

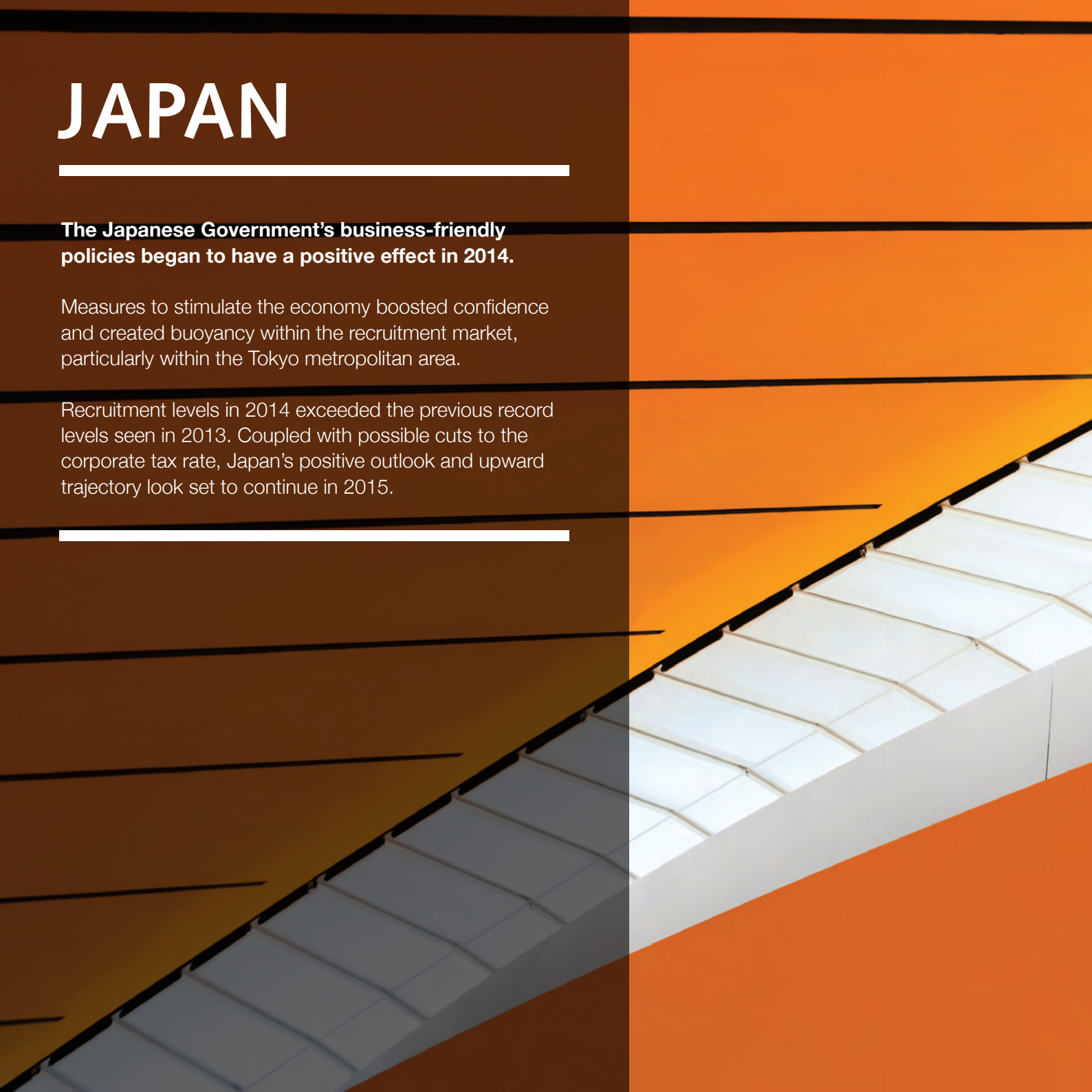
SALARY SURVEY
2015
JAPAN

JAPAN

The Japanese Government's business-friendly policies began to have a positive effect in 2014.

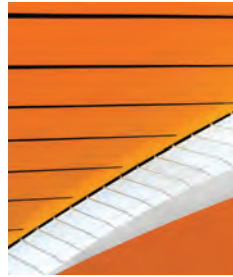
Measures to stimulate the economy boosted confidence and created buoyancy within the recruitment market, particularly within the Tokyo metropolitan area.

Recruitment levels in 2014 exceeded the previous record levels seen in 2013. Coupled with possible cuts to the corporate tax rate, Japan's positive outlook and upward trajectory look set to continue in 2015.



JAPAN

COUNTRY OVERVIEW



In 2014 we saw a number of structural reforms in Japan aimed at improving national competitiveness and productivity.

Faced with an ageing population, the government introduced an optional extension of the working age in an attempt to retain valuable professional skills and knowledge within the workforce. This measure meant that many young people's reluctance to enter long-term careers (preferring flexible, part-time work) did not impact the economy to quite the same extent, although there is still a serious skills shortage.

Throughout the year there continued to be strong demand for bilingual professionals across a wide range of sectors, including accountancy and engineering, construction, manufacturing, new product development and green technology. Sales, medical regulatory and legal professionals were also in particularly high demand.

However, demand outstripped supply across the board. With a rapidly shrinking workforce there is currently a chronic skills shortage in Japan with 1.09 jobs to every candidate, rising to two jobs to every candidate in the bilingual market. Indeed, bilingual candidates are proving particularly difficult to source, primarily because most tend to be women (who often leave the workforce in their late twenties to raise children). As a result, encouraging women back into work is still a key priority for the Japanese government.

The skills shortages were especially felt in the accountancy and legal professions, with only 26,200 qualified accountants and 34,961 qualified lawyers in Japan. Those organisations focusing on exceptionally high qualification criteria and protracted recruitment processes struggled to fill roles in 2014. Companies wanting to expand internationally also struggled to source the requisite workforce skills, resulting in a frustrating hiring environment.

In 2015, hiring managers will therefore need to sell the benefits of their companies if they want to secure their target candidates. Focusing on progression, training and a swift recruitment process will be critical, given the competitive nature of the market. Flexible working arrangements will also be essential to encourage women and mature professionals back to work. Companies will also need to meet the expected 10% salary increase for job movers that we saw in 2014, although this may go up if inflation starts to rise. Engineering, IT and sales are the three areas where we anticipate most upward movement on salaries, with a shrinking talent pool giving candidates additional leverage in negotiations.

“ Companies will need to meet the expected 10% salary increase for job movers, although this may go up if inflation starts to rise.

TOKYO

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

In 2014, ongoing improvements in the Japanese economy led to increased activity across the banking and financial services permanent recruitment market. There was hiring across all accounting and audit roles, and steady recruitment levels in investment banking and securities. We also saw heightened demand from asset management and insurance firms and, to a lesser extent, the real estate industry.

During the year, a reduction in offshoring of accounting functions meant companies began hiring for growth rather than on a purely replacement basis. Bilingual junior to mid-level professionals with experience in product control and financial accounting were particularly popular among hiring managers. Bilingual internal audit specialists were also in strong demand as financial firms continued to focus on complying with regulatory change.

Looking ahead, we expect to see ongoing demand for experienced candidates with

foreign language skills, particularly as Japanese companies focus on developing overseas business. Specialists in audit, product control and financial accounting will continue to be highly sought-after but in short supply. Indeed, competition for candidates will most likely lead to continued upward pressure on salaries, which in 2014 increased by 15-25% in skill-short areas and by around 10% for other roles. We expect this trend to continue in 2015.

Pay rates are also likely to increase in the contract recruitment market, which in 2014 experienced an acute candidate shortage. Temporary financial services accounting and treasury professionals will be in high demand in 2015, while hiring activity could potentially go up due to an increase in Japanese stock market transactions. However, hiring managers will struggle to secure their ideal candidates as demand continues to exceed supply.

For temporary positions, we suggest that companies take a flexible approach to hiring in 2015. For example, hiring managers may want to consider less experienced candidates who can be trained and developed internally. For permanent roles, career development opportunities as well as competitive salary increments will be essential for attracting top talent. A relatively smooth and quick interview process will also be vital to securing permanent candidates' signatures.

KEY TRENDS

- Hiring activity increased in 2014 as a result of continued improvement in the Japanese economy.
- A reduction in offshoring for accounting functions meant companies began hiring for growth rather than on a purely replacement basis.
- Salary increases of around 10% were recorded across the financial services sector during 2014, with 15-25% increments in shortage areas. This is expected to continue in 2015.

