

YAYASAN PLAN INTERNATIONAL INDONESIA

EXECUTIVE SUMMARY

LABOUR MARKET ASSESSMENT YEAR 2025

Presentation
Project by



Presentation
Prepared for



Sampai semua setara



INTRODUCTION



BACKGROUND



A total of 9,9 million Indonesian youth (15-24 years old) are neither employed nor in training (BPS, 2024). Indonesia is currently facing a skill mismatch crisis, where the skills possessed by young people do not match the needs of the industry, especially in high-growth sectors such as IT, Retail, Apparel, and Hospitality.

Formal education still focuses on basic knowledge and does not adequately equip graduates with practical work-ready skills. On the other hand, many young people have limited access to career mentoring, real-world work experience and networks, which keeps unemployment and underemployment high.

Yayasan Plan International Indonesia, supported by Standard Chartered Bank, launched the **Futuremakers YEP** program. The Program aims to equip 1.900 youth in the Jabodetabek, Semarang, Yogyakarta, and Surabaya areas with practical skills and training aligned with industry needs.

The focus is on four priority sectors, namely IT, Retail, Apparel, and Hospitality. Programs include skills training, apprenticeships, and access to career mentoring. Labour Market Assessment is conducted to identify employment trends and industry needs, so that the training provided can be more responsive and relevant to market demand.



OBJECTIVE

1

LABOUR MARKET TRENDS

In the last three years (2022–2024) in the IT, Retail, Apparel, and Hospitality sectors in Jabodetabek, Semarang, Yogyakarta, and Surabaya areas.

2

DEMAND

- Job Opportunities
- Employer needs and preferences
- Participation and success rate
- Labour readiness issues at the industry level

3

SUPPLY

- Availability of skilled young labour
- Number of Graduates
- Skills Level
- Main barriers to entering the world of work

4

CHALLENGES & OPPORTUNITIES

faced by young job seekers in accessing decent work, including structural, education, and experience factors

5

STRATEGIC RECOMMENDATIONS

to refine Futuremakers YEP program interventions, including the development of training modules, delivery methods, and other supporting strategies.



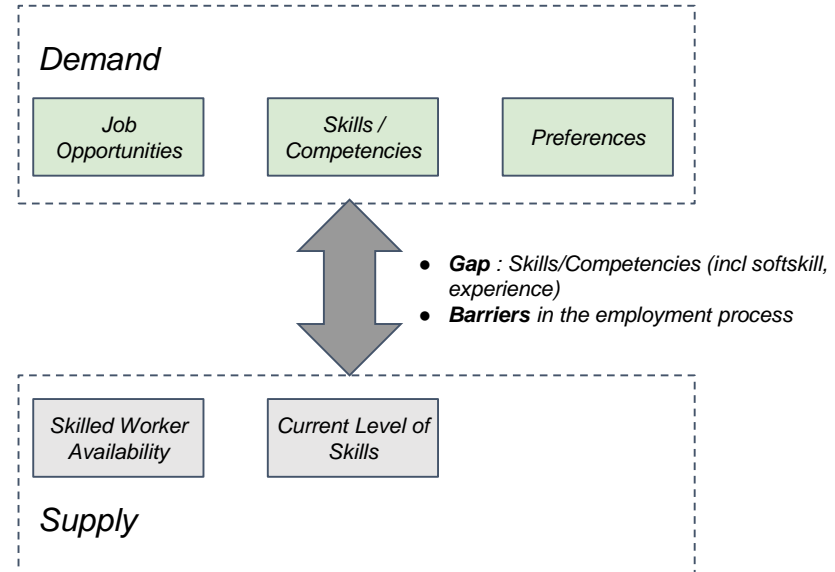
RESEARCH METHODOLOGY



ANALYTICAL FRAMEWORK

The labour market is where the supply and demand for jobs meet, where workers provide the services or labour needed by employers. Workers can be anyone who wants to offer their services for a certain reward, while employers can be individuals or organizations that need someone to fill a certain position or complete a task.

In this study, the labour market is analysed to provide information on labour demand and supply, including job positions and skills required as well as the expectations of employers.



DESK STUDY

- ✓ BPS State of the Labour Force in Indonesia
- ✓ The World Bank Indonesia Economic Prospects June 2024
- ✓ Pusbanjaknaker Indonesia Employment Report 2024
- ✓ Kemenko PMK presentation at the Regional Head Retreat February 2025
- ✓ Job Portal Site

YOUTH

- ✓ Online questionnaire to 165 youth from Jabodetabek, Surabaya, Semarang, and Yogyakarta
- ✓ Online interview with 15 youth
- ✓ Online questionnaire to 398 Job Training Institute Alumni
- ✓ Online FGD with 16 Job Training Institute Alumni

EMPLOYER

- ✓ Online questionnaire to 474 employers
- ✓ Online interview with 50 employers

KEY STAKEHOLDER

- Interview to :
- ✓ Department of Manpower and Transmigration of East Java Province
 - ✓ Department of Industry and Manpower of Surabaya City
 - ✓ Department of Manpower and Transmigration of Yogyakarta
 - ✓ Department of Manpower and Transmigration of DKI Jakarta
 - ✓ Department of Manpower and Transmigration of Central Java Province



PHASE OF WORKS



Research Design & Alignment

Data Collection

Data Analysis

Final Report

FEBRUARY

- Research Design
- Research Instruments
- Data Collection Tools

MARCH

- Literature Review
- Online Questionnaire
 - Job Training Institutions
 - Youth + Job Training Institutions Alumni
 - Employers

APRIL

- Literature Review
- FGD & Interview
 - BLK/PPKD/PPKPI
 - BLK/PPKD/PPKI Alumni
 - Key Stakeholder

MAY

JUNE

- Final Report



RESULTS & DISCUSSION



MARKET PROFILE

HR needs in the job market



How is the growth of job opportunities in each sector and region?

GROWTH & SIZE

- BPS Data
- Job Posting Data on Job Portal
- Employers and TVET Survey
- Employment Report
- Outlook & Forecast Report

What skills are needed in each target sector?

SKILLS

What challenges do employers and job seekers face?

CHALLENGES

- Employers and TVET Survey
- Research / Study on skills need in the world of work
- Research / Study on employer preferences



GROWTH & SIZE



MARKET PROFILE | GROWTH & SIZE

INDONESIA'S ECONOMIC GROWTH

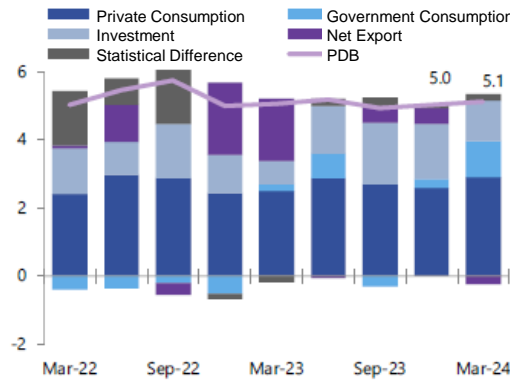


Economic growth, as indicated by PDB growth, in the first quarter of 2024, was at 5.1%, exceeding the average growth of middle-income countries. PDB growth is projected to reach an average of 5.1% in the period 2024 - 2026.

With growth above 6% per year, the services sector contributes more than half of PDB growth.

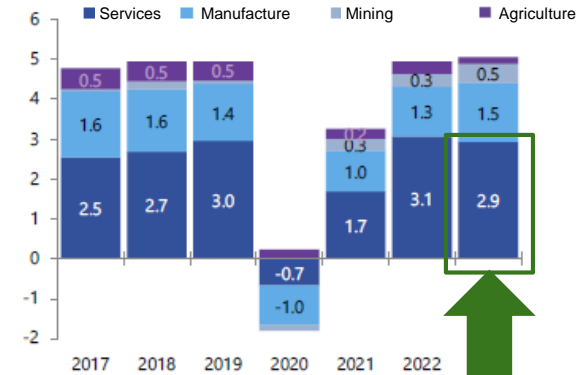
The services sector has proven to be resilient in the face of various pressures (such as COVID-19, conflicts, geopolitical tensions, falling commodity prices), and is supported by the growth of the Information and Communication Technology (ICT) and financial services sectors.

Stable PDB growth supported by private sector needs and government
(percentage contribution to yoy growth)



Source : BPS, World Bank Staff Calculations

Services sector contributes to more than half of PDB growth
(percentage contribution to yoy growth)



Source : BPS, World Bank Staff Calculations

Services Sector



MARKET PROFILE | GROWTH & SIZE

OVERVIEW OF EMPLOYMENT IN INDONESIA



Employment

Indonesia has advantages in terms of population and a high Labor Force Participation Rate (LFPR)*, which is 69.8, but still faces challenges by high unemployment and low average wages ¹⁾.

