



FINDING THE RIGHT ROLE



EMPLOYEE TRENDS



JOB SECURITY

OVERSEAS OPPORTUNITIES



SALARY







# 2014/15 EMPLOYEE INTENTIONS REPORT

## CHINA

# CONTENTS

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	Executive Overview	3
	Attracting New Talent	4
	Retaining Top Performers	10
	In The Workplace	14

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<b>CONTACT US</b>	<b>17</b>
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# EXECUTIVE OVERVIEW

While the Chinese economy continued to experience a slowdown compared to previous years, the world's second largest economy continued to show resilience to end 2013 with a growth rate of 7.7%, slightly above forecasted growth figures. On the employment front, China's professional employment market continues to show signs of resilience and stability, with jobseekers remaining fairly positive and optimistic about recruitment activity in the coming 12 months. Over this timeframe, job opportunities are expected to continue to be fuelled by companies looking to expand, set up local operations or establish a regional hub.

Most respondents to the 2014/15 Michael Page China Employee Intentions Report state they will look for a new role in the coming year (65%) while a small percentage (14%) indicate they are not likely to move on from their current role. Professionals in the IT and Digital sectors indicate the highest likelihood of changing jobs in the coming 12 months, suggesting strong growth in these areas. This is likely to result in more job opportunities and choices for candidates as companies compete to attract and retain talented professionals in these areas.

These evolving industries have also inevitably changed the way jobseekers are going about finding a new role. Survey respondents reflect their preference for non-traditional channels such as job boards (34%) and social media platforms (18%) when looking for a new role although recruitment consultants are still the preferred channel for 44% of survey respondents.

China's maturing employment market has also affected the mindsets of employers and jobseekers alike. While financial and tangible rewards such as promotions continue to feature highly when looking for a job according to 35% of survey respondents, the focus on non-tangible factors is increasing, for example scope for career progression (24%). Just 10% of survey respondents indicate salary is their main motivation for seeking out a new role. While salary increase is not the top priority for jobseekers looking to move into a new role, more than half of the survey respondents looking at salary increases as their main motivation expect salary increases of 16% and above (53%).

Talent management strategies remain an important focus for employers as they attract and retain top talent for their business. However according to survey respondents, employers have much room for improvement on talent retention, with the majority indicating employers have not made progress around talent retention (65%). For those professionals looking to stay in their current role, the top consideration is financial rewards based on performance, including a salary increase or bonus (22%).

Combining a mix of financial and non-financial rewards as part of talent management strategies will continue to be the most effective approach for companies in China. Survey respondents indicate that a bonus is the preferred financial reward (54%) while 66% report annual leave of 25+ days is the non-financial reward of choice.

Survey results also reveal 28% of employees in China have experienced an increase in average weekly working hours of between one and 9 hours a week, further signifying the need for a blend of non-financial rewards to achieve a good work-life balance.



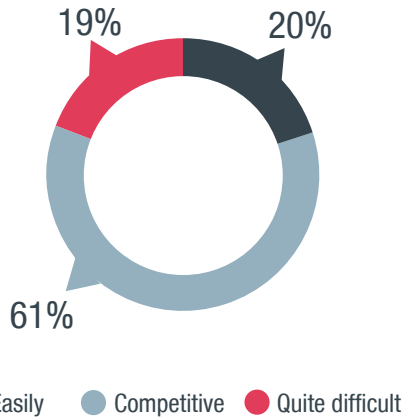
## METHODOLOGY

The 2014/15 Michael Page China Employee Intentions Report is based on the online survey responses of approximately 2,100 employees in China. Participants represent a broad range of professional occupation groups and hold positions ranging from entry level to senior management. The scope of the report includes key employee insights into preferences for attraction and retention, salary expectations, benefits and work-life balance and their views on the predicted employment outlook.

# ATTRACTING NEW TALENT

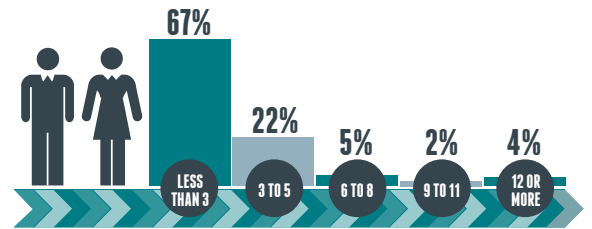
## EMPLOYEE ACTIVITY

### EASE OF FINDING A NEW JOB IN THE CURRENT MARKET



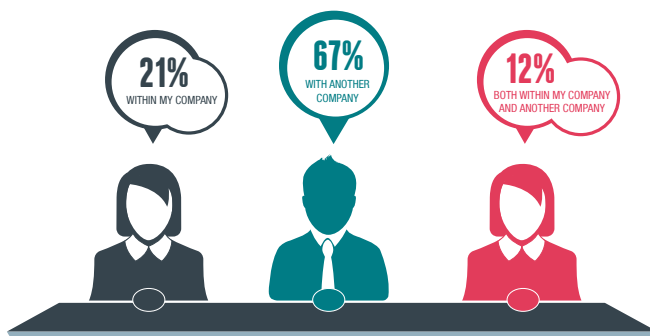
Further signalling confidence in China's employment market, 20% of survey respondents are of the view that it would be easy to find employment in the current market while 61% believe it is competitive, with only the minority 19% indicating it would be quite difficult to gain employment in the current market.

