



en world Japan White Paper 2022

President's Message



President and Representative Director
Vijay Deol

Began career in professional talent recruitment in 2004 as part of Wall Street Associates K.K., the predecessor of en world Japan K.K. Departed in 2012 to establish the Japan base of operations for a British multinational recruitment firm. Returned in 2017 to serve as President and Representative Director after the rebranding to en world.

While there was optimism that 2021 would see the end of the COVID-19 pandemic and a return to normalcy, unfortunately, the multiple new variants of the virus and subsequent responses by governments around the world continued to disrupt day-to-day life. However, optimism for 2021 was not entirely misplaced, as the business world continued to adjust to the new climate and to new working styles. The global economy—as well as those of the major industrialized nations, including Japan—saw recovery and GDP growth. The economic recovery, combined with persistent job growth—despite a talent shortage in Japan—has meant considerable demand for recruitment and talent acquisition-related services. This year should see further optimism, as vaccines and boosters are widely administered and COVID-19's impact on public health is minimized. Despite the uncertainty due to various geopolitical and socioeconomic factors, this should positively impact the economy and job market, and economic forecasts indicate continued growth and recovery.

It is reasonable to expect that, in 2022, companies in Japan will try to capitalize on economic recovery, which should mean a buoyant job market in general, as competition for top talent increases. This year, companies will need to pay close attention to job seekers' expectations, as well as to the engagement and retention of key employees. Finding the right balance between flexibility, particularly in companies' requirements for in-person work, and office environments' attractiveness to employees is more important than ever. Management will need to explore new ways to onboard new hires, cultivate company culture, and promote collaboration in hybrid environments that combine both physical and virtual interaction. Those companies that can offer the best working environments, employee engagement, and development opportunities, as well as financial and nonfinancial benefits, will gain an edge in what is sure to be fierce competition for talent.

Job seekers in 2022 will find a favorable market. Although the "Great Resignation"—a phrase that has become common parlance globally—has not been as extreme in Japan, there is still an increased willingness within the labor force to consider new opportunities, and this trend is sure to continue. Bilingual talent with highly specialized skills will continue to be sought after and, while these candidates will command premium compensation, other factors related to employee engagement, such as health, safety, and employee well-being, will be key considerations as well. Also, Japan has not shifted to a "gig" economy to the same degree as other industrialized countries have, but there has been an increasing trend of workers migrating away from metropolitan centers and looking for more flexibility, in terms of working hours and location as well as employment type. As a result, it is likely that contract and freelance employment arrangements will continue to grow at an accelerated rate.

Going forward, en world will continue to focus on our mission of enabling our customers' success. We will continue to take a more consultative approach with our clients and candidates, aiming to tailor our services to their specific needs, given the variety and flexibility of the services we can offer. By finding creative opportunities across our permanent, contract, and recruitment process outsourcing services, as well by leveraging HR technologies across the en Japan group, we aim to meet whatever talent needs our clients may have and to provide the best opportunities to the candidates who place their trust in us.

Market Research

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State of Remote Work and Hiring Remote Employees

Companies who intend to implement long-term remote work in the future

81%

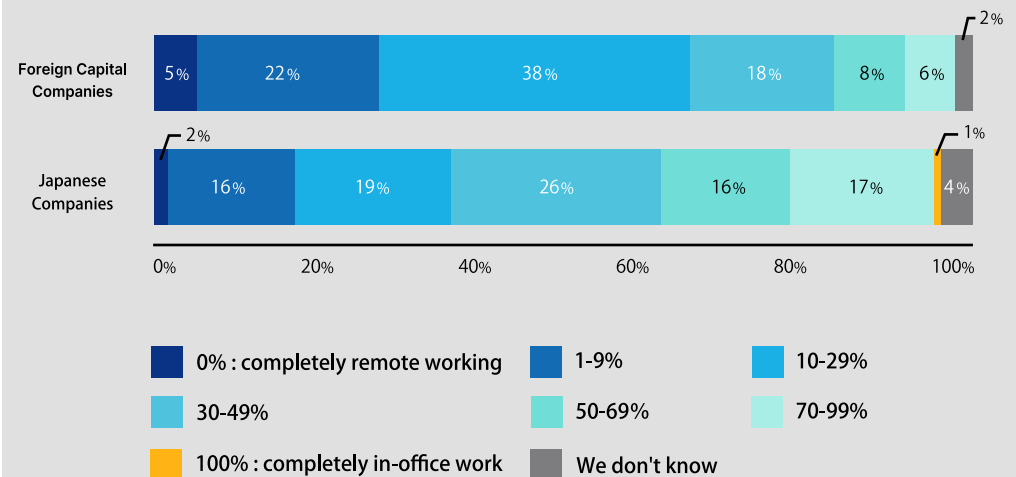
Approximately 80% of both foreign capital and Japanese companies indicated that they plan to continue with remote work when asked if they intend to put long-term remote work into practice. Apparently, remote work and virtual meetings are likely to be the new normal even after COVID-19 crisis.



What actions have been taken in your organization to increase employees' engagement level and build a sense of belonging?

- 1 Increase 1 on 1 communication between managers and employees 39%
- 2 Introduce new communication tools for better online collaboration 36%
- 3 Set up team meetings more frequently 35%

Office Attendance Rate



*Percentages may not total 100% due to first decimal place rounding.

State of Remote Work and Hiring Remote Employees

Companies who consider hiring employees specifically to work remotely

49%

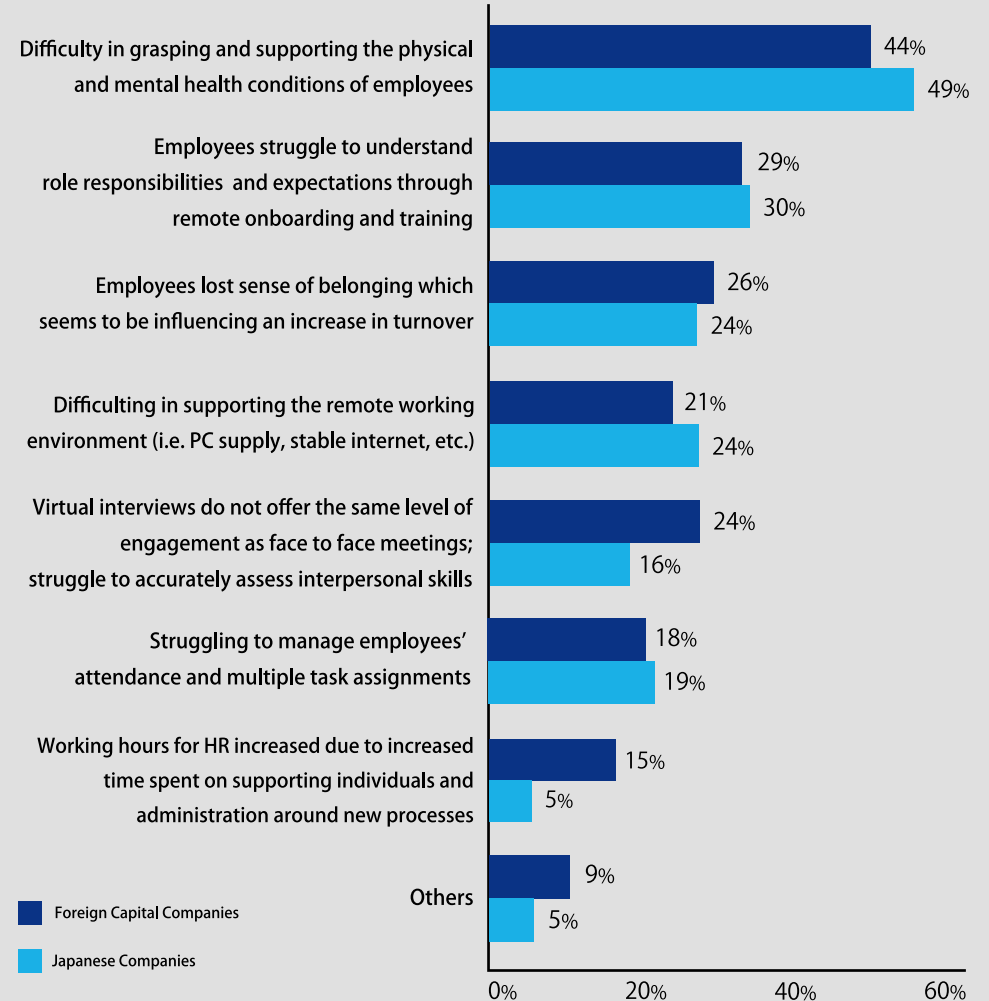
In terms of the geographic range limits that companies can accept for these specifically remote employees, “Domestic in Japan only, no restriction as long as it is within Japan (46%)” is the most common answer. In addition, “Outside Japan (areas that are more or less than 4 hours’ time difference)” accounts for only 5% in total. Data indicates that some overseas remote hiring is taking place in Japan. We expect to see this increase post-pandemic.



Why does your company hire remote workers?

- 1 Improve talent acquisition capabilities by expanding the target talent pool to include specifically remote workers 72%
- 2 Provide a fully remote working environment as an employee benefit 23%
- 3 Reducing labor and transportation costs 21%

Challenges of Remote Hiring



[Outline of the survey]
 Survey method: Online survey
 Area: Japan
 Number of valid answers: 230 companies
 Period: November 11-18, 2021
 Respondent attribute: Foreign capital Companies 44% / Japanese Companies 56%

Actual Conditions Survey of Job Interview and Top Reasons for Job Change



What exactly raised your interest or gave you a good impression?

