

# 2015 MRIC Talent Report

In Partnership with Ipsos





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## INTRODUCTION

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Now in its fifth year, the Talent Report is the leading source of information for Talent, Recruitment and Candidate management in Asia. With a strong sample of over 4,500 talents, the report reveals the upcoming trends and insights helping Asia HR professionals refine their recruitment and talent strategies.

This year, we can observe a trend towards a stabilization of the minds, especially in China and Hong Kong.

2014 saw a decrease in mobility in the region, with fewer people deciding to change jobs. At the same time more talents who considered a move decided to stay put and accept counter offers instead.

The forecast for 2015 remains cautious at best, with intentions to change jobs and to relocate stable overall.

This may be explained by two major factors:

1. Declining optimism on the business and economic outlook as natural knock-on effect from economic growth slowdown in China.
2. The impact of more firms in Asia tempering investment and compensation increases in a rising cost environment.

In other words, the sky does not seem to be the limit any more for talents.

That said, the reality is that job changes and compensation increases remain strong in Asia in absolute terms as evidenced by the number of job opportunities and compensation increases received last year by respondents. This is due to the scarcity of experienced talent and, for international firms, increasing competition from local firms.

In such complex environment, it is even more interesting to look into the drivers and motivations of a workforce which is, nevertheless, structurally on the move for a better "something."

Two years ago, in a less predictable world, we explained the growing importance of strong leadership and strategic direction besides money and title.

Last year, we explored the dimension of leadership and what makes a good employer, exploring the impact of integrity, respect and trust in a less obedient and more sophisticated workforce.

This year, while we continue to build awareness on the motivations of talents, we felt the time was right to drill into the topic of candidate experience. As an experienced recruiter in the region, we see too many conversations with passive or even active candidates fail because of a poor recruitment process. This waste of energy on the recruiter and the talent part, can be addressed in relatively simple ways - as long as it becomes an area of focus.

This year's report also reveals a recruitment world shaken by the emergence of online sourcing and recruitment channels. Does it make our profession irrelevant? Are we all, talent acquisition teams and external recruiters, making the best use of such channels? What do talents think of the benefit of online?

We hope that you will find this report of interest and that you will feel better informed when dealing with the talent challenges ahead. I would like to thank our survey respondents, our clients and candidates who kindly provided insights on our findings and last but not least, the leading research organization Ipsos and more specifically Jean - Baptiste Aloy (Senior Vice President, Employee Research) who supported so effectively MRIC on the research methodology and data analysis.

Christine Raynaud  
CEO

## ABOUT MRIC

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MRIC Group's long history and deep cultural roots in Asia, coupled with our global best practices gained through leveraging the MRINetwork, make us ideal recruitment partners.

**Pioneers:** Founded in Hong Kong in 1998, MRIC was among the 1st international executive recruitment firms to enter Mainland China in 2000.

**Track record:** We have placed more than 5000 professionals region-wide since 1998 and now fill more than 500 professional positions per year.

**Specialized:** We offer deep expertise in four sectors – Banking & Financial Services, Consumer & Retail, Life Sciences, Industrial & Technology – as well as Functional Finance and Functional HR.

MRI Network and parent company CDI Corp (NYSE: CDI) is one of the world's largest professional search, selection and staffing organization. MRI Network employs over 2500 recruitment consultants across 35 countries.

## ABOUT IPSOS

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Founded in 1975, Ipsos is the only independent market research company that is controlled and managed by research professionals. In October 2011, Ipsos completed the acquisition of Synovate: the combination forms the world's third largest market research firm.

With offices in 86 countries, Ipsos has the resources to conduct research wherever in the world its clients do business. Ipsos professionals deliver insightful expertise across five research specializations: customer and employee relationship management, advertising and media, marketing, public affairs research, as well as survey management.

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# PART 1: JOB MARKET TRENDS

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## SECTION I: Job moves in 2014

Consistent with previous year intentions, fewer professionals declared they changed jobs in 2014.





























12% of Taiwan professionals changed company in the past 12 months vs. 13% in 2013.

This compares to 15% in Mainland China, down from 18 % the year before, 17% in Hong Kong, down from 20% the year before, and to 14% in Singapore, down 5 points.

Salaries were also more stable with an overall decline of salary increase levels and a noticeable increase in respondents who have changed job with no salary increase.

The proportion of respondents receiving at least a 20% increase remains higher in Mainland China. This may reflect the continued "correction" for professionals who had stayed put for many years without benefiting from recent years' aggressive increases.

### What was your total compensation package increase in the new offer you accepted in 2014 (vs.2013)?

%	China	Singapore	Hong Kong	Taiwan
No change	20%  (+8)	30%  (+13)	21%  (+3)	16%  (+8)
1-10%	11%  (+2)	16%  (-)	21%  (+6)	33%  (+20)
11-20%	22%  (+4)	32%  (+2)	29%  (+7)	26%  (-2)
21-30%	23%  (-3)	16%  (+4)	19%  (-1)	12%  (+10)
31-40%	10%  (-6)	5%  (-)	6%  (-1)	9%  (-)
41-50%	6%  (-3)	-  (-4)	-  (-4)	-  (-9)
51%+	8%  (-3)	-  (-6)	5%  (+1)	5%  (-5)

In Taiwan, the satisfaction level concerning compensation is down 7 points at 39%. Survey respondents in Taiwan scored lower than their Hong Kong and China counterparts in this regard. Results in the rest of Greater China tend to be stable vs. 2013.



**Increases in compensation remain higher in consumer than other sectors. International companies try to retain talents by short term promise of international relocation with significant salary increase. Outside opportunities must be attractive enough to compete with such perspective.**

**Patty Yang**  
MRIC General Manager for Taiwan



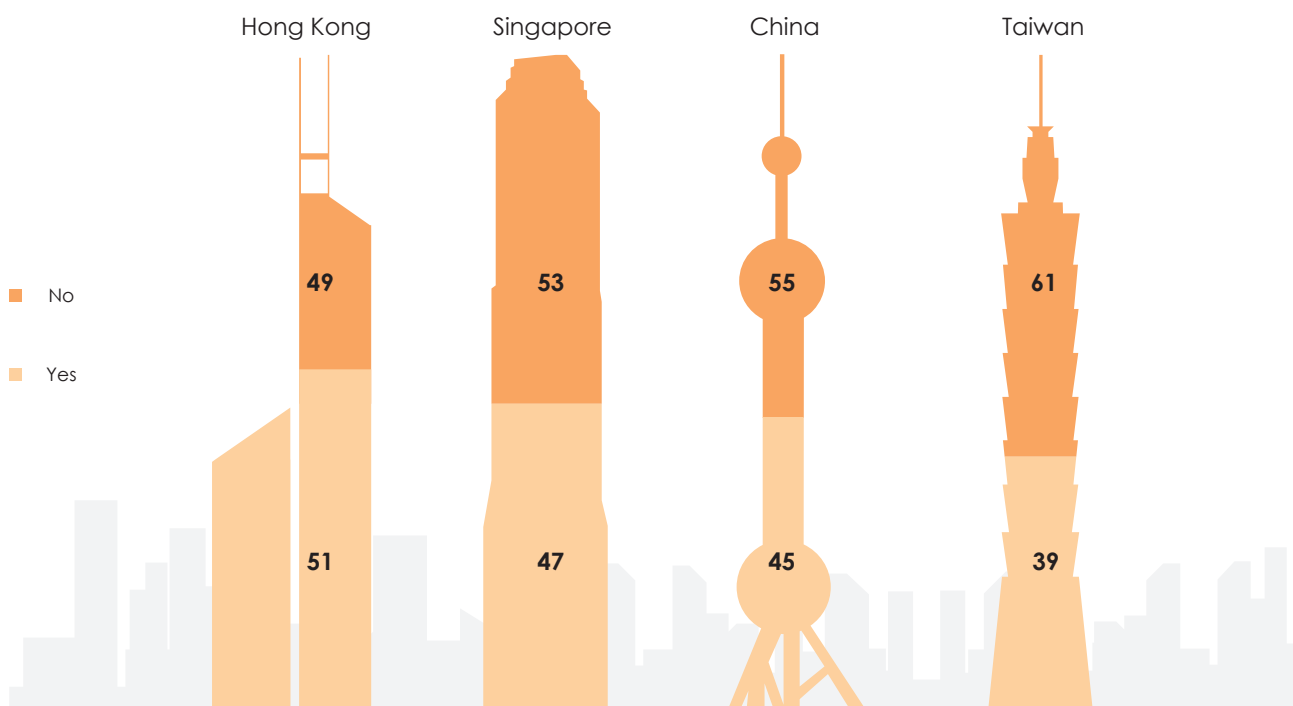
**We observe high increases in compensation in sales for strategic product or market areas as well as in risk and in compliance. On the other end, support and back office are increasingly outsourced or shifted to lower cost countries leading to a pause in compensation increases.**

**Peter Ng**  
MRIC Associate Director  
of Banking & Financial Services



#### Are you satisfied with your current level of compensation?

% of respondents





## SECTION II:

# Market prospects for 2015

Survey respondents in Mainland China are cautious about prospects for 2015.

