerial experience at large firms or demonstrated sales/turnaround success is highly valued. Salary increases for job changers are expected to remain steady at 5–7%.

In health services, hospitals and elderly care providers are grappling with severe workforce shortages, leading to greater reliance on part-time and foreign workers. Government support for AI adoption, remote care tools and digital health initiatives is driving demand for healthcare professionals with advanced digital skills. Employers are focusing more on skillsets than age, and job changers can expect salary increases between 10 and 15% in 2026.

Across all sectors, candidates value salary growth, career advancement opportunities, flexible work arrangements and inclusive workplace cultures. Companies offering hybrid work models and clear career paths will have a competitive edge in attracting top talent.

West Japan

In 2025, the healthcare industry in the Kansai region experienced workforce reductions across pharmaceutical companies, medical device manufacturers and biotechnology firms, leading to increased talent mobility. With the accelerated adoption of digital technologies, AI and robotics, demand for specialised professionals with advanced technical skills has grown significantly. Particularly in manufacturing roles, there is a notable trend toward outsourcing development and production activities to CDMOs (Contract Development and Manufacturing Organisation) due to rising demand.

By 2026, more companies are expected to implement flexible policies such as “no relocation” policies and extended retirement ages to meet employee needs. Additionally, relocation support measures like company housing, sign-on bonuses, and subsidies for Shinkansen commuting costs are likely to become standard offerings. High-demand roles include Medical Affairs specialists, Clinical Specialists, and Real-World Data (RWD) experts. Medical Affairs positions require advanced academic expertise, while Clinical Specialists play a critical role in supporting product launches and post-sales follow-ups for major medical device manufacturers. RWD experts with knowledge of biostatistics and epidemiology are increasingly vital for post-market analysis and clinical trials, requiring strategic thinking skills.

While native-level Japanese proficiency is essential for sales roles, many other positions expect conversational-level English skills. In 2025, salary increases for job changers averaged 5–10%, a trend projected to continue into 2026. Professionals are prioritising work-life balance amid layoffs and business restructuring, prompting career changes. Meanwhile, executive hiring focuses on competitive compensation packages, while temporary or contract roles are shifting toward younger talent.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Contract Research Organisation												
CRO Clinical Development Manager	-	-	10m	15m	10m	17m	-	-	-	-	3,500	7,500
CRO Clinical Research Associate/Clinical Operation Manager	-	-	5m	12m	6m	14m	-	-	-	-	3,000	6,000
Data Manager	-	-	6m	9m	6m	9m	-	-	-	-	3,500	7,500
CRO/CMO Business Development Manager/Director	-	-	12m	22m	12m	22m	-	-	-	-	4,500	11,000
CRO Pharmacovigilance Specialist/Manager	-	-	7m	10m	7m	10m	-	-	-	-	4,500	11,000
CRO Regulatory Affairs Manager	-	-	7m	12m	7m	12m	-	-	-	-	4,500	11,000
Regulatory Affairs Consulting	-	-	8m	12m	8m	15m	-	-	-	-	4,500	11,000
CSO MSL/Medical Affairs	-	-	7m	10m	7m	10m	-	-	-	-	3,500	7,500
Healthcare Market Agency												
Healthcare Marketing Research	-	-	7m	9m	6m	9m	-	-	-	-	3,500	7,500
Healthcare PR Agency												
Healthcare Account Manager/Executive/Sales	-	-	8m	15m	7m	15m	-	-	-	-	3,500	7,500
Healthcare PR/Medical Communication	-	-	6m	12m	5m	13m	-	-	-	-	3,500	7,500
Life Science & Healthcare Consultancy												
Healthcare Consulting	-	-	9m	15m	8m	18m	-	-	-	-	4,500	11,000
RWE/Epidemiology	-	-	8m	16m	8m	15m	-	-	-	-	4,500	11,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Medical Device/Life Science												
Commercial Excellence Director	-	-	14m	20m	14m	20m	-	-	-	-	5,100	12,000
Commercial Excellence Manager	-	-	12m	17m	12m	17m	-	-	-	-	4,500	11,000
Commercial Excellence Specialist	-	-	7m	12m	7m	12m	-	-	-	-	3,500	7,500
PR/Communication Director	-	-	14m	22m	14m	22m	-	-	-	-	5,100	12,000
PR/Communication Manager	-	-	12m	16m	12m	16m	-	-	-	-	4,500	11,000
PR/Communication Specialist	-	-	5m	9m	5m	9m	-	-	-	-	3,500	7,500
Clinical Director	-	-	14m	22m	14m	22m	-	-	-	-	5,100	12,000
Clinical Manager	-	-	10m	15m	10m	15m	-	-	-	-	4,500	11,000
Clinical Research Associate (CRA)	-	-	5m	9m	5m	9m	-	-	-	-	3,500	7,500
Business Development Director	-	-	14m	22m	14m	22m	-	-	-	-	5,100	12,000
Business Development Manager	-	-	12m	17m	12m	17m	-	-	-	-	4,500	11,000
Business Development Specialist	-	-	7m	12m	7m	12m	-	-	-	-	3,500	7,500
Pharmaceutical												
President/Country Manager	-	-	25m	40m	25m	40m	-	-	-	-	6,800	16,000
Business Unit Head	-	-	20m	30m	20m	30m	-	-	-	-	5,700	14,000
Marketing Director	-	-	16m	24m	16m	24m	-	-	-	-	5,100	12,000
Marketing Manager	-	-	14m	19m	14m	19m	-	-	-	-	4,500	11,000
Product Manager	-	-	10m	15m	10m	15m	-	-	2,900	4,200	3,500	7,500
PR/Communication Director	-	-	16m	26m	16m	26m	-	-	2,900	5,100	5,100	12,000
PR/Communication Manager	-	-	10m	16m	10m	16m	-	-	3,200	4,500	4,500	11,000
PR/Communication Specialist	-	-	7m	11m	7m	11m	-	-	3,800	5,800	3,500	7,500
Corporate Strategy/Business Strategy	-	-	12m	25m	12m	25m	-	-	3,200	4,500	5,100	12,000
Commercial Excellence Director	-	-	18m	25m	18m	25m	-	-	4,500	7,700	5,100	12,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Commercial Excellence Manager	-	-	11m	16m	11m	16m	-	-	3,200	5,100	4,500	11,000
Business Development Director	-	-	15m	24m	15m	24m	-	-	2,000	3,800	5,100	12,000
Business Development Manager	-	-	10m	15m	10m	15m	-	-	2,500	4,500	4,500	11,000
Governmental Affairs	-	-	10m	20m	10m	20m	-	-	3,200	5,100	5,100	12,000
Market Access/Pricing/Reimbursement/Health Economics	-	-	10m	22m	10m	25m	-	-	2,000	3,800	5,100	12,000
Medical Affairs Director	-	-	20m	30m	20m	30m	-	-	-	-	5,100	12,000
Medical Affairs Manager	-	-	13m	19m	13m	19m	-	-	-	-	4,500	11,000
Medical Affairs Specialist	-	-	8m	14m	8m	14m	-	-	-	-	3,500	7,500
RA/QA Head	-	-	20m	30m	20m	30m	-	-	3,800	5,800	5,700	14,000
Regulatory Affairs Manager	-	-	12m	19m	12m	19m	-	-	3,200	4,500	4,500	11,000
Regulatory Affairs Specialist	-	-	8m	14m	8m	14m	-	-	3,800	5,800	3,500	7,500
Quality Assurance Manager	-	-	10m	15m	10m	15m	-	-	3,200	4,500	4,500	11,000
Quality Assurance Specialist	-	-	7m	12m	7m	12m	-	-	4,500	7,700	3,500	7,500
Pharmacovigilance Manager	-	-	10m	15m	10m	16m	-	-	3,200	5,100	4,500	11,000
Pharmacovigilance Specialist	-	-	7m	11m	7m	11m	-	-	2,000	3,800	3,500	7,500
Data Management/Biostatistics	-	-	6m	14m	6m	14m	-	-	2,500	4,500	4,500	11,000
Medical Writing	-	-	7m	14m	7m	14m	-	-	3,200	5,100	4,500	11,000
Clinical Director	-	-	15m	25m	15m	25m	-	-	2,000	3,800	4,500	11,000
Clinical Project Manager	-	-	10m	16m	10m	16m	-	-	-	-	4,500	11,000
Clinical Research Associate (CRA)	-	-	6m	10m	6m	10m	-	-	-	-	3,500	7,500
Medical Science Liaison	-	-	7m	13m	7m	15m	-	-	-	-	4,500	11,000
CMC Researcher	-	-	8m	20m	8m	20m	-	-	-	-	4,500	11,000
Senior Scientist	-	-	8m	14m	8m	14m	-	-	-	-	4,500	11,000
Scientist	-	-	6m	10m	6m	11m	-	-	-	-	3,500	7,500

