



2023 randstad greater china

candidate expectations and  
workforce trends report.

  
randstad

# introduction.

With the easing of pandemic policies, travelling is expected to increase. Compared to the period where there were quarantines and lockdowns, the manufacturing sector is now experiencing a strong recovery. This has helped to alleviate the supply chain disruption and ease signs of inflation brought about by the pandemic. However, the pandemic and strict control measures have had a substantial impact on economic activities and daily life. Coupled with the ongoing geopolitical tension and climate crisis, the global economy may struggle to recover in the short term. There is also a significant slowdown in economic globalisation, and growth strategies from the past are no longer effective or relevant. There is a rising need for new growth and development models, and to renew the confidence of organisations and job seekers.

For companies to address current challenges, such as weak consumption and slowing economic growth, it is crucial to retain the most important resource for sustainable development – people. People enable an organisation to thrive and grow, and having the best people in place will enable the company to weather any challenges and find new growth opportunities.

To help companies achieve high-quality growth during the market adjustment period and make the right hires, this survey seeks to understand employees' job-seeking preferences and the driving factors behind their motivation - which include the willingness to work in another country or region, most preferred countries/regions, company types and job search platforms, the willingness to accept interviews, top 5 reasons for rejecting a job offer, the workplace policies impacting employees as well as strategies adopted by both employers and employees.

With modern and progressive work models, we seek to replace outdated practices in corporate management and career development, to change the workplace for the better.

Conducted online and over a period of two months, this research surveyed a total of 5,075 respondents from Mainland China and 1,137 respondents from Hong Kong SAR.

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# contents.

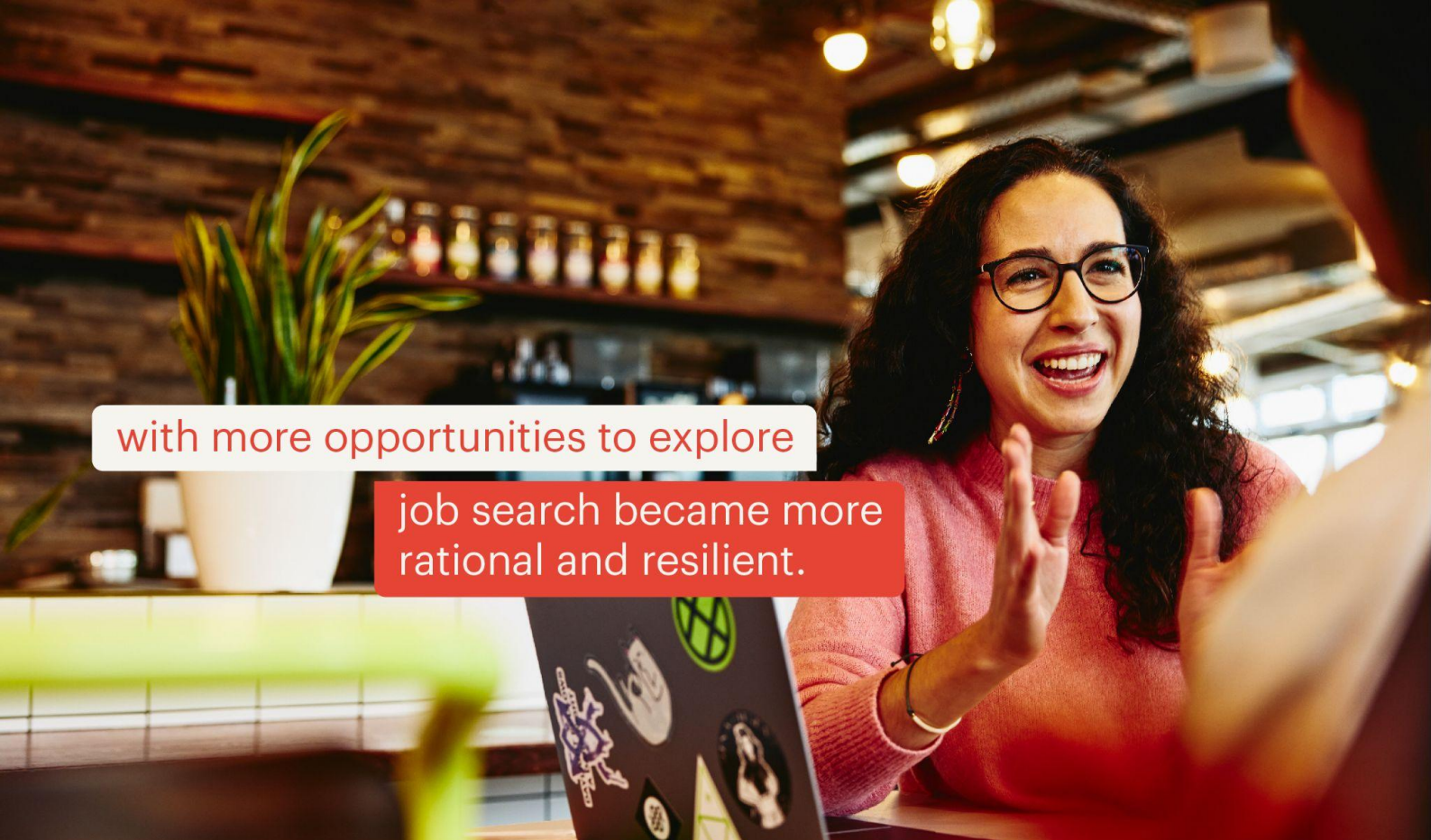
## investigations and discoveries

- 04 with more opportunities to explore, job search became more rational and resilient
- 15 top 5 factors impacting the workforce amid uncertainties
- 18 faced with mounting pressure, most candidates prioritise career stability over advancement
- 19 modern and multi-pronged human resources management approach

## considerations and suggestions

- 22 enterprises: identify growth opportunities to upgrade HR strategies
- 27 candidates: enhance resilience with eyes on the future





with more opportunities to explore

job search became more rational and resilient.

All that's happening around us has made us fully aware that we are now at the intersection between the old and new world of work. It's almost impossible to imagine going back to the pre-pandemic workplace environment or accepting the same development or growth opportunities.

The survey found that when it comes to job preferences, whether it's the willingness to move across countries or regions, preference for specific countries/regions/cities, or desired types of companies, job seekers exhibit a trend of multi-directional mobility. More than half of the professionals are willing to move for work, and job seekers expressed keen interest in working in different continents. In particular, new second-tier cities and the Guangdong-Hong Kong SAR-Macau Greater Bay Area are both popular among job seekers. Despite large companies still being sought after by job seekers seeking stability, small and medium-sized enterprises have equally increased in attractiveness compared to last year.

The job market has now become more rational, prudent and flexible, where employers and employees are choosing each other. Ever more resilient and selective, candidates are now conducting reverse background checks on potential employers – finding out whether the job description matches the reality, searching online for feedback from current employees or other candidates and even approaching headhunters to find out more about the company, as well as using salary reports and calculators to benchmark their salaries. Candidates prefer professional channels and consider headhunters an effective option. Employees across various functions and levels enjoyed remote working during the pandemic, and prefer companies with a more flexible work policy.

investigations and discoveries

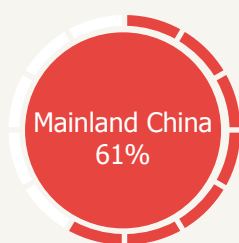
## despite the hassle, more than half are willing to relocate for work.

**More than 50% of workers are willing to move for work:** Even with the aftermath of COVID-19 and the ongoing geopolitical tension, people are still looking to relocate. 61% of respondents in Mainland China and 58% in Hong Kong SAR are open to job offers from another country or region.

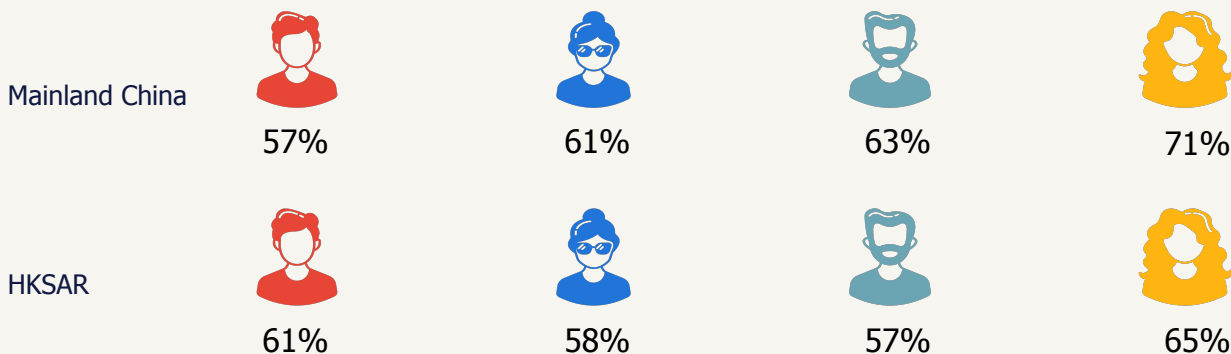
**Mainland China's Gen Z less willing to relocate:** Research has found that among the different generations, over half of the respondents are willing to accept job opportunities across countries or regions. However, in Mainland China, younger generations exhibit a lower willingness to move. The Generation Z, who live in a rapidly changing society, exhibit a lower willingness to move, with only 57% of respondents willing to accept job opportunities across countries or regions, a slightly lower percentage compared to other generations.

