

# 2024 employer brand research report

hong kong SAR



randstad



partner for talent.

# we've got you covered.

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about the  
employer brand research.

# about the employer brand research.

- A representative employer brand research based on perceptions of the general audience. Optimising 23 years of successful employer branding insights.
- An independent survey with nearly 173,000 respondents and 6,084 companies surveyed worldwide.
- A reflection of employer attractiveness for this market's largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.

173,000  
respondents



# talent voices from 32 markets, 75% of the global economy.



## sample size

- 2,689 respondents in hong kong SAR

## respondent demographics

- aged 18 to retirement age representative on gender overrepresentation of age 25 – 44 comprised of students, employed and unemployed workforce

## survey fieldwork

- online interviews (14 minutes)
- january 2024

argentina  
australia  
austria  
belgium  
brazil  
canada  
china

czech republic  
france  
germany  
greece  
hong kong SAR  
hungary  
india

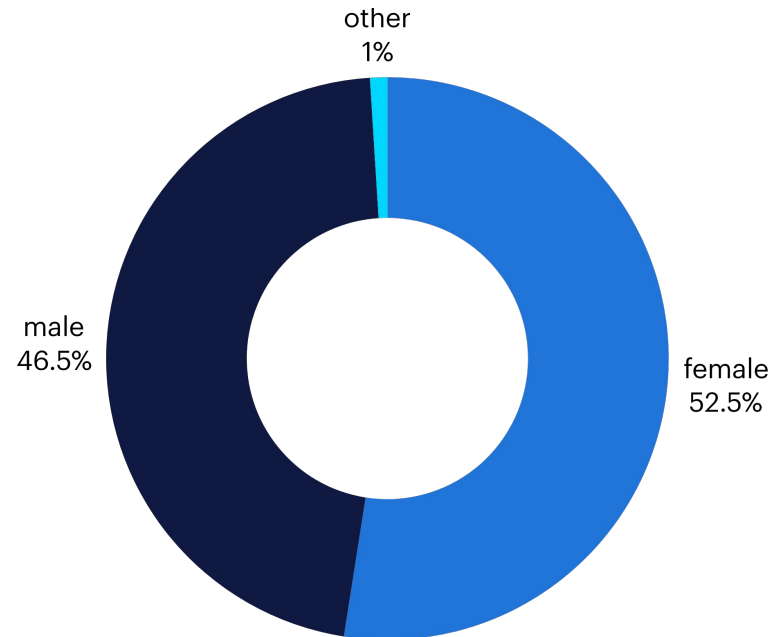
italy  
japan  
luxembourg  
malaysia  
mexico  
the netherlands  
new zealand

norway  
poland  
portugal  
romania  
singapore  
spain  
sweden

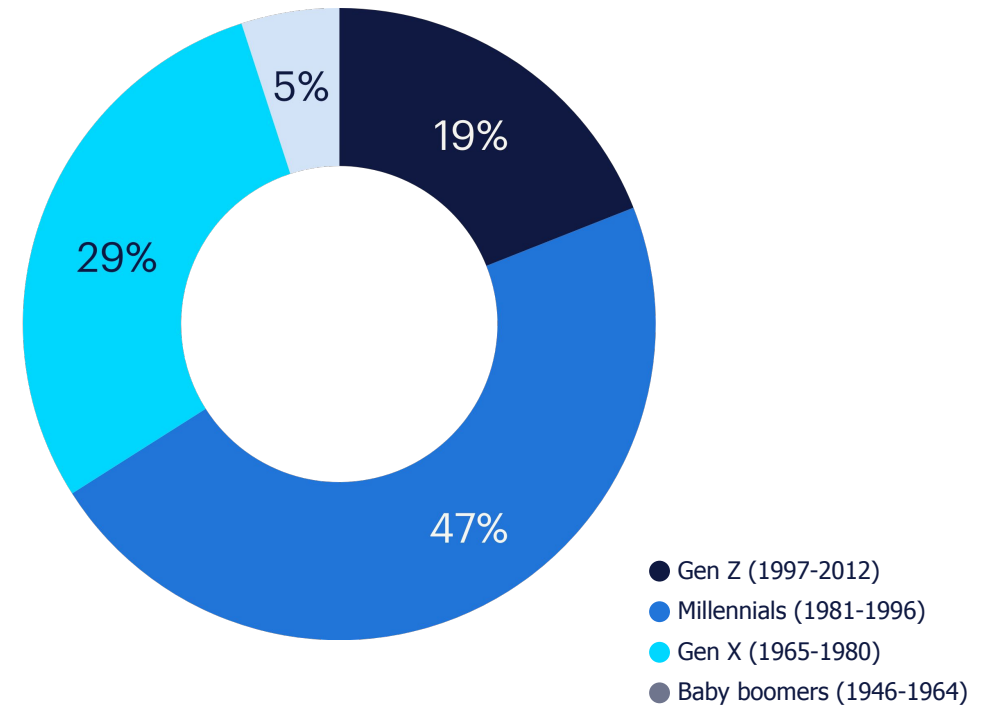
switzerland  
united kingdom  
united states  
uruguay

# demographics of 2,689 respondents in hong kong SAR.

## gender



## generation



\* other is comprised of non-binary, intersex, transgender man, transgender woman, gender non-conforming, gender fluid, other gender identities not listed above and people who prefer not to answer the question

# executive summary.



## EVP drivers

While attractive salaries remain important, work-life balance has dipped slightly this year, indicating that employees are re-prioritising their financial security.

Employers have a bright spot. Overall ratings for employer branding in Hong Kong are strong, particularly with Gen Zers, who value their current employers highly. However, Gen Xers prioritize work-life balance more.



## job switching

Work-life balance is the top reason to switch jobs, followed by salary pressures due to rising costs.

Our research found that younger generations value intrinsic factors too, like flexible work arrangements and strong benefits packages.

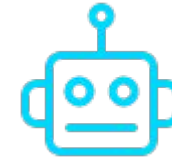
Millennials and highly-educated professionals with masters and above show the strongest job search activity in the first six months of 2024, suggesting increased confidence in the job market as it fully recovers from the pandemic's impact.



## equity

Equity is added to this year's research and already, Hongkongers ranked it as the 5<sup>th</sup> most important employer value proposition, as they seek companies that offer fair and equal opportunities regardless of age, gender, and ethnicity.

While not always a top corporate focus, diversity and inclusion are becoming increasingly important for workers who spend a lot of their time with their bosses and colleagues.



## artificial intelligence

1 in 6 workers in Hong Kong use AI on a daily or regular basis, particularly among younger generations who are the most frequent users.

Despite the potentially significant impact of AI on jobs, the majority of workers currently remain neutral towards its impact on their jobs.

Employers need to take a proactive approach to ensure that AI integration is met with positivity among their workforce.



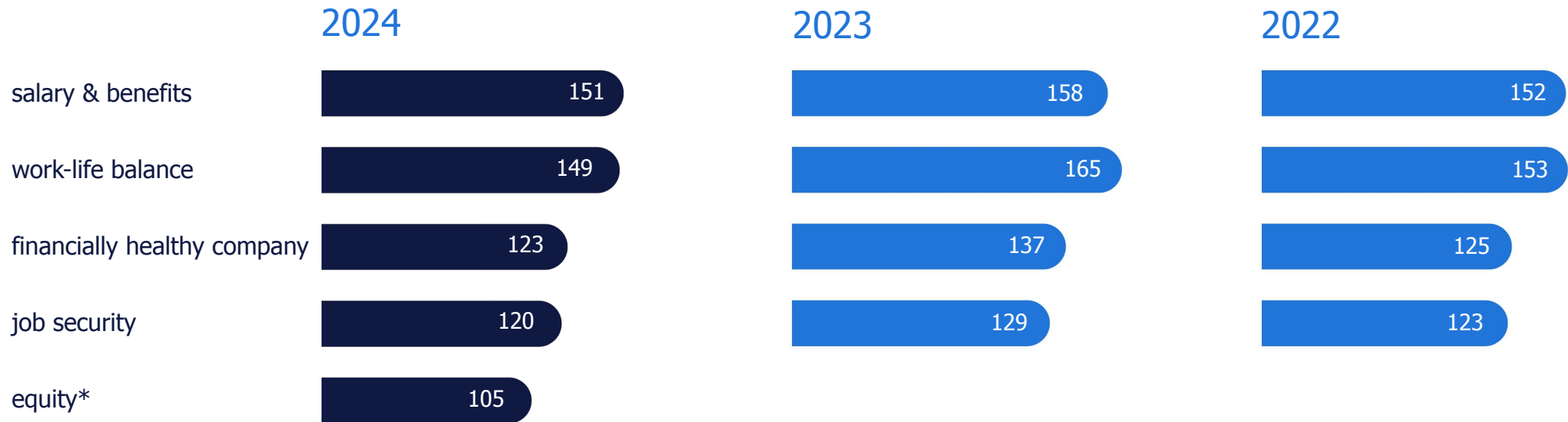
employer value propositions  
talent look for.





# shifting priorities: rising importance of pay and benefits.

Our research reveals a shift in employee priorities in 2024. Previously the top driver, work-life balance has been overtaken by attractive salary and benefits, suggesting a growing focus on financial security. This trend seems particularly pronounced for Gen X. Interestingly, equity, a new addition to our research, has debuted at number five, replacing good training. Unlike other priorities, equity seems to hold similar importance across all generations.



\*new EVP factor included in 2024, defined as 'offers employees equal opportunities regardless of age, gender, ethnicity, etc'.

150: driver is chosen 50% more often than the average driver to be important  
75: driver is chosen 25% less often than the average driver to be important

# understand the gaps to strengthen your employer brand.

While work-life balance remains important, the gap between what talent are already experiencing and what they want has narrowed. This could be a good sign as companies are making strides in this area.

However, the top priorities when seeking a new job paint a different picture. This year's survey reveals employees are laser-focused on their finances. Salary and benefits are the most important, followed by financial stability and job security. This suggests some employees might feel under-compensated or insecure, potentially motivating them to explore new opportunities.

## evaluation of current employer

1. financially healthy
2. is conveniently located
3. job security
4. very good reputation
5. work-life balance
6. attractive salary & benefits
7. pleasant work atmosphere
8. career progression
9. interesting job content
10. gives back to society

## profile of ideal employer

1. attractive salary & benefits
2. work-life balance
3. financially healthy
4. job security
5. equity
6. pleasant work atmosphere
7. good training
8. strong management
9. career progression
10. very good reputation

While work location, job duties and involvement in social responsibility programmes are attractive, a strong employer brand goes beyond these factors to connect with modern talent.

What attracts top talent is a company with a stable and effective leadership team that has the foresight to guide them to growth, as well as opportunities for growth and development.