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
General												
General Manager/Country Manager	-	-	18m	40m	18m	50m	-	-	-	-	-	-
Marketing Director	-	-	12m	25m	12m	25m	-	-	-	-	-	-
Sales Manager	-	-	10m	20m	12m	22m	-	-	-	-	-	-
Clinical Development Manager	-	-	10m	18m	10m	18m	-	-	-	-	-	-
Regulatory Affairs Manager	-	-	10m	20m	10m	20m	-	-	-	-	-	-
Regulatory Affairs Specialist	-	-	6m	10m	8m	12m	-	-	1,700	3,100	1,700	3,100
Marketing/Product Manager	-	-	8m	15m	8m	15m	-	-	-	-	-	-
Clinical Scientist/Researcher	-	-	5m	12m	6m	12m	-	-	-	-	-	-
Clinical Research Associate (CRA)	-	-	5m	8m	5.5m	10m	-	-	-	-	-	-
Quality Assurance Manager	-	-	10m	16m	10m	16m	-	-	-	-	-	-
Quality Assurance	-	-	5m	10m	5m	10m	-	-	1,500	2,200	1,500	2,200
Field Service Manager	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Field Service Engineer	-	-	5m	8m	6m	9m	-	-	-	-	-	-
Field Application Specialist	-	-	6m	10m	7m	11m	-	-	-	-	-	-
Sales Representative	-	-	6m	10m	6m	12m	-	-	-	-	-	-

Legal, Compliance & Risk

The Legal, Compliance & Risk salary report covers the salary and employment trends observed in Japan across the following areas:

- General
- Commerce & Industry
- Financial Services
- Private Practice



Key Findings

Candidate confidence and mobility

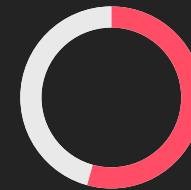
Confident about job opportunities

69%

Looking to change jobs within 12 months

41%

Employee expectations for 2026



56% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Legal Counsel
- 2 Compliance Officer
- 3 Risk Manager

Hiring and Job Market Trends

As privacy regulations evolve and new legal tools like AI are increasingly adopted, demand has risen for professionals skilled in contract management and data governance. The tightening of global regulations, particularly for financial institutions, has further increased the need for highly skilled compliance specialists. Additionally, companies entering the Japanese market are actively hiring, leading to a rise in job openings for audit and risk-related roles.

Candidates with bengoshi qualifications and strong English proficiency remain highly valued. Bilingual professionals who also hold foreign legal qualifications often receive multiple offers. As legal teams transition from technical advisors to strategic partners involved in decision-making processes, soft skills such as communication and stakeholder collaboration have become critical. Professionals with experience in data privacy, M&A, or technology are especially sought after.

Those with expertise in emerging financial fields like cryptocurrency and fintech are considered rare and highly desirable. Many organisations are focusing on hiring young professionals; however, there is a shortage of qualified junior candidates, while many current specialists near retirement age. This talent gap is expected to persist.

In 2025, salary increases for legal professionals changing jobs ranged from 10–20%, with those holding bengoshi qualifications and strong English skills seeing increases at the higher end. In compliance and audit roles, salary growth was around 10–15%, complemented by benefits such as social insurance and private pension plans.



Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
General												
Risk Officer	0	3	6m	8m	6m	9m	-	-	-	-	-	-
Risk Officer	4	7	8m	15m	9m	15m	-	-	-	-	-	-
Risk Officer	8	15	15m	25m	12m	25m	-	-	-	-	-	-
Commerce & Industry												
In-house Lawyer	0	3	8m	12m	15m	20m	-	-	-	-	-	-
In-house Lawyer	4	7	10m	16m	10m	16m	-	-	-	-	-	-
In-house Lawyer	8	-	13m	45m	13m	45m	-	-	-	-	-	-
Legal Counsel (non-qualified)	0	3	5m	8m	7m	10m	-	-	-	-	-	-
Legal Counsel (non-qualified)	4	7	8m	13m	8m	13m	-	-	-	-	-	-
Legal Counsel (non-qualified)	8	-	10m	16m	10m	16m	-	-	-	-	-	-
Contract Manager	0	3	5m	8m	6m	9m	-	-	-	-	-	-
Contract Manager	4	7	6m	8m	6m	8m	-	-	-	-	-	-
Contract Manager	8	-	8m	12m	8m	12m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Financial Services												
Legal Counsel	0	3	10m	15m	10m	15m	-	-	5,000	10,000	5,000	10,000
Legal Counsel	4	7	15m	22m	15m	22m	-	-	5,000	10,000	5,000	10,000
Legal Counsel	8	-	15m	50m	15m	50m	-	-	5,000	10,000	5,000	10,000
Compliance Officer	0	3	6m	9m	6m	9m	-	-	2,000	5,100	2,000	5,100
Compliance Officer	4	8	10m	20m	10m	20m	-	-	2,000	5,100	2,000	5,100
Compliance Officer	8	15	14m	50m	15m	50m	-	-	2,000	5,100	2,000	5,100
Private Practice												
Associate Lawyer	0	3	10m	15m	10m	15m	-	-	-	-	-	-
Associate Lawyer	4	7	12m	23m	12m	23m	-	-	-	-	-	-
Associate Lawyer	8	-	15m	30m	15m	30m	-	-	-	-	-	-
Paralegal	0	3	3.5m	6m	5m	7m	-	-	2,500	5,500	2,500	5,500
Paralegal	4	7	5m	8m	5m	8m	-	-	2,500	5,000	2,500	5,500
Paralegal	8	-	7m	10m	7m	10m	-	-	2,500	5,000	2,500	5,500

Manufacturing

The Manufacturing salary report covers the salary and employment trends observed in Japan across the following areas:

- Chemical
- Energy & Infrastructure
- Industrial Engineering
- Industrial
- Industrial Sales & Marketing
- Ingredient & Nutrition
- Mobility Engineering
- Mobility Sales & Marketing
- Semiconductor



Key Findings

Candidate confidence and mobility

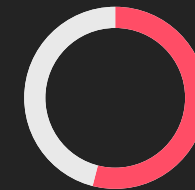
Confident about job opportunities

61%

Looking to change jobs within 12 months

50%

Employee expectations for 2026



55% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Managing Director (Country Manager)
- 2 Sales Manager
- 3 Project Manager

Hiring and Job Market Trends

Mobility & Automotive (East Japan)

The Japanese mobility and automotive sector continues to face challenges from external factors, including unpredictable U.S. trade policies, economic stagnation in Europe and increasing competition from domestic manufacturers in China. These pressures are expected to persist into 2026, leading companies to adopt cautious hiring strategies and focus on precision when filling fewer openings.

Despite reduced hiring volumes, demand remains strong for professionals skilled in developing software-defined vehicles (SDVs) and AI-driven manufacturing technologies. Business development specialists focused on new technology solutions and senior candidates with project management expertise are highly sought after. Leadership roles requiring adaptability to external market conditions are also critical, particularly as companies aim to mitigate risks posed by global uncertainties. New entrants to the Japanese market are actively recruiting experienced executives for top-level positions.