“ We expect to see ongoing demand for experienced candidates with foreign language skills, particularly as Japanese companies focus on developing overseas business. ”

TOKYO

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Investment Banking/Securities						
Product Control	6.5 - 10m	6.5 - 11m	10 - 18m	10 - 20m	18 - 20m+	18 - 20m+
Internal Audit	6.5 - 10m	6.5 - 11m	10 - 18m	10 - 20m	18 - 20m+	18 - 20m+
Financial/Mgt Accounting	6.5 - 9.5m	6.5 - 10.5m	9.5 - 16m	9.5 - 17.5m	18 - 20m+	18 - 20m+
Tax			8 - 18m	8 - 20m	18 - 20m+	18 - 20m+

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Investment Banking/Securities						
Product Control	2800 - 4800	3000 - 5000	4200 - 8100	4200 - 8100	5300 - 10100	5300 - 10100
Internal Audit	2500 - 4800	2700 - 5000	3200 - 9100	3500 - 9200	6300 - 12000	6300 - 12000
Financial/Mgt Accounting	2500 - 3800	2700 - 3800	2900 - 8100	3000 - 8100	5000 - 11000	5000 - 11000
Tax	2600 - 4300	2700 - 4300	3000 - 6100	3000 - 6100	5000 - 8100	5000 - 8100

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The recruitment market for permanent finance professionals within commerce and industry remained buoyant in 2014. Employer confidence improved, illustrated by the shift in focus from replacement hiring to newly-created roles, particularly in the automotive and consumer goods sectors. Larger companies also began to bring previously outsourced tax and internal control - or SOX - positions back in-house, opening up new opportunities. At the same time, new government workforce-diversity initiatives led to an increase in demand for female professionals - especially at senior level.

The contract recruitment market was also busy in 2014, with a strong increase in hiring activity for interim accounting professionals. While the year began with a rich supply of contract candidates, growing demand created a talent shortage, and multiple offers led to candidates pushing for better pay rates and work conditions. Overall, salary levels in 2014 remained stable, with the exception

of positions in management accounting, which saw an increase driven by a surge in demand and short supply of young, bilingual candidates with strong FP&A and controlling backgrounds.

We expect this upward trajectory to continue in 2015.

Positive recruitment trends seen in 2014 were attributable, in part, to the emergence of new, specialised finance positions linked to the growth of start-ups and the expansion of the renewable energy industry. However, future growth and hiring activity may be tempered by ongoing uncertainty around government economic policy, including an anticipated consumption tax increase that may affect consumer spending.

Overall, salary levels in 2014 remained stable with a few notable exceptions. Salaries for positions across financial accounting, treasury and credit saw a slight reduction due

to continued centralisation of these functions in shared service centres in Singapore and Hong Kong. However, across financial planning and decision support salaries increased - driven by a surge in demand and an already small talent pool of young, bilingual professionals with strong FP&A and controlling backgrounds.

In order to secure strong candidates, hiring managers may want to take a flexible approach to recruitment. This might include expanding their scope to include foreign candidates with business-level Japanese and talented auditors with 'Big 4' experience and potential.

KEY TRENDS

- Salaries largely remained stable in 2014.
- Larger companies tended to shift both tax and internal control - or SOX - positions back in-house, instead of outsourcing.
- Salaries are expected to increase in 2015 as larger companies raise remuneration to match the market.
- Hiring managers may want to consider foreign candidates with businesslevel Japanese and talented auditors with 'Big 4' experience and good potential.

“ Employer confidence improved, as evidenced by the shift in focus from replacement hiring to newly-created roles, particularly in automotive and consumer goods.”

TOKYO

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Large Organisation				
Chief Financial Officer	30 - 50m	25 - 50m	8000 - 12000	8000 - 12000
Finance Director	22 - 30m	20 - 30m	6000 - 10000	6000 - 10000
Financial Controller	14 - 18m	15 - 20m	5000 - 9000	5000 - 9000
SME				
Chief Financial Officer	15 - 25m	15 - 25m	6000 - 10000	6000 - 10000
Finance Director	14 - 18m	14 - 18m	5000 - 9000	5000 - 9000
Financial Controller	11 - 15m	11 - 15m	4000 - 8000	4000 - 8000
Accounting				
Internal Audit Manager	11 - 15m	11 - 15m	4000 - 8000	4000 - 8000
Tax Manager	12 - 16m	12 - 16m	4500 - 8500	4500 - 8500
Financial Accounting Manager	11 - 14m	10 - 14m	4000 - 8000	4000 - 8000
Treasury Manager	9 - 12m	8 - 12m	3500 - 7000	3500 - 7000
Credit Manager	9 - 12m	8 - 12m	3500 - 7000	3500 - 7000
Senior Financial Accountant	7.5 - 9.5m	7 - 10m	3500 - 7600	3500 - 7600
Tax Accountant	8.5 - 10.5m	8.5 - 10.5m	2800 - 5600	2900 - 5700
Credit Controller	7.5 - 9.5m	7 - 9.5m	3500 - 5100	3500 - 5100
Internal Auditor	8 - 10m	8 - 10m	4000 - 6100	4000 - 6100
Cost Accountant	7 - 9m	7 - 9m	2200 - 3100	2300 - 3200
Treasury Accountant	5.5 - 8m	5 - 8m	2300 - 3600	2500 - 3600
Financial Accountant	5.5 - 7.5m	5.5 - 7.5m	2300 - 3600	2500 - 3600
AP/AR Staff	3.5 - 5m	4 - 6m	2300 - 3000	2400 - 3200
Financial Planning & Analysis				
Financial Planning Manager	11 - 15.5m	12 - 16m	5000 - 8000	5000 - 8000
Finance Manager	10 - 12.5m	10 - 13m	3500 - 6500	3500 - 6500
Business Controller	9 - 12m	9 - 13m	3000 - 6500	3000 - 6500
Senior Financial Analyst	9.5 - 12.5m	9 - 13m	3500 - 6100	3500 - 6300
Business Analyst	7.5 - 10m	7.5 - 10m	3500 - 6100	3500 - 6100
Financial Analyst	7.5 - 10m	7 - 10m	2300 - 5100	2400 - 5200
Pricing Analyst	6 - 8.5m	6 - 9m	2500 - 4100	2400 - 4100

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

FINANCIAL SERVICES

A positive outlook for the Japanese economy led to increased hiring activity for permanent positions across all areas of financial services operations and sales. The strongest demand was for bilingual junior candidates as companies looked to source less experienced but high-potential employees who could be developed into the next generation of corporate leaders.

While the majority of hiring throughout the year was conducted on a replacement basis, we did see an increase in expansion hiring compared to 2013. Bilingual junior to midlevel candidates were in demand for all midoffice positions, including operational risk, cash and derivative functions in investment banking and securities.

However, the lack of qualified junior professionals with specific operational experience led companies to look beyond the usual mid-office hiring parameters. Many, for example, were prepared to consider

candidates with sales or financial services consulting backgrounds, while junior bilingual professionals with strong analytical skills were also in demand.

These recruitment trends are likely to continue, although, as many companies have focused their hiring at junior level, we also expect organisations to reinforce their teams with more senior professionals in 2015.

In the contract recruitment market, companies will be looking primarily for temporary operations staff, but will struggle to find quality candidates - particularly on the buy side. Given the candidate shortages in this area, hiring managers may need to be flexible on start dates and expected levels of experience for contract roles, while rates may need to increase to match improving market conditions.

Salaries for permanent financial services roles are also likely to increase in line with

2014 levels, with increments of 15-20% for specialised roles where there is a shortage of skills and 10% for other roles. Hiring managers looking to recruit for permanent staff will need to offer career development opportunities, as well as competitive salary increments, in order to attract top talent. A relatively smooth and quick interview process will also be vital to securing permanent candidates' signatures.

KEY TRENDS

- A positive outlook for the Japanese economy led to increased hiring activity for permanent and contract positions.
- The majority of hiring was conducted on a replacement basis, but we did see an increase in expansion hiring compared to 2013.
- The strongest demand was for bilingual junior candidates as companies looked to source less experienced but high-potential employees.
- We expect organisations to reinforce their teams with more senior professionals in the year ahead.

