



FINDING THE RIGHT ROLE



EMPLOYEE TRENDS



JOB SECURITY

OVERSEAS OPPORTUNITIES








SALARY



2015/2016 EMPLOYEE INTENTIONS REPORT

INDIA

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EXECUTIVE OVERVIEW

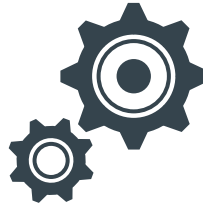
KEY FINDINGS

Employees in India are confident in the job market, as the national employment market continues to develop and expand. With ever-growing career opportunities on the horizon, employees are growing increasingly aware of their own value in the market. This is leading to:



HIGH SALARY EXPECTATIONS

More than a third of survey respondents expect to receive a salary increase of 26% or more when changing roles



HIGH TURNOVER

82% of employees intend to change roles in the next 12 months



A GROWING INTERNATIONAL FOCUS

76% of surveyed employees would consider overseas opportunities in the next 12 months

Whilst market conditions are clearly impacting the expectations of employees, it is worth employers reviewing and fine-tuning their attraction and retention strategies so that they can bring in and keep the best talent. Read on for more key insights into India's employment market from the employee perspective.

METHODOLOGY

The 2015/2016 Michael Page India Employee Intentions report is based on the online survey responses of more than 300 employees in India and supported by insight gleaned from conversations with thousands of professionals. Survey participants represent a broad range of professional occupation groups and hold positions ranging from entry level to senior management. The scope of the report includes key insights into employee preferences for attraction and retention, salary expectations and their view on the predicted employment outlook.

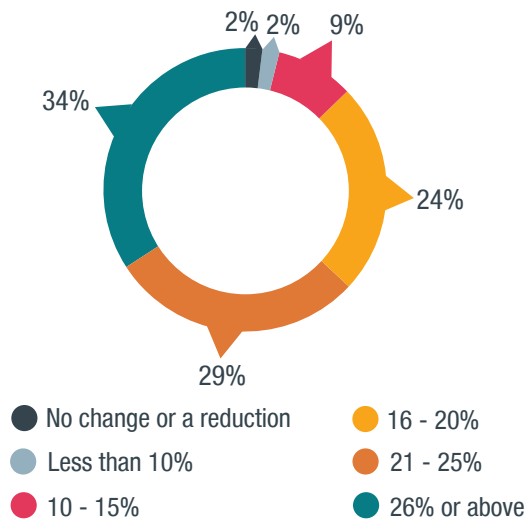
ATTRACTING NEW TALENT

SALARY EXPECTATIONS IN A NEW ROLE

Employees in India expect significant salary increases when changing roles, with the most commonly expected increase being 26% or above (for 34% of survey respondents). A further 29% of respondents expect an increase of 21-25%. This could be indicative of a sample of respondents showing a more reasonable approach to salary expectations or an awareness of their company's policies and/or financial situation.

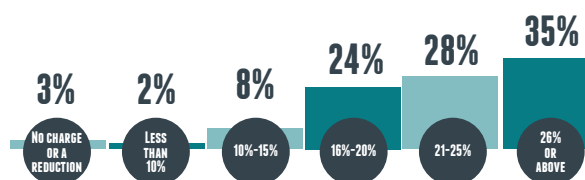
Male employees are more aggressive than their female counterparts when seeking salary increases to change jobs, with 35% of men expecting a raise of 26% or more, compared with 21% of females who expect the same.

WHEN CHANGING JOBS, WHAT IS THE MINIMUM INCREASE ON FIXED COST TO COMPANY (CTC) YOU WOULD ACCEPT?

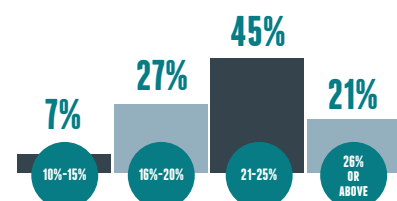


35% OF MEN ASKING FOR A RAISE OF 26% OR MORE WHILE 45% OF WOMEN ASKING FOR A RAISE OF 21-25%

MALE



FEMALE



ATTRACTING NEW TALENT

KEY CONCERNS FOR EMPLOYEES CHANGING JOBS

Scope for career progression is the most important factor when changing jobs for almost two-thirds of survey respondents (65%), ahead of an increase in salary (56%) and company brand and reputation (45%). Learning and development opportunities are important for 34% of employees, and a better title is a key decision maker for 31%. There is a slight variation in male and female preferences, with females more likely to value company brand and reputation than salary (52% as compared with 48%). Male respondents reverse this trend, with 57% valuing salary and 46% company reputation.

