

randstad employer brand research report 2025.

hong kong SAR



partner for talent.



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randstad employer brand research 2025 edition.

Commissioned by Randstad and conducted by Kantar, the Randstad Employer Brand Research is an independent and most representative and inclusive employer brand research in the world.

It is the only study that captures the workforce sentiments towards key employee value proposition factors from employees and job seekers between the ages 18 and 64.

Since 2013, we conducted the survey every year to track trends in employees' motivations and attractiveness of the employer brand. 2025 also marks the 13th edition in Hong Kong SAR.

The in-depth survey results and findings give an overview of the trending insights that can help shape and strengthen your company's employer brand strategy.

research conducted by:

KANTAR



argentina
australia
austria
belgium
brazil
canada
china

czech republic
france
germany
greece
hong kong SAR
hungary
india

italy
japan
luxembourg
malaysia
mexico
the netherlands
new zealand

norway
poland
portugal
romania
singapore
spain
sweden

switzerland
united kingdom
united states
uruguay

randstad employer brand research: hong kong SAR edition.

2,599
respondents in hong
kong SAR

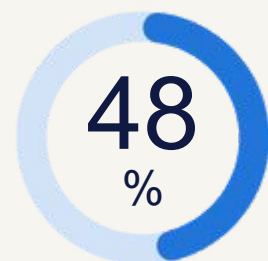
♀ 52%

♂ 46%

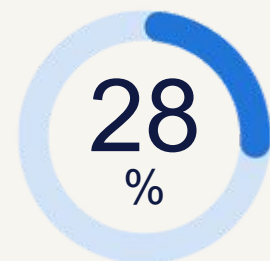
14
minutes
online interviews



gen Z
born 1997 - 2012



millennials
born 1981 - 1996



gen X
born 1965 - 1980



baby boomers
born 1946 - 1964

top 10 respondents' employment fields

finance	13%
admin, secretarial & HR	11%
engineering & technology	10%
sales & marketing	9%
construction	8%
ICT	7%
customer services	6%
education	6%
transportation	6%
healthcare	4%





employee value
propositions
that matter to talent.



randstad

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talent's priorities remain stable, but vary by generations.

work-life balance reclaim top priority among hongkongers

Work-life balance reclaimed its position as the top EVP driver for talent in Hong Kong SAR, surpassing salary and benefits once again after a year.

The ideal employer profile in Hong Kong has remained largely consistent over the past 3 years. However, just over half of the respondents rated their employers positively in terms of salary and benefits, making it the widest expectation gap in the survey.

On a more positive note, employers are performing well in EVP drivers such as "financial health", "equity", and "job security" — key assets that can be leveraged to improve overall employee satisfaction.

generational differences in training, equity, security and culture

While "attractive salary and benefits" remains to be one of the top 2 priorities for Gen Z, Millennials and Gen X, Baby Boomers consider it their highest priority. When asked to rank EVP drivers that are important to them, Gen Z and Millennials saw "equity" and "good training opportunities" important, while Gen X places more value on a "pleasant work atmosphere".

Gen X and Baby Boomers tend to be more critical of their employers, especially in terms of salary and benefits. Gen Z and Millennials, on the other hand, are generally more positive in their assessments of their current employer, particularly when it comes to "work-life balance" and "job security".

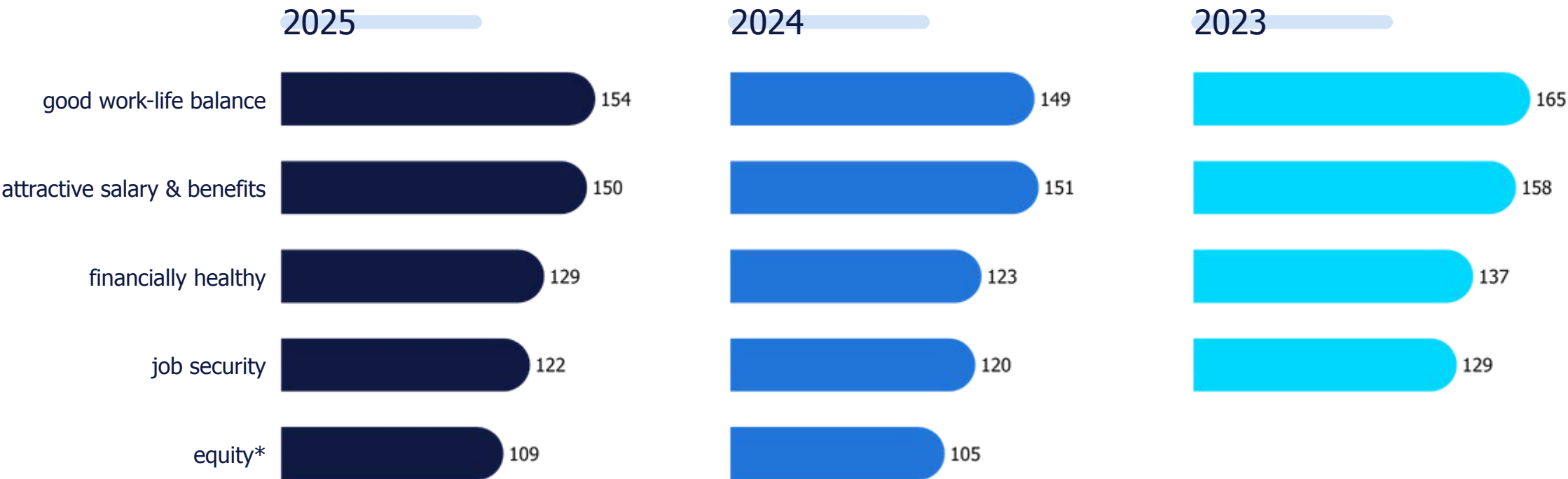
Work-life balance is set to become a key factor in attracting and retaining talent. As stable employment or alternative income avenues become more accessible to everyone, work-life balance has emerged as a key differentiator among employers.

benjamin elms
managing director, randstad hong kong



work-life balance returns to top EVP driver for talent in 2025.

The top 5 EVP drivers (out of a list of 16) remains stable with previous years, as Hongkongers balance function needs with emotional factors like strong work-life balance and a sense of equity.



how to read the above indexed scores

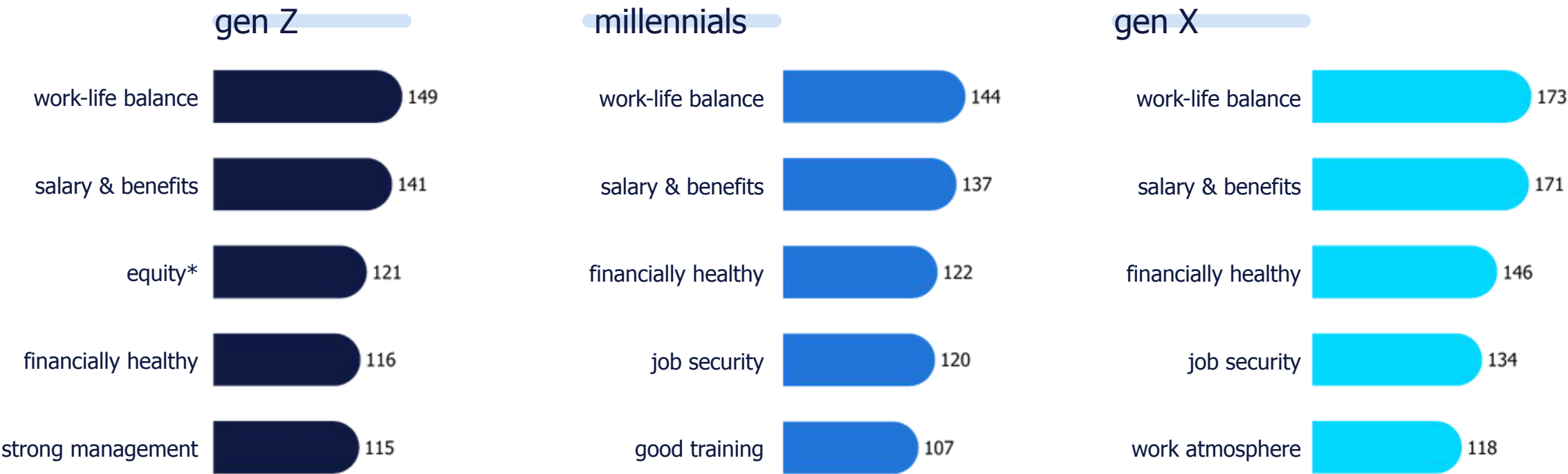
150: driver is chosen 50% more often than the average driver to be important

75: driver is chosen 25% less often than the average driver to be important

appendix: full ranking of 16 employee value propositions

*new in 2024: `offers employees equal opportunities regardless of age, gender, ethnicity etc.
Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

generational divide: top 5 EVPs.



appendix: full ranking of 16 employee value propositions by work generations



*new in 2024: `offers employees equal opportunities regardless of age, gender, ethnicity etc.
Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

attractive salary and benefits & good training: 2 unmet talent expectations.

Employers are performing relatively well, with 4 of the 5 five ideal employer drivers aligning with current employer strengths.

Notably, “financially healthy company” and “job security” stand out as key assets that can be leveraged to strengthen employer branding and retention efforts.

“Attractive salary and benefits” continues to show the greatest gap between employee expectations and perceived reality, with only just over half of respondents believing their employer meets their expectations in this area.

“Good training”, which is ranked as the 6th most important EVP driver by respondents did not make it to the top 10 employer strengths.