“Salaries for financial services roles are likely to increase in line with 2014 levels, with increments of 15-20% in shortage areas and 10% generally.”

TOKYO

FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Project Management	6.5 - 10m	6.5 - 11m	10 - 15m	10 - 16.5m	15 - 20m+	15 - 20m+
Middle Office	6 - 10m	6 - 11m	10 - 15m	10 - 16.5m	15 - 20m+	15 - 20m+
Settlements	6 - 9m	6 - 10m	9 - 13m	9 - 14m	15 - 18m+	15 - 18m+
Head of Marketing					13 - 20m	15 - 23m+
Media/Press Relations	5 - 6m	5 - 7.5m	7 - 9m	7 - 11m	15 - 18m	15 - 20m+
Corporate Communications	6 - 7.5m	6 - 8.5m	8 - 10m	8 - 12m	12 - 18m	12 - 20m+
Investor Relations/Events	4.5 - 6m	4.5 - 6.5m	6 - 8m	6 - 9.5m	10 - 14m	10 - 15m+

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CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Project Management	3000 - 5300	3000 - 5300	5200 - 13100	5200 - 13100	6500 - 12400	6500 - 13100
Middle Office	2500 - 3000	2600 - 3000	3200 - 6600	3200 - 6600	5000 - 10200	5000 - 10200
Settlements	2500 - 3000	2600 - 3100	2700 - 6600	2800 - 6600	5000 - 10200	5000 - 10200

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TOKYO

GENERAL AFFAIRS & ADMINISTRATION

Many companies in Tokyo reorganised their permanent support functions in 2014, leading to changeable market conditions for administration and support workers. We saw an increasing trend for temporary or fixed term contract hiring, resulting in experienced permanent candidates taking up lowerpaid roles, including contract positions, as well-paid opportunities for permanent staff decreased.

During 2014, budgets for permanent staff to support senior managers declined slightly, while in general affairs there was increased reliance on vendors in areas such as facility management. Consequently, internal general affairs staff needed to meet specific hiring criteria, such as fluency in another language

and experience in vendor management.

We believe these candidates will continue to be highly sought-after in 2015, although competition for their services will be fierce. As a result, we anticipate continued salary increases for general affairs professionals who are changing jobs of 5-10%, in line with 2014 levels.

In the contract market, many companies started to offer direct contract positions rather than temporary roles as a result of general market positivity. However, finance companies continued to prioritise temporary hiring, and we expect these trends to continue in 2015. Bilingual administration candidates are expected to be difficult to source for temp

positions, particularly for short-term cover like sick leave or maternity cover, as these professionals tend to favour direct-hire opportunities. We also anticipate increased contract rates in 2015, which were raised to compete with direct offers in 2014.

“ Many companies in Tokyo reorganised their permanent support functions in 2014, leading to changeable market conditions for administration and support workers.”

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Financial Services				
Administration Manager	8 - 11m	8 - 11m		
Executive Secretary	6 - 9m	6 - 9m	1750 - 3050	1800 - 3100
Translator/Interpreter	5.5 - 8m	5.5 - 9m	2000 - 5000	2000 - 5000
General Affairs Staff	5 - 7m	5 - 7.5m	1700 - 2850	1700 - 2900
Office Administrator	5 - 7m	5 - 7.5m	1700 - 2850	1700 - 2850
Group Secretary	4.5 - 8m	4.5 - 8m	1700 - 2850	1700 - 2900
Receptionist	3.5 - 5.5m	3.5 - 5.5m	1600 - 2550	1600 - 2550
Commerce & Industry				
General Affairs Manager	7.5 - 13.5m	7.5 - 14m		
General Affairs Staff	4 - 6m	4 - 6.5m	1600 - 2650	1600 - 2700
Office Manager	7 - 11m	7 - 11m	2000 - 3550	2000 - 4000
Administration Manager	6 - 10m	6 - 10m		
Administrative Assistant	4.5 - 6.5m	4.5 - 6.5m	1500 - 2650	1500 - 2600
Executive Secretary	5.5 - 8.5m	5.5 - 8.5m	1700 - 3050	1700 - 3050
Translator/Interpreter	5 - 9m	5 - 9.5m	1800 - 4000	1800 - 5000

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TOKYO

HUMAN RESOURCES

In 2014, continued improvements in the Japanese economy led to relatively active recruitment of HR professionals. Across the board we observed strong demand for recruitment specialists - most notably from IT and gaming organisations. In addition, bilingual, mid and senior-level generalists and business partners were highly sought-after, particularly by pharmaceutical, professional services, finance and consumer goods companies.

We saw a strong trend in organisations developing regional HR centres of excellence - often based outside Japan but with regular interactions with HR business partners and senior managers in Tokyo. Consequently, there was increased demand for compensation and benefits as well as training specialists with bilingual skills and the ability to work effectively in global matrix organisations. Similarly, global companies expanding in Japan sought professionals

with change implementation experience, able to internationalise local work cultures and compensation structures.

In 2015, we anticipate strong demand for mid and senior-level compensation and benefits professionals - both for permanent and contract roles. We also expect permanent recruitment specialists, who are able to impart well-researched advice to business leaders, will be a key hiring priority. In addition, HR managers who can implement international projects while ensuring smooth communication throughout regional and global reporting structures will be in high demand. On the contract side, as the shortage of experienced candidates persists, companies will seek junior-level professionals with bilingual skills and strong development potential. Recruitment specialists, HR coordinators and assistants will be particularly sought-after.

When moving jobs, in-demand specialists received 10% salary increases in 2014. Those candidates in particularly short supply - such as hiring and compensation and benefits specialists - experienced remuneration growth between 10-20%.

We encourage hiring managers to respond to the competitive marketplace with swift recruitment processes, career development plans and increased compensation. When hiring contractors companies will benefit from employing junior employees on a temp-to-perm basis who can be trained as valuable members of the HR department.

KEY TRENDS

- In 2014, recruitment of HR professionals was relatively active, due to continued improvements in the Japanese economy.
- Competition will be fierce for experienced HR business partners able to operate effectively within a global, matrix environment.
- Junior-level contractors with bilingual skills and strong development potential will be highly sought-after.
- Mid and senior-level compensation and benefits professionals will be in demand, both for permanent and contract roles.

“ In 2014, strong demand for hiring specialists and HR business partners led to salary increases between 10-20%.”

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Banking & Financial Services				
Generalist				
HR Director	18.5 - 35.5m	18.5 - 35.5m		
HR Manager/Generalist (6+ yrs'exp)	12.5 - 23m	12.5 - 23m		
HR Business Partner	10 - 18m	10 - 18m		
HR Generalist (4 - 6 yrs' exp)	11 - 19m	11 - 19m		
HR Generalist (3 - 5 yrs' exp)	8.5 - 13.5m	8.5 - 13.5m	1850 - 3600	1850 - 3600
HR Generalist (1 - 3 yrs' exp)	5.5 - 9.5m	5.5 - 9.5m	1700 - 2650	1700 - 2650
HR Planning Staff/Co-ordinator	6.5 - 10m	6.5 - 10m	1850 - 3100	1850 - 3100
HR Communication Manager	10 - 15.5m	10 - 15.5m		
HR Communication Specialist	6 - 10m	6 - 10m	1750 - 3150	1750 - 3150
Recruiting				
Recruiting/Staffing Manager	12 - 22m	12 - 22m		
Recruiting/Staffing Office Manager	6.5 - 13.5m	6.5 - 13.5m	2200 - 3600	2200 - 3600
Recruiting Staff	5 - 9.5m	5 - 10m	1700 - 2900	1700 - 2900
Recruiting/Staffing Co-ordinator	5 - 7m	5 - 7.5m	1700 - 2600	1700 - 2600
Learning & Development				
Learning & Development Head	14 - 20m	14 - 20m		
Senior Trainer	10.5 - 16.5m	10.5 - 16.5m		
Training Officer	8 - 12m	8 - 12m	1750 - 2600	1750 - 2600
Training Co-ordinator	5 - 8.5m	5 - 8.5m	1650 - 2550	1650 - 2550
Compensation & Benefits/Payroll				
Compensation & Benefits Director	15.5 - 22m	15.5 - 22m		
Compensation & Benefits Manager	12.5 - 17.5m	12.5 - 18m		
Compensation & Benefits Specialist	8.5 - 12.5m	8.5 - 13m	1850 - 3150	1850 - 3150
Compensation & Benefits Staff	6 - 9m	6 - 9.5m	1700 - 2650	1700 - 2650
Payroll Staff	4.5 - 7m	5 - 7.5m		
Commerce & Industry				
HR Director/Head	13 - 35m	13.5 - 35m		
Head of Training/L&D/OD	12 - 22m	12 - 22m		
HR Manager	10 - 16.5m	10 - 16.5m		
Training Manager	10 - 15m	10 - 15m		
Recruiting/Staffing Manager	10 - 14.5m	10 - 15m		
Compensation & Benefits Manager	9 - 15.5m	9 - 15.5m		
HR Senior Generalist	7.5 - 12.5m	7.5 - 13.5m	2050 - 4050	2050 - 4050
HR Generalist/Staff	6 - 10m	6 - 10.5m	1700 - 3150	1700 - 3150
HR Specialist	5 - 10m	5 - 10m	1700 - 3550	1700 - 3550
HR Staff/Administrator	4.5 - 9m	5 - 9m	1700 - 3050	1700 - 3050