### NUMBER OF ROLES INTERVIEWED FOR OVER THE LAST 12 MONTHS



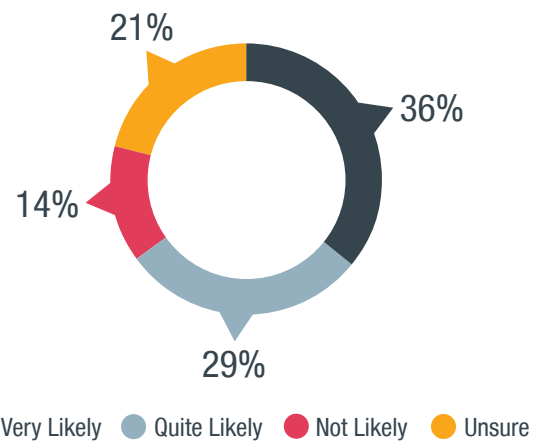
The majority (67%) of respondents state that they have attended less than 3 interviews while 22% indicate that they attended between 3 to 5 interviews over the last 12 months.

### WHERE THE INTERVIEW WAS ATTENDED



Of these jobseekers, most sought a new job externally, with 67% looking for roles with another company.

### EMPLOYEE TURNOVER IN THE NEXT 12 MONTHS



According to the majority of respondents in the 2014/15 Michael Page China Employee Intentions Report, they are very likely (36%) or quite likely (29%) to change roles over the coming year.

# ATTRACTING NEW TALENT

## EMPLOYEE ACTIVITY

### TOP 5 PROFESSIONAL GROUPS MOST LIKELY TO CHANGE ROLES



Of those respondents indicating they would look for a new role in the coming year, employees in the digital sector are the most likely to change jobs (92%). This could possibly be attributed to the strong growth of the technology and digital industries in China, and the increasing availability of related job opportunities.

### PREFERRED JOB BOARD



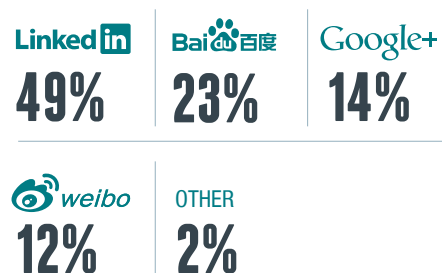
Survey respondents ranked 51job.com as the top preferred job board when looking for a job (38%). Also high on jobseekers' list of job boards were Zhaopin.com (26%) and lietou.com (18%), ranking second and third place respectively. These results highlight Chinese jobseekers' preference for local Chinese job boards as compared to global platforms that are more widely adopted in other regions. This is mainly due to the strong relationships that job board operators have with local companies, as well as the preference of jobseekers for a familiar local job board offering.

### CHANNEL MOST LIKELY TO BE USED FOR A JOB SEARCH



According to survey results, recruitment consultants continue to remain the channel of choice for 44% of jobseekers when embarking on a job search. However, the emergence and growth of electronic and online platforms as alternative job seeking avenues is prevalent, with survey results revealing 34% of jobseekers use job boards as their main channel and 18% look at social media platforms.

### PREFERRED SOCIAL MEDIA PLATFORM



LinkedIn is the top preferred social media platform chosen by 49% of respondents. Baidu and Google+ rounded out the top three platforms, chosen by 23% and 14% of respondents respectively. The strong showing for LinkedIn could be attributed to LinkedIn's recent rebranding and their conversion into a Chinese platform.

