

The background of the cover features a top-down view of a desk with a laptop keyboard, a wooden bowl containing paper clips, and a brown cardboard folder. The text is overlaid on this background. On the left side, there is a decorative orange L-shaped graphic element. The text is as follows:

HRnetOne 2025

**China Mainland  
Recruitment Insights  
and HR Talent Trends Report**



# CONTENT



## 01 Industry Recruitment Trends

FMCG	04	Internet	07
Luxury Retail	05	High-Tech	07
Manufacturing	06	Commercial Real Estate	08
Healthcare and Life Sciences	06		

## 02 Talent Trends in Various HR Functions

TA	10	OD & OE	14
EB & EVP	11	HRBP	15
D&I	12	HR Operation & SSC	16
L&D	13	C&B	17
TD	14	Employee Wellbeing	18

## 03 Compensation Guide 19

# PART. 01

## Industry Recruitment Trends

In today's dynamic business environment, the demand for talent across various industries is undergoing significant transformation. Sectors such as fast-moving consumer goods (FMCG), luxury, manufacturing, healthcare and life sciences, internet, high-tech, and real estate are all facing new challenges, urgently needing key talent to drive business growth. Amid these industry dynamics, HRnetOne has not only observed the diversity and volatility of talent needs but also noted the strategic adjustments companies are making to address these changes. In this report, we will delve into the talent demand trends and corporate response strategies across these industries.



## FMCG

With market recovery, the demand for talent in the FMCG sector is gradually returning to a robust state. Companies are seeking diverse talents who can drive rapid growth in health-related categories, possess innovative thinking, and are capable of responding to market consumption upgrades and downgrades. Additionally, companies favor specific professional talents, such as those skilled in supply chain optimization, digital technology, emerging e-commerce platform sales models, and cost control.





## Luxury Retail

In 2024, luxury brands continue to expand actively in the Chinese market, making it one of the few industries still growing during the 1st half of the year. However, the recent economic uncertainty, this sector has been strongly impacted – this trend will continue into 2025. That being said, for companies with long term vision, HRnetOne has observed a notable trend of talent migration: a significant influx of high-caliber professionals from other industries into luxury, marking an unprecedented peak. This trend not only indicates the robust development and strong appeal of the luxury sector but also signals a new trend in talent structure adjustment within the industry.

Beyond talent acquisition, luxury companies are optimizing their human resources strategies to strengthen talent reserves and brand competitiveness, focusing on employee development, succession planning, organizational development, and design. They prefer to bring in talent development experts with professional methodologies from leading companies in FMCG, high-tech, industrial chemistry, and other sectors with comprehensive HR management systems to innovate and advance talent cultivation and organizational development.





## Healthcare and Life Sciences

Due to the combined effects of the global pandemic's decline, economic slowdown, and policy environment adjustments, many pharmaceutical companies are under pressure from declining performance. In this context, companies are optimizing personnel in underperforming product lines, particularly in R&D and functional support departments. Product lines still in incubation, with uncertain market prospects, which may have hired extensively during their startup phase, are now more likely to downsize to adapt to market changes and ensure stable operations.

## Manufacturing

The overall recruitment situation in the manufacturing sector remains stable, with the new energy vehicle (NEV) industry showing unique vitality and growth. Recognized as a critical engine for rapid advancement in China, the NEV industry has received substantial government support. This sector also has a significant ripple effect on upstream and downstream industries, jointly driving the NEV industry into a phase of rapid development. The swift rise of the industry has intensified competition for top talent among companies, pushing internal corporate competition to a fierce level. Despite this, new entrants continue to emerge. Some companies face challenges like financial strain during aggressive expansion, leading to a new cycle of layoffs and hiring demands, further increasing talent mobility and demand.



