



Hudson

Great people. Great performance.

HUMAN RESOURCES

Talent trends

Hiring demand and salaries in mainland
China, Hong Kong and Singapore

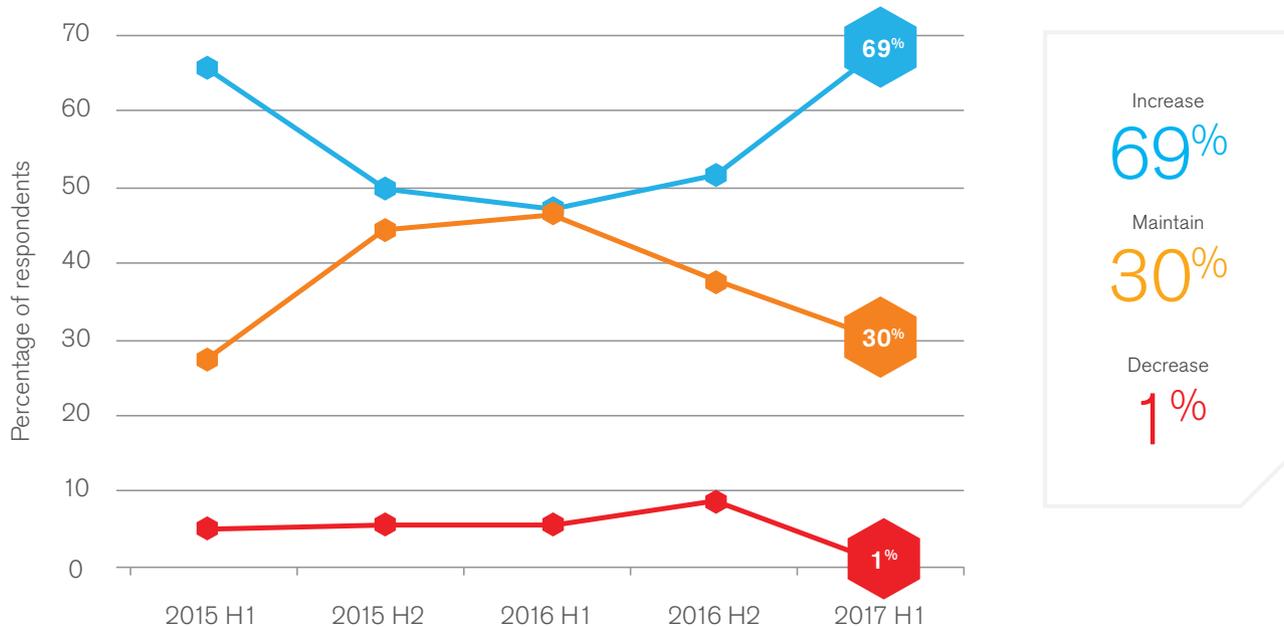
H2 2017

Talent demand: China

Strong competition for HR talent in China

Almost all employers surveyed intend to increase or maintain headcount for HR functions in China. As the talent market matures, employers are expecting more from the HR function. With local companies quite active in the market, we're seeing strong competition for the best HR talent – people who can not only fulfil the support function, but who can also partner with the business. As a result, organizations including domestic companies are willing to pay more for senior HR professionals.

