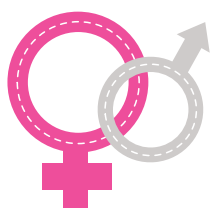


# 2016 Global HR Survey Results

The Annual Elliott Scott HR Survey is known for providing valuable insights into the global HR industry. This year, we focused on five key locations: Brazil, Hong Kong, Singapore, The United Kingdom and the United States. We surveyed participants in our candidate, client and social networks, compiling vital market intelligence to better understand the HR industry's landscape globally. We had 1201 participants complete our survey globally, 62% of whom were female. Respondents were predominantly mid to senior-level HR professionals, with the majority from a generalist HR function. Banking and finance, IT, and manufacturing were the top three global sectors.

## Gender

*Is there still a glass ceiling for female talent?*



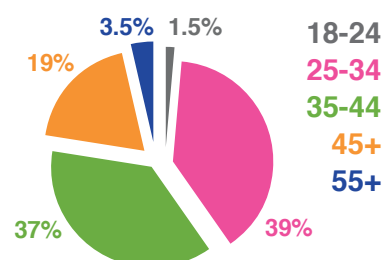
	MALE	FEMALE
<b>GLOBALLY</b>	38%	62%
<b>JUNIOR</b>	37%	63%
<b>MID-LEVEL</b>	37%	63%
<b>SENIOR</b>	44%	56%

## Age

*What is driving older professionals to leave the HR Industry?*

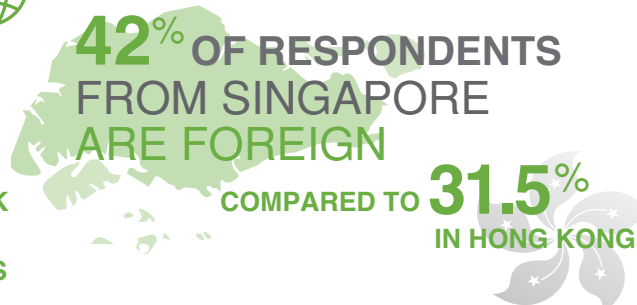
**18%**  
OF MANAGING  
DIRECTORS  
WERE UNDER  
**35 YEARS OLD**

RESPONDENTS BY AGE GROUP



## Diversity

*How can we strike the right balance of local and foreign talent in each region?*



## Length of Employment

*What is driving the short tenure trend?*

**72%** OF RESPONDENTS GLOBALLY HAVE BEEN WITH THEIR EMPLOYER LESS THAN 4 YEARS

**48.5%** LESS THAN TWO YEARS



## Industry Challenges

*Is the HR function gearing up for change in 2016?*









### TOP THREE CHALLENGES

1. CHANGE MANAGEMENT
2. TALENT MANAGEMENT
3. GENERALIST HR












## Compensation and Benefits

*Continued global standardisation of average pay and bonuses, although annual leave is wide-ranging*

		AVERAGE PAY RISES	AVERAGE BONUSES	INFLATION* of Jan 2016	 DAYS OF ANNUAL LEAVE				AVERAGE PUBLIC HOLIDAYS
 GLOBAL	6%	15%	*	10-14	15-19	20-24	25+		
 HONG KONG	6%	13%	2.7%	15%	27.5%	47.5%	10%	12	
 SINGAPORE	5.5%	14%	-0.6%	11%	30%	47%	12%	11	
 BRAZIL	7.5%	16%	10.71%	10%	6%	18%	66%	12	
 US	4%	13.5%	1%	18%	31%	35%	16%	10	
 UK	2%	13.5%	0.3%	0%	4%	32%	64%	8	













## BENEFITS

Whilst medical is a given, dental and life insurance differs from region to region.

	 MEDICAL	 DENTAL	 LIFE INSURANCE
 GLOBAL	89.5%	71%	69%
 HONG KONG	93.5%	66.5%	58.5%
 SINGAPORE	85.5%	62%	49%
 BRAZIL	91.5%	81%	78%
 US	94%	94%	78%
 UK	80%	24%	68%

## ALLOWANCES

Are expat packages on the decline from region to region

	 CASH*	 FOOD	 HOUSING	 TRANSPORT	 CAR	 SCHOOL
 GLOBAL	31%	58%	12%	34%	35%	13%
 HONG KONG	12%	22%	56.5%	48%	4%	13%
 SINGAPORE	27%	3%	5.5%	39%	53%	8%
 BRAZIL	43%	80%	3%	31%	31%	15%
 US	17%	21%	10.5%	26%	58%	5%
 UK	16%	0%	0%	0%	100%	0%







\*OF THOSE THAT RECEIVE CASH ALLOWANCES

## Perceived Market Value

What is market rate anyway?

% OF RESPONDENTS WHO FEEL THEY ARE PAID BELOW, AT OR ABOVE MARKET RATE









	 GLOBAL	 HK	 SINGAPORE	 BRAZIL	 US	 UK
BELOW MARKET RATE	38%	42.5%	44%	32%	38%	52%
AT MARKET RATE	53%	49%	49%	58%	51%	32%
ABOVE MARKET RATE	9%	8.5%	7%	10%	11%	16%

## SATISFACTION WITH COMPENSATION



PAY RISE

BONUS

	 GLOBAL	 HK	 SINGAPORE	 BRAZIL	 US	 UK
PLEASSED	57%	59.5%	55%	59%	50%	32%
DISAPPOINTED	43%	40.5%	45%	41%	50%	68%
PLEASSED	51%	53.5%	48.5%	48%	56%	44%
DISAPPOINTED	49%	46.5%	51.5%	52%	44%	56%

## Leadership

How do we enable HR to have a seat at every executive table?

**66.5%**  
BELIEVE HR HAS  
A SEAT AT EVERY  
EXECUTIVE TABLE







## The Traits Most Valued in the Head of HR

Are we asking HR to wear too many hats?

-  1. UNDERSTANDING OF THE BUSINESS
-  2. LEADERSHIP / MANAGEMENT STYLE
-  3. ABILITY TO EFFECT CHANGE WITHIN THE ORGANISATION

## Ability to Work from Home







UK is ahead of the game with work flexibility, while HK lags behind.

 GLOBAL	58%
 HONG KONG	38.5%
 SINGAPORE	64%
 BRAZIL	58%
 US	71%
 UK	88%



## Engagement

Highest engagement globally is in the Americas.

	ENGAGED	DISENGAGED
 GLOBAL	86%	14%
 HONG KONG	81.5%	18.5%
 SINGAPORE	83.5%	16.5%
 BRAZIL	89.5%	10.5%
 US	88%	12%
 UK	76%	24%

These results express the opinions and thoughts of respondents who participated in our survey.

We would love the opportunity to speak with our clients further about the results and how we can help you with your recruitment.

Feel free to reach out to your Elliott Scott HR consultant for more information.

For marketing and PR inquiries, please contact Malinda Zerefos, Group Marketing and Communications Manager, at [mz@elliottscotthr.com](mailto:mz@elliottscotthr.com).