

2022 randstad greater china

candidate expectations

and workforce  
trends report.

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human forward.

# introduction.

With digitalisation permeating almost every industry and profession, and the digital transformation of organisations, the ability to keep up with these changes not only requires digital skills, but also demands a constant optimisation of one's leadership, organisational and talent management skills.

How can companies manage the impact arising from changes in the labour market, digital technology's influence on job search trends among newer generations, as well as the complex relationships between enterprises and employees? Do big-name companies still appeal? How big of an influence does online public opinion have on the workplace?

In the face of increasing uncertainties and the ever-changing digital landscape, are enterprises taking the initiative to abandon traditional management practices of the past in favour of a more responsive and agile organizational model, one that can respond flexibly in this dynamic environment?

This report is based on Randstad greater China's research, and includes trend analyses of the digital Generation's job search trends, workplace problems and solutions, and flexible organisations. The report provides insights and references from the perspectives of corporate management, as well as those of individuals seeking career development.

Conducted online and over a period of two months, this research surveyed a total of 5,039 respondents from mainland China and 1,013 respondents from Hong Kong, China.



# table of contents.

## investigations and discoveries

- 04 fast-changing environment drove polarising job search trends.
- 10 five major challenges job seekers face.
- 16 managing uncertainties and maintaining foresight have become workplace norms.
- 19 digital transformation and employee demands driving organisations toward humanized management.

## considerations and suggestions

- 21 enterprises: breaking limitations, self-evolution.
- 23 individuals: adapting to the environment, self-growth.



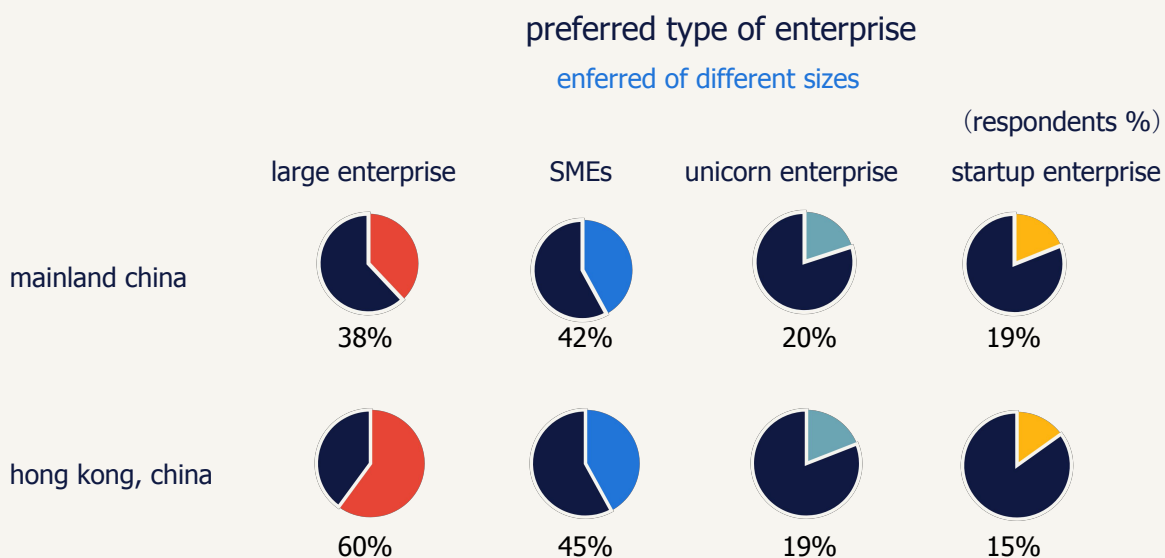
# fast-changing environment drove polarising job search trends.

## large enterprises are a refuge for those seeking stability

In a post-pandemic era, many professionals find their career choices psychologically polarised by their desires for both stability and change. The extensive business operations and financial stability of large enterprises offer a certain degree of job stability and shelter from sudden, uncertain risks, and are thus favoured by job seekers who value job security. The survey found a clear consensus among Hong Kong job seekers who seek stability in the workplace, with 60% of respondents in the region favouring large enterprises. In contrast, only 38% of respondents from mainland China prefer large enterprises, partly due to their relatively mature organisational structure and management model, as well as factors such as their talent strategy which largely centre around replacement hires and slow promotion opportunities.

## unicorns are losing their lustre

The sharp decline in the equities investment landscape, combined with the poor performance of listed unicorn enterprises, has further affected the ability of listed unicorns to operate sustainably and attract talent. Furthermore, professionals' expectations and attitudes towards remuneration have shifted after the pandemic, with many preferring cash over equities. The long-term stock options granted by unicorns have also become less attractive. As a result, the popularity of unicorns valued at USD \$1 billion or more, was much lower than expected—with only 20% of respondents from mainland China and 19% from Hong Kong indicating a preference for working for unicorns. However, these figures are still slightly higher than startups valued at less than USD \$1 billion.



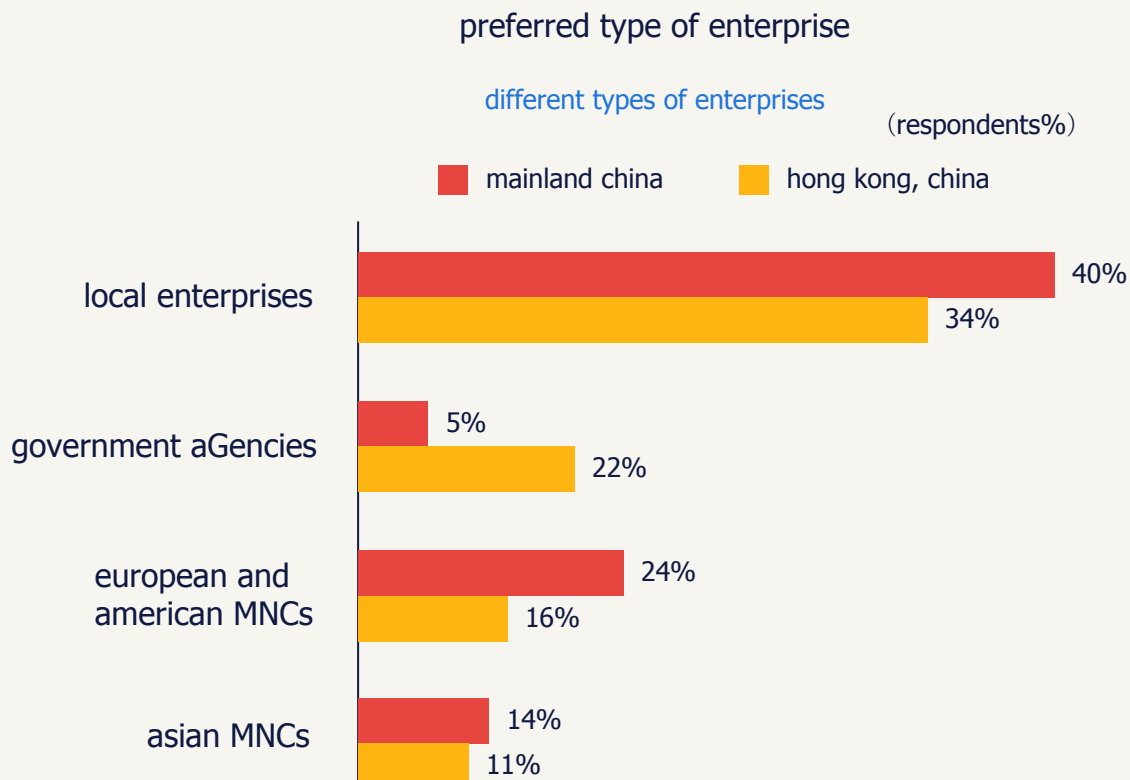
# fast-changing environment drove polarising job search trends.

## the increasing appeal of fast-rising SMEs

The adoption of digitalisation and innovation to power its rapid growth, alongside the constant possibility of disrupting traditional enterprises, have given SMEs greater appeal as an employer. Although SMEs are smaller in scale and perceived to be less financially stable, their flexible organisational structure and management style, vast professional development opportunities and greater demand for talent, made them more attractive from a talent acquisition perspective. The survey found that 42% of respondents from mainland China and 45% from Hong Kong prefer to work in SMEs.

## loving both domestic products and local enterprises

Trade friction and geopolitics have led to the rising power of domestic goods. More and more people are engaged in conversations around national trends, traditional culture, and new consumption patterns. China's smart manufacturing and the rapid rise of local enterprises further perpetuate a narrative of strong innovation on the international stage while infusing younger generations with cultural confidence, thus enabling local enterprises to attract talent. Among the different types of enterprises, 34% of respondents from mainland China and 40% from Hong Kong preferred local enterprises, a higher percentage compared to other MNCs.