evaluation of current employer

- | | |
|----|------------------------------|
| 1 | financially healthy |
| 2 | job security |
| 3 | conveniently located |
| 4 | equity |
| 5 | work-life balance |
| 6 | good reputation |
| 7 | pleasant work atmosphere |
| 8 | attractive salary & benefits |
| 9 | career progression |
| 10 | gives back to society |

profile of ideal employer

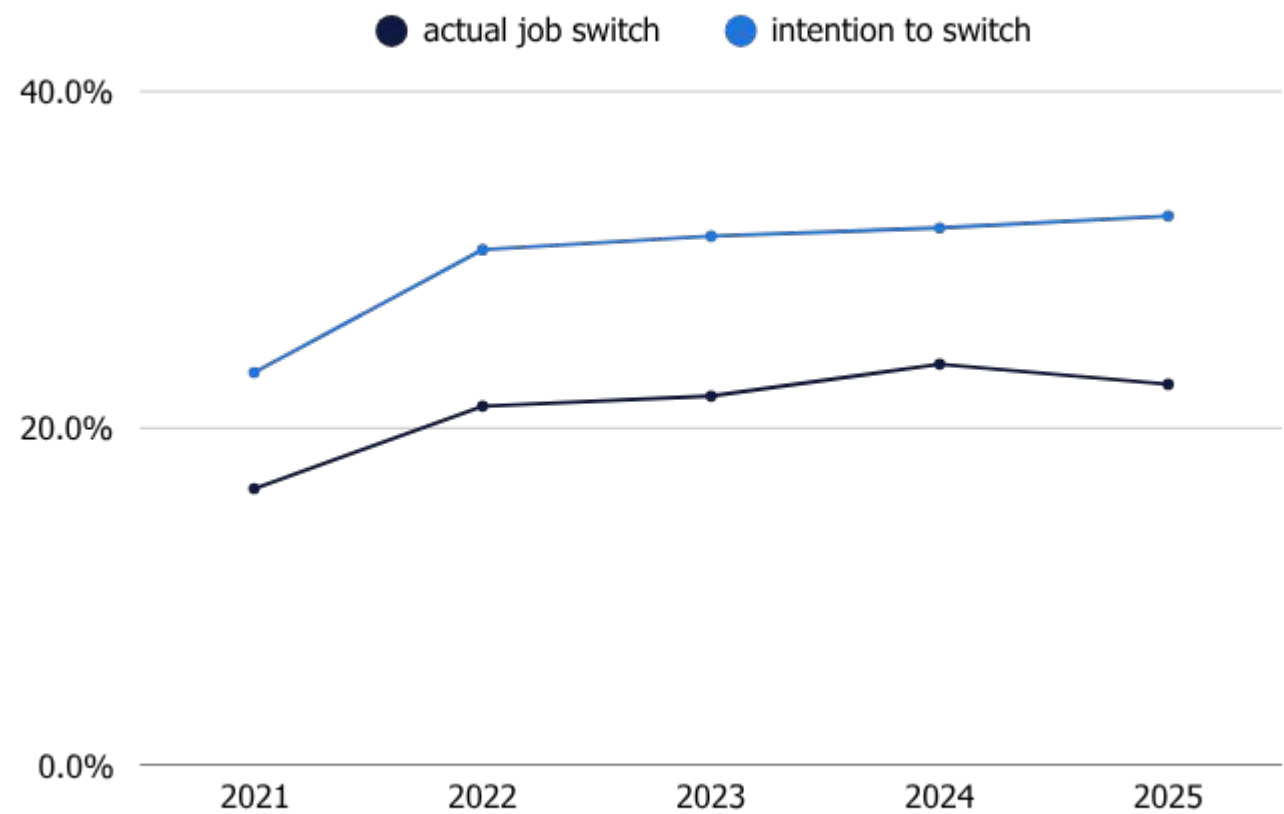
- | | |
|----|------------------------------|
| 1 | work-life balance |
| 2 | attractive salary & benefits |
| 3 | financially healthy |
| 4 | job security |
| 5 | equity |
| 6 | good training |
| 7 | pleasant work atmosphere |
| 8 | career progression |
| 9 | strong management |
| 10 | good reputation |



Q. How would you rate your own employer on each of the attributes below, on a scale from 1 (not at all true) to 5 (completely true)?

Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

even though job switching behaviour is stable,
hongkongers are slightly more hesitant to make the switch in 2024.



is planning to switch jobs within the first 6 months of 2025, a 0.7% increase in the same period from the previous year.

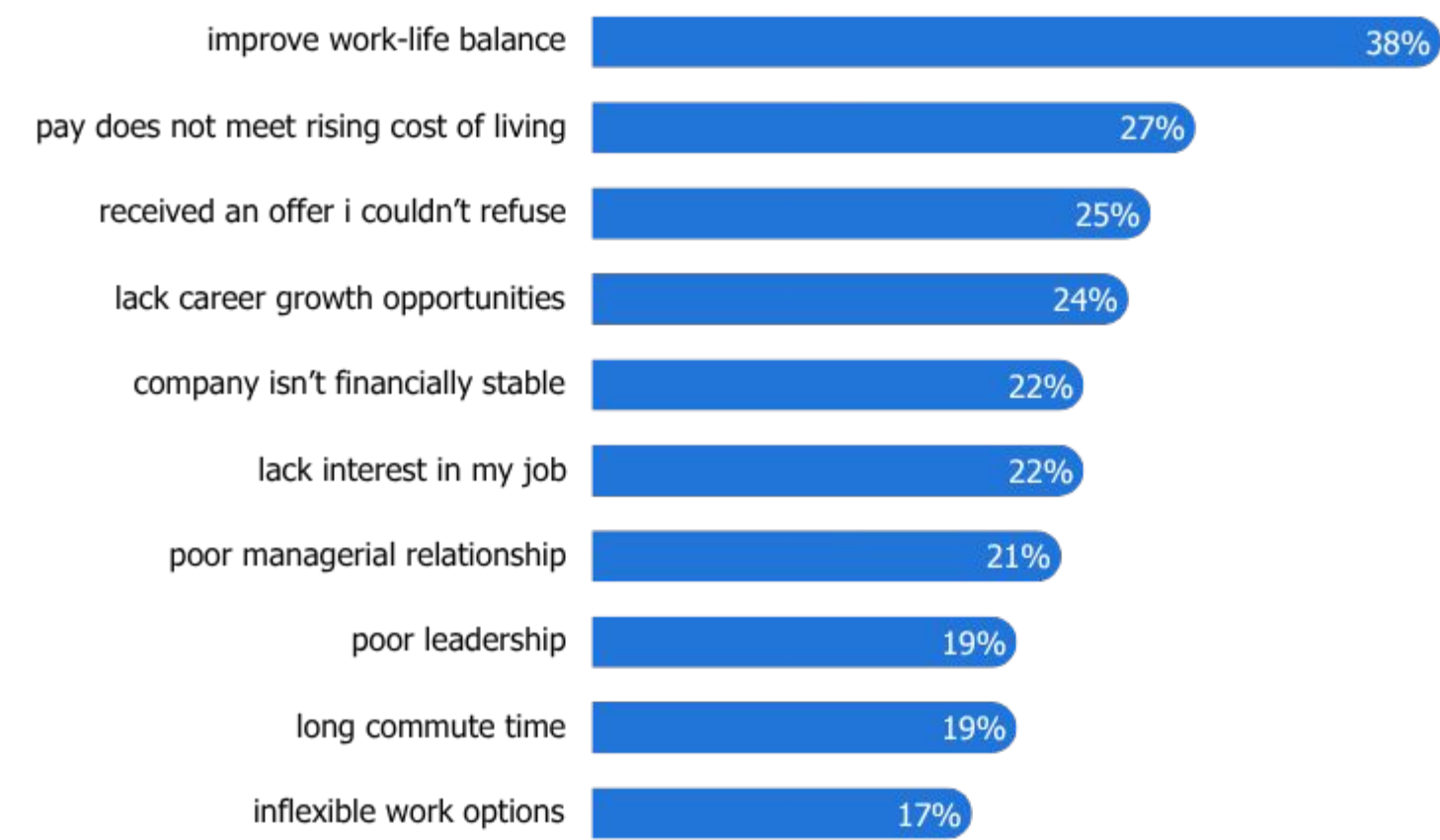


have changed jobs between july and december 2024, a 1.2% decline from the same period the previous year.



Q. Did you change jobs in the last 6 months?
Q. Do you plan to change jobs within the next 6 months?

job leavers motivated to find companies that offer better work-life balance.



Compared to 2024, 5.9% more respondents cited work-life balance as their main reason for leaving this year.

The competition for talent is also heating up, as 2.9% more respondents said they left because they received an offer they couldn't refuse.

While fewer people are leaving due to poor leadership (-1.3%), more are resigning because of poor relationships with their managers (+1.8%).

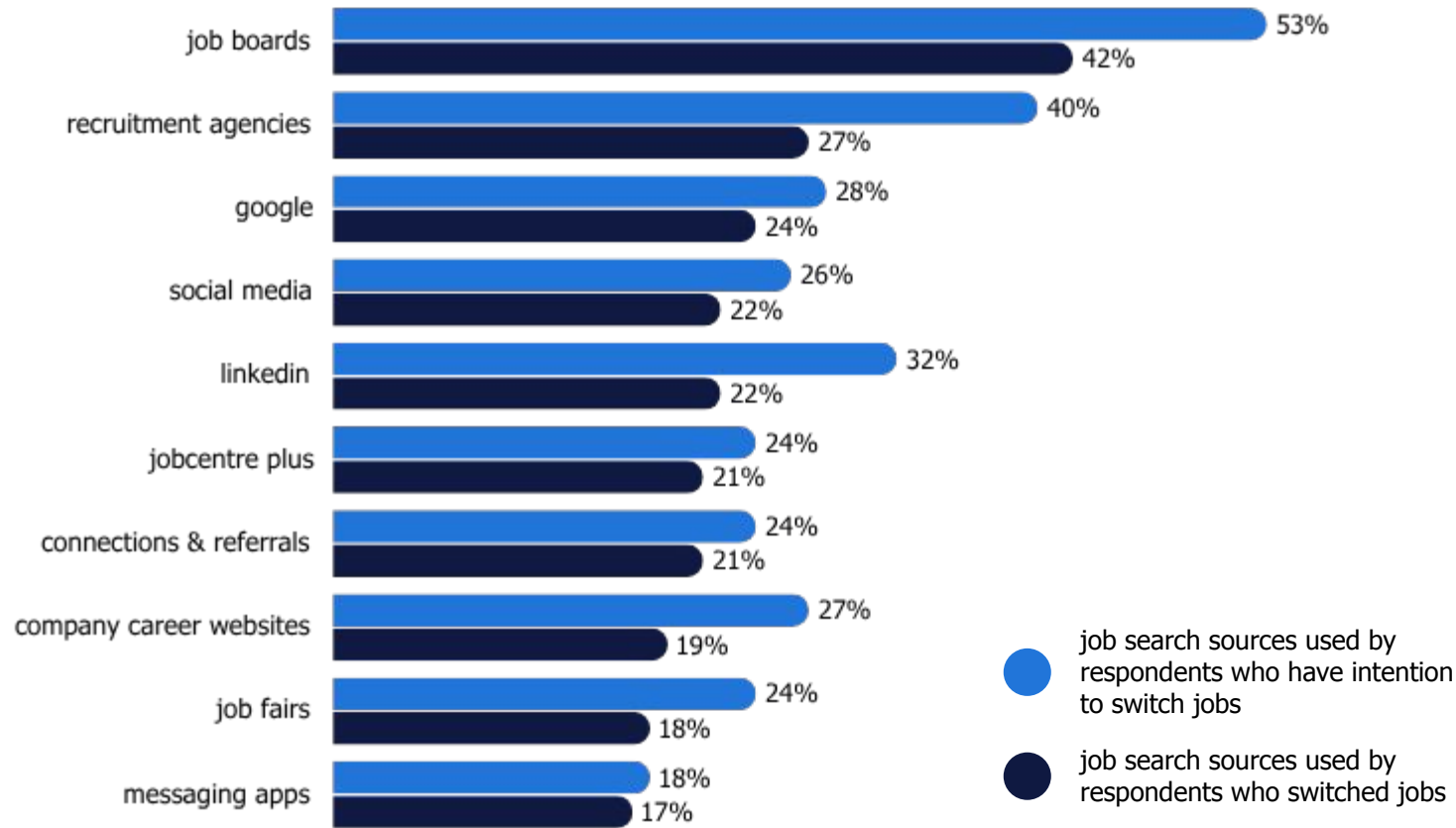
Our [2025 Workmonitor](#) report supports this, revealing that 64% of employees would quit if they didn't get along with their manager.

appendix: full ranking of reasons by work generations



Q. For what reasons did you or would you decide to leave your employer?

job boards dominate, but social media gains grounds among gen Z & millennials.