In 2024, the total labor force will reach 152 million with a LFPR of 70.63. Of this total labor force, 95.1% are employed. The number of employed labor force has increased by about 4.2 million per year, in the last two years ²⁾.

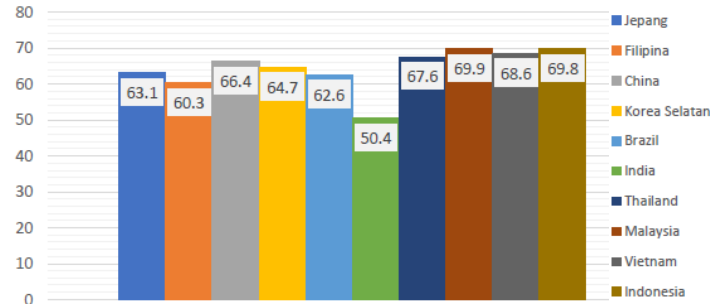
Indonesia is in the demographic bonus period (2010-2030), where the dependency ratio is at its lowest point, which means a golden opportunity to boost productivity and competitiveness ³⁾.

* Labor Force Participation Rate (LFPR) = (Total Labor Force / Total Population of Working Age) x 100

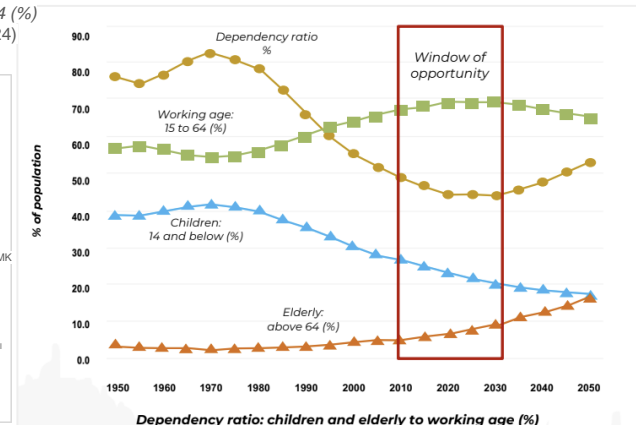
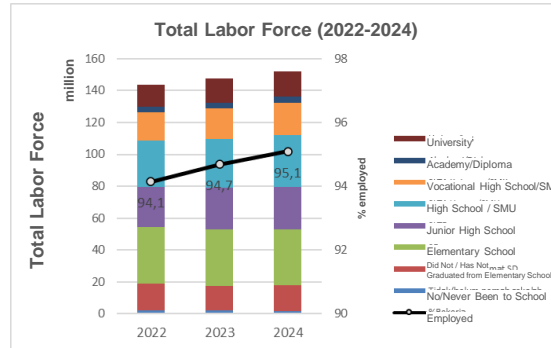
1) Pusbangjknaker, Indonesia Employment Report, 2024

2) BPS Data

3) Kemenko PMK presentation at the Regional Head Retreat, February 2025

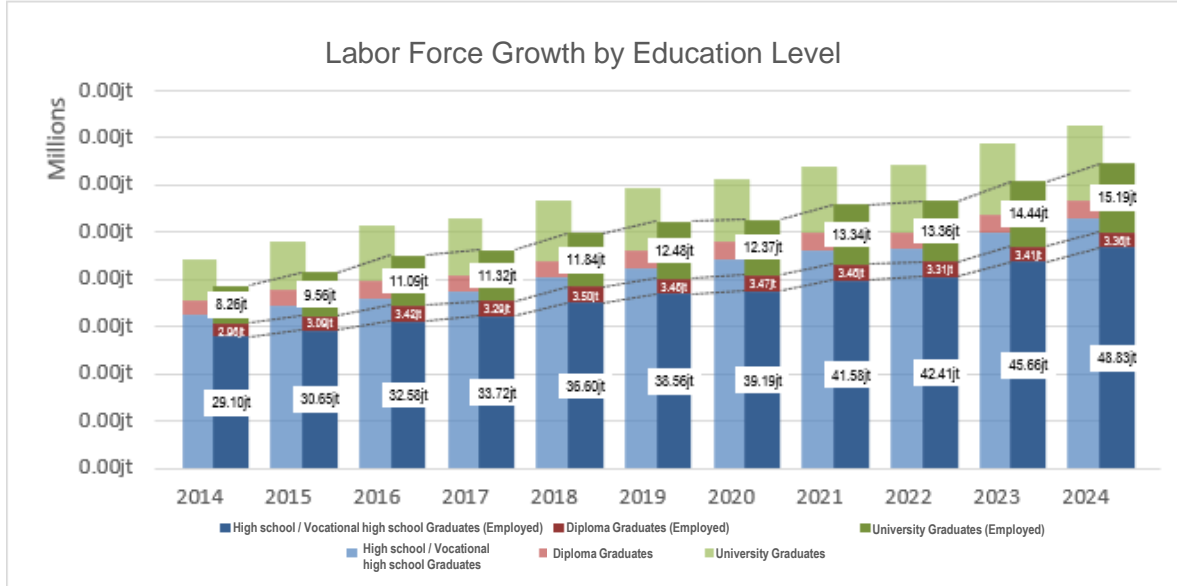


Graph 2.4 Labor Force Participation Rate in Various Countries in 2024 (%)
Source : various sources (2024), processed by Pusbangjknaker (2024)



MARKET PROFILE | GROWTH & SIZE

LABOR FORCE GROWTH = JOB OPPORTUNITIES



Job Opportunities

In 2024, in Indonesia, there will be 72.5 million graduates of high school & vocational high school, Diploma and University, and 92.9% of them are employed.

Over the past decade, the growth in the number of those employed, reach an average of 5.27% per year, or around **2.9 million per year**. This growth illustrates the new job opportunities that have been successfully utilized by high school / vocational high school, Diploma and University graduates.



MARKET PROFILE | GROWTH & SIZE

LABOR FORCE GROWTH = JOB OPPORTUNITIES



Job Opportunities

Of the **2.9 million per year** new job opportunities, the estimated new job opportunities in the IT sector are around 31 thousand per year (1.1% of total job opportunities), Retail as much as 440 thousand (15.3%), Hospitality as much as 378 thousand (13.0%) and Apparel sector as much as 17 thousand per year (0.6%).

	Total Job Opportunities Per Region				
	IT	Retail	Hospitality	Apparel	TOTAL
DKI Jakarta	2,928	24,931	24,090	905	150,787
Semarang	4,119	63,650	54,143	2,679	446,389
Yogyakarta	253	3,349	2,936	134	22,190
Surabaya	2,752	45,404	37,441	1,873	312,065
Others	21,407	306,769	259,594	11,804	1,967,780
Indonesia	31,459	444,103	378,204	17,395	2,899,211

	% Total Job Opportunities Per Region			
	IT	Retail	Hospitality	Apparel
DKI Jakarta	1.94%	16.53%	15.98%	0.60%
Semarang	0.92%	14.26%	12.13%	0.60%
Yogyakarta	1.14%	15.09%	13.23%	0.60%
Surabaya	0.88%	14.55%	12.00%	0.60%
Others	1.09%	15.59%	13.19%	0.60%
Indonesia	1.09%	15.32%	13.05%	0.60%

Source : BPS Data, recalculated and prepared by Freshminds



MARKET PROFILE | GROWTH & SIZE

JOB POSTINGS PER REGION PER SECTOR



Based on data on the number of job postings on three popular job information portals in Indonesia (JobStreet, LinkedIn, dan Glints), the following information was obtained :

Total number of job postings for all jobs

	Number Of Job Vacancies Per Region			
	IT	Retail	Hospitality	Apparel
DKI Jakarta	4.290	3.450	2.246	629
Semarang	156	392	252	84
Yogyakarta	164	642	682	88
Surabaya	203	720	742	98
Indonesia	5.961	9.712	8.774	1.410

	% Of Job Openings Compared To Total			
	IT	Retail	Hospitality	Apparel
DKI Jakarta	7,8%	5,6%	4,5%	1,1%
Semarang	2,9%	7,3%	5,2%	1,6%
Yogyakarta	2,0%	8,7%	11,7%	1,5%
Surabaya	2,3%	7,7%	9,6%	1,1%
Indonesia	4,5%	7,5%	7,4%	1,0%

Total number of job postings for entry-level positions

	Number Of Entry Level Job Vacancies Per Region			
	IT	Retail	Hospitality	Apparel
DKI Jakarta	1.280	1.648	1.012	281
Semarang	47	221	95	43
Yogyakarta	51	394	291	58
Surabaya	66	408	319	61
Indonesia	1.876	5.959	3.801	738

