

INDONESIA

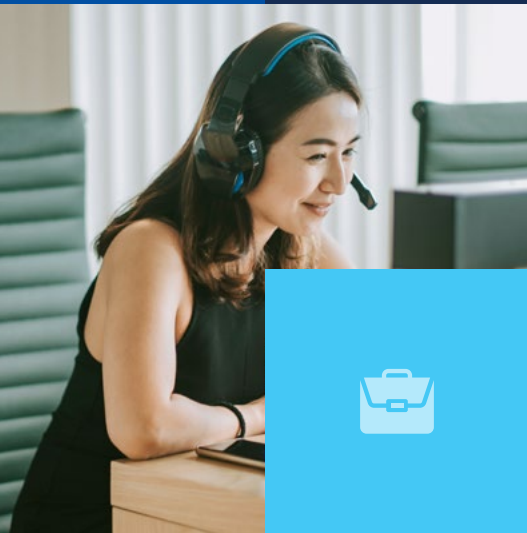
TALENT 20 TRENDS 21



EMPLOYMENT



TALENT
OUTLOOK



RECRUITMENT



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ASIA PACIFIC





FOREWORD

I am pleased to share our Talent Trends 2021 Report, which features insights and market sentiment in Asia Pacific on prominent recruitment and talent-related topics including digital readiness, organisational design, flexible work, leadership, performance management and diversity and inclusion. The results draw from a survey of 12 Asia Pacific markets, with over 5500 businesses and 21,000 employees providing responses, of which 3500-plus are directors or CXOs.

We are focused on four key areas as we look ahead to 2021 and these seem to be closely aligned to the feedback we're hearing from the marketplace.

High potential, talented professionals remain in demand

While this fluctuates from market to market, and sector to sector, these individuals require significant incentive to move from their existing companies with ongoing concerns around job security. Many organisations are choosing to consolidate while protecting the shape of their business in the short-term, yet many are also focused on attracting talented people to allow for future growth.

Growing investment into Chinese companies

We are seeing encouraging signs of recovery across parts of Asia Pacific, particularly in China and Japan. Asian markets have a strong track record of rebounding quickly from past disruptions – and we're beginning to see signs of that again. Business performance within China continues to improve while we also see a clear focus on strengthening relationships with Chinese-owned companies investing in markets outside of China.

Ongoing demand in Technology and Healthcare & Life Sciences

We witnessed strong demand in these areas pre-COVID-19 and throughout 2020. These have proven to be very resilient

areas in terms of recruitment activity. We expect to see ongoing growth and emphasis in these sectors across a variety of job types in 2021 and beyond.

Temporary work and contracting on the rise

This form of employment has been well-established in certain Asia Pacific markets for decades. However, it remains embryonic in several Asian markets with momentum steadily building. The impact of COVID-19 and the related market uncertainty has accelerated the demand for flexible staffing solutions.

At PageGroup, we continue to focus on protecting the shape of our business while having a real eye on the future and the exciting opportunities that exist across Asia Pacific. Encouragingly, many of our clients appear to be adopting the same approach.

This report provides insights into what businesses and employees experienced in 2020, practical learnings and what is expected in 2021. With a footprint across 27 offices and over 1400 people across the Asia Pacific region, we are in a position to interact and engage with thousands of clients and job seekers every day, which provides us with unique and exclusive insights. If you'd like to discuss what might be relevant in your market or have any other recruitment-related questions, please don't hesitate to contact us.

All the best in 2021.

ANTHONY THOMPSON
Regional Managing Director, Asia Pacific
Global Executive Board Director

APAC **OUTLOOK****LEADING
WITH IMPACT**

The COVID-19 pandemic dealt a major blow to the global economy across virtually all sectors and markets in 2020 - the impact varied across countries but all were affected in some way. Recruitment activity for PageGroup in terms of vacancies reduced by 8% to 35% depending on the location. Several businesses reported a much more conservative approach to their hiring strategy, choosing instead to freeze or even reduce their headcount in order to reduce costs. Others focused on maintaining their business shape with longer term growth in mind but always with an eye on the future.

A reduced rate of hiring does not necessarily mean that businesses are shutting their doors to qualified talent altogether. We saw very positive trends upward from Q2 to Q3 and Q4 versus Q3. Optimism certainly exists for 2021, as 42% of businesses said that they are already looking to increase headcount in the coming year.

While the global pandemic presents an unprecedented set of circumstances, business leaders across Asia Pacific responded to these global challenges by implementing:

1. Flexible and remote work policies
2. Digital transformation initiatives to drive efficiency
3. Steps to increase and improve internal communications

KEY INSIGHTS**2021 Top priorities for business leaders**

Driving employee engagement and motivation



Focusing on health and safety of employees



Reviving revenue generation

APAC **FUTURE WORKPLACE STRATEGIES****DIGITAL
TRANSFORMATION**

Throughout the COVID-19 pandemic, digital transformation went from an industry buzzword to a top-of-mind priority for businesses across all sectors and markets. Our survey found that as communication and operations migrated online at a rapid pace, most businesses found ways to quickly adapt to the new normal. Productivity and effectiveness took some hit, at least in the short term, as businesses also reported some challenges with execution due to skills gaps and lack of training.

KEY INSIGHTS**68%**

of companies intend to increase investment in technology and digital tools in 2021

**TOP 3 INVESTMENT AREAS****COMMUNICATION TOOLS**

Video and web conferencing, enterprise social networking services

Benefits

- ✓ Streamlined communications
- ✓ Company knowledge archive
- ✓ Real-time crowdsourced content

Popular tools**COLLABORATIVE SUITES**

Calendar sharing, file sharing, document synchronisation, cloud storage, whiteboards

Benefits

- ✓ Increased creative thinking
- ✓ More flexibility in project direction
- ✓ Increased learning possibilities

Popular tools**CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TOOLS**

Operational CRM, analytical CRM, collaborative CRM, campaign management CRM, strategic CRM

Benefits

- ✓ Dashboards that visually showcase data
- ✓ Improved messaging with automation
- ✓ Efficiency enhanced by automation

Popular tools



APAC FUTURE WORKPLACE STRATEGIES

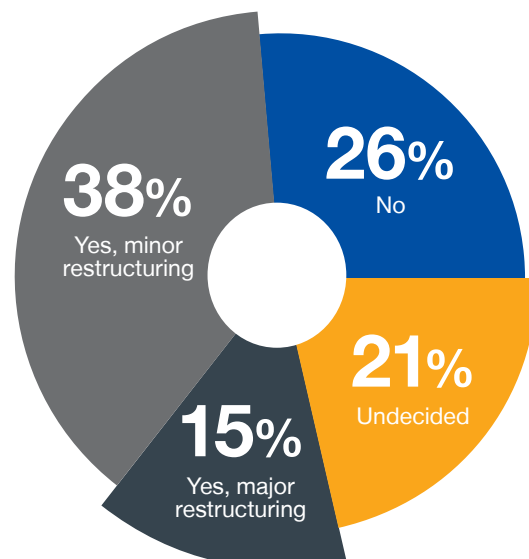
ORGANISATION (RE)DESIGN

The breakout of COVID-19 has adversely impacted revenue for many organisations and brought profound change for many companies in the long term. From our survey findings, adapting to the changing environment is a business priority. Many respondents felt that reviewing organisation design is a necessary focus for future business recovery and growth. According to Anthony Thompson, Regional Managing Director, Asia Pacific, this will impact existing employees, require the attraction of new ones and will see the implementation of a blend of staffing strategies involving permanent, temporary and outsourced solutions.

Our survey results indicate that only 26% of companies are confident that they will not have any form of restructuring in 2021. The way these changes are managed will have a major impact on the ability of these organisations to retain and also attract talent. Feedback from our candidate community in Asia Pacific indicates a strong desire for environments that are agile and progressive, but avoids constant change without a very clear and well-communicated purpose.

KEY INSIGHTS

53% of companies expect to undergo certain levels of restructuring in 2021



APAC **FUTURE WORKPLACE STRATEGIES****BRIDGING
SKILLS GAPS****Many businesses will focus on staffing flexibility to better optimise and allocate resources**

Under normal market conditions, contractors and temporary staff add value by covering critical skills gaps, permanent staffers' holidays, important projects and parental leave — all without incurring substantial risks or certain headcount-related costs and issues. However, during the recovery phase, businesses will want even more staffing flexibility, which is where contractors and temporary staff come into play. Beyond the benefits mentioned above, our survey results found that employers believe contractors and temporary staff afford the freedom to increase or decrease headcount based on short-term business needs. Increasingly, there are specialist contractors preferring this form of employment.

Furthermore, certain business verticals will see a faster rebound than others within the same organisation. Businesses are taking the opportunity to assess the resources currently available, where their priorities truly lie, as well as how these resources can be better optimised and allocated.

KEY INSIGHTS**20%**

of companies would prioritise hiring short-term contractors/temporary professionals to bridge skills gaps arising from investment in digital tools and organisation redesign – this is an increase from 15% in 2019

58%

increase seen by LinkedIn in **contract/temporary job listings globally** in 2020

APAC **FUTURE WORKPLACE STRATEGIES****RETHINKING WORKPLACE FLEXIBILITY****KEY INSIGHTS**

Even though

4 in 5

employees feel equally or more productive working from home, only 5% prefer to work completely remote.

Instead, most employees prefer a blended combination of remote work and at the workplace, citing the need for frequent social interaction.

Our findings also show that **employees prefer to have flexible work timings across the same workdays and total working hours.**

Organisations are recognising that there is **no “one-size-fits-all” workplace or work arrangement.**

According to our survey, working from home, either some or most of the time, in 2021 will be increasingly adopted by companies. However, only 5% of employees in Asia Pacific prefer to work 100% remotely, citing a need for frequent social interaction. Most prefer a combination of working remotely and in a workplace, with 87% of employees in favour of blended flexibility, and having a choice.