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TOKYO

INFORMATION TECHNOLOGY COMMERCE

Business expansion and new store openings fuelled an active permanent recruitment market in 2014, especially in consumer retail and the fashion industry. We also noted a greater focus on e-commerce in these sectors.

Candidates had a choice of roles, with multiple offers available. High on the recruitment agenda were IT directors as well as managers, point of sale engineers, business analysts and project managers. We expect this activity to continue in 2015, although companies are likely to focus on mid-level employees as many hired senior managers in 2014.

In the contract hiring sector, new or recent ERP implementations stimulated hiring activity

for professionals who could manage projects as well as offer ongoing system support and training.

As a result of improved confidence in the market, employees were more willing to explore new opportunities and move into new positions. This trend is likely to continue in 2015, although hiring managers may face a shortage of highly-experienced bilingual candidates as companies continue to compete for top talent.

Mid-career bilingual professionals will certainly be in demand in the permanent market, while those with specialist knowledge of manufacturing, pharmaceuticals or luxury goods will also be sought-after. Organisations may still struggle to hire technical specialists

for business application roles, as these jobs require specific industry expertise.

Salaries remained flat in 2014. We believe base salaries will continue to hold steady in 2015 but there may be an increase in total compensation packages, with improved benefits linked to performance.

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
IT Director	15 - 20m	15 - 20m	5000 - 7000	5000 - 7000
Service Delivery Manager	10 - 15m	10 - 15m	4500 - 6000	4500 - 6000
IT Manager	8 - 15m	10 - 15m	4500 - 6000	4500 - 6150
Application Manager	8 - 15m	8 - 15m	4000 - 5000	4000 - 5100
Infrastructure Manager	8 - 12m	8 - 12m	4500 - 6000	4500 - 6000
Project Manager	8 - 12m	8 - 12m	3500 - 5500	4000 - 6000
Database Administrator	6 - 8m	6 - 8m	2800 - 5000	4000 - 5500
Network Engineer	6 - 8m	6 - 8m	2000 - 3500	2000 - 4000
Infrastructure Engineer	5 - 8m	5 - 8m	2000 - 3800	2000 - 4000
Systems Engineer	5 - 8m	5 - 8m	2000 - 3250	2000 - 3250
Application Engineer	5 - 8m	5 - 8m	2000 - 4600	2000 - 4600
Software Developer	5 - 8m	5 - 8m	2000 - 4500	2000 - 4500
Systems Administrator	5 - 8m	5 - 8m	2000 - 3500	2000 - 4000
Help Desk	4 - 6m	4 - 6m	1500 - 2500	1500 - 2300

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TOKYO

INFORMATION TECHNOLOGY FINANCE

Recruitment for permanent positions within IT finance remained steady throughout 2014. The falling Yen and rising costs in Hong Kong and Singapore led to a slowdown in offshoring, paving the way for a return to headcount growth in Japan. We saw strong demand for experienced, bilingual business analysts and project managers - particularly in the insurance industry, where a number of post-merger technology projects stimulated recruitment activity.

Due to the rise of cyber-related threats and regulatory restrictions, security and risk roles were high on the recruitment agenda. At the same time, more development opportunities opened up in the Tokyo banking sector, together with recruitment activity in IT infrastructure and applications in insurance.

In the contract recruitment market, hiring activity increased significantly during 2014 - especially in the life insurance sector.

This trend is likely to persist in 2015 with large infrastructure projects currently at planning stage, plus an expected increase in demand for niche skill sets in security, risk and governance. Within investment banking there was more interest in direct contract hiring too, with some organisations looking to hire and evaluate candidates before offering permanent roles.

Throughout the year contract salaries remained competitive and this is likely to continue in 2015. In the permanent market, despite an increase in counter-offers, salaries remained stable in the insurance sector. However, increases of 10% became the norm in the banking sector.

Looking ahead, we anticipate strong competition among companies for a limited number of qualified available candidates. As a result, we advise hiring managers to be flexible about language criteria, especially

Japanese language requirements, as this will widen the pool of potential talent to include foreign candidates.

In particular, we expect a scarcity of young, bilingual technical engineers, as financial services firms struggle to compete with social gaming, e-commerce and technology vendors. However, overall we predict that 2015 will be an exciting and dynamic year, with increased market optimism reflected in hiring activity across development, infrastructure projects, risk and governance as well as digitalisation.

KEY TRENDS

- The falling Yen and rising costs in Hong Kong and Singapore led to a slowdown in offshoring, paving the way for headcount growth in Japan.
- Salary increases of 10% were the norm in banking - we predict this will continue in 2015.
- The contract recruitment market in life insurance will continue to experience a significant increase during 2015.
- In 2015 we expect increased market optimism reflected in hiring activity across development, infrastructure projects, risk and governance, and digitalisation.

“ We predict a scarcity of young, bilingual technical engineers as financial services firms struggle to compete with other attractive industries. ”

TOKYO

INFORMATION TECHNOLOGY FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Banking				
Chief Information Officer	30 - 50m	30 - 50m		
Head of Development/Support	22 - 30m	22 - 30m		
Head of Infrastructure	20 - 25m	20 - 25m		
Program Manager	15 - 20m	15 - 20m		
UNIX Manager	15 - 20m	15 - 20m		
Senior Developer	12 - 18m	13 - 19m	3500 - 7000	3800 - 7500
Project Manager	10 - 15m	10 - 16m	3300 - 7000	5000 - 7500
Information Security Officer	10 - 20m	10 - 20m	3500 - 6000	3500 - 6000
Business Analyst	10 - 15m	10 - 15m	3000 - 5500	3200 - 6000
Database Administrator	8 - 12m	8 - 12m	2500 - 5000	2650 - 5200
UNIX Systems Administrator	8 - 12m	8 - 15m	2300 - 4200	3000 - 4500
Wintel Systems Administrator	8 - 12m	8 - 12m	2300 - 4200	2500 - 4000
FIX Specialist	8 - 15m	8 - 15m	3500 - 6000	4000 - 6250
Applications Support	8 - 12m	8 - 15m	3000 - 5200	3250 - 5300
Market Data Engineer	8 - 12m	8 - 13m	3000 - 5000	3250 - 5500
Network Engineer	7 - 12m	8 - 13m	2500 - 5000	2650 - 5200
Non-Banking				
Chief Information Officer	20 - 30m	20 - 30m		
Head of Development	15 - 18m	15 - 18m		
Program Manager	10 - 15m	10 - 15m		
BPR	8 - 12m	8 - 12m		
Information Security Officer	10 - 15m	10 - 16m	3000 - 4500	3500 - 6000
Infrastructure Manager	8 - 12m	8 - 12m	4000 - 6000	4700 - 5950
UNIX Systems Administrator	6 - 10m	6 - 10m	2300 - 3500	3000 - 4500
Systems Integration	4 - 10m	5 - 10m	2500 - 3500	2750 - 4000
Developer - Java	6 - 10m	6 - 10m	2500 - 4000	2600 - 4200
Business Analyst	6 - 10m	6 - 10m	2500 - 4500	3200 - 6000
Market Data Engineer	6 - 8m	6 - 8m	2500 - 4000	3250 - 5500
Database Administrator	6 - 8m	6 - 8m	2300 - 4500	3250 - 5200
Systems Analyst	6 - 10m	6 - 9m	2300 - 3700	2500 - 3850
Wintel System Administrator	5 - 8m	5 - 8m	2100 - 3500	2500 - 4000
Application Support	5 - 7m	5 - 7m	2500 - 4000	2700 - 4400
Associate Developer	4 - 5m	4 - 5m	1500 - 3000	2500 - 4000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

INFORMATION TECHNOLOGY ONLINE

We saw high demand in software development during 2014, especially for full stack and smartphone developers, as well as DevOps engineers. Unlike previous years, hiring intensified for experienced candidates with front and back-end development skills who could also offer a broader range of capabilities. As organisations develop their own graduate training programs for engineers, candidates are required to have at least two years of system development experience, or five years for senior developers.