Job boards remain the most popular job search channel, with strong and consistent use across all generations.

Recruitment agencies are the second most preferred option, especially for Millennials and Gen X, who value a more personalised and confidential job search experience.

Gen Z stands out for using social media and LinkedIn in their job search, reflecting their digital habits. They also turn to these platforms to learn about company culture and growth opportunities through authentic, first-hand experiences.

appendix: search channels used by job seekers by work generations



Q. Through which of the following job search channels have you used to look for a job?
Q. Through which of the following job search channels did you find a job?



what motivates employees, and what doesn't?

across all generations, work-life balance fuels employee motivation.

58% of respondents reported feeling engaged in their current roles, with 48% experiencing higher motivation than the year before.

Work-life balance is the main factor affecting how engaged or disengaged employees feel.

Heavy workloads and wanting higher pay are the top reasons people lose motivation. On the other hand, growth opportunities, job security, and good support from managers help people feel more engaged.

To keep staff motivated and reduce turnover, employers should focus on helping employees achieve a healthy work-life balance and offering clear paths for career growth and stability.

gen Z and millennials show higher engagement, citing recognition & better leadership

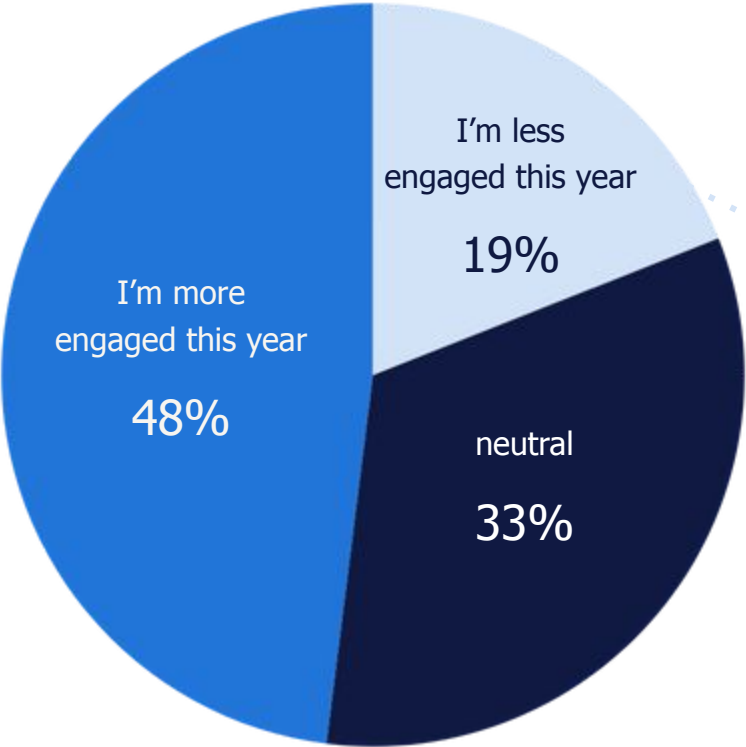
Younger generations report higher levels of engagement than the older generations (61% vs. 52%) and have shown a more notable positive change compared to the previous year, particularly for Millennials (55%)

37%

feel less engaged at work
due to poor work-life balance.



even though 48% of respondents feel engaged,
companies may already be losing the other half of their workforce.



disengaged workers are 12% more likely to consider quitting.

workers who are less engaged by generations.



Q. On a 5 point scale, how motivated / engaged are you in your current job role compared to the last year?

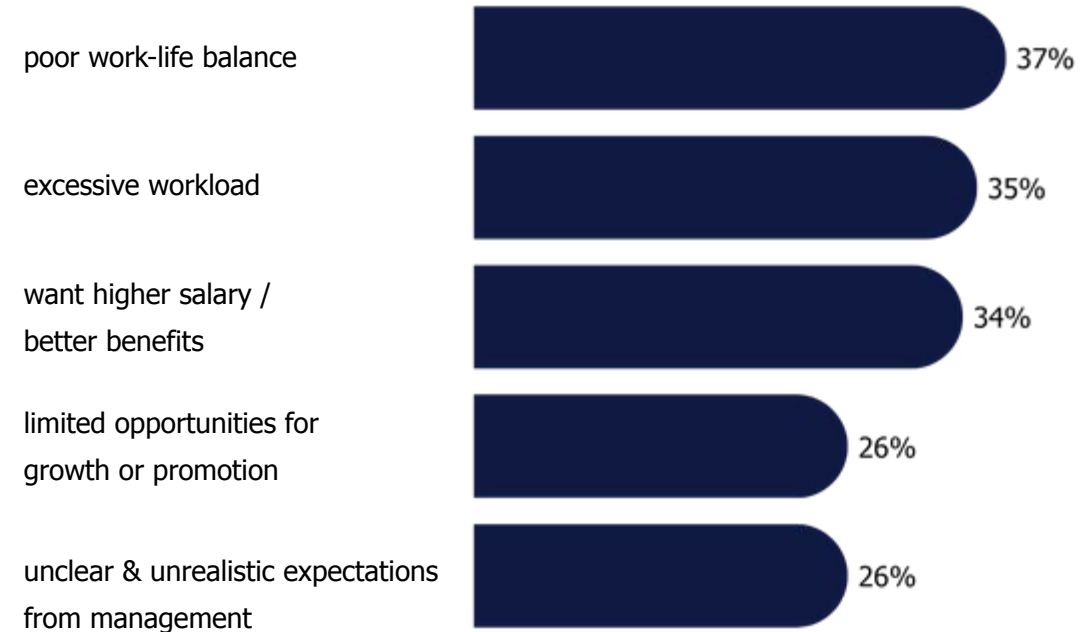
quality of work-life balance determines employee motivation & engagement.



more motivated & engaged



less motivated & engaged



appendix: full ranking of reasons leading to higher / lower motivations

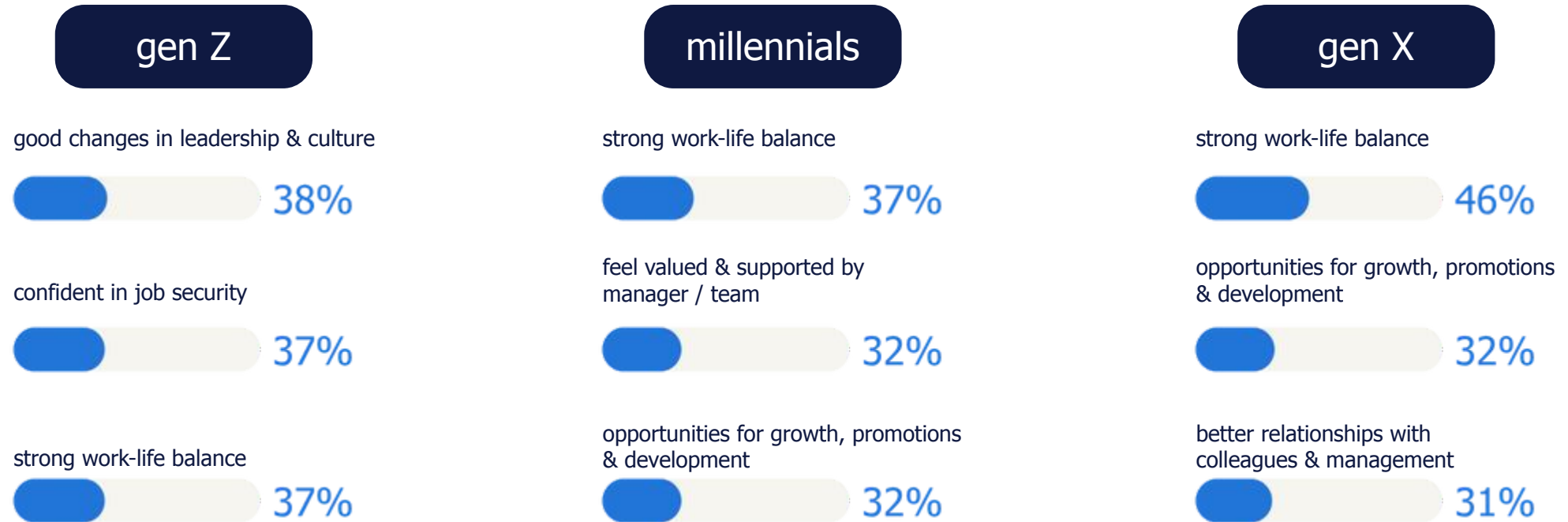


Q. You have stated that you are more (less) motivated / engaged than a year ago. Has this been influenced by any of the following factors?

what different work generations are motivated by?

Employees who enjoy a healthy work-life balance tend to be more engaged, motivated, and loyal — leading to higher productivity. However, what motivates employees vary across generations:

- Gen Z is driven by a desire to see meaningful change and impact in the workplace.
- Millennials and Gen X place greater value on building the right connections and having access to growth opportunities.



Q. You have stated that you are more motivated / engaged than a year ago. Has this been influenced by any of the following factors?

what different work generations are demotivated by?

The survey highlights that excessive workloads contribute to a more disengaged workforce, as employees become overwhelmed by deadlines and lose sight of their overall purpose.

- Gen Z and Millennials worry about being undercompensated at work.
- Gen X is more concerned with receiving unclear or unrealistic expectations, which can lead to excessive workloads and a poor work-life balance.



Q. You have stated that you are less motivated / engaged than a year ago. Has this been influenced by any of the following factors?



talent attitude
towards
the AI revolution.



partner for talent.

AI adoption holds steady, but more confidence needed.

The proportion of Hong Kong employees who regularly use AI at work has remained stable at 30%, a 2-point decrease from 2024. While there is a gradual uptick in overall workforce adoption of AI, usage among Gen X talent has decreased, highlighting the need for interventions to bridge this generational gap and increase the overall adoption rate.

Navigating the AI revolution requires companies to build a future-ready workforce, and central to this is fostering a learning culture where employees are encouraged to experiment with new ideas and technologies.

equitable AI training for all generations

Employers should offer targeted AI training programs for employees at all skill levels, from beginners to advanced users. Companies can also seek out user-friendly AI solutions that align with business needs and deliver both measurable and meaningful outcomes.