Flexible working arrangements preferred by employees

Same total working hours across the same workdays but with flexible timing

52%

Completely flexible at your discretion

27%

My preference is still to have fixed start and end work timings across the weekdays

13%

Compressed work week (4 days work week with extended hours)

8%

When professionals across Asia Pacific are forced to work remotely, with many grappling with the reality of working from home for extended periods of time, 1 in 5 employees found themselves less productive working at home. Past studies suggest that working from home actually makes professionals better at administrative tasks but cited greater challenges with collaboration. Working from home also requires strong technology support, being self-disciplined, and a comfortable working environment. The loss of any elements above may cause a decrease in productivity.

From our findings, it is clear there is no “one-size-fits-all” workplace to suit everyone. Good work can be carried out in different ways across multiple workplaces. Organisations have to recognise that flexible work arrangements should be tailored to individuals and setting a clear definition of flexible work would be the first step towards nurturing the motivation, performance and engagement levels of employees.



APAC **FUTURE WORKPLACE STRATEGIES**

ASSESSING PERFORMANCE: WHAT HAS CHANGED?

With most of the world experiencing some form of city or nation-wide lockdown, businesses have had to move parts of their communication and operations online. As employees migrated from an office setting to a home-based one, they also gained a significant amount of autonomy and trust in activity from their employers. For example, in Asia Pacific, 51% of businesses did not closely monitor their employees' productivity as they have in the past, while they worked remotely.

The need to improve overall performance in a time of unprecedented business disruption became the next crucial challenge once workforces were set up to work from home.

Long-established strategies, plans and processes became redundant overnight, therefore almost all employees' responsibilities were impacted by circumstances out of their control. Assessing them against KPIs that were put in place before COVID-19 became unbalanced, in some cases unrealistic and potentially demoralising.

Our findings indicate it's important to create KPIs and measures relevant to the circumstances, with a key question here being: Will assessing performance revert back post-COVID-19 or is this a lasting change? Time will tell.



KEY INSIGHTS

51%

of organisations in Asia Pacific chose to re-establish new metrics to measure individual performance **by placing greater importance on positive behaviours**

Organisations considered the following points when evaluating individual performances:

- ✓ **Strive for balance and establish how far an individual's personal challenges hampered their ability to complete a task or hit a target**
- ✓ **Allow individuals to take the lead on explaining the outcome, to ensure accountability and ownership**
- ✓ **Recognise positive behaviour change that are valuable to the team during times of crisis**

ATTRIBUTES THAT COMPANIES VALUE IN EMPLOYEES DURING TIMES OF CRISIS



64%

Collaboration



61%

Resilience



56%

Agility



21%

Stress management



5%

Influencing



43%

Initiative



16%

Fast learning



4%

Conflict management

APAC **PEOPLE-FIRST STRATEGIES****LEADERSHIP
COMMUNICATION**

80% of companies surveyed believed they increased transparency in the following areas:

Financial situation

33%

People management

31%

Business strategy

56%

Salaries and bonuses

14%

**KEY INSIGHTS**

Our findings show both employers and their employees found openness and transparency key to effective internal communications

53%

of businesses will maintain or even **increase the frequency of communication and number of channels beyond emails** in 2021

Townhalls and webinars will be staples for effective leadership communication



APAC **PEOPLE-FIRST STRATEGIES****MENTAL HEALTH
& WELLBEING**

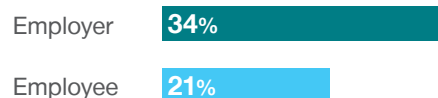
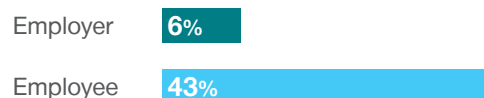
Mental health is a subject that is receiving increased attention in the workplace. As the global pandemic continues, it further emphasises the importance of prioritising the mental health of people throughout any organisation.

Aside from simply being a part of overall health, the direct relationship between mental health and productivity is becoming clear, with multiple studies showing that those who are enjoying sound mental health being generally more productive. A [study](#)¹ by the World Health Organisation found that for every US\$1 invested in mental care programmes, there was a US\$4 improvement in health and productivity. These results are pointing to a truth that a focus on mental health is good for both employees and a company's performance.

From our survey, 9 in 10 employees agree that their top management has communicated more often with them during times of crisis, however, a large proportion of them indicated that workplace empathy had decreased, citing the following reasons:

1. Even though the frequency of leadership communications increased, some employees felt most messages delivered **lack sincerity**.
2. Most managers did enough to abide by their company's health and wellbeing policies but respondents felt that **lacked genuine concern and understanding of employees' circumstances**.

How would you rate workplace empathy in your company now compared to pre-pandemic?

Level of empathy increased**Level of empathy remained the same****Level of empathy reduced****KEY INSIGHTS**

Our findings reveal a need for companies to focus on authentic, empathetic communication. This will help bridge the gap between perceived and real levels of empathy from business leaders

Empathetic Communication Strategies

Some approaches and views from our findings:

- ✓ **Regular pulse surveys with communication on results and actions that will be taken**
- ✓ **The implementation of shadow boards and reverse mentoring programs driving communication upwards, as well as top down**
- ✓ **Training and coaching courses for leaders on how to really connect. Tell stories and bring messages to life**
- ✓ **Clarity and consistency but recognising each individual in the audience is different, with different motivators and emotional triggers**
- ✓ **The emphasis needs to be what is understood and received, not just what is communicated**

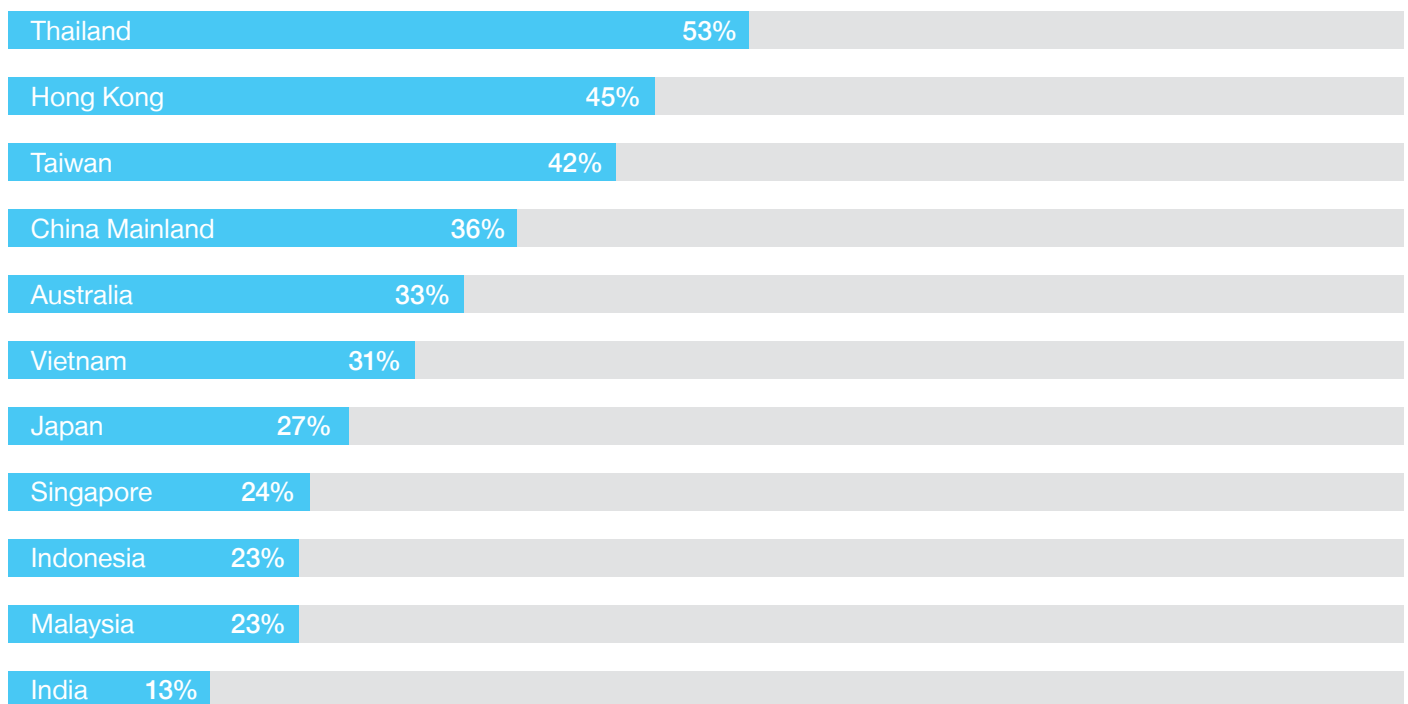


¹ <https://www.who.int/teams/mental-health-and-substance-use/mental-health-in-the-workplace>

APAC **GENDER DIVERSITY****WOMEN IN LEADERSHIP**

When Jane Fraser was appointed as the Chief Executive Officer of Citigroup in early 2020, she became the first ever female CEO of a Wall Street bank. Together with a few other senior female appointments, they pushed the number of female-led companies on Fortune 500 to 37 from 33 in 2019. In Asia Pacific, we saw a 3.5% increase* in the number of new female appointments for senior executive job openings over the last 24 months, reflecting a slow but steady increase in senior leadership diversity.

% of senior executive¹ job openings filled by females in 2020*



Top 3 sectors with highest number of senior female appointments



Industrial &
Manufacturing



Retail



Internet

Top 3 job types with highest number of senior female appointments



Chief Finance
Officer



Marketing
Director



Legal
Director

¹ Senior executive refers to Director/VP level and above
* Information based on PageGroup's proprietary data

APAC **GENDER DIVERSITY****WOMEN IN LEADERSHIP**

As businesses in Asia Pacific recognise the benefits women leaders bring to the board, we expect that we will see increased focus and discussions around gender diversity. In a bid to find out more about women leaders, PageGroup launched a content series titled '[Leading Women](#)' highlighting the professional challenges and life aspirations of female leaders in Asia Pacific.

