

SALARY SURVEY
2016
JAPAN



2015 INSIGHT

The Japanese jobs market was extremely active in 2015, with steadily improving opinions about the country's economic outlook creating a more optimistic mood among Japanese and foreign multinationals.

Major companies added to their headcount during the year and Japanese professionals, previously cautious about moving jobs, were actively seeking new roles.

2016 EXPECTATIONS

We anticipate high levels of hiring activity will continue throughout 2016, especially among employers seeking bilingual professionals.

With Japanese fluency being a requirement for most jobs, opportunities are limited for expat talent. Combined with the demographic forces of a declining population and a less career-focused younger generation of jobseekers, we anticipate a widening gap between the growing numbers of vacancies and available local talent in 2016.

Skilled salespeople at every level of the consumer and retail sectors, especially at

the senior end of the market, will be in very short supply. We also expect to see greater competition for chemical, application and sales engineers in the manufacturing industry. Across the healthcare sector we anticipate that the demand for assurance and regulatory affairs specialists will be especially high. Financial planning & analysis (FP&A), supply planning and internal recruitment specialists will also be in high demand across most industries.

In the face of such challenges, we recommend that companies focus on retaining their best talent in 2016. Employers need to ensure they provide an attractive working environment, competitive salary and good training opportunities.

When hiring, companies will need to actively promote the benefits of working for their company, bearing in mind that candidates may well have several job offers to consider. Organisations should also be prepared to hire professionals at a more junior level with a view to developing and training them in-house.

There will be some significant variations between industries in the salary increases offered to job movers during 2016. In the retail and consumer sectors, for example,

we anticipate increases of less than 5%. In the healthcare and financial services sectors, salaries are expected to be somewhat higher at 5-10%. The highest rises, up to 20%, will be seen for key engineering, sales and supply chain specialists in the industrial sector, as well as for the most in-demand security and data-orientated IT talent.



We anticipate high levels of hiring activity will continue throughout 2016, especially among employers seeking bilingual professionals.



TOP 4 IN-DEMAND SKILL SETS IN JAPAN

- ① Sales professionals
- ② Engineers
- ③ Regulatory affairs specialists
- ④ FP&A managers



Demand for **bilingual professionals** outstripped supply

KEY FINDINGS

With Japanese language fluency being a requirement for most jobs, opportunities are limited for expat talent.

A widening gap between the growing numbers of vacancies and available local talent is anticipated in 2016.

UP TO 20% SALARY INCREASES EXPECTED FOR:



Key engineering, sales and supply chain specialists in the industrial sector



Security and data-orientated IT professionals

UP TO 10% SALARY INCREASES EXPECTED IN THESE SECTORS:



Financial services



Healthcare

UP TO 5% SALARY INCREASES EXPECTED IN THIS SECTOR:



Retail and consumer

OVERVIEW

ACCOUNTING & FINANCE

Hiring levels for accounting and finance professionals remained relatively stable across financial services and commerce & industry in 2015.

FINANCIAL SERVICES

There was an ongoing shortage of bilingual, qualified accountants and experienced finance professionals, with highest demand for junior candidates at associate level. Hiring of non-Japanese-speaking accountants was primarily for roles requiring technical or product-specific knowledge and skills, for example product control and valuations.

In the insurance industry, hiring managers experienced a severe shortage of qualified actuarial candidates – those with JCPA/Zeirishi qualifications were particularly sought after. With an emerging scarcity of contractors, as more finance professionals take on permanent roles, some companies may appoint more junior staff with simplified job descriptions in 2016. Despite these talent shortages, we expect that salaries will remain stable.

Overall we saw a continued need for qualified accountants to take up contract positions in 2015, although fewer positions came to market compared to 2014. In terms of sector demand, we saw particularly high numbers of new finance and audit vacancies in the consulting and real-estate sectors.

COMMERCE

Heightened competition meant companies were prepared to increase salaries for junior

bilingual financial analysts significantly in 2015. Professionals with 25 and more years' experience were also sought to help re-engineer business processes, and increasing numbers of auditors with a 'Big 4' background were considered for finance roles.

A growing trend we expect to develop further in 2016 saw more companies keen to develop a female-friendly culture to attract more women into management roles.

As more Japanese companies plan to expand overseas, we also saw heightened demand for corporate tax experts and M&A specialists.

In a parallel trend within financial services, there was a clear move towards more permanent hires, leading to a shortage of candidates for contract roles. As a result we saw a 5% increase in contract rates, which we expect to continue in 2016.

In Osaka, there was ongoing demand for cost accountants and bilingual finance professionals with manufacturing experience to fill permanent roles. As demand for accounting skills grew, hiring managers were increasingly prepared to be flexible about candidates' age and background in order to secure talent. We recommend that other companies take this approach in 2016.

FINANCIAL SERVICES

OPERATIONS

The sustained strength of Japan's economic outlook encouraged financial services firms to hire greater numbers of junior professionals in 2015. Ongoing regulatory change also continued

to drive demand for compliance professionals, and this will continue through 2016.

Hiring managers have been increasingly ready to look beyond direct experience and appoint jobseekers who demonstrate strong potential for growing into a role. This is an effective strategy in a market where competition for experienced candidates is intense and top-tier professionals are regularly receiving multiple job offers. We expect the candidate-led market to last throughout 2016, and advise employers to continue taking this flexible approach.