In Mainland China, 46% (-3) expressed positive views concerning the 2015 economic and financial outlook, and 41% expressed neutral views.

PRC respondents' optimism remains 8 points ahead of the SAR.

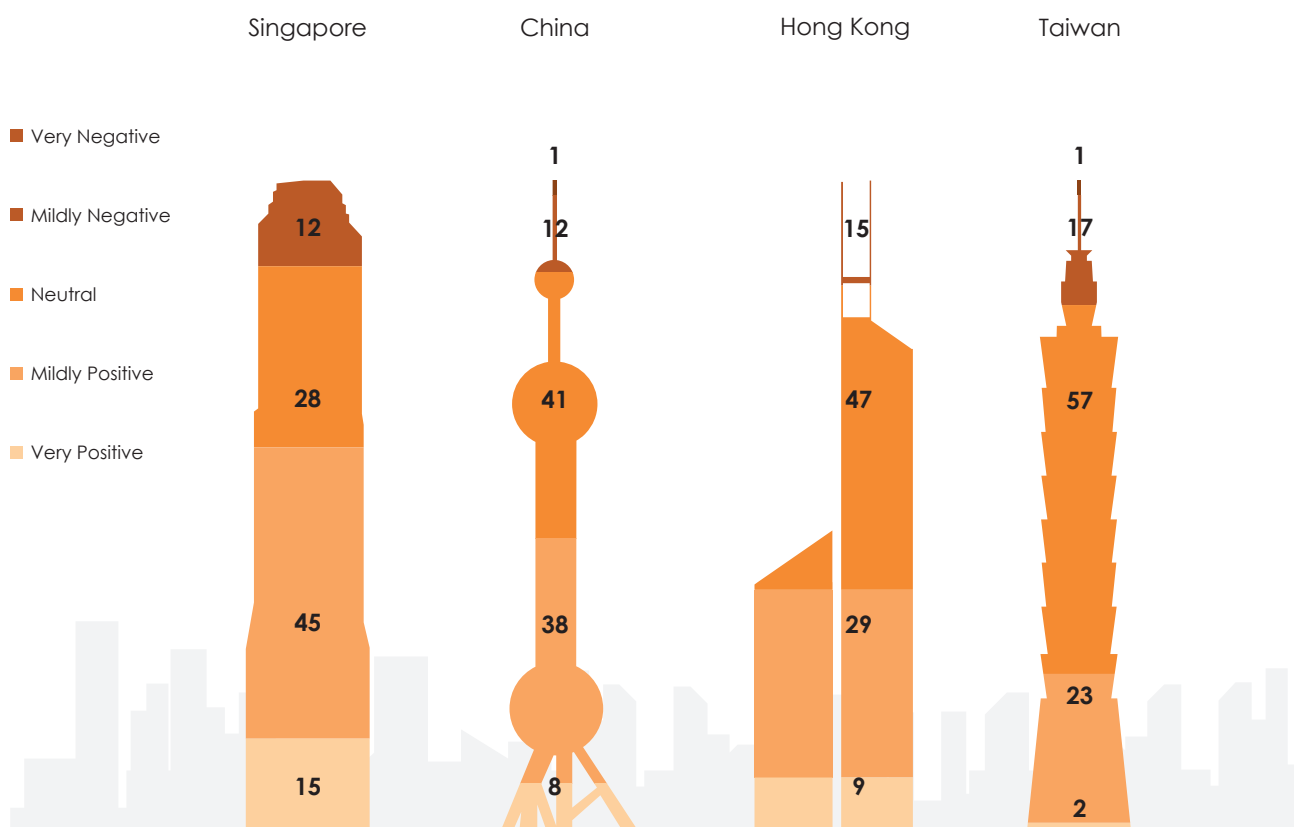
In Hong Kong, 38% (-8) expressed positive views concerning the 2015 economic and financial outlook, 47% (+10) expressed neutral views, and 15% are pessimistic.

Taiwan respondents continued to be the most pessimistic of the four markets. Yet, in a trend that may reflect improving economic conditions, some 25% (+9) expressed positive views concerning the 2015 economic and financial outlook, 57% (+15) expressed neutral views.

Singapore stands out: 60% (-6) expressed positive views concerning the local economy in 2015 with 28% (-6) expressing neutral views. Despite this growing proportion of neutral views, optimism is 14 points higher than in China, 22 points higher than in Hong Kong, and 34 points higher than in Taiwan.

### How do you view the economic and financial outlook for 2015 for your geographic work location?

% of respondents



The overall sector outlook is logically influenced by preferences expressed by Mainland China respondents, due to the job market size and their weight in the survey sample.

Despite nuances detailed hereafter, key trends remain applicable to most markets:

Life Sciences respondents were the most optimistic (58% of positive views) in all markets and Consumer & Retail respondents were the most pessimistic with 42% of positive views.

In Hong Kong, financial services respondents joined those in commerce and industry to depict a less optimistic business outlook.



**China traditional consumer industry was impacted by economic factors and also by the fast development of e-commerce. Professionals need to adapt to such changes and challenges when contemplating their next career step and long term development.**

**Grace Zhang**  
MRIC Consumer Practice Leader  
for China



**The manufacturing environment in China is paving the way for automation, green (energy) and sustainability. This requires new sets of talents, being agile is prerequisite, additionally we need innovators and visionaries.**

**David Ng**  
MRIC Industrial Practice Director  
for China



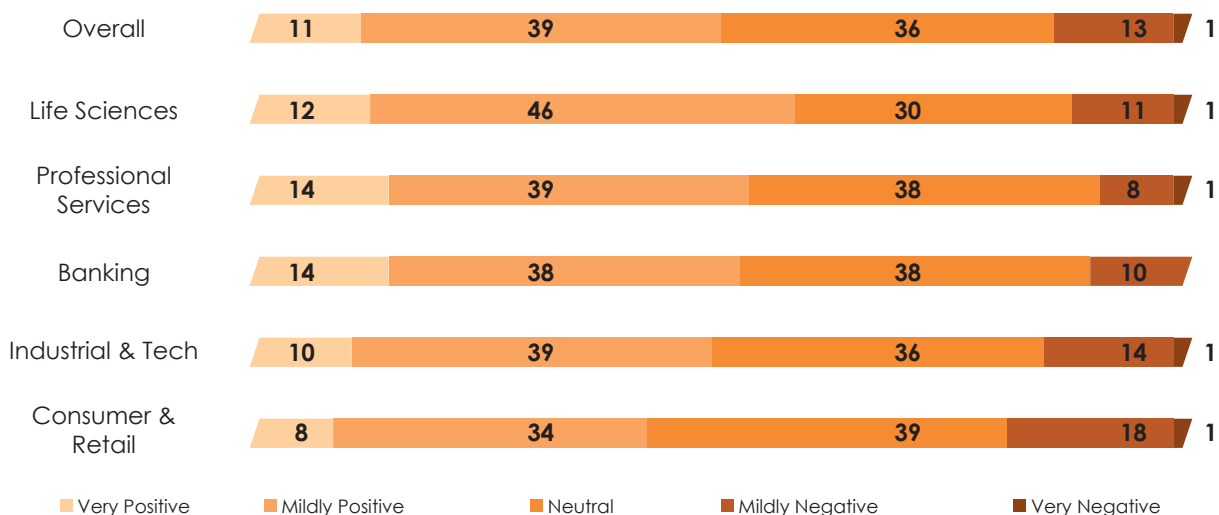
**Singapore seems less impacted by China. We see many employers shifting or building new manufacturing center or data processing facilities in South East Asia. Singapore is an ideal talent center and coordination hub.**

**Christine Raynaud**  
MRIC Group CEO



#### How do you view the outlook for your industry or sector in 2015?

% of respondents



## SECTION III: Candidate intentions

A more cautious outlook translates into slightly more stability when it comes to intended job changes in 2015 in Mainland China and in Hong Kong.

An additional 3% of China managers and professionals say they will not look for another job (from 17% to 20%), 59% will decide depending on opportunities, and 21% will definitely try to make a job change.

In Hong Kong, 7% more say they will not look for another job (from 22% to 29%), with the highest stability being found in the Financial Services sector (at 34%).