	% Of Entry Level Job Openings Compared To Total			
	IT	Retail	Hospitality	Apparel
DKI Jakarta	2,4%	3,5%	2,0%	0,6%
Semarang	0,9%	4,3%	2,2%	0,7%
Yogyakarta	0,6%	5,2%	5,0%	0,7%
Surabaya	0,7%	4,0%	3,3%	0,6%
Indonesia	1,3%	4,6%	3,1%	0,6%

1. Of all job vacancies,
 - a. 7.5% and 7.4% are vacancies in in the Retail and Hospitality Sectors.
 - b. 4.5% of vacancies are in the IT sector, and the highest percentage is in Jakarta

1. The percentage of entry level vacancies compared to the total number of vacancies in each sector is as follows
 - a. IT : 31%
 - b. Retail : 61%
 - c. Hospitality : 43%
 - d. Apparel : 52%

*Job Posting Data on JobStreet, LinkedIn, and Glints, in March - April 2025



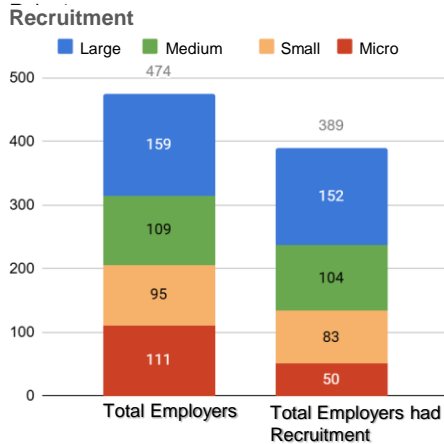
MARKET PROFILE | GROWTH & SIZE

BUSINESSES ARE STILL RECRUITING = JOB OPPORTUNITIES



% Active Employers Recruiting

Of the 474 employer respondents, 82% of them are recruiting in 2022-2024. The percentage of large and medium businesses recruiting reaches 95%, while micro businesses are only around 45%.



Number of Recruitment

The Percentage of recruitment number (number of recruitment divided by the number of employees) in 2022-2024, on average is 14.46%. Large businesses recruit 13.6% of the number of existing employees. Small and medium businesses recruit 30% of the number of existing employees. While micro businesses recruit 2-3 people per employer.

Recruitment

Total Recruitment 2022-2024



Source : Employer Survey (2025)



MARKET PROFILE | GROWTH & SIZE

BUSINESSES ARE STILL RECRUITING = JOB OPPORTUNITIES



Estimated number of recruitments		Total	Micro	Small	Medium	Large
			< 5 employees	5 - 19 employees	20 - 99 employees	100+ employees
a	Number of employer respondents	98	5	8	35	50
b	Number of employees	26,390	10	120	1,260	25,000
c	Recruiting in 2022-2024 ?	91	2	7	33	49
		92.86%	40.00%	87.50%	94.29%	98.00%
d	Number of recruitments (2022-2024)	2,243	15	42	350	1,836
		8.50%	150.00%	35.00%	27.78%	7.34%

Recruitment in IT Sector

The average percentage of recruitment in the IT sector is **8.5%**. Large businesses recruit 7.3% of the existing number of employees (FUSE Group, Desnet, Glints, Singcom, PT Telkom, CV IndoJaya, Intera Lestari Polimer, etc). Small and medium businesses recruit 28-35% of the existing number of employees. While micro businesses recruit 7-8 people per business.

Estimated number of recruitments		Total	Micro	Small	Medium	Large
			< 5 employees	5 - 19 employees	20 - 99 employees	100+ employees
a	Number of employer respondents	141	30	39	31	41
b	Number of employees	21,521	60	576	1,085	19,800
c	Recruiting in 2022-2024 ?	123	16	36	31	40
		87.23%	53.33%	92.31%	100.00%	97.56%
d	Number of recruitments (2022-2024)	2,139	34	168	231	1,706
		9.94%	56.67%	29.17%	21.29%	8.62%

Recruitment in Retail Sector

The average percentage of recruitment in Retail sector is **9.9%**. Large businesses recruit 8.6% of the existing number of employees (such as OPPO Indonesia, Matahari Dept Store, Indomarco, K-24 , etc). Small and medium businesses recruit 22-29% of the existing number of employees. While micro businesses recruit 2 people per business.



MARKET PROFILE | GROWTH & SIZE

BUSINESSES ARE STILL RECRUITING = JOB OPPORTUNITIES



Estimated number of recruitments		Total	Micro	Small	Medium	Large
			< 5 employees	5 - 19 employees	20 - 99 employees	100+ employees
a	Number of employer respondents	36	3	7	11	15
b	Number of employees	10,489	6	105	378	10,000
c	Recruiting in 2022-2024 ?	33	2	6	11	14
		91.67%	66.67%	85.71%	100.00%	93.33%
d	Number of recruitments (2022-2024)	1,201	3	43	200	955
		11.45%	50.00%	40.95%	52.91%	9.55%

Recruitment in Hospitality Sector

The average percentage of recruitment in the Hospitality sector is **11.5%**. Large businesses recruit 9.5% of the existing number of employees (including Sushi Tei, Mitracomm Ekasarana, RS Hermina, Hotel Verwood Surabaya). Small and medium businesses recruit 40-53% of the existing number of employees. While micro businesses recruit 1 person per business.

Estimated number of recruitments		Total	Micro	Small	Medium	Large
			< 5 employees	5 - 19 employees	20 - 99 employees	100+ employees
a	Number of employer respondents	29	3	9	10	7
b	Number of employees	27,491	6	135	350	27,000
c	Recruiting in 2022-2024 ?	28	3	8	10	7
		96.55%	100.00%	88.89%	100.00%	100.00%
d	Number of recruitments (2022-2024)	6,734	3	31	90	6,610
		24.50%	50.00%	22.96%	25.71%	24.48%

Recruitment in Apparel Sector

The average percentage of recruitment in the Apparel sector is **24.5%**. Large businesses recruit 24.4% of the existing number of employees (including PT Pan Brother, Matahari, PT Rismar Daewoo, PT Eka Sandang Duta Prima, Ungaran Sari Garment, Top and Top). Small and medium businesses recruit 23-26% of the existing number of employees. While micro businesses recruit 1 person per business.

Source : Employer Survey (2025)

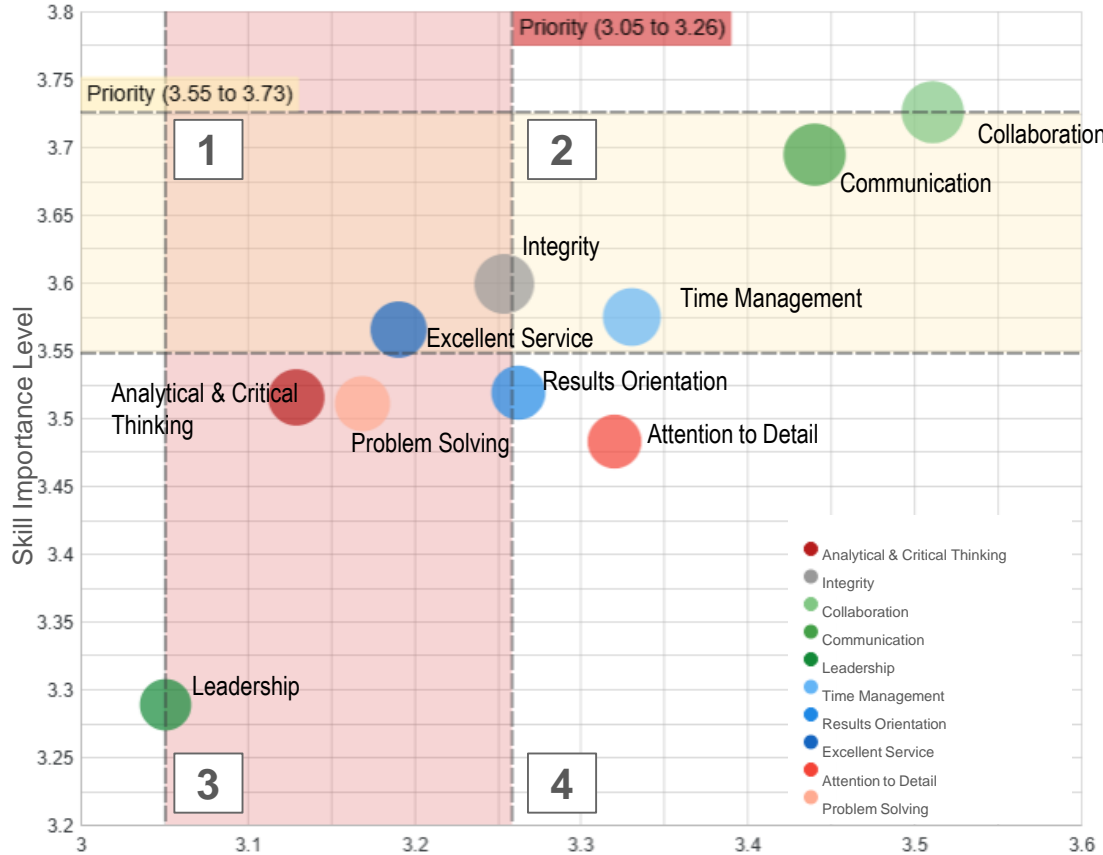


SKILL GAP



MARKET PROFILE | SKILL GAP

SOFT SKILLS



In general for all target sectors, the priority order of soft skills to be developed is :