**KEY INSIGHTS****5 traits many successful female leaders possess****1. Authenticity**

They recognise that showing vulnerability not only conveys transparency, it builds trust and relatability with the team at large, as well as confidence within themselves.

2. Strong belief in the power of mentorship

They are enthusiastic not just to receive it from those that came before, but to pay it forward to others as well.

3. The ability to overcome negative voices and self-doubt

Regardless of background or gender acknowledging their own skills and experience would define their potential to succeed.

4. Humility and curiosity for the new

They are comfortable about not having the right answer all the time and are willing to learn from their teams.

5. Empathy

They offer employees the opportunity to feel heard, and that creates a collaborative and open environment where people are more open to alternative viewpoints and more willing to meet others halfway.

What are your thoughts around mentorship?

"When I mentor other people, I get the opportunity to share my learnings and help people navigate obstacles that they might be facing. On another level, when you are mentoring someone within your industry or organisation, you get to know some of the challenges that people are facing, and it gives you insights to the culture and obstacles. This feedback system allows you to drive change."

Leanne Taylor, Chief Operating Officer, Asia Pacific & Japan at Citrix



"To me, a mentor doesn't need to be very strong. You just need a listening heart and lend your ears in your daily work and in your life. People can see you for who you are. This shortens the distance between you and the mentee, so that you can build up mutual trust."

Jingle Pang, Deputy General Manager & Chief Information Officer at Ping An Technology

What is your tip for women to succeed in male-dominated industries?

"Build a support system and identify allies as you progress through an organisation. This is something that men are generally better at, and I think women can take a leaf from that."

Anita Menon, Chief Risk Officer at Prudential BSN Takaful Berhad



"[It's important to find] both men and women as allies, mentors and sponsors. Also, focus on the transition points in your careers. For example, if you are having kids, you are going to need more support, [so] having the right network is really critical."

Davina Yeo, Chief of Staff at Microsoft Asia Pacific



"[Be] proud of being the only woman in the room. Over time, I understood what it meant to be there, how to leverage the opportunity and minimise the constraints that come with it. It's about getting a seat at the table, remaining there and enjoying every minute of the rollercoaster."

Anna Campagna, Director, Sales Transformation APAC at Heineken Asia Pacific

APAC **OTHER DIVERSITY & INCLUSION****DIVERSITY & INCLUSION**

Organisations prioritise D&I strategies for various social reasons but also extremely compelling commercial ones. According to a [report¹](#) by Credit Suisse, companies, in which women held 20% or more management roles, generated 2.04% higher cash flow returns on investment than companies with 15% or less women in management roles. This was based off a study of 30,000 senior executives at over 3,000 businesses across the world.

High potential talent are also inclined to work for organisations with active D&I strategies, underpinned with current policies and a diverse workforce recognising the commercial returns that diversity brings.

It is clear that many businesses now embrace and implement strategies to reduce bias at the interview stage by designing questions with clarity and fairness based around behaviour and performance. This starts with identifying leaders who carry the right skill set for the position of talent management duties.

Even during the global pandemic, frequent communication, webinars, resources and personal stories continue to be shared across organisations to reinforce their commitment to a culture that takes pride in its focus on D&I and encourages inclusion without exception.

According to Sarah Kirk, Global Diversity & Inclusion Director at PageGroup, businesses have to remember the vital role that senior leadership plays in driving inclusive cultures. Employees can benefit from directly hearing senior executives talk about their career journeys and vision for an inclusive workplace.

Businesses have to remember the vital role that senior leadership plays in driving inclusive cultures.

SARAH KIRK

Global Diversity & Inclusion
Director at PageGroup

¹ <https://www.catalyst.org/research/why-diversity-and-inclusion-matter-financial-performance/>



INDONESIA





Expect genuine recovery in the second half of the year as Indonesia recovers, driving demand for talent.

MARKET

INDONESIA

The impact of COVID-19 has been significant on the economy, though, avoided falling to much more severe levels as initially predicted due to several factors. Companies still see Indonesia as a growth market. So often, when the bigger markets struggle, the smaller markets tend to follow suit. However, Indonesia has managed to maintain and preserve its standing. The economy has been supported by the shift in companies diversifying away from China too. Indonesia had a strong business pipeline of business well before the pandemic hit. Its e-commerce sector, which has also seen continued strong growth over the last three to four years, particularly as unicorns, dominates the talent landscape as Indonesia provides momentum for digital and technology businesses.

Our Talent Trends 2021 report reflects key market insights for the next 12 months ahead of us.

While the level of foreign investment dipped during 2020, we see adequate levels of activity, especially from Chinese companies that are expanding or entering Indonesia. As part of that, we observed that we had more hiring requests for Mandarin-speaking candidates to support due to the demand coming from these businesses.

In the technology space, many of the roles are for e-commerce platforms, start-ups or divisions about to become digital – either traditional sectors looking to ramp up their technology or businesses transitioning further into digital areas. We've seen a strong demand for high potential talent with a technology background, and we have had success bringing Indonesians from overseas back home primarily for tech-related roles.

We see a high demand for top talent within the healthcare and life sciences sector as the pandemic placed critical importance on these roles. Healthcare remains one of Indonesia's more traditional industries; it's been challenging for foreign companies to get into that space. In 2020, we worked with one of the largest hospital organisations, which previously struggled to find quality candidates, and we managed to secure suitable talent.

Our [Membangun Negeri](#) returnee campaign has grown significantly in the last 12 months as global conditions have led to tighter visa controls. While those working overseas aren't necessarily aware of career opportunities in Indonesia, the reality is, there has been a spike in demand for those with leadership skills and an understanding of international business. We are seeing working professionals come from the United States, Europe and parts of Asia. I expect this returnee trend to continue this year.

Overall, companies have become more specific with their recruitment – targeting talent with specific skill sets and ensuring those brought into the organisation can add long-term value. Due to the increased risk factor of 'last one in, first one out', candidates have grown more wary about changing jobs; quite different to the pre-pandemic, high-turnover culture.

We remain cautiously optimistic about recruitment and hiring in 2021. Expect to see genuine recovery in the second half of the year, particularly as Indonesia's manufacturing industry and infrastructure projects regain some momentum, which will generate further confidence in the economy and demand for talent.

OLLY RICHES
Managing Director,
Indonesia & Philippines



INDONESIA

HIRING OUTLOOK

The COVID-19 pandemic and the resulting economic downturn has had a significant impact across the Asia Pacific, and Indonesia was not spared. With that said, optimism is already starting to show, with about 41% of companies in Indonesia looking to increase their headcount and 34% maintaining status quo in 2021.

75%

of those employed
anticipate looking for new
job opportunities in 2021

How do you see your company's headcount numbers trending in 2021?



TOP 5

Sectors with highest hiring activities

eCommerce & Technology

Healthcare & Lifesciences

Financial Services

Industrial & Manufacturing

FMCG

TOP 5

Job types with the highest hiring activity

Technology

Sales

Medicine & Clinical

Human Resources

Digital Marketing



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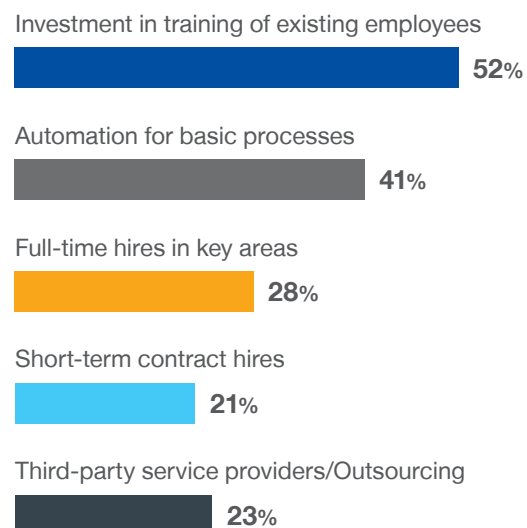
CONTRACTING / TEMPORARY RECRUITMENT

Contracting has been widely adopted as a popular hiring solution by companies and a viable career option for professionals of all levels of experience across the Asia Pacific region. According to *The future of work – A journey to 2022*, released by PWC, 46% of HR professionals expect at least 20% of their workforce to be made up of contractors or temporary workers by 2022. And according to a Michael Page survey conducted in 2018, 55% of professionals in Hong Kong were interested in becoming a contractor. While in China, this figure was 96%, with 75% of companies in China revealing they have hired contractors before.

Both employers and professionals are beginning to see the advantages of contracting. For professionals, it provides flexibility and a variety of experience in a short time. They can be well-paid and can build transferable in the long run. Meanwhile, especially in the economic downturn, professionals are finding that even if there aren't many full-time jobs available in their field, there are opportunities for contract work or project-based roles. And most importantly, if a professional tries contracting and finds that it isn't suitable for any number of reasons, it's relatively easy to find the way back to full-time employment.

There are many advantages to hiring contract, interim or temporary workers as well. Contracting can be the solution to headcount limits or project hire, and can save cost and improve flexibility. Employers only pay for what they get, and that is according to the hours/days the contract professionals worked. Based on this, we can see more companies, over 22%, across APAC seeking short-term contract hire to fill in skills gaps.

How will your company address skills gaps within your current workforce as you move into business recovery?