WHICH FACTORS ARE MOST IMPORTANT TO YOU WHEN CONSIDERING A NEW ROLE?*



65%

Scope for career progression



56%

Increase in salary



45%

Company brand and reputation



34%

Learning and development



31%

Better title / promotion



23%

Potential for overseas career opportunities



18%

Workplace flexibility



14%

Office location / accessibility



2%

Other**

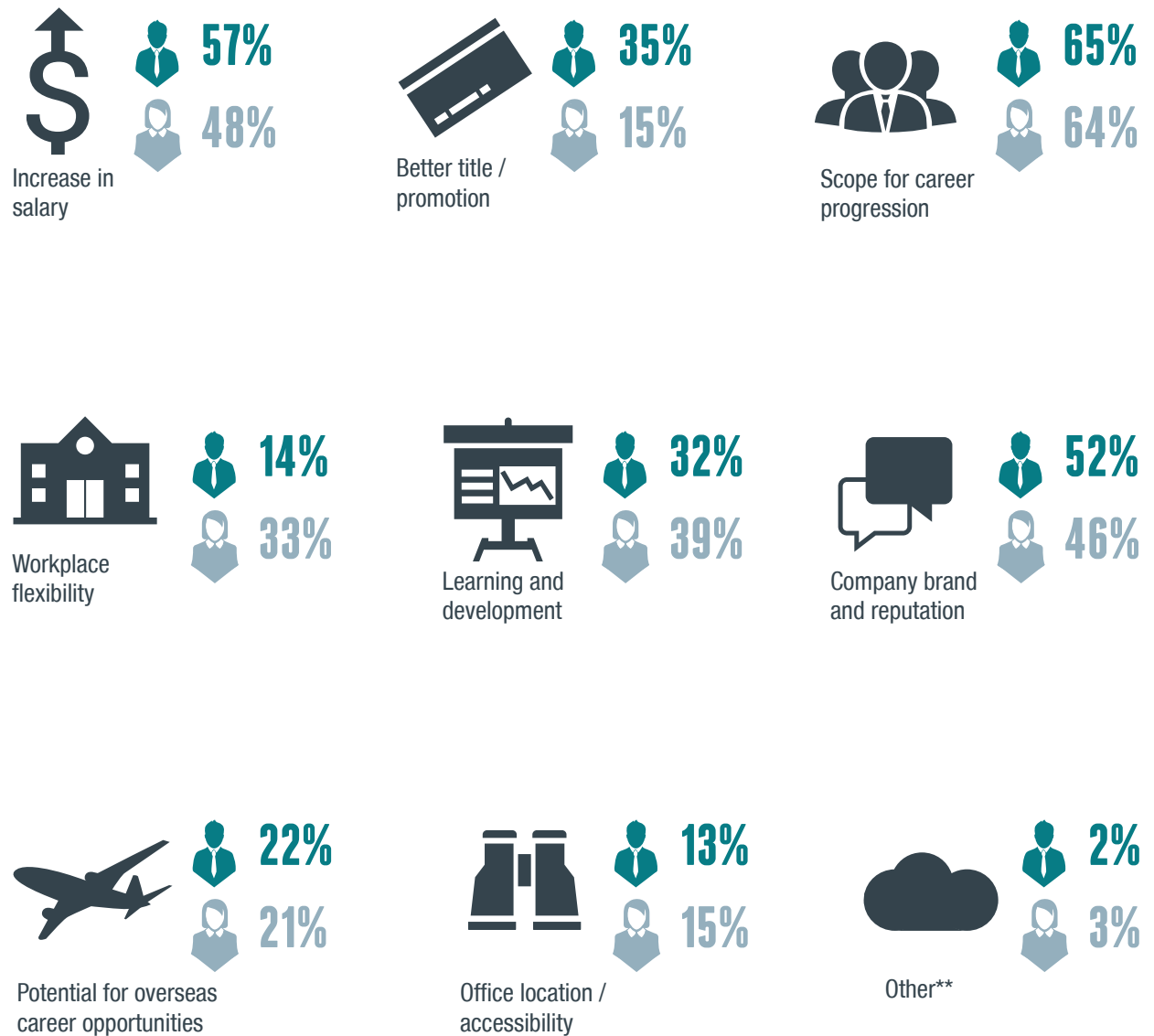
* More than one option could be selected

** Job security, job satisfaction, more challenging job

ATTRACTING NEW TALENT

KEY CONCERNS FOR EMPLOYEES CHANGING JOBS

WHICH FACTORS ARE MORE IMPORTANT TO YOU WHEN CONSIDERING A NEW ROLE?
BREAKDOWN BY GENDER*



* More than one option could be selected

** Job security, job satisfaction, more challenging job

ATTRACTING NEW TALENT

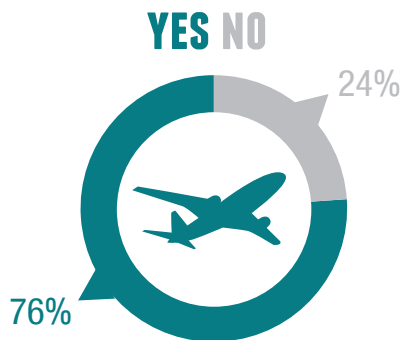
INTERNATIONAL OPPORTUNITIES

International opportunities are important for employees in India, with 76% indicating they would consider looking for overseas career opportunities in the next 12 months. There is no definitive leader when it comes to preferred overseas locations: 29% would prefer to remain in Asia, with Singapore as the top location, however, many respondents indicated they would be willing to relocate anywhere in the world. Other popular locations include the Middle East, North America, Australia and New Zealand.

