

Michael Page International

Salary & Employment Forecast

Opinions you can count on. **Information you can trust.**

Contents

Welcome	3
Market Outlook	4
Accounting & Finance	6
Financial Services	9
Engineering & Supply Chain	15
Human Resources	18
Office Support	22
Sales & Marketing	25
Technology	28

**Worldwide
leaders in
specialist
recruitment.**

Welcome

Welcome to the Michael Page International Salary & Employment Forecast for 2012.

Michael Page International is a worldwide leader in specialist recruitment. Through our belief in organic growth, rather than by mergers or acquisitions, we have built a truly global business with over 5,000 people in 156 offices across 32 countries worldwide. We have evolved to become one of the best known and most respected recruitment consultancies in the world and are proud to set the standard within our profession for specialist service with a personal touch.

Coming from all major industry sectors, our clients range from market leading multinationals to small and medium sized enterprises.

There are a number of current industry surveys that provide qualitative insight on hiring intentions and salary levels, however the Michael Page International Salary & Employment Forecast combines both quantitative and qualitative research derived

from our national survey of employers and our extensive involvement in the professional labour market.

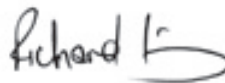
Our national annual survey, completed by more than 520 employers this year, covers a range of issues and trends relevant to today's corporate sector and establishes the Salary & Employment Forecast as a highly reputable report, based on in-depth national research.

The Salary & Employment Forecast provides employers and job seekers with useful insights into the hiring expectations, recruitment challenges and wage forecasts of hiring managers over the coming year, and covers seven key areas of specialisation:

- Accounting & Finance
- Financial Services
- Engineering & Supply Chain
- Human Resources
- Office Support
- Sales & Marketing
- Technology

I wish to thank everyone who contributed to this year's Salary & Employment Forecast and trust you will find the new report helpful and informative. We welcome your feedback and encourage you to contact us for further information or market specific advice.

Kind regards,



Richard King
Managing Director, Japan



Market Outlook

The employment market in Japan remained resilient throughout 2011, despite the temporary impact on hiring activity caused by the March earthquake. Recruitment levels have increased across all professional occupation groups, as companies continue to invest in the talented individuals they need to drive their business forward. Although the market has not yet returned to the hiring boom of 2007, we are seeing strong growth in sectors like technology, sales, marketing, engineering and supply chain, where the demand for top talent is outweighing supply.

Our multinational clients in Japan are broadly optimistic about business conditions and this is reflected in their positive hiring intentions. Our annual employment survey, which this year includes the responses of more than 520 senior managers, reveals that 37% intend to increase staff numbers over the next 12 months. While the level of hiring will be greater in the commercial sector (45%) compared to

the financial services sector (24%), the overall trend points to steady jobs growth in the year to come.

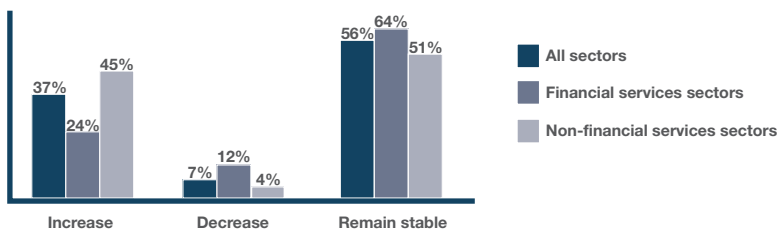
Although the hiring outlook in Japan is positive, an element of caution still exists around the strength of global economic conditions. This uncertainty is prompting some employers to consider more flexible workforce solutions, which has resulted in increased demand for temporary and contracting professionals. We expect this trend to continue over coming months, as employers keep a close eye on developments in international markets.

Most foreign multinational companies in Japan will be awarding their employees salary increases over the next 12 months. The average percentage increase will be in the 1-3% range, however higher rewards will be offered to retain professionals with highly sought after skill sets. In relation to bonus

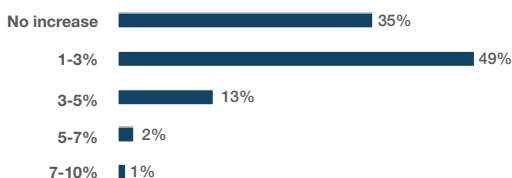
payments, 89% of the employers surveyed said that bonuses would be included as part of the salary package offered to employees throughout 2012. For the vast majority of companies (72%), bonuses will be awarded on a combination of individual, team and company performance.

The shortage of English speaking professionals continues to be the most significant challenge facing multinational companies in Japan. The best bilingual candidates often have multiple job offers to consider, which makes it a competitive market for employers looking to attract and retain top performers. Although salary is important, the most talented professionals want to work for a strong employer brand, in challenging positions with the opportunity for ongoing learning and development, as well as long term career progression.

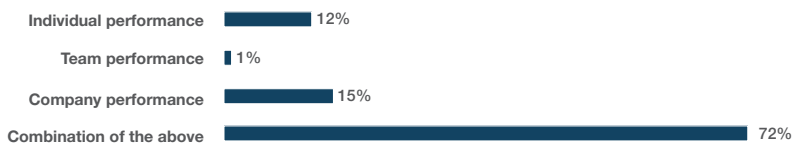
Staffing numbers for 2012 compared to current levels



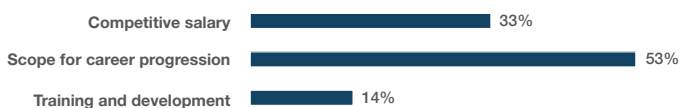
Average percentage salary increases over the next 12 months



Basis for bonuses over the next 12 months

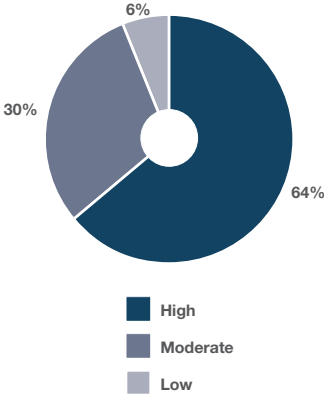


Most important incentive for attraction

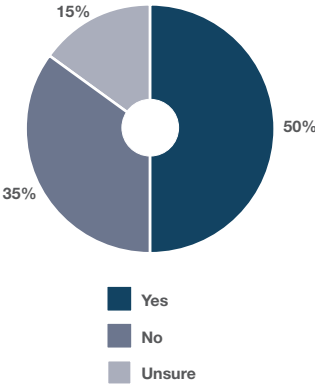


Market Outlook

Level of demand for bilingual professionals



Professionals with bilingual skills command higher salaries



Professional skills shortage in the next 12 months