INDONESIA

PROJECTED ANNUAL
SALARY INCREASES

Although Indonesia registered an economic contraction of between 5% and 7% in 2020,

48%

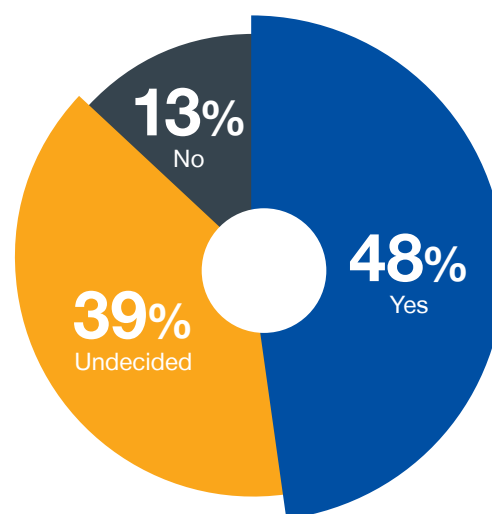
of employers intend to give a salary increase and 39% of employers are undecided.



Benchmark your salary

Retrieve the salary list for Indonesia [here](#).

Does your company anticipate having an annual salary increase for your employees in 2021?



Average annual salary increase by sector

| Key sectors | Average annual salary increase in 2021 |
|-----------------------------------|--|
| Banking & Financial Services | 3.2% |
| E-commerce / Internet | 6.2% |
| Fast Moving Consumer Goods (FMCG) | 10.4% |
| Healthcare & Life Sciences | 15.5% |
| Industrial & Manufacturing | 6.5% |
| Legal | 9.8% |
| Natural Resources & Energy | 5.3% |
| Professional Services | 5.5% |
| Property & Construction | 5.5% |
| Retail | 3.5% |
| Technology | 5.4% |
| Transport & Distribution | 5.1% |



INDONESIA

EXPECTATIONS FOR BONUSES

42%

of companies intend to give out bonus payments. Out of these companies, **42% would give out more than one month's worth of bonus.**

Percentage of companies giving out more than one month bonus by sector

Banking & Financial Services



E-commerce / Internet



Fast Moving Consumer Goods (FMCG)



Healthcare & Life Sciences



Industrial & Manufacturing



Legal



Natural Resources & Energy



Professional Services



Property & Construction



Retail



Technology



Transport & Distribution



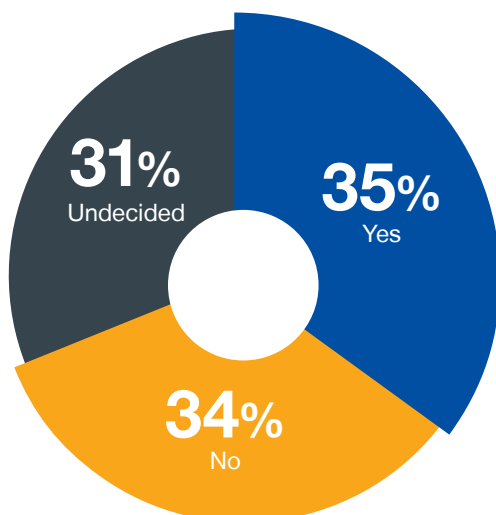
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PROMOTION AND
CAREER PROGRESSION**35%**

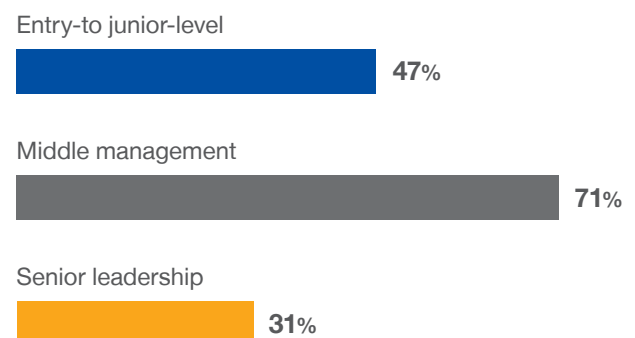
companies anticipate employee promotions to be postponed in 2021. Middle management employees are expected to be most impacted.



Does your company anticipate promotion / career progression plans to be significantly affected in 2021 due to COVID-19?



Which job level(s) would promotion / career progression plans for your employees be affected?



However, **83%** of companies believe that things would change for the better from Q2 2021 onwards.

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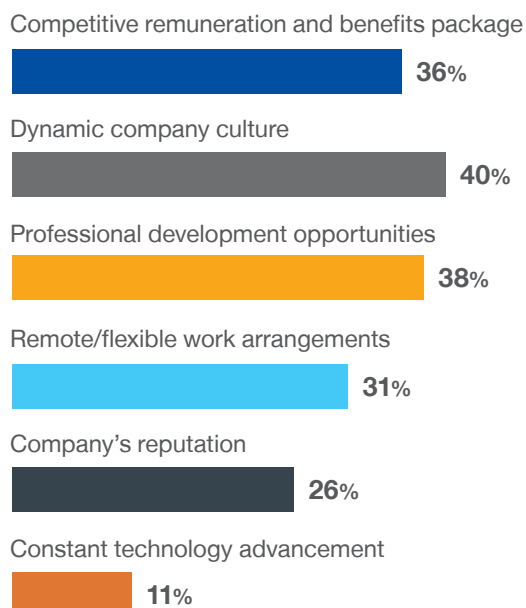
TALENT ATTRACTION STRATEGIES



70%

of respondents state remuneration and benefits as their top consideration when accepting a job offer

Talent attraction strategies by companies in Indonesia



TOP 3

Job offer considerations by job-level

Non-managerial, middle management and Director/VP levels

- 1 Remuneration and benefits
- 2 Professional development opportunities
- 3 Job scope and responsibilities

CXO level

- 1 Remuneration and benefits
- 2 Professional development opportunities
- 3 Job scope and responsibilities

INDONESIA

SALARY EXPECTATIONS



Average remuneration increases for potential new hires in 2021

| | |
|-----------------------------------|-----|
| Banking & Financial Services | 20% |
| E-commerce / Internet | 15% |
| Fast Moving Consumer Goods (FMCG) | 13% |
| Healthcare & Life Sciences | 23% |
| Industrial & Manufacturing | 18% |
| Legal | 23% |
| Natural Resources & Energy | 12% |
| Professional Services | 8% |
| Property & Construction | 15% |
| Retail | 15% |
| Technology | 13% |
| Transport & Distribution | 15% |

Job seekers' average salary expectations on a new job offer in 2021

| Job levels | Average salary expectations in 2021 |
|----------------------|---|
| Non-managerial level | 25% more than their current / last drawn salary |
| Middle management | 22% more than their current / last drawn salary |
| Director / VP level | 15% more than their current / last drawn salary |
| CXO | 15% more than their current / last drawn salary |

5% expect zero increase from their current salary on a new job offer



Benchmark your salary

Retrieve the salary list for Indonesia [here](#).

INDONESIA

ATTRACTING & HIRING TALENT

As companies begin to look beyond the pandemic a question comes up: How will hiring change and evolve in response to changes in the workplace and the world? There are several trends already becoming clear, and these are likely to continue to develop in the upcoming years.

Company's current concerns when recruiting talent

Skills sets and experience



Soft skills



Cultural fit



Headcount budget



Contractors and temp staff in high demand

Contractors and temp staff give companies the flexibility needed during periods of uncertainty.



Quality candidates will continue to command top salaries

Even though there may be many candidates on the market, those with the right combination of experience and soft skills will still command high salaries, and become even more in demand as the market returns to normal.



Focus on purpose and vision

Companies must clearly define their purpose and vision, and understand how to effectively communicate these key messages to stakeholders, clients and prospective employees.



Focus on humans in the recruitment process

Considering the automation opportunities presented by AI and machine learning, the human side of the recruitment process, such as cultural fit, growth potential and evaluating soft skills will become even more important in relation to growth opportunities.



Emphasis placed on soft skills

Soft skills, such as communication, teamwork, relationship management and leadership, will become the differentiating factors between good and great talent.



INDONESIA

BRINGING
INDONESIANS HOME

Membangun Negeri

With our active Membangun Negeri campaign and more than 50 consultants working from our Jakarta office, we are well positioned to connect you with unique job opportunities. Close to 70% of our own consultants are returning Indonesians. We understand your needs as a returning talent and can facilitate a successful match with Indonesia's biggest companies across growth industries.



TOP 3 reasons why returnees come home



Recent returning Indonesians we've worked with

| Job Title | Company | Returning from |
|--------------------------------|--|----------------|
| Retail Controller | Multinational Footwear Company | UK |
| Transformation Project Manager | Leading Healthcare Company | Malaysia |
| Head of Internal Audit | Leading Financial Technology Company | USA |
| Finance Controller | Multinational Household Appliances Company | Vietnam |
| Regional FP&A Manager | E-commerce Company | India |
| Korean Interpreter | Leading Personal Care Business | Korea |
| Korean Interpreter | Multinational Trading Company | Korea |
| Brand Manager | Multinational Alcohol Company | Holland |

Hiring overseas or
returning Indonesians?

We can share advice on the available talent pool, salaries and other hiring trends, even if you're not ready to hire yet. Contact us by using the button below.

[Get in touch](#)
Are you an Indonesian
based overseas?

Get started with your move home by contacting us - many exciting job opportunities await. Returnees who have settled back in Indonesia can also apply.

[Submit your CV](#)

INDONESIA

EMPLOYER BRANDING

Employer branding is an essential factor in a company's ability to attract top talent, as professionals begin to rethink their own purpose and values, and whether those elements align with the companies they are working for. Prospective candidates are becoming increasingly empowered with the wealth of information available to them, from review sites such as Glassdoor to social media to company websites. As a result, strong employer branding can make the difference in a company's ability to land top talent or lose out to the competition.

Companies can no longer simply list out the technical skills needed, along with an offer and expect to attract the right talent. Instead, they must also make it clear who they are, what they stand for and how they intend to work together. Companies are selling themselves to the candidates as much as the other way around in the hiring process.

Along with the offer, candidates are looking at factors such as digital strategy, dynamic working, values, identity and purpose, diversity and inclusion, along with environmental and corporate social responsibility initiatives.