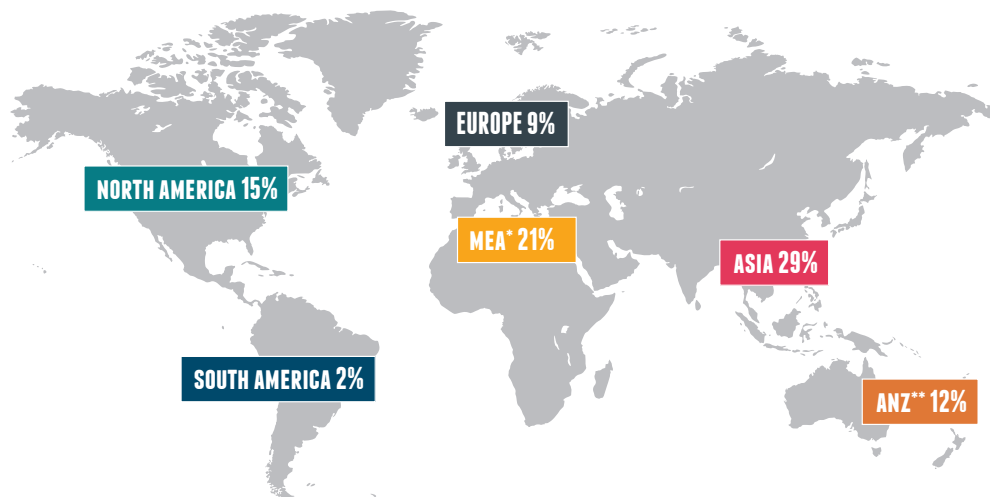
Of those survey respondents who would consider working overseas, the number one reason is to broaden experience and learn from international organisations.

Whilst the lure of working internationally is strong, the good market conditions, positive outlook and solid retention strategies could well persuade many employees to remain in India and make the most of the many opportunities that will be available in the next 2 years.

WOULD YOU CONSIDER LOOKING FOR OVERSEAS CAREER OPPORTUNITIES WITHIN THE NEXT 12 MONTHS?



IF YOU WILL CONSIDER OPPORTUNITIES ABROAD WHAT IS THE MOST LIKELY LOCATION?



*Middle East and Africa.
**Australia and New Zealand.

Note: 12% have no preference on location

WHAT ARE YOUR TOP 3 REASONS FOR CONSIDERING OPPORTUNITIES ABROAD?

- 1 Broaden experience / opportunity to learn
- 2 Improve salary
- 3 Achieve better work / life balance

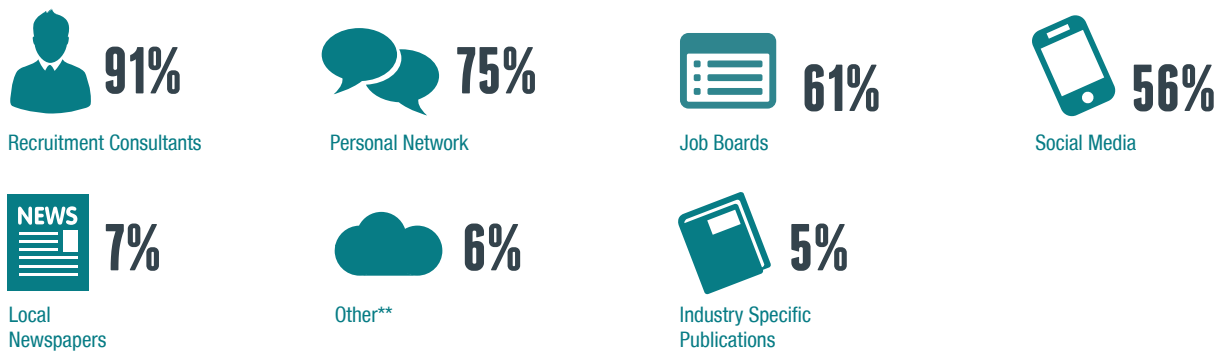
ATTRACTING NEW TALENT

HOW EMPLOYEES ARE CONDUCTING A JOB SEARCH

Looking at platforms for conducting a job search, 91% of survey respondents are likely to use recruitment consultants (it should be noted that a recruiter conducted the survey), followed by 78% who will utilise their professional network. Job boards are popular with 61% of employees, and social media platforms are gaining traction as a job search platform, with 56% of respondents indicating they intend to use social media in their next job search.

There are no surprises when it comes to the most popular websites for a job search, with LinkedIn (used by 82% of respondents) and Naukri (for 79% of respondents) taking the lead. For employers, this reiterates the importance of a strong presence online.