While job openings are limited, salary increases remain robust, with job changers expected to achieve gains of 10–15% in 2026. However, many professionals are taking a cautious approach to career changes, carefully evaluating opportunities that offer clear career paths and stability. Companies should align internal salaries with market standards to retain top talent.

To attract and retain skilled workers, companies must provide opportunities to work on cutting-edge technologies that align with future industry trends. Flexible working arrangements, including remote work options, combined with competitive salaries will be key differentiators in securing top candidates.

Semicon and Electronics (East Japan)

Japan's semiconductor industry continued to grow in 2025, supported by significant government subsidies and long-term backing for key industry players and the domestic supply chain. Additionally, global demand for semiconductors used in AI servers, electric vehicles (EVs) and power applications has accelerated, further energising this sector. However, the labour market remains tight, with a shortage of highly skilled professionals posing a challenge. There is particularly strong demand for process engineers, equipment engineers and technical sales specialists, with bilingual capabilities and soft skills increasingly valued.

As investment in regional facilities expands, competition for mid-level engineers has intensified, driving up salary levels. Many job changers achieve salary increases of over 10%, with key candidates seeing raises as high as 15–20%. Beyond salary improvements, professionals are prioritising work-life balance and career development opportunities. Companies are expected to offer remote work options and flexible working hours. Training programs focused on advanced node technologies or AI/ML (machine learning) for yield improvement are proving effective for talent development and retention.

Clear career paths and competitive compensation strategies boost employee motivation while addressing expectations for corporate stability. In a market where many candidates receive multiple offers, a swift and well-organised interview process is critical. For regional investment projects, benefits packages that include relocation support and family assistance are essential for attracting top talent. These efforts contribute to securing skilled professionals and enhancing corporate competitiveness.

Chemical (East Japan)

In 2025, Japan's chemical industry faced a severe shortage of skilled workers, intensifying competition for positions such as sales roles and engineers. The ageing workforce has tightened the labour market, driving up salaries and recruitment incentives. Many companies implemented significant pay increases, a trend expected to continue into 2026. To enhance competitiveness domestically and internationally, Japanese companies are advancing business restructuring projects.

While job openings remained steady, hiring focused on filling vacancies rather than creating new positions, with stricter selection criteria and some lower-priority roles being paused. There is growing demand for professionals with advanced technical sales skills and customer-focused problem-solving abilities. Companies seek candidates who combine flexibility with practical experience, as well as those adept at stakeholder management and cross-functional communication within global matrix organisations.

In 2026, hiring efforts are expected to prioritise vacancy replacements over expansion. Major firms are also emphasising diversity initiatives aimed at improving gender balance. However, competition for young talent is intensifying due to a shortage of qualified candidates. Senior professionals remain a critical talent pool, particularly for leadership roles requiring hands-on involvement and the ability to drive high performance.

Average salary increases in 2025 ranged from 8–15%, reaching 15–20% in high-demand areas. While salaries are expected to rise further in 2026, employers are cautious about budgets. Beyond pay raises, offering flexible work arrangements like remote or hybrid models and clear career growth plans will be key to attracting top talent.

Hiring and Job Market Trends

Energy & Infrastructure (East Japan)

In the energy and infrastructure sector, job opportunities are increasing in emerging fields such as data centre operations, Battery Energy Storage Systems (BESS), and energy trading. This trend is expected to continue into 2026, driven by growing demand in these areas alongside political and economic factors encouraging investment in talent. However, employers are becoming more selective in their hiring criteria, while highly sought-after professionals often consider multiple offers. There is particularly high demand for candidates with certifications such as Second-Class Chief Electrical Engineer or First-Class Electrical Construction Management Engineer, as well as those with project management experience. Additionally, there is a significant shortage of specialists with niche skills like short-term power trading and energy forecasting. Some multinational companies have started hiring without requiring Japanese language proficiency. Foreign startups entering the Japanese market are also intensifying competition to secure top local talent quickly.

The data centre sector has grown from a small niche market into a major industry segment, creating more career opportunities. In 2025, salary increases for job changers reached 15–20%, with further growth expected in 2026, especially in expanding fields. Candidates prioritise long-term stability, requiring foreign companies to demonstrate success and sustainability in Japan.

To attract senior professionals, offering not only financial incentives but also roles with strategic influence and career development opportunities is essential. Strengthening communication between domestic teams and global headquarters is also critical for overcoming challenges unique to Japan.

Manufacturing (West Japan)

Unstable tariff policies under the current U.S. administration have led many companies to halt projects or freeze hiring, resulting in a decline in job openings across the manufacturing sector in Kansai. However, the weak yen has encouraged increased investment in Japan by foreign companies, particularly driving active hiring in the construction sector. In supply chain-related fields, the expansion of the e-commerce market and efforts to reduce reliance on China have boosted demand for talent in logistics, freight forwarding, and 3PL companies.

By 2026, demand is expected to grow further for engineers who can design automation strategies and process improvement specialists. However, there is a severe shortage of on-site professionals such as mechanical/electrical maintenance engineers and quality assurance engineers. With rising foreign investment, there is also increasing demand for professionals capable of managing parts procurement and quality control that comply with Japanese regulations. Senior-level professionals with immediate expertise and highly skilled foreign candidates are being actively recruited. While some engineers with advanced skills achieved salary increases of 20–40% when changing jobs in 2025, overall salary growth remains stagnant, with many job changers receiving similar or lower pay compared to their previous roles.