TOP 3

Popular channels for job searches

- 1 LinkedIn job listings
- 2 Online job boards
- 3 Recruitment company's webpages

45%

respondents say they do extensive research before applying for a job

TOP 3

Commonly used platforms for company research



Company websites



Social media



Review Sites

Good employer branding includes the following elements:

- ✓ A strong employee value proposition (EVP)
- ✓ A good company website
- ✓ Positive presence on social media and review sites



TOP 3

Factors influencing job-seekers' perception towards employer brand

Baby Boomer

Born in or before 1965

- 1 Company mission and values that are aligned with theirs
- 2 Healthy work culture
- 3 Strong financial performance

Gen X

Born in or between 1966 and 1980

- 1 Healthy work culture
- 2 Strong financial performance
- 3 Possible career growth opportunities

Gen Y & Z

Born in or after 1981

- 1 Healthy work culture
- 2 Possible career growth opportunities
- 3 Company mission and values that are aligned with theirs

INDONESIA

CANDIDATE
EXPERIENCE

50% of respondents say frustrating experiences during interviews would affect their decision to accept an offer

TOP 3

Common frustrations during interviews

- 1 Process is too long and tedious
- 2 Lack of follow up
- 3 Lack of transparency on expectations and remunerations

As the competition for top talent gets fiercer, companies are adopting a candidate-first mentality and paying more attention to candidate experience, to dramatically improve their recruitment process and win the talent race.

A great candidate experience is made up of several elements, which includes: reducing friction and repetition in the application process; automating time-consuming, low-touch processes to speed up time to fill; having mechanisms to communicate with candidates and answer questions as close to real time as possible; following up with candidates who are passed over and letting them know of other relevant opportunities they might be interested in, and so on.

There are also best practices to improve candidate experience. For example: writing clear job descriptions; setting clear expectations about the recruiting process from pre-application to onboarding; active listening and communicating more often; knowledge, skills and experience deserves genuine consideration for the job to which candidate has applied; providing candidates with information about what to expect at in-person or video call interviews; and importantly, if you want to keep certain candidates in mind for future openings, keep track of them and regularly stay in touch.

5

steps to a successful remote hiring process

**Step 1**

Scrutinise your branding, employee value proposition and write better job descriptions to attract the right talent.

**Step 2**

Assess CVs and pay extra attention to skills and competencies rather than career fluidity.

**Step 3**

Adapt your communication with candidates by utilising video technology.

**Step 4**

Make a strong offer but remember that it isn't just about the money.

**Step 5**

Close the loop with a remote onboarding process, which includes clear communication, as well as regular check-ins and feedback.

INDONESIA

TALENT ATTRACTION TO RETENTION

How a good talent attraction plan is the start of talent retention

When it comes to talent management, there is a fair bit of emphasis placed on talent retention within an organisation. However, many companies miss out on first developing good talent attraction strategies to ensure they are making the right hires in the first place.

To ensure a match between candidate and organisation, companies should clearly define company culture and values and be able to communicate it throughout the hiring process. With smart hiring, companies can ensure continuity of culture and values throughout any challenges.

In addition to culture and values, top professionals will want to know how they can grow within an organisation, along with other factors such as the following:

- ✓ How diverse is the company?
- ✓ What's the peer group they will be working with?
- ✓ What do the leaders stand for, especially in difficult times?

A company that can answer these questions definitively will be able to attract the right talent – and can then shift the focus to retaining them.



INDONESIA

TALENT RETENTION STRATEGIES

As salary and bonus is top of mind,

75% of those employed anticipate looking for new job opportunities, while another **22%** is passively open to new roles in 2021.

TOP 5

Reasons that would cause employees to leave their job voluntarily in 2021

- 1** Lack of growth opportunities
- 2** Better remuneration and benefits package offered by others
- 3** Lack of transparency in leadership communications
- 4** Skills are underutilised
- 5** Company instability

Talent retention is a key element of a company's long-term success and a strong indicator of overall culture, values and effectiveness in bringing employees into an organisation. Enacting strong talent retention strategies can also help ensure that the time and resources invested in training new employees is well-rewarded.

To improve talent retention, organisations must think beyond monetary benefits to provide an overall well-rounded experience for their employees.

Here are several strategies to improve employee retention:

- ✓ Provide frequent opportunities for learning and professional development.
- ✓ Chart a clear path for career advancement that includes key behaviours, goals and KPIs.
- ✓ Communicate transparently and as frequently as necessary.
- ✓ Foster a positive work environment and culture.
- ✓ Seek out regular feedback often and use it to enact change as needed.
- ✓ Offer non-monetary benefits that provide for a good work-life balance.
- ✓ Ensure that culture, vision and values are embodied by management and leaders within your organisation.



INDONESIA

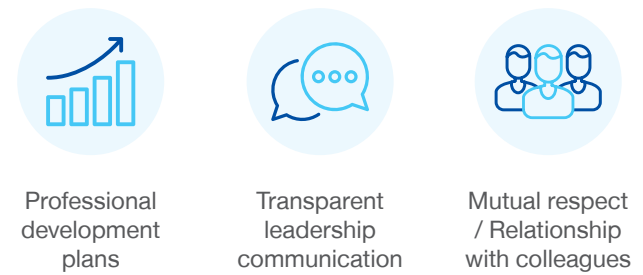
EMPLOYEE EXPERIENCE

Top 3 important aspects of employee experience

| BABY BOOMER Born in or before 1965 | GEN X Born in or between 1966 and 1980 | GEN Y Born in or between 1981 and 1994 | GEN Z Born after 1995 |
|---|---|---|---|
| <ol style="list-style-type: none"> 1 Transparent leadership communication 2 Mutual respect / Relationship with colleagues 3 Professional development plans | <ol style="list-style-type: none"> 1 Transparent leadership communication 2 Professional development plans 3 Mutual respect / Relationship with colleagues | <ol style="list-style-type: none"> 1 Professional development plans 2 Transparent leadership communication 3 Mutual respect / Relationship with colleagues | <ol style="list-style-type: none"> 1 Professional development plans 2 Transparent leadership communication 3 Mutual respect / Relationship with colleagues |

TOP 3 Areas of improvement in employee experience

95% of those employed say their companies have room for improvement in employee experience



INDONESIA

SECTORS IN FOCUS

TECHNOLOGY

HEALTHCARE & LIFE SCIENCES

BANKING & FINANCIAL SERVICES

INDUSTRIAL & MANUFACTURING

FAST MOVING CONSUMER GOODS (FMCG)



SECTOR TECHNOLOGY

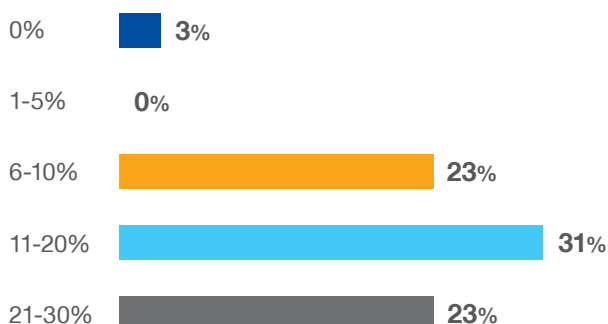
57% of Technology companies in Indonesia expect an **14% increase in headcount** on average in 2021

What is happening in the space?

Despite the economic slowdown in the region and the world, Indonesia's Technology industry continues to forge ahead. The country's booming e-commerce market is driving a large part of this positive momentum, which is supported by a comprehensive, well-established logistics and supply chain network. Technology and internet-based companies will face stronger competition from larger enterprises on talent retention and attraction, and in sectors such as banking, insurance and business services firms. There is still a considerable gap for senior to executive-level candidates in data science, design, product and cybersecurity.

| In-demand roles | Most applied for roles |
|--|--------------------------|
| IT Head | VP IT |
| Product Manager | IT Support Engineer Lead |
| VP Engineering | Senior IT Manager |
| Data Science / Data Analyst, Design (UI/UX) | Tribe Leader |
| | Digital Product Manager |

Remuneration increase to new potential hires across Technology sector in Indonesia



Average annual salary increase in 2021

5.4%

Bonus payout in 2021

38%

of Technology companies anticipate giving out **more than one month of bonus**

Average salary offer for new hires in 2021

20%

more from current / last drawn salary



Benchmark your salary

Retrieve the salary list for **Technology roles** in Indonesia [here](#).

SECTOR **TECHNOLOGY**

TALENT ATTRACTION STRATEGIES

63% of employed Technology professionals anticipate looking for new job opportunities, while another **30%** are passively open to new roles in 2021

TOP 3

Reasons that would cause Technology professionals to leave their jobs voluntarily in 2021



Lack of growth opportunities



Looking for higher pay and better benefits



Skills are underutilised



74% of Technology professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

TOP 3

Considerations for Technology professionals when accepting a job offer in 2021

- 1 Remuneration and benefits**
- 2 Professional development opportunities**
- 3 Job scope & responsibilities**