**Hong Kong SAR's Gen Z more willing to relocate:** the high cost of living, fast work pace, and lack of social life have led to a serious talent outflow in Hong Kong SAR. The survey found that Gen Z and millennials in Hong Kong SAR, are more willing to move than Gen X, with 61% of Gen Z respondents in Hong Kong SAR willing to accept job opportunities in another country.

how likely are you to consider suitable job opportunities from other countries or regions



gen Z (born after 1997)      millennials (born between 1981 and 1996)      gen X (born between 1965 and 1980)      baby boomers (born between 1946 and 1964)



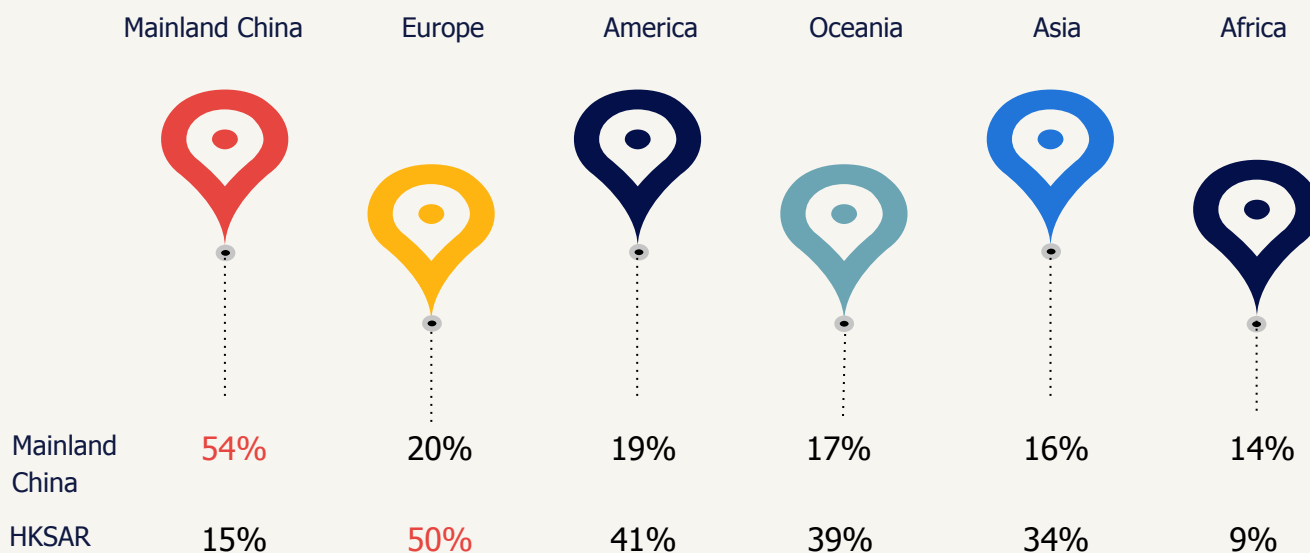
## diverse relocation destinations for new opportunities.

**Europe has become the first choice for job seekers:** Candidates are relocating to diverse destinations across all continents, with Europe being the most popular destination due to its high-income levels, open working environment and low unemployment rate. In addition, Nordic countries pay special attention to work-life balance. The survey found that 20% of Mainland respondents and 50% of Hong Kong SAR respondents prefer jobs in Europe, such as the UK, France, Germany, Italy, the Netherlands and other European countries.

**Mainland Chinese talent more inclined to domestic relocation:** The Chinese market continues to grow and exhibits strong resilience amid the global economic downturn, which boosted the confidence of local talent in the local employment market. 54% of Mainland respondents prefer local job opportunities. However, as the internationalisation of local talent increases along with more domestic companies expanding overseas, job seekers are more willing to work in other continents and countries.

**Talent mobility in Hong Kong SAR tends to be more diversified:** Although the Hong Kong SAR government has introduced many policies to attract talent, many factors such as salaries and benefits, career prospects, the pandemic and social environment have led to a talent outflow from the country. 50% of Hong Kong SAR respondents prefer jobs in Europe, and 41% express an interest to work in America.

### the countries candidates prefer to work in



Europe: UK, France, Germany, Italy, Netherlands and other European countries

America: America, Canada, Argentina and other American countries

Africa: South Africa and Namibia and other African countries

Oceania: Australia, New Zealand and other Oceania countries

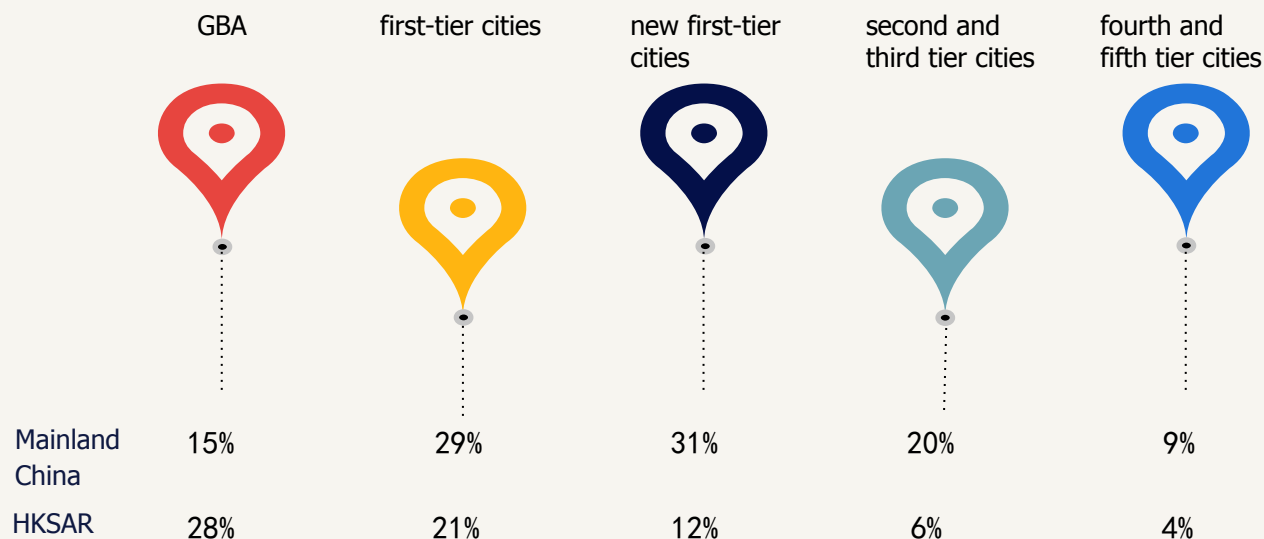
Asia: South Korea, Singapore and other Asian countries

## gen Z drawn to the appeal of new and emerging first-tier cities.

**Young people in Mainland China prefer new first-tier cities:** New first-tier cities, with growing employment opportunities, improved salary levels, lower living costs and competition, ease of obtaining residency, as well as a liveable environment, are becoming more attractive than first-tier cities. The survey found that 31% of Mainland respondents are keen to relocate to new first-tier cities such as Chengdu, Hangzhou, Xi'an, Wuhan, Suzhou, Nanjing and Foshan, 2% higher than that of first-tier cities. Moreover, new first-tier cities are particularly popular among young people, with 33% of Mainland Gen Z and Millennial respondents surveyed showing a preference for them over others.

**Candidates in Hong Kong SAR prefer the Guangdong-Hong Kong SAR-Macao Greater Bay Area:** Due to its growing international influence and reputation, one-hour commute and transportation network, high cultural compatibility, and deep understanding among people across different cities, the Guangdong-Hong Kong SAR-Macao Greater Bay Area has attracted many job seekers from Hong Kong SAR. The Greater Bay Area is the first choice for 28% of Hong Kong SAR respondents, followed by first-tier cities.

### preferred countries and cities



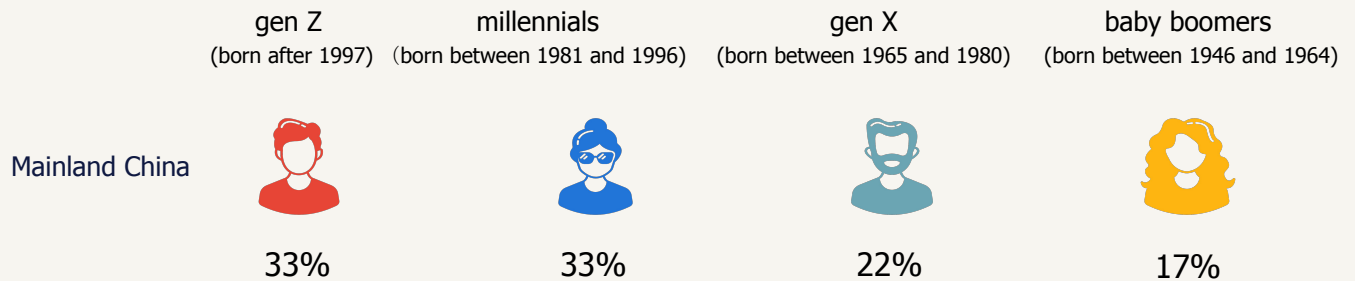
GBA: Guangdong-HongKong-Macao Greater Bay Area  
 domestic first-tier cities in Mainland China, such as Beijing, Shanghai, Guangzhou and Shenzhen  
 domestic new first-tier cities in Mainland China (e.g. Chengdu, Hangzhou, Xi'an, Wuhan, Suzhou, Nanjing, Foshan)  
 domestic second and third tier cities in Mainland China (e.g. Ningbo, Xiamen, Nantong, Yangzhou)  
 domestic fourth and fifth tier cities in Mainland China (e.g. Changde, Huangshan, Jiuquan, Ya'an)

note: the city classification is from yicai's 2022 city business attractiveness ranking.