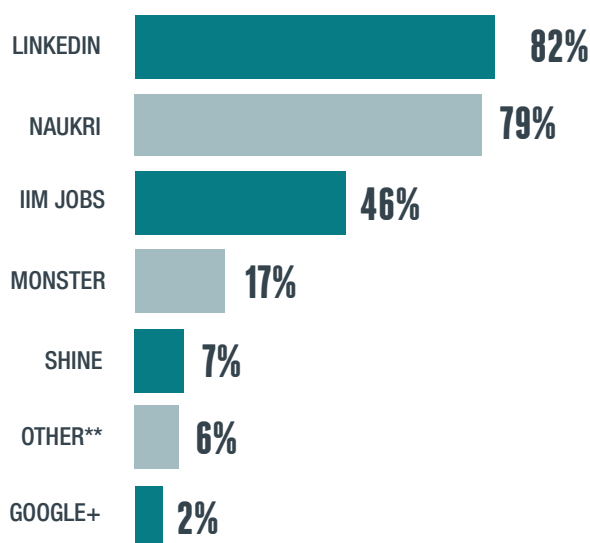
WHICH CHANNELS ARE YOU LIKELY TO USE FOR YOUR NEXT JOB SEARCH?*



* More than one option could be selected

** LinkedIn, Google alerts, etc

WHICH WEBSITES ARE YOU MOST LIKELY TO USE IN YOUR JOB SEARCH?*



* More than one option could be selected

** Head Honchos, Indeed etc

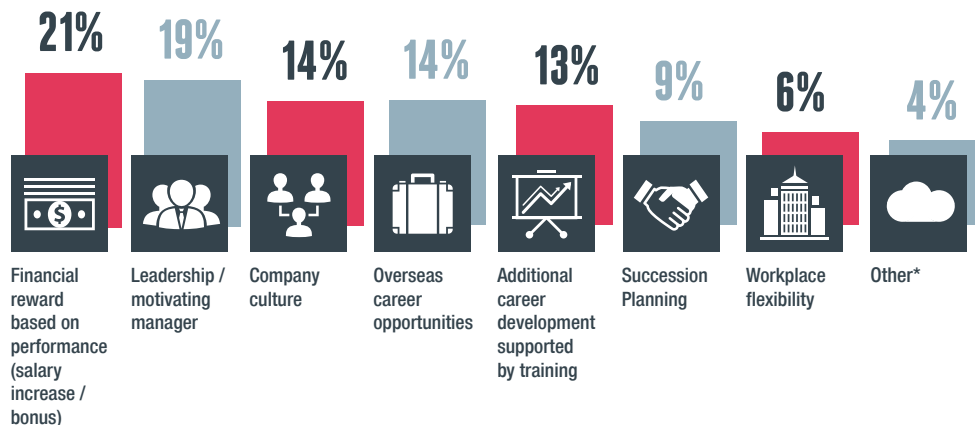
RETAINING TOP PERFORMERS

INFLUENCE FACTORS

Looking at retention strategies, unsurprisingly, financial rewards rank as the number one factor that would entice employees to stay in their current role (21% of respondents name this as their primary motivator). Following on from that, many employees in India are looking for strong leadership figures, with 19% ranking

a motivating manager as the thing that would keep them in their current role. Other important retention factors include overseas career opportunities (for 14% of respondents) and interestingly, company culture ranks as the most important factor for another 14% of respondents.

WHICH OF THE FOLLOWING WOULD MOST INFLUENCE YOU TO STAY WITH YOUR CURRENT EMPLOYER?



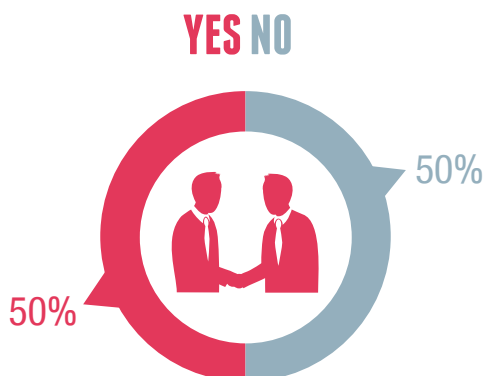
* Company vision, greater responsibilities, etc.

PROMOTION EXPECTATIONS

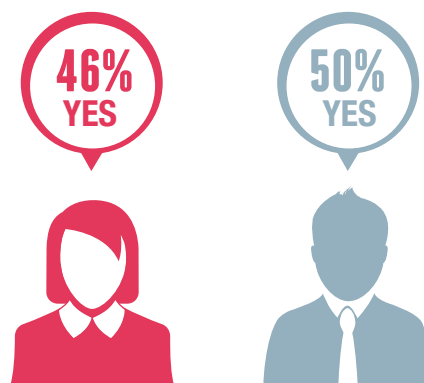
Half of survey respondents have received a promotion in the past two years (50% of survey respondents). Encouragingly, there is very little difference between males and females who have received a promotion (50% of males and 46% of females). This speaks well to India's diversity agenda. Looking ahead, 70% of employees intend

to ask for a promotion within the next 12 months, however, only 46% of employees expect to receive one. Again, there is a fairly even representation of males and females who will ask for a promotion (73% of females and 68% of males) and between those who expect to receive one (46% of females and 44% of males).

HAVE YOU RECEIVED A PROMOTION IN THE PAST TWO YEARS?