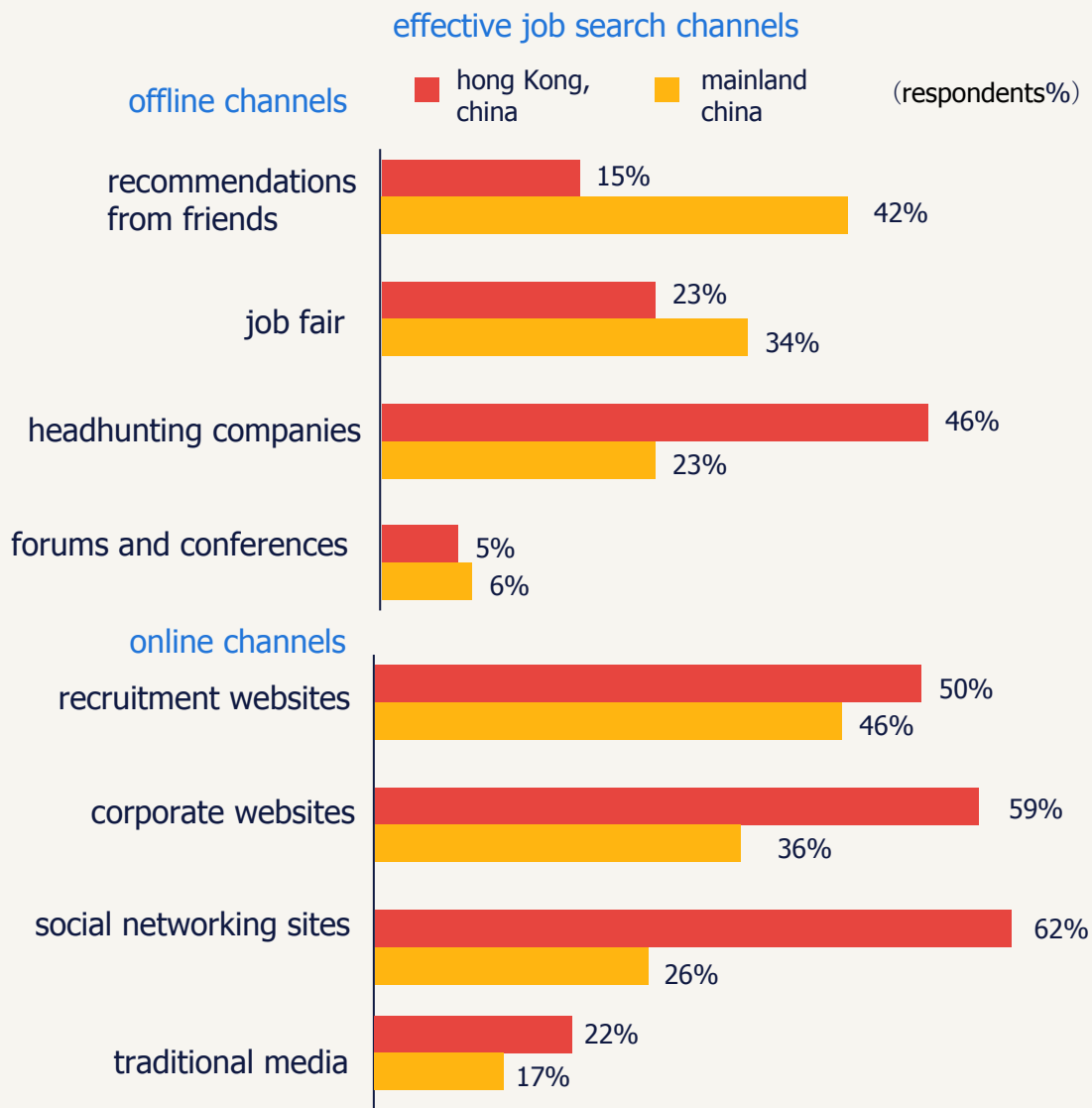


# fast-changing environment drove polarising job search trends.

## offline channels remain irreplaceable

Although online channels enjoy the advantages of convenience and efficiency, offline channels remain irreplaceable for job hunters—largely attributed to factors such as stronger relationships, reliability, and professionalism. When asked which “job search channels” are considered most effective, 46% of respondents from Hong Kong said headhunting companies, while 42% from mainland China prefer recommendations or referrals from friends.

The popularity of online channels—such as recruitment websites, corporate websites, and social networking sites—are also increasing as a result of contactless recruitment during the pandemic. 62% of respondents from Hong Kong cited social networking sites (such as LinkedIn) as an effective job search channel.



# fast-changing environment drove polarising job search trends.

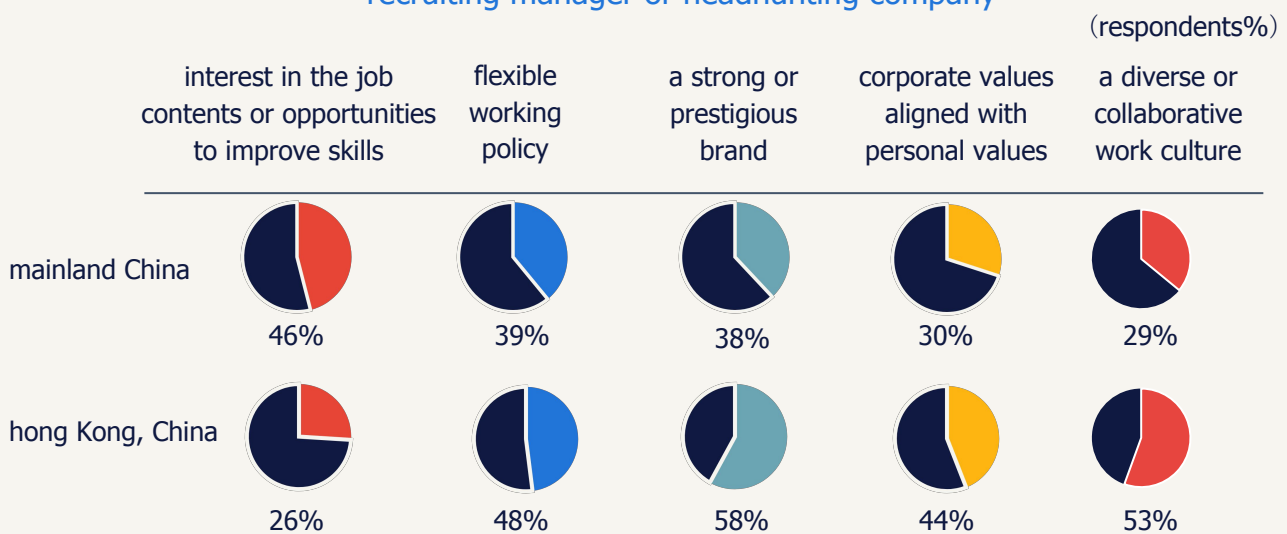
## greater focus on matching personal and corporate values

The rise of personal values is a hallmark of the digital age. Having become accustomed to a more privileged lifestyle, the younger generation of today are no longer contented with a long-term, stable job and a traditional career development path. Instead, there is a greater focus on enhancing their personal value. When choosing a job, they are no longer simply looking for job stability. Instead, they are also seeking flexibility. The survey revealed that some of their main reasons for accepting a job interview include an interest in the job scope, the opportunity to upgrade their skills, flexible working policies (including hours, location, etc.), a strong or prestigious brand, a diverse or collaborative work culture, and corporate values that align with their own.

Job seekers in mainland China were more interested in jobs that offer opportunities to improve their skills, as compared to those from Hong Kong—with 46% of respondents from mainland China willing to accept a job interview for this reason. Job seekers from Hong Kong however placed a greater value in corporate brands, as compared to those from mainland China, with 58% of respondents from Hong Kong saying they are more likely to accept a job interview from companies with a strong and prestigious brand.

There is a growing focus on finding a match between personal and corporate values. 30% of respondents from mainland China and 44% from Hong Kong were willing to accept a job interview if the organization's corporate values were aligned with their own.

### top five reasons to accept a job interview from a recruiting manager or headhunting company





# fast-changing environment drove polarising job search trends.

## advocating for rationality, reliability, and professionalism

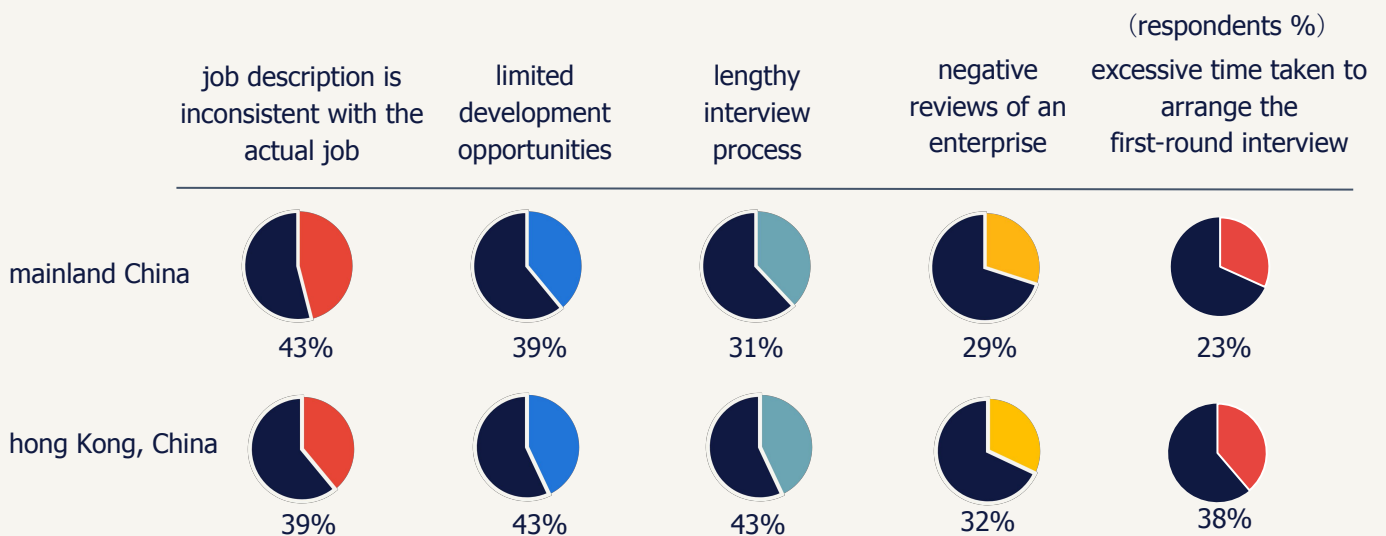
Digitalization has led to an overwhelming amount of market information being available, but it has also resulted in people becoming more rational. Job seekers in today’s digital generation actively gravitate between choosing and being chosen—and hold the initiative when seeking jobs in the job market. They think rationally and know how to select companies and jobs that are suited for them.