1. Excellent Service (*customer orientation*)
2. Integrity
3. Analytical & Critical Thinking
4. Problem Solving
5. Results Orientation
6. Time Management
7. Communication
8. Collaboration
9. Attention to Detail
10. Leadership

1) Skill importance level is the average of the importance level scores based on employer

- 1: Very unimportant
- 2: Unimportant
- 3: Important
- 4: Very important

2) Skill mastery level is the average score of skill mastery assessed independently by youth and alumni in the survey

- 1: not mastered at all
- 2: slightly mastered and has not helped with work
- 3: moderately mastered and applied it in work
- 4: mastered and has become part of daily work



MARKET PROFILE | SKILL GAP

SOFT SKILLS per SEKTOR



IT	
<ul style="list-style-type: none"> Analytical & Critical Thinking Problem Solving Integrity 	<ul style="list-style-type: none"> Collaboration Communication
<ul style="list-style-type: none"> Excellent Service Leadership 	<ul style="list-style-type: none"> Results Orientation Time Management Attention to Detail

RETAIL	
<ul style="list-style-type: none"> Excellent Service 	<ul style="list-style-type: none"> Collaboration Communication Time Management
<ul style="list-style-type: none"> Analytical & Critical Thinking Problem Solving Integrity Leadership 	<ul style="list-style-type: none"> Results Orientation Attention to Detail

HOSPITALITY	
<ul style="list-style-type: none"> Excellent Service Integrity 	<ul style="list-style-type: none"> Collaboration Communication Time Management
<ul style="list-style-type: none"> Analytical & Critical Thinking Problem Solving Leadership 	<ul style="list-style-type: none"> Time Management Attention to Detail

APPAREL	
<ul style="list-style-type: none"> Integrity 	<ul style="list-style-type: none"> Collaboration Communication Time Management Attention to Detail
<ul style="list-style-type: none"> Excellent Service Problem Solving Leadership Analytical & Critical Thinking 	<ul style="list-style-type: none"> Results Orientation

The priority of soft skills development in each sector is different.

- IT Sector : Analytical Thinking, Problem Solving, Integritas
- Retail : Excellent Service
- Hospitality : Excellent Service, Integrity
- Apparel : Integrity

Source: Employer and Youth Survey (2025)



MARKET PROFILE | SKILL GAP

SOFT SKILLS per REGION



JABODETABEK	
<ul style="list-style-type: none"> Analytical & Critical Thinking Excellent Service Integrity 	<ul style="list-style-type: none"> Collaboration Communication Results Orientation
<ul style="list-style-type: none"> Problem Solving Leadership 	<ul style="list-style-type: none"> Time Management Attention to Detail

SEMARANG	
<ul style="list-style-type: none"> Attention to Detail Time Management 	<ul style="list-style-type: none"> Collaboration Communication Excellent Service
<ul style="list-style-type: none"> Problem Solving Analytical & Critical Thinking Integrity Leadership 	<ul style="list-style-type: none"> Results Orientation

YOGYAKARTA	
<ul style="list-style-type: none"> Analytical & Critical Thinking Time Management Problem Solving 	<ul style="list-style-type: none"> Collaboration Communication Excellent Service
<ul style="list-style-type: none"> Integrity Leadership 	<ul style="list-style-type: none"> Results Orientation Attention to Detail

SURABAYA	
<ul style="list-style-type: none"> Excellent Service 	<ul style="list-style-type: none"> Collaboration Communication Time Management Attention to Detail
<ul style="list-style-type: none"> Results Orientation Problem Solving Analytical & Critical Thinking Leadership 	<ul style="list-style-type: none"> Integrity

The priority of soft skills development in each region is different.

- Jabodetabek : Analytical Thinking, Excellent Service, Integrity
- Semarang : Attention to Detail, Excellent Service
- Yogyakarta: Analytical Thinking, Time Management, Problem Solving
- Surabaya : Excellent Service

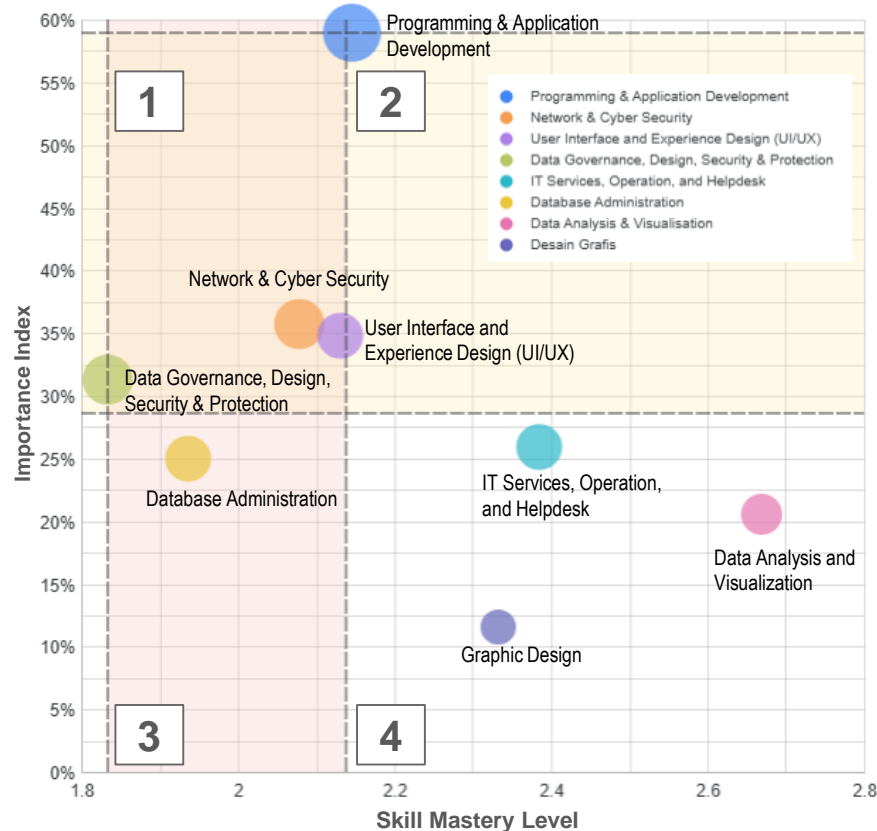
Source: Employer and Youth Survey (2025)



MARKET PROFILE | SKILL GAP

TECHNICAL SKILLS : INFORMATION TECHNOLOGY

Skill Mastery Level vs Skill Importance Level



Technical Skill that are considered a priority in the IT sector :

Programming & Application Development	Network & Cyber Security	User Interface and Experience Design (UI/UX)	Data Governance, Design, Security & Protection	Database Administration
<ul style="list-style-type: none"> ● Java Script ● Python ● SQL 	<ul style="list-style-type: none"> ● Cyber Security : NIST Framework, Security Tool (Kali Linux, Splunk, Snort IDS, etc) 	<ul style="list-style-type: none"> ● Figma ● Adobe XD 	<ul style="list-style-type: none"> ● Data Governance ● Cloud : AWS, Azure, Google Cloud ● Data Security : encryption tool (SSL) 	<ul style="list-style-type: none"> ● SQL-based database (MySQL, PostgreSQL, Oracle) ● Installation, Query, Backup & Recovery, Maintenance

Description

Importance Index - Technical Competencies

Calculated based on the percentage of employers who choose the competency as a need

Skill Mastery Level is the average score of skill mastery assessed independently by youth and alumni in the survey

- 1: not mastered
- 2: only partially mastered
- 3: not sure if it can be used for work
- 4: mastered and ready to use for work
- 5: Very mastered and already have experience

The bubble size illustrates the percentage of employers who assess the required skills and recruit more than 10 people in 2022-2024

The **priority quadrant** is a quadrant that describes a high level of importance of a low level of mastery

Source: Employer and Youth Survey (2025)

