



EMPLOYMENT OUTLOOK REPORT

HY-2, 2015-16

Comprehensive overview of the mechanics of hiring, job growth, salaries and their drivers, trends and forecasts across top cities and top sectors in India.

PREFACE

The TeamLease Employment Outlook Report provides a rich overview of hiring sentiments and trends across 9 key sectors and 8 major cities in India. This is a half-yearly exercise in capturing and reporting on Talent Acquisition plans by Indian employers.

Over the years, the Employment Outlook – defined in the enclosure alongside –has come to reflect an accurate, forward looking, sense of the inclination to hire by organizations, thus helping Talent Managers across India with highly relevant decision support.

The report aims to:

1. Measure trends in hiring sentiment across the country, and estimate Job Growth, by city and sector.
2. Drill across geographies, business size and hierarchy to provide additional dimensions of the statistic.
3. Identify the key drivers of hiring sentiment at a 'big-picture' as well as sector-level.

ABOUT TEAMLEASE

TeamLease is one of India's leading providers of human resource services in the organized segment, delivering a broad range of human resource services to various industries, with a vision to Putting India to Work.

TeamLease Services - Established in 2002 is now one of India's leading providers of human resource services and foremost People Supply Chain Company with 8 regional offices and over 1000 full time employees. Our services span the entire supply chain of human resources in India, covering 3 E's - Employment, Employability and Education.

According to CRISIL, we are one of the largest temporary staffing company in India in terms of revenues and no. of associate employees in 2014. The company currently has 99,090 associates across the country and have till date provided employment to approx. 1.12 million people with an aim to hire millions more!

THE EMPLOYMENT OUTLOOK

is a measure of the probable hiring activity across India over the forthcoming half-year. It captures hiring sentiment in terms of a percentage increase / decrease and summarizes a net statistic.

NET EMPLOYMENT OUTLOOK

is the difference between the number of respondents who are inclined to hire and the number of respondents who are disinclined to hire, over the next 6 months of the financial year (October through March, 2015-16).

EXECUTIVE SUMMARY

- Favourable prognosis for the economy by the United Nations, corporate citizenry expectant of the new government taking a leap of faith on reforms, and the continuing flurry of innovation activity result in an incremental improvement in the number of employers looking to increase hiring and help keep up employment sentiment at 89%, a small, but significant, increase of 3 basis points over the previous half-year forecast.
- Large and medium-sized businesses [+4 and +3 percentage points respectively] are likely to fill entry- and senior-level positions [+10 and +2 points]. The numbers are coming in from metros and Tier-1 cities, all of the functional areas sans Sales and Marketing, and all of the sectors sans Financial Services and Telecommunications.
- Modest growth in outlook is seen across sectors, most notably Information Technology, Infrastructure and Health & Pharmaceuticals [+3 percentage points each], and there is significant uptick in outlook across cities, with sentiments in Bangalore and Mumbai improving by 5 and 4 points, respectively. In Mumbai and Pune, these trends juxtapose to create a host of city-sector clusters that see upwards of 3-point increases in outlook.
- The Infrastructure sector seems to be an early beneficiary of the 'Make in India' initiative with Manufacturing, the actual intended beneficiary, expected to benefit with a lag effect. Swelling foreign exchange reserves and the government's acceleration of projects have aided the sector in this growth. The number of jobs in the sector is projected to double over the next decade. Information Technology and Health & Pharmaceuticals are the other two sectors that stack up equally high [+3 points each].
- The positive – albeit incremental – sentiment seen across most sectors and cities is only slightly negated by the few, even less incremental, negative sentiment in Financial Services and Telecommunications [-3 and -2 points, respectively] among sectors, and Delhi [-2 points] among cities. The negative outlook, in all these cases is attributable to the number of respondents intending to lower the pace of hiring.
- The recurring theme of consumer maturity and technological innovation is now being ferociously leveraged by ecommerce businesses and technology startups. They debut impressively on our sector list with 84% of the respondents from the sector indicating the intent to increase hiring. Businesses in the sector are as much driven by demand growth and hyper-competition as they are by severe attrition.