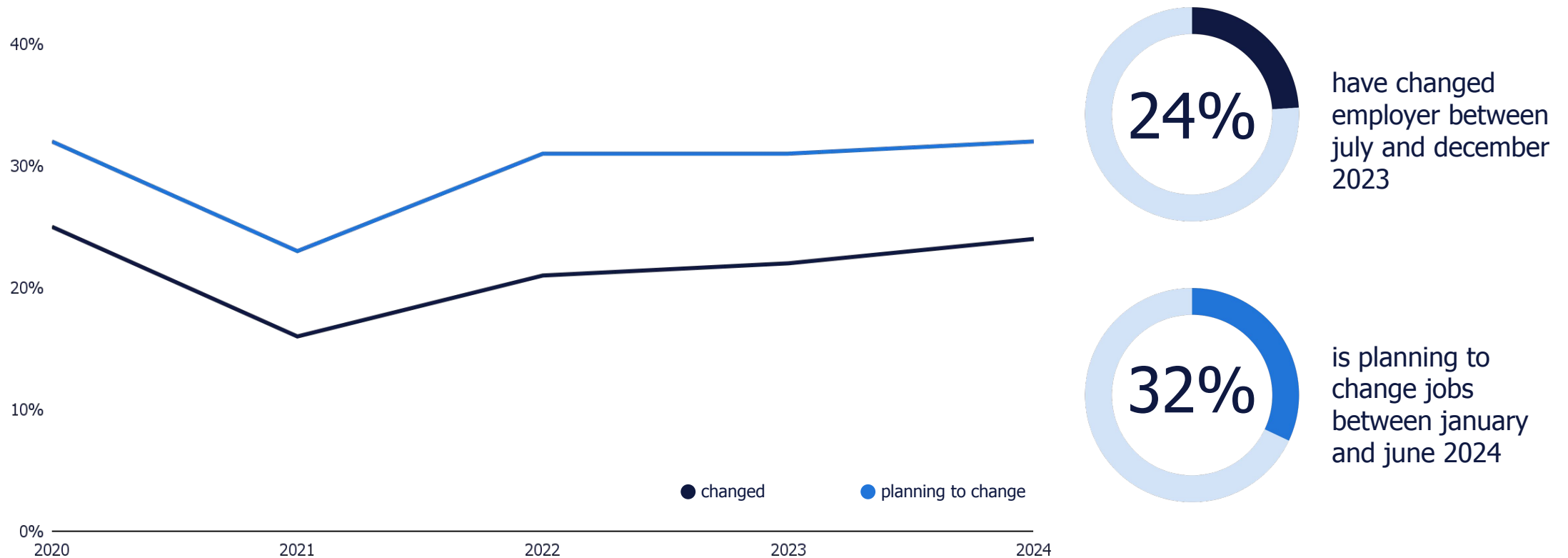
This includes access to training programmes, fair job promotion opportunities and a culture that values diversity and inclusion, ensuring that everyone has an equal shot at advancement at work, regardless of age, background, or ethnicity.



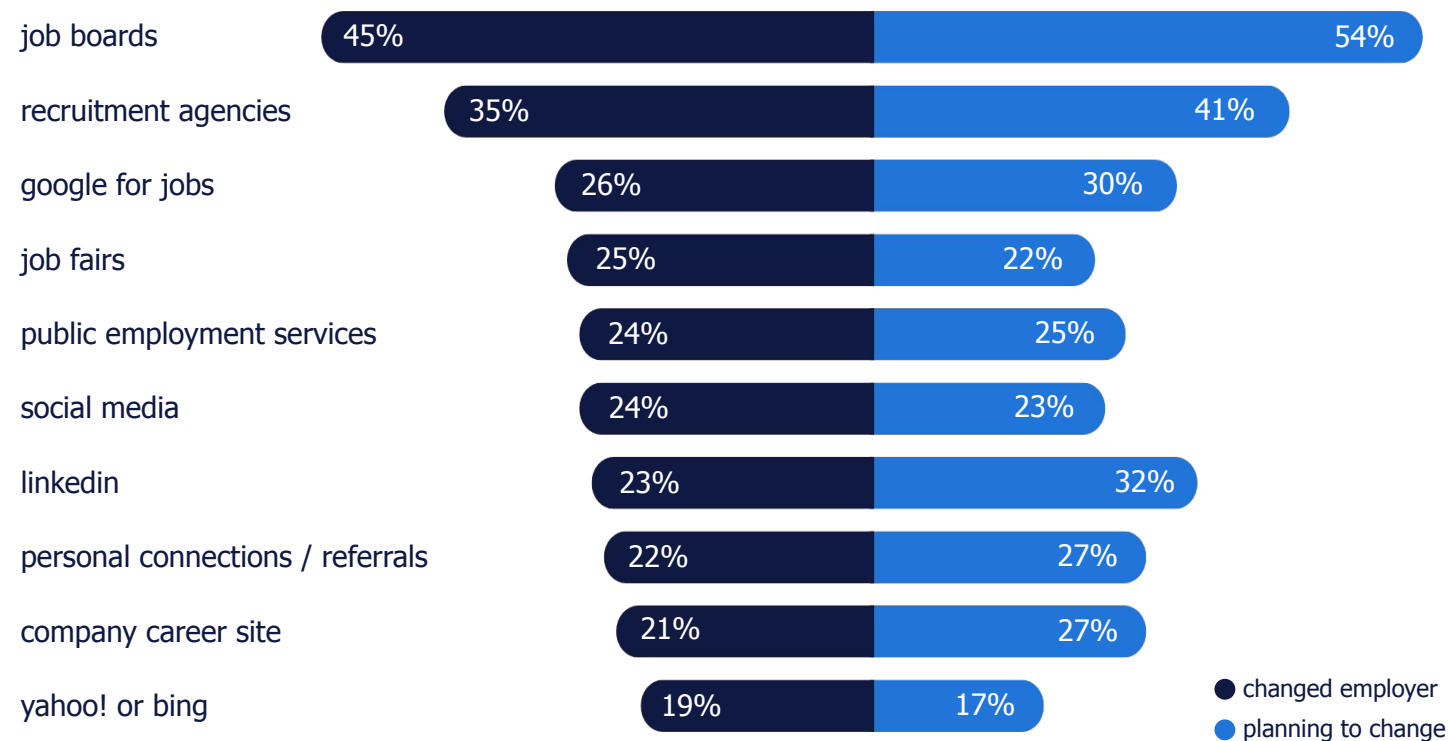
job switching behaviours  
& motivations.

# skilled talent on the move: millennials lead job search.

Millennials and highly-educated professionals with masters and above show the strongest job search activity in the first six months of 2024, suggesting increased confidence in the job market as it fully recovers from the pandemic's impact. Companies attracting talent will have to provide a holistic experience, which will include competitive salaries, clear career growth opportunities and a commitment to fostering an equitable and inclusive work environment.



# job boards still the top channel for job search, but recruiters stage a remarkable comeback.

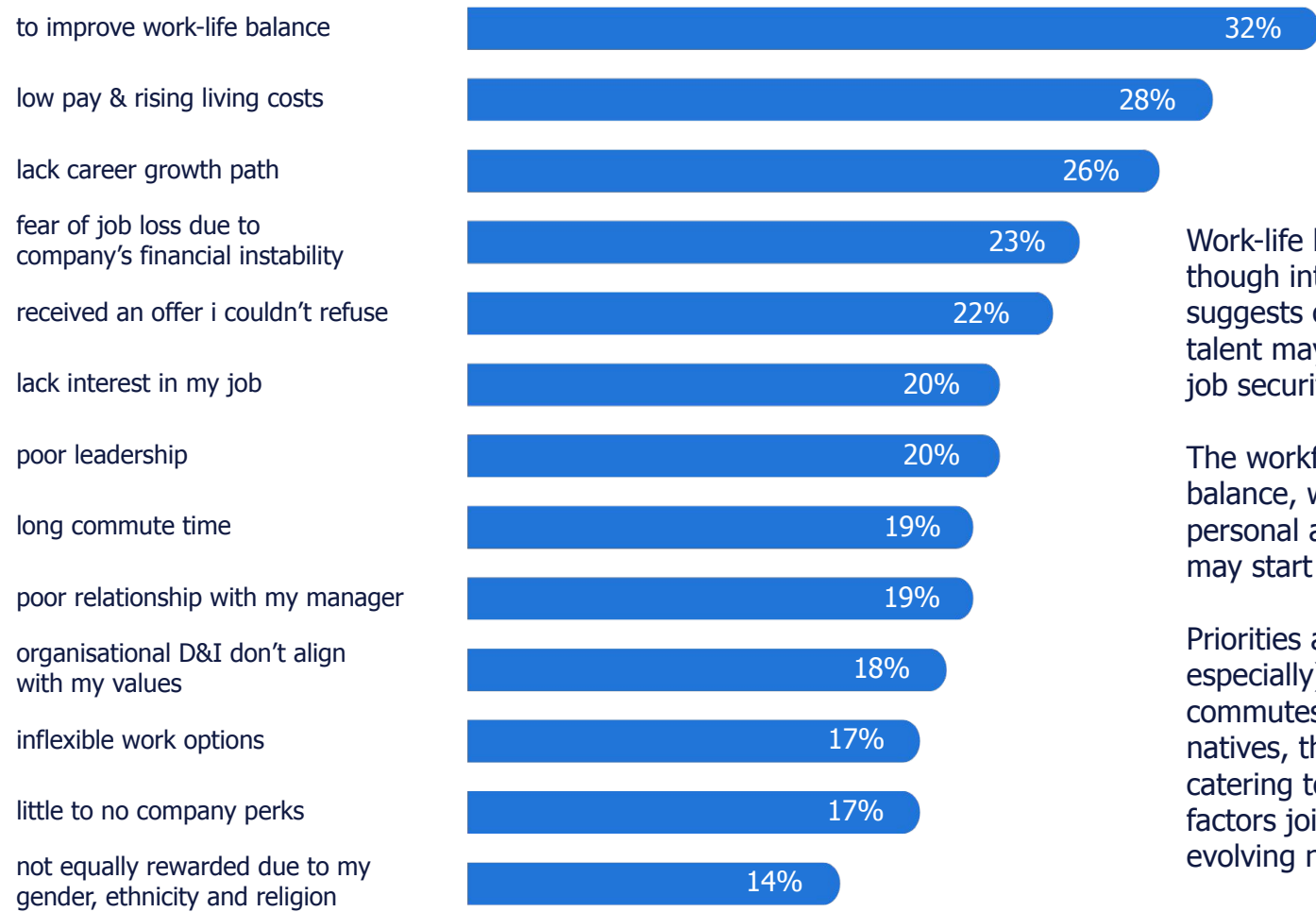


While job boards remain the most popular choice (45% success rate for recent hires), a generational shift is emerging. Across generations (average 53%), job search engines are the go-to channels, with Millennials (50%) using them most effectively. However, only 28% of Baby Boomers use job search engines.

