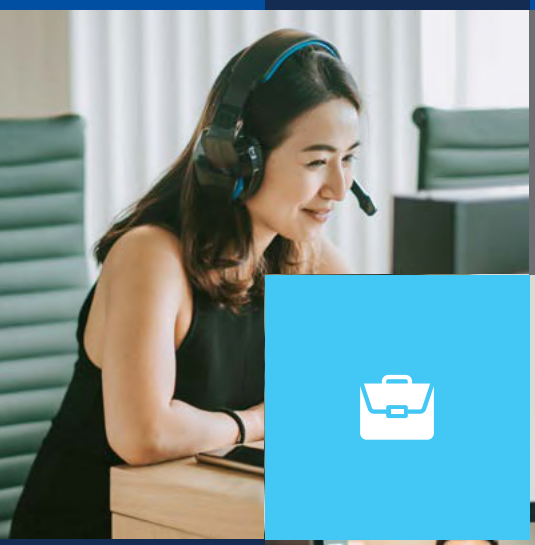
Michael Page

中国

2021 人才趋势

就业





人才市场展望





招聘



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本报告仅呈现中国大陆的人才市场趋势，中国台湾和中国香港的人才市场趋势报告将有各自版本呈现。

亚 太 区 域



前 言

我很荣幸在此与大家分享我们的《2021年人才趋势报告》，该报告将针对亚太地区的数字化就绪程度、组织架构、灵活办公、领导力、绩效管理以及多元化与包容性等问题分享全新洞察和市场情绪分析。报告的调查结果收集自亚太地区12个市场共计5500多家企业和21,000名员工的反馈，其中3500多名受访者是总监或首席管理层。

我们在展望2021年时专注于四个重点领域，而这些领域似乎与我们获取的市场反馈极为一致。

1. 高潜力人才仍旧稀缺

虽然这一点在各市场和各行业之间会存在差异，但高潜力人才向来较为重视职业安全感，往往需要有极大的动力驱使才会选择从目前的公司离职。许多企业目前选择在短期内整合业务并保护业务形态，可是，留住一流人才对企业的未来发展至关重要。

2. 对中国企业的投资不断增加

我们看到亚太部分地区出现了令人振奋的复苏迹象，尤其是中国和日本。亚洲市场的过往表现向我们展示了其强劲的复苏反弹能力——此次，这种复苏迹象已然初现。我们在中国市场的业务表现持续改善，同时我们也专注于巩固与进行海外投资的中资企业之间的关系。

3. 技术和医疗保健与生命科学行业人才需求强劲

无论是在新冠肺炎疫情之前，还是在2020年整年，我们都能看到，这两个行业的人才需求持续强劲，事实证明这些行业在招聘上弹性十足。我们所有的办公室均有非常明确的目标和行动计划，目的就是为了在2021年及未来在这些行业的各类招聘工作中取得进一步进展。

4. 临时工和灵活人才岗位需求增加

这种就业形式在某些亚太市场已经存在了数十年之久，目前已经非常成熟。然而，在部分亚洲市场，这种形式仍处于萌芽状态，发展势头稳步攀升。新冠肺炎疫情以及相关市场的不确定性加速了这一早已存在的需求增长。这将是我们在该地区大多数市场持续关注的焦点。

我们的2021年整体计划依旧明晰和一致。我们将继续专注于维护我们的业务形态，同时切实着眼于我们的未来发展和长期增长目标，这些目标未曾发生改变。令人振奋的是，我们的许多客户采取的方式似乎与我们近乎一致。

我们在亚太区设有27个办事处，共有1,400名员工，我们每天会与成千上万的客户和求职者互动，作为一家招聘企业，我们也因此有机会获得独一无二的洞察。如果您想和我们讨论与您所在市场相关的问题，请随时与我们联系。

祝您工作顺利，万事如意。



ANTHONY THOMPSON
亚太区域域董事总经理



亚太地区 展望

疫情影响下的领导力

2020年，新冠肺炎疫情几乎对全球所有行业和地区的经济都造成了重大打击——虽然各国受影响程度各不相同，但都受到了影响。在全球不同区域，PageGroup的招聘活动减少8%至35%。一些企业采取更为保守的招聘策略，甚至选择冻结招聘或裁员来降低成本。一些企业则维持业务形态来换取长期的增长。还有一些企业试图维持业务形态，并紧盯未来发展趋势。

尽管如此，招聘率降低并不一定意味着企业对优质人才完全关闭了大门。2021年仍有一个亮点，42%的企业表示，他们已经计划在未来一年内增加员工数量。

面临全球疫情这个前所未有的事件，亚太地区的高管们通过采取一系列措施来应对这些全球性挑战：

1. 弹性和远程工作策略
2. 数字化转型
3. 内部沟通优化方案

关键洞察

2021年高管议程上的首要任务

- 提高员工的参与度和积极性
- 关注员工的健康和安全
- 振兴创收

亚太地区 未来职场策略

数 字 化 转 型

在全球新冠肺炎疫情冲击下，“数字化转型”从一个行业热词变成了各行业和市场的头等大事。所幸，一半的企业面对这一剧变都做出了良好应变。沟通方式和业务运营模式以前所未有的速度向线上转移，大多数企业都找到了迅速适应新常态的方法。然而生产力和效率还是受到了一定的影响，因为企业表示由于技能缺口和缺乏培训，前线执行会遇到一些挑战。



关键洞察

68% 的企业计划在2021年增加对技术和数字化工具的投入

三大投资领域

通讯工具

视频和网络会议，
企业社交网络服务

优点

- ✔ 沟通流程精简
- ✔ 企业知识库
- ✔ 实时众包内容

热门工具

腾讯会议 Tencent Meeting　钉钉

协作软件

日历共享、文件共享、
文档同步、云存储、白板等

优点

- ✔ 提高创新思维
- ✔ 项目执行更灵活
- ✔ 增加学习的可能性

热门工具

SharePoint　Microsoft Teams

客户关系管理CRM工具

运营CRM、分析CRM、
协作CRM、活动管理CRM、战略CRM

优点

- ✔ 用仪表盘直观展示数据
- ✔ 优化自动化消息传送
- ✔ 自动化提高效率

热门工具

HubSpot　salesforce　eloqua



亚太地区 未来职场策略

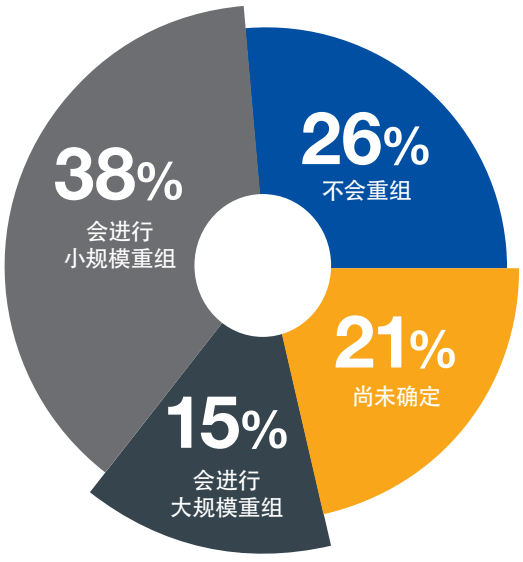
重新设计组织架构

新冠肺炎疫情极大地影响了企业营收，也给很多企业带来了深远影响。正如爱因斯坦所说：“衡量智慧的标准是适应变化的能力。” 根据我们的调查，适应不断变化的环境是企业的首要任务。许多受访者认为，重新审视组织架构对于企业未来的恢复和发展必不可少。PageGroup亚太区区域董事总经理Anthony Thompson表示，组织设计将对现有员工的投入度和吸引新员工产生诸多影响，并且需要企业实施包括永久全职、灵活人才招聘和外包解决方案在内的混合招聘策略。

我们的调查结果显示，仅26%的企业认为他们在2021年不会进行任何形式的重组。企业处理组织变化的方式将对保留和吸引人才产生重大影响。来自亚太地区求职者的调查结果显示，求职者强烈渴望敏捷和不断进步的工作环境，但不希望在没有被清晰告知的情况下工作环境持续变化。

关键洞察

53% 的企业将在2021年进行一定程度的重组





亚太地区 未来职场策略

缩小技能缺口

在恢复阶段，企业希望人员配置具有灵活性，以便在2021年进一步优化和配置资源 。

在正常的市场环境下，面临正式员工休长假、紧急项目和员工休产假等场景，借助灵活人才来填补关键性岗位缺口能够增加价值，而且不会产生重大风险，避免了冗员成本及其他问题。而到了业务恢复阶段，企业尤其希望人员配置具有灵活性，这正是灵活人才发挥作用的时机。除了上述优势外，通过选用灵活人才，企业还可以保障自身根据短期业务需求调整员工编制规模的自由和灵活性。

此外，在同一组织内，某些垂直业务的恢复速度会比其他业务线快。企业必须抓住机会评估当前可用资源，确定真正的优先事项，以及如何在后疫情时代进一步优化和合理分配相关资源。

关键洞察

20%

的企业将优先雇用短期灵活人才，以填补数字工具投入和重新设计组织架构所导致的技能缺口。这比2019年的15%有所增长。

同样，LinkedIn也报告称，2020年其合同工招聘信息的份额增长了 **58%**

亚太地区 以人为本战略

领 导 沟 通

80%的受访企业认为他们在以下领域提高了透明度:

财务状况
33%

员工数量管理
31%

商业战略
56%

薪资和奖金
14%

关键洞察

雇主和员工都发现，公开沟通和透明是有效内部沟通的关键

根据我们的调查，

53%

的企业将保持甚至增加电子邮件之外的沟通渠道的频率和数量



亚太地区 以人为本战略

心 理 健 康 和 福 祉

心理健康是职场上日益受到重视的一个问题。随着当前全球疫情持续，任何组织都应该尤为重视员工的心理健康。

心理健康不仅仅是整体健康状况的组成部分，它对生产效率的直接影响也日益凸显，正如多项研究表明，心理健康的人通常工作效率更高。例如，世界卫生组织的一项研究发现，每向心理护理项目投入1美元，健康和生产率价值就会提高4美元。研究结果都指向了一个真相，即重视心理健康有利于员工发展和企业盈利。

对心理健康的重视还应包括共情交流。我们的调查显示，90%的员工认为，危机时期其所在企业的高层管理人员与他们进行了良好的沟通，但大多数人表示，职场中的感同身受在下降，原因如下:

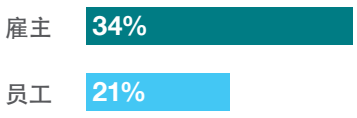
1. 尽管与领导沟通的频率有所增加，但员工们仍觉得大多数信息传递都是出于行政目的，缺乏诚意。

2. 大多数管理者都尽力遵守公司的心理健康和福利政策，但对员工的困境缺乏真正的关心和理解。

认为同理心水平提高的比例



认为同理心水平不变的比例



认为同理心水平降低的比例



关键洞察

我们的调查结果表明，企业需要展开有信服力和同理心的沟通。这将有助于企业领导者缩小自我认为的同理心与实际同理心水平之间的差距。

具备同理心的沟通策略

以下是我们调查结果中的一些方法和洞察:

- ✔ 定期进行员工满意度调查，并就结果和后续行动进行沟通。
- ✔ 通过影子董事会（指选择一些并非高管的员工与高级管理人员就战略计划一起工作）和反向指导项目，可以有效推动向上沟通和向下沟通。
- ✔ 为领导者提供培训和指导课程，教他们如何真正与员工建立联系。通过讲故事的方式让沟通变得有效。
- ✔ 沟通需要清晰且一致，但也要明白听众是不同的，他们的动机和情感触发因素也不同。
- ✔ 沟通的重点在于最终被理解和接受的信息，而非沟通本身。

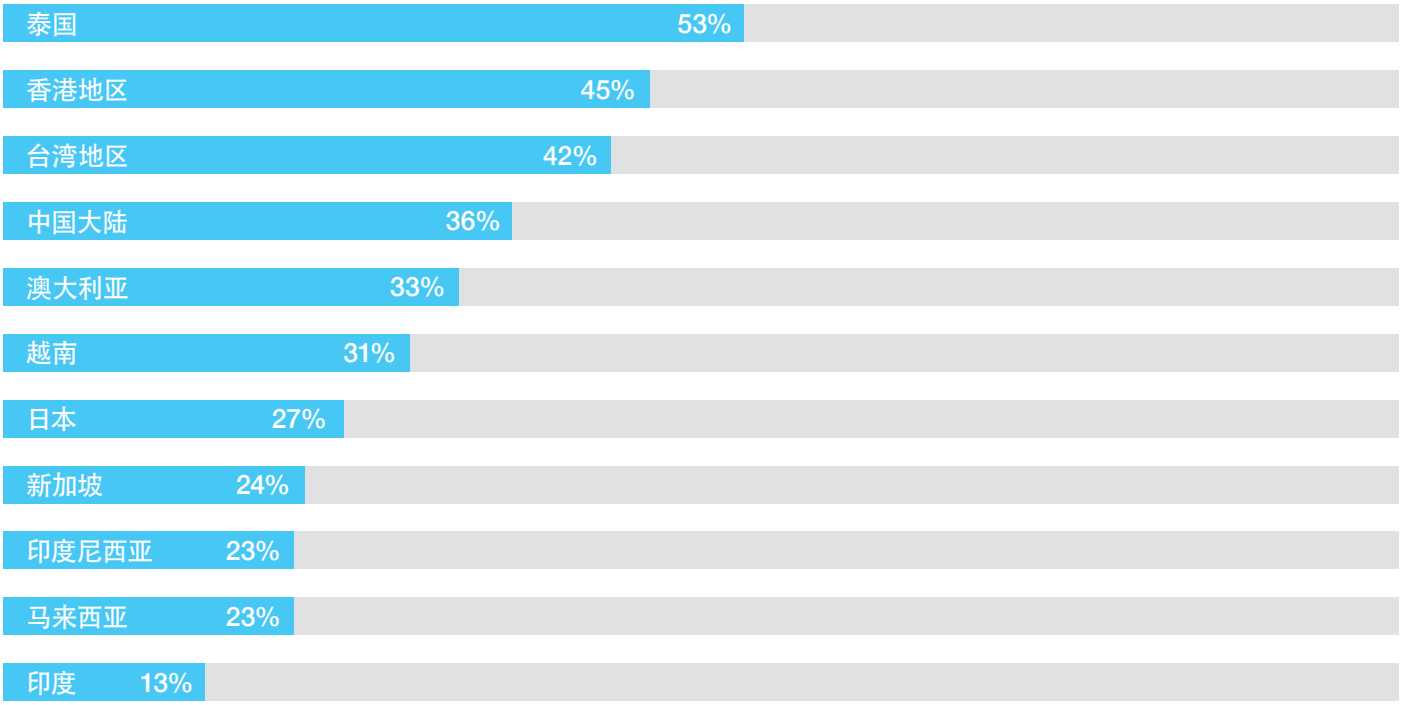


亚太地区 性别的多样性

领 导 的 角 色

2020年初，Jane Fraser被任命为花旗集团首席执行官，成为首位担任华尔街银行首席执行官的女性。此外还有其他几项女性高管任命，《财富》500强企业中由女性领导的公司数量从2019年的33家增加到了37家。同样，在过去 24个月里，亚太地区企业新上任的女性高管人数增长了3.5%*，反映了企业正在缓慢但稳定地改善高管组成的多元化程度。

%
在各地区女性担任高管职位的比例*



女性高级雇员最多的前三个行业



工业与制造　零售　互联网

女性高级雇员最多的前三种工作类型



首席财务官　营销总监　法务总监

* 信息基于PageGroup专有数据

亚太地区 性别的多样性

女 性 领 导 者

随着亚太地区企业逐渐认识到女性领导人给董事会带来的好处，我们将看到企业越来越多地关注和讨论性别多样性。为了帮助企业更好地了解女性领导者，PageGroup制作了名为“女性领导者”的系列专题，重点介绍亚太地区女性领导者的职场挑战和人生抱负。

关键洞察

成功女性领导者具备的5个特质

1. 真实

她们认识到，暴露自己的弱点不仅能提高透明度，还能在整个团队中建立信任和关联性，同时提升自身的信心。

2. 坚信指导的力量

她们不仅乐于从前辈身上学习经验，也愿意将这种经验传承下去。

3. 具备克服负面声音和自我怀疑的能力

她们将错误或失误视为反馈和成长的机会，决不让失败禁锢自身的潜力。

4. 对新事物保持谦逊和好奇心

她们坦然接受自己不一定每次都有正确答案，并且愿意向团队学习 。

5. 同理心

她们为员工提供机会发表心声，创造一个相互协作、开诚布公的环境，让人们乐于接受各种可能性，更愿意做出让步。

关于导师制，女性领导者有哪些想法?



“当我指导他人时，我就有机会与他人分享我学到的知识，帮助他们克服可能会遇到的障碍。另一个层面上来说，当在自己的行业或组织内指导他人时，我们会清楚了解到他们所面临的一些困难，这让我们可以对企业文化和挑战获得更深入的了解。这种反馈机制有助于我们推动改变。”

Leanne Taylor
美国思杰公司亚太区及日本首席运营官



“对我来说，导师不需要有多么强大。只需要一颗善于倾听的心，在日常工作和生活中敞开心扉，别人就能够了解到真正的你是什么样的。这样可以缩短你和被指导者之间的距离，从而建立互信。”

庞晶
平安科技副总经理兼首席信息官

女性想在男性主导的行业中取得成功，有哪些建议?