Demand continued to outstrip supply for contract candidates, especially junior engineers. Consequently, social gaming companies raised budgets, shortened hours and revised offers for long-term contractors in order to attract top talent away from competitors. We also noted various additions

to basic salary, such as housing and daily food allowances, plus training opportunities.

In 2015, we expect that there will be increased demand for experienced developers who can provide technical leadership on key projects. The most sought-after talent will be professionals who are well-versed in Java, Ruby-On-Rails, Python and Perl.

However, it is likely that hiring managers will struggle to find experienced developers with knowledge of multiple programming languages, particularly those familiar with all aspects of multi-tier architecture. Companies may need to be more flexible about specific programming languages in order to secure the best candidates.

As organisations compete fiercely for

professionals with similar skill sets and experience, we predict a very active recruitment market in 2015. We anticipate that salaries will largely remain static in 2015, apart from a few key roles, including infrastructure engineers, application engineers and software developers, that could command rises of 10%.

“As organisations compete fiercely for professionals with similar skill sets and experience, we predict a very active recruitment market in 2015.”

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
IT Manager	10 - 15m	10 - 15m	4500 - 6000	4500 - 6000
Application Manager	9 - 14m	9 - 14m	4500 - 5500	4500 - 5500
Infrastructure Manager	9 - 14m	9 - 14m	4500 - 6000	4500 - 6000
Project Manager	9 - 13m	9 - 14m	3500 - 5500	3500 - 5500
Database Administrator	5 - 9m	5 - 9m	2800 - 5000	2900 - 5000
Network Engineer	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Infrastructure Engineer	5 - 9m	5 - 10m	2000 - 3800	2000 - 3800
Systems Engineer	5 - 10m	5 - 10m	2000 - 3500	2100 - 3500
Application Engineer	5 - 9m	5 - 10m	1800 - 4250	2100 - 4250
Software Developer	5 - 9m	5 - 10m	1900 - 4250	2000 - 4250
Systems Administrator	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Web Design	5 - 8m	5 - 9m	1700 - 2800	2000 - 3000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

INFORMATION TECHNOLOGY VENDOR & CONSULTING

In 2014, we saw robust recruitment in the technology vendor and consulting market. This was stimulated by multinational organisations who sought to capitalise on Japanese market growth potential. In addition, an increased number of foreign technology start-ups expanded into Japan, further fuelling recruitment.

On the contract side, hiring remained strong as confidence in Japan's domestic and international growth generated new projects. However, rapid expansion of small, medium and large companies led to a shortage of candidates.

In 2015, employers will compete to secure top-tier candidates, particularly within big data, business intelligence, and highperformance networking and security. As the market continues to internationalise, hiring managers will struggle to recruit bilingual candidates with customer-facing experience

and in-demand technical skills - especially within infrastructure virtualisation, mobile technology and cloud-based software.

Across contract recruitment, we have seen steady growth in demand within the technology vendor and consulting sector for a wide range of bilingual technology specialists - mainly for project based hires. Vendor companies with financial clients will seek bilingual project managers and coordinators as they increase their volume of projects. Hiring managers will struggle to secure bilingual junior specialists - particularly programmers and escalation support professionals.

As demand for software-based storage and networking grows, technology vendors will reduce their hardware-specific business. Therefore, hardware engineering specialists will need to adapt to this change and broaden their expertise.

Competition to hire talent will be fierce across the board in 2015. To secure the best candidates, employers are advised to streamline recruitment processes, highlight company strengths to prospective employees and offer competitive salary packages. To offset the shortage of qualified candidates companies will also benefit from recruiting professionals with development potential and providing them with training.

In 2014, salaries remained stable for permanent employees and we expect little change in 2015. Contractor remuneration increased in 2014 and we believe renewed economic confidence will trigger salary growth in 2015.

KEY TRENDS

- In 2015, we anticipate fierce competition for top talent in all industries - bilingual Japanese specialists will be in particular demand.
- Big data, business intelligence, and high-performance networking and security will see very active recruitment.
- Technology vendors will reduce their hardware-specific business, therefore hardware engineering specialists will need to broaden their expertise.
- Junior, bilingual contract specialists will be in short supply, especially programmers and escalation support professionals.

“ Contractor remuneration increased in 2014 and we believe renewed economic confidence will trigger salary growth.”

TOKYO

INFORMATION TECHNOLOGY VENDOR & CONSULTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Service Delivery Director	15 - 22m	16 - 22m	7300 - 9500	7800 - 10500
Solution Architect	12 - 17m	12 - 17m	5000 - 8000	6000 - 8500
Program Manager	13 - 17m	13 - 17m	4000 - 8000	6000 - 9000
Project Manager	10 - 14m	10 - 14m	3200 - 6500	4500 - 8000
Storage Engineer	9 - 13m	9 - 13m	3200 - 6000	4000 - 6500
IT Consultant	8 - 13m	9 - 13m	3750 - 6000	4000 - 7000
Pre-Sales Engineer	8 - 14m	9 - 15m	2750 - 5250	3000 - 5500
Field Application Engineer	8 - 13m	9 - 13m	2000 - 5250	2500 - 5500
Senior ERP Consultant	8 - 13m	8 - 13m	4000 - 6500	5000 - 7000
Database Administrator	7 - 10m	7 - 10m	2800 - 5000	3500 - 5500
Business Analyst	7 - 10m	8 - 10m	3000 - 5000	4000 - 6500
ERP Consultant	7 - 10m	7 - 10m	2750 - 5000	3500 - 5500
Telephony Engineer	7 - 10m	8 - 10m	2250 - 5000	2500 - 5500
Network Engineer	7 - 12m	7 - 13m	2000 - 5000	2500 - 5500
System Engineer	6 - 10m	6 - 10m	2000 - 5000	2300 - 5000
Software Developer	6 - 10m	6 - 11m	2000 - 4250	2300 - 4300
Embedded Developer	6 - 10m	6 - 11m	2000 - 4000	2500 - 4000
CAD Engineer	5 - 8m	6 - 9m	2000 - 4000	2000 - 4000
Systems Administrator	6 - 9m	6 - 9m	2000 - 4000	2500 - 5000
Post-Sales Engineer	6 - 9m	5 - 10m	2000 - 4000	2500 - 4000
Quality Assurance Engineer	5 - 8m	5 - 8m	1300 - 3300	1500 - 3300
Technical Support Engineer	5 - 10m	5 - 10m	1500 - 3500	2500 - 4000
Localisation Engineer	5 - 7m	5 - 8m	1600 - 3300	1800 - 3000
Project Co-ordinator	5 - 7m	5 - 7m	1900 - 3500	2500 - 3500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

LEGAL & COMPLIANCE

Recruitment for permanent legal professionals remained buoyant in 2014. A positive economic outlook, combined with increased international expansion, led to strong demand for Japanese-qualified lawyers, particularly in the fields of energy and manufacturing. We also noted increased requests for foreign-qualified lawyers to fill in-house counsel roles.

In the compliance market, hiring remained active as organisations sought bilingual candidates to manage monitoring and testing activities, often as a result of ongoing regulatory change. We also observed a trend for companies hiring candidates from front and middle office functions - especially those with excellent interpersonal skills. However, as

competition increased for a limited number of bilingual experienced compliance specialists, companies became more open to hiring candidates from other specialisms.

Looking ahead, Japanese lawyers with two to three years' experience will be high on the recruitment agenda, as will English-speaking professionals with good Japanese language skills. With demand exceeding supply, we expect salaries to increase further in 2015, following marginal increments in 2014. Meanwhile, organisations will need to focus on streamlining their recruitment process, and offer desired career development pathways to attract and retain top talent.