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EMPLOYMENT OUTLOOK

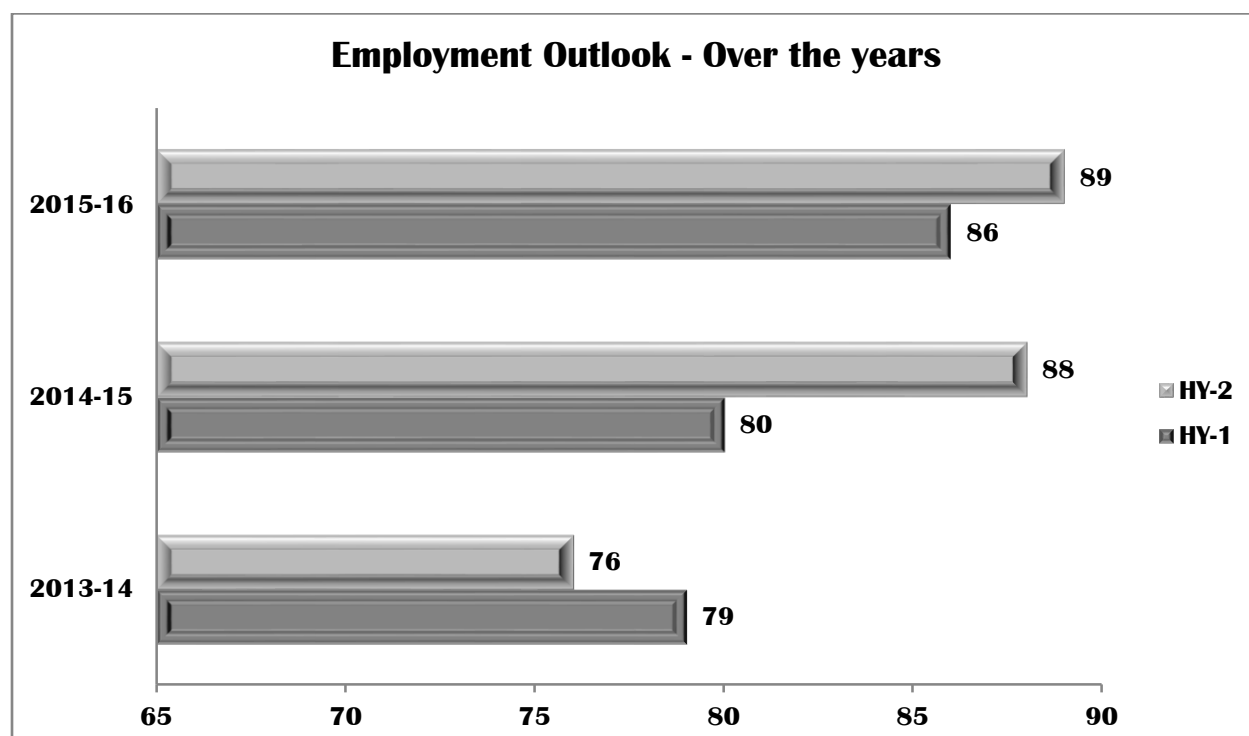
1. Reporting convention: how to interpret outlook statistics

The Net Employment Outlook is the difference between the number of respondents who are inclined to hire and the number of respondents who are disinclined to hire, over the next 6 months of the financial year (October through March, 2015-16). The Outlook is expressed as a percentage of the total number of respondents.

For the forthcoming half year, for which the Outlook is being reported here, 93% responded positively (hiring would increase), 4% responded negatively (hiring would decrease) and 3% responded saying there would not be any change in the volume of hiring, from the previous half year. The Net Employment Outlook, therefore, would be 89%.

2. Employment Outlook for the Current HY

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2013	84	5	11	79
Oct – Mar, 2014	83	7	10	76
Apr – Sep, 2014	85	5	10	80
Oct – Mar, 2015	93	5	2	88
Apr – Sep, 2015	91	5	4	86
Oct – Mar, 2016	93	4	3	89



Hiring sentiments have inched up to a 3-year high, rather cautiously and as a matter of a second coming within a year, reflecting renewed confidence in a new regime as well as buoyed by a favourable growth forecast for the Indian economy.

The United Nations' reaffirmation of a spectacular near-future for India – a growth rate of 8.1% in 2015 which is projected to only get better at 8.2% in 2016 – is a major factor in employers inclined to put their foot forward and hire. The primary cause underlying this acceleration in growth is fast-clipped consumer spending fueling consumer maturity – a long term trend we have discussed over the past year.

EMPLOYMENT OUTLOOK TRENDS

By Geography, Business Size, Hierarchy And Functional Area

Geography

	Increase	Decrease	No Change	Net Employment Outlook
METRO & TIER-1				
Apr – Sep, 2015	94	3	3	91
Oct – Mar, 2016	96	3	1	93
TIER-2				
Apr – Sep, 2015	27	7	66	20
Oct – Mar, 2016	25	3	72	22
TIER-3				
Apr – Sep, 2015	15	5	80	10
Oct – Mar, 2016	12	4	84	8
RURAL				
Apr – Sep, 2015	4	3	93	1
Oct – Mar, 2016	4	2	94	2

Business Size

	Increase	Decrease	No Change	Net Employment Outlook
SMALL				
Apr – Sep, 2015	76	6	18	70
Oct – Mar, 2016	73	9	18	64
MEDIUM				
Apr – Sep, 2015	85	11	4	74
Oct – Mar, 2016	85	8	7	77
LARGE				
Apr – Sep, 2015	89	7	4	82
Oct – Mar, 2016	91	5	4	86