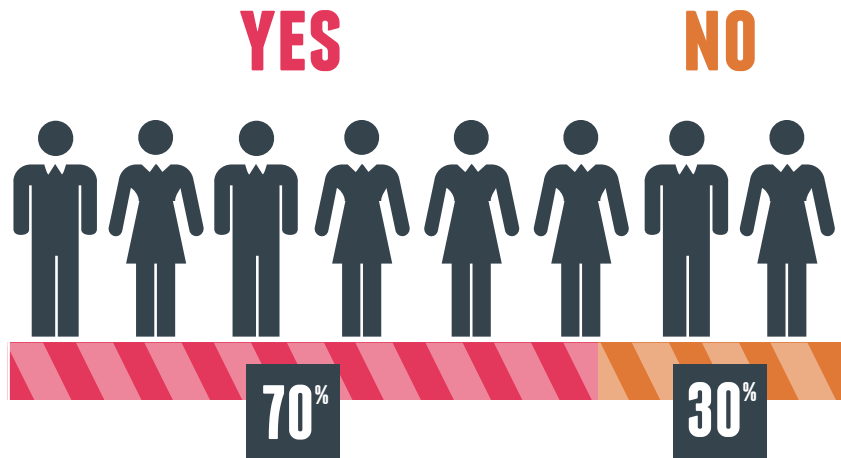
HAVE YOU RECEIVED A PROMOTION IN THE PAST TWO YEARS? BREAKDOWN BY GENDER



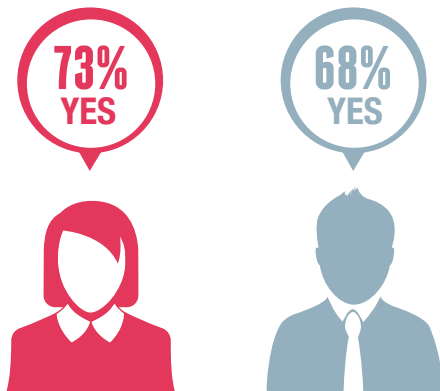
RETAINING TOP PERFORMERS

PROMOTION EXPECTATIONS

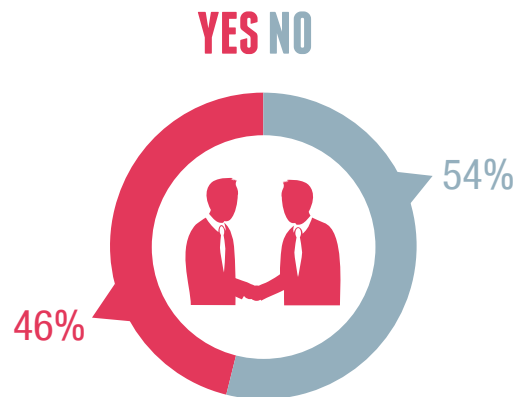
WILL YOU ASK FOR A PROMOTION IN THE NEXT 12 MONTHS?



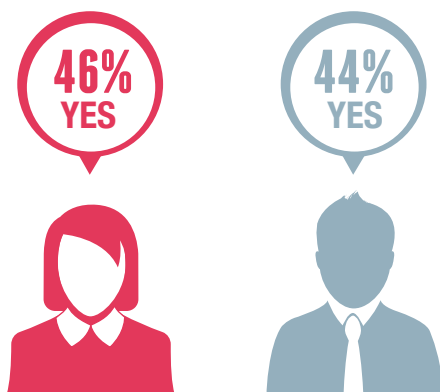
WILL YOU ASK FOR A PROMOTION IN THE NEXT 12 MONTHS?
BREAKDOWN BY GENDER



ARE YOU EXPECTING TO RECEIVE A PROMOTION IN THE NEXT 12 MONTHS?



ARE YOU EXPECTING TO RECEIVE A PROMOTION IN THE NEXT 12 MONTHS?
BREAKDOWN BY GENDER

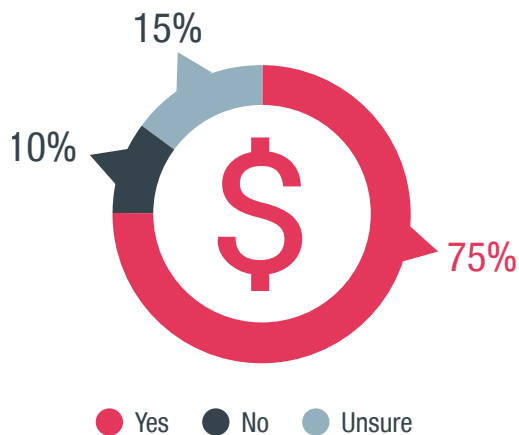


RETAINING TOP PERFORMERS

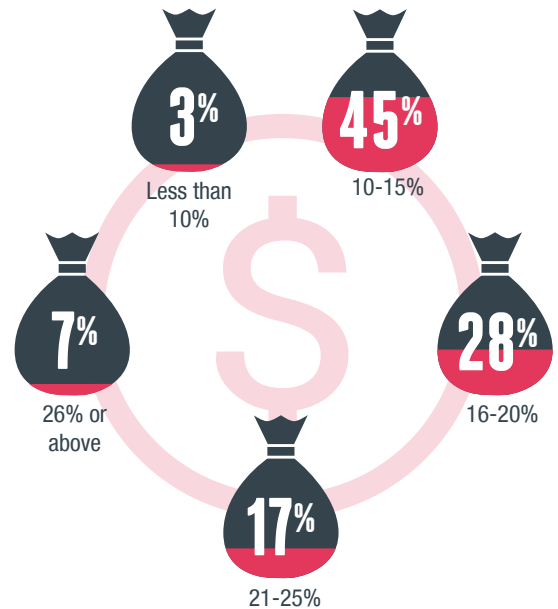
SALARY EXPECTATIONS

Employers should expect a significant number of requests for a salary increase, with 75% of employees indicating they are likely to ask for higher remuneration in the next 12 months. The most commonly expected pay rise will be in the range of 10 to 15%, for 45% of survey respondents, however 28% expect between 16 and 20% and a further 24% expect an increase of more than 21%.