In supply chain roles, strategic purchasing professionals and trade compliance specialists are highly sought after. Candidates with strong negotiation skills, regulatory knowledge, and expertise in modern ERP platforms (e.g., SAP S/4HANA), warehouse management systems (WMS), or transportation management systems (TMS) are prioritised. Flexible work arrangements significantly influence job seekers' decisions, with many expecting one to two days of remote work per week. Additionally, measures such as salary increases and workforce expansion are necessary to alleviate employee workloads.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Chemical												
Sales Executive/Sales Engineer	-	-	6m	10m	6m	10m	-	-	-	-	-	-
Application Engineer	-	-	7m	13m	7m	13m	-	-	-	-	-	-
Sales & Marketing Manager	-	-	9m	15m	9m	15m	-	-	-	-	-	-
R&D Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Product Manager	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Business Development Manager	-	-	12m	18m	12m	18m	-	-	-	-	-	-
Sales & Marketing Director	-	-	16m	25m	16m	25m	-	-	-	-	-	-
R&D Director	-	-	15m	25m	15m	25m	-	-	-	-	-	-
President/CEO	-	-	20m	40m	20m	40m	-	-	-	-	-	-
Energy & Infrastructure												
Project Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Commissioning Engineer	-	-	7m	12m	7m	12m	-	-	-	-	-	-
O&M Manager	-	-	9m	14m	9m	14m	-	-	-	-	-	-
Architectural Project Manager	-	-	9m	15m	9m	15m	-	-	-	-	-	-
MEP Design Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Construction Manager	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Business Development Manager	-	-	9m	12m	9m	12m	-	-	-	-	-	-
Sales Director	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Project Development Director	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Marketing Manager	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Construction Director	-	-	14m	20m	14m	20m	-	-	-	-	-	-
Business Development Director	-	-	13m	16m	13m	16m	-	-	-	-	-	-
President/CEO	-	-	18m	30m	18m	30m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Industrial Engineering												
Field Service Manager/Director	-	-	14m	17m	14m	17m	-	-	-	-	-	-
Automation Engineer	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Application/Design Engineer	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Engineering Manager/Director	-	-	15m	20m	15m	20m	-	-	-	-	-	-
Project Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Industrial Sales & Marketing												
Sales Manager/Director	-	-	18m	25m	18m	25m	-	-	-	-	-	-
Product Marketing Manager	-	-	12m	15m	12m	15m	-	-	-	-	-	-
Country Manager/President/CEO	-	-	25m	35m	25m	35m	-	-	-	-	-	-
Field Marketing Manager	-	-	12m	20m	12m	20m	-	-	-	-	-	-
Marketing Manager/Director	-	-	15m	20m	15m	20m	-	-	-	-	-	-
Ingredients & Nutrition												
Sales Engineer/Technical Sales	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Sales & Marketing Executive	-	-	6m	10m	6m	10m	-	-	-	-	-	-
R&D Staff/Regulatory Staff	-	-	6m	9m	6m	9m	-	-	-	-	-	-
Sales & Marketing Manager	-	-	10m	14m	10m	14m	-	-	-	-	-	-
R&D Manager/Regulatory Manager	-	-	8.5m	14m	8.5m	14m	-	-	-	-	-	-
Business Development Manager	-	-	10m	16m	10m	16m	-	-	-	-	-	-
Sales & Marketing Director	-	-	15m	25m	15m	25m	-	-	-	-	-	-
R&D Director/Regulatory Director	-	-	13m	25m	13m	25m	-	-	-	-	-	-
President/CEO	-	-	18m	35m	18m	35m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Mobility Engineering												
Application/Design Engineer (Mechanical)	-	-	6m	12m	6m	12m	-	-	-	-	-	-
Application/Design Engineer (Electronics)	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Engineering Manager	-	-	10m	16m	10m	16m	-	-	-	-	-	-
Project manager/Program Manager	-	-	8m	15m	8m	15m	-	-	-	-	-	-
Engineering Director/VP	-	-	15m	35m	15m	35m	-	-	-	-	-	-
Mobility Sales & Marketing												
Sales Executive/Sales Associate	-	-	5m	8m	5m	8m	-	-	-	-	-	-
Account Manager/Sales Engineer	-	-	8.5m	12m	8.5m	12m	-	-	-	-	-	-
Sales Manager	-	-	9m	15m	9m	15m	-	-	-	-	-	-
Business Development Manager	-	-	9m	15m	9m	15m	-	-	-	-	-	-
Sales Director	-	-	13m	25m	13m	25m	-	-	-	-	-	-
Country Manager/Managing Director	-	-	17m	40m	17m	40m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Semiconductor												
Process Engineer	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Field Service Engineer	-	-	7m	10m	7m	10m	-	-	-	-	-	-
Design Engineer	-	-	6m	13m	6m	13m	-	-	-	-	-	-
Sales/Business Development manager	-	-	10m	18m	10m	18m	-	-	-	-	-	-
Field Application Engineer	-	-	7m	15m	7m	15m	-	-	-	-	-	-
Service Manager	-	-	12m	17m	12m	17m	-	-	-	-	-	-
Sales Director	-	-	18m	30m	18m	30m	-	-	-	-	-	-
Project Manager/Program Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Marketing Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
President/CEO	-	-	20m	55m	20m	55m	-	-	-	-	-	-
Marketing Support	-	-	4m	6m	4m	6m	-	-	-	-	-	-
Test Engineer	-	-	5m	9m	5m	9m	-	-	-	-	-	-
Inside Sales	-	-	4m	7m	4m	7m	-	-	-	-	-	-
Marketing Director	-	-	15m	20m	15m	20m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Industrial												
President/CEO	-	-	15m	28m	16m	30m	-	-	-	-	-	-
Sales Director	-	-	12m	18m	12m	18m	-	-	-	-	-	-
Sales Manager	-	-	9m	13m	9m	13m	-	-	-	-	-	-
Marketing Manager	-	-	9m	13m	9m	13m	-	-	-	-	-	-
Sales Executive	-	-	6m	10m	6m	10m	-	-	-	-	-	-
Sales Engineer	-	-	6m	11m	6m	11m	-	-	-	-	-	-
Application Engineer/Field Application Engineer	-	-	8m	12m	8m	14m	-	-	-	-	-	-
Process Engineer/Process Manager	-	-	8m	14m	9m	15m	-	-	-	-	-	-
R&D Engineer	-	-	7m	12m	8m	15m	-	-	-	-	-	-
Project Manager	-	-	8m	11m	8m	12m	-	-	-	-	-	-
Service Engineer/Field Service Engineer	-	-	6m	9m	6m	9m	-	-	-	-	-	-
Design Engineer (Mechanical)	-	-	7m	9m	7m	9m	-	-	-	-	-	-
Design Engineer (Electrical)	-	-	7m	9m	7m	10m	-	-	-	-	-	-

Tech Sales & Marketing

The Tech Sales & Marketing salary report covers the salary and employment trends observed in Japan across the following areas:

- Digital & Online
- IT Infrastructure & Services
- IT Software



Key Findings

Candidate confidence and mobility

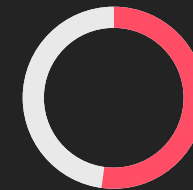
Confident about job opportunities

66%

Looking to change jobs within 12 months

47%

Employee expectations for 2026



54% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Head of Sales
- 2 Digital Marketing Manager
- 3 Country Manager

Hiring and Job Market Trends

The tech sales and digital marketing sector is undergoing significant restructuring due to the widespread adoption of AI. While some companies have reduced staff as they shift from legacy products to AI-related businesses, others have rehired customer service personnel to address declining service quality. Large corporations continue to focus on AI-driven transformations, while mid-sized companies are increasing their hiring for account managers and executive roles. However, recruitment for online sales and marketing positions and digital marketing roles has slowed, with a shift toward internal training.

In 2025, average salary increases for job changers ranged from 15–20%, reaching up to 25% in certain fields - a trend expected to persist into 2026. E-commerce remains a key growth area, with active hiring of junior talent under 30 years old. Demand is rising for hunter sales account executives and performance marketing managers. Emerging startups are building sales teams based on contract employees.

Bilingual skills are increasingly important; online sales and marketing roles require business-level proficiency in both English and Japanese, while some e-commerce positions do not mandate Japanese language skills. Efforts to promote female leadership candidates are gaining attention.

To address rising living costs, employers are offering higher salaries and RSUs (Restricted Stock Units), with foreign firms providing attractive USD-based stock compensation. Flexible work arrangements remain critical, as the absence of remote work options deters candidates. Companies with streamlined hiring processes and opportunities for career advancement or overseas assignments will gain a competitive edge in attracting top talent.



Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Digital & Online												
Country Manager	-	-	25m	50m	25m	50m	-	-	-	-	6,800	14,000
E-commerce Director	-	-	15m	30m	15m	30m	-	-	4,500	8,300	5,100	12,000
E-commerce Manager	-	-	8m	12m	8m	12m	-	-	3,200	6,100	3,800	8,100
E-commerce Specialist	-	-	5m	8m	5m	8m	-	-	2,300	4,500	2,500	5,100
Digital Marketing Director	-	-	15m	30m	15m	30m	-	-	4,500	8,300	5,100	12,000
Digital Marketing Manager	-	-	9m	18m	9m	18m	-	-	3,200	6,400	3,800	8,100
Digital Marketing Specialist	-	-	5m	9m	5m	9m	-	-	2,300	6,100	2,500	5,100
Digital/Ad Tech Sales Manager	-	-	8m	18m	8m	18m	-	-	2,500	7,700	3,800	9,300
Digital Product Manager	-	-	10m	17m	10m	17m	-	-	-	-	3,800	8,100
Advertising Account Manager	-	-	8m	12m	8m	12m	-	-	-	-	3,800	8,100
Advertising Account Director	-	-	12m	18m	12m	18m	-	-	-	-	5,100	12,000
Graphic/Web/UI/UX Designer	-	-	6m	15m	6m	15m	-	-	-	-	3,800	8,100
Art Director	-	-	6m	15m	6m	15m	-	-	-	-	3,800	9,300
Creative Director	-	-	15m	23m	15m	23m	-	-	-	-	3,800	9,300
Social Media Manager	-	-	8m	13m	8m	13m	-	-	2,500	6,400	2,500	7,100