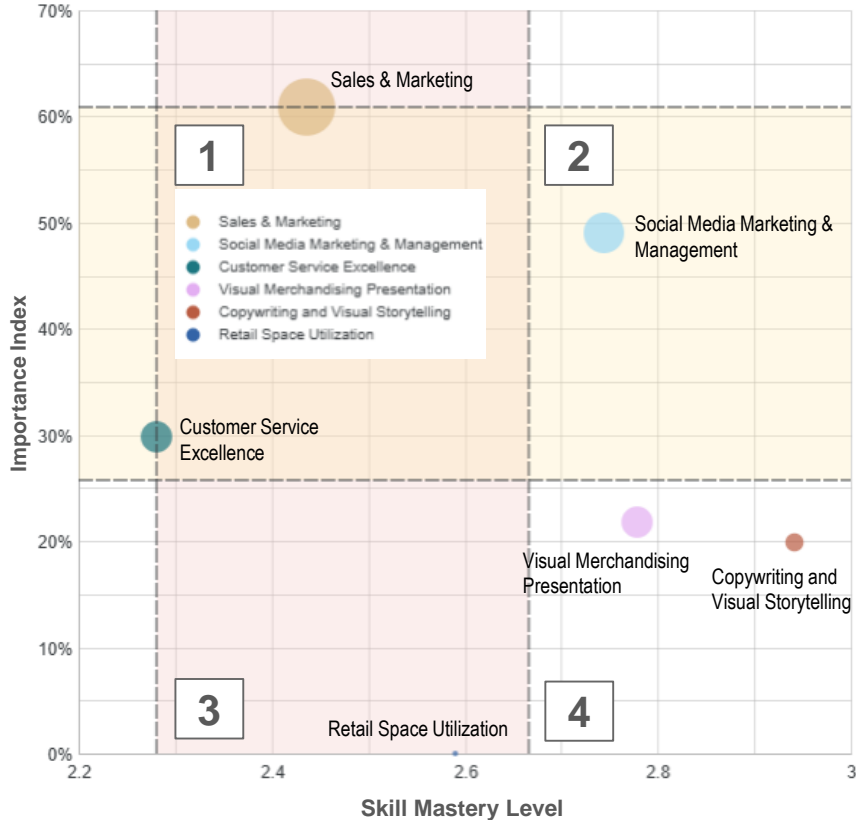


MARKET PROFILE | SKILL GAP

TECHNICAL SKILLS : RETAIL



Skill Mastery Level vs Skill Importance Level



Technical Skill that are considered a priority in the Retail sector :

Sales & Marketing	Customer Service Excellence	Social Media Marketing & Management
<ul style="list-style-type: none"> Office ERP 	<ul style="list-style-type: none"> Communication Problem Solving 	<ul style="list-style-type: none"> Content Creation Community Engagement Analytics

Description

Importance Index - Technical Competencies

Calculated based on the percentage of employers who choose the competency as a need

Skill Mastery Level is the average score of skill mastery assessed independently by youth and alumni in the survey

- 1: not mastered
- 2: only partially mastered
- 3: not sure if it can be used for work
- 4: mastered and ready to use for work
- 5: Very mastered and already have experience

The **bubble size** illustrates the percentage of employers who assess the required skills and recruit more than 10 people in 2022-2024

The **priority quadrant** is a quadrant that describes a high level of importance of a low level of mastery

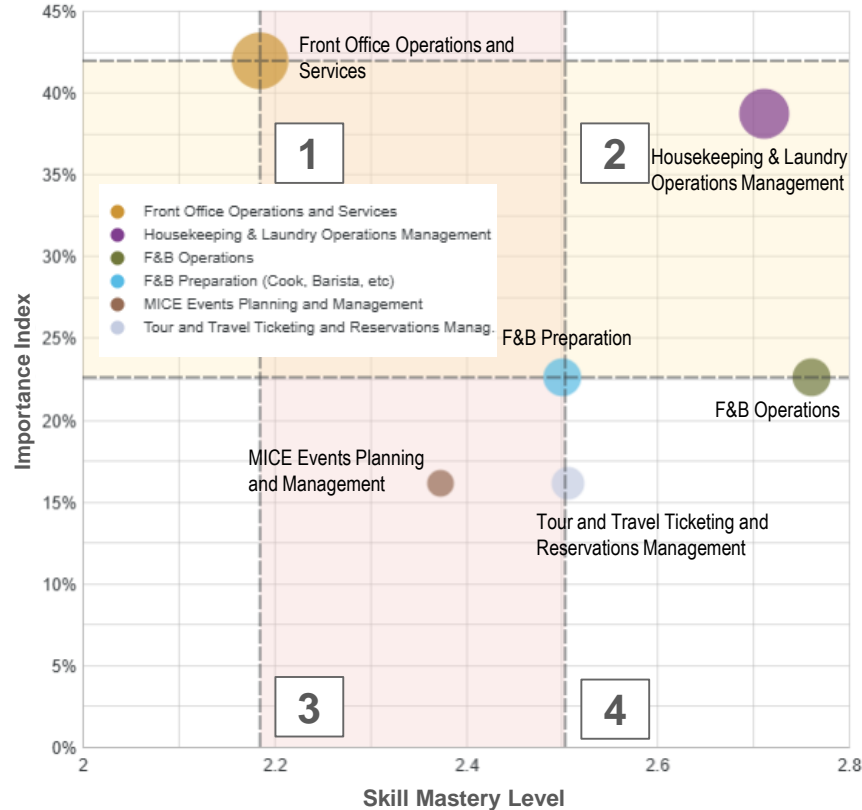
Source: Employer and Youth Survey (2025)



MARKET PROFILE | SKILL GAP

TECHNICAL SKILLS : HOSPITALITY

Skill Mastery Level vs Skill Importance Level



Technical Skill that are considered a priority in the Hospitality sector :

Front Office Operations and Services	Housekeeping & Laundry Operations Management	F&B Preparations
<ul style="list-style-type: none"> Reservation management Financial transaction Guest Service Management 	<ul style="list-style-type: none"> Housekeeping Laundry 	<ul style="list-style-type: none"> Cook Barista

Description

Importance Index - Technical Competencies

Calculated based on the percentage of employers who choose the competency as a need

Skill Mastery Level is the average score of skill mastery assessed independently by youth and alumni in the survey

- 1: not mastered
- 2: only partially mastered
- 3: not sure if it can be used for work
- 4: mastered and ready to use for work
- 5: Very mastered and already have experience

The **bubble size** illustrates the percentage of employers who assess the required skills and recruit more than 10 people in 2022-2024

The **priority quadrant** is a quadrant that describes a high level of importance of a low level of mastery

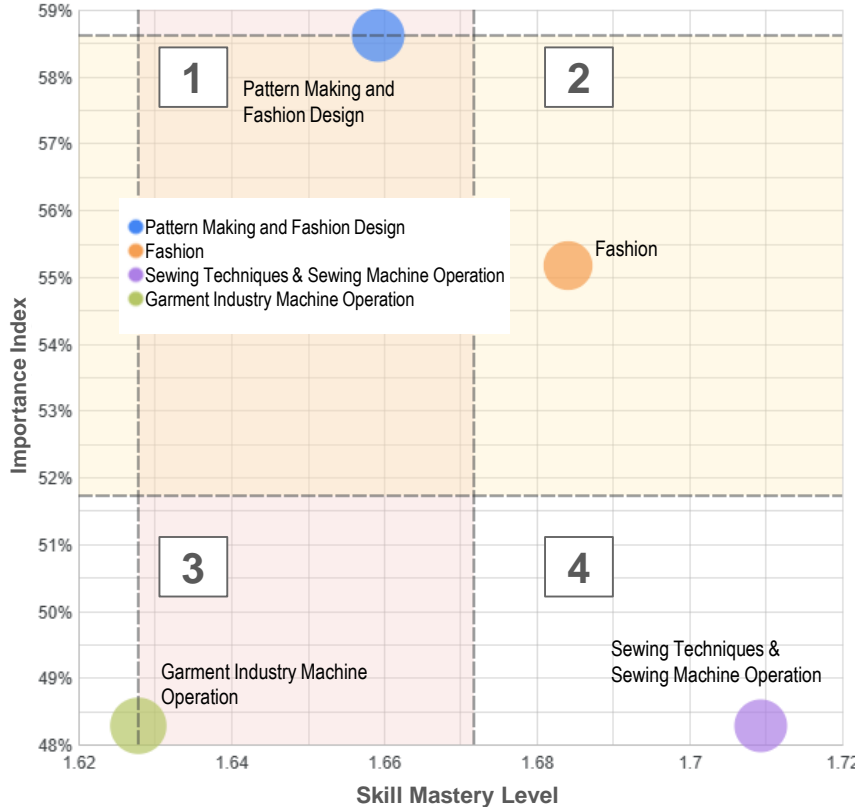
Source: Employer and Youth Survey (2025)