Hierarchy

	Increase	Decrease	No Change	Net Employment Outlook
ENTRY LEVEL				
Apr – Sep, 2015	62	7	31	55
Oct – Mar, 2016	70	5	25	65
JUNIOR LEVEL				
Apr – Sep, 2015	86	8	6	78
Oct – Mar, 2016	83	8	9	75
MID-LEVEL				
Apr – Sep, 2015	53	4	43	49
Oct – Mar, 2016	50	5	45	45
SENIOR LEVEL				
Apr – Sep, 2015	31	2	67	29
Oct – Mar, 2016	34	3	63	31

Functional Area

	Increase	Decrease	No Change	Net Employment Outlook
SALES				
Apr – Sep, 2015	95	4	1	91
Oct – Mar, 2016	93	3	4	90
MARKETING				
Apr – Sep, 2015	95	4	1	91
Oct – Mar, 2016	83	8	9	75
INFORMATION TECHNOLOGY				
Apr – Sep, 2015	78	5	17	73
Oct – Mar, 2016	83	4	13	79
ENGINEERING				
Apr – Sep, 2015	78	5	17	73
Oct – Mar, 2016	86	5	9	81
OFFICE SERVICES				
Apr – Sep, 2015	24	9	67	15
Oct – Mar, 2016	27	8	65	19
HUMAN RESOURCES				
Apr – Sep, 2015	N.A.	N.A.	N.A.	N.A.
Oct – Mar, 2016	73	10	17	63
BLUE COLLAR				
Apr – Sep, 2015	57	2	41	55
Oct – Mar, 2016	72	7	21	65

Employment Outlook trends across Geography, Business Size, Hierarchy and Functional Area are clear indicators of a broad-based sense of confidence – albeit a few exceptions, as is discussed in the later pages – in employers. While Metro and Tier-1 cities continue to dominate the landscape, Tier-2 cities have appreciably come further up the radar for organizations that have been tapping into the hinterland for talent volumes that the former set of cities may not help fulfill.

That businesses of all sizes are likely to accelerate hiring is a matter of optimism, while the significant impetus to Entry-level, as well as a moderate push to Senior-level, hiring seems to reinforce positivity.

Amongst functional areas, Information Technology and Engineering lead by far and substantially improve their standing. Blue Collar workforce sees an appreciable increase in demand and, therefore, hiring sentiment.

BY SECTOR AND CITY

Employment Outlook by Sector

	H2, 2015-16	H1, 2015-16	% change
LEADERS			
Information Technology & Knowledge Services	96	93	3
Retail	95	93	2
Infrastructure	89	86	3
Health & Pharmaceuticals	88	85	3
Ecommerce & Technology Startups	84	-	-
LAGGARDS			
Financial Services	82	85	-3
Telecommunications	80	82	-2
Fast Moving Consumer Goods	75	74	1
Manufacturing & Engineering	70	68	2

Employment Outlook by City

	H2, 2015-16	H1, 2015-16	% change
LEADERS			
Bangalore	93	88	5
Pune	82	78	4
Mumbai	75	72	3
Ahmedabad	74	72	2
LAGGARDS			
Chennai	72	70	2
Delhi	68	70	-2
Hyderabad	63	60	3
Kolkata	59	56	3

The growth boosters – amongst sectors and cities – happen to be the ones that showcase a combination of technological prowess and consumption power. Information Technology and Knowledge Services and Retail lead the sector-stack with appreciable proportions of the respondents willing to up people numbers, while Ecommerce & Technology Startups – a new-comer in our bucket list – has debuted with a sharp upward trajectory.

The spectacular emergence of Ecommerce & Technology Startups on the hiring horizon is noteworthy, and its addition must come as no surprise. With droves of new businesses being incubated, by the month, rapidly scaling up and hiring in the hundreds, this sector is adding rocket fuel to consumer-spending as well as to talent / labour market growth.

Add to all this, the direct beneficiary of the UN's growth forecast – the already upwardly-mobile Infrastructure sector – and we have a good looking sectoral outlook. The cities have a predictable line up although Delhi is a sore exception, with Infrastructure being the lone high-growth sector that is unable to offset the lack of active participation from most other sectors.

SECTOR-WISE ANALYSIS

INFORMATION TECHNOLOGY& KNOWLEDGE SERVICES

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	96	3	1	93
Oct – Mar, 2016	97	1	2	96

Job Growth: 13.7% (previous HY: 12.2%)

The sector is driven by the fast-recovering American economy and a slew of entrepreneurial activity on the back of technological innovation in the software-product ecosystem. New software-product businesses are emerging and scaling up rapidly, while a host of existing IT companies are focusing on and catering to product companies, primarily, in the U.S.

The Knowledge Services sector is dominated by the buzz around the SMAC stack – Social-Mobile-Analytics-Cloud ecosystem, and technologies such as Big Data and Predictive Analytics are seeing a relentless demand for high-caliber talent.