Talent attraction strategies by Technology companies in Indonesia

Competitive remuneration and benefits package

17%

Remote/flexible work arrangements

51%

Professional development opportunities

43%

Dynamic company culture

46%

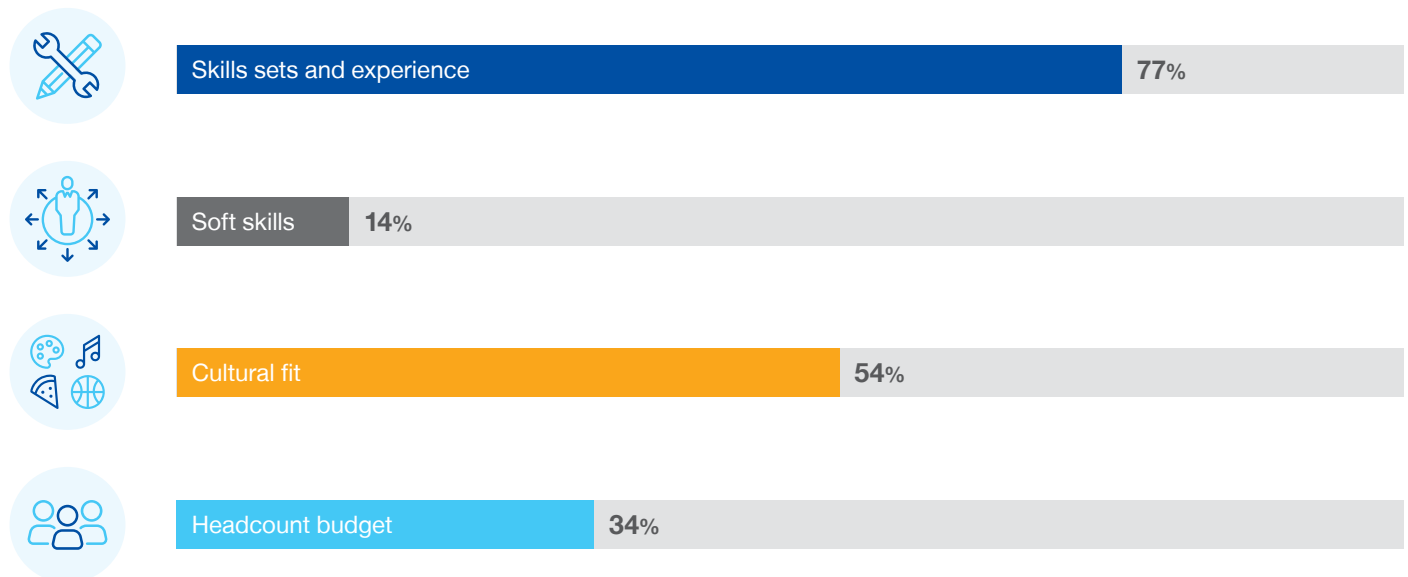
Constant technology advancement

14%

Company reputation

9%

In order to secure talent with the right skills sets and experience, Michael Page Indonesia has an ongoing campaign, the Membangun Negeri returnee campaign, that actively expands the search parameters to attract overseas Indonesian talent and enticing them to come home. This will in turn fill urgent gaps that are still prominent in Indonesia's Technology industry. So far, we have proactively engaged individuals spread across the globe and have successfully repatriated those based in the US, Europe and other parts of Asia.

SECTOR **TECHNOLOGY****HIRING
FACTORS****Biggest considerations for Technology hiring managers when employing new talent**

Technology companies must identify their value-added advantages when recruiting technology talents. Though the supply of technology talents has improved over the years (especially in software engineering functions), it is still one of the most candidate-driven markets. A gap in supply and demand requires companies to evaluate their C&B schemes and overall recruitment and employee experience. Do keep in mind that your company narrative is equally important as the benefits and perks.

Discover more in-demand technology skills and other hiring trends from our 'Humans of Technology' reports:

Humans of Artificial Intelligence (AI)
Humans of Blockchain
Humans of Cybersecurity

(will be available in March 2021)

SECTOR HEALTHCARE & LIFE SCIENCES



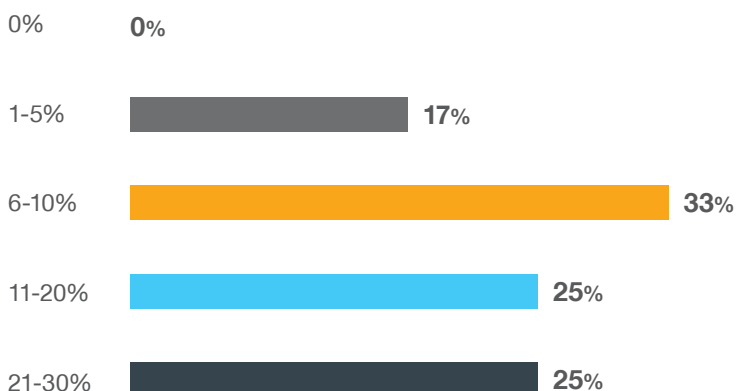
42% of Healthcare & Life Science companies in Indonesia expects a **9% increase in headcount** on average in 2021

What is happening in this space?

The healthcare sector forges amidst the height of the COVID-19 pandemic in Indonesia. Many new medical companies have started investing in businesses with a respiratory portfolio, either in ethical medicine or medical devices. Recruitment in medical aesthetics and life sciences are picking up, too. Meanwhile, pharmaceutical companies are struggling to maintain their headcount and businesses as people are reluctant to go to the hospital these days to avoid exposure to those infected by COVID-19. With considerable uncertainty due to COVID-19, candidates are also quite selective regarding changing jobs, and they may prefer to stay in their current job. Therefore, having the right talent pipeline to meet the increasing complexity of the recruitment scene will continue to be the lifeblood of companies across the healthcare space in 2021.

| In-demand roles | Most applied for roles |
|---------------------------------|--------------------------------|
| Radiographers | Nursing |
| Medical Laboratory Technologist | Medical / Pharmaceutical Sales |
| Clinical Research Personnel | Biotech Investment |
| Specialist Doctors | Service Engineer |
| R&D / Scientists | R&D |

Remuneration increase to new potential hires across Healthcare & Life Sciences sector in Indonesia



Average annual salary increase in 2021

15.5%

Bonus payout in 2021

21%

of H&LS companies anticipate giving out **more than one month of bonus**

Average salary offer for new hires in 2021

23%

more from current / last drawn salary



Benchmark your salary

Retrieve the salary list for **Healthcare & Life Sciences** roles in Indonesia [here](#).

SECTOR **HEALTHCARE & LIFE SCIENCES****TALENT ATTRACTION STRATEGIES****72%**

of employed Healthcare & Life Sciences professionals anticipate looking for new job opportunities, while another **25%** are passively open to new roles in 2021

TOP 3

Reasons that would cause Healthcare & Life Sciences professionals to leave their jobs voluntarily in 2021



Lack of growth opportunities



Looking for higher pay and better benefits



Company instability

**Talent attraction strategies by Healthcare & Life Sciences companies in Indonesia**

Competitive remuneration and benefits package

17%

Remote/flexible work arrangements

33%

Professional development opportunities

35%

Dynamic company culture

58%

Constant technology advancement

17%

Company reputation

33%

76%

of Healthcare & Life Sciences professionals state remuneration & benefits as their top consideration when accepting a job offer in 2021

TOP 3

Considerations for H&LS professionals when accepting a job offer in 2021

- 1 Remuneration and benefits**
- 2 Job scope and responsibilities**
- 3 Professional development opportunities**

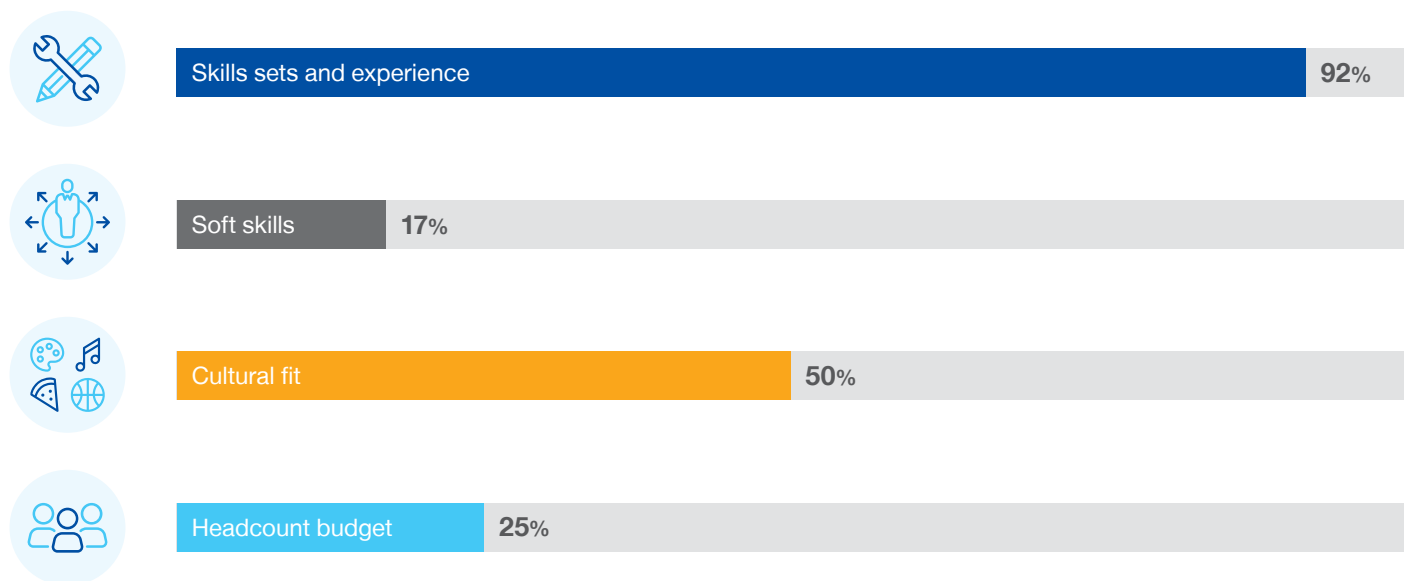
Now that Michael Page Indonesia has officially launched the Healthcare and Life Sciences business, we have started creating more social media presence, with one of the platforms being LinkedIn Premium. Other than that, we utilise Michael Page Indonesia Facebook Page, Telegram and other social platforms to spread the word and reach potential job seekers on job vacancies, especially for niche positions.



SECTOR **HEALTHCARE & LIFE SCIENCES**

HIRING FACTORS

Biggest considerations for Healthcare & Life Sciences hiring managers when employing new talent



With the uncertainty surrounding COVID-19 and the limited amount of HLS talent available in Indonesia, it is crucial to look at the overall remuneration package when hiring. Since one of the key considerations for candidates moving to another job is compensation and benefits, employers must also look at other factors like an insurance package aside from the monthly fixed income to attract talent.