Permanent hiring expectations in China

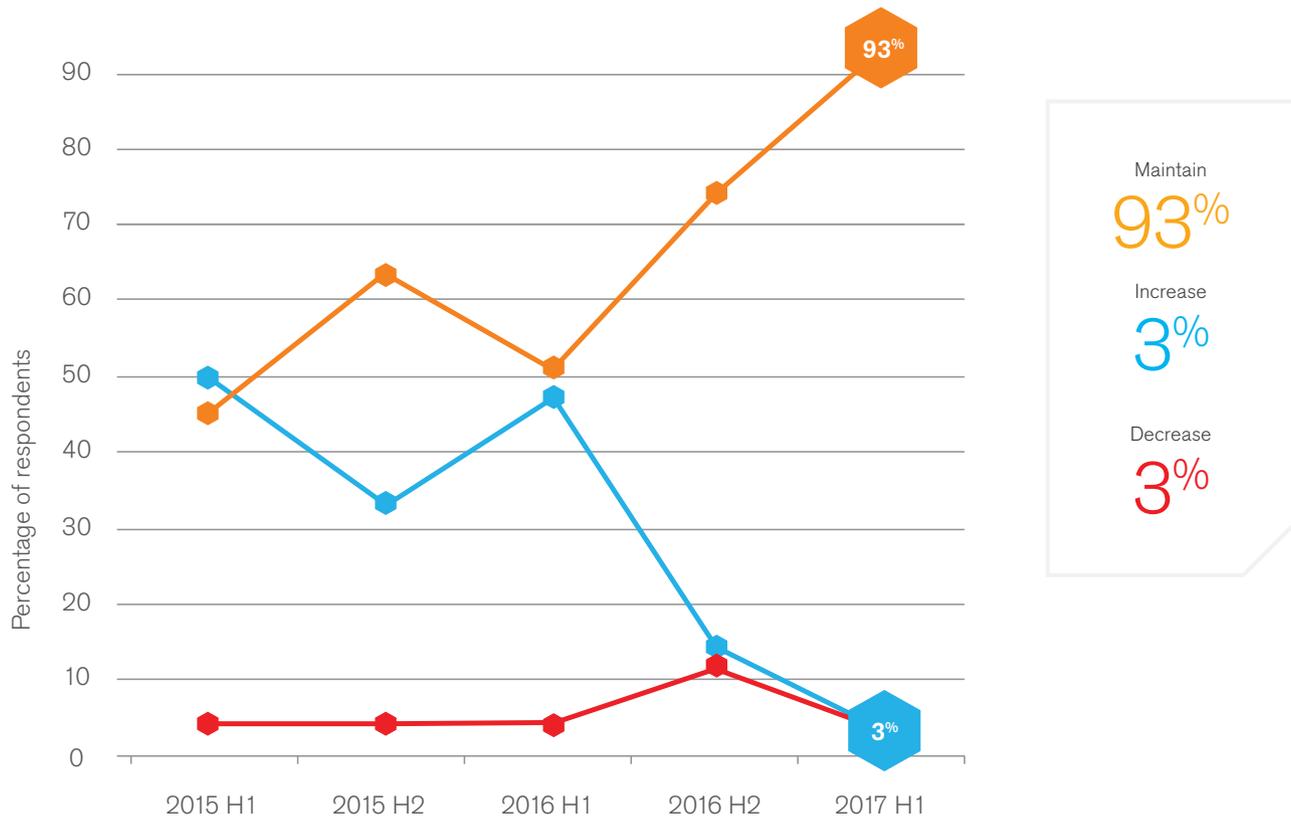


Talent demand: Hong Kong

Almost all intend to maintain headcount but few to increase

Many of the MNCs and banks operating in Hong Kong are moving towards an HR shared services model, using locations outside of Hong Kong in order to reduce overheads associated with HR administration and transactional jobs. This appears to have resulted in a low percentage of organizations intending to hire for new roles in 2017.