“要在一个企业中谋求发展，要能识别盟友，建立起自己的支持体系。这是男性通常更擅长的事情，我认为女性可以从中学习。”

Anita Menon
Prudential BSN Takaful Berhad 首席风险官



“（找到）男性和女性盟友、导师和支持者很重要。同时，要关注职业生涯中的转折点。例如，如果准备生孩子，你将需要更多的支持，（所以）拥有强大的人脉关系非常重要。”

Davina Yeo
微软亚太区首席人力资源官



“要为自己是这个屋子里唯一的女性而自豪。随着时间的推移，我明白了我在那里意味着什么，我要如何利用机会，并尽可能扫除随之而来的阻碍。重点是要在会议桌旁占据一席之地，然后努力守住这个位置，享受每一分钟的过山车式体验。”

Anna Campagna
喜力亚太区销售转型部总监

亚太地区 其他多元化与包容性问题

多元化与包容性

企业优先考虑多元化与包容性战略有各种社会原因，但也有极具说服力的商业原因。瑞士信贷的一份报告对全球3000多家企业的3万名高管进行了研究，发现女性高管比例在20%及以上的企业，其现金流投资回报率比女性高管比例在15%及以下的企业高2.04%。

优质人才也倾向于为积极推动多元化与包容性战略、并意识到多元化可以带来巨大商业回报的的企业工作。

很明显，许多企业已经在面试阶段采用并实施减少偏见的策略，根据行为和表现设计清晰、公平的问题。而这样做的前提是，要找到能够胜任人才管理职务并受到整个组织欢迎的领导者。

即使在新冠疫情期间，不同企业之间仍继续频繁的交流、网络研讨会、资源信息和个人事迹分享，推动创建无一例外鼓励包容的文化。

PageGroup全球多元化与包容性总监Sarah Kirk表示，企业必须理解高层领导在推动包容性文化方面的关键作用。如果主管能够直接向员工分享自己的职业生涯和他们对包容性工作场所的愿景，无论是什么样的愿景，员工都能从中获益。

企业必须理解高层领导在推动包容性文化方面的关键作用。

SARAH KIRK
PageGroup 全球多元化与包容性总监



中国市场



市场的动态变化促使我们
着眼于未来，实现业务多元化
持续为客户提供一站式服务

2021年中国就业市场展望

2020年，新冠肺炎疫情给全球各大经济体蒙上了巨大的阴影。目前，仍有一些国家和地区在疫情的负面影响中苦苦挣扎，而中国已经基本重回正轨，各项活动已恢复至甚至超过疫情发生前的水平。 2020年第三季度，中国GDP同比增长4.9%，这是其他任何 G20国家都无法达到的增速。更为利好的消息是，作为刚刚签署的全球规模最大自贸协定《区域全面经济伙伴关系协定》（RCEP）的重要成员国，中国有望在亚太的贸易战线上占得先机。

话虽如此，中国仍不可忽视疫情对国内市场和全球市场的后续影响。当下的重点在于，面对严峻的国际环境，特别是近期美国总统大选后的中美关系，国内市场能够恢复几成。

在疫情后充满挑战的业务复苏中砥砺前行的同时，我们也应认识到，必须在持续的人才争夺战中寻找机会并恢复创收。

我们的《2021年人才趋势》报告分享了有关明年发展趋势的一些见解。许多企业正寻求增加在技术和数字化转型方面的投入。部分企业表示他们打算在2021年进行重组，期望通过这种方式使组织适应未来发展，并进一步加大对员工培训的投入以赢得竞争优势。

此外，科技、医疗保健与生命科学领域对人才的需求日益增长。今年以来，这些行业表现良好，在2021年也将继续保持该势头。在这些行业内，雇主也将继续争夺顶尖人才，因此可以预见，企业需要找到让自己在人才战中脱颖而出的方法。同时，可再生能源、半导体、电子商务，以及私募股权和风险投资等领域也呈现积极的发展态势。

我们在中国企业中观察到的另一个趋势是跨境远程办公。由于入境限制，我们的客户对远程招聘海外顶尖人才的需求量正在增加，尤其是在科技、医疗保健与生命科学等领域。顶尖人才仍将继续受到企业追捧。对于企业来说，应秉持长期人才战略，打造具有吸引力的员工价值主张，方能在人才争夺战中占据优势。

总体而言，2021年的中国市场仍存在许多不确定性。不过，我们相信市场主流情绪是积极乐观的。作为招聘咨询公司，市场的动态变化也促使我们在集中优势的同时，着眼于未来，实现业务多元化，持续为客户提供一站式服务。

衷心祝愿大家在新的一年一切顺利！



ANDY BENTOTE
大中华区区域董事总经理



中国 市场

人才招聘市场前景

新冠肺炎疫情及其引发的经济衰退对整个亚太地区造成了巨大的影响，中国也未能幸免。在招聘方面，中国大陆在2020年的招聘活动减少了30%。尽管如此，市场已展现回暖态势，调查显示中国约54%的企业希望在2021年扩充员工规模。

平均员工人数增长情况（按企业类型划分）

外资企业

1-10%

本土企业

11-20%

受新冠疫情影响，全球经济环境充满不确定性，在华跨国企业 (MNC) 在增加员工人数上较为谨慎。但考虑到中国在全球经济市场中的重要作用，我们预计2021年跨国企业对人才的需求将进一步增加。目前，境内的一些跨国企业已进行重组，加大本土化进程，他们的业务正在逐步恢复，同时也制定了一些增员计划，不过其做法仍不如本土企业激进。

另一方面，中国本土企业在全球经济动荡的过程中获得了竞争优势。随着中国经济从新冠疫情中持续复苏，本土企业在业务扩张和增员计划方面更加积极。凭借国内经济和消费的稳步复苏，我们预计大多数本土企业将在2021年进行增员计划。

招聘量最多的 前五大行业

- 技术（电子商务/互联网）
- 医疗保健与生命科学
- 工业与制造
- 金融服务与银行
- 消费品

招聘量最多的 前五大职能领域

- 财务与会计
- 技术
- 工程与制造
- 市场营销
- 人力资源



中国 市场

灵 活 人 才 服 务

在亚太地区的主要国家中，灵活人才招聘已被企业广泛采用，成为主流的招聘解决方案，这也是不同层次专业人士的热门职业选择。普华永道发布的《未来的工作 – 通往2022年的旅程》中指出46%的人力资源专业人士预计，到2022年所在企业的员工队伍中至少有20%由灵活人才或者临时工组成。米高蒲志在2018年开展的一项调查显示，中国96%的职场人士有兴趣成为灵活人才，而75%的在华企业透露他们曾雇佣过灵活人才。

越来越多雇主和职场人士开始意识到灵活人才服务的优势。对于职场人士来说，这种就业方式的高灵活性，让他们能够在短时间内获得多样化的经验。同时，他们可以获得丰厚报酬，培养可转移的软技能。特别是在经济不景气时期，虽然全职工作机会不多，但不乏灵活用工或者基于项目的工作机会，对职场人来说也是增加了就业机会。最重要的是，如果一名职场人在尝试了灵活人才服务方式后发现由于各种原因不适合这种方式，再重新回到全职工作岗位也很容易。

对于企业来说，雇佣灵活人才也有很多好处。灵活人才服务不受员工人数限制，可以解决项目用人需求、节约成本并提高用工灵活性。雇主只需根据候选人实际工作的小时/天数来支付费用。基于此，我们看到亚太地区越来越多的企业（超过22%）都在采用灵活用工服务以填补技能缺口。

进入业务复苏期后，贵企业将如何填补现有员工队伍中的技能缺口？

为关键职位雇佣全职员工
59%

投入培训现有雇员
30%

雇用短期灵活人才
26%

实现基本流程自动化
22%

启用第三方服务提供商/外包服务
19%

以下领域的灵活人才服务需求激增

- 财务与会计
- 技术
- 市场营销
- 采购与供应链

中国 市场

年薪增幅预测

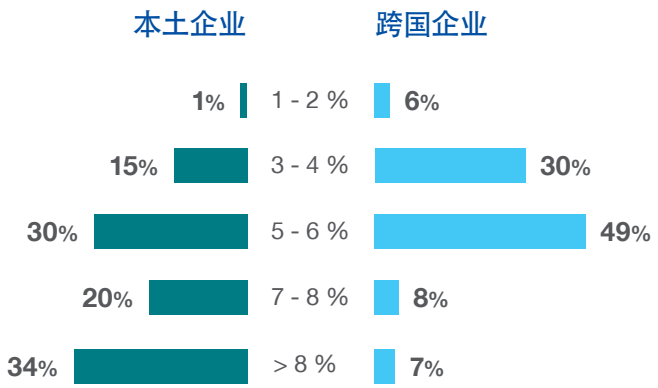


45%

的雇主计划给员工涨薪，大部分雇主表示平均涨幅接近甚至高于往年

大部分本土企业的涨薪幅度在8%以上，而大部分外资企业的涨薪幅度只有5%至6%。

2021国内外公司的平均年薪涨幅预测*



在技术、工业与制造、金融服务与银行，以及医疗保健与生命科学四大行业，超过四成雇主明确表示将给员工涨薪，这一比例显著高于其他行业。

2021年各行业的平均年薪增幅预测*

电子商务与互联网	7.2%
医疗保健与生命科学	6.7%
技术	6.3%
金融服务与银行	6.3%
快速消费品	5.7%
零售	5.7%
运输与配送	5.6%
地产与建筑	5.6%
工业与制造	4.8%
专业服务	4.4%
自然资源与能源	4.2%

*数据仅收集自计划涨薪的雇主.



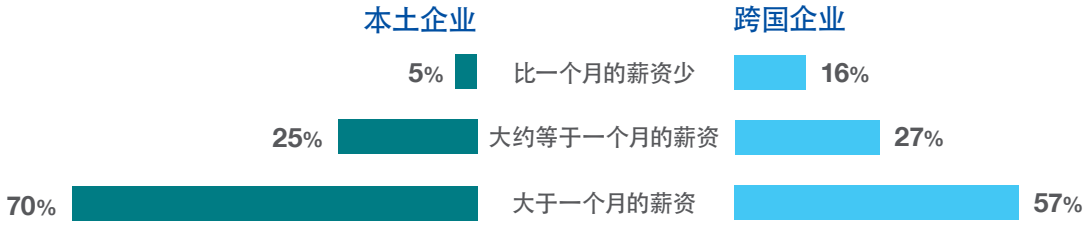
中国 市场

奖 金 发 放 预 测

55%

的企业计划发放奖金

国内外公司发放奖金的比例



计划在2021年发放一个月以上奖金的企业所占百分比（按行业划分）

自然资源与能源	71%
医疗保健与生命科学	65%
地产与建筑	65%
技术	63%
金融服务与银行	62%
电子商务与互联网	59%
工业与制造	53%
快速消费品	52%
零售	48%
运输与配送	36%
专业服务	17%

中国 市场

人才吸引策略

排前五 的吸引策略

1. 职业发展机遇
2. 有竞争力的薪酬和福利方案
3. 有活力的企业文化
4. 企业品牌与声誉
5. 持续精进的技术能力

总体而言，我们看到各个层次的人才对本土企业的兴趣在增加，尤其是在互联网、金融服务、TMT（数字新媒体）以及医疗等蓬勃发展的行业。相对而言，本土企业能够为人才提供快速成长的职业发展机遇、快速学习的平台、更具竞争力的薪酬、更宽广的工作范围以及更多的工作自主性。与此同时，本土企业越来越重视塑造雇主品牌和加快招聘流程，以吸引高素质人才。

因此，许多高级和高管级人才开始从跨国企业跳槽到本土企业，利用其在跨国企业积累的经验，开启职业生涯的新篇章。初级人才也会被本土企业吸引，尤其是被互联网巨头（例如阿里巴巴、华为、腾讯和头条等）吸引。

85% 的受访者表示，在接受工作机会时，薪酬和奖金是他们的首要考虑因素。



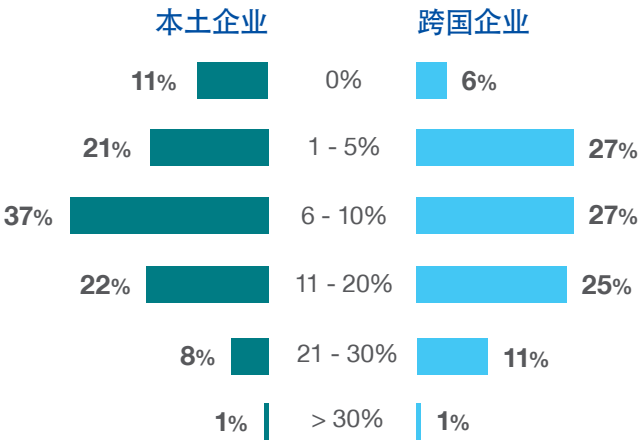
接受工作机会的前三大考虑因素（按年龄层划分）

70 后	80 后	90 后
✔ 薪资与奖金	✔ 薪资与奖金	✔ 薪资与奖金
✔ 工作范围与岗位职责	✔ 职业发展/晋升机会	✔ 职业发展/晋升机会
✔ 有活力的企业文化	✔ 工作范围与岗位职责	✔ 工作范围与岗位职责

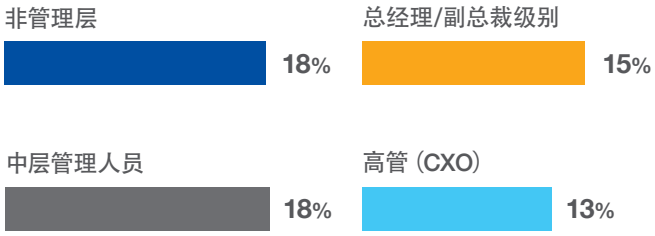
中国 市场

薪 酬 期 望

2021年新聘员工的薪酬增长情况预测（按企业类型划分）



2021年求职者对新工作机会的平均薪资期望预测



10% 的受访者接受跳槽时无涨薪

在1970年至1979年间出生的求职者中，超过16%的人在换工作时接受零涨薪，这一比例是1979年以后出生的求职者的两倍。背后有多种可能的原因，比如70后对于在2021年涨薪的预期比较理性，他们承担家庭支出的压力较小，或者薪资不是他们跳槽的首要考虑因素等等。



未来新聘员工的平均薪酬增长情况预测（按行业划分）

金融服务与银行	10%
电子商务与互联网	12%
快速消费品	10%
医疗保健与生命科学	11%
工业与制造	9%
自然资源与能源	8%
专业服务	8%
地产与建筑	9%
零售	10%
技术	13%
运输与配送	5%

45% 的求职者在换工作时希望薪酬涨幅能达到20%

在技术、金融服务与银行、医疗保健与生命科学行业，期望涨薪20%的求职者比例甚至高达60%。而在专业服务、地产与建筑、旅游与酒店、运输与配送行业行业，超过15%的求职者能够接受跳槽时薪水持平。



中国 市场

人 才 招 聘

当企业展望疫情后企业复苏的美好未来时，问题随之而来：招聘活动将如何发展变化以适应世界格局与工作环境的变化？以下几个趋势日趋明朗，并且在未来几年可能会继续发展。

优秀的求职者将继续收获高薪

尽管市场上求职者众多，但具有匹配的经验和软技能的候选人仍将获得高薪；并且随着市场逐步恢复正常，对于优秀候选人的需求将持续增长。

灵活人才和临时工需求量大

在充满不确定性和未知的未来，灵活人才和临时工可以带来企业所需的灵活性。

注重健康的工作文化

企业必须打造健康的工作文化，让员工感到自己受重视、有安全感、身心舒适，并且拥有大量的成长机会。我们的调查显示，对员工积极性、幸福感以及生产力和效率影响最大的因素都属于工作环境范畴。

招聘过程以人为本

人工智能和机器学习实现了招聘的部分自动化，与此同时招聘过程中因个人而异的因素（例如文化契合度、发展潜力和软技能评估等）变得更加重要。

重视文化契合度

“招聘文化契合之人，通过培训发展技能。”文化契合度将成为区分优秀人才与顶尖人才的重要因素。因为雇佣一个文化契合度高的人，可以提高团队的工作效率、工作满意度以及员工留任率。

中国 市场

雇 主 品 牌

雇主品牌是企业吸引顶尖人才的一个重要因素，因为职场人士已经开始重新审视自己的目标和价值观，并考虑这些目标和价值观是否与就职的企业相符合。从雇主点评网站到社交媒体再到企业网站等资源能够为潜在候选人提供大量的资讯，让他们变得越来越有鉴别能力。因此，雇主品牌能够决定企业在吸引顶尖人才竞争中的成败。

企业不能再指望通过单纯罗列技能需求再附上薪资就能吸引到合适的人才。相反，他们还必须向求职者明确表述自己是谁、企业的价值观是什么以及打算如何合作。在招聘过程中，同求职者一样，企业也要向候选人推销自己。

70后和90后的求职者将健康的企业文化作为影响雇主品牌排名的首要因素，而80后的求职者则将职业发展机遇视为首要因素。调查结果反映了真实的中国市场情绪。70后在财务方面相对自由，比较稳定，90后比较灵活，所以两代人都重视文化契合度；而80后目前正处于压力最大的年龄段，对职业发展机遇有更多的期待。

用于研究企业的 前三大平台

企业网站　社交媒体　点评网站

求职者通常在哪些平台找工作?

70后

领英

80后 & 90后

在线招聘网站

猎聘 Liepin.com　脉脉 成就职业梦想　www.51job.com 前程无忧



45% 的受访者表示，申请职位之前，他们会进行大量的调查

优秀的雇主品牌具备以下元素:

- ✔ 强有力的员工价值主张 (EVP)
- ✔ 制作精良的企业网站
- ✔ 在社交媒体以及点评网站上的正面形象

影响雇主品牌排名的 前五大因素

1. 健康的工作文化
2. 职业发展机遇
3. 强大的品牌知名度
4. 企业使命和价值观与求职者匹配
5. 优异的财务表现

年轻一代更愿意通过脉脉网、猎聘网或BOSS直聘等在线招聘网站寻找本土企业、跨国企业或其他类型雇主的多元化工作机会。近年来，这些国内招聘网站倾注了大量资金在各种广告中，通过高强度的曝光吸引年轻求职者，受到年轻一代的青睐。领英虽然进入中国市场的时间不短，但在年轻一代求职者中的人气难以与上述招聘网站匹敌。不过，领英拥有丰富的实名人才数据，作为社交平台为雇主和求职者搭建沟通桥梁，因此它仍是中国中高级专业人才寻求专业交流的重要渠道之一。



中国 市场

求 职 者 体 验

60% 的受访者表示，面试过程中的负面因素会影响他们决定是否接受工作机会。

面试过程中最常见的 三大负面因素

1. 无后续跟进
2. 职位期望、薪资报酬等不透明
3. 面试人员与招聘人员标准不一致

随着对顶尖人才的争夺越来越激烈，企业开始以求职者为先，更加重视求职者的感受，以大幅改善招聘流程，赢得人才。

良好的求职者体验由多个要素组成，其中包括：减少申请过程中的阻碍和重复工作；将耗时的“低接触”流程自动化，以加快节奏；建立起与求职者沟通的机制，尽可能实时地回答求职者的问题；跟进被淘汰的求职者，向他们推荐其他可能合适的相关机会等等。

此外，还有一些优化求职者体验的最佳实践准则。例如：撰写清晰的职位描述；对从申请前到入职的招聘过程设定明确的期望值；积极倾听，充分交流；根据求职者应聘的职位，认真考察求职者的知识、技能和经验；向求职者提供现场或视频电话面试的相关信息；同样重要的是，如果想为未来的职位空缺保留某些求职者，就需要对他们进行跟踪，并定期联系。

成功进行远程招聘的五个步骤

第 1 步
仔细审视企业品牌、员工价值主张，写出更贴切的工作描述，以吸引合适的人才。

第 2 步
评估简历，尤其关注求职者的技能和能力，而非职业流动性。

第 3 步
利用视频技术，调整与求职者的沟通方式。

第 4 步
提供有竞争力的薪酬福利，但请记住，绝不仅仅是钱的问题。

第 5 步
以远程入职流程为招聘画上圆满句号（其中包括清晰的沟通以及定期检查和反馈等）。

中国 市场

从吸引人才到留住人才

健全的人才吸引计划是企业留住人才的第一步

在人才管理方面，企业十分重视组织内部人才的保留。然而，许多企业却忽略了应该首先制定良好的人才吸引策略，才能确保首先招聘到合适的人才。

为确保求职者适合组织，企业应明确定义自己的文化和价值观，并且在整个招聘过程中就其与求职者进行充分交流。通过明智的招聘措施，企业能够确保在面临各种挑战时仍旧保持自身文化和价值观的连续性。

除了文化和价值观，高级专业人才还希望了解他们在组织中的成长路径以及其他因素，例如：

- ✔ 企业是否多元化？
- ✔ 他们将与怎样的同侪共事？
- ✔ 领导者的主张是什么（尤其是在困难时期）？

能够明确回答以上问题的企业能够吸引到合适的人才——从而可以将重点转移到如何留住人才上。



中国 市场

人才保留策略

88% 的在职人员预计自己会在2021年寻求新工作机会。

积极寻找新工作机会的受访者比例最高的三个行业

70% 旅游与酒店业

56% 自然资源与能源

49% 工业与制造业

人才保留是企业保持长期成功的关键因素，也是衡量企业整体文化、价值观以及员工对组织投入度的有力指标。为了提高人才保留率，组织不能只考虑物质福利，还必须为员工打造面面俱到的体验。

以下是提高员工保留率的几种策略：

- ✔ 经常提供学习和提升专业技能的机会
- ✔ 从入职第一天起就明确职业发展路径，包括关键行为、目标和关键绩效指标
- ✔ 保持长期透明的沟通
- ✔ 营造积极的工作环境和文化
- ✔ 定期征求反馈，并根据需要进行变革
- ✔ 提供非物质福利，使员工的工作与生活达到良好的平衡
- ✔ 确保组织的管理层和领导者对企业的文化、愿景和价值观以身作则

2021年可能导致员工主动离职的前三大原因

非管理层和中层管理人员	1 缺少职业发展机遇 2 寻求更高的薪酬或更好的福利 3 企业动荡
总经理/副总裁级别	1 缺少职业发展机遇 2 企业动荡 3 领导沟通不透明
高管（CXO）	1 企业动荡 2 缺少职业发展机遇 3 技能利用不足

最能描述员工对2021年展望的3组词

1. 挑战与突破
2. 变化与机遇
3. 稳定

2021年员工最关心的三大问题



职业发展薪资和



奖金情况



工作安全感

中国 市场

员 工 体 验

影响员工体验最重要的三大因素（按年龄层划分）

70 后	80 后	90 后
✔ 职业发展机遇	✔ 职业发展机遇	✔ 职业发展机遇
✔ 有意义的工作内容	✔ 认同感	✔ 有意义的工作内容
✔ 领导层沟通透明	✔ 有意义的工作内容	✔ 与同事互相尊重/关系融洽

93%

的在职人员认为所在企业需要优化员工体验。

最需要优化的 **前三大领域**

- 职业发展机遇
- 完善的工作流程
- 领导层沟通透明



行 业 洞 察

技术
医疗卫生和生命科学
金融服务与银行
消费品
工业与制造业



技术 行业

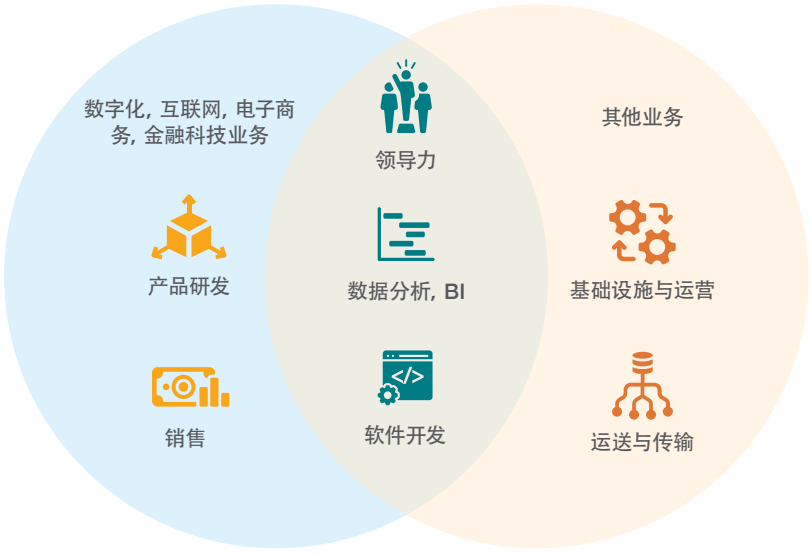
人 才 市 场 展 望

39% 的中国科技企业计划在2021年新增超过20%的员工。

中国的技术领域有哪些新趋势?