1	The HR staff was polite and helpful (including during the company visit, before and after the interview).	56%
2	The interviewer was personable.	55%
3	Communication from the HR staff was prompt and responsive (including schedule changes, acceptance/rejection).	43%
4	I liked the office/workplace atmosphere.	38%
5	They gave me feedback on the interview and my issues, regardless of whether I got the job.	32%

What exactly lowered your interest or gave you a bad impression?

1	The interviewer was rude or not personable.	49%
2	Communication from the HR staff was lacking, slow, or rushed (including schedule changes, acceptance/rejection).	44%
3	The selection process was long and complicated.	37%
4	There were discrepancies between the HR staff and the recruiter (including job descriptions or hiring requirements).	36%
5	The HR staff was not helpful (including during the company visit, before and after the interview).	35%



Actual Conditions Survey of Job Interview and Top Reasons for Job Change

Reasons for deciding to change jobs

Position	General employee (regular employee)	General employee (contract/temporary employee)	Manager, Assistant Manager, Team Leader	General Manager	Executive/C-level
1	Career advancement 77%	Increasing salary and compensation 66%	Career advancement 81%	Increasing salary and compensation 70%	Career advancement 53%
2	Increasing salary and compensation 76%	Career advancement 60%	Increasing salary and compensation 69%	Career advancement 61%	Increasing salary and compensation 48%
3	Skill improvement 51%	Skill improvement 43%	Skill improvement 39%	Dissatisfaction with company/supervisor evaluation 41%	Company policies and culture do not fit 39%
4	Dissatisfied with work-life balance 40%	Interpersonal relationships at work 34%	Company policies and culture do not fit 30%	Skill improvement 25%	Dissatisfied with work-life balance 25%
5	Interpersonal relationships at work 32%	Company policies and culture do not fit 24%	Dissatisfaction with company/supervisor evaluation 28%	Interpersonal relationships at work 25%	Interpersonal relationships at work 24%

Generation	Millennials	Generation X	Baby Boomers
1	Career advancement 85%	Career advancement 74%	Increasing salary and compensation 60%
2	Increasing salary and compensation 79%	Increasing salary and compensation 67%	Company policies and culture do not fit 48%
3	Skill improvement 53%	Skill improvement 37%	Interpersonal relationships at work 42%
4	Dissatisfied with work-life balance 33%	Company policies and culture do not fit 30%	Career advancement 41%
5	Company policies and culture do not fit 27%	Dissatisfied with work-life balance 27%	Dissatisfied with work-life balance 27%

Both by role and generation, the top reasons for changing jobs were “increasing salary and compensation” and “career advancement,” followed by “skill improvement.”

By role, “dissatisfaction with company/supervisor evaluation” ranked high among middle managers (general manager, manager, assistant manager, and team leader classes). In contrast, “company policies and culture don’t fit” ranked third among C-level and executives.

There was no significant difference in the rankings among the generations. However, the Baby Boomers ranked reasons related to corporate culture and people more heavily, including “company policies and culture do not fit” and “interpersonal relationships at work.”

Actual Conditions Survey of Job Interview and Top Reasons for Job Change

Focus when selecting companies

Position	General employee (regular employee)	General employee (contract/temporary employee)	Manager, Assistant Manager, Team Leader	General Manager	Executive/C-level
1	Salary/compensation 82%	Salary/compensation 61%	Salary/compensation 82%	Salary/compensation 80%	Salary/compensation 68%
2	Work-life balance 70%	Work-life balance 58%	Corporate growth potential / stability 69%	Corporate culture 66%	Corporate policies 67%
3	Corporate growth potential / stability 68%	Corporate growth potential / stability 53%	Work-life balance 61%	Corporate growth potential / stability 57%	Corporate growth potential / stability 61%
4	Corporate culture 58%	Working style flexibility 44%	Corporate culture 56%	Corporate policies 52%	Corporate culture 58%
5	Working style flexibility 57%	Corporate culture 41%	Corporate policies 47%	Work-life balance 43%	Work-life balance 46%

Generation	Millennials	Generation X	Baby Boomers
1	Salary/compensation 80%	Salary/compensation 80%	Salary/compensation 68%
2	Corporate growth potential / stability 68%	Corporate growth potential / stability 65%	Corporate culture 59%
3	Work-life balance 62%	Corporate culture 62%	Working style flexibility 51%
4	Corporate culture 55%	Work-life balance 61%	Work-life balance 51%
5	Working style flexibility 45%	Corporate policies 50%	Corporate policies 46%

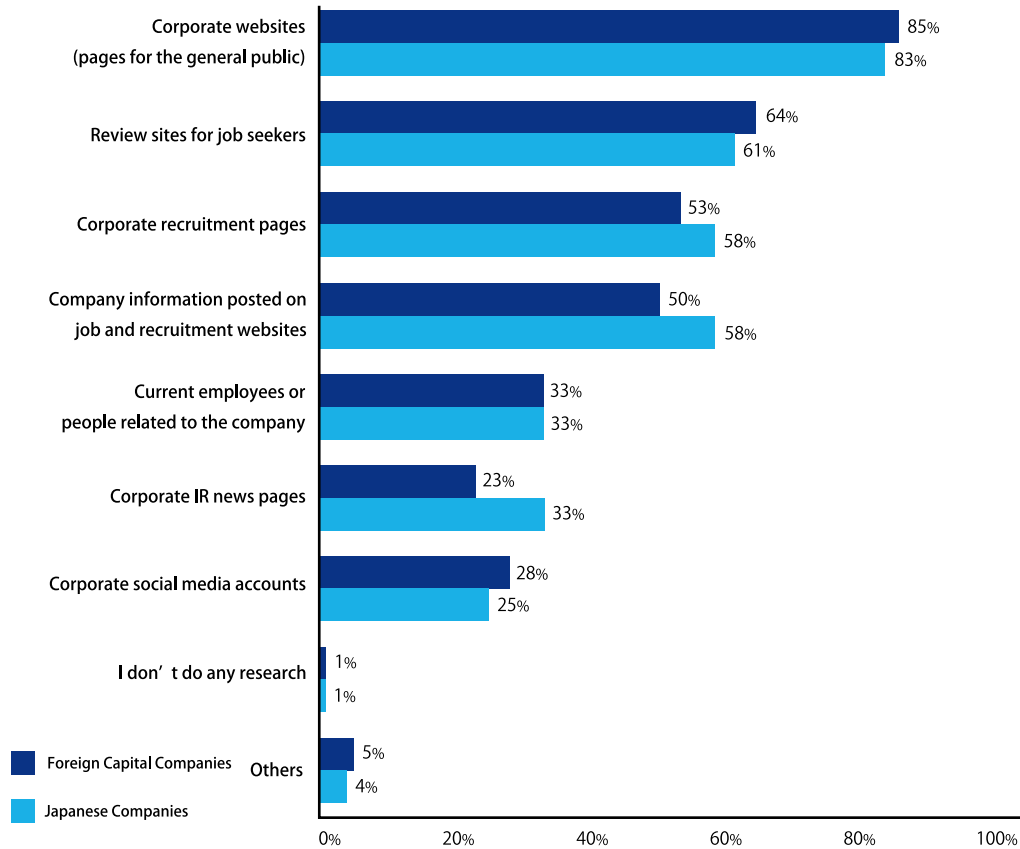
The top factor was how companies handle salary/compensation by role and generation. "Work-life balance" and "corporate culture" entered the ranks for all positions and ages despite how the rankings varied, indicating that these factors are considered important in selecting a company.

By role, "work style flexibility" ranked high for general employees, indicating the deep-rooted popularity of remote work and flextime systems. Meanwhile, "corporate policies" was ranked for managers and higher roles, especially as they move closer to executive positions.

Millennials and Gen X tended to place more importance on "corporate growth potential/stability." However, we did not see any significant difference in the overall ranking of these factors. Furthermore, while "working style flexibility" was not ranked overall, a closer look by age group reveals that it ranked fourth (58%) among 35–44-year-olds. This finding suggests that it is in exceptionally high demand among the child-rearing generation.

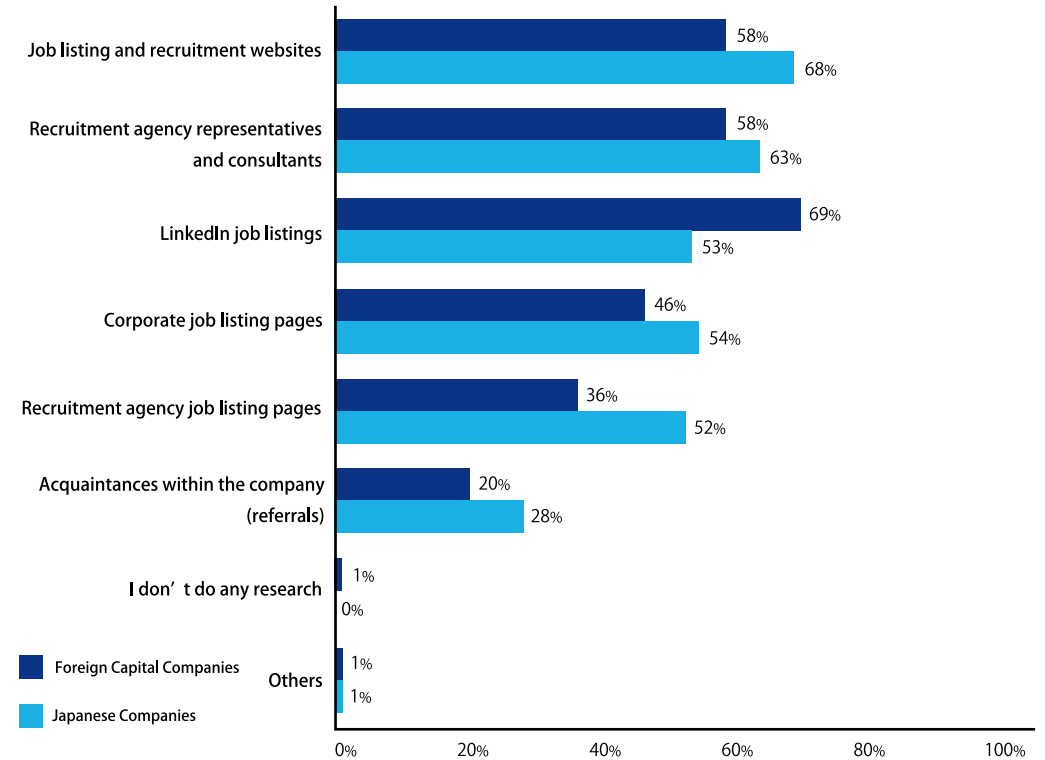
Actual Conditions Survey of Job Interview and Top Reasons for Job Change

How job seekers research companies



The most common source for gathering corporate information was “company websites.” Still, “review sites for job seekers” came in second place, ahead of “corporate recruitment pages” in third place. These results suggest that many job seekers also refer to actual experience reports and third-party information in addition to official corporate information.