Permanent hiring expectations in Hong Kong

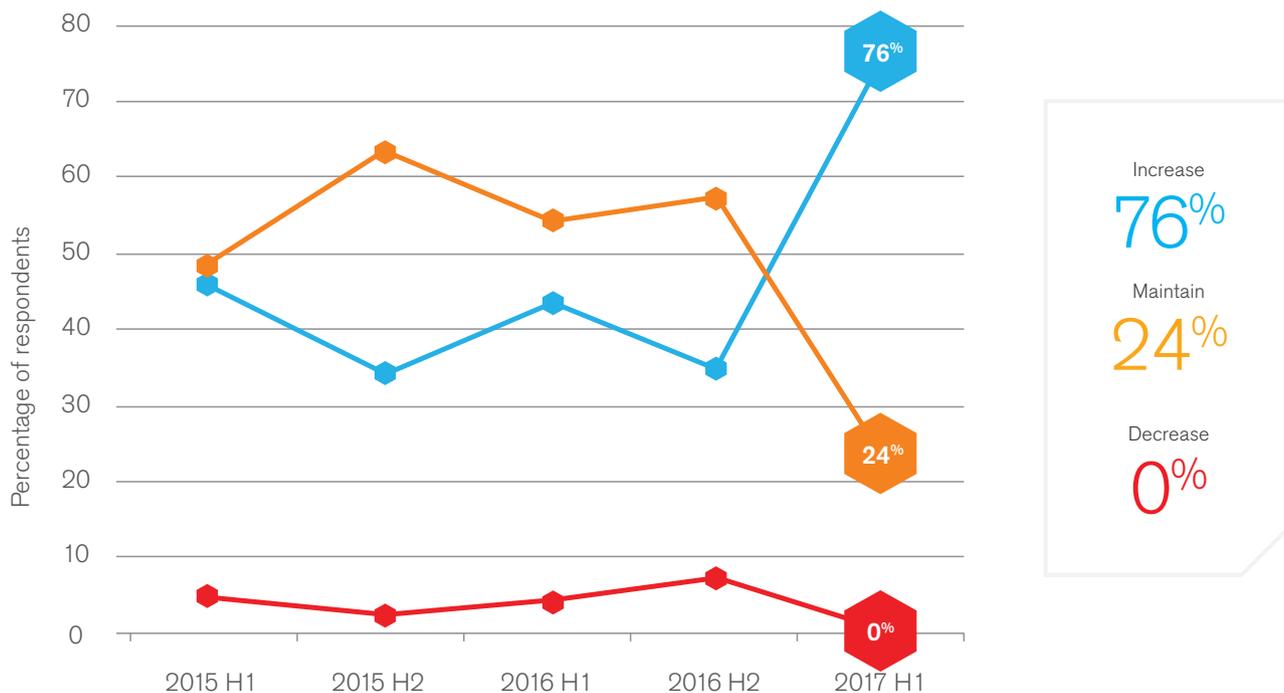


Talent demand: Singapore

HR hiring in Singapore strong

The HR function is in high demand in Singapore as organizations recognize the importance of HR to streamline business operations and achieve cost efficiencies. HR professionals who have expertise in strategic decision-making are in particularly high demand.

Permanent hiring expectations in Singapore



Talent supply: Asia

HR professionals with business partnering skills have many opportunities

China

We expect that HR professionals with strong business partnering skills will remain in demand throughout 2017. This means that top candidates have choices about the organizations they want to work for and organizations will have to work harder to attract the best talent.

We are also seeing HR professionals moving from large organizations to smaller startups in the technology sector, where they feel they can play a more significant role.

Hong Kong

While few organizations are hiring new HR professionals, most are replacing headcount if someone resigns. HR professionals who can partner with the business for strategic-decision making are in demand, however they are unlikely to leave their current roles unless they can see opportunities for career development and a broader scope of work.

Singapore

We expect that the rate of hiring in HR will remain strong in 2017, which will lure employees who are seeking career progression. For those who wish to stay in their current roles, the recent economic uncertainty and slow economic growth in Singapore may be creating caution.