FRONT OFFICE

Buy side companies were more active in the recruitment market than sell side firms in a busy 2015. In particular, strong investor interest in Japanese property ensured that real-estate professionals with acquisition and property management experience were highly sought after.

Differing investor attitudes were reflected by the priorities of investment banks – while foreign banks primarily sought equities specialists, Japanese institutions were more interested in candidates with fixed-income experience.

With economic growth in 2016 predicted to outstrip 2015 performance, we anticipate another busy year of front office recruitment, once again with a focus on building for the future by hiring junior talent at the AVP level.

GENERAL AFFAIRS & ADMINISTRATION

As companies sought to make more efficient use of their budgets in 2015, we saw steady hiring for accomplished, bilingual office managers who could manage multiple general

KEY TRENDS

- ▶ Salary increases for job movers will vary depending on industry; from less than 5% in the retail and consumer sectors through to 20% for key engineering, sales and supply chain specialists in the industrial sector.
- ▶ As business sentiment continues to improve, Japanese professionals are no longer as reluctant to move jobs and are actively seeking new roles.
- ▶ With the candidate-short environment expected to continue, hiring managers will be prepared to look beyond direct experience and consider jobseekers who demonstrate the potential to grow into a role.
- ▶ Demand for experts in cyber security, cloud computing, the Internet of Things and big data across all markets will see salaries for specialists rise by up to 20%.

affairs, administration and HR support tasks.

Jobseekers with specialist facilities management, business continuity planning and vendor management experience were also in demand. We expect these trends to continue in 2016, with competition for the best talent driving salary increases during the year.

However, budget constraints meant that permanent hiring opportunities for experienced general affairs professionals were limited in 2015. The trend for filling admin and junior positions with temporary support continued, and a fall in the number of permanent positions led experienced permanent candidates to opt for lower-paid roles.

In the commerce contract market, there was little change in the number of roles available although we saw employers become more flexible on rates. The shortage of experienced bilingual contract assistants in the general affairs, marketing and sales areas is set to continue during 2016.

Rates for contract support roles in the financial services industry will continue to increase in 2016, when we expect to see further growth

in the number of temporary roles shifting to contract vacancies. We also anticipate increases in the number of interim positions.

HUMAN RESOURCES

Companies expanded headcount during 2015 in the face of Japan's improving economic position and projections of accelerating growth in 2016. As a result, talent acquisition specialists became increasingly sought after by hiring managers. This trend was particularly strong in the financial services sector, where a serious shortage of internal recruiters will continue during 2016.

Competition among hiring managers to recruit HR business partners, junior generalists and mid to senior-level compensation and benefit professionals, meanwhile, drove 10-20% salary increases for those who moved jobs in 2015.

Above all, the continuing demand for bilingual HR professionals caused a severe shortage of talent in all specialisms, which will continue throughout 2016. In Osaka, this has been particularly serious at middle-management levels, where the ability to communicate effectively along regional lines of reporting is critical.

In the contract market, companies will continue to seek candidates with a minimum of business-level fluency in English. Despite a serious scarcity of temporary internal recruiters and compensation & benefits specialists, there will continue to be an available pool of candidates for interim generalist HR roles in 2016.

INFORMATION TECHNOLOGY

Hiring levels for IT professionals differed significantly from sector to sector during 2015. A similar pattern will continue in 2016, when we anticipate particularly high levels of demand among social media and gaming employers.

Experts in cyber security, cloud computing, the Internet of Things and big data, will be highly sought after, as will skilled IT salespeople across all market areas. Salaries for such specialists will rise by up to 20% compared with 10-15% for experts in other areas.

IT COMMERCE

A major drive by Japanese companies to internationalise their businesses led to heightened levels of competition among hiring managers for bilingual IT professionals during 2015. New roles came to market as companies increased headcount and expanded their Japanese operations.

IT FINANCE

Ongoing transformation projects ensured that business analysts and project managers were popular banking hires in 2015, while regulatory change continued to underpin demand for specialists in the security, technology risk and audit areas.

There was a rise in hiring activity at European banks, with demand growing for application support professionals. Despite a slight slowdown in recruitment, US banks have been seeking developers, project managers and technology risk & IT audit specialists.

Overall, we saw strong hiring in the insurance industry covering roles right up to chief information officer. Following a more challenging end to 2015, which led to hiring freezes among many banks and insurance companies, we



OVERVIEW

INFORMATION TECHNOLOGY (CONTINUED)

expect that activity levels will pick up in 2016, with demand for security and risk professionals once more at the fore.

IT ONLINE

During recent years, the focus at many companies has been on hiring junior engineering and development talent. This has now shifted more towards supervisory roles, and we have seen lead engineers and project management professionals become especially sought after.

In 2016, web companies will be increasingly keen to employ server-side and Hadoop engineers. Experts in Unity and the Coco2D game engine will be highly sought after by gaming companies.

IT VENDOR & CONSULTING

An increasing focus on security has driven strong hiring of specialists in all areas of network and software security in 2015. We anticipate this will continue throughout 2016, with a shortage of skills keeping salaries high.