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
IT Infrastructure & Services												
Country Manager	-	-	25m	50m	25m	60m	-	-	-	-	6,800	14,000
Marketing Director	-	-	15m	25m	15m	25m	-	-	5,100	7,700	5,100	12,000
Marketing Manager	-	-	10m	20m	10m	20m	-	-	3,800	5,800	3,800	8,100
Marketing Specialist	-	-	5m	10m	5m	10m	-	-	2,300	5,100	2,500	5,100
Channel Sales Manager	-	-	10m	25m	10m	25m	-	-	3,200	7,700	3,800	8,100
Product Marketing Manager	-	-	10m	25m	10m	25m	-	-	3,200	7,700	3,800	8,100
Sales Account Manager	-	-	10m	25m	10m	30m	-	-	3,200	7,700	3,800	8,100
Sales Development Representative	-	-	5m	13m	5m	13m	-	-	2,300	5,100	2,500	5,100
IT Software												
Country Manager	-	-	30m	60m	30m	60m	-	-	-	-	6,800	14,000
Sales Director	-	-	20m	40m	20m	40m	-	-	5,100	7,700	5,100	12,000
Sales Manager	-	-	15m	25m	15m	25m	-	-	3,800	5,800	3,800	9,300
Marketing Director	-	-	15m	25m	15m	25m	-	-	5,100	7,700	5,100	12,000
Marketing Manager	-	-	10m	15m	10m	15m	-	-	2,800	5,800	3,800	8,100
Marketing Specialist	-	-	6m	10m	6m	10m	-	-	2,300	5,100	2,500	5,100
Channel Sales Manager	-	-	15m	25m	15m	25m	-	-	3,200	7,700	3,800	8,100
Customer Success Manager	-	-	10m	20m	10m	20m	-	-	3,200	6,400	3,200	7,700
Product Marketing Manager	-	-	15m	25m	15m	25m	-	-	3,800	7,700	3,800	8,100
Sales Account Manager	-	-	10m	20m	10m	20m	-	-	3,200	7,700	3,800	8,100
Sales Development Representative	-	-	7m	15m	7m	15m	-	-	2,300	5,100	2,500	5,100

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Digital & Online												
Branch Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Sales Manager	-	-	9.2m	15m	9.2m	15m	-	-	-	-	-	-
Sales Account Manager	-	-	7m	11m	7m	11m	-	-	-	-	-	-
Sales Executive	-	-	5m	10m	5m	10m	-	-	-	-	-	-
Account Manager	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Senior Manager	-	-	10m	15m	10m	15m	-	-	-	-	-	-
Sales Director	-	-	13m	20m	13m	20m	-	-	-	-	-	-
Marketing Specialist			8m	10m	8m	10m	-	-	1,700	3,100	1,700	3,100
Customer Service Manager	-	-	7m	13m	7m	13m	-	-	-	-	-	-

Supply Chain, Procurement & Operations

The Supply Chain, Procurement & Operations salary report covers the salary and employment trends observed in Japan across the following areas:

- Industrial
- Procurement
- Supply Chain & Logistics



Key Findings

Candidate confidence and mobility

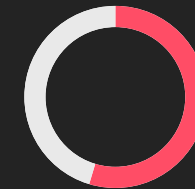
Confident about job opportunities

62%

Looking to change jobs within 12 months

48%

Employee expectations for 2026



57% of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 SCM Planning (IBP/Demand/Supply Planning)
- 2 QA/QC, Factory, & EHS
- 3 Procurement

Hiring and Job Market Trends

In 2025, disruptions in logistics and labour shortages severely impacted the supply chain and procurement sectors, and these challenges are expected to persist into 2026. International conflicts have caused delays in global logistics, while an increase in domestic truck driver retirements has strained distribution networks. Rising living costs have lowered job satisfaction among quality control and call centre employees, leading to high turnover rates. Additionally, as call centre operations return to domestic locations, staffing shortages remain a critical issue. Fluctuations in tariffs and import regulations have disrupted long-term corporate planning, prompting cautious hiring practices. Many companies have implemented hiring freezes or delayed start dates, intensifying competition for staff approvals from global headquarters. Demand is growing for candidates with expertise in trade compliance and customs procedures, as companies seek professionals with advanced knowledge.

In 2026, more organisations are expected to adopt flexible hiring strategies to build efficient talent pipelines, targeting diverse sources such as experienced senior professionals and recent university graduates. The trend of converting temporary or contract workers into permanent employees is also likely to continue. Employers are focusing on career development initiatives to improve employee retention and attract qualified candidates.

Key areas of demand include supply chain management (inbound logistics and demand/supply planning), quality assurance (QA/QC), EHS (environment, health, safety), and procurement roles. As digital transformation accelerates, candidates with automation skills and expertise in digital technologies will have an advantage. Soft skills like team management and communication are also highly valued.



Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Procurement												
Procurement Director/Head of Procurement	-	-	15m	30m	15m	25m	-	-	-	-	-	-
Procurement Manager (Direct)	-	-	10m	17m	10m	17m	-	-	-	-	-	-
Procurement Manager (Indirect)	-	-	10m	17m	10m	17m	-	-	-	-	-	-
Procurement Senior Specialist/Lead	-	-	7m	12m	7m	10m	-	-	-	-	-	-
Purchaser/Buyer	-	-	4m	7m	5.5m	8m	-	-	-	-	-	-
Supply Chain & Logistics												
Operations Director	-	-	12m	20m	15m	20m	-	-	-	-	-	-
SCM Director/Head of SCM	-	-	15m	40m	15m	40m	-	-	-	-	-	-
Supply Chain Manager	-	-	10m	17m	10m	17m	-	-	-	-	-	-
Call Centre Manager	-	-	7m	15m	7m	15m	-	-	-	-	-	-
Customer Service Manager	-	-	9m	14m	9m	14m	-	-	-	-	-	-
Customer Service Specialist	-	-	5m	8m	5m	8m	-	-	-	-	-	-
EHS Director	-	-	15m	21m	15m	22m	-	-	-	-	-	-
EHS Manager	-	-	9m	15m	10m	15m	-	-	-	-	-	-
EHS Specialist	-	-	6m	9m	6m	9m	-	-	-	-	-	-
Factory/Plant Manager	-	-	15m	30m	20m	30m	-	-	-	-	-	-
Logistics Director	-	-	14m	19m	15m	20m	-	-	-	-	-	-
Logistics Manager	-	-	10m	14m	9m	15m	-	-	-	-	-	-
Logistics Specialist	-	-	5m	8m	5m	8m	-	-	-	-	-	-
Country Manager (Logistics/Freight)	-	-	15m	40m	15m	40m	-	-	-	-	-	-
Sales Manager (Logistics/Freight)	-	-	8m	15m	9m	15m	-	-	-	-	-	-
Operations Manager (Logistics/Freight)	-	-	8m	12m	9m	15m	-	-	-	-	-	-
Customer Service/Operations Specialist (Logistics/Freight)	-	-	4m	7m	5m	7.5m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Sales Specialist (Logistics/Freight)	-	-	5m	8m	5m	8m	-	-	-	-	-	-
Production Manager	-	-	10m	15m	12m	17m	-	-	-	-	-	-
Production Specialist	-	-	6m	9m	8m	11m	-	-	-	-	-	-
SCM Project Manager	-	-	9m	17m	9m	17m	-	-	-	-	-	-
QA/QC Director	-	-	15m	30m	15m	30m	-	-	-	-	-	-
QA/QC Manager	-	-	10m	15m	12m	16m	-	-	-	-	-	-
QA/QC Specialist	-	-	6m	9m	8m	11m	-	-	-	-	-	-
Warehouse Manager	-	-	9m	14m	9m	14m	-	-	-	-	-	-
Warehouse Specialist	-	-	5m	7m	5m	8m	-	-	-	-	-	-
Planning Manager	-	-	10m	16m	10m	16m	-	-	-	-	-	-
Planning Senior Specialist/Lead	-	-	7m	12m	7m	12m	-	-	-	-	-	-
Planning Specialist	-	-	6m	8m	6.5m	9m	-	-	-	-	-	-