MARKET PROFILE | SKILL GAP

TECHNICAL SKILLS : APPAREL

Skill Mastery Level vs Skill Importance Level



Technical Skill that are considered a priority in the Apparel sector :

Pattern Making and Fashion Design	Garment Industry Machine Operation
<ul style="list-style-type: none"> ● Introduction to materials and fabrics ● Fashion Pattern 	<ul style="list-style-type: none"> ● Garment Machine ● Quality control ● Safety standards

Description

1) Importance Index - Technical Competencies
 Calculated based on the percentage of employers who choose the competency as a need

1) Skill Mastery Level is the average score of skill mastery assessed independently by youth and alumni in the survey

- 1: not mastered
- 2: only partially mastered
- 3: not sure if it can be used for work
- 4: mastered and ready to use for work
- 5: Very mastered and already have experience

3) The bubble size illustrates the percentage of employers who assess the required skills and recruit more than 10 people in 2022-2024

4) The priority quadrant is a quadrant that describes a high level of importance of a low level of mastery

Source: Employer and Youth Survey (2025)



MARKET PROFILE | SKILL GAP

OTHERS INSIGHTS



Additional skill needed according to **Youth**

30%	25%	20%	15%	7%	3%
Technical & Digital Skill	Communication & Leadership	Analytical & Problem Solving	Operational & Industry-Specific	Adaptability & Continuous Learning	Creative & Marketing
Design & Multimedia : AutoCAD, Photoshop, UI/UX, 32 Design, Photography	Interpersonal Skills : Communication, Public Speaking, English	Critical Thinking : Analisis Data, Problem Solving	Manufacturing : Welding, HVAC, Electrical	Soft skills : Adaptability, Time Management	Digital Marketing : SEO, Social Media Specialist
Programming & IT : Python, PLC, Cybersecurity, Web Development	Leadership & Management : Leadership, Team Management, HR Skills	Technical Analysis : Troubleshooting, Financial Analysis	Administrative : Accounting, SOP	Self Development : Foreign Language, Certification	Creative Arts : Makeup, Fashion
Software & Tool : Excel, SAP, Adobe Suite, Google Analytic					



MARKET PROFILE | SKILL GAP

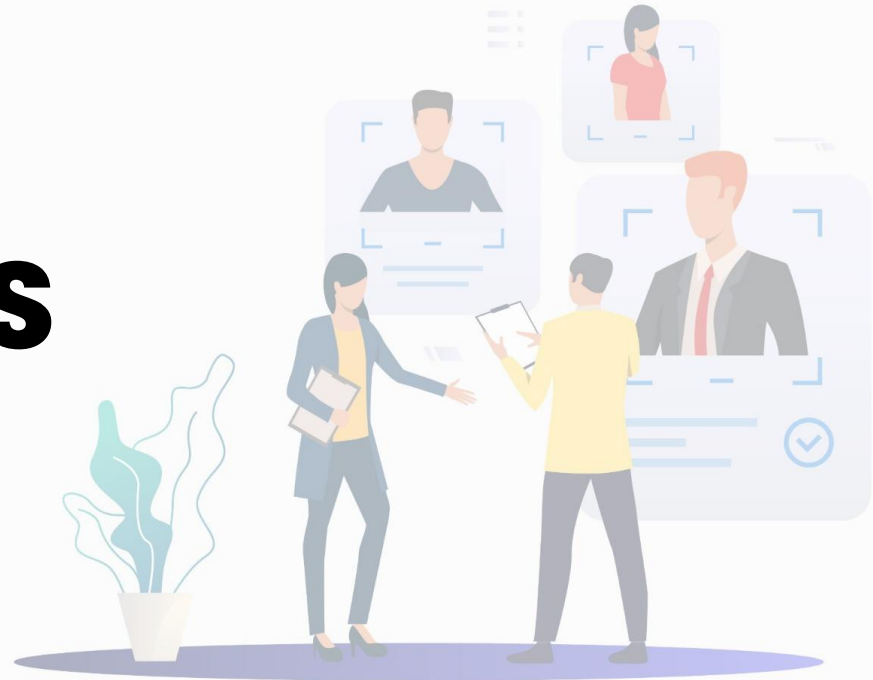
OTHERS INSIGHTS



	IT	Retail	Hospitality	Apparel	Cross Sector
CORE SKILLS	<ul style="list-style-type: none"> • Coding & Software Development (e.g., programming, server management) • UI/UX Design (software design, graphic design basics) • Product Management • Network Administration • Data Input & Computer Literacy (administrative tasks, application operation) 	<ul style="list-style-type: none"> • Sales & Marketing (traditional and digital) • Customer Service (for retail outlets) 	<ul style="list-style-type: none"> • Customer Service Excellence (frontline, F&B operations) • F&B Preparation (cooking, barista skills, serving) 	<ul style="list-style-type: none"> • Sewing & Pattern Making • Machine Operation (industrial sewing machine, attaching buttons or labels) • Laundry & Fabric Care 	<p>Digital Transformation:</p> <ul style="list-style-type: none"> • Social media marketing, copywriting, and content creation • Basic IT literacy, including for non-IT jobs (e.g retail admin). <p>Experience :</p> <ul style="list-style-type: none"> • The importance of internships/ hands-on skills (e.g garment, kitchen operations). • Certificates are less important than skills and experience.
ADDITIONAL SKILLS	<ul style="list-style-type: none"> • Digital Marketing (content creation, social media management) 	<ul style="list-style-type: none"> • Graphic Design (banners, invitations, photo editing) • E-commerce Operations (live selling, online ads) • Administrative Tasks (inventory management, data entry) 	<ul style="list-style-type: none"> • Digital Marketing • Multi Language Skills (for example English, Mandarin) 	<ul style="list-style-type: none"> • Packing & Quality Control • Visual Storytelling 	<p>M-shape:</p> <ul style="list-style-type: none"> • Employers are looking for candidates who can perform multiple roles (e.g marketing + sales, design + IT).



CHALLENGES



MARKET PROFILE | CHALLENGES

JOB SEEKING : Youth Recruitment Challenges



On average, the order of youth recruitment challenges in the 4 region:

1. Adaptation Difficulty (52.59%)
2. Lack of Work Experience (52.42%)
3. Lack of Relevant Skills (43.14%)

- Jabodetabek and Yogyakarta have the main challenge **Lack of Work Experience**
- Semarang and Surabaya have the main challenge **Adaptation Difficulty**

Dominant challenges in each sector :

- a. IT : Skills and Experience
- b. Retail : Experience and Adaptation
- c. Hospitality : Experience
- d. Apparel : Skills, Experience and Adaptation

Lack of work experience is the most dominant factor among all target sectors and target regions^{*)}

^{*)} Lack of Work Experience = 13 of 16 cell

Youth Recruitment Challenges

Region	Lack of Relevant Skills	Lack of Work Experience	Adaptation Difficulties
Jabodetabek	47.54%	50.82%	47.54%
Semarang	45.45%	51.24%	52.07%
Yogyakarta	38.71%	54.84%	51.61%
Surabaya	40.87%	52.78%	59.13%

	Jabodetabek	Semarang	Yogyakarta	Surabaya
IT	Skills	Skills	Skills, Experience, Adaptation	Skills, Experience, Adaptation
Retail	Skills, Experience	Skills, Experience, Adaptation	Experience, Adaptation	Experience, Adaptation
Hospitality	Experience, Adaptation	Experience	Skills	Skills
Apparel	Experience, Adaptation	Skills, Experience, Adaptation	Skills	Adaptation

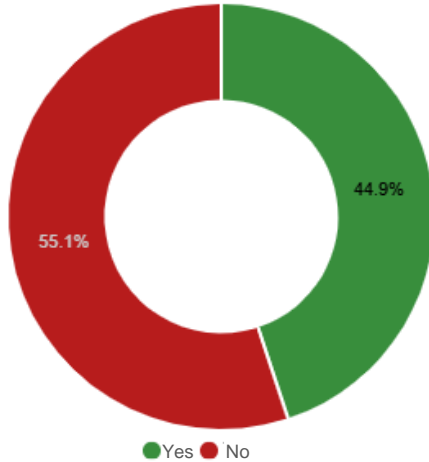


MARKET PROFILE | CHALLENGES

JOB SEEKING

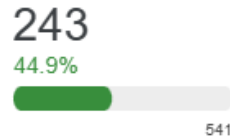


Currently employed?