FAST MOVING CONSUMER GOODS

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	83	9	8	74
Oct – Mar, 2016	85	10	5	75

Job Growth: 10.8% (previous HY: 10.27%)

Consumer maturity is the long term trend on the back of which the Fast Moving Consumer Goods sector has been witnessing healthy growth over the past couple of years. With consumers loosening purse strings more than ever before, and with the enabling Retail sector growing in spurts, the FMCG sector has been on an upswing.

The forthcoming half-year, however, is a small dampener for the sector. Retail / Ecommerce is stealing substantial growth off the consumer spend trend from traditional sales and the discretionary rupee is split across proliferating consumption categories, many of which fall under lifestyle retail. The one savior for the FMCG sector is rural spending which, again, has been on an uptick over the past half a decade.

FINANCIAL SERVICES

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	91	6	3	85
Oct – Mar, 2016	90	8	2	82

Job Growth: 8.5% (previous HY: 8.2%)

In spite of the Achilles heel of corporate debt being a significant bother, and the interest rates not entirely in a favourable range, the Financial Services sector continues to hire in moderate terms. The coming half-year, however, is the period during which fiscal policy is likely to be shaped and the annual budget announcement would address concerns surrounding interest rates.

Add to this, the sector is a heavy spender on technology. The modest outlook, somewhat, camouflages a healthy intake of technological talent aimed at fostering innovations in areas such as payments – where a slew of startups are ushering in what Mr. Nandan Nilekani calls a ‘whatsapp-like’ revolution. This space is, therefore, a bright spark for the Financial Services sector.

INFRASTRUCTURE

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	92	6	2	86
Oct – Mar, 2016	94	5	1	89

Job Growth: 10.6% (previous HY: 9.33%)

The Infrastructure sector is likely to add annual employment of almost 17 million by 2025, up from the current level of about 7 million. Economic growth forecasts – and the reinforcements from a surge in foreign fund flows – are key drivers behind an ebullient hiring outlook for the sector, besides the government accelerating several infrastructural projects that were either on the backburner or were seeing a slow burn. Enablers like policy reforms could further accelerate the employment growth rate.

The ‘Make in India’ initiative, although aimed at Manufacturing & Engineering, has rather direct fallout for the Infrastructure sector as well. Investments in defense equipment, railways and construction are already on an upward trajectory and are likely to further the pace of hiring in the sector.

RETAIL

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	95	2	3	93
Oct – Mar, 2016	96	1	3	95

Job Growth: 13.4% (previous HY: 12.11%)

Product and brand proliferation in the consumer market have enormously benefited the retail sector, and the mature Indian consumer – across cities and towns – is increasingly preferring organized environs to shop in. Alarming levels of attrition, and the exorbitant training cost, of front-end store staff is a major attribute influencing the hiring sentiment.

The intense competition from ecommerce businesses is the other key factor necessitating large volume hiring – which is good news. As retailers strive to protect their turf from the onslaught of the newbies, they are investing in acquiring the right talent – in addition to the right technologies. This protracted battle, likely to prolong for the foreseeable future, bodes well for the Indian talent / labour market.

MANUFACTURING & ENGINEERING

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	74	6	20	68
Oct – Mar, 2016	73	3	24	70

Job Growth: 8.33% (previous HY: 7.2%)

The direct, intended, beneficiary of the ‘Make in India’ initiative is witnessing a lag effect of the Prime Minister’s ardent push for the sector. While investments are trickling in, a major push to the Infrastructure sector is seen to be a prerequisite for the Manufacturing & Engineering sector to start thriving and for the talent / labour market to benefit.

On the other hand, capacity creation in sectors such as Infrastructure, Oil & Gas, Power, Mining, Automobiles, Auto components, Steel, Refinery, and the like, is driving growth of the engineering industry. As foreign investment inflows accelerate, and as the primary sector picks up pace, the Manufacturing & Engineering sector is set to see substantial traction.

TELECOMMUNICATION

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	89	7	4	82
Oct – Mar, 2016	89	9	2	80

Job Growth: 9.2% (previous HY: 9.73%)

With mobile subscriber volumes racing toward a billion and internet – specifically, mobile-internet cornering a third of this volume – penetration levels growing at 17% over the first 6 months of this fiscal, the Telecommunication sector has been on a roll. The Net Neutrality, and call drops, debates notwithstanding, the sector is witnessing enormous user - and revenue - growth. All this is, however, not exactly translating into as healthy an addition to the workforce as it actually warrants.

The sector is in consolidation mode, and a lack of requisite investments – thanks perhaps, to the burdening license fee – and intense competition are a spoke in the sector's wheel. The industry is, in fact, likely to ever so slightly reduce the quantum of hiring over the next 6 months.