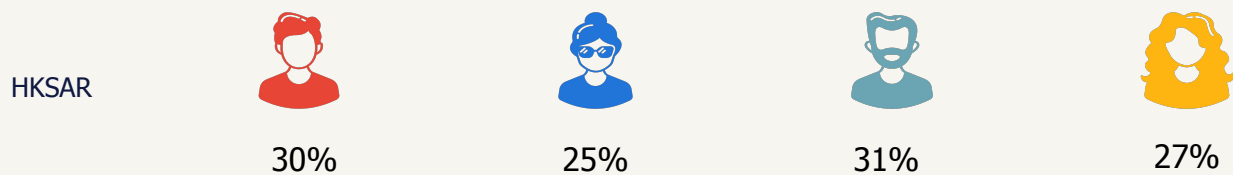
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## gen Z drawn to the appeal of new and emerging first-tier cities.

respondents in Mainland China who prefer to work in new first-tier cities



respondents in HKSAR who prefer to work in GBA





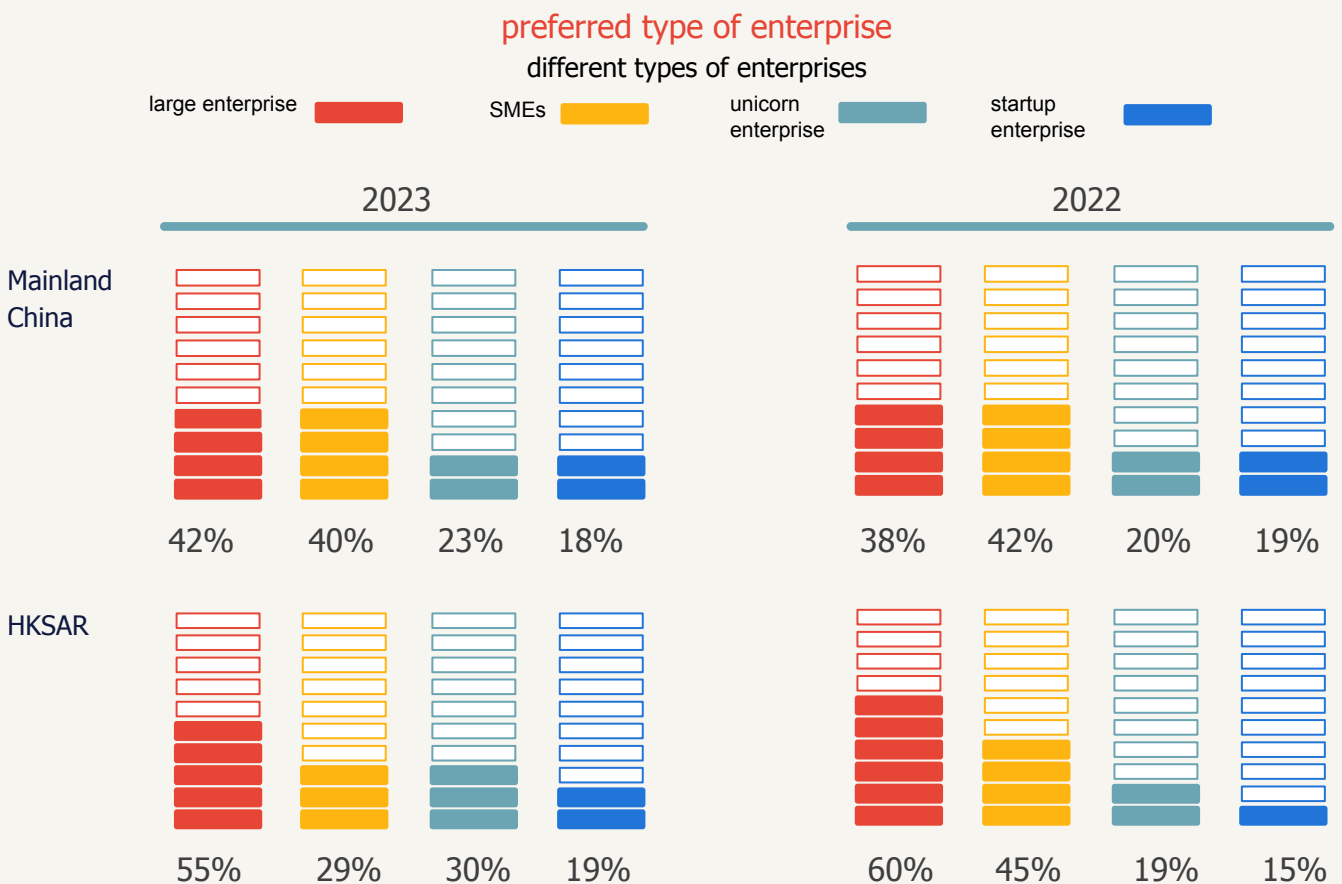
## big companies are more sought-after as they offer comprehensive advantages.

**Large companies are highly sought-after for job stability:** Amid slowing global growth, high inflation, weak market confidence and high uncertainty, workers are increasingly seeking certainty and stability in a volatile and ever-changing job market. Although large enterprises make up a small proportion of the market, their vast operations and financial stability to some extent guarantee job stability. In addition, they have been the main drivers behind innovation and digital transformation.

The survey found that job seekers in Mainland China have a strong preference for stability, with 42% of respondents in Mainland China favouring large companies, up 4 per cent from last year. 55% of Hong Kong SAR respondents prefer large enterprises, down slightly from last year but still higher than companies of other sizes.

**SMEs are losing their attractiveness:** Faced with unimaginable difficulties, the vast majority of SMEs struggle to survive and grow. The survey found that 40% of respondents in Mainland China and 29% in Hong Kong SAR prefer to work in SMEs, down 2 per cent points and 16 per cent, respectively.

**Large unicorns regained their talent appeal:** Chinese Unicorns have entered a stable development phase, and the number of new unicorns have slowed down. As unicorns are striving for sustainable growth rather than transient success, how they appeal to talent has undergone subtle changes. Compared to last year, job seekers prefer unicorns valued at \$1 billion or more, with 23% of Mainland respondents and 30% of Hong Kong SAR respondents indicating this preference. These unicorns typically offer a more stable environment and greater career opportunities.

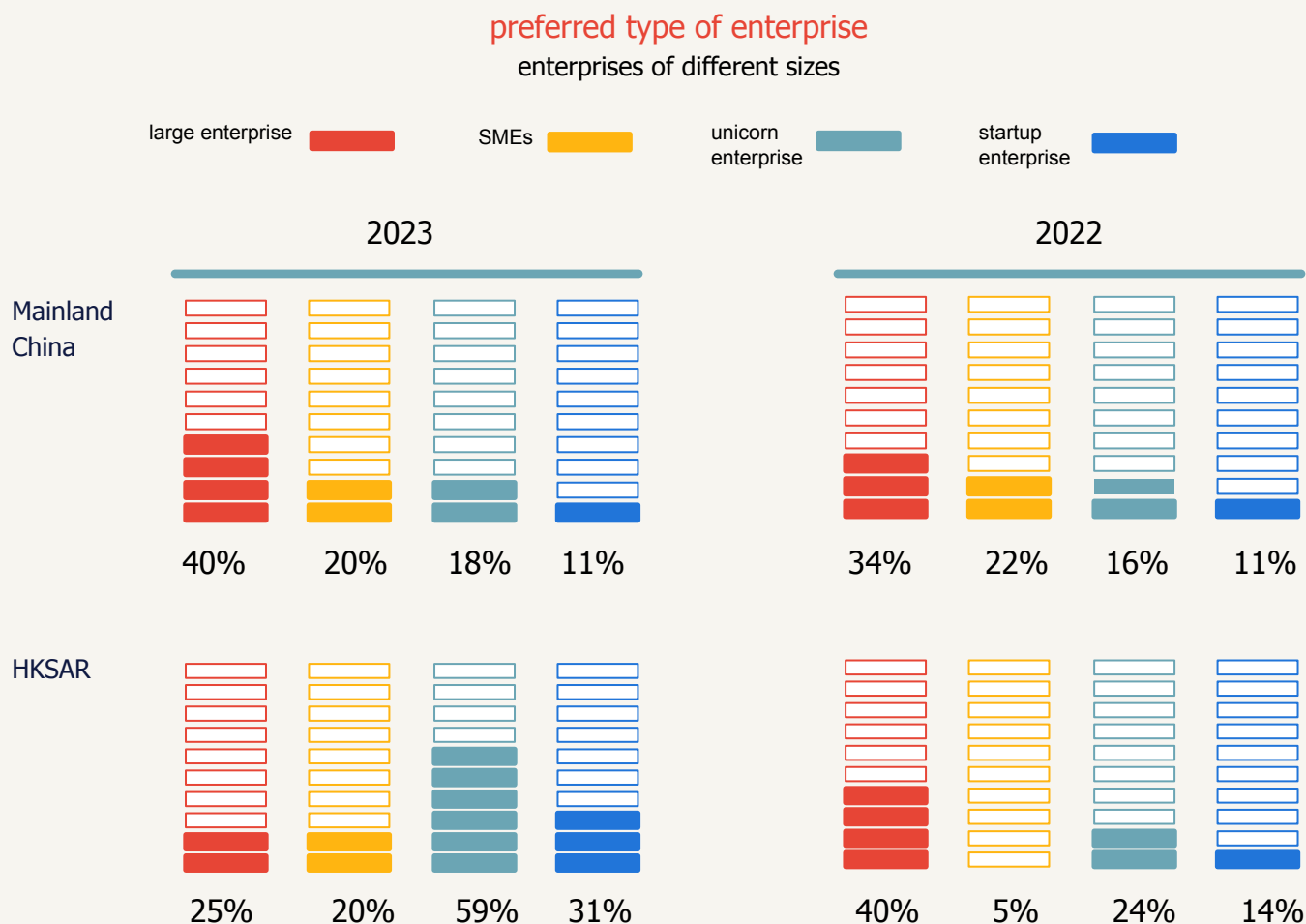


## a mixed bag: the pros and cons of working for a multinational company.

**Local companies are getting more attractive:** As important contributors to globalisation, many Chinese companies have set their sights on international expansion. State-owned and large enterprises started investing overseas, and private enterprises, online platforms and SMEs followed suit. At the same time, to compete for the best talent, more and more local companies are offering high salaries, stock/equity incentives for middle management and executives, as well as stock holding for all employees. These could be reasons why 40% of Mainland respondents surveyed prefer domestic companies over multinationals.