# ATTRACTING NEW TALENT

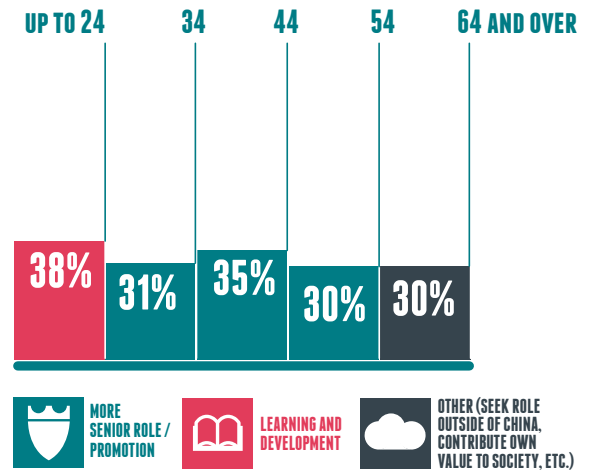
## PREFERRED ATTRACTION STRATEGIES

### MAIN REASON JOBSEEKERS ARE LOOKING FOR A NEW ROLE

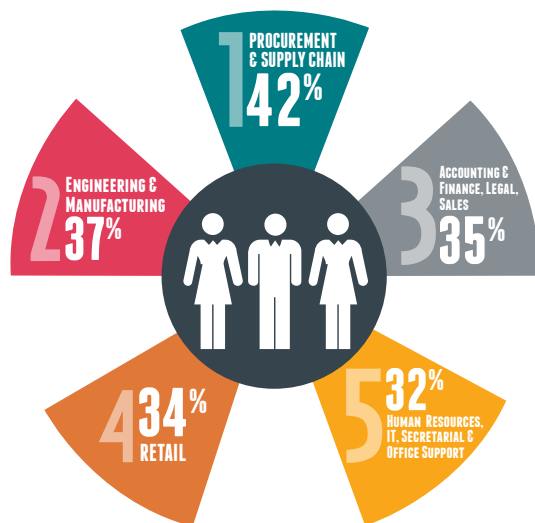


According to 35% of respondents in the 2014/15 Michael Page China Employee Intentions Report, the main reason to look for a new role is for more seniority or promotion (35%). Other reasons to seek a new role are scope for future career progression (24%) as well as learning and development opportunities (16%).

### TOP REASON JOBSEEKERS ARE LOOKING FOR A NEW ROLE (BY AGE)



While the majority of jobseekers aged 25 to 54 indicate that a more senior role or promotion is their focus when looking for a new role, for jobseekers aged 24 and below, learning and development is most important. This could be due to professionals in this age bracket wanting to focus on establishing career development early in their career and building their professional experience.



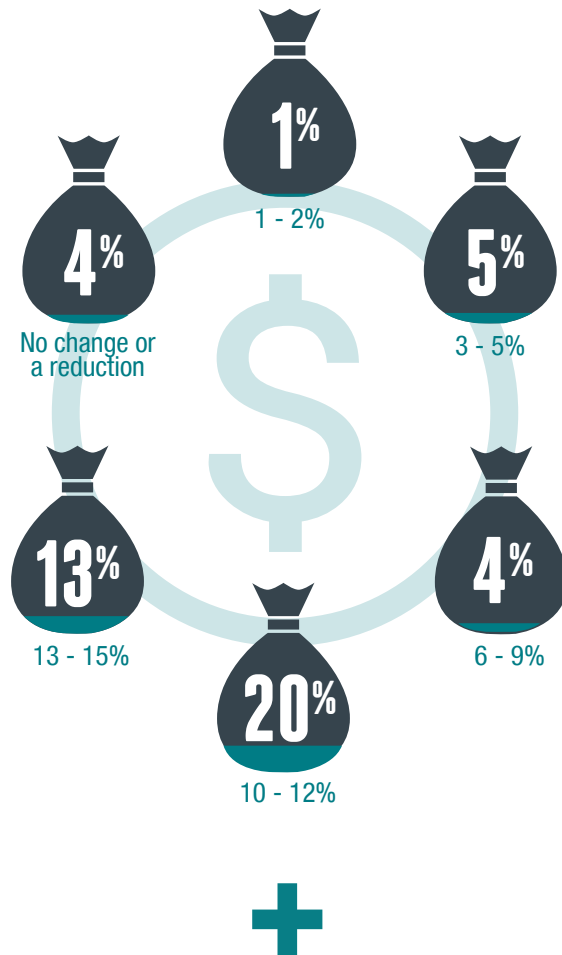
### TOP 5 PROFESSIONAL GROUPS MOST FOCUSED ON A MORE SENIOR ROLE/PROMOTION

Professionals in procurement and supply chain are the most focused on finding a more senior role or promotion (42%).

# ATTRACTING NEW TALENT

## PREFERRED ATTRACTION STRATEGIES

### JOBSEEKER SALARY EXPECTATIONS FOR JOB CHANGE



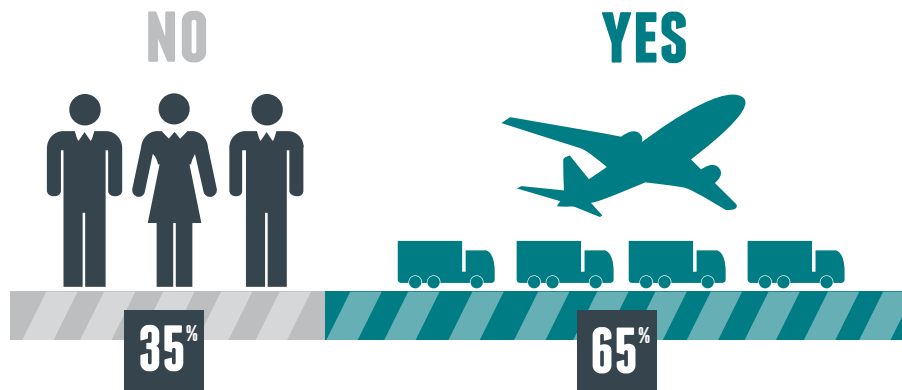
**53%** OF SURVEYED EMPLOYEES INDICATED **16%** OR ABOVE