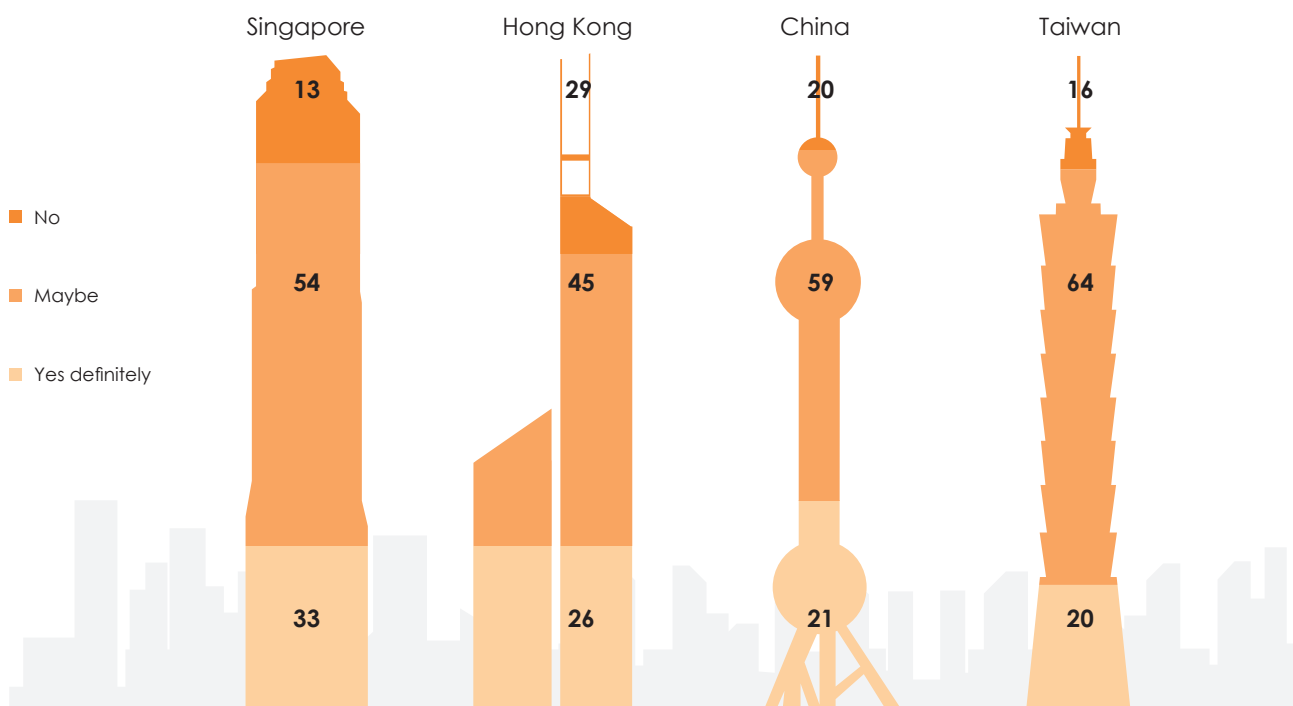
Higher optimism appears to lead to higher change intentions in Taiwan and in Singapore.

20% of Taiwan managers and professionals will definitely try to make a job change (+2), whereas 16% say they will not look for another job. The pool of "undecided" professionals (64%) is the largest in greater China.

Similarly, an additional 4% of Singapore managers and professionals say they will definitely try to make a job change (from 29% to 33%) and 13% (-3) will not look for another job.

### Are you seeking to make a job change in the next 12 months?

% of respondents



Reasons for Talent to stay put in 2015 are consistent with prior years' preferences. Career advancement, good leadership and strategic direction, and better work life balance top the list of reasons for talent retention.

However, unlike in prior years' results, work-life balance does not appear in the top five retention reasons in Hong Kong.





















In China, the top 3 reasons to stay in a company are similar for domestic company employees and Foreign-owned company employees. Company Culture and Compensation do not make it to the Top 5 in domestic firms; instead, those employees appear to be more conservative, as they choose Career Path and Location (nr4 and nr5).

### Focus on the active talent pool

Overall, work life balance appears to be relatively more important for women (nr2 in China, nr1 in Taiwan, Singapore and nr5 in Hong Kong) and for Junior Talent (nr 2 in China, nr4 in Hong Kong, nr2 in Taiwan).

In China, work life balance ranked nr2 for Junior Talent, nr2 for Mid-Level Talent and nr3 for Senior/ Top Talent.

### Top reasons to stay

	China	Singapore	Hong Kong	Taiwan
#1	 <b>24%</b> Opportunity to increase responsibility/challenges	 <b>21%</b> Work life balance	 <b>17%</b> Opportunity to increase responsibility/challenges	 <b>16%</b> Work life balance
#2	 <b>16%</b> Work life balance	 <b>21%</b> Leadership/strategic direction	 <b>13%</b> Leadership/strategic direction	 <b>12%</b> Opportunity to increase responsibility/challenges
#3	 <b>12%</b> Leadership/strategic direction	 <b>16%</b> Opportunity to increase responsibility/challenges	 <b>13%</b> Compensation/commission	 <b>12%</b> Compensation/commission
#4	 <b>7%</b> Company culture	 <b>11%</b> Compensation/commission	 <b>12%</b> Immediate reporting line	 <b>11%</b> Leadership/strategic direction
#5	 <b>7%</b> Compensation/commission	 <b>11%</b> Company culture	 <b>9%</b> Clearer career path	 <b>11%</b> Company brand image

## SECTION IV: Relocation plans

Compared with 2012 data, intent to relocate tends to be stable, with 45% willing to consider a move in China and Singapore. Intentions remain lowest in Hong Kong, albeit slightly on the rise, and highest in Taiwan, where 62% of respondents said they would actively try to move to another city, region, or country.





















The top reason to relocate is job promotion across all markets, industries (apart from Professional Services), and age groups. Career progression and international exposure remain key motivations for any professional move, but "quality of life" ranks higher among professionals under 40.

The search for better quality of life is actually disconnected from family life, as illustrated by the fact that single professionals are particularly looking for this relocation benefit.

Concerns about air pollution are not limited to expatriates living in PRC; respondents born in China express similar views, and they increasingly take into account environmental quality when considering mobility options. This is especially true in Beijing where respondents placed a healthier environment in second position.

Besides quality-of-life concerns, some rebalancing is also occurring in the economy and job market opportunities. While Foreign Talent is needed in Mainland China for strategic or mission-critical disciplines, sectors or projects, Mainland Chinese professionals now occupy middle to senior management positions.

### Top reasons to relocate by market

	China	Singapore	Hong Kong	Taiwan
#1	 Job promotion	 Job promotion	 Job promotion	 Job promotion
#2	 International exposure	 International exposure	 Better quality of life	 International exposure
#3	 Healthier environment	 Center of excellence for my industry, business or profession	 Center of excellence for my industry, business or profession	 Better quality of life
#4	 Better quality of life	 Better quality of life	 Closer to husband/wife/partner	 Healthier environment
#5	 Closer to husband/wife/partner	 Closer to extended family (parents, adult children)	 Healthier environment	 Center of excellence for my industry, business or profession

### Focus on destinations

Although North America tops the list with half of professionals willing to relocate there (50%), Singapore is up 3 spots, and a close second with 48% of mentions as a destination of choice.

Europe and Shanghai are on par at 45%, followed by Hong Kong at 41% and Australia - New Zealand at 37%. However Shanghai moved from #1 to #3 and Hong Kong is down from #3 to #5.

Shanghai has become less attractive in Mainland China (from #1 to #4), in Singapore (from #4 to #6), as well as in Hong Kong (from #2 to #5). But Shanghai remains the top destination for Taiwanese.

Beijing remains the #2 destination in China, but the capital city is trailing Shanghai by a wide margin, and has become less attractive from Hong Kong (from #6 to #9), Singapore (from #9 to #11), and Taiwan (from #6 to #9)

Singapore-born respondents, regardless of their current work location, now place ASEAN countries in second position compared with an 8th ranking in 2012.

Relocating people within China remains a challenge. When we compare with 2012 data, survey respondents who are mainly based in Shanghai and Beijing do not show any marked increase in interest for second-tier and third-tier cities. Guangzhou, Zhuhai and Foshan are slightly up in the ranking, whereas Qingdao, Tianjin and Ningbo are slightly down.