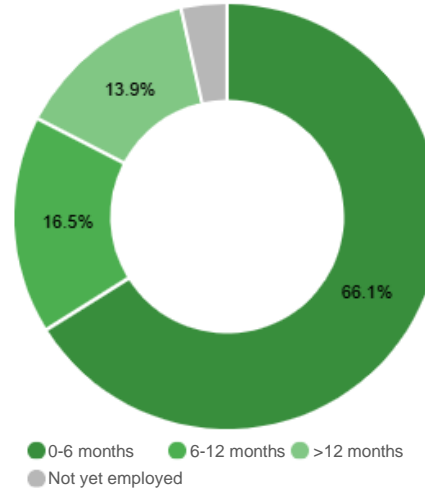


44.9% of Youth + Vocational Training Institute Alumni survey respondents are currently employed

Employed

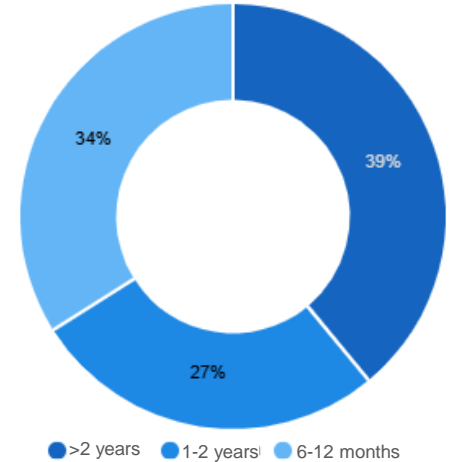


Time to Employment



82.6% of respondents who are employed, found their job within 1 year

How Long Have You Been Working



66% of respondents who are employed, have been working in their current workplace for more than 1 year



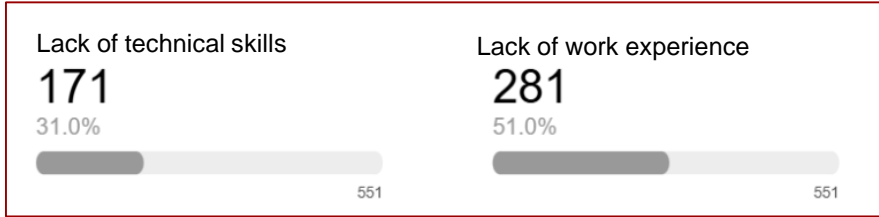
MARKET PROFILE | CHALLENGES

JOB SEEKING : DIFFICULTY FACTORS IN FINDING A JOB

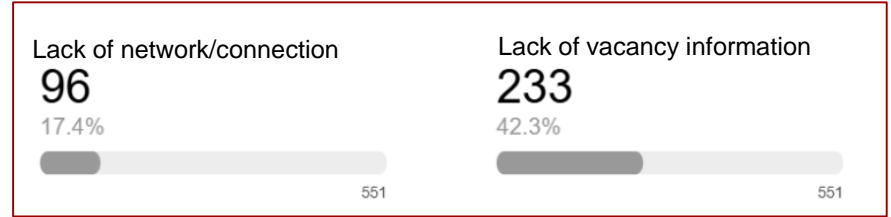


Difficulty factors in finding a job are dominated by lack of experience (50.9%), difficult requirement process (48.6%), and lack of information on job vacancy (42%),

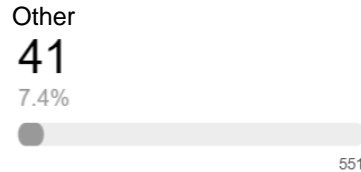
Skills & Experience



Information



Recruitment



Other

- Salary is not as expected (7%)
- Educational background is not suitable (0.2%)

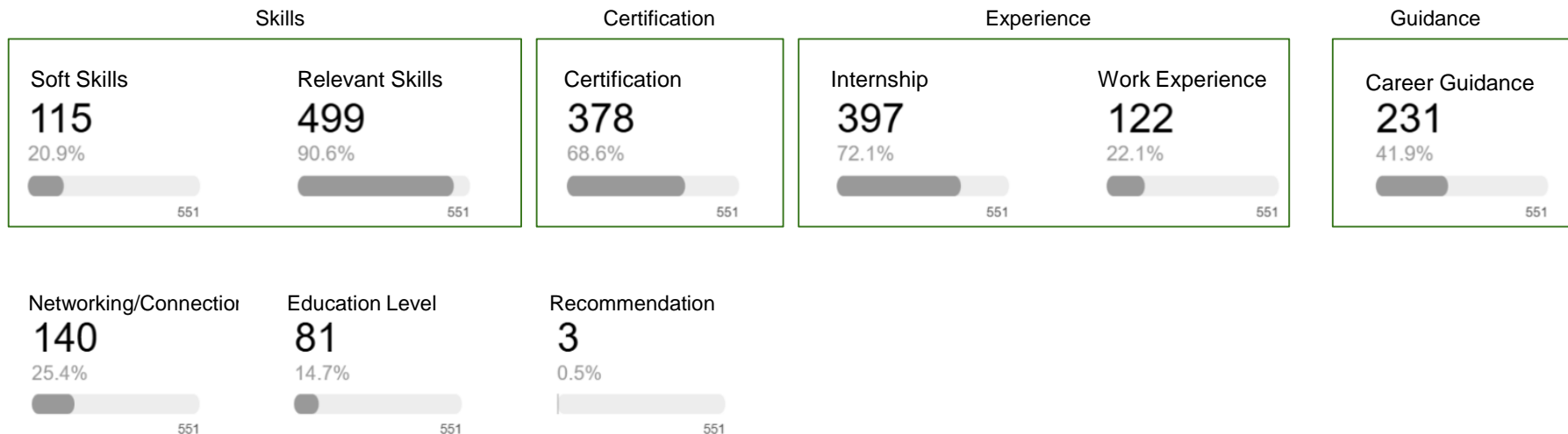


MARKET PROFILE | CHALLENGES

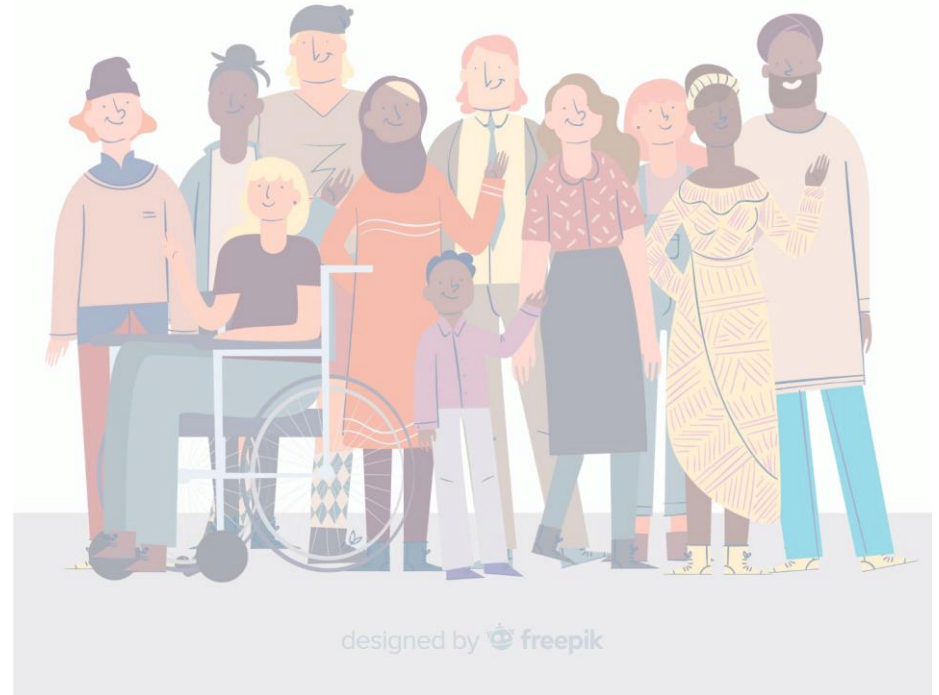
JOB SEEKING : SUCCESS FACTORS FOR GETTING A JOB



Success factors for getting a job are dominated by **relevant skills** (90.6%), **internship experience** (71.9%), **certification** (68.5%), and **career guidance** (41.9%)



DIVERSITY, EQUITY & INCLUSION



MARKET PROFILE | DEI

DIVERSITY, EQUITY, AND INCLUSION (DEI)



DEI Education:

"Coaching/counseling on culture awareness"

Skill Development:

"Rolling work placement, equal learning opportunities"

Collaborative Environment:

"Family System, no excessive seniority"

Open

Communication:

"Weekly meetings, safe space to express opinions"