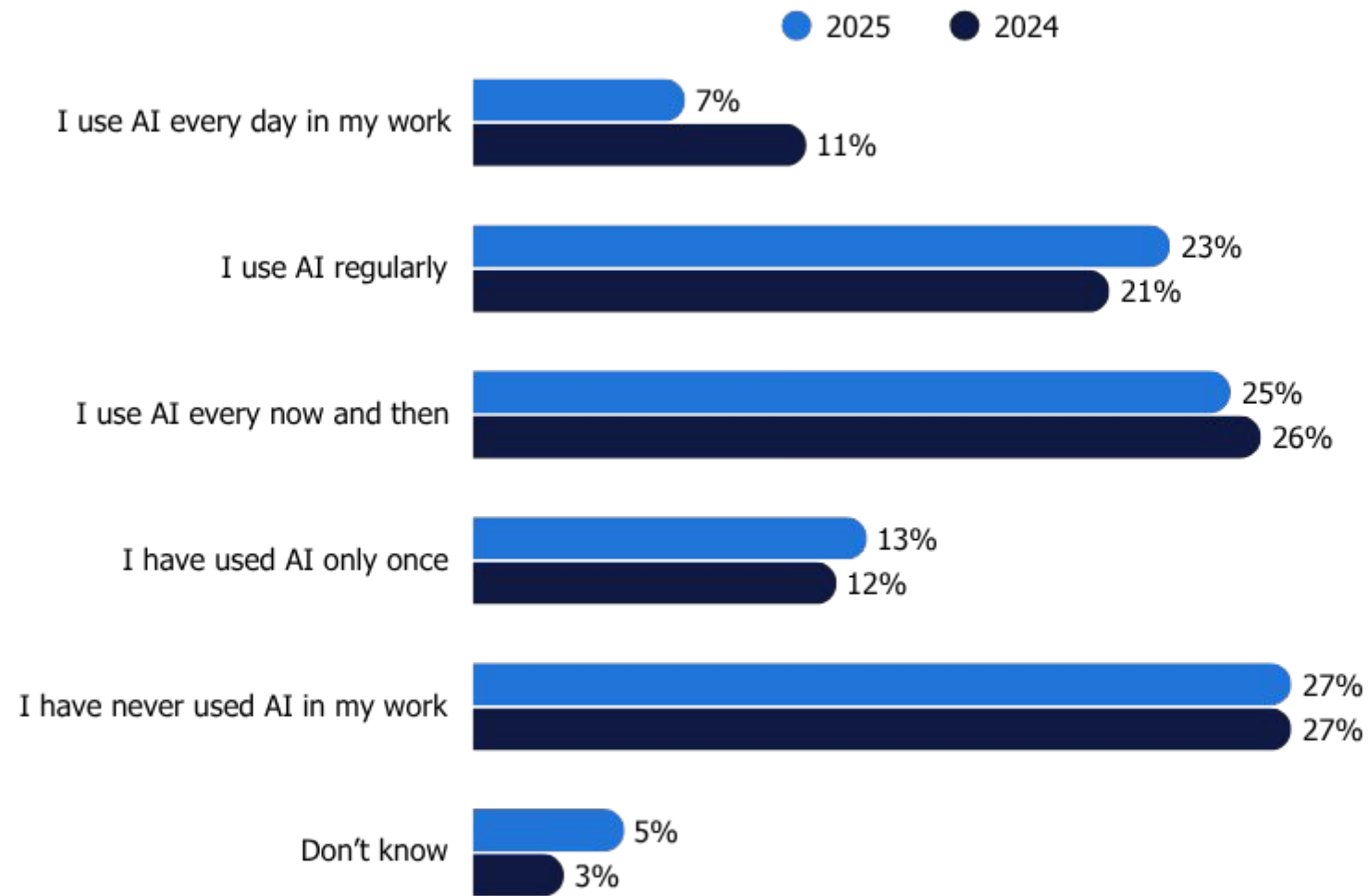
It is equally important for business leaders to champion AI adoption by setting an example and actively promoting its use in day-to-day operations.



To unlock the full potential of AI for organisational growth and transformation, leaders must bring their people along on the journey. When your workforce is engaged and empowered, your company moves faster, adapts better to changes, and attracts top talent.

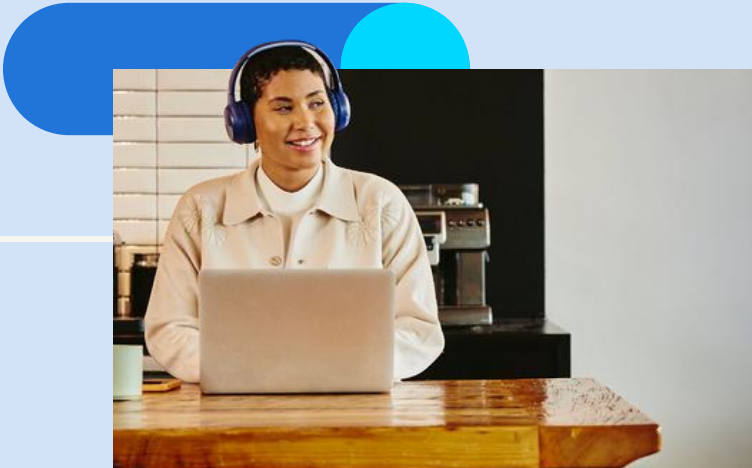
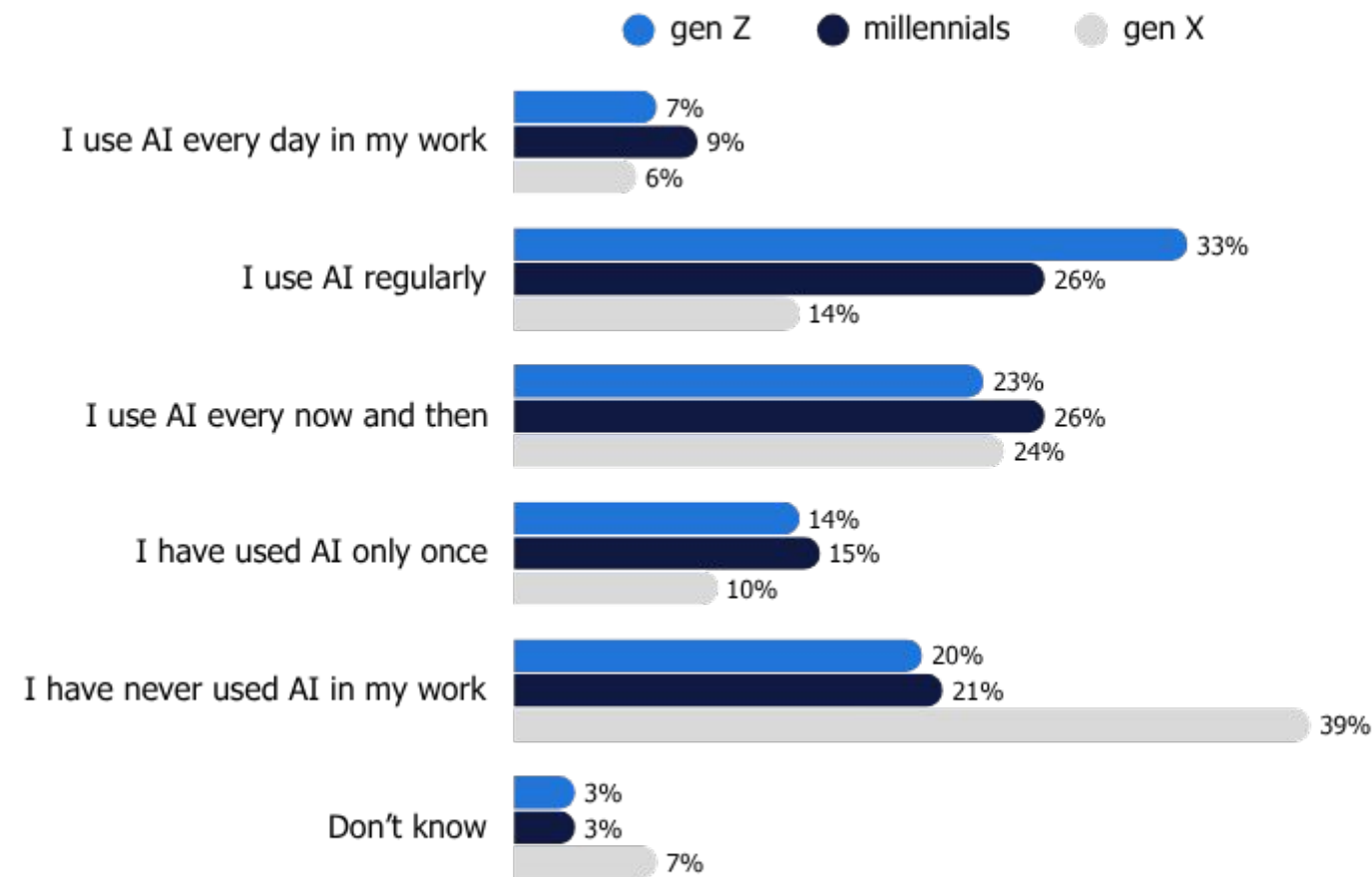
leslie tang
head of client solutions, greater china, randstad

AI adoption has held steady.



Q. To what extent are you using artificial intelligence in your work today?

gen X pulls back on use of AI at work.

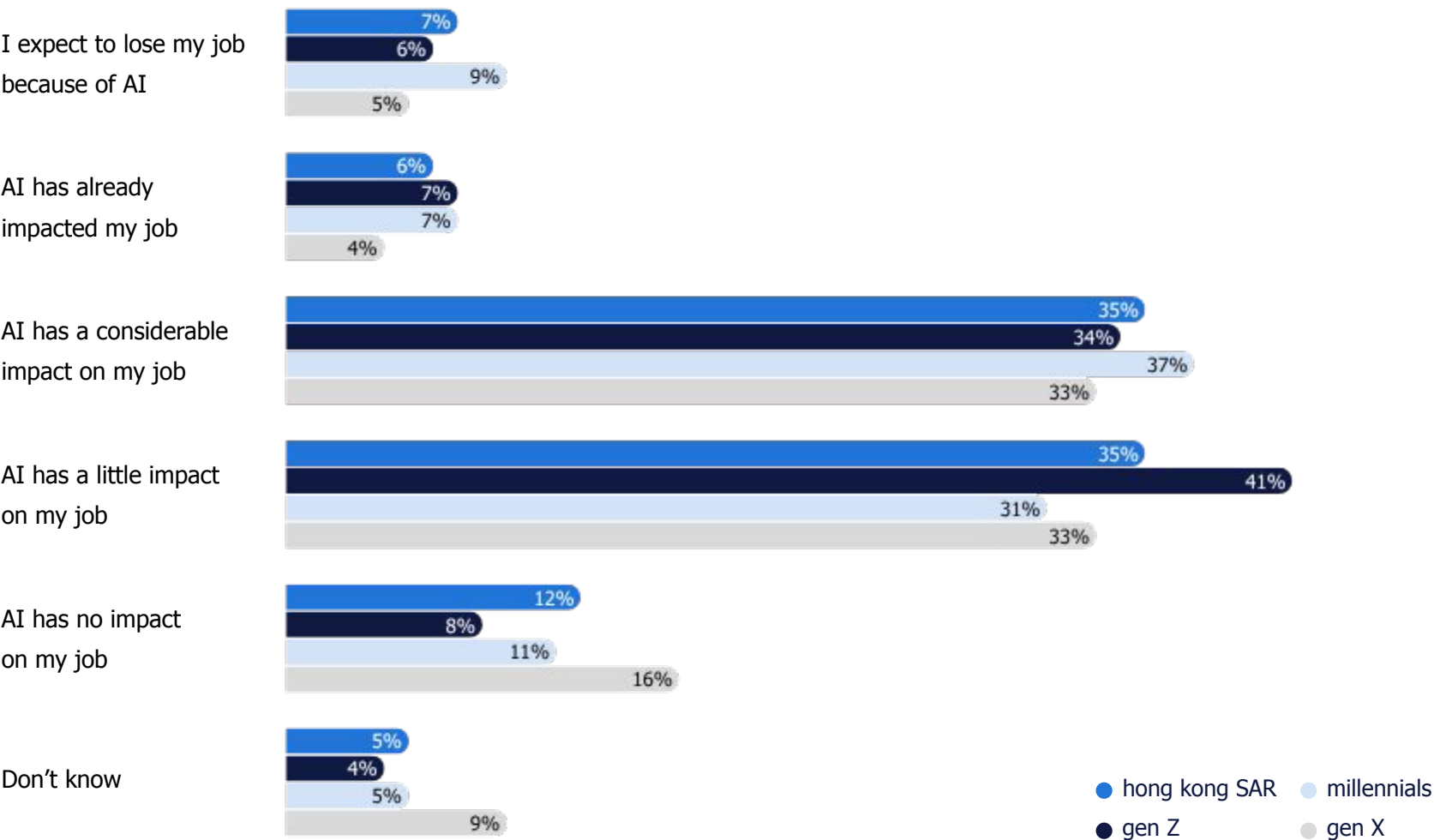


compared to 2024 data,
more gen X are stepping
away from using AI at work.