For more information on destination intentions, please go to <http://www.mric.asia/2015managemobility>

### Where are you looking to relocate to?

Respondents Based in	China	Singapore	Hong Kong	Taiwan
<b>#1</b>	<b>52%</b> N.America	<b>56%</b> Australia/ New Zealand	<b>53%</b> Singapore	<b>64%</b> Shanghai
<b>#2</b>	<b>47%</b> Europe	<b>47%</b> N.America	<b>42%</b> N.America	<b>62%</b> Singapore
<b>#3</b>	<b>44%</b> Singapore	<b>45%</b> Europe	<b>37%</b> Europe	<b>54%</b> N.America
<b>#4</b>	<b>41%</b> Shanghai	<b>42%</b> Hong Kong	<b>34%</b> Australia/ New Zealand	<b>48%</b> Hong Kong
<b>#5</b>	<b>40%</b> Hong Kong	<b>42%</b> Other ASEAN Countries	<b>32%</b> Shanghai	<b>45%</b> Europe

## Will the new environment make talent acquisition any easier?

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- Recruiting in the past was frustrating due to fast turnover, but, at the same time, it was fluid and rather straightforward. Most people, when approached by external recruiters or talent acquisition teams, would easily enroll in an interview process and decide to make a move upon the promises of a bigger title and more money.
- Respondents' answers to MRIC 2015 survey, when compared with the previous year, give a sense of stabilization with declining intentions to change jobs and less aggressive compensation increases. Costs of doing business in markets surveyed have increasingly impacted profits and pace of investment.
- The respondents themselves are also business leaders and hiring managers operating in new market conditions, as evidenced by their perception of the 2015 business outlook. Hence, overall, we may expect some easing on the turnover and compensation negotiation fronts as they observe and codify these trends themselves.
- However this region remains one of the fastest growing in the world. Adjustments are needed, thus the scarcity of experienced professional talent will continue to drive rising expectations and cost. Additionally, in this era of heightened competition, both MNCs and younger domestic Asian companies must step up in terms of innovation, quality and performance. Hence, given the dramatic shifts under way, talent acquisition is more than ever "mission critical."
- In addition to technical skills and a proven track record of success, a new range of competencies is expected from professionals in such a changing environment. They evolve around two key words: "Change" and "Culture."

International businesses must manage a "convergence" of business cultures in a company's HR practices in order to pursue

their expansion profitably. Specifically, international firms must adapt to local workforce norms in order to succeed in this region; however, these local norms now have a different meaning. In response to pressure from fundamental societal changes, countries and local firms must also reconsider their approach and embrace new practices to attract new generations of talent and compete on the global scene.

- In MRIC view, the new economic environment and 2015 survey results point towards added complexity in talent acquisition. Successfully sourcing and selecting, especially from the passive talent pool, won't be easy but will make a difference to growth and profits. We, internal and external recruiters, must, more than ever, sharpen our talent acquisition strategies to add value to our employers and clients.



## **PART 2: TALENT ACQUISITION STRATEGIES**

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## SECTION I: Active and passive talent pools

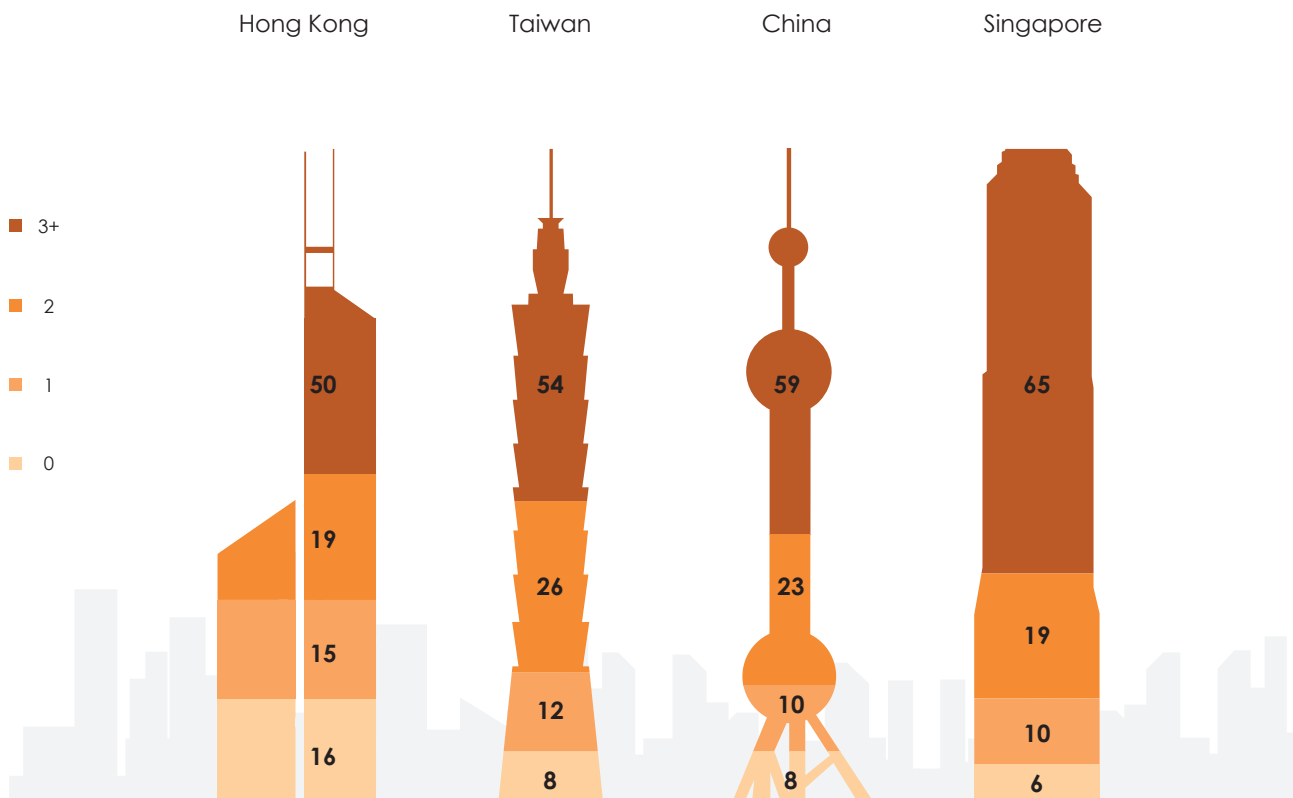
Despite the previously mentioned stabilization trend, mid- to senior managers and professionals are still approached about job opportunities on a regular basis.

More than 50% of respondents declare they were approached 3 times or more in the past 12 months. The proportion increases to 2 respondents in 3 in Singapore.

Recruiters' interest is not limited to the most senior professionals: middle and junior managers are approached almost as frequently.

**In the past 12 months, how many times were you approached about a job opportunity?**

% of respondents



Discussions about potential opportunities do not necessarily translate into job applications. Half of professionals have not applied to a single position in the past year.

Active job seekers - who have applied 3 or more times in the past 12 months - represent between 13% and 23% of the talent pool. As indicated in the following chart, the lowest result is registered in Taiwan and the highest in Hong Kong.

Trends by market are in line with proportions of professionals who actually changed employers (presented in Part 1 of this report) : the highest proportion was registered in Hong Kong (17%) and the lowest in Taiwan (12%). Please refer to page 5 for more details in this regard.

This comparison highlights the fact that up to 30% of professionals who tried to change jobs in the past 12 months were not successful in doing so.

### Focus on the active talent pool

Overall, the most active job seekers are likely to be under 30 and single.

In China, they are more likely to be employed by local companies than MNCs.