HEALTHCARE & PHARMACEUTICALS

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	87	2	11	85
Oct – Mar, 2016	88	0	12	88

Job Growth: 12.6% (previous HY: 10.95%)

Modern healthcare and Research are the two areas of robust growth that primarily contribute to talent acquisition in the Healthcare and Pharmaceuticals sector. Companies in the sector – and a good proportion of these are global entrants – are seen to be making investments in domains such as Genomics, Proteonomics and Epigenetics, besides Electronic Medical Records.

Growing urbanization has meant that metro and tier-I towns will continue to be significant drivers of growth. The consumer maturity factor, however, is a big boost to healthcare facilities not just in cities, but increasingly in smaller towns as well. The perennially short-on-talent sector is doubling down on both the quantity and quality of hiring over the next 6 months.

ECOMMERCE & TECH STARTUPS

	Increase	Decrease	No Change	Net Employment Outlook
Oct – Mar, 2016	92	8	-	84

Job Growth: 22% (previous HY: N.A.)

The pinnacle of consumer maturity – and the sector most benefitting from the phenomenon – is evidenced by the trailblazing growth of the ecommerce sector. The sector is single handedly turning the retail industry business model on its head, and driving adoption to app- and mobile-based shopping in a big way. Venture funding, and Silicon Valley inspired innovation, are fueling the frenzy and all this is resulting in two major areas of talent acquisition – technology and logistics.

This, two-dimensional, growth of talent requirements in the Ecommerce & Tech startups sector is seemingly insatiable. While the baseline talent demand is itself substantial, seasonal spikes in talent demand – especially for logistics profiles – is seen to be bordering on the unmanageable. A sector marked by turbulence – thanks to rapid innovation, fast changing consumer preferences and hyper competition – is turning to all avenues to hire software developers and delivery personnel, in addition to high quality managerial talent.

CITY-WISE ANALYSIS

MUMBAI

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	81	9	10	72
Oct – Mar, 2016	82	7	11	75

Job Growth: 16.5% (previous HY: 15.37%)

With job growth and outlook statistics second only to Bangalore, Mumbai keeps up its standing as a significant contributor to employment. The outlook for the city is looking up because of a healthy growth in the sentiments of multiple sectors that include Financial Services, Infrastructure, Telecommunications and Healthcare & Pharmaceuticals.

DELHI

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	82	12	6	70
Oct – Mar, 2016	82	14	4	68

Job Growth: 14.6% (previous HY: 15.17%)

The incremental decrease in employment outlook for Delhi reflects the rather somber business climate in the city. Infrastructure is the lone saving grace for Delhi. Its marginal slide on the outlook is due to the incremental – single percentage point – drops across outlook for most sectors.

BANGALORE

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	93	5	2	88
Oct – Mar, 2016	96	3	1	93

Job Growth: 17.3% (previous HY: 15.62%)

The IT bellwether rides the waves of technological innovation and ecommerce to substantially up the employment outlook for the forthcoming half-year. While IT and startups are the prime movers of this uptrend the sentiment is shared across sectors in Bangalore. With a stupendous 96% of respondents looking to ramp up hiring, the sentiment in the city is ahead of all others by far.

KOLKATA

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	62	6	32	56
Oct – Mar, 2016	70	11	19	59

Job Growth: 9.6% (previous HY: 8.74%)

A significant increase in the number of respondents that wish to up hiring, over the forthcoming half-year, is matched by an increase in the numbers that wish to reduce. Kolkata retains its rather poor employment outlook with a net statistic that looks only slightly better than from the previous forecast.

CHENNAI

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	83	13	4	70
Oct – Mar, 2016	80	8	12	72

Job Growth: 11.4% (previous HY: 11.18%)

Chennai witnesses a less-than-significant improvement in Employment Outlook. A substantial number of respondents not changing the pace of hiring for the forthcoming half-year, compared with the previous adds to a small reduction in the numbers that are looking to increase hiring.

PUNE

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	85	7	8	78
Oct – Mar, 2016	88	6	6	82

Job Growth: 14.3% (previous HY: 13.19%)

With an impressive shift in sentiments across Financial Services, Infrastructure and Healthcare & Pharmaceutical categories the Employment Outlook improves significantly for Pune. More respondents looking to increase and lesser numbers looking to reduce or not change hiring trends works well for the city.

HYDERABAD

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	74	14	12	60
Oct – Mar, 2016	73	10	17	63

Job Growth: 11.2%% (previous HY: 10.52%)

Hyderabad ups outlook, primarily, due to a sharp reduction in the number of respondents that wish to reduce hiring. With a good number also not looking at changing the volume of hiring the net outlook number looks much smaller than for most other cities.