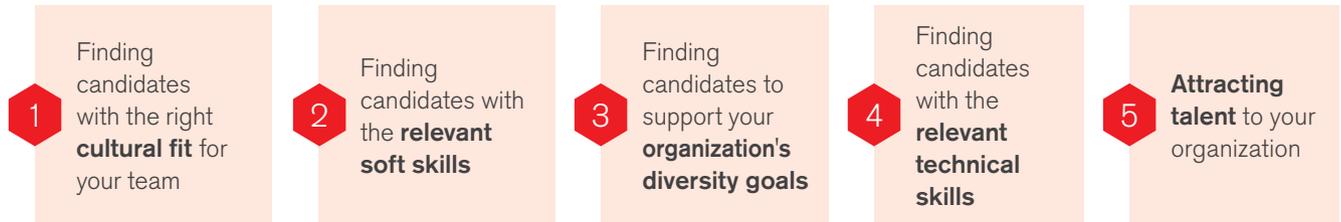
Hiring challenges: China

HR function a key focus for organizations in China

49%

of HR hiring managers in China say it is harder or much harder to **find top talent** than it was 12 months ago

Top 5 hiring challenges



What are the main reasons for these challenges?



Although employers are paying more attention to the HR function in their organizations, and valuing the role more highly as a means of improving efficiency and productivity, budgets aren't always available to attract the best talent in a highly competitive market.

Hiring managers indicated that talent shortages were their main hiring challenge: organizations need business partnering from HR but there is intense competition for the best HR professionals.



Most in-demand job functions:

1. HR management
2. Learning and development
3. HR business partnering
4. Compensation and benefits
5. Employer branding



Most in-demand technical skills:

1. Change and transformation management
2. Recruitment
3. Leadership development
4. Business acumen
5. Organizational development



Most in-demand soft skills:

1. Drive for results
2. Learning agility
3. Driving and managing change
4. Stakeholder engagement
5. Resilience

HR specialists in demand

The kinds of roles that are in demand at present are those that can truly add value to the business through specialist expertise. HR is transforming from being perceived as focused on soft skills, to being seen as business partners with technical specializations. The roles that are in most demand are those that create business efficiencies, improve performance and increase employee retention.

Talent development and retention a priority

Organizations are realizing that to succeed and thrive in a changing environment, developing talent and leadership potential, and renewing focus on talent retention is a key concern. As a result, the technical skills that are in demand reflect this concern within Chinese organizations.

Soft skills required for business focus

In the fast-changing business world, HR professionals are at the forefront of leading change within their organizations, so it's not surprising that the ability to manage change was selected as the most in demand technical skill. Echoing the need for business partnering skills, stakeholder management is also a priority for hiring managers.

Hiring challenges: Hong Kong

Talent shortage the No. 1 hiring challenge in Hong Kong

15%

of HR hiring managers in Hong Kong say it is harder to **find top talent** than it was 12 months ago

Top 5 hiring challenges



What are the main reasons for these challenges?

- 1 Talent shortage in the market due to requirements of niche skillset
- 2 Economic uncertainty – candidates preferring to stay with current employer
- 3 Long recruitment process – candidates take other offers before you can finalize your offer
- 4 Limited budget – cannot provide a better remuneration package to the right candidate
- 5 Business performance – hiring freeze/HR approvals/lack of budget to recruit new staff

Seasoned HR talent with strong business partnering skills, regional exposure, ability to lead a team and be hands-on are a rarity. Also in demand are language skills (English, Mandarin and Japanese), and these demands are creating a talent shortage in the market.

As top candidates may have multiple offers, long recruitment processes and limited budgets can hinder an organization's chance at recruiting the best people.



Most in-demand job functions:

1. Talent acquisition
2. HR business partnering
3. Compensation and benefits
4. Learning and development
5. Organizational development



Most in-demand technical skills:

1. Regional talent acquisition
2. Change and transformation management
3. Regional compensation and benefits
4. HR shared services
5. HR analytics



Most in-demand soft skills:

1. Critical thinking
2. Drive for results
3. Driving and managing change
4. Learning agility
5. Stakeholder engagement

Need for organizational efficiency driving HR hiring

The most in-demand roles are those with a strategic focus. Organizations are looking for professionals with expertise in business partnering, so that they can create cost and system efficiencies.