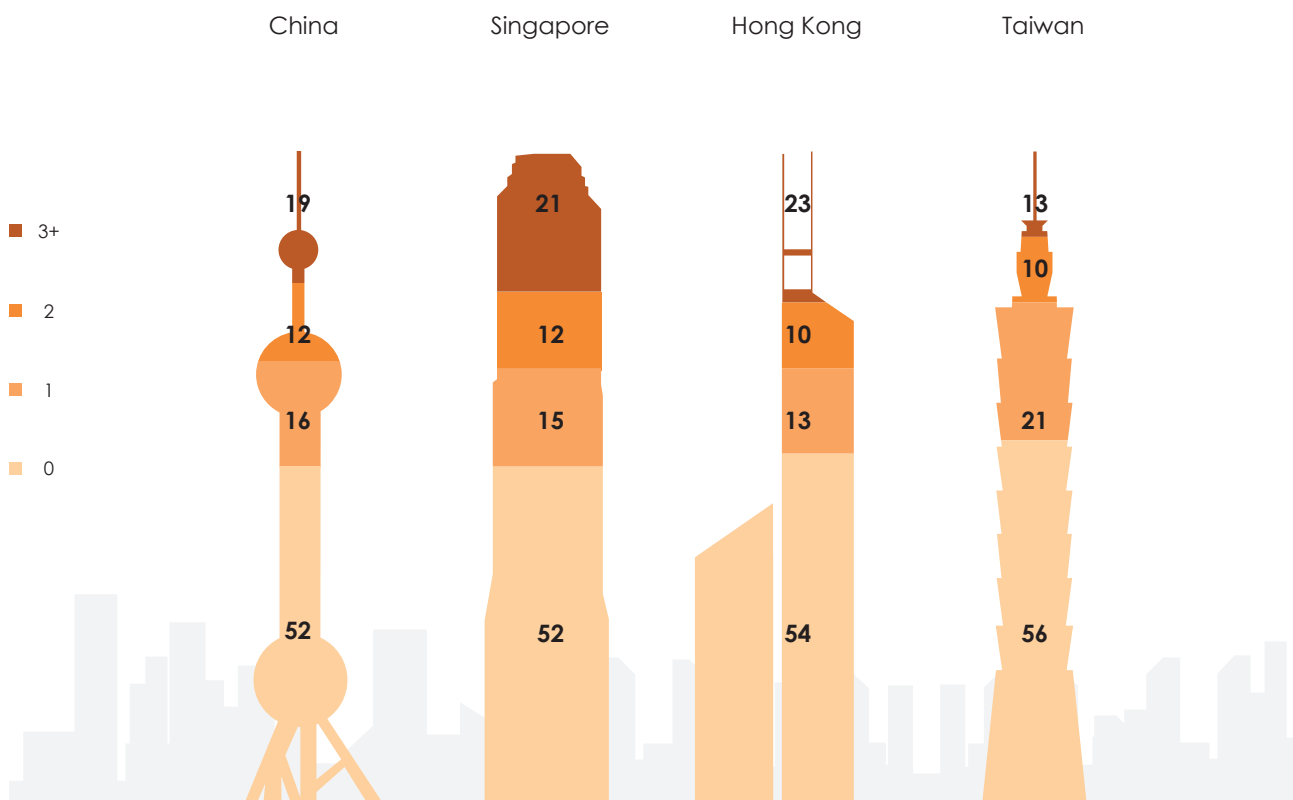
In Hong Kong, they tend to be slightly older (31-40 years old) and slightly more experienced (middle managers). They are more likely to be found in professional services.

In Singapore, professionals working in mid-size companies (under 500 employees) tend to be more active in their job search.

In Taiwan, age appears to be the most important factor in this regard.

### In the past 12 months, how many times did you apply for a job?

% of respondents



## SECTION II: Candidate experience assessment

In a context where 9 in 10 professionals are approached about job opportunities but only 1 in 6 to 8 changes job, the candidate experience becomes of strategic importance to employers. This area has been investigated for several years in North America and Europe, but remains an emerging topic across APAC. The 2015 Talent Report provides exclusive baseline information in this regard.

One of the key findings is that the overall recruitment process generates frustration among 80 - 87% of candidates in Greater China and among 85% in Singapore.

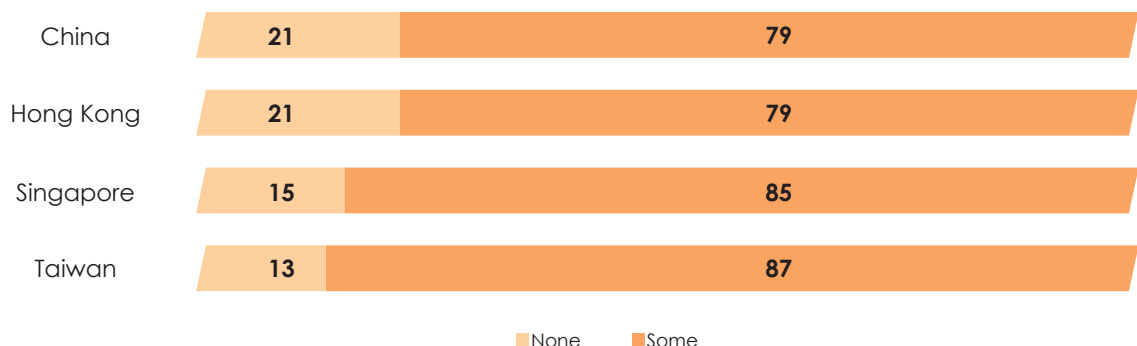
Results to this question are similar whether professionals apply via a recruitment agency or directly with the company, with 82% and 81% of frustration respectively. Despite comparable scores, sources of frustration differ depending on who candidates interact with.

- On the corporate side, the waiting time and the lack of upfront information about compensation are the top concerns (cited by 29% and 27% of respondents respectively).
- On the agency side, the main source of frustration relates to the insufficient knowledge about the position and the company (cited by 38%).

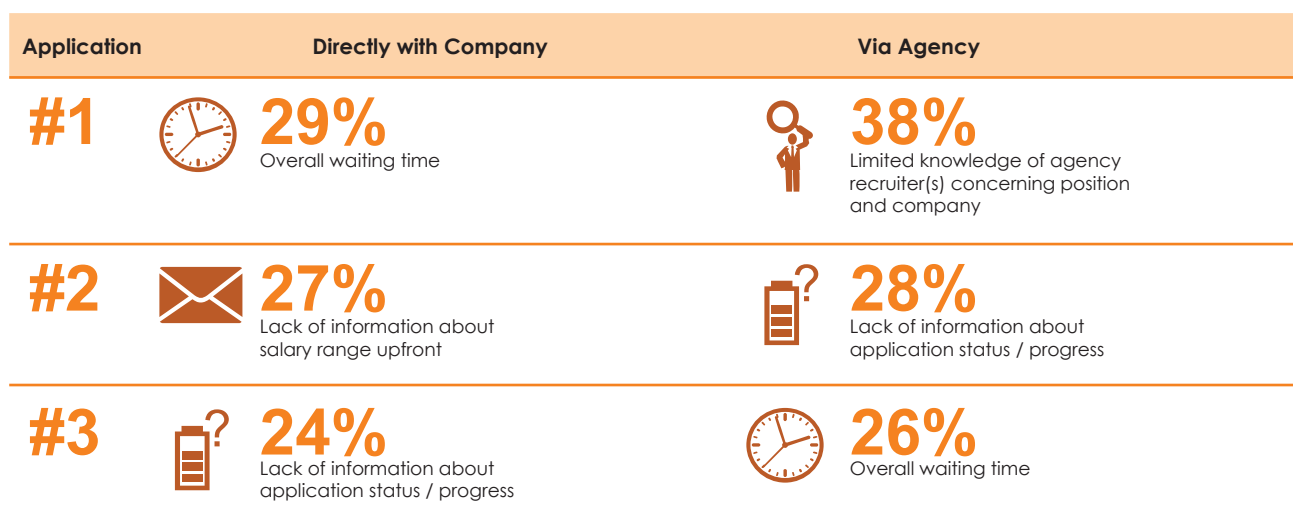
The lack of information regarding the application status is frustrating across the board. In addition, next steps in the recruitment process are not clear for 15% of respondents.

### Were there sources of frustration during your last candidate experience?

% of respondents



### Main sources of frustration



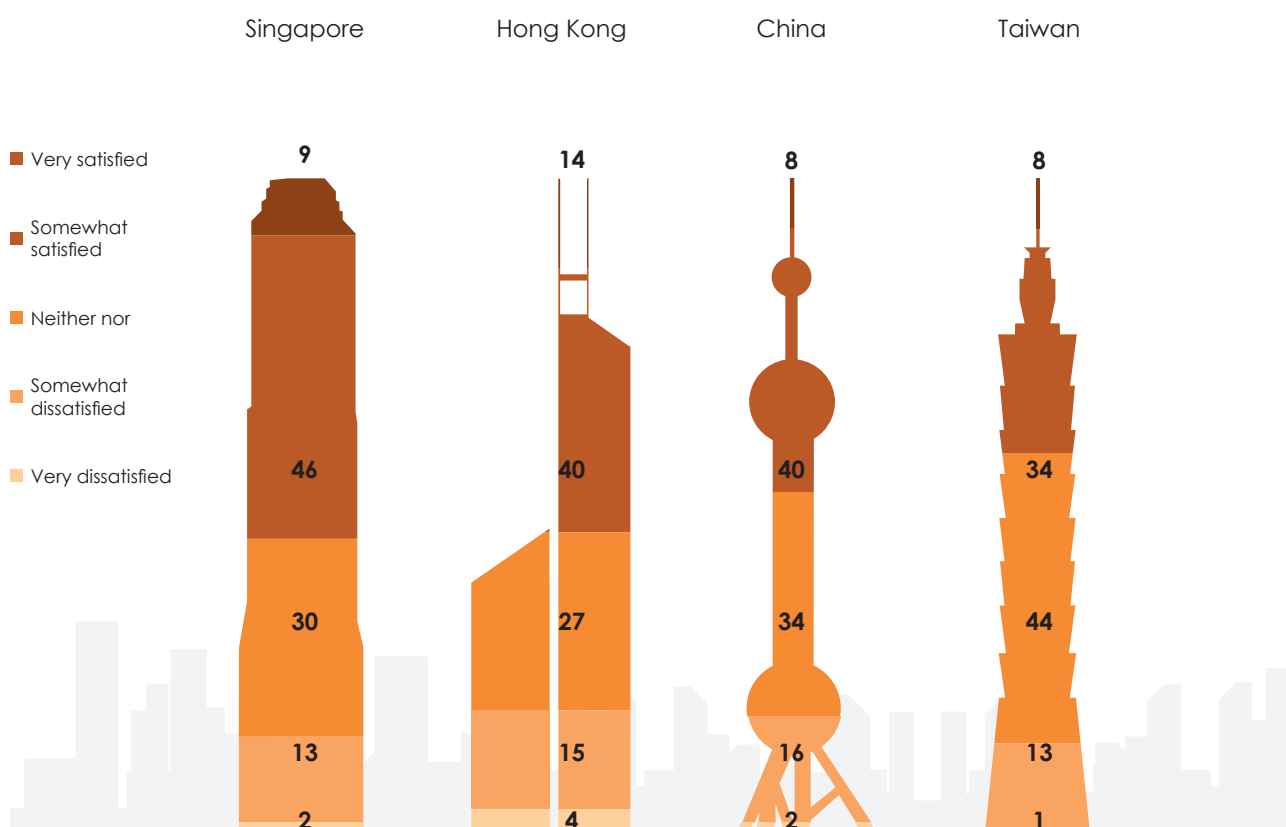
This leads to mixed results when the overall experience of a candidate is assessed. Only 10% of candidates are 'very satisfied' in this regard. Approximately 40% are 'somewhat satisfied' with the experience. The remaining 50% expressed either neutral (a third of respondents) or negative opinions (17%).