Meanwhile, recruitment agencies are experiencing a resurgence. A 10% year-over-year increase sees 35% of successful job seekers crediting them with their new roles.

This trend aligns with the needs of 41% of job seekers in 2024 who value personalised guidance provided by specialist recruiters. Recruiters bridge the gap by offering hidden opportunities, company culture insights, and salary negotiation support – a human touch that resonates in a saturated online job market.

# shifting priorities: work-life balance down, benefits up.



Work-life balance remains the top reason for job changes in Hong Kong, though interestingly, it declined by 10% compared to last year. This suggests company efforts to improve work-life balance are paying off and talent may have shifted their priorities to other factors such as salary or job security.

The workforce may have experienced improvements in their work-life balance, which can be attributed to more inclusive company policies and personal adjustments. As work-life balance support becomes better, talent may start to re-prioritise what's important to them.

Priorities are also shifting across age groups. Younger generations (Gen Z especially) find benefits like flexible work (24% motivated), shorter commutes, and perks like company discounts more attractive. As digital natives, they value time management, remote options, and benefits catering to their tech-savvy lifestyles (e.g., smartphone discounts). These factors join salary and job security as key considerations, highlighting the evolving needs of today's workforce.

# inflation bites: half get raises, but younger workers fare better.



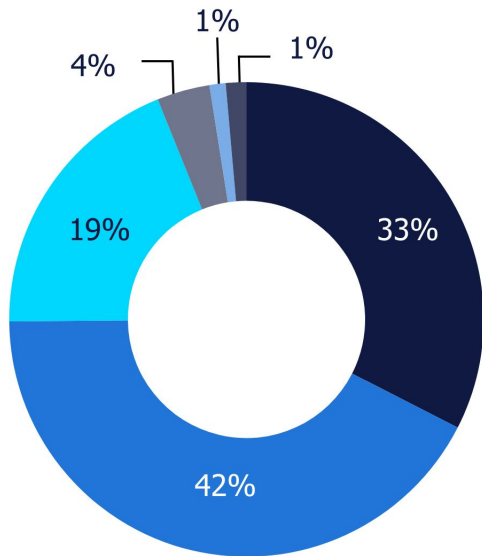
## creating the value of feeling understood and appreciated in the workplace.

Facing inflation's bite, over half of survey respondents across generations received some form of salary adjustment from their employers. However, a disparity exists, with older generations (average 24%) being more likely to miss out compared to their younger counterparts (average 15%) who said that they did not receive any kind of support from their employers.

The survey also revealed that specific type of compensation such as pay raise and one-time sum does not directly correlated with an employee's likelihood of changing jobs. This underscores the importance for employers to stay attuned to employee expectations, particularly regarding inflation adjustments, to retain talent during challenging times.

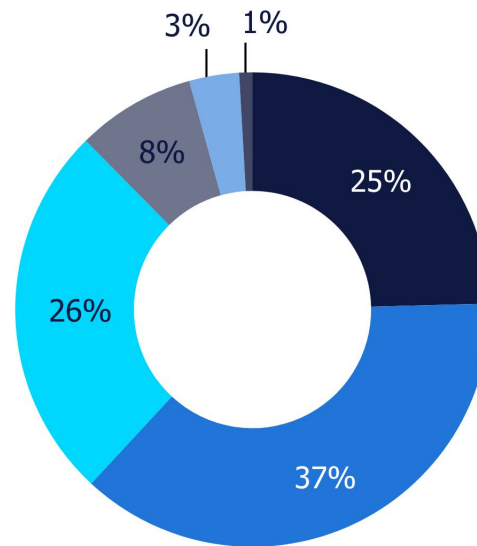
# employers are meeting higher expectations for skills development.

### importance of re-skilling opportunities



- 5 – very important to me
- 4
- 3
- 2
- 1 – not important at all
- don't know

### enough opportunity to develop in your role



- 5 – completely true
- 4
- 3
- 2
- 1 – not at all true
- don't know

This year, 75% of respondents said re-skilling is important (up 17% from the previous year). This indicates a growing awareness that skills can become obsolete, particularly with the rapid developments in digitalisation and artificial intelligence.

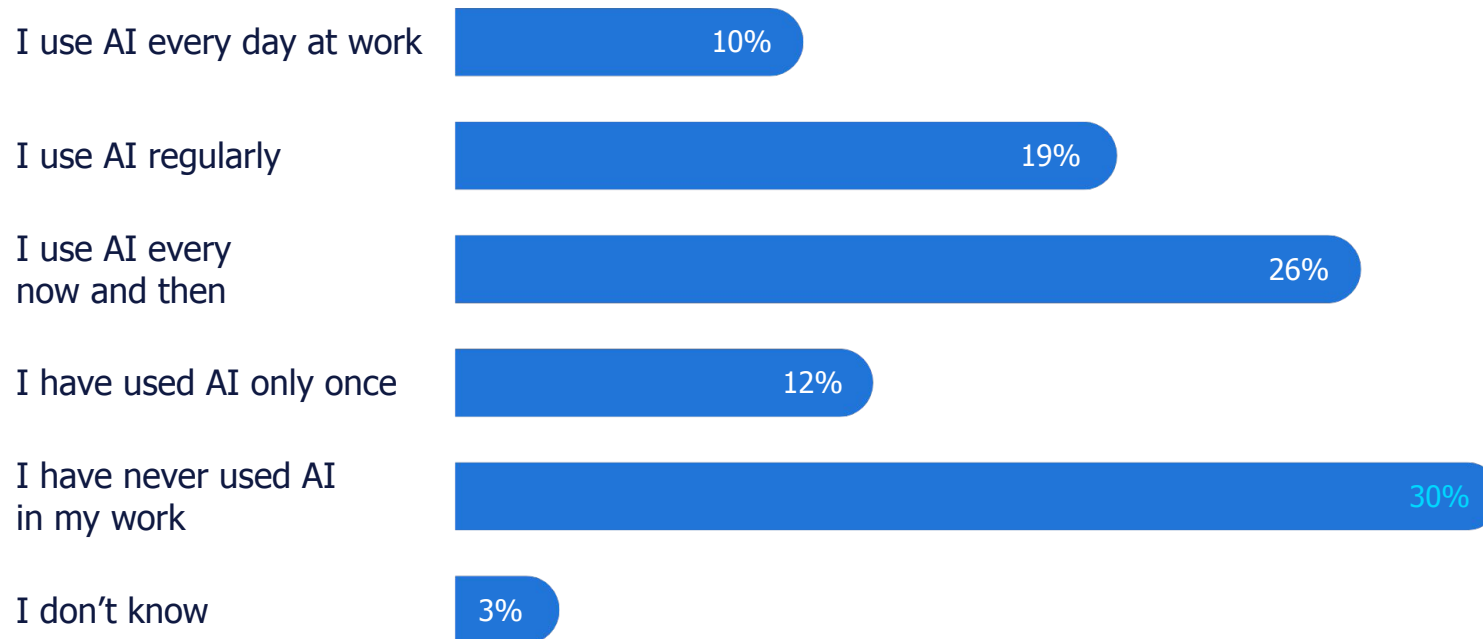
Employers are also providing more opportunities, up 14% from last year to 62% in 2024. However, 11% of respondents continue to lack opportunities for advancement, with Gen Xers feeling the pinch.

Today's workforce thrives on continuous learning. By investing in upskilling and re-skilling programmes, employers can future-proof their workforce and the organisation.



the impact of AI  
on jobs.

# AI adoption at work: progress with a gap.



Using AI regularly at work can help boost a worker's efficiency and productivity. However, a concerning 30% having never used AI tools in their work.

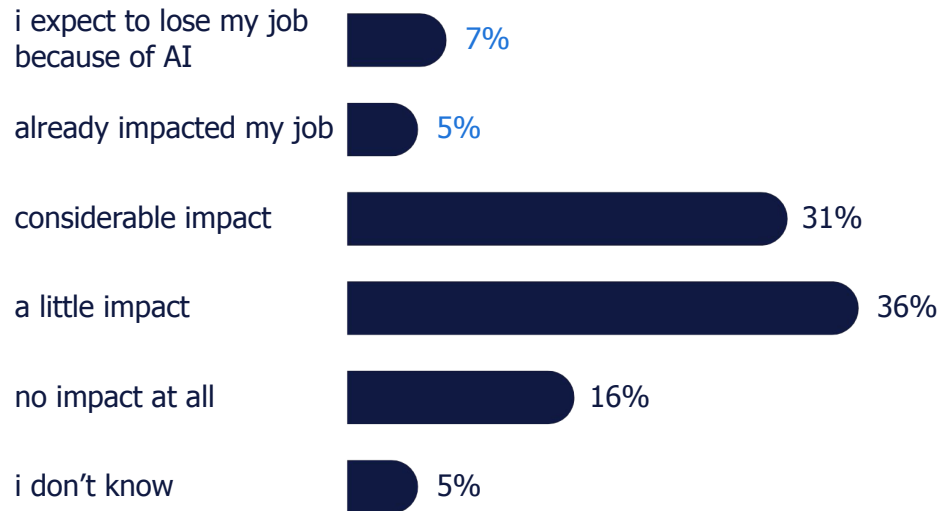
There are some gender and generational disparities as well, as women are 6% less likely to use AI, and adoption rates among Baby Boomers and Gen X are low too. These trends highlight the need for targeted training and support.

- [AI literacy programmes](#) for employees addressing comfort levels and technical skills
- [Pair experienced AI users](#) with less familiar colleagues
- [Clearly communicate how AI can make their life easier](#) by streamlining tasks, improving decision-making, and empowering employees to focus on higher-value activities
- [Proactively address concerns](#) around job loss by emphasising how AI complements human skills and creates new opportunities.

# stark generational attitude differences towards AI and jobs.

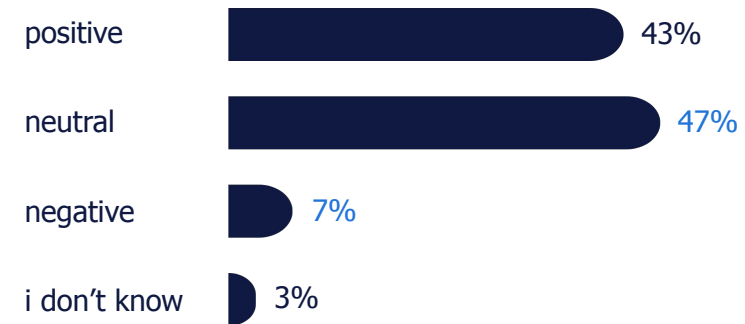
32% of respondents, especially younger generations, are already using AI at work. This trend is likely to continue, with 80% expecting AI to have an impact on their jobs, particularly among Millennials. While it is expected that younger generations see AI as a tool for productivity, they are more likely to express fear of job loss. This could be due to their heightened awareness of AI's potential and the longer runway for AI development throughout their careers.

