

INDONESIA



2015 WAS A MIXED YEAR FOR THE INDONESIAN RECRUITMENT MARKET.

A slowdown in growth, political challenges, a continuing failure to address critical infrastructure issues and a declining rupiah suggested limited opportunities for specialist professionals. However, the severity of the continued skills shortage meant that demand for international standard, white collar professionals continued to outstrip supply. This is a situation we expect to exist for several years to come.

2015 INSIGHT

While general unemployment has increased (driven by lay-offs amongst unskilled workers) the skilled market continued to suffer shortages of professionals across all areas outside the commodities and oil and gas sectors.

In 2015, this limited talent pool has been narrowed further by the rapid emergence of e-commerce and related industries. As a result, annual pay rises tended to be between 7-12%, with various incentives such as bonuses and non-financial benefits also offered to retain professionals.

Pay rises continue to be the priority for those moving jobs in Indonesia, with overall remuneration increases of 20-40% as standard

and over 50% not uncommon for niche positions. Candidate expectations remained very high (and often unrealistic) throughout the year, leading to protracted and occasionally futile salary negotiations.

2016 EXPECTATIONS

In summary, we anticipate 2016 will follow similar trends to those seen in 2015. In particular, skilled professionals will continue to be in high demand as organisations seek productivity gains; all businesses will focus on recruiting a talented workforce to make the most of efficient processes and technology. Demand from emerging industries will continue to place pressure on more established multinationals in both attraction and retention of staff – particular sector hot spots will include the e-commerce and digital, modern technology, medical/healthcare, insurance and pharmaceutical industries.

Indonesians with business partnering/commercial skill sets, multilingual ability (English in particular) and international experience, will be highly sought after. Key requirements will be IT across the board, digital (both marketing and IT), technical financial, compliance and sales, as the market continues to mature and develop towards international standards.

The demand for Indonesian nationals, currently working or studying abroad, will be particularly acute. However, employers may need to readjust their salary expectations to align with those of returning candidates. These professionals will command a premium in the market, often 20-50% above domestic experience. Businesses looking to attract the best Indonesian professionals will continually need to reconsider their salary packages.

SECTOR TRENDS

Recruitment levels varied markedly between sectors in 2015. In areas such as commodities, oil and gas and other raw materials it was a very tough year, driven by a drop in global pricing. This had a detrimental knock-on effect on companies serving these industries, and caused many expatriate professionals to leave Indonesia.

In a similar macroeconomic shift, many companies that import parts, vehicles, complex machinery or products from overseas suffered financially as the rupiah weakened against the dollar.

By contrast, sectors involving technology, e-commerce and social media saw exponential growth driving very fast expansion. This placed a high level of demand on professionals with relevant skills and experience.



Demand from emerging industries will continue to place pressure on more established multinationals in both attraction and retention of staff. Particular sector hot spots will include e-commerce and digital, modern technology, technical healthcare, insurance and pharmaceuticals.



KEY FINDINGS

Annual pay rises tended to be between 7-12% for those staying in current roles.

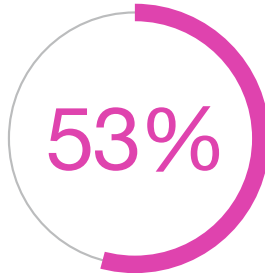
For those changing roles, overall remuneration increases of 20-40% will be standard, with 50% increases for niche positions not uncommon.

Demand for returning Indonesian nationals currently working or studying abroad will be acute

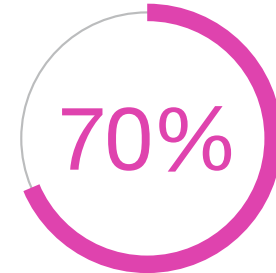


Employers willing to offer 15% or higher salaries to returning Indonesians

Overseas Indonesians who believe their skills are in demand by local employers



Robert Walters Returning Asians Survey 2015.



20-40% (Salary Survey 2016)

Salary increase expected for Indonesians moving roles in 2016

20-50% (Salary Survey 2016)

Salary premium expected for overseas-based Indonesians coming home in 2016

OVERVIEW

ACCOUNTING & FINANCE

In early 2015, demand was particularly strong for commercial finance and financial planning & analysis (FP&A) professionals. A number of large organisations also sought finance directors and commercial managers to fill leadership positions in established finance teams. This trend was particularly noticeable in publicly listed firms, where the key focus was on implementing accurate methods of projecting future cash flows. However, hiring managers found it difficult to attract these professionals as there were very few candidates available.