A need to process and interpret increasingly large amounts of data will drive an urgent need for data scientists and analysts, business intelligence engineers and consultants. As companies seek to develop products that cross traditional sectoral boundaries, professionals with backgrounds combining manufacturing experience with cloud, software and data expertise will be increasingly in demand. Rising demand for their services will continue driving global consulting firms to seek new talent.

IT CONTRACT

Contractors with ERP-related skills, particularly in SAP, will be sought after in 2016 as companies implement or upgrade their systems. We also expect the strong recent requirement for bilingual business analysts and project managers to continue throughout the year. However, it's likely that the shortage of skilled bilingual IT professionals in regions including Kansai will continue as jobseekers gravitate towards Tokyo.

LEGAL & COMPLIANCE

There was strong demand for bilingual legal professionals to fill junior to mid-level in-house roles in 2015, and we expect that a continuing shortage of bilingual lawyers in 2016 will increase competition for their services as the year progresses. Overall, however, replacement hires continue to outnumber new positions in the legal sector.

In contrast, regulatory change has caused the creation of new headcount in compliance departments, with demand especially strong in the AML (anti-money-laundering) and surveillance areas. We anticipate that firms will also continue to strengthen their pipeline of future leaders by hiring and developing junior home grown talent in 2016.

MANUFACTURING

The ongoing shortage of the most in-demand bilingual professionals in several key sales, engineering and supply chain specialisms will drive salary increases of up to 20% during 2016.

AUTOMOTIVE

We saw an increase in demand for engineers with skills across the consumer electronics and telecoms industries as car manufacturers continued to develop next-generation technologies for connected and driverless cars. This is a trend that we expect to accelerate in 2016 and beyond, as market readiness approaches.

The high demand for automotive expertise drove salaries up by 5-10% in 2015, and we expect a similar rise to take place in 2016.

INDUSTRIAL

The need for bilingual sales, marketing and engineering professionals will further outstrip supply in 2016, as the number of available positions grows significantly faster than the talent pool. As a result, salaries for the best talent will continue to grow by up to 20%.

As new Internet of Things, machine-to-machine and wearable technologies grow in demand, engineers harnessing hardware and software expertise will be increasingly required.

In Osaka, the positive economic outlook will continue to drive hiring for technically-minded bilingual sales engineers in 2016. As companies seek to build market share, proven salespeople will be highly sought after throughout 2016.

ENERGY & INFRASTRUCTURE

We saw salary inflation during 2015 for on-site civil engineers, a trend that we anticipate will continue throughout 2016 and beyond. The emerging solar industry competed for talent across the full range of organisational roles, in a trend that's set to gather pace as the industry grows. Developers who can initiate new projects will be increasingly popular hires during 2016.

CHEMICAL

Hiring activity across the chemical sector was relatively buoyant during 2015. An increased number of foreign multinationals entered the Japanese market, creating new demand for specialist professionals.

There was a key shift in focus during the year from manufacturing chemicals to life-science chemicals, including personal care and pharmaceutical ingredients as well as agrochemicals, leading to an increase in demand for sales and engineering professionals with experience in ingredients and related areas. In particular, R&D and technical services were in the highest demand. This was also reflected in the shift from commodity production to specialist research and development in high-value, speciality chemicals. As a result, companies are increasingly seeking specialist scientific talent.

RISK

Several pockets of hiring activity were seen during 2015 in an otherwise generally quiet jobs market for risk specialists.

For example, increased hiring by asset management and insurance companies persuaded some risk professionals to move from sell side to buy side firms. Market risk specialists were sought after by Japanese investment banks and securities companies, while the need for improved communication with regulators also drove greater demand for

regulatory reporting project managers.

We expect continued streamlining of top-heavy risk teams to continue in 2016 as experienced leavers are replaced with comparatively junior specialists.

SALES & MARKETING

MEDICAL

A talent shortage across the board will extend throughout 2016 with technically-minded bilingual candidates being especially hard to find. Employers will face particular difficulties in the medical device market, where general manager-level talent as well as candidates with start-up and RA/QA experience will continue to be in high demand.

PHARMACEUTICAL

An ongoing focus on a range of therapeutic areas including CNS (central nervous system), oncology, diabetes and rare diseases will ensure specialists in these areas are highly sought after in 2016. Demand will also continue to grow for medical affairs specialists capable of providing scientific information as part of pharmaceutical companies' communication programs.

In Osaka, as more pharmaceutical companies outsource a range of functions, demand will continue to increase throughout 2016 for specialists to join contract research and contract sales organisations (CROs and CSOs). A talent shortage means that companies will also consider strong candidates from other areas to take medical device sales roles.

CONSUMER & FMCG

The need for bilingual sales and marketing talent will continue to grow at all levels as organisations seek to grow their market share in 2016. Increasing numbers of global retailers and manufacturers entering the Japanese market will be seeking commercial talent for country manager roles, and the need to develop closer retailer relationships is leading manufacturers to appoint new shopper marketing teams.

RETAIL & HOSPITALITY

Tourist numbers were at an historically high level in 2015, supporting a strong performance by Japan's retailers and hospitality businesses. Despite concerns about the economic slowdown in China, further growth is expected every year up to the 2020 Olympics, which will drive demand for English and Chinese-speaking retail staff and sales professionals.