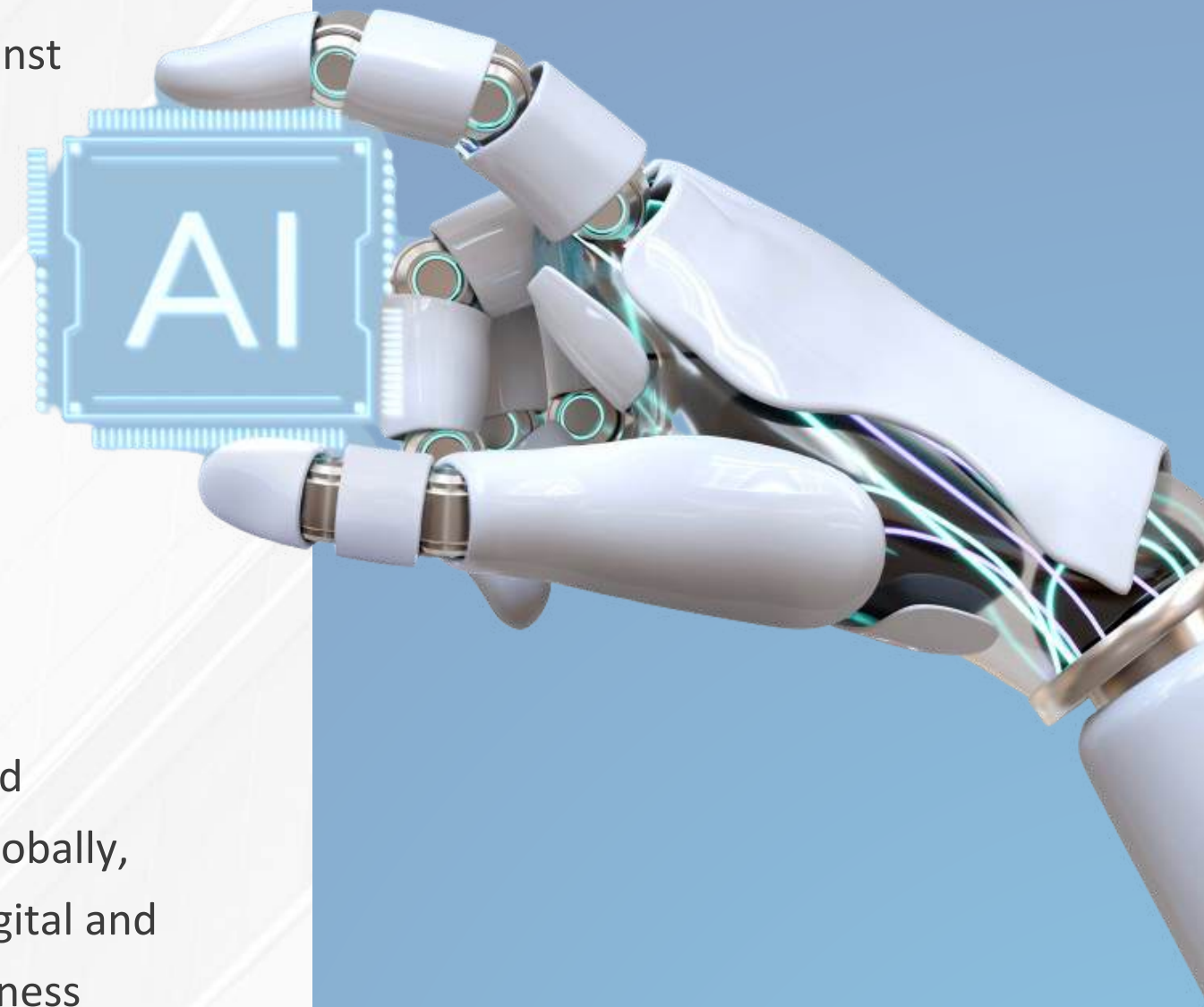


## Internet

The recruitment in the internet industry is slowing, with talent moving towards e-commerce, new retail, new lifestyle services, and gaming sectors, highlighting structural changes within the industry. Despite the overall slowdown in hiring, there is a high demand for AI and high-end technology talent, with salaries rising against the trend, reflecting strong market demand. Additionally, to optimize resource allocation, the industry is optimizing personnel in product lines still in incubation and with uncertain prospects.

## High-Tech

The demand for talent in the high-tech industry is influenced by various factors, presenting challenges of complexity and flexibility in recruitment. The ongoing China-US relations impact investment strategies and business expansion plans in China, leading to a restrained recruitment demand in the high-tech sector. Globally, there is also a notable trend of layoffs within the industry. High-tech companies are at the forefront of digital and AI applications, which gradually reduce labor costs and reliance. Human resource roles, including HR Business Partners (HRBP), Compensation and Benefits (C&B), Training and Development (T&D), and Shared Service Centers (SSC), are also experiencing role reductions. Additionally, recent business challenges have led to frequent organizational restructuring, impacting functional departments, particularly HR.