The survey found that inconsistencies between the actual job and job descriptions, limited career developmental opportunities and lengthy interview processes, were cited by jobseekers as the main reasons for rejecting a job offer. With the rise of educational levels, an increasing number of job seekers are becoming more professional. They have also started to evaluate an organisation’s level of professionalism. In particular, the consistency between job descriptions and actual job realities has become one of their important evaluation criteria. 43% of respondents from mainland China and 39% from Hong Kong have refused a job offer due to inconsistencies between the job description and the actual job.

When it comes to job selection, job seekers place a greater value on career development, with 39% of respondents from mainland China and 43% from Hong Kong refusing to accept a new position due to limited career developmental opportunities.

Relating to an organisation’s trustworthiness, respondents increasingly value how existing employees or other interviewees rate the company on online platforms. The survey found that 29% of respondents from mainland China and 32% from Hong Kong declined a job offer for this reason.

### top five reasons for rejecting a job offer





# fast-changing environment drove polarising job search trends.

## speed is of the essence

With continuous innovation and iteration, the world we live in today can be characterised by one word: speed. Speed and efficiency have not only come to intervene in and assist our daily work and life, it is also becoming a defining characteristic of businesses in China. The survey found that job seekers currently searching or interviewing for a new position would reject job opportunities if the time taken to schedule the initial interview or the interview process itself is excessively long.

The research also found that 31% of respondents from mainland China and 43% from Hong Kong have rejected a new job opportunity due to a lengthy interview process. Meanwhile, 23% of respondents from mainland China and 38% from Hong Kong have walked away from a new job opportunity due to the excessive time taken to schedule the first-round interview.

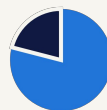
80% of respondents from mainland China and 79% from Hong Kong considered an ideal interview to be conducted in three or fewer rounds, as did 85% of Gen Z respondents from mainland China and millennial respondents from Hong Kong.

### distribution of respondents who considered an ideal interview to be conducted in three or fewer rounds

(respondents%)



mainland China  
80%



hong Kong, China  
79%

mainland China



Gen Z  
(18 – 24 years old)  
85%



millennials  
(25 – 34 years old)  
83%



Gen X  
(35 – 54 years old)  
74%



baby boomers  
(55 – 64 years old)  
44%

hong Kong, China



Gen Z  
(18 – 24 years old)  
75%



millennials  
(25 – 34 years old)  
85%



Gen X  
(35 – 54 years old)  
79%



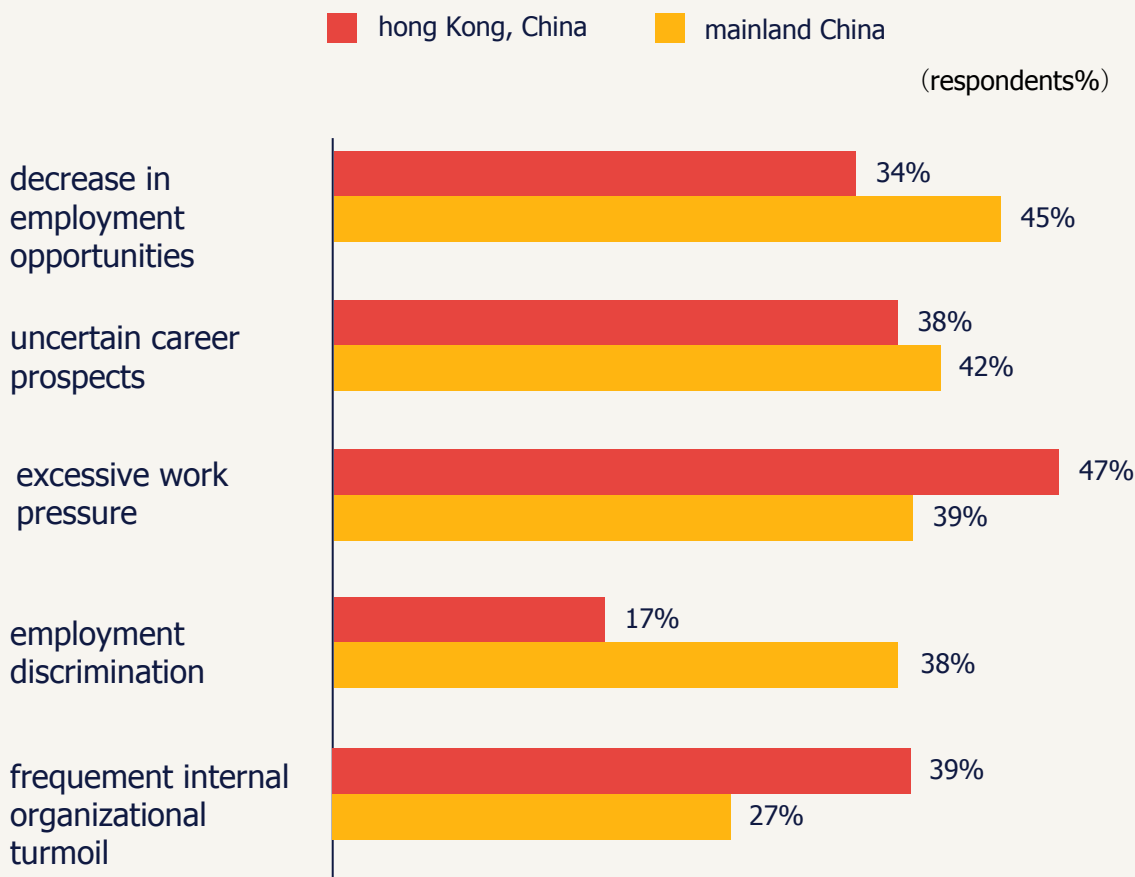
baby boomers  
(55 – 64 years old)  
71%

## five major challenges job seekers face.

Information transparency in the age of the internet has resulted in workplace problems of all kinds surfacing online, with many becoming hotly debated topics in public forums. The survey found that job seekers face five major challenges—a decrease in employment opportunities, uncertain career prospects, excessive work pressure, employment discrimination, and frequent internal organisational turmoil.

The top three concerns among professionals in mainland China are fewer employment opportunities, uncertain career prospects, and employment discrimination—with 45% of respondents from mainland China currently suffering from a decrease in employment opportunities. Comparatively, professionals in Hong Kong identified excessive work pressure and frequent internal organisational turmoil as their major concerns, with 47% of respondents from Hong Kong currently facing excessive work pressure.

top 5 workplace problems



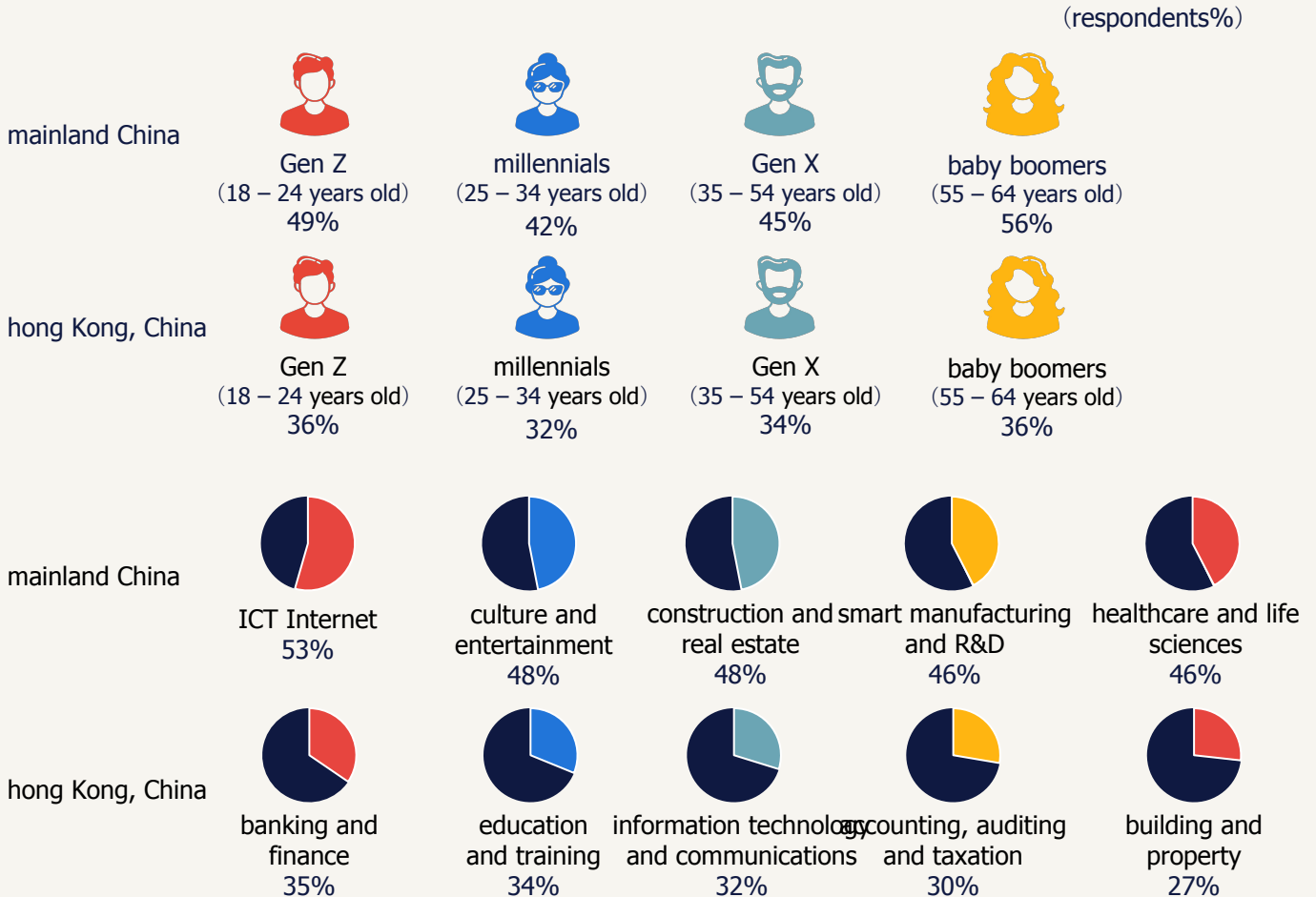
# five major challenges job seekers face.