技术已成为中国大部分企业的业务驱动力。随着行业呈现爆炸式增长，中国科技企业之间的顶尖人才争夺战日益白热化。在技术领域，人工智能、区块链、云和数据是排名前四的高潜力热门领域。

各企业对拥有较强的技术能力、良好的商业意识、AI 算法知识或数据科学背景的人才求贤若渴。技术行业也受到宏观政策的极大影响，因为很多前沿科技领域都需要大规模投资，例如芯片开发。



招聘专业技术人才的过程可能极为错综复杂。因此，必须要了解不同垂直领域的技术职位特征，以撰写恰当的职位描述，从而帮助吸引具备所需技能和经验的优秀人才。

2021年的平均年薪涨幅预测为

6.3%

2021年的奖金发放预测

70%

的科技企业预计会发放一个月以上的奖金

2021年新聘员工平均薪资预测

相比当前/最后支取薪资上涨

13%

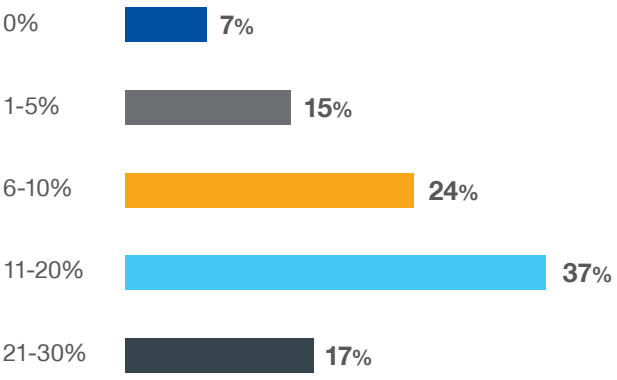


技术 行业

急需职位

急需职位	应聘人数最多的职位	人才最短缺的职位
电商产品经理	首席技术官	数据技术负责人
深度学习	项目总监/经理	大数据工程师
推荐算法	算法工程师	Java 开发员
	数据安全总监/经理	自然语言处理 (NLP) 工程师
	数据分析师/商业智能	

中国技术领域新聘员工的薪酬增长情况



对比你的薪酬

扫描二维码检索中国技术职位的薪资列表

微信

技术 行业

人才吸引策略

86% 的技术领域在职专业人才预计自己会在2021年寻求新工作机会

2021年可能导致技术行业人才主动离职的 **前三大原因**

- 缺少职业发展机遇
- 寻求更高的薪酬和更好的福利
- 企业动荡

76% 的技术专业人才表示，薪酬和福利是他们在2021年跳槽的首要考虑因素

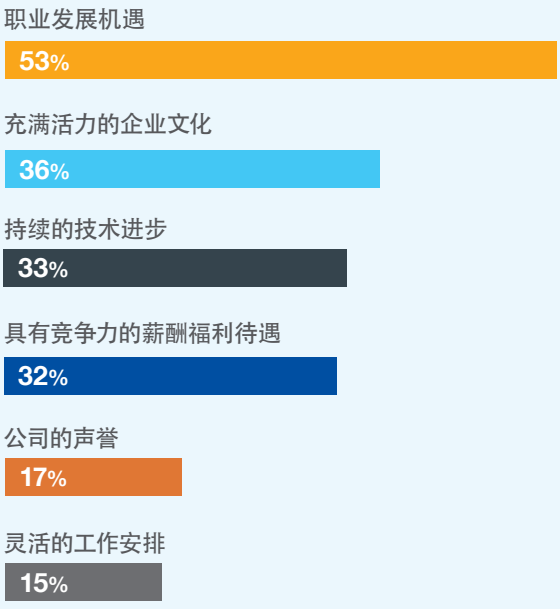
2021年技术人才决定跳槽的 **前三大原因**

1. 薪酬和福利方案
2. 职业发展机遇
3. 工作范围与岗位职责

蓬勃发展的技术行业人才十分短缺，所有企业都渴求一流人才。要想赢得人才战，我们建议企业提升招聘决策流程的效率、与应聘者清晰沟通职位期望、积极展示企业愿景，并阐明人才在企业的个人发展机会。



中国科技公司的人才吸引策略





技术 行业

人 才 特 质

技术领域的招聘经理认为，企业在招聘时最关注人才的技能和工作经验。



技能与经验





文化契合度





软性技能





人员编制预算



我们有专精于技术领域招聘的专业顾问团队，在中国深耕厚植的人际网络，全球范围内的强大影响力和专业的本地化知识，这些优势使得米高蒲志成为中国大陆技术人才和顶级企业的首选。我们的候选人数据库囊括经验丰富的Java、NET、PHP、python、HTML和CSS技能人才。即使就业市场动态发展，市场需求持续变化，我们也有足够的专业知识和经验来应对。

我们在招聘中真正以合作伙伴的角度出发，利用对技术领域的技术知识，成功匹配一流人才和雇主。我们的许多顾问在加入米高蒲志之前曾在技术领域工作，促使他们能将行业专业知识转化为高质量的候选名单和更成功的招聘结果。此外，我们还通过客户会议、线上/线下活动、报告及其他线上和线下渠道，持续为客户提供市场洞察和增值咨询服务。



医疗卫生和生命科学 行业

行 业 人 才 市 场 展 望

53% 的中国医疗保健与生命科学企业计划在2021年新增14%员工

中国的医疗保健与生命科学行业有哪些新趋势?

人口老龄化、民众保健意识普遍增强以及新冠疫情的来袭，推动了中国医疗保健与生命科学领域的迅猛发展。这也反映到招聘领域，特别是本土医疗企业。由于政府的利好政策，他们比跨国企业表现得更为强劲。我们的数据显示，本土医疗保健企业从2017年至2019年的招聘数量实现了翻倍增长。

进入2021年，医疗保健与生命科学对人才的渴求有增不减。在跨国医药企业有坚实工作经验的国内外哲学博士和医学博士备受企业追捧，医生和拥有临床开发经验的人才也颇受欢迎。

随着大型药企纷纷布局肿瘤治疗领域，加剧了竞争的白热化，中国市场的热点逐渐向药物创新转移。临床、医疗和数字与创新是最热门的3个子领域。市场上的求职者对创新药物、新型医疗和诊断相关职位更感兴趣。在跳槽时，他们通常最关心的是文化契合度、薪酬和产品线丰富度。

医疗保健与生命科学行业 **最热门的三个领域**



临床医学



药理



数字化与创新

2021年的平均年薪涨幅预测为

6.7%

2021年的奖金发放预测

65%

的医疗保健与生命科学企业预计会发放一个月以上的奖金

2021年新聘员工平均薪资预测

相比当前/最后支取薪资上涨

11%

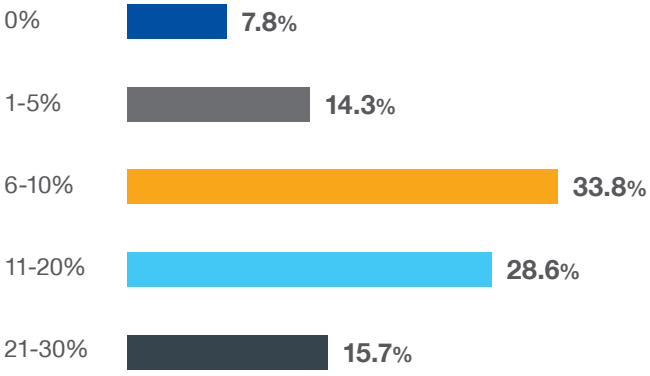


医疗保健与生命科学 行业

急需职位

急需职位	应聘人数最多的职位	人才最短缺的职位
临床开发/临床手术	全国销售总监	临床开发/临床手术
医疗主管/医疗事务	战略营销总监	医疗主管/医疗事务
产品管理/资产组合管理	区域经理	产品管理/资产组合管理

中国医疗保健与生命科学行业新聘员工的薪酬增长情况



对比你的薪酬

扫描二维码检索中国医疗保健与生命科学领域职位的薪资列表

微信

医疗保健与生命科学 行业

人才吸引策略

88% 的医疗保健与生命科学行业在职专业人才预计自己会在2021年寻求新工作机会

2021年可能导致医疗保健与生命科学行业人才主动离职的 **前三大原因**

- 缺少职业发展机遇
- 寻求更高的薪酬和更好的福利
- 企业动荡

66% 的医疗保健与生命科学专业人才表示，薪酬和福利是2021年跳槽的首要考虑因素

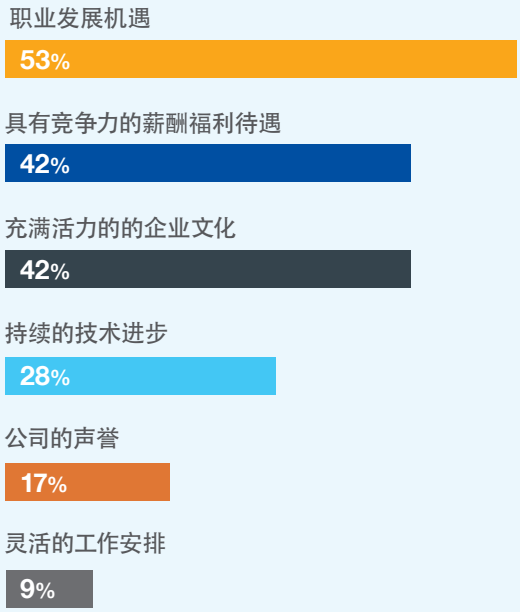
医疗保健与生命科学人才在2021年跳槽的 **前三大原因**

1. 薪酬和福利方案
2. 职业发展机遇
3. 工作范围与岗位职责

各企业将会继续吸引市场上的顶尖人才和专家，因此企业将着力打造有竞争力的雇主品牌，从而在市场上脱颖而出。我们建议企业建立富有吸引力的产品线，以吸引拥有药物创新经验的人才，同时更加关注财务绩效，以吸引资本投资。



中国医疗保健与生命科学企业的人才吸引策略

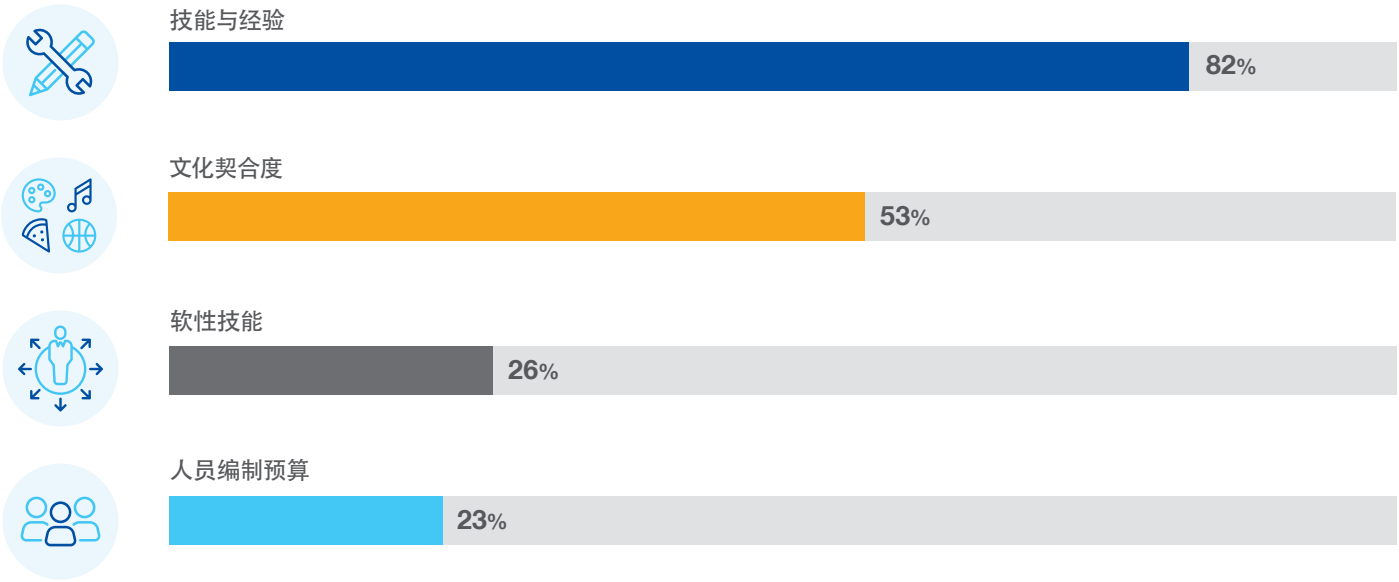




医疗保健与生命科学 行业

人 才 特 质

医疗保健与生命科学企业的招聘经理认为，企业招聘时最关注人才的技能和工作经验。



米高蒲志为医疗保健与生命科学领域的企业物色合格的专业人才。我们的顾问团队专注于制药、医疗器械、生命科学、体外诊断、营养学、动物健康，以及医疗咨询与服务等领域的招聘，深谙人才所需的硬性和软性技能。我们不仅在中国的生命科学与医疗保健领域建立了长期并有力的关系网，还在拥有全球覆盖能力的同时具备了特定市场的本地化知识。这些优势使得米高蒲志成为医疗保健与生命科学领域人才和顶级企业的首要选择。我们的许多顾问在加入米高蒲志之前曾在医疗保健与生命科学领域工作，促使他们能将行业专业知识转化为高质量的候选名单和更成功的招聘结果。我们不仅将一流求职者与富有潜力的优秀企业相匹配，还通过客户会议、活动分享会、行业报告及其他线上和线下渠道持续为客户提供市场洞察和增值服务。



金融服务与银行 行业

人 才 市 场 展 望

52% 的中国金融服务与银行行业新增员工数有望达到11%

中国的金融服务与银行领域有哪些新趋势?

2020年是中国金融体系的关键之年：中国比原计划提前一年取消对证券、保险和基金管理公司的外资股比限制，并且正在取消外国保险公司和保险资产管理公司的准入障碍。这些变化将会为国内外企业带来巨大机遇，并改变中国金融服务业的格局。

同时，中国国内新股发行政策从申请改为登记，这将会有力推动国内上市趋势，并积极促进私募股权投资和公开股权投资。

医疗保健和科技行业蓬勃发展，这两个领域将会吸引更多私募股权投资。与公共股权和固定收益投资相关的资产管理领域将会继续广受青睐，对人才的需求也会继续增长。同时，投资银行业务将持续火爆，尤其是与新股发行、兼并和证券金融相关的业务。

金融服务与银行业 **前三大热门领域**

私募股权投资

资产管理

固定收益投资

2021年的平均年薪涨幅预测为

6.3%

2021年的奖金发放预测

40%

的金融服务与银行企业预计会发放一个月以上的奖金

2021年新聘员工平均薪资预测

相比当前/最后支取薪资上涨

10%

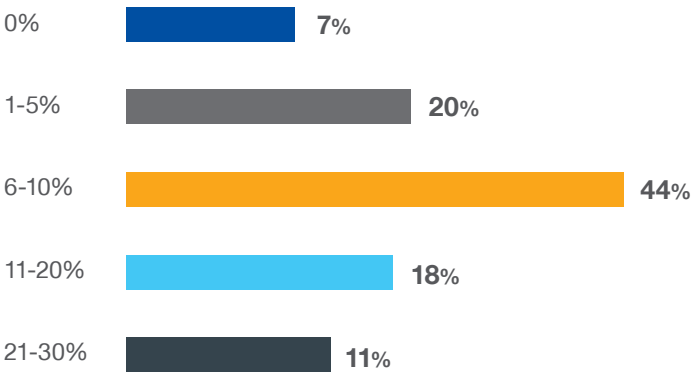


金融服务与银行 行业

急需职位

急需职位	应聘人数最多的职位	人才最短缺的职位
投资总监	投资副总裁	税务总监
投资分析师	投资分析师	私人财富管理分析师
财务经理	基金财务/运营	投资组合经理

中国金融服务与银行领域新聘员工的薪酬增长情况



对比你的薪酬

扫描二维码检索中国金融服务与银行领域职位的薪资列表

微信

金融服务与银行 行业

人才吸引策略

78% 的金融服务与银行领域在职专业人才预计自己会在2021年寻求新工作机会

2021年可能导致金融服务与银行领域专业人才主动离职的 **前三大原因**

- 缺少职业发展机遇
- 寻求更高的薪酬和更好的福利
- 企业动荡

73% 的金融服务与银行领域专业人才表示，薪酬和福利是2021年跳槽的首要考虑因素

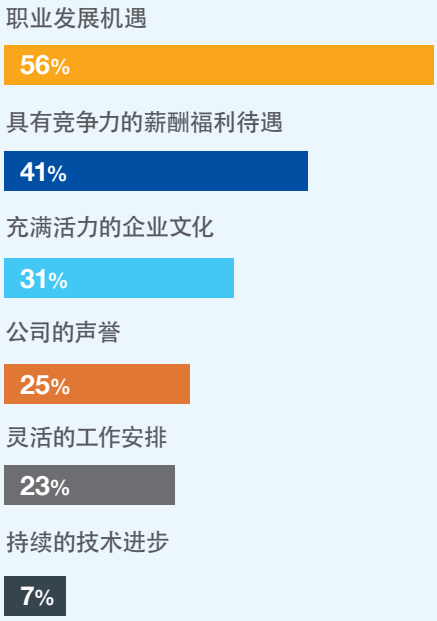
金融服务与银行专业人才在2021年跳槽的 **前三大原因**

1. 薪酬和福利方案
2. 职业发展机遇
3. 工作范围与岗位职责

我们建议企业制定全面的业务发展计划，以展示企业的前景和实施细节，从而吸引人才。信息全面的工作范围与职位职责描述会有助于招聘人才。同时，由于市场顶尖人才紧缺，需要提供有竞争力的薪酬和福利方案来争夺优秀人才。