More than half of the respondents who plan to search for a new role in the coming year expect a salary increase of more than 16% for their next role (53%). This could be attributed in part to the recovery of China's economy over the last year as well as the strong demand among organisations for top tier professionals with specific skill sets.

# ATTRACTING NEW TALENT

## WORKING ABROAD

### JOBSEEKERS LIKELY TO CONSIDER OVERSEAS CAREER OPPORTUNITIES OVER THE NEXT 12 MONTHS



More than half of the respondents in the 2014/15 Michael Page China Employee Intentions Report are likely to consider overseas opportunities when looking for a new role in the coming year (65%).



### TOP 5 PROFESSIONAL GROUPS LIKELY TO CONSIDER OVERSEAS CAREER OPPORTUNITIES

Professional groups with the most number of jobseekers looking at overseas opportunities include engineering and manufacturing (71%) and sales (70%).



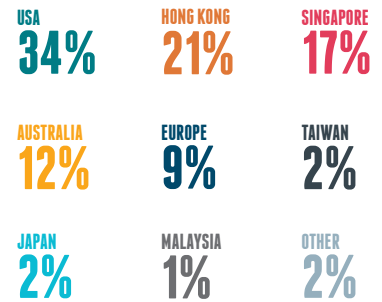
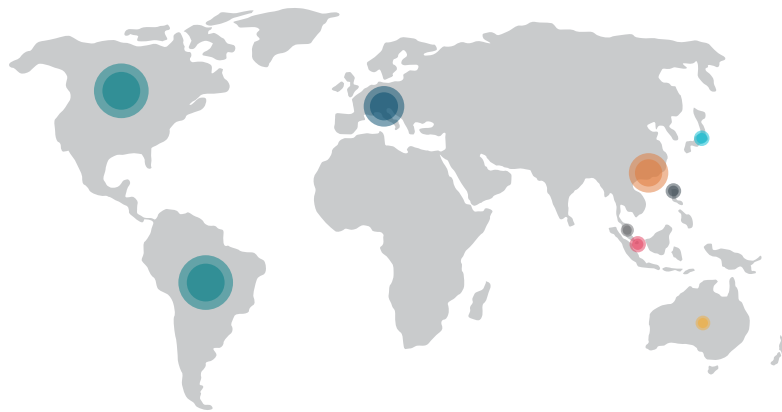
# ATTRACTING NEW TALENT

## WORKING ABROAD

### WHERE JOBSEEKERS WILL LOOK FOR WORK

The US is the top choice for jobseekers likely to consider overseas opportunities (34%), followed by Asia Pacific countries such as Hong Kong (21%) and Singapore (17%). The preference for the US could stem from jobseekers looking for an opportunity with a top

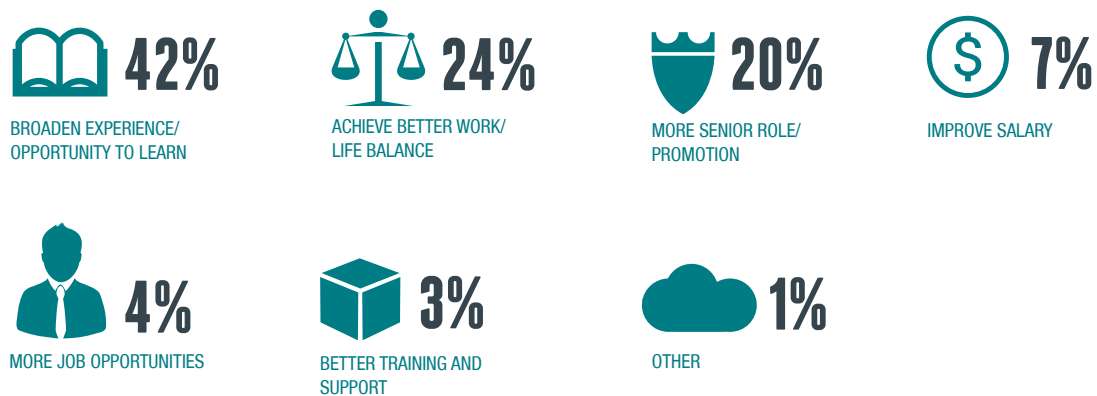
tier western multinational company, while the strong interest in Asia Pacific countries could be due to familiarity with cultures and working environments, making it easier to secure a job and adjust to living in these countries.