Success Factors for DEI Implementation

Training & Continuous Learning

10.0%

Team Dynamics & Culture

15.0%

Leadership & Structural Commitment

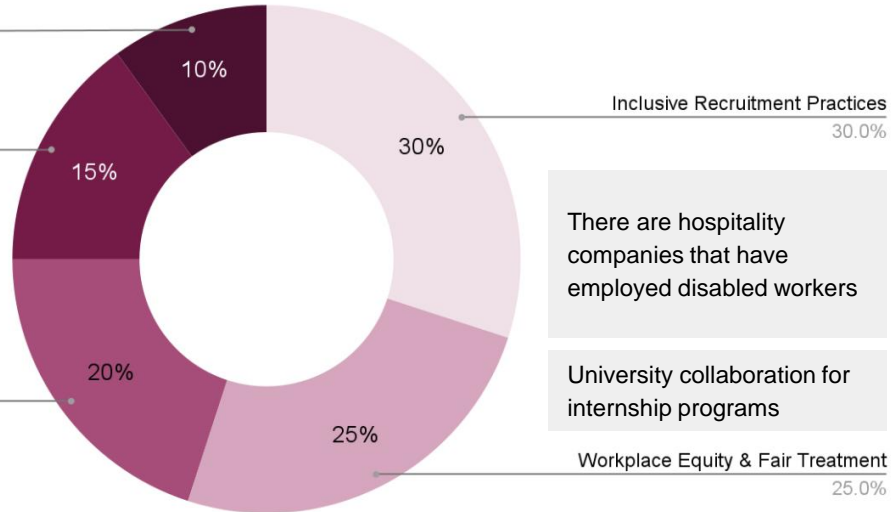
20.0%

Top-Down Accountability:

"Active Leaders become role models for inclusivity"

Transparent System:

"FIT & Proper-test, measurable KPI, regular evaluation"



There are hospitality companies that have employed disabled workers

University collaboration for internship programs

Bias Free Recruitment:

"Recruitment process is purely based on skills and fit with the organization"

Candidate Diversity

"Expand recruitment to underrepresented universities/communities"

Equal Opportunity & Salary:

"Promotion based on work results, not seniority"

Religious / Cultural Inclusion:

"Worship facilities (mushola, Christmas/Easter events)"

Source : Employer Survey (2025)



MARKET PROFILE | DEI

DIVERSITY, EQUITY, AND INCLUSION (DEI)



"No DEI data (e.g., no promotion track by gender)"

"One-time program (e.g., training without follow-up)"

"New employees struggle to adapt (e.g., critical Gen Z vs. traditional seniors)"

"Inter-religious/ethnic conflict (e.g., worship vs. deadline)"

"Skill mismatch (candidates have side job, lack of experience)"

"Companies in remote areas have difficulty attracting candidates from minority groups."

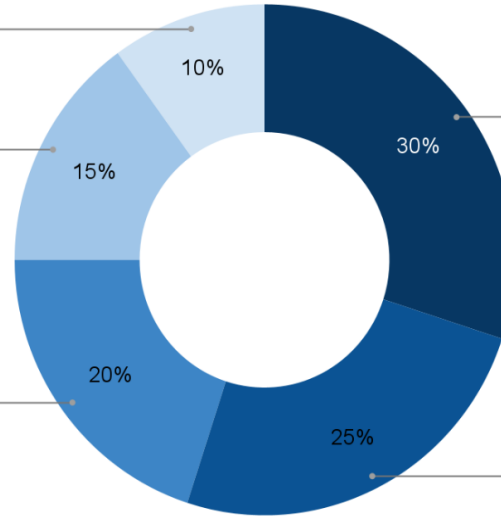
Challenges of DEI Implementation

Measurement and Sustainability
10.0%

Culture and Adaptation
15.0%

Difficulty in equalizing understanding of DEI and employee resistance to DEI policies

Kesenjangan Rekrutmen & Skill
20.0%



Fresh graduate are less prioritized for roles that require advanced technical skills and emotional maturity

Bias & Cultural Resistance
30.0%

Leadership & Structural Barriers
25.0%

"Unnoticed bias (e.g., leader underestimating women)"

"Employee egoism and generational differences (Gen Z vs. senior)"

"Lack of management commitment : DEI is considered as a formality"

"Limited budget for inclusive training / infrastructure"

Source : Employer Survey (2025)



WRAP UP



WRAP UP

GROWTH & SIZE



		Jakarta				Semarang				Yogyakarta				Surabaya					
		IT	R	H	A	IT	R	H	A	IT	R	H	A	IT	R	H	A		
Growth & Size	Job Opportunities (BPS data)																		
		1.94%	16.53%	15.98%	0.60%	0.92%	14.26%	12.13%	0.60%	1.14%	15.09%	13.23%	0.60%	0.88%	14.55%	12.00%	0.60%		
	Job Opportunities (Job Opening Data from Job Portal)																		
		7.80%	5.60%	4.50%	1.10%	2.90%	7.30%	5.20%	1.60%	2.00%	8.70%	11.70%	1.50%	2.30%	7.70%	9.60%	1.10%		
	Job Opportunities (Employer Survey Data)																		
									% of employers recruiting				% total of recruitment						
	Sector IT								92.86%				8.50%						
	Sector Retail								87.23%				9.94%						
	Sector Hospitality								91.67%				11.45%						
	Sector Apparel								96.55%				24.50%						
<ul style="list-style-type: none"> - Job opportunities 5.2% of national - Job opportunities in IT sector are higher than in other sectors - Job opportunities in apparel sector are the smallest compared to other targets 					<ul style="list-style-type: none"> - Job opportunities 15% of national - Job opportunities in hospitality and retail sectors are higher than apparel and IT sectors - Job opportunities in apparel sector are small but the largest compared to other regions 					<ul style="list-style-type: none"> - Job opportunities 0.8% of national - Job opportunities in hospitality and retail sectors are higher than apparel and IT sectors 					<ul style="list-style-type: none"> - Job opportunities 10.8% of national - Job opportunities in hospitality and retail sectors are higher than apparel and IT sectors 				



WRAP UP

SKILL GAP



	IT	RETAIL	HOSPITALITY	APPAREL
SOFT SKILLS	<ul style="list-style-type: none"> Analytical & Critical Thinking Problem Solving Integrity 	<ul style="list-style-type: none"> Excellent Service 	<ul style="list-style-type: none"> Excellent Service Integrity 	<ul style="list-style-type: none"> Integrity
TECHNICAL SKILLS	<ul style="list-style-type: none"> Programming & Application Development Network & Cyber Security User Interface and Experience Design (UI/UX) Data Governance, Design, Security & Protection Database Administration 	<ul style="list-style-type: none"> Sales & Marketing Customer Service Excellence Social Media Marketing & Management 	<ul style="list-style-type: none"> Front Office Operations and Services Housekeeping & Laundry Operations Management F&B Preparations 	<ul style="list-style-type: none"> Pattern Making and Fashion Design Garment Industry Machine Operation



Challenges of Recruiting Youth	Difficulty Factors in Finding a Job	Success Factors for Getting a Job
<ul style="list-style-type: none"> ● Difficulties in Adaptation (52.59%) ● Lack of Work Experience (52.42%) ● Lack of Relevant Skills (43.14%) 	<ul style="list-style-type: none"> ● Lack of Experience (50.9%) ● Difficult Requirements (48.6%) ● Lack of Information (42%) 	<ul style="list-style-type: none"> ● Relevant Skills (90.6%) ● Internship Experience (71.9%) ● Certification (68.5%) ● Career Guidance (41.9%)
<ol style="list-style-type: none"> 1. Need job opportunities information to find a job 2. Need career guidance to help prepare and adapt to work 3. Need work experience and skills (soft skill and technical skill) to get a job 		



RECOMMENDATION



RECOMMENDATION



<i>Region-based Program</i>	<i>Sector Specific Program</i>	<i>Work Readiness</i>
<ul style="list-style-type: none">● Region-wide : development in IT & Retail sectors● Development of Priority Sector Competencies in certain regions:<ul style="list-style-type: none">○ Jakarta : IT○ Semarang : Apparel○ Yogyakarta : Hospitality○ Surabaya : Hospitality	<ul style="list-style-type: none">● IT : Programming & App Development, Cyber Security, Cloud Computing, UI/UX● Retail : Sales & Marketing, Social Media & Digital Marketing● Hospitality : Front Office Operations, Housekeeping & Laundry Operations, F&B Preparation● Apparel : Fashion, pattern making and garment machine operation	<p>Preparation of Youth to enter the world of work</p> <ul style="list-style-type: none">● Development of relevant soft skills and integrated with technical skills training● Internship Programs● Expansion of job vacancies information● Preparation of job application requirements (CV, attitude, interview preparation, etc)



THANK YOU!



FRESHMINDS INDONESIA

PT. Mitra Cipta Talenta
Ruko Green Mansion Boulevard
Jalan Daan Mogot Raya
Jakarta Barat

www.freshmindsgroup.com