However, expanding overseas is not an easy task, and Chinese companies still face challenges in acquiring international talent and cross-cultural management. The survey found that Chinese companies are slightly less attractive to Hong Kong candidates, with only 25% of Hong Kong SAR respondents preferring local companies, down 15 percentage points from 2022.

**Multinational enterprises in Europe and the United State making gains again in talent attraction:** As the gateway for international investors looking to enter China, and with Hong Kong SAR's recovery from the pandemic, many multinational companies are starting to appeal to Hong Kong SAR talent once again. 59% of respondents in Hong Kong SAR prefer European and American multinationals, up 35 per cent from last year.



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## recruitment companies are becoming a preferred job search channel for their professionalism.

**Headhunting companies have become an important job search channel:** Despite the convenience and efficiency of online job search platforms, offline channels have become irreplaceable because of their ability to establish strong personal connections, level of trustworthiness and professionalism. 30% of Mainland respondents and 56% of Hong Kong SAR respondents believe that headhunters are effective job searching channels, up 7 and 10 per cent respectively from 2022.

**Rising acceptance of contactless online channels:** Due to the pandemic and the need for contactless recruitment, the popularity and acceptance of recruitment websites and social media platforms have continued to increase. 61% of Mainland respondents and 59% of Hong Kong SAR respondents believed that recruitment websites are the most effective job search channels. It is worth mentioning that 52% of Mainland respondents said that social media is an effective channel, an increase of 26 per cent from 2022.

### effective job search channels

#### Mainland China

##### offline channels



##### online channels



#### HKSAR

##### offline channels



##### online channels



## preference for flexibility brings flexible work policies into focus.

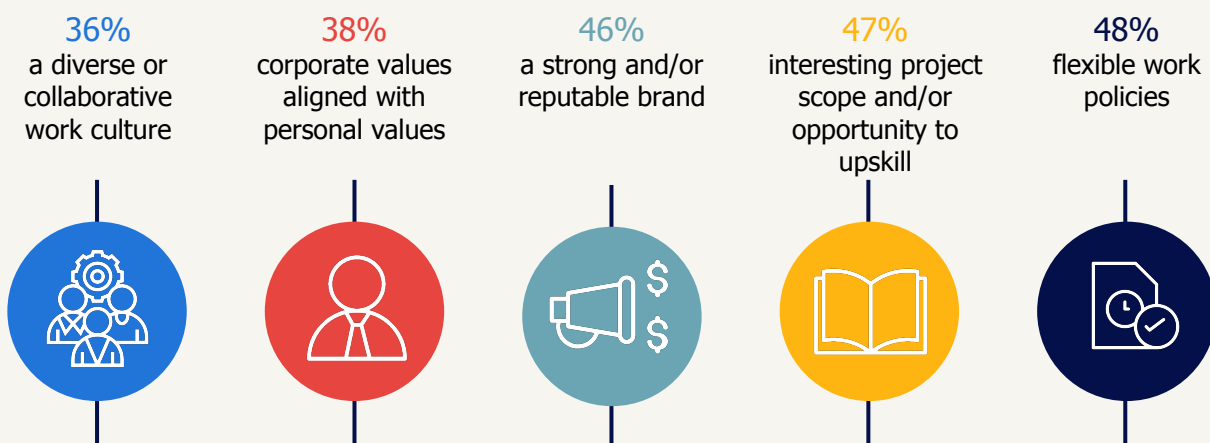
**Flexible work policies have become a primary concern:** Across all functions and seniority levels, work flexibility has become a much-welcomed benefit. The survey found that candidates are no longer prioritising stability, but rather, seeking greater flexibility. In Mainland China, flexible work policies have become a top concern for employees in the post-pandemic era. 48% of respondents in Mainland China are willing to accept job interviews if the employer offer flexible work policies.

**Strong or prestigious brands are more popular:** Job seekers in Hong Kong SAR value strong or prestigious brands more than their Mainland counterparts. 58% of HK respondents and 46% of Mainland respondents are more willing to accept interviews from reputable brands.

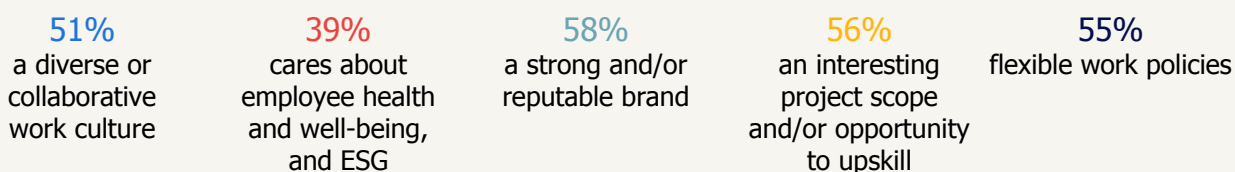
**Organisations that meet high-level needs are more attractive:** The top five reasons people will consider accepting an interview from hiring managers or headhunters include: the opportunity to work on interesting projects or improve one’s skills; the alignment between personal and corporate values; a diverse or collaborative culture; a focus on employee wellbeing as well as environmental protection and sustainability. Organisations that meet these high-level needs are deemed more attractive. 47% of respondents in Mainland China and 56% of respondents in HKSAR are willing to accept interviews from companies offering interesting work or opportunities for skill upgrades.

### top five reasons for accepting a job interview

#### Mainland China



#### HKSAR



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## increased focus on reverse background checks and employer's professionalism.

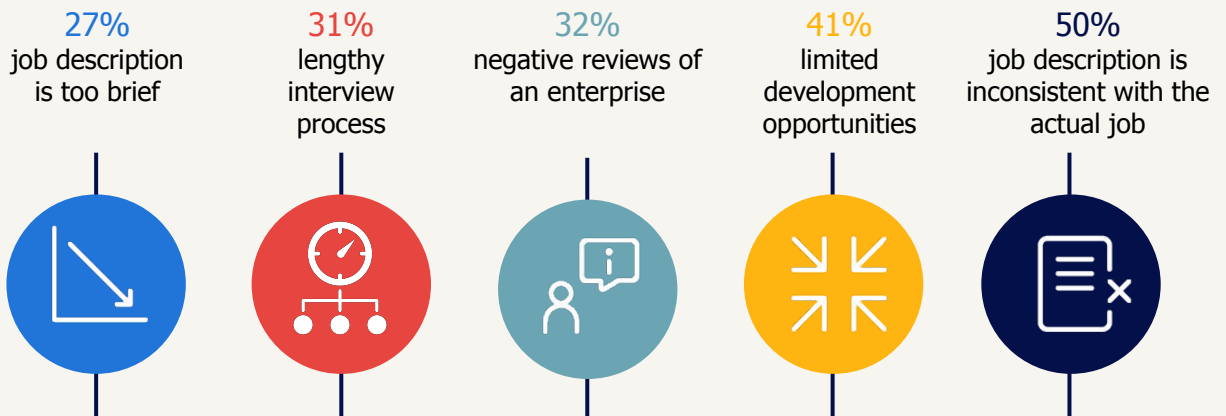
**More concerned with employer's professionalism:** Professionalism in recruitment is often reflected in the details. One of the most important criteria job seekers use for evaluating companies is whether the job description matches the reality. 50% of Mainland Chinese respondents and 56% of Hong Kong SAR respondents have refused new job offers due to inconsistencies between the job description and the actual work.

**More emphasis on career prospects:** With a slowing economy, people are paying more attention to career opportunities and prospects. 41% of respondents in Mainland China and 45% in Hong Kong SAR would decline an offer due to limited career development opportunities.

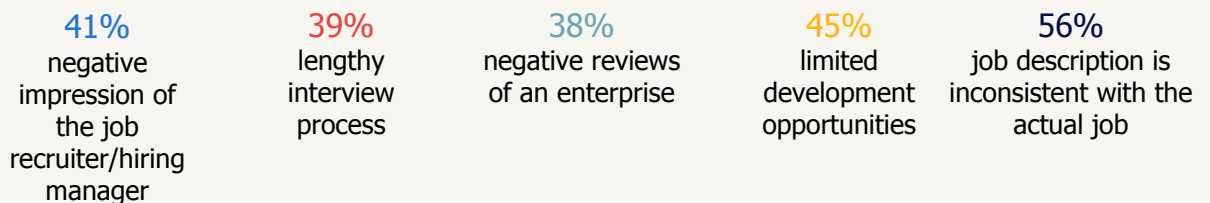
**More employee running background checks on potential employers:** Job seekers today are adept at using various channels to conduct reverse reference checks on employers. Among them, an increasing number of professionals value the evaluations of existing employees or reviews of the company on the internet. A survey found that 32% of respondents from Mainland China and 38% of respondents from Hong Kong SAR have declined new job offers due to negative reviews of the company.