DIGITAL & ONLINE

As digital marketing disciplines become more specialised, web analytics, social media, SEO and search engine marketing (SEM) experts will be increasingly sought after. The significant growth in apps is also leading to the launch of many start-up companies, who are seeking mobile-orientated analytical and development talent. Retail and consumer goods brands are set to be particularly active in recruiting social media experts during 2016.

In Osaka, lower rates of pay have attracted fast-growing web businesses to the region, including

online travel agents and gaming companies, where they will continue to grow headcount during 2016.

IT SOFTWARE

Companies opted to create leaner, more revenue-focused businesses in 2015 and many reduced their back office roles to concentrate instead on hiring sales and customer relations professionals. In a related trend, partner sales specialists with strong connections to systems integration and consulting firms were particularly sought after. Encouragingly, we also saw a growing number of cloud-based start-ups entering the market. Meanwhile, US and European companies were working hard to encourage the hiring of female professionals in this space, a trend we anticipate continuing.

IT INFRASTRUCTURE & SERVICES

Competition was intense for the shrinking pool of bilingual sales and marketing talent in 2015. Those moving jobs in 2016 will therefore receive multiple offers and salary increases. Professionals with cloud computing, big data analysis and cyber security sales skills will be particularly hard to source. As a result, companies will train candidates from other IT sales areas to redeploy their skills.

SUPPLY CHAIN

Hiring managers faced a growing shortage of technically skilled candidates in 2015. The number of jobseekers receiving multiple offers increased, particularly in the quality assurance and control areas. We expect that the talent pool will reduce further in 2016, driving continuing increases in salaries. A developing shortage of contract personnel is also set to cause a moderate increase in rates for the first time in several years.

Across healthcare there was a continuing high requirement for demand/supply planners, whereas the oil and gas sector took a more cautious approach to hiring as they assessed the impact of government subsidies.

In Osaka, we anticipate ongoing demand for bilingual supply chain and procurement professionals, especially at mid-manager level, as manufacturers continue to recover.



TOKYO

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Investment Banking/Securities						
Product Control	6.5 - 11m	6 - 10m	10 - 20m	10 - 18m	18 - 20m+	18 - 20m+
Internal Audit	6.5 - 11m	6 - 9m	10 - 20m	10 - 18m	18 - 20m+	17 - 20m+
Financial/Mgt Accounting	6.5 - 10.5m	6 - 8m	9.5 - 17.5m	8 - 15m	18 - 20m+	15 - 20m+
Tax	6.5 - 8m	6.5 - 8m	8 - 20m	8 - 18m	18 - 20m+	14 - 18m+

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Investment Banking/Securities						
Product Control	3000 - 5000	3000 - 5000	4200 - 8100	4200 - 8100	5300 - 10100	5300 - 10100
Internal Audit	2700 - 5000	2800 - 5000	3500 - 9200	3500 - 9200	6300 - 12000	6300 - 12000
Financial/Mgt Accounting	2700 - 3800	2800 - 3800	3000 - 8100	3000 - 8100	5000 - 11000	5000 - 11000
Tax	2700 - 4300	2800 - 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

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Large Organisation				
Chief Financial Officer	25 - 50m	25 - 50m	8000 - 12000	8000 - 12000
Financial Controller	15 - 20m	15 - 20m	5000 - 9000	5000 - 9000
SME				
Chief Financial Officer	15 - 25m	15 - 25m	6000 - 10000	6000 - 10000
Financial Controller	11 - 15m	11 - 16m	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	10 - 14m	10 - 14m	4000 - 8000	4000 - 8000
Treasury Manager	8 - 12m	8 - 12m	3500 - 7000	4000 - 7000
Credit Manager	8 - 12m	8 - 12m	3500 - 7000	4000 - 7000
Senior Financial Accountant	7 - 10m	8 - 10m	3500 - 7600	4100 - 7600
Tax Accountant	8.5 - 10.5m	8 - 11m	2900 - 5700	3000 - 5700
Internal Auditor	8 - 10m	8 - 10m	4000 - 6100	4000 - 6100
Cost Accountant	7 - 9m	7 - 9m	2300 - 3200	2400 - 3200
Treasury Accountant	5 - 8m	5 - 8m	2500 - 3600	2700 - 3600
Financial Accountant	5.5 - 7.5m	6 - 8m	2500 - 3600	2700 - 3600
AP/AR Staff	4 - 6m	4 - 6m	2400 - 3200	2400 - 3200
Financial Planning & Analysis				
Financial Planning Manager	12 - 16m	12 - 16m	5000 - 8000	5000 - 8000
Business Controller	9 - 13m	10 - 13m	3000 - 6500	3000 - 6500
Senior Financial Analyst	9 - 13m	10 - 13m	3500 - 6300	3500 - 6300
Financial Analyst	7 - 10m	7 - 10m	2400 - 5200	2400 - 5200