中国金融服务与银行领域企业的人才吸引策略

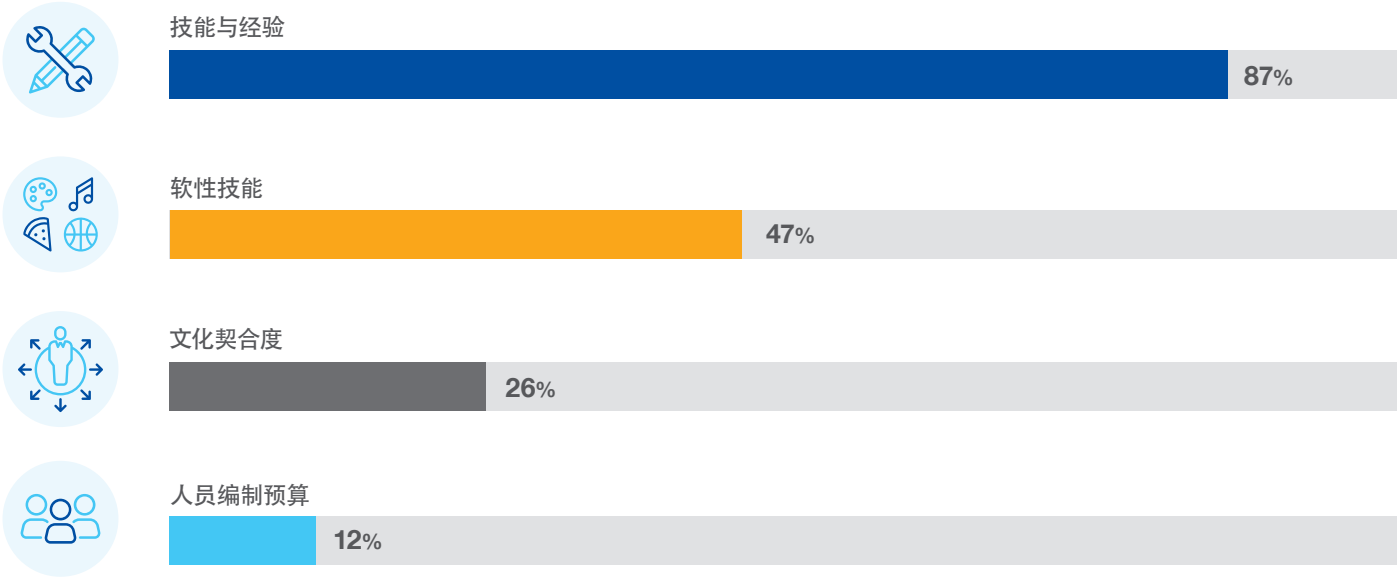




金融服务与银行 行业

人 才 特 质

金融服务与银行领域的招聘经理认为，企业招聘时最关注人才的技能和工作经验。



我们积极与包括投资银行、零售银行、私人银行、家庭办公室、对冲基金、资产管理和保险公司在内的客户合作。长期以来，在中国金融领域深耕布局的人脉网络，全球范围内的强大影响力和垂直领域的本土洞见，让米高蒲志成为金融服务与银行专业人士的不二选择。

我们的很多招聘人员在加入米高蒲志之前都曾在金融服务与银行领域工作，因此他们能准确理解客户所招聘职位需要的技能。他们利用市场的专业知识，确保只有最高水平的候选人进入面试阶段，并在整个招聘过程中提供始终如一的反馈和支持。此外，我们不仅将一流求职者与富有潜力的优秀企业相匹配，还通过客户会议、活动分享会、行业报告及其他线上和线下渠道持续为客户提供市场洞察和增值服务。



消费品 行业

人 才 市 场 展 望

53% 的中国消费品企业表示，2021年员工人数平均增幅有望达到11%。

中国的消费品领域有哪些新趋势?

由于新冠肺炎、贸易战及其他全球不确定因素，上半年跨国企业几乎暂停了招聘活动，尤其是美国企业。但在稳步恢复后，很多企业在第四季度重启招聘工作。

尽管受到新冠肺炎的影响，食品和饮料市场全年仍保持蓬勃发展。新的本土初创品牌备受各路人才欢迎，而拥有电商经验的人才则受到各种本土企业的青睐。几乎所有零售企业都将资源集中于线上销售，以增加收益和市场份额。数字化转型依然是消费品市场的关键词。拥有数字化思维、数据分析技能和产品开发经验的顶尖人才受到企业追捧

企业需要的 **前三大技能**

- 数字化思维
- 数据分析技能
- 产品管理

2021年的平均年薪涨幅预测为

5.7%

2021年的奖金发放预测

28% 的消费品企业预计会发放一个月以上的奖金

2021年新聘员工平均薪资预测

相比当前/最后支取薪资上涨

10%

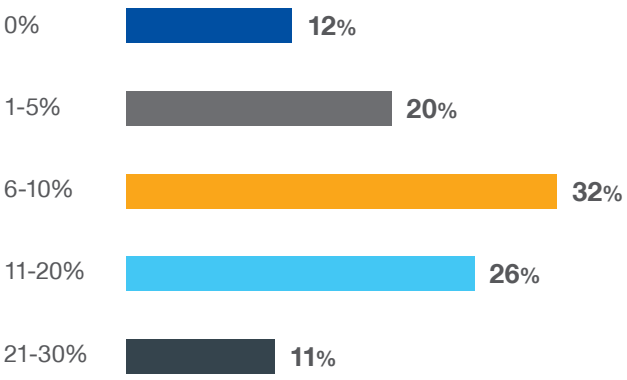


消费品 行业

急需职位

急需职位	应聘人数最多的职位	人才最短缺的职位
数字研究	电商运营	数据与分析
产品经理	品牌总监	产品经理
数据与分析专家	全渠道销售总监	研发经理

中国消费品行业新聘员工的薪酬增长情况



对比你的薪酬

扫描二维码检索中国
消费品领域职位的薪资列表

微信

消费品 行业

人才吸引策略

85% 的消费品行业在职专业人才预计自己会在2021年寻求新工作机会

2021年可能导致消费品行业专业人才主动离职的 **前三大原因**

- 缺少职业发展机遇
- 企业动荡
- 寻求更高的薪酬和更好的福利

74% 的消费品专业人才表示，薪酬和福利是2021年跳槽的首要考虑因素

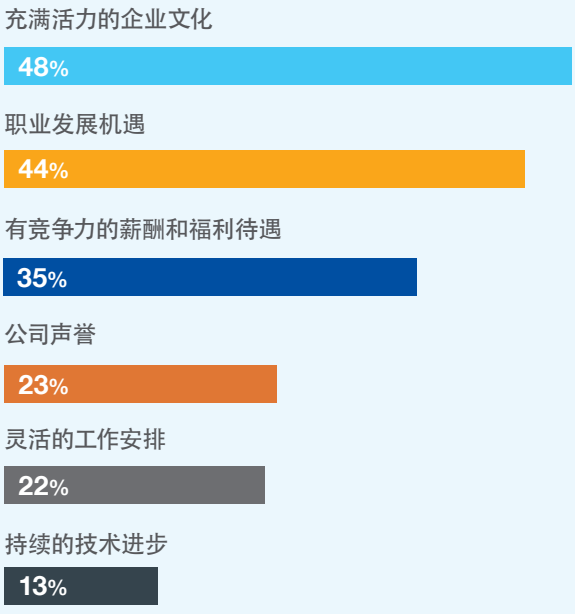
消费品专业人才在2021年跳槽的 **前三大原因**

1. 薪酬和福利方案
2. 工作范围与岗位职责
3. 职业发展机遇

仅仅吸引人才还不够，企业还要考虑人才保留问题。因此，我们建议企业建立稳健的雇主品牌，保持财务稳定性，以开放的心态吸引来自小众市场、具有较高潜力的人才，让企业与人才共同成长，同时精简招聘流程，从而在人才争夺战中占据优势。



中国消费品企业的人才吸引策略

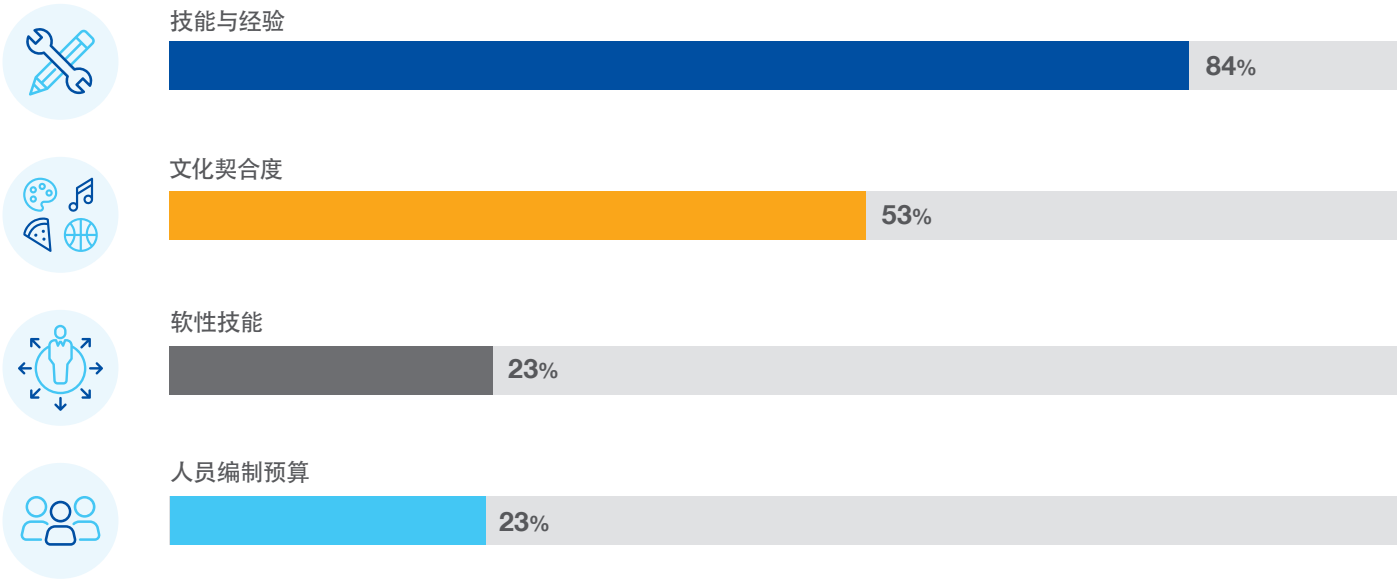




消费品 行业

人 才 特 质

消费品企业的招聘经理认为，企业招聘时最关注人才的技能和工作经验。



消费品企业的招聘经理认为，企业招聘时最看重人才的技能和工作经验

我们有专精于消费品领域招聘的专业顾问团队，在中国深耕厚植的人际网络，全球范围内的强大影响力和专业的本地化知识，这些优势使得米高蒲志成为中国大陆消费品领域人才和顶级企业的首选。我们在招聘中真正以合作伙伴的角度出发，利用对消费品领域的专业知识，成功匹配一流人才和雇主。我们的许多顾问在加入米高蒲志之前曾在消费品领域工作，了解电子商务、后端开发、网络分析、用户体验、客户关系管理、社交媒体、搜索、移动和内容管理等各种技术领域，这让他们能将行业专业知识转化为高质量的候选名单和更成功的招聘结果。此外，我们还通过客户会议、分享会活动、报告及其他线上和线下渠道，持续为客户提供市场洞察和增值咨询服务。



工业与制造业 行业

人 才 市 场 展 望

46% 的中国工业与制造企业表示，2021年员工人数平均增幅有望达到10%。

中国的工业与制造业出现了什么趋势?

制造业是中国经济的支柱产业之一。为了向高端制造业转型，中国正在制定以工业引导的战略转型计划，专注于技术创新和差异化的工业发展。

因此，我们可以预见2021年的一些趋势。制造基地进一步向二线和三线城市转移。为节省成本，越来越多的纺织、家具和其他劳动密集型行业的企业已经开始在东南亚设立工厂。高科技产业和智能制造业正在高速发展。同时，整个制造业也在不断向以技术为导向转变，企业对研发的投资也在不断增加。

制造业在很大程度上同时受到政策和全球环境的影响。由于中美贸易战，很多顶尖人才认为任职于美国企业有风险。随着环境保护政策的出台，企业对环保和安全领域的投资有所增长。中国政府提出的“新基建”方案促进了相关领域国内企业的发展，包括5G网络、人工智能 (AI)、物联网 (IoT) 和城际高铁等。

在招聘方面，企业需要更多能够在东南亚工作的运营人才。人才对工作调动的态度更加成熟，更有可能接受长三角地区的工作机会。此外，B2B和B2C企业都认识到了电子商务在促进业务成功方面的重要作用，因此他们非常需要拥有丰富电子商务经验的人才。

总体而言，企业需要的主要是物联网、硬件设计、研发和电子商务等领域的技能。在制造业内，半导体、新能源和智能制造是最热门的领域。

2021年的平均年薪涨幅预测为

5%

2021年的奖金发放预测

33%

的工业与制造业企业预计会发放一个月以上的奖金

2021年新聘员工平均薪资预测

相比当前/最后支取薪资上涨

8.5%

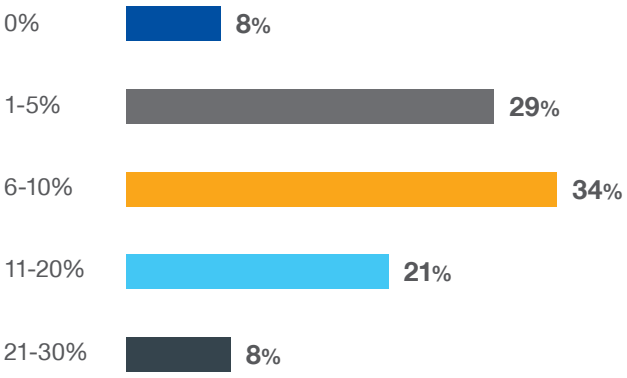


工业与制造业 行业

急需职位

急需职位	应聘人数最多的职位	人才最短缺的职位
创新总监	供应链总监	硬件设计
技术总监/科学家	产品经理	工程总监
卓越运营总监	销售总监	创新总监

中国工业与制造业新聘员工的薪酬增长情况



对比你的薪酬

扫描二维码检索中国工业与制造业领域职位的薪资列表

微信

工业与制造业 行业

人才吸引策略

92% 的工业与制造业在职专业人才预计自己会在2021年寻求新工作机会

2021年可能导致工业与制造业专业人才主动离职的 **前三大原因**

- 缺少职业发展机遇
- 企业动荡
- 寻求更高的薪酬和更好的福利

74% 的工业与制造业人才表示，薪酬和福利是2021年跳槽的首要考虑因素

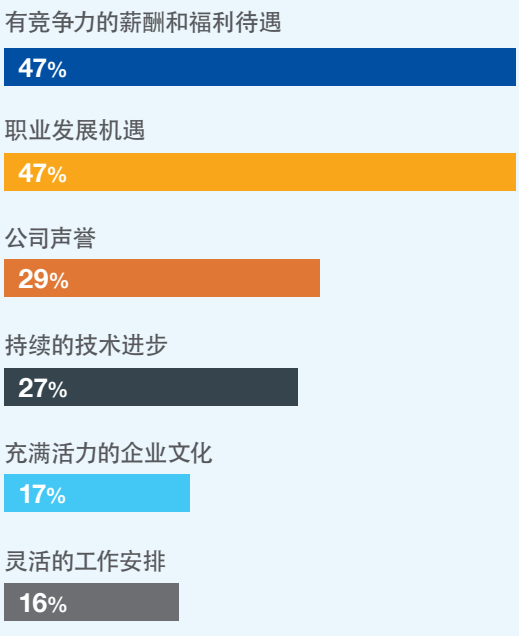
工业与制造业人才在 2021年跳槽的 **前三大原因**

1. 薪酬和福利方案
2. 工作范围与岗位职责
3. 职业发展机遇

企业需要进一步明确招聘职位的工作范围和岗位职责，这样可以帮助求职者在应聘时消除疑虑。同时，最好取消一些不相关的条件限制，例如年龄或行业限制，以便吸引更多来自不同行业和年龄层的人才。最后，富有竞争力的薪酬福利总是吸引人才的重要因素。



中国工业与制造业企业的人才吸引策略





工业与制造业 行业

人 才 特 质

工业与制造业领域的招聘经理认为，企业招聘时最关注人才的技能和工作经验。

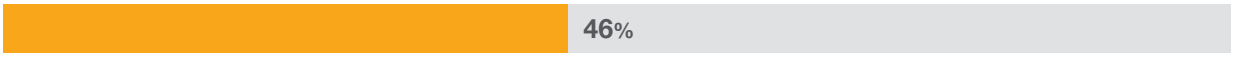


技能与经验





文化契合度





人员编制预算





软性技能



米高蒲志不仅在中国工业与制造领域建立了长期并有力的关系网，还在拥有全球覆盖能力的同时具备了特定市场的本地化知识。这些优势使得米高蒲志成为工业与制造领域人才和顶级公司的首要选择。

我们在招聘中真正以合作伙伴的角度出发，利用对工业与制造领域的专业知识，成功匹配一流人才和雇主。我们的许多顾问在加入米高蒲志之前曾在工业与制造领域工作，促使他们能将行业专业知识转化为高质量的候选名单和更成功的招聘结果。此外，我们还通过客户会议、分享会活动、报告及其他线上和线下渠道，持续为客户提供市场洞察和增值咨询服务。

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创造职业机遇

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成就精彩人生

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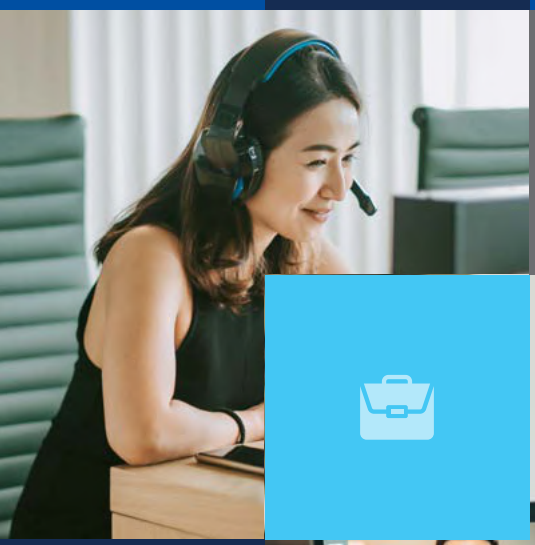
CHINA

TALENT 20 TRENDS 21

EMPLOYMENT





TALENT OUTLOOK





RECRUITMENT



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This report contains insights for China Mainland.
There are separate reports for Taiwan and Hong Kong markets.

ASIA PACIFIC



FOREWORD

I am pleased to share our Talent Trends 2021 Report, which features insights and market sentiment in Asia Pacific on prominent recruitment and talent-related topics including digital readiness, organisational design, flexible work, leadership, performance management and diversity and inclusion. The results draw from a survey of 12 Asia Pacific markets, with over 5500 businesses and 21,000 employees, of which 3500-plus are directors or CXOs, providing responses.

We are focused on four key areas as we look ahead to 2021 and these seem to be closely aligned to the feedback we're hearing from the marketplace.

High potential, talented professionals remain in demand

While this fluctuates from market to market, and sector to sector, these individuals require significant incentive to move from their existing companies with ongoing concerns around job security. Many organisations are choosing to consolidate while protecting the shape of their business in the short-term, yet many are also focused on attracting talented people to allow for future growth.

Growing investment into Chinese companies

We are seeing encouraging signs of recovery across parts of Asia Pacific, particularly in China and Japan. Asian markets have a strong track record of rebounding quickly from past disruptions – and we're beginning to see signs of that again. Business performance within China continues to improve while we also see a clear focus on strengthening relationships with Chinese-owned companies investing in markets outside of China.

Ongoing demand in Technology and Healthcare & Life Sciences

We witnessed strong demand in these areas pre-COVID-19 and throughout 2020. These have proven to be very resilient areas in terms of recruitment activity. We expect to see ongoing growth and emphasis in these sectors across a variety of job types in 2021 and beyond.