### top five reasons for rejecting a job offer

#### Mainland China



#### HKSAR



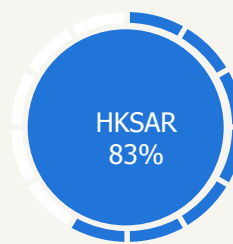
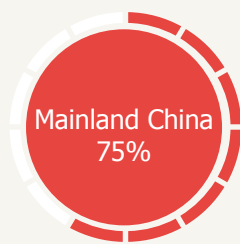
## the sooner the better: candidates are more cautious and expect more efficient interviews.

**Mainland candidates are more cautious:** Influenced by factors such as the slowdown in the job market, in addition to layoffs resulting from downsizing, company restructuring and business transformation, those who actively seek opportunities are more cautious than before. Mainland Chinese job seekers tend to be more resilient and patient, and will consider various factors such as a company's financial strength and corporate culture, which leads to longer job search cycles. According to our research, 75% of respondents from Mainland China believe that an ideal interview process should not exceed three rounds, down 5 per cent from last year.

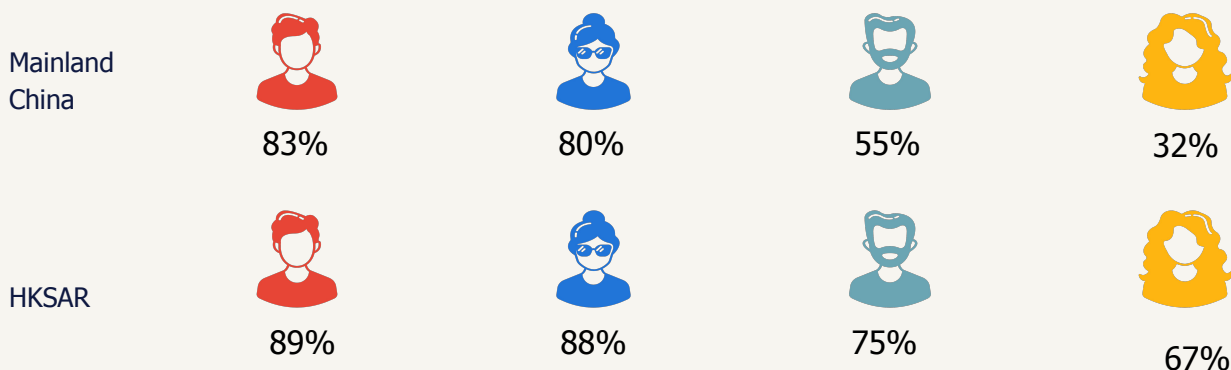
**Job seekers in Hong Kong SAR value interview efficiency more:** In Hong Kong SAR, efficiency, quality, order and rules are highly valued. The survey found that the same values are expected of the recruitment process. 83% of respondents in Hong Kong SAR felt that the ideal interview process should be no more than three rounds, up slightly from last year.

**Gen Z prefers less than three rounds of interviews:** Across both Mainland and Hong Kong SAR, Gen Z seeks better and more efficient interviews, with 83% of Gen Z respondents in Mainland China and 89% in Hong Kong SAR believing that interviews should ideally conclude within three rounds, higher percentages as compared to other generations.

### distribution of respondents who considered an ideal interview to be conducted in three or fewer rounds



gen Z (born after 1997)      millennials (born between 1981 and 1996)      gen X (born between 1965 and 1980)      baby boomers (born between 1946 and 1964)





## top 5 factors impacting the workforce amid uncertainties.

Various factors such as the COVID-19 pandemic, inflation, geopolitics, climate change, automation, digitisation and transformation have created five major challenges for the workplace, forcing employees to adjust and adapt.

In the past three years, some of the respondents' companies have gone bankrupt or increased layoffs due to the strict pandemic control measures, leading to a decrease in job opportunities. Some of the respondents experienced work stagnation or a slowdown in their industry and work environment, and were unable to return to the office like before. Although the impact has been alleviated by the relaxation of policies, the pandemic is still in a phase of sustained spread, with highly infectious variants continuing to emerge and plague the workplace.

Global inflation has decreased purchasing power and negatively impacted living standards. Tension in geopolitics has hindered business operations and led to layoffs, with many people left to seek employment on their own. Climate change has also made it difficult for some people to work outdoors, as it could adversely affect their health and lead to more issues. At the same time, automation and digital transformation are leaving a profound impact on the workplace, resulting in employees feeling the pressure to constantly upskill so as to keep up with the rapidly evolving new technology.

## the top 5 factors affecting people in the workplace.

**Resurgence of outbreaks:** 79% of respondents in Mainland China and 70% in Hong Kong SAR claimed that they were affected by this issue. Among them, 59% of Mainland China respondents and 55% of Hong Kong SAR respondents said that the pandemic has led to more bankruptcies or layoffs in their companies or industries, resulting in fewer job opportunities. 58% of Mainland China respondents and 57% of Hong Kong SAR respondents were not able to return to the office due to work stagnation or slowdown caused by the pandemic.

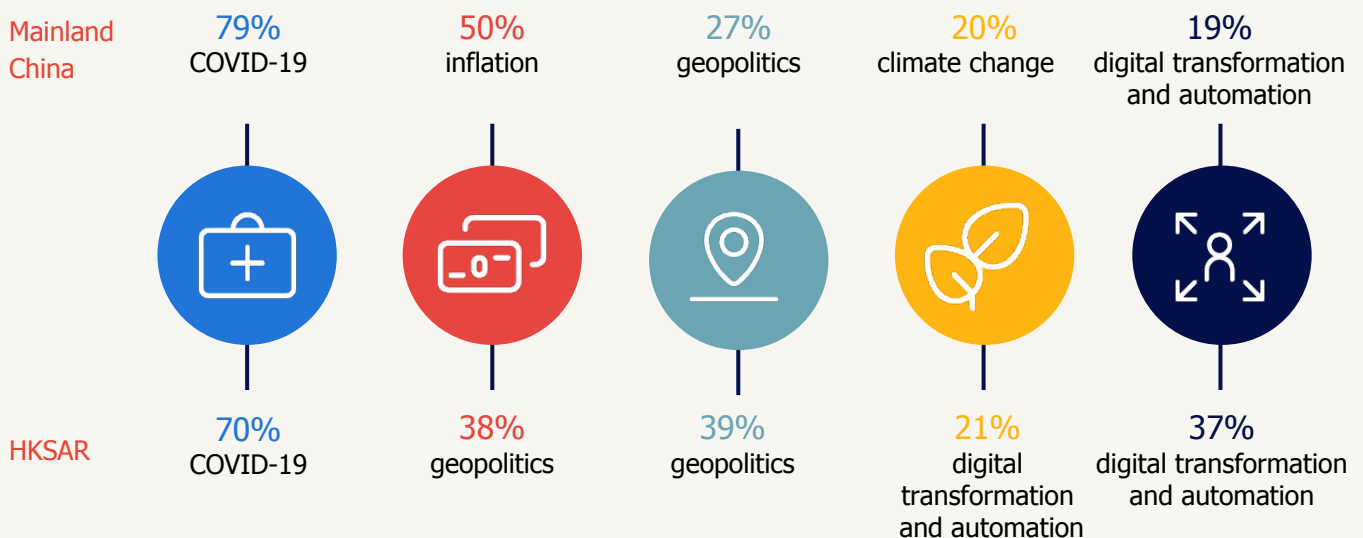
**Inflation:** Global inflation is eroding people's incomes, reducing their purchasing power and lowering their standard of living. 50% of Mainland respondents and 38% of HK respondents cited inflation as a key workplace concern.

**Geopolitics:** Given the tense international situation, businesses are re-evaluating their dependence on certain regions, partners, suppliers, or governments. This has had a significant impact on the Hong Kong SAR economy, which relies heavily on trade through re-exportation. 39% of respondents in Hong Kong SAR expressed concern, which was 12 per cent higher than Mainland China. Among them, 40% of Hong Kong SAR respondents said that geopolitics has led to divestments and layoffs, resulting in a need for individuals to find new employment.

**Climate change** has also impacted many aspects of the workplace. 20% of Mainland respondents and 21% of Hong Kong SAR respondents expressed concern over this issue. Rising temperatures have made it difficult for people to work outdoors, as they grew increasingly concerned about health issues.

**Automation, digital application and upgrades:** More digitally-savvy employees are entering the workforce. The way we work and what we work on are constantly changing, with automation, digital application and upgrades profoundly impacting the workplace. 19% of respondents in Mainland China and 37% in Hong Kong SAR were concerned with these changes. 41% of HK respondents said that new technology and information are replacing old ones at an accelerated pace, which requires them to upskill continuously.

### external environmental factors impacting the workplace













## how have the external environmental factors impact current job?

# 59%

respondents in Mainland China saw fewer job opportunities because of company's poor financial health and employee layoffs

|   |   | Mainland China | HKSAR |
|---|---|----------------|-------|
| work disruption, delayed projects, unable to return to office to perform full job responsibilities                    |    | 58%            | 57%   |
| fewer job opportunities because of company's poor financial health and employee layoffs                               |    | 59%            | 55%   |
| inflation resulting in lower purchasing power and declining living standards with the current salary                  |  | 42%            | 51%   |
| the need to constantly upskill to keep pace with rapid skills and technology development                              |  | 25%            | 41%   |
| geopolitics resulting in multinational companies divesting their businesses and employees having to seek reemployment |  | 18%            | 40%   |
| increased frequency of pandemic outbreaks and climate issues resulted in a stronger focus on health issues            |  | 17%            | 34%   |
| warmer temperatures made it harder to perform more outdoor work   |  | 11%            | 12%   |
| warmer temperatures leading to more burnouts  |  | 10%            | 9%    |

A woman with dark hair, wearing a patterned sweater, is looking out a window with a view of greenery. The image is used as a background for the top section of the page.

faced with mounting pressure

most candidates prioritise career stability over advancement.