## the impact of digitalisation on employment opportunities

Technological progress has been both a boon and bane for employment. It created a steady stream of employment opportunities but also replaced some existing ones, resulting in redundancies. The sudden impact of the pandemic has further caused a decline in employment opportunities, with 45% of respondents from mainland China and 34% from Hong Kong concerned about the decrease in employment opportunities.

The study found the baby boomer generation are considerably more anxious than their Gen Z counterparts regarding employment opportunities. Among respondents from the baby boomer generation, 56% from mainland China and 36% from Hong Kong are worried about a decrease in employment opportunities. Within mainland China, different industries face a different set of challenges. The fast-changing ICT internet industry, as well as the cultural and entertainment industries, have felt the far-reaching effects of the pandemic and macro-policy regulation—as evidenced from a decline in employment opportunities. Hong Kong, equally weighed down by the economic slowdown, saw its banking and financial services as well as education and training industries take a significant hit during this period.

### distribution of respondents suffering from a decrease in employment opportunities



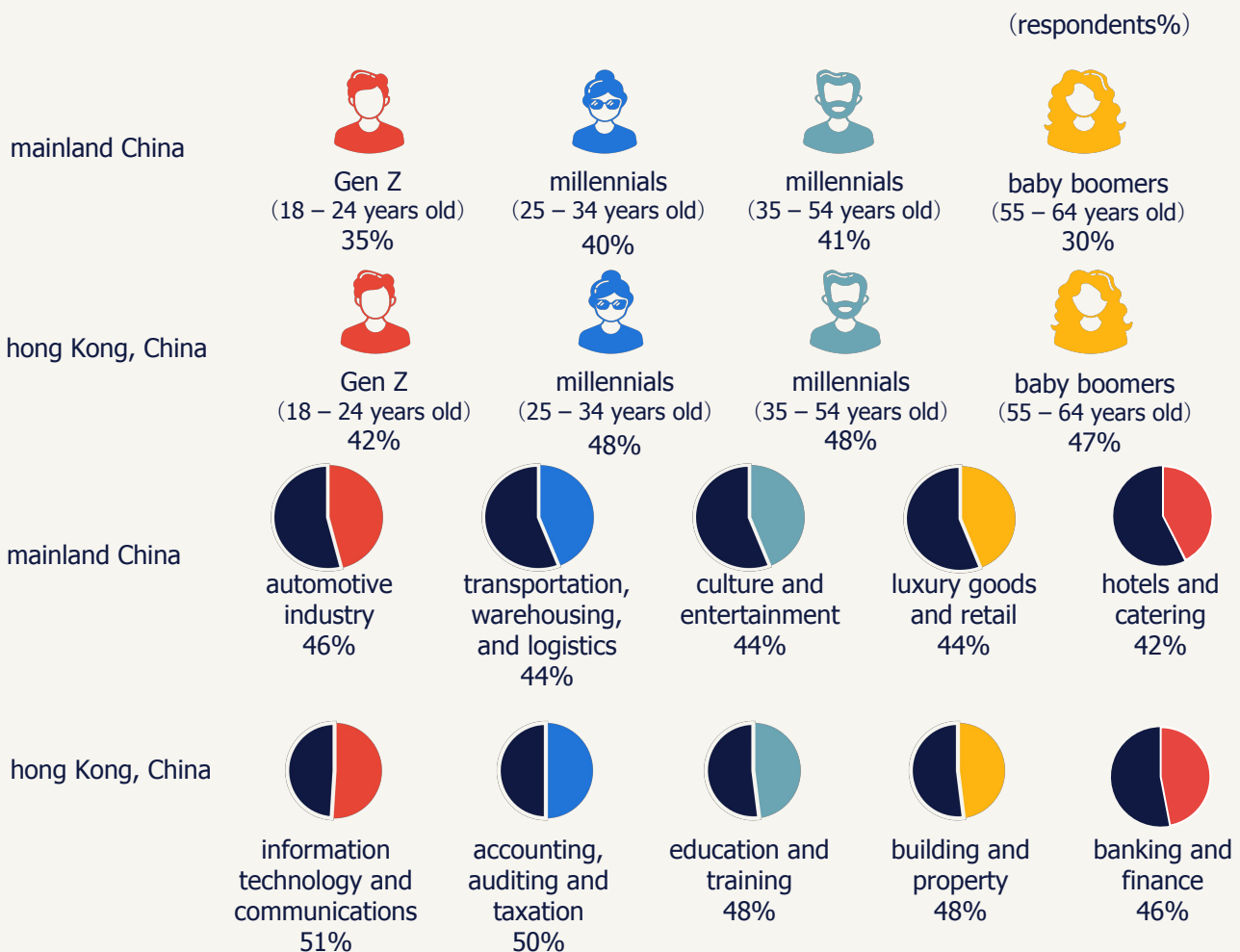
# five major challenges job seekers face.

## overwork is common in many industries

The ubiquity of instant messaging has exacerbated phenomena such as “immediate response syndrome” and frequent overtime, causing a flood of inaction in the workplace. 39% of respondents from mainland China and 47% from Hong Kong reported excessive work stress, a phenomenon more pronounced in the notoriously stressful Hong Kong region.

This troubling trend appears to have had the greatest impact on Gen Xers and millennials, the main pillars of the workforce. 41% of Gen X respondents from mainland China and 48% from Hong Kong reported excessive work stress. Among the industries, the overtime culture of high-tech enterprises has long been a major talking point in public forums, although overworking is also equally prevalent in other industries. The rapid rise of online consumption and the additional impact of the pandemic in both mainland China and Hong Kong have added considerable strain to inter-connected domains such as the automotive, transportation, warehousing, and logistics industries. Even gaming, livestream shopping, as well as the luxury goods and retail industries can be added to the list as explosive growth in communication technologies has accelerated online consumer demand. Needless to say, excessive job stress has become increasingly common in these industries.

### distribution of respondents suffering from excessive work stress



# five major challenges job seekers face.

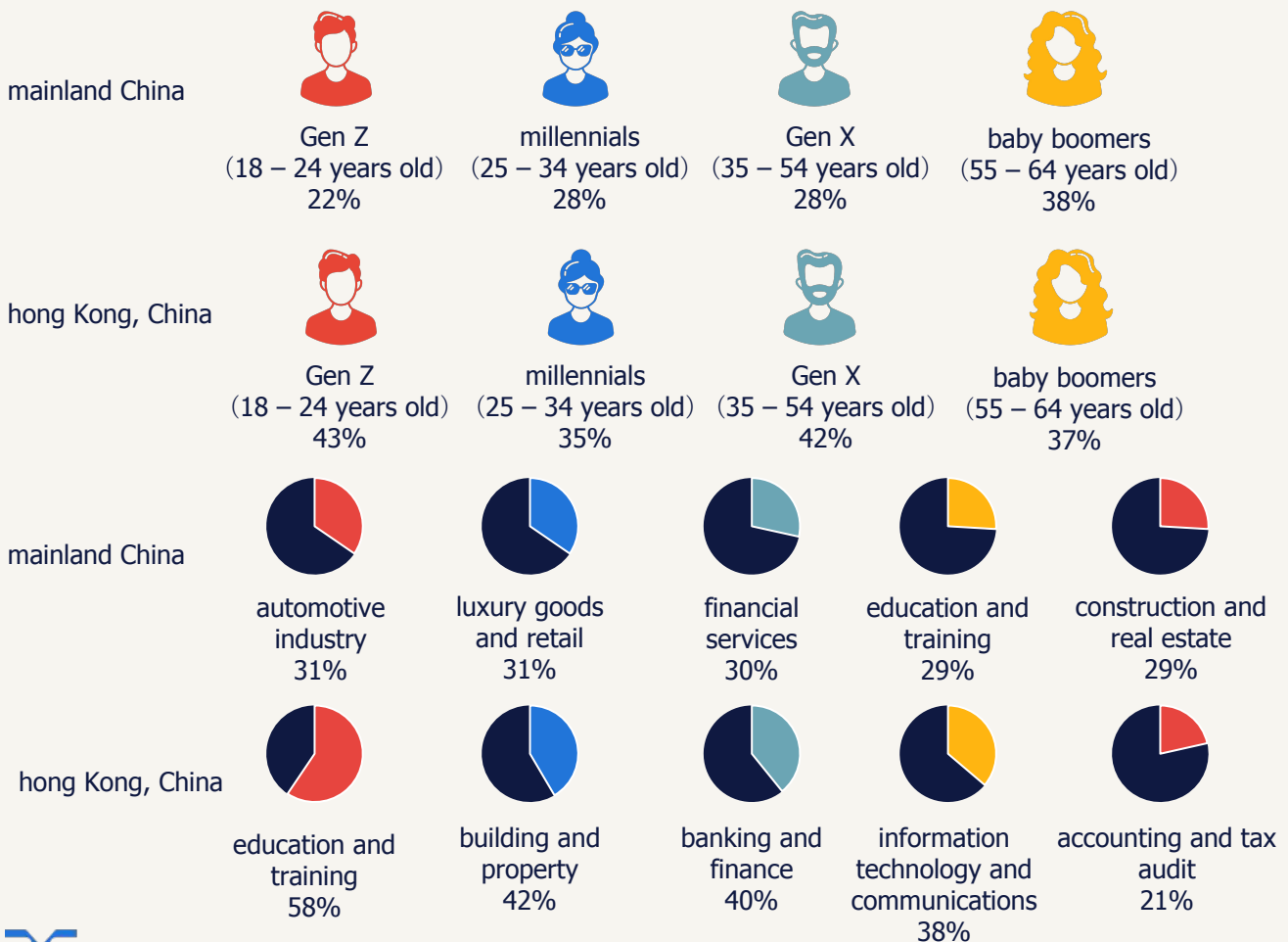
## accelerated product iterations and frequent internal organisational turmoil

Accelerated product development cycles and frequent mergers and acquisitions among enterprises have only intensified organisational restructuring and internal organisational turmoil. Some enterprises even change their organisational structure once a year or every half a year—creating additional difficulties for employees within the organisation. 27% of respondents from mainland China and 39% from Hong Kong say that they suffer from frequent internal organisational turmoil.