As shown in the chart below, satisfaction scores are slightly more favorable in Singapore and in Hong Kong compared to Mainland China and Taiwan.

Interestingly, satisfaction drops when the final stage of the recruitment process is reached. A 64% satisfaction rate is registered in the initial information stage vs. 47% at the job offer stage.

#### What was your overall level of satisfaction concerning your experience as a candidate?

% of respondents



This trend is applicable to all markets covered in the 2015 Talent Report.

The decrease at the job offer stage is less significant in Hong Kong where the highest satisfaction level is found (52%) and more significant in Singapore and Taiwan.







Professionals in Taiwan try to explore career opportunities abroad where compensation levels are much higher. However, younger talents can develop, at times, unrealistic expectations on immediate offers at hand before they are able to prove themselves in a new market.

Patty Yang  
MRIC General Manager for Taiwan



#### What was your level of satisfaction as a candidate concerning...

Satisfaction %	China	Singapore	Hong Kong	Taiwan
 The information stage	65%	69%	67%	56%
 The job application stage	59%	57%	60%	51%
 The job interview stage	57%	62%	64%	55%
 The job offer stage	48%	45%	52%	37%

The ultimate indicator when it comes to candidate experience is likelihood to re-apply to the same company. The impact on talent pools can be significant over time -particularly in very specialized industries-, and employers risk losing valuable candidates along the way.

Only 10% on average are "very likely" and 26% are "somewhat likely" to apply again. The chart hereafter includes each market's results.

Additional data analysis shows 55% of candidates with a negative experience would not re-apply vs. 26% of candidates with a positive experience.

### Focus on successful applicants

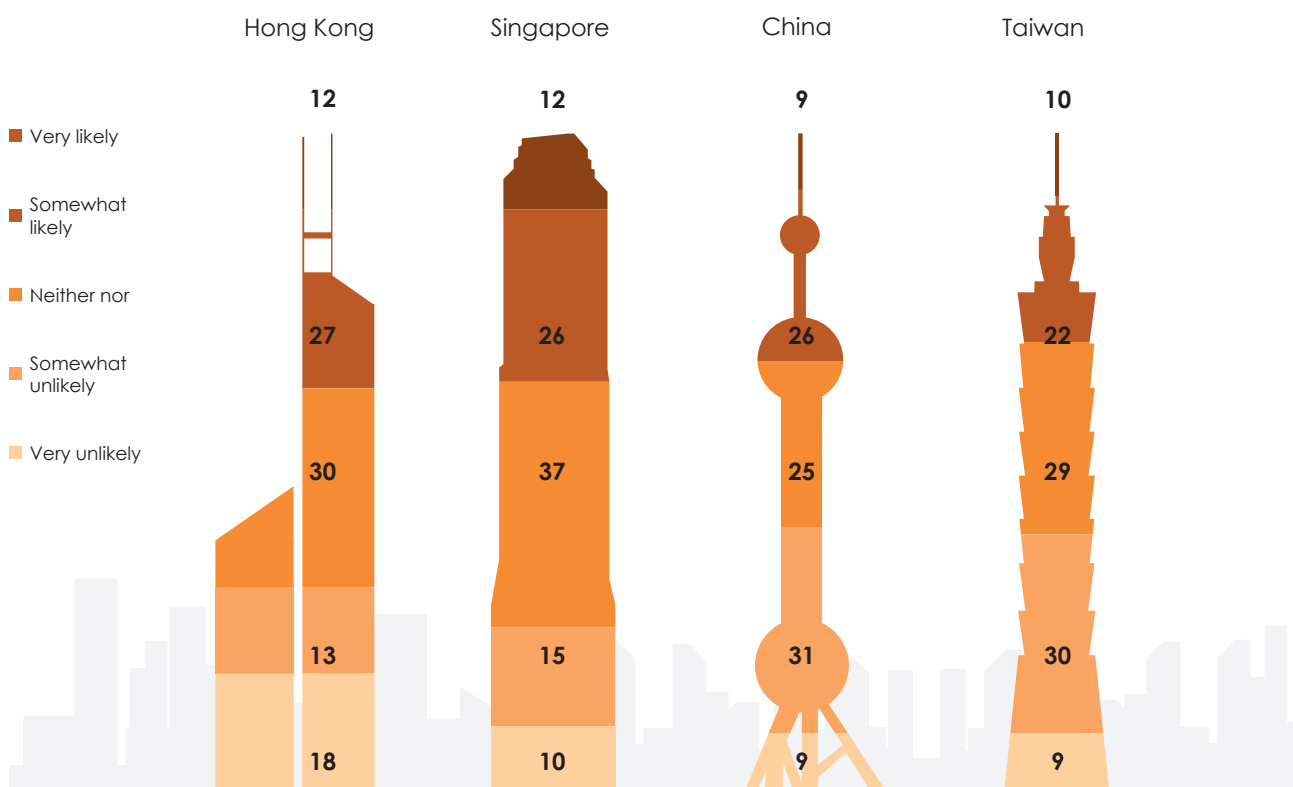
An easy way to disregard candidate dissatisfaction would be to consider that any process leading to application rejections necessarily generates a high level of frustration.

Results of successful candidates (i.e. those who were offered the job and decided to accept it) show frustration is not limited to bitter unsuccessful applicants. '3 in 4 successful candidates expressed some form of frustration as well.

The waiting time is the first source of frustration among them. Compensation related aspects of the recruitment process are commonly mentioned as well: the compensation package negotiation was frustrating for 26% of them.

### How likely would you be to apply to the same company again?

% of respondents



## SECTION III: Online recruitment

A lot of employers and agencies decided to rely on online technologies to improve recruitment processes. Waiting times and lack of information about application status could - theoretically - be tackled this way, addressing candidates' main sources of discontentment.