Faced with the external environment factors - recurring COVID-19 pandemic, inflation, geopolitics, climate change, and the difficulties caused by automation and digitisation, job seekers have become more cautious and pragmatic. They are focusing more on investigating the financial health of employers and choosing jobs that allow remote working as much as possible. Job seekers are also showing a greater preference for local Chinese companies, seeking upskilling opportunities and higher-paying jobs, as well as valuing companies that care about employee well-being.

Additionally, companies have made steady progress in human resource management by taking measures to attract and retain talent. Respondents shared that some of the measures taken by their companies in the past year include: optimising their compensation and incentive packages, investing in and using technology, increasing training and education benefits and offering remote work.

Mainland Chinese companies are competing for talent and placing more emphasis on salary and incentives, while Hong Kong SAR companies are focusing more on remote work benefits. Among the HR policies survey respondents expect their employers to adopt this year, most companies fell short of the expectations on all except for "offering remote work". As the gap between expectations and reality is significant, talent outflow from Hong Kong SAR is likely to worsen.

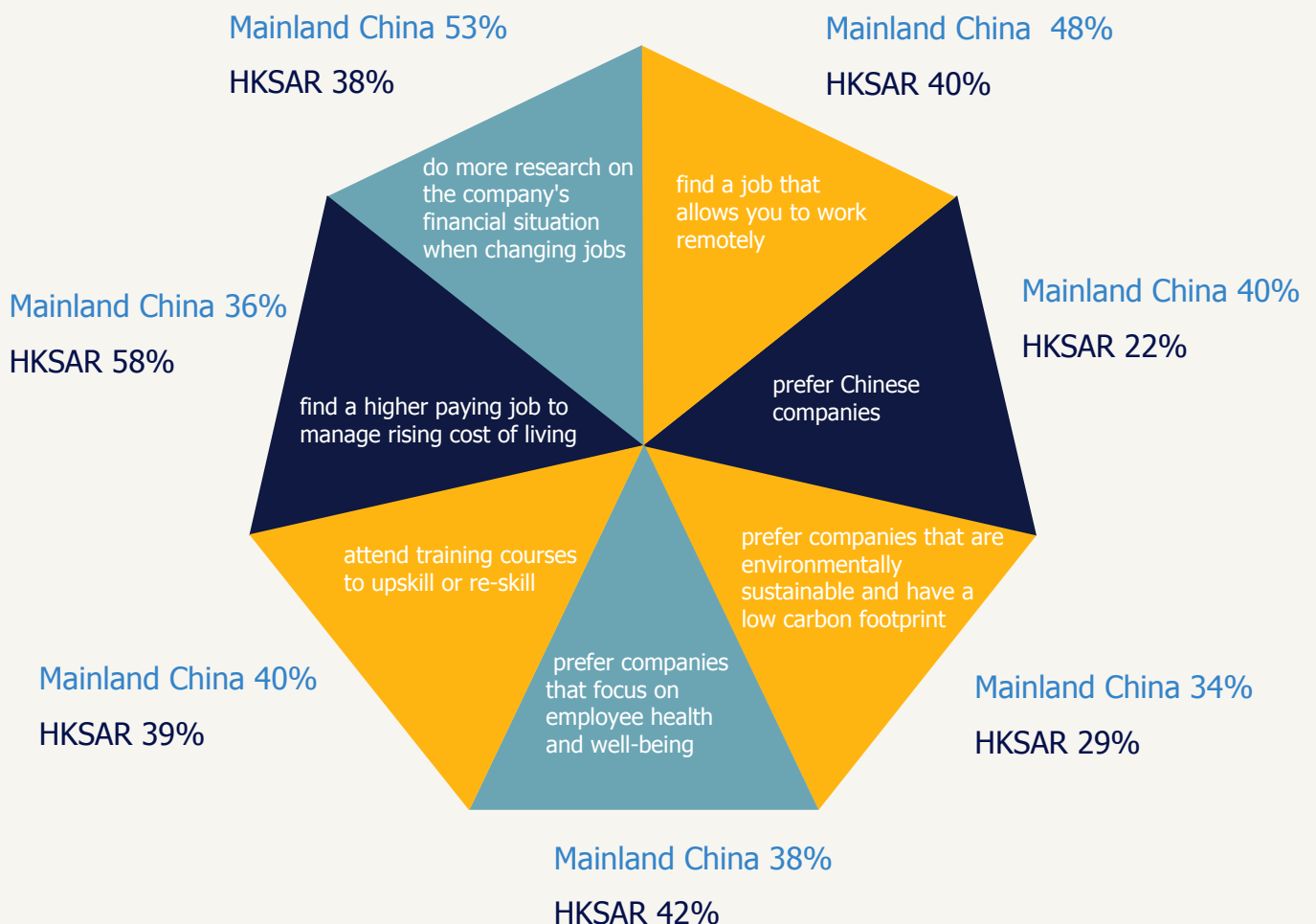
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## with mounting pressure, prioritising stability over advancement becomes the norm.

**Mainland candidates focus more on company finance:** To cope with the impact of the external environment factors, Mainland Chinese job seekers are taking a more cautious approach, investing energy in investigating the financial situation of employers and choosing jobs that allow maximum remote working. They also prefer Chinese companies and seek upskilling opportunities and higher-paying jobs, and value companies that care about employee wellbeing. 53% of Mainland respondents prioritised investigating the finances of employers.

**Hong Kong SAR candidates prioritise compensation:** Faced with career challenges, Hong Kong SAR candidates have become more pragmatic in their job search. Their top 3 priorities are: getting a job with better pay, working with companies that value employee well-being, and choosing jobs that allow working from home. 58% of HK respondents prioritised getting a job with better pay to buffer from market uncertainties.

### job seekers' expectations and priorities



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## modern and multi-pronged HR management approach.

**Mainland companies focus more on compensation and incentives:** Respondents in Mainland China said that HR measures adopted by their companies in the past year included optimising compensation packages and incentives, investing in and leveraging more technology, as well as offering more training and education. 49% of Mainland respondents said their companies optimised compensation and incentives last year.

**Employees value training and education:** Companies fell short of expectations regarding all HR measures except for remote work policies. 51% of Mainland respondents wanted more training and education from their companies. The Randstad Employer Brand Research found that 86% of respondents would be willing to stay if employers offered upskilling opportunities.

### employer HR policies in Mainland China

what employers are offering



49%

increased salaries and introduced more benefits and incentives



48%

increased technology adoption and investment



48%

increased on-the-job training opportunities



42%

offered remote work options



33%

increased extreme weather allowance or leave

what employees are expecting from their employers



54%

increased salaries and introduced more benefits and incentives



49%

increased on-the-job training opportunities



51%

increased technology adoption and investment



41%

offered remote work options



41%

increased extreme weather allowance or leave

## modern and multi-pronged HR management approach.

**Companies in Hong Kong SAR offer more remote opportunities:** 50% of respondents in Hong Kong SAR said their companies offered the option of working remotely. In addition, it is worth mentioning that Hong Kong SAR, as China's most international city, is more forward-looking in their business operations. 31% of respondents in Hong Kong SAR said their companies had "incorporated ESG into their long-term growth strategies" in the past year.

**Workers in Hong Kong SAR are calling for better compensation and incentives:** 65% of HK respondents expected their companies to optimise compensation and incentives in 2023, a higher percentage compared to respondents who confirmed their companies were already doing so. In fact, other than allowing remote work, companies fell short of expectations in all their key HR policies. This shows that Hong Kong SAR companies need to put more effort into attracting talent and developing more relevant and meaningful talent management strategies.

### employer HR policies in HKSAR

#### what employers are offering



41%

increased salaries and introduced more benefits and incentives



45%

increased technology adoption and investment



43%

increased on-the-job training opportunities



50%

offered remote work options



31%

strengthened initiatives and commitment to reduce the company's carbon footprint

#### what employees are expecting from their employers



65%

increased salaries and introduced more benefits and incentives



48%

increased technology adoption and investment



48%

increased on-the-job training opportunities



47%

offered remote work options



30%

increased extreme weather allowance or leave



identify growth opportunities

to improve HR strategy.

In a complex world that's constantly changing, companies that achieve quality development require profitability, cash flow, investment return and sustainable development. There is a pressing need for organisation to remain agile and be able to learn and rapidly update itself.

In terms of talent recruitment, companies should leverage their employer brand, optimise recruitment channels for a better match, and improve interview efficiency and experience, so as to acquire more suitable professionals that contribute to the high-quality development of the company.

To attract and retain talent as well as promote a greater sense of belonging, employers are also increasingly focusing on optimising their compensation and welfare systems, promoting and investing in employee training and education, encouraging the mentality of "winning together with the company, actively applying new technologies, building agile organisations, and integrating ESG into their daily operations.

Enterprises looking for growth opportunities in overseas markets and lower-tier markets can implement a comprehensive solution for overseas talent, establish a diversified employee structure for international branches, conduct prospective analysis to establish HR plans and create a more open system and culture; as well as take advantage of the one-hour commute zone to facilitate talent flow among the core city and surrounding areas. This can help companies address talent shortages or imbalances and drive more high value growth.