SECTOR BANKING & FINANCIAL SERVICES

42%

of Banking & Financial Services companies in Indonesia expects **headcount to increase by 12%** on average in 2021

What is happening in this space?

The COVID-19 pandemic has also accelerated the digital transformation in the banking sector in Indonesia. Financial Services businesses are rethinking their operations, especially on the digital front, as more Indonesian banks move towards the digitalisation of retail banking products. Businesses also need to identify their essential businesses in order to recover and continue operations without further losses. There isn't a hard and fast rule, so companies need to keep monitoring and evaluating their business continuity, recovery and human resource plans for effectiveness.

With regards to the Insurance markets across Indonesia, whilst General Insurance businesses have struggled during the pandemic, Life & health Insurance businesses have seen an increase in demand

Average annual salary increase in 2021

3.2%

Bonus payout in 2021

23%

of Banking & Financial Services companies anticipate giving out **more than one month of bonus**

Average salary offer for new hires in 2021

20%

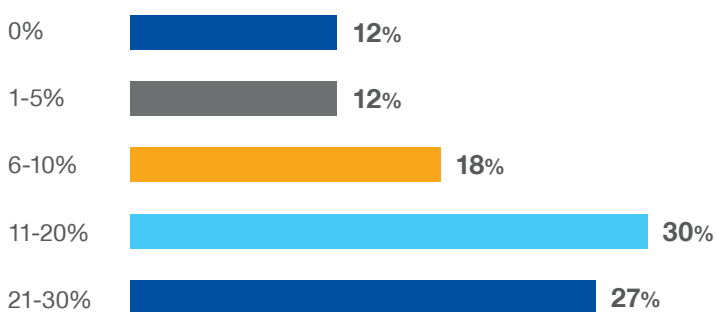
more from current / last drawn salary

SECTOR **BANKING & FINANCIAL SERVICES****IN-DEMAND
ROLES**

| In-demand roles | Most applied for roles |
|------------------------------|------------------------|
| Compliance | Finance / Audit |
| Digital banking | HR Business Partners |
| Retail Credit Risk | Operations |
| Consumer Product Development | Business Development |

**Benchmark your salary**

Retrieve the salary list for **Banking & Finance** roles in Indonesia [here](#).

Remuneration increase to new potential hires across Banking & Financial Services in Indonesia

SECTOR **BANKING & FINANCIAL SERVICES****TALENT ATTRACTION STRATEGIES****71%**

of employed Banking & Financial Services professionals anticipate looking for new job opportunities, while another 24% are passively open to new roles in 2021

TOP 3

Reasons that would cause Banking & Financial Services professionals to leave their jobs voluntarily in 2021



Lack of growth opportunities



Looking for higher pay and better benefits



Lack of transparency in leadership communications

74%

of Banking & Financial Services professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

TOP 3

Considerations for Banking & Financial Services professionals when accepting a job offer

- 1 Remuneration and benefits**
- 2 Professional development opportunities**
- 3 Job scope and responsibilities**

**Talent attraction strategies by Banking & Financial Services companies in Indonesia**

Competitive remuneration and benefits package

27%

Remote/flexible work arrangements

27%

Professional development opportunities

49%

Dynamic company culture

49%

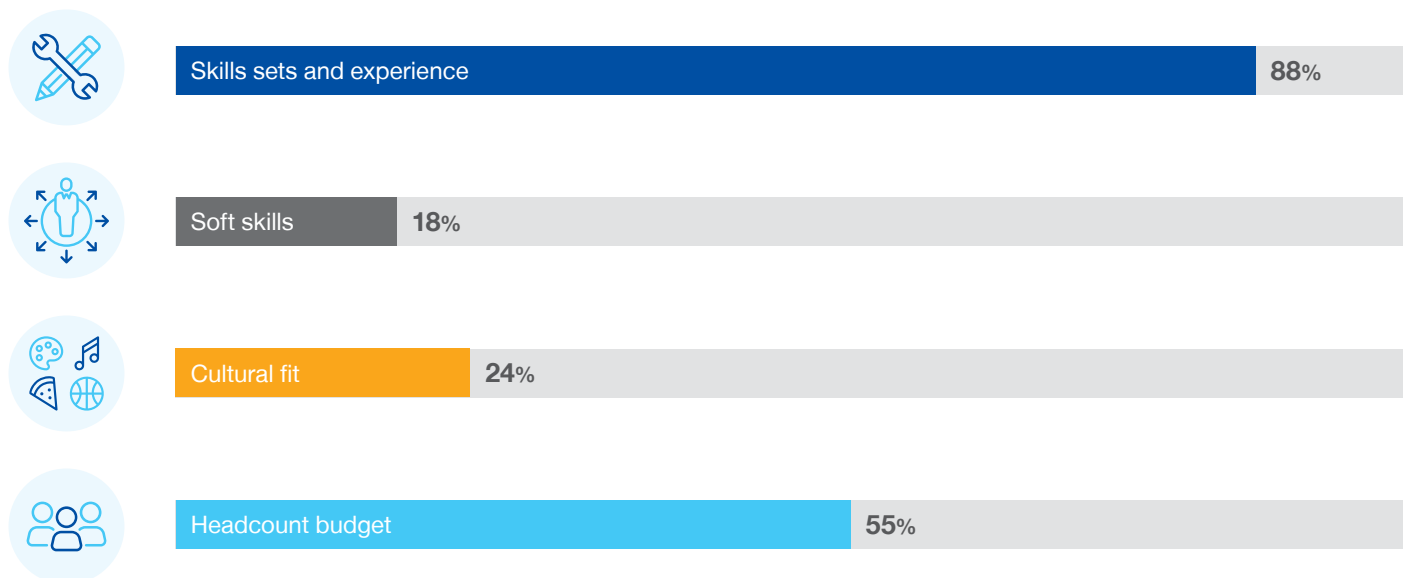
Constant technology advancement

27%

Company reputation

15%

The demand for overseas talent with developed market experience is still prominent. Michael Page Indonesia continues its Membangun Negeri returnee campaign, that actively expands the search parameters to attract overseas Indonesian talent and entice them to come home.

SECTOR **BANKING & FINANCIAL SERVICES****HIRING
FACTORS****Biggest considerations for Banking & Financial Services hiring managers when employing new talent**

Page Group has built closer stronger partnerships with Financial Services firms going through transformation whether that be due to M&A, Digitalisation or new entry into the Indonesian market place. Consulting with these firms to manage expectations on both sides – why the business may be appealing or why the individuals joining may have reservations, doubts or concerns in a market where there is still much uncertainty. An increase in salary is certainly not the only factor candidates are considering when making a move – job security, or the financial health and direction of the business, are coming in as a higher priority. If a hiring business can clearly define the career prospects for the new hire, and show their sustainability plan, the hiring process is far more likely to be successful

SECTOR INDUSTRIAL & MANUFACTURING

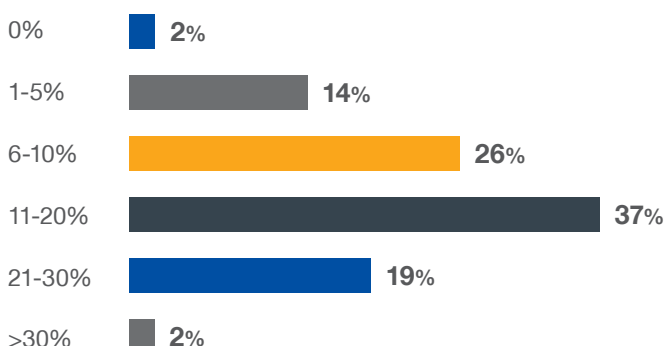
28% of Industrial & Manufacturing companies in Indonesia expect **headcount to increase by 8% on average in 2021**

What is happening in this space?

Due to the recent increase in demand and price for coking coal, gold, and nickel, there is an increase in the mining industry's hiring demand. And this will soon have a positive ripple effect on the entire mining ecosystem from heavy machinery, dry bulk, shipping, tires to mining contractors. The manufacturing companies are further investing in domestic expansion, given that export activities are getting more expensive due to COVID-19. This, in turn, is driving recruitment for new positions in expanded facilities. We also see growth in the production or manufacturing of food ingredients, flexible packaging and logistics.

| In-demand roles | Most applied for roles |
|--------------------------------|--------------------------------|
| Industrial Engineering Manager | Production Manager |
| Production Manager | Engineering Manager |
| Continuous Improvement Manager | Continuous Improvement Manager |
| | Plant Manager |
| | Quality Manager |

Remuneration increase to new potential hires across the Industrial & Manufacturing sector in Indonesia



Average annual salary increase in 2021

6.5%

Bonus payout in 2021

40%

of Industrial & Manufacturing companies anticipate giving out **more than one month of bonus**

Average salary offer for new hires in 2021

18%

more from current / last drawn salary



Benchmark your salary

Retrieve the salary list for **Industrial & Manufacturing** roles in Indonesia [here](#).