- gen Z 4% ↑
- millennials 1% ↑
- gen X 6% ↓



gen X seemingly unaware of the impact of the AI revolution.



According to the World Economic Forum’s Future of Jobs 2025 report, Hong Kong employers expect technology to handle 43% of workplace tasks by 2030, up from 25% today.

Meanwhile, tasks performed solely by humans are projected to drop from 44% to 28%.

Despite this shift, 16% of Gen X respondents in our survey believe AI has no impact on their jobs.

As AI becomes more integrated into the workplace, it’s crucial to educate and upskill employees — not only to boost productivity, but also to prepare talent for how their career paths and growth will change in the future.





make DEI
count where it matters.
equity in action



partner for talent.

companies' equity ratings declined year-on-year.

Despite a relatively strong overall equity score, employers' equity ratings declined across all key statements compared to 2024 results. Talent are expecting employers to be more equitable, but employer's efforts are less visible and impactful than before.

This aligns with the findings from our 2025 Workmonitor study, where 65% of respondents said that their employers' DEI initiatives are tokenistic. 2 in 3 local respondents also said that their employers' DEI initiatives do not go far enough.

Employers need to make sure that their DEI strategies are not just about ticking the right boxes, but hits where it matters.

more gen Z identify as minorities, but are positive about their employer's equity performance

43% of Gen Z respondents identify as a minority, up from 36% in 2024. This contrast with a slight 3% decline in the overall proportion of respondents who identify as a minority in Hong Kong SAR.

While Gen Z and Millennials are more positive about their employer's equity performance, they report facing more obstacles in their careers because of their identity when compared to their older counterparts.

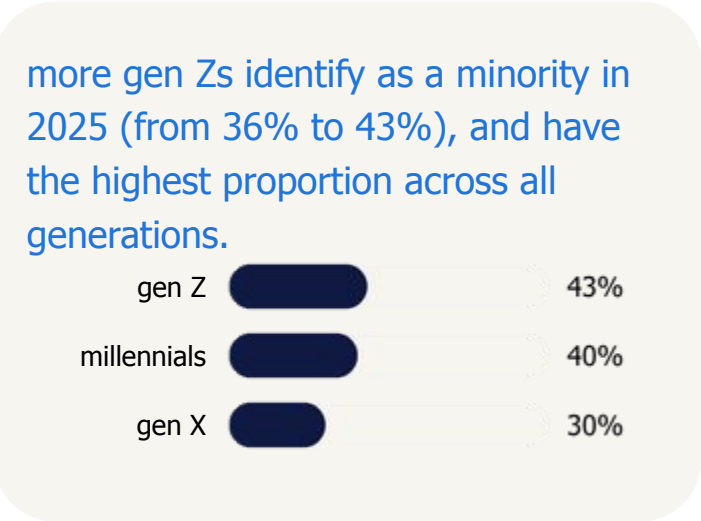
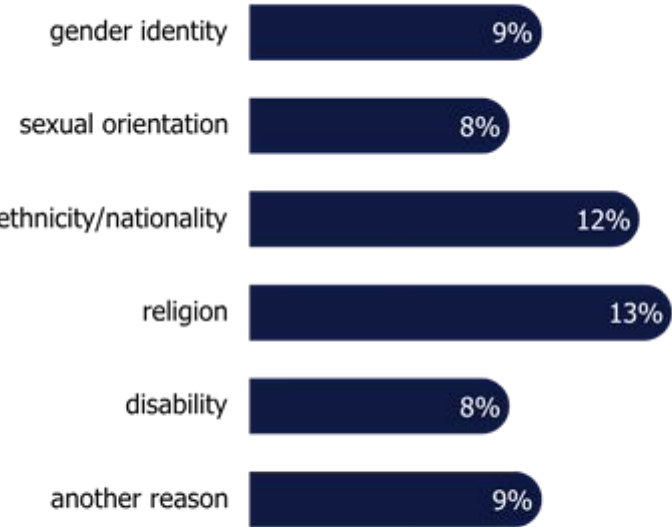
37%

identify as a minority
at the workplace.

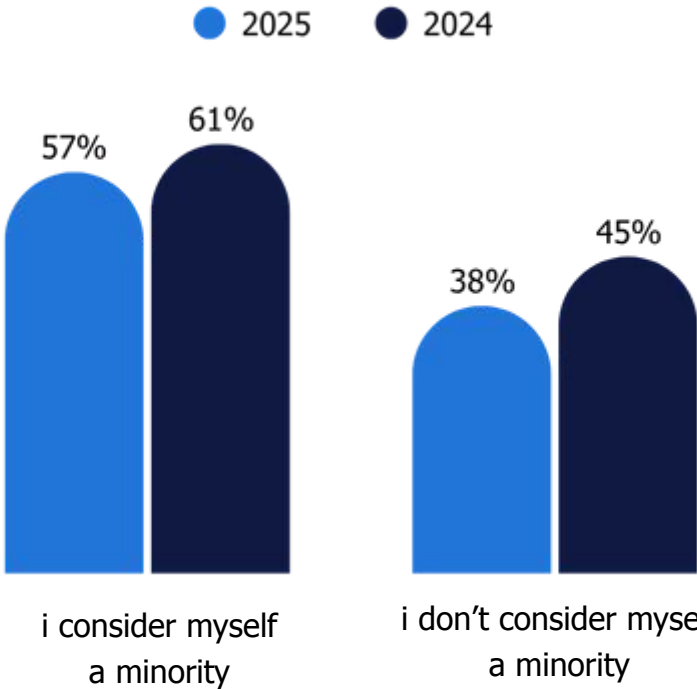


employers have improved, but respondents who identify as minorities are still more likely to face career obstacles.

do you consider yourself a minority?



“I have faced obstacles in my career progression in this organisation, which I believe is because of who I am.”

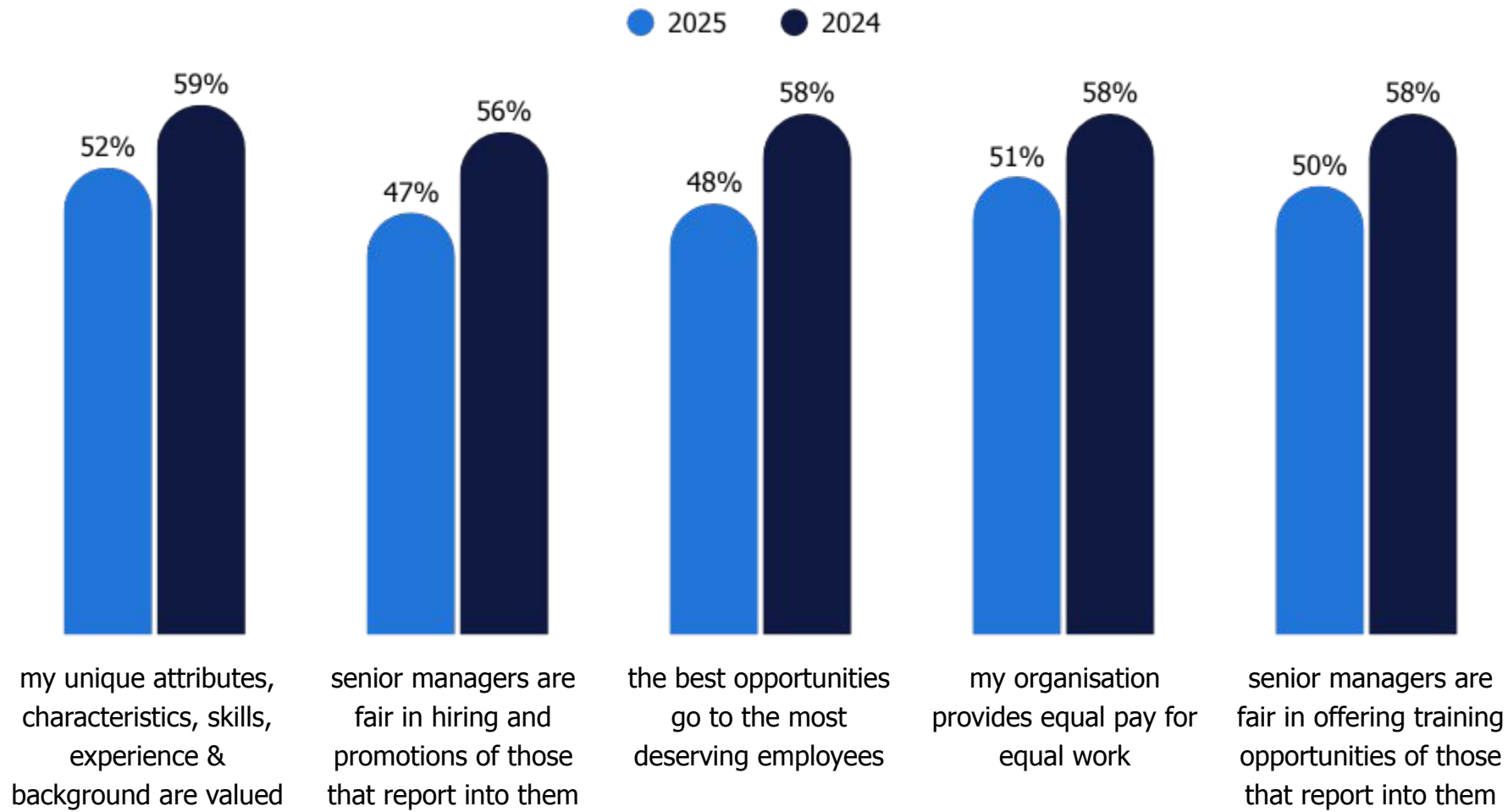


appendix: full reasons why people consider themselves a minority by work generations



Q. Do you consider yourself to belong to a minority?
Q: On a scale of 1 to 5, how would you rate your employer on the statement?

decline in equity scores signals lack of fairness & transparency.



appendix: equity statements by work generations



Q: On a scale of 1 to 5, how would you rate your employer on each of the statements, from 1 (not true at all) to 5 (completely true)?

about randstad.