How job seekers research openings



Job seekers ranked “job listing and recruitment websites” number one, at 64%(overall), for where they look for job openings. However, job seekers affiliated with foreign capital companies ranked “LinkedIn” first, at 69%. This figure indicates a significant difference from the results for job seekers affiliated with Japanese companies.

[Outline of the survey]
 Survey method: Online survey
 Area: Japan
 Number of valid answers: 1109
 Period: February 26 - March 6, 2022
 Respondent attribute: Foreign capital Companies 41% / Japanese Companies 59%

Mid-career Recruitment Strategy for 2022

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Permanent Recruitment - Overall



[Changes in the Corporate Side of the Recruitment Market]

Overall increases in job postings; Demand rising for engineers, data scientists, and AI engineers

The year 2021 marked the second year of the pandemic, and companies accelerated hiring to catch up with 2020 backlogs and to add headcount to deal with anticipated business growth. Health care and technology were the two segments with the largest increase in demand for talent, but all industries recorded higher recruitment, compared to 2020. Within the technology space, the demand for engineers, data scientists, and AI engineers increased exponentially, with some companies doubling the highest salary band for qualified candidates and offering 100% fee up campaigns to partner recruitment agencies. As we enter the third year of COVID-19, we anticipate these trends will continue, which will place an additional burden on companies to attract, develop, and retain the best talent. Flexible working conditions, remuneration, and long-term career opportunities will be key to attracting the best talent available in the market. en world can help you navigate this ever-changing landscape and provide candidates unavailable on social media or otherwise inactive.

[Changes in the Job-Seeker Side of the Job Market]

Remote work and other flexible work conditions becoming requirements for selecting companies

Candidate availability and mobility increased in 2021 to near pre-COVID-19 levels. While caution in changing jobs remains the highest in Japan, compared to other developed countries, appetites for new challenges, learning opportunities, or upward mobility have encouraged candidates to become more active. Data indicate that flexible working environments—including fully remote work and off-site access—have become major factors in a candidate's final selection of a future employer. With borders still shut for the foreseeable future, strong candidates will continue to enjoy an abundance of choice when looking for a new job.



Chris Kobayashi

Vice President, Japan Sales

Permanent Recruitment - Kansai

[Changes in the Corporate Side of the Recruitment Market]

Job Postings Return to Pre-COVID Levels: Increased Demand for Positions in Technology and Manufacturing

Job openings in the Kansai area in 2020 and 2021 remained nearly flat. Early in the COVID-19 pandemic, nearly 70% of foreign capital firms put freezes on recruitment. However, since autumn 2020, recruitment figures have returned to their pre-COVID levels, with both Japanese and foreign capital firms actively recruiting now. In 2020, recruitment by primarily consumer goods-related companies was prevalent due to increased consumer spending and stay-at-home demand during the pandemic. In 2020, hiring picked up in the manufacturing industry, IT/technology companies, and healthcare firms. Even service industry companies, which had cut back recruitment, are starting to post jobs, with overall job openings fully returning to pre-COVID levels. Most of the open positions are in technology, followed by manufacturing. In an economy that presumes remote work, the market is seeing more posts to create new frameworks and promote projects. Another feature of the job market is the breadth of positions available, including recruitment for administrative divisions, which had been limited last fiscal year, and remote sales positions.



Taku Yamashita

Osaka office
Director



[Changes in the Job Seeker Side of the Job Market]

Declining job seeker numbers contrast rising job application and job offer rates due to evolving attitudes toward job change

From 2020 to 2021, overall job seekers in the Kansai area fell by 20% year on year. This statistic represents a trend seen amid multiple states of emergency in the Kansai region. It implies that more people are watching future economic trends or have decided to remain in their current positions. In particular, the gradual decline in the number of job seekers since early spring, followed by an increase after bottoming out around summer, could be correlated with restrained public traffic and economic conditions in the COVID-19 pandemic. Meanwhile, individual job seekers exhibit significant shifts in their attitude and activities toward changing jobs. The reply rate to our recruiters has increased by 20% since last year, and the percentage of job seekers who have changed jobs after registering with us has grown by 1.2 times. In particular, many job seekers are seriously considering changing jobs during the pandemic, and both the job application and offer acceptance rates after registering with us are high. The rise of telecommuting has also increased flexibility in work locations. As a result, more job seekers have returned from Tokyo to find companies in their home Kansai region. In 2022, the overall number of job seekers should return to pre-COVID numbers.

Contract Professionals



[Changes in the Corporate Side of the Recruitment Market] Need for highly skilled temporary professional staffing has doubled in five years

Demand for low-skill, low-wage temporary workers has shifted, with growing government regulations and an agenda to get more citizens permanent, full-time employment. Although the world continues to keep and develop inventories of these workers that we can deploy on short notice, these market changes have compelled us to move upstream and focus on specialized areas within finance, IT, sales, and supply chains. The demand for higher skilled temp staff has doubled over the past five years, and our goal is to disrupt the traditional consulting market within the specific areas of business transformation (BX), post-merger integration (PMI), project management (PM), and system upgrade/implementation.

[Changes in the Job-Seeker Side of the Job Market] High-skill professionals increasingly need both higher salaries and job continuity

The coronavirus has acted as a catalyst for a trend that was already beginning to take hold in 2017—a desire for more flexible work. While the government is determined to minimize the overall number of temp workers to improve stability and quality of life for its citizens, the demand for specialized contract workers with unique skill sets continues to grow. Specifically, experienced project managers, business analysts, and technology consultants enjoy great continuity of work, and high pay and demand for these skill sets will increase. Agencies compete to retain the best high-skilled workers and to ensure successful redeployment without interruption between assignments.

Chris Kobayashi

Vice President, Japan Sales



RPO

[Changes in the Recruitment Process Outsourcing (RPO) Market] **Recruitment resumption places a sudden strain on hiring departments, increasing demand for RPO**

In 2021, some companies, especially in the healthcare and IT/technology sectors, significantly boosted their hiring numbers from 2020. This increase was due to a period of calm in the pandemic and the spread of vaccinations. Furthermore, against a backdrop of many companies freezing most recruitment in 2020 and downsizing their hiring departments, the burden on recruiters increased dramatically once hiring resumed, resulting in a gradual increase in demand for RPO from the second half of last year. While companies are hiring more, many of them are considering RPO services because they feel it is risky to increase their hiring teams with full-time employees due to the still uncertain future of the pandemic. In general, rather than considering RPO to reduce costs associated with sourcing, many companies sought RPO to manage the process and avoid the aforementioned risks associated with personnel.



Sei Okaniwa

Head of RPO Services



[Changes in the Job Seeker Side of the Job Market] **Growing demand for recruiters and changing corporate requirements**

With the rising demand for RPO at many companies, each RPO provider faces the challenge of finding recruiters to carry out these projects. The demand for recruiters is increasing throughout the industry due to the resumption of recruiting activities and the jump in job openings. Meanwhile, there are unprecedented challenges in hiring experienced recruiters, from those who can manage the entire recruiting process to those specializing in sourcing. This trend has led to some changes in the requirements of the recruiters that companies need. Specifically, companies that used to consider only those recruiters with internal corporate HR experience are now increasingly hiring candidates even if they only have recruiting agency experience. In response to this situation, en world's RPO division is continuously working to hire excellent recruiters and train recruiters in-house.

Trends and the Key to Success in Mid-career Recruitment

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Banking and Financial Services

Looking Back on 2021

Economic conditions were a tailwind, encouraging recruitment from junior to senior positions

Many financial institutions improved their performance even during the COVID-19 pandemic, as economic conditions proved to be a tailwind. The recruitment market was also active in 2021, with demand growing among general financial institutions and service providers that cater to the financial industry. On the job seeker side, the expansion of the cashless and payment solutions market has led to an increase in the number of people considering a career change, especially from traditional large financial institutions, at all levels, from junior to senior. This trend stems from the fact that the online nature of the business has made people feel less connected to the company they work for and more familiar with the idea of changing careers. More job seekers are also emphasizing work-life balance. Many companies are once again introducing or continuing remote work and reassessing the work-life balance of their employees.