AHMEDABAD

	Increase	Decrease	No Change	Net Employment Outlook
Apr – Sep, 2015	80	8	12	72
Oct – Mar, 2016	86	12	2	74

Job Growth: 11.9% (previous HY: 11.76%)

An impressive improvement in the number of respondents that intend to up hiring this forthcoming half-year is nearly offset by the numbers that spell the contrary. The net result is a marginal increase in the outlook for Ahmedabad.

RESEARCH METHODOLOGY

APPROACH

- Business environment, influencers: Secondary research / literature review
- Industry and Job trends, Sentiment and # Jobs, Salaries and Skills: Quantitative research [email / tele-surveys]
- Attrition, root causes and talent retention: Depth surveys

SAMPLE DESIGN

Employers	Mumbai	Delhi	Bangalore	Kolkata	Chennai	Pune	Hyderabad	Ahmedabad	Total
IT & KS	10	9	9	8	10	9	10	9	74
ECOM	7	5	10	-	4	6	4	2	38
FMCG	10	9	8	9	9	8	10	10	73
BFSI	9	10	10	9	8	9	9	8	72
RET	8	9	8	9	8	8	9	10	69
INF	10	10	9	8	10	9	10	9	75
M&E	10	8	9	10	9	8	8	8	70
TEL	8	9	10	9	8	8	9	9	70
H&P	11	9	10	8	9	9	9	10	75
Total	83	78	83	70	75	74	78	75	616

Business Size	Small [Up to 249 employees]	Medium [250 – 999 employees]	Large [1,000 + employees]	Total
Mumbai	12	52	19	83
Delhi	9	56	13	78
Bangalore	11	57	15	83
Kolkata	18	42	10	70
Chennai	14	46	15	75
Pune	12	50	12	74
Hyderabad	13	52	13	78
Ahmedabad	14	52	9	75
Total	103	407	106	616

Candidates	
Mumbai	18
Delhi	14
Bangalore	19
Kolkata	15
Chennai	19
Pune	20
Hyderabad	14
Ahmedabad	21
Totals	140

ANNEXURE-1

The Big Picture: what factors drive employment outlook

A hope-filled future marks the hiring sentiment for the forthcoming half year. With most sectors and cities, sans Financial Services, Telecommunications and Delhi, looking to increase hiring the causal factors – macroeconomic and otherwise – are aligned right for talent demand.

1. Economic growth forecast at 8.1%:

The United Nations reports that the Indian economy is set to lead the way in Asia with a stupendous 8.1% growth rate in 2015 and follow it up with an 8.2% in 2016. The growth is expected to come on the back of acceleration of infrastructure projects, improved consumer spending, lower inflation and monetary easing besides a general improvement in market sentiment.

2. Consumer maturity moves to the next level:

Mobile-internet is proving to transform the consumer attitude and preference way more than organized retail did, and in way shorter a time frame. With consumer spending finding its way through the labyrinths of a multitude of apps, finger tips in cities and towns big and small are rejoicing – with the direct fallout of tech startups mushrooming and craving talent.

3. Tech talent lured by ecommerce and product companies :

Top Indian engineering campuses are abuzz with magnanimous offers from startups, multinational companies and homegrown technology giants. These early movers have, of late, being joined by organized retailers that are upgrading their technological capabilities as well.

4. Infrastructure projects pace likely to come of age:

The Government is pushing through and accelerating infrastructural projects, an action meant to be a booster dose to the 'Make in India' initiative. The ripple effects of this push are believed to likely result in an uptick in the growth rate of the Manufacturing & Engineering sector.

The concerns surrounding capital formation and corporate debt, which the previous edition of the Employment Outlook had brought up in this section, still remain. But industry is looking to a two-pronged approach to market growth – consumer spending and government will.

ANNEXURE-2

THE SALARY SCENE: WHAT EMPLOYERS WILL PAY

#	City	Sector	Job Profile	Salary (Rs. per month)
1	Mumbai	IT	Project Manager	51,000
2		RET	Sales Promoter	20,000
3		BFSI	Insurance Sales Representative	21,000
4	Delhi	INF	Supervisor	23,000
5		TEL	Customer Service Representative	16,000
6		FMCG	Back Office Controller	14,000
7	Bangalore	BFSI	Business Analyst	34,000
8		IT	Software Engineer	47,000
9		H&P	Lab Associate	18,000
10	Kolkata	M&E	Operations Assistant	17,000
11		HOSP	Resort Assistant	18,000
12		M&E	Recruitment Executive	18,000
13	Chennai	M&E	Marketing Executive	20,000
14		RET	Packer Boy	10,000
15		IT	System Administrator	35,000
16	Pune	FMCG	Loader and Picker	10,000
17		INF	Survey Executive	22,000
18		M&E	Technician	20,000
19	Hyderabad	IT	Network Engineer	36,000
20		ECOM	Ecommerce Executive	14,000
21		ITES	Purchase Manager	39,000
22	Ahmedabad	ECOM	Digital Marketing Manager	36,000
23		INF	Site Engineer	27,000
24		M&E	Projectionist	17,000

Job Profiles Sampling Criteria: Profiles have been selected for the sheer number of jobs they represent, and the representative salary they carry, in the respective city-sector clusters.