Randstad is a global talent leader with the vision to be the world's most equitable and specialised talent company. As a partner for talent and through our four specialisations — Operational, Professional, Digital and Enterprise — we provide clients with the high-quality, diverse and agile workforces that they need to succeed in a talent scarce world. We help people secure meaningful roles, develop relevant skills and find purpose and belonging in their workplace. Through the value we create, we are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2024, we supported over 1.7 million talent to find work and generated a revenue of €24.1 billion. Randstad N.V. is listed on the Euronext Amsterdam. For more information, see www.randstad.com.

about employer brand research.

Randstad Employer Brand Research 2025 explores the views of working people in Europe, Asia-Pacific, Latin and North America.

Data was collected from over 170,000 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay between 6 January 2025 and 2 March 2025.

For this research, Randstad partnered with Kantar, a global research and analysis firm.

Randstad Hong Kong has participated in the Employer Brand Research since 2013.

You can explore more employer branding insights and year-on-year trends on our Randstad Hong Kong website.

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industry employer
brand performance.



randstad

partner for talent.

2025: industry employer brand performance.

awareness & attractiveness



2025: industry employer brand performance.

employee value proposition scores.

	EVP #1	EVP #2	EVP #3
banking & financial services	financially healthy	job security	career progression
fast-moving consumer goods & consumer	financially healthy	good reputation	job security
food & beverage	conveniently located	financially healthy	career progression equity
insurance	financially healthy	equity	good reputation
information & communications technology	financially healthy	job security	good reputation conveniently located
leisure & tourism	financially healthy	good reputation	equity
luxury & retail	financially healthy	good reputation	job security
property & real estate	financially healthy	job security	career progression good reputation
utilities & infrastructure	financially healthy	job security	career progression





appendix.

methodology: indexation of EVP drivers.

Since 2023, Kantar has changed the way the EVP driver scores in the market reports and data tables are presented. As you will see on in the report, we have changed the EVP drivers to now be shown as index scores based on the average EVP driver score instead of percentages.

This does not change the underlying data but it is a different representation and it allows for different analysis.

why this change was made?

In 2023, the technical script behind the online REBR survey was updated to accommodate newer devices and improve the user experience.

The changes made to the survey in this update have had an impact on the results of the survey, specifically on the EVP driver scores.

In the new survey layout, respondents tend to select less drivers on average than in the old survey layout.

In absolute terms, this means the scores of all drivers have gone down. By indexing these scores to the average score of each year, we are accounting for this change across years and showing the scores of the drivers as they are relative to each other in each given year.

What are index scores?

Indices are used for showing the relative importance. The advantage of using relative scores versus absolutes is that indices are not sensitive for movements within the category.

Instead, they reflect a score that is directly comparable against their equals, accounting for external factors like current preferences and trends. Hence using relative scores for the importance of the EVP drivers shows how one driver performs against all other drivers within each year, and how this performance of EVP drivers against each other changes across years.

How should you interpret indices?

The index scores are calculated by dividing the absolute scores by the average.

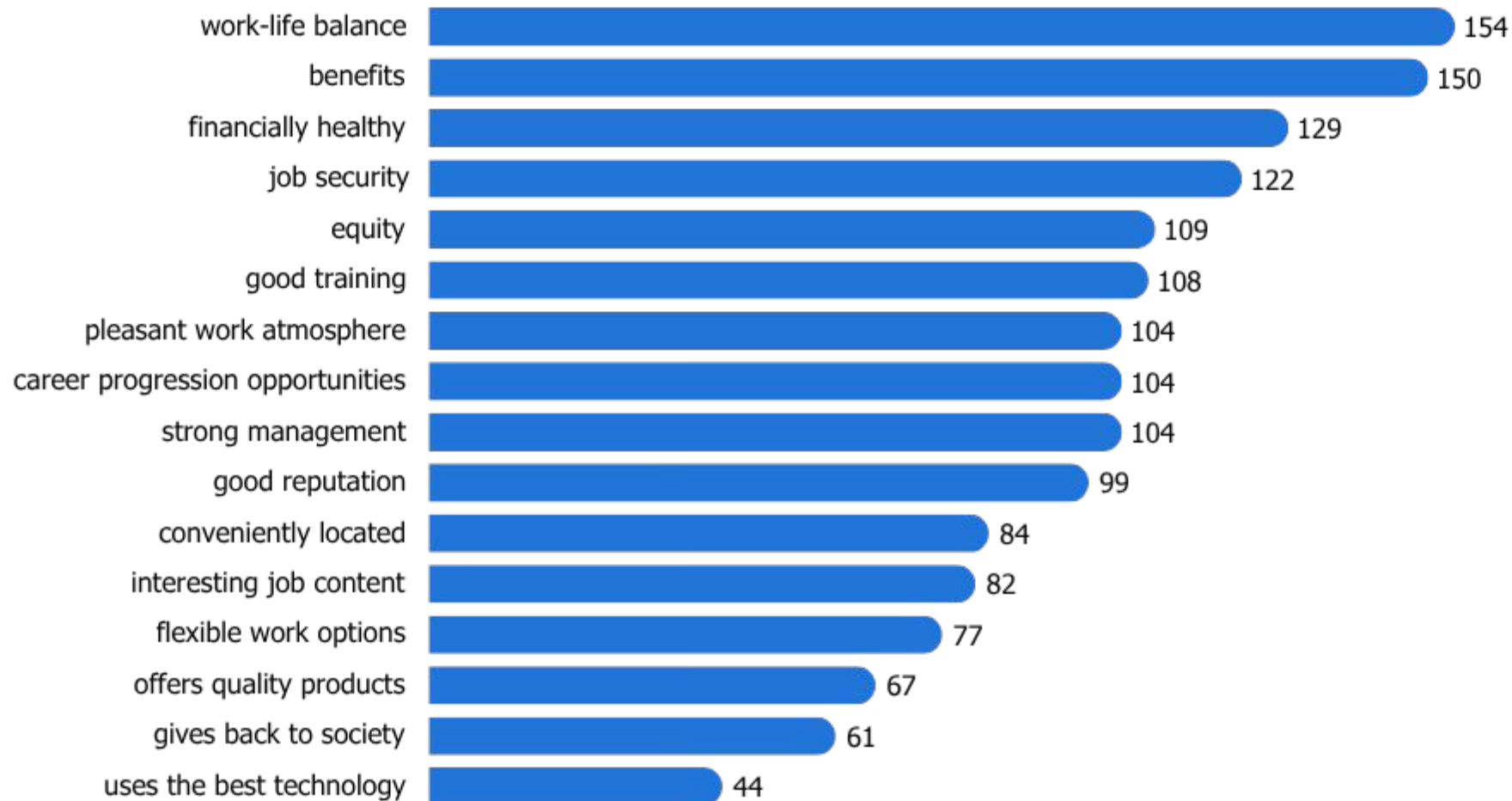
The average of all the index scores will always be 100, which also implicates that if some index scores go up, others must go down.

A EVP driver that has an index score of 200, is valued twice as important as the average of all drivers, while a EVP driver that has a score of 50 is valued only half as important as the average. It is accurate to presume that the EVP driver with the index score of 200 is 4 times more important than the driver with the index score of 50.

Calculation: $\text{Index} = (\text{abs.} / \text{avg.}) * 100$



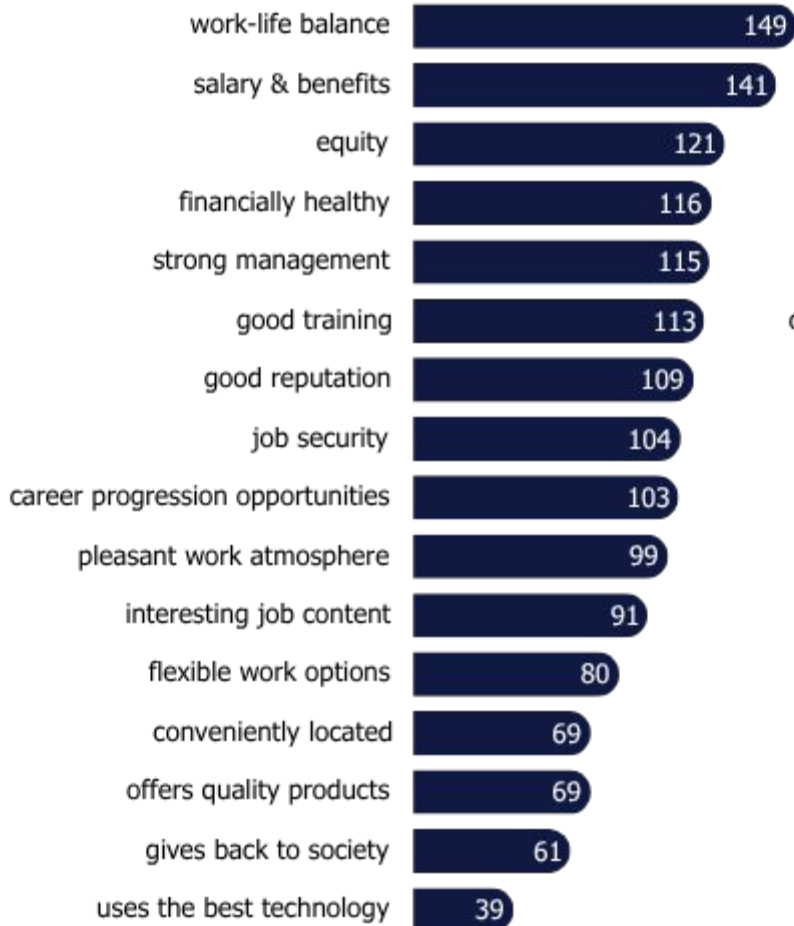
employee value proposition: all respondents.