Outlook for Recruitment Trends in 2022

Competition for hiring is intensifying in middle/back-office and operations positions

The financial industry promises increased recruitment activity in the future. In particular, middle/back-office and operations positions are becoming more competitive, as very few people have relevant experience in the market. Successful recruiting requires flexibility and a review of hiring conditions to meet the needs of job seekers, rather than sticking to traditional recruitment methods. Meanwhile, in the private equity (PE), hedge fund (HF), and M&A areas, there are many job seekers despite the high barrier to entry. Furthermore, increased investment demand in the market is encouraging investment in both traditional and alternative assets. As a result, we expect to see a wide range of hiring activities from junior- to senior-level positions in the future.

Characteristics and Elements of Successful Corporate Recruitment

The key to success lies in selling points other than exclusivity and job postings

Companies that have been successful in financial industry recruitment tend to have a wider acceptance window during the first round of interviews to see the candidate's experience and background alongside their skills and personality. Many companies have also been successful by making online interviews and interviews with their global headquarters more efficient for both the company and the candidate by sharing information with the interviewers. On the other hand, job seekers tend to be more aggressive in applying for more exclusive-seeming positions because of the relatively large number of available jobs. Therefore, a step toward success would be to provide candidates with selling points beyond what is listed in the job posting, while working closely with the recruiting sites and agents.

Yusuke Gemma

Banking and Financial Services Division
Team Manager



Consulting

Looking Back on 2021

Recruitment numbers on the rise, as demand for IT and digital talent grows

Most consulting firms saw a steady increase in hiring last year. In the consulting industry, where client-facing work is typical, the COVID pandemic allowed almost all companies to work remotely. The fact that it proved possible to provide value from home without significant differences in client response or quality looks to be a substantial tailwind for recruitment. Moreover, the growing uncertainty surrounding the pandemic and the future has raised the prospects of consulting firms, leading to increasing recruitment across all industries and domains, particularly in the IT and digital fields.

Outlook for Recruitment Trends in 2022

More hiring for the next stage in consulting, focused on implementation support

Recruitment numbers should continue their upward momentum into 2022. Specifically, clients have recently begun expecting consulting firms not only to draw up strategies but also to support their implementation (remaining committed until results are achieved). For instance, more IT consultancies are establishing new implementation divisions that include design and development. The market expects the industry as a whole to imagine new value and realize ideals. As a result, companies will likely bolster their IT and digital personnel ranks more than ever before, while also increasing the hiring of personnel for traditional consulting plus that next level of transformation support.

Characteristics and Elements of Successful Corporate Recruitment

Essentials lie in comfortable work environments alongside flexible and speedy selection processes

Since consulting firms are labor-intensive businesses, they have established internal structures. That means the leading factors differentiating among them include their efforts to improve work-life balance, allow telecommuting (working from distant regions, including rural areas), and promote diversity.

For these reasons, and given that this sector faces intense competition for job seekers, the primary key to success is balancing speed, flexibility, and approach vectors in the selection process. The process should be as quick as possible, include early casual interviews, and share information with candidates from partners and similarly experienced peers.

Yu Hiraoka

Consulting, Technology Division
Associate Director



Consumer Goods and Retail

Looking Back on 2021

Demand for digital talent is on the rise, and sales personnel need to have clear strengths

Unlike in 2020, when fashion and other retailers experienced a significant decline in hiring in response to the “Living With COVID-19” approach, many companies resumed hiring in 2021. However, digitization and the shift to e-commerce continue to be an issue for all companies. The number of jobs for digital personnel is also still steadily rising. In comparison, the number of so-called general route sales jobs has decreased significantly compared to the pre-COVID period. As a result, while it is a seller’s market with multiple offers for digital personnel, sales personnel are still more likely to face competition unless they have obvious advantages, including English language proficiency, unique networks, or numerical analysis skills.

Outlook for Recruitment Trends in 2022

Continued hiring of digital talent with an emphasis on EC and digital marketing strategies

It appears that corporate hiring will remain flat or increase slightly compared to 2021. Hiring demand may grow more as the pandemic comes to an end, allowing travel and inbound demand to increase. Overall, the hiring of digital talent involved in e-commerce and digital marketing should continue, as will the seller’s market for everything from entry-level to executive positions. Of recent note, consumer goods manufacturers, which conventionally have not had their own EC platforms, have begun launching their own Direct-to-Consumer (D2C) channels, as they emphasize omni-channel strategies for both brick-and-mortar and online stores. Digital talent with relevant experience should be especially valuable in this industry.

Characteristics and Elements of Successful Corporate Recruitment

Differentiating from other companies essential to securing candidates

Companies need to sell themselves when recruiting human resources in highly competitive seller’s markets, as in digital talent. When recruiting these candidates, it is especially crucial to let them know what type of and how much data they will work with and to what extent they will have discretion in their duties. Some companies use remote environments, flextime, and corporate culture as their main selling points. However, these conditions are now the bare minimum, making it hard to differentiate one company from another. Our clients will increase their closing rates by skillfully leveraging agents like us to capture the points that candidates truly care about and convey them during an interview.

Yu Takada

Consumer Goods and Retail Division
Team Manager



IT, Digital and Telecommunication

Looking Back on 2021

Strong popularity for flexible work styles, not tied to location

With the coronavirus and the prevalence of remote working, candidates emphasize companies' WFH policies. Candidates much prefer working where there is flexibility, and companies that offer those working conditions tend to be more popular than others. From the company side, those that implement a face-to-face process tend to be left behind, compared to those companies that conduct their interviews fully online. We are also seeing a few companies that have implemented Work from Anywhere, and they are well-received by candidates.

Outlook for Recruitment Trends in 2022

Continued high demand for data scientists, analysts, and engineers

Demand for IT will continue into 2022, as organizations place an emphasis on data-driven decisions to drive businesses. Job functions such as data scientists, data analysts, and data engineers will continue to be in demand in the market. Candidates in other areas, such as developers, project managers, and business analysts, will continue to be in demand as well. Companies that succeed in hiring talent will be those that offer flexible working conditions.

Characteristics and Elements of Successful Corporate Recruitment

Fast, simple interview processes are the key to success

To be successful in hiring, firms should limit the number of interviews as much as possible. It is still a candidate-short market, and many firms are trying to hire the best talent in the market. Those firms that still have a long interview process will lose those candidates simply due to a lack of speed. Typically, those firms that are successful in hiring limit their interviews to two steps. If multiple interviewers must be involved, it would be advisable to group them. Furthermore, many firms still adhere to a rigid process whereby they need to have a number of candidates at a certain interview step before proceeding to the next. Firms should know the profiles of those candidates who will be successful in their environments and act the moment those candidates appear.

Ken Matsuo
IT Division
Team Manager



Manufacturing, Industrial

Looking Back on 2021

Active recruitment of mid-level and senior employees focused on real-world competency

During the first state of emergency, companies halted hiring, reviewed their headcounts, and stopped posting many job openings. However, with the pandemic's end nowhere in sight, many Japanese and foreign companies have reopened recruitment, fueling a significant recovery in the number of general job openings in the manufacturing industry. Many companies explicitly hire more middle- and senior-level workers with real-world competency rather than younger workers. By sector, the renewable energy, data center, semiconductor, robotics, chemical, and plant industries are bolstering their recruitment efforts, with few companies refraining from hiring due to the COVID pandemic. However, as mentioned above, the main focus is on hiring experienced employees rather than entry-level positions, reflecting our impression that many companies are focused on meeting immediate work needs.

Outlook for Recruitment Trends in 2022

Sales positions decline, but demand for engineering positions continues to rise

As the end of the pandemic remains out of sight, fewer companies are not recruiting due to COVID, entrenching the mid-career market firmly in the era of living with the virus. Demand for manufacturing-oriented engineers will be significantly greater than before, as stay-at-home demand has spurred advances in IoT and other digitalization, coinciding with delivery delays in related industries. Conversely, sales and other positions that require face-to-face contact with clients will decrease in number. Even if personnel counts decline due to retirement or other reasons, trends are evolving to cover labor needs with existing numbers.

Characteristics and Elements of Successful Corporate Recruitment

Companies need to find simple, flexible recruitment methods during the pandemic

A feature of companies struggling with recruitment is having many interviews. Having numerous interviewers is especially likely to hinder recruitment. Naturally, the more stakeholders there are for a position, the more people will participate in the interview process. However, the more interviewers there are, the more difficult it is to reach a consensus, and the less likely candidates will become hired.

Moreover, while many companies still prefer face-to-face interviews for the final interview, these organizations are likely to lose candidates to companies comfortable with online interviews. This trend stems from the varying degrees to which candidates are concerned about COVID infection risks and the challenges in scheduling face-to-face interviews. The COVID-19 pandemic requires all companies to seek new recruitment methods rather than remain stuck in conventional practices.

Yuki Amemiya

Manufacturing, Industrial Division
Associate Director



Medical Devices, Pharmaceutical, and Life Sciences

Looking Back on 2021

Pioneering companies optimistic about newly established positions amid COVID's continuing impact

It goes without saying that COVID-19 substantially impacted the market in 2021, as it did in 2020. The government announced its Growth Strategy Action Plan, and the Ministry of Health, Labor and Welfare issued its Pharmaceutical Industry Vision 2021 for the first time in eight years. Nevertheless, the pharmaceutical industry experienced a year in which a series of fraudulent manufacturing practices emerged among generic drug manufacturers. Meanwhile, repeated supply shortages resulted in market confusion and impacted recruitment. On the other hand, many pioneering companies came to us for consulting related to establishing various recruitment criteria, as well as confidential recruitment matters related to newly created positions and other issues not related to securing outstanding human resources.