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TOKYO

FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Project Management	6.5 - 11m	7.5 - 12m	10 - 16.5m	11 - 17m	15 - 20m+	15 - 20m+
Middle Office	6 - 11m	6 - 11m	10 - 16.5m	10 - 16.5m	15 - 20m+	15 - 20m+
Settlements	6 - 10m	6 - 10m	9 - 14m	9 - 14m	15 - 18m+	15 - 18m+
Head of Marketing					15 - 23m+	15 - 23m+
Media/Press Relations	5 - 7.5m	5 - 7.5m	7 - 11m	7 - 11m	15 - 20m+	15 - 21m+
Corporate Communications	6 - 8.5m	6 - 8.5m	8 - 12m	8 - 12m	12 - 20m+	13 - 21m+
Investor Relations/Events	4.5 - 6.5m	4.5 - 6.5m	6 - 9.5m	6 - 9.5m	10 - 15m+	10 - 15m+

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2015	2016	2015	2016	2015	2016
Project Management	3000 - 5300	3100 - 5300	5200 - 13100	5200 - 13100	6500 - 13100	6500 - 13100
Middle Office	2600 - 3000	2700 - 3100	3200 - 6600	3300 - 6700	5000 - 10200	5000 - 10200
Settlements	2600 - 3100	2700 - 3100	2800 - 6600	2900 - 6700	5000 - 10200	5000 - 10200

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GENERAL AFFAIRS & ADMINISTRATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Financial Services				
Administration Manager	8 - 11m	8 - 11m		
Executive Secretary	6 - 9m	6 - 9m	1800 - 3100	1850 - 3150
Translator/Interpreter	5.5 - 9m	5.5 - 9.5m	2000 - 5000	2000 - 5000
General Affairs Staff	5 - 7.5m	5 - 7.5m	1700 - 2900	1700 - 3000
Office Administrator	5 - 7.5m	5 - 7.5m	1700 - 2850	1700 - 2850
Group Secretary	4.5 - 8m	5 - 8m	1700 - 2900	1700 - 2900
Receptionist	3.5 - 5.5m	3.5 - 5.5m	1600 - 2550	1600 - 2550
Commerce & Industry				
General Affairs Manager	7.5 - 14m	7.5 - 14m		
General Affairs Staff	4 - 6.5m	4 - 6.5m	1600 - 2700	1600 - 2700
Office Manager	7 - 11m	7 - 11m	2000 - 4000	2000 - 4000
Administration Manager	6 - 10m	6 - 10m		
Administrative Assistant	4.5 - 6.5m	4.5 - 6.5m	1500 - 2600	1500 - 2600
Executive Secretary	5.5 - 8.5m	5.5 - 8.5m	1700 - 3050	1700 - 3000
Translator/Interpreter	5 - 9.5m	5 - 9.5m	1800 - 5000	1900 - 6000

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TOKYO

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Banking & Financial Services				
Generalist				
HR Director	18.5 - 35.5m	18.5 - 35.5m		
HR Manager/Generalist (6+ yrs'exp)	8 - 21m	8 - 21m		
HR Business Partner	10 - 20m	10 - 21m		
HR Generalist (0 - 6 yrs'exp)	5.5 - 9.5m	5.5 - 9.5m	1700 - 2650	1700 - 2650
Recruiting				
Recruiting/Staffing Manager	12 - 22m	12 - 22m	2050 - 4050	2050 - 4050
Recruiting Staff/Co-ordinator	5 - 10m	5.5 - 10m	1700 - 2900	1800 - 3000
Learning & Development				
Learning & Development Head	14 - 20m	14 - 20m		
Training Specialist	5 - 16.5m	5 - 16.5m	1650 - 2600	1650 - 2600
Compensation & Benefits/Payroll				
Compensation & Benefits Manager/Director	12.5 - 22m	12.5 - 22m		
Compensation & Benefits Specialist	6 - 13m	6 - 13m	1700 - 3150	1800 - 3200
Payroll Staff	5 - 7.5m	5 - 7.5m		
Commerce & Industry				
HR Director/Head	13.5 - 35m	13.5 - 35m		
Head of Training/L&D/OD	10 - 22m	10 - 22m		
HR Manager	10 - 16.5m	10 - 16.5m	2050 - 4050	2050 - 4050
Recruiting/Staffing Manager	10 - 15m	10 - 15m		
Compensation & Benefits Manager	9 - 15.5m	9.5 - 15.5m		
HR Generalist/Staff	6 - 13.5m	6.5 - 13.5m	1700 - 4050	1700 - 4050
HR Specialist	5 - 10m	5.5 - 10m	1700 - 3550	1700 - 3550
HR Staff/Administrator	5 - 9m	5 - 9m	1700 - 3050	1700 - 3000

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TOKYO

INFORMATION TECHNOLOGY FINANCE

BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
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	13 - 19m	13 - 19m	3800 - 7500	3800 - 7300
Project Manager	10 - 16m	10 - 16m	5000 - 7500	4000 - 7000
Information Security Officer	10 - 20m	15 - 20m	3500 - 6000	3500 - 6000
Business Analyst	10 - 15m	10 - 15m	3200 - 6000	3200 - 5800
Database Administrator	8 - 12m	8 - 12m	2650 - 5200	2650 - 5200
UNIX Systems Administrator	8 - 15m	8 - 15m	3000 - 4500	3000 - 4500
Wintel Systems Administrator	8 - 12m	8 - 12m	2500 - 4000	2500 - 4000
FIX Specialist	8 - 15m	8 - 15m	4000 - 6250	4000 - 6250
Applications Support	8 - 15m	8 - 15m	3250 - 5300	3250 - 5300
Market Data Engineer	8 - 13m	8 - 13m	3250 - 5500	3250 - 5500
Network Engineer	8 - 13m	8 - 13m	2650 - 5200	2650 - 5200