IF YOU REMAIN WITH YOUR CURRENT EMPLOYER WILL YOU ASK FOR A SALARY INCREASE WITHIN THE NEXT 12 MONTHS?



WHAT PERCENTAGE INCREASE ON BASE SALARY WILL YOU ASK FOR?

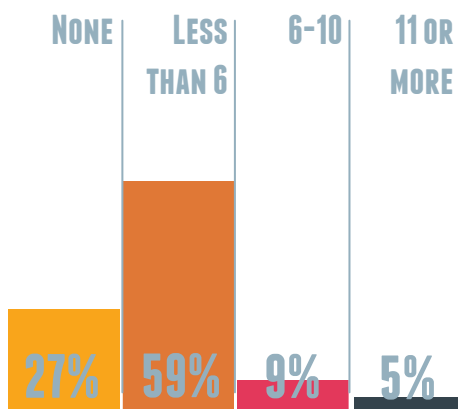


TURNOVER FORECAST

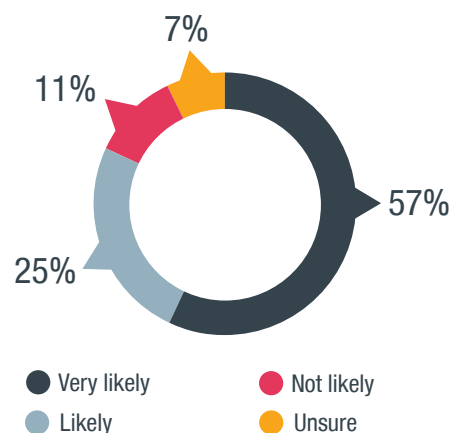
Companies will need to take a close look at their retention strategies as the vast majority of employees in India plan career moves. 73% of survey respondents attended an interview in the past 12 months, and 82% of survey respondents believe they are likely to change roles within the next 12 months (57% are very likely and 25% are likely). Only 11% of employees are likely to stay in their current role.

Fast tracked careers are still really predominant in the Indian mindset and a big reason for the high turnover forecast above. Nevertheless, being promoted within the same company and having a mid-term career view in the same organisation can be really valuable. For employers, this means communication, appraisals, training programmes etc. are the key to keeping people engaged and competing against potential churn.

HOW MANY ROLES HAVE YOU INTERVIEWED FOR OVER THE LAST 12 MONTHS?



HOW LIKELY ARE YOU TO CHANGE JOBS WITHIN THE NEXT 12 MONTHS?

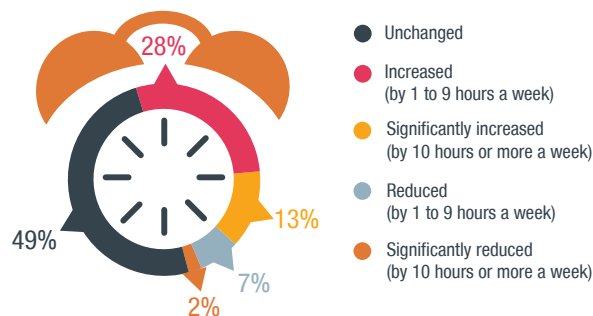


IN THE WORKPLACE

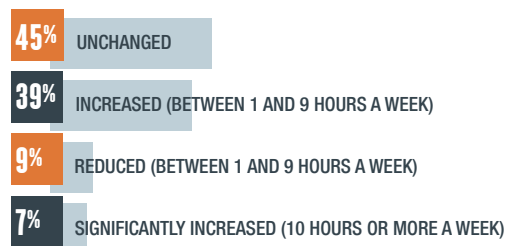
WORKING HOURS

In the past 12 months, working hours have increased for 42% of employees, with 13% of total survey respondents working an extra 10 hours or more a week. This is most prevalent in Finance and Sales & Marketing, where 46% and 45% of employees respectively are working increased hours. Business growth is the main reason for increased working hours for 45% of survey respondents. Indians are working long hours, with 34% indicating they work 51 or more hours each week, and 31% working between 46 and 50 hours. Some survey respondents indicated that they are working a six day week.

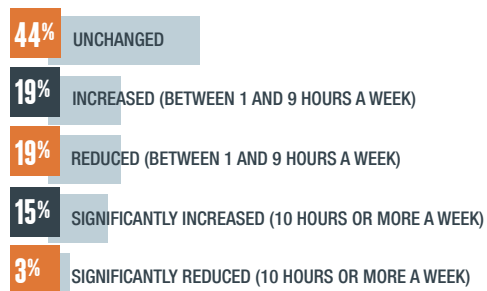
HOW HAVE YOUR AVERAGE WEEKLY WORKING HOURS CHANGED COMPARED TO 12 MONTHS AGO?