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Industrial												
Facilities Engineer (Non-Data Centre)	-	-	5m	8m	7m	10m	-	-	-	-	-	-
Facilities Engineer/Manager	-	-	9m	13m	8m	17m	-	-	-	-	-	-
Factory/Plant Manager	-	-	15m	20m	10m	16m	-	-	-	-	-	-
Procurement												
Procurement Director	-	-	14m	23m	15m	25m	-	-	-	-	-	-
Procurement Manager	-	-	8m	15m	10m	15m	-	-	-	-	-	-
Buyer/Procurement Staff	-	-	6m	10m	6m	10m	-	-	1,400	2,800	1,400	2,800

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Supply Chain & Logistics												
Customer Service Manager	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Customer Service Staff	-	-	5m	8m	6m	9m	-	-	1,400	2,500	1,400	2,500
EHS Director	-	-	10m	18m	12m	20m	-	-	-	-	-	-
EHS Manager	-	-	9m	16m	10m	16m	-	-	-	-	-	-
EHS Specialist	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Import/Export Staff	-	-	5m	8m	5m	8m	-	-	1,400	2,500	1,400	2,500
Logistics Manager	-	-	8m	15m	8m	15m	-	-	-	-	-	-
Logistics Staff	-	-	5m	9m	5m	10m	-	-	1,400	2,100	1,400	2,100
Operations Director	-	-	15m	25m	15m	30m	-	-	-	-	-	-
Planner	-	-	8m	12m	8m	12m	-	-	-	-	-	-
Production Control Manager	-	-	8m	16m	8m	16m	-	-	-	-	-	-
Production Control Staff	-	-	5m	9m	5m	10m	-	-	-	-	-	-
Program Manager	-	-	9m	15m	9m	15m	-	-	-	-	-	-
Project Manager	-	-	8m	15m	8m	15m	-	-	-	-	-	-
Supply Chain Analyst	-	-	6m	10m	6m	10m	-	-	-	-	-	-
Supply Chain Manager	-	-	8m	13m	8m	13m	-	-	-	-	-	-
Supply Chain Staff	-	-	4m	9m	5m	10m	-	-	1,500	2,200	1,500	2,200
Warehouse Coordinator	-	-	4m	8.5m	4m	9m	-	-	-	-	-	-
Warehouse Manager	-	-	6m	15m	6m	15m	-	-	-	-	-	-

Tech & Transformation

The Tech & Transformation salary report covers the salary and employment trends observed in Japan across the following areas:

- General
- Banking
- Non-Banking



Key Findings

Candidate confidence and mobility

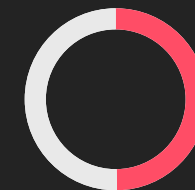
Confident about job opportunities

67%

Looking to change jobs within 12 months

47%

Employee expectations for 2026



50%

of employees are expecting a salary increase in 2026

Top 3 professionals in demand

- 1 Cloud Architect/Engineer
- 2 Data Scientist/AI Engineer
- 3 Cybersecurity Specialist

Hiring and Job Market Trends

East Japan

The tech vendor sector in Japan is undergoing significant transformation, driven by advancements in AI, emerging technologies and geopolitical uncertainties. Hiring activity picked up in late 2025, with growing demand for mid- to mid-senior-level roles such as presales engineers, project managers, AI specialists and solution architects. Bilingual professionals with technical expertise are particularly sought after for client-facing positions. Salary increases for job changers are expected to range from 10–20% in 2026, with some critical roles offering gains of up to 30%. Candidates are also drawn to organisations that offer clear career growth opportunities alongside competitive salaries.

In the product company IT sector, digital transformation (DX) initiatives have created high demand for cybersecurity engineers, ERP specialists and IT managers. However, a persistent talent shortage continues to challenge organisations. Candidates in this field can expect to achieve average salary increases of 8–12%.

The finance and fintech sectors are experiencing wage inflation and labour shortages, leading candidates to expect higher starting salaries and faster promotions. Companies are focusing on hiring talent skilled in cloud migration, AI efficiency, and data governance to maximise ROI. Bilingual professionals with expertise in cloud security, AI governance or DevOps are highly valued, with salary increases ranging from 15–20% for job changers, and occasionally up to 30% for rare skillsets.

Consulting firms continue to see strong hiring activity, particularly for technical specialists in cloud, data analytics, AI and ERP implementation. Demand is high for senior-level professionals who can guide clients through digital transformation projects. Salary increases within consulting typically range from 10–20% when changing jobs.

West Japan

Japan has been lagging behind in digitalisation, a trend even more pronounced in the Kansai region. However, this delay has created growth opportunities, drawing attention to the technology and transformation sectors. Consumer preferences are shifting toward mobile-first experiences, cashless payments, and online services. As a result, industries such as retail, transportation, and hospitality are increasingly investing in implementing and improving digital interfaces. E-commerce platforms and digital ticketing systems are particularly gaining traction, although workforce reductions due to corporate restructuring among large companies are also anticipated. Despite this, demand remains high for professionals with expertise in CRM integration and omnichannel solutions, a trend expected to continue beyond 2026.

Hiring competition is intensifying for roles such as SAP engineers, product managers, cybersecurity specialists and AI-related positions. There is also a growing emphasis on Japanese language proficiency and communication skills. Bilingual candidates with both technical expertise and leadership abilities are prioritised, leading to a widening salary gap between bilingual talent and others.

Junior-level employees typically see salary increases of 10–30% through job change, while senior executives involved in urgent digital transformation projects may experience significant pay raises. At the same time, managing employee workloads and preventing burnout have become critical issues. Excessive overtime or heavy workloads can lead to resignations, reduced productivity, or an increase in freelance work. Flexible work arrangements and hybrid models are becoming essential, especially for working parents. Companies unable to offer these options may struggle to attract professionals with family responsibilities.