SECTOR **INDUSTRIAL & MANUFACTURING**

TALENT ATTRACTION STRATEGIES

74%

of employed Industrial & Manufacturing professionals anticipate looking for new job opportunities while another 23% are passively open to new roles in 2021

TOP 3

Reasons that would cause Industrial & Manufacturing professionals to leave their jobs voluntarily in 2021



Lack of growth opportunities



Looking for higher pay and better benefits



Skills are underutilised



Talent attraction strategies by Industrial & Manufacturing companies in Indonesia

Competitive remuneration and benefits package

49%

Remote/flexible work arrangements

28%

Professional development opportunities

37%

Dynamic company culture

30%

Constant technology advancement

9%

Company reputation

21%

70%

of Industrial & Manufacturing professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

TOP 3

Considerations for Industrial & Manufacturing professionals when accepting a job offer

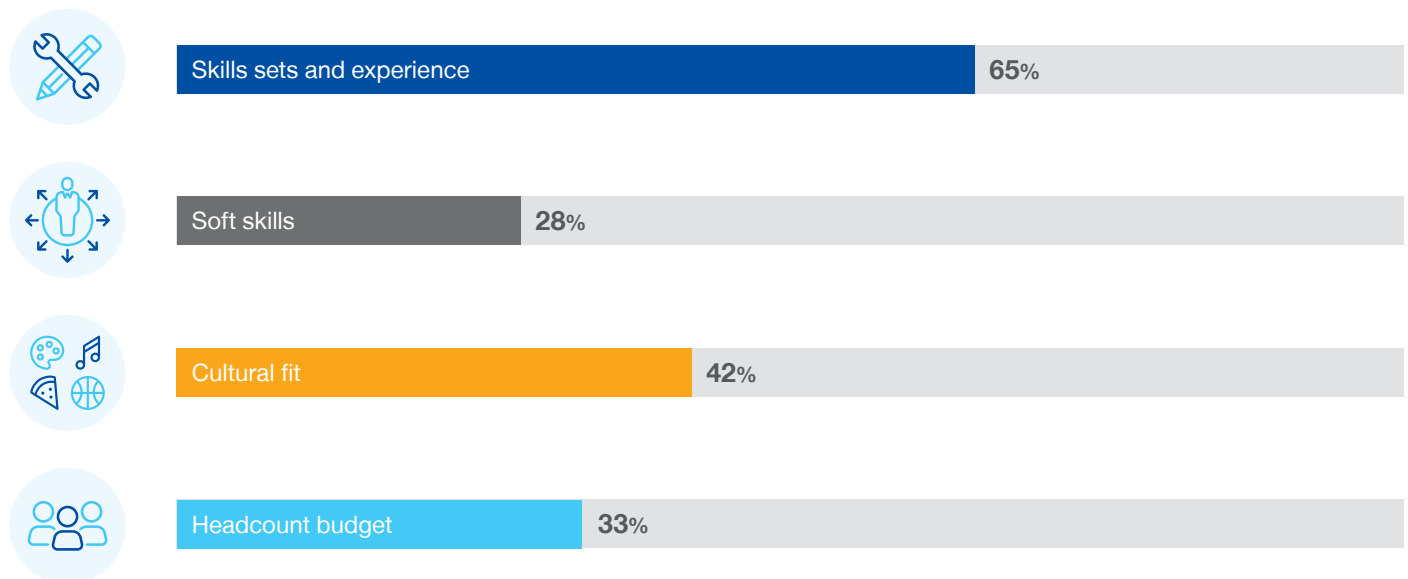
- 1 Remuneration and benefits**
- 2 Professional development opportunities**
- 3 Job scope and responsibilities**



SECTOR **INDUSTRIAL & MANUFACTURING**

HIRING FACTORS

Biggest considerations for Industrial & Manufacturing hiring managers when employing new talent



Beyond the salary package, candidates are also paying attention to the company structure and potential to grow their career regionally. While salary is important, most Industrial and Manufacturing candidates are also willing to move with a lateral salary to another company given that there is a potential to assume more significant responsibilities. Roles that are replacing expatriates are also great positions to offer, as it allows more Indonesian professionals to assume leadership roles previously held only by foreigners.



SECTOR FAST MOVING CONSUMER GOODS

40% of FMCG companies in Indonesia expect **headcount to increase by 7%** on average in 2021

What is happening in this space?

The COVID-19 situation has had a significant impact on consumer behaviour. FMCG companies have been re-assessing their business development plans. There is an immediate demand for e-commerce professionals to support this new consumer behaviour.

Some companies are now investing more in the marketing team to drive a more holistic brand communication message. There is more awareness for a healthy lifestyle, which translates to growth in the nutritional foods, dairy and ready-to-drink categories. We see more companies focusing on new product innovations, attracting foreign investment to expand their businesses to Indonesia.

FMCG companies have stood out as one of the more stable industries during this global pandemic. And it continues to sustain. Therefore, talent from FMCG companies is more cautious about changing job as stability has become a significant influence on their career consideration.

Average annual salary increase in 2021

10.4%

Bonus payout in 2021

62%

of FMCG companies anticipate giving out **more than one month of bonus**

Average salary offer for new hires in 2021

13%

more from current / last drawn salary



SECTOR **FAST MOVING CONSUMER GOODS (FMCG)**

IN-DEMAND ROLES

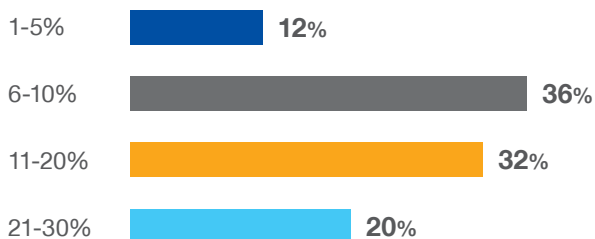
| In-demand roles | Most applied for roles |
|---|--|
| <ul style="list-style-type: none"> Head of E-commerce Sales Director General Manager / BD Head | <ul style="list-style-type: none"> Head of Marketing General Manager BD Manager Head of E-commerce Head of Supply Chain |



Benchmark your salary

Retrieve the salary list for **FMCG** roles in Indonesia [here](#).

Remuneration increase to new potential hires across the FMCG sector in Indonesia



SECTOR **FAST MOVING CONSUMER GOODS (FMCG)****TALENT ATTRACTION STRATEGIES****71%**

of employed FMCG professionals anticipate looking for new job opportunities while another 26% are passively open to new roles in 2021

TOP 3

Reasons that would cause FMCG professionals to leave their jobs voluntarily in 2021



Lack of growth opportunities



Looking for higher pay and better benefits



Lack of transparency in leadership communications

**75%**

of FMCG professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

TOP 3

Considerations for FMCG professionals when accepting a job offer

- 1 Remuneration and benefits**
- 2 Professional development opportunities**
- 3 Company stability**

Talent attraction strategies by FMCG companies in Indonesia

Competitive remuneration and benefits package

44%

Remote/flexible work arrangements

36%

Professional development opportunities

40%

Dynamic company culture

32%

Constant technology advancement

4%

Company reputation

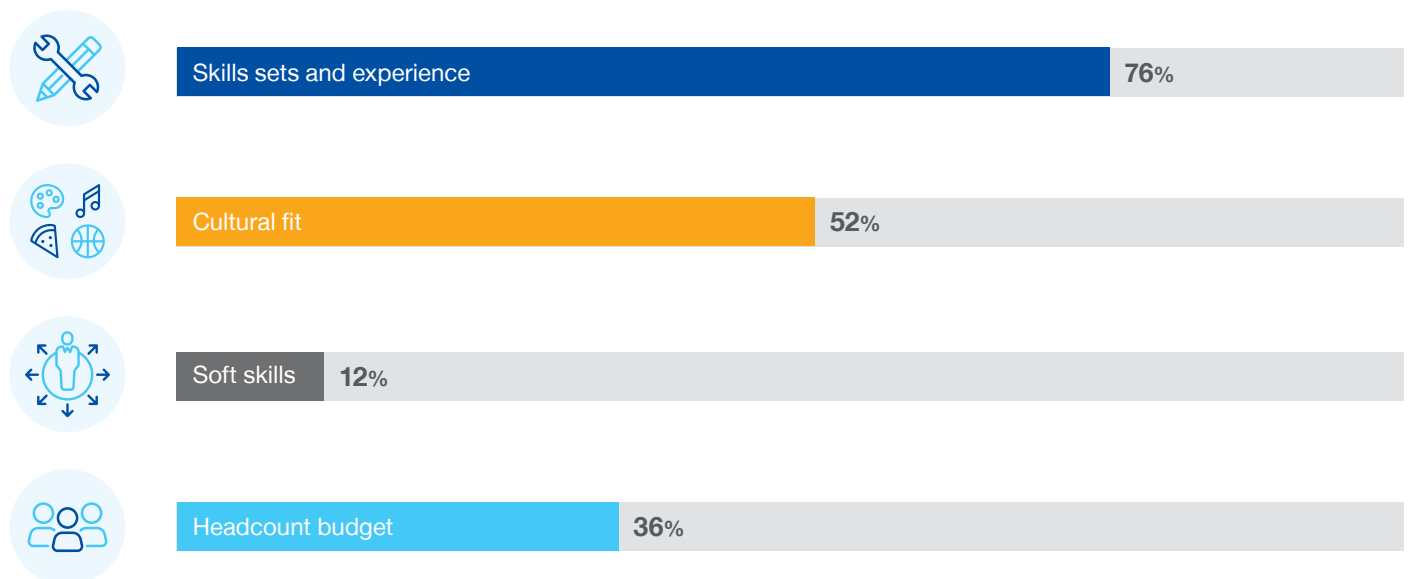
28%

During this challenging time, Michael Page Indonesia continues to build a stronger relationship with candidates in the market by providing advice and educating them on their career plan. As a talent-driven market, there is still quite a gap between companies' expectations vs available talent. We play a major role in bridging this gap; advising clients based on our local knowledge, and providing them with different points of view to help them achieve their business goals.

SECTOR **FAST MOVING CONSUMER GOODS (FMCG)**

HIRING FACTORS

Biggest considerations for FMCG hiring managers when employing new talent.



What is MP doing to help clients find talents?

- Providing bespoke service and solution oriented approach in order secure the right talent for each clients.
- We do more consultative approach particularly for new foreign investment, in order to provide them with local insight.

PAGEGROUP
CHANGES LIVES
for
PEOPLE
through creating
OPPORTUNITY
to reach
POTENTIAL



Michael Page Internasional Indonesia
Level 12, One Pacific Place
Sudirman Central Business District , Jl. Jend.
Sudirman Kav. 52 – 53
Jakarta 12190
Indonesia
T +62 21 295 88800 | F +62 21 295 88801
enquiries@michaelpage.co.id
www.michaelpage.co.id

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