In the contract market, experienced bilingual paralegals and legal secretaries will be in strong demand but short supply. Demand is likely to be stronger for direct contract candidates rather than temporary hires, and contract rates will continue to rise to compete with direct offers.

A positive economic outlook, combined with increased international expansion, led to strong demand for local top talent.

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Private Practice						
Qualified Lawyer	8 - 15m	9 - 16m	10 - 20m	11 - 21m	19 - 26m	20 - 28m
Paralegal	4.5 - 5.5m	4.5 - 5.5m	5 - 7m	5 - 7m	7 - 9.5m	7 - 9.5m
Financial Services						
Legal Counsel	10 - 16m	11 - 17m	15 - 21.5m	15 - 22m	19 - 25m	19 - 25m
Compliance Manager	6 - 10m	7 - 10m	9 - 18m	9 - 18m	19 - 23m	19 - 23m
Commerce & Industry						
Lawyer	8 - 14m	8 - 14m	10 - 16m	11 - 19m	21 - 28m	21 - 29m
Legal Counsel	7 - 15m	7 - 15m	7 - 15m	8 - 16m	13 - 20m	13 - 20m
Contract Manager	4 - 7m	4 - 7m	7 - 11m	8 - 16m	11 - 13m	11 - 13m
Legal Staff	4 - 5.5m	4 - 5.5m	6 - 8m	7 - 9m	9 - 10m	9 - 10m
Legal Secretary	3.5 - 7m	3.5 - 7m	4.5 - 7m	4.5 - 7m	7 - 8m	7 - 8m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

RISK

In 2014, we saw reduced demand for permanent credit risk professionals due to strong hiring activity the previous year. However, more competitive conditions led to increased requests for market risk candidates, with a focus on native Japanese speakers with advanced English skills. In particular, hiring activity in this area was led by Japanese companies searching for bilingual staff.

Looking ahead, we expect recruitment levels for credit risk professionals to recover in 2015. However, with a limited number of suitably-qualified candidates in this area, companies are likely to consider people from other functions, such as financial analysis and accounting. We also anticipate that hiring

managers will seek more senior experienced credit or market analysts, following a decline in demand during 2014.

As competition for candidates intensifies, salaries are likely to increase further in 2015. Companies may want to focus on streamlining their recruitment processes, while also offering competitive compensation packages and clear career pathways. We also anticipate that foreign investment banks and asset managers will be hiring junior, bilingual risk professionals. In addition, we expect to see candidates moving from investment banks to foreign insurance firms.

From a contract recruitment perspective,

recruitment activity across risk will be limited in 2015 due to candidate shortages and risk professionals' reluctance to leave secure permanent positions. However, there will also be a candidate shortage which will drive strong salary increases.

Hiring activity was stimulated by Japanese companies searching for bilingual staff with advanced English skills in 2015.

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 -3 YRS' EXP		4 - 7 YRS' EXP		8+ YRS' EXP	
	2014	2015	2014	2015	2014	2015
Credit Risk						
Credit Risk Specialist	6.5 - 11.5m	7 - 11.5m	10 - 19m	11 - 19m	17m+	18m+
Credit Risk Manager	8 - 12m	9 - 12m	12 - 18m	13 - 18m	18m+	19m+
Market Risk						
Market Risk Specialist	7.5 - 11.5m	7.5 - 11.5m	10 - 19m	13 - 19m	18m+	19m+
Quantitative Analyst	5.5 - 9m	6.5 - 9m	9 - 18.5m	10 - 18.5m	18m+	18.5m+

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TOKYO

MANUFACTURING

INDUSTRIAL

Industrial recruitment continued to strengthen in 2014, driven by vacancies in non-sales functions like marketing and engineering. Companies added to their headcount because of increased market confidence and we expect this to continue in 2015.

Hiring managers will struggle to find professionals with technology experience, largely because the talent pool does not yet exist. Qualified engineers and all junior talent will also be especially scarce. Organisations may need to consider hiring candidates with transferable skills and invest in training and development programs.

We predict that salaries will continue to increase in 2015, especially in the automotive sector. Companies should consider offering comprehensive salary packages to attract the best candidates, including pension and social benefits.

CHEMICAL

The demand for bilingual professionals in the chemical industry grew steadily in 2014. Replacement and new hires increased consistently during the year and we expect 2015 will be no different.

There were more vacancies than professionals looking for roles throughout 2014. This has

not happened since 2008 and indicates a return to pre-recession levels of confidence in Japan. We noted that supply was scarce for young, bilingual sales and marketing professionals, especially with chemistry or chemical engineering university backgrounds.

Salaries increased marginally in 2014, as organisations had greater flexibility with hiring budgets. We expect the shortage of top talent will drive salaries higher in 2015.

ENERGY & INFRASTRUCTURE

Energy and infrastructure was an extremely active market in 2014. Multiple offers were common as organisations became more aggressive in their attempts to hire the best talent. We expect this trend to continue in 2015.

Electrical engineers were in short supply, especially certified candidates able to run a construction site. In 2015, we anticipate senior professionals with longterm experience will be highly sought-after. The pool of young, bilingual professionals will also shrink, as employees are less inclined to change jobs and companies are offering improved packages to retain them. In addition, new energy projects are driving demand and as a result, companies are hiring experienced professionals - consequently salaries are likely to increase in 2015.

“ Following rising market confidence many businesses increased their headcount. ”

TOKYO

MANUFACTURING

ROLE	PERMANENT	
	SALARY PER ANNUM JPY (¥)	
	2014	2015
Industrial		
President/CEO	15.5 - 30m	17 - 35m
Sales Director	11.5 - 19m	12 - 19m
Sales Manager	8.5 - 15m	9 - 15m
Marketing Manager	7 - 12m	7.5 - 12.5m
Sales & Marketing Executive	4.5 - 7.5m	5.5 - 7.5m
Sales Engineer	6.5 - 12.5m	6.5 - 12.5m
Project/Program Manager	9 - 15m	9 - 15m
Application/Design Engineer	6.5 - 12.5m	6.5 - 12.5m
Process/Industrial Engineer	5.5 - 9m	6 - 9.5m
Field Service Engineer	5.5 - 8.5m	5.5 - 8.5m
Chemical		
President/CEO	15 - 30m	15 - 30m
Sales & Marketing Director	12 - 18m	12 - 20m
Sales & Marketing Manager	8 - 13m	8 - 14m
Sales & Marketing Executive	7 - 12m	6 - 13m
Product Manager	7 - 12m	7 - 13m
Marketing Communication Manager	7 - 12m	7 - 12m
Business Development Manager	8 - 15m	8 - 15m
R & D Director	12 - 18m	12 - 18m
R & D Manager	8 - 14m	8 - 14m
Technical Services	5 - 10m	5 - 10m
Energy & Infrastructure		
President/CEO	15 - 30m	15 - 30m
Marketing Director	12 - 20m	12 - 20m
Marketing Manager	8 - 15m	8 - 15m
Sales Director	12 - 20m	12 - 20m
Project Manager	6 - 12m	8 - 15m
Field Service Engineer	4.5 - 7m	5 - 8m
Business Development Manager	10 - 15m	10 - 15m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

SALES & MARKETING

HEALTHCARE

The healthcare market in Tokyo recorded steady growth in 2014, with new talent high on the recruitment agenda in the medical device and pharmaceutical industries.

However, mergers and acquisitions and even rumours of mergers - led some pharmaceutical companies to stop hiring altogether. Price adjustments in the medical device sector also had a negative impact on expansion plans in many organisations.

Looking ahead, hiring managers are expected to hire professionals with strong educational backgrounds in 2015. Candidates will require business-level English and an excellent track record in their current and previous roles. Professionals with experience in regulatory affairs, medical affairs and quality assurance will be in high demand but short supply, as will medical doctors and professionals with a PhD.

Healthcare salaries in 2014 remained the same as the previous year, and due to general industry stability will experience little change in 2015.

CONSUMER & RETAIL

As a result of improvements in the wider economy, as well as the tax increase in April 2014, many retailers, especially luxury brands had a record year in 2013 and as a result we saw an increase in hiring for new positions in the first quarter of 2014. Hiring activity in the consumer and retail market slowed temporarily after the tax increase but overall

increased during 2014. The market was then stable for the rest of the year and we expect this to continue in 2015.