## companies: identify growth opportunities to elevate HR strategies.

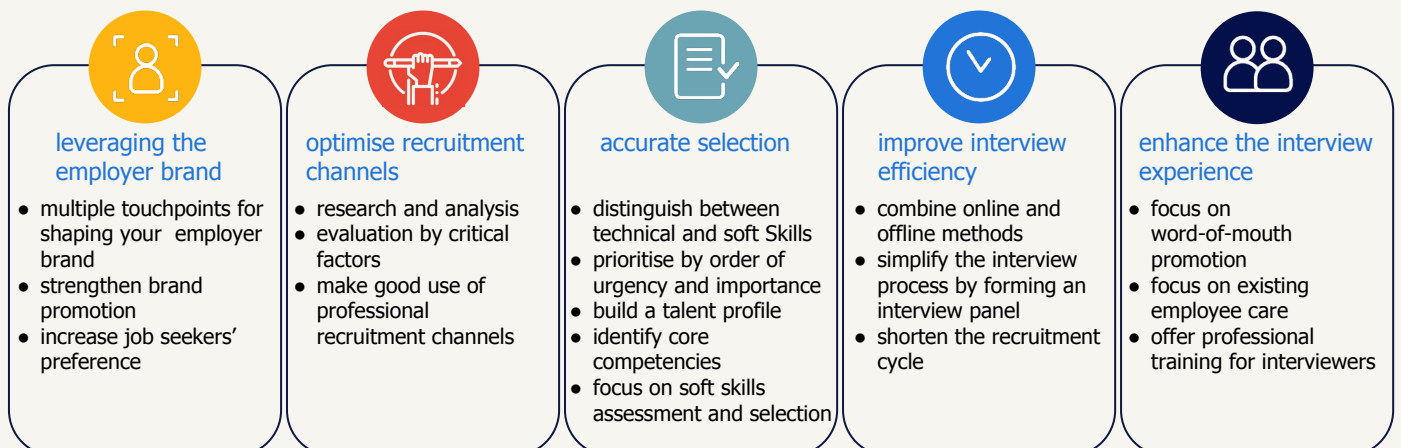
**Leveraging the employer brand:** A good employer brand attracts talent like a magnet. According to a recent LinkedIn report, companies with exceptional employer brands are able to recruit the right talent 1-2 times faster. Companies should carefully cultivate their employer brand image from multiple touchpoints such as compensation and benefit packages, talent development and training frameworks, work-life balance, as well as corporate culture to enhance their appeal to candidates.

**Optimise recruitment channels:** Taking into account factors such as job requirements and cost, companies can conduct research and analysis on various recruitment channels for different types of candidates, tracking metrics such as resume quality and job fit, to evaluate the most effective recruitment platforms. For senior level candidates, in-demand and urgent positions, companies can make better use of professional recruitment channels and resources such as recruitment consultancies like Randstad.

**Accurate selection:** Distinguish between the technical competencies and soft skills required to excel in a role, and list them in order of priority to establish a talent profile for the position you are recruiting for. Based on explicit job descriptions and implicit competencies, such as skills, knowledge, values, and motivation, identify the core competencies that are more critical for the first three years, and focus on assessing soft skills such as innovation and learning ability.

**Improve interview efficiency:** Optimise the interview process by combining offline and online methods to shorten recruitment cycle as much as possible. Alternatively, form an interview panel consisting of HR, department heads, and hiring managers so that candidates can be interviewed in a single setting, further streamlining the interview process.

**Enhance the interview experience:** In addition to employer reputation, candidates also assess the employer based on their direct observations and experience during the interview. Hence, HR should work with their marketing or branding team, their talent acquisition team or a third-party professional recruiter to promote and market the recruitment process, with a focus on how the company cares for its employees and their training and development opportunities. Hiring managers should also be trained in interviewing skills so that they can provide a better experience for the candidates.



## companies: identify growth opportunities to elevate HR strategies.

**Optimise the compensation and benefits system:** Optimise the company's performance management and evaluation system as well as its compensation and benefit policies, and set up a framework that combines incentivisation with accountability. Companies also need to keep up with the times by offering what employees want, such as work flexibility, fair compensation, or salary growth based on company's performance so that employees can share in the fruits of the company's success. Companies that can offer greater flexibility around when and where to work will be better able to tap into their employees' initiative, enthusiasm and creativity.

**Invest more in employee training and education:** Learning ability is a critical skill in the workplace of today and the future. Companies have a responsibility to empower their employees, by providing clarity on their employees' career development through competency and potential assessments. Leaders should also take on the role of coaches, and strive to understand their employees' skills, potential, and aspirations, so that they can help create relevant career development paths, broaden their prospects and accelerate their career development.

**Drive personal and business success:** Offer employees the opportunity to work on a diverse portfolio of tasks, such as working in a new field, job rotations, on-the-job learning and apprenticeships, cross-team or cross-functional projects, and agile work. These measures can help to unleash their potential, enrich their experience, knowledge and skills, and build experience for future roles.

**Actively apply new technology:** Advanced technology can improve work efficiency and stimulate employees' creative potential. Companies should actively build a digital workplace through smart office hardware and software, which will help enhance the attractiveness of their employer brand.

**Build an agile organisation:** When it comes to acquiring talent and skills, companies can maintain higher organisational flexibility and agility through adopting a variety of employment models such as hybrid work, leasing or sharing employees, hiring fixed-term contractors, part-time workers, and freelancers.

**Integrate ESG into day-to-day operations:** In addition to executive or board requirements, further embedding ESG metrics into the company's goal setting, executive incentives, flexible compensation and performance management can help shape a positive employer brand image as well as improve talent attraction and retention.





## companies: identify growth opportunities to elevate HR strategies.

**Implement a comprehensive talent management solution for overseas talent:** Attracting international talent has become a priority for Chinese enterprises looking to expand overseas. Chinese companies going global need to build a more distinctive employer brand, develop an inclusive and diverse corporate culture, actively enhance their visibility overseas, and increase their attractiveness to international talent by having sound processes around talent allocation, recruitment, training, talent management, and incentives.

Companies can also set up a diversified overseas talent deployment framework to ensure they remain agile and resilient, especially in response to risks. This can take the form of local and overseas talent recruitment, flexible employment and talent sharing.

During the recruitment process, companies should conduct a prospective supply and demand analysis of the international talent market, so that they can map out the types, positions and responsibilities of the talent that the company needs. When managing foreign employees and Chinese expatriate staff in key positions, employers need to be flexible and considerate of the local culture and customs. Companies can offer greater care by extending both intrinsic and extrinsic incentives to expatriate staff and their families, and establishing avenues for further career development after the employee returns to their home country. This will help remove any concerns they might have with regards to relocating.

Employers can also unleash the potential, creativity and initiative of talented employees by providing an incentives that support the development of international talent. This includes offering better training and development opportunities, creating a more open institutional and cultural work environment; providing international training for local talent; as well as offering more flexible and diverse compensation packages to senior level international talent such as project-based wages, agreement-based salary or incentives such as equity, options and dividends.

**Promote cross-regional talent flow and sharing:** To address regional talent shortages or imbalances and empower high-quality enterprise development, companies can consider setting up an integrated talent network within the organisation. For example, employers can take advantage of the one-hour commute circle to establish a system for talent exchange and sharing between the central city and its surrounding areas, thus achieving a free flow of talent within the Guangdong-Hong Kong SAR-Macao Greater Bay Area. Employers can also promote their work-from-home policy, to encourage talent and employees to develop and explore local opportunities in their hometowns. Organisations looking to expand this talent network can provide various benefits such as housing subsidies, living allowances, transportation allowances and vacation time.

investigations and discoveries

## companies: identify growth opportunities to elevate HR strategies.

### implement a comprehensive solution for overseas talent

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1. establish a diversified allocation system for overseas employees
  2. conduct forward-looking analysis, positioning, and planning of talent
  3. exercise flexibility and empathy in talent management
  4. develop an international talent development incentive mechanism
  5. improve the talent development and training system
  6. create a more open culture and work environment
- 

### promote cross-regional talent flow and sharing

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1. establish a regional integration platform for talent
  2. leverage the convenience of the one-hour commuting circle
  3. share talent with sink markets
  4. implement homecoming programs
  5. provide diversified cross-regional talent benefits
-

## talent: enhance resilience with eyes on the future.

**Hope leads to more resilience:** John Maxwell once said, "Change is inevitable. Growth is optional." As work inevitably becomes more complex, people would need to adopt a more open-minded attitude when facing failures, setbacks and conflicts of interest, and refrain from being caught up with the need to "prove one's performance". Compared to the past, it has become more difficult to find a suitable job. Companies have increasingly strict requirements when it comes to external hiring, and tend to be more cautious in their selection processes, leading to longer hiring cycles. Some companies have also started to streamline and optimise their business operations and workforce, resulting in employees actively seeking external job opportunities and intensifying the competition for top talent. Against this backdrop, individuals should cherish every career development opportunity and give it their all.

**Embrace new directions and unknowns:** As new urbanisation picks up pace, "clustering" has become an inevitable trend of modern urban development. For example, within the "one-hour urban network" convenient transportation has enabled job seekers to easily move to another city within the same urban network or city cluster, ensuring no disruption to their work experience or social security and thus alleviating concerns around relocation. Job seekers facing career stagnation in first-tier cities can consider breaking through geographical limitations and exploring better career development opportunities in emerging cities.