General market growth and new market entrants, particularly in e-commerce, also created heightened demand for finance professionals. Companies in all sectors were looking for finance managers with bilingual skills to enable better communication with their regional counterparts.

Accounting and finance professionals who had wider experience in business partnering were also sought after. However, there was a limited supply of such candidates as these roles are only available at a few large corporations and people rarely wanted to move roles.

Until the accounting and finance industry matures in Indonesia, we expect to see a continuation of talent shortages. As a result, professionals moving roles will demand 20-40% pay increases in 2016 and beyond.

BANKING & FINANCIAL SERVICES

As Indonesia's financial services market is still relatively immature, hiring managers faced talent shortages across all roles. Despite the slowdown in growth within corporate banking there were high levels of activity in all areas, and credit analysts were particularly sought after to evaluate new clients. Professionals who could develop new business and secure potential prospects were also sought after as financial services companies continued to drive banking and insurance products to market. Conditions are likely to improve in 2016 as government investment, foreign investment and corporate activity will continue to increase in all areas outside oil and gas.

The economic conditions (in particular the rupiah's decline and commodity prices) did produce some financial casualties however, and accordingly professionals with experience in credit restructuring and loan workouts were in high demand.

Growth continued in insurance, general funds and retail banking, which presented opportunities for senior-level professionals such as heads of distribution. Bilingual communication skills, core financial services experience and stakeholder management ability were highly sought after in 2015 and this will continue to be the case in 2016.

With the government's plan to provide greater regulatory freedom, tax incentives and less bureaucracy, the outlook for financial services in 2016 is positive. As a result, those professionals with in-demand skill sets and experience will find the rewards are significant; job movers in 2016 can still expect salary increments up to as much as 60%.

HUMAN RESOURCES

HR continued to play an increasingly important part in companies' strategy during 2015. The ongoing corporatisation of businesses, difficulties in hiring and retaining staff and building of more sophisticated HR frameworks, all led to the best HR talent being highly sought after. Demand for HR professionals was further increased by the rapid emergence of new organisations (such as e-commerce and modern mobile technology) with fast-growing workforces competing in the same talent pool.

As a result, many organisations were prepared to offer at least 25% increases in salary, some even up to 50%, in order to tempt professionals into new roles with increasingly varied and attractive benefits packages.

Across all sectors outside commodities, individuals with various HR skills were in demand. As more companies focused on developing innovative strategies to improve employee acquisition and retention, both talent acquisition and compensation & benefit

KEY TRENDS

- ▶ The government's requirement for companies to bring IT infrastructure (such as data centres) onshore will create more demand for project and program managers, and subsequently IT operations and support roles.
- ▶ As social media becomes a country-wide phenomenon and with an explosion in growth of digital platforms, particularly online retail and mobile, there will be more opportunities for digitally focused professionals.
- ▶ HR professionals with experience in training and development were also in demand as organisations channelled their efforts into expanding and improving the productivity of their businesses.
- ▶ In growing sectors such as e-commerce, pharmaceuticals, telecommunications, life sciences and banking there were numerous legal opportunities, in particular for qualified lawyers with English language skills.
- ▶ The demand for returning Indonesian nationals currently working or studying abroad, will be particularly acute.

professionals had many roles to consider in 2015. Experience in training and development was also in demand as organisations channelled their efforts into expanding and improving the productivity of their businesses. At the senior management level, HR directors with strategic planning experience were valued by organisations for their ability to assist senior leadership in executing their projects.

In addition to multinational companies, Indonesian companies also had plans to strengthen their corporate structure and attempted to modernise their internal processes. This led to an increased demand for HR business partners with both generalist and specialist backgrounds who could assist with HR project and change management programs. Overall, employers found it hardest to recruit strategic HR, industrial relations and, perhaps surprisingly, HR generalists. This was primarily due to a lack of international experience and exposure in the existing talent pool, as well as candidates preferring to specialise in certain niche areas. We anticipate all of these trends to continue into 2016.

INFORMATION TECHNOLOGY

The IT recruitment market was one of the most active and competitive in Indonesia in 2015, with candidates demanding at least 30% salary increments to move roles. One key trend saw global firms outsourcing software development and offshore infrastructure support to Indonesia, creating many job opportunities for engineers. The low take-up of cloud technology will mean ongoing demand in 2016 for in-house IT managers, data centre managers and infrastructure managers.

There was consistent demand for bilingual professionals, particularly those with international or regional experience in multinational companies. Global firms arriving in Indonesia for the first time had relatively new IT teams, and wanted a combination of technical know-how, fluency in English and strategic thinking skills. Strong leadership experience and management skills were also required to develop internal IT teams.