## expected impact of AI on your job



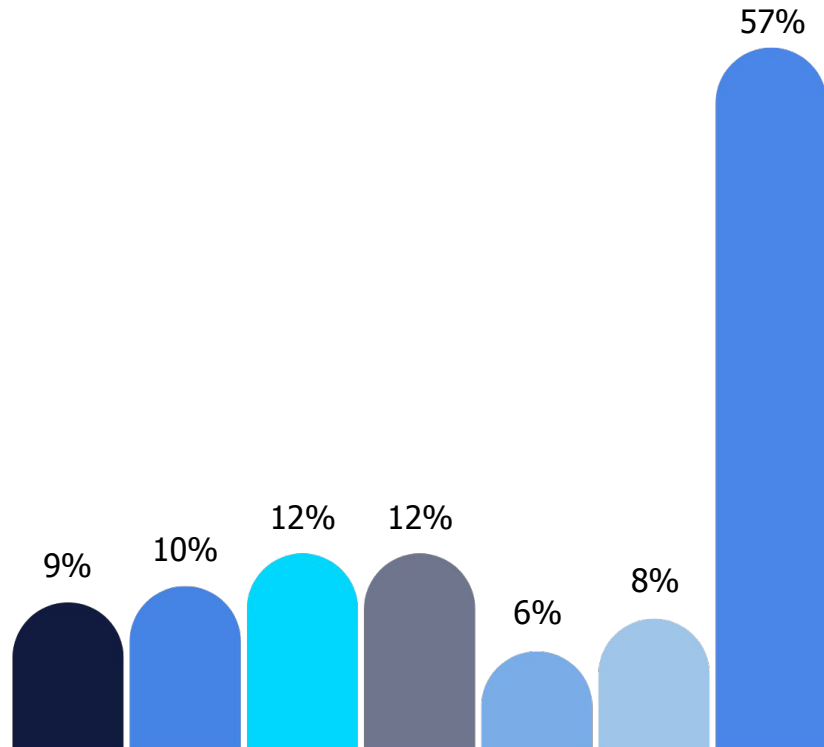
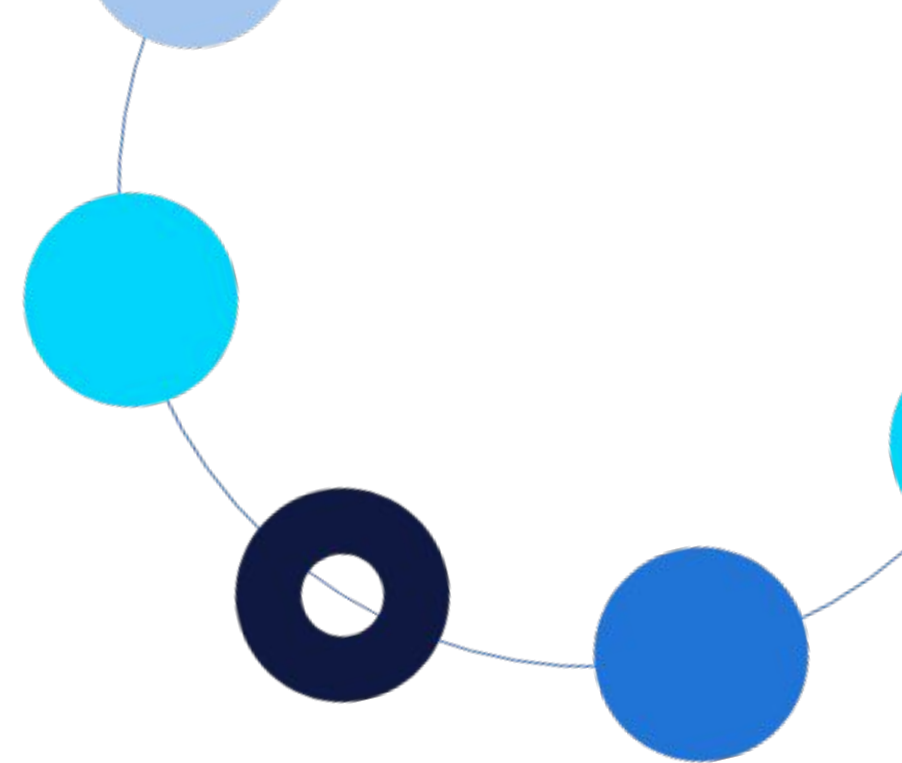
## impact of AI on job satisfaction\*

\* only answered by those who said that AI has a little or considerable impact on their job. (n = 1,801)



unmasking inequality  
in the workplace.

## 2 in 5 hongkongers consider themselves to be a minority at work.



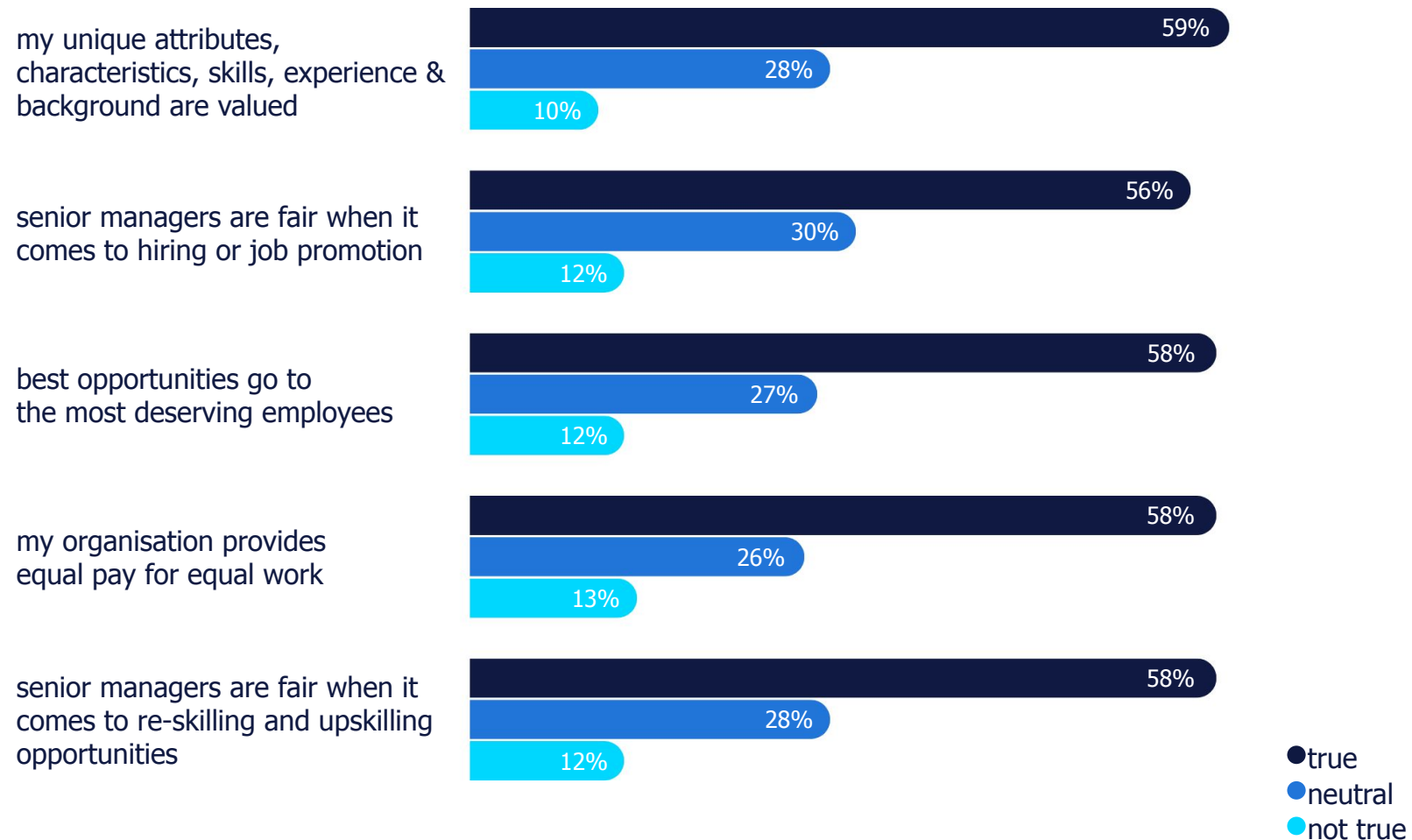
- Yes, because of my gender identity
- Yes, because of my sexual orientation
- Yes, because of my ethnicity/nationality/race/ancestry
- No, I do not consider myself to belong to a minority
- Yes, because of my religion
- Yes, because of my disability
- Yes, because of another reason

Hong Kong thrives on its cultural richness, where people from diverse backgrounds come together to create a vibrant and dynamic workforce.