While varied responses were recorded across different generations, the baby boomer generation in mainland China and Gen Zs in Hong Kong were the most affected by these changes. In mainland China, the automotive, the luxury goods and retail, financial services, education and training, and the construction and real estate industries experienced greater organisational turmoil due to their drive towards a smart industry, digitalisation, and further impact from the pandemic and the government's macro policies. Similarly, Hong Kong professionals working in education and training, as well as the construction and property industries, suffered from frequent organisational turmoil. The education and training industry, in particular, saw 58% of its respondents highlighting this as a prominent workplace issue.

### distribution of respondents suffering from frequent internal organisational turmoil

(respondents%)



# five major challenges job seekers face.

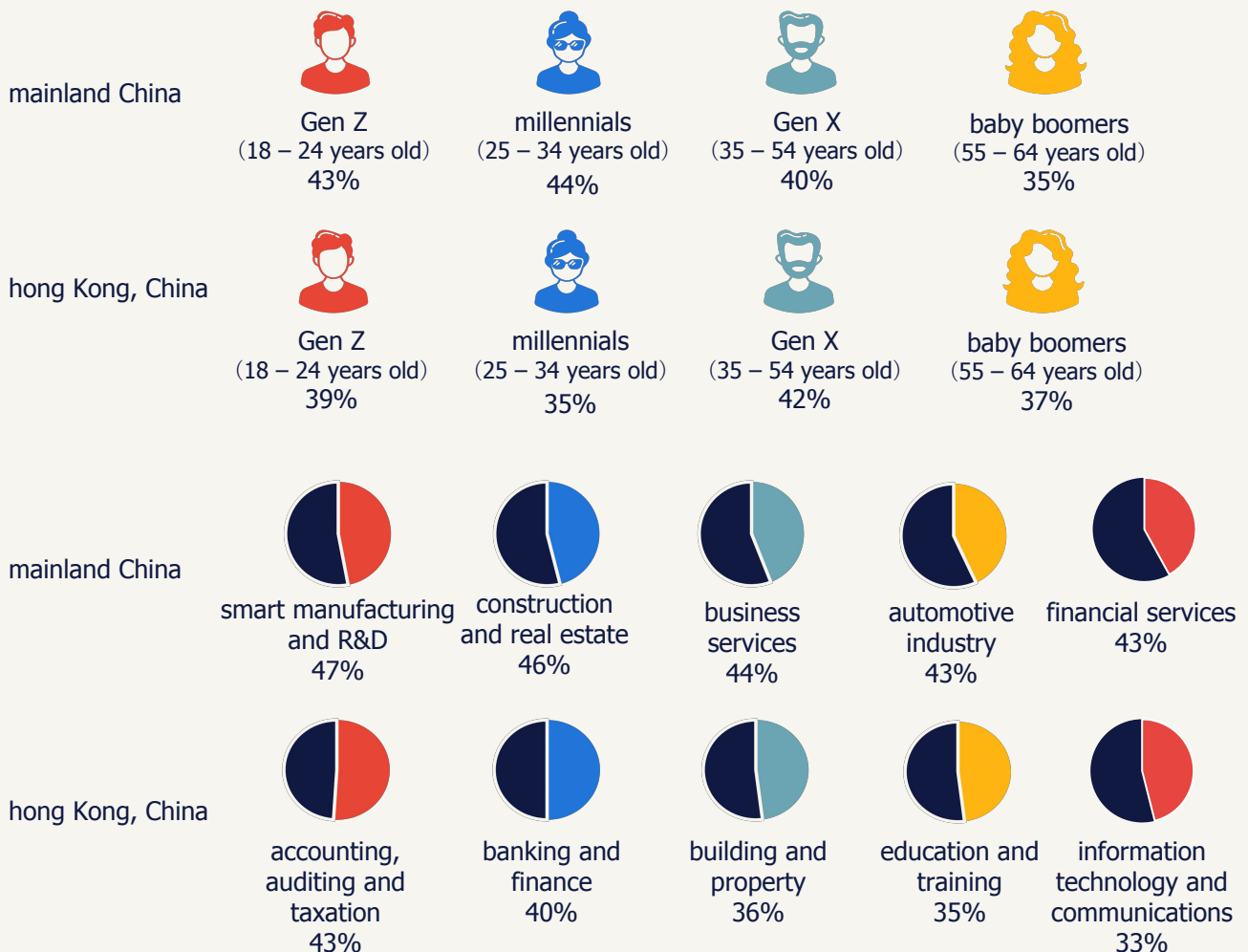
## career prospects are increasingly uncertain

Frequent organisational changes and restructuring as a result of digital transformation have resulted in constantly changing skill demands and job responsibilities, and thereby increasingly uncertain career prospects. 42% of respondents from mainland China and 38% from Hong Kong were particularly troubled by their uncertain career prospects.

In mainland China, Gen Z and the millennials, respectively the mainstay and the newcomers of the workforce, are more concerned about this particular challenge. In Hong Kong, however, Gen X showed the greatest concern about its uncertain career prospects. The acceleration of digital transformation and automation in mainland China in the smart manufacturing and R&D industries, as well as the heavy regulation of the construction and real estate industries have given rise to similar uncertainties. In Hong Kong, geopolitics, local policies, and similar environmental influences are the main factors leading to uncertain career prospects, particularly for the accounting and finance industries.

### distribution of respondents suffering from uncertain career prospects

(respondents%)



# five major challenges job seekers face.

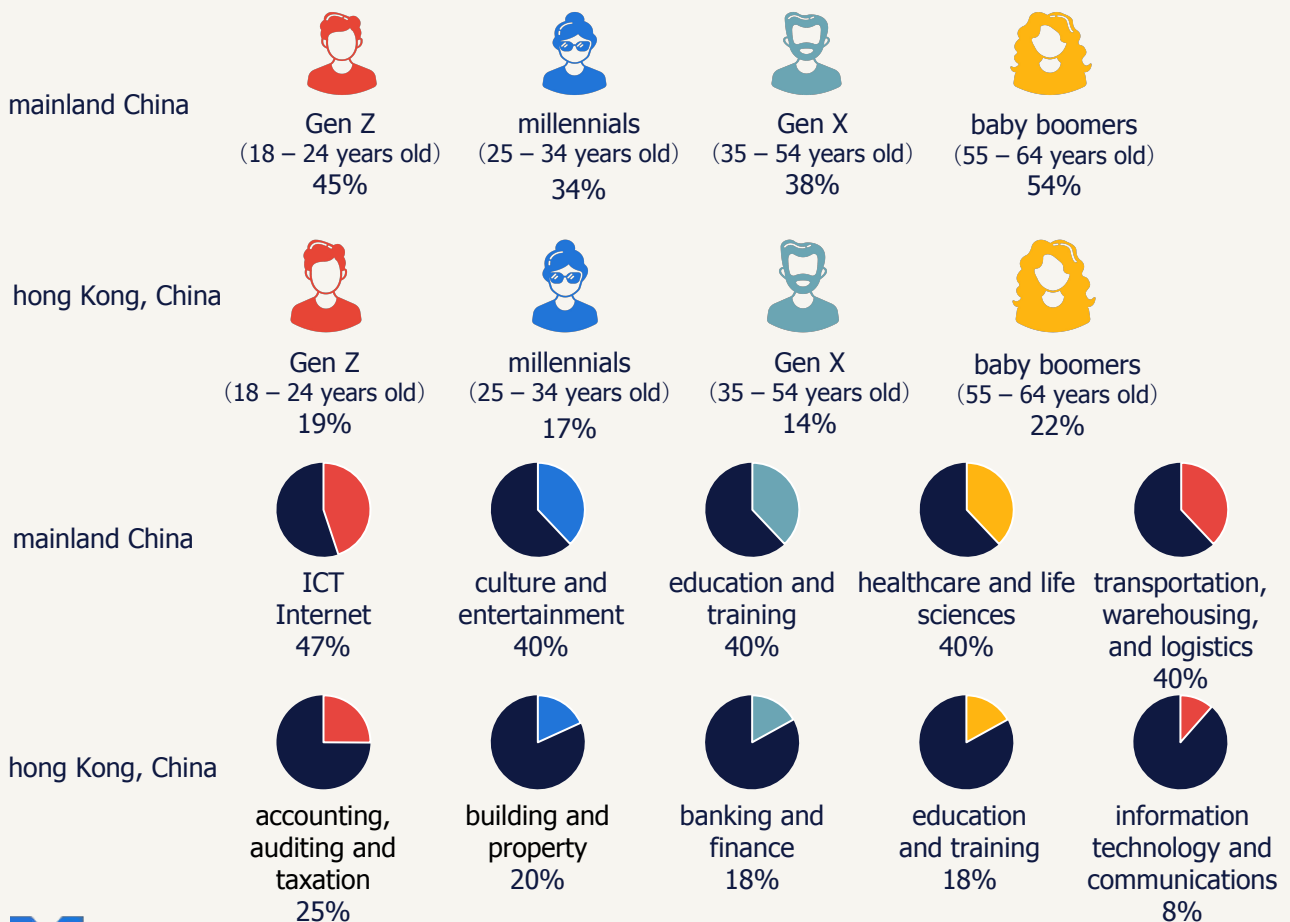
## information transparency has not alleviated employment discrimination

The pandemic’s sudden onset and rapid digitalisation in mainland China have exacerbated employment discrimination. Digitalisation, in particular, requires higher learning ability, concentration, and experience. The survey found that 38% of respondents from mainland China currently experience employment discrimination such as gender and age discrimination. This problem is, however, milder in Hong Kong, with only 17% of respondents in the region experiencing employment discrimination.