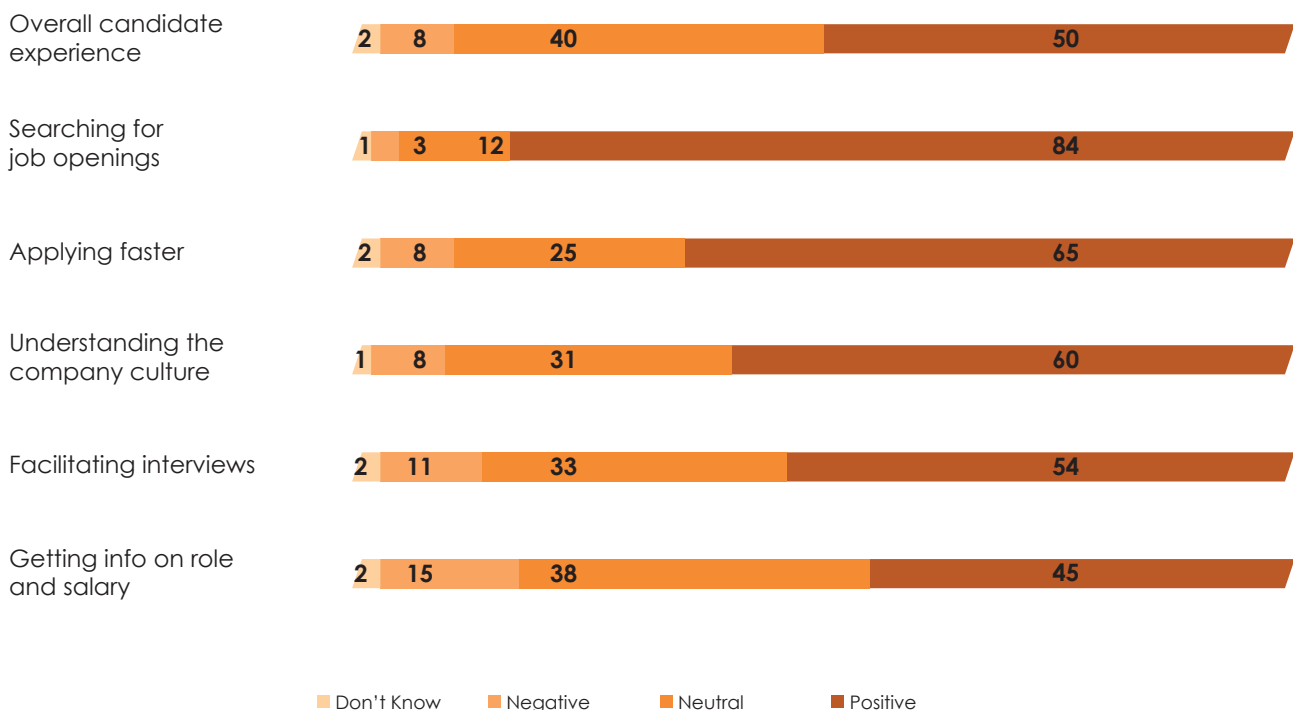
As indicated below, the key positive change relates to job opening search, made easier for more than 80%. Over 60% also see online technology as a mean to apply faster to roles and to gain better understanding of the company overall.

Respondents appear less convinced by the benefit of online beyond the job search and application dimensions with only 54% and 45% rating online as a positive change to facilitate the interview process and gain deeper information on the role and the compensation offered.

Overall, 50% did find the impact of online technologies to be positive, but 40% expressed neutral opinions. This result suggests that online technology improves candidate experience in the early phase of the process but less so in the phases subsequent to the application.

### How would you assess the impact of online technology concerning each of the following aspects?

% of respondents









The hierarchy of channels used for job openings is presented below. The importance of social media is reflected in all markets with social media channels ranking higher or on par with job boards, recruitment agency websites and corporate career sites. However, these more traditional channels continue to be used by candidates.

Channels contributing most to job market "transparency" differ slightly by territory.

Social media have a higher-than-average importance in Mainland China, whereas job boards are the leading channel in Hong Kong and Singapore.

The reliance on recruitment agency websites and corporate career sites have a higher importance in Mainland China and Taiwan.

#### For job openings, which online channel do you primarily use?

%	China	Singapore	Hong Kong	Taiwan
 Social media	<b>55%</b>	<b>49%</b>	<b>51%</b>	<b>51%</b>
 Recruitment agency websites	<b>55%</b>	<b>36%</b>	<b>47%</b>	<b>53%</b>
 Job boards	<b>24%</b>	<b>57%</b>	<b>63%</b>	<b>39%</b>
 Corporate career sites	<b>33%</b>	<b>30%</b>	<b>29%</b>	<b>38%</b>
 Search engines	<b>7%</b>	<b>5%</b>	<b>8%</b>	<b>12%</b>
 None	<b>8%</b>	<b>8%</b>	<b>5%</b>	<b>5%</b>



Nevertheless, the impact of social media, job boards and recruitment agency websites is less significant concerning access to information about companies, positions and compensation. Corporate websites are the key resource across markets but candidates tend to turn to search engines as well, indicating that their expectations are not fully met.

These results are in line with some of the frustration areas presented in the previous section: the lack of upfront information about compensation packages on the corporate side; the lack of details about both the company and the position on the recruitment agency side.







### Focus on social media

The 2015 Talent Report results confirm social media are on the rise in Greater China and Singapore.

They have become one of the main employment information sources, especially in Mainland China. The landscape is dominated by LinkedIn, Liepin being a close second in China. Media such as WeChat or Glassdoor - providing anonymous company reviews and salary ranges- have a limited audience at this stage.

Therefore, multichannel strategies are recommended to better cover candidates' needs.

### For information about a company or a position, which online channel do you primarily use?

%	China	Singapore	Hong Kong	Taiwan
 Corporate websites	55%	61%	70%	54%
 Search engines	36%	34%	35%	42%
 Recruitment agency websites	35%	20%	18%	38%
 Social media	28%	20%	27%	34%
 Job boards	14%	26%	33%	34%
 None of them	4%	3%	5%	4%

## SECTION IV: Candidate expectations

Emphasis was placed on the candidate experience this year because research data were collected for the first time in Greater China and Singapore.

This does not imply that talent attraction strategies should be entirely focused on this aspect. Recruiters should be aware of candidates' expectations, why they decide to search for new opportunities and what they see as attributes of a "good employer". These topics are familiar to Talent Report readers since they were thoroughly covered in the past.

The 2 main reasons to change job across all markets are greater compensation and additional responsibilities, in line with previous years' results.





















It is interesting to underline that companies use the same levers when they try to retain staff: promotion and salary increase are among the top reasons to accept a counter-offer from the current employer.

Clear career path and corporate vision are significant factors in Mainland China, in Taiwan and Singapore, whereas work - life balance and benefits package score high in Hong Kong.

These factors point to key components of employer branding strategies: the leadership quality, the strategic direction and the corporate culture. The "moderate" level of optimism about the economy does explain why professionals pay attention to the business plans of potential employers.

The importance of senior management's integrity and ability to lead was highlighted in previous Talent Reports. The trend is confirmed this year again.

### Top reasons to change job

	China	Singapore	Hong Kong	Taiwan
#1	 <b>17%</b> Increased compensation/ Commission	 <b>17%</b> Increased compensation/ Commission	 <b>22%</b> Increased compensation/ Commission	 <b>20%</b> Increased compensation/ Commission
#2	 <b>16%</b> Opportunity to increase responsibility /challenges	 <b>17%</b> Opportunity to increase responsibility /challenges	 <b>15%</b> Opportunity to increase responsibility /challenges	 <b>17%</b> Opportunity to increase responsibility /challenges
#3	 <b>15%</b> Clearer career path	 <b>16%</b> Better leadership / strategic direction	 <b>14%</b> Better work Life balance	 <b>12%</b> Clearer career path
#4	 <b>14%</b> Better leadership / strategic direction	 <b>11%</b> Clearer career path	 <b>10%</b> Better benefits package	 <b>12%</b> Better leadership / strategic direction
#5	 <b>10%</b> Better work Life balance	 <b>10%</b> Better work Life balance	 <b>9%</b> Clearer career path	 <b>9%</b> Better work Life balance

Overall, the “integrity” attribute is particularly significant in Taiwan and Mainland China. Leadership attributes are especially important in Singapore. A “culture of trust” as well as good compensation and benefits are essential in Hong Kong.

Results to this question differ by age group:





















- The “integrity” dimension is by far the highest scoring attribute among professionals above 50.
- Respondents under 30 place it on par with the “culture of trust” as #1. They do value “meritocracy” (i.e. fair promotions based on merit) more than any other age group.

Targeted employer branding strategies are therefore recommended to maximize impact on different talent pools.

### Focus on ‘good employer’ attributes by industry

- The highest “integrity” attribute ratings are found in the life science sector
- Good compensation & benefits, fair promotions, and strong leadership are expected more from ‘good employers’ in the financial industry
- The “culture of trust” is more important than average in professional services

### “Good employer” attributes

	China	Singapore	Hong Kong	Taiwan
#1	 <b>27%</b> High integrity leadership	 <b>20%</b> High integrity leadership	 <b>21%</b> High integrity leadership	 <b>30%</b> High integrity leadership
#2	 <b>13%</b> Clear vision and business direction	 <b>19%</b> Strong, capable leadership	 <b>15%</b> Culture of trust and respect for employees	 <b>11%</b> Clear vision and business direction
#3	 <b>11%</b> Strong corporate values matching own beliefs	 <b>14%</b> Clear vision and business direction	 <b>14%</b> Good compensation and benefits	 <b>11%</b> Culture of trust and respect for employees
#4	 <b>10%</b> Culture of trust and respect for employees	 <b>9%</b> Good compensation and benefits	 <b>14%</b> Strong, capable leadership	 <b>10%</b> Strong corporate values matching own beliefs
#5	 <b>10%</b> Strong, capable leadership	 <b>8%</b> Culture of trust and respect for employees	 <b>8%</b> Strong corporate values matching own beliefs	 <b>8%</b> Good compensation and benefits



# PERSPECTIVES

## Turning candidates into company promoters

Over 80% of MRIC 2015 Talent Report respondents encountered frustration as a candidate.