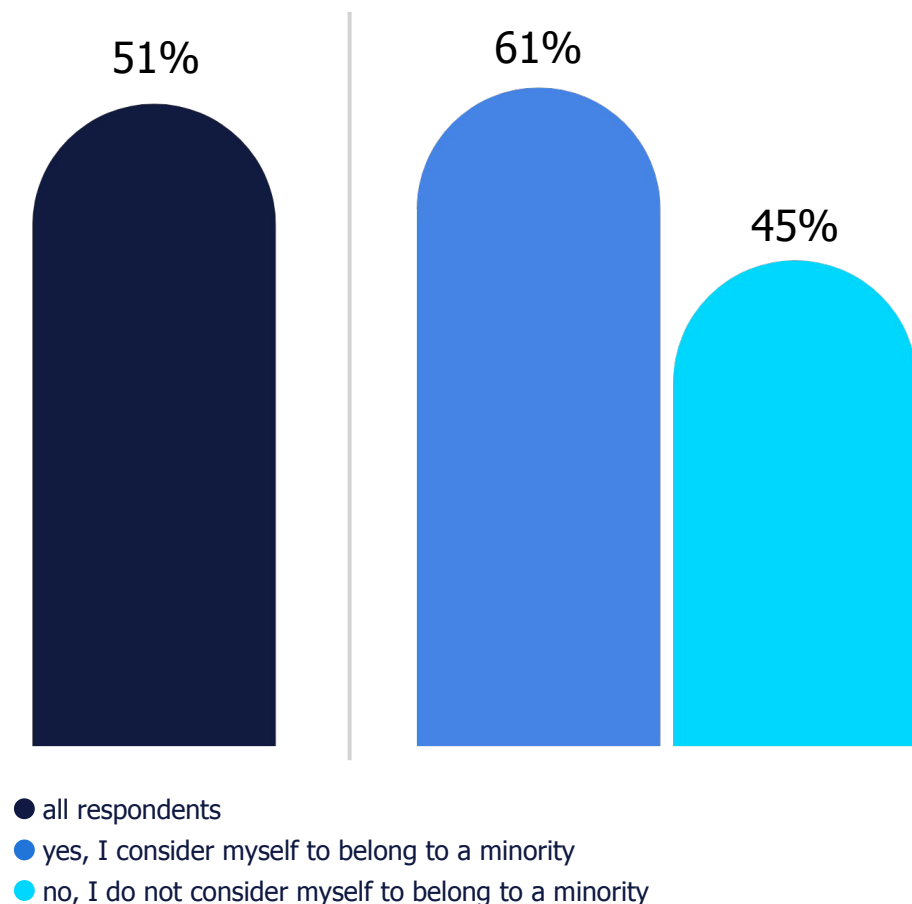
However, research data indicates a gap between diversity and true inclusion, as we see that 43% of respondents consider themselves a minority at work due to varying reasons. Fear of judgment or potential consequences may stem from experiences in which employees were marginalised because of their values, beliefs, or identity.

Employers who drive open conversations and promote inclusivity beyond just diversity can create a welcoming environment. This, in turn, allows everyone to bring their whole selves to work, attracting top talent who value authenticity and belonging so that they can focus on building their careers.

# an opportunity to move employees from neutral state to a thriving workforce.



# 51% of all respondents faced career growth obstacles, and minorities 16% more likely to have it worse.



Hong Kong employers are making strides in workplace equity, with approximately 60% of respondents feeling they have fair and equal opportunities. However, 51% of all respondents said that they face career progression obstacles. Interestingly, males are more likely than females to feel that they face career roadblocks due to their identity, with 54% reporting such experiences.

These obstacles could include unclear promotion processes, unconscious bias and limited access to mentorship or training. But the data shows a worrying trend - employees who identify as minorities face these hurdles even more. Respondents who consider themselves minorities in the workplace at 16% more likely to face career obstacles.

To bridge this gap, employers need to foster a truly inclusive environment through thorough education and purposeful engagement. Addressing these roadblocks will unlock their diverse workforce's full potential, leading to a more engaged, innovative, and talent-rich workplace.

# progress on gender diversity, but perception of equity lags.

	female	male	gender gap
senior managers are fair when it comes to reskilling and upskilling opportunities of those that report to them	52%	64%	12%
senior managers are fair when it comes to hiring or career advancements of those that report to them	51%	62%	11%
at my organisation, the best opportunities go to the most deserving employees	53%	64%	11%
my unique attributes, characteristics, skills, experience and background are valued in my organisation	54%	65%	9%
my organisation provides equal pay for equal work	55%	62%	7%
I have faced obstacles in my career progression in this organisation which I believe are due to who I am	49%	55%	6%





top sectors &  
employers insights.

# survey set-up for employer brand awards.

## do you know this company?

- Determines awareness
- 30 companies per respondent

## would you like to work for this company?

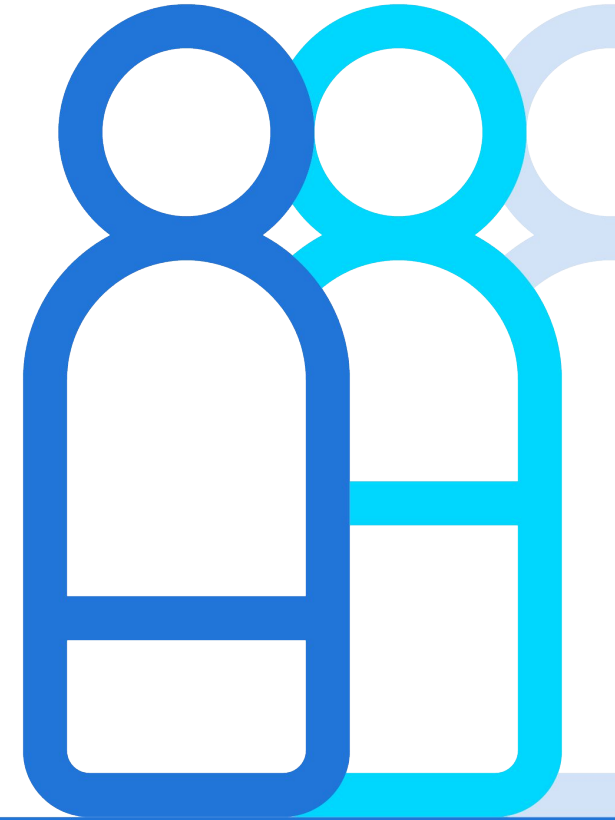
- Determines attractiveness
- Known for each company

## rating on a set of drivers

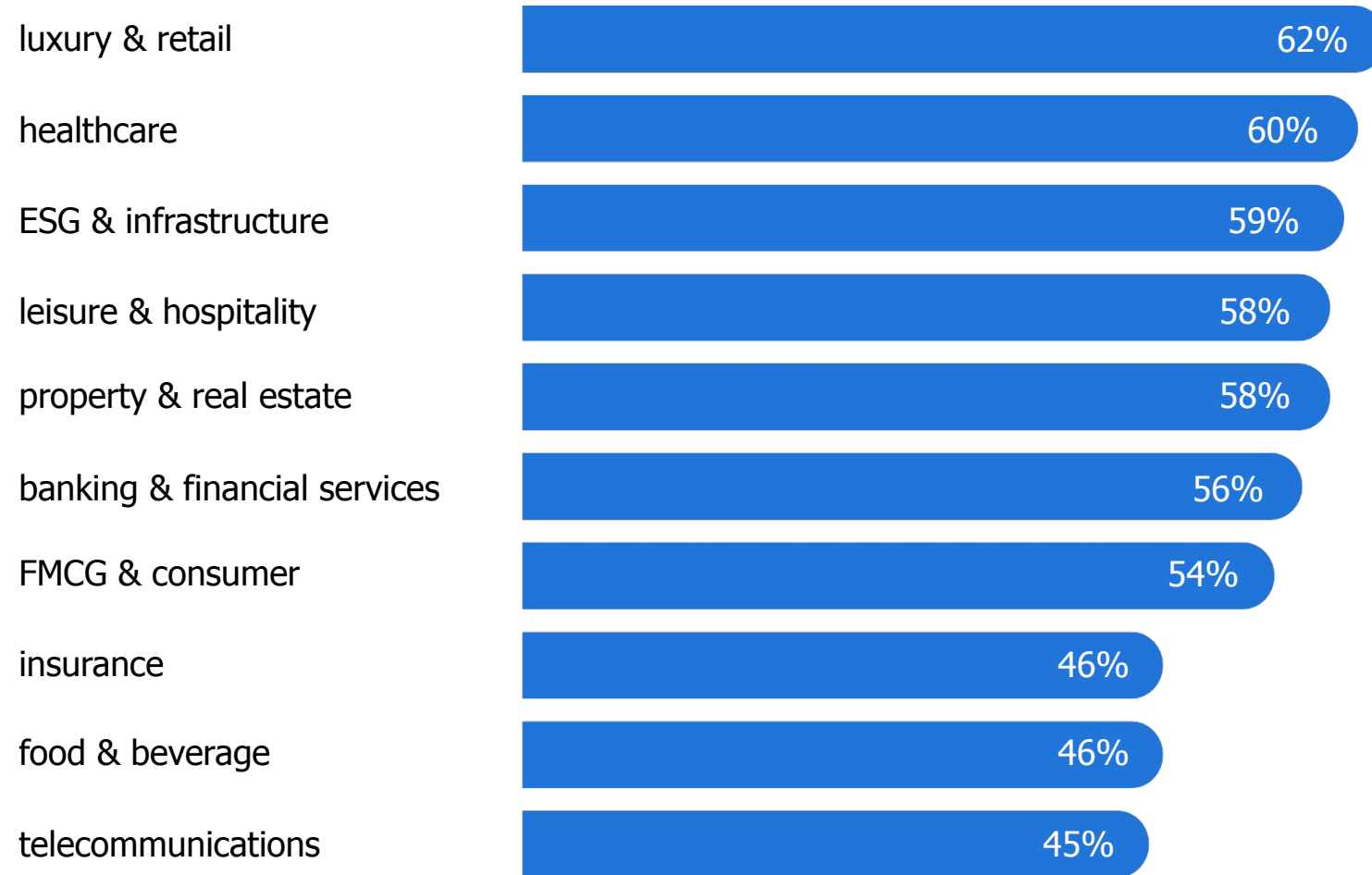
- Determines reason
- Known for each company

## randomly assigned for a robust sample

- Each respondent is shown 30 companies
- Each company is evaluated only by respondents who are aware of that particular brand
- In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we use a [smart sampling method](#).
- This method ensures that the lesser-known companies are shown to more respondents in order to obtain a sufficiently robust sample



# spotlight on hong kong's most attractive industries.



# top EVPs industries scored well in.

	EVP #1	EVP #2	EVP #3
1. luxury & retail	financial health	good reputation	salary & benefits
2. healthcare	financial health	pleasant work environment	good reputation job security
3. ESG & infrastructure	financial health	job security	career progression
4. leisure & hospitality	financial health	good reputation	pleasant work environment
5. property & real estate	financial health	job security	career progression good reputation
6. banking & financial services	financial health	career progression	job security
7. FMCG & consumer	financial health	good reputation	job security
8. insurance	financial health	good reputation	career progression job security
9. food & beverage	convenient location	financial health	good reputation
10. telecommunications	financial health	good reputation job security	convenient location