Technical skills

With regional roles more desired within businesses, employers are expecting HR teams to have regional talent acquisition skills along with leadership hiring and performance management abilities. These skills contribute directly to organizational growth, which Hong Kong businesses are particularly seeking in 2017. We're also seeing those with a regional remit and those that require travel tending to command higher salaries.

Business partnering underpinning HR hiring demands

As organizations grow leaner in structure and operations, there is an increased need for a robust HR team that can streamline to create efficiencies and ensure best practice. HR is expected to constantly interact with the business and thus, these soft skills become more essential to drive new projects and obtain stakeholder buy-in.

Hiring challenges: Singapore

Lengthy recruiting process the top challenge for HR employers

42%

of HR hiring managers in Singapore say it is harder to **find top talent** than it was 12 months ago

Top 5 hiring challenges



What are the main reasons for these challenges?

- 1 Long recruitment process – candidates take other offers before you can finalize your offer
- 2 Talent shortage in the market due to requirements of niche skillset
- 3 Limited budget – cannot provide a better remuneration package to the right candidate
- 4 Economic uncertainty – candidates preferring to stay with current employer
- 5 Business performance – hiring freeze/HR approvals/lack of budget to recruit new staff

The increasing number of decision-makers involved in the recruitment process is the major challenge faced by hiring managers.

At the same time, there is a talent shortage and a need to increase headcount. The fact that there is limited budget means that it's going to be tough to attract top hires.

To fill their niche roles, organizations will have to make sure that they are offering a competitive and compelling package and do this quickly.



Most in-demand job functions:

1. HR business partnering
2. Talent management
3. Compensation and benefits
4. Internal talent acquisition
5. Learning and development



Most in-demand technical skills:

1. Productivity tools (e.g. Lean Six Sigma)
2. HR information system tools (e.g. WorkDay, SuccessFactors, SAP)
3. Change and transformation management
4. HR analytics
5. Business acumen



Most in-demand soft skills:

1. Negotiation and influencing skills
2. Critical thinking
3. Drive for results
4. Stakeholder engagement
5. Driving and managing change

Business partnering for higher productivity

HR business partners are increasingly being recognized in the Singapore market as crucial to driving and engaging employees to higher productivity, hence the strong demand for specialty job roles.

Skills in productivity tools in demand

Tools that can help drive efficiency and productivity are highly in demand at the moment as businesses try to run leaner operations while also expanding in the market. Organizations are increasingly turning to HR professionals to implement these tools to measure and improve employees' capacity.

Soft skills critical to improvement

HR professionals are seen as an essential part of driving productivity and continuous improvement, and this also means that they need to have the people skills and critical-thinking skills to introduce and drive these efficiencies.

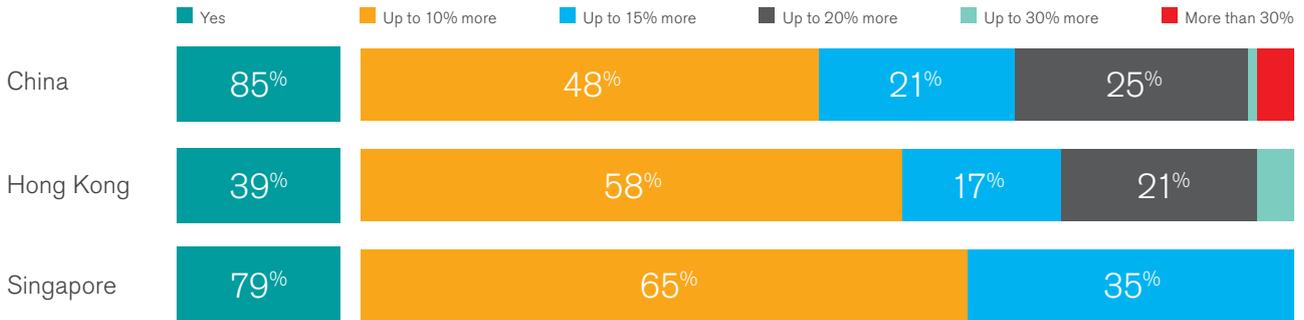
Pay expectations: Asia

Majority of employers expect to pay more in salaries and pay rises

Most employers expect to pay up to 10% more to attract new hires or retain staff.