Outlook for Recruitment Trends in 2022

The following recruitment trends and needs are likely to emerge in the pharmaceutical and medical instrument sectors:

1. Pharmaceutical manufacturers

Market access, medical affairs, medical science liaison (MSL)

In the global market, biopharmaceuticals rank high in terms of sales, as personnel needs are on the rise in regenerative medicine and cell and gene therapy. With the diversification of pharmaceuticals, more companies are bolstering their market access divisions, increasing job opportunities in drug pricing strategy, health economics and outcomes research (HEOR), and health technology assessment (HTA). In Japan, clinical development and safety information management are in high demand as new drugs are developed. In addition, companies will continue to shore up their recruitment in medical affairs and MSLs, as they focus on obtaining insights from scientific and technical liaisons (STLs) and key opinion leaders (KOLs) in the medical field to promote new treatment methods.

2. Medical instrument manufacturers

Digital marketing/sales analysts, business intelligence, commercial excellence

With the trend of promoting marketing automation (MA) to medical device manufacturers, business intelligence (BI) jobs increased. Companies are looking for BI personnel to implement digital tools from the ground up and possess analytical skills. Moreover, business investment in digital health, including prevention and treatment apps and online medical care for general patients, has increased. The resulting competition means there is greater demand for personnel in new business and market access (insurance reimbursement) positions, as the level of interest in non-medical sectors is growing.

Characteristics and Elements of Successful Corporate Recruitment

The following are case studies in successful recruitment campaigns by companies we have supported since last year:

1. Examples of corporate appeal and brand PR

In the life science industry, especially in the health tech field, where companies have many stakeholders and complex business structures, some firms have posted online materials to websites and other media for successful application during the recruitment process. The advantage is that companies can share with candidates presentation slides and corporate PR videos that summarize their work in an easy-to-understand manner.

2. Examples of efforts in confidential projects

Especially for high-layer, difficult-to-hire positions or those with a high degree of confidentiality, companies must first consult and closely communicate with the recruiting agent regarding the recruitment strategy. This requirement prevents leaking more recruitment information (including company name or position title) than necessary to the market. They can either work with one exclusive search firm or select two agents and create a candidate list based on the strengths of each. These approaches allow for approaching specific job seekers in the market on a limited basis, which has proved successful for confidential projects.

Toshiyuki Takahashi

Life Sciences Division
Associate Director



Technology

Looking Back on 2021

Hiring intensifies among cloud-focused companies, sometimes enticing candidates with offers at higher-than-budget compensation

It is a seller's market in 2021, as IT company demand to hire continues its rise amid accelerating corporate investment in DX. As telecommuting became more popular in response to living with COVID, more companies have urgently promoted a shift to the cloud. Recruitment demand is rising, especially among these cloud-focused corporations. As a result, the competition for job seekers is intensifying among companies, especially for those who can make an immediate impact. Job seekers often receive multiple job offers, so companies often offer more favorable compensation packages than initially budgeted to prevent them from rejecting these offers.

Outlook for Recruitment Trends in 2022

Companies continue to expand their workforces, as hiring requirements become more fragmented and specialized

For IT companies, the Japanese market is often seen as a potential market second only to North America. In response, many global companies with advanced technologies have entered Japan in the past few years. As companies rapidly expand their headcounts to meet the increasing demand in the Japanese market, the competition for job seekers will continue. In particular, as the SaaS market continues to grow and services for various industries and sectors emerge, the requirements for job seekers tend to become more segmented. For example, more positions require some sort of expertise, including "sales experience in the financial industry" or "finance and accounting knowledge."

Characteristics and Elements of Successful Corporate Recruitment

Companies promoting companywide recruitment and their appeal tend toward success

Companies that are successful in recruiting even in today's seller's market tend to promote recruitment companywide. Even employees who are not directly involved in the hiring process are actively recruiting talented people by leveraging their own networks to connect with referrals or regularly speaking at recruitment webinars. Furthermore, from the first interview, hiring managers and country managers personally conduct interviews to promote their company's attractiveness and raise job applicants' interest in the company. Such companies have fewer candidates decline job offers, proving successful recruiters even in a seller's market.

Takuya Minami
Technology Division
Team Manager



Japanese IT / Startup companies

Looking Back on 2021

Increased demand for customer success positions and enterprise experience

At the start of 2021, the continued impact of the COVID-19 pandemic led to fewer job postings and halted recruitment. However, there have been no significant changes since then, and job postings are rising. In 2021, the following types of jobs became more common, alongside the old excess demand for engineers and designers:

1. Planning positions that consider the big picture, including management and business planning
2. Customer success positions in the B2B SaaS domain, with the goal of maintaining clients' service contracts and committing to their results
3. Field sales staff with enterprise experience in the B2B SaaS domain
(Business trends in this area are shifting from SMBs to enterprise-oriented sales.)

On the other hand, job seekers are now more concerned about business stability, growth potential, market uniqueness, and other factors that make them feel secure in their work environment than about whether they are at a leading company or a start-up. As a result, last year brought a somewhat conservative trend, with job seekers who have not yet reached 100% motivation for changing jobs ultimately remaining in their current positions.

Outlook for Recruitment Trends in 2022

B2B SaaS companies are booming, alongside increasing hiring for in-house DX positions

Due to the uncertain economic outlook, hiring is still slow, especially among companies that derive their revenue from advertising. Job seekers are also cautious. On the other hand, B2B SaaS companies are generally thriving. Those with horizontal SaaS as their core business are top-rated among job seekers and will continue to show steady growth. In addition to SaaS personnel from Japanese companies, there should also be an increase in companies seeking individuals from foreign companies and those capable of adjusting to corporate business strategies.

The trend toward DX among Japanese companies is also accelerating recruitment among B2B SaaS companies. Simultaneously, leading legacy companies are further accelerating their hiring for internal DX positions to take advantage of this trend. While previously, DX-related positions were kept private and in limited numbers, more companies will be significantly expanding their DX recruitment in the future. However, the fuel driving recruitment will likely be securing human resources and focusing on the cultural fit with the founding business and the core organization. As a result, recruitment publicity and company branding will be vital.

Characteristics and Elements of Successful Corporate Recruitment

Ongoing recruitment branding and strategies for multiple channels are crucial

In the same way that making good products is not enough to sell them, posting jobs is not enough to recruit personnel. Companies must assess the recruitment market and create recruitment branding and formats that fit the current trends over the medium to long term. Successful companies share the following three characteristics:

1. Practical and ongoing recruitment publicity
2. Establishing referral recruiting throughout the company and having many employee ambassadors
3. CEOs and other top management approaching candidates, including with appearances early in the selection process

Various recruitment channels are available, including job advertisements and direct recruiting, not to mention recruitment agencies such as ours. The more precise the strategy in each channel, the more successful the recruitment. At the same time, companies that use conventional job posting and information dissemination methods tend to face more prolonged and challenging recruiting.

Yuichi Aoki
Nikkei Division
Associate Director



Executive Search

Looking Back on 2021

Intensifying competition for bilingual talent; Job seekers finding more options

Industries are transforming, creating new competition for bilingual talent. The automotive industry continues to draw top talent from traditional tech-industry candidates. Japanese companies continue to target internationally minded foreign business talent across skill sets. There have never been so many opportunities from which to choose candidates. This trend toward an even more competitive recruitment landscape will only continue as we are seeing a big increase in candidates' engagement in understanding what new opportunities would look like in different businesses and industries. For job seekers in Japan, there has rarely been a better time to make a career change. Salary increases, work styles, and company work benefits were the main pull factors for candidates who considered moving in 2021. Push factors across the board can be attributed to pandemic fatigue, the ability to work from home and the expectation of working from an office.

Outlook for Recruitment Trends in 2022

Increasing job change opportunities means more job offer rejections; Experience is more important during the screening process

As borders open and work from home continues to develop beyond this normalizing phase to becoming more common, we will begin to see the spread of senior leadership roles throughout the region, specifically in corporate functions. Commercial functions will continue to be driven locally, with a heavy emphasis on digital transformation, omni-channel establishment, and in some cases, metaverse market development. Over the last two years, during the pandemic, there has been a dramatic shift in consumer consumption styles, and this will only continue in 2022.

With increased competition for talent, a candidate's experience with the interview process has never been so important. Job-offer rejection rates will soar, because candidates know that they will have many opportunities to consider, and so they will take their time in choosing which company they want to join. Candidates' priorities will continue to shift as well, with great interest in a potential employer's employee value proposition, sustainability strategies, work-from-home policies, as well as the further development of work-from-anywhere benefits and the transition to a post-COVID work environment.

Characteristics and Elements of Successful Corporate Recruitment

Finding a balance between skill and culture matches is crucial

Cultural Fit vs Skill Set – how to identify candidates who can develop into a role while being a positive addition to a business's culture. Hiring mistakes are often made when the decision is to overemphasize skill sets and experience over a cultural fit. Those who fit the culture of a business have shown the ability to persevere through onboarding, skill development, and challenges within a business. Finding the right balance in your evaluation process will lead to identifying new and viable candidate pools that can be explored and used to help drive decision making, and ultimately to making the right hiring choices.

Recruitment strategies have also been shifting to meet an increased expectation for recruitment partnership and developing a stronger candidate experience to help showcase the leader, the business opportunity, and the culture of the business. There is also a need for greater alignment between agency and hiring managers to ensure candidate exclusivity in an attempt to positively effect time-to-fill and successful hire rates.