Temporary work and contracting on the rise

This form of employment has been well-established in certain Asia Pacific markets for decades. However, it remains embryonic in several Asian markets with momentum steadily building. The impact of COVID-19 and the related market uncertainty has accelerated the demand for flexible staffing solutions.

At PageGroup, we continue to focus on protecting the shape of our business while having a real eye on the future and the exciting opportunities that exist across Asia Pacific. Encouragingly, many of our clients appear to be adopting the same approach.

This report provides insights into what businesses and employees experienced in 2020, practical learnings and what is expected in 2021. With a footprint across 27 offices and over 1400 people across the Asia Pacific region, we are in a position to interact and engage with thousands of clients and job seekers every day, which provides us with unique and exclusive insights. If you'd like to discuss what might be relevant in your market or have any other recruitment-related questions, please don't hesitate to contact us.

All the best in 2021.



ANTHONY THOMPSON
Regional Managing Director, Asia



APAC **OUTLOOK**

LEADING WITH IMPACT

The COVID-19 pandemic dealt a major blow to the global economy across virtually all sectors and markets in 2020 - the impact varied across countries but all were affected in some way. Recruitment activity for PageGroup in terms of vacancies reduced by 8% to 35% depending on the location. Several businesses reported a much more conservative approach to their hiring strategy, choosing instead to freeze or even reduce their headcount in order to reduce costs. Others focused on trying to maintain business shape with longer term growth in mind. Others focused on trying to maintain business shape with an eye on the future.

A reduced rate of hiring does not necessarily mean that businesses are shutting their doors to qualified talent altogether. We saw very positive trends upward from Q2 to Q3, and Q4 versus Q3. Optimism certainly exists for 2021, as 42% of businesses said that they are already looking to increase headcount in the coming year.

While the global pandemic is an unprecedented set of circumstances, business leaders across Asia Pacific responded to these global challenges by implementing:

1. Flexible and remote work policies
2. Digital transformation initiatives to drive efficiency
3. Steps to increase and improve internal communications

KEY INSIGHTS

2021 Top priorities for business leaders

Driving employee engagement and motivation

Focusing on health and safety of employees

Reviving revenue generation

APAC **FUTURE WORKPLACE STRATEGIES**

DIGITAL TRANSFORMATION

Throughout the COVID-19 pandemic, digital transformation went from an industry buzzword to a top-of-mind priority for businesses across all sectors and markets. Our survey found that as communication and operations migrated online at a rapid pace, most businesses found ways to quickly adapt to the new normal. Productivity and effectiveness took some hit, at least in the short term, as businesses also reported some challenges with execution due to skills gaps and lack of training.



KEY INSIGHTS

68% of companies intend to increase investment in technology and digital tools in 2021

TOP 3 INVESTMENT AREAS

COMMUNICATION TOOLS

Video and Web conferencing, Enterprise social networking services

Benefits

- Streamlined communications
- Company knowledge archive
- Real-time crowdsourced content

Popular tools

腾讯会议 Tencent Meeting, 钉钉

COLLABORATIVE SUITES

Calendar sharing, File sharing, Document synchronisation, Cloud storage, Whiteboards

Benefits

- Increased creative thinking
- More flexibility in project direction
- Increased learning possibilities

Popular tools

SharePoint, Microsoft Teams

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TOOLS

Operational CRM, Analytical CRM, Collaborative CRM, Campaign management CRM, Strategic CRM

Benefits

- Dashboards that visually showcase data
- Improved messaging with automation
- Efficiency enhanced by automation

Popular tools

HubSpot, salesforce, eloqua



APAC **FUTURE WORKPLACE STRATEGIES**

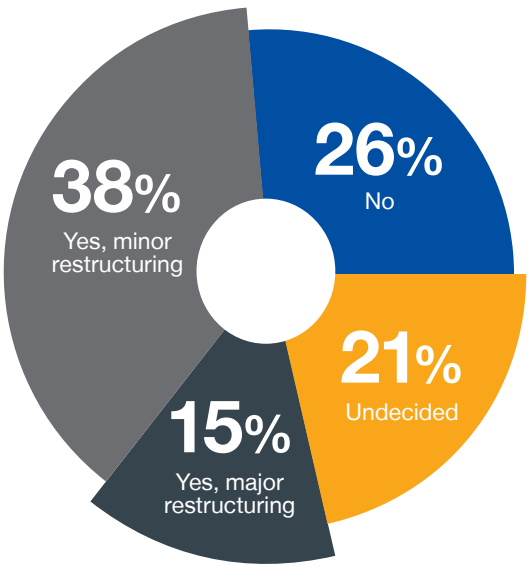
ORGANISATION (RE)DESIGN

The breakout of COVID-19 has adversely impacted revenue for many organisations and brought profound change for many companies in the long term. As Albert Einstein said: “The measure of intelligence is the ability to change.” From our survey findings, adapting to the changing environment is a business priority. Many respondents felt that reviewing organisation design is a necessary focus for future business recovery and growth. According to Anthony Thompson, Regional Managing Director, Asia, this will impact existing employees, require the attraction of new ones and will see the implementation of a blend of staffing strategies involving, permanent, temporary and outsourced solutions.

Our survey results indicate that only 26% of companies are confident that they will not have any form of restructuring in 2021. The way these changes are managed will have a major impact on the ability of these organisations to retain and also attract talent. Feedback from our candidate community in APAC indicates a strong desire for environments that are agile and progressive but not constant change without a very clear and well communicated purpose.

KEY INSIGHTS

53% of companies expect to undergo certain levels of restructuring in 2021





APAC **FUTURE WORKPLACE STRATEGIES**

BRIDGING SKILL GAPS

Many businesses will focus on staffing flexibility to better optimise and allocate resources

Under normal market conditions, contractors and temporary staff add value by covering critical skill gaps, permanent staffers' holidays, important projects and parental leave — all without incurring substantial risks or certain headcount-related costs and issues. However, during the recovery phase, businesses will want even more staffing flexibility, which is where contractors and temporary staff come into play. Beyond the benefits mentioned above, our survey results found that employers believe contractors and temporary staff afford the freedom to increase or decrease headcount based on short-term business needs. Increasingly, there are specialist contractors preferring this form of employment.

Furthermore, certain business verticals will see a faster rebound than others within the same organisation. Businesses are taking the opportunity to assess the resources currently available, where their priorities truly lie, as well as how these resources can be better optimised and allocated.

KEY INSIGHTS

20%

of **companies would prioritise hiring short-term contractors/temporary professionals** to bridge skill gaps arising from investment in digital tools and organisation redesign. This is an increase from 15% in 2019.

58% increase seen by LinkedIn in **contract / temporary job listings** in 2020

APAC **PEOPLE-FIRST STRATEGIES**

LEADERSHIP COMMUNICATION

80% of companies surveyed believed they increased transparency in the following areas:

Financial situation
33%

People management
31%

Business strategy
56%

Salaries and bonuses
14%

KEY INSIGHTS

Our findings show both employers and their employees found openness and transparency key to effective internal communications

According to our survey,

53%

of businesses will maintain or even **increase the frequency of communication and number of channels beyond emails** in 2021. Townhalls and webinars will be staples for effective leadership communication.



APAC **PEOPLE-FIRST STRATEGIES**

MENTAL HEALTH & WELLBEING

Mental health is a subject that is receiving increased attention in the workplace. As the global pandemic continues, it further emphasises the importance of prioritising the mental health of people throughout any organisation.

Aside from simply being a part of overall health, the direct relationship between mental health and productivity is becoming clear, with multiple studies showing that those who are enjoying sound mental health being generally more productive. A study by the World Health Organisation found that for every US$1 invested in mental care programmes, there was a US$4 improvement in health and productivity. These results are pointing to a truth that a focus on mental health is good for both employees and a company's performance.

From our survey, 9 in 10 employees agree that their top management has communicated more often with them during times of crisis, however, a large proportion of them indicated that workplace empathy had decreased, citing the following reasons:

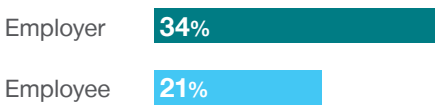
1. Even though the frequency of leadership communications increased, some employees felt most messages delivered **lack sincerity**.

2. Most managers did enough to abide by their company's health and wellbeing policies but respondents felt that **lacked genuine concern and understanding of employees' circumstances.**

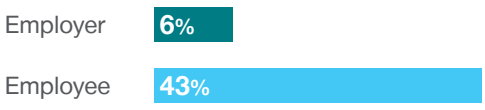
Level of empathy increased



Level of empathy remained the same



Level of empathy reduced



KEY INSIGHTS

Our findings reveal a need for companies to focus on authentic, empathetic communication. This will help bridge the gap between perceived and real levels of empathy from business leaders.

Empathetic Communication Strategies

Some approaches and views from our findings:

- ✔ **Regular pulse surveys with communication on results and actions that will be taken**
- ✔ **The implementation of shadow boards and reverse mentoring programs driving communication upwards, as well as top down**
- ✔ **Training and coaching courses for leaders on how to really connect. Tell stories and bring messages to life**
- ✔ **Clarity and consistency but recognising each individual in the audience is different, with different motivators and emotional triggers**
- ✔ **The emphasis needs to be what is understood and received not just what is communicated**

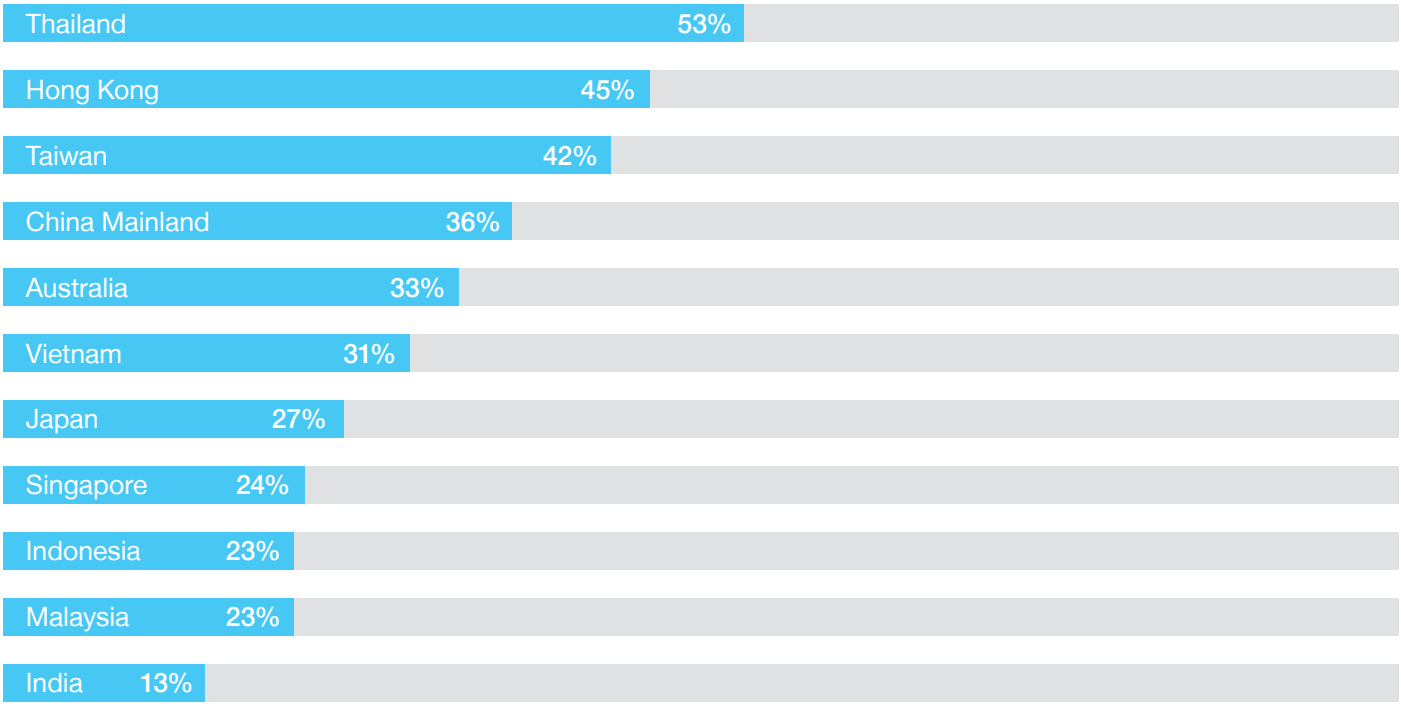


APAC **GENDER DIVERSITY**

WOMEN IN LEADERSHIP

When Jane Fraser was appointed as the Chief Executive Officer of Citigroup in early 2020, she became the first ever female CEO of a Wall Street Bank. Together with a few other senior female appointments, they pushed the number of female-led companies on Fortune 500 to 37 from 33 in 2019. In Asia Pacific, we saw a 3.5% increase* in the number of new female appointments for senior executive job openings over the last 24 months, reflecting a slow but steady increase in senior leadership diversity.

% of senior executive[1] job openings filled by females in 2020* by market



Top 3 sectors
with highest number of senior female appointments

- Industrial & Manufacturing
- Retail
- Internet

Top 3 job types
with highest number of senior female appointments

- Chief Finance Officer
- Marketing Director
- Legal Director

1 Senior executive refers to Director / VP level and above
* Information based on PageGroup's proprietary data

APAC **GENDER DIVERSITY**

WOMEN IN LEADERSHIP

As businesses in Asia Pacific recognises the benefits women leaders bring to the board, we expect that we will see increased focus and discussions around gender diversity. In a bid to find out more about women leaders, PageGroup launched a content series titled 'Leading Women' highlighting the professional challenges and life aspirations of female leaders in Asia Pacific.

KEY INSIGHTS

5 traits many successful female leaders possess

1. Authenticity

They recognise that showing vulnerability not only conveys transparency, it builds trust and relatability with the team at large, as well as confidence within themselves.

2. Strong belief in the power of mentorship

They are enthusiastic not just to receive it from those that came before, but to pay it forward to others as well.

3. The ability to overcome negative voices and self-doubt

Regardless of background or gender acknowledging the skills and experience would define their potential and potential to succeed.

4. Humility and curiosity for the new

They are comfortable about not having the right answer all the time and are willing to learn from their teams.

5. Empathy

They offer employees the opportunity to feel heard, and that creates a collaborative and open environment where a people are more open to options and more willing to meet others halfway.

What are your thoughts around mentorship?



"When I mentor other people, I get the opportunity to share my learnings and help people navigate obstacles that they might be facing. On another level, when you are mentoring someone within your own industry or organisation, you get to know some of the challenges that people are facing, and it gives you insights to the culture and obstacles. This feedback system allows you to drive change."

Leanne Taylor, Chief Operating Officer, Asia Pacific & Japan at Citrix



"To me, a mentor doesn't need to be very strong. You just need a listening heart and lend your ears in your daily work and in your life. People can see you for who you are. This shortens the distance between you and the mentee, so that you can build up mutual trust."

Jingle Pang, Deputy General Manager & Chief Information Officer at Ping An Technology

What is your tip for women to succeed in male-dominated industries?



"Build a support system and identify allies as you progress through an organisation. This is something that men are generally better at, and I think women can take a leaf from that."

Anita Menon, Chief Risk Officer at Prudential BSN Takaful Berhad



"[It's important to find] both men and women as allies, mentors and sponsors. Also, focus on the transition points in your careers. For example, if you are having kids, you are going to need more support, [so] having the right network is really critical."

Davina Yeo, Chief of Staff at Microsoft Asia Pacific



"[Be] proud of being the only woman in the room. Over time, I understood what it meant to be there, how to leverage the opportunity and minimise the constraints that come with it. It's about getting a seat at the table, remaining there and enjoying every minute of the rollercoaster."

Anna Campagna, Director, Sales Transformation APAC at Heineken Asia Pacific

APAC **OTHER DIVERSITY & INCLUSIONS**

DIVERSITY AND INCLUSION

Organisations prioritise D&I strategies for various social reasons but also extremely compelling commercial ones. According to a report[1] by Credit Suisse which studied 30,000 senior executives at over 3,000 companies across the world and found companies in which women held 20% or more management roles generated 2.04% higher cash flow returns on investment than companies with 15% or less women in management roles.

High potential talent are also inclined to work for organisations with active D&I strategies, underpinned with current policies and a diverse workforce recognising the commercial returns that diversity brings.

It is clear that many businesses now embrace and implement strategies to reduce bias at the interview stage by designing questions with clarity and fairness based around behaviour and performance. This starts with identifying leaders who carry the right skill set for the position of talent management duties and is embraced by the entire organisation.

Even during the global pandemic, frequent communication, webinars, resources and personal stories continue to be shared across organisations to reinforce their commitment to a culture that takes pride in its focus on D&I and encourages inclusion without exception.

According to Sarah Kirk, Global Diversity & Inclusion Director at PageGroup, businesses have to remember the vital role that senior leadership plays in driving inclusive cultures. Employees can benefit from directly hearing senior executives talk about their career journeys and vision for an inclusive workplace.

Businesses have to remember the vital role that senior leadership plays in driving inclusive cultures.

SARAH KIRK
Global Diversity & Inclusion Director at PageGroup

1 https://www.catalyst.org/research/why-diversity-and-inclusion-matter-financial-performance/



CHINA MAINLAND

MARKET



The dynamic market change helps us focus our minds on keeping a constant eye on the future and diversifying our business to provide a one-stop shop for our customers.

MARKET

CHINA MAINLAND

The Covid-19 pandemic cast a large shadow over global economies throughout 2020. While some countries continue to struggle with the negative impact of the pandemic, China is already back on track, with activities returning to, and even exceeding, pre-pandemic levels. China's GDP growth in Q3 2020 was 4.9% higher compared to Q3 in 2019, a number that's unlikely to be matched by other G20 countries. What's more, as a key member of the newly signed Regional Comprehensive Economic Partnership (RCEP) trade deal, the world's largest trading bloc, China looks set to gain the upper hand in Asia Pacific on the trading front too.

With that said, China cannot afford to overlook the impact of Covid-19 on markets around the world. The fallout will last through the new year, and the focus now is on how much the domestic market recovers from a tough international environment.

As we continue to navigate the realities and challenges of post-pandemic business recovery, it's important to identify opportunities in the ongoing talent race and revive revenue generation.

Our Talent Trends 2021 report features several insights for the upcoming year. A significant number of companies are looking to increase their investment into technology and digital transformation. While some indicated their intentions to restructure in 2021, they are doing so to future-proof the organisation, as well as to further invest in employee training in order to gain a competitive advantage.

There is an ongoing demand for talent across technology and healthcare & life sciences. These sectors fared well in 2020 and will continue to do so in 2021. Employers will also continue to compete for top talent in these industries, so finding ways to further distinguish themselves from others can be expected. Further positive indicators have also been noted among renewable energy, semiconductor and e-commerce sectors, as well as private equity and venture capital firms.

Another trend that we observed was cross-border remote working among Chinese companies. We had high demand from our clients to hire top overseas talent on a remote basis due to border restrictions, particularly within the technology and healthcare & life sciences sectors. Top talent, too, remains in high demand, and companies with long-term talent strategies and compelling employee value propositions will have a real advantage in the talent war.

Overall, there are still a lot of uncertainties for the Chinese market in 2021. However, we believe that optimism will remain strong. The dynamism within the market allows us to focus our priorities, keep an eye on the future and diversify our business to provide a one-stop shop for our customers.

We wish everyone a successful year ahead.



ANDY BENTOTE
Regional Managing Director, Greater China



MARKET **CHINA**

HIRING OUTLOOK

The COVID-19 pandemic and the resulting economic downturn has had a significant impact across the Asia Pacific, and China was not spared. In terms of recruitment, hiring activities in Chinese Mainland dipped 30% in 2020. With that said, optimism is already starting to show, with about 54% of companies in Chinese mainland looking to increase their headcounts in 2021.

Average headcount increase by company type

FOREIGN COMPANY

1-10%

DOMESTIC COMPANIES

11-20%

Multinational companies (MNCs) in China are more conservative with headcounts due to the uncertain global environment impacted by COVID-19. However, considering the important role China plays in the global economic market, we expect further demand for talent from MNCs to increase in 2021. Some MNCs in China have been re-organised to be more local, and thus their business is gradually recovering with certain headcount increment plans, though the approach is still not as aggressive as domestic companies.