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INFORMATION TECHNOLOGY FINANCE

NON-BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Chief Information Officer	20 - 30m	20 - 20m		
Head of Development	15 - 18m	15 - 18m		
Program Manager	10 - 15m	10 - 15m		
BPR	8 - 12m	8 - 12m		
Information Security Officer	10 - 16m	10 - 16m	3500 - 6000	3500 - 6000
Infrastructure Manager	8 - 12m	8 - 12m	4700 - 5950	4700 - 5950
UNIX Systems Administrator	6 - 10m	6 - 10m	3000 - 4500	3000 - 4500
Systems Integration	5 - 10m	5 - 10m	2750 - 4000	2750 - 4000
Developer - Java	6 - 10m	6 - 10m	2600 - 4200	2600 - 4200
Business Analyst	6 - 10m	6 - 10m	3200 - 6000	3200 - 6000
Market Data Engineer	6 - 8m	6 - 8m	3250 - 5500	3250 - 5500
Database Administrator	6 - 8m	6 - 8m	3250 - 5200	3250 - 5200
Systems Analyst	6 - 9m	6 - 9m	2500 - 3850	2500 - 3850
Wintel System Administrator	5 - 8m	5 - 8m	2500 - 4000	2500 - 4000
Application Support	5 - 7m	5 - 7m	2700 - 4400	2700 - 4400
Associate Developer	4 - 5m	4 - 5m	2500 - 4000	2500 - 4000

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TOKYO

INFORMATION TECHNOLOGY COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
IT Director	15 - 20m	15 - 20m	5000 - 7000	5000 - 7000
Service Delivery Manager	10 - 15m	10 - 15m	4500 - 6000	4500 - 6000
IT Manager	10 - 15m	10 - 15m	4500 - 6150	4500 - 6150
Application Manager	8 - 15m	8 - 15m	4000 - 5100	4000 - 5200
Infrastructure Manager	8 - 12m	8 - 12m	4500 - 6000	4500 - 6000
Project Manager	8 - 12m	8 - 12m	4000 - 6000	4000 - 6000
Database Administrator	6 - 8m	6 - 8m	4000 - 5500	4000 - 5500
Network Engineer	6 - 8m	6 - 8m	2000 - 4000	2000 - 4000
Infrastructure Engineer	5 - 8m	5 - 8m	2000 - 4000	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 - 4400
Systems Administrator	5 - 8m	5 - 8m	2000 - 4000	2000 - 4100
Help Desk	4 - 6m	4 - 6m	1500 - 2300	1600 - 2500

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

TOKYO

INFORMATION TECHNOLOGY ONLINE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
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 - 14m	9 - 14m	3500 - 5500	3500 - 5500
Database Administrator	5 - 9m	5 - 9m	2900 - 5000	2900 - 5000
Network Engineer	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Infrastructure Engineer	5 - 10m	5 - 10m	2000 - 3800	2000 - 3800
Systems Engineer	5 - 10m	5 - 10m	2100 - 3500	2100 - 3500
Application Engineer	5 - 10m	5 - 10m	2100 - 4250	2100 - 4300
Software Developer	5 - 10m	5 - 10m	2000 - 4250	2000 - 4300
Systems Administrator	5 - 9m	5 - 9m	2000 - 3500	2000 - 3500
Web Designer	5 - 9m	5 - 9m	2000 - 3000	1800 - 3100

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

TOKYO

INFORMATION TECHNOLOGY VENDOR & CONSULTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Solution Architect	12 - 17m	12 - 18m	6000 - 8500	6000 - 8500
Service Delivery Director	16 - 22m	16 - 22m	7800 - 10500	7800 - 9500
Program Manager	13 - 17m	13 - 17m	6000 - 9000	6000 - 8500
Project Manager	10 - 14m	10 - 15m	4500 - 8000	4500 - 8000
Storage Engineer	9 - 13m	9 - 13m	4000 - 6500	4000 - 6200
IT Consultant	9 - 13m	9 - 14m	4000 - 7000	4000 - 6800
Pre-Sales Engineer	9 - 15m	9 - 16m	3000 - 5500	3000 - 5500
Field Application Engineer	9 - 13m	9 - 13m	2500 - 5500	2500 - 5500
Senior ERP Consultant	8 - 13m	9 - 13m	5000 - 7000	5000 - 7000
Database Administrator	7 - 10m	7 - 10m	3500 - 5500	3500 - 5500
Data Analyst	8 - 10m	8 - 11m	4000 - 6500	3500 - 6500
ERP Consultant	7 - 10m	7 - 10m	3500 - 5500	3500 - 5500
Telephony Engineer	8 - 10m	8 - 10m	2500 - 5500	2600 - 5500
Network Engineer	7 - 13m	7 - 14m	2500 - 5500	2600 - 5500
System Engineer	6 - 10m	6 - 10m	2300 - 5000	2300 - 5000
Software Developer	6 - 11m	6 - 12m	2300 - 4300	2300 - 4200
Embedded Developer	6 - 11m	6 - 11m	2500 - 4000	2500 - 4000
CAD Engineer	6 - 9m	6 - 9m	2000 - 4000	2000 - 4000
Systems Administrator	6 - 9m	6 - 9m	2500 - 5000	2500 - 5200
Post-Sales Engineer	5 - 10m	5 - 11m	2500 - 4000	2500 - 4000
Technical Support Engineer	5 - 10m	5 - 11m	2500 - 4000	2500 - 3800
Quality Assurance Engineer	5 - 8m	5 - 8m	1500 - 3300	1500 - 3300
Localisation Engineer	5 - 8m	5 - 8m	1800 - 3000	1800 - 3000
Project Co-ordinator	5 - 7m	5 - 7m	2500 - 3500	2300 - 3500
Security Engineer	7 - 15m	8 - 17m	5250 - 7250	5250 - 7250