### TOP REASON FOR CONSIDERING OPPORTUNITIES ABROAD

Of the respondents who indicate that they would consider opportunities abroad, close to half cite wanting to broaden their experience and increasing their opportunity to learn as the main reason (42%). Other popular reasons for jobseekers to consider an overseas job opportunity include achieving better work-life balance

(24%) and moving into a more senior role or getting a promotion (20%). The prominence of non-financial or non-tangible rewards signifies a general shift in mindsets of jobseekers towards wanting a more balanced lifestyle compared to focusing purely on financial gains.



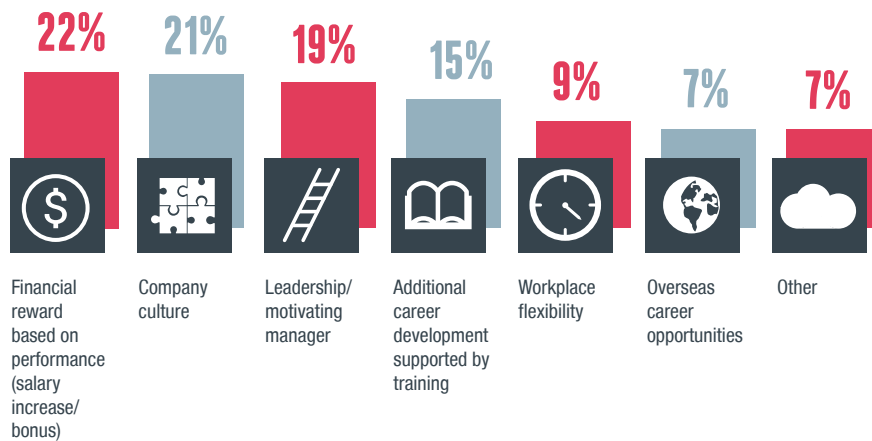
# RETAINING TOP PERFORMERS

## PREFERRED RETENTION STRATEGIES

### WHAT WILL KEEP EMPLOYEES IN THEIR CURRENT ROLE

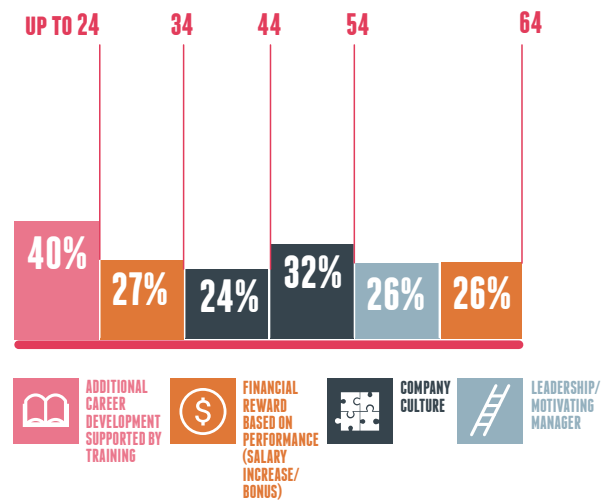
As more organisations look at establishing operations or even their regional headquarters in China, the demand for talent will continue to rise. This will impact the strategies employers use to retain talented professionals in their organisations. Financial rewards based on performance continue to be the preferred retention strategy for employees deciding to remain in their current role according to

22% of respondents in the 2014/15 Michael Page China Employee Intentions Report. However, increasingly, non-financial retention strategies such as company culture (21%) and leadership (19%) are equally important for employees when deciding to remain in their current role.



### TOP FACTOR THAT WILL KEEP EMPLOYEES IN THEIR CURRENT ROLE (BY AGE)

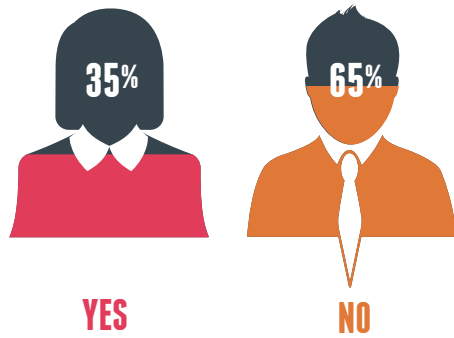
The top factor for respondents aged 24 and below when deciding whether to remain in their current role is additional career development supported by training (40%), reflecting the focus on gaining on-the-job experience for this age group. Older survey respondents aged between 25 and 34 are focused on financial rewards based on performance (27%). Interestingly, for respondents aged between 35 and 54, company culture is the core factor to help them decide if they should stay on in a role (56%). This is no doubt a sign of a maturing workforce and is impacting the way that employers are shaping their retention strategies.