# Commercial Real Estate

Impacted by industry downsizing and corporate "subtraction" strategies, talent recruitment in commercial real estate shows a slight decline. With market changes, national macroeconomic policy adjustments, and the saturation of homebuyer demand, the real estate sector is entering a critical period of transformation and change management.

Currently, there are two major transformation trends: market penetration, actively expanding into second and third-tier cities, driving companies to recruit local talent familiar with these markets; and a shift in business models from product-centric to customer-centric and service-oriented models, focusing on customized product development to meet consumer needs.

Consequently, there is a surge in demand for multi-skilled talent and digital technology professionals.



**PART. 02**

**Talent Trends  
in Various  
HR Functions**



# TA

When companies reduce hiring needs, Talent Acquisition (TA) teams are often the first to be optimized. For cost-efficiency, companies prefer to retain low-cost employees whose capabilities match job requirements.

A new trend in job configuration is integrating TA with Talent Management (TM) into a unified team to enhance talent recruitment quality and lifecycle management. As companies deepen their understanding of recruitment, they recognize that TA is not just a link to the external market but also a key element in enhancing corporate image and showcasing company culture.

Some TA professionals are now involved in Employer Branding (EB), Employee Value Proposition (EVP), and Diversity and Inclusion (D&I).



## Talent Trends in Various HR Functions

### “ HRnetOne Advice

**HRnetOne suggests that TA professionals should focus on continuously expanding and deepening their skill sets. Besides excelling in recruitment, TA should support other HR areas like employee relations and training and development, contributing to a holistic talent management approach and maximizing productivity.**



## EB & EVP

Although the importance of employer branding is increasingly recognized, only a few companies truly view it as a strategic priority and put it into practice. Building an employer brand requires considerable resources and funding, which companies typically only undertake once they reach a mature and stable phase with sufficient resources. For companies in the early stages of development, investing in employer branding is often considered a luxury.

The value of Employer Branding (EB) and Employee Value Proposition (EVP) becomes particularly evident during challenging market conditions, as these elements are closely linked to recruitment efforts. Companies that consistently promote their EB and EVP are better positioned to attract and retain talent aligned with their corporate culture and values.

Notably, many companies start building their employer brand through campus recruitment, which not only reflects a strategic consideration for future talent reserves but also underscores the long-term significance of employer branding in corporate development. By carefully crafting their employer brand, companies can leave a deeper impression on candidates, enhance their competitiveness, and stand out in a competitive market.

Diversity and Inclusion (D&I) have a more established and comprehensive development in Western countries, particularly among industry-leading Fortune 500 foreign companies such as Nestlé, PepsiCo, Nike, Johnson & Johnson, Sanofi, Dow Chemical, Henkel, and SAP. In contrast, domestic companies have a relatively limited focus on D&I, with few setting up dedicated D&I departments, and those that do are often led by foreign managers.

In discussions on D&I, domestic companies tend to integrate it with corporate culture, focusing more on promoting gender equality and enhancing female leadership, with less emphasis on issues related to religious beliefs, nationality differences, and the LGBTQ community.

Organizationally, a small number of companies set up D&I as an independent department managed by the global headquarters. More commonly, D&I is incorporated into Learning & Development (L&D) or Talent Development (TD) departments. In some cases, it falls under Talent Acquisition (TA), closely linking it with EB and EVP.

Mature Western companies place greater importance on D&I execution, covering a broader range, including gender and cultural diversity and respect and inclusion for age and disabilities. For example, Starbucks has implemented innovative measures like opening sign language stores to employ hearing-impaired individuals as baristas, demonstrating a strong commitment to D&I principles and contributing to social inclusion.





L&D

Learning and Development (L&D) is often considered an "added value" function within companies, making it a primary target for downsizing during times of financial pressure.

In companies undergoing frequent transformations, where business environments are often challenging, it becomes difficult to make long-term plans for employee training and development, leading to reduced demand for L&D talent. In small and medium-sized enterprises (SMEs), L&D responsibilities are often combined with other HR roles, reflecting a preference for versatile talents who can handle multiple tasks, including L&D.