On the other hand, China's domestic companies are gaining a competitive advantage during global disruption. As China presses on with its economic recovery from COVID-19, domestic companies are relatively more positive in business expansion and more aggressive in headcount increment plans. With the steady recovery of the domestic economy and domestic consumption, we expect most domestic companies to increase headcount in 2021.

TOP 5 **Sectors with highest hiring activities**

- Technology (E-commerce & Internet)
- Healthcare & Life Sciences
- Industrial & Manufacturing
- Banking & Financial Services
- Consumer

TOP 5 **Job types with the highest hiring activities**

- Finance & Accounting
- Technology
- Engineering & Manufacturing
- Marketing
- Human Resources

MARKET **CHINA**

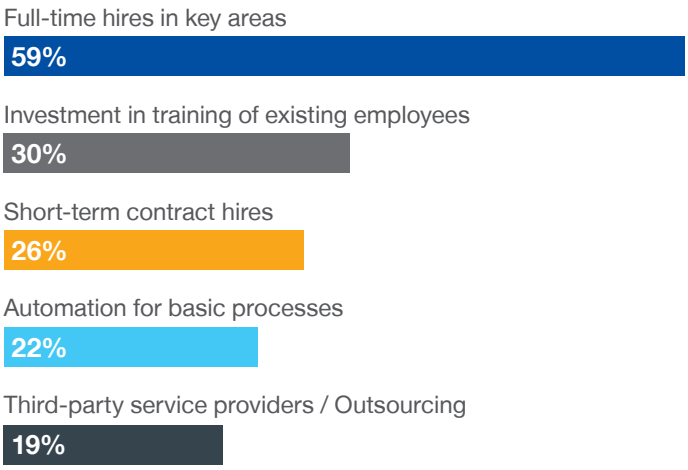
CONTRACTING / TEMPORARY RECRUITMENT

Contracting has been widely adopted as a popular hiring solution by companies and a viable career option for professionals of all levels of experience across in the Asia Pacific region. According to PwC, 46% of HR professionals expect at least 20% of their workforce to be made up of contractors or temporary workers by 2022. And according to a Michael Page survey conducted in 2018, 96% of professionals in China were interested in becoming a contractor,while 75% of companies in China revealed they have hired contractors before.

Both employers and professionals are beginning to see the advantages of contracting. For professionals, it provides a lot of flexibility and a variety of experience in a short time. They can also command a good salary and build transferable skills in the long run. Meanwhile, especially in the economic downturn, professionals are finding that even if there aren't many full-time jobs available, there are opportunities for contract work or project-based roles. Most importantly, if a professional tries contracting, and finds that it isn't right for any number of reasons, it's relatively easy to find the way back to full-time employment.

There are many advantages to hiring contract, interim or temporary workers as well. Contracting can be the solution to headcount limits or project hire, and can save cost and improve flexibility. Employers only pay for what they get, and that is according to the hours/days the candidates worked. Based on this, we can see more companies, over 22%, across Asia Pacific seeking short-term contract hire to fill in skill gaps.

How will your company address skills gaps within your current workforce as you move into business recovery?



TOP 4 **Sectors with surging demands for contractors**

- Finance & Accounting
- Technology
- Marketing
- Procurement & Supply Chain



MARKET **CHINA**

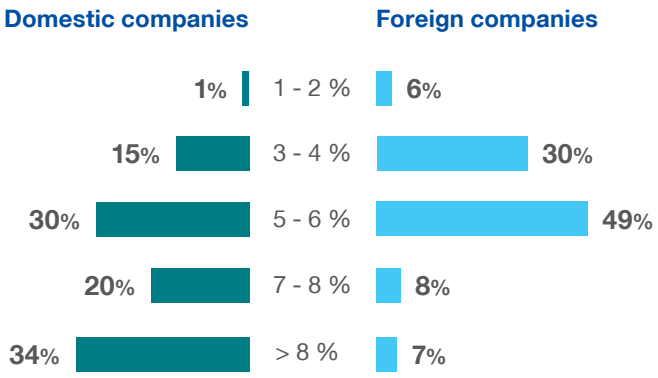
PROJECTED ANNUAL SALARY INCREASES



45% of employers intend to increase salaries and most say the average increase is similar or higher than in recent years.

Most Chinese domestic companies are likely to increase salary by above 8%, while the majority of foreign companies intend to increase by only 5-6%.

Average annual salary increase* by company type



Technology, Industrial & Manufacturing, Banking & Financial Services, and Healthcare & Life Sciences are the top industries where >40% employers intend to increase salaries.

Average annual salary increase* by sector

E-commerce & Internet	**7.2%**
Healthcare & Life Sciences	**6.7%**
Technology	**6.3%**
Banking & Financial Services	**6.3%**
Fast Moving Consumer Goods (FMCG)	**5.7%**
Retail	**5.7%**
Transport & Distribution	**5.6%**
Property & Construction	**5.6%**
Industrial & Manufacturing	**4.8%**
Professional Services	**4.4%**
Natural Resources & Energy	**4.2%**

*Data gathered from employers who intend to increase salaries only

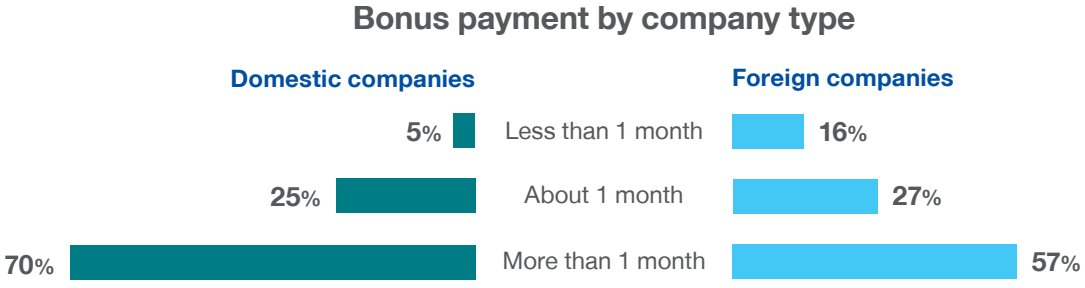


MARKET **CHINA**

PROJECTED BONUS PAYOUT

55%

of companies intend to give out bonus payments



Percentage of companies giving out more than 1 month bonus by sector

Natural Resources & Energy	71%
Healthcare & Life Sciences	65%
Property & Construction	65%
Technology	63%
Banking & Financial Services	62%
E-commerce / Internet	59%
Industrial & Manufacturing	53%
Fast Moving Consumer Goods (FMCG)	52%
Retail	48%
Transport & Distribution	36%
Professional Services	17%

MARKET **CHINA**

TALENT ATTRACTION STRATEGIES

TOP 5 Talent attraction strategies

1. Professional development opportunities
2. Competitive remuneration and benefits package
3. Dynamic company culture
4. Company's brand and reputation
5. Constant technology advancement

There is a general increase in level of interest for domestic companies from talent at all levels, especially those in booming industries like Internet, Financial Services, TMT, and Healthcare. Relatively speaking, domestic companies can provide talent with fast-growing career progression, fast-learning platform, more competitive salary, larger working scope, as well as more autonomy at work. And domestic companies are focusing more and more on building employer branding and speeding up hiring processes to attract high quality talent.

Thus, many senior or executive level professionals are transferring from MNCs to domestic companies to start a new chapter by leveraging the experience they have gained from MNCs. Junior talent are attracted to domestic companies as well, especially those internet giants, such as Ali, Huawei, Tencent, and Toutiao.



85% of respondents state salary and bonus as their top consideration when accepting a job offer.

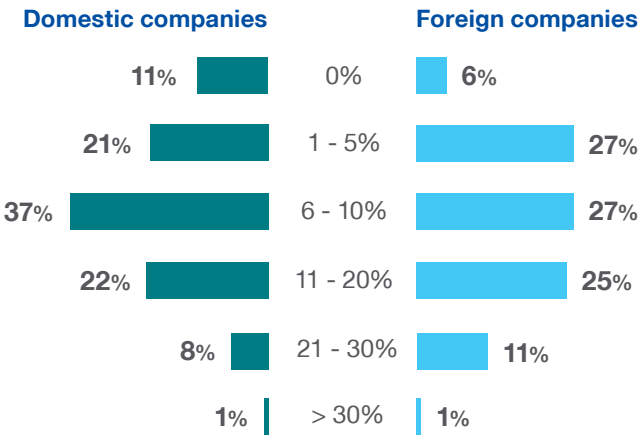
Top 3 considerations when accepting a job offer by age group

BORN IN 1970s	BORN IN 1980s	BORN IN 1990s
✔ Salary and bonus	✔ Salary and bonus	✔ Salary and bonus
✔ Job scope and responsibilities	✔ Professional development / promotion opportunities	✔ Professional development / promotion opportunities
✔ Dynamic company culture	✔ Job scope and responsibilities	✔ Job scope and responsibilities

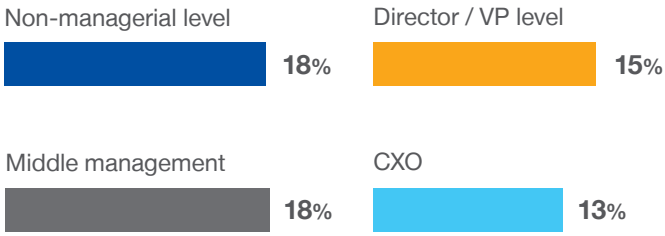
MARKET **CHINA**

SALARY EXPECTATIONS

Remuneration increase to new potential hires by company type



Job seekers' average salary expectations on a new job offer in 2021



1 in 10

expects **zero increase** from their current / last drawn salary from a new offer in 2021

Over 16% of candidates born in 1970s are willing to accept a zero salary increase when changing jobs. However, the percentage is twice as high as those borned after 1979. There may be a few possible reasons: they have a more reasonable perspective about salary increase in 2021, they have less pressure to support family, or salary is not their first priority when changing jobs.



Average remuneration increases to potential new hires by sector

Banking & Financial Services	**10%**
E-commerce / Internet	**12%**
Fast Moving Consumer Goods (FMCG)	**10%**
Healthcare & Life Sciences	**11%**
Industrial & Manufacturing	**9%**
Natural Resources & Energy	**8%**
Professional Services	**8%**
Property & Construction	**9%**
Retail	**10%**
Technology	**13%**
Transport & Distribution	**5%**

45% expect a **remuneration increase by 20% when changing jobs**

This number is even higher in Technology, Banking & Financial Services, and Healthcare & Life Sciences sectors — 60% of candidates in these sectors expect salary increase by 20%.

While in Professional Services, Property & Construction, Tourism & Hospitality, and Transport & Distribution sectors, over 15% of candidates accept no salary increase.



MARKET **CHINA**

ATTRACTING & HIRING TALENT

As companies begin to look beyond the pandemic, towards a brighter future, a question comes up: how will hiring evolve in response to changes in the workplace and the world? There are several trends already becoming clear, and these are likely to continue in the upcoming years.

Focus on healthy work culture

Companies must create a healthy work culture where employees feel valued, safe, comfortable, and flush with opportunity for growth. According to our survey, the most important factor that influences employee motivation and happiness, and how productive and efficient they can be, all goes down to their working environment.

Quality candidates will continue to command top salaries

Even though there may be many candidates on the market, those with the right combination of experience and soft skills will still command high salaries, and become even more in demand as the market returns to normal.

Spotlight on humans in the recruitment process

With the automation opportunities presented by AI and machine learning, the human side of the recruitment process, such as culture fit, growth potential and evaluating soft skills will become even more important.

Contractors and temp staff in high demand

Contractors and temp staff give companies the flexibility needed during periods of uncertainty and an unknown future.

Emphasis placed on culture fit

“Hire for cultural fit, train for skill.” Culture fit will become an important factor between good and great talent, as hiring someone who is a good cultural fit increases team productivity, job satisfaction, and employee retention

MARKET **CHINA**

EMPLOYER BRANDING

Employer branding is an essential factor in a company's ability to attract top talent, as professionals begin to rethink their own purpose and values, and whether those align with the companies they are working for. Prospective candidates are becoming increasingly empowered with the wealth of information available to them, from review sites such as Glassdoor to social media to company websites. As a result, strong employer branding can make the difference in a company's ability to land top talent or lose out to the competition.

Companies can no longer simply list out the technical skills needed, along with an offer and expect to attract the right talent. Instead, they must also make it clear who they are, what they stand for and how they intend to work together. Companies are selling themselves to the candidates as much as the other way around in the hiring process.

Candidates who are born in 70s and 90s place healthy work culture as the top factor for influencing employer brand ranking, while for those in 80s, the top one factor is possible career growth opportunities. The result reflects the real China market sentiment. The older generation is more stable and financial free, and younger generation are flexible, so both look for culture fit, while the middle-aged generation expect more on career growth opportunities due to all kinds of pressure.

TOP 3 **Platforms for company research**



Company websites



Social media



Review sites

Where do job seekers usually conduct their job searches?

Born in 1970s	LinkedIn
Born in 1980s & 1990s	Online job boards: 猎聘 Liepin.com, 脉脉 成就职业梦想, www.51job.com 前程无忧

45% of respondents say they do extensive research before applying for a job

Good employer branding includes the following elements:

- ✔ **A strong employee value proposition (EVP)**
- ✔ **A good company website**
- ✔ **Positive presence on social media and review sites**

TOP 5 **Factors influencing job seekers' perception towards employer brand**

1. Healthy work culture
2. Possible career growth opportunities
3. Strong brand recognition
4. Company mission and values that are aligned with job seekers
5. Strong financial performance

The younger generation is more open to online job boards such as Maimai, Liepin, or BOSS Zhipin for diversified job opportunities from domestic companies, MNCs or other types of employers. Meanwhile, these domestic job boards invest a huge amount of money on advertising to attract candidates, so they are more popular among the younger generation. LinkedIn is less popular in China, even though, it entered the China market for a longer time. However, LinkedIn has rich verified talent data, and it is professional in linking talent and employers, so it remains one of the key channels in China for mid-senior level professionals who are seeking for professional communication.



MARKET **CHINA**

CANDIDATE EXPERIENCE

60% of respondents say certain frustrations during an interview process would affect their decision to accept an offer

TOP 3 **Common candidate frustrations in the hiring process**

1. Lack of follow up
2. Lack of transparency on expectations and remunerations
3. Lack of consistency between interviewers and recruiters

As the competition for top talent gets fiercer, companies are adopting a candidate-first mentality and paying more attention on candidate experience to dramatically improve their recruitment process and win the talent race.

A great candidate experience is made up of several elements, which include: reducing friction and repetition in the application process; automating time-consuming, low-touch processes to speed up time to fill; having mechanisms to communicate with candidates and answer questions as close to real time as possible; following up with candidates who are passed over and letting them know of other relevant opportunities they might be interested in.

There are also best practices to improve candidate experience. For example: writing clear job descriptions; setting clear expectations about the recruiting process from pre-application to onboarding; active listening and communicating more often; knowledge, skills and experience deserves genuine consideration for the job to which candidate has applied; providing candidates with information about what to expect at in-person or video call interviews; and importantly, if you want to keep certain candidates in mind for future openings, keep track of them and regularly stay in touch.

5 steps to a successful remote hiring process

Step 1
Scrutinise your branding, employee value proposition and write better job descriptions to attract the right talent.

Step 2
Assess CVs and pay extra attention to skills and competencies rather than career fluidity.

Step 3
Adapt your communication with candidates by utilising video technology.

Step 4
Make a strong offer but remember that it isn't just about the money.

Step 5
Close the loop with a remote onboarding process, which includes clear communication, as well as regular check-ins and feedback.

MARKET **CHINA**

TALENT ATTRACTION TO RETENTION

How a good talent attraction plan is the start of talent retention

When it comes to talent management, there is a fair bit of emphasis placed on talent retention within an organisation. However, many companies miss out on first developing good talent attraction strategies to ensure they are making the right hires in the first place.

To ensure a match between candidate and organisation, companies should clearly define company culture and values and be able to communicate it throughout the hiring process. Through smart hiring, companies will ensure continuity of culture and values throughout any challenges. In addition to culture and values, top professionals will want to know how they can grow within an organisation, along with other factors such as the following:

- ✔ How diverse is the company?
- ✔ What's the peer group they will be working with?
- ✔ What do the leaders stand for, especially in difficult times?

A company that can answer these questions definitively will be able to attract the right talent — and can then shift the focus to retaining them.



MARKET **CHINA**

TALENT RETENTION STRATEGIES

88% of those employed anticipate themselves looking for new job opportunities in 2021

TOP 3 **industries with most employees actively looking for new job opportunities**

70%	56%	49%
Tourism & Hospitality	Natural Resources & Energy	Industrial & Manufacturing

Talent retention is a key element of a company's long-term success and a strong indicator of overall culture, values and effectiveness in bringing employees into an organisation. To improve talent retention, organisations must think beyond monetary benefits to provide an overall well-rounded experience for their employees.

Here are several strategies to improve employee retention:

- ✔ **Provide frequent opportunities for learning and professional development**
- ✔ **Chart a clear path for career advancement from Day 1 that includes key behaviours, goals and KPIs**
- ✔ **Communicate transparently and as frequently as necessary**
- ✔ **Foster a positive work environment and culture**
- ✔ **Seek out regular feedback often and use it to enact change as needed**
- ✔ **Offer non-monetary benefits that provide for a good work-life balance**
- ✔ **Ensure that culture, vision and values are embodied by management and leaders within your organisation**

TOP 3 **reasons that would cause employees to leave their job voluntarily**

Non-managerial level & Middle management	1 Lack of growth opportunities 2 Looking for higher pay or better benefits 3 Company instability
Director/VP level	1 Lack of growth opportunities 2 Company instability 3 Lack of transparency in leadership communications
CXO	1 Company instability 2 Lack of growth opportunities 3 Skills are underutilised

TOP 3 **Words that best describe employee outlook for 2021**

1. **Challenging and Breakthrough**
2. **Changes and opportunities**
3. **Stability**

TOP 3 **Concerns of employees in 2021**



Career progression



Salary & bonus situation



Job security

MARKET **CHINA**

EMPLOYEE EXPERIENCE

Top 3 important aspects of employee experience by age group

BORN IN 1970s

- Professional development
- Meaningful work
- Transparent leadership communication

BORN IN 1980s

- Professional development
- Recognition
- Meaningful work

BORN IN 1990s

- Professional development
- Meaningful work
- Mutual respect/ relationship with colleagues

93%

of those employed say their companies need to improve on employee experience

TOP 3 **Areas of improvement**

- Professional development
- Good work process
- Transparent leadership communication



CHINA MAINLAND

SECTORS IN FOCUS

TECHNOLOGY

HEALTHCARE & LIFE SCIENCES

BANKING & FINANCIAL SERVICES

CONSUMER

INDUSTRIAL & MANUFACTURING

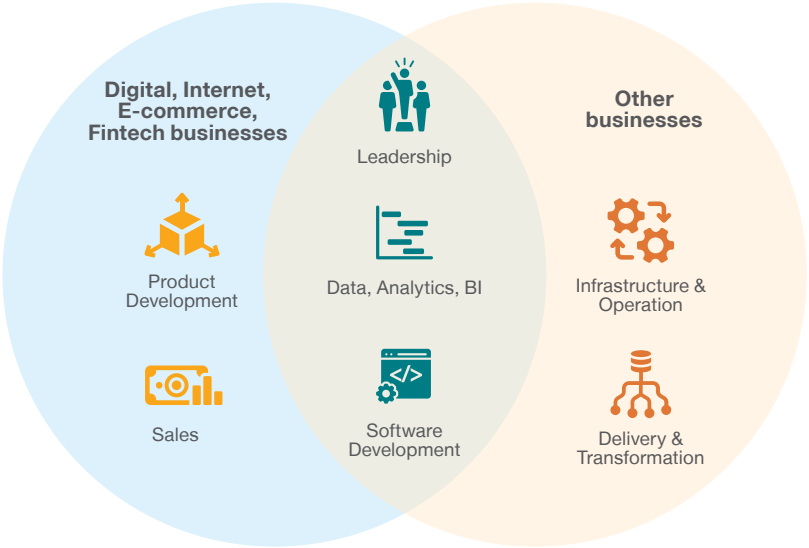




SECTOR
TECHNOLOGY

39% of Technology companies in China Mainland expect to **increase headcount by >20%** in 2021

Hiring technology professionals can be complex and sophisticated. It is therefore crucial to understand the different verticals of Technology roles to craft the right job description that attracts the best talent with the required skills and experience.