Scott Wallace
Executive Search
Director



Finance and Accounting

Looking Back on 2021

Stable demand continues for positions not as susceptible to the latest trends

Finance and accounting are necessary and essential functions for companies. Compared to other business functions, this area remains relatively constant, even during crises, pandemics. This has proven to be the case in the two and one-half years since the pandemic started. This is not to say that it has not been affected, but it has been affected much less than other functions, and in some cases, the demand for certain finance professionals to help in these difficult economic times has increased. Overall, from a recruitment standpoint, we saw a 19% drop in finance and accounting positions from 2019 to 2020. But from 2020 to 2021, we saw an increase of 11.5%. So 2021 was still about 10% lower in job volume in finance and accounting than 2019 was, but it is on an upward trajectory.

Outlook for Recruitment Trends in 2022

Activity recovering among both employers and job seekers

As predicted, after widespread vaccinations in Japan and with almost 80% of the population now vaccinated, there has been a bounce back in job recruitment. Not only have most of the hiring freezes been lifted and active hiring resumed but many more job seekers have

restarted their searches. At the start of the pandemic, many job seekers naturally put their searches on hold to wait for more stable times. Based on the activity we see, this seems to be the case now, and both job seekers and companies seeking talent have bounced back. This is not yet at 2019 levels, but it is a solid, positive upswing, and it looks to continue this way. At the same time, the effect of virus variants has yet to be understood, and we will see how it affects the market.

Characteristics and Elements of Successful Corporate Recruitment

Remote work environments are most important for staff-level positions

In general the talent market in finance and accounting has changed. Though this is true across various industries and functions, we have noticed that for the vast majority of finance and accounting candidates, one of the top requirements is the freedom to work remotely. This demand is particularly widespread among non-managerial staff; however, it is also present in the managerial echelons, but not to the same degree.

Many of us have spent the last two and a half years adjusting to the remote-work style and working from home, and this has become the norm. For many finance professionals, a great deal of overtime is required during monthly, quarterly, and annual reporting periods, and being able to work remotely makes this easier to handle with the time saved on commuting etc.

Recently we have seen many formerly satisfied employees venture back into the job market when their employer stopped or limited their remote-work policy. In other cases, companies with no remote-work policy have not been able to secure any talent, and after several months with no recruitment results, they have implemented remote-work policies to remain competitive in the market. Work styles have fundamentally changed, and companies also need to adapt to be competitive. A flexible, remote-work environment is now a candidate priority, and companies that cannot accommodate this need will clearly lose out in the talent acquisition race. Will your organization take the necessary steps to remain competitive?



Justin Kamihara
Finance and Accounting Division
Associate Director

Human Resources and General Affairs

Looking Back on 2021

The Great Resignations has arrived; HR departments focus on employee development and retention

The Japanese HR job market rebounded sharply in 2021 after a very slow 2020. In 2020, HR professionals responded to the pandemic by rapidly updating policies and regulations to keep employees safe, while trying to maintain productivity and optimize costs in a "new normal" working environment. Hiring plans were uncertain, job seekers sought security, and often HR professionals put their personal career aspirations on hold to support their companies and colleagues. With the Great Resignation in 2021 impacting the war for talent, the focus for HR shifted to attracting, developing, and retaining key employees. This led to a surge of new opportunities in HR jobs as well, and more HR professionals resumed thinking about their own careers.

Outlook for Recruitment Trends in 2022

HR Business Partner role becoming more popular among Japanese firms as well

Many HR skills are in higher demand in 2022. As long as there continues to be a short supply of top global talent in Japan, the demand for talent acquisition, learning and development, talent management, and organizational development professionals will continue to rise.

There continues to be a heavy operational burden on HR in Japan, although there is a desire to move toward a more strategic role—especially in global companies. Client-facing HR Business Partners were once only found in foreign capital companies, but now HRBPs are common in Japanese MNCs as well. Meanwhile, some administrative HR roles will continue to be offshored and outsourced. It can be difficult for professionals with a more administrative / operational focus to gain exposure to HR strategy, so there can be a misalignment between the demand from companies for HR with hands-on operational excellence and with strategic capability.

Characteristics and Elements of Successful Corporate Recruitment

Structural investments in HR are the key to securing human resources

Since HR professionals in Japan often start their careers in another function, candidates may be a little older than their counterparts in other countries. HR job seekers with strong experience and sought-after skill sets often have multiple options and offers, so candidates are going to look for a salary increase in most cases.

Foreign capital companies often localize existing policies for the Japanese market, so it is easier for HR professionals in Japan to gain strategic HR / HR planning experience in consulting firms or Japanese companies. Talent from these areas should not be overlooked, even if there may be a trade-off when it comes to English.

Becoming an employer of choice for HR often means showing the company's investment in HR. Supporting the professional growth of HR employees with a career plan and an organization that allows for mobility within the company can help retain HR talent for the long term. This is especially true for female talent.

Jason Bonitsky
HR and GA Division
Associate Director



Legal and Compliance

Looking Back on 2021

Trends toward focusing on experience for mid- and senior-level employees and seeking potential in young workers

Last year, recruitment increased compared to 2020, but there was still a sense of stagnation compared to the pre-pandemic times. However, the second half of the year exhibited a marked return to form. Companies tended to seek more specific experience from the middle and senior age groups, while looking at the high potential of younger workers even if they lacked experience. The need for qualified legal professionals has also grown more.

For job seekers, younger people are becoming more aware of the breadth of possibilities in future career paths, not only within a single firm. Flexible working styles and working remotely have also become important factors for all age groups.

Outlook for Recruitment Trends in 2022

More job openings related to personal information protection, compliance, and governance

The need for personnel with legal qualifications and English language proficiency will remain high, regardless of age group. Simultaneously, interest in the business and communication with other departments continue to be just as vital as the legal work itself. In terms of work areas, handling Japanese-English contracts and providing business-based legal advice hold importance among hiring companies. Additionally, since the second half of last year, there has been an increase in the number of projects seeking experience in compliance with the Personal Information Protection Act (including GDPR compliance and data security), general compliance (whistleblowing and fraud investigations), and corporate governance. The financial industry continues to exhibit demand for compliance and AML.

Regardless of whether they are Japanese or foreign-affiliated, IT firms, start-ups, companies planning IPOs, and companies aiming to expand globally increasingly need to move their legal work in-house. By sector, this movement is particularly relevant in the finance, manufacturing, IT, and life sciences fields.

Characteristics and Elements of Successful Corporate Recruitment

Flexibility and speed in selection will be an advantage; More candidates want to do side work

Since young, talented candidates with high potential often receive multiple offers, it seems that companies do well in recruitment when they respond quickly and flexibly in their selection process. The way the hiring department handles the process from the first interview also can make a good impression on candidates.

Casual interviews, including explaining the company and its business, held before the formal selection process also tend to increase the candidate's interest in the company, facilitating future discussions.

More and more qualified attorney candidates want to handle a small number of individual matters as an attorney even after becoming a full-time employee. Therefore, one way to recruit suitable candidates could be to allow them to work on the side as long as it does not constitute a conflict of interest.

Kayo Hayashi

Legal and Compliance Division
Principal Consultant



Supply Chain Management

Looking Back on 2021

Recruitment grows in consumer industries, with job postings back at pre-COVID levels

The number of job openings dropped sharply from early 2020 through autumn of the same year due to hiring freezes at many foreign capital firms. However, it has since gradually recovered, returning to pre-COVID levels at this point. During these changes, the following trends emerged:

1. Industries

The growth of e-commerce and the launch of new services in the wake of the COVID pandemic have led to increased hiring, especially in consumer industries, followed by healthcare and industrial products.

2. Positions

In 2020, recruitment increased for supply chain planning (SCP), sales & operations planning (S&OP), and SCM consulting. There was greater demand for structuring and business improvement. In 2021, hiring for indirect purchasing and logistics-related positions increased.

3. Telecommuting status

Telecommuting is uncommon in manufacturing, factory work, and production areas, while most planning-related positions require it.

The overall number of registered candidates for SCM positions did not change significantly between 2020 and 2021.

Outlook for Recruitment Trends in 2022

Increased concentration on hiring for English language skills and immediate results

Many APAC offices for foreign capital firms are located in Singapore, Hong Kong, and Shanghai, with an increasing number of job openings requiring English language skills. While there is still a high demand for candidates with strong English language proficiency and ERP/SAP experience, data show a 15% difference in annual salary between candidates with and without language skills. Companies also tend to seek candidates with experience in the same industry and who can make an immediate impact, leading to more precise hiring requirements. As a result, jobs are concentrated on a certain number of candidates with industry experience, increasing recruitment challenges. When recruiting, companies must carefully assess what are “must-have” requirements and what are “nice to have” requirements. There should also be growth in recruitment in the life science and consumer fields.

Characteristics and Elements of Successful Corporate Recruitment

Better offers must be considered for highly competitive candidates

As mentioned earlier, recruitment for SCM positions is becoming increasingly challenging due to the concentration of job offers given to specific candidates. Therefore, the key to success in hiring is to clarify the recruitment targets and appeal to candidates with the company's strengths while communicating clearly what differentiates the company from its competition. The competition for hiring candidates with English language skills and ERP/SAP experience is also extremely high, so companies will need to carefully consider their requirements and make above-par offers.