We also expect to see strong demand for junior bilingual sales and brand marketing talent in 2015. Due to the large number of Asian tourists now shopping in Japan, we also anticipate increasing requests for Japanese sales professionals with English and Chinese language skills. However, hiring managers will struggle to source the candidates they require because of the country's ageing population and lack of available junior talent.

There was no real difference in salaries between 2014 and 2013, but with Abenomics and further tax increases possibly on the horizon we predict gradual increases in the year ahead. Companies will need to be more flexible with their recruitment policies to deal with candidates' increasing salary expectations.

INFORMATION TECHNOLOGY

In the IT market, hiring managers looked for quality rather than quantity in 2014. Companies were often restricted by budget and most vacancies were sales positions. However, hiring in IT infrastructure did increase, mostly to support organisations moving into cloud environments.

During the year, we saw established IT firms prioritise internal transfers and sourcing. There was activity from start-ups, especially those in need of professionals with knowledge of local market networks. Consulting candidates were

also in demand and we also saw cloud services, platform and marketing automation software companies aggressively entering the Japanese market for the first time in 2014. We expect the focus in 2015 will be on hiring for new roles to support these products and services, which may in turn create a shortage of candidates.

Salaries remained steady in 2014, although organisations were more willing to negotiate for top talent. We expect this trend to continue in 2015.

ONLINE

Advertising technology was a key area of recruitment in 2014. Businesses demonstrated more commitment to modernising their digital marketing practices, which in turn created new opportunities for smaller, digital marketing/mobile vendors from abroad to enter Japan for the first time.

During the year, mobile advertising and e-commerce finally took the focus away from standard desktops. Meanwhile, as the gaming software sector expanded we saw increased need for sales and technical staff.

In 2015, we expect hiring managers to seek out candidates with more specialised skill sets including UI, UX, SEM, SEO, web campaign management and web analytics.

Salaries remained stable in 2014, but companies are now more aware of adding equity stock as part of the overall remuneration package for online specialists.

TOKYO

SALES & MARKETING

ROLE	PERMANENT	
	SALARY PER ANNUM JPY (¥)	
	2014	2015
Healthcare		
General Manager/Country Manager	16 - 30m	16 - 30m
PR/Communications Director	10 - 15m	10 - 16m
Marketing Director	15 - 20m	15 - 20m
Marketing Manager	10 - 14m	10 - 14m
Marketing Researcher	6 - 10m	6 - 10m
MR/Sales Executive	6 - 10m	6 - 10m
Consumer & Retail		
President/CEO	20 - 35m	20 - 35m
Marketing Director/Manager	12 - 20m	12 - 20m
Sales Director/Manager	9 - 20m	9 - 20m
Retail Director/Manager	9 - 20m	9 - 20m
Store Manager	5 - 8m	5 - 10m
Merchandising Director/Manager	8 - 15m	8 - 17m
Information Technology		
President/CEO	20 - 35m	25 - 40m
Marketing Director	10 - 18m	14 - 22m
Marketing Manager	8 - 15m	8 - 13m
Sales Director	13 - 25m	12 - 23m
Sales Manager	10 - 18m	9 - 15m
Account Manager	7 - 14m	7 - 13m
Account Executive	5 - 8m	5 - 10m
Online		
President/CEO	18 - 30m	18 - 30m
Online Marketing Director	12 - 16m	10 - 17m
Online Marketing Manager	8 - 12m	8 - 12m
Sales Director	13 - 18m	13 - 18m
Sales Manager	8 - 13m	8 - 13m
E-commerce Manager	7 - 10m	6 - 12m
Web Producer	5 - 7m	5 - 8m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

SUPPLY CHAIN

There was a significant uplift in hiring activity within the Tokyo supply chain recruitment market in 2014. This was driven by high demand for quality and procurement professionals among industrial companies, with most hiring focused at managerial level. There were also increased requests for operation and distribution candidates in the consumer and retail sectors, with demand picking up at the beginning of the year but then slowing as 2014 progressed. Recruitment was also buoyant in the healthcare sector, and we anticipate consistent high demand for supply chain personnel in this area in 2015.

One key trend during the year was the relaxation of previously stringent Japanese language requirements for foreign candidates applying for industrial roles. Provided foreign workers could meet technical skills criteria and display cultural understanding, business-level Japanese was deemed sufficient - a

trend which could have a negative impact on English-speaking domestic candidates applying for similar positions. In the consumer and retail sectors, however, fluent Japanese, combined with good English, remained the minimum requirement.

Looking ahead, due to expectations for increasingly high quality standards, English-speaking professionals with good technical backgrounds in quality assurance/quality control (QA/QC) and packaging will be in high demand. However, competition among companies is likely to mean hiring managers will struggle to secure candidates in these areas. Similarly, due to increased outsourcing of certain supply chain processes, people who can carry out 3PL management, OEM management and vendor management will be in high demand but short supply in 2015.

Despite the uplift in hiring, salaries remained stable for supply chain professionals in

2014. With companies taking a conservative approach to remuneration, we saw slight increases, if any, with the exception of the automotive sector where job-movers could secure increments of 5-12%. As the economy continues to recover, we expect to see further marginal increases in 2015 as companies look to recruit and retain the best candidates.

In order to secure top talent in the year ahead, hiring managers should listen to candidates' ambitions for career development and focus on selling their company during the interview process.

KEY TRENDS

- High demand for quality and procurement professionals among industrial companies stimulated a significant uplift in hiring activity.
- Recruitment was buoyant in the healthcare sector, and we anticipate consistently high demand for supply chain personnel in this area in 2015.
- Previously stringent Japanese language requirements for foreign candidates applying for industrial roles were relaxed.
- Expectations for increasingly high quality standards means English-speaking professionals with good technical backgrounds (QA/QC) and packaging will be in high demand.

“ As the economy continues to recover, we expect to see marginal salary increases in 2015 as companies look to recruit and retain the best candidates. ”

TOKYO

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Operations Director	13 - 20m	14 - 20m		
Factory/Plant Manager	15 - 20m	15 - 18m		
Supply Chain Manager	8 - 15m	9 - 15m		
Logistics Manager	7 - 12m	7 - 12m		
Warehouse Manager	7 - 10m	8 - 10m		
Procurement Manager	9 - 14m	9 - 14m		
Indirect Procurement Manager	10 - 15m	10 - 15m		
Customer Service Manager	6.5 - 10m	6.5 - 10m		
QA/QC Manager	8 - 15m	9 - 15m		
Facilities Manager	9 - 13m	9 - 13m		
Project Manager	8 - 14m	8 - 14m		
Program Manager	9 - 15m	9 - 15m		
Production Control Manager	10 - 13m	10 - 13m		
Supply Chain Staff	4.5 - 8m	4.5 - 8m	1500 - 2700	1500 - 2700
Logistics Staff	4 - 6m	4 - 6.5m	1650 - 2650	1650 - 2650
Warehouse Co-ordinator	4 - 6.5m	4 - 6.5m	1600 - 2650	1600 - 2650
Import/Export Staff	3 - 5.5m	3 - 5.5m	1500 - 2600	1500 - 2600
Planner	6 - 9m	6 - 9m		
Procurement Staff	4.5 - 7m	4.5 - 7m	1500 - 2700	1500 - 2700
Customer Service Staff	4 - 6m	4 - 6m	1550 - 2600	1550 - 2600
QA/QC Specialist	5 - 9m	5 - 9m		
Facilities Management Staff	4.5 - 6m	4.5 - 6m	1650 - 2650	1650 - 2650
Production Control Staff	4.5 - 7m	4.5 - 7m	1500 - 2600	1500 - 2600
Process Engineer	5.5 - 9m	5 - 9m		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

OVERVIEW

ACCOUNTING & FINANCE

Due to the improved economic conditions in Japan and an upswing in tourism following the post-Fukushima slump, 2014 saw increased demand for accounting and finance professionals in the hospitality trade. Hotels, airlines and entertainment companies issued requests for experienced candidates to fill temporary and permanent positions - a trend that was accelerated by the opening of a Harry Potter theme park in Osaka.

In other sectors, technically skilled and bilingual candidates were key hiring priorities, although they proved more difficult to source in Osaka compared to Tokyo. Demand for transaction accountants went down due to the ongoing trend for offshoring to shared service centers, although in 2015 we expect additional hiring activity for mid-level finance planning professionals and analysts.