# RETAINING TOP PERFORMERS

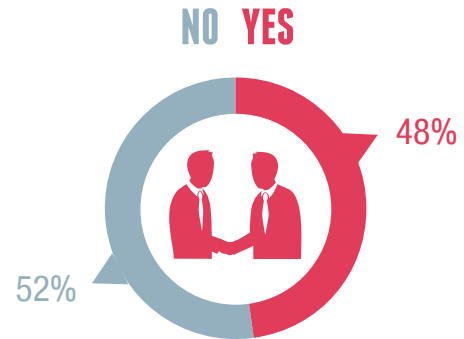
## PREFERRED RETENTION STRATEGIES

### EMPLOYER MADE PROGRESS AROUND TALENT RETENTION



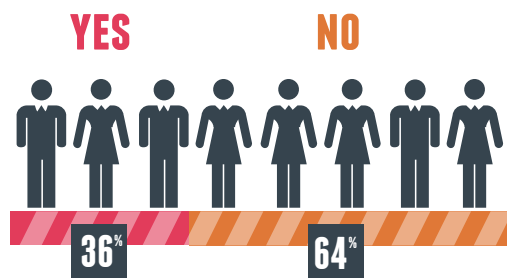
Further signifying that employers need to relook at their retention strategies, more than half of survey respondents indicate their employers have not made progress on talent retention (65%).

### RECEIVED A PROMOTION IN THE PAST TWO YEARS



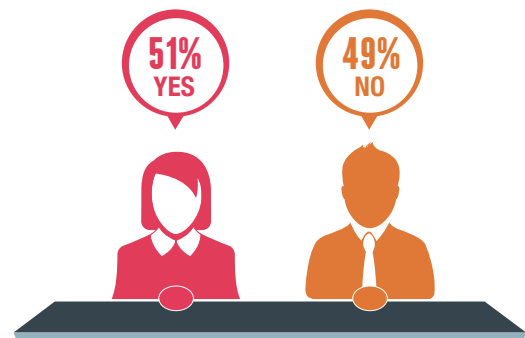
Slightly more than half of the survey respondents indicate that they have not received a promotion from their employers in the last 2 years (52%).

### EXPECTING TO RECEIVE A PROMOTION IN THE NEXT 12 MONTHS



With the strong focus on promotions, just over a third of surveyed employees report they are expecting to receive a promotion in the coming year (36%).

### ASKING FOR A PROMOTION IN THE NEXT 12 MONTHS

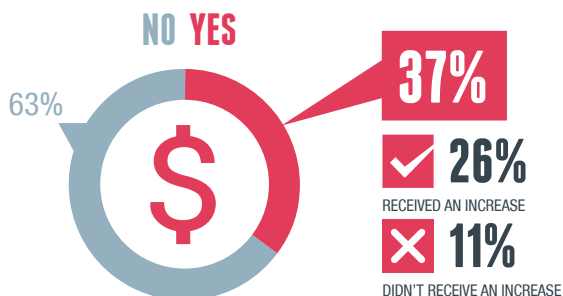


Just more than half of the respondents indicate they will ask for a promotion in the next 12 months (51%). This further demonstrates the high expectations of employees, especially talented professionals who are in demand by organisations.

# RETAINING TOP PERFORMERS

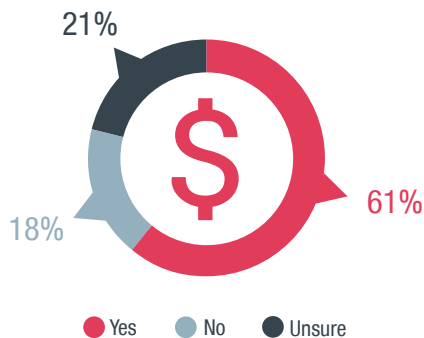
## EMPLOYEE SALARY EXPECTATION

### EMPLOYEES WHO ASKED THEIR CURRENT EMPLOYER FOR A SALARY INCREASE OVER THE LAST 12 MONTHS

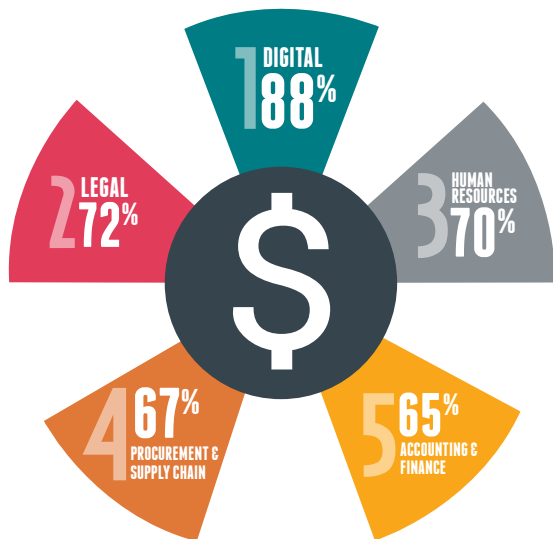


Looking at salary increases, the majority of respondents in the 2014/15 Michael Page China Employee Intentions Report stated that they did not ask their employers for a salary increase in the past year (63%).