Taku Yamashita
Technology Division
Associate Director



Contract Professionals - HR

Looking Back on 2021

Openings nearly at pre-COVID levels, with demand continuing for specialized talent

From the perspective of COVID's impact, demand changes for human resources were notable. While the number of temporary/contract positions available in 2020 was significantly lower than before the pandemic, by approximately 20%, it recovered to near pre-COVID levels in 2021. There was a notable decline in assistant/clerical positions recruitment, with demand remaining stagnant. Meanwhile, demand for high-skilled personnel with expertise in human resources, marketing, supply chains, and healthcare-related fields remained constant. The characteristics of each job category tended to be distinct, with HR particularly needing experienced recruiters and those with payroll and social insurance experience. At the same time, marketing recruited more for digital-oriented positions related to DX. In this context, the high demand for part-time positions and parental leave replacements was also impressive. On the temporary staffing side, there was a clear difference in thinking between those seeking more flexibility and those seeking stability.

Outlook for Recruitment Trends in 2022

An overall seller's market, with shortages in digital marketing and e-commerce personnel

Recruitment is currently a seller's market in many industries, except for the food and beverage and leisure industries, which COVID has significantly impacted. Labor shortages are likely to continue into 2022, especially in digital marketing, e-commerce, and similar industries. Therefore, we expect temporary staffing agencies to increasingly dispatch educated workers even if they lack experience. At the same time, many companies are increasing their budgets to overcome their recruitment challenges, making it highly likely that temporary worker hourly wages will increase moderately. Besides their salary requirements and career direction, temp workers tend to look for organizations with good communication and companies that promote remote work. This trend should continue.

Characteristics and Elements of Successful Corporate Recruitment

Essentials lie in personnel intake systems alongside flexibility in work locations and times

From the standpoint of infection prevention, we currently prefer to give temporary employees online interviews.

In an increasing number of cases, we do not conduct workplace tours of temporary placement sites. Therefore, a challenge is effectively promoting open positions and recruiting companies. Information that more effectively conveys the attractiveness of a client company and its brand image can often make the difference between hiring success and failure. In particular, many workers are interested in whether a company offers flexibility in its hybrid remote/office work environment. Thus the companies that should attract more talent in the future are proactive in developing intake systems, including flexibility in work locations and times and securing necessary equipment. It has also become more challenging to build relationships with workers after they start working than before COVID. Therefore, whether leadership and organizations are devising ways to increase engagement with employees through daily communication and training is crucial in achieving stable employment for temporary employees.

Kango Nakatake
Contract Professionals
Associate Director



Contract Professionals - IT

Looking Back on 2021

IT staffing shortages are becoming more severe, impacting corporate growth and innovation

The year 2021 was another challenging year for many companies. After an initial slowdown in hiring in summer 2020, we have seen an increase in the hiring of IT professionals in general. With so much uncertainty and volatility in the market, many companies took the prudent approach of hiring IT professionals via flexible resourcing solutions.

While we are witnessing an increased demand in hiring, we are also seeing a serious shortage of IT professionals in the market. IT has always been an area that heavily relied on professionals from overseas and, with borders closed for almost two years now, that has seriously impacted companies' growth and innovation.

On the candidate side, we have seen a shift in preference when it comes to working arrangements. Working remotely allows for better focus and uninterrupted work, especially for software engineers, and many candidates expect to be able to work remotely, at least to a certain degree. Yet some companies have brought their teams back together at the office, and many professionals have realized that there is a lot of value in working together in the same office.

Outlook for Recruitment Trends in 2022

Increased investment in DX and cybersecurity

We expect that many professionals will continue to demand flexible work arrangements. That does not mean 100% remote work but rather the ability to choose when and how often they work at the office.

With a shift to consumption taking place online, we will see companies further investing in e-commerce and other platforms that allow them to provide a great digital experience to their customers.

There are two more areas in which we anticipate further growth and investment: first, digital transformation (DX), where companies are looking to redesign their processes to enable remote work, and second, cyber security. We have seen a rapid increase in cyberattacks since the beginning of the pandemic, and companies are now trying to make up for the lack of cyber security investments.

Characteristics and Elements of Successful Corporate Recruitment

Employers also need to consider candidates with future potential

Here are some of the key characteristics of companies that are successful at hiring:

1. A compelling vision and mission that makes professionals want to join them
2. A great experience throughout the interview process, starting with proper employer branding, meaningful job descriptions, and well-structured and engaging interviews
3. Competitive compensation, but more important, flexible work arrangements and nonfinancial benefits

In a rapidly changing world with serious candidate shortages, we also recommend that companies look beyond the experience of professionals and consider their potential. Candidates might meet only seven out of 10 requirements, but with the right training and development, they can be a real asset.

Also, even if a professional ticks all the boxes right now, it is very likely that the role will evolve in the next three to five years. Does the candidate have the right attitude and mind-set to develop and grow?

Fabian Hoshino
Contract Professionals
Associate Director



Salary Tables

Employee Wages by Industry

Banking and Financial Services

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Asset Management	Director	2,000	3,000
	Manager	1,300	1,800
	Specialist	600	1,200
Corporate Planning	Director	2,000	3,000
	Manager	1,300	1,800
	Specialist	600	1,200
	Staff level	700	850
Front Office	Director	2,500	3,500
	Manager	1,800	2,500
	Specialist	1,500	1,800
Operation	Director	1,700	2,000
	Manager	1,200	1,500
	Specialist	900	1,100
	Staff level	700	900
Sales Support	Director	900	1,100
	Manager	700	900
	Staff level	600	700

Construction, Infrastructure

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Construction Engineer	Manager	1,000	1,300
	Specialist	850	1,000
Construction Management	Manager	1,000	1,500
	Specialist	850	1,000
Electrical Engineer	Director	1,200	2,000
	Manager	1,000	1,500
	Specialist	650	1,100
Field Service Engineer / Field Application Engineer	Manager	1,000	1,300
	Specialist	750	1,000
	Staff level	500	750
Sales	Manager	1,000	1,100
	Specialist	700	1,000

Consulting

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Business Consultant	Director	1,400	2,200
	Manager	1,000	1,500
	Senior Consultant	600	1,100
	Consultant	650	800
	Staff level	500	750
DX / IT Consultant	Director	1,400	2,400
	Senior Manager	1,200	2,000
	Manager	1,000	1,500
	Senior Consultant	800	1,100
	Consultant	500	800
HR Consultant	Analyst	450	600
	Director	1,300	2,000
	Manager	900	1,300
Senior Consultant	Senior Consultant	650	1,000
	Consultant	500	650
	Management Consultant	Partner / Associate Partner	2,000
Management Consultant	Director	1,200	2,000
	Manager	1,000	1,500
	Senior Consultant	800	1,100
	Consultant	500	800
	Staff level	450	600
	Marketing Consultant	Director	1,300
Marketing Consultant	Manager	900	1,300
	Specialist	650	1,000
	Staff level	500	650
	SCM Consultant	Director	1,300
SCM Consultant	Manager	900	1,300
	Specialist	650	1,000
	Staff level	500	650
	Strategy Consultant	Partner	3,000
Manager		1,600	2,200
Senior Associate		1,000	1,500
Associate		650	1,000
Business Analyst		500	900

*Seniority varies by company

Employee Wages by Industry

IT			
Unit: JPY 10K			
Title	Seniority	Min Salary	Max Salary
Back-end Engineer	Manager	1,000	1,500
	Specialist	600	1,300
Data Engineer / Data Scientist	Director	1,500	2,000
	Manager	1,000	1,500
	Specialist	700	1,300
Delivery (Sler)	Senior Project Manager	1,000	2,000
	Project Manager	750	1,300
	Project Leader	600	800
	System Engineer	350	550
Engineer (SAP)	Manager	1,000	1,500
	Specialist	800	1,200
Front-end Engineer	Manager	900	1,300
	Specialist	600	1,000
Internal IT	Director	1,500	2,500
	Manager	1,000	1,500
	Specialist	600	1,000
	Staff level	400	600
Machine Learning Engineer	Manager	1,000	1,800
	Specialist	1,000	1,500
Network Engineer	Director	1,500	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600
Project Management	Director	1,500	2,000
	Manager	1,000	1,500
	Specialist	600	1,200
Security Engineer	Director	1,500	2,500
	Manager	1,000	1,500
	Specialist	800	1,000
	Staff level	600	800
Service Desk	Manager	1,000	1,800
	Specialist	1,000	1,500
Software Engineer	Director	1,000	2,000
	Manager	700	1,200
	Specialist	600	1,000
Solution Architect	Director	1,500	2,000
	Manager	1,200	1,500
	Specialist	800	1,200

Manufacturing, Industrial			
Unit: JPY 10K			
Title	Seniority	Min Salary	Max Salary
Automotive Engineer	Director	1,500	2,000
	Manager	1,200	1,500
	Specialist	800	1,300
	Staff level	600	800
CAD Designer	Director	1,000	1,200
	Manager	800	1,000
	Specialist	600	800
	Staff level	400	600
Electrical Engineer	Manager	900	1,200
	Specialist	650	750
	Staff level	500	650
Field Service / Field Application Engineer	Director	1,300	1,500
	Manager	1,000	1,300
	Specialist	750	1,000
	Staff level	500	750
O&M (Operation and Maintenance)	Manager	800	1,200
	Specialist	700	900
Project Management	Manager	800	1,300
	Specialist	500	1,000
Process Engineer	Specialist	700	2,000
QA	Manager	1,000	1,300
	Specialist	700	900
Sales	Director	1,200	2,000
	Manager	800	1,500
	Specialist	600	1,200
	Staff level	400	750
Semiconductor design Engineer	Director	1,400	1,800
	Manager	1,200	1,500
	Specialist	800	1,000
	Staff level	700	900
Semiconductor process Engineer	Director	1,500	2,000
	Manager	1,300	1,600
	Specialist	800	1,100
	Staff level	700	900
Software Engineer	Manager	1,100	1,500
	Specialist	700	1,200