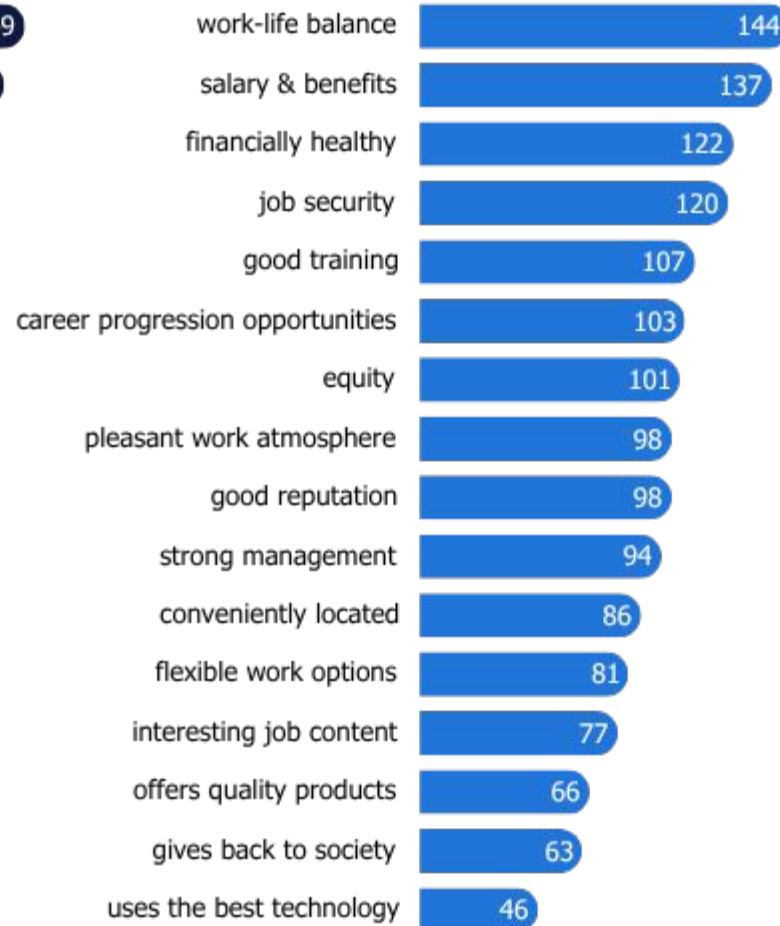
*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc.
Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

employee value proposition: generations.

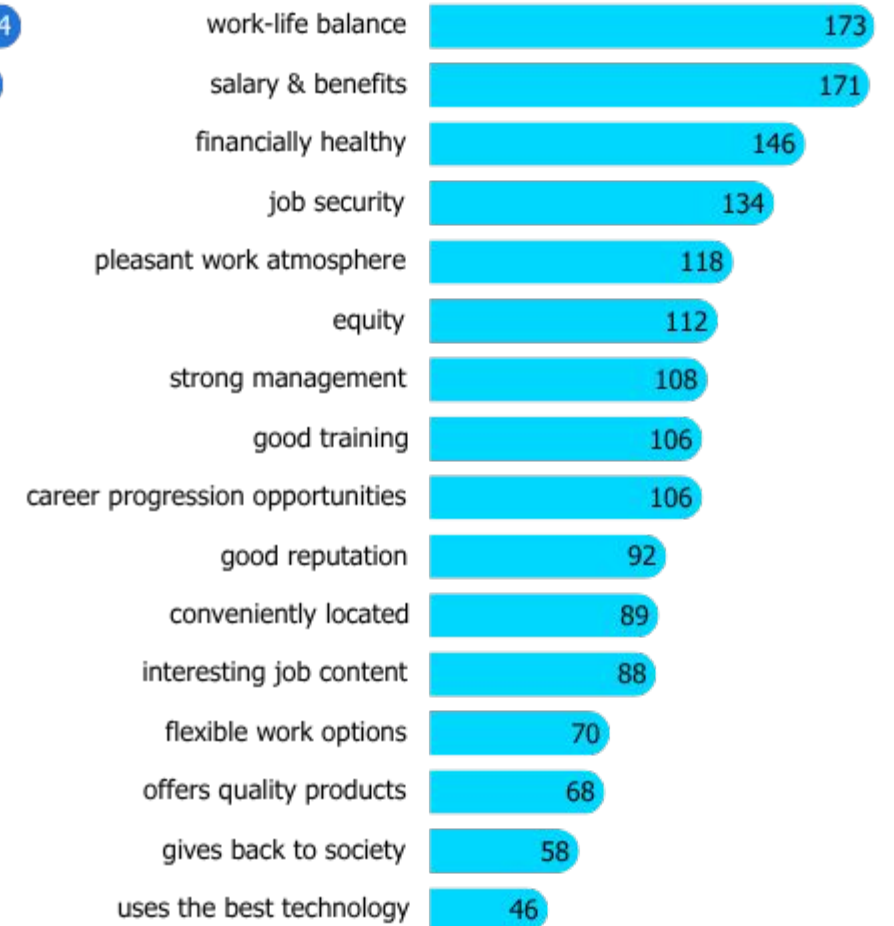
gen Z



millennials



gen X



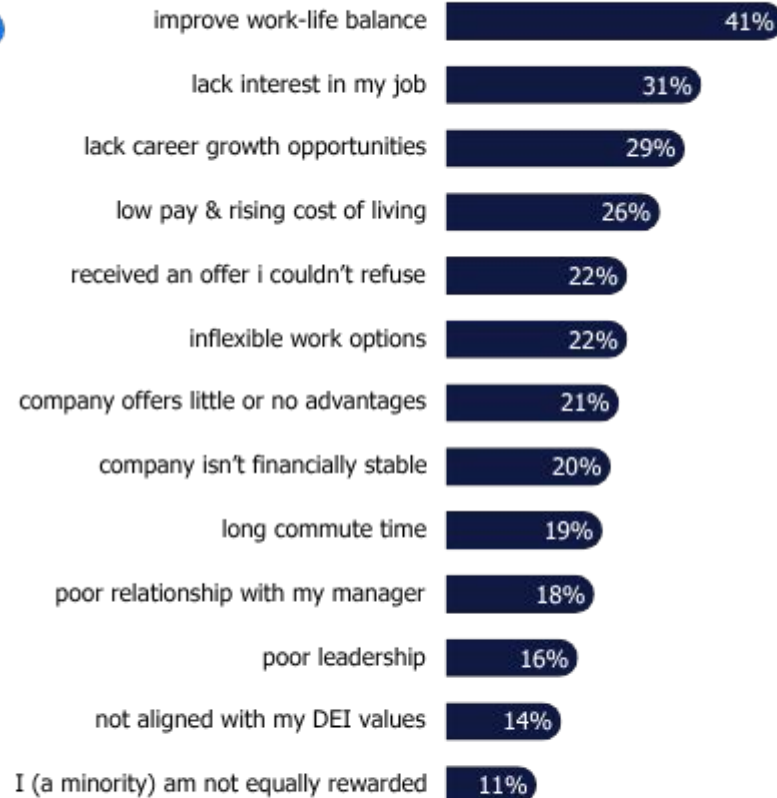
*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc.
Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

reasons to leave an employer: generations.