From a cost-control perspective, companies are shifting towards global or regional centralized management models, reducing local L&D positions. Increasingly, multinational corporations no longer have standalone L&D roles in specific countries but opt for broader regional management, such as in the Asia-Pacific region. Additionally, companies are adopting unified digital learning management platforms, reducing reliance on traditional L&D personnel as digital learning technologies advance.



HRnetOne **Advice**

**HRnetOne suggests that the evolving industry landscape is reshaping the L&D talent market. Future L&D professionals will need not only deep expertise but also cross-domain integration capabilities. In the current "supply exceeds demand" job market, L&D professionals should continue honing their skills, such as robust teaching abilities and training content design, to prepare for career transitions and adapt to market competition and industry changes. Moreover, to fully meet business needs, L&D professionals should have experience ranging from training development to talent development, enabling them to provide targeted learning and development solutions in a complex and ever-changing workplace.**

## TD

In recent years, the value of Talent Development (TD) professionals has become increasingly recognized within companies. When companies are not expanding, they place greater emphasis on internal talent cultivation and succession planning.

Due to the scarcity of outstanding TD talent, those with strong professional skills and rich experience are highly sought after in the market. These professionals play a crucial role in building and optimizing internal talent structures and driving internal talent pipeline development and overall employee capability enhancement. TD professionals are gradually evolving from traditional HR functions to become the core force leading talent cultivation and development within companies.

## OD & OE

In recent years, large internet companies and real estate giants have significantly increased their demand for Organizational Development (OD) and Organizational Effectiveness (OE) professionals. However, with the evolving market environment, many companies, especially private ones, have slowed their rapid expansion, leading to a decrease in demand for OD and OE talent. At the same time, demand from foreign companies remains limited, primarily focused on two scenarios: post-merger and acquisition, requiring reorganization and optimization of organizational structures, and major corporate transformations necessitating adjustments to align with new business objectives and market positioning.

According to HRnetOne, recruiting OD and OE talent is challenging due to the scarcity of such professionals, which limits the pool of candidates for companies. Furthermore, companies must find candidates who align closely with their corporate culture, understand their unique characteristics, and possess the ability to drive organizational change.



# HRBP

In today's dynamic and ever-changing market environment, the role of HR Business Partners (HRBP) is no longer limited to traditional operational tasks. Instead, HRBPs are required to work closely with business managers to plan and implement forward-looking strategies, helping organizations adapt flexibly to evolving market and business demands. When facing business challenges, HRBPs play a critical role in talent management configuration and organizational optimization. Especially during hiring freezes, HRBPs must focus more on performance management to maximize the potential of existing employees. This includes leadership development for management and tailored professional skills training based on employee needs. Additionally, establishing incentive mechanisms that enhance both efficiency and employee motivation is crucial for boosting overall performance and engagement.

HRnetOne also notes that some large enterprises are raising the professional standards for HRBPs while reducing the number of such roles. Companies still highly value strategic HRBPs who can act as trusted advisors to corporate decision-makers. Some firms categorize HRBPs into Strategic HRBP and HR Consultant teams, while others gradually transition HRBPs to operational roles such as People Solutions or HR Operations teams.



HRnetOne Advice

HRnetOne suggests that the HRBP role is becoming increasingly critical in a challenging and dynamic market environment. HRBPs must continually explore and practice in areas such as leadership, organizational development, and the development and retention of key talent. Employee relations management skills are also becoming a core competency for HRBPs. Effectively preventing and resolving internal conflicts ensures team harmony and efficient operations. This involves not only daily communication and coordination but also a keen ability to assess and analyze employees' psychological states. In tough market conditions, HRBPs must also manage complex layoffs, evaluate potential chain reactions and risks from key personnel losses, and predict their impact on long-term corporate stability. Notably, a thorough understanding and strict adherence to labor laws are crucial for handling employee optimization issues compliantly, avoiding legal disputes, and maintaining corporate reputation. Faced with these challenges, HRBPs require solid professional knowledge, adaptability, and decisive decision-making skills to provide strong support for the company's long-term stability and growth.

## HR Operations & SSC

In some companies, roles previously housed in separate departments, such as Talent Acquisition (TA), Employee Relations (ER), and Learning & Development (L&D), are gradually being consolidated into Shared Service Centers (SSC) to standardize HR operations and improve the employee experience. This trend reflects a shift towards resource sharing and process standardization, signaling a move away from highly customized roles towards greater efficiency and cost-effectiveness.