### EMPLOYEES ASKING FOR A SALARY INCREASE OVER THE NEXT 12 MONTHS



This is in contrast to expectations for the coming year, with the majority of the respondents stating they plan to ask for a salary increase during the next 12 months (61%).

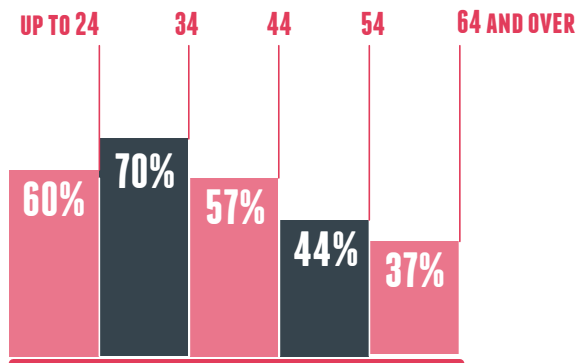


### TOP 5 PROFESSIONAL GROUPS MOST LIKELY TO ASK FOR A SALARY INCREASE IN THE NEXT 12 MONTHS

A clear majority of surveyed professionals working in the digital sector are the most likely to ask their employers for a salary increase in the next 12 months (88%). Professionals in the legal (72%) and human resources (70%) sectors are the next most likely groups to ask their employers for a salary increase in the coming year.

# RETAINING TOP PERFORMERS

## EMPLOYEE SALARY EXPECTATION

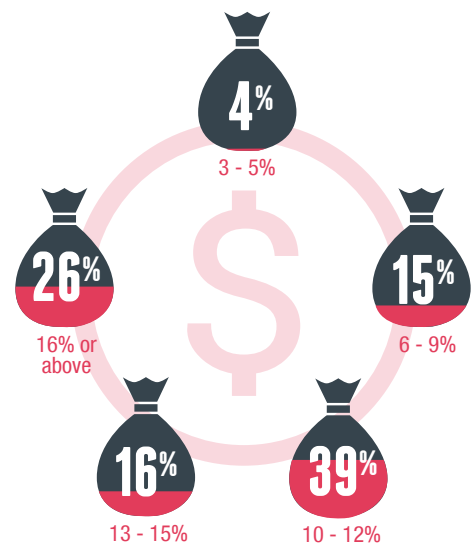


### AGE OF EMPLOYEES MOST LIKELY TO ASK FOR A SALARY INCREASE IN THE NEXT 12 MONTHS

Respondents aged between 25 and 34 are the most likely to ask for a salary increase in the next 12 months (70%), followed by those 24 and below (60%).

### WHAT EMPLOYEES WILL ASK FOR IN THEIR CURRENT ROLE

According to survey respondents, most employers can expect to face requests for salary increases of between 10 and 12% from their employees (39%) while a significant 26% of employees indicate they plan to ask for a salary increase of more than 16%. Once again, this is possibly due to the fierce competition between organisations for talented professionals in China's workforce.

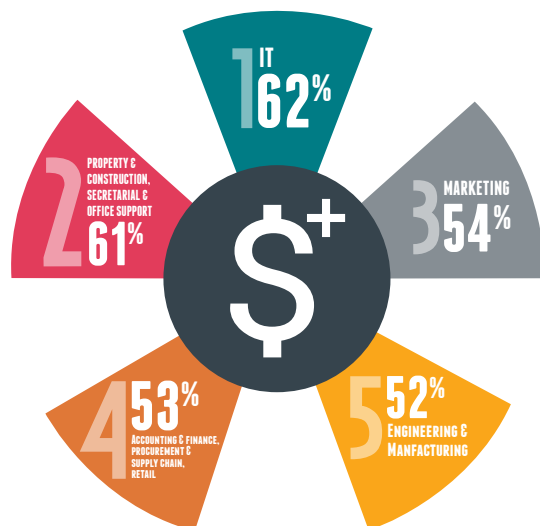
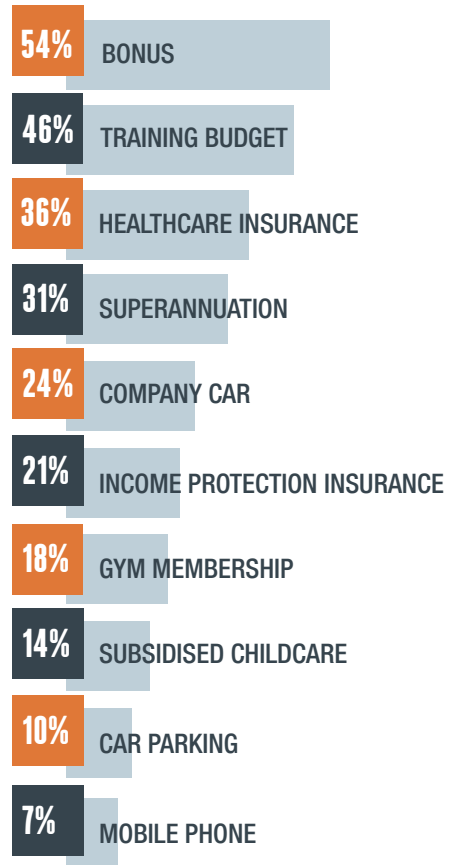


