



WHICH INDUSTRIES CHANGED THEIR MANAGEMENT MOST FREQUENTLY BETWEEN 2021 - 2018?

2021	2020	2019	2018
E-Commerce	IT&System Integrations	IT&System Integrations	Financial Services
IT&System Integrations	Banking	Banking	IT&System Integrations
FMCG	FMCG	Consulting	Production
Communication & Advertising	Pharma	Financial Services	Wholesale&Retail
Machinery&Equipment	Financial Services	Real Estate Development	Media - TV, Radio
Banking	Wholesale&Retail	Insurance	Real Estate Development
Financial Services	Automotive	Logistics&Transportation	Consulting
Automotive	Logistics&Transportation	FMCG	Legal Services
Energy&Utility	Energy&Utility	Production	Logistics&Transportation
Insurance	E-Commerce	Communication & Advertising	Communication&Advertising

What industry most often hired directors externally in 2021?

- The **average ratio** between **internal promotions** and **external recruitments** has remained unchanged since 2018 and **has not been significantly affected by the pandemic**.
- **In Banking, FMCG and W&R internal promotions have dominated.**
- On average, **44 % of managers were promoted internally**, and **56% are recruited externally**.
- **Recruitment in Banking decreased by half in 2021 compared to 2020.**
- The **decline of senior level changes in 2021 in Pharma was not connected to the pandemic**. In 2020 the industry had significant acquisitions at the global and local levels, which was accompanied by frequent changes of senior management.
- **E-Commerce, IT, and Communication & Advertising dominated the area of external recruitment in 2021 compared to IT and Logistics in a previous year.**
- **FMCG, Automotive and Insurance tend to have a more balanced external and internal recruitment, which allows them to grow naturally, and introduce managers with new incentives, especially in the transformation period.**