What is happening in this space?

Technology has been the business driver for most companies across China, and the race to secure top talent in Chinese tech companies is heating up exponentially, with the industry growing at what is considered an explosive rate. Within the technology landscape, AI, Blockchain, Cloud and Data are top four high-potential and trending sub areas.

Talent with strong technical capabilities, good commercial sense, AI algorithm knowledge or data science background is sought after by companies. It is also a sector heavily impacted by macro policies, as many frontier technology fields require large-scale investment, such as chipset development.

Average annual salary increase in 2021

6.3%

Bonus payout in 2021

70%

of Technology companies anticipate giving out more than one month's bonus

Average salary offer for new hires in 2021

13%

more from current/ last drawn salary

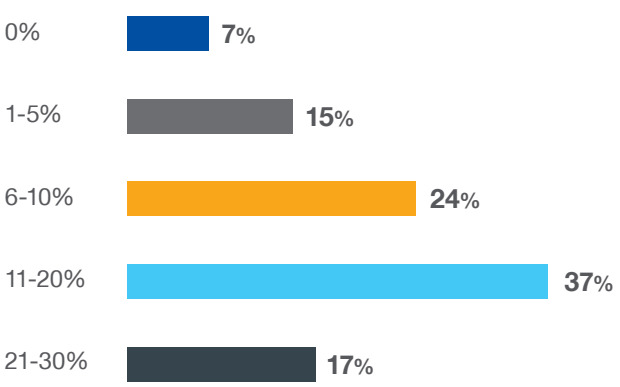


SECTOR **TECHNOLOGY**

IN-DEMAND ROLES

In-demand roles	Most applied for roles	Roles with talent shortages
E-commerce Product Manager	Chief Technology Officer	Data Tech Lead
Director Deep Learning	Project Director / Manager	Big Data Engineer
Recommendation Algorithm	Algorithm Engineer	Java Developer
	Data Security Director / Manager	Natural Language Processing (NLP) Engineer
	Data Analyst / Business Intelligence	

Remuneration increase to new potential hires across Technology sector in China Mainland



Benchmark your salary

Retrieve the salary list for Technology roles in China Mainland.

WeChat

SECTOR **TECHNOLOGY**

TALENT ATTRACTION STRATEGIES

86% of employed Technology professionals anticipate looking for new job opportunities in 2021

TOP 3 **Reasons that would cause Technology professionals to leave their job voluntarily in 2021**

- Lack of growth opportunities
- Looking for higher pay and better benefits
- Company instability

76% of Technology professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

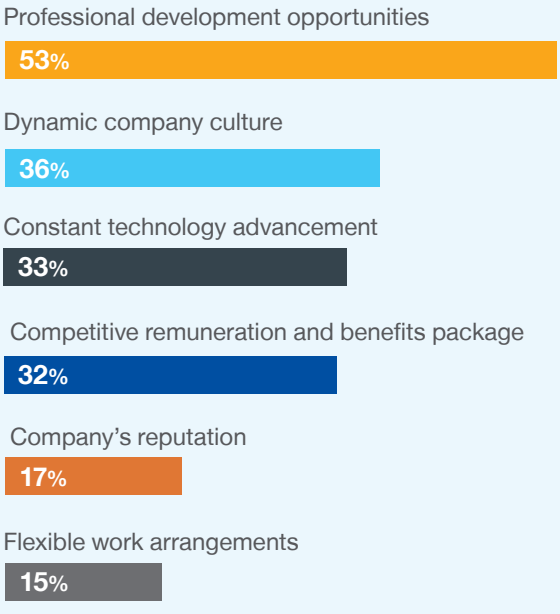
TOP 3 **Considerations for Technology professionals when accepting a job offer in 2021**

1. **Remuneration and benefits package**
2. **Professional development opportunities**
3. **Job scope and responsibility**

Technology is a booming talent-driven market, and top talent is in strong demand. To win the talent war, we suggest companies improve the efficiency for decision making progress when hiring, communicating clearly to job seekers about job expectation, and showcasing the company vision and personal development opportunities.



Talent attraction strategies by Technology companies in China Mainland

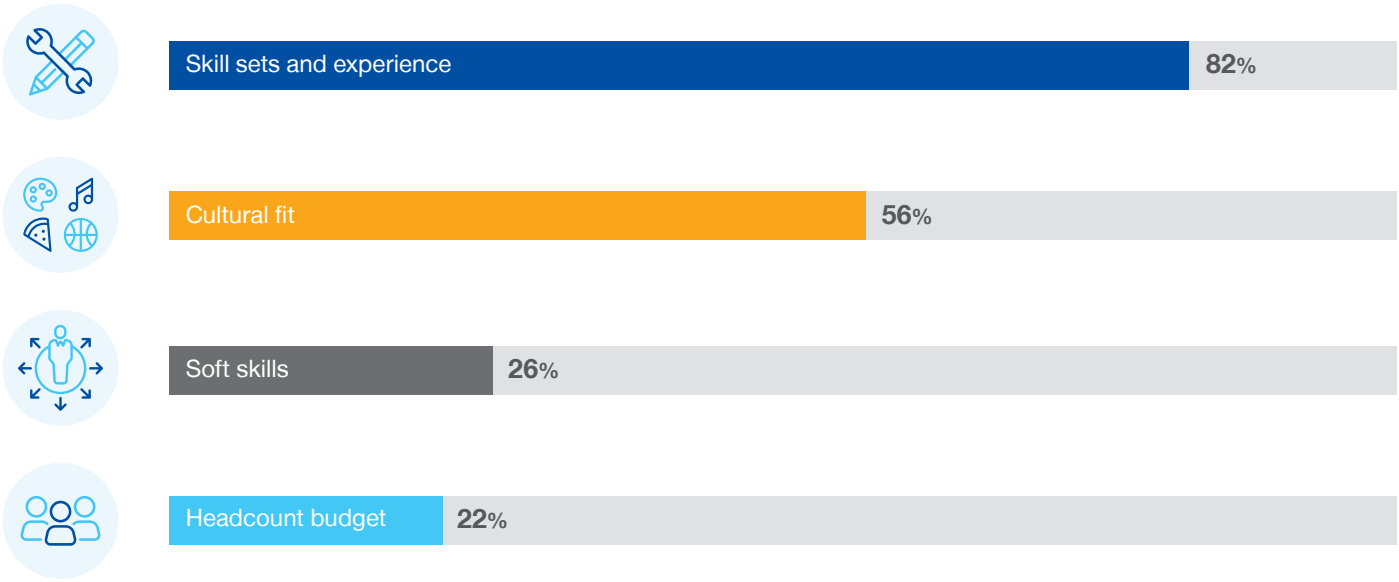




SECTOR **TECHNOLOGY**

ATTRIBUTES OF TALENT

Hiring managers in Technology sector named skill sets and experience as the most sought-after talent attributes.



With a focused consulting team that specialises in IT, long-established networks in the sector across China, and a balance between strong global reach and niche local knowledge, we have become the first choice for IT job seekers and top-tier businesses. Our database of candidates includes those experienced in Java, .NET, PHP, Python, HTML, and CSS. Even with the dynamic job market, and constantly changing market requirements, we have the expertise and experience to keep up.

We offer a true partnership approach to recruiting, using our specialist technology experience to bring together the brightest job seekers and the best employers for a successful match. Many of our consultants worked directly in Technology before joining Michael Page, and this industry expertise translates to high-quality candidate shortlists and more successful recruitment outcomes. We keep providing value-added consultancy service to our customers through our meetings, events, reports and other online and offline channels.



SECTOR
HEALTHCARE & LIFE SCIENCES

53% of Healthcare & Life Sciences companies in China Mainland expect to **increase headcount by 14%** in 2021

What is happening in this space?

With the aging of population, the improving healthcare awareness and the pandemic placing critical importance on people's health, Healthcare & Life Sciences sector is fast growing and promising in China. In terms of hiring volume, domestic companies perform better than MNCs thanks to government's favourable policies. According to our data, domestic life science companies doubled the recruitment growth from 2017 to 2019.

Heading into 2021, there is an ongoing hiring demand in this talent-driven market. PhDs and MDs from China and overseas with solid working experience in multinational pharmaceutical companies are sought after by employers. Physicians and talent with clinical development experience are popular in the market as well.

As competition among big players intensifies in the oncology area, the China market is gradually focusing on drug innovation for unmet medical needs. Clinical, medical, and digital & innovation are the top 3 most popular sub-areas. The talent in the market are more interested in innovative drug, novel treatment and diagnostics-related roles. When they change jobs, the top concerns are usually about culture fit, remuneration package and product pipeline.

TOP 3 **Popular areas in Healthcare & Life Sciences**



Clinical



Medical



Digital & Innovation

Average annual salary increase in 2021

6.7%

Bonus payout in 2021

65%

of Healthcare & Life Science companies anticipate giving out more than one month's bonus

Average salary offer for new hires in 2021

11%

more from current/ last drawn salary

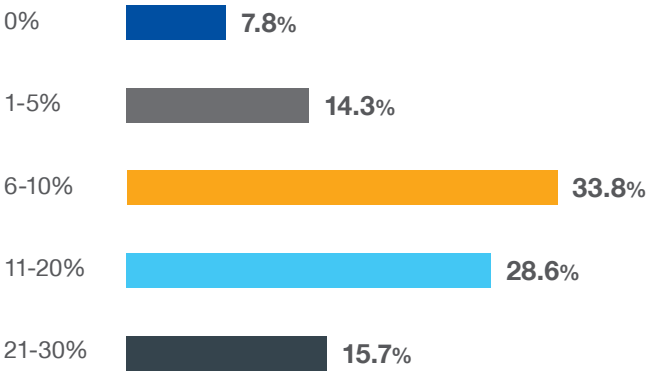


SECTOR **HEALTHCARE & LIFE SCIENCES**

IN-DEMAND ROLES

In-demand roles	Most applied for roles	Roles with talent shortages
Clinical Development/Operation	National Sales Director	Business Development
Medical Head/Medical Affairs	Strategy Marketing Director	Clinical Development Head
Product/Portfolio Management	Country Manager	Head of Research and Development

Remuneration increase to new potential hires across Healthcare & Life Sciences sector in China Mainland



WeChat

Benchmark your salary

Retrieve the salary list for Healthcare & Life Sciences roles in China Mainland.

SECTOR **HEALTHCARE & LIFE SCIENCES**

TALENT ATTRACTION STRATEGIES

88% of employed Healthcare & Life Sciences professionals anticipate looking for new job opportunities in 2021

TOP 3 **Reasons that would cause Healthcare & Life Sciences professionals to leave their job voluntarily**

- Lack of growth opportunities
- Looking for higher pay and better benefits
- Company instability

66% of Technology professionals state remuneration and benefits as their top consideration when accepting a job offer in 2021

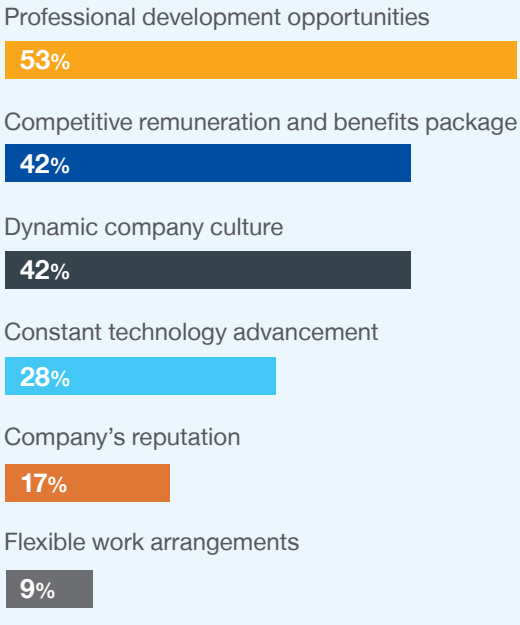
TOP 3 **Considerations for Healthcare & Life Sciences professionals when accepting a job offer in 2021**

1. **Remuneration and benefits package**
2. **Professional development opportunities**
3. **Company culture**

Employers will continue to compete to attract top talent and expertise in the market, so finding ways to further distinguish themselves from other players will be expected. We suggest companies build attractive product pipeline to attract talent with drug innovation experience and focusing more on financial performance to attract capital investment.



Talent attraction strategies by Healthcare & Life Sciences companies in China Mainland

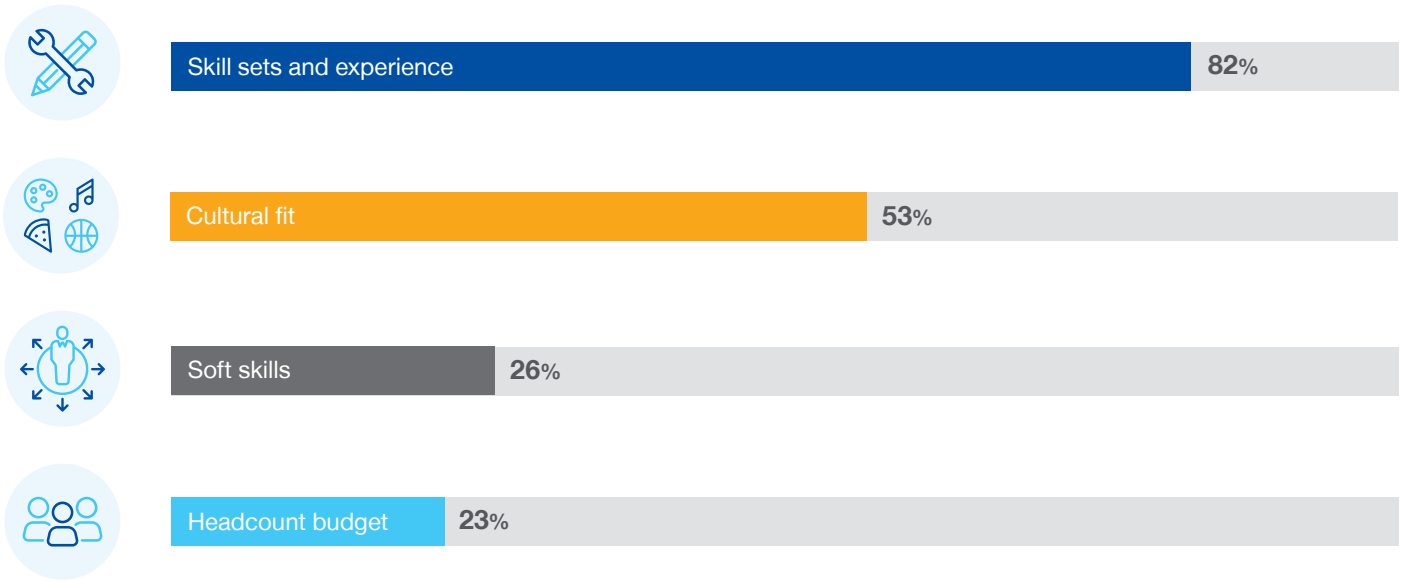




SECTOR **HEALTHCARE & LIFE SCIENCES**

ATTRIBUTES OF TALENT

Hiring managers in Healthcare & Life Sciences sector named skill sets and experience as the most sought-after talent attributes.



Our dedicated Healthcare and Life Sciences recruitment team specialises in sourcing mid- to executive-level talent in Life Sciences, Medical Devices, Diagnostic and other related areas. We have long-established networks in Healthcare and Life Sciences across China and a balance between strong global reach and niche local knowledge. Many of our consultants worked directly in Healthcare and Life Sciences before joining Michael Page, and this industry expertise translates to high-quality candidate shortlists and more successful recruitment outcomes. We not only match the brightest job seekers with the best and high-potential employers, but also continue to provide value-added service to our customers through our meetings, events, reports and other online and offline channels.



SECTOR
BANKING & FINANCIAL SERVICES

52% of Banking & Financial Services companies in China Mainland expect to increase headcount by 11% on average in 2021

What is happening in this space?

2020 is a pivotal year for the Chinese financial system: China is removing shareholding limits on foreign ownership of securities, insurance and fund management firms one year earlier than planned and also scrapping entry barriers and ownership caps for foreign insurance companies and insurance asset management firms. These changes will provide both global and domestic players with significant opportunities and reshape the makeup of the Chinese financial services landscape.

Meanwhile, China domestic IPO policy changed from application to registration, which is a strong push for domestic IPO, and a positive boost for both private and public equity investments

Because of the ongoing boom of Healthcare and Technology sectors, there will be more private equity investment into both areas. And the asset management area in terms of public equity and fixed-income investment will remain popular with increasing demand for talent. Meanwhile, investment banking will remain hot, especially in terms of IPO, M&A, and securities financing.

TOP 3 **Popular areas in Banking & Financial Services**

- Private Equity Investment
- Asset Management
- Fixed-income Investment

Average annual salary increase in 2021

6.3%

Bonus payout in 2021

40%

of Banking & Financial Services companies anticipate giving out more than one month's bonus

Average salary offer for new hires in 2021

10%

more from current/ last drawn salary

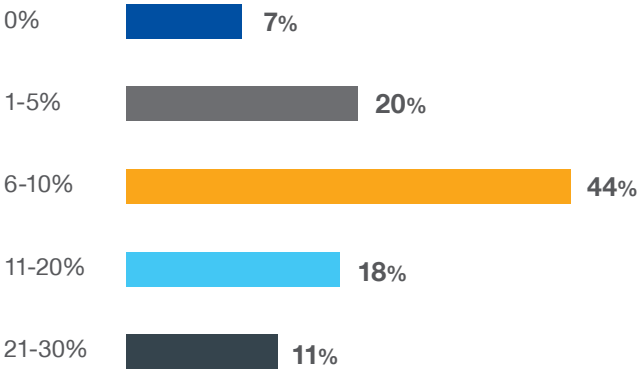


SECTOR **BANKING & FINANCIAL SERVICES**

IN-DEMAND ROLES

In-demand roles	Most applied for roles	Roles with talent shortages
Investment Director	Investment VP	Tax Director
Investment Analyst	Investment Analyst	Private Wealth Management Analyst
Finance Manager	Fund Finance / Operation	Portfolio Management

Remuneration increase to new potential hires across Banking & Financial Services sector in China Mainland



Benchmark your salary

Retrieve the salary list for Banking and Financial roles in China Mainland.

WeChat

SECTOR **BANKING & FINANCIAL SERVICES**

TALENT ATTRACTION STRATEGIES

78% of employed Banking & Financial Services professionals anticipate looking for new job opportunities in 2021

TOP 3 **Reasons that would cause Banking & Financial Services professionals to leave their job voluntarily**

- Lack of growth opportunities
- Looking for higher pay and better benefits
- Company instability

73% of Banking & Financial Services professionals state remuneration and benefits package as their top consideration when accepting a job offer in 2021

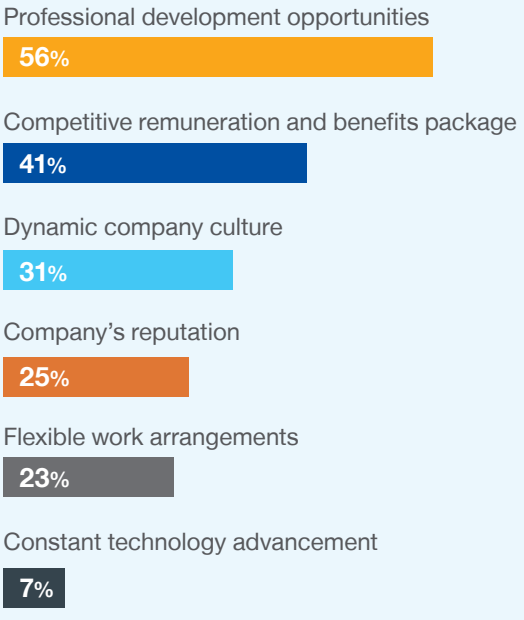
TOP 3 **Considerations for Banking & Financial Services professionals when accepting a job offer in 2021**

1. **Competitive remuneration and benefits package**
2. **Professional development opportunities**
3. **Job scope and responsibility**

We suggest companies creating a comprehensive business development plan to showcase your outlook and implementation details to attract talent. An informative description of job scope and responsibilities will help when hiring talent. Meanwhile, as top talent is short in the market, a competitive remuneration and benefits package is critical when competing for high potential talent.