The proportion of respondents who face employment discrimination—across all generations—is significantly higher in mainland China as compared to Hong Kong. The baby boomers and Gen Z in mainland China are the most severely affected generations, with 54% and 45% of respondents respectively experiencing employment discrimination. In mainland China, the ICT internet industry demands greater academic ability and curiosity to keep up with fast-changing skill demands. Similarly, Hong Kong’s accounting, auditing, and taxation industries require greater professional knowledge and experience. Such industries reported a greater proportion of employment discrimination. Of particular concern is mainland China’s ICT internet industry where 47% of respondents currently suffer from employment discrimination.

### distribution of respondents from mainland China facing employment discrimination

(respondents%)





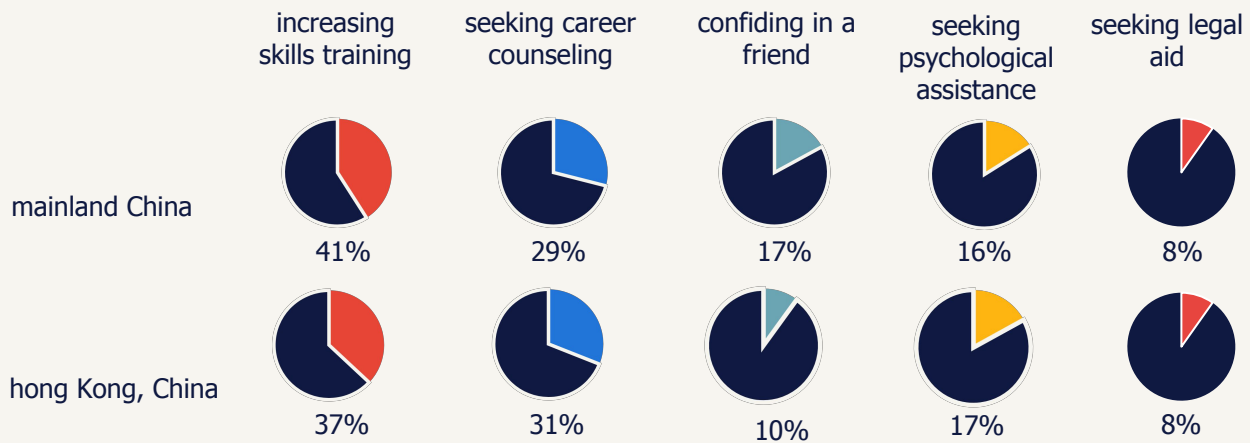
investigations and discoveries

# managing uncertainties and maintaining foresight.

planning ahead, self-improvement, and stress relief

Proactive measures for self-improvement and stress relief are effective responses to workplace problems for some professionals. These include taking up skills training and career counseling to upgrade their abilities, confiding in friends and family for comfort, seeking psychological assistance to relieve stress, and upholding fair employment rights through the use of legal aid. Upgrading oneself through increasing skills training is the most popular measure, with 41% of respondents from mainland China and 37% from Hong Kong indicating this as their preference.

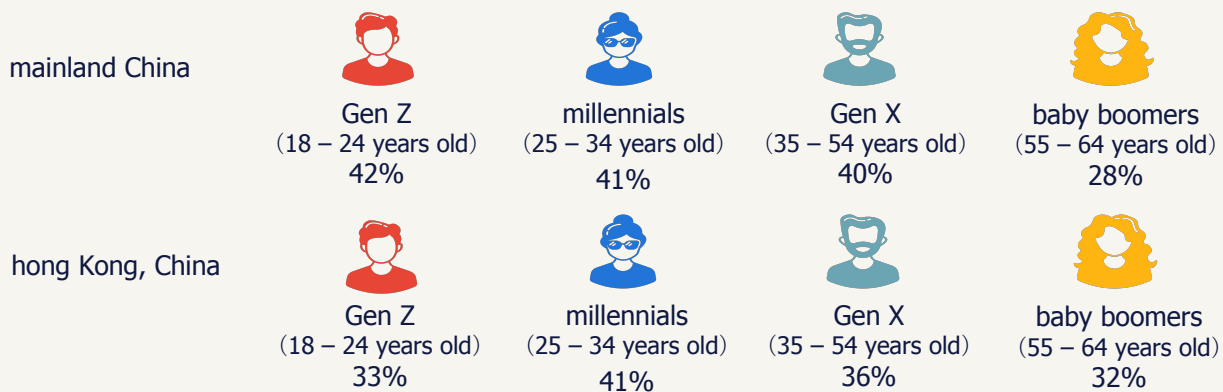
distribution of respondents who took measures (such as self-improvement and stress relief) to respond to workplace problems (respondents%)



The immediate desire of mainland China’s Gen Z to learn, experience, and succeed is stronger than that of previous generations—with 42% of respondents responding to workplace frustrations by increasing skills training. In Hong Kong, the millennials stand out for their greater intellectual curiosity.

distribution of respondents who responded to workplace problems by increasing skills training

(respondents%)

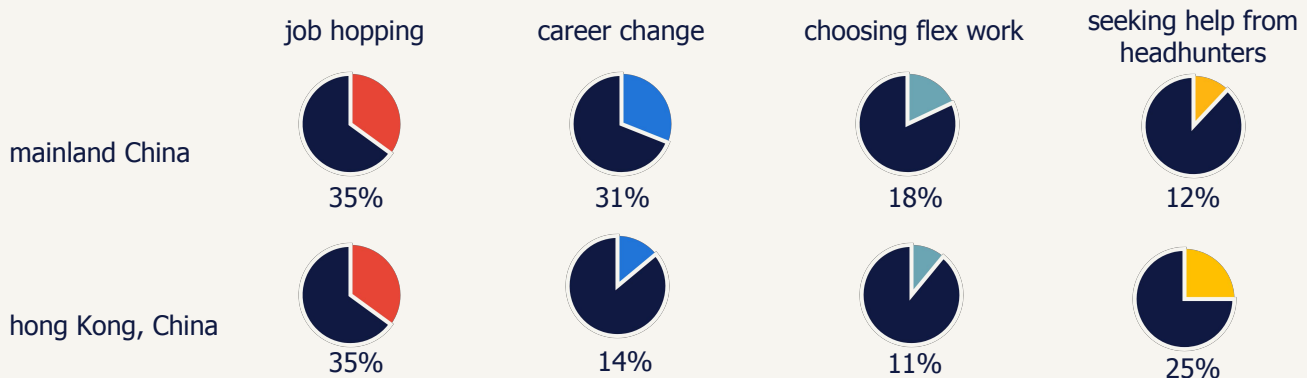


# managing uncertainties and maintaining foresight.

## changing one's working environment or working style

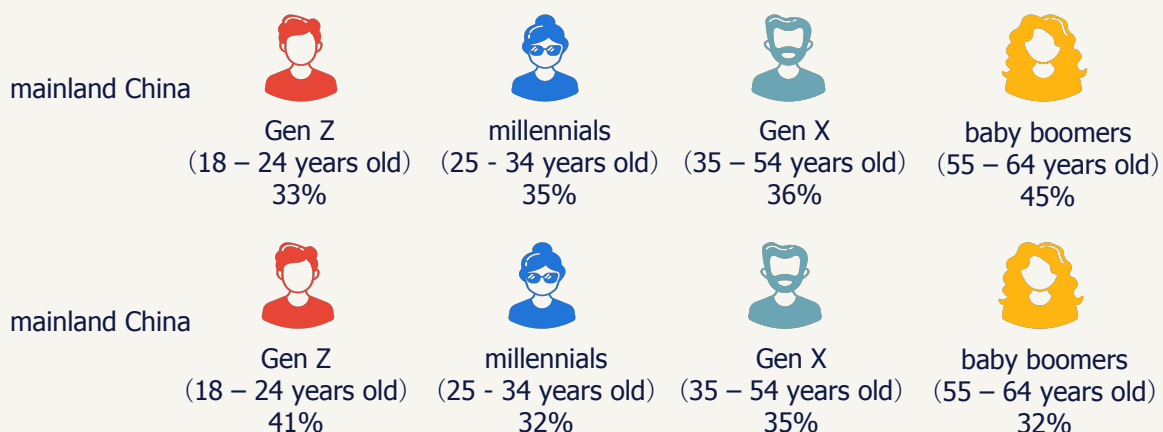
A change of working environment or working style is another option professionals tend to take to resolve workplace conflict or problems. Such a change could take the form of job-hopping, adopting flexi-work arrangements, enlisting the aid of headhunters, just to name a few. Among these, job hopping is the number one option in both mainland China and Hong Kong, with 35% of respondents indicating this as their preference. Notably, a quarter of respondents from Hong Kong established a trusting relationship with headhunters to seek their assistance in their job search. In mainland China, 18% of respondents prefer flexible work, indicating the rising popularity of such work arrangements.

distribution of respondents who responded to workplace problems by changing their working environment or work style (respondents%)



In mainland China, older professionals were more likely to solve their workplace problems by job hopping. 45% of Baby Boomer respondents chose job hopping as their preferred solution. 41% of respondents of the younger Gen Z from Hong Kong also preferred this approach.