gen Z



millennials

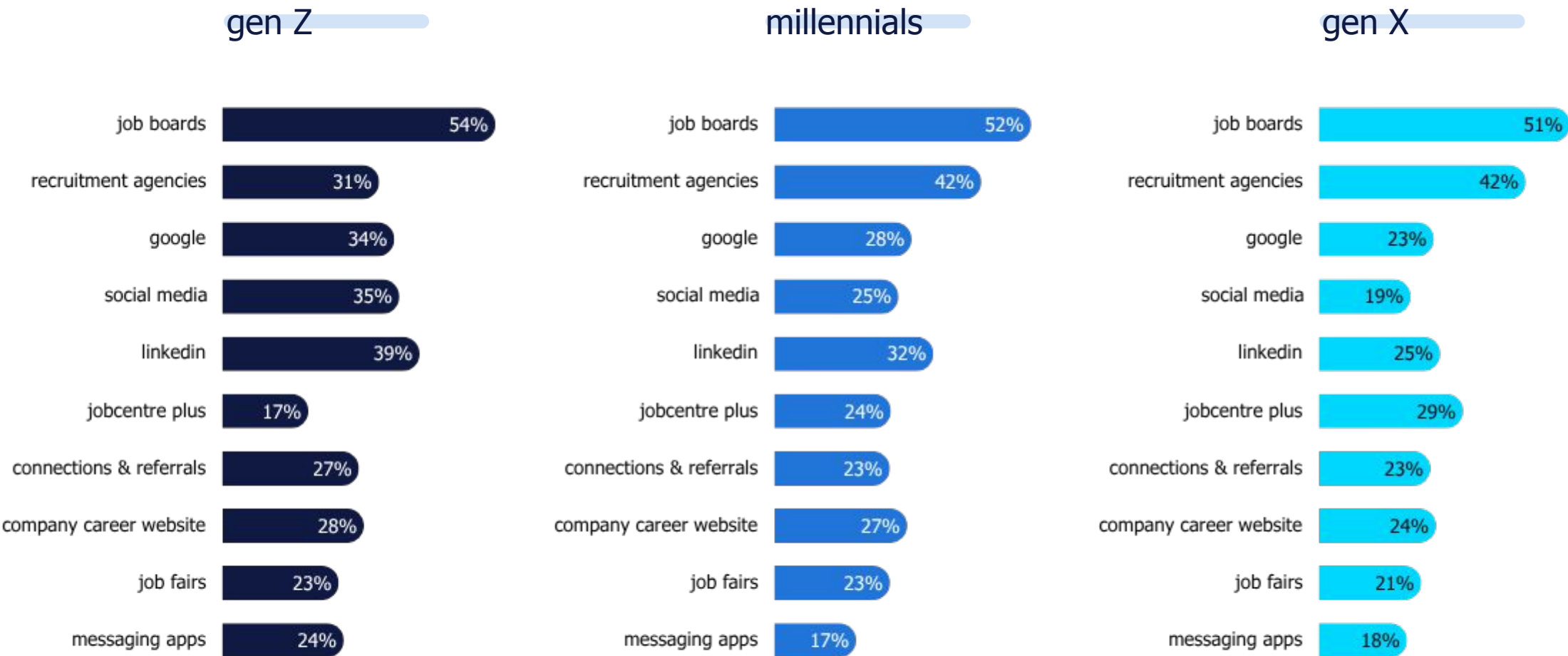


gen X



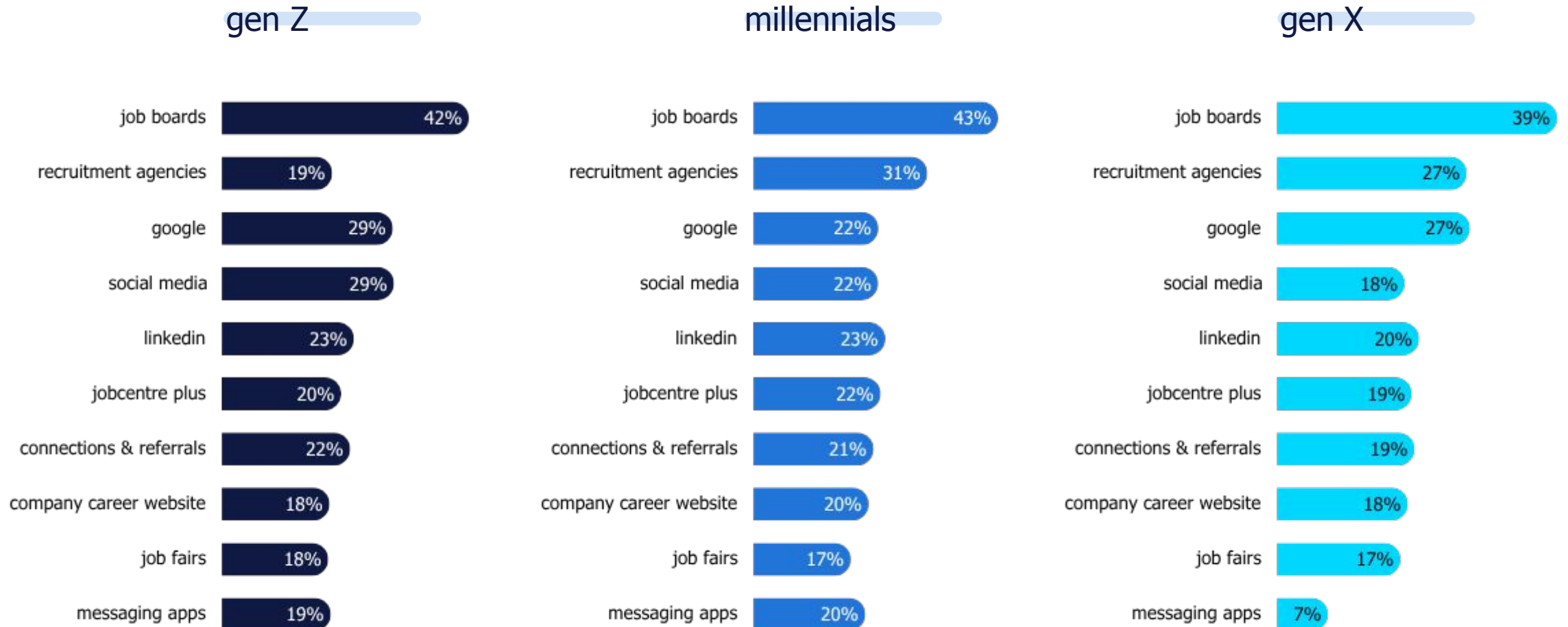
Q. For what reasons did you or would you decide to leave your employer?

channels used by job seekers: by generations.



Q. Through which of the following job search channels have you used to look for a job?
Q. Through which of the following job search channels did you find a job?

channels used by talent who found new jobs: by generations.



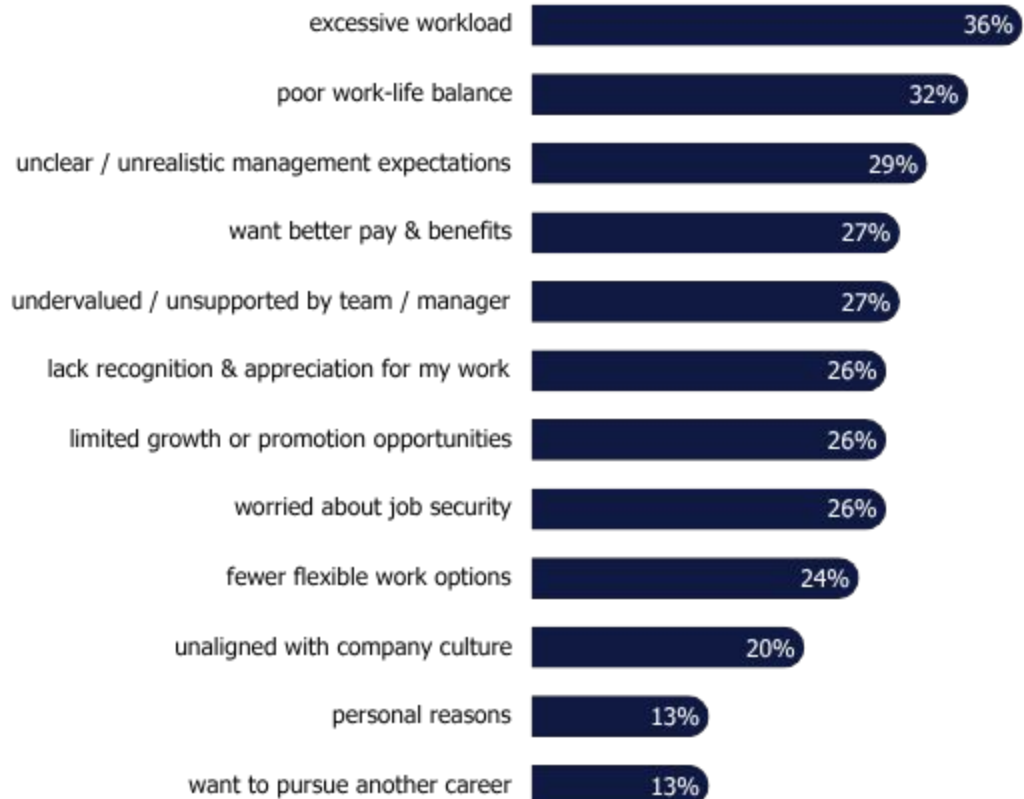
Q. Through which of the following job search channels have you used to look for a job?
Q. Through which of the following job search channels did you find a job?

motivations & engagement levels: all respondents.

feel more engaged in 2025



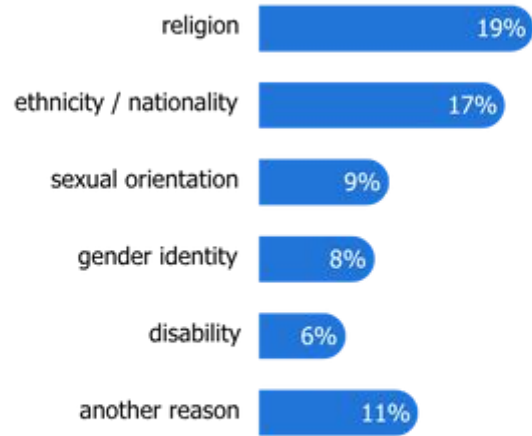
feel less engaged in 2025



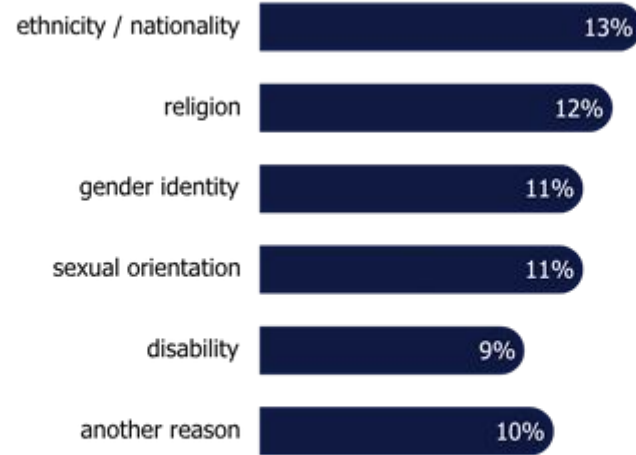
Q. You have stated that you are more (less) motivated / engaged than a year ago. Has this been influenced by any of the following factors?

identify as minority: generations.

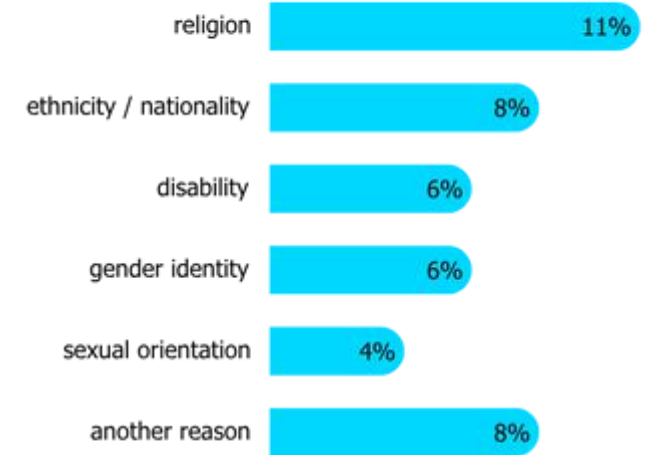
gen Z



millennials



gen X

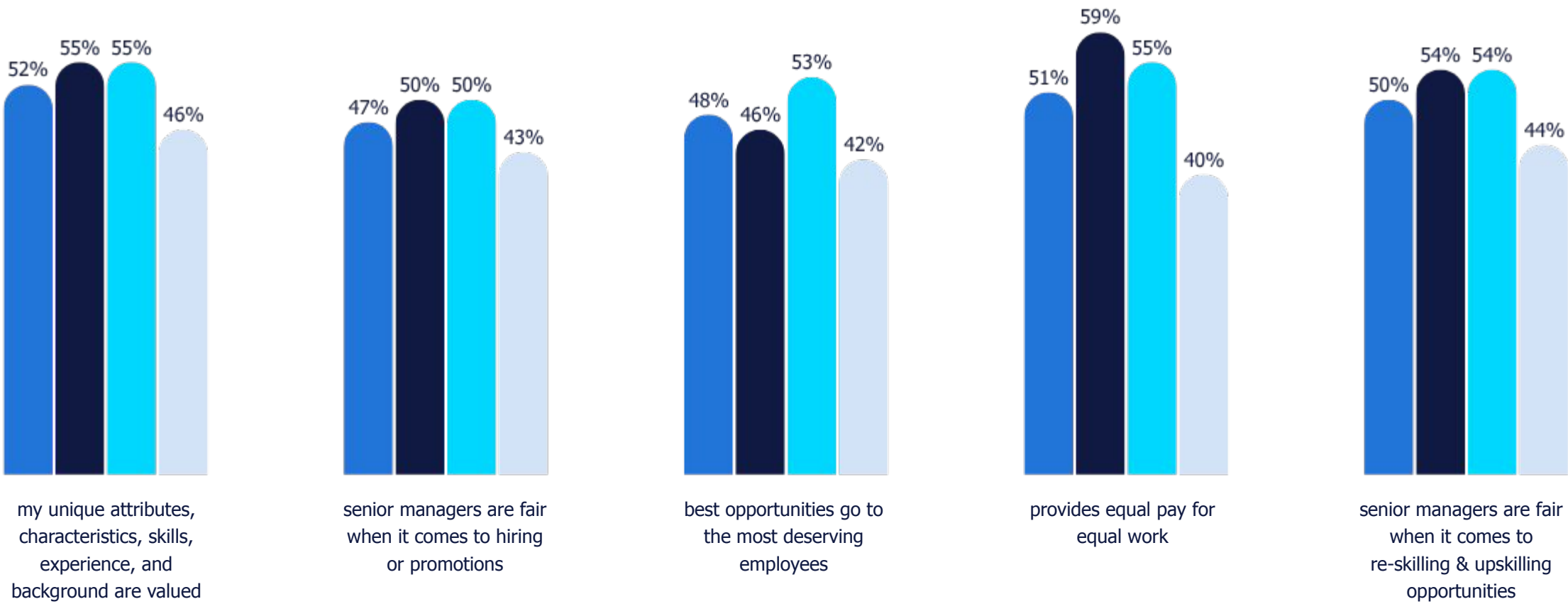


Q. Do you consider yourself to belong to a minority?

equity statements: generations.

agree statements are true

hong kong SAR gen Z millennials gen X



Q: On a scale of 1 to 5, how would you rate your employer on the statement?

partner
for talent.