In addition, business analysts and software

engineers skilled in updating technology were needed throughout the year.

Looking ahead, the government's requirement for companies to bring IT infrastructure (such as data centres) onshore will create more demand for project and program managers, and subsequently IT operations and support roles, predominantly in banking and finance. The rapid growth in e-commerce will also fuel demand for developers through to CTOs across the mobile and web spaces.

LEGAL

The Indonesian Government has improved regulation and reduced bureaucracy in many areas as part of an overall effort to attract investment. As a result, the demand for private practice and in-house legal professionals remained steady in 2015. Employers will continue to require lawyers in roles that relate to compliance, risk and regulation throughout 2016.

International law firms in Indonesia maintained their demand for M&A, capital markets and project finance specialists as financial activity intensified. In growing sectors such as e-commerce, pharmaceuticals, telecommunications, life sciences and banking, there were numerous opportunities. Qualified in-house legal professionals with English language skills were the most sought-after candidates across these sectors.

Companies were also increasingly receptive to mid to senior-level candidates wanting to leave law firms and fill in-house roles, although prior industry experience is still preferred. Those who switched jobs in 2015 saw significant salary increments of 30-50%, and this will remain the case in 2016.

SALES & MARKETING

The largest number of sales and marketing job opportunities came from new businesses developing in Indonesia, fuelled by its reputation as one of the prime emerging markets in Southeast Asia.

The country is also experiencing an explosion in the growth of digital platforms, particularly in online retail and mobile, which is connecting the people of Indonesia to the world in unprecedented ways as social media becomes a country-wide phenomenon. Consequently, there was demand for brand and marketing managers at the mid to senior level with knowledge of digital and mobile platforms. Sales and marketing directors with excellent leadership skills and strong business acumen were also needed to lead large teams.

Multinational companies actively sought people to manage key sales accounts in 2015. As many of these roles required strong communication skills and fluency in English, employers looked to Indonesians overseas to fill these needs. However this presented a problem as most companies would only offer packages that were in line with Indonesia's comparatively low rates of pay and fewer benefits. Encouraging talent away from better-compensated roles abroad was a key challenge and will remain so in 2016.

Those people who did successfully move jobs were able to command salary increments of 20-40%, well above the standard 7-10% for those remaining in their roles. This is likely to continue in 2016, as there is a shortage of good salespeople across the board. Hiring managers are having difficulty recruiting candidates with specialist skills, as a majority only have generic sales and marketing backgrounds. With this in mind, hiring managers should look beyond their current sector and focus on candidates' abilities and potential rather than specific technical requirements or experience.

JAKARTA

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
Accounting & Taxation		
Head of Tax	686 - 830m	700 - 900m
Group Accountant	405 - 490m	420 - 550m
Senior Tax Accountant	190 - 220m	200 - 240m
Accountant	132 - 190m	140 - 200m
Tax Accountant	130 - 165m	140 - 180m
Analyst		
Senior Financial Analyst	260 - 365m	270 - 380m
Financial Analyst	160 - 225m	170 - 250m
Audit		
Internal Audit Director	735 - 890m	750 - 1000m
Internal Audit Manager	330 - 440m	350 - 480m
Senior Auditor	275 - 352m	280 - 375m
Auditor	155 - 228m	160 - 240m
Finance		
Chief Financial Officer	1500 - 1840m	1600 - 2000m
Finance Director	1020 - 1250m	1100 - 1400m
Financial Controller	630 - 735m	680 - 800m
Commercial Finance Manager	400 - 500m	430 - 550m
Senior Finance Manager	330 - 550m	350 - 605m
Finance Manager	310 - 430m	330 - 450m
Treasury		
Treasury Manager	330 - 440m	360 - 480m
Treasury Analyst	130 - 170m	140 - 180m

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

JAKARTA

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	ANALYST		AVP		VP	
	2015	2016	2015	2016	2015	2016
Banking Operations						
Cash Management	169 - 293m	195 - 308m	234 - 462m	269 - 650m	700m+	720m+
Credit	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Trade Operations	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Treasury Operations	169 - 293m	195 - 308m	234 - 462m	269 - 650m	560m+	620m+
Corporate Governance						
Compliance/Legal	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	770m+
Credit Risk	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Internal Audit	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Market Risk	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
Operational Risk	210 - 302m	242 - 365m	290 - 700m	334 - 780m	650m+	770m+
Finance/Accounting						
Financial Control	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
Strategic Planning & Analysis	210 - 302m	242 - 450m	290 - 700m	334 - 780m	700m+	720m+
MIS Reporting	210 - 302m	242 - 450m	290 - 700m	334 - 780m	520m+	580m+
Front Office Banking						
Investment Banking	260 - 500m	299 - 550m	374 - 780m	430 - 860m	1200m+	1300m+
Corporate Banking	260 - 450m	299 - 500m	374 - 645m	430 - 710m	800m+	815m+
Equity Sales	195 - 450m	224 - 500m	280 - 780m	322 - 860m	780m+	860m+
Trade Sales	195 - 450m	224 - 500m	280 - 645m	322 - 710m	700m+	720m+
Treasury Sales	195 - 500m	224 - 500m	280 - 780m	322 - 860m	750m+	840m+
Project Management						
Business Analyst	210 - 302m	242 - 500m	290 - 700m	334 - 780m	520m+	580m+
Project Management	210 - 302m	242 - 500m	290 - 700m	334 - 780m	520m+	580m+