ANNEXURE-3

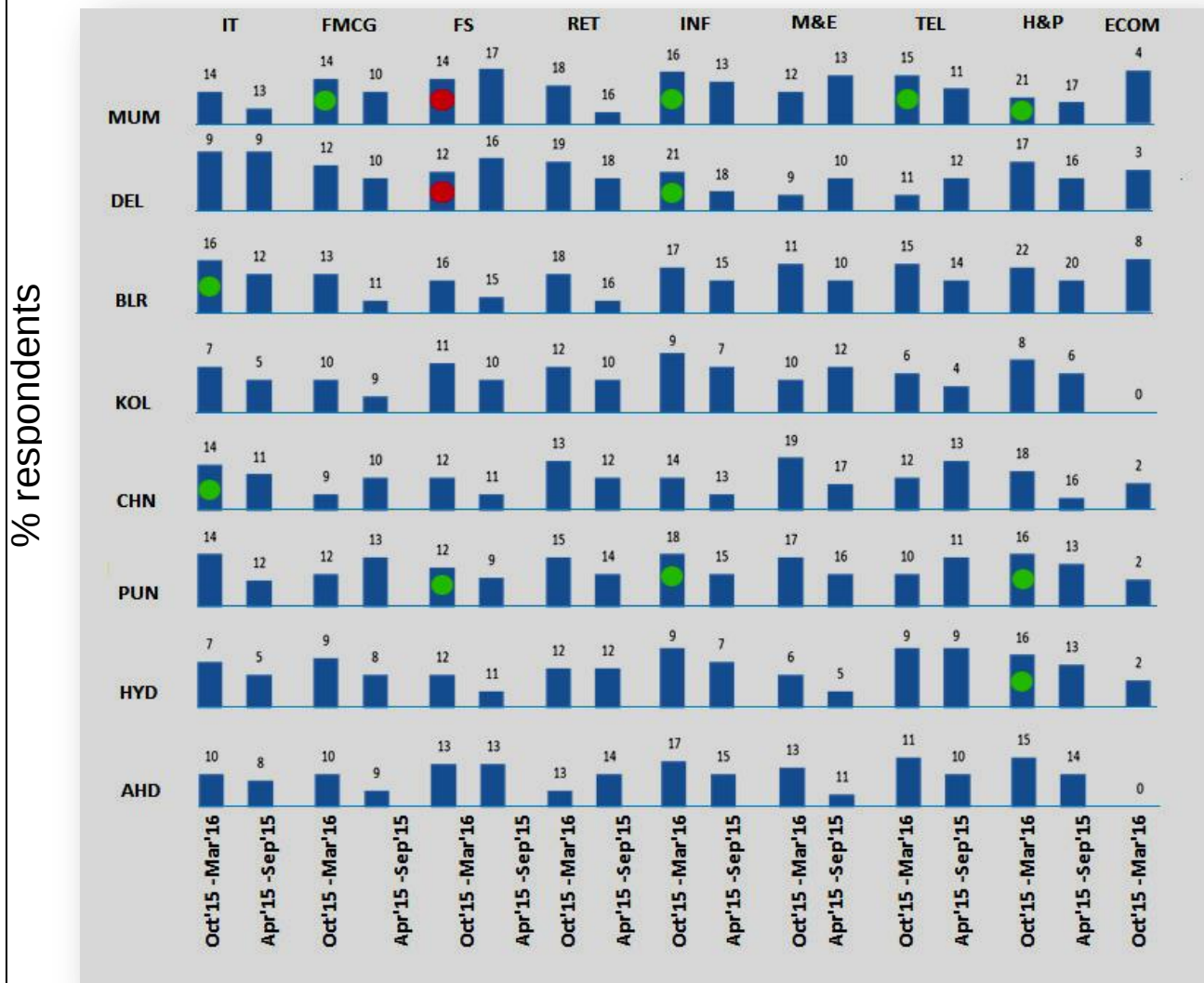
BUSINESS OUTLOOK

	Increase	Decrease	No Change	Net Business Outlook
Apr – Sep, 2013	81	7	12	74
Oct – Mar, 2014	82	5	13	77
Apr – Sep, 2014	87	5	8	82
Oct – Mar, 2015	94	3	3	91
Apr – Sep, 2015	94	4	2	90
Oct – Mar, 2016	95	3	2	92

The Employment Outlook has mirrored the Business Outlook – the Business Outlook staying a few points above the Employment Outlook – a pattern which we are familiar with by now that employers prefer to have hiring lagging the business growths.