As companies continue to search for new growth opportunities in new regions and fields, job seekers seeking rapid career development can bring their accumulated market expertise to emerging regions such as Southeast Asia, Africa, domestic emerging second- or third-tier, or even fourth- or fifth-tier cities, where they can ride the accelerated growth in these markets and experience a greater sense of achievement in their careers.

**Learn to solve complex problems:** As globalisation progresses, industrial chains in China are incorporating more high-value-added segments, leading to higher talent and skill requirements. Candidates are required to not only understand the business environment, but also have deep industry insights and solid technical skills. Job seekers also need to have the ability to understand, manage and benefit from complexity.



## talent: enhance resilience with eyes on the future.

**Have a growth mindset and enhance core skills:** The most valuable skill in the workplace is the ability to constantly learn and improve oneself. Individuals should take every opportunity to strengthen their abilities so that they can adapt to changing circumstances. This includes enhancing sought-after soft skills such as innovation, creativity, proactive learning, resilience, problem solving, and taking ownership.

**Agile adaptations:** No one can cling to past successes forever, and it's impossible to rely on previous core competencies to solve today's and future problems. Within an organisation, employees should actively participate in corporate transformation, enter new domains, take on new responsibilities, and seek new career development opportunities. Outside of the organisation, you need to hone your business acumen, be able to anticipate and leverage the development trends of industries, products, and technologies, and take the initiative to enhance your skills in new fields.

**Consider a new sector:** If the prospects of the industry you are currently in are limited, consider switching to another field or an emerging industry with a strong potential to grow in the next decade. From a long-term perspective, employees should broaden their career options by keeping themselves updated on emerging products and technology to avoid falling behind in their career development.





your personal information

will be safe with us.

## why

Do you know that our personal information is exposed to unprecedented danger in this digitalized era?

- Customers constantly receive spam messages, nuisance calls, and junk mail. If you're regularly getting calls from numbers starting with "95", that means your phone number has likely been leaked.
- Some people have had their credit cards stolen and money wiped out from their accounts. Criminals can also steal your identity by buying your personal data from illegal vendors and copying your ID cards, which they will fraudulently use to apply for and overdraft on bank loans and credit cards.
- A photo you share publicly can reveal more personal information than you realise, such as your home address, work place, family status, etc. Data protection is hence more critical than ever.

## what

**How does this impact you?** Randstad Greater China's personal data security and privacy policy offers clear guidelines to its website visitors, candidates, clients and business partners on the collection, usage, storing, processing and retention period of their personal data. We take the security and privacy of your data very seriously, and in accordance with Randstad's Privacy Statement and China's Personal Information Protection Law, we want to be sure it's OK for us to continue sending you communications and for your data to remain in Randstad Greater China's database.

## how

**What do we do with the information we collect?** We love to continue sending you amazing job opportunities, professional career advice and the latest industry insights to help you stay relevant, competitive and employable. We also use your data to make Randstad better and to improve your experience with us. This means we will be using your data to provide better quality and more relevant HR services, which include but are not limited to recruitment, selection, mediation, temporary employees, secondments, personal development, career guidance, career counselling and planning, personnel and payroll management.

If you consent to us contacting you for these purposes, just let us know by clicking the "open" button when you receive our email. Your details will be kept safe and secure, only used by us or those who work for us. All related personal information will be processed in a lawful and compliant manner, and will never be distributed or tampered with arbitrarily. You may unsubscribe from these communications at any time.

## about the personal information protection law (PIPL)

The Personal Information Protection Law of the People's Republic of China (hereinafter referred to as the PIPL) came into effect on November 1, 2021. Together with the Data Security Law, the Network Security Law and the Password Law, it builds the legislative framework for data governance in China.

When personal information processors violate the provisions of the law, they will be liable for legal liabilities such as fines, suspension or termination of services, confiscation of illegal income, revocation of business licenses. Their directly responsible supervisors or other directly responsible persons may also get punished. In addition to the supervision by administrative departments, PIPL also stipulates that when personal information processors violate the provisions of this Law in handling personal information and infringe upon the rights and interests of numerous individuals, the People's Procuratorates, consumer organisations as provided for by law and organisations determined by the State Internet Information Department, may institute public interest litigation in the People's Courts in accordance with the law.



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## about randstad.

Randstad is a global talent company and a partner of choice to clients. We are committed to providing equitable opportunities to people from all backgrounds and help them remain relevant in the rapidly changing world of work. We have a deep understanding of the labour market and help our clients to create the high-quality, diverse and agile workforces they need to succeed. Our 46,000 employees around the world make a positive impact on society by helping people to realise their true potential throughout their working life.

Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. In 2022, in our 39 markets, we helped more than 2 million people find a job that feels good and advised over 230,000 clients on their talent needs. We generated revenue of €27.6 billion. Randstad N.V. is listed on the Euronext Amsterdam.

In 2006, Randstad set sail for China. A headquarters was established in Shanghai, with offices located in cities including Beijing, Chengdu, Nanjing, Suzhou, Guangzhou, Shenzhen and Hong Kong SAR. Randstad is deeply involved in the Greater China region and provides a comprehensive range of recruitment services and human resources solutions, including mid- to senior-level talent search, job outsourcing services, business service outsourcing, personnel service outsourcing, shared services, recruitment process outsourcing, managed services programmes, and outplacement and job transfer services.



# contact us

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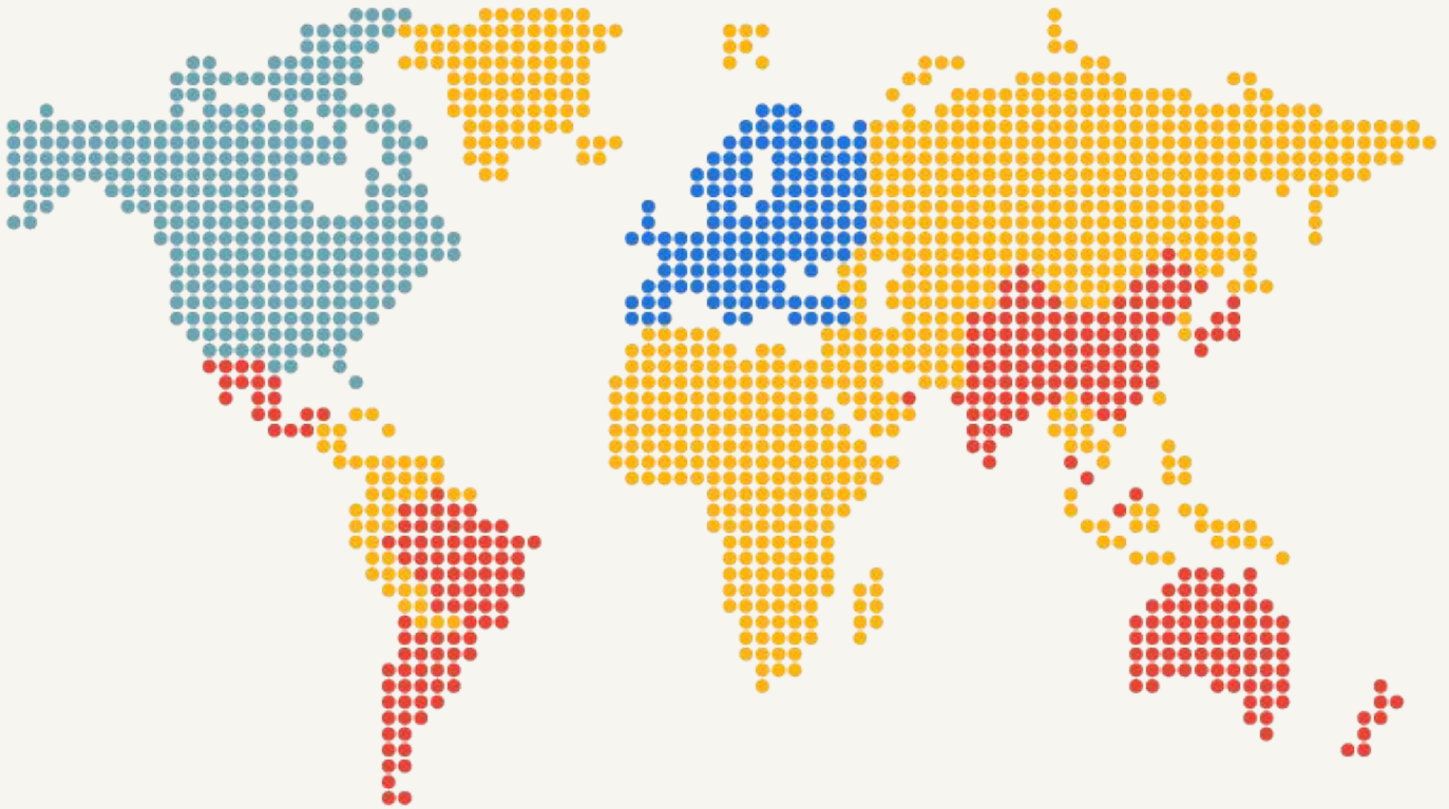
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## looking to expand overseas?

Whether you need more insights about the latest market, recruitment or workforce trends, or seek high-performing talent who can drive growth and transformation for your organisation, we are here to help.

If you are looking to expand into Asia Pacific (Singapore, Malaysia, HKSAR, Japan, India, Australia, New Zealand), please reach out to us for your hiring and talent needs at [cx@randstad.com.sg](mailto:cx@randstad.com.sg)

### our asia pacific presence.

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- Mainland China
- Hong Kong SAR
- India
- Japan
- Malaysia
- New Zealand
- Singapore



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