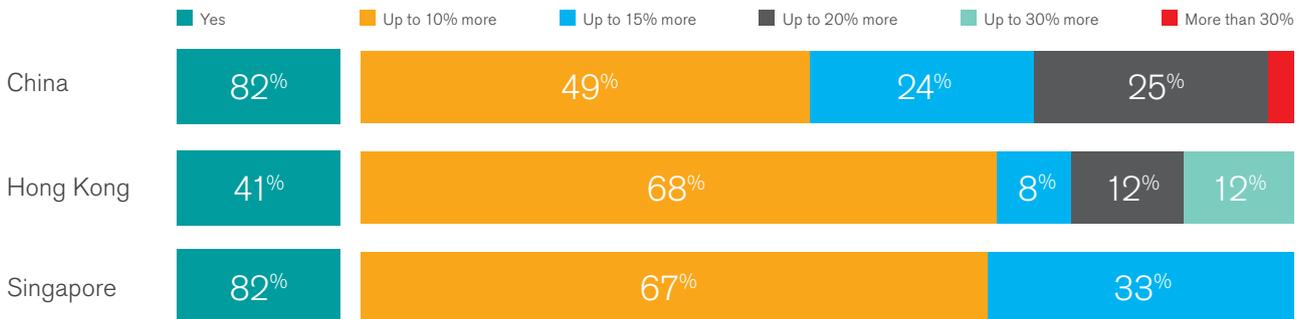
Do you expect to pay more to attract new hires?

If yes, how much more do you expect to pay for people (for the same profile) you're hiring today than a year ago?



Do you expect you will need to give more in pay rises to retain staff?

If yes, how much more do you expect you will need to give in pay increases to retain employees than you did a year ago?



SALARY GUIDE:

Human Resources

Salary guide: Human Resources

SHANGHAI (RMB '000)

	Years of experience		
	4-8 years	8-12 years	12 years or above
Centre of Excellence			
Talent Acquisition/Recruitment	220 - 550	550 - 900	900 - 1,500
Learning & Development	200 - 400	400 - 800	800 - 1,800
Employee Relations	300 - 500	500 - 800	800 - 1,000
Compensation & Benefits	250 - 500	500 - 800	800 - 1,500
HR Business Partner			
Commercial HR Business Partner	300 - 450	450 - 800	800 - 1,500
Manufacturing HR Business Partner	250 - 400	400 - 700	700 - 1,300
Corporate HR Business Partner	250 - 450	450 - 800	800 - 1,500
HR Shared Services Centre			
HR Shared Services	250 - 400	400 - 600	600 - 1,500

This salary guide is a compilation of salary and market information provided by Hudson consultants, clients, candidates and other sources across Asia. Information was gathered by drawing on the extensive knowledge of our specialist recruitment consultants across Hudson's specialist practice groups. Salary ranges are approximate guides only. They relate to base salaries and exclude superannuation/bonuses/incentive schemes/stock options.

BEIJING (RMB '000)

	Years of experience		
	4-8 years	8-12 years	12 years or above
Centre of Excellence			
Talent Acquisition/Recruitment	200 - 600	600 - 900	900 - 2,000
Organization Development	250 - 500	500 - 800	800 - 2,500
Learning & Development	200 - 450	450 - 600	600 - 1,500
Compensation & Benefits	250 - 500	500 - 700	700 - 2,500
HR Generalist			
HR Management	400 - 550	550 - 750	750 - 2,500
Employee Relations	300 - 450	450 - 650	650 - 2,000
HR Shared Services	250 - 400	400 - 600	600 - 1,200
HR Business Partner	300 - 450	450 - 700	700 - 1,500
Industry & Commerce			
Talent Acquisition/Recruitment	300 - 500	500 - 900	900 - 1,500
Organization Development	300 - 600	600 - 900	900 - 1,300
Learning & Development	300 - 550	550 - 850	850 - 1,200
Compensation & Benefits	350 - 600	600 - 900	900 - 1,500
HR Generalist			
HR Management (from Specialist to Head of HR)	250 - 550	550 - 1,000	1,000 - 2,500
Employee Relations	250 - 450	450 - 550	550 - 900
HR Shared Services	200 - 400	400 - 700	700 - 900
HR Business Partner	300 - 600	600 - 1,000	1,000 - 1,200