ANNEXURE-4

CITY-SECTOR SWEET SPOTS



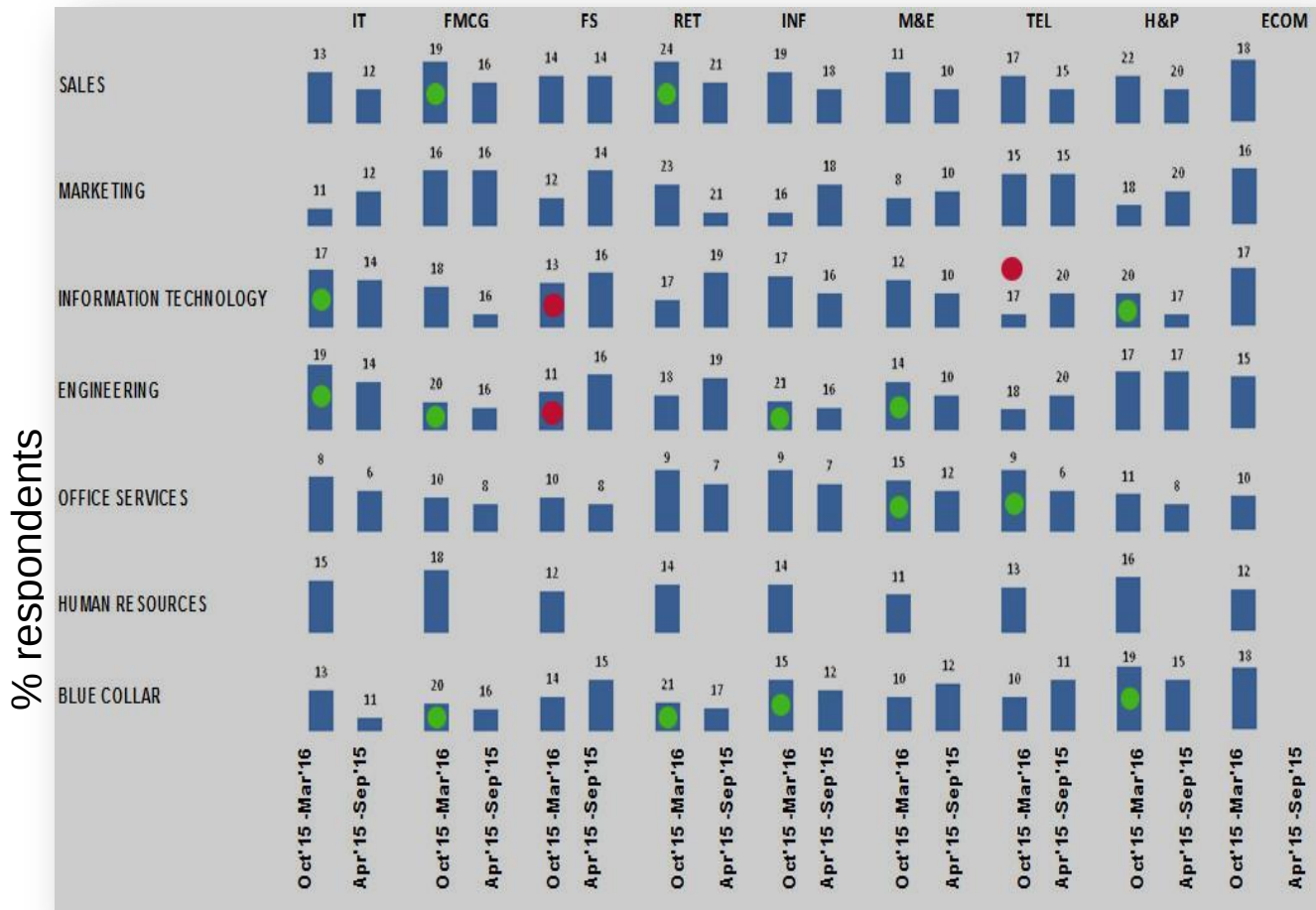
EMPLOYMENT OUTLOOK

- Positive growth (>3) in hiring sentiment.
- Negative growth (<-3) in hiring sentiment.

Mumbai stars in a multiple-sector high-performance role, with as many as 4 sectors (Fast Moving Consumer Goods, Infrastructure, Telecommunication and Healthcare & Pharmaceuticals) showcasing appreciable improvement in hiring sentiment. Pune also does well and is the lone cheerer of the Financial Services sector, in addition to having an ebullient sentiment from the Infrastructure and Healthcare & Pharmaceuticals sectors. The mostly positive sentiment upshots across city-sector clusters are an evidence of a healthy hiring ground for the forthcoming half year.

ANNEXURE-5

FUNCTIONAL AREA-SECTOR SWEET SPOTS



All of the functional areas sans Sales and Marketing, and all sectors sans Financial Services and Telecommunications seem to be sharing a generally positive sentiment. The clusters with significant positivity are generally spread across functional areas, with Blue Collar dominating the scene.

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