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

TOKYO

SALARIES

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Private Practice						
Qualified Lawyer	9 - 16m	9 - 16m	11 - 21m	12 - 22m	20 - 28m	21 - 30m
Paralegal	4.5 - 5.5m	4.5 - 5.5m	5 - 7m	5 - 7m	7 - 9.5m	7 - 9.5m
Financial Services						
Legal Counsel	11 - 17m	10 - 17m	15 - 22m	15 - 23m	19 - 25m	19 - 28m
Compliance Manager	7 - 10m	7 - 10m	9 - 18m	9 - 18m	19 - 23m	19 - 23m
Commerce & Industry						
Lawyer	8 - 14m	8 - 14m	11 - 19m	11 - 20m	21 - 29m	21 - 28m
Legal Counsel	7 - 15m	7 - 15m	8 - 16m	8 - 16m	13 - 20m	13 - 25m
Contract Manager	4 - 7m	4 - 7m	8 - 16m	8 - 16m	11 - 13m	11 - 13m
Legal Staff	4 - 5.5m	4 - 5.5m	7 - 9m	7 - 9m	9 - 10m	9 - 10m
Legal Secretary	3.5 - 7m	4 - 7m	4.5 - 7m	4.5 - 7.5m	7 - 8m	7 - 8m

RISK

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Credit Risk						
Credit Risk Specialist	7 - 11.5m	7 - 11.5m	11 - 19m	11 - 19m	18m+	18m+
Credit Risk Manager	9 - 12m	9 - 12m	13 - 18m	13 - 18m	19m+	18m+
Market Risk						
Market Risk Specialist	7.5 - 11.5m	7.5 - 11.5m	13 - 19m	13 - 19m	19m+	18m+
Quantitative Analyst	6.5 - 9m	6.5 - 9m	10 - 18.5m	10 - 18.5m	18.5m+	18m+

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

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Industrial		
President/CEO	17 - 35m	17 - 35m
Sales Director	12 - 19m	12 - 19m
Sales Manager	9 - 15m	9 - 15m
Marketing Manager	7.5 - 12.5m	8 - 12.5m
Sales & Marketing Executive	5.5 - 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	6 - 9.5m	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 - 20m	12 - 20m
Sales & Marketing Manager	8 - 14m	8 - 14m
Sales & Marketing Executive	6 - 13m	6 - 13m
Product Manager	7 - 13m	7 - 13m
Marketing Communications 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

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

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Energy & Infrastructure		
President/CEO	15 - 30m	15 - 30m
Marketing Director	12 - 20m	13 - 18m
Marketing Manager	8 - 15m	8 - 15m
Sales Director	12 - 20m	12 - 18m
Project Manager	8 - 15m	8 - 15m
Field Service Engineer	5 - 8m	6 - 8m
Business Development Manager	10 - 15m	10 - 15m
Automotive		
Sales Director/Engineering Director	12.5 - 18m	13 - 18m
Sales Manager/Engineering Manager	8 - 12.5m	8 - 13m
Account Manager/Sales Engineer	6 - 10.5m	6 - 11m
Project Manager/Program Manager	8 - 11.5m	8 - 12m
Application Engineer/Design Engineer	6 - 9m	6 - 9.5m

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

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Medical		
President/Country Manager	16 - 30m	16 - 30m
Business Unit Head	18 - 25m	18 - 25m
Sales Manager/Director	10 - 20m	10 - 20m
Marketing Manager/Director	10 - 20m	10 - 20m
Pharmacovigilance Manager/Director	10 - 14m	10 - 14m
RA/QA Head	12 - 18m	12 - 18m
RA/QA Manager	10 - 15m	10 - 15m
Product Manager	6 - 10m	6 - 10m
Pharmaceutical		
President/Country Manager	16 - 30m	16 - 30m
Business Unit Head	18 - 25m	18 - 25m
Marketing Manager/Director	12 - 20m	12 - 20m
Medical Affairs Manager/Director	12 - 20m	12 - 20m
Clinical Research Manager/Director	10 - 18m	10 - 18m
Business Development Manager/Director	12 - 18m	12 - 18m
Clinical Research Associate	6 - 9m	6 - 9m
Product Manager	7 - 10m	7 - 10m
Consumer/FMCG		
President/Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	9 - 20m	10 - 20m
Marketing Manager/Director	12 - 20m	12 - 20m
Commercial Manager/Director	10 - 20m	10 - 20m
Brand/Product Manager	7 - 12m	7 - 12m
Marketing Research Manager	8 - 12m	8 - 12m