Talent attraction strategies by Banking & Financial Services companies in China Mainland

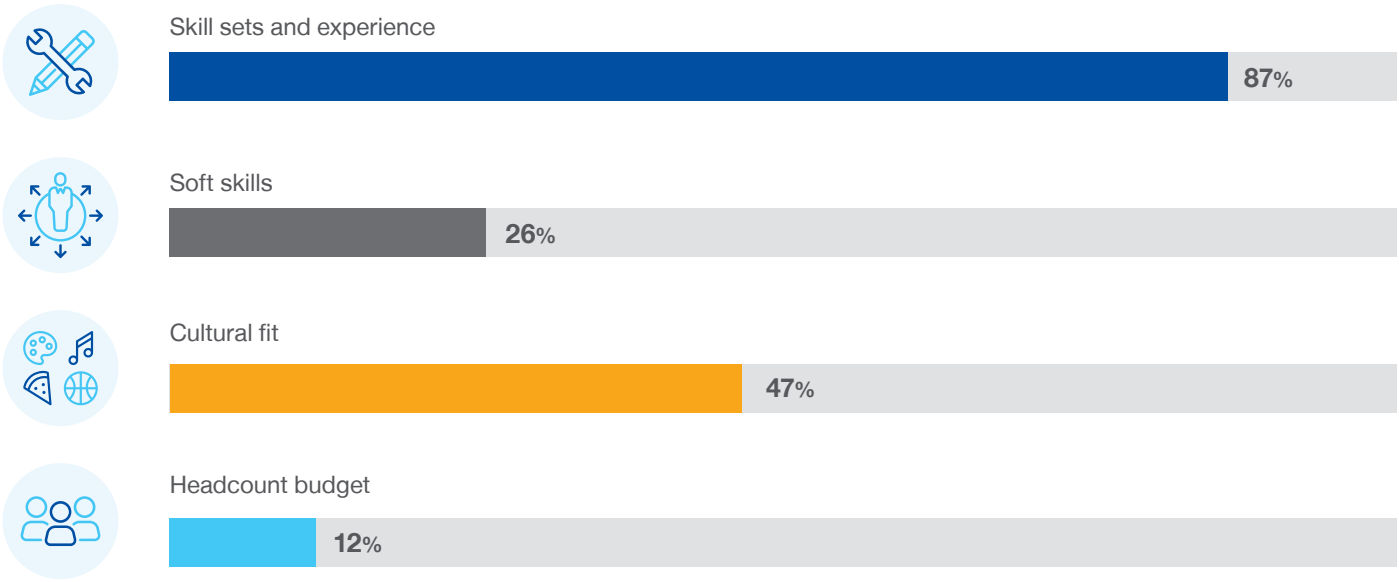




SECTOR **BANKING & FINANCIAL SERVICES**

ATTRIBUTES OF TALENT

Hiring managers in Banking & Financial Services sector named skill sets and experience as the most sought-after talent attributes.



Michael Page maintains a proactive partnership with a diverse list of clients, including investment banks, retail banks, private banks, family offices, hedge funds, asset management companies, as well as insurance companies. With long-established networks in the finance sector and a balance between global reach and niche local knowledge, Michael Page continues to be the leading recruitment choice for banking professionals.

Many of our consultants also come from the banking and financial services industry. This means that they are able to understand the essential skill sets that clients look out for in their next successful hire. Market expertise, too, ensures only candidates of the highest quality are selected, all while maintaining consistent feedback and support throughout the hiring process. Finally, Michael Page consultants also provide value-added services, such as meetings and events via online and offline channels.



SECTOR
CONSUMER

53% of Consumer companies in China Mainland expect to increase headcount by 11% on average in 2021.

What is happening in this space?

Due to Covid-19, trade war and other global uncertainties, multinational companies, especially those from the US, froze their headcounts in the first half of 2020. But after the steady recovery, they reopened headcounts in Q4.

The food and beverage sector experienced a boom throughout the year despite the pandemic. New domestic startup brands were especially popular among talents. Talents with e-commerce experience were particularly sought after by all kinds of domestic companies. Retail companies, too, have refocused their efforts on online sales to increase revenue and market shares. Digital transformation remains a buzzword in the consumer market. Talents with a digital mindset, data analytic skills and product development experience are popular.

TOP 3 **In-demand skills in Consumer sector**

- Digital Mindset
- Data Analysis
- Product Management

Average annual salary increase in 2021

5.7%

Bonus payout in 2021

28%

of Consumer companies anticipate giving out more than one month's bonus

Average salary offer for new hires in 2021

10%

more from current/ last drawn salary

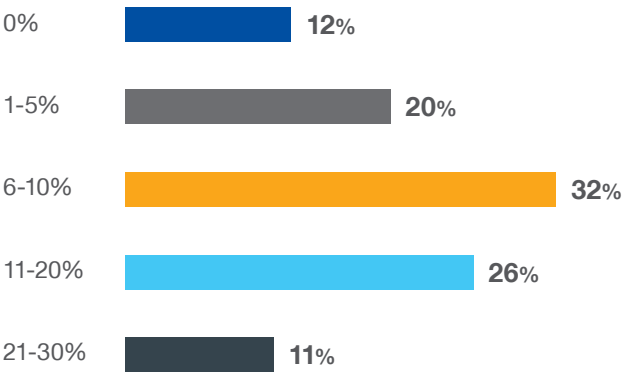


SECTOR **CONSUMER**

IN-DEMAND ROLES

In-demand roles	Most applied for roles	Roles with talent shortages
Digital Research	E-commerce Operation	Data & Analytics
Product Manager	Brand Director	Product Manager
Data & Analytics Expert	Omni Channel Sales Director	R&D Manager

Remuneration increase to new potential hires across Consumer sector in China Mainland



Benchmark your salary

Retrieve the salary list for Consumer roles in China Mainland.

WeChat

SECTOR **CONSUMER**

TALENT ATTRACTION STRATEGIES

85% of employed Consumer professionals anticipate looking for new job opportunities in 2021

TOP 3 **Reasons that would cause Consumer professionals to leave their job voluntarily**

- Lack of growth opportunities
- Company instability
- Looking for higher pay and better benefits

74% Talent attraction strategies by Industrial & Manufacturing companies in China Mainland

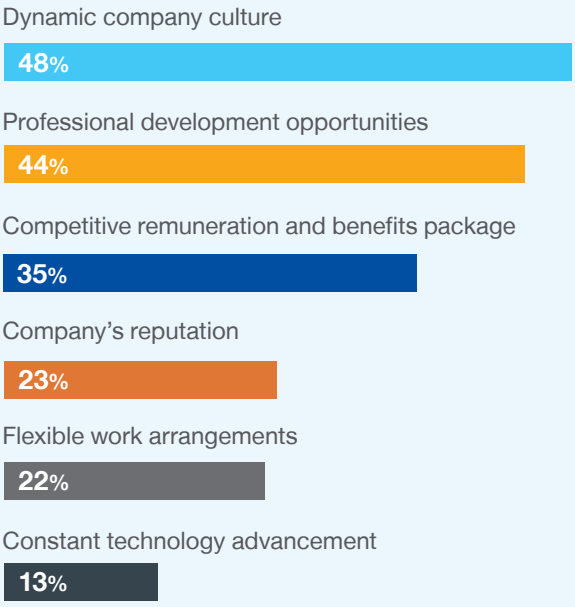
TOP 3 **Considerations for Consumer professionals when accepting a job offer in 2021**

1. **Remuneration and benefits package**
2. **Job scope and responsibilities**
3. **Professional development opportunities**

Talent attraction is not enough. Companies now have to think about talent retention at the same time. We suggest companies to build a strong employer branding, maintain financial stability, stay open-minded about attracting high-potential talents from niche markets, as well as to streamline the hiring process to compete effectively in the talent war.



Talent attraction strategies by Consumer companies in China Mainland

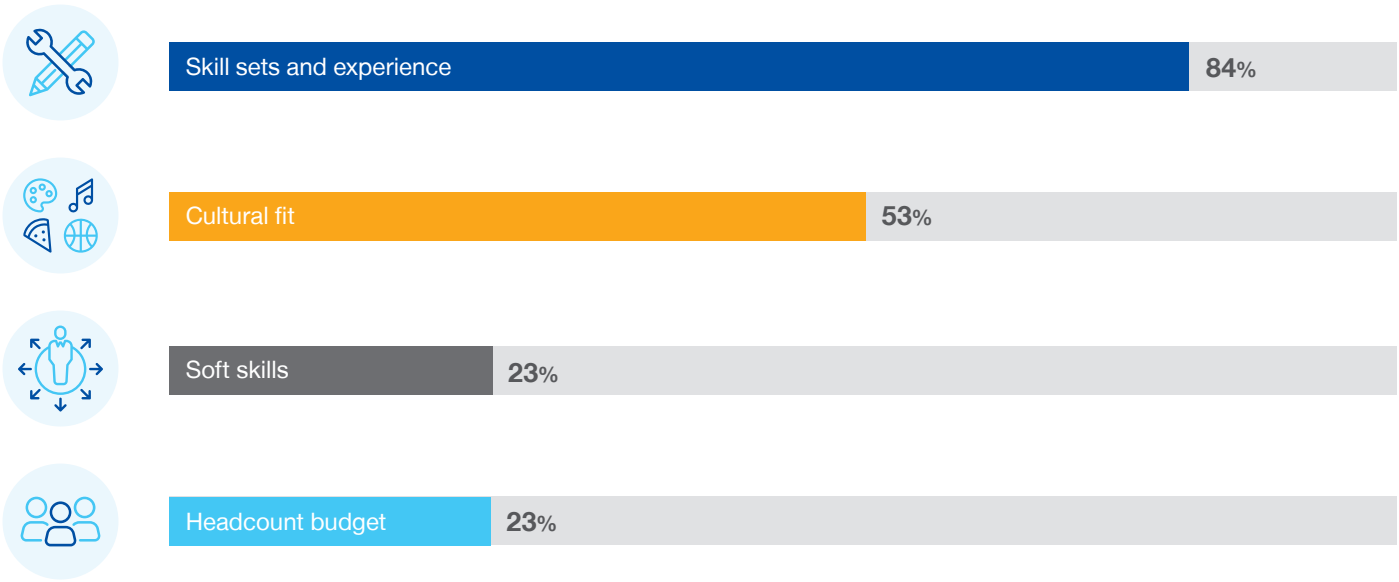




SECTOR **CONSUMER**

ATTRIBUTES OF TALENT

Hiring managers in Consumer sector named skill sets and experience as the most sought-after talent attributes.



With a focused consulting team that specialises in Consumer, long-established networks in the sector across China, and a balance between strong global reach and niche local knowledge, we have become the first choice for job seekers and top-tier businesses within Consumer across China.

We offer a true partnership approach to recruiting, using our specialist experience to bring together the brightest job seekers and the best employers for a successful match. Many of our consultants worked directly in Consumer before joining Michael Page, and this industry expertise translates into high-quality candidate shortlists and more successful recruitment outcomes. They understand the rich technical areas of e-commerce, back-end development, web analytics, user experience, and many other areas in digital, retail and sourcing. Meanwhile, we keep providing value-added consultancy service to our customers through our meetings, events, reports and other online and offline channels.



SECTOR
INDUSTRIAL & MANUFACTURING

46% of Industrial & Manufacturing companies in China Mainland expects to increase headcount by 10% on average in 2021

What is happening in China Mainland's Industrial & Manufacturing sector?

Manufacturing is one of the pillars for China's economy. For the transformation to high-end manufacturing, China is developing an industry-led strategic transformation plan that is focused on the industrial development of technological innovation and differentiation.

With that said, we can see some ongoing trends in 2021. The manufacturing base is further transferred towards second tier and third tier cities. More companies in textile, furniture and other labour-intensive industries have started setting up plants in South East Asia for cost-saving reasons. The high-tech industry and smart manufacturing are experiencing fast-speed growth. Meanwhile, the whole manufacturing industry is evolving to become technology oriented, with companies increasing investment in R&D.

Manufacturing is also heavily impacted by policies and global environment. Due to the US-China trade war, a lot of top talent see risks in joining an American company. Because of the environmental protection policy, there are increasing investment in the environmental protection and safety area. And the "New Infrastructure" scheme promoted by Chinese government fosters the development of domestic companies in relevant areas, including 5G networks, artificial intelligence (AI), Internet of Things (IoT), and intercity high-speed rail.

In terms of hiring, there's an increasing demand for operations talent with capability working in South East Asia. Talent is more open to relocation and they are more likely to accept working in Yangtze Delta. Besides, B2B and B2C businesses have realised the importance of e-commerce in driving business success, so they are in need of talent with strong e-commerce experience.
In general, skill sets related to IoT, hardware design, R&D, e-commerce are sought after by companies within manufacturing, semiconductor, new energy and smart manufacturing are the top hot areas.

Average annual salary increase in 2021

5%

Bonus payout in 2021

33%

of Industrial & Manufacturing companies anticipate giving out more than one month's bonus

Average salary offer for new hires in 2021

8.5%

more from current / last drawn salary

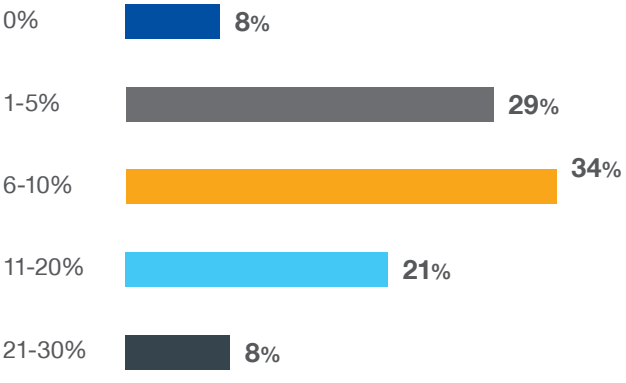


SECTOR **INDUSTRIAL & MANUFACTURING**

IN-DEMAND ROLES

In-demand roles	Most applied for roles	Roles with talent shortages
Innovation Director	Supply Chain Director	Hardware Design
Technical Director / Scientist	Product Manager	Engineer Director
Operation Excellence Director	Sales Director	Innovation Director

Remuneration increase to new potential hires across Industrial & Manufacturing sector in China Mainland



WeChat

Benchmark your salary

Retrieve the salary list for Industrial & Manufacturing roles in China Mainland.

SECTOR **INDUSTRIAL & MANUFACTURING**

TALENT ATTRACTION STRATEGIES

92% of employed Industrial & Manufacturing professionals anticipate looking for new job opportunities in 2021

TOP 3 **Reasons that would cause Industrial & Manufacturing professionals to leave their job voluntarily**

- Lack of growth opportunities
- Company instability
- Looking for higher pay and better benefits

74% Talent attraction strategies by Industrial & Manufacturing companies in China Mainland

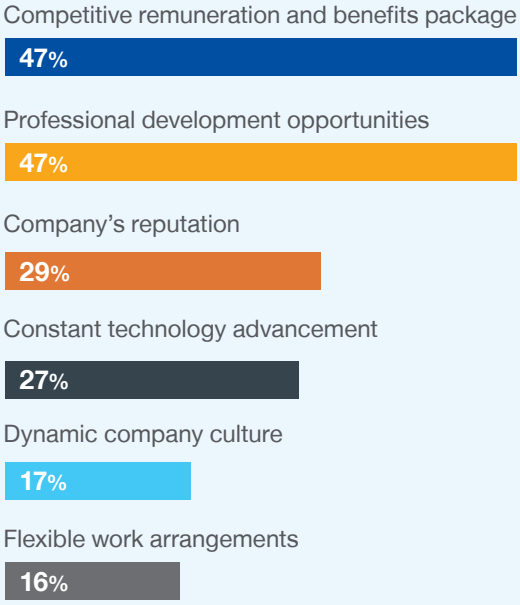
TOP 3 **Considerations for Industrial & Manufacturing professionals when accepting a job offer in 2021**

1. **Remuneration and benefits package**
2. **Job scope and responsibilities**
3. **Professional development opportunities**

Companies need to clarify the job scopes and responsibilities for the roles they are hiring, so that they can help candidates reassure their concerns when applying. Meanwhile, it is better to remove some irrelevant restrictions on candidates, such as age limits or industry limits, to allow more talent across different industries and ages to apply. Last but not least, a competitive salary package is always attractive to talent.



Talent attraction strategies by Industrial & Manufacturing companies in China Mainland

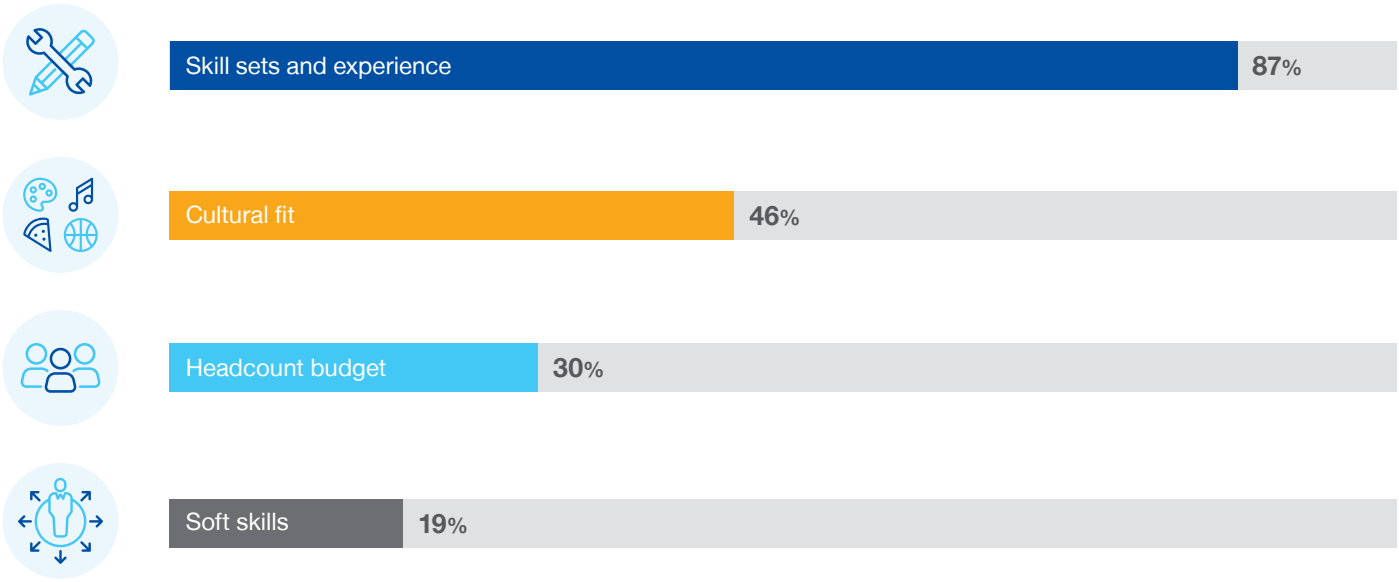




SECTOR **INDUSTRIAL & MANUFACTURING**

ATTRIBUTES OF TALENT

Hiring managers in Industrial & Manufacturing sector named skill sets and experience as the most sought-after talent attributes.



With a focused consulting team that specialises in Industrial & Manufacturing, long-established networks in the sector across China, and a balance between strong global reach and niche local knowledge, we have become the first choice for job seekers and top-tier businesses within Industrial & Manufacturing across China.

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through creating

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to reach

POTENTIAL

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