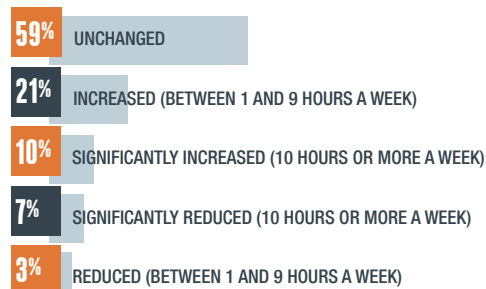
FINANCE & ACCOUNTING



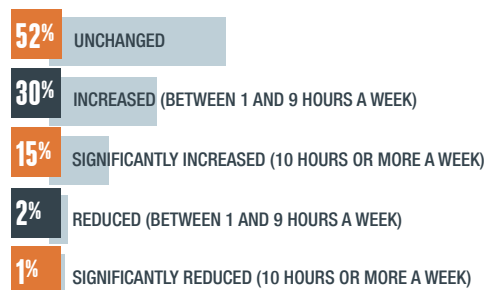
FINANCIAL SERVICES



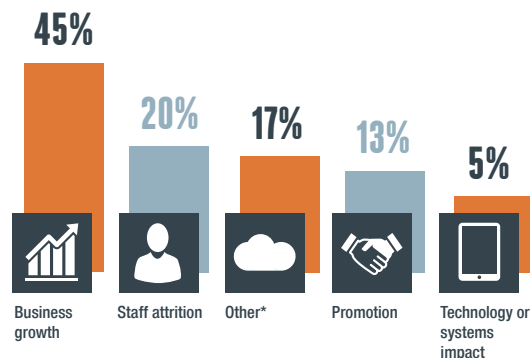
HUMAN RESOURCES



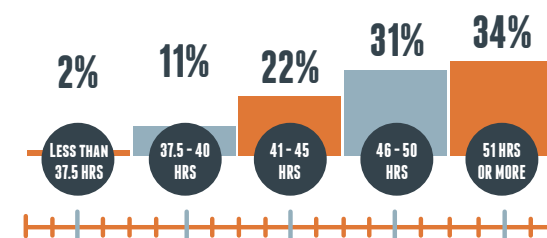
SALES & MARKETING



THE REASON BEHIND INCREASED WORKING HOURS



HOW MANY HOURS ARE YOU CURRENTLY WORKING ON A WEEKLY BASIS?"



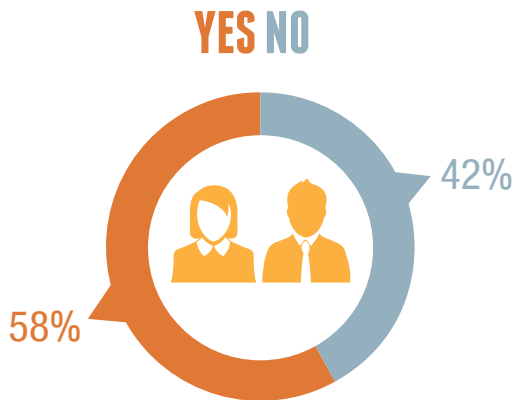
*New role, change in management etc.

IN THE WORKPLACE

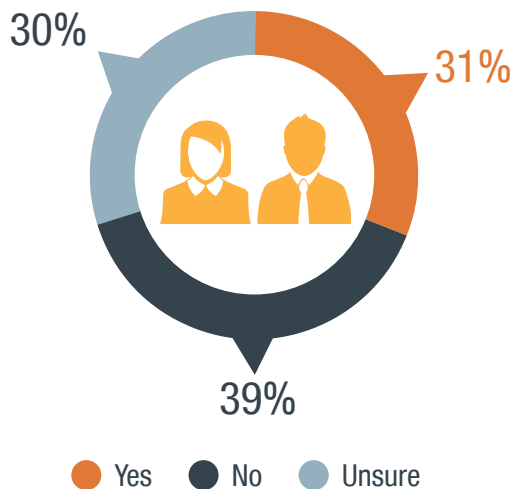
DIVERSITY POLICIES

Indian employers have work to do promoting their diversity policies, as 42% of survey respondents are not aware of diversity policies in their current organisation. Diversity is still not top of mind for the majority of Indian employees, with only 31% indicating that they would take the company's diversity policy into account when evaluating a new job opportunity. However, diversity is higher on the agenda for female employees, with 41% of respondents indicating they would take company policies into account when considering a new opportunity, as compared with only 30% of males.