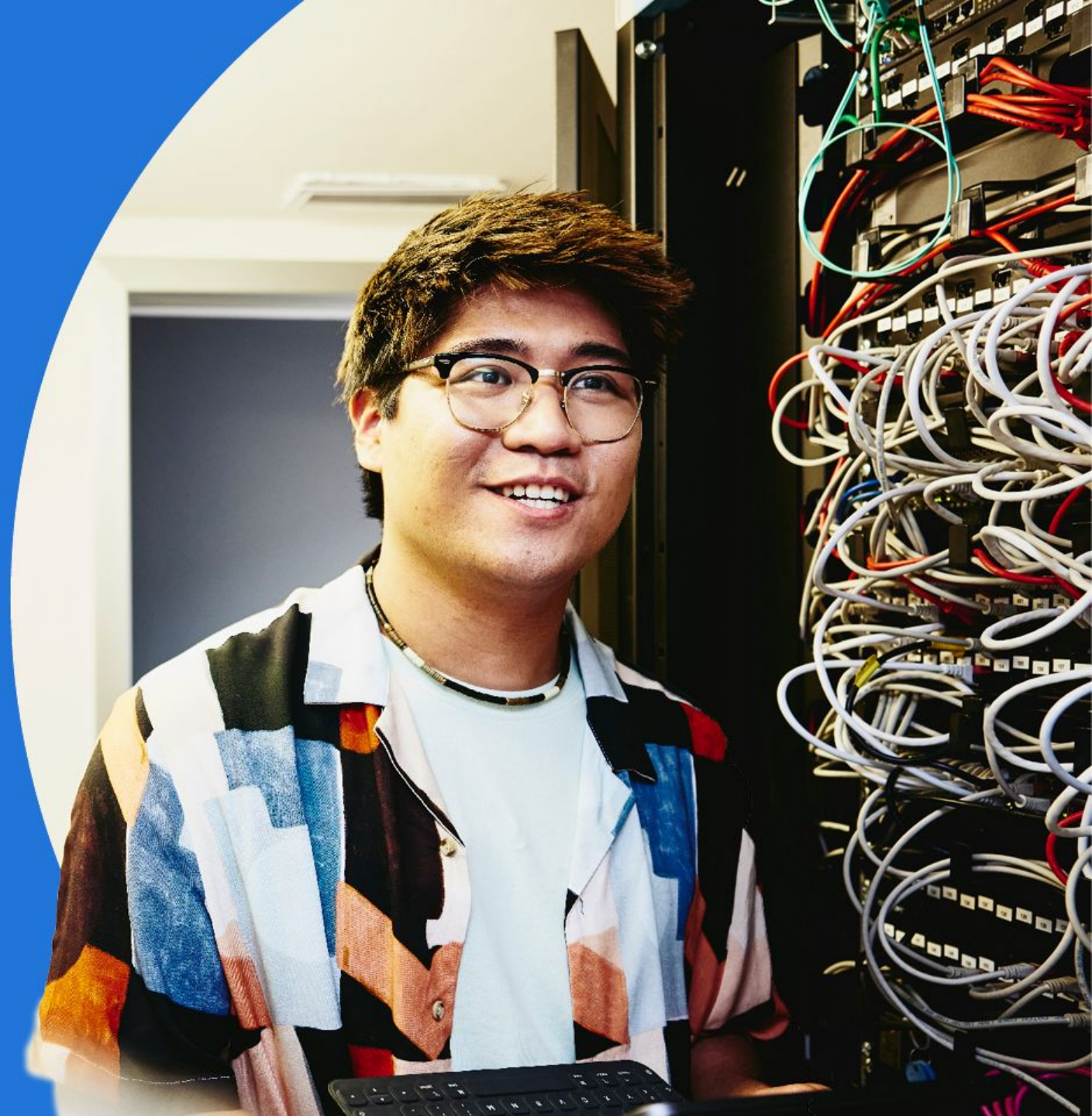
# let's start a conversation.



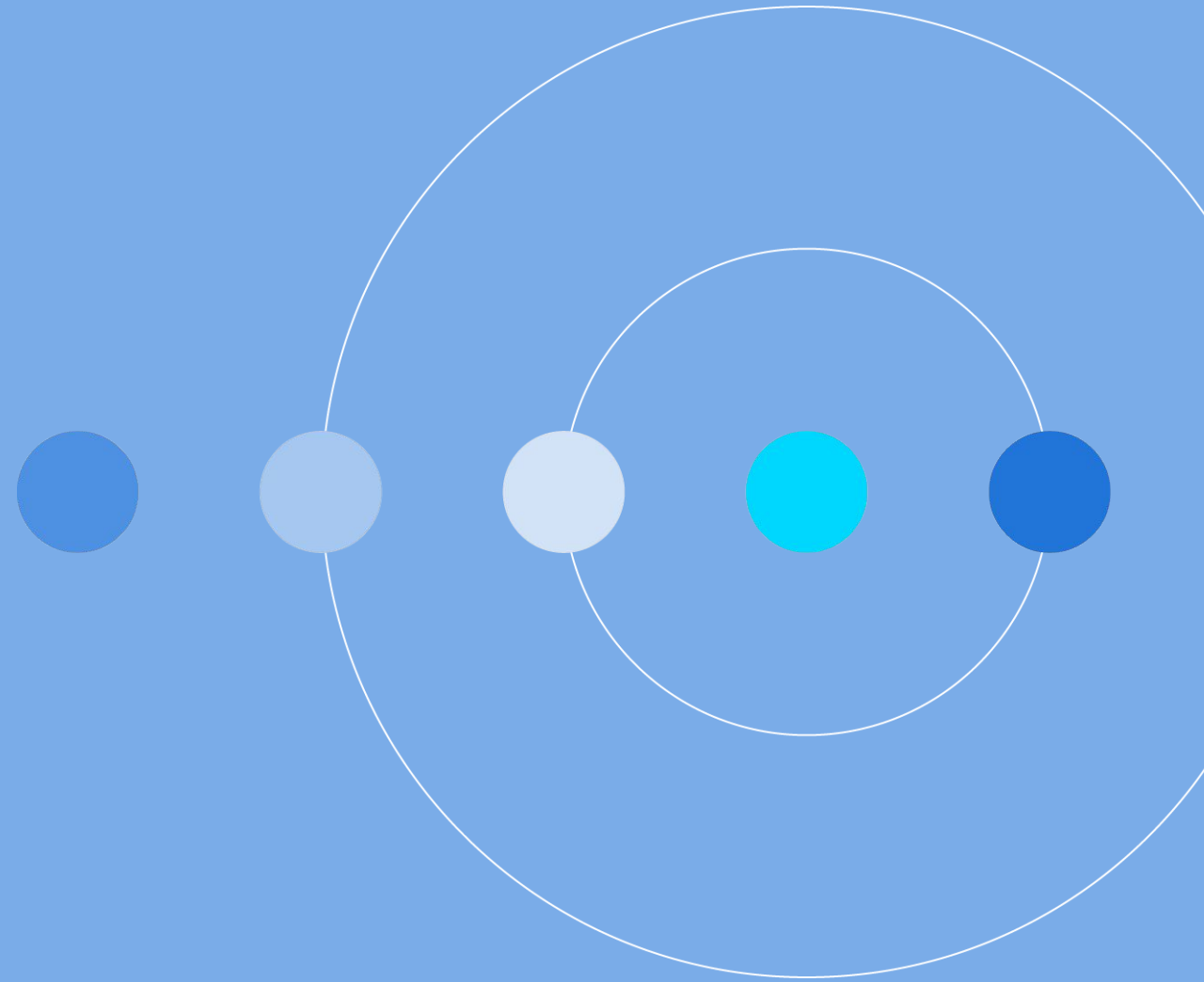
the employer brand research has many insightful, but complex insights, so we'd love the opportunity to walk you through our findings and have an open discussion about your talent attraction and employer branding strategies.

[communications@randstad.com.hk](mailto:communications@randstad.com.hk)

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for talent.



# appendix.



# smart sampling. methodology

Since REBR 2017, companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.

## example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at  $n=140/50\%$  into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at  $n=400/50\%$  into account, the real answer lies between 45% and 55%.

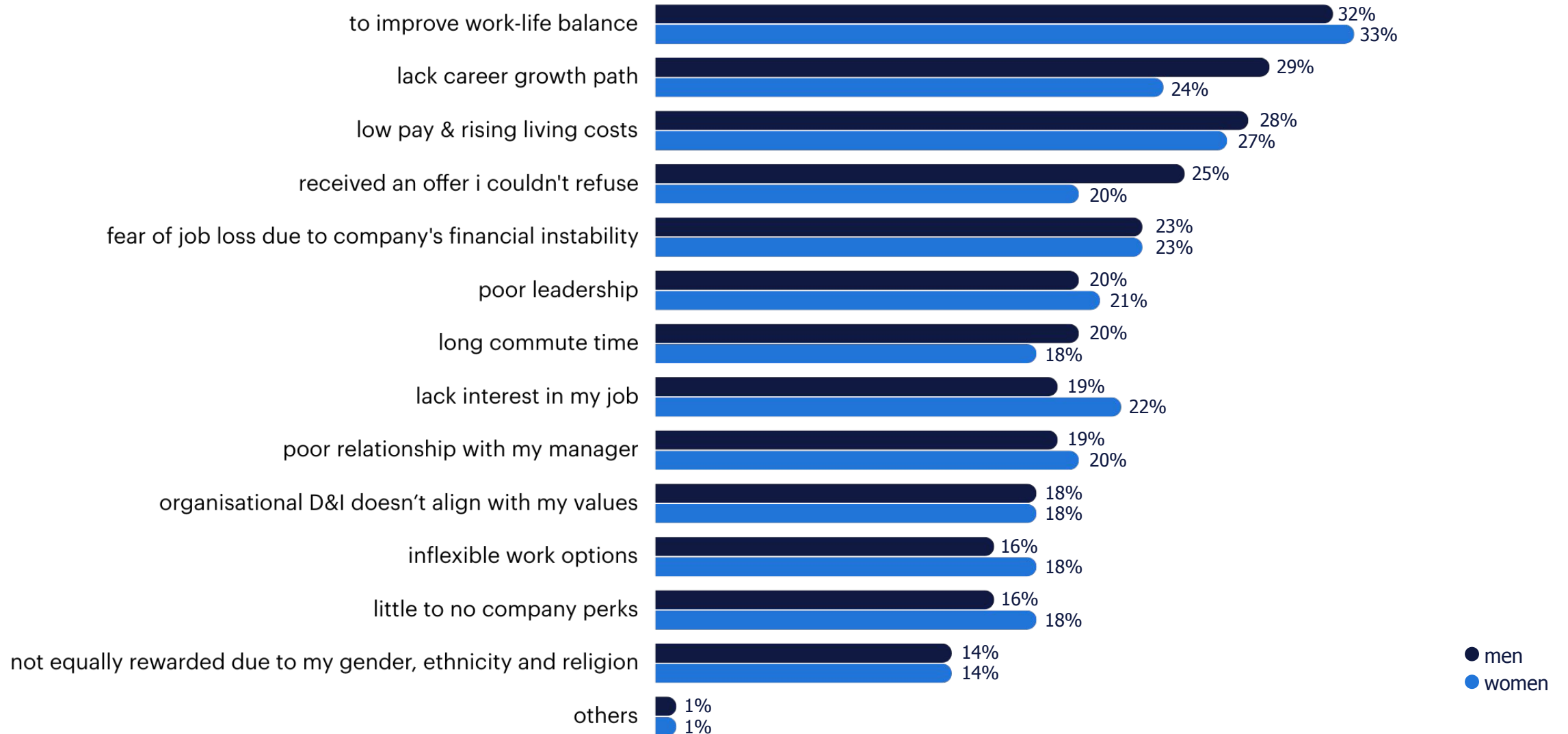
1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at  $n=1200/50\%$ , the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between  $n=1200$  and  $n=400$  evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