distribution of respondents who responded to workplace problems by job hopping (respondents%)

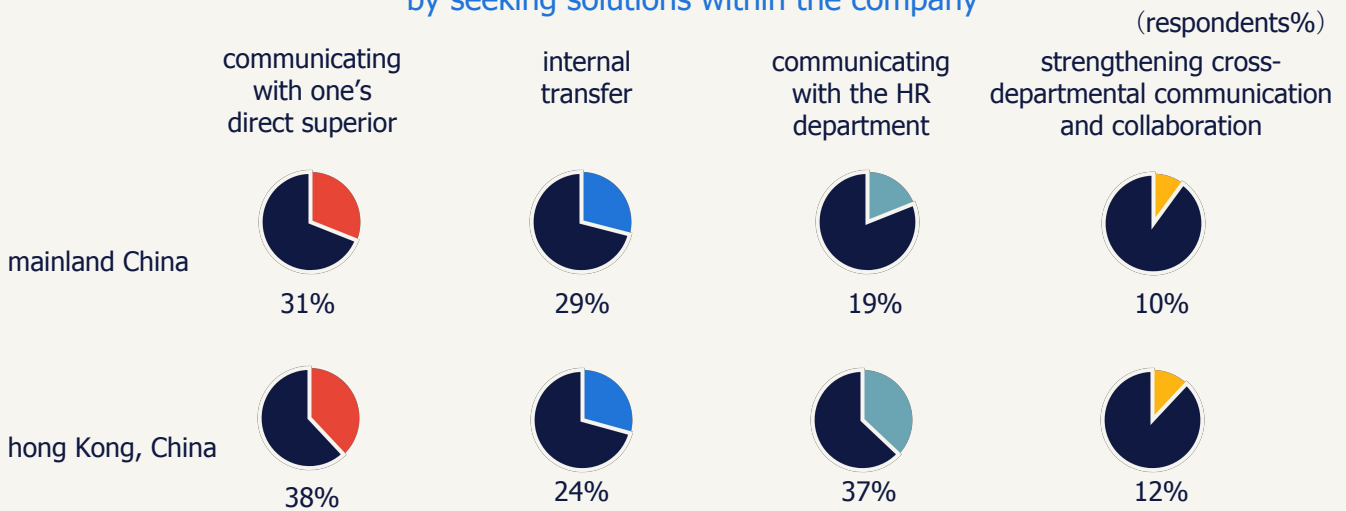


# managing uncertainties and maintaining foresight.

## opening up and seeking solutions within the organisation

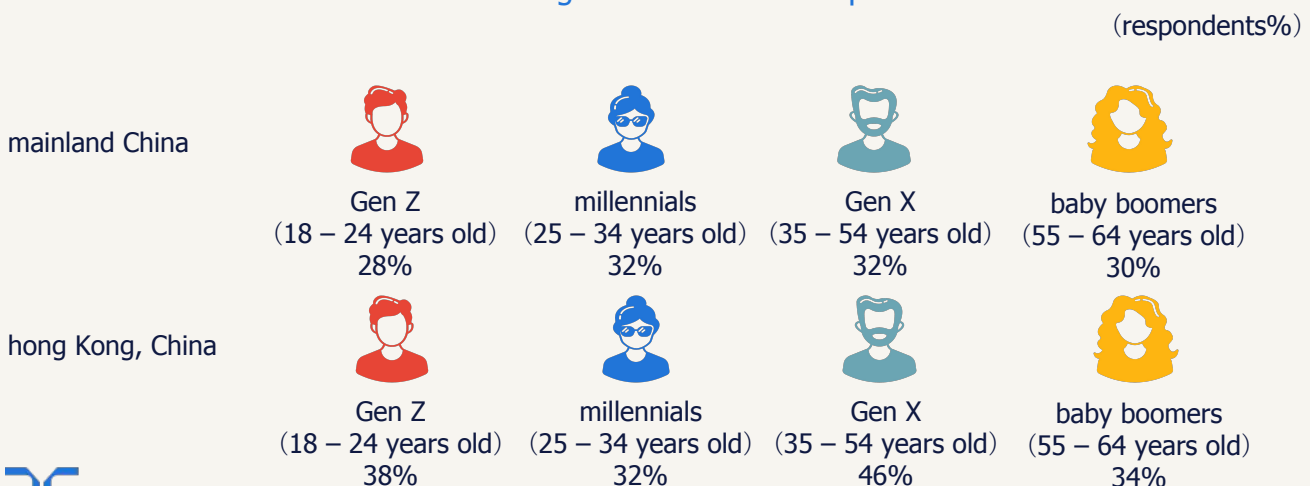
Sometimes, the solution to workplace problems can be found within the organisation. Such a solution could take the form of communicating with direct superiors, communicating with the HR department, requesting for an internal transfer, and strengthening cross-departmental communication and collaboration. Of these, communicating with direct superiors was the most popular choice, with 31% of respondents from mainland China and 38% from Hong Kong adopting this measure.

distribution of respondents who responded to workplace problems by seeking solutions within the company



Respondents from Hong Kong revealed a higher degree of trust in HR departments, with 46% of Hong Kong Gen X respondents choosing to consult their HR departments in response to their workplace problems. Mainland China's Gen Z, many of whom possess a penchant for expressing their opinions online, were less willing to communicate with their direct superiors compared with other generations—with only 28% of Gen Z respondents from mainland China choosing to communicate with their HR departments when attempting to resolve workplace problems.

distribution of respondents who responded to workplace problems by communicating with their direct supervisors

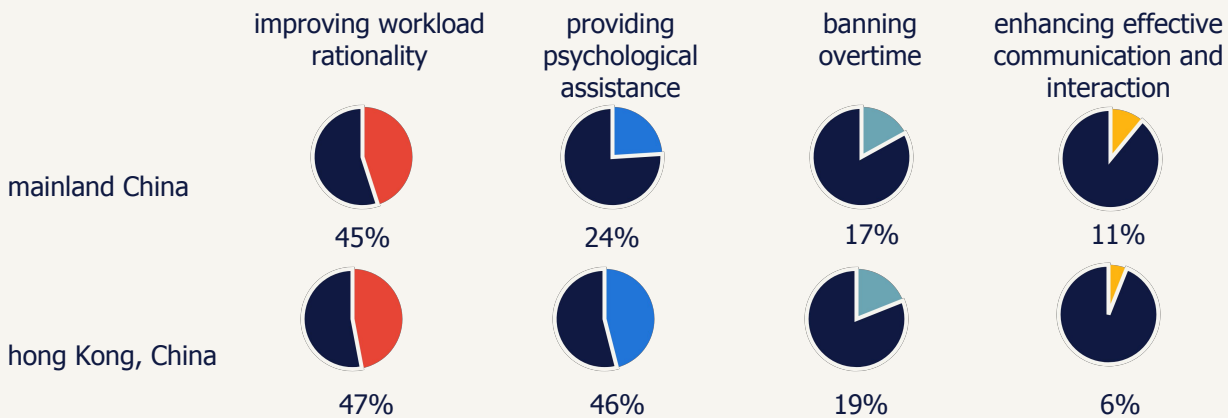


# digital transformation and employee demands driving organisations towards humanised management.

## organisations are reducing employee workloads and work pressure

To counter public backlash against "involution" overtime, organisations have adopted strategies to rehabilitate and maintain their brand image. These include bettering workload arrangements, providing psychological assistance (such as stress relief), banning overtime, reducing irrational competition (such as involution), and increasing effective communication and interaction. Among these, 45% of respondents from mainland China and 47% from Hong Kong said that their companies have taken steps to distribute workloads more rationally.

distribution of enterprises adopting measures to relieve work pressure (respondents%)



## adapting to a dynamic environment, increasing job opportunities and their flexibility

In the face of frequent internal turmoil brought about by digitalisation and organisational change, many organisations have actively taken measures to continuously improve their adaptive capabilities. Such measures include providing as many internal transfer opportunities as possible (including opportunities to cross-business divisions, geographical regions, and departments) and increasing the flexibility of work arrangements (such as part-time, outsourcing, etc.). Hong Kong enterprises are adept at facilitating talent flow, with 45% of Hong Kong respondents reporting ample internal transfer opportunities within their companies. In mainland China, enterprises are actively building flexible, adaptable organisations, with 34% of respondents from mainland China reporting that their companies have adopted more flexible work arrangements.

distribution of enterprises adopting measures to enhance organisational flexibility (respondents%)



investigations and discoveries

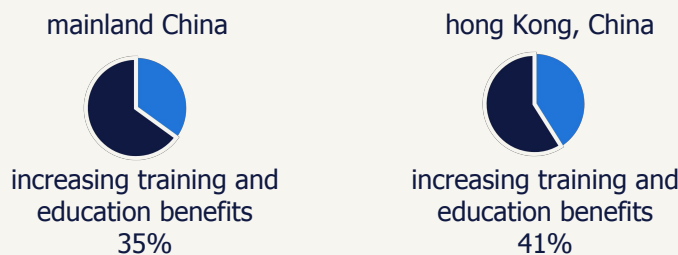
# digital transformation and employee demands driving organisations towards humanised management.

## empowering employees and building a learning culture

In today's digital age, it has become a necessity for organisations to continuously adapt to individual needs. In response to the changing skill demands brought about by digital transformation and a new generation of employees passionate about learning and professional growth, some companies are proactively building and providing individual development and learning opportunities. 35% of respondents from mainland China and 41% from Hong Kong indicated that their companies had increased training and education benefits as part of their HR management strategy.

### distribution of enterprises adopting measures to build a learning organisation

(respondents%)



## building a diverse and inclusive environment, reducing employment discrimination

Actively building a diverse and inclusive corporate culture and work environment, promoting gender equality, and facilitating the development of young talent ensures that all employees are valued and enjoy a sense of security. The survey found that 31% of respondents from mainland China and 33% from Hong Kong indicated that their companies have improved the equity of career development opportunities for women as part of their HR management strategy.