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

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Retail & Hospitality		
General Manager	15 - 30m	15 - 30m
Retail Manager/Director	9 - 20m	9 - 20m
Merchandising Manager/Director	8 - 17m	8 - 17m
Communications Manager/Director	7 - 13m	7 - 13m
Store Manager	5 - 10m	6 - 10m
Visual Merchandising Manager	7 - 12m	7 - 12m
Digital & Online		
Country Manager	18 - 30m	18 - 30m
E-commerce Manager/Director	8 - 17m	8 - 17m
Online Marketing Manager/Director	8 - 17m	8 - 17m
Digital/Adtech Sales Manager	8 - 13m	8 - 14m
Web Director	5 - 8m	6 - 9m
IT Software		
Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	9 - 23m	10 - 23m
Marketing Manager/Director	8 - 22m	10 - 22m
Channel Sales Manager	9 - 15m	9 - 15m
Sales Account Manager	7 - 14m	7 - 14m
IT Infrastructure & Services		
Country Manager	20 - 35m	20 - 35m
Marketing Manager/Director	8 - 22m	10 - 22m
Sales Manager/Director	9 - 23m	10 - 23m
Product Marketing Manager	8 - 14m	8 - 14m
Sales Account Manager	7 - 14m	7 - 14m

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

TOKYO

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Operations Director	14 - 20m	14 - 20m		
Factory/Plant Manager	15 - 18m	15 - 20m		
Supply Chain Manager	9 - 15m	9 - 15m		
Logistics Manager	7 - 12m	7 - 12m		
Warehouse Manager	8 - 10m	8 - 10m		
Procurement Manager	9 - 14m	9 - 14m		
Indirect Procurement Manager	10 - 15m	10 - 15m		
Customer Service Manager	6.5 - 10m	7 - 11m		
QA/QC Manager	9 - 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 - 14m		
Supply Chain Staff	4.5 - 8m	5 - 8m	1500 - 2700	1550 - 2750
Logistics Staff	4 - 6.5m	4 - 6.5m	1650 - 2650	1700 - 2700
Warehouse Co-ordinator	4 - 6.5m	4 - 6.5m	1600 - 2650	1650 - 2700
Import/Export Staff	3 - 5.5m	3 - 5.5m	1500 - 2600	1550 - 2650
Planner	6 - 9m	6 - 9m		
Procurement Staff	4.5 - 7m	5 - 7.5m	1500 - 2700	1600 - 2800
Customer Service Staff	4 - 6m	4 - 6m	1550 - 2600	1600 - 2650
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	5 - 7.5m	1500 - 2600	1500 - 2600
Process Engineer	5 - 9m	5 - 9m		

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

OSAKA

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
Chief Financial Officer	18 - 26m	18 - 26m		
Financial Controller	12 - 18m	12 - 18m		
Finance Manager	8 - 11.5m	8 - 11.5m		
Financial Analyst	5 - 9.5m	5 - 9.5m	2800 - 5000	2800 - 5000
Senior Accountant	6 - 8.5m	6 - 8.5m	2800 - 5000	2850 - 5050

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
HR Director	12 - 19m	12 - 20m		
HR Manager	8 - 13m	8 - 13m		
Senior HR Generalist	6.5 - 9.5m	6.5 - 9.5m	2000 - 3500	2000 - 3500
Executive Secretary	4 - 7.5m	4 - 7.5m	1500 - 2500	1550 - 2550
HR Generalist/Staff	3.5 - 6.5m	3.5 - 6.5m	1700 - 3500	1700 - 3500
Translator	4 - 6m	4 - 6m	1700 - 3500	1750 - 3550

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
IT Director	14 - 21m	14 - 21m		
IT Manager	9 - 14m	9 - 14m		
Project Manager	7 - 10m	7 - 10m	2800 - 6500	2800 - 6500
System Engineer	6 - 9.5m	6 - 9.5m	1700 - 4000	1750 - 4050
Network Engineer	6 - 8.5m	6 - 8.5m	1700 - 4000	1750 - 4050

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

OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
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	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

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2015	2016
Information Technology & Online		
Branch Manager	10 - 15m	10 - 15m
Sales Manager	9 - 12m	9 - 12m
Sales Account Manager	7 - 10m	7 - 10m
Sales Executive	4 - 6m	4 - 6m
Healthcare		
General Manager/Country Manager	15 - 25m	15 - 28m
Marketing Director	12 - 25m	12 - 25m
Sales Manager	7 - 14m	8 - 14m
Clinical Development Manager	8 - 12m	8 - 13m
Regulatory Affairs	6 - 15m	6 - 15m
Marketing/Product Manager	6 - 12m	7 - 12m
Clinical Scientist/Researcher	5 - 8m	5 - 8m
Clinical Research Associate (CRA)	5 - 8m	5 - 8m
Quality Assurance	5 - 8m	5 - 8m

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OSAKA

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2015	2016	2015	2016
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.