An anticipated rise in consumption tax is likely to lead to increased salary expectations

in the year ahead, with slight increments to compensate for those moving into new roles.

HUMAN RESOURCES

HR professionals with experience of working in complex global organisations were popular among hiring managers in 2014. In particular, candidates able to take up business partner roles and deliver added value were in strong demand, as were those with strategy implementation skills and experience of compensation and benefits.

As domestic companies looked to break away from traditional Japanese HR styles and approaches, we saw an ongoing hiring shift towards professionals with international mindsets and credentials. Japanese companies are increasingly targeting overseas markets, and HR professionals who can support international growth will be highly sought-after in 2015.



However, a general shortage of skills in the market means demand currently outstrips supply, and candidates meeting these hiring criteria will be able to command a salary premium in the year ahead.

KEY TRENDS

- IT professionals with the requisite blend of technical skills and language capabilities were able to negotiate salaries.
- In 2014, we saw strong demand for candidates with good supply and demand planning and procurement experience, especially among manufacturing and pharmaceutical companies.
- As tourism picked up, hotels, airlines and entertainment companies sought experienced finance candidates to fill temporary and permanent positions.

“ A rise in consumption tax could lead to increased salary expectations in the year ahead, with slight increments to compensate those moving into new roles. ”

OSAKA

OVERVIEW

SUPPLY CHAIN

With the devaluation of the Yen, Japanese companies have become increasingly cost-conscious when it comes to importing raw materials. As a result, in 2014 we saw strong demand for candidates with good supply, demand planning and procurement experience, especially among manufacturing and pharmaceutical companies. There was also a premium for professionals with English language skills, with multiple requests for candidates who can negotiate overseas purchasing to help control costs and currency fluctuations.

Bilingual professionals who can handle product import and export documentation will be in demand in 2015, especially among companies engaged in the international trading of automotive parts. We anticipate increased optimism and growth in trade-related areas in the year ahead, with strong demand matched by a steady flow of appropriately qualified and experienced candidates.

INFORMATION TECHNOLOGY

IT remains one of the most active recruitment areas in Osaka. Candidates with ERP software experience were highly sought after among manufacturing companies, while those with systems integration skills were also popular hiring choices. Bridge engineers who can link offshore development teams with companies in Japan were another in-demand candidate group.

However, the limited number of technical professionals in Osaka resulted in a candidate-driven market in 2014. Individuals with the requisite blend of technical skills and language capabilities enjoyed leverage in the negotiation of salaries, and this area generally provided scope for upward trends in remuneration.

Companies are advised to offer competitive packages if they want to recruit and retain top-tier IT staff in 2015, especially as higher salaries in Tokyo present a tempting alternative for many professionals. Housing, relocation support and travel allowances will also go a long way to securing candidate signatures and commitment.

SALES & MARKETING

Information Technology

With increasing numbers of cloud vendors setting up operations in Western Japan, there was a marked uplift in recruitment for IT sales professionals with specialist cloud knowledge and experience. We also saw a shift in focus from cloud products to services, driving demand for more service-oriented candidates with aggressive sales personalities.

However, service and solutions IT sales professionals proved difficult to source in 2014, particularly those with ten years' experience or more. We expect this trend to continue in 2015. Professionals with fluency in English are also in demand, but challenging to source, as big foreign gaming and mobile companies seek candidates who can work internationally.

Healthcare

Sales professionals were high in demand among clinical research organisations (CROs) and pharmaceutical companies within the healthcare sector in 2014. Junior sales reps were also required by medical device makers to sell their products to hospitals, with relaxed regulations enabling a steady influx of advanced foreign treatment devices onto the domestic market.

The expansion of Japanese pharmaceutical companies overseas continued to stimulate demand for internationally-minded sales professionals, although candidates in this area proved particularly difficult to source. We recommend that hiring managers focus on career paths and development potential to secure top talent in 2015.

Industrial

Within the industrial sector, automotive was the main driver of growth and recruitment activity for sales and marketing professionals. Most of this activity revolved around Toyota in Nagoya, where many tier-one companies that service or supply Toyota required project managers and sales candidates to support their operations.

The main demand in this area was for sales engineers or marketing professionals with strong technical or product knowledge as well as English language skills.

OSAKA

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Chief Financial Officer	18 - 25m	18 - 26m		
Financial Controller	12 - 17m	12 - 18m		
Finance Manager	8 - 11m	8 - 11.5m		
Financial Analyst	5 - 9m	5 - 9.5m	2800 - 5000	2800 - 5000
Senior Accountant	6 - 8m	6 - 8.5m	2800 - 5000	2800 - 5000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
HR Director	12 - 18m	12 - 19m		
HR Manager	8 - 12m	8 - 13m		
Senior HR Generalist	6.5 - 9m	6.5 - 9.5m	2000 - 3500	2000 - 3500
Executive Secretary	4 - 7m	4 - 7.5m	1500 - 2500	1500 - 2500
HR Generalist/Staff	3.5 - 6m	3.5 - 6.5m	1700 - 3500	1700 - 3500
Translator	4 - 6m	4 - 6m	1700 - 3500	1700 - 3500

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INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
IT Director	14 - 20m	14 - 21m		
IT Manager	9 - 13m	9 - 14m		
Project Manager	4 - 7m	7 - 10m	2800 - 6500	2800 - 6500
System Engineer	6 - 9m	6 - 9.5m	1700 - 4000	1700 - 4000
Network Engineer	6 - 8m	6 - 8.5m	1700 - 4000	1700 - 4000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SALARIES

SALES & MARKETING

ROLE	PERMANENT	
	SALARY PER ANNUM JPY (¥)	
	2014	2015
Industrial & Chemical		
President/CEO	15 - 25m	15 - 25m
General Manager/Divisional Head	12 - 20m	12 - 20m
Sales Director	10 - 15m	10 - 15m
Sales Engineering Manager	8 - 12m	8 - 12m
Business Development Manager	8 - 13m	8 - 13m
Sales Manager	7 - 12m	7 - 12m
Marketing Manager	7 - 11m	7 - 11m
Sales Executive	6 - 8m	6 - 8m
Sales Engineer	5 - 9m	5 - 9m
Design Engineer	5 - 9m	5 - 9m
Chemical Engineer	4.5 - 8m	5 - 8m
Consumer & Retail		
Marketing Manager	7 - 10m	7 - 10m
Area Manager	5 - 8m	5 - 8m
Store Manager	5 - 7.5m	5 - 7.5m
Visual Merchandise Manager	5 - 6.5m	5 - 6.5m
Marketing Executive	5 - 6.5m	5 - 6.5m
Sales Executive	4 - 7m	4 - 7m
Store Sales Associate	3 - 4.5m	3 - 4.5m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SALARIES

SALES & MARKETING

ROLE	PERMANENT	
	SALARY PER ANNUM JPY (¥)	
	2014	2015
Information Technology & Online		
Branch Manager	10 - 15m	10 - 15m
Sales Manager	9 - 12m	9 - 12m
Account Manager Sales	7 - 10m	7 - 10m
Sales Executive	4 - 6m	4 - 6m
Healthcare		
General Manager/Country Manager	12 - 25m	15 - 25m
Marketing Director	12 - 25m	12 - 25m
Sales Manager	7 - 14m	7 - 14m
Clinical Development Manager	8 - 12m	8 - 12m
Regulatory Affairs	6 - 15m	6 - 15m
Marketing/Product Manager	6 - 12m	6 - 12m
Clinical Scientist/Researcher	5 - 8m	5 - 8m

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SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2014	2015	2014	2015
Operations Director	14 - 22m	14 - 22m		
Factory/Plant Manager	10 - 15m	10 - 15m		
Procurement Manager	8 - 12.5m	8 - 12.5m		
QA/QC Manager	7.5 - 13m	7.5 - 13m		
Supply Chain Manager	7 - 12m	7 - 12m		
Import/Export Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500
Supply Chain Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

AUSTRALIA
BELGIUM
BRAZIL
CHINA
FRANCE
GERMANY
HONG KONG
INDONESIA
IRELAND
JAPAN
LUXEMBOURG
MALAYSIA
NETHERLANDS
NEW ZEALAND
SINGAPORE
SOUTH AFRICA
SOUTH KOREA
SPAIN
SWITZERLAND
TAIWAN
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