With the continuous improvement of office systems and the widespread application of AI technology, the demand for HR support personnel has significantly decreased, prompting layoffs in relevant departments. Furthermore, due to the rising labor costs and office rents in major cities like Beijing and Shanghai, many companies are strategically relocating their SSCs to second-tier cities in China, such as Dalian, Chengdu, Wuhan, Wuxi, and Suzhou, or even expanding to lower-cost countries like the Philippines, Malaysia, Indonesia, and India. These locations offer more cost-effective office spaces and labor costs, along with a workforce that generally possesses strong English communication skills. This strategic positioning optimizes operational costs while maintaining service quality and efficiency.



## C&B

Despite the high turnover in many HR roles, positions in Compensation & Benefits (C&B) remain relatively stable due to their highly technical nature, complexity, and high professional skill requirements.

For companies not in rapid expansion, there may be opportunities to streamline C&B teams to use resources more efficiently. Conversely, companies frequently involved in mergers and acquisitions require more C&B professionals to integrate compensation structures and benefits systems effectively.

As more companies enter a relatively mature development stage, compensation and benefits management is gaining increasing importance. Many firms are now establishing Total Rewards positions to innovate traditional C&B management practices comprehensively. Total Rewards involves creating compensation and benefits programs tailored to the needs of both the company's strategy and its business units, aimed at attracting and retaining core talent. It also covers broader aspects such as employee well-being, career development opportunities, and recognition programs. By adopting this comprehensive rewards system, companies aim to provide holistic, in-depth recognition and respect for employees, thereby significantly enhancing their work experience and meeting the diverse needs of modern employees.

# Employee Wellbeing



An effective employee well-being strategy not only ensures a supportive work environment but also strengthens the emotional bond between employees and the company, boosting overall employee happiness. According to HRnetOne, these measures have a positive impact on enhancing employees' physical and mental health and job satisfaction:

1

Providing a high-standard, safe, and convenient employee canteen allows employees to enjoy affordable meals while feeling cared for by the company.

2

Offering relaxation spaces, such as meditation rooms and lounges, helps employees unwind and recharge during breaks, enabling them to return to work more refreshed.

3

Enriching employees' cultural lives with activities like reading sessions fosters a sense of cultural enrichment and increases work enthusiasm.

4

Implementing flexible work arrangements to balance work and personal life.



Function	Title	Experience (Years)	Annual Salary (RMB)
TA	Head of Talent Acquisiton	15 - 25	1 - 2M
	TA Partner / TA Manager	5 - 10	400 - 800K
HRBP	Head of HRBP	15 - 25	1.2 - 2.5M
	Senior HRBP Manager	10 - 15	800K - 1.5M
C&B	Head of C&B / Head of Total Rewards	15 - 25	1.2 - 2.5M
	C&B Manager / Rewards Partner / Rewards Manager	8 - 15	600K - 1M
HR Operation & SSC	Head of HR Operation / Head of SSC	15 - 25	800K - 1.8M
	HR Operation Manager / Payroll Manager / People Service Manager	10 - 20	600K - 1M
L&D	Head of L&D	15 - 25	1 - 1.8M
	L&D Manager	8 - 15	500 - 800K
TD	Head of Talent Development / Head of Talent Management	15 - 25	1.2 - 2M
	Talent Leadership and Learning Manager / TD Manager	8 - 15	600K - 1M
OD & OE	Head of Talent Management and Organization Development / Head of OD	15 - 25	1.3 - 2M



## Your trusted talent recruitment and management partner

As a part of HRnetGroup, HRnetOne headquartered in Singapore and listed on the SGX in 2017. HRnetOne was established in 1992 as the first brand of the Group, and now has 17 offices in Singapore, Kuala Lumpur, Hong Kong, Taipei, Tokyo, Shanghai, Bangkok, Beijing, Guangzhou, Seoul, Jakarta and Shenzhen, focusing on top talent recruitment.

Chinese team focuses on the chemical, food and consumer goods, retail, healthcare, high-tech, internet, IT, and real estate management industries, as well as related functions such as human resources, finance, and legal.

**If you have a hiring need,  
please contact HRnetOne Leader:**



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