HONG KONG (HKD '000)

	Assistant Manager & Manager	Manager & Senior Manager	Director or above
Financial Services			
Talent Acquisition/Recruitment	480 - 840	840 - 1,200	1,200+
Organization Development	420 - 840	840 - 1,200	1,200+
Learning & Development	540 - 900	900 - 1,200	1,200+
Compensation & Benefits			
Rewards	540 - 900	900 - 1,200	1,200+
Payroll	360 - 600	600 - 960	960 - 1,200
HR Generalist			
HR Shared Services	360 - 720	720 - 960	960 - 1,440
HR Business Partner	480 - 840	840 - 1,200	1,200+

HONG KONG (HKD '000)

	Assistant Manager & Manager	Manager & Senior Manager	Director or above
Industry & Commerce			
Talent Acquisition/Recruitment	420 - 840	840 - 1,200	1,200+
Organization Development	480 - 720	720 - 1,200	1,200+
Learning & Development	360 - 900	900 - 1,200	1,200+
Compensation & Benefits			
Rewards	360 - 720	720 - 1,080	1,080+
Payroll	300 - 540	540 - 840	840 - 1,200
HR Generalist			
HR Shared Services	360 - 720	720 - 960	960 - 1,440
HR Business Partner	360 - 720	720 - 960	960 - 1,440

SINGAPORE (SGD '000)

	Years of experience		
	4-8 years	8-12 years	12 years or above
Financial Services			
HR Generalist/HR Business Partner	80 - 120	120 - 200	200+
Compensation & Benefits/Total Rewards	80 - 150	150 - 200	200+
Talent Acquisition/Recruitment	80 - 150	150 - 200	200+
Talent Management	80 - 120	120 - 200	200+
Learning & Development	80 - 150	150 - 200	200+
HR Shared Services	80 - 120	120 - 200	200+
Industry & Commerce			
HR Generalist/HR Business Partner	80 - 150	150 - 180	200+
Compensation & Benefits/Total Rewards	80 - 150	150 - 200	200+
Talent Acquisition/Recruitment	80 - 120	120 - 180	180+
Talent Management	80 - 120	120 - 180	180+
Learning & Development	80 - 120	120 - 180	180+
HR Shared Services	80 - 100	100 - 180	180+
Payroll	80 - 100	100 - 180	180+

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Methodology

Hudson undertook quantitative research with hiring managers and employees across Asia to analyze the talent landscape and provide insights on what employers might expect in 2017 and beyond.

We canvassed the views of almost 3,500 Asian employers and employees in March 2017, across multiple job functions. From these findings we developed this report for the human resources profession – a combination of the survey findings and Hudson's specialist insights on the hiring landscape.

Percentages don't always total 100% because respondents could select more than one option for certain questions.

Hudson Human Resources

Hudson's specialist recruitment consultants have the in-depth market knowledge of salaries, job titles and hiring trends to ensure you achieve the best outcome for your organization at the appropriate remuneration.

We build highly nurtured and engaged pools of select talent so you can find the right person quickly. This means greater speed and precision in placements, and higher satisfaction for both clients and candidates.

Our proprietary assessment tools and techniques will help you find candidates with the right technical skills and capabilities for the role and for your team, so you can achieve higher performance and superior business results.

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