# reasons for leaving: genders.

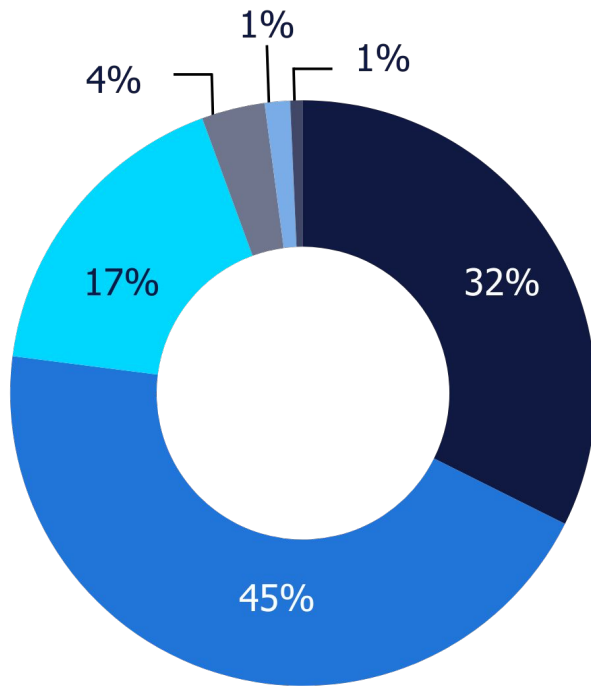


# reasons for leaving: generations.

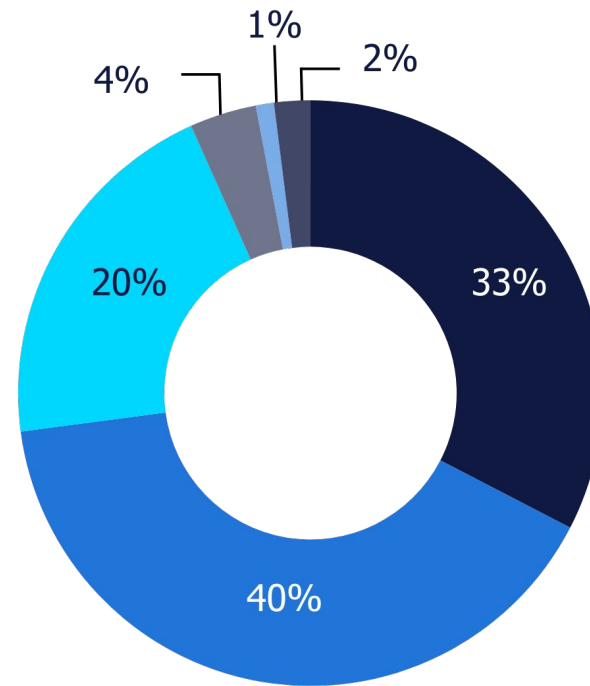
	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
improve work-life balance	30.9%	35.1%	30.5%	23.8%
low pay & rising living costs	25.4%	26.1%	29.7%	21.0%
lack career growth path	28.4%	27.8%	24.4%	15.9%
fear of downsizing & job loss due to organisational financial instability	25.0%	21.6%	23.5%	23.9%
received an offer i couldn't refuse	24.7%	20.6%	23.3%	23.8%
lack interest in my job	24.7%	20.7%	17.8%	17.6%
poor leadership	20.5%	20.3%	19.6%	20.4%
long commute time	21.4%	22.0%	13.4%	11.9%
poor relationship with my manager	19.2%	16.7%	19.9%	22.7%
organisational D&I don't align with my values	20.7%	19.0%	16.1%	10.2%
inflexible work options	23.7%	18.4%	12.7%	10.8%
little to no company perks	22.5%	16.7%	12.2%	8.5%
not equally rewarded due to my gender, ethnicity and region	18.3%	15.2%	10.0%	11.9%

# importance of re-skilling opportunities: genders.

men



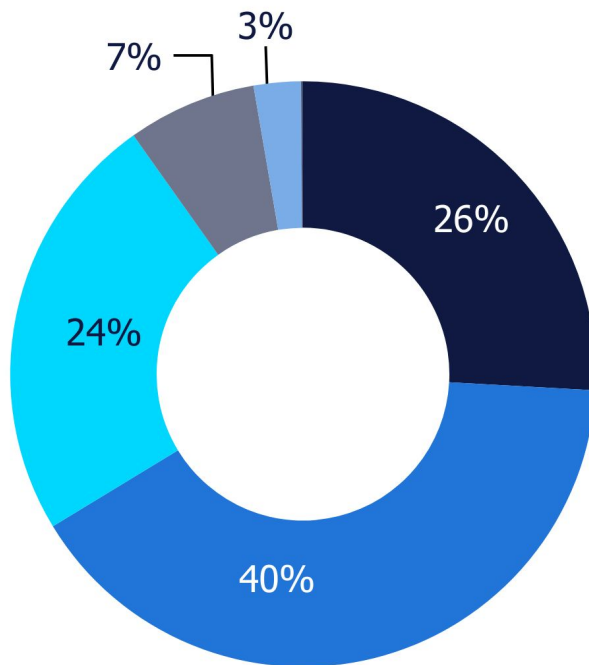
women



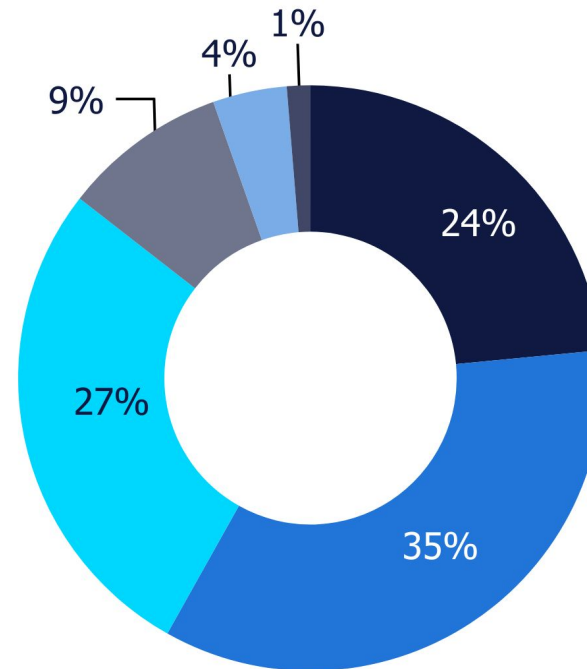
- 5 – very important to me
- 4
- 3
- 2
- 1 – not important at all
- don't know