Employee Wages by Industry

Medical Devices, Pharmaceutical, and Life Sciences

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Clinical Development	Director	1,500	2,500
	Manager	900	1,500
	Specialist	600	1,100
Clinical Specialist	Director	1,200	1,500
	Manager	900	1,200
	Specialist	500	900
CMC / Quality Assurance	Director	1,500	2,000
	Manager	900	1,500
	Specialist	600	1,100
CMC / Regulatory affairs	Director	1,500	2,000
	Manager	900	1,500
	Specialist	600	1,100
CRA	Manager	900	1,500
	Specialist	600	1,100
Electrical Engineer	Director	1,000	1,500
	Manager	700	1,000
	Specialist	400	700
Field Service / Field Application Engineer	Director	1,000	1,500
	Manager	700	1,000
	Specialist	400	900
GVP (Device)	Director	1,000	1,700
	Manager	700	1,200
	Specialist	500	900
GVP (Pharma)	Director	1,500	2,500
	Manager	900	1,500
	Specialist	600	1,100
Market Access	Director	1,200	2,300
	Manager	800	1,200
	Specialist	500	800
Medical Affairs	Director	1,500	2,500
	Manager	900	1,500
	Specialist	600	1,100
Medical Device Sales	Director	1,200	1,800
	Manager	800	1,500
	Specialist	400	1,000
Medical Information	Manager	900	1,500
	Specialist	600	1,100
Medical Science Liaison	Director	1,400	1,800
	Manager	900	1,500
	Specialist	600	1,100
Medical Writing	Manager	900	1,500
	Specialist	600	1,100
MR	Director	1,200	2,000
	Manager	800	1,500
	Specialist	400	1,000

Medical Devices, Pharmaceutical, and Life Sciences

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Overseas Sales	Director	1,200	1,800
	Manager	800	1,200
	Specialist	500	900
Pharmacovigilance	Director	1,500	2,500
	Manager	900	1,500
	Specialist	600	1,100
Project Management	Director	1,400	1,800
	Manager	900	1,500
	Specialist	600	1,100
Process Engineer	Manager	700	1,200
	Specialist	400	700
Product Manager (Device)	Director	1,200	3,000
	Manager	900	1,500
	Specialist	700	1,000
Quality Assurance (Device)	Director	1,000	1,700
	Manager	700	1,200
	Specialist	400	900
Regulatory Affairs (Device)	Director	1,200	1,800
	Manager	800	1,400
	Specialist	500	800
Sales	Director	1,000	2,500
	Manager	700	1,500
	Specialist	500	1,200
	Staff level	400	700
Training	Director	1,200	1,800
	Manager	800	1,200
	Specialist	500	800

Employee Wages by Occupation

Finance and Accounting

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Accountant	Director	1,800	2,500
	Manager	800	1,800
	Specialist	500	1,000
	Staff level	350	800
Audit	Director	1,200	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600
Business Analyst	Director	1,200	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600
Controller	Director	1,400	2,000
	Manager	1,000	1,400
Corporate Planning / Business Development	Director	1,200	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600
FP&A	Director	1,000	2,500
	Manager	900	1,800
	Specialist	500	1,200
	Staff level	400	500
Project Management	Director	1,200	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600
Product Control	Director	1,500	2,000
	Manager	1,200	1,500
	Specialist	800	1,200
	Staff level	500	800
Tax Accountant	Director	1,500	2,000
	Manager	1,000	1,500
	Specialist	800	1,200
	Staff level	600	800
Treasury / Credit / Risk	Director	1,200	2,000
	Manager	800	1,200
	Specialist	600	1,000
	Staff level	400	600

C-level

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
CAO	C-level	1,600	2,500
CEO	C-level	2,500	6,000
CFO	C-level	1,800	4,500
CHO / CHRO	C-level	1,800	3,500
COO	C-level	2,200	4,500
CTO / CISO	C-level	1,800	3,500
Executive Director	C-level	1,600	3,000

Human Resources

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Administrator	Specialist	500	700
Executive Assistant	Specialist	500	900
HRBP	Manager	1,000	1,600
	Specialist	600	1,200
HRGA	Director	1,400	2,500
	Manager	800	1,400
	Specialist	600	1,000
	Staff level	400	600
HRIS Manager	Manager	600	800
	Specialist	400	600
L&D	Manager	900	1,500
	Specialist	450	900
TA / Recruiter	Director	1,200	2,000
	Manager	800	1,400
	Specialist	600	1,000
	Staff level	350	600
Translation / Interpretation	Specialist	350	600

Legal and Compliance

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Inhouse Counsel	Expert	800	2,500
Legal & Compliance	Director	1,500	2,500
	Manager	800	1,500
	Specialist	500	1,200
Paralegal	Expert	400	600
Patent	Director	1,200	2,000
	Manager	800	1,200
	Specialist	500	800

Employee Wages by Occupation

Marketing			
Unit: JPY 10K			
Title	Seniority	Min Salary	Max Salary
Brand Marketing	Director	1,000	1,800
	Manager	700	1,200
	Specialist	600	1,000
	Staff level	500	600
Creative	Director	1,000	1,500
	Manager	700	1,000
	Specialist	600	900
	Staff level	500	600
CRM	Director	1,200	1,800
	Manager	700	1,200
	Specialist	600	1,000
	Staff level	500	700
Customer success	Director	1,000	1,500
	Manager	700	1,000
	Specialist	600	900
	Staff level	500	600
Digital Marketing	Director	1,100	2,200
	Manager	700	1,200
	Specialist	600	1,000
	Staff level	500	700
E-Commerce	Director	1,200	2,200
	Manager	700	1,400
	Specialist	600	1,000
	Staff level	500	700
Event Planning	Director	1,000	1,500
	Manager	700	1,000
	Specialist	600	900
	Staff level	500	600
Marketing	Director	1,500	2,200
	Manager	1,000	1,600
	Specialist	700	1,100
	Staff level	600	800
PR&Communications	Director	1,300	2,000
	Manager	800	1,200
	Specialist	700	1,000
	Staff level	500	600
Product Marketing	Director	1,500	2,000
	Manager	1,200	1,500
	Specialist	700	1,000
	Staff level	700	700
Trade Marketing	Director	1,000	1,500
	Manager	700	1,000
	Specialist	600	800
	Staff level	500	600
UI / UX Designer	Director	1,000	1,200
	Manager	700	900
	Specialist	500	700
	Staff level	500	600

Sales			
Unit: JPY 10K			
Title	Seniority	Min Salary	Max Salary
Account Executive	Director	2,000	3,000
	Manager	1,500	2,500
	Specialist	1,000	2,000
	Staff level	700	1,500
Business Development	Director	2,000	3,000
	Manager	1,500	2,500
	Specialist	1,000	2,000
	Staff level	700	1,500
Customer Service	Director	1,500	2,000
	Manager	1,200	1,500
	Specialist	700	1,000
	Staff level	700	700
Inside Sales	Manager	1,000	1,300
	Specialist	700	900
	Staff level	500	700
Overseas Sales	Manager	800	1,200
	Specialist	500	800
	Staff level	400	650
Sales	Director	1,000	2,500
	Manager	700	1,500
	Specialist	500	1,200
	Staff level	400	700
Sales Support	Specialist	500	600
	Staff level	400	500

Employee Wages by Occupation

Supply Chain Management

Unit: JPY 10K

Title	Seniority	Min Salary	Max Salary
Customer Service	Director	1,300	1,500
	Manager	1,000	1,200
	Specialist	600	700
	Staff level	500	600
Demand / Supply Planning	Director	1,300	2,000
	Manager	1,100	1,300
	Specialist	700	900
	Staff level	500	700
Factory / Plant Management	Director	1,300	2,000
	Manager	1,000	1,200
	Specialist	600	700
	Staff level	500	600
Logistics	Director	1,400	2,000
	Manager	800	1,400
	Specialist	400	800
Operation	Director	1,300	2,000
	Manager	1,100	1,300
	Specialist	700	900
	Staff level	500	700
Procurement	Director	1,800	2,500
	Manager	1,200	1,600
	Specialist	700	1,000
Quality Control	Director	1,300	2,000
	Manager	900	1,300
	Specialist	600	800
	Staff level	500	700
SCM	Director	1,300	2,000
	Manager	1,100	1,300
	Specialist	700	900
	Staff level	500	700

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Our services

Founded in 1999, en world Japan is a recruitment partner in the global talent market and operates in three countries in the Asia Pacific region.

We support globally-renowned international and Japanese companies to hire professionals in middle to senior level positions.

We specialize in talent acquisition of clients and career transition of job seekers through offering a wide range of HR solutions such as our perm recruitment, contract professionals, executive search, and Recruitment Process Outsourcing(RPO) services.



Permanent Recruitment

Recruiting mid- to high-level international players



Contract Professionals

Professional staffing for roles requiring expertise



Executive Search

Recruiting organization leaders from around the globe



Recruitment Process Outsourcing (RPO)

enPower

Outsourcing & consulting services optimizing recruitment

Industry Coverage / Functional Specializations

en world consultants are thoroughly versed in an expansive array of industries and professional disciplines. They offer one-stop support, from the initial hiring process all the way through to post-placement support. When you choose en world, you're not getting one lone consultant. You've got the power of an entire team. We continually coordinate information about openings and potential hires, operating such that all our clients, both employers and job-seekers, have the best pool available to find that perfect match.





Corporate Summary

Company Name	en world Japan K.K.
Established	1999
President	Vijay Deol
Website	https://www.enworld.com/en
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