In terms of employee development, Randstad has crafted a gender-equal, inclusive, and diverse organisational structure and working atmosphere. In 2021, females accounted for 51% of the Randstad Group's executives globally, thus realising a future of equality. Randstad also encourages female career advancement at all levels, as part of its localisation developmental strategy. The results have been positive—women make up 74% of the Randstad workforce in the greater China region, and several females have also risen from entry-level positions to management roles.

### distribution of enterprises adopting measures to reduce employment discrimination

(respondents %)



considerations and suggestions

## enterprises: breaking limitations and self-evolution.

enhancing agility and adaptability by building a borderless, flexible organisation

In the face of uncertain, dynamic, competitive conditions, flexible organisations with adaptive capabilities are most likely to have the upper hand. The polarising desires among professionals for both stability and change, and the increasing acceptance of flexible employment arrangements, provide an opportune time for the creation of flexible organisational structures. As part of their strategic manpower planning, organisations can utilise a hybrid model of long-term employment and flexible employment, build core competencies, give consideration to the agility and flexibility of talent and skill acquisition, and dynamically adapt to changes in the external environment.

To develop core competencies, organisations should recruit outstanding, innovative talent from around the world, or bring in talent from different industries. To nurture and develop employees, enhancing the flow of talent should include not only intra-departmental job rotation, but also include the acquisition of innovative talent across countries, regions, cities, enterprise boundaries, and departments. For example, if a multinational company launches a job search feature on its global internal recruitment bulletin board, all employees can quickly learn about and apply for these available positions within the company, thus increasing the organisation's talent pool.

To enhance the agility and flexibility in talent and skill acquisition, organisations can reduce uncertainty and promote diversity simultaneously through leasing or sharing arrangements—such as outsourced employees, fixed-term contract workers, part-timers, freelancers, and other diversified employment methods. For example, consulting, engineering design, and other short-term projects can be undertaken by freelancers or staffed via crowdsourcing, thereby accelerating organisational responses in a fast-paced, competitive environment, while maintaining organisational agility.

selecting and recruiting talent whose values are aligned with the company's

Through rapid dissemination of information, digital technology empowers the individual's voice like never before. For an organisation to grow in strength, it must incorporate the voice of individuals accordingly and strike a balance between organisational and individual development.

To do so, corporate management should both understand the characteristics of employees' needs, and to elevate their significance within the organisation. First, talent acquisition should be equated with talent retention, right from the beginning. To achieve this, select candidates with goals and values consistent with those of the organisation. The company's vision should also be at the heart of everyday management—so that employees' expectations are consistent with those of the organisation—to create a broader sense of value and meaning to their work.

considerations and suggestions

## enterprises: breaking limitations and self-evolution.

### self-evolution and nurturing employees' ability to adapt to the future

The landscape of today's labour market is clear. Digital transformation is here to stay, as are rapidly changing skill requirements. The younger generation's desire for professional growth, more ambitious goals, and deeper involvement is also apparent. To thrive in this environment, enterprises should constantly upgrade the cognitive levels and competencies of employees so that they can rediscover the world and create meaning and value.

The role of an organisation can no longer be a controlling one. Instead, the modern organisation should be an empowering one that provides a good learning and development platform for employees. For example, some companies, in the face of digital transformation, transform into a learning organisation as well. Besides offering numerous internal and external training opportunities, they develop an exclusive internal learning platform to encourage learning and crossovers among employees—helping them become more adaptable in this digital economy.

### diversity and inclusiveness, building non-discriminatory organisations

Modern organisations are increasingly international. Coupled with the rising importance of personal values among younger generations, a diverse and inclusive culture becomes a powerful asset in both talent acquisition and retention. Enterprises should break down the barriers of employment discrimination (such as age, gender or race) and provide equal job opportunities—as well as an inclusive working environment—for all. They should strive to be fair in the cultivation and development of talent, as well as in providing opportunities for collaboration. This way, employees from different backgrounds and cultures will develop mutual respect and benefit from mutual exchanges.

### enhancing the sense of belonging and compensating the rationality of digital intelligence with emotional intelligence

Employee groups constantly iterate, especially in an age of new values—one where employee loyalty is in decline and where turnover rates are on the rise. In response, corporate management should introduce measures to optimise organisational forms, management styles, and performance appraisals to humanise the organisation. For employees of different ages, regions, and backgrounds, it is necessary to introduce differentiated management, establish effective communication and trust, suppress any culture of ineffective overtime, and improve employees' sense of belonging and happiness in the organisation.



considerations and suggestions

## individual: adapting to the environment and self-growth.

constantly challenge yourself, leave your comfort zone

In this era of digital transformation and an ever-changing environment and needs, we must embrace change and create new value with a growth mindset—while adopting a positive, open, starting-from-zero mentality.

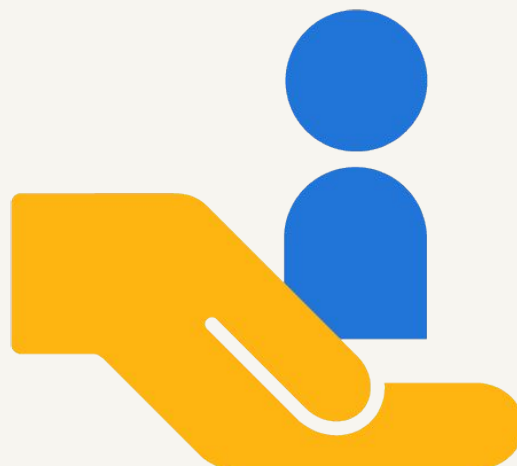
As a result of regional economic development in the Guangdong-Hong Kong-Macao greater Bay Area, the Integrated Yangtze River Delta Area, the Chengdu-Chongqing City Cluster, and the Beijing-Tianjin-Hebei Region, employment opportunities are more varied and plentiful. Job seekers can look towards regionalisation as a broader platform for professional development.

Furthermore, numerous new job opportunities will emerge as a result of digital transformation, product iterations, and the deluge of new products, technologies and applications that are on the horizon. Yet, talent in these fields is often in short supply. To make the most of these opportunities, professionals should proactively seek change, improve their skills, challenge themselves in new job roles, and improve their overall employability.

finding one's passion and a sense of belonging from diverse experiences

This modern era has endowed the younger generation with more career choices and developmental opportunities. Paradoxically, being passionate about your work—or finding your passion—has become an obstacle for professionals. However, with rich workplace experience, the younger generation can leverage flexible working practices amidst diversified corporate cultures, modes of employment, and jobs (such as part-time jobs, internships, outsourcing, fixed-term contract work, etc.) to find professional fields in which they are both skilled and interested in, as well as enterprises that match their values and preferred corporate culture.

Besides changing jobs or professions, professionals should also consider internal job opportunities. Through job rotation, an internal transfer, or participation in innovative projects, professionals can find a job that is both enjoyable and fulfilling.



considerations and suggestions

## individual: adapting to the environment and self-growth.

being open-minded, communicating more openly and honestly

When working in a stressful, fast-paced work environment, honest and open communication through multiple channels is an excellent way to resolve issues. An individual's career development can also be enhanced by staying in touch with headhunting consultants to understand changing trends in the job market and obtain professional guidance and advice. When faced with difficulties, challenges and pressure at work, professionals can get help from employee psychological assistance programs (EAP) provided by the company, or confide in friends and family to lighten their mental burden and relieve work stress.

To develop a fulfilling career, professionals should keep an open mind and establish positive relationships that revolve around mutual communication and trust with their direct managers, as well as their human resources department. This way, they can get practical advice on capability development, alongside improved internal career development and transfer opportunities.

facing the future, continuing to learning

In the face of a more knowledge-driven and technology-intensive society and future, we have to keep learning. If the need arises, professionals can leverage on career counseling to create a long-term career plan. Or, through regular appraisals using ability assessment tools, professionals can discover their strengths and weaknesses, keep pace with the times, and constantly upgrade themselves.

Gaining experience through practice is also a good way for individuals to improve their abilities. In an era defined by innovation, proactively grasping opportunities, participating in innovative projects, and expanding your creative thinking (and other soft skills) can significantly improve your employability.



# about randstad.

As a global human resources service company, Randstad Group leverages technological capabilities in creating a better human experience and helping talent and organisations realise their potential. This is the brand promise put forth by Human Forward, which puts people first and drives the future.



Randstad Group was established in 1960 and was listed on NYSE Euronext (stock code: RAND.AS). The group is headquartered in Amsterdam, the Netherlands. As a comprehensive human resource solutions provider, it has a workforce of nearly 35,000 employees and is present in 38 countries and regions around the world. It continues to shape the working world by helping talent and organisations realise their potential and providing career opportunities to nearly 600,000 candidates every day. As a global human resources services company driven by innovative technology and humanised experiences, Randstad Group is ranked among the Fortune 500 for its exceptional financial performance.

In 2006, Randstad set sail for China. A headquarters was established in Shanghai, with offices located in cities including Beijing, Chengdu, Nanjing, Suzhou, Guangzhou, Shenzhen and Hong Kong. Randstad is deeply involved in the greater China region and provides a comprehensive range of recruitment services and human resources solutions, including mid- to senior-level talent search, job outsourcing services, business service outsourcing, personnel service outsourcing, shared services, recruitment process outsourcing, managed services programmes, and outplacement and job transfer services.

The fields we specialise in include financial accounting, financial services, IT and Internet, intelligent manufacturing, life sciences, construction, real estate and engineering, education and training, fast-moving consumer goods, supply chain and procurement, administrative and secretarial, human resources, legal, marketing and sales and digital marketing.

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