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
General												
Application Manager	-	-	10m	16m	10m	16m	-	-	3,500	11,000	3,500	11,000
Business Analyst	-	-	9m	15m	9m	15m	-	-	3,000	7,000	3,000	7,000
Business Partner	-	-	12m	16m	12m	16m	-	-	3,500	11,000	3,500	11,000
CRM Engineer	-	-	8m	15m	8m	15m	-	-	2,000	6,300	2,500	6,300
Data Analyst	-	-	9m	13m	9m	13m	-	-	2,400	4,500	2,400	4,500
Data Scientist	-	-	9m	15m	9m	15m	-	-	3,000	7,500	3,000	7,500
Database Administrator	-	-	7m	13m	7m	13m	-	-	7,000	9,000	7,000	9,000
E-commerce Engineer	-	-	6m	10m	6m	10m	-	-	4,000	9,000	4,000	9,000
End User Support	-	-	6m	9m	6m	9m	-	-	4,000	10,000	2,000	5,000
Enterprise Architect	-	-	10m	15m	10m	15m	-	-	3,500	11,000	3,500	9,000
ERP Engineer	-	-	8m	13m	8m	13m	-	-	2,000	6,300	2,500	6,300
Infrastructure Engineer	-	-	7m	12m	7m	12m	-	-	6,000	9,000	6,000	9,000
Infrastructure Manager	-	-	10m	15m	10m	15m	-	-	7,000	9,500	7,000	9,500
IT Director	-	-	10m	20m	10m	20m	-	-	4,000	8,000	4,000	8,000
IT Manager	-	-	7m	12m	7m	12m	-	-	3,500	5,500	4,000	6,000
Network Engineer	-	-	8m	13m	8m	13m	-	-	4,000	9,000	4,000	9,000
POS Engineer	-	-	7m	10m	7m	10m	-	-	3,500	6,000	3,500	6,000
Project Manager	-	-	7m	15m	7m	15m	-	-	2,900	6,700	3,000	7,000
Security Specialist	-	-	9m	15m	9m	15m	-	-	5,000	12,000	3,000	8,000
Service Delivery Manager	-	-	10m	15m	10m	15m	-	-	7,000	11,000	4,000	7,000
Systems Administrator	-	-	7m	11m	7m	11m	-	-	5,350	7,500	5,350	7,500
Systems Engineer	-	-	6m	10m	6m	10m	-	-	6,000	7,000	4,000	7,000
Back-End Developer	-	-	7m	14m	7m	14m	-	-	2,000	11,000	2,000	11,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Chief Technology Officer	-	-	12m	25m	12m	25m	-	-	8,400	26,000	8,400	26,000
Data Analyst	-	-	7m	14m	7m	14m	-	-	2,400	4,000	2,000	4,500
Data Scientist	-	-	8m	14m	8m	14m	-	-	4,000	7,500	3,000	6,000
DevOps Engineer	-	-	8m	14m	8m	15m	-	-	2,000	11,500	2,000	11,500
Front-End Developer	-	-	7m	14m	7m	14m	-	-	2,000	6,300	2,000	8,000
Game Producer	-	-	7m	14m	7m	12m	-	-	4,000	9,000	4,000	9,000
Graphic Designer	-	-	6m	8m	6m	9m	-	-	4,500	7,000	4,500	700
Machine Learning Engineer	-	-	8m	14m	8m	14m	-	-	3,500	6,000	3,500	6,000
Mobile Developer	-	-	8m	14m	8m	14m	-	-	2,000	6,300	2,000	8,000
Network Engineer	-	-	7m	12m	7m	12m	-	-	4,000	9,800	4,000	9,800
Product Manager	-	-	9m	20m	9m	20m	-	-	3,000	7,000	3,000	5,000
Project Manager	-	-	9m	14m	9m	14m	-	-	3,000	9,600	2,500	6,000
Quality Assurance Engineer	-	-	7m	12m	7m	12m	-	-	1,800	6,000	1,800	8,000
Site Reliability Engineer	-	-	8m	15m	8m	15m	-	-	2,400	11,500	2,400	11,500
Technical Consultant	-	-	8m	15m	8m	15m	-	-	2,400	9,400	2,400	9,400
UI/UX Designer	-	-	8m	12m	8m	12m	-	-	3,000	5,000	3,000	6,000
Web Application Developer	-	-	8m	14m	8m	14m	-	-	2,400	11,000	2,400	11,000
Web Designer	-	-	7m	9m	7m	9m	-	-	2,000	6,300	2,100	4,500
Web Developer	-	-	8m	14m	8m	14m	-	-	2,400	11,000	2,400	11,000
Web Director	-	-	7m	12m	7m	12m	-	-	2,000	6,300	2,000	6,300
Web Producer	-	-	7m	12m	7m	12m	-	-	2,000	6,300	2,000	6,300
Customer Success Manager	-	-	8m	18m	10m	20m	-	-	3,000	4,000	2,000	4,000
Data Analyst	-	-	8m	16m	8m	16m	-	-	2,400	5,000	2,000	4,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Data Centre Engineer	-	-	10m	12m	10m	12m	-	-	2,400	9,800	2,400	9,800
Data Scientist	-	-	8m	16m	8m	16m	-	-	3,500	7,500	3,000	5,500
ERP Consultant	-	-	6m	12m	7m	13m	-	-	3,000	8,000	3,000	12,000
Field Application Engineer	-	-	9m	12m	9m	12m	-	-	2,000	6,300	2,000	6,300
IoT Consultant	-	-	7m	15m	7m	15m	-	-	5,000	14,000	5,000	14,000
IT Consultant	-	-	9m	15m	9m	20m	-	-	6,000	10,000	4,000	7,000
Localisation Engineer	-	-	6m	8m	6m	8.5m	-	-	4,000	7,000	3,000	7,000
Machine Learning Engineer	-	-	7m	16m	7m	16m	-	-	3,500	5,000	3,500	6,000
Network Engineer	-	-	7m	14m	8m	14m	-	-	5,000	12,500	5,000	12,500
Post-sales Engineer	-	-	6m	14m	7m	14m	-	-	3,500	11,000	3,500	11,000
Pre-sales Engineer	-	-	10m	17m	10m	18m	-	-	2,400	11,000	2,400	11,000
Program Manager	-	-	13m	17m	15m	20m	-	-	4,000	7,000	3,500	5,000
Project Coordinator	-	-	6m	8m	6m	8m	-	-	2,400	4,000	2,000	4,000
Project Manager	-	-	10m	16m	10m	16m	-	-	3,000	7,500	3,000	6,500
Quality Assurance Engineer	-	-	5m	12m	5m	12m	-	-	5,000	12,000	2,500	8,000
RPA Consultant	-	-	7m	16m	7m	16m	-	-	3,000	9,400	3,000	9,400
Security Engineer	-	-	8m	17m	8m	20m	-	-	5,000	12,000	5,000	12,000
Service Delivery Director	-	-	16m	22m	16m	25m	-	-	8,000	12,000	8,000	12,000
Software Developer	-	-	6m	17m	6m	17m	-	-	4,000	7,000	4,000	7,000
Solution Architect	-	-	12m	20m	12m	20m	-	-	3,500	11,000	3,500	11,000
Systems Engineer	-	-	7m	10m	7m	10m	-	-	4,500	6,000	4,500	6,000
Technical Support Engineer	-	-	8m	13m	8m	13m	-	-	4,000	8,000	4,000	8,000
Telephony Engineer	-	-	9m	13m	9m	14m	-	-	5,000	11,000	5,000	11,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Banking												
Application Support	-	-	13m	18m	13m	18m	-	-	1,800	6,500	1,800	7,000
Business Analyst	-	-	13m	18m	13m	18m	-	-	3,000	6,000	3,000	6,000
Chief Information Officer	-	-	30m	50m	30m	50m	-	-	8,400	26,000	8,400	26,000
Database Administrator	-	-	11m	15m	11m	15m	-	-	7,000	9,500	5,000	9,500
Developer	-	-	12m	28m	12m	28m	-	-	2,000	11,000	2,000	11,000
Head of Development	-	-	25m	33m	25m	33m	-	-	8,400	26,000	8,400	26,000
Head of Infrastructure	-	-	25m	33m	25m	33m	-	-	9,000	16,000	9,000	16,000
Head of Support	-	-	25m	33m	25m	33m	-	-	8,000	12,500	8,000	12,500
Incident Manager	-	-	13m	18m	13m	18m	-	-	7,000	12,000	4,000	10,000
Information Security Officer	-	-	17m	30m	17m	30m	-	-	7,600	10,000	5,000	15,000
Network Engineer	-	-	13m	19m	13m	19m	-	-	4,000	13,000	4,000	13,000
Project Manager	-	-	13m	19m	13m	19m	-	-	5,000	7,500	5,000	8,000
Systems Administrator	-	-	11m	15m	11m	15m	-	-	7,000	10,500	6,000	10,500
Systems Manager	-	-	16m	22m	16m	22m	-	-	8,000	9,500	8,000	9,500