# IN THE WORKPLACE

## PREFERRED FINANCIAL & NON-FINANCIAL REWARDS

### COMBINATION OF FINANCIAL REWARDS EMPLOYEES WOULD MOST LIKE TO RECEIVE

According to survey respondents to the 2014/15 Michael Page China Employee Intentions Report, a bonus continues to be the top financial reward of choice for employees (54%), followed by training budget (46%) and healthcare insurance (36%).



### TOP 5 PROFESSIONAL GROUPS THAT WOULD MOST LIKE TO RECEIVE A BONUS

Professionals in the IT (62%), property and construction (61%) as well as secretarial and office support (61%) are the most inclined towards receiving a bonus as a financial reward.

# IN THE WORKPLACE

## PREFERRED FINANCIAL & NON-FINANCIAL REWARDS

### COMBINATION OF NON-FINANCIAL REWARDS EMPLOYEES WOULD MOST LIKE TO RECEIVE

For the majority of survey respondents, the top non-financial reward they want to receive is annual leave of 25+ days (66%). Other non-financial rewards that matter to respondents are benefits such as flexible working hours (56%) and extended leave (39%).



### TOP 5 PROFESSIONAL GROUPS THAT WOULD MOST LIKE TO RECEIVE ANNUAL LEAVE OF 25+ DAYS

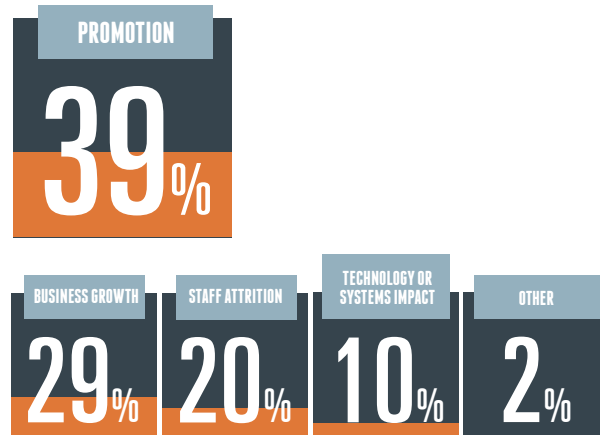
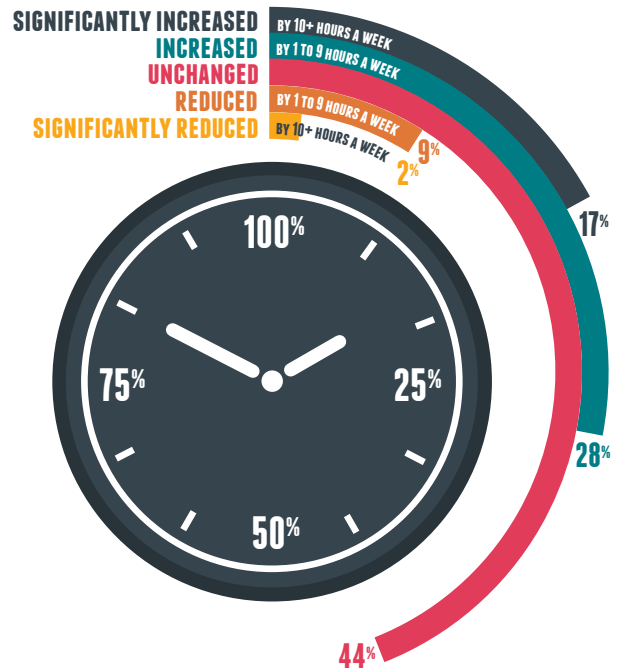
Professionals from accounting & finance are the most inclined to receive annual leave of 25+ days when it comes to non-financial rewards.

# IN THE WORKPLACE

## WORKING HOURS

### CHANGE IN AVERAGE WEEKLY WORKING HOURS OVER THE LAST 12 MONTHS

Some 28% of survey respondents in the 2014/15 Michael Page China Employee Intentions Report reveal that their working week has increased by 1 to 9 hours over the last 12 months. A further 17% indicate there has been a significant increase of more than 10 hours per week in average weekly hours over the last year. However, the majority of respondents report there has been no change in their average weekly working hours (44%).



### MAIN REASON FOR INCREASED WORKING HOURS

Respondents attributed the increase in work hours to a mix of factors such as a promotion (39%) which meant more responsibilities, business growth (29%) and staff attrition (20%).



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