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JAKARTA

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Banking & Financial Services						
HR Business Partner	263 - 410m	494 - 585m	473 - 630m	650 - 845m	630m+	975m+
Compensation & Benefits	263 - 410m	390 - 494m	473 - 630m	585 - 715m	630m+	780m+
Training & Development	263 - 410m	390 - 494m	473 - 630m	585 - 715m	630m+	780m+
Organisational Development	252 - 347m	390 - 494m	473 - 578m	585 - 715m	578m+	780m+
HRIS	263 - 410m	364 - 468m	473 - 630m	494 - 635m	630m+	715m+
Commerce & Industry						
HR Business Partner	252 - 347m	364 - 494m	473 - 578m	650 - 780m	775m+	850m+
HR Generalist	252 - 347m	364 - 494m	473 - 578m	650 - 780m	725m+	800m+
Compensation & Benefits	252 - 347m	325 - 455m	473 - 578m	520 - 715m	578m+	715m+
Organisational Development	263 - 410m	325 - 455m	473 - 630m	520 - 715m	630m+	715m+
Training & Development	252 - 347m	325 - 455m	473 - 578m	520 - 715m	578m+	715m+

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INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
CTO/CIO	800 - 1200m	850 - 1250m
IT Sales	600 - 1000m	650 - 1050m
Program Manager	500 - 600m	550 - 650m
IT Manager	400 - 650m	450 - 700m
Project Manager	400 - 500m	450 - 550m
Pre-sales/Architect	400 - 600m	440 - 660m
Infrastructure Manager	300 - 500m	350 - 550m
Business Intelligence Consultant	300 - 400m	330 - 440m
E-commerce Manager	250 - 600m	275 - 660m
Software Developer	200 - 450m	220 - 495m
Business Analyst	200 - 400m	220 - 440m
Systems Engineer	130 - 325m	150 - 350m

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JAKARTA

LEGAL

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
In-house Counsel		
Legal Director	1200 - 1800m	1250 - 1850m
Head of Legal	1100 - 1400m	1150 - 1450m
Legal Counsel	700 - 900m	750 - 950m
Compliance Officer	600 - 700m	650 - 750m
Legal Manager	400 - 500m	450 - 550m
Litigation Specialist	200 - 350m	250 - 400m
Senior Lawyer	200 - 300m	250 - 350m
Private Practice		
Senior Associate	800 - 1000m	850 - 1050m
Associate	400 - 600m	450 - 650m

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JAKARTA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM IDR (RP)	
	2015	2016
Business Development		
Sales & Marketing Director	1170 - 1304m+	1260 - 1400m+
Sales Director	1105 - 1239m+	1190 - 1330m+
Account Director	950 - 1112m+	990 - 1155m+
National Sales Manager	685 - 780m+	740 - 845m+
Senior Business Development Manager	685 - 780m+	740 - 845m+
Business Development Manager	455 - 585m+	495 - 635m+
Key Account Manager	455 - 585m+	495 - 635m+
Sales & Marketing Manager	455 - 585m+	495 - 635m+
Regional Sales Manager	390 - 455m+	415 - 490m+
Marketing		
Marketing Director	1258 - 1358m+	1300 - 1950m+
Marketing Manager	562 - 720m+	650 - 910m+
Trade Marketing Manager	480 - 548m+	520 - 780m+
Marketing Communications Manager	394 - 462m+	395 - 585m+
Channel Marketing Manager	383 - 520m+	390 - 585m+
Senior Brand Manager	383 - 520m+	390 - 585m+
Marketing Research Manager	387 - 455m+	380 - 500m+
Visual Merchandising Manager	292 - 455m+	325 - 580m+
PR Manager	325 - 455m+	325 - 500m+
Brand Manager	325 - 455m+	325 - 455m+

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