# opportunities given to develop skills: genders.

men



women

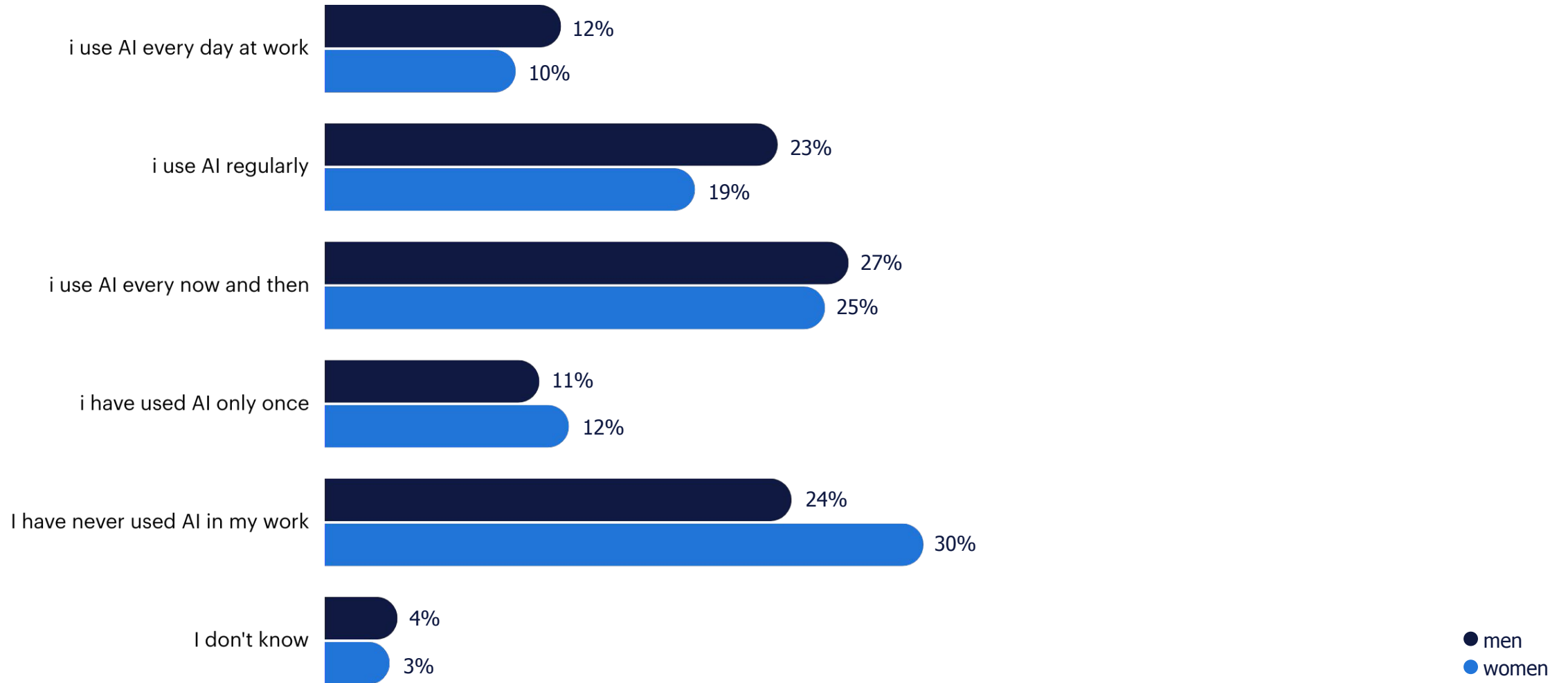


- 5 – completely true
- 4
- 3
- 2
- 1 – not at all true
- don't know

# career development: generations.

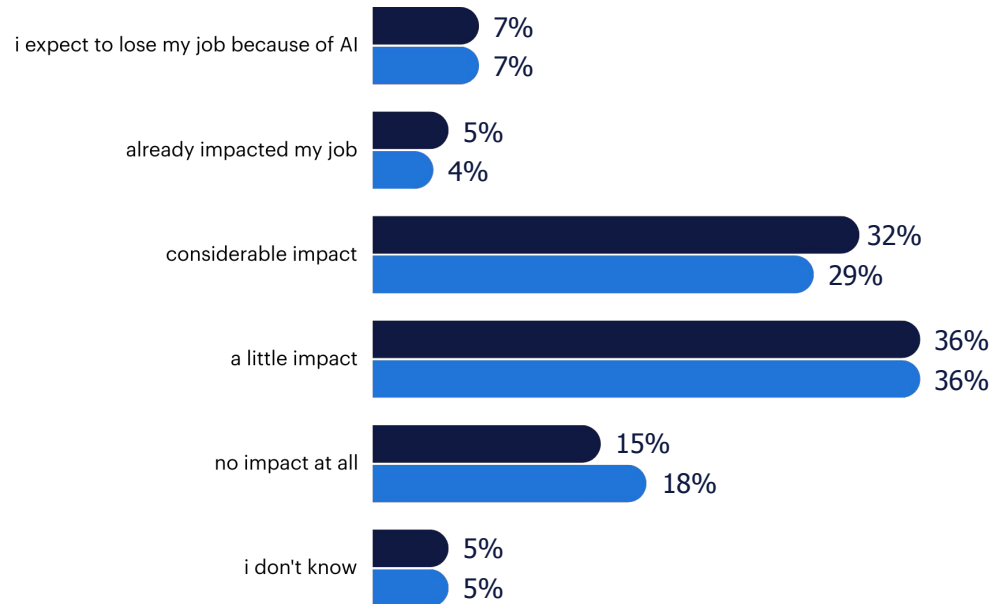
	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
how important is it for your employer to provide re-skilling opportunities?				
5 - very important	32.5%	34.5%	25.8%	51.2%
4	16.3%	42.0%	43.4%	25.9%
3	17.9%	18.7%	21.5%	11.4%
2	1.6%	3.2%	5.7%	3.1%
1 - not important at all	-	1.2%	1.3%	3.1%
don't know	1.6%	0.4%	2.3%	5.2%
does your employer offer you opportunities to develop in your role?				
5 - very important	31.0%	23.7%	18.5%	45.7%
4	45.5%	40.4%	29.7%	26.1%
3	18.5%	24.2%	33.9%	17.0%
2	2.0%	7.8%	12.5%	6.8%
1 - not important at all	1.5%	3.5%	4.3%	2.3%
don't know	1.5%	0.4%	1.1%	2.2%

# usage of artificial intelligence: gender.



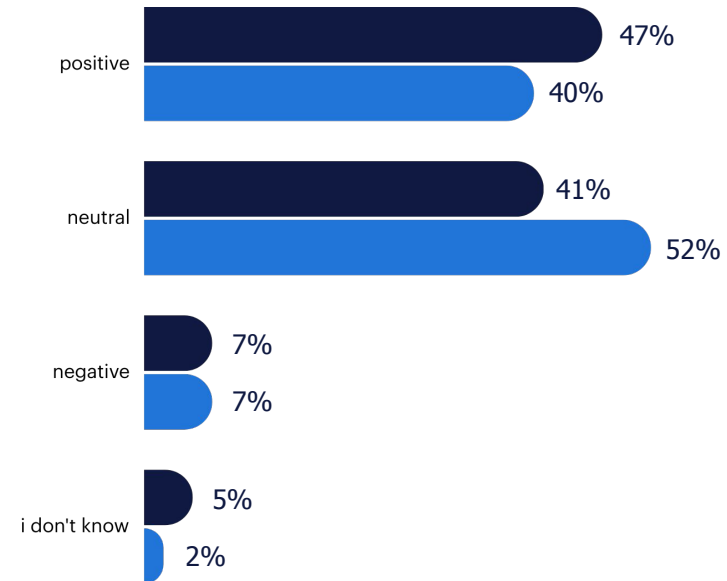
# impact of artificial intelligence on job satisfaction: gender.

## expected impact of AI on your job



## impact of AI on job satisfaction\*

\* only answered by those who said that AI has a little or considerable impact on their job. (n = 1,801)



● men  
● women

# artificial intelligence's impact on jobs: generations.

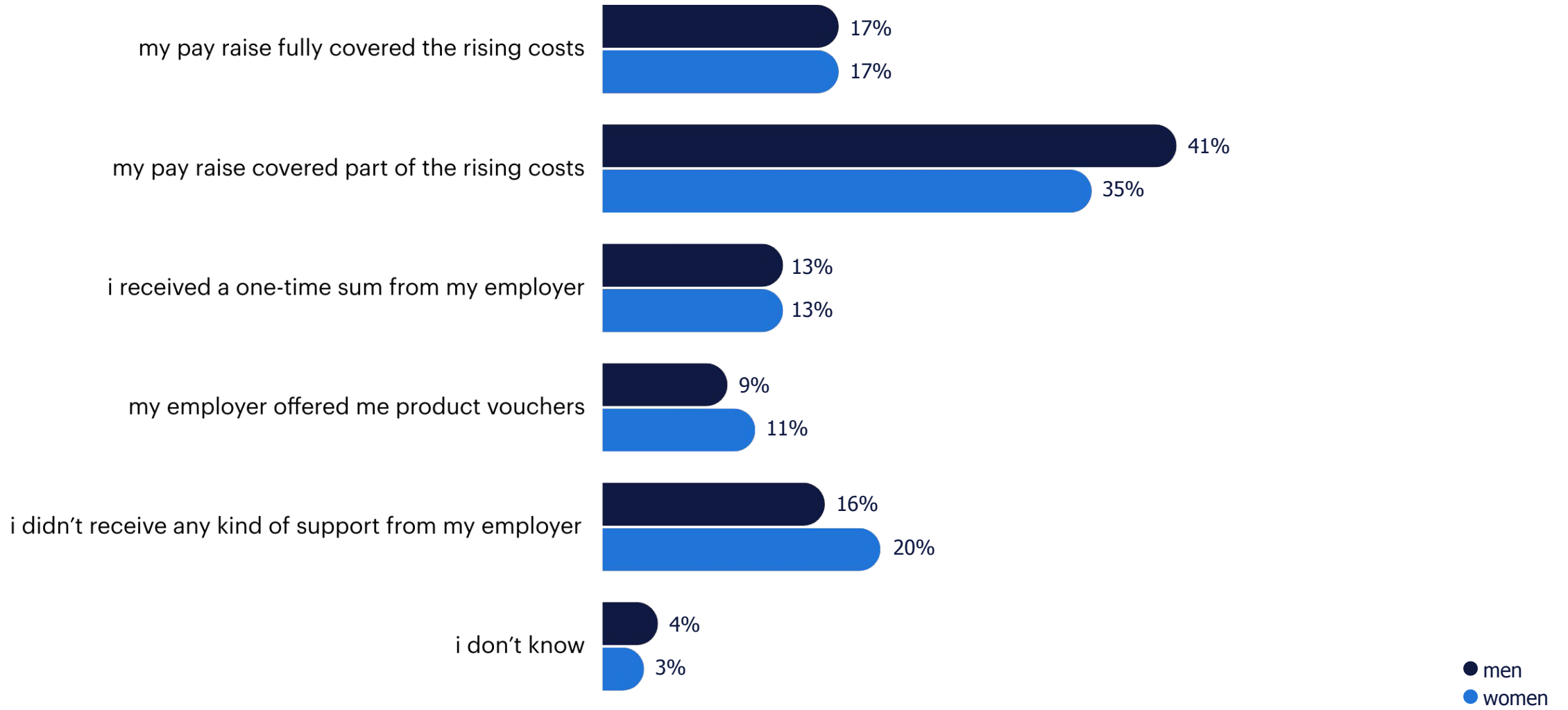
	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
to what extent are you using artificial intelligence at work today?				
I use AI every day in my work	11.7%	12.1%	8.9%	7.6%
I use AI regularly	24.9%	21.6%	16.8%	24.3%
I use AI every now and then	36.1%	24.8%	23.4%	18.7%
I have used it only once	12.7%	12.9%	9.2%	11.0%
I have never used AI in my work	13.2%	25.4%	36.5%	36.1%
don't know	1.5%	3.3%	5.2%	2.2%



# artificial intelligence's impact on jobs: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
what do you think is the impact of AI on your job satisfaction to be?				
positive	47.5%	45.7%	40.4%	31.0%
neutral	44.1%	46.7%	45.9%	57.6%
negative	7.6%	5.4%	8.3%	9.8%
don't know	0.8%	2.3%	5.4%	1.6%
do you expect that AI will have an impact on your job in the next five years, or is this already the case?				
No, not at all	27.9%	13.1%	13.7%	20.8%
Yes, a little impact	24.9%	36.9%	37.9%	46.4%
Yes, a considerable impact	32.6%	31.0%	31.6%	20.8%
I expect to lose my job because of AI	8.3%	8.6%	5.0%	4.4%
It's already having an impact	4.9%	6.1%	3.2%	1.1%
don't know	1.5%	4.2%	8.6%	6.6%

# impact of inflation: genders.



# impact of inflation: generations

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
My salary raise completely covered the rising costs (full compensation of inflation)	19.4%	17.9%	15.6%	8.8%
My salary raise covered part of the rising costs (partly compensation of inflation)	32.1%	38.1%	41.2%	41.9%
I received a one-time sum from my employer	18.5%	13.3%	9.0%	10.1%
My employer offered me vouchers to obtain specific products for free	16.4%	10.6%	6.5%	7.6%
I did not receive any kind of support from my employer	12.1%	16.7%	22.9%	25.2%
don't know	1.6%	3.5%	4.9%	6.3%

# equity: generations (completely true & true)

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
my unique attributes, characteristics, skills, experience and background are valued in my organisation	71.7%	58.1%	54.1%	63.9%
senior managers are fair when it comes to hiring or career advancements of those that report into them	66.2%	56.2%	50.5%	59.1%
at my organisation, the best opportunities go to the most deserving employees	73.3%	56.9%	51.6%	63.9%
my organisation provides equal pay for equal work	67.3%	59.8%	49.4%	59.1%
senior managers are fair when it comes to reskilling and upskilling opportunities of those that report into them	72.8%	58.1%	48.5%	61.5%
I have faced obstacles in my career progression in this organisation which I believe are due to who I am	67.9%	51.5%	40.2%	60.3%