This frustration, at times, is so deep that 30% to 40% would never apply again to that company and only 40% to 50% are positive to refer that company to others.

MRIC data suggest that many companies fail to give candidates an experience that, even when unsuccessful, will turn such applicants into active promoters. Considering the competitiveness and cost of talent acquisition, we see a lost opportunity, especially relative to the remedies.

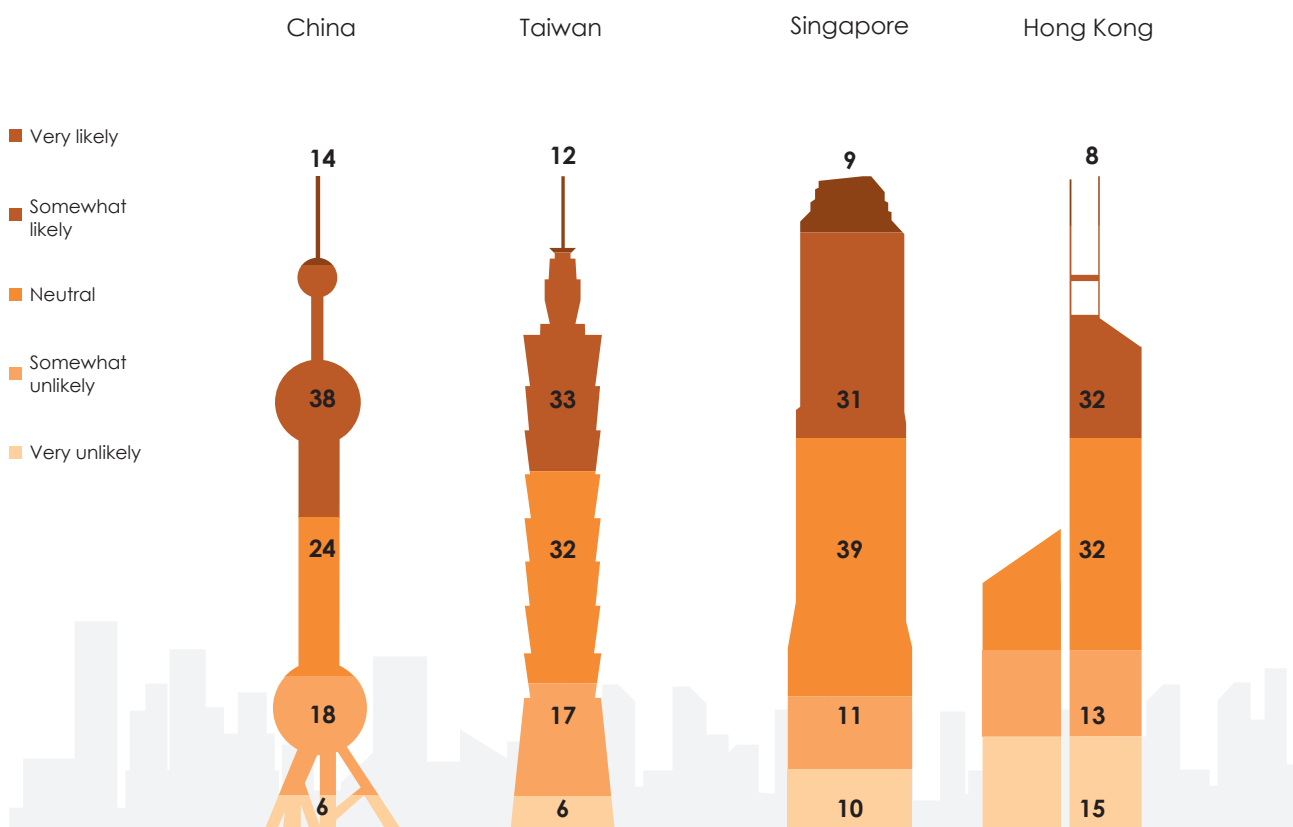
Among the top sources of frustration, the waiting time and the lack of information about the status of the application hinder candidates' experiences. For direct applications, the lack of information upfront about the salary frustrates candidates the most. For third-party recruitment, the limited knowledge of external recruiters concerning the role and the company ranks highest in terms of candidates' dissatisfaction with the process. These are relatively easy shortcomings to address based on our experience.

- In the experience of MRIC, a recruitment process should not last more than 8 weeks for junior professionals and 12 weeks for senior ones; otherwise, the candidate may be lost.

Large firms necessarily involve multiple stakeholders, yet they should aim to keep the process as condensed as possible.

### How likely would you be to recommend applying to the company?

% of respondents



At MRIC, we build with our client an end-to-end timetable to maintain commitment and momentum from all parties involved. We also produce comparative sheets to facilitate exchanges and decision making.

- Candidates should be engaged in the process to manage their expectations and keep the ball rolling.
  - They should be briefed on the steps and length of the recruitment process.
  - They should receive pre-meeting brief and post-meeting feedback.
  - Hiring managers should integrate the candidate's own timeline, considering, for example, whether the candidate is interviewing with other companies, and at what stage in the process they are.

### How to prevent counteroffers?

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From the beginning of and throughout the process, stay alert to signals and build commitment from the candidate in order to make his last-minute pull-out more complicated. Ask pointed questions, such as, "Have you spoken with your partner?" or, "What situation would make you forfeit this opportunity?"

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- Limited knowledge of the role and the company came up as the #1 source of frustration for candidates dealing with third-party recruiters. "The lack of knowledge may derive from the fast growth of the industry in Asia, with many young recruiters learning about their industry or functional area." In other instances, new talent acquisition functions bring better governance and cost control but create, at times, more distance between external recruiters and hiring managers.

It is to be expected that such growing pains will find remedies in the future with the continued professionalization of recruitment in Asia.

The MRIC process includes a NAP (Needs Analysis Profile). In conjunction with the job description, the NAP guides the recruitment consultant by prompting the client to clarify his expectations and contextualize the role.

- Channels: Professional social media platforms such as LinkedIn and Liepin in China come on par with job boards for job searches, especially for younger respondents. Yet, respondents also emphasize corporate and recruitment company career sites as the other two key sources for job finding and information.

The sourcing channel landscape continues to expand and evolve. In the end, sourcing online is not cheap due to the multiplication of opportunities as well as the cost of developing and maintaining adequate messaging on so many platforms.

Companies and external recruiters alike should develop a CRM strategy whereby "C" stands for candidates using technology in the most personalized manner to build their brand and maintain relationships. And they should continuously monitor the outcome for the most effective channels.

## Making the difference to recruit top talent

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### The brief

Companies that dominate a sector find it easier to attract potential candidates to an exploratory conversation. For most employers, however, effort is required to 'win over' high potential passive candidates. Since most top-tier talent are not actively seeking a new job, only a good brief will open the door to a conversation with many target candidates.

MRIC advises creating an effective introduction message. HR should consult business leaders on the context for the role, how it fits into the company's overall strategic direction, and specific opportunities for the candidate's own professional development.

### Meeting with senior management

Compensation and career advancement are "must have" for any job change. But leadership and strategic direction in the recent years have emerged as another critical decision factor. Candidates will form their opinion through public information when available, but receive most of their information during the recruitment process. We find that the opportunity to meet with senior leadership is an important moment for respondents of all levels, including junior.

With this in mind, MRIC advises HR to first convince senior managers of the importance of engaging with candidates, then actively manage the interaction to ensure a successful discussion.

### Tell it the way it is

This year's survey responses, consistent with those of previous years, showed the qualities in employers preferred by current and also potential employees: high integrity leadership, capable leadership, a clear vision and business direction, and, last but not least, trust and respect for employees.

Senior managers tend to focus on leadership, vision, and business direction. It is now clear that younger managers and professionals look for a different employment experience concerning trust, respect and for the most junior employees, and meritocracy.

How to nurture such culture is evidently a key talent management challenge that spans well beyond recruitment.

HR leaders should also bear in mind that respect and authenticity also pay off in talent acquisition.

MRIC recommends telling things the way they are – avoid over-promising and under-delivering. - This is the first sign of trust and respect that a potential employee will encounter, and this is what will turn a recruiter from good to great.

### Methodology

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MRIC Group's 2015 Talent Report, is the 5th annual in our series of in-depth reports analyzing the mood, motivators, and career plans of professionals across the region. This report is created based on data from the on-line MRIC Talent Survey. The survey was completed in November and December 2014, attracting detailed responses from 4,500+ working professionals in our vast regional database in Greater China and Singapore.

The percentages in the report have been rounded to whole decimals for statistical accuracy (thus aggregate percentages may not add to 100%).

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