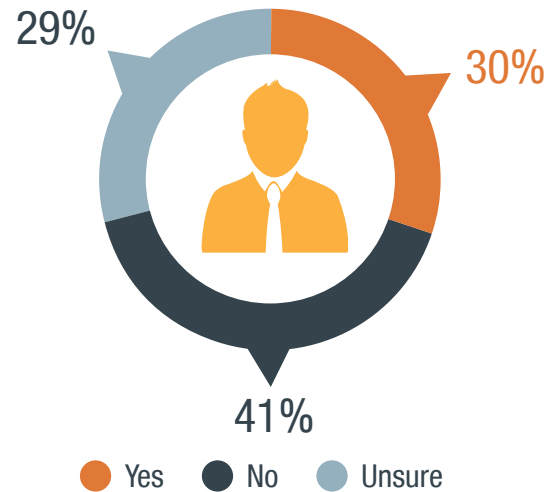
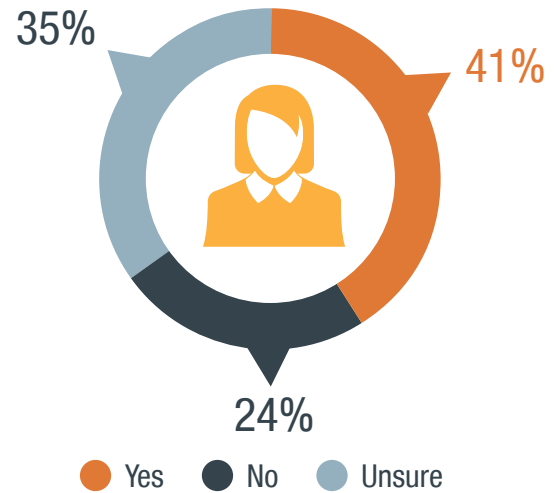
ARE YOU AWARE OF ANY DIVERSITY POLICIES IN YOUR CURRENT ORGANISATION?



IN YOUR EVALUATION OF NEW OPPORTUNITY WILL A DIVERSITY POLICY INFLUENCE YOUR DECISION?



IN YOUR EVALUATION OF NEW OPPORTUNITY WILL A DIVERSITY POLICY INFLUENCE YOUR DECISION? BREAKDOWN BY GENDER



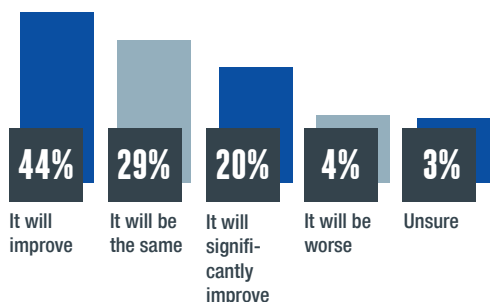
MARKET OUTLOOK

EMPLOYMENT OPPORTUNITIES

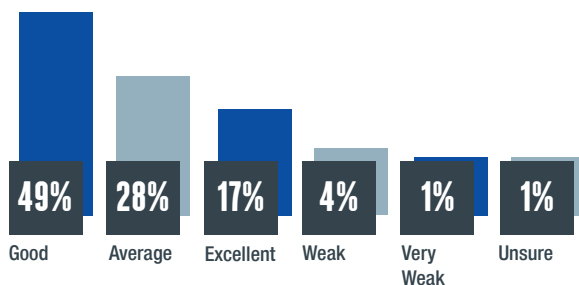
The survey found confidence in India's growing job market, with almost two thirds of survey respondents indicating that they believe the job market will improve (44%) or significantly improve in the next 12 months (20%). Almost half of employees (49%) believe the market will be good in the next 12 months, and 17% believe it will be excellent. Only 5% believe it will be weak or very weak.

Looking at the current state of the employment market, employees in Financial Services show greatest confidence. 31% of employees describe current job opportunities in the sector as excellent and a further 28% describe conditions as good. In Sales & Marketing, only 14% of respondents rate the current market as excellent although 50% believe it is good. Human Resources professionals are positive in the current market, with 31% of survey respondents rating the level of opportunity in the sector as excellent and 41% as good. In finance, only 15% of respondents rate the market as excellent, with 50% believing it to be good.

HOW DO YOU VIEW THE FORECASTED JOB OPPORTUNITIES IN OVER THE NEXT 12 MONTHS?

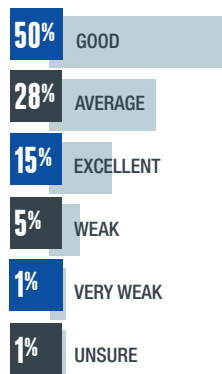


WHAT'S YOUR CONFIDENCE IN INDIA'S JOB MARKET OVER THE NEXT 12 MONTHS

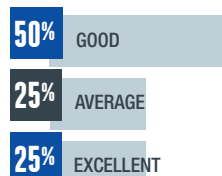


WHAT'S YOUR CONFIDENCE IN INDIA'S JOB MARKET OVER THE NEXT 12 MONTHS BREAKDOWN BY DISCIPLINE

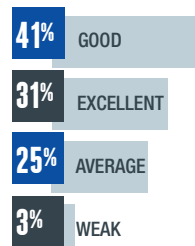
FINANCE & ACCOUNTING



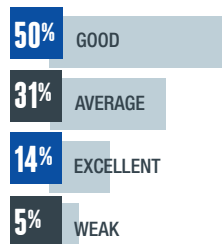
FINANCIAL SERVICES



HUMAN RESOURCES



SALES & MARKETING



MARKET OUTLOOK

EMPLOYEE CONCERNS

Global economic influences presented as the most common issue of concern for survey respondents, with 26% selecting this as their main concern. This is followed by domestic economic context and job security, for 21% each of survey respondents. There was little difference between industry sectors and locations, with these three options consistently ranking as a major concern.

Other concerns raised include: lack of career progression opportunities and/or leadership roles as well as organisational change.



26%

Global economic influences



21%

Job security



21%

Domestic economic context



14%

Government decision making



10%

None



5%

Inflation



3%

Other*

*Stagnation at work etc.

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