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Non-Banking												
Application Support	-	-	8m	11m	8m	11m	-	-	1,800	6,200	1,800	7,000
Architect	-	-	12m	18m	12m	18m	-	-	3,500	11,000	3,500	11,000
Business Analyst	-	-	10m	12m	10m	12m	-	-	2,500	4,000	2,500	4,500
Business Process Re-engineering	-	-	11m	14m	11m	14m	-	-	3,000	9,400	3,000	9,400
Chief Information Officer	-	-	22m	35m	22m	35m	-	-	8,400	26,000	8,400	26,000
Cloud Engineer	-	-	10m	16m	10m	16m	-	-	5,000	14,000	5,000	14,000
Data Analyst	-	-	10m	14m	10m	14m	-	-	2,000	4,500	2,500	4,500
Data Scientist	-	-	10m	16m	10m	16m	-	-	3,000	7,500	3,000	6,000
Database Administrator	-	-	10m	12m	10m	12m	-	-	7,000	9,500	5,000	9,500
Developer	-	-	8m	12m	8m	12m	-	-	2,000	11,000	2,000	11,000
DevOps Engineer	-	-	10m	16m	10m	16m	-	-	2,000	12,000	2,000	12,000
Head of Development	-	-	17m	20m	17m	20m	-	-	8,400	26,000	8,400	26,000
Information Security	-	-	9m	18m	9m	18m	-	-	5,000	17,000	5,000	15,000
Infrastructure Manager	-	-	12m	14m	12m	14m	-	-	6,500	9,500	6,500	9,500
IT Director	-	-	14m	25m	14m	25m	-	-	8,000	12,000	3,000	6,000
IT Manager	-	-	9m	14m	9m	14m	-	-	7,000	10,000	3,000	5,000
Program Manager	-	-	12m	17m	12m	17m	-	-	3,500	8,000	3,000	6,000
Project Management Officer	-	-	9m	12m	9m	12m	-	-	2,400	4,000	2,200	4,000
Project Manager	-	-	10m	16m	10m	16m	-	-	3,000	5,500	3,000	5,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Systems Analyst	-	-	10m	12m	10m	12m	-	-	5,000	9,000	5,000	9,000
UI/UX Designer	-	-	9m	12m	9m	12m	-	-	2,000	5,000	3,000	5,500
UNIX Systems Administrator	-	-	10m	12m	10m	12m	-	-	7,300	9,500	6,000	9,500
Web Developer	-	-	9m	12m	9m	12m	-	-	7,500	8,500	2,000	8,500
Wintel Systems Administrator	-	-	8m	10m	8m	10m	-	-	7,500	9,000	7,500	9,000

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
General												
Chief Technology Officer	-	-	15m	30m	18m	45m	-	-	-	-	-	-
Desktop Support	-	-	4m	9m	4m	10m	-	-	1,800	3,000	2,000	3,200
Help Desk	-	-	4m	8m	4m	8.5m	-	-	1,800	3,000	2,000	3,200
Infrastructure Engineer	-	-	5.5m	13.5m	5.5m	14m	-	-	2,000	4,400	2,200	4,600
IT Director	-	-	12m	25m	13m	25m	-	-	-	-	-	-
IT Manager	-	-	7m	14.8m	7m	15.5m	-	-	-	-	-	-
Network Engineer	-	-	5m	11.5m	5m	12m	-	-	2,100	5,000	2,200	5,000
Project Manager	-	-	7m	17m	7m	18m	-	-	2,100	5,000	2,500	5,200
System Engineer	-	-	5m	12m	5m	12m	-	-	2,000	3,500	2,200	3,600
Technical Sales	-	-	5m	15m	5m	17m	-	-	-	-	-	-
Enterprise Technical Sale	-	-	8m	25m	8m	30m	-	-	-	-	-	-
Technical Account Manager	-	-	7m	18m	7m	18m	-	-	-	-	-	-
Pre Sales Engineer	-	-	8m	18m	8m	18m	-	-	-	-	-	-
Post Sales Engineer	-	-	7m	16m	7m	16m	-	-	-	-	-	-
Database Administrator	-	-	5m	13m	5m	14m	-	-	3,000	5,000	3,200	5,500
End User Support	-	-	5m	9m	5m	9m	-	-	2,000	5,800	2,000	5,800
Infrastructure Engineer	-	-	4m	8m	4m	8m	-	-	2,000	4,400	2,200	4,500
Infrastructure Manager	-	-	8m	16m	8m	16m	-	-	4,000	5,800	4,000	6,000
Network Engineer	-	-	5m	8m	5m	9m	-	-	2,100	5,000	2,200	5,200
POS Engineer	-	-	5m	8m	5m	13m	-	-	2,000	3,200	2,200	3,500
Project Manager	-	-	7m	15m	7m	16m	-	-	2,100	5,000	2,200	5,500
Service Delivery Manager	-	-	10m	17m	10m	17m	-	-	4,000	6,300	4,000	6,500
Systems Administrator	-	-	5m	9.5m	4m	9.5m	-	-	3,000	4,400	3,000	4,400

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
DevOps Engineer	-	-	6m	14m	6m	14.5m	-	-	3,000	7,100	3,500	7,500
Network Engineer	-	-	5m	11m	5m	12m	-	-	2,100	5,000	2,200	5,500
Project Manager	-	-	7m	15m	7m	18m	-	-	2,100	5,000	2,200	5,500
Site Reliability Engineer	-	-	6m	16m	6m	16m	-	-	3,000	6,600	3,200	7,000
Data Centre Engineer	-	-	5m	12m	5m	12m	-	-	1,900	5,400	2,200	5,500
Network Engineer	-	-	5m	13m	5m	13m	-	-	2,100	5,000	2,200	5,500
Program Manager	-	-	10m	18m	10m	18m	-	-	3,000	7,100	3,500	7,500
Project Coordinator	-	-	5m	8m	5m	8m	-	-	1,800	6,300	2,300	6,300
Project Manager	-	-	8m	18m	8m	18m	-	-	2,100	5,000	3,000	5,500
Security Engineer	-	-	6m	13m	6m	16m	-	-	3,000	9,000	3,200	9,000
Service Delivery Director	-	-	16m	26m	16m	27m	-	-	4,500	10,000	5,000	10,000
Technical Support Engineer	-	-	6m	15m	6m	15m	-	-	2,000	4,700	2,200	5,000
Telephony Engineer	-	-	6m	13m	6m	14m	-	-	3,000	6,000	3,000	6,500

Role	Perm salary per annum (¥)						Contract salary per hour (¥)					
	Experience (in years)		2025		2026		Experience (in years)		2025		2026	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Banking												
Application Support	-	-	8.5m	16m	8m	16m	-	-	1,800	3,500	2,000	3,500
Database Administrator	-	-	5m	13m	5m	14m	-	-	3,000	5,000	3,000	5,500
Head of Infrastructure	-	-	13m	20m	12m	20m	-	-	5,800	10,000	5,800	10,000
Head of Support	-	-	9m	18m	9m	18m	-	-	5,000	8,100	5,000	8,100
Incident Manager	-	-	10m	18m	10m	18m	-	-	4,000	7,100	4,000	7,100
Information Security Officer	-	-	12m	25m	12m	25m	-	-	4,300	5,800	4,300	10,000
Network Engineer	-	-	6m	12m	6m	13m	-	-	2,100	5,000	2,200	5,500
Project Manager	-	-	13m	19m	13m	19m	-	-	2,100	5,000	2,200	5,500
Systems Administrator	-	-	8m	15m	8m	15m	-	-	4,000	6,000	4,000	6,000
Non-Banking												
Application Support	-	-	5.5m	9m	5.5m	9m	-	-	1,800	3,500	2,000	3,500
Database Administrator	-	-	5m	13m	5m	13m	-	-	3,000	5,000	3,000	5,500
DevOps Engineer	-	-	6m	14m	6m	14.5m	-	-	3,000	7,100	3,000	7,100
Information Security	-	-	5m	15m	5m	16m	-	-	3,000	9,000	3,000	7,000
Infrastructure Manager	-	-	9m	18m	9m	18m	-	-	4,000	5,800	4,000	6,000
Program Manager	-	-	10m	18m	10m	18m	-	-	3,000	7,100	3,000	7,500
Project Management Officer	-	-	6m	16m	6m	18m	-	-	1,800	6,300	2,500	6,500
Project Manager	-	-	7m	16m	7m	18m	-	-	2,100	5,000	2,200	5,500
UNIX Systems Administrator	-	-	10m	12m	10m	12m	-	-	4,200	5,200	4,200	5,200
Wintel Systems Administrator	-	-	8m	10m	8m	10m	-	-	4